

## How the Business Ecosystem Affects Corporate Upgrades Case Study of J&J Suzhou

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### Abstract

The rapid development of information technology coupled with intensifying globalization have brought unparalleled challenges to enterprises. In the face of increasing market competition, enterprises' survival and sustainable development become more and more reliant on a collaborative business ecosystem. This study aims to explore the relationship between business ecosystem and enterprise upgrading. Methodologically, this research employs qualitative case study to look at the ways in which business ecosystem impacts enterprise upgrading through a range of services and supports it provides, including infrastructure, intermediary and policy. Analysis is based on empirical data collected from semi-structured interviews with senior managers and directors at J&J Suzhou, based in Suzhou Industrial Park (SIP) as the embodiment of business ecosystem. This study finds that, from the perspective of J&J Suzhou, the business ecosystem does exert influence on enterprise upgrading in terms of motivation, craftsmanship, and technology through the means of intermediary and policy-related factors.

### Key Words

Business Ecosystem; Enterprise Upgrading; Community; Business Development; Network