

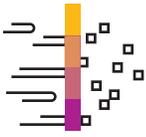
Digital
Futures

No. 26

The Future Will Be Co-Created

Customer experiences know no boundaries. They cross devices, channels, businesses—even industries.

Companies that seek to transform around the customer must look beyond those traditional barriers and create or join new ecosystems, disrupting their business models before they are disrupted.



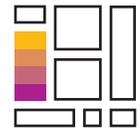
Just **3%** of companies have **completed enterprise digital transformation** projects.



92% of those companies have significantly improved or **transformed customer engagement**.



81% of business executives say platforms will reshape industries into **interconnected ecosystems**.



More than half of large enterprises (80% of the Global 500) **will join industry platforms** by 2018.

[Link to Sources](#)

Redefining Customer Experience

Many business leaders think of the customer journey or experience as the **interaction an individual or business has with their firm.**

But the business value of the future will exist in the much broader, end-to-end experiences of a customer—the experience of travel, for example, or healthcare management or mobility. Individual companies alone, even with their existing supplier networks, lack the capacity to transform these comprehensive experiences.



A Network Effect

Rather than go it alone, companies will develop deep collaborative relationships across industries—even with their customers—to create powerful ecosystems that multiply the breadth and depth of the products, services, and experiences they can deliver. Digital native companies like Baidu and Uber have embraced ecosystem thinking from their early days. But forward-looking legacy companies are beginning to take the approach.

Solutions could include:

- Packaging provider WEIG has integrated partners into production with customers co-inventing custom materials.
- China's Ping An Insurance Company is aggressively expanding beyond its sector with a digital platform to help customers manage their healthcare experience.
- British roadside assistance provider RAC is delivering a predictive breakdown service for drivers by acquiring and partnering with high-tech companies.

Is Your Ecosystem Ready for the Future?

Abandoning long-held notions of business-value creation in favor of an ecosystem approach requires new tactics and strategies. Companies can:

1. Dispassionately map the end-to-end customer experience, including those pieces outside company control.
2. Employ future-planning tactics, such as scenario planning, to examine how that experience might evolve.
3. Identify organizations in that experience ecosystem with whom you might co-innovate.
4. Embrace technologies that foster secure collaboration and joint innovation around delivery of experiences, such as cloud computing, application programming interfaces, and microservices.
5. Hire, train for, and reward creativity, innovation, and customer centricity.

Evolve or Be Commoditized

Some companies will remain in their traditional industry boxes, churning out products and services in isolation. But they will be commodity players reaping commensurate returns. Companies that want to remain competitive will seek out their new ecosystem or get left out in the cold.