

ABSTRACT

Business ecosystems is playing a huge part in the modern business environment, in which, will optimized the efficiency and effectiveness of companies. A modern digital-based strategy combined with a great business ecosystem, will helps companies to achieve a greater success in the business competition, rather than the old conventional ones. Unfortunately, many companies did not comprehend the importance of the business ecosystems, as it will help the companies to grow in a long-term business plan. This study investigates the role-playing actors that involved in the business ecosystem. Four parameters, such as degree, betweenness, closeness, and eigenvector centrality, will be measured using the social network analysis to create the business ecosystem's model. The model describes the roles and function of stakeholder and value network in digital marketing business ecosystem.

The research methods used in this study is social network analysis with quantitative descriptive analysis. This study identifies 32 respondents based on organizations involved in digital marketing business ecosystem with six types of activities conducted in the digital marketing business ecosystem as main indicators. Four parameters, such as degree, betweenness, closeness, and eigenvector centrality, will be measured using the social network analysis to creating a business ecosystem's model.

This study shows that the digital marketing business still lacking a good business ecosystem, in which, that the information spreads slower than expected and the role-playing actors that involved in the ecosystems is still inefficient. Also, the value measured in the social network analysis is still far below the average. In addition, the research conducted in this study shows that the "social network" can be used to create a business models using information provided by the role-playing actors involved in the digital marketing business ecosystem.

Keywords: *Business Ecosystem, Digital Marketing, Social Network Analysis, Business Ecosystem Model*