CONCEPT

Digital Ecosystem Strategy: Platform Business Models, Network Effects and Governance

3 – 7 October 2027
Riyadh - KAFD district five-star



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Introduction:

Digital ecosystem strategy now decides who captures value in many sectors: firms that orchestrate platforms connecting buyers, sellers, developers and service partners grow faster than pipeline businesses that only sell their own output. Many incumbents launch marketplaces or open APIs without a clear role, a subsidy logic or partner rules, and the platform stalls before cross-side network effects take hold. This course from Core Concept equips executives to choose an ecosystem role, design platform business models, price each side and govern complementors. Participants apply each lens to multi-sector cases and build an Ecosystem Strategy Canvas for a case company.

Course Objectives:

- Distinguish platform business models from pipeline models and judge where cross-side network effects can create a defensible position
- Select an ecosystem role for the organisation, whether orchestrator, complementor or participant, and justify the choice to a board
- Specify the value proposition, subsidy side and money side for each participant group in a multi-sided platform
- Set rules for API openness, partner onboarding, data sharing and platform governance that sustain complementor trust
- Plan a launch sequence that overcomes the chicken-and-egg problem and track ecosystem health with a balanced metric set
- Present an Ecosystem Strategy Canvas for a case company covering role, sides, monetisation, governance and risks

Target Audience:

- Executives who decide whether the organisation should orchestrate, join or compete with a digital ecosystem
- Strategy and corporate development leaders who assess platform plays, alliances and acquisitions
- Partnership and alliance leaders responsible for complementor, developer and channel networks
- Digital business and marketplace leaders accountable for multi-sided revenue and participant growth
- Chief data and technology leaders who set API exposure and data sharing policy for external partners

Course Outline:

Day 1: Platform Logic and the Digital Ecosystem Landscape

- Pipeline Versus Platform Value Creation Logic
- Two-Sided and Multi-Sided Market Anatomy: Sides, Interactions and Core Transaction
- Same-Side and Cross-Side Network Effects Mapping
- Keystone, Dominator and Niche Player Positions in a Business Ecosystem
- Ecosystem Exposure Scan for an Incumbent Organisation

Day 2: Ecosystem Roles, Architecture and Participant Value

- Orchestrator, Complementor and Participant Role Selection Matrix
- Participant Value Proposition Sheet for Each Platform Side
- Platform Architecture Layers: Core Assets, Interfaces and Complements
- Open API and SDK Exposure Choices for Third-Party Developers
- Marketplace, Transaction Platform and Super-App Configuration Comparison

Day 3: Monetisation, Launch Sequencing and Partner Onboarding

- Subsidy Side and Money Side Pricing Decisions
- Take Rate, Subscription, Listing Fee and Data Monetisation Options
- Chicken-and-Egg Launch Tactics: Seeding, Single-Side Utility and Anchor Partners
- Complementor Onboarding Funnel and Certification Tiers
- Unit Economics per Interaction and Grab-All-the-Eyeballs Trap Review

Day 4: Governance, Trust, Competitive Risk and Ecosystem Health

- Platform Governance Charter: Access Rules, Curation and Dispute Resolution
- Data Sharing Agreements, Consent Design and Participant Trust Safeguards
- Multi-Homing, Disintermediation and Platform Envelopment Threats
- Competition Law and Platform Regulation Risk Register
- Ecosystem Health Scorecard: Productivity, Robustness and Niche Creation

Day 5: Case Work: Ecosystem Strategy Canvas for a Case Company

- Retail Marketplace Case: Balancing Sellers, Shoppers and Logistics Partners
- Financial Services Case: Open Banking Partner Platform Decisions
- Ecosystem Strategy Canvas Build for a Case Company
- Board Challenge Panel on Role, Monetisation and Governance Choices
- Ecosystem Strategy Canvas Presentation and Peer Critique

Skills You Will Gain:

- Network Effect Analysis
- Ecosystem Role Positioning
- Multi-Sided Pricing Judgement
- Platform Governance Design
- Complementor Relationship Oversight
- Platform Launch Sequencing
- Ecosystem Health Measurement
- Platform Competitive Risk Assessment

Why Attend This Course:

- Leave with an Ecosystem Strategy Canvas for a case company, challenged by a board-style panel of peers
- Question platform proposals from internal teams and partners with a clear test for network effects and monetisation
- Recognise early when a marketplace or API programme is stalling and which side needs support
- Compare ecosystem choices with executives from retail, finance, logistics, telecoms and public services

Conclusion:

Digital ecosystems reward organisations that choose their role deliberately and manage every side of the platform, not only the product at its centre. The course moves from platform logic and network effects, through ecosystem roles, architecture and participant value, to subsidy pricing, launch sequencing and partner onboarding, then governance, trust, competitive risk and ecosystem health. The final day brings this together in an Ecosystem Strategy Canvas for a case company, giving executives a structured basis for platform investment and partnership decisions.