

# BALANCED CENTRICITY AND TRIADS: STRATEGIES TO REACH ECOSYSTEM EQUILIBRIUM IN THE ARTS SECTOR

## *ABSTRACT*

**Purpose** – The aim of this paper is to assess whether the triad structure can facilitate or inhibit evolution into a service ecosystem. The triad structure and the institutions that dominate the triads determine whether they evolve into ecosystems, remain as triads, or die off altogether. “Balanced centrality” is considered to be a desirable institution that increases the likelihood of triads being transformed into ecosystems via marketing equilibrium.

**Findings** – For new business models that start off being triads, it is a strategic option for them to evolve into ecosystems. In this sense, the authors argue for consideration of balanced centrality as an institution that enables ecosystems to arise. From this perspective, balanced centrality can be considered a strategy that helps to balance and foster positive relationships among actors, enabling a “balanced triad structure”.

**Research limitations/implications (if applicable)** – The paper describes a conceptual study combined with an empirical approach. In the empirical approach three successes are considered in an arts context. Other contexts beyond the arts would be useful to add new perspectives to the development of the theory.

**Practical implications** – Although an ecosystem can arise naturally way in a market, it is interesting to consider the design of strategies that facilitate the process from the beginning of the business model design. In this sense, balanced centrality can help to configure institutions that result in positive relationships facilitating the evolution of three-actor networks (triads) into ecosystems.

**Key words** (max 5): Triads, balanced triad structure, balanced centrality, ecosystems, systems of value co-creation.

**Paper type** –Research paper

