

# The Strategies of Technology Startups Within and Between Business Ecosystems

Tukiainen, T., Burstrom, T., & Lindell, M. (2019). The Strategies of Technology Startups Within and Between Business Ecosystems. *Technology Innovation Management Review*, 9(6), 25-41

This article seeks to understand the logic of business ecosystems. Earlier the state of the art business ecosystems understanding is based on big firms. This study is investigating growing firms and start-ups. This study provides an overview of business ecosystems from their point of view. Further, this study outlines on how the small technology start-ups are strategizing within and between business ecosystems – whether they act within one or multiple business ecosystem(s), or choose to act as an ecosystem creator and set the rules of the game.

The authors bases its research on key research question:

- How do start-ups and growing firms choose their strategies: whether to follow, stretch or create the rules of the game ?
- How do they response to orchestration attempts, ecosystems vrs. platforms and cope with network complexity and do they change pattern characteristics of business ecosystem strategies.

The results of the study

- Context matters, whether to choose one or multiple business ecosystem(s), or choose to act as an ecosystem creator and set the rules of the game.
- In this research, majority of firms choose the multi-Ecosystem strategy; only few tries to create their own game
- Small tech start-ups don't have to be passive followers of the dominant strategy.
- Success is depend on leadership, innovation and networking capability and dynamic capabilities of the firm.

The article proposes further research on:

- Ecosystem strategy choices in fields outside of dominant global leader ecosystems and low-tec
- Companies choosing ecosystem creation strategy – high-risk, high reward? E.G Qt Group.
- Company to switch a strategy: Single-> Multi or Multi -> Single?
- Combine Single/Multi + Creation



Figure 2-7: Dynamics, actors and roles in Ecosystems

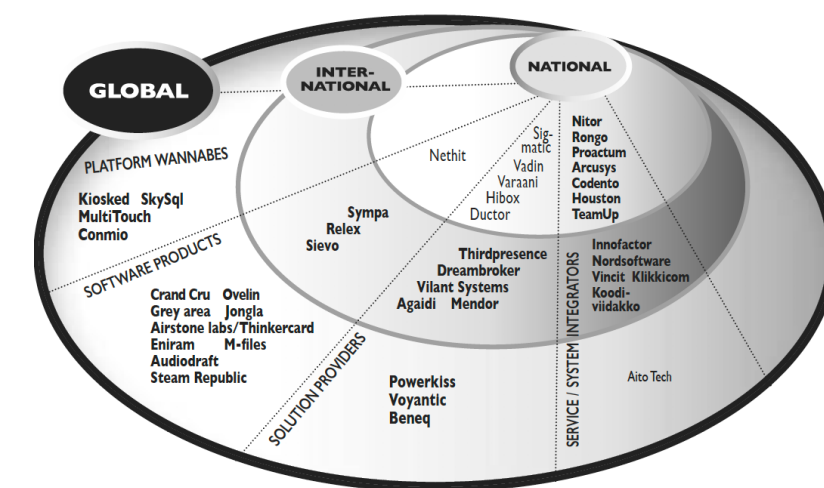


Figure 3-7: Internationalization of the firms

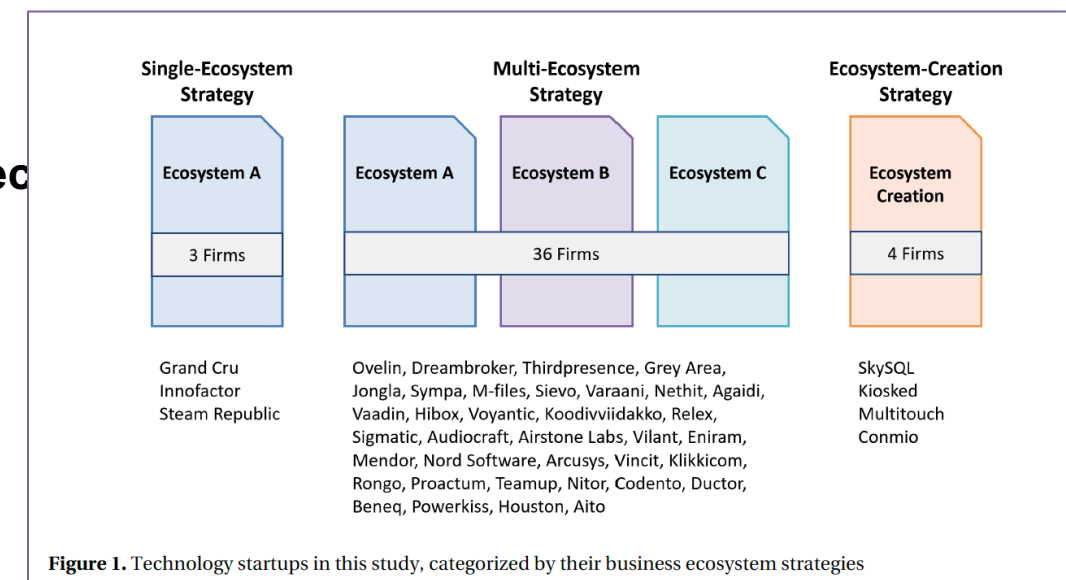


Figure 1. Technology startups in this study, categorized by their business ecosystem strategies