

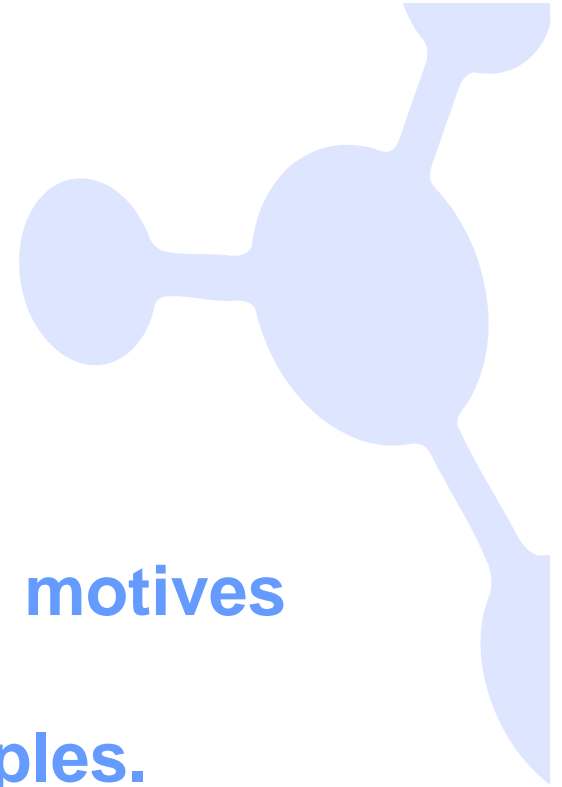


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## Contingencies, drivers, motives for networking. Network and IOS examples.



## Objectives of this modul

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- Give an overview of **motives** for networking and collaboration
  - why seems it to be a promising solution?
- Introduce environmental changes and **drivers**
  - what drives firms to establish cooperation linkages and inter-firm networks?
- Illustrate the network idea with several real-life **examples**
- Give an introduction to inter-organizational information systems with real-life examples
- Show the **necessity of management** of networks and IOS
- Give an **outlook** to the next steps of the course

# Agenda

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1. Contingencies and motives for networking

2. Network examples

3. IOS examples

4. Lessons learned and outlook

# Agenda

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1. Contingencies and motives for networking

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# There is a trend towards partnering and networking between companies

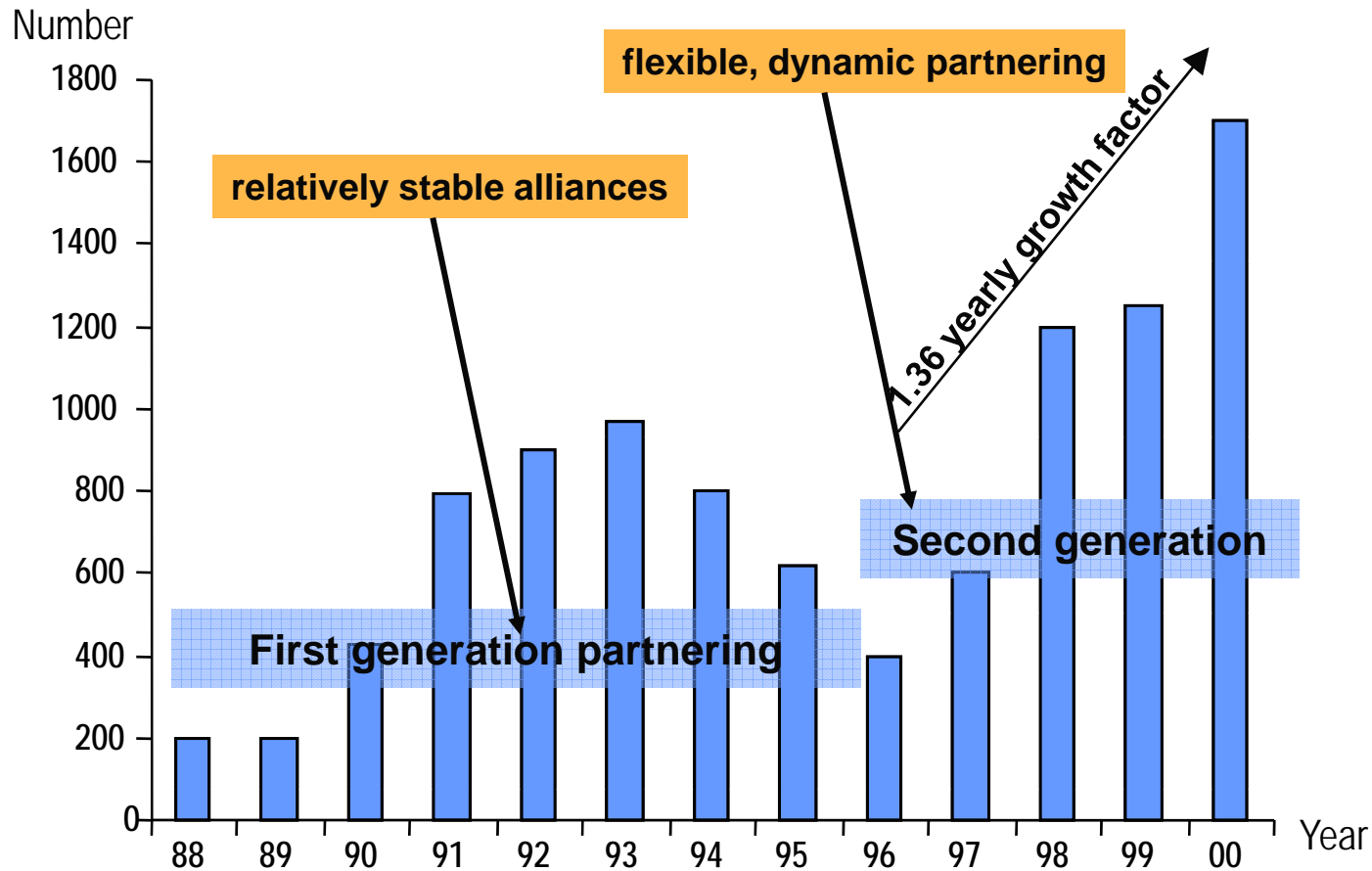
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1. Contingencies
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- Increasing collaboration along Supply Chains (SCM):
  - e.g. automotive sector: e.g. DaimlerChrysler, development cooperation
- Emergence of virtual organizations
  - collaboration of small and mid-sized companies (SMEs)
- New networked business models in e-Business based on the Internet
  - web-based business integrate services from different providers
- Convergence of technologies (WebTV, MultimediaWeb, UMTS etc.)
  - leads to inter-industry cooperation, e.g. between Telecommunications and Media companies
- Technological innovation and shorter development and product life cycles drive the emergence of development partnerships
  - e.g. in the Chip manufacturing Industry

# Empirical evidence: increasing amount of worldwide partnerships

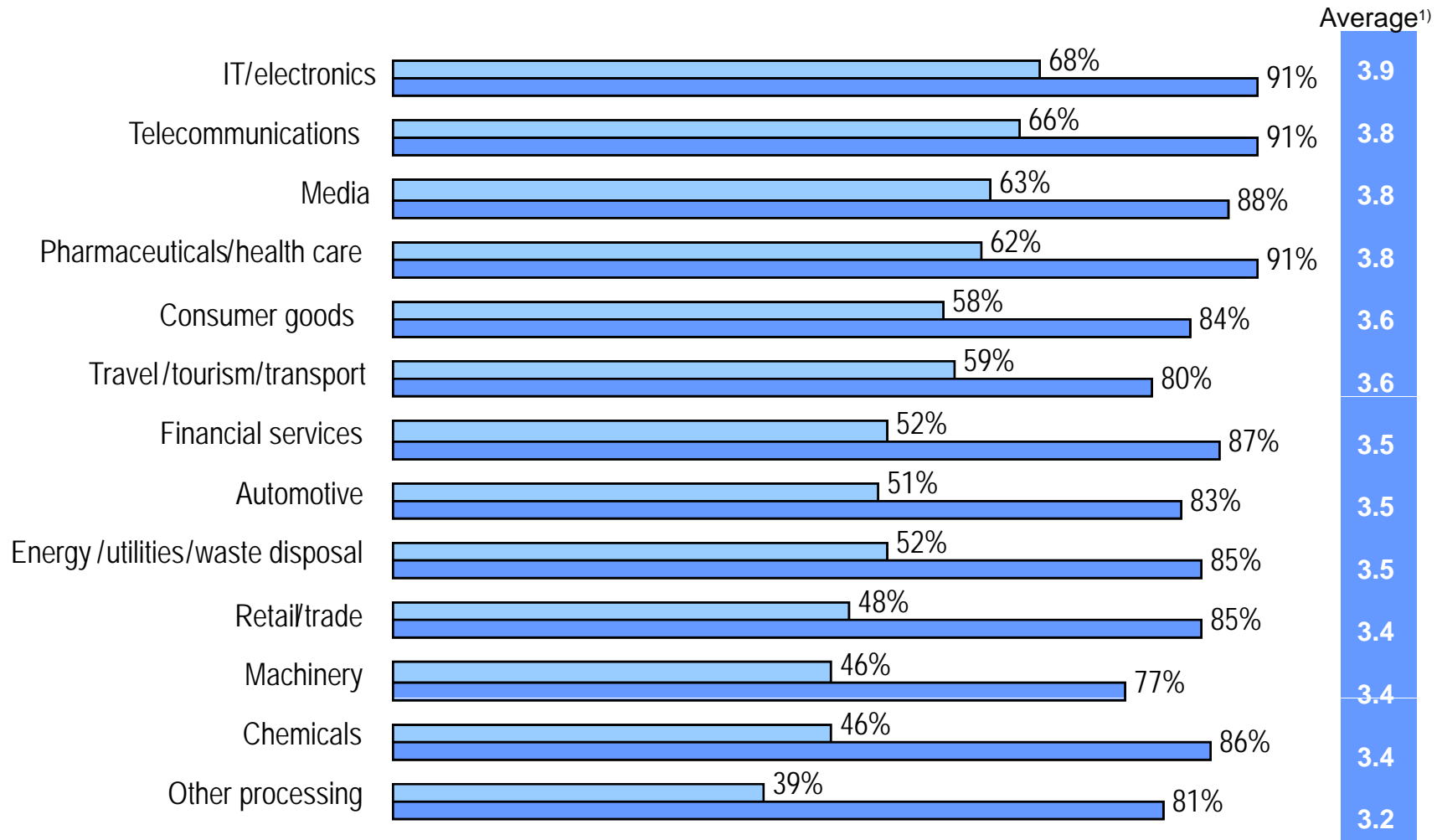
1. Contingencies
2. Networks
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Source : Thomson Financial Securities Data – worldwide partnerships with at least one partner from Europe were considered

# Importance by sectors – today (2001)/ future (2005)

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



Source: Arthur D Little

Percentage of responses with high or very high indication ■ Today (2001) ■ In future (2005)

<sup>1)</sup> (5) = very high; (4) = high; (3) = medium; (2) = low; (1) = very low

# Contingencies: underlying trends

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## 1. Technology changes

- new ways of communication and information processing
- redefine market roles and rules
- new opportunities and challenges, not to be achieved alone

## 2. Globalization

- changing competition, eroding of market structures
- often based on deregulation of former closed national markets
- collaboration to enter new markets, or to reduce competition

## 3. Changing customer behaviour/needs and fragmented markets

- individualization and mass customization
- increasing uncertainty
- R&D partnerships & supply chain collaboration

## 4. Increasing information intensity & importance of knowledge

- products, services and production processes increasingly information intensive
- companies are not able to access and control necessary knowledge alone

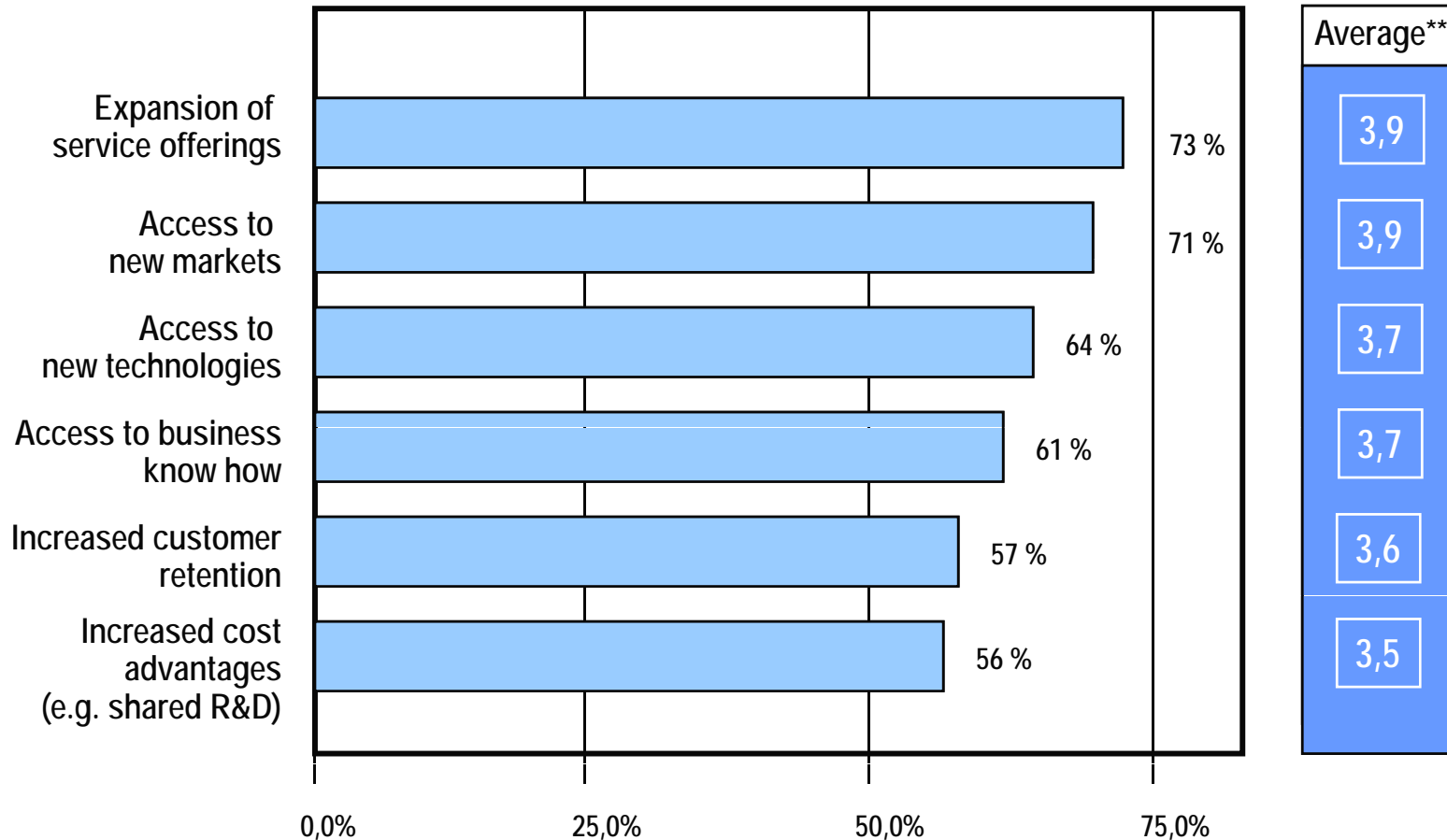
## Challenges: ... complex contradictions

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- "think global - act local"
  - "Varying types of cooperative partnerships develop across national boundaries as organizations attempt to ... take advantage of the connections or intimate knowledge that only a 'local' can have ..." Scott (1992), 208
- Flexibility (customization) and efficiency (time to market, shorter product life cycles)
- Complexity and reliability (product and service quality)
- Autonomy and control

# Motives: Which objectives are pursued with partnering 1/2

- 1. Contingencies
- 2. Networks
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percentage of high/very high responses  
 \*\* (5) very high | (4) high | (3) medium | (2) low | (1) very low

Sourcel: Arthur D. Little

# Motives: Which objectives are pursued with partnering 2/2

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1. Contingencies
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- Integrate external competencies:
  - “It is unlikely that organizations can master all the key competencies they need.
  - Thus, it is essential that organizations collaborate to gain access to such competencies to enhance their scope.” (Prahalad/Hamel 1990.)
- Gain access to new technology or markets
- obtain economies of scale in joint research, production, marketing,
- Build complementary skills
- Share risks for activities
- Technology licensing agreements  
(Nassimbeni 2000, 545)

# Exemplary taxonomy of inter-firm strategies

1. Contingencies
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Strategy domain	Motivation	Examples, type of arrangement
<b>Market-oriented strategy</b>	Enter a new market, develop a market	Marketing, distribution partnership
	Enter a new market, overcome barriers to entry	Code-sharing-, information partnerships in tourism market
	Reduce competition within the market	R&D collaboration; coalitions with competitors
<b>Functional strategy</b>	Technology management: expand resource base; especially for innovation management	Technology partnerships: UMTS alliances: Telefonica/Sonera; Vizzavi, etc.
	Procurement: order pooling	Procurement cooperations: EUROSELECT
	Information management: collaborative development of infrastructures and information resources. Especially coordination along the value chain (collaborative planning and forecasting) knowledge and innovation learning competition, coopetition	CPFR partnerships (retail sector)  Information partnerships  Internalizing external know how
	Operations: reduction of vertical integration (operations, manufacturing), flexibility concerns, scale of operations	Outsourcing partnerships, supplier networks, contract manufacturing

## Exemplary taxonomy of inter-firm strategies

Strategy domain	Motivation	Examples, type of arrangement
<b>Functional strategy (cntd.)</b>	Distribution: Enlargement of regional range, customer groups etc. flexibility concerns	Marketing Alliances, Outsourcing partnerships, distribution partnerships (shop-in-shop), logistics networks
	Marketing: customer service co-branding reputation transfer	Co-Brand initiatives (MegaBrands): SonyEricsson, StarAlliance
<b>Organizational strategy</b>	Higher flexibility of small organizational units	Quasi desintegration: Outsourcing partnerships
	Synergies due to vertical cooperation and virtual or quasi integration	Inter-firm process integration: e.g. supply chain hubs
	Economies of scale and achievement of critical size in single enterprise areas	Transaction partnerships
<b>Risk strategy</b>	Risk reduction (innovation, volatile demand, seasonal variations)	Outsourcing, R&D partnerships
<b>Generic strategy</b>	Adoption of common strategy patterns	e.g. UMTS sector: partnership dominated or Airline Alliances

# Economic motives: “increasing efficiency” vs. “extending scope”

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Two major directions can be distinguished:

**1. Cost-oriented strategies** concentrating on efficiency concerns:

“do the same things, but do them better by cooperating”.

**2. Strategic positioning** in terms of differentiation regarding quality, services or value. This strategy is about enhancing the company’s scope:

“doing different things by cooperating”.

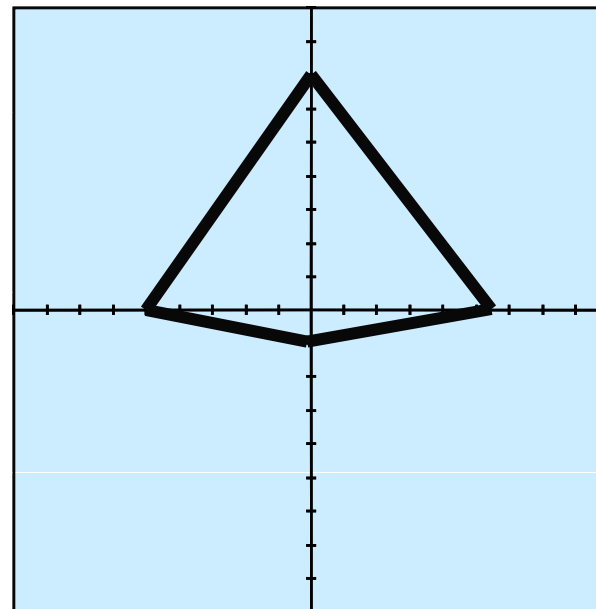
## Motives: Profiling the collaboration idea

### Enhance:

Quality, Services,  
Add Value, Scope,  
Knowledge

### Share/Manage Risks

Market, financial,  
legal, operational,  
investment risks



### Improve:

Efficiency,  
reduce costs,  
enhance scale.

### Redefine/innovate:

New products,  
new services,  
new processes,  
new business ideas

Acc. to: Merchand, Donald A., Hard IM choices for senior managers, Financial Times Supplement Mastering Information Management, April 5, 1999, S. 4

# Agenda

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1. Contingencies and motives for networking

2. Network examples

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1. Contingencies
2. Networks
3. IOS examples
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## Common structure for all examples

- contingencies/drivers
- motives of the co-operating parties
- object of networking (what the parties do)
- managerial cooperation challenges
- cooperation risks
- other (market) risks
- usage of IOS



IBM, Sony, Toshiba team on chip processes

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As always, please contact the individual Star Alliance airline for the most up-to-date flight information.

1. Contingencies
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## Airline Alliances: StarAlliance

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- **Contingencies/drivers:**
  - deregulation, globalization: new competition
  - increasing importance of information: passenger data
  - major competitors are forging alliances
- **Motives of the co-operating parties:**
  - enhance service portfolio:
    - global presence/more destinations
    - global, networked routing of passengers (data routing)
  - efficiency concerns: share infrastructure
- **Object of networking (what the parties do):**
  - connect their distribution/reservation systems and share data
  - compile a global star alliance flight&destination table (code sharing)
  - joint marketing and customer retention activities: miles&more

1. Contingencies
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## Airline Alliances: StarAlliance

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- **Managerial cooperation challenges:**
  - configuration of alliance network and partner attraction
  - process connections, technical interfaces, logistics
  - cultural differences
- **Cooperation risks:**
  - partners drop out (e.g. Ansett Australia)
  - operational inefficiencies, complexity
  - conflicts due to internal competition (e.g. SIA and Thai)
  - technical breakdown of vital IOS
- **Other (market) risks:**
  - industry crisis: e.g. September 11
- **Usage of IOS:**
  - global distribution systems (GDS, CRS), data exchange
  - joint web-activities

1. Contingencies
<b>2. Networks</b>
3. IOS examples
4. Lessons learned

# UMTS partnerships and consortia

## UMTS-Licence Alliances:

e.g.. Group 3G (now Quam):  
Joint Venture of Sonera (FIN)  
and Telefonica (ES)



## Development alliances:

- E-Plus and Group 3G
  - Deutsche Telekom and British Telecom Wireless (Viag Interkom; O2)
- Share risks and the immense costs of developing and implementing UMTS infrastructures.

## Standardization Bodies:

„UMTS soll das GSM-System - verwendet von der Telekom (D1) und Mannesmann (D2) - ablösen und ist ein Kompromiß zwischen dem Vorschlag von Ericsson und Nokia ("W-DCMA"-Gruppe) auf der einen und Siemens, Bosch, Motorola, Alcatel, Nortel, Sony und Italtel ("UMTS-Allianz") auf der anderen Seite"  
(Quelle: Glossar.de)

## Bilateral Alliances for various purposes:

- Vodafone and T-Mobile cooperation for the development of mobile payment systems



1. Contingencies
2. Networks
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## UMTS partnerships and consortia

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- **contingencies/drivers:**
  - technological evolution and changes
  - deregulation: UMTS auctions to facilitate market competition
  - increasing importance of information and knowledge
- **motives of the co-operating parties:**
  - sharing risks and costs of developing new infrastructures
  - innovation: develop novel services
- **object of networking (what the parties do):**
  - negotiations on new standards
  - joint bidding in the UMTS auctions: financial purposes: risk and effort balancing
  - joint development and resource/knowledge sharing

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


## UMTS partnerships and consortia

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- **managerial cooperation challenges:**
  - innovation management, joint development activities
  - intellectual property rights issues in innovation projects
  - interest balancing
- **cooperation risks:**
  - technological failure in R&D activities
  - financial investment risks
- **other (market) risks:**
  - no customer acceptance of new UMTS services
  - competition with other technological systems (e.g. i-mode)
- **usage of IOS:**
  - UMTS services/systems are IOS !
  - ergo: the purpose of the alliances is to develop new IOS

# Chip development alliances: e.g. IBM, Sony and Toshiba

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



02 April 2002

## IBM, Sony, Toshiba team on chip processes

East Fishkill, N.Y. - High-tech giants IBM, Sony Corp., Sony Computer Entertainment and Toshiba Corp. today signed a multi-year agreement to jointly develop advanced semiconductor technologies based on silicon-on-insulator (SOI) and other IBM expertise.

Participants predicted the joint development effort would lead to high-performance electronic products – from digital consumer applications to supercomputers.

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### IBM, Sony and Toshiba to co-develop advanced chip processes

By [David Lammers](#)  
EE Times

April 4, 2002 (9:56 a.m. EST)

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## IBM, SONY, SCE AND TOSHIBA TO JOINTLY DEVELOP CHIP-MAKING PROCESS TECHNOLOGY

Tuesday, April 2, 2002

### Powerful alliance is formed for semiconductor processes

(BUSINESS WIRE)--In a unique collaboration, IBM, Sony Corporation, Sony Computer Entertainment Inc. and Toshiba Corporation have signed a multi-year agreement to jointly develop advanced semiconductor technologies based on silicon-on-insulator (SOI) and other IBM materials advances. This will lead to the development of high-performance, low-power chips necessary for a wide range of future electronic products, from digital consumer applications to supercomputers.

The team will spend several hundred million dollars over four years to develop new process technologies for building chips with features as small as 50 nanometers on 300 mm wafers. Smaller features mean more can be packed on a single chip. The parties plan to use this technology to create system-on-chip (SoC) designs, integrating processor, memory and communications functions, which normally are found on separate chips within a device.

The new processes are expected to be the world's most sophisticated, incorporating advanced chip-making materials pioneered by IBM, such as copper wiring, silicon-on-insulator (SOI) transistors and "low-k" insulation. The use of new designs and materials will be guided by the applications requirements of Sony, one of the world's largest consumers of semiconductors. Toshiba will contribute its high-volume manufacturing capability and SoC technology expertise to meet targeted performance and quality levels.

# Chip development alliances: e.g. IBM, Sony and Toshiba

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

- **contingencies/drivers:**
  - technological evolution and changes, changing customer behaviour:
    - new technical needs
    - smaller and mobile devices
    - convergence of services and devices
- **motives of the co-operating parties:**
  - share risks and costs of developing new infrastructures
  - share knowledge and technologies
  - innovation: develop novel services
- **object of networking (what the parties do):**
  - negotiations on new standards
  - share development infrastructures (hardware)
  - share personnel and experts: joint teams in IBM laboratory

# Chip development alliances: e.g. IBM, Sony and Toshiba

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1. Contingencies
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- **managerial cooperation challenges:**
  - innovation management, joint development activities
  - intellectual property rights issues in innovation projects
  - interest balancing
- **cooperation risks:**
  - technological failure in R&D activities
- **other (market) risks:**
  - other superior competing technologies
  - time-to-market
- **usage of IOS:**
  - e.g. joint development databases
  - CSCW and groupware for distance collaboration

# Joint Mass Customization Initiatives: e.g. the public funded EUROShoE project



**EUROShoE** is a research project aimed at a dramatic renovation of the concept of the shoe as a product and of its production, based on the transformation of the first from a mass produced good to a mass customised one; this product evolution goes in parallel with a transformation of the footwear company into an extended and agile enterprise capable of handling the complexity that such a change in the nature of the product implies and of mastering the new challenges deriving from a direct involvement of the consumer in the design and manufacturing process of the shoe he is going to buy.

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- 1. Contingencies
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# Example: 3D feet scanning technology



**Shoefit** Foot Scanning for Customized Shoes

ShoeFit is the first complete solution for shoe retail world-wide that is based on a 3D Foot Scanner in combination with a collection of individualized high-quality shoes for men.

- The 3D Foot Scanner - Compact, Fast, Touch-less**  
The feet of the customer are recorded by the Foot Scanner three-dimensionally and without contact in just a few seconds, and the image is then depicted with more than 100,000 points. The digital foot is the basis for a new form of commerce and is the innovative way to a new customer relationship. Once scanned, the customer needn't visit the dealer physically again. The customer data is now available by connecting to the central data base via the internet or other networks from any place, any time.
- The Integrated Shoe Collection by Sándor Kiss**  
The basic assortment includes a range of well-sewn men's shoes manufactured by Sándor Kiss. Only the best materials are used for Sándor Kiss products in traditional Hungarian manufacture. Most important is the excellent workmanship. The well-balanced fit is the result of the experience of generations of last production in shoe manufacture and is characteristic for well-sewn, high-quality shoes.




ly Scanning > **ShoeFit**  Printversion of this Page

ing for Customized Shoes

ete solution for shoe retail on a 3D Foot Scanner in ion of individualized high-

**Shoefit**

- Compact, Fast, Touch-less

are recorded by the Foot Scanner without contact in just a few s then depicted with more than l foot is the basis for a new form of vative way to a new customer d, the customer needn't visit the he customer data is now available ral data base via the internet or place, any time.



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Collection by Sándor Kiss

udes a range of well-sewn men's ándor Kiss. Only the best materials are used for Sándor Kiss products in traditional Hungarian manufacture. Most important is the excellent workmanship. The well-balanced fit is the result of the experience of generations of last production in shoe manufacture and is characteristic for well-sewn, high-quality shoes.



# Joint Mass Customization Initiatives: e.g. the public funded EUROShoE project

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1. Contingencies
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- **contingencies/drivers:**
  - technological evolution and changes: new technological opportunities
  - changing customer behaviour and needs: trend towards individualization
- **motives of the co-operating parties:**
  - enhance service portfolio
  - innovation: new technologies (e.g. 3D feet scanner technology)
- **object of networking (what the parties do):**
  - joint development activities
  - joint marketing initiatives
  - operational coupling of value chains
  - value chain wide data processing (SCM)

# Joint Mass Customization Initiatives: e.g. the public funded EUROShoE project

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1. Contingencies
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- **managerial cooperation challenges:**
  - negotiations on standards: data, interfaces, processes etc.
  - innovation management
  - process coordination: to avoid operational inefficiencies
  - special case EUROShoE: managing a large scale research project
- **cooperation risks:**
  - technological failure in R&D activities
  - competition among participants: opportunism, mistrust
- **other (market) risks:**
  - lack of customer acceptance
- **usage of IOS:**
  - joint development databases
  - interfirm data processing
  - end-customer web-services and mass customization interfaces

# Freelance Networks: e.g. „freelancers.network“ or „The Freelance Network“

1. Contingencies
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<http://www.thefreelancenetwork.com/>

<http://www.thefreelancenetwork.com/>

# Freelance Networks: e.g. „freelancers.network“ or „The Freelance Network“

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1. Contingencies
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## ■ contingencies/drivers:

- globalization: opportunity to get in contact with individuals globally (especially in knowledge intensive and web-based business, e.g. consultancy, software development)
- technological evolution and changes: new and flexible opportunities to get in contact with and to manage a network of freelancers

## ■ motives of the co-operating parties:

- achieve virtual size: to be able to perform large project: economies of scope
- flexibility concerns: be independent, but participate in interesting projects

## ■ object of networking (what the parties do):

- loose-coupled network of individuals to perform specific projects
- joint customer-specific order fulfilment
- pool competencies to achieve superior project teams
- share capacities

# Freelance Networks: e.g. „freelancers.network“ or „The Freelance Network“

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1. Contingencies
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- **managerial cooperation challenges:**
  - find the right competencies (partner identification) for a project
  - coordination and project management: esp. in solely computer mediated environments
  - trust management: can I trust another unknown expert to fulfil a specific task?
  - conflict management and resolution
  - quality management
- **cooperation risks:**
  - dependence on quality of unknown individuals: opportunism
  - cultural and communication differences: misunderstandings
  - drop out of important partners
- **other (market) risks:**
  - lack of customer acceptance: project structure may be confusing for customer
- **usage of IOS:**
  - freelance web-portal: some sort of electronic marketplace
  - e-mail, groupware and other CSCW tools
  - joint databases

# Web-based value web: redsafe.com

1. Contingencies
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**Lernen Sie redsafe.com kennen**  
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 Gewinnen Sie einen umfassenden Eindruck der interaktiven Analyse- und Planungstools, der Fülle geldwerter Informationen sowie handverlesener Produkte führender Anbieter.

**Indizes**

DAX IND	5'167.68	↓ -92.85
NASDAQ COMB COMP	1'770.03	↓ -19.72
SMI OHNE DIV.-KORR	6'592.80	↓ -69.30

**Devisen**

USD/CHF	1.6686	↑ 0.0027
EUR/USD	0.8775	↓ -0.0016
EUR/CHF	1.4644	↓ -0.0001

**Info-Ticker**

[Castle Private Equity/Q4/01 - Innerer Wert \(per 31.12.\) 97,93 USD](#)  
 08.04 14:25

[HINTERGUND: Insolvenzverwalter - Berufsstand mit Hochkonjunktur](#)  
 08.04 14:23

[Herlitz-Finanzierung vorläufig gesichert - Zusage für Massekredit](#)

Trade (flat rate) **30.-** CHF (virt-x, SWX) EUR (XETRA, virt-x) USD (NASDAQ, NYSE, AMEX)

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netcalc Performance-Calculator

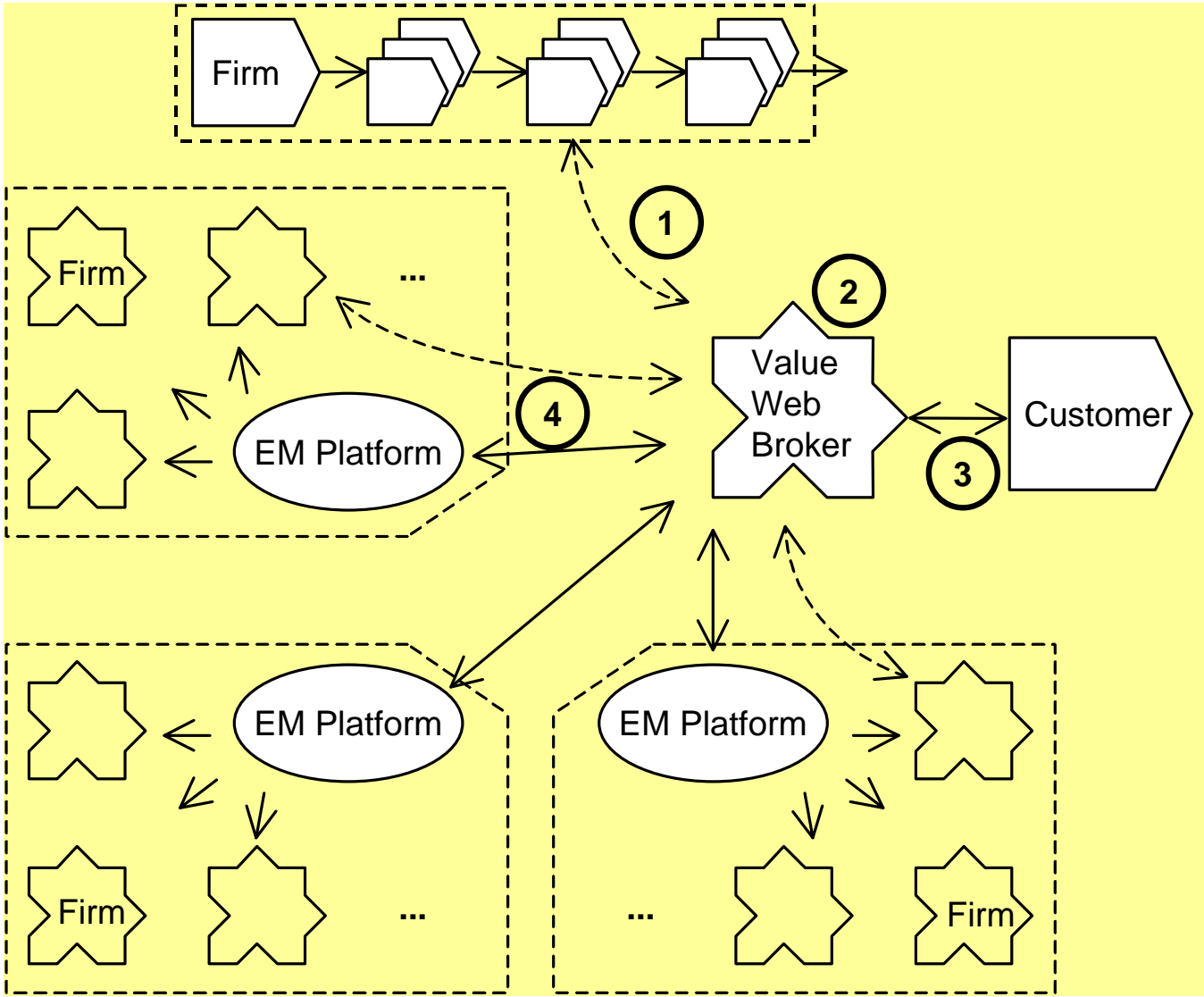
Portfolio Optimiser

# Web-based value web: redsafe.com

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

The screenshot shows the redsafe.com website interface. At the top right is the redsafe.com logo. Below it is a navigation bar with links: Informationsmodus, Produkte / Services, Presse, über uns, Sicherheit, AGB, Kontakt. A secondary navigation bar includes my redsafe, Home, and Hilfe. A red sidebar menu on the left lists: News, Börsen / Märkte, Versicherungsmarkt, Finanzplanung, Finanzwissen. The main content area is titled 'Über uns' and features a 'Partner' section. This section contains text and links for several partners: Andersen (www.andersen.com), ArgoBrand (www.argobrand.de), Basler Versicherungen (www.basler.ch), Brainpower (www.brainpower.com), Quart-vision GmbH (www.cervision.com), and Cap Gemini Ernst & Young (www.cgey.com). A 'Funktionen' section on the left lists: Willkommen bei redsafe.com, Partner, Karriere/Jobs, and Team members.

# The value web



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

## Web-based value web: redsafe.com

---

### ■ contingencies/drivers:

- technological evolution and changes: opportunity to easily integrate information products, to digitalize services and to provide integrated customer services
- changing customer behaviour and needs: trend towards web-based services and more convenience

### ■ motives of the co-operating parties:

- redsafe.com as the central broker wants to establish a new and innovative service platform for end consumers (start-up business)
- other parties:
  - enhance: open a new channel to distribute products and to distribute new products (enhance product portfolio)

### ■ object of networking (what the parties do):

- redsafe.com has build up an integrated financial platform integrating many services from other parties: technical connection of businesses
- without networking, this integrated business could not perform

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

## Web-based value web: redsafe.com

---

- **managerial cooperation challenges:**
  - attraction and convincing of partners
  - (technical and organizational) integration of services
  - cooperation among the delivering partners
- **cooperation risks:**
  - drop out of important partners
- **other (market) risks:**
  - lack of customer acceptance of e-commerce and the specific venture
  - lack of venture capital: no more willingness of venture capitalists (here: SwissLife) to proceed funding of the start-up business
- **usage of IOS:**
  - IOS-based business
  - seamless, real-time integration of third-party services and information (stock market information, content integration ...) to achieve a transparent „out of one hand“ service (technical inter-firm processes)

# Value-/Supply-Chain-Networks: Sainsbury supermarket ECR supplier network

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

**J Sainsbury plc**

8 April 2002

welcome to the J Sainsbury plc website

- About Us
- Investor Centre
- Media Centre
- Students
- Careers
- Customers
- E-commerce
- Corporate Social Responsibility

8/04/2002  
Share price\* **406.75p**  
at 14:16:30 more>>

\* Share price delayed by at least 15 minutes

**Sainsbury's**  
information direct SID

Sainsbury's Information Direct (SID) was launched in the summer of 1998. As part of its commitment to Efficient Consumer Response (ECR), the industry initiative for collective improvement to the supply chain, SID components are free to suppliers. The component sites enable suppliers to share promotions, view daily commodity data (including sales, customer availability, depot stock, supplier service, depot issues, range of forecasts) of process orders. For suppliers wishing to receive more details on the tools available within SID, contact Sainsbury's Supermarkets on 020 7695 7645 or [click here](#) to send an email.

**What does the industry think about SID?**  
ID has received several awards, details of which can be seen [here](#).

**What do suppliers think about SID?**  
'The availability of the Performance Data Site (PDS) information on SID is allowing us to fundamentally review how we plan our business with Sainsbury's. It has allowed us to create a vision of the future where collaboration and information sharing are a core element of a much leaner supply chain. We have already had real examples of where product availability has benefited from our joint use of the collaborative planning tool.'  
Ian McGrady, Pedigree Masterfoods

'Having the information from PDS at your fingertips allows us to deal with Sainsbury's with confidence.'  
Ian Bradley, Tetley GB

'The real-time visibility and collaborative process that SID PDS enables has delivered genuine benefit. It has helped us to better manage promotional opportunity and risk, minimised inventory across the total supply chain and improved promotional execution. Most importantly, it helps us achieve our ultimate goal of better servicing the customer.'  
Andy Richardson, Kraft Jacobs Suchard

'With having easy access to the data means that there is no longer need to chase up Logistics for every query.'  
Charles Rawlins, Harrison's Poultry

# Value-/Supply-Chain-Networks: Sainsbury supermarket ECR supplier network

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

- **contingencies/drivers:**
  - Increasing importance of information: it is increasingly important for all participants in the value chain to share information to better meet customer needs (idea of efficient consumer response)
- **motives of the co-operating parties:**
  - efficiency concerns: improve disposition processes, stock availability as well as customer service
- **object of networking (what the parties do):**
  - Sainsbury shares information with suppliers over an Extranet
  - joint planning of promotion activities
  - collaborative planning and forecasting of demands
  - development of further ECR opportunities

„The real-time visibility and collaborative process that SID PDS enables has delivered genuine benefit. It has helped us to **better manage promotional opportunity and risk, minimised inventory across the total supply chain and improved promotional execution.** Most importantly, it helps us achieve our ultimate goal of better servicing the customer.“  
Andy Richardson, Kraft Jacobs Suchard

# Value-/Supply-Chain-Networks: Sainsbury supermarket ECR supplier network

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

- **managerial cooperation challenges:**
  - attraction and convincing of suppliers (ECR adoption)
  - technical solution
- **cooperation risks:**
  - drop out of important partners
  - transparency of internal data to suppliers: vulnerability in case of diffusion of information to competitors
- **other (market) risks:**
  - low risks in case of failure, mainly operational project
- **usage of IOS:**
  - Extranet, EDI

# Just-in-Time Supply-Chain-Network: DaimlerChrysler Supplier Network Collaboration

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

The screenshot shows the DaimlerChrysler Corporate Home website. The header features the company name in a large serif font. Below it is a navigation bar with links for 'Worldwide', 'Search', 'Site Map', 'Feedback', 'Help', and 'Deutsch'. The main content area is titled 'CORPORATE HOME' and includes a 'Top Stories' section with three articles: 'DaimlerChrysler Welcomes Proposal to Appoint Rolf Eckrodt President and CEO of Mitsubishi Motors', 'Freightliner LLC Celebrates Sixty Years of Commercial Vehicle History', and 'Chrysler Group to Introduce 11 New Vehicles through 2004'. A sidebar on the left contains a menu with categories like 'Unternehmen', 'Produkte', and 'Media Services'. On the right, there are currency converters for New York and Xetra, a 'More on the Image Campaign' section featuring an owl, and a 'Highlights' section with a 'Special Report: Maybach - The German High End Luxury Brand' and a link to the 'Annual Report 2001'.

**DAIMLERCHRYSLER**

Worldwide Search  Site Map Feedback Help Deutsch

## CORPORATE HOME

Top Stories

**DaimlerChrysler Welcomes Proposal to Appoint Rolf Eckrodt President and CEO of Mitsubishi Motors**  
DaimlerChrysler has welcomed the formal nomination by Mitsubishi Motors Corporation (MMC) of Rolf Eckrodt as the company's next President and CEO. [▶ more](#)

**Freightliner LLC Celebrates Sixty Years of Commercial Vehicle History**  
Freightliner presents its rich company history -- Dr. Eckhard Cordes: restructuring "right on schedule" -- Customer presentation of "Business Class M2" truck. [▶ more](#)

**Chrysler Group to Introduce 11 New Vehicles through 2004**  
Chrysler Group CEO Dieter Zetsche at the National Press Club in Washington, D.C.-- 'Our Turnaround Plan is building on the strengths of an American icon' -- Chrysler quality competing among the best, says Zetsche. [▶ more](#)

**smart-Brabus GmbH Extends the smart Product Range**  
MCC smart GmbH and Brabus GmbH (both Germany) have signed a memorandum of understanding declaring their intention to found a joint company called smart-Brabus GmbH. [▶ more](#)

**DAIMLERCHRYSLER**

Home Page  
News  
Company at a Glance  
Products  
Investor Relations  
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Special Reports  
Heritage  
Careers

Unternehmen  
Produkte  
Media Services

©1998-2001 DaimlerChrysler AG  
Datenschutz, ...

New York 43.43 USD  
08 APR - 9:57 Local Time

Xetra 49.69 EUR  
08 APR - 16:02 Local Time

▶ Stock charts

More on the Image Campaign

You never see owls crash, do you?

Highlights

Special Report:  
Maybach - The German High End Luxury Brand

DaimlerChrysler  
Annual Report 2001

Information on the

# Just-in-Time Supply-Chain-Network: DaimlerChrysler Supplier Network Collaboration

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

## e-Supply Chain Management cuts costs in logistics

„(...)

DaimlerChrysler has embarked on a program called **Supplier Network Collaboration**, in order to **improve communication and planning for both the suppliers and the Company**. The program involves sharing weekly and monthly forecast information of parts requirements to all critical tiers of the supply chain, relative to a specific commodity or module. In addition to **sharing real-time requirements**, the program creates exception-based alerts to detect supply issues and avoid them completely, thereby supporting the **just-in-time manufacturing** principles and avoiding the need for inventory stockpiling. Also suppliers will be able to optimize their production capacities. (...)

source: DCXnet - DaimlerChrysler eBusiness

[http://www.dcx.net/business/supply\\_achievement\\_e.htm](http://www.dcx.net/business/supply_achievement_e.htm)

„DaimlerChrysler uses a combination of Web, EDI and manual processes to communicate with suppliers“, Louise Linder, director of materials and supply operations for DaimlerChrysler said.

Each day, Daimler tells suppliers what it expects and when parts should be delivered. The carmaker within the last year intensified its efforts to save money by employing a **lean manufacturing and just-in-time inventory strategy**, keeping parts to a minimum as it builds cars to meet demand.

“We have to be able to react week-by-week, so we have put the systems in place to make sure that suppliers can respond to us very quickly,” Linder said.

Source: InternetWeek, Sep. 28 - 2001

<http://www.internetweek.com/newslead01/lead092801.htm>

# Just-in-Time Supply-Chain-Network: DaimlerChrysler Supplier Network Collaboration

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

## ■ contingencies/drivers:

- changing customer behaviour: customers become increasingly unwilling to wait several months for a car
- Increasing importance of information: it is increasingly important for all participants in the supply chain to share information to better meet customer needs

## ■ motives of the co-operating parties:

- efficiency concerns:
  - decrease stock inventories and therefore costs
  - improve supply-chain processes (speed-up)

## ■ object of networking (what the parties do):

- information sharing
- integration, adaptation and aligning of manufacturing processes
- just-in-time ordering and delivery
- joint planning, but also developing

# Just-in-Time Supply-Chain-Network: DaimlerChrysler Supplier Network Collaboration

---

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

- **managerial cooperation challenges:**
  - logistical challenges: alignment, scheduling of processes
  - convince partners
  - integrate systems, establish functioning and performing infrastructure
- **cooperation risks:**
  - technical fallout of systems (e.g. Sep. 11)
    - can lead to shut down of assembly line!
  - lack of willingness to share information and to adapt to the processes of the OEM
  - leads to fewer, higher integrated suppliers, which then can gain more power (also problematic then: drop out of important partners)
- **other (market) risks:**
  - low risks in case of failure, mainly operational project
- **usage of IOS:**
  - web-based Extranet, EDI

# Just-in-Time Supply-Chain-Network: DaimlerChrysler Supplier Network Collaboration

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

September 28, 2001

## Web Supply Chains Revised

By [RICHARD KARPINSKI](#)

Manufacturers that have used the Web to regulate incoming parts and keep inventories to a minimum were thrust into chaos on Sept. 11 when parts didn't come and assembly lines screeched to a halt.

### See Also

[More on post-9/11 supply chain disruptions](#)

Lean inventories quickly became a handicap following the terrorist attacks in New York and Washington, which grounded air traffic and snarled cross-border commerce. Shutting down an assembly line because of stalled parts deliveries can cost big manufacturers \$10,000 per minute. It's a risk companies never had to factor into their supply chain planning--until now.

Balancing that risk against the rewards of keeping inventory costs down will be job one for manufacturers as the international crisis persists.

The immediate impact was severe for some companies. Automakers--some of the leanest manufacturers this side of high tech--were hit particularly hard. DaimlerChrysler had to shut down one assembly line for a few hours. Harder hit were Ford and General Motors, impacted for several days across multiple lines.

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

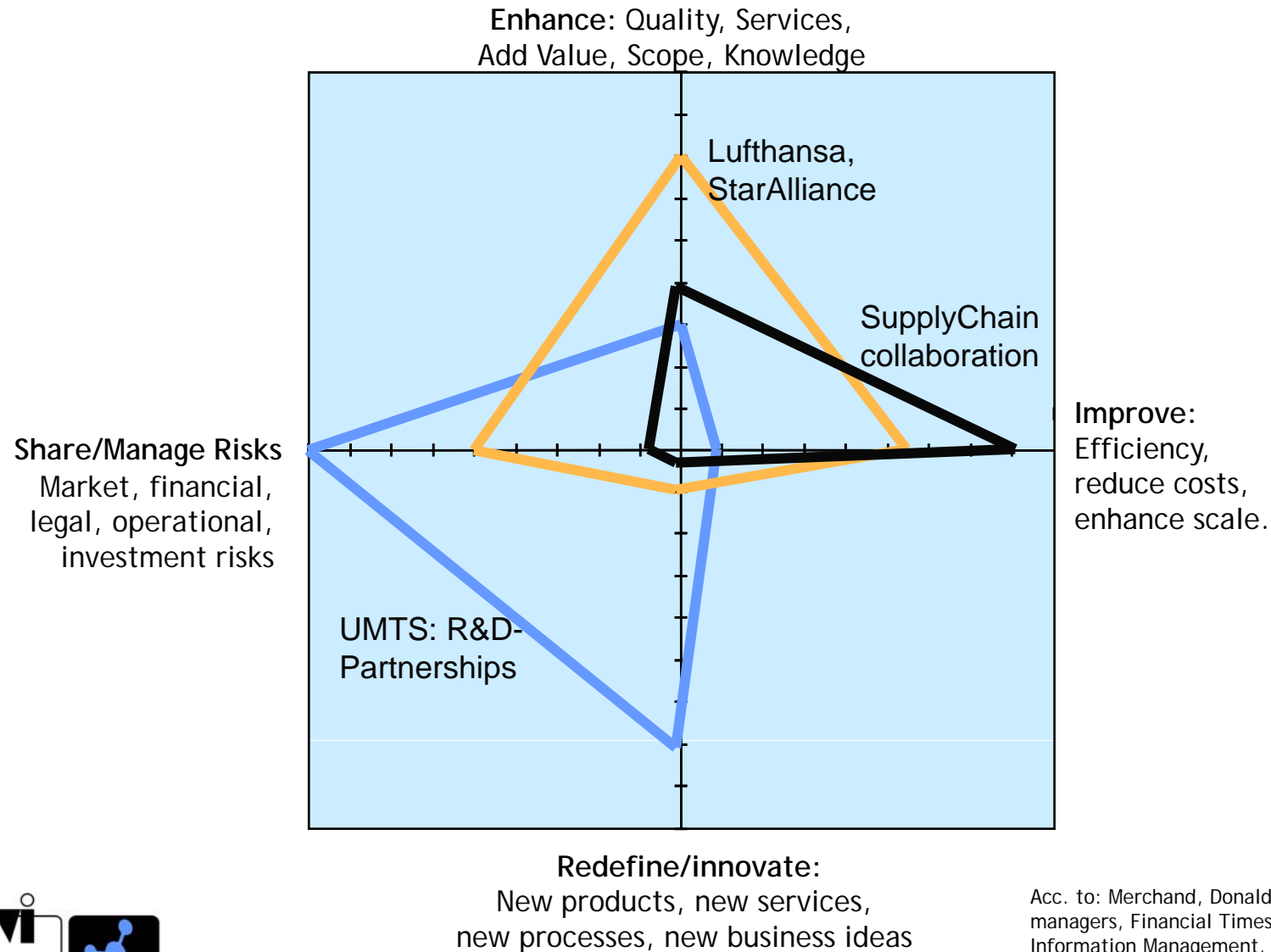
## Network examples summary

---

- Global alliances
  - e.g. StarAlliance
    - connect and integrate processes; joint marketing; market access
- Development partnerships
  - e.g. UMTS, chip development
    - joint innovations
- New service networks
  - e.g. mass-customization, web-based value webs
    - bundle services, new services, virtualize business, internet frontend
- Virtual Organizations/Virtual Networks
  - e.g. Virtual Factory, Freelance Networks
    - pool resources/competencies; fulfil customer-specific projects
- Value-/Supply Chain Collaborations
  - e.g. retail: Sainsbury ECR; automotive: DaimlerChrysler Supplier Network
  - connect/integrate processes; improve performance (efficiency)

# Network examples summary: Profiling the collaboration Idea

1. Contingencies
<b>2. Networks</b>
3. IOS examples
4. Lessons learned



Acc. to: Merchand, Donald A., Hard IM choices for senior managers, Financial Times Supplement Mastering Information Management, April 5, 1999, S. 4

# Agenda

---

1. Contingencies and motives for networking

2. Network examples

3. IOS examples

4. Lessons learned and outlook

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

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

Inside OnVista : Das Unternehmen · Werben · Jobs@OnVista · Lizenzangebot · Guided Tour · Site-Map · Kontakt · OnVista-Startseite

Anzeige

Surfen. Spielen. Und gewinnen.



Wann klickt's bei dir?!

Anzeige

1. Köln Börsenntag

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**Suche**(Name,WKN,Ticker)

- Alle Wertpapiere
- Aktien  Optionsscheine
- Fonds  Zertifikate
- Indizes  News

**Marktübersicht (08.04.2002, 17:34:28)**

Wert	akt. Kurs	+/-	%	Top/Flop	
DAX	5.161,79	-98,74	-1,88%	2	0 28
NEMAX AS	967,05	-26,94	-2,71%	74	48 188
EUROSTOXX ...	3.603,69	-74,03	-2,01%	1	0 49
DJIND	10.182,03	-89,61	-0,87%	12	0 18
S&P 500	1.114,66	-8,07	-0,72%	175	6 319
NASDAQ	1.740,25	-29,78	-1,68%	982	949 2044
NIKKEI 225	11.352,89	+17,40	+0,15%	26	177 22

Bund Future 105,5050 **Baugeld** 5,64 %

EUR/USD 0,8752

USD/YEN 131,2850

**Aktuelle News** →

**08.04.2002 17:28**  
Aktien New York: Verluste - IBM und steigende Ölpreise belasten

**08.04.2002 17:24**  
AKTIE IM FOKUS: BskyB-Aktie leidet unter Insolvenz von KirchMedia

**08.04.2002 17:20**  
HSBC: Kirch-Insolvenz ist eingepreist

**08.04.2002 17:18**  
USA: Großhandelsbestände sinken im Februar um 0,7% zum Vormonat

**08.04.2002 17:13**  
ROUNDUP: Heyde stellt Insolvenzantrag - Aktie vom Handel ausgesetzt

**08.04.2002 17:03**  
<http://www.onvista.de>

**Werbung**

**Wir zeigen wie.**



**OnVista Specials**

 **IT-Special**  
Trends, News und Produktneuheiten

**DAX** →






→ **Neuer Markt (NEMAX AS)** →



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

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

OnVista Financial Portal · Site-Map · Homepage · 



**The Company** | Investor Relations | Press | Advertising | Licenses | Partner Program | Jobs | Contact

**At a Glance**

- Facts and Figures
- Mission Statement
- Business Segments
- Milestones
- Management
- OnVista International

## Business Segments

OnVista AG currently operates in two distinct business segments: **Licenses** and **Portal**.


### Licenses

The modular structure of our database enables us to offer special services for licensing customers. Licensees can integrate the entire range of components from our information offering in their own web sites and link these services according to their own requirements. The customer determines the scope, interrelation and presentation of the content. In addition, licensees have the option of taking out a monthly email subscription for equity warrant master data. The company currently has around 50 licensing customers which include virtually all German direct banking establishments, well-known media companies and portals.

The licensing segment currently generates around 60 percent of OnVista AG's total sales.

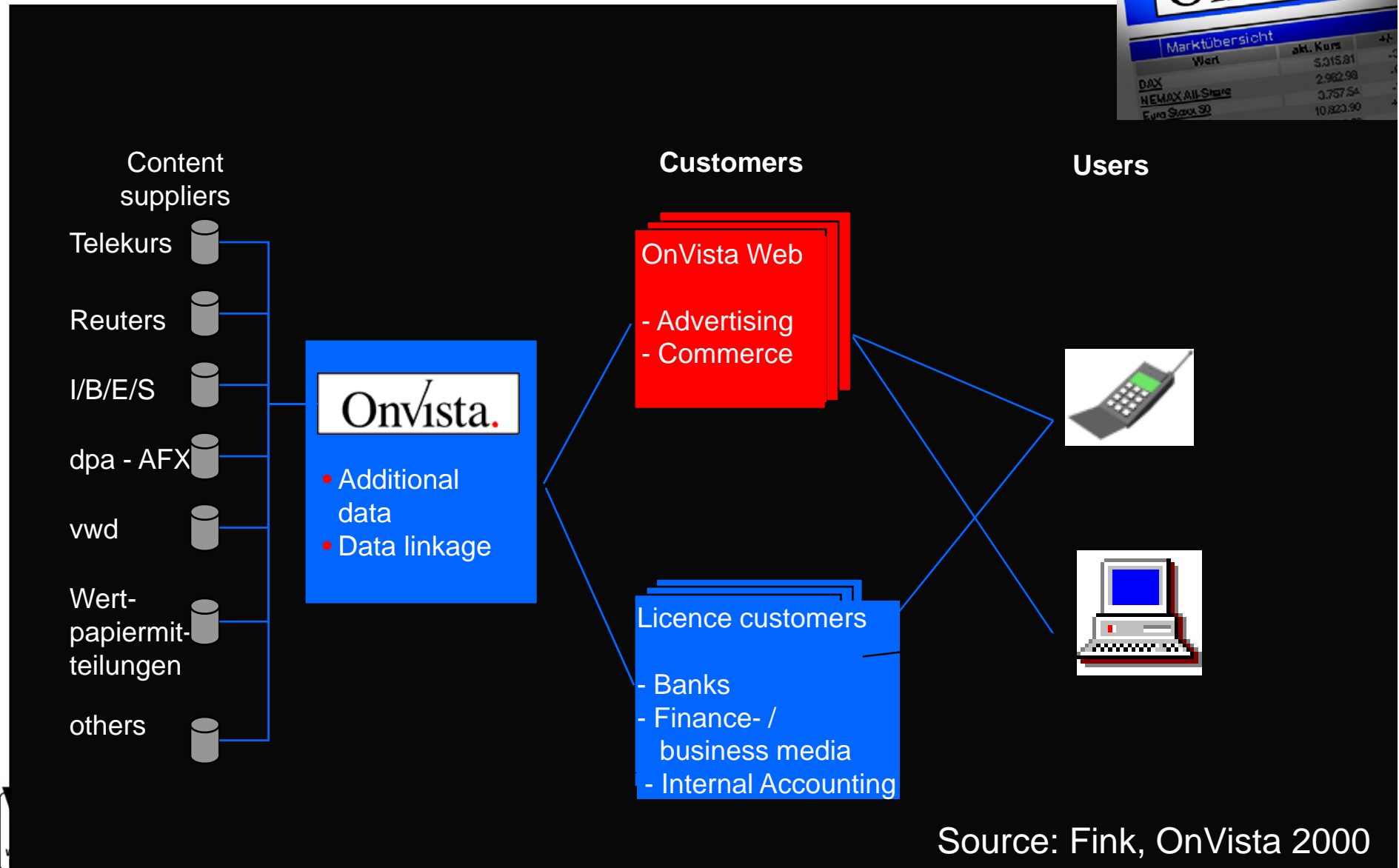
### Portal

The business segment Portal comprises the revenue sources advertising and eCommerce and contributes around 40 per cent to the company's total sales.



- Visit our new financial portal in the U.K.
- Subscribe to our e-mail service!
- Stay informed with comprehensive time news and coverage by Reuters (5,500 stories a day)

# OnVista Business model



Source: Fink, OnVista 2000

# Sabre: Global Distribution Systems for travel industry

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

Monday, April 8, 2002

## Sabre



Sabre is the leading provider of technology, distribution and marketing services for the travel industry.

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airlines [more](#)  
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travel suppliers [more](#)

**Sabre Completes Tender Offer for Travelocity.com Outstanding Shares**

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### latest headlines

Sabre Completes Tender Offer for Travelocity.com Outstanding Shares

Sabre Prices Equity Offering at \$44.50 Per Share

AgencyInc. Teleseminar Sells Out, Sparks Lively Exchange of Ideas

GetThere and Ultramar Travel Management Provide Online Booking to Agency's Client Base

French tour operator Boomerang selects Sabre as technology provider

### business solutions

#### Travel Agency Technology

Products and Services that help you work smarter, reduce costs and boost your business

#### Airline Software

Industry-specific applications that help you reduce your operating costs and maximize revenue

#### Airline Reservations Hosting

Airline hosting, operations, and distribution products to effectively manage reservations functions

#### GetThere

Reduce company travel costs

#### Travelocity.com

Book your own travel online

#### Sabre Virtually There

View your itinerary online

### featured product

## Sabre.Res

A powerful, online booking engine for any travel Web site. Now more than ever, you need to be online. Sabre® .Res can help you build a compelling, distinctive Web site your clients will love.

[more](#)

<http://www.sabre.com>

# Sabre: Global Distribution Systems for travel industry

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

Monday, April 8, 2002

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  - Car Rental
  - Corporate Travel
  - Cruise Line
  - Hardware and Software Development
  - Hotel
  - Limousine Operator
  - Tour
  - Travel Agency
- In Your Region
- For You



## Airline Reservations

[Sabre Passenger Reservation System](#) | [Passenger Processing and Check-in Systems](#)

Sabre offers the industry's only complete package of airline hosting, operations, and distribution products to effectively manage reservations functions. We focus on all valuable technologies and services airlines employ in each stage of the travel cycle, from stimulating demand among travelers to simplifying their post travel experience, to help airlines deliver superior customer service and sustain profitable operations.

### Seamless Process

Arm your agents with the most accurate information in real-time with our fully-integrated reservations and airport check-in functionality.

### Superior Customer Service

Effectively manage your customer data for superior service, loyalty, and revenue growth through our comprehensive customer relationship management (CRM) capability including the industry's only deployed CRM suite.

### Access the Latest Technology

Sabre stays abreast of industry advancements and continually invests in product research, development, and delivery, giving you access to the latest technology.

### Global Distribution

Increase your market share with worldwide exposure of your inventory to travelers through the world's strongest travel distribution network, with leading positions in every traditional and online channel.

Learn how to more effectively manage your reservations functions with the [Sabre® Passenger Reservation](#)

# Inter-firm usage of CSCW systems and groupware

1. Contingencies
2. Networks
3. IOS examples
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 lecture

Inform yourself at: <http://www.usabilityfirst.com/groupware/applications.txt>

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

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

## i2 PLANET

Learn how to dynamically manage your value chain at these events.

→ Register: Tokyo

→ Register: Las Vegas

i2 PLANET®

- Tokyo April 23-24, 2002
- Las Vegas May 13-16, 2002

# Real Value in Real Time:

Unleash the Value in your Supply Chain

## SOLUTION GUIDE

i2 offers proven solutions designed to optimize key business processes. Select a solution area below.

-- Select Area --

GO

## News

[i2 Names Sam Nakane Chief Operating Officer](#)

[i2 Announces Preliminary First Quarter 2002 Results](#)

[i2 Solutions Use J2EE Technologies for Integration and Security](#)

[Scott McNealy, Michael Hammer and Sanjiv Sidhu Offer Insight at i2 PLANET](#)

## Events

[SRM: How can you cut down on your sourcing costs and reduce risks?](#)  
09 April 2002, 9:00 am  
Middlesex, United Kingdom

[i2-CGE&Y Executive Forum-Transportation/Logistics](#)  
09 April 2002, 7:30 am  
Irving, TX, United States

[Focus2002](#)  
10 April 2002, 8:00 am

## i2 International

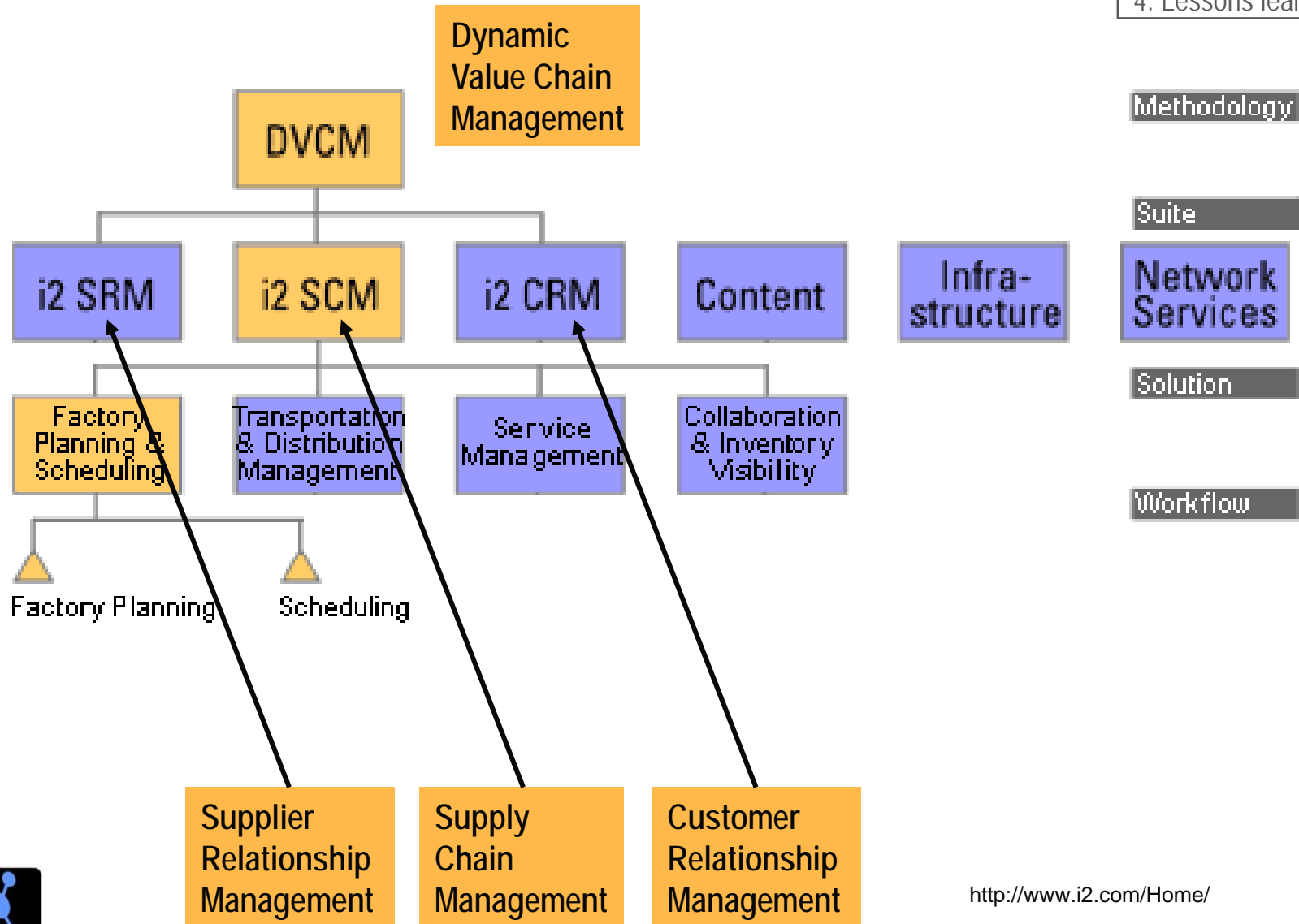


Find worldwide office locations and visit other i2 websites from within [i2 international](#).

<http://www.i2.com/Home/>

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

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



<http://www.i2.com/Home/>

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

## IOS examples summary (unordered structure)

---

- 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 Organizations

# Agenda

---

1. Contingencies and motives for networking

2. Network examples

3. IOS examples

4. Lessons learned and outlook

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

## 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 existing.
  - 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 organizational background of networking and IOS is necessary
- IT and technology has a strong impact on the organization and market/industry structures

# Networking / collaboration is a precarious and risky challenge

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

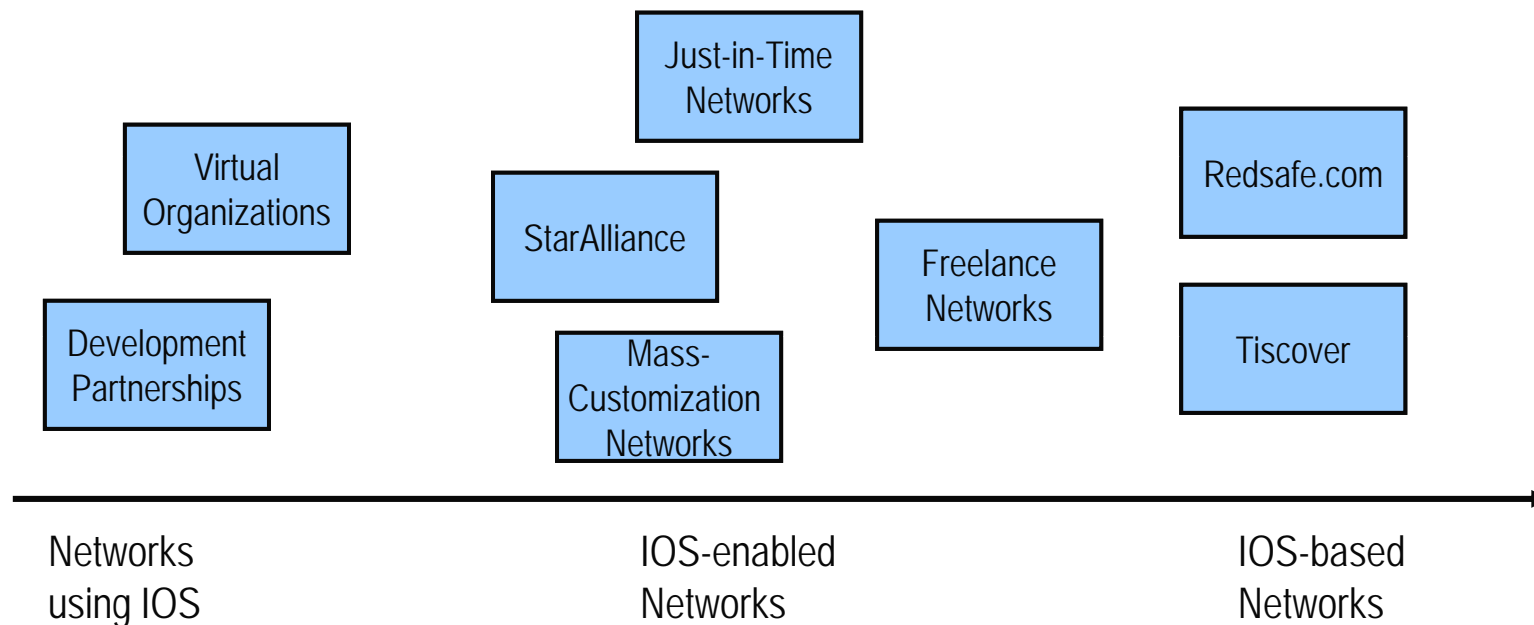
## Examples of risks and areas of conflict

- opportunism
  - "An erstwhile partner may turn into a competitor ", loss of critical know how
- dependence
  - investments in partner specific assets increase dependence, integration and synchronization 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?

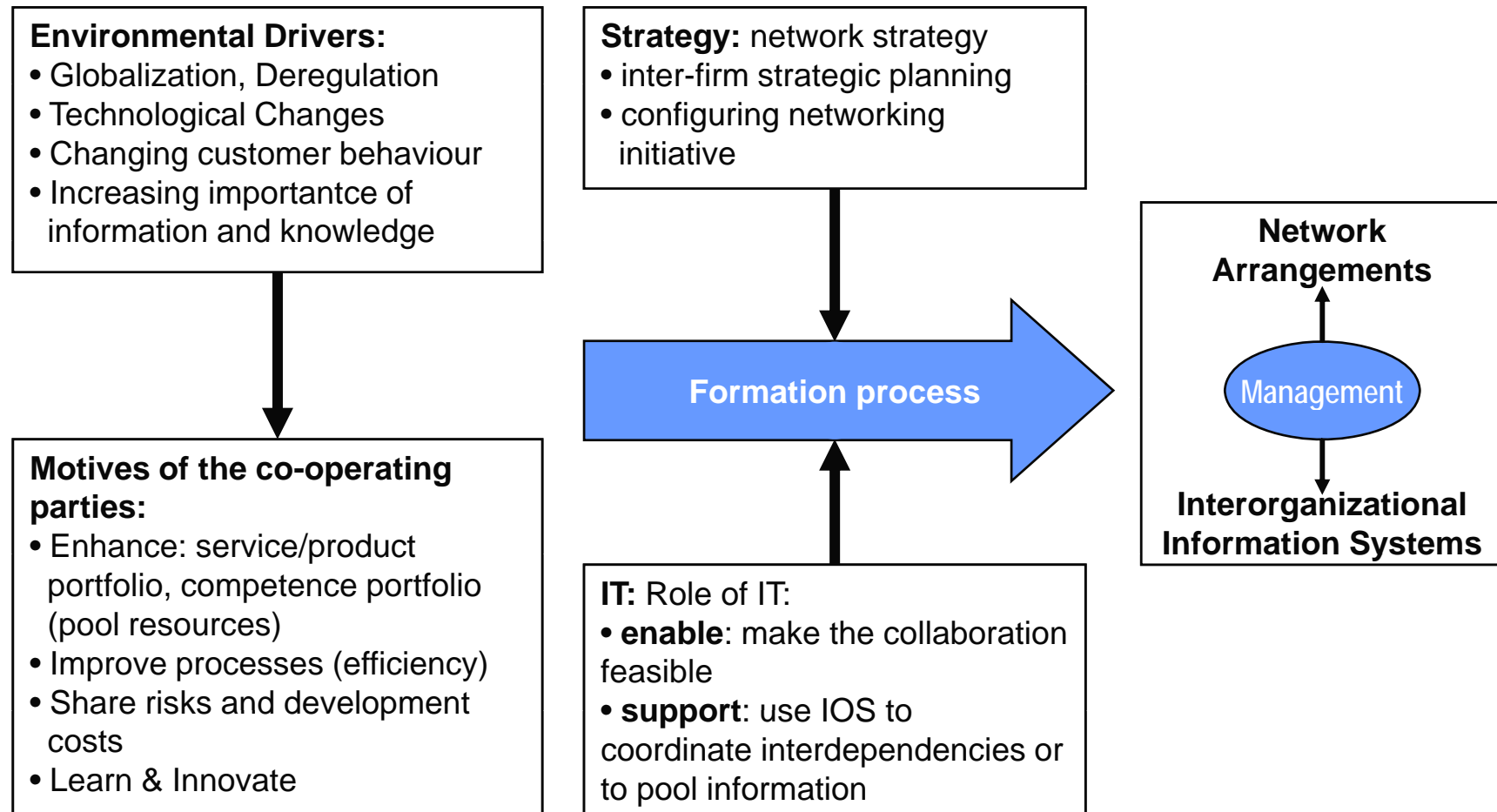
1. Contingencies
2. Networks
3. IOS examples
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- Redsafe.com vs. Tiscover.com
  - Are they IOS?
  - Or are they IOS-based networks?



# Formation of inter-organizational networks and IOS

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



# 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