

## Alignment: determining the value of an ecosystem

### Why this module?

This module allows a board to understand the value of an ecosystem and the readiness of their organisation to realise that value for themselves. In order to equip the board with the information to make the best decision on whether or not to implement an ecosystem strategy, and the necessary support for their decision there are three elements to the process

1. Research and insight (optional)
2. The Ecosystem alignment workshop
3. Planning for implementation (optional)

Each of these phases is designed to ensure strategic clarity for the Board, a shared understanding of the behaviours they will adopt in support of their new strategy, and an understanding of the value they are seeking to create.

### Research and insight (optional)

Through a series of interviews and focus groups with key internal key stakeholders, and critical customers and supply chain members who could participate in an ecosystem, Mutual Value will present a comprehensive strategic landscape, and value generation opportunities to support the decision making process.

### Alignment workshop – 1 day

The workshop consists of the following modules:

Discovery – the potential and value of an ecosystem strategy

Character – are we positioned to create a powerful ecosystem?

Capability – do we have the culture and intent to lead a powerful ecosystem?

1. Discovery:
  1. Baseline – what is an ecosystem?
    - i) Identify your organisations strategic challenge
    - ii) The value of strategic success
    - iii) Traditional organisation design and the challenges it faces
    - iv) The ecosystem alternative – agility, speed, and rapid learning and innovation
  2. Trust at the heart of successful ecosystems
    - i) Understanding the roles of Clarity, Character and Capability in building a trusted ecosystem
  3. The building blocks of trusted ecosystems
    - i) Understanding your ecosystem as it exists today
    - ii) Defining the role of Leader in an ecosystem and the value of a keystone
    - iii) Defining your keystone
2. Character:
  1. Leader or Participant?
  2. Understanding the key leadership behaviours
  3. The mindset of leadership
    - i) Leading beyond your organisation



# MUTUAL VALUE

3. Capability:
  1. Defining your value proposition as an ecosystem leader
    - i) Understanding and voicing value
      - (1) For your organisation
      - (2) For participants in your ecosystem
      - (3) For others
4. Decision and planning
  1. Ecosystem or traditional organisation
  2. Leader or Participant
  3. Action plan and support

## **Planning for implementation (optional)**

Post workshop Mutual Value assists a Board in planning its ecosystem including:

1. Post workshop documentation
2. Communicating the narrative of change
3. Strategy execution

## **Optional Elements**

Ecosystems are on the rise, and Boards need to be aware that, at the least, they will be competing with them in coming years. While some Boards have already come to the conclusion that an ecosystem is likely to improve their ability to meet their strategic goals, others may wish to discuss their potential or the threat they represent. In this circumstance we recommend the Alignment Workshop as means for the Board to educate itself and as a way to decide whether or not the topic is worthy of deeper discussion.