

# Agenda

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1. Contingencies and motives for networking

2. Network examples

3. IOS examples

4. Lessons learned and outlook

# Covisint: IOS platform to connect, communicate, collaborate partners in the automotive industry

1. Contingencies
2. Networks
3. IOS examples
4. Lessons learned

**covisint**  
a subsidiary of Compuware Corporation

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Get connected with partners, customers and suppliers

Search  [Go>](#)

[Why we switched to covisint...](#)

[View a demo of covisint connect](#)

**New** What's New

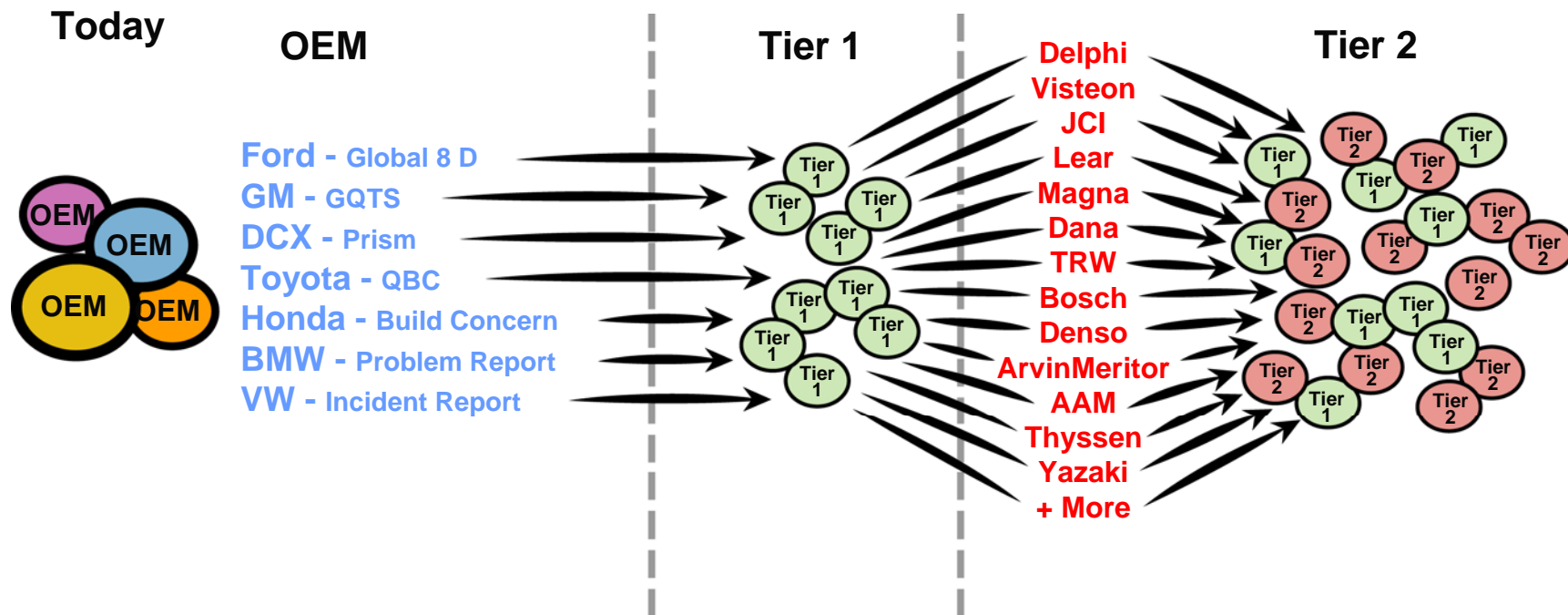
**Announcing Covisint Healthcare**  
Covisint is now applying its Industry Operating System to Healthcare. Learn more about how this proven successful approach to working with your partners can save you money and improve customer satisfaction.

**Tenneco joins Covisint**  
Covisint signed a long-term agreement with Tenneco Automotive to provide communication services between its many Tenneco divisions and their customers and suppliers.

Over 22,000 member companies  
Over 185,000 active users  
8,000 companies connected to the hub  
Services provided in

Source:  
www.covisint.com

# Covisint: IOS platform to connect, communicate, collaborate partners in the automotive industry

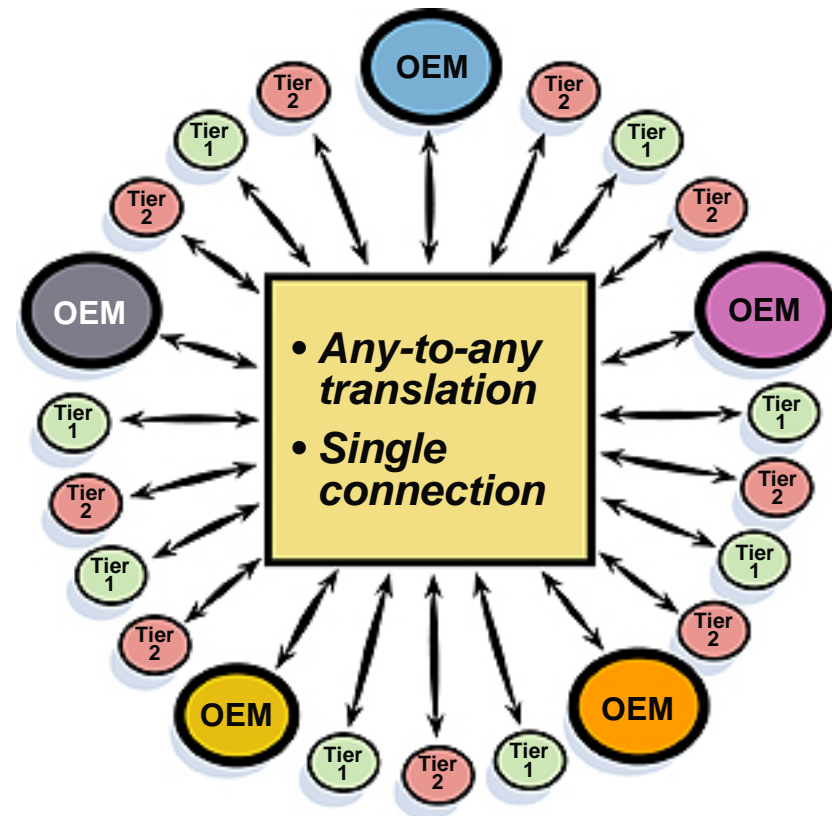


Source:  
www.covisint.vom

# Covisint: IOS platform to connect, communicate, collaborate partners in the automotive industry

## Central Industry Solution

- Reduce complexity for suppliers.
- Focus attention on use of information to solve problems and reduce expenses.
- Flexibility to deal with emerging issues like TREAD, ELV and QS9000.



Source:  
[www.covisint.vom](http://www.covisint.vom)

## Covisint: IOS platform to connect, communicate, collaborate

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- **Covisint Communicate**

The Covisint Communicate Portal Solutions enables industry participants to access OEM applications, supplier applications and Covisint applications via one common infrastructure, built on specifications developed with input from supplier and OEM customers. Covisint Communicate also serves as the framework for OEM-to-Supplier and Supplier-to-Supplier communications.

- **Covisint Collaborate**

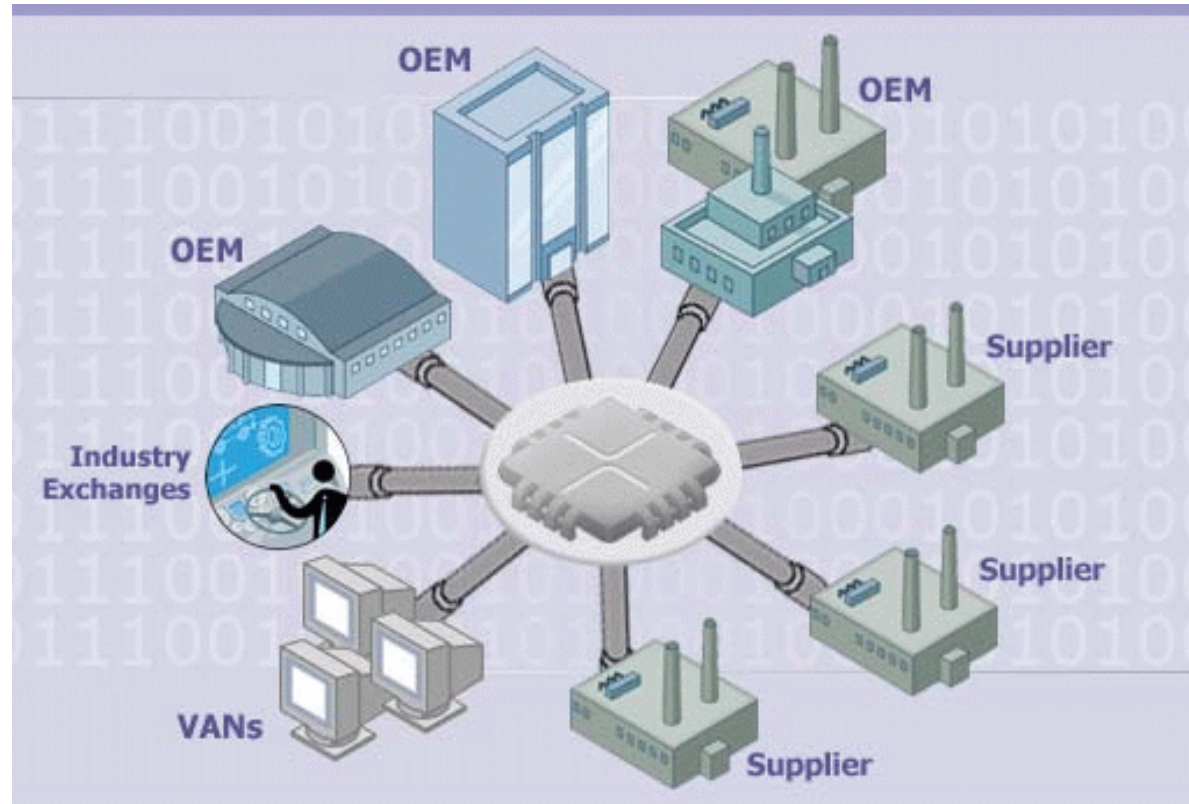
The advent of XML makes it easier for systems of different companies to exchange information. The ubiquity of XML makes it an attractive way to communicate information between programs. Covisint Collaborate provides an environment for the automotive industry to implement web services to enable application interoperability that will benefit your organization by providing

- Independence from customer mandated applications
- Rapidly solve emerging business problems
- Lower cost of collaboration through standardization

# Covisint Connect

Covisint Connect is a data messaging service that provides a single connection for a company's computers to exchange data with the computers of its partners.

Source:  
[www.covisint.com](http://www.covisint.com)



## „Industry Alliances

These companies are actively using Covisint services to create new value for their individual companies and are collectively helping to improve the entire global automotive industry.“



# Tiscover: web-based IOS for integrated online distribution of tourism services

1. Contingencies
2. Networks
3. IOS examples
4. Lessons learned

The screenshot shows the Tiscover website interface. At the top, there is a search bar with the text "Suche" and a dropdown menu for "Länderauswahl". Below the search bar, there is a navigation menu with tabs for "Home", "Reiseführer", "Urlaubsthemen", "Hotels/Unterkünfte", "Pauschalen", "Routenplaner/Anreise", "Wetter/Aktuelles", and "Shop". The main content area features several promotional banners and a search form.

**Österreich**

Home | Reiseführer | Urlaubsthemen | Hotels/Unterkünfte | Pauschalen | Routenplaner/Anreise | Wetter/Aktuelles | Shop

**Aktuelle Angebote**

Österreich  
[Burgenland](#)  
[Niederösterreich](#)  
[Oberösterreich](#)  
[Steiermark](#)  
[Tirol](#)  
[Vorarlberg](#)  
[Wien](#)  
[Kärnten](#)  
[Salzburg](#)

**Unsere Partner**

[burgenland.info](#)  
[oberoesterreich.at](#)  
[niederoesterreich.at](#)  
[steiermark.com](#)  
[tirol.at](#)  
[vorarlberg.cc](#)

**Newsletter**

Ihre E-Mail

**Urlaubsideen**

Bitte wählen Sie ...

**Aktuelle Angebote für Ihren Österreich - Urlaub**

**Family Tirol Hotels**  
 Garantiert geprüfte Qualität  
 EUR 896  
 1 Woche für 2 Erwachsene und 2 Kinder im Family Tirol Hotel inklusive Kinderbetreuung und HP ab Euro 896,00

**Picknick im Sonnengartl**  
 Der Hügellandhof im Neuhauser Obstland im Südburgenland bietet Ihnen Urlaub im Einklang mit der Natur! Genießen Sie die Top-Angebote: 3 Nächte mit Frühstück, Picknickkorb, Schmankerlmenü und Loipersdorf-Thermeneintritt schon ab Euro 100,00 pro Person!

**Online Buchen**

Anreise am:

Aufenthalt:  Nächte  
 Reisende:  Pers.

Zimmerart:

Unterkunftstyp:

**Geschenkideen?**  
 Schenken Sie doch Urlaub!

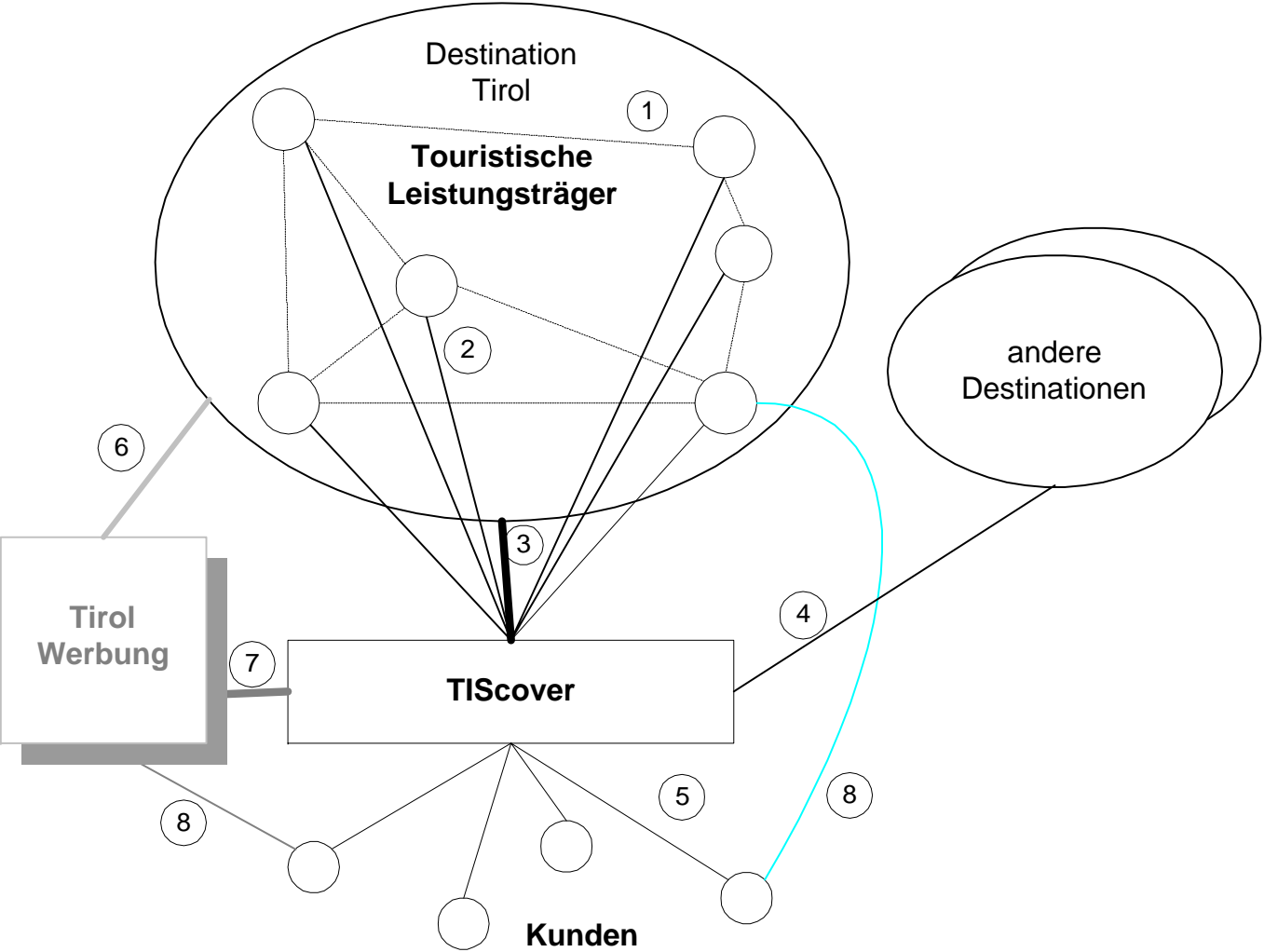
# Tiscover: web-based IOS for integrated online distribution of tourism services

1. Contingencies
2. Networks
3. IOS examples
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The screenshot shows the website www.tirol.at with a navigation menu including 'International', 'Reiseführer', 'Themen', 'Suchen', 'Buchen', 'Anreise', 'Shop', 'Channels', and 'B2B'. The main content area is divided into sections: 'Schnellsuche' (Search), 'Gewinnspiel' (Contest), 'Newsletter', 'Veranstaltungen' (Events), 'Familie' (Family), 'Golf', and 'Wetter' (Weather). The 'Familie' section features a 'Frühlingshit am Wilden Kaiser!' package, and the 'Golf' section features a 'Dolomitengolf' package. A 'Wintersport Highlights' banner is visible at the bottom right.

www.tiscover.at

# Tiscover: Network structure



# Onvista: IOS-based business: IOS for syndication and distribution of real-time information

1. Contingencies
2. Networks
3. IOS examples
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**Onvista**  
 Aktien · Fonds · ETF · Optionsscheine · Zertifikate · Anleihen · Indizes · Währungen **neu** · Hedge-Fonds  
 Portfolio · News · IPO · Rohstoffe **neu** · Prognose · Länder · Findex **neu** · Premium  
 ClickOptions · Sportbörse · Jobbörse · Auto-Special · Wissen · Services

Suche:  **SUCHE**  
 Alle Wertpapiere

**Portfolio-Login:**  
 Benutzername:   
 Passwort:   
 Depot:  **GO!**

**Werbung**  
 Beste Bank Platz 1 in der Kundenbefragung August 2004 **tomorrow** Direktbanken-Test in Heft 08/04 **Testsieger**  
**Jetzt informieren**  
**ING DiBa**  
 Sportbörse Anzeige

**Marktübersicht**  
 19.04.2005 15:27:06 Uhr Ihre persönliche Marktübersicht **>**

Wert	akt. Kurs	+/-	in %	Top/Flop		
DAX	4.219,71	+17,51	+0,42%	18	2	10
TecDAX	507,58	+5,61	+1,12%	24	1	5
EUROSTOXX 50	2.962,38	+14,59	+0,49%	30	14	5
DJ IND	10.071,25	-16,26	-0,16%	17	0	13
S&P 500	1.146,00	+3,40	+0,30%	309	10	171
NASDAQ	1.912,92	+4,77	+0,25%	1342	375	1346
NIKKEI 225	11.065,86	+127,42	+1,16%	0	0	0
Bund Future	119,97	<b>Rendite-Tipps</b>		Anzeige		
EUR/USD	1,3008	BMW Spar&Invest		6,00 %		
Rohöl Brent (USD)	49,68	Solaranleihe		8,25 %		
Gold (USD)	428,05	Immobilienfonds		7,00 %		

**Im Fokus**  
**Wert im Fokus**  
 **Macromedia**  
 Adobe kauft Macromedia  
 **Roche**  
 übertrifft Erwartungen  
 **BASF**  
 Aktienrückkauf ab April  
**Region im Fokus**  
 **Volksrepublik China**

**News**  
**Aktuelle News**  
 19.04.2005 15:27 (DPA AFX) **Teles will Sonderdividende zahlen**  
 19.04.2005 15:17 (DPA AFX) **DGAP-Ad hoc: Teles AG**  
 19.04.2005 15:12 (DPA AFX) **DGAP-Ad hoc: DKM Wertpapierhandelsbank**

**Top/Flop**  
 DAX ESTXX 50 DJ IND **TecDAX** NASDAQ **>**

www.onvista.de

# Onvista: IOS-based business: IOS for syndication and distribution of real-time information

- 1. Contingencies
- 2. Networks
- 3. IOS examples
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**AT A GLANCE**

The **OnVista Group** is a media and IT company and relies on two mainstays:

In the **Media business segment** the OnVista Group operates and market high quality special interest portals on the internet.

**OnVista**

**medicine worldwide**

The media portfolio is made up of [www.onvista.de](http://www.onvista.de), the leading bank-independent finance portal in Germany, and [www.medicine-worldwide.de](http://www.medicine-worldwide.de), one of the most popular health care portals on the German Internet.

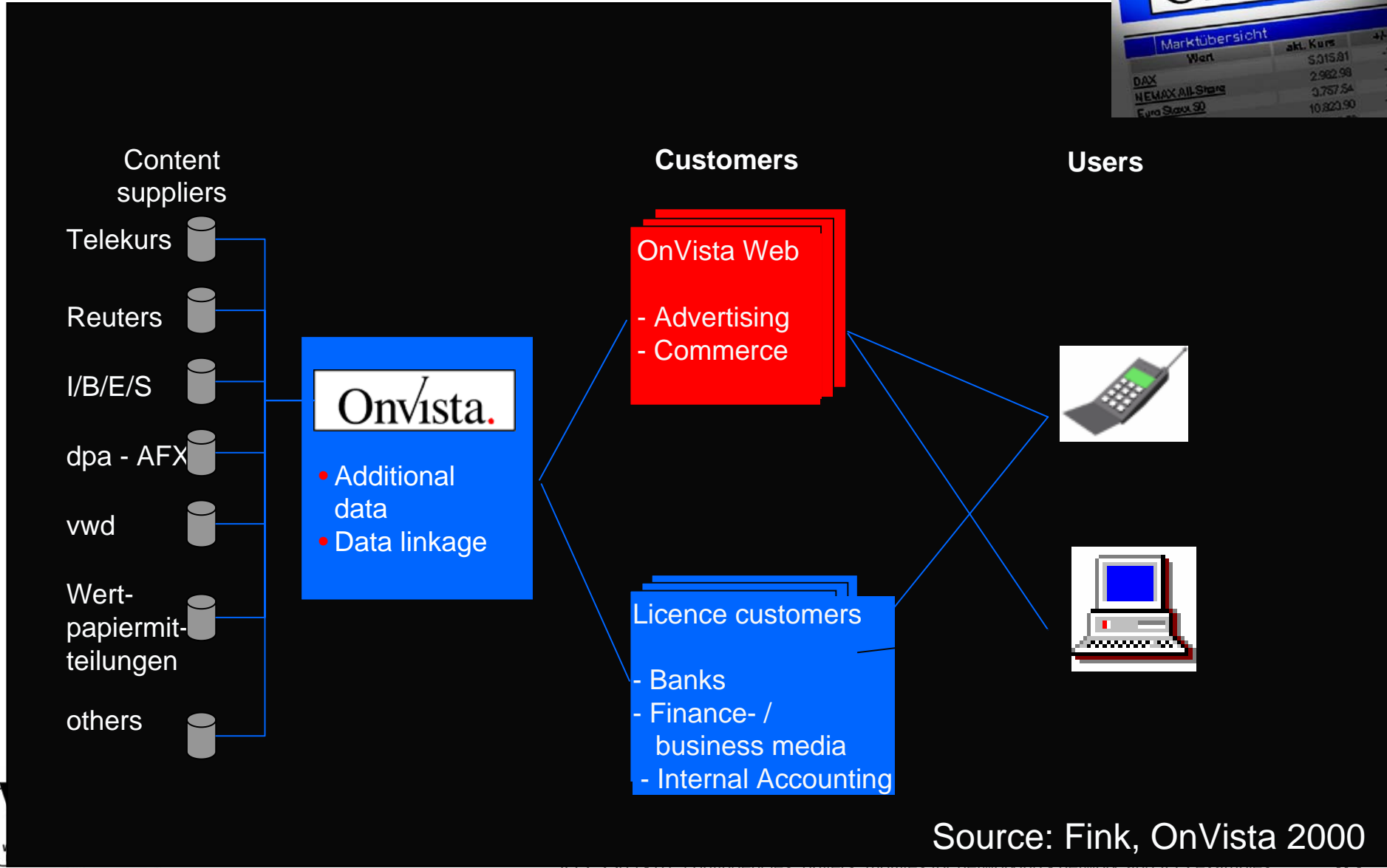
The OnVista Group's IT business is organised in the **Technologies business segment**.

**IS Teledata**

OnVista supports professional financial service providers with market data for both employees and customers via its strategic investment in IS.Teledata AG - Europe's largest provider of Internet based financial market information systems.

[www.onvista.de](http://www.onvista.de)

# OnVista Business model



Source: Fink, OnVista 2000

# Sabre: Global Distribution Systems for travel industry

1. Contingencies
2. Networks
3. IOS examples
4. Lessons learned

**Sabre Holdings**™

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the best trips start here:

**Sabre** / **Travel Network**™

The [world's largest electronic network](#) serving travel agencies, airlines and other travel suppliers

**travelocity**

The world's most popular [online travel service](#) for travelers and corporations

**Sabre** / **Airline Solutions**™

The [most comprehensive solutions](#) to optimize airline operations and reduce costs

[www.sabre-holdings.com](http://www.sabre-holdings.com)

# Sabre: Global Distribution Systems for travel industry

1. Contingencies
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**Sabre Airline Solutions**



[Sabre Airline Solutions](#) is the world's leading provider of products, passenger management services that help airlines simplify operations. Sabre Airline Solutions' proven leading products have helped a growing number of airlines that level up their operations. More than 200 airlines worldwide rely on Sabre Airline Solutions' broad portfolio of smart solutions and tools to increase revenues and improve efficiency. Over 100 airlines worldwide rely on Sabre Airline Solutions' passenger management solutions. Airlines worldwide have turned to the Sabre group for strategic, commercial and

www.sabre-holdings.com


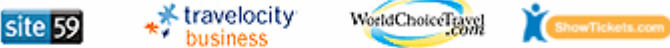
**Sabre Travel Network**




[Sabre Travel Network](#) provides a comprehensive set of products and services that enables travel agencies to make travel arrangements on behalf of their clients. The business supplies travel agencies with office automation tools that enable them to provide services via the Internet.

The Sabre GDS, the first system to connect the world's sellers of travel, today includes more than 400 airlines, approximately 60,000 hotels, 37 car rental companies, 10 cruise lines, 36 railroads and 220 tour operators. In nine years, the Sabre GDS has been selected as the leading GDS by more than 500,000 travel agents and has won the prestigious World Travel Awards yearly competition.

**Travelocity**

[Travelocity](#) is a leading online travel agency with millions of registered members. Its innovative technology and wealth of information allow travelers to make informed decisions and have more rewarding travel experiences. Travelocity negotiates thousands of great travel deals with the world's most reputable airlines, hotels, car rental companies, cruise lines, ground transportation providers, and popular destination attractions. Travelocity also offers access to special rates for weekend getaways and dynamic packages through its Last Minute Deals and TotalTrip shopping engines and provides customer-service support over the phone 24 hours a day. Through Travelocity Business, companies can better manage business travel by lowering costs and expanding options for travelers. Travelocity operates or powers travel Web sites in eight languages and has been recognized worldwide for global leadership in online travel.

# Inter-firm usage of CSCW systems and groupware

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1. Contingencies
2. Networks
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4. Lessons learned

## 1. Asynchronous groupware

- E-Mail, Newsgroups, Mailing-Lists
- Workflow-Systems
- Hypertext based information boards
- Group calendars, project management
- Collaborative writing systems

## 2. Synchronous groupware

- Shared Whiteboards
- Video Communications
- Chat Systems
- Decision Support Systems to support discussions

📁 [refer to CSCW course](#)

# IOS standard software: I2 solutions: Inter-firm process coordination (SCM)

1. Contingencies
2. Networks
3. IOS examples
4. Lessons learned

**i2** A leading provider of demand-driven supply chain solutions designed to enable business agility.

CONTACT I2 RESOURCE LIBRARY CUSTOMER

Industries Solution Areas Services Customers Company Partners

**i2 Welcomes New CEO and President Michael E. McGrath**  
Learn more about Michael E. McGrath an expert in product strategy, product development, and supply chain management.  
[Bio](#)  
[Press Release](#)  
[Letter to i2 Customers](#)

**i2 Planet**  
May 10-12, 2005  
JW Marriott Desert Ridge Resort & Spa  
Phoenix, AZ  
[Learn more!](#)

**News**  
[i2 Evaluates Potential Opportunities to Expand its Master Data Management Technology Beyond Supply Chain Management](#)  
[i2 Wins Prestigious Automotive News PACE Award](#)  
[i2 Sets Announcement Date for its First Quarter 2005 Financial Results](#)  
[> more news](#)

**Events**  
[The 16th Annual Spring Pricing Conference](#)  
20 April 2005, - 22 April 2005  
San Francisco, CA, United States  
[i2 Planet 2005](#)  
10 May 2005, - 12 May 2005  
Phoenix, AZ, United States  
[Logistics & Supply Chain Forum](#)  
12 May 2005, - 15 May 2005  
[> more events](#)

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www.i2.com

# IOS standard software: I2 solutions: Inter-firm process coordination (SCM)

1. Contingencies
2. Networks
3. IOS examples
4. Lessons learned

The screenshot displays the I2 website's 'Solution Areas' page. The header features the I2 logo and the tagline 'A leading provider of demand-driven supply chain solutions designed to enable business agility.' Navigation tabs include 'Industries', 'Solution Areas', 'Services', 'Customers', 'Company', and 'Partners'. The main content area is titled 'Solution Areas' and describes I2's role in supply chain management. It lists several key business process areas: Order Fulfillment, Sourcing and Procurement, Supply & Demand, and Transportation and Distribution. Each area is accompanied by a brief description of its benefits. The page also mentions that these workflows are supported by Content and Data Services and SCOS.

**i2** A leading provider of demand-driven supply chain solutions designed to enable business agility.

CONTACT I2 RESOURCE LIBRARY CUST

Industries **Solution Areas** Services Customers Company Partners

Home > Solution Areas req

## Solution Areas

As a leader in supply chain management, i2 enables organizations to focus on initiatives that will help gain and then maintain a competitive advantage.

**i2 offers workflows for major business process areas including:**

- Order Fulfillment:** can help an organization provide a single face to the customer as well as an optimum customer experience through proactive visibility, accurate real-time responses to requests, and improved delivery performance
- Sourcing and Procurement:** can enable sourcing decisions to reduce the cost of product variety, increase product success, and apply enterprise leverage to raise profitability and streamline operations
- Supply & Demand:** are designed to take a closed-loop approach to supply chain management — helping to create and execute a plan, to monitor deviations from the plan, to determine action on those deviations, and most importantly, to make rapid, short-term course corrections to get back to the plan
- Transportation and Distribution:** can enable companies to procure, plan, execute and monitor freight movements across multiple modes, borders and enterprises

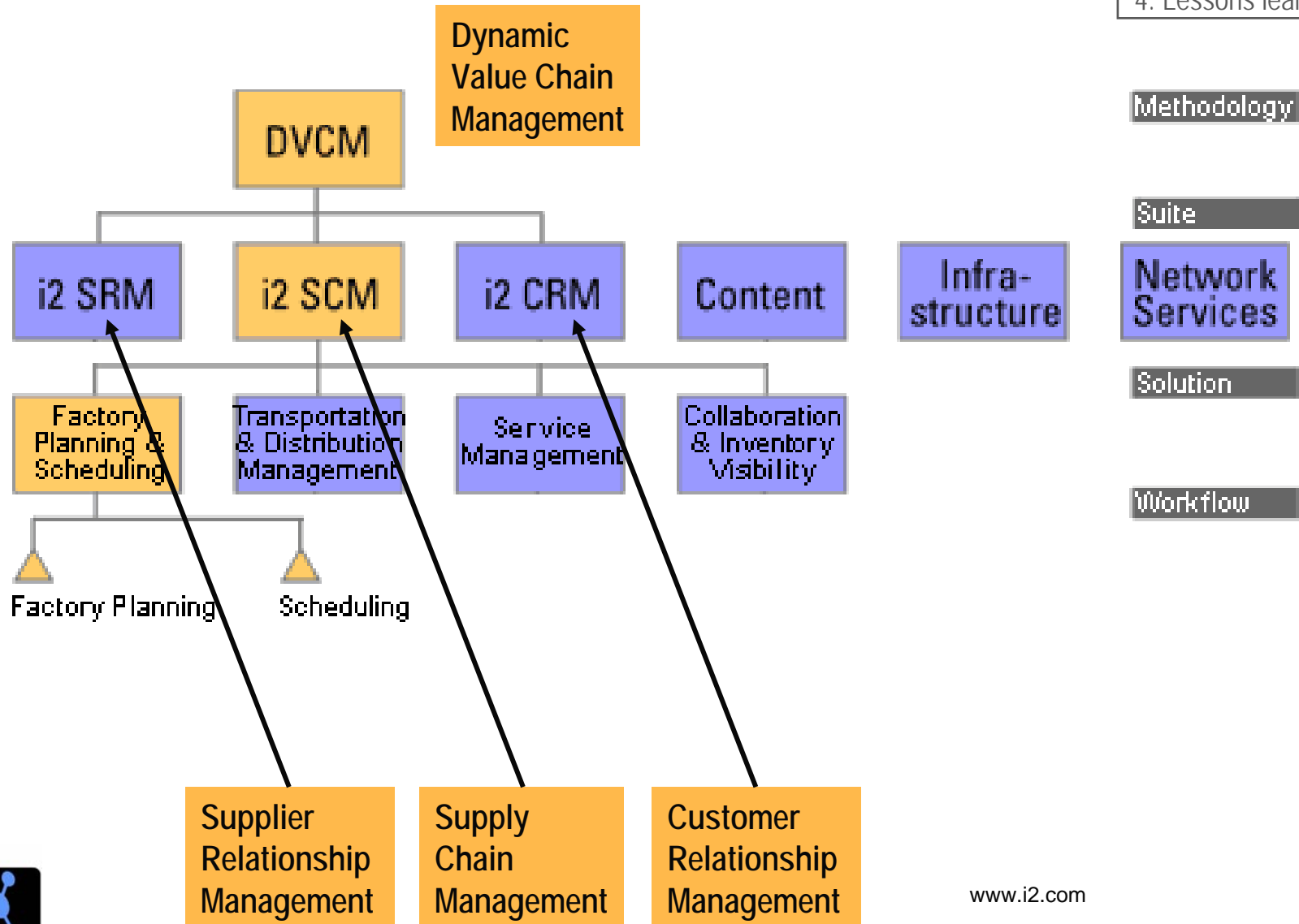
**These workflows are supported by:**

- Content and Data Services:** is designed to leverage the latest emerging technologies and standards to improve a companies content and data quality
- SCOS:** can provide a standards-based, open and unified architecture to run collaboration and planning solutions across its supply chains

[Vision](#)  
[Content and Data Services](#)  
[Order Fulfillment](#)  
[SCOS](#)  
[Service Parts Management](#)  
[Sourcing & Procurement](#)  
[Supply & Demand](#)  
[Transportation & Distribution](#)

# IOS standard software: I2 solutions: Inter-firm process coordination (SCM)

1. Contingencies
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1. Contingencies
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## IOS examples summary (unordered structure)

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- Global industry specific IOS:
  - e.g. Sabre for Airline industry
- Specific collaborative IOS, jointly developed by competitors:
  - e.g. Covisint by DaimlerChrysler et al.
- IOS standard software for usage in cooperations:
  - e.g. I2 solutions for SCM projects
- IOS as a service/business:
  - e.g. Onvista's IOS for information distribution
- End-consumer IOS for service/product distribution:
  - e.g. Tiscover in the tourism industry
- IOS usage in collaborative networks:
  - e.g. CSCW or groupware usage in virtual organisations

# Agenda

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1. Contingencies and motives for networking

2. Network examples

3. IOS examples

4. Lessons learned and outlook

## Lessons learned

1. Contingencies
2. Networks
3. IOS examples
4. Lessons learned

- A vast variety of different networks exists
  - we need a classification and typologies to deal with different network types
- There is also a variety of IOS
  - here, also classifications of IOS are needed.
- Networks and IOS are interdependent!
- Networking, Collaboration and the establishment of IOS can be challenging, risky and precarious
  - What matters is the management of networks and IOS
  - Therefore a strategic as well as an organisational background of networking and IOS is necessary
- IT and technology has a strong impact on the organisation and market/industry structures

# Networking / collaboration is a precarious and risky challenge

1. Contingencies
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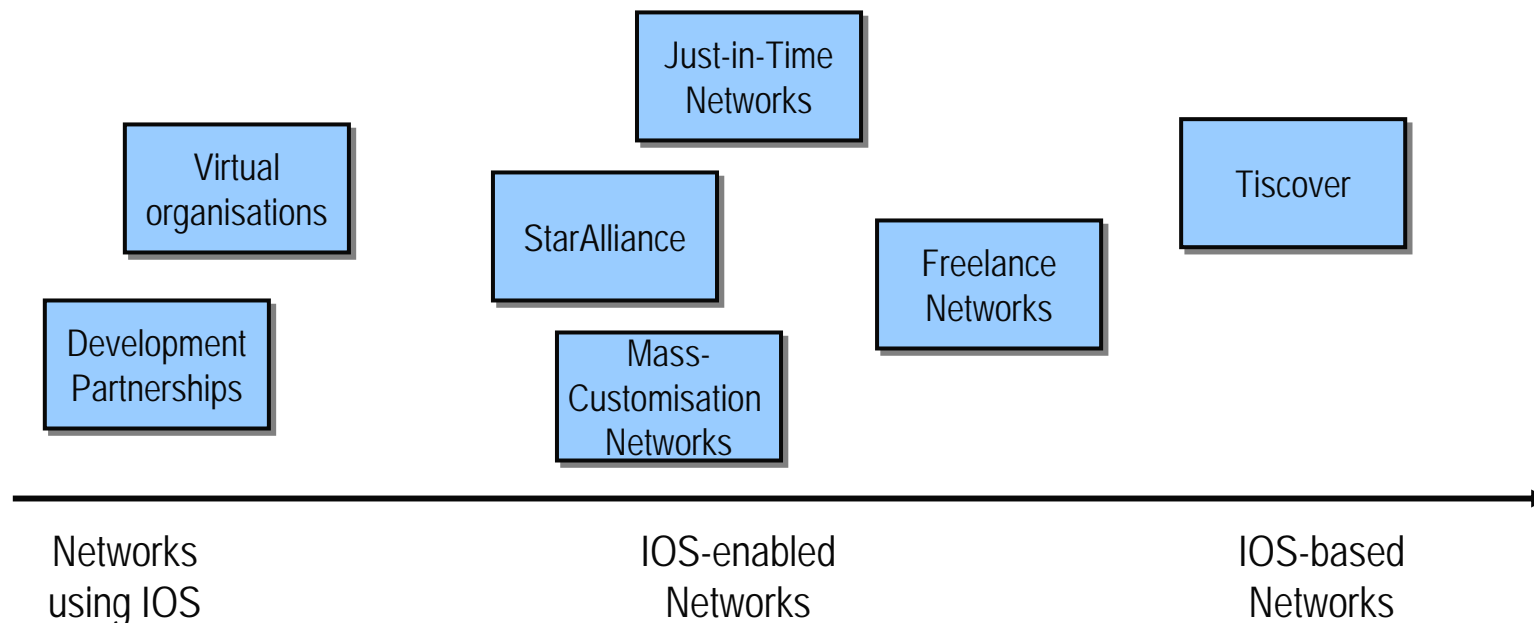
## Examples of risks and areas of conflict

- opportunism
  - "An erstwhile partner may turn into a competitor ", loss of critical know how
- dependence
  - investments in partner specific assets increase dependence, integration and synchronisation of processes limits flexibility
- vulnerability
  - increased dependency on the network and the IOS
- collusion
  - "biased listing"
- security
  - danger of manipulation of data, loss of integrity and confidentiality

# What about the interdependencies between IOS and networks?

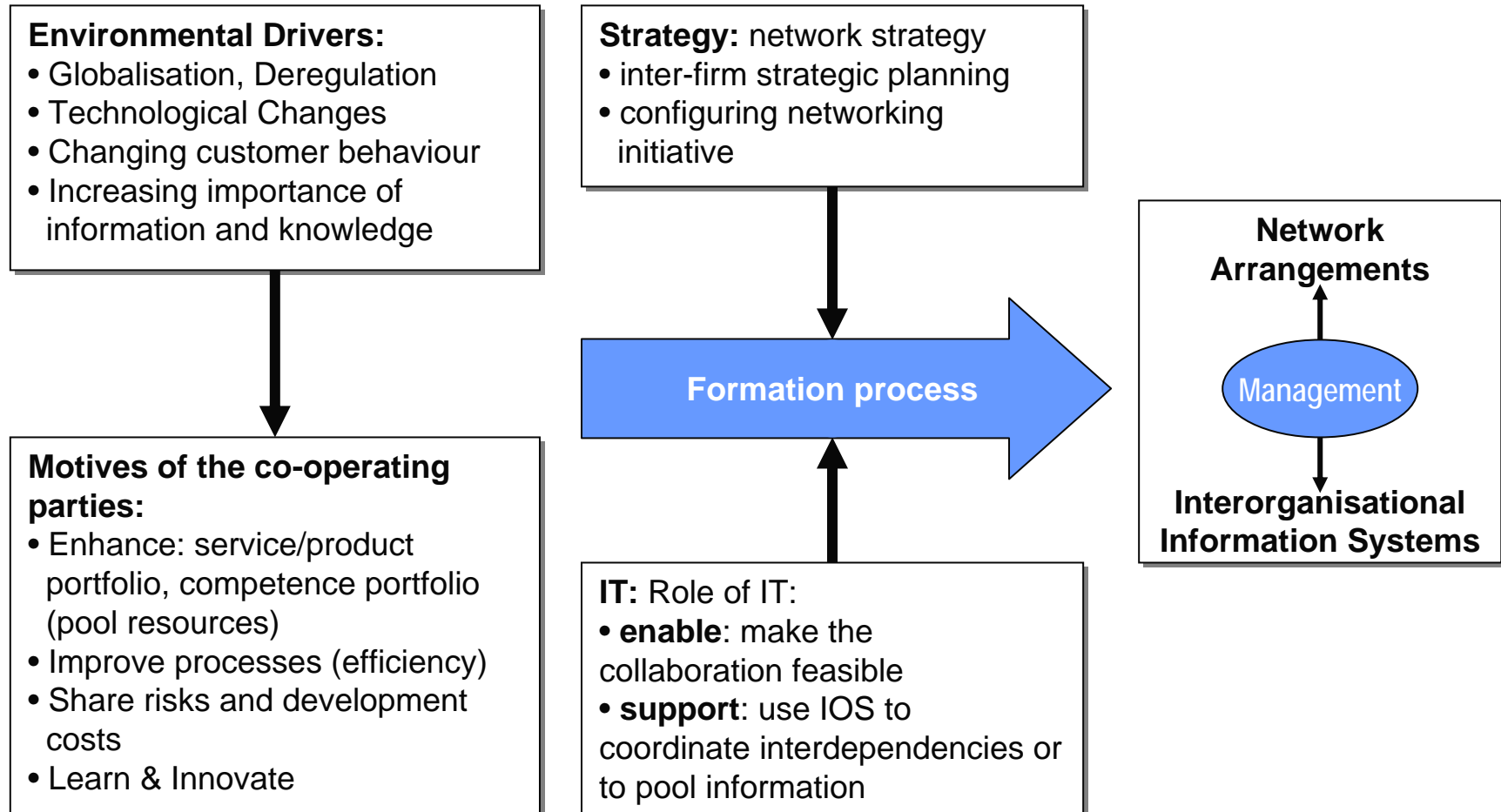
1. Contingencies
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- Tiscover.com
  - Is it an IOS?
  - Or is it an IOS-based network?



# Formation of inter-organisational networks and IOS

1. Contingencies
2. Networks
3. IOS examples
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# Summary

1. Contingencies
2. Networks
3. IOS examples
4. Lessons learned

- 1. There is a trend towards networking**
  - empirical evidence is given
- 2. Several factors drive the formation of networks**
  - contingencies and market drivers
- 3. Collaboration and networking seem to be promising reactions**
  - motives from a company's point-of-view
- 4. But networking is risky/precarious to some extent**
  - there are problems, challenges and risks
- 5. What matters is an explicit network (and IOS) management**
  - this is to face the mentioned challenges
- 6. Beforehand, a classification of network and IOS types is necessary**
  - to give an introduction to the domain