

Building Digital Ecosystems

Play to win with an agile,
high-performing ecosystem

IMD / Real learning
Real impact

TOP3

WORLDWIDE
EXECUTIVE EDUCATION
10 YEARS IN A ROW

2012–2022

Financial Times

Build your digital ecosystem for growth

Are you ready to catapult your organization into the future? Most companies struggle to reinvent their core business while quickly opening up new revenue streams. There is, however, a category of companies that move more quickly. Companies like Ping An, Philips Healthcare or Nestle create advantages by leveraging partnerships, investments, and alliances to continuously adapt their offering to a changing customer base. We call this an “ecosystem advantage.”

90% of leading global enterprises aim to harness the power of ecosystems. Yet a significant number fail to maintain their momentum. How can you transcend these complex challenges and succeed in your unique business environment?

IMD's Building Digital Ecosystems brings you deep insights into high-performing digital ecosystems from the perspectives of East and West. You discover how

sharing resources and expertise across your organization and with your ecosystem will bring you much closer to your customers, with new data and insights to be more innovative, agile, and competitive.

With cutting-edge research, latest cases, and industry and academic experts, you will gain exclusive access into the full breadth of ecosystems, from digital giants, to newcomers and transforming incumbents. You participate in executive exchanges to see first-hand the latest innovations and connect with scaling entrepreneurs. You learn what works and what you need to avoid.

We guide you through your own ecosystem project to identify which approach will unlock growth opportunities for you. You leave the program with an action plan, plus the skills and confidence to implement your own digital ecosystem.

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There is a growing consensus that the ecosystem structure used so successfully in China represents the future for many organizations around the world that are seeking to reduce complexity and spark collaboration.



Mark Greeven
Program Director
Professor of Strategy and Innovation
CEO, IMD China



Key learnings

Gain a competitive edge through your digital ecosystem

IMD's Building Digital Ecosystems is a unique program, bringing you deep insights into high-performing digital ecosystems from the perspectives of East and West.

Gain global insights

Benefit from global faculty insights and their deep industry connections – spanning the Americas, Asia, and Europe.

Deep dive into cutting-edge frameworks

Discover the flywheel ecosystem framework to guide your own successful strategic choices, along with the latest digital tools and analytical models. Gain a comprehensive understanding of risks and ethical issues in the digital space.

Explore diverse ecosystems examples

Learn what works (and what doesn't) from the digital ecosystem strategies of Nestlé, Ping An, Geely, Nike, and Bayer, and newcomers such as TikTok, NIO, and Temu.

Benefit from personalized, action-based learning

Focus on implementation and build your own digital acceleration plan.

Connect with an exclusive network

Connect with thought leaders, scaling entrepreneurs, and practitioners who are leading digital transformation.

Your learning journey

A five-day journey to build your own digital ecosystem

Day 1

The ecosystem advantage

- Digital ecosystem strategy framework
- Competing in digital ecosystems

Day 2

Real-life ecosystems

- Digital ecosystems in B2C
- Digital ecosystems in B2B

Day 3

The transforming incumbent

- Ecosystem strategy for incumbents: build, buy, or belong
- Company visit
- Ecosystem workshop

Day 4

Ecosystem engine

- Data analytics for ecosystems
- Ecosystems governance

Day 5

Ecosystem execution

- Rethinking ecosystem leadership
- What's next? Future of ecosystems for your organization

Create your own flywheel ecosystem

You will explore the ecosystem flywheel, leveraging the power of complementary partnerships. You will adapt the flywheel framework to your own context during the program. You will identify the best structure to unlock digital growth opportunities, to make you and your organizations more agile, innovative, and competitive.

Your company project

We guide you through your own ecosystem project to identify which structure will unlock digital growth opportunities, focusing on your organization's specific challenges and opportunities. By the end of the program, you leave with your own implementation plan.

Project examples:

- Establish complementary partnerships around a product or service.
- Leverage the power of ecosystems to improve your digital strategy.
- Build a prototype ecosystem.



A portrait of Mark Greeven, a man with a beard and glasses, wearing a brown herringbone jacket over a light blue shirt. He is smiling and standing outdoors with green foliage in the background.

Meet your Program Director

Mark Greeven

Professor of Strategy and Innovation
CEO, IMD China

Mark Greeven draws on a decade of experience in research, teaching, and consulting in China to explore how to organize innovation in a turbulent world and enable digital business transformation. He was named on the prestigious Thinkers50 Radar list of 30 Next Generation Business Thinkers in 2017.

Greeven has collaborated with innovative Chinese companies and entrepreneurial multinationals to explore novel ways of organizing, accelerating corporate innovation, enabling digital business transformation, and designing business ecosystems to thrive on uncertainty.

[Read full biography](#) ↗

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I am thrilled, to bring you the best insights from East and West, to accelerate your own digital transformation and innovation.

You are

**A digital transformation leader
and executive, a scaling entrepreneur**

or a leader from an NGO, a social enterprise,
or a government.

**Willing to take your digital
transformation to the next level**

and you now need tools, frameworks, language,
and capabilities to drive change.

**Eager to join a diverse group
of like-minded peers**

from different industries, cultures,
and nationalities and who face the same
digital-related challenges.



**Connect with
a diverse group
of global peers**

20

years of
experience

92%

senior & C-level

49

average age

9

nationalities

Real impact

Over **97%** of our 2023 digital transformation program participants stated:



I gained fresh knowledge and insights.



I took practical steps that enhance the performance of my team/organization.



I reflected on my assumptions and practices.



I felt more confident about myself after attending the program.



“IMD digital transformation programs deliver high value. Attending these programs transformed me with new skills and a fresh mindset. You give back high value to your company because you become an incubator for new knowledge and direction.

Olaf Komitsch
Chief Procurement Officer
EnBW Energie Baden-Württemberg, Germany

What our participants say



Eric Gao
Founder & CEO
BMYG Financial Group, Australia

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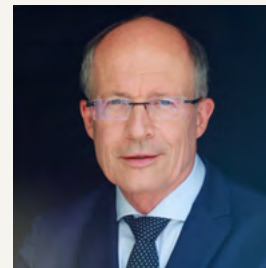
I highly recommend this program to everyone who's building digital strategies for their business. IMD brings in top industry practitioners to give you deep insights into high-performing digital ecosystem players and newcomers from US and China. In the era of digital transformation for all business globally, it is either building your digital ecosystem being a part of one. The program is very well designed and delivered.



Juan Manuel Santiago Mendez
CEO
Mercedes-Benz Parts Logistics, UK

“

You understand the concepts of successful ecosystems. You gain a lot of insights by understanding how advanced China is at digital transformations and building digital ecosystems, so that you can establish your own ecosystem.



Marek Stawinski
Founder & CEO
NaviParking, United Arab Emirates

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This program is of unique value to those responsible for designing and executing ecosystems strategies, enabling growth of the core business and introducing new products and services.



Earn the IMD Executive Certificate in Digital Business Excellence

Take digital learning at IMD one step further. To earn your executive certificate, choose between two learning pathways:

- Pathway 1: 3 x on-campus programs
Pathway 2: 2 x on-campus programs + 2 x online programs

Whether you are already leading transformation or exploring work opportunities with more digital responsibilities, the executive certificate will quickly equip you with confidence, inspiration, and extensive new digital skills.



Pathways



Final
assessment



IMD Executive Certificate
in Digital Business
Excellence*

*The certificate is an accredited Certificate of Advanced Studies (CAS).

Find out
more



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IMD digital transformation programs have made me more confident in my discussions around digital transformation.



Sephora Guedj
Digital Marketing Manager
Swiss Solidarity, Switzerland

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IMD's digital programs are so motivating, you keep discovering more. Every leader should get certification.



Amrou Hassanein
CIO & Member of the Executive Committee
NBK Private Bank, Switzerland



Challenging what is and inspiring what could be

About IMD

The International Institute for Management Development (IMD) has been a pioneering force in developing leaders who transform organizations and contribute to society since it was founded more than 75 years ago. Led by an expert and diverse faculty, with campuses in Lausanne and Singapore as well as a Management Development Hub in Shenzhen, IMD strives to be the trusted learning partner of choice for ambitious individuals and organizations worldwide. Our executive education and degree programs are consistently ranked among the world's best by the Financial Times, Bloomberg, Forbes, and others. Our leading position in the field is grounded in our unique approach to creating *real learning, real impact*. Through our research, programs, and advisory work we enable business leaders to find new and better solutions: *challenging what is and inspiring what could be*.

Learn more



28,000⁺

executives come to IMD
each year from 120+ countries
and virtually every industry.

1,700⁺

organizations trust IMD
to develop their leadership
talent each year.



Most published institution
in Harvard Business
Review and MIT Sloan
Management Review.*

130,000⁺

alumni in over 180 countries
form a powerful network
of global connections
and opportunities.

91%

of participants report significant
personal impact from attending
an IMD program.**

98%

of participants would
recommend IMD to a friend
or a colleague.**

*After HBS and MIT authors, 2019-2023.

**Survey of 2023 participants.



Start
your journey

Fee

CHF 10,900

[Apply now](#)

Contact

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[Schedule a call](#)

[See program dates ↗](#)