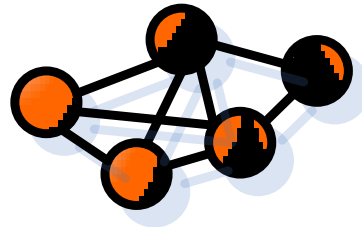


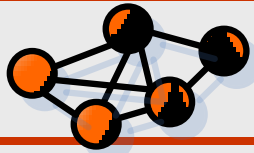
# Cross-Organizational Enterprise 2.0 Projects as a Door Opener for Open Ecosystems

(Andreas Auinger, Alexander Hochmeier, Dietmar Nedbal)



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## Motivation

Trust

Approach

Selected Results

Conclusion

## Motivation (1)

- Effective identification, generation and utilization of **information and knowledge** has become a **top priority** and establishes itself as a USP to secure competitive advantage, continuous growth and prosperity for all partners. (Wu 2008)
- IT systems can address these demands. However, **traditional methods** and systems are increasingly **incapable** to fulfilling these issues in partner networks.
- A new environment is needed that focuses on building on core strengths, provision of **real-time information**, **globalizing service demand** and **collaboration** in value chains. (Gunasekaran and Ngai 2004)
- Interactive and collaborative Web 2.0 technologies (Wikis, Blogs, Tagging etc.) used within and between enterprises (“**Enterprise 2.0**”) offer **great potential** for supporting information exchange and flexible, loosely-coupled **integration** and driving **innovation**. (McAfee 2006)



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## Motivation (2)

- Implementing Enterprise 2.0 tools requires companies to turn away from traditional concepts of competition towards a **networked, service-oriented economic thinking** and the dissolution of hierarchical structures in favor of decentralized, networked forms of organization. (Koch & Richter 2009; Chui et al 2009)
- **Transparency, information sharing, open communication, and participation** require value chain partners that **trust** each other.
- **Trust** has been identified as key factor for successful supply chain management. (Grossman 2004; Fawcett et al. 2004; Ueltschy et al. 2007)
- Focus on how Enterprise 2.0 tools
  - ◆ can be implemented successfully and
  - ◆ how such tools can help to increase the level of trust and the intensity of cooperation between value chain partners
  - ◆ and therefore contribute to building open ecosystems.



## The self-reinforcing circle of trust (Götz 2006)

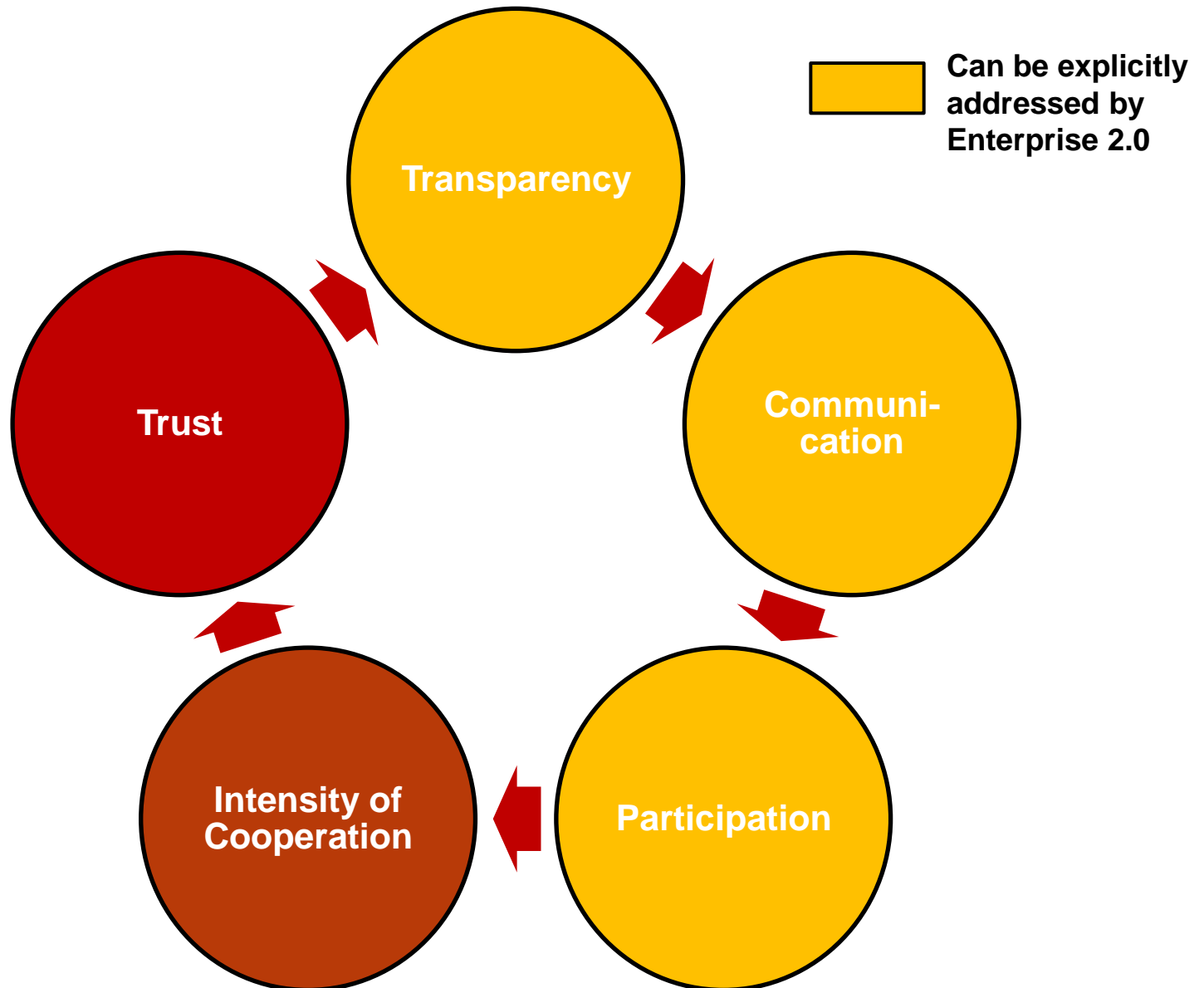
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## Definitions

### ■ Transparency:

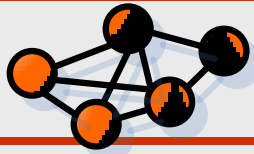
- ◆ publishing decentralized (structured) process and status information. (Alt et al. 2005)

### ■ Communication:

- ◆ vertically and horizontally imparting, exchanging and seeking information. (Thackeray and Neiger 2009)

### ■ Participation:

- ◆ cooperatively working on an issue and rating, commenting, changing or creating a business object instead of only consuming content. (Alby 2008)



Motivation

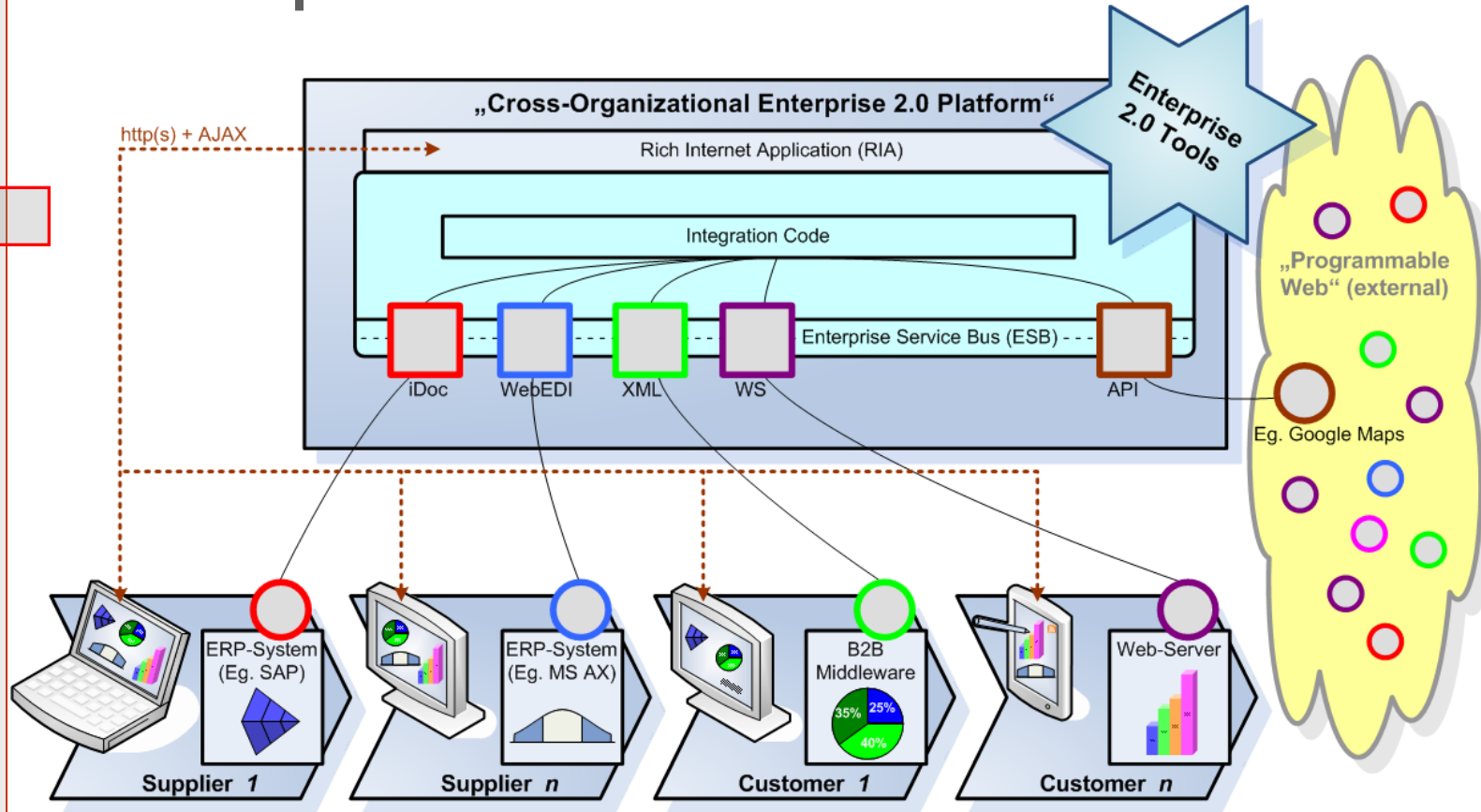
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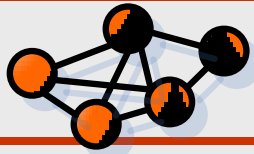
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## Enterprise 2.0 Platform



The approach's goal is to introduce a cross-organizational platform which uses potentials of „Enterprise 2.0“ to increase the level of trust!



## Enterprise 2.0 success factors

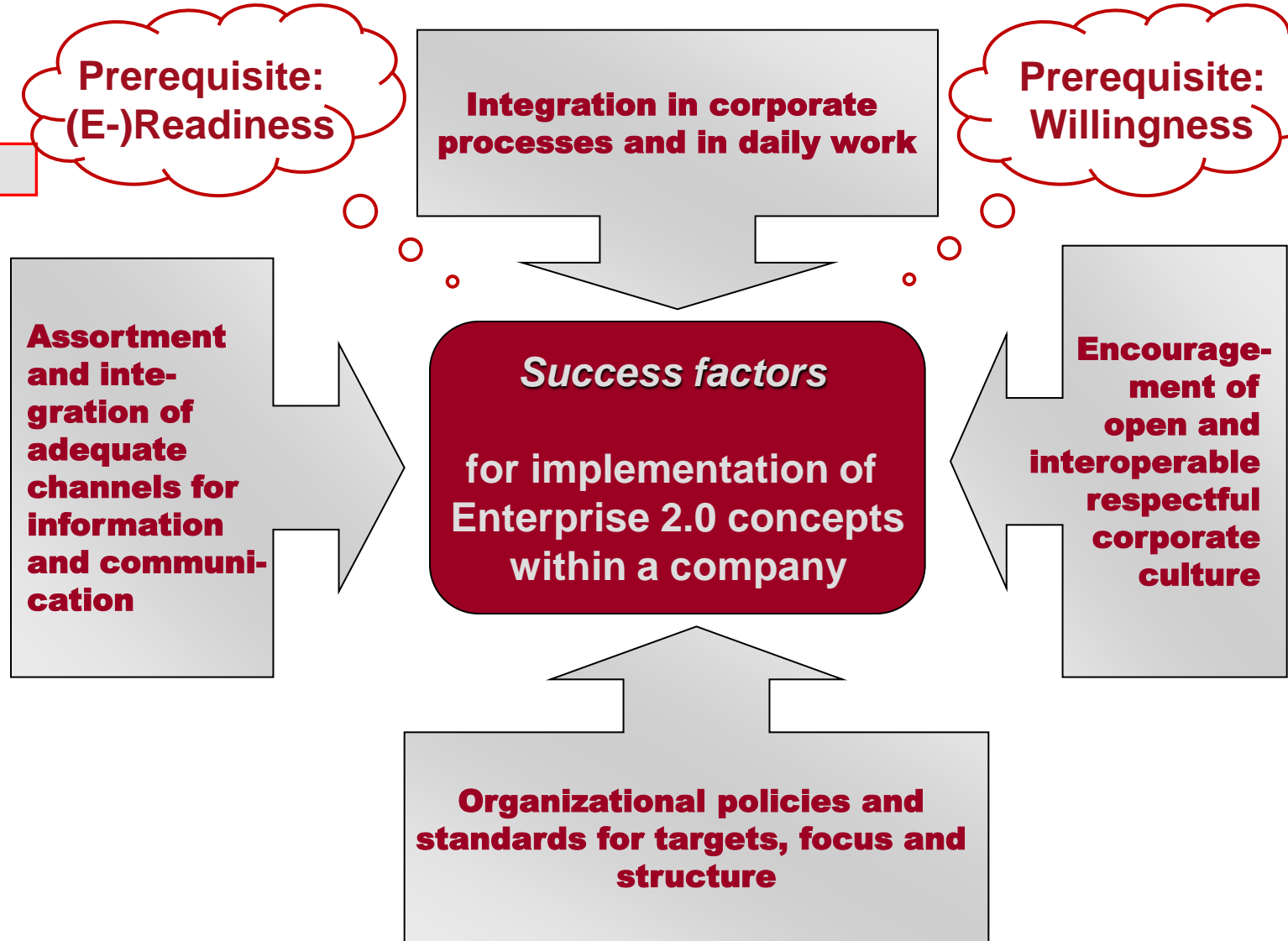
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# Cross-Organizational Enterprise 2.0 Projects as a Door Opener for Open Ecosystems

The project methodology for cross-organizational Enterprise 2.0 projects developed by the authors:

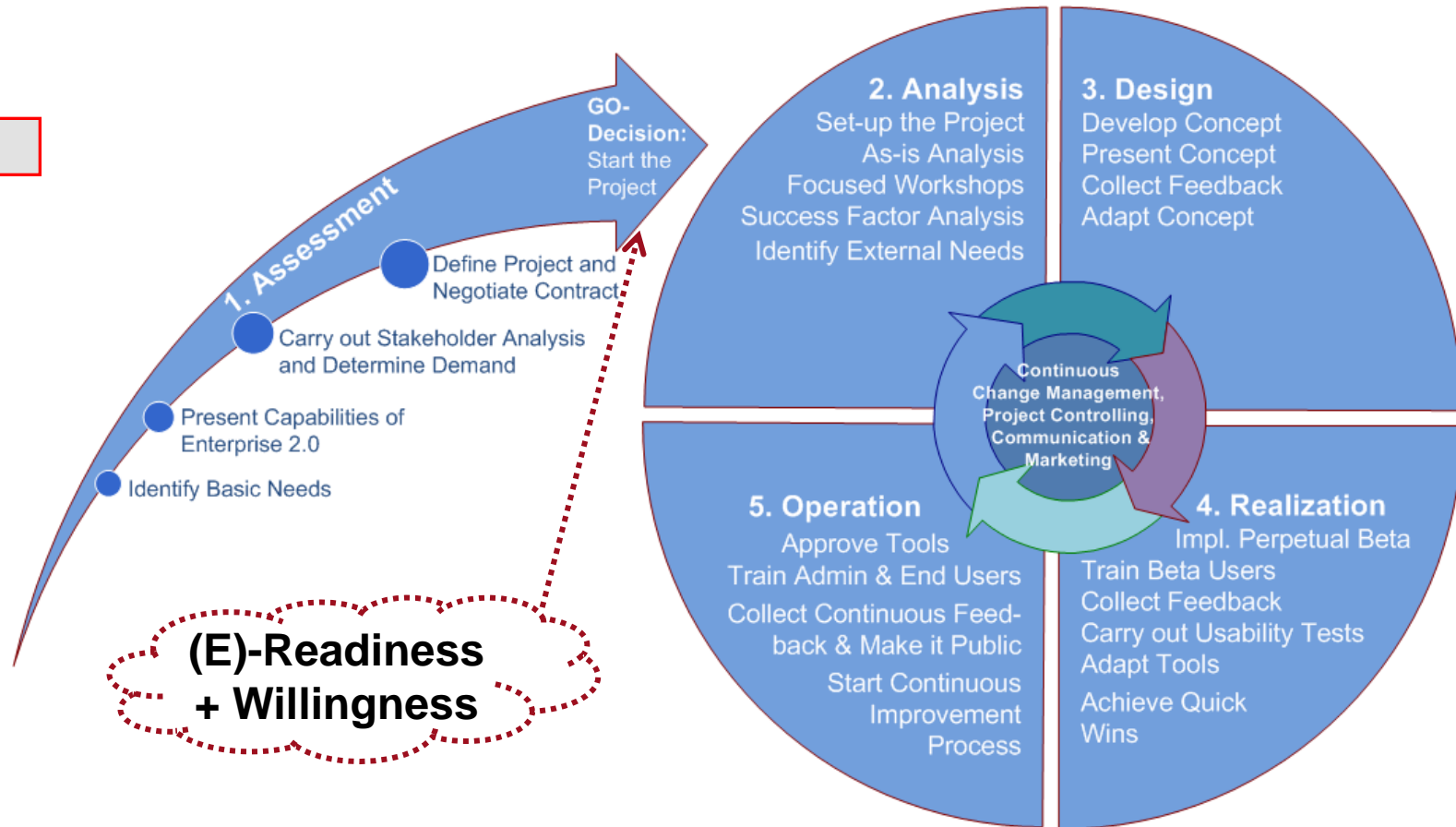
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Involvement of all stakeholder's right from the beginning, achieving quick wins, continuous improvement and change management are key elements of the methodology.





## Selection of Introduced Tools

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Tools \ Main Objectives	Transparency	Communication	Participation
Enterprise Search	X	X	
Skills Database	X		
Market Factbook Wiki		X	X
(IT) Documents Library		X	
External Contacts Wiki	X		X
IdeaBoard		X	X
Blogs (R&D, CEO, Project)		X	X
Real Time Stock Information	X		
Supplier Inquiry & Purchase Order Portal	X		X
Orders and Order Lines Negotiation Forum		X	
Order Status Tracking	X		

Tools to connect Austrian mid-sized companies with their international value chain partners were introduced successfully!



Motivation

Trust

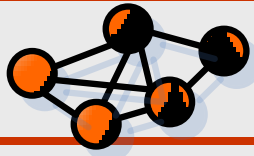
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## Conclusions

- The **social dimension** in general is one of the biggest challenges within an Enterprise 2.0 project and needs to be addressed from the beginning of the project.
- Identification and motivation of **key users** and **promoters** that support and push the project is crucial.
- Tools **addressing transparency, communication** and **participation** could be introduced successfully.
- Achieving **quick wins** and short-term effects to overcome internal and external barriers and building an “Enterprise 2.0 enabling” corporate culture are important issues.
- This increases the **level of trust** and is a **door opener** for **open ecosystems** by fostering information and knowledge sharing, and participation and by driving innovation.



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# Thank you for your attention!