Reimagine Innovation With an Adaptive Innovation Ecosystem Framework

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Initiatives: CIO Leadership of Innovation, Disruptive Trends and Emerging Practices

Executing the right ideas is already a challenge for innovators. Factor in rapid technology change and skills advancement, a competitive global economy and shifts in customers, and CIOs leading business innovation must build a sustainable innovation capability through shared intelligence ecosystems.

Additional Perspectives

Summary Translation: Reimagine Innovation With an Adaptive Innovation Ecosystem Framework
(30 March 2021)

More on This Topic
This is part of an in-depth collection of research. See the collection:

Research Roundup for CIOs on Leadership Competencies for 2021 and Beyond

Overview

Key Challenges

- Innovation ideation and execution are often viewed as purely inward capabilities or as only driven by a technology solution, which can narrow the quantity and quality of ideas, and increases experimentation time, costs and risk.

- In a fast-paced competitive market, technologies and skills are shifting overnight, and traditional inward-out siloed corporate structures are struggling to execute successful and sustainable innovation.

- Most innovators tend to be obsessed with technology solutions, inward “we know the customer” assumptions, or biased conclusions instead of being obsessed with outward observations of dynamically changing customer problems and behaviors.
Recommendations

CIOs leading in innovation, disruptive trends and emerging practices:

- Drive competitive edge by creating innovation ecosystem strategies, goals and models and expanding innovation approaches and capabilities into an innovation ecosystem.

- Increase the odds of innovation bets dramatically by customizing the five areas of innovation ecosystems, which include value exchange, diverse talent and a broad source of shared capabilities and intelligence.

Introduction

This document was revised on 28 October 2020. The document you are viewing is the corrected version. For more information, see the Corrections page on gartner.com.

In earlier times, innovation occurred at a slower pace and over longer timespans. While the automobile industry took 62 years to hit 50 million drivers, Facebook took three years to hit 50 million users. The pace of global disruption and change was already at a 10x pace before the global pandemic’s resulting economic and socioeconomic uncertainty hit the world. The collision course has been accelerated; time to respond is getting shorter as cost constraints and time-to-market opportunities are shrinking. Large, process-driven organizations can find it even harder to keep up with the fast pace of technology and creativity, as they face even more risks when instigating change and balancing brand equity with immediate shareholder returns.

CIOs leading strategic business innovation must adjust to this new 100x pace and reimagine their innovation strategies, extend their operating models and broaden their capabilities. This includes a shift in mindset from internal “inward-out” innovation to “outward-in” shared intelligence ecosystems. Although inward innovation has a high degree of control in an enterprise, it often does not deliver high quality or consistent creativity. In an innovation ecosystem, there may be a low degree of control but a higher level of innovation. Similar to digital business ecosystems that create future digital business capabilities, innovation ecosystems span all innovation areas, even those beyond digital or technology, as seen, for example, in the oil and gas industry (see Eight Ways Ecosystems Supercharge Business Models).
Innovation ecosystems have lowered the barriers to entry to many industries and sectors. For example, the space community is rapidly expanding; an industry that used to be solely for governments has now become more accessible through ecosystem partnerships. Microsoft Azure Space recently announced the addition of SpaceX to its already deep expertise and shared intelligent innovation ecosystem. Innovation ecosystems identify and interact with key innovators across industries, universities, customers, startups, vendors and others to establish a mutual value exchange for both ideation and execution (see Figure 1).

Figure 1: The Future of Innovation Ideation and Execution Ecosystems

“True power is living with realization that we are meant to be collaborators, not competitors.”

— Anonymous
Analysis

Drive Competitive Edge by Expanding Into Innovation Ecosystems

For organizations in many industries, keeping up with the pace of change and maintaining their competitive edge requires evaluating whether to extend innovation operating models to include an innovation ecosystem. The state of intellectual property has changed from “monopoly, protection” to “sharing,” and innovation has shifted from an enterprise perspective to discussions that encourage open innovation.

Applying an ecosystem is a process of strategizing and defining the capabilities and needs of your organization, and then evaluating the ecosystem capabilities in your industry or market.

Based on these dynamics, organizations should decide:

- **Ecosystem model** — What ecosystem model they want to be a part of, and whether they want to be a participant or driver (see Deciding When to Innovate With Ecosystem Partners)

- **Ecosystem types** — What type of ecosystem they are looking to establish based on their needs and the types of partnerships that will bring highest value (see 5 Digital Ecosystem Types That Will Impact Every Enterprise)

- **Ecosystem partner mix** — Whether the innovation ecosystem landscape and capabilities in their industry complement meeting their innovation goals, which can span different partnership types with different benefits and can change depending on market and economic dynamics

- **Business innovation strategy** — Which innovation capabilities and skills are needed, both long term and short term, that align with business strategy and market changes (see Don't Survive, Thrive! Leverage Crises and Scarcities to Accelerate Business Innovation)

There are several case studies and examples of innovation ecosystems that vary by industry, sector and type depending on the strategy and objective, as seen in Table 1.
Customize Five Areas of Innovation Ecosystems

Depending on the problem statement or challenge of shared intelligence, open innovation may be the only way to solve major challenges such as developing and distributing the imperative COVID-19 vaccine, or solving climate change, education for low-income geographies and increasing overall diversity, inclusion and equality in corporations.

As seen in Figure 2, the five key elements of the innovation ecosystem are:

- Value exchange
- Diverse talent and participants
It is important to create a continuous life cycle to "innovate the innovation," as there is no silver bullet framework or best practice in a continuously fast-paced changing world that will perfectly fit into an organization. Establish a process early on to learn from each partnership spanning ideation and execution. Determine what scorecards you may need to establish, such as timeliness of delivery or quality and communication metrics. This will be crucial to help provide partners with feedback and also to receive feedback to learn and evolve. Determine how the entire portfolio of the ecosystem will be prioritized, improved and measured to increase focus, value, communication and, ultimately, delivery of successful innovations to the world.

Source: Gartner
724578_C
Innovation ecosystems can also provide insights to selecting the right idea that is aligned with the market, and help determine adoption. For example, telemedicine capability has been around for years as an enabler to virtual health, but patient and physician adoption was low until the COVID-19 pandemic. Now that it is emerging as a significant part of the healthcare delivery system, patients who have experienced the convenience of virtual health may not want to go back to the conventional in-person model of care.

Innovation ecosystems and shared intelligence models can ensure the ability to respond effectively to today's competitive and disruptive market by:

- Ensuring that the right ideas and concepts are identified at the right time through a diverse network of participants that have broader knowledge and experience
- Accelerating the pace of ideation, experimentation, collaboration and, ultimately, time to market
- Sharing and lowering investment costs and sharing risk of innovation bets
- Providing broader evidence to customers' pain points and opportunities

As seen in Figure 3, it is important to evaluate and identify the activities under the five key elements of an innovation ecosystem:

1. Determine value exchange between participants.
2. Identify diverse participants and talent.
3. Foster shared capabilities.
5. Continuously measure, monitor, refine, learn and improve.
Define the Value Exchange Between Participants

The first step in establishing an innovation ecosystem is to identify compelling shared values and goals that are recognized by all stakeholders to ensure alignment and motivation. Similar to an organizational culture, an ecosystem should have an interorganizational culture that rallies everyone toward a shared, inspiring reason and purpose.

For example, innovators often place more time and emphasis on the solution, and less time understanding the end-to-end customer problem and behavioral insights. An innovation ecosystem’s goal can be to drive shared customer intelligence and insights, which can include both:

- Known problems that the customer shares
Unknown problems that can be seen through behaviors and patterns as they navigate their journey

There can also be different customer views and goals as shown in the Figure 4 healthcare example. A patient’s customer journey is evaluated in a hospital ecosystem, yet the patient has their own ecosystem when it pertains to the entire healthcare journey and the hospital ecosystem is only one segment of their ecosystem.

Figure 4: Align and Design Ecosystem Around Your Customer to Drive Shared Intelligence

Evaluating customer behaviors is crucial to innovation, as customers may never raise a problem. For example, the Apple iPod was created by observing how big, bulky CD players were carried around and had very limited capacity and access to music; the customer never really voiced a problem. An innovation ecosystem that is focused on the front-end innovation (problems) in addition to the back-end innovation (solutions) can collectively understand customer challenges across all touchpoints in a shared way, and how each member of the ecosystem can contribute.
Before establishing an innovation ecosystem, be sure to have a clear answer to its value proposition. As examples of value exchanged among ecosystem partners, who controls key decisions like brand, platform(s), products, contracts, price, quality, participants, intellectual property (IP) and data ownership, and regulation? Ideally, the innovation ecosystem should accelerate innovation from ideation to market via:

- Co-creating
- Sharing risk and security
- Ensuring great customer experience
- Offering constant innovation of products and services
- Making it the ultimate destination for customers to:
  - Establish appropriate architecture
  - Invest in platform as a service

Thus, the innovation ecosystem ideally should align governance, capture customer data from all interactions in the space, and potentially add complementary and competitor products. If the ecosystem owns the platform, renting out the platform to ecosystem participants could become revenue to the ecosystem leader or platform owner by offering plug-and-play capabilities.

It is critical that the innovation ecosystem provides mutual benefit to the participants. Determine how the ecosystem can help participants bring their products and solutions to the marketplace and increase brand awareness. Evaluate areas such as:

- What support would your enterprise provide to the ecosystem participants?
- What support would you expect from your ecosystem participants?
- If joining an ecosystem, do the values, goals and culture established align with the organization's?
- Does the ecosystem scan and monitor industry and market changes?
Evaluate and Identify Diverse Talent and Participants

Companies that are successful in building a sustainable innovation program often look beyond their organization for ideas. Having a well-rounded, diverse set of external market participants that can augment, accelerate and scale your innovation process is critical for long-term success. Common innovation candidates for ecosystem participants to evaluate include research firms, communities, institutions, schools, universities, vendors, partners, startup firms, corporate accelerators, incubators, venture capital and private equity firms, key industry players, government and regulators (see Figure 5).

Figure 5: Open Innovation and Co-Creation Innovation Ecosystem

Other participants and partners include:

- **Digital giants and technology vendors** — Deeper innovation engagements with digital giants and technology vendors such as Amazon Web Services, IBM, Microsoft or SAP, or possibly their R&D and innovation divisions.
- **Specialized technology partners** — Scanning and identifying partners in adaptive solutions and newer technologies like blockchain, virtual reality (VR), artificial intelligence (AI) and neuroscience.

- **Corporate accelerators or corporate venture capital partners** — Many large enterprises establish a separate division for investing in innovation or startups such as GE, Google and Oracle.

- **Private industry incubators and accelerators** — Private accelerators support startups and sometimes specialize by industry — for example, healthcare, fintech, climate change and technology. They also have set criteria on what stage they take on the startup — for example, idea stage, early stage or growth stages where startups already have traction. Examples include Techstars, 500 Startups, Founder Institute, and Plug and Play. These firms often can lower the risk and cost for corporations.

- **Startups** — This can be a mutually exclusive partnership where enterprises get early access to new technology to solve complex business problems while startups, part of the incubation program, can benefit from funding, guidance, access to customers and continuous feedback that are vital to their success. While incubators and accelerators mentioned above can provide advantages in terms of early access and tight working relationship with startups, they also require significant capital outlay upfront and carry risks. Hence partnering with startups, where enterprises serve as alpha or beta clients, might be an effective way to try new technologies, offer feedback and implement them at scale without the higher upfront costs.

- **Academic institutions (research/universities)** — Partnerships with universities can offer several benefits to enterprises, the most significant of which is the ability to conduct research on cutting-edge technologies. In addition, the partnerships can create a steady stream of talent pipeline that is vital to the success of innovation programs. This can also span insight into patents, or research and student assignment to the innovation team and ecosystem.

- **Customer innovation partnerships** — Identify and incorporate diverse customers into the innovation ecosystem. This approach will expand ideas and feedback into the mix. It will also create an opportunity to observe customer behaviors and patterns, as customers may not sometimes recognize a need. As Henry Ford was quoted, “If I asked people what they wanted, they would have said faster horses.”
Public communities and open crowdsourced innovation — The ecosystem can extend to leveraging specialized communities and groups for ideas or insights across disciplines and industries. For example, in the fitness apparel and wellness industry, Lululemon leverages community ambassadors who are well-known fitness leaders that help run local community fitness events. Lululemon gains a tremendous amount of feedback and insights, and is able to observe consumer behaviors and patterns. This enabled them to first start with yoga apparel and then extend to apparel for numerous sports and fitness activities, which led to insights to identify stay-home fitness movement and acquire Mirror, an at-home fitness platform.

Existing vendor and supplier partnerships — Organizations work with suppliers and partners with whom they already trust to share open information and innovation, positioning both parties to benefit. Partners and suppliers often have innovation or research and development arms that can plug into the innovation ecosystem and gain feedback to improve their solutions, and organizations can benefit through development investment.

Competitor innovation partnerships — This type of partnership could be hard to establish initially, but it can be the most rewarding and impactful. For example, during the COVID-19 pandemic, pharmaceutical companies Pfizer and BioNTech created a partnership and committed multiple R&D sites to vaccine development. Apple and Google (Android) have partnered to develop a solution to alert people if they have been in close proximity with a person that has COVID-19 and are at risk of exposure.

Cross-industry partnerships — Innovation can often be delivered by re-creating, improving or expanding ideas or solutions that already exist, instead of reinventing the wheel. This can be done by looking across industries, countries and/or other business models. For example, automotive distributors evaluated and obtained customer experience and supply chain insights from Zappos. Ford Motor teamed up with 3M to speed production of respirators to help fight the coronavirus pandemic. Ford also partnered with GE Healthcare to accelerate production of their current ventilator. This collaboration can certainly be easier to accomplish during a global pandemic; however, aspects can be re-created and learned. Depending on your organization, there are strategic, cultural, operational and legal areas to take into consideration and work through to make partnership mutually beneficial.

Government partnerships — There are two approaches of government policy in building an innovation ecosystem: top-down, where rules and regulations are simply followed, or bottom-up, where rules and regulations are influenced from an ecosystem. Depending on the innovations, government grants can also be provided to innovation ecosystems.
P&G is a good example of a company with an open and shared innovation ecosystem. Instead of developing its new products only in its R&D laboratories, P&G also identifies innovative products among its suppliers, partners, early-adopter customers and competitors. Instead of writing off product ideas that do not fit their strategy, P&G creates licenses and patents that can be exploited by other players in its ecosystem. It also has a marketing and communication process to ensure external awareness as seen in Figure 6. See You Need an Innovation Marketing Strategy to Increase Engagement and Buy-In in Every Situation.

Figure 6: P&G External Awareness Activities With Ecosystem Partners

<table>
<thead>
<tr>
<th>External Misperceptions</th>
<th>Communication Channels</th>
<th>Key Messages</th>
<th>Reinforcing Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Builders, Not Buyers</td>
<td>Media Stories</td>
<td>&quot;We are open for business and deal structure-agnostic.&quot;</td>
<td>Exhibit the use of a variety of deal structures</td>
</tr>
<tr>
<td></td>
<td>Public Presentations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Too Big to Work With</td>
<td>Press Releases</td>
<td>&quot;We have a lot to offer, so make us your first port of call.&quot;</td>
<td>Respond to all inbound inquiries</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Connect to external needs</td>
</tr>
<tr>
<td>An Industry Outsider</td>
<td>Tradeshows</td>
<td>&quot;We have more in common than you think.&quot;</td>
<td>Highlight a reputable spokesperson</td>
</tr>
<tr>
<td></td>
<td>Academic Publications</td>
<td></td>
<td>Ensure message consistency throughout the corporation</td>
</tr>
</tbody>
</table>

Source: Adapted From P&G 724578_C
It is also important to decide on criteria for evaluating innovation partners such as experience in your industry, culture, depth of knowledge and other factors. These factors will help in determining the right fit from a broad list of prospective partners and filter through who will be the best match (see Figure 7).

Figure 7: Define, Map and Prioritize Ecosystem Landscape, Participants and Capabilities, Continuously Managing the Operating Model

- 1. Initial list of prospective partners
- 2. Potential partners applicable to the ecosystem market
- 3. Potential partners aligning to the filter criteria

Identify those with the highest potential as partners
Leverage Shared Capabilities

Shared capabilities enable the value exchange and span across the diverse talent pool. To seize the ecosystem participation opportunity, it’s important to understand and define the capabilities of the innovation network and what each partnership will enable. For example, if it’s improving patient experiences through the healthcare journey, will it include partners such as hospital, physicians, clinics and pharmacies? It can also include startups, accelerators and universities that already have components of the solution developed. Internal capabilities can span resources that would enable the orchestration and integration of all the players to identify the problem and design the solution. For each partnership, there should be a mutual benefit identified. For corporations partnering with startups, it can be to gain access to existing technologies in exchange for access to corporate sales or customer channels. This is a mindset shift for many large organizations to create a mutually beneficial model versus the traditional fee-based vendor agreement or expecting free services from startups.

As part of the innovation ecosystem strategy, it is important to lay out the core capabilities that are needed and identify the process for discovery of participants, integration and measurement. For example, some organizations plan, market and conduct partner summits presenting the key challenges they are looking to solve, and have potential partners pitch how they can be part of the orchestrated solution.

Establish and Manage Rules of Engagement

The first rule of engagement is to find mutually beneficial outcomes with your ecosystem partners. Agree on the desired outcomes from your innovation ecosystem and identify the specific innovation goals required to achieve those outcomes (see Successful Innovation Begins With the Business Strategy: Use Business Objectives and Goals to Start Your Innovation Journey).

The more partners in your ecosystem, the higher the complexity and the greater the need for an operating model to formalize how each partner contributes to innovation outcomes. The reality is that the organization and its partners may have very different goals, cultures and ways of working. When thinking the most suitable operating model for your innovation ecosystem, there are five aspects to consider:

- **Operating model and structure** — Enable the ecosystem by thinking about areas such as how the organization leading or participating in the ecosystem builds working relationships with innovation partners? How to create engagement across talent? Will there be multiple streams of work that align with the portfolio? Which internal talent and partner talent needs to be assigned to each stream? What is the reporting, communication process to the executive sponsor?
- **Ways of working, tools, places** — Determine how the ecosystem will deliver by streamlining areas like work location. Will this be run purely virtually, physical or hybrid of both to increase productivity and diversity. What tools and processes will the teams leverage? Will it be Agile methodology with multiple scrums? Will the team use the enterprise agile platform? Ways of working also include methods and tools such as collective intelligence management systems, ideation platforms, and leverage techniques such as design thinking and rapid prototyping.

- **Decision rights/performance/financials** — Determine engagement essentials and set out clear expectations from your innovation partners by working with legal to create nondisclosures, contracts or statements of work. This should include decision rights, sponsor identification, escalation procedures, performance metrics, key timelines and milestones. Specify how to handle potential issues in the contract, including quality of work, skills and experience of staff and agree the time you expect them to dedicate to the innovation project(s).

- **Legal considerations** — Innovation partnerships can fail without trust around sharing information and co-creation of products or solutions. How do you handle the intellectual property (IP) to co-created solutions? It is best to consult your legal department to discuss how to potentially handle these situations before entering any partnerships, so that the contract can address how to navigate this situation. Gartner does not provide legal advice. Evaluate your options for protecting intellectual property (IP) of co-created products or solutions. Weigh up the pros and cons of filing a patent versus keeping a trade secret and understand the protection offered by trademarks and copyright law (see [How to Overcome Challenges in Establishing Innovation Partnerships](#)). Discuss with your partners prior to engagement and include the terms by which IP will be handled in the contract. Note that there can be significant costs associated with filing and maintaining patents. This should be considered in addition to the cost of hiring technology providers or consulting firms and evaluated against the perceived financial benefits of pursuing the planned innovation project.
Shared risk and reward — The last critical rule of engagement concerns sharing risk and reward. The risks involved in innovation ecosystems range from financial and reputational to data, security and intellectual property. The contract should cover issues relating to risks from data and security breaches and how to handle intellectual property of any co-developed solutions. It should cover what happens in common, potential, risk-reward scenarios in innovation ecosystems. For example, how will multiple partners fund a new innovation and either share out the profits or spread the cost if that innovation fails? How will the knowledge generated be shared between partners? If startups are part of your ecosystem, how will you mitigate their risk of failure and balance this against the potential competitive advantage that they could deliver?

**Continuously Measure, Monitor and Improve**

Continuous management of, learning about and evolving the innovation ecosystem model are critical to success. Each organization's ecosystem model will have many variables that will be unique and it will be important to establish a process and cadence to continuously measure, refine and improve the model in an adaptive agile fashion. This includes a tailored partner scoring model that is customized to your strategy (see [Leverage Disciplined Vendor Scorecard Design, Delivery and Analysis to Drive Continuous Improvement](#)). Consistent communication across all participants will also be imperative (see [You Need an Innovation Marketing Strategy to Increase Engagement and Buy-In in Every Situation](#)). Lastly, a portfolio prioritization process secures participant focus and alignment, to ensure rapid time to market.

In the new business and technology world that is dramatically changing, unknown and fast-paced, it is critical to leverage shared intelligence to collectively create possibilities and the future in a way it has never been done before.

**Evidence**

1. [Azure Space Partners Bring Deep Expertise to New Venture](#), Microsoft.

Recommended by the Authors

Some documents may not be available as part of your current Gartner subscription.

The Gartner Digital Ecosystem Framework: How to Describe Ecosystems in the Digital Age

Eight Ways Ecosystems Supercharge Business Models

Jump-Start Your Innovation Journey With a Customizable Innovation Framework

3 Steps to Achieve Your Ecosystem Goals Through Proactive Partner Identification and Targeting Methods
<table>
<thead>
<tr>
<th>Industry/Sector</th>
<th>Name of Ecosystem/Association</th>
<th>Type of Ecosystem Built</th>
<th>Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Climate change</td>
<td>Australian Innovation Ecosystem</td>
<td>External</td>
<td>Network in Australia made up of academic, government, investor, corporate and other private organizations focused on climate-and environment-related entrepreneurs.</td>
</tr>
<tr>
<td>Mobility</td>
<td>Berlin Innovation Agency (BIA) —Smart City Hub</td>
<td>External</td>
<td>The BIA — Smart City Hub brings together corporates, startups, city officials, tech companies and citizens reflecting a 360-degree view of the smart city innovation ecosystem.</td>
</tr>
<tr>
<td>Technology</td>
<td>European Regions Research and Innovation Network (ERRIN)</td>
<td>External</td>
<td>An informal network, ERRIN is a well-established Brussels-based platform of around 120 regional stakeholder organizations from more than 24 European countries. ERRIN members are mainly regional authorities, universities, research organizations, chambers of commerce and clusters. They drive the agenda and the priorities of the whole network by taking an active role within the Working Groups or in the Management Board. Through its 13 Working Groups, ERRIN works with research and innovation in a very comprehensive way, promoting triple and quadruple helix cooperation approaches and the importance of regional innovation ecosystems.</td>
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<tr>
<td>Industry/Sector</td>
<td>Name of Ecosystem/Association</td>
<td>Type of Ecosystem Built</td>
<td>Objective</td>
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<tr>
<td>Marine</td>
<td>Canada's Ocean Supercluster</td>
<td>External</td>
<td>Canada's Ocean Supercluster includes more than 275 industry and associate members across 13 ocean industries.</td>
</tr>
<tr>
<td>Renewable energy</td>
<td>United Nations Industrial Development Organization (UNIDO)— Global Cleantech Innovation Programme (GCIP)</td>
<td>External</td>
<td>The Global Environment Facility (GEF), UNIDO and the Scientific and Technological Research Council of Turkey (TÜBİTAKUBİTAK) in Turkey are the GCIP to promote clean technology innovation and supporting SMEs and startups.</td>
</tr>
<tr>
<td>Mobility</td>
<td>Digital Hub Logistics in Dortmund</td>
<td>External</td>
<td>Digital Hub Logistics in Dortmund has been recognized by the European Commission, and is a cooperation between three competence centers:</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- The Fraunhofer Institute for Material Flow and Logistics (IML)</td>
</tr>
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<td></td>
<td></td>
<td></td>
<td>- The Fraunhofer Institute for Software and Systems Engineering (ISST)</td>
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<td></td>
<td></td>
<td></td>
<td>- The Technical University of Dortmund</td>
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<td></td>
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<td></td>
<td>It is orchestrated by EffizienzCluster Management and supported by various companies like Port of Duisburg. The hub enables companies that want to get involved in applied research, technology development and bring potential new digital products and processes to the market.</td>
</tr>
<tr>
<td>Industry/Sector</td>
<td>Name of Ecosystem/Association</td>
<td>Type of Ecosystem</td>
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<tr>
<td>Healthcare</td>
<td>Hartford HealthCare</td>
<td>In-house</td>
<td>HHC has defined a wide entrepreneurial and innovative healthcare ecosystem, involving multiple stakeholders (academic and teaching institutions, government, entrepreneurs, intrapreneurs, corporate and risk capital).</td>
</tr>
<tr>
<td>Mobility</td>
<td>Faurecia</td>
<td>External</td>
<td>Faurecia’s Innovation Ecosystem is an open global network designed to accelerate innovation, new technology solutions and the group’s transformation. The group aims to develop solutions from personalization, connectivity and autonomy to sustainable mobility and zero emissions.</td>
</tr>
<tr>
<td>Automotive</td>
<td>BMW</td>
<td>In-house</td>
<td>BMW Group and Alibaba have teamed up to set up an “Internet + Auto” innovation ecosystem in China. The base will team up with financing service institutions like venture capital funds and banks to afford at least 20 technology startups and projects with targeted financing support in three years.</td>
</tr>
<tr>
<td>Insurance</td>
<td>AXA</td>
<td>In-house</td>
<td>AXA has built up an end-to-end ecosystem that allows them to collaborate on new products and services both internally and externally.</td>
</tr>
</tbody>
</table>

Source: Gartner (October 2020)
Position your IT organization for success. Explore these additional complimentary resources and tools for CIOs:

**Tool**
CIOs Role in Digital Transformation
Insights, advice and tools to help CIOs address their top challenges.

**Research**
The Gartner CIO Agenda
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**Tool**
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**Webinar**
The Art of the 1-Page Strategy: Storytelling Enables Business Growth
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