

# Contents

**Acknowledgments — V**

**About the BCG Henderson Institute — VII**

**Introduction — XIII**

## **Part I: Fundamentals of Business Ecosystems**

Jack Fuller, Michael G. Jacobides, and Martin Reeves

### **Chapter 1**

**The Myths and Realities of Business Ecosystems — 3**

Ulrich Pidun, Martin Reeves, and Maximilian Schüssler

### **Chapter 2**

**Do You Need a Business Ecosystem? — 13**

Martin Reeves, Hen Lotan, Julien Legrand, and Michael G. Jacobides

### **Chapter 3**

**How Business Ecosystems Rise (and Often Fall) — 27**

Ulrich Pidun, Martin Reeves, and Maximilian Schüssler

### **Chapter 4**

**Why Do Most Business Ecosystems Fail? — 35**

Ulrich Pidun, Martin Reeves, and Edzard Wesselink

### **Chapter 5**

**How Healthy Is Your Business Ecosystem? — 47**

Ulrich Pidun, Martin Reeves, and Niklas Knust

### **Chapter 6**

**How Do You Manage a Business Ecosystem? — 63**

Ulrich Pidun, Martin Reeves, and Niklas Knust

### **Chapter 7**

**Setting the Rules of the Road — 79**

Ulrich Pidun, Martin Reeves, and Balázs Zoletnik

**Chapter 8**

**How Do You Succeed as a Business Ecosystem Contributor? — 89**

Ulrich Pidun, Martin Reeves, and Balázs Zoletnik

**Chapter 9**

**What Is Your Business Ecosystem Strategy? — 105**

**Part II: Special Topics and Applications of Business Ecosystems**

**Section A: Trust in Business Ecosystems**

Marcos Aguiar, Ulrich Pidun, Santino Lacanna, Niklas Knust,  
and François Cadelon

**Chapter 10**

**Building Trust in Business Ecosystems — 127**

Marcos Aguiar, Ulrich Pidun, Santino Lacanna, Niklas Knust,  
Matthew Williams, and François Cadelon

**Chapter 11**

**Discovering the Tools and Tactics of Trust in Business Ecosystems — 139**

**Section B: Data in Business Ecosystems**

François Cadelon, Massimo Russo, Rodolphe Charmé  
di Carlo, Hind El Bedraoui, and Tian Feng

**Chapter 12**

**Simple Governance for Data Ecosystems — 163**

Massimo Russo and Tian Feng

**Chapter 13**

**The New Tech Tools in Data Sharing — 171**

## Section C: Industry Applications

Ulrich Pidun, Niklas Knust, Julian Kawohl, Evangelos Avramakis,  
and Andreas Klar

### Chapter 14

**The Untapped Potential of Ecosystems in Health Care — 183**

Joël Hazan, Martin Reeves, and Pierre-François Marteau

### Chapter 15

**Solving the Cooperation Paradox in Urban Mobility — 199**

Massimo Russo and Tian Feng

### Chapter 16

**The Risks and Rewards of Data Sharing for Smart Cities — 211**

Wilderich Heising, Ulrich Pidun, Thomas Krüger, Daniel Küpper,  
and Maximilian Schüssler

### Chapter 17

**Additive Manufacturing Needs a Business Ecosystem — 221**

Massimo Russo and Gary Wang

### Chapter 18

**Orchestrating the Value in IoT Platform-Based Business Models — 237**

## Section D: Ecosystems and Sustainability

David Zuluaga Martínez, Martin Reeves, and Ulrich Pidun

### Chapter 19

**Ecosystems for Ecosystems — 251**

David Young, Ulrich Pidun, Balázs Zoletnik, and Simon Beck

### Chapter 20

**When a Business Ecosystem Is the Answer to Sustainability  
Challenges — 263**

**XII — Contents**

François Cadelon, Harald Rubner, Hans-Paul Bürkner, Ulrich Pidun,  
Balázs Zoletnik, and Anna Schwarz

**Chapter 21**

**How Public-Private Ecosystems Can Help Solve Societal Problems — 271**

**List of Figures — 277**

**Index — 279**