

In fact, the majority of organizations—including 85 percent of the Torchbearers—expect their partner networks to continue to expand in the next few years. Even 60 percent of Aspirationals envision wider networks in their future (see Figure 16).

Yet just 25 percent of Aspirationals are sharing data with their partners today. In part, that’s because Aspirationals lack the strategic asset—trusted, rich data—that most organizations expect partners to bring to the table. But there are broader reasons, too. While twice as many Torchbearers are sharing data with partners, at 56 percent, the number is relatively low in light of their plans to adopt new business models (see Figure 17).

What’s holding so many back? In the words of a US telecommunications CIO, companies are just beginning to learn how to “thrive through transparency while maintaining a strategic advantage.” The tension between data transparency and proprietary advantage is pulling organizations in two opposing directions.

Each organization will need to evaluate which of its datasets are composed of truly non-rivalrous data that should be shared to accrue new value and which should remain proprietary. Hardest of all, organizations will have to determine where the value of data creates a current, but transient, advantage and then assess whether sharing that same data could create a better future advantage.

Leading organizations operating platforms will have to have an appetite for rapid-cycle change, relentless learning, and iterative execution. They must always be on the lookout for what new value can be extracted from their data.

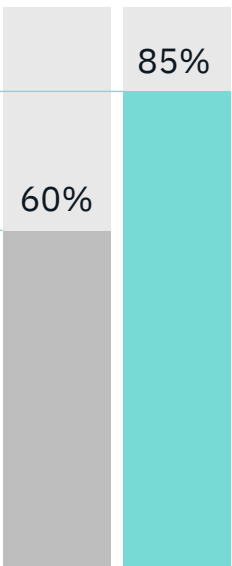
Figure 16

Hoping...

Most respondents see larger partner networks in their future

Expect partner networks to expand in next few years

42% more



Torchbearers
Aspirational

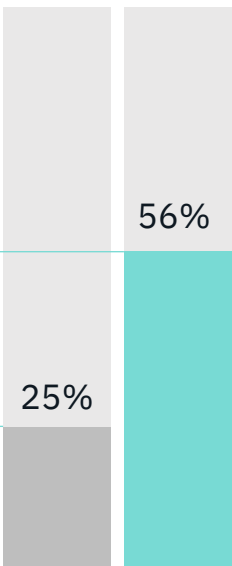
Figure 17

... and acting

Torchbearers are charting a course to open those ecosystems

Acquiring and sharing data extensively with network partners

124% more



Torchbearers
Aspirational