

Building Digital Ecosystems

Play to win with an agile,
high-performing ecosystem

IMD /  **CIKGISB**
长|江|商|学|院



PREFERRED BY TOP LEADERS
AND ICONIC ENTREPRENEURS
IN CHINA AND WIDER REGION

3 Professor CSOs: Alibaba, JD and Ant Group

TOP3

2012-2022

WORLDWIDE
EXECUTIVE EDUCATION
10 YEARS IN A ROW

Financial Times

Build your digital ecosystem for growth

Building a digital ecosystem of partners offers you a powerful lever to accelerate growth. Nearly 90% of top global companies aim to leverage a digital ecosystem of partners, but the complexity can be overwhelming, and the failure rate is high to sustain these partnerships.

So how do you succeed in your own market and beyond?

IMD's Building Digital Ecosystems brings you deep insights into high-performing digital ecosystems from the perspectives of both the East and the West. With cutting-edge research and latest cases, academic experts from CKGSB and IMD are teaming up with leading industry practitioners to provide you with thought-provoking lectures, discussions, and exclusive access into diverse global ecosystems, from digital

giants to newcomers and transforming incumbents. You will discover the latest innovations and connect with thinkers, scaling entrepreneurs, and practitioners who are leading digital transformation. You will grasp what works and what to avoid.

We will guide you through your own ecosystem project to identify what needs to be done to unlock digital growth opportunities for you. And you will discover how sharing resources and expertise will bring you much closer to your customers, with new data and insights to be more innovative, agile, and competitive.

You will leave the program with an action plan, plus the skills and confidence to implement your own digital ecosystem.

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There is a growing consensus that the ecosystem structure used so successfully in China represents the future for many organizations around the world that are seeking to reduce complexity and spark collaboration.



Mark Greeven
Program Co-Director
Professor of Strategy and Innovation



Key learnings

Gain a competitive edge through your digital ecosystem

IMD's Building Digital Ecosystems is a unique program, bringing you deep insights into high-performing digital ecosystems from the perspectives of East and West.

Gain global insights

Benefit from global faculty insights and their deep industry connections – spanning the Americas, Asia, and Europe.

Deep dive into cutting-edge frameworks

Discover the flywheel ecosystem framework to guide your own successful strategic choices, along with the latest digital tools and analytical models. Gain a comprehensive understanding of risks and ethical issues in the digital space.

Explore diverse ecosystems examples

Learn what works (and what doesn't) from the digital ecosystem strategies of digital giants, like Alibaba, Amazon, Google, JD, Meituan, and Tencent as well as transforming corporations like Nestlé, Ping An, Geely, Nike, and Bayer and newcomers such as TikTok, NIO, Pinduoduo, and RED.

Benefit from personalized, action-based learning

Focus on implementation and build your own digital acceleration plan.

Connect with an exclusive network

Connect with thought leaders, scaling entrepreneurs, and practitioners who are leading digital transformation.

Your learning journey

A five-day journey to build your own digital ecosystem

Day 1

The digital ecosystem edge

- Familiarize yourself with the digital ecosystem strategy framework.
- Identify your ecosystem project.
- Explore the consumer journey as the anchor of your ecosystem strategy.

Day 2 & 3

Building digital ecosystems B2C and B2B

- Focus on digital ecosystems in B2C, namely building private traffic pools and global ecosystem brands.
- Delve into digital ecosystems in B2B, namely the role of inter-connectivity, capturing new value from your existing tech infrastructure.
- Live field cases: JD.com and TikTok

Day 4

Managing your ecosystem foundations

- Build your ecosystem engine, middle office (APIs and micro-services), and front office (best digital UX).
- Deep dive into data analytics and ML in ecosystems.
- Live field cases: Tencent and 3NOD

Day 5

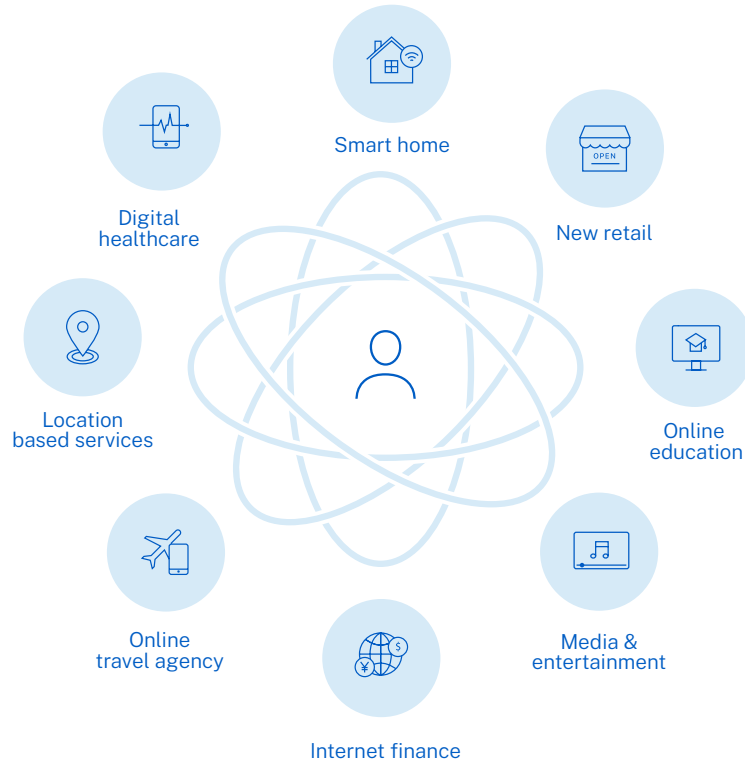
Digital ecosystem for impact

- Focus on leadership in ecosystems and preparing your organization.
- Look forward to Web3 and next-level ecosystems.
- Consider the impact of ecosystems, and the positive impact on individuals, organizations, and society.

Work on your ecosystem project throughout your journey.

Create your own flywheel ecosystem

Alibaba has built a highly successful flywheel ecosystem which leverages the power of complementary partnerships. You will adapt this flywheel framework to your own context during the program. You will identify the best structure to unlock digital growth opportunities, to make you and your organizations more agile, innovative, and competitive.



Your company project

We guide you through your own ecosystem project to identify which structure will unlock digital growth opportunities, focusing on your organization's specific challenges and opportunities. By the end of the program, you leave with your own implementation plan.

Project examples:

- Establish complementary partnerships around a product or service.
- Leverage the power of ecosystems to improve your digital strategy.
- Build a prototype ecosystem.

Meet your

Program Directors



Mark Greeven

IMD Professor of Strategy and Innovation

Mark Greeven draws on a decade of experience in research, teaching, and consulting in China to explore how to organize innovation in a turbulent world and enable digital business transformation. He was named on the prestigious Thinkers50 Radar list of 30 Next Generation Business Thinkers in 2017.

[Read full biography](#) ↗

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We are thrilled, together with CKGSB, to bring you the best insights from East and West, to accelerate your own digital transformation and innovation.



Yang Li

CKGSB Associate Professor of Marketing
Executive Academic Director for MBA and Executive Education Programs

Yang Li's research focuses on Machine Learning, Bayesian Nonparametrics, Big Data, Choice Modeling, Text Mining, and Recommender Systems. At CKGSB, Professor Li teaches marketing management; he also consulted for Tencent, Baidu, and Yonghui Groups, and currently holds a US patent.

[Read full biography](#) ↗

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Our partnership with IMD brings together world-class faculty with some of the best resources and insights in the business to help digitally focused leaders stay ahead of the tectonic changes we'll experience in the decades to come.

Faculty

Meet the experts who will
guide you to success

IMD



Amit Joshi

Professor of AI, Analytics,
and Marketing Strategy



Misiek Piskorski

Professor of Digital Strategy,
Analytics, and Innovation

CKGSB



Jianwen Liao (Jon)

Professor of Managerial Practice
Former Associate Dean
Former Chief Strategy Officer
of JD.com



Ming Zeng

Professor of Strategy
Former Chief Strategy Officer
of Alibaba Group



Tianshu Sun

Professor of Information Systems
Senior Advisor of Alibaba Group



Rui Zhu (Juliet)

Professor of Marketing Director of
Social Innovation and Business for
Good Center Director of Common
Prosperity and Social
Innovation Center



See
biographies



You are

**A digital transformation leader
and executive, a scaling entrepreneur**

or a leader from an NGO, a social enterprise,
or a government.

**Willing to take your digital
transformation to the next level**

and you now need tools, frameworks, language,
and capabilities to drive change.

**Eager to join a diverse group
of like-minded peers**

from different industries, cultures,
and nationalities and who face the same
digital-related challenges.



**Connect with
a diverse group
of global peers**

20

years of
experience

92%

senior & C-level

49

average age

9

nationalities

What our participants say



Eric Gao
Founder & CEO
BMYG Financial Group, Australia

“

I highly recommend this program to everyone who's building digital strategies for their business. IMD and CKGSB bring in top industry practitioners to give you deep insights into high-performing digital ecosystem players and newcomers from US and China. In the era of digital transformation for all business globally, it is either building your digital ecosystem being a part of one. The program is very well designed and delivered.



Juan Manuel Santiago Mendez
CEO
Mercedes-Benz Parts Logistics, UK

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This joint training between IMD and CKGSB enables you to understand the concepts of successful ecosystems. You gain a lot of insights by understanding how advanced China is at digital transformations and building digital ecosystems, so that you can establish your own ecosystem.



Marek Stawinski
Founder & CEO
NaviParking, United Arab Emirates

“

This program is of unique value to those responsible for designing and executing ecosystems strategies, enabling growth of the core business and introducing new products and services.

When the West meets the East



Jean-François Manzoni
IMD President and Nestlé
Chaired Professor of Leadership
and Organizational Development

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This program is unique in its proposing a breadth of insights and experience from both East and West. Drawing on the latest academic research, case studies, and global industry examples, you will learn how to leverage the full benefit of a robust ecosystem to deliver value in your context.



Bing Xiang
CKGSB Founding Dean and
Professor of China Business
and Globalization

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This program offers the opportunity for your organization to leverage CKGSB's unique insights into some of the top performing Chinese and American companies in terms of digital transformation.

Challenging what is and inspiring what could be

About IMD

IMD is an independent university institute with campuses in Lausanne and Singapore. For more than 75 years, IMD has been a pioneering force in developing leaders who transform organizations and contribute to society. IMD has been ranked in the top three of the FT's Executive Education Rankings (combined ranking for open & custom programs) since 2012. It has also been in the top four for 18 consecutive years. This consistency at the forefront of its industry is grounded in IMD's unique approach to creating "Real Learning. Real Impact". Led by an expert and diverse faculty, IMD strives to be the trusted learning partner of choice for ambitious individuals and organizations worldwide. Our MBA and EMBA programs have repeatedly been singled out among the best in Europe and the world.

Learn more



200⁺

IMD supported 200+ organizations by delivering nearly 200 customized interventions (on & off our 2 campuses).

94%

of participants experience a significant personal impact after attending an IMD program.*

10,000⁺

executives come to IMD each year from 100+ different countries.

56%

of participants on open programs are referred by alumni or are returning alumni themselves.*

125,000⁺

alumni from a powerful global network of business executives in 140+ different countries.

TOP3

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Financial Times

* Survey of 3,000 alumni.



About CKGSB

CKGSB is China's first privately funded and research-driven business school, offering unrivaled access to China business knowledge. It is the preferred choice by industry leaders and iconic entrepreneurs in China and Asia. Located in Beijing, with campuses in Shanghai and Shenzhen, CKGSB also has representative offices and partnerships across the globe.

CKGSB's professors have been instrumental in the design and implementation of digital strategies for some of the leading companies such as TikTok, Alibaba, Google, Tencent, Microsoft, JD, Vipshop, Trip.com, Didi, etc. Three CKGSB professors became the Chief Strategic Officers of Alibaba, JD, and Ant Group. CKGSB has a large network of digital ecosystems including founders, co-founders, Chairmen and CEOs of more than one hundred leading digital firms.

Learn more



40⁺

full-time, world-class faculty members.

38

unicorn companies developed at CKGSB.

18,000⁺

alumni, 50% of whom are at the CEO & Chairman level.



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Earn a Digital Excellence Diploma from IMD

Take digital learning at IMD one step further. To receive IMD's Digital Excellence Diploma, complete a total of 15 days of programs, plus an online exam.

Whether you are already leading transformation or exploring work opportunities with more digital responsibilities, the diploma will quickly equip you with confidence, inspiration, and extensive new digital skills.

15

days of digital programs



Exam



IMD Digital Excellence Diploma

Find out more



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The diploma has made me more confident in my discussions around digital transformation.



Sephora Guedj
Client Manager
Digital Consultant NTT, Switzerland

“

IMD's digital programs are so motivating, you keep discovering more. Every leader should take the diploma.



Amrou Hassanein
CIO & Member of the Executive Committee
NBK Private Bank, Switzerland



Start
your journey

Fee

CHF 10,900

[Apply now](#)

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[Schedule a call](#)

[See program dates ↗](#)