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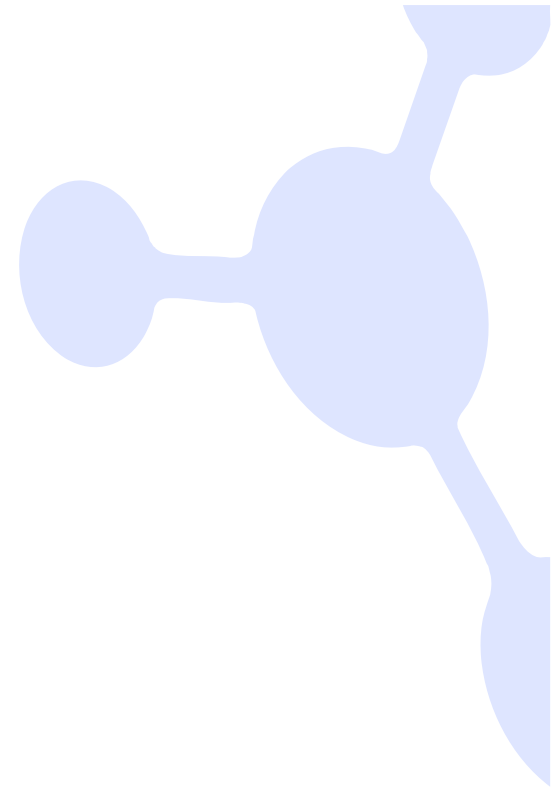
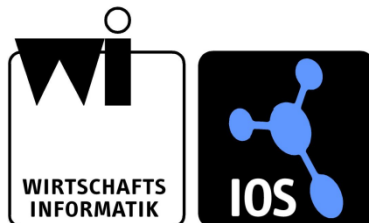
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Virtual Organization

“*Virtuelle Fabrik*“

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Agenda

A. The „Virtuelle Fabrik Euregio Bodensee“

B. Business model of the Virtuelle Fabrik

C. Conclusion

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The „Virtuelle Fabrik Euregio Bodensee“

- Founded in 1996
- Network of 16 companies
- Virtual Enterprise:

"...a temporary network of independent institutions, businesses or specialised individuals, who work together in a spontaneous fashion by way of information and communication technology, in order to gain an extant competitive edge. They integrate vertically, unify their core-competencies and function as one organisation"
(Fuehrer, 1997)
- The following areas are covered:
 - Engineering
 - Processing (especially plastics processing)
 - Electronics assembly
 - Logistics
 - Marketing

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Business model of the “Virtuelle Fabrik“

General contractor: Schär Engineering AG

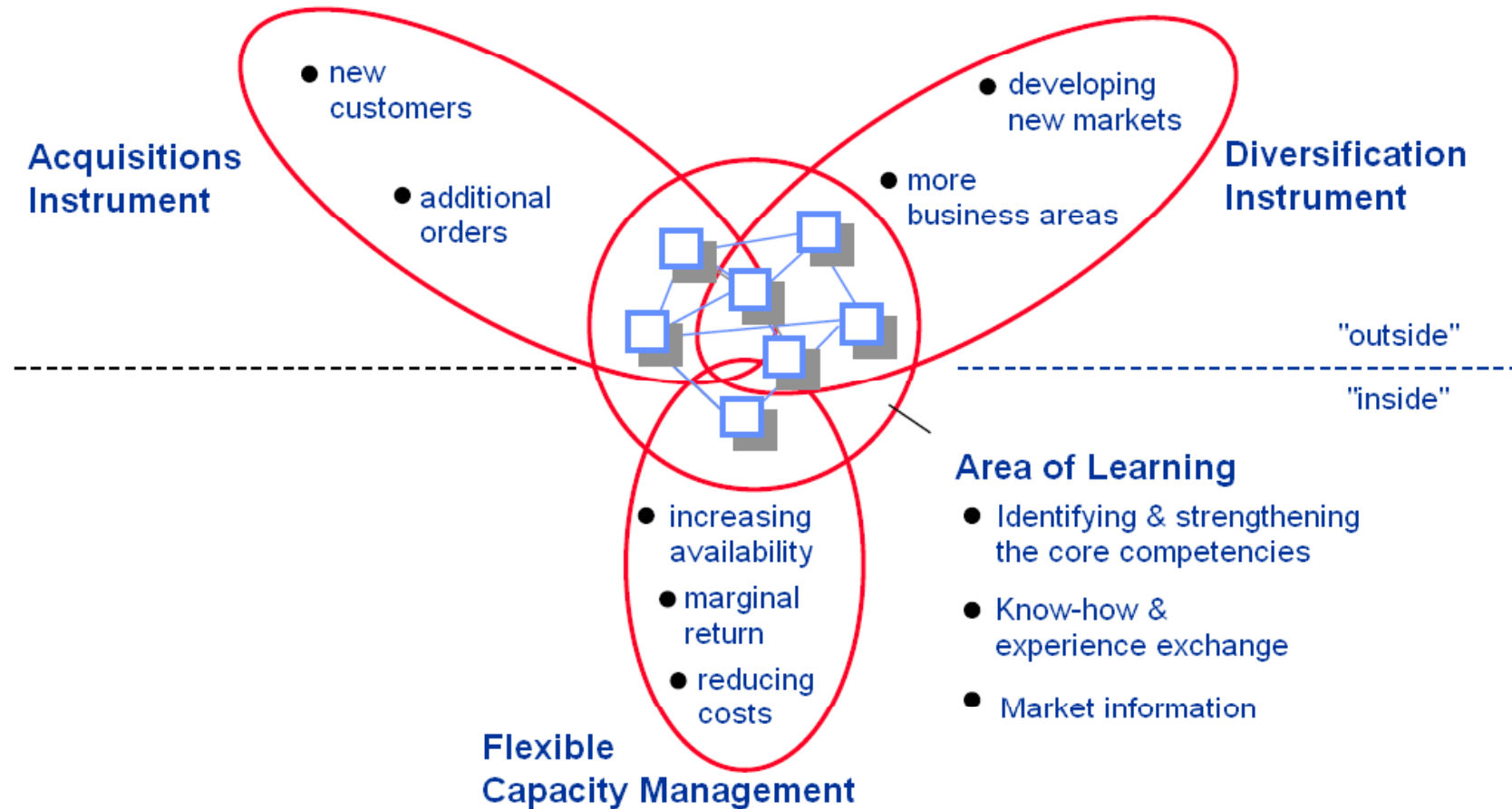
The general contractor has to fulfil the following roles:

- network coach
 - ensures and coordinates the efficient communication between the network members
 - constitutes the “rules of the game”
 - maintains the IS infrastructure
 - acquisition of new partners
- Broker
 - interface between customer and the network (Mostly the customer gets into contact with the general contractor, the central contact person)
 - one data base (TEKABO – technology capacity data base), which contains a list of the network members’ competencies and technologies.
 - responsible for new orders and the marketing

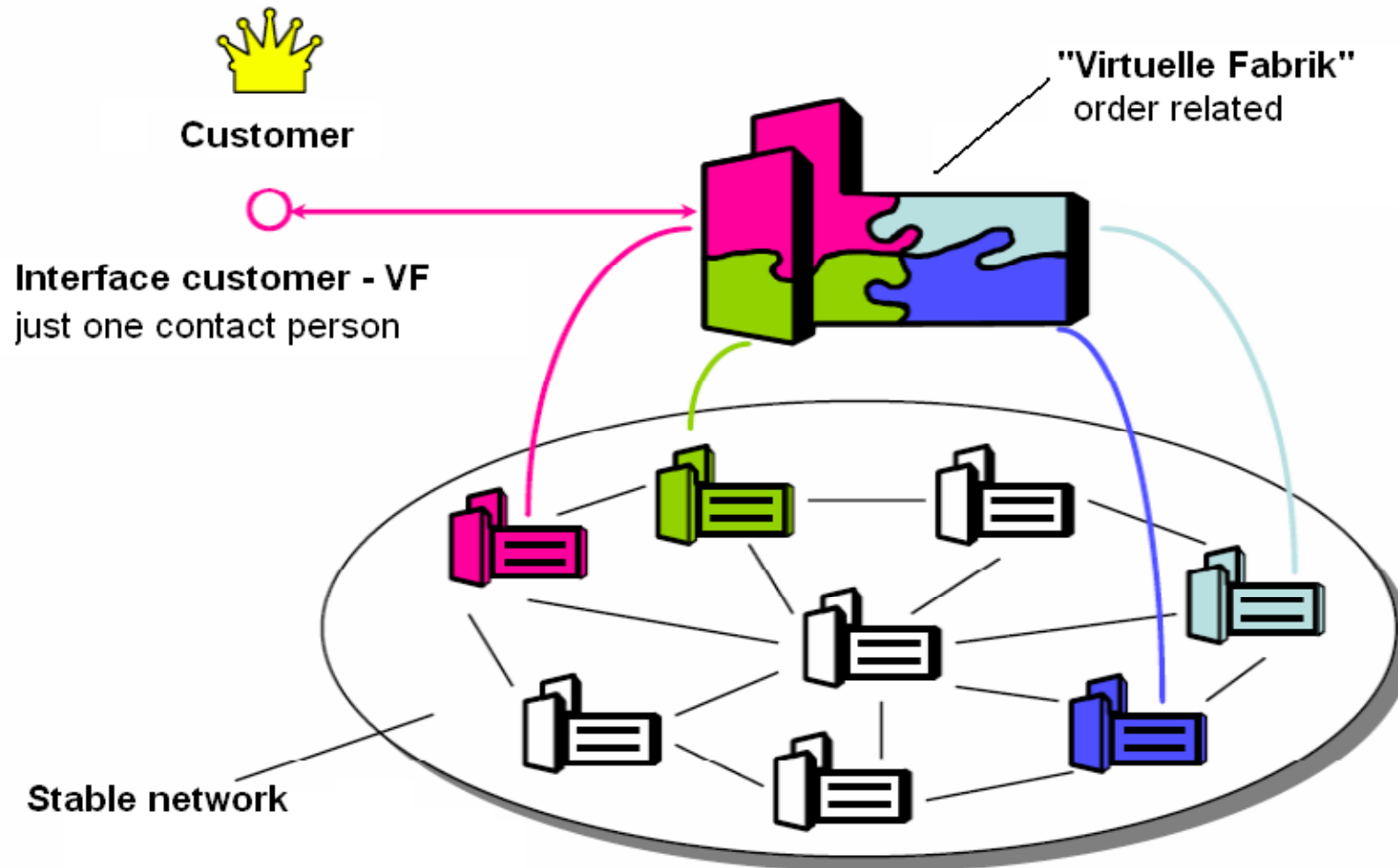
Business model of the “Virtuelle Fabrik“

- Performance manager
 - defines the temporary network for each order
 - knows the network members’s competencies
 - has access to TEKABO to fasten up the process of offering
- Order manager
 - responsible for interplant project management and the execution of an order
 - optimises the interplant processes due to highly intense communication and interface management
- Auditor
 - roles: internal & external accountant, controller inside the network
 - he establishes and ensures the financial sourcing

Business model of the “Virtuelle Fabrik“



Business model of the "Virtuelle Fabrik"



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Advantages of the business model “Virtuelle Fabrik”

- Market potential: Diversification, capacity development, performance development, indirectly developing new markets, possibility to develop fast into new markets
- Multiplications potential: capacitive insourcing leads to improved core competencies
- Concentration potential: each member needs less bounded resources due to the possibility to source out capacity
- Competency development: every member of the network improves his skills in interplant management.
- Synergy effects
- The Pool of know-how in such a network allows to offer not only “goods and services” but a “problem solver”

IOS usage

- H. Schär, President of Schär Engineering AG about the usage of information systems for the interorganizational communication and coordination:

„... Als Präsident der vfeb habe ich eben diese Art von Koordination, als ich Präsident wurde, abgeschafft, da sie kostenintensiv (Investition wie auch Pflege) war und im Gegensatz zum normalen E-mail-Verkehr eine Holschuld und nicht eine Bringschuld war.

Zudem ist es meiner Ansicht nach sinnlos, in einer Firma für das Geschäft innerhalb der virtuellen Fabrik ein anderes System zu pflegen als dasjenige, welches für das übliche Tagesgeschäft eingesetzt wird. ...“