

# EMPOWERING ECOSYSTEMS

Realizing joint ambitions in networks, alliances and chains

Those working on complex social problems will recognize the following situation: many stakeholders who need each other to achieve results, without one organization having overriding authority.

How to reach a common result despite these circumstances? In practice, implementing a common result at pace and in a transparent, equal and inspiring manner proves to be difficult. It is time to approach this in a different way!

Get inspired through "Empowering Ecosystems".

**Many of our clients are becoming more and more aware of the fact that cooperation is necessary to tackle complex problems. At the same time, we see clients struggle to put this insight into practice, choosing approaches and solutions that often do not contribute to the pace and working pleasure, nor achieve the desired results.**

*"In the long history of humankind, those who learned to **collaborate** and improvise most effectively have **prevailed**."*

**Charles Darwin**

## Solving complex problems requires collaboration

Our society is changing rapidly because of digitalization, globalization and increased flexibility. Social challenges are more complex than ever before. Organizations increasingly recognize that they cannot respond to these challenges alone.

This realization has, among other factors, led to an increase in (public-private) partnerships. Some examples from our portfolio:

### Dutch Coalition for Humanitarian Innovation

The need for emergency aid has doubled; the costs of emergency aid have tripled. Furthermore, its delivery context has changed significantly. Innovation is required to meet these changing conditions, to reduce costs, and to increase impact.

### Zo Spoedig, Selectief, Slim, Samen en Simpel Mogelijk (ZSM)

(As Soon, Selective, Smart, inter-connected and Simple as Possible)

Organizations within the Dutch criminal justice system see that in many cases of (seemingly) light forms of violence and juvenile delinquency, there are underlying problems with both victims as well as suspects. Police and criminal justice partners therefore experiment with new forms of cooperation, that we helped forming.

### Zelfregulering Gezond en Veilig Werken

(Self-regulation of Health and Safety at Work)

The role of the government in terms of health and safety at work has changed in recent years. We see a movement from a government that "directs" through laws and regulation, to a government that facilitates parties. To structurally ensure health and safety at work, we supported collaboration between related stakeholders that contribute to this.

### An international airport

Capgemini assists an international airport with a cybersecurity-initiative: a project that aims to increase regional cooperation in the field of cybersecurity. Within the project, 14 regional organizations have been mobilized to take part in a dedicated workgroup - both public and private organizations and educational institutions - to make the airport a digitally safer place.

Collaboration is key. Without imposing solutions upon networks, we help those involved build solutions together.

## Why do we emphasize collaboration?

Stakeholders in networks aren't always together but organize themselves when it is necessary to achieve the desired result. These (temporary) alliances, networks and chains, ask for a **contemporary way of organizing**. The emphasis increasingly lies on achieving shared value and directing the network.

The result is leading. This requires an agile way of organizing and selecting appropriate approaches and organizational structures with the right **partners**, and with **freedom and autonomy** for professionals.



## A cyclical method as a guiding tool nurturing collaboration

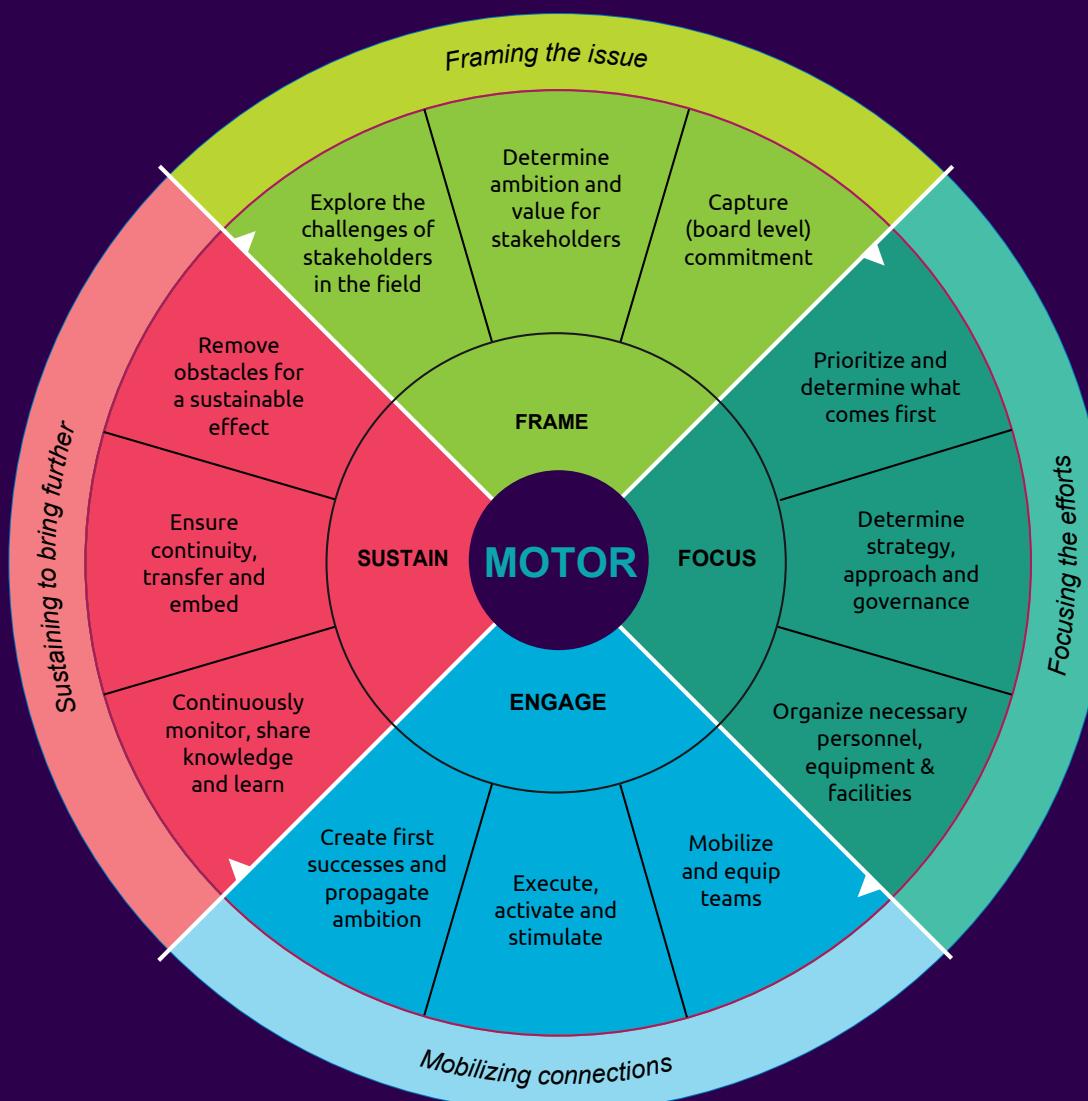
With our approach Empowering Ecosystems, we assist organizations to shape their **collaborative partnerships**. It is not a roadmap nor a blueprint, it is a **cyclical method** that guides the ecosystem towards specific joint results. Empowering Ecosystems consists of a number of **crucial anchor points, or quadrants**:

- **Framing the issue**
- **Focusing the effort**
- **Mobilizing connections**
- **Sustaining to bring further**

The cycle is used **flexibly**. There is no fixed starting point on the cycle, the starting point is the phase in which cooperation is situated at that specific moment.

To achieve results in networks, it is important to have a **motor** that maintains speed, that motivates and stimulates partners. **Capgemini Invent** often fulfills the role of this motor.

## The Empowering Ecosystems method



## Framing the issue

Successful collaboration requires a clear picture of what you want to achieve and identifying who has a significant contribution to make towards that achievement. Each partner operates on the basis of their own responsibilities, goals and interests. Partners are supported in this phase in determining the real issue they want to address together, while ensuring individual goals can be achieved within the shared environment. By explicitly focusing on and acknowledging the context, a connection is created with the desired result at both executive and board level.

The framing phase is about answering a number of fundamental questions: **What is our desired end-state? Who takes part in the ecosystem? Is it an end-state we desire to reach, or is the transformative experience itself more important?** Sometimes, the experience is more important than reaching a fixed end-state. The cycle then focuses on **creating a movement** that will ultimately lead to a vibrant ecosystem.

## Focusing the efforts

An ecosystem is, by definition, in balance. It is also constantly moving. Alterations may shake up the ecosystem but for every action, there is a reaction. These reactions can cause small problems to some actors within the ecosystem, that can grow into bigger problems if not dealt with.

In the focus phase, partners determine together the way in which they will address the issue (strategy and organization) and establish the required preconditions, such as finance and capacity.

This stage is about asking questions such as: How do we stay connected and build bridges? Who preserves which part of the ecosystem? It is important that stakeholders express their confidence in each other's expertise and provide space to make the most of their capabilities as well as opportunities.

## Mobilizing connections

**No movement without action.** In the engage phase, the execution of the activities takes place. The ecosystem knows how to move forward. It is important to start with specific activities as soon as possible to show results, because this energizes and motivates the partners in the network.

## Sustaining to bring further

The sustain phase is about **continuously improving and strengthening the network**, and about engineering the network or partnership in a way that sustains its results. Activities such as monitoring, evaluating and mapping of potential factors for success and failure, help to further improve the network.

It is key to often ask ourselves and the network the question: "What are we going to do differently tomorrow?"

## A temporary outboard motor

As a temporary outboard motor, we deliver the organizational power needed to achieve successful collaborations.

The temporary outboard motor - that supports collaboration and facilitates action - proves to be an important success factor in reaching the **joint destination**. The personal commitment and action of partners is essential; they make the change.

Our clients tell us that our role as a motor helps to **achieve results, maintain energy and ensure engagement of partners**.

As the temporary outboard motor, we deliver the organizational capacity that is needed for building a successful partnership.



## Empowering ecosystems brings collective results

Empowering Ecosystems has brought tangible results to various clients:

- The Dutch Coalition for Humanitarian Innovation has led to a growing and thriving network of more and more organizations, including businesses, knowledge institutes, government organizations and humanitarian institutions that collectively shape innovations: the innovation funnel is filled with a growing number of innovation projects
- Providing process management in the collaboration between partners in the Dutch criminal justice system, and the healthcare and social domain, has resulted in different interventions being chosen that contribute better to safety. Due to a well-founded impact assessment, the next stage can be started at the administrative level.
- Setting up and executing the development-oriented monitor for the "Pact for Care", ensured that regions got a stronger focus, and that they were able to organize and expand their cooperation more effectively.
- Support of the municipalities and housing associations by the "Task Force on Housing Status Holders" has led to the accelerated realization of housing for 27,700 status holders (refugees with a residence permit) by these municipalities and associations.
- In the Dutch region "Haaglanden", the municipalities, together with educational organizations and industry, have raised the alarm about the insufficient (number of) technically skilled professionals that are available for the region. They therefore have developed a joint technical agenda. Partners implement the agenda and work together in a flexible organization with a high-level management board.
- The program "Self-regulation of Health and Safety at Work", of the Ministry of Social Affairs and Employment has launched a movement of active and involved network of branches, companies and other organizations, that independently organize their health and safety at work.
- Capgemini assists an international airport with a cybersecurity-initiative: a project that aims to increase regional cooperation in the field of cybersecurity. Within the project, 14 regional organizations have been mobilized to take part in a dedicated workgroup: both public and private organizations and educational institutions. The first successes of the initiative were created by organizing events for stakeholders, sharing knowledge and tools and through active communication. Motivated by the ambition to become a regional cybersecurity Centre of Excellence, the workgroup has jointly organized a multitude of campaigns that contribute to the digital resilience of the community. As a result, over 250 members from 90 different organizations have joined the initiative to make the airport a digitally safer place.

## **Inspired through experience, endorsed by theory**

Through structurally revisiting our proposition, we intent to live up on our Invent promise to deliver what's next for our clients. After all, collaboration in the future does not necessarily needs to be the same as today. We continuously enrich and verify Empowering Ecosystems with up-to-date scientific knowledge and the results of our experiences in the field.

Ready to explore? Reach out to one of our experts:

### **Karina Rauh**

**Senior Manager**

[karina.rauh@capgemini.com](mailto:karina.rauh@capgemini.com)

+31 6 5381 9445

### **Erik Hoorweg**

**Vice President lead market unit Public**

[erik.hoorweg@capgemini.com](mailto:erik.hoorweg@capgemini.com)

+31 6 1503 0869

### **Martine Middelveld**

**Manager**

[martine.middelveld@capgemini.com](mailto:martine.middelveld@capgemini.com)

+31 6 2715 9956

### **Rinske Wolters**

**Senior Consultant**

[rinske.wolters@capgemini.com](mailto:rinske.wolters@capgemini.com)

+31 6 2574 8965

### **Josca Smallenbroek**

**Senior Consultant**

[josca.smallenbroek@capgemini.com](mailto:josca.smallenbroek@capgemini.com)

+31 6 1503 0047

### **Mabel Rijpkema**

**Senior Consultant**

[mabel.rijpkema@capgemini.com](mailto:mabel.rijpkema@capgemini.com)

+31 6 2575 4308

### **Lisette Firet**

**Senior Consultant**

[lisette.firet@capgemini.com](mailto:lisette.firet@capgemini.com)

+31 6 1529 5200

### **Luc Baardman**

**Consultant**

[luc.baardman@capgemini.com](mailto:luc.baardman@capgemini.com)

+31 6 1116 3423

# About Capgemini Invent

As the digital innovation, consulting and transformation brand of the Capgemini Group, Capgemini Invent helps CxOs envision and build what's next for their organizations. Located in more than 30 offices and 10 creative studios around the world, its 6,000+ strong team combines strategy, technology, data science and creative design with deep industry expertise and insights, to develop new digital solutions and business models of the future.

A global leader in consulting, technology services and digital transformation, Capgemini is at the forefront of innovation to address the entire breadth of clients' opportunities in the evolving world of cloud, digital and platforms. Building on its strong 50-year heritage and deep industry-specific expertise, Capgemini enables organizations to realize their business ambitions through an array of services from strategy to operations. Capgemini is driven by the conviction that the business value of technology comes from and through people. It is a multicultural company of over 200,000 team members in more than 40 countries. The Group reported 2018 global revenues of EUR 13.2 billion.

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## **Capgemini Invent**

P.O. Box 2575, 3500 GN Utrecht

Tel. + 31 30 689 00 00

[www.capgemini.nl/invent](http://www.capgemini.nl/invent)



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