

Chapter 1 (Free)  
and additional resources  
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# Ecosystem Strategy: The Transformation of Competition

**Ron Adner**

Leverone Professor

Tuck School of Business

Dartmouth College

## WINNING THE RIGHT GAME

HOW TO DISRUPT,  
DEFEND, AND DELIVER  
IN A CHANGING WORLD

**RON ADNER**



"One of our most important strategic thinkers for the twenty-first century."  
—JIM COLLINS

# Classic Disruption vs. Modern Disruption



GM Ford

vs. TOYOTA

Mercedes-Benz BMW LEXUS

**Car Industry**



UBER

mobileye<sup>®</sup>  
An Intel Company

TESLA

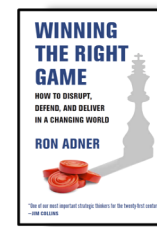
SONY

Apple

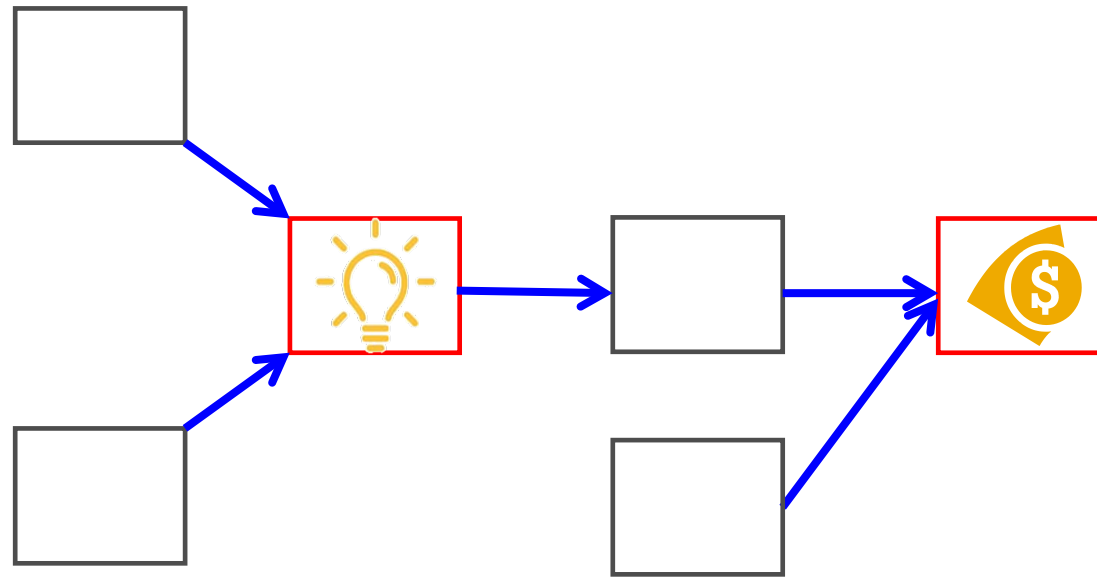
Baidu 百度

**Mobility Ecosystem?!?**

# What is an Ecosystem?

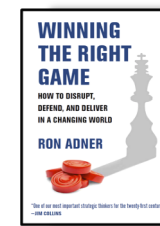


An ecosystem is defined by the structure through which partners interact to deliver a value proposition to the end consumer.

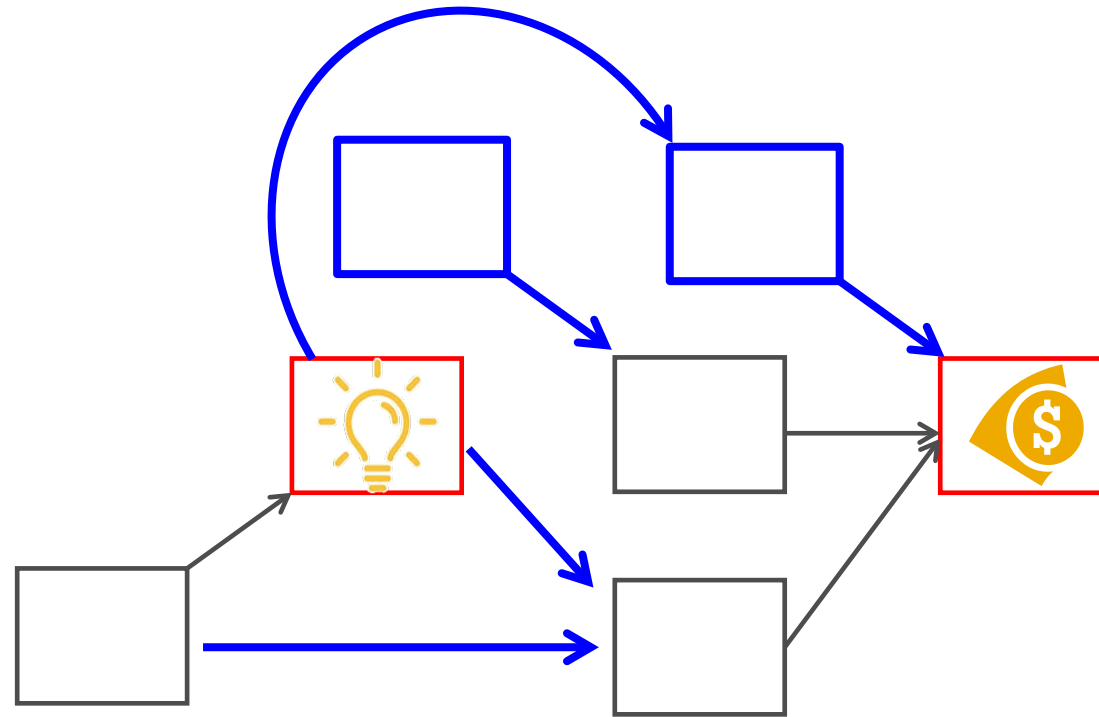




# What is an Ecosystem Strategy

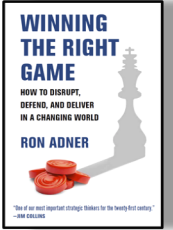


Your ecosystem strategy is the way you approach the alignment of partners and secure your role in a competitive ecosystem.



**Reconfiguration**

# Winning the Right Game: Ecosystem Playbook



## 1. Ecosystem Disruption

Kodak  
CVS Health.  
LEXMARK

## 4. Timing Disruption

TESLA  
ZEBRA TECHNOLOGIES  
23andMe  
Wolters Kluwer

## 2. Ecosystem Defense

wayfair vs. amazon  
TOMTOM vs. Google Maps  
Spotify vs. Apple Music

## 5,6. Leadership

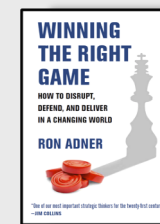
Apple Pay Tencent 腾讯  
Alipay  
GE PREDIX  
Microsoft

## 3. Ecosystem Offense

WORKS WITH amazon alexa  
Paul Winfrey  
ASSA ABLOY

## 7. Shared Language





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# Ecosystem Construction

## Drives

# Cross-Industry Disruption



amazon

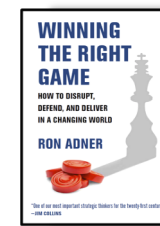


amazon  
echo



WORKS WITH  
alexa

# Smart Home Miracle



Works with  
**Apple HomeKit**



**BOSE**  
Better sound through research.

**SONOS**

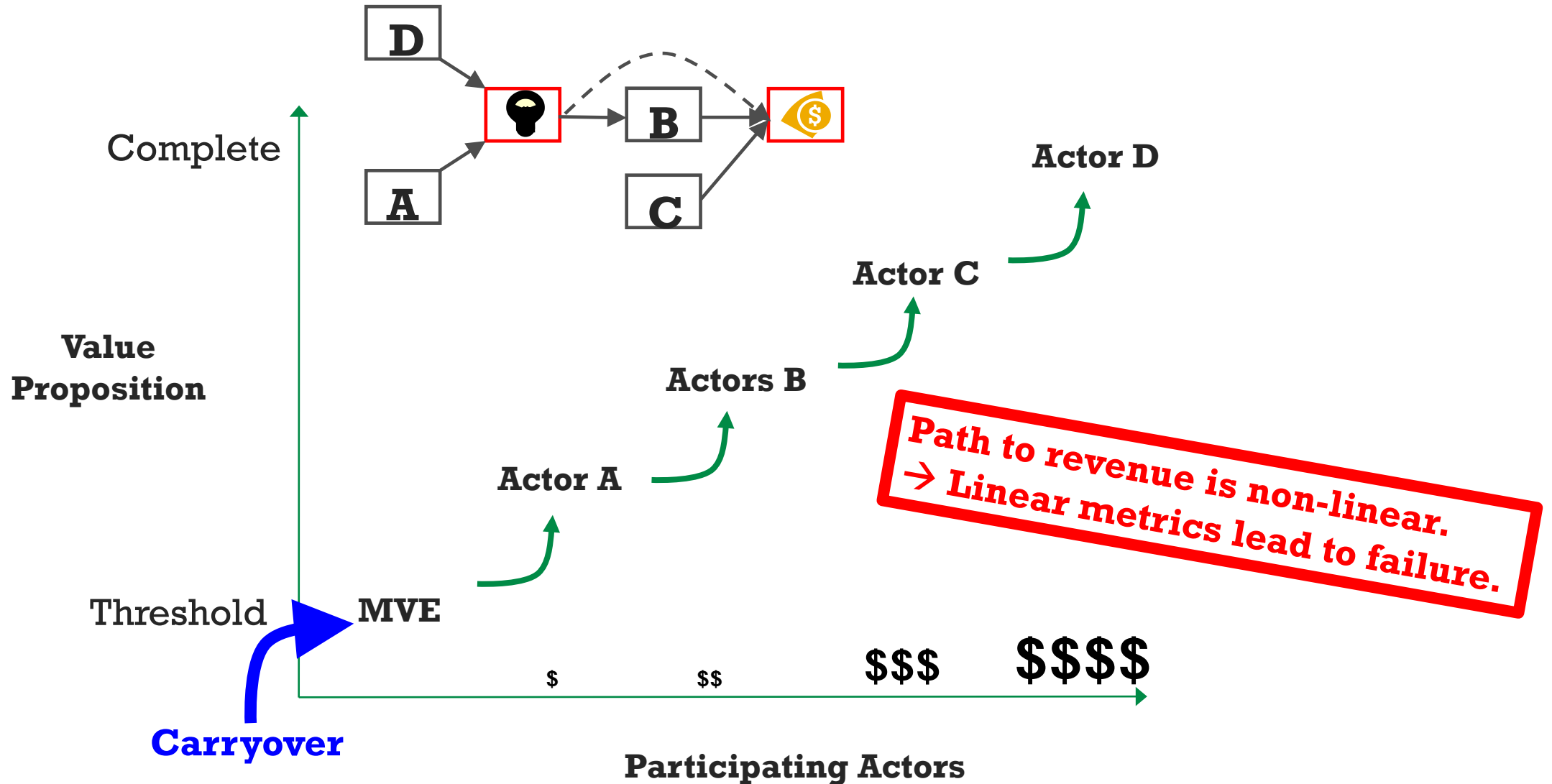
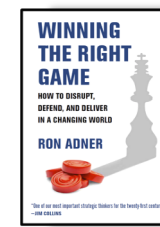
**B&O**  
BANG & OLUFSEN

**JBL**  
by **HARMAN**

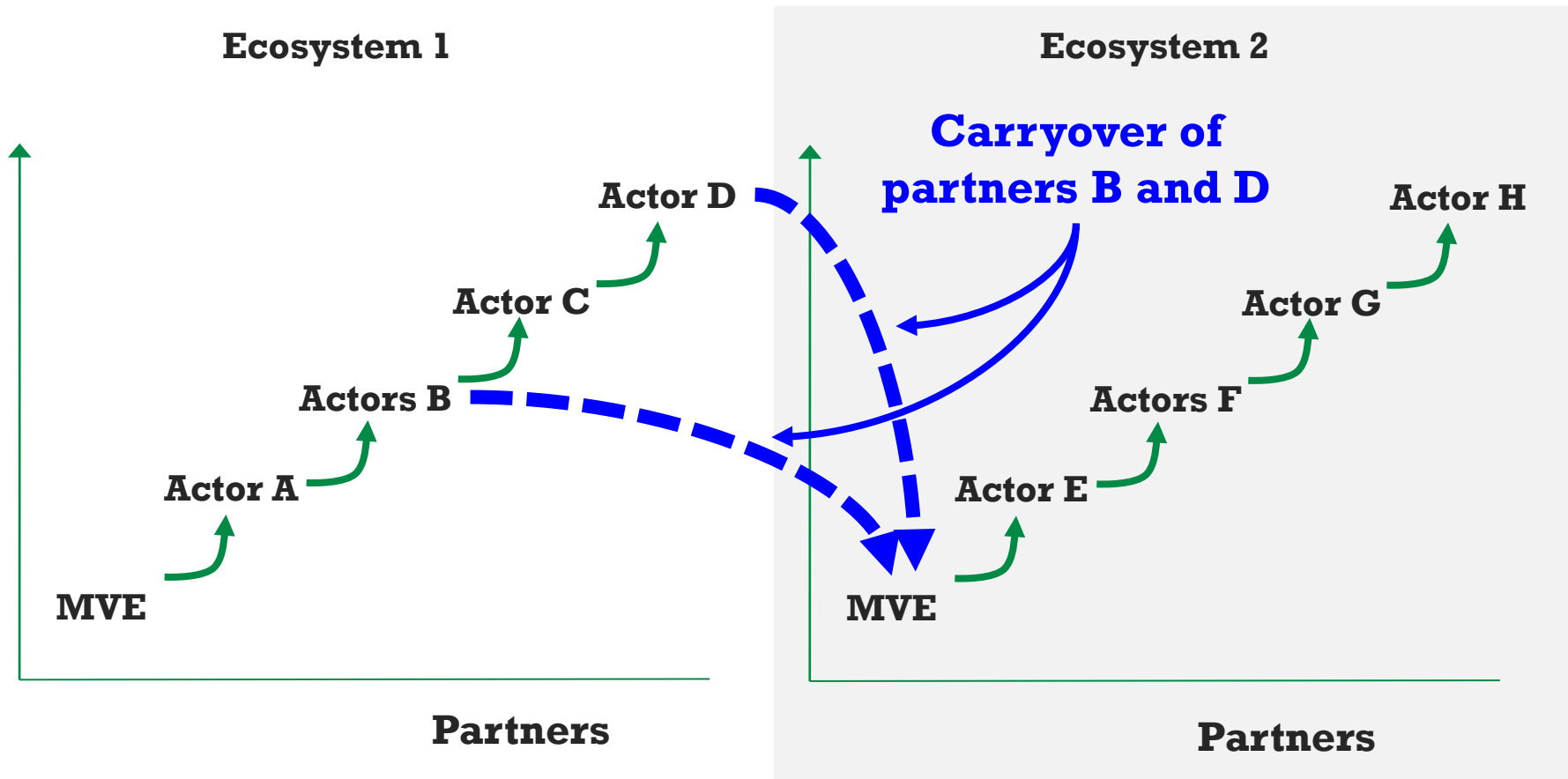
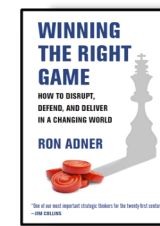




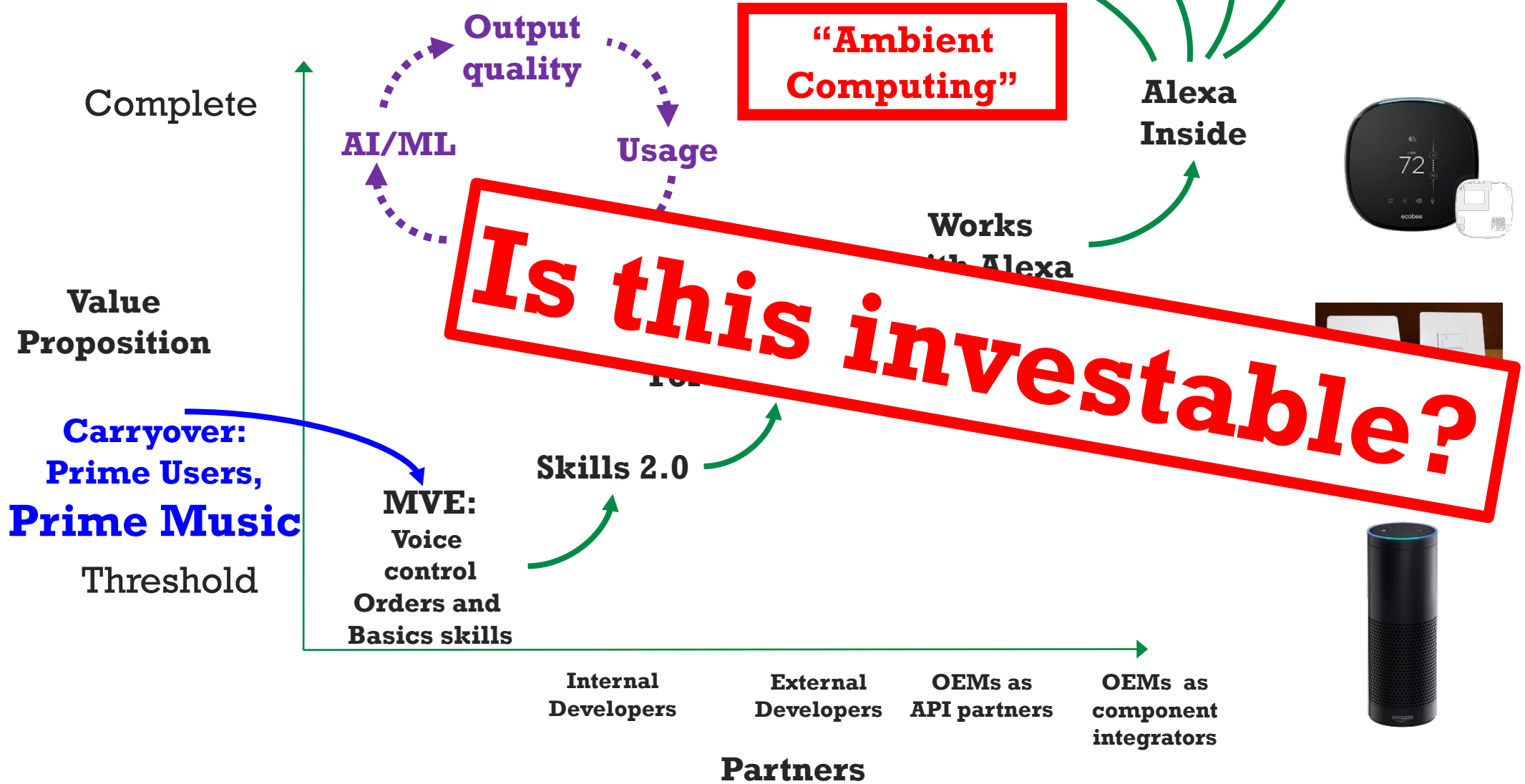
# Constructing Ecosystems: Not alone; Not all at once



# Constructing Ecosystems



# Constructing the Alexa Ecosystem



# Coherence and Culture

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**“You cannot understand what you cannot explain.”**

**—Malcom Gladwell**

**“Your people cannot understand your strategy if they cannot explain it.”**

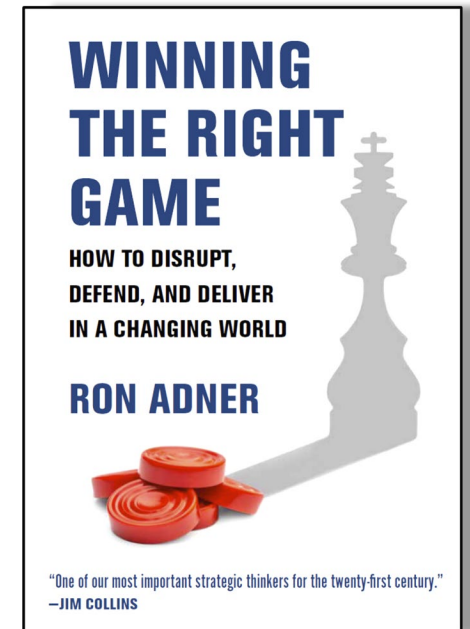
**—Ron Adner**



# Questions to Discuss with your Teams

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- **Can we articulate our value architecture clearly enough to identify the sources of ecosystem disruption? (Ch 1)**
- **To what extent are we focused on responding to competition vs. driving competition vs. changing the basis of competition? (Ch 2 and 3)**
- **What does the competition between ecosystems tell us about timing our commitments? (Ch 4)**
- **How are we strategizing leadership and followership in our ecosystem? (Ch 5 and 6)**
- **How can we use the language of Winning the Right Game to improve how we communicate our strategy?**
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