From Transactional to Transformational:
Building high-trust, high-impact partner ecosystems

A practical playbook to identify, structure, and co-innovate

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Agenda

01 Current Landscape

02 Value Proposition & Key Use Cases

03 Approach

04 Validation

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Why now?

1 Ecosystems are core to growth, innovation and agility

2 Only **~36%** consistently measure ecosystem performance

3 Aligning goals and expectations is the top challenge

Trust in B2B ecosystems increases:

👍 **Willingness to recommend**

⭐ **Willingness to pay a premium**

Most influential trust levers:

✓ **Consistency**

✓ **Competence**

✓ **Dependability**

✓ **Accountability**

✓ **Empathy**

✓ **Integrity**

✓ **Transparency**

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Ecosystem reality check

49%

Exploring New Partnerships

75%

Citing Ecosystems as Growth Accelerators

36%

Consistently Measuring Success

71%

Citing Alignment as Challenge

Transactional vs Transformational

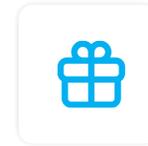|		Transactional	Transformational
Time horizon	>	Quarter	Multi-year portfolio of bets
Information sharing	>	Minimal deal data	Roadmap, telemetry, shared metrics
Relationship surface area	>	Rep-to-rep	Multi-level (executive, product, field, success)
Value creation	>	Sell-through	Co-creation / co-innovation

Ecosystem roles matter

Keystone

Niche

Dominator

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High-performing ecosystems rely on:

🚀 **Joint discovery**   ⌁ **Shared enablement**   🎁 **Solution packaging**
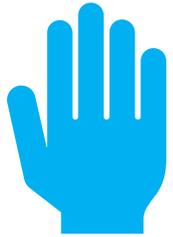
1

Hyperscaler-startup open innovation models

Systematically matching enterprise needs with startup capabilities to close the **innovation → GTM gap**

2

Industry 4.0 partner solutions

Accelerating time-to-market through **pre-integrated, partner-build offerings**

Transactional

Transformational

Partner selection

Governance and metrics

Co-innovation

The Ecosystem Mapping Method

⊕ Clarify strategic objective
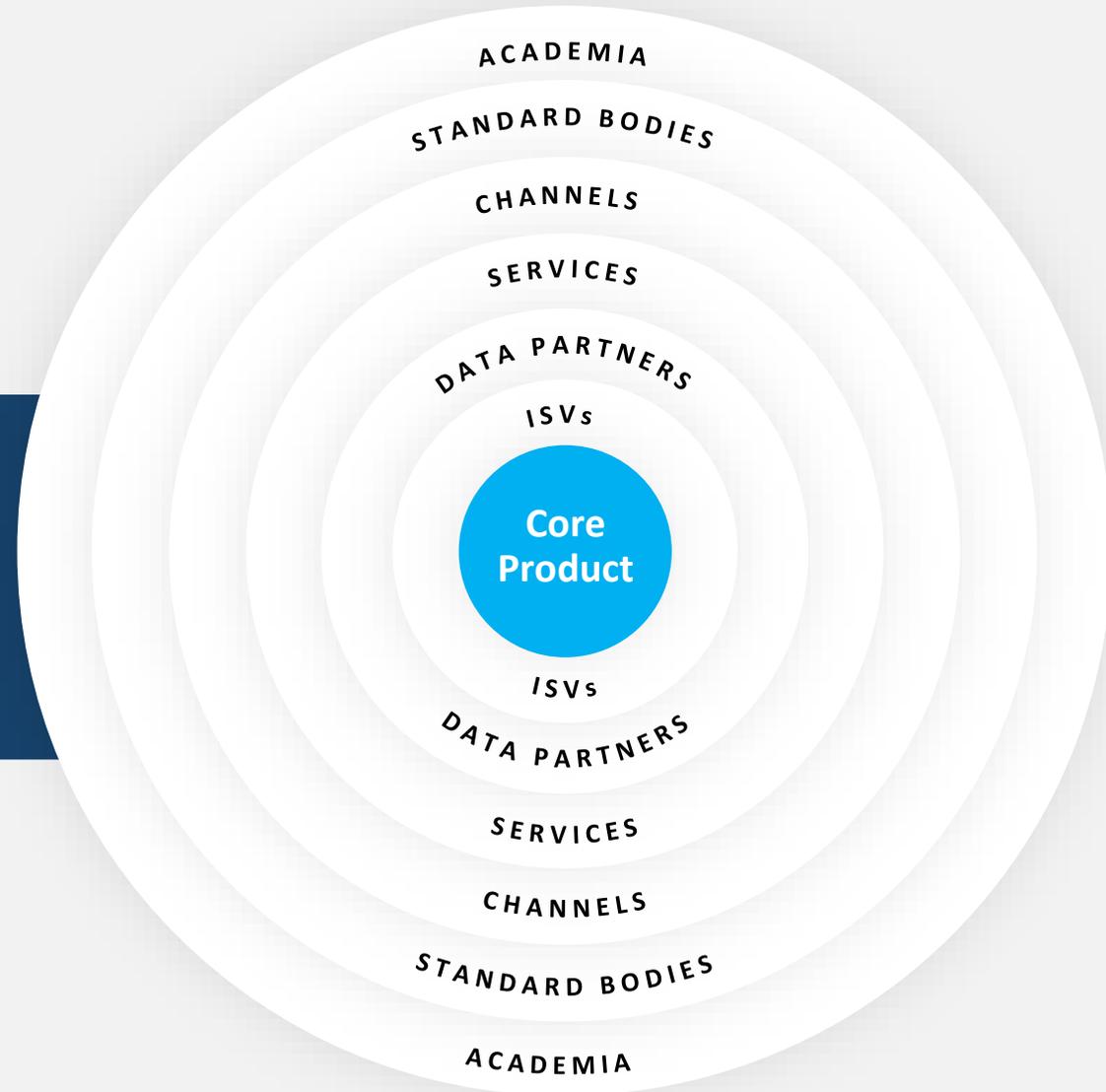
🔍 Identify capability gaps

📍 Map partner candidates

⚠ Prioritize for impact and risk

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Ecosystem Map

ACADEMIA
STANDARD BODIES
CHANNELS
SERVICES
DATA PARTNERS
ISVs

Core Product

ISVs
DATA PARTNERS
SERVICES
CHANNELS
STANDARD BODIES
ACADEMIA

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Mapping in practice

1 Identify one strategic gap

2 List two partner archetypes

3 Rate alignment and complementarity

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Trust-Centered Partnership Framework

Shared purpose and mutual value	Defined roles	Cadence and forums	Decision rights and escalation
Who wins	Executive sponsor	Steering committee	Equitable decision rights
How	Alliance leader	QBRs	Predefined conflict resolution
When	Product owner	Pipeline and product reviews	
	Marketing and field leads		
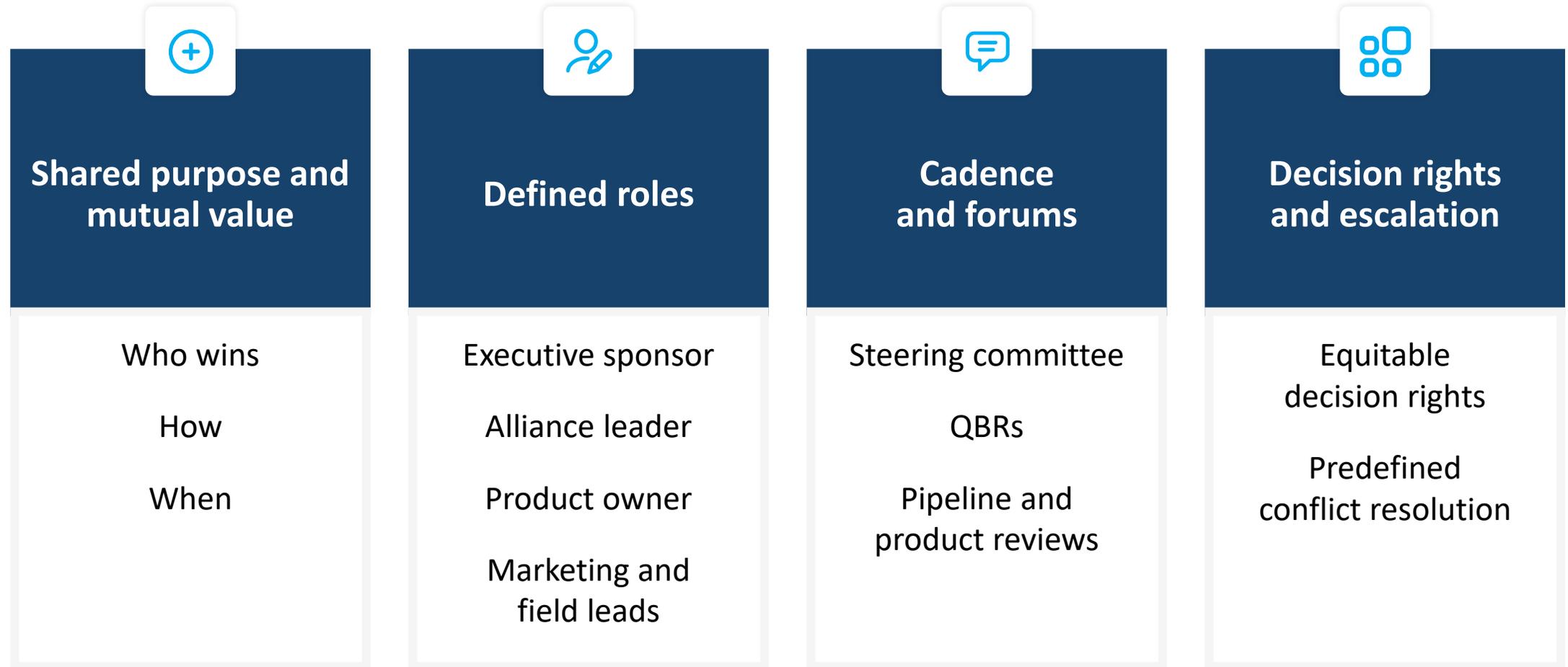
KPIs that build trust

Revenue and GTM

Joint pipeline created

Co-sell win rate

Velocity and deal size

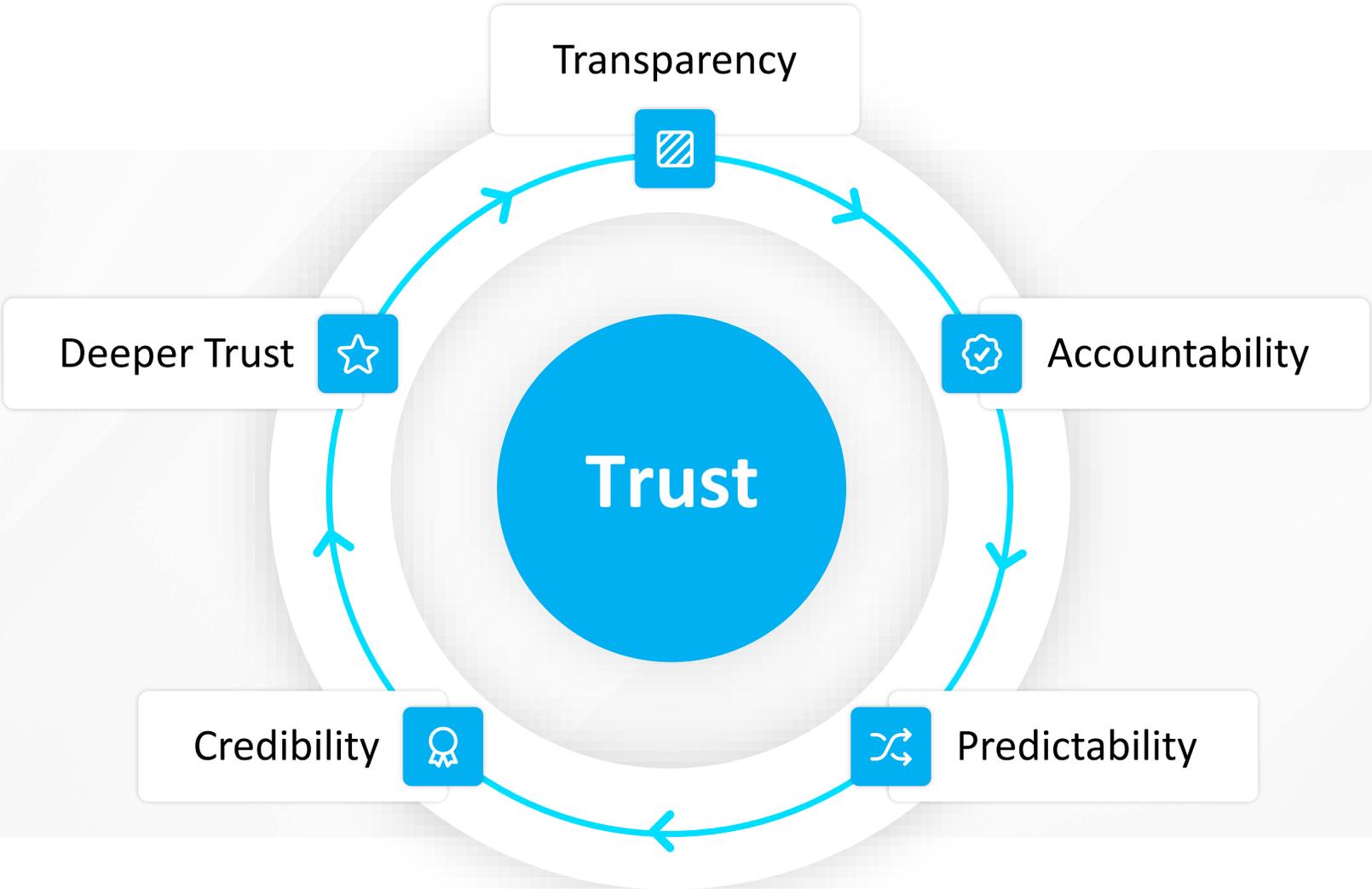## Product and customer

Integration milestones

Active users

Retention and expansion

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The Trust Loop

Transparency

Accountability

Predictability

Credibility

Deeper Trust

Trust

Co-innovation ecosystems

Co-innovation pathways

- Joint product integrations
- Data sharing and sandboxes
- Bundled offerings
- Shared roadmaps

Co-innovation framework elements

- Collaboration
- Coordination
- Co-creation
- Convergence
- Complementarity

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Healthcare and Life Sciences

Why ecosystems are accelerating

- HLS is moving toward platform-enabled ecosystems to address cost/outcome pressures

- Map > Model > Act framework for co-creating value with health systems

- Policy tailwinds: CMS Health Tech Ecosystem initiative to improve data interoperability > opportunity to scale patient / provider solutions

Real-world evidence platforms

Care-pathway optimization

Data-led trials

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Co-innovation planner

Pilot design principle

Keep pilots to **90-120 days** with
clear success thresholds and scale criteria

1

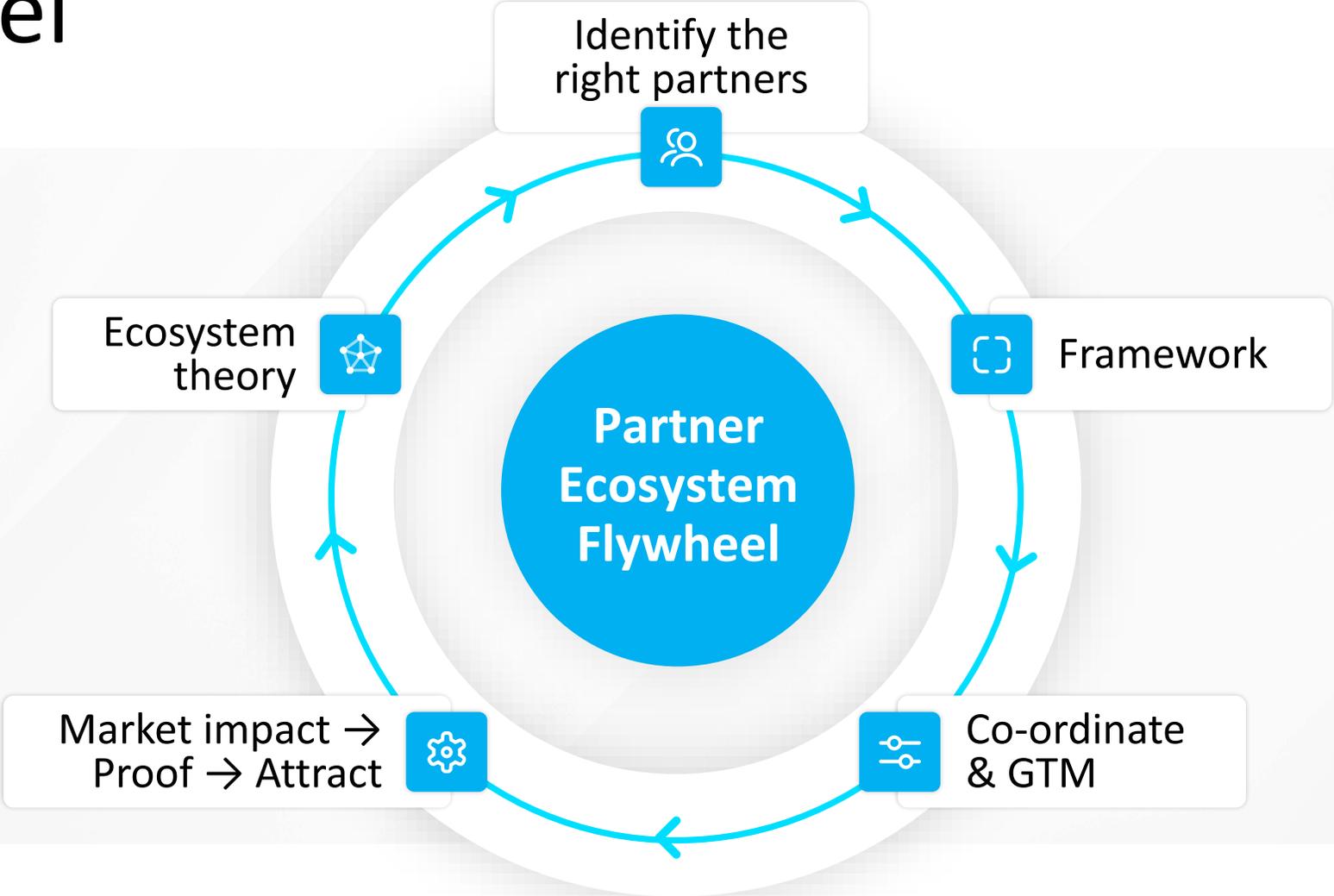### Define a theme
(e.g., "reduce readmissions in CHF by 10%")

2

Identify partner assets to combine
(e.g., data sets, algorithms, workflow, channels)

3

Choose proof points
(e.g., milestones, KPIs, pilot cohorts)

The Ecosystem Flywheel

Identify the right partners

Framework

Co-ordinate & GTM

Market impact → Proof → Attract

Ecosystem theory

Partner Ecosystem Flywheel

[hbs.edu], [tandfonline.com]

90-day action plan

Weeks 1 -3

Map strategy, gaps, candidate partners

Produce fit-score short-list

Weeks 4 - 6

Draft partnership charter

Stand up governance

Build KPI dashboard

Weeks 7 - 12

Launch two pilots

Instrument co-sell

Three key
takeaways

Be **intentional** about your partner selection

Create **clarity** through governance and shared metrics

Co-innovate to **differentiate** and compound value

What **one partnership** could transform your trajectory in the next 12 months — and what **90-day** pilot proves it?