



The Future of Industry Ecosystems



Today, organizations operate around a value chain — a set of activities in a specific industry geared towards delivering a valuable product or service for the market. As over 80% of organizations are undergoing a digital transformation to meet demand, spark innovation, and become more flexible and resilient, these traditional value chains are being disrupted and are evolving to open, flexible industry ecosystems.

The pivot to the next normal of industry ecosystems is based on several key drivers of change. These drivers and challenges will significantly influence the purpose of an organization's ecosystem, in addition to providing foundational operating principles:

- **Flexibility and resiliency**
- **Operational and resource constraints**
- **Personalization**
- **Innovation**
- **Sustainability**
- **Customer/consumer needs and wants**

Each of these shared elements of the Future of Industry Ecosystems complements and enhances the other, producing a multiplier, platform effect that results in improved innovation, intelligence, customer experience, and trust.

Shared Data and Insights:

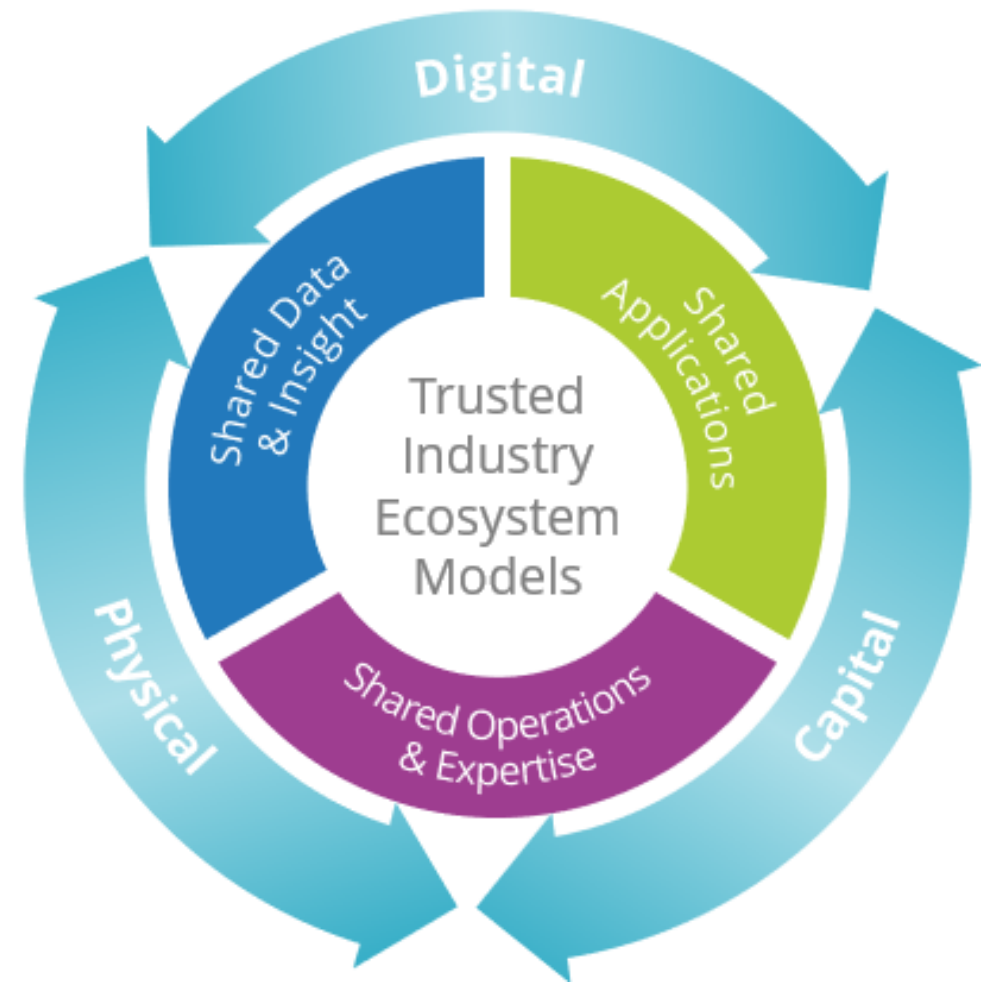
In industry ecosystems, sharing information, trending data, and knowledge can benefit all. This trusted, sharing ecosystem of data and insights complements the standard value chain approach of moving money, goods, and services.

Shared Applications:

Some organizations may not have the software development resources required for new application development and working in concert with their industry ecosystem fills this shortage. The changing economics related to cloud make it less expensive to share ownership with others rather than buying from a vendor.

Shared Operations and Expertise

Shared operations and expertise are critical for a company to be resilient and to flexibly scale capacity and innovation to meet market needs and solve problems. Shared operations and expertise in an industry ecosystem also address production capacity, service, and customer/citizen support and resources, as required.



The Opportunity for Technology Suppliers

- Develop an IT approach for your customers that enables ecosystem participation.
- Establish digital environments for co-innovation and sharing.
- Work in concert with service providers to enable a customized, configurable approach to ecosystem design.
- Build trust within industry ecosystems and ensure governance tools are included with your offering.
- Enable a blending of complementary digital and physical products and services.

Advice for Business Leaders

- Extend your industry ecosystem with partnerships from outside your industry.
- Plan for day-to-day, and unexpected, disruption through external operations and expertise.
- Leverage virtual joint ventures to accelerate growth; co-develop applications with partners for mutual benefit.
- Establish governance processes and tools to enable the free flow of data and collaboration.

Your platform needs to enable industry ecosystems to provide their customers and consumers with this seamless experience, whether a manufactured good, healthcare interaction, financial transaction, government service, or retail offering.



The tactical and strategic priority list for leadership, built on the premise of a steady rate of change, has changed dramatically in response to the COVID-19 pandemic and the ensuing economic uncertainty. Organizations are embracing radical change in short periods of time to survive and thrive. Initiatives that deliver resiliency, agility, responsiveness, and trust must now be implemented to maintain business growth. IDC recognizes that the movement toward industry-wide ecosystems is happening now and has gathered a group of its leading analysts across the globe to define what the Future of Industry Ecosystems looks like.

To learn more about IDC's Future of Industry Ecosystems research, contact your Account Representative or read the latest blog, "[The Future of Industry Ecosystems: Built on the Platform and Sharing Economy.](#)"

The IDC report, [What Is the Future of Industry Ecosystems?](#) (IDC #USUS46828520) analyzes the need and opportunity for an extended approach to industry ecosystems.

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