

## Chapter 3

# Ecosystems

## How to share data in the platform era

The advantages of “open” made the leap from software to business models long ago. As value chains morphed into ecosystems, and then again into platform business models, data pools rippled out in ever-widening circles outside the organization, eventually spilling across industries.

Data that stays inside the organization is more likely to drift out of date than to grow in value. In circulation, flowing freely among business functions, streaming across enterprises and ecosystems, data germinates.

But what if you lose control?