

SIX PILLARS

FOR BUILDING A SUCCESSFUL BUSINESS COLLECTIVE

What's needed: An ecosystem roadmap



Digitization, connectivity and new modes of collaboration are shaking up how companies conduct business.

This is leading to the emergence of industrial ecosystems – business collectives in which **companies join forces** to face the market as a single competitive powerhouse.



Organizations pursuing this new model are **adopting a building block approach** to constructing their new ecosystem, following six guiding principles.

Implementing BUSINESS COLLECTIVE 1.0: The six pillars

Companies on this journey follow six guiding principles.



1. Focus on the customer



Work backwards from the end customer.

Learn about **their needs**, issues, requirements, priorities and business strategies to create a 360-degree view.

2. Build the foundation

Business collectives run on **infrastructure** and **operating frameworks** – digital and otherwise. They will fail without them.

Partners should work together to create: a **shared vision, synchronized capabilities, clear rules of engagement, an execution roadmap** and above all, **executive commitment**.



3. Tap suppliers for innovation



Partnerships with **suppliers will define** the direction of **innovation**. **Leverage** and **capitalize** on supplier strengths. Look beyond product-based partners for breakthroughs.

4. Open up and share

Open up the information supply chain to accelerate innovation.

Pursue one collective vision.

Consider a shared systems model to eliminate redundant IT.



5. Start small and run fast



A **“big bang”** approach to change **often fails**, at enormous expense.

Consider **proof of concept** pilots



Test



Adjust



Succeed



Scale up

6. Think long term

Building the business collective is a long-term strategy, not a short-term project.

Build partnerships that can **deliver sustained, significant value over time**.



BUSINESS COLLECTIVE

INNOVATION SUCCESS ADVANTAGE