

Creating Value in the Era of Digital Ecosystems and AI

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Overview

Digital platforms came to define the last chapter of digital transformation of many industries. With digital technology making many activities much more modular, some businesses were able to form ecosystems transcending previously existing industry boundaries, positioning them strongly to create – and capture – very significant value. These dynamics define businesses ranging from Big Tech to much smaller players competing in the ecosystems they have orchestrated.

The emergence of Artificial Intelligence technologies enables potentially significant shifts in productivity within these business ecosystems. This, in turn, reshapes the ways value is created and who benefits from it. Diffusion of technology takes time, and AI is no exception. This is primarily due to the many strategic and organisational challenges that come with major reconfigurations of productivity patterns. Whilst we are still at the early stages of this, it is essential that business leaders form their own view of what are the potential scenarios for the evolution – or revolution – of the digital ecosystems they are exposed to. This will enable them to make thoughtful decisions on how they take their teams and organisations into the future powered by AI.

In this course, together, we will consider the following questions:

- What is a **platform**? How do platform businesses create and capture value? What are the sources of advantage in platform business models?
- What makes industries transform into ‘**business ecosystems**’ and how are the levers of competition in these ecosystems different from those in more traditional product- or service-driven business models?
- What are the ways in which significant technological change (such as AI) **re-shape value creation and capture patterns** in a business ecosystem? What are the factors that determine the **speed of change**? What are the helpful ways for business leaders and investors to think about this and what are the practical implications?

Learning outcomes

Having completed the course, participants should be able to think about strategy from a business leader’s or investor’s perspective, including:

- Diagnose corporate and **industry environments** to determine the most **value-accretive type of strategy** for a business to pursue
- Define the main **strategic priorities for digital transformation** of a business to enable **new models of value creation and capture**

- Assess the **competitive advantage of a platform business** and define the integrated set of strategic choices that embed this advantage
- Analyze **business ecosystems** and make informed strategic choices on the main decision parameters of ecosystem plays

#Strategy #CompetitiveAdvantage #PlatformBusinesses #DigitalTransformation #ValueCreation
#BusinessEcosystems #AI