



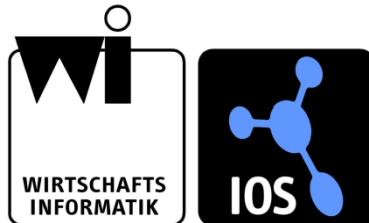
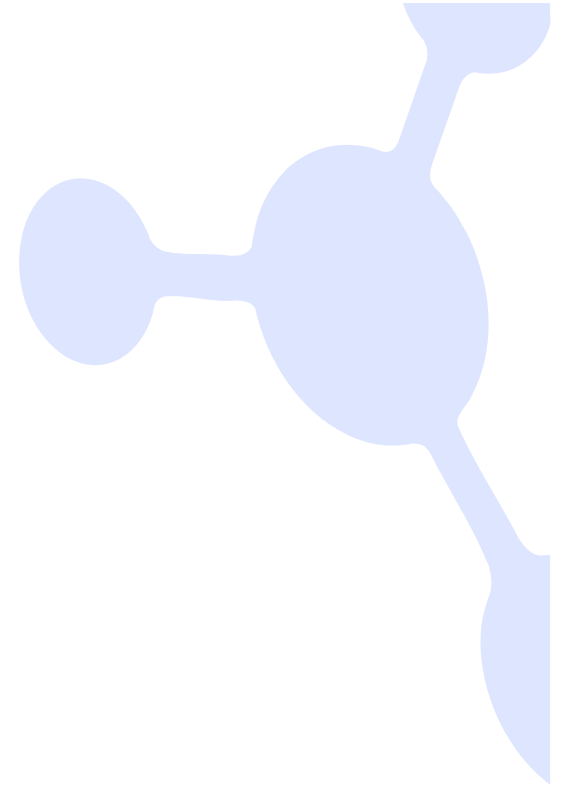
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Virtual Organisations

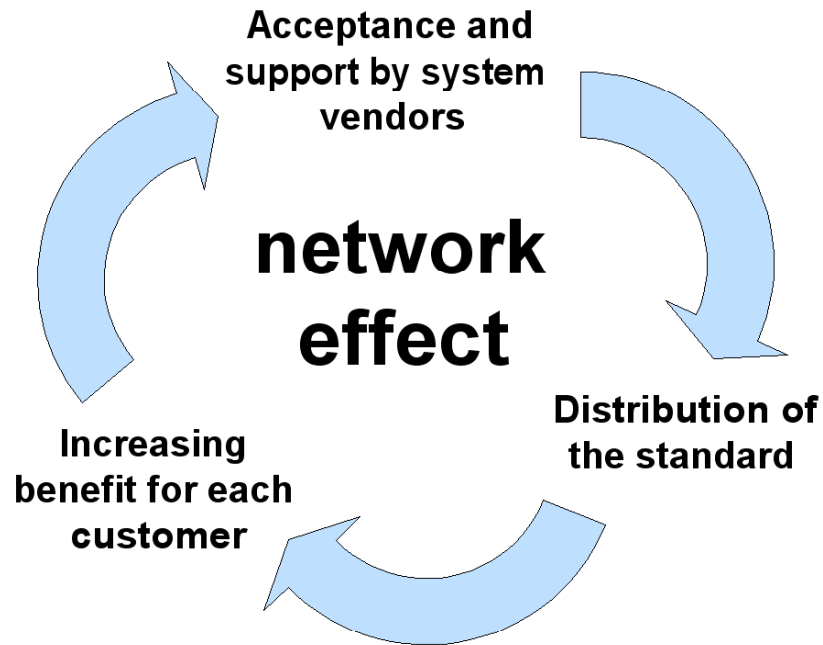
IGH case study



IGH and standards

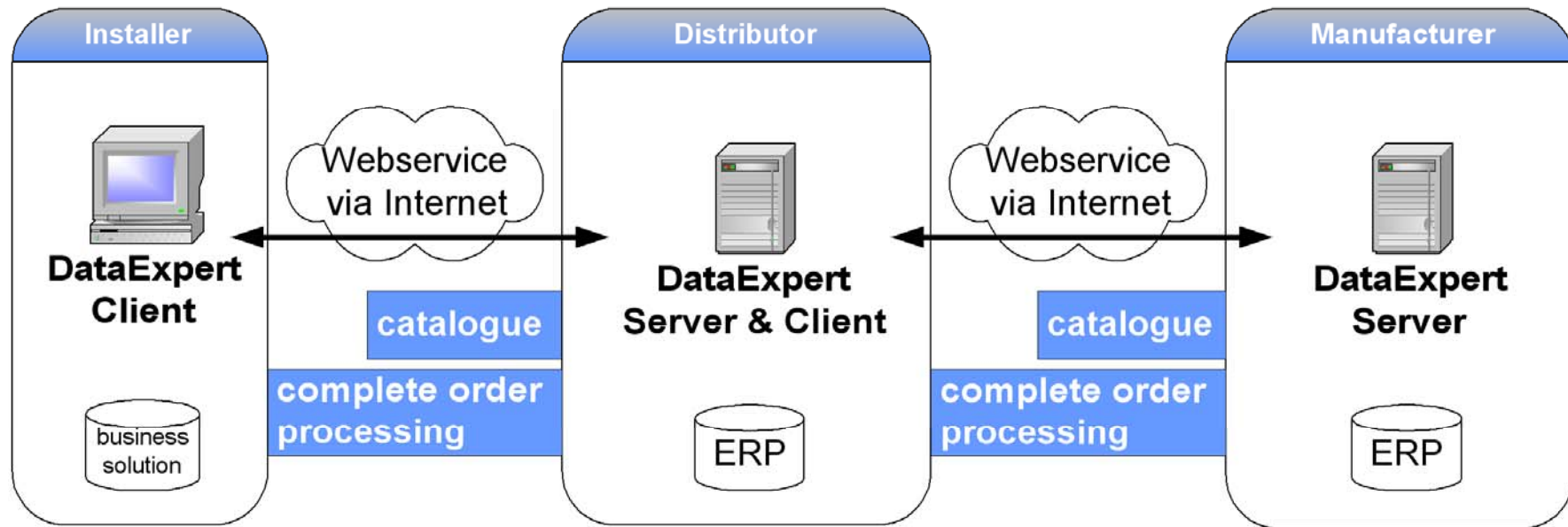
- 1994 Founded by ten companies
 - Target: Standardized catalogue format
- 1998 Standard used by 90% of the industry
- 2002 DataExpert: industry-standard IOS
 - catalogues
 - full support of interorganizational business processes
- 2004 Adoption by the electrical industry
- 2006 Linked-up to PayNet (VAT-compliant order processing)

Standardization trade-off

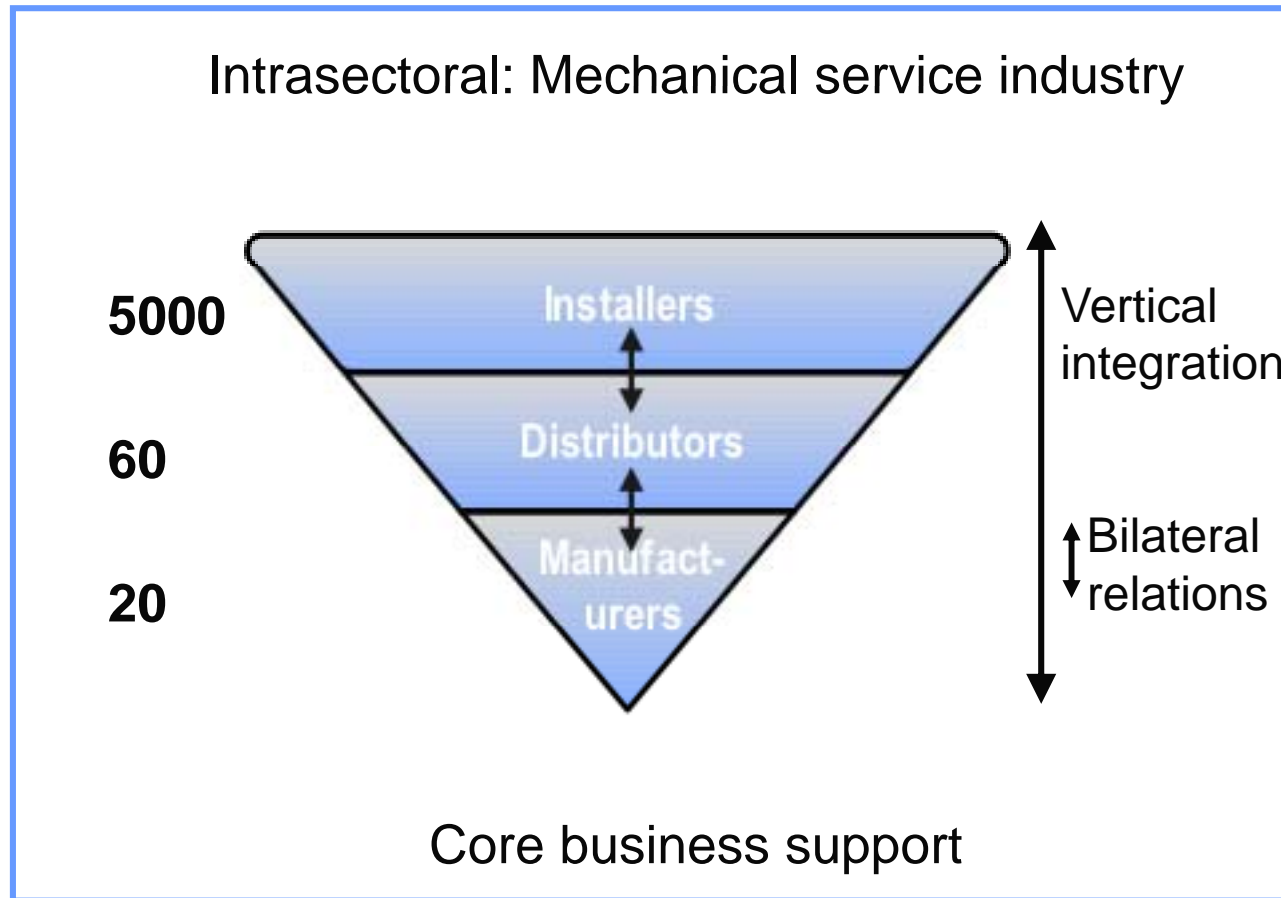


- Trade off:
 - Positive network effects vs.
 - Competitive advantage of differentiation

DataExpert: technical architecture



Network structure



Strategy achieving benefits

- functional target
 - customer service enhancement
- organisational target
 - synergies due to vertical cooperation
- Members keep power over their data
 - no central database
 - acceptance of the participants

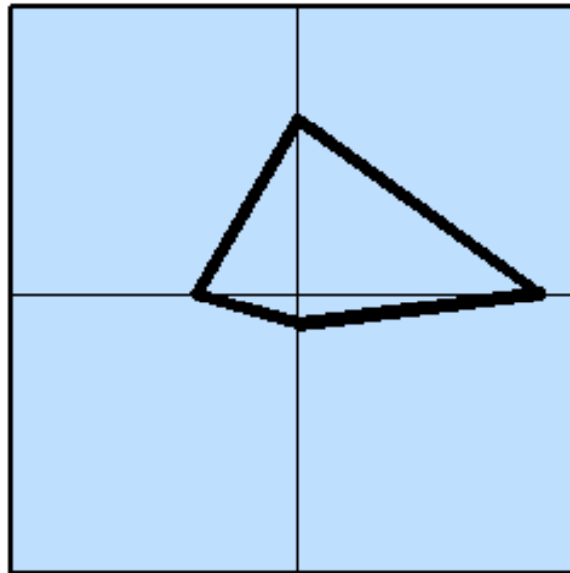
Collaboration idea

Enhance:

Quality, Services, Add Value, Scope, Knowledge

Share/Manage Risks:

Market, financial, legal, operational, investment risks



Improve:

Efficiency, reduce costs, enhance scale

Refine/Innovate:

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

Who took the initiative?

- IGH promoted the fast system-launch
- System vendors promoted DataExpert integration
- IGH: balancer of cooperation and competition
 - Promoter
 - Standardmanager
 - Mediator

Successful proceeding

- 85% market coverage
- Reasons of success:
 - Vertical cooperation
 - Installer: standard connection to many distributors
 - Distributors prefer electronic trade due to costs
 - no media breaks
 - Manufacturer: High volume electronic transfers
 - **Key of success: installer-acceptance**