

P41 - Complex Firm Partnerships -not just Ecosystems

21. ECOSYSTEMS ALLIANCES AND COLLABORATIONS

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Track summary: In today's business landscape, strategic partnerships are key, with 49% of CEOs planning new alliances (PwC, 2020). These collaborations go beyond mere transactions, forming complex networks for shared goals across various sectors and cultures. They focus on leveraging strengths, entering new markets, and innovating through resource pooling. At the same time, the rise in business ecosystems has brought attention to their dynamics and the role of digital technology in their emergence and operations. This has, however, in recent years slightly overshadowed the exploration of new, non-ecosystem types of partnerships that focus on real-time data, increased integration, cross-industry collaboration, and collective value creation.

These evolving partnership models pose challenges such as goal misalignment, dependency risks, and uneven value distribution, issues also present in ecosystem-structured firms. Topics like organizational identity, leadership, governance, and the impact of digitalization, previously examined in partnership literature, are now prominent in ecosystem discussions as well.

This overlap between ecosystems and partnerships underscores the need for a more nuanced understanding of their differences and similarities. Therefore, it is essential to identify when and where one type of governance model is most effective than the other and why, considering the evolving nature of business collaborations more holistically.