



## **Building the Ecosystem**

Leveraging an external ecosystem of partners is critical for GBS organizations to augment expertise and accelerate digital transformation. Key steps include:

- Identify key innovation gaps and capability needs
- Scan market for startups, niche players, research labs addressing those gaps
- Prioritize opportunities based on solution fit, viability, culture compatibility
- Start with smaller PoCs focused on validating solutions
- Co-design rapid pilots, leveraging external expertise
- Be willing to provide access to data, users and venues for collaboration
- Structure win-win partnerships and share in value created
- Acquire companies where there is long-term strategic fit
- Participate in external technology and startup events
- Encourage people to interface with their professional ecosystems
- Develop channels for ongoing engagement and co-innovation
- Showcase results internally to reinforce learning mindset
- Provide venues for startups and partners to engage with business units
- Incentivize ecosystem leverage in goal-setting
- Tap partners for capabilities training and upskilling
- Absorb successful solutions into platforms and standard capabilities
- Maintain balance between ecosystem leverage and internal innovation
- Continually expand network based on emerging needs

In summary, leveraging a vibrant external ecosystem of startups, vendors and research partners can significantly boost GBS digital innovation. The focus should be on curating synergistic partnerships, knowledge-sharing and co-creation.