KPMG

Intentional Collaboration: Building Partner Ecosystems for Future Growth

Webcast

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With you today

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We're here to discuss

KPMG recently conducted research to understand what organizations must do to evolve their ecosystem partnerships to support the strategy and business of the future

What organizations are challenged with today in managing their ecosystems

How ecosystems are changing for the future

How the ecosystem of the future can drive growth and deliver value and why this matters

Partner Ecosystem Defined

A **partner ecosystem** is a dynamic network of interconnected companies which collaborate for mutual benefit—delivering more value than any of the pieces could separately.

Ad Hoc partnerships
vs. Intentional partnerships

Create value from the many to many relationships of ecosystems vs. 1:1 conventional partnerships

Ecosystems are crucial to modern business growth

83%

of companies plan to expand their partner ecosystem in the future.

Out of all companies, **nearly half** are interested in not just traditional, but also partnerships like technology affiliations, strategic alliances, or co-innovation partnerships.

Role of ecosystems in advancing firms’ growth strategies

75% of individuals agreed and acknowledged the advantages of ecosystem partnerships in expediting their growth strategies

The key attributes that respondents search for in their partner ecosystem include:

73% Increased profits

67% Innovation tech advancements

63% Market expansion

Partners majorly contribute to strategic growth within organizations by:

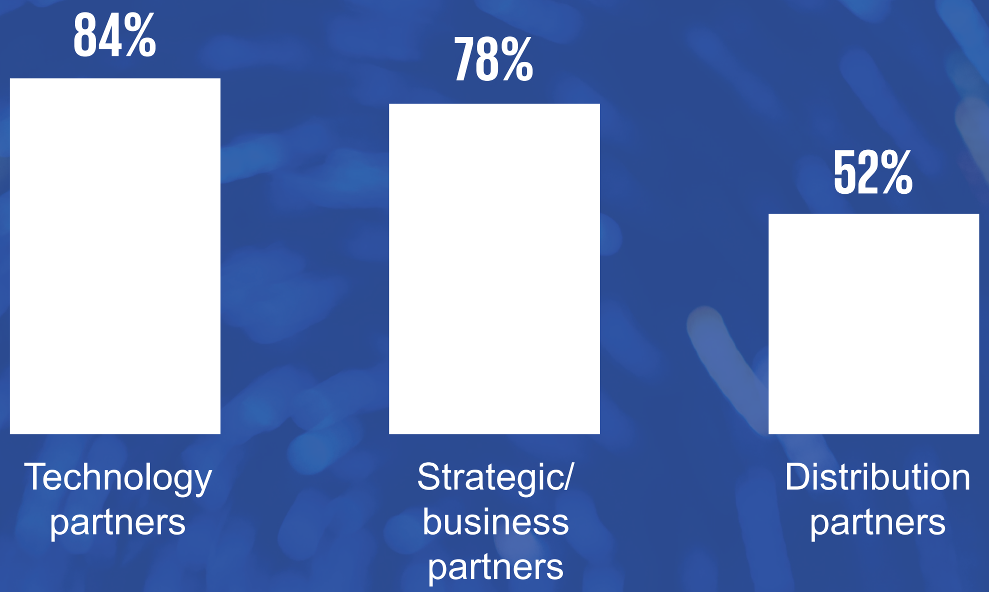
Combining strengths and helping firms navigate industry shifts, **67%**

and by accelerating innovation and driving transformation **65%**

through the expertise and resources of partners

Current state of ecosystems – Trends & challenges

Type of partners currently part of organizations' ecosystem



Top 3 challenges in partner ecosystems

71% Aligning goals and expectations among partners

48% Managing changes in the ecosystem (e.g., partners leaving or new partners joining)

47% Data sharing and security issues

Only a third of respondents currently measure their ecosystems effectively, highlighting the need for evolved, outcome-based metrics and KPIs for growth tracking

How ecosystems are changing for the future

Expectations for ecosystem partnerships in the next 1-3 years includes:

Stronger emphasis on leveraging AI and automation capabilities **69%**

A shift towards greater digital collaboration and virtual ecosystems **57%**

Advancement of data sharing and privacy practices **40%**

How the ecosystem of the future can drive growth and deliver value and why this matters

Most respondents highlighted that their partners help them:

Co-create technology solutions ▶ **47%**

And

Identify missing capabilities that can be integrated or partnered to technologically advance ▶ **45%**

And

Acquire or embrace new technological advancements through strategic alliances, licensing or patent sharing ▶ **43%**

Ecosystem complexity – Healthcare example

Building a modern, strategic partner ecosystem

- Align to the corporate strategy
- Understand the capabilities to buy, build, and partner
- Design the right strategic portfolio
- Manage and measure value
- Consider cross-industry partners

Cornerstones for future ecosystems

70%

of individuals identified a collaborative mindset and open innovation as key aspects

63%

cited digital agility and integration as crucial

Closing

Key take-aways

Ecosystem strategies can be critical pathways for building growth, agility, and resilience

Be intentional about your ecosystem approach

Co-creation is key to innovation

Create value from the many to many relationships of ecosystems vs. 1:1 conventional partnerships

What's ahead

1. Defining a portfolio strategy for your ecosystem
2. Co-creating technology
3. Filling/expanding capability gaps
4. Managing risk across the ecosystem
5. Sector convergence and business model opportunities
6. Managed Services as a collaborator

"Evolution takes time: Now is the time to start planning"

Thank you for joining us

- **The player will now refresh to display an exit survey. Feel free to complete this survey and click the Submit button, your feedback is important to us.**
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