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

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

- Trust
- Transparency
- Communication
- Intensity of Cooperation
- Participation

Trust can be explicitly addressed by Enterprise 2.0
 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)
The approach’s goal is to introduce a cross-organizational platform which uses potentials of „Enterprise 2.0“ to increase the level of trust!
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Enterprise 2.0 success factors

**Motivation**

**Trust**

**Approach**

**Selected Results**

**Conclusion**

**Prerequisite:** (E-)Readiness

**Integration in corporate processes and in daily work**

**Prerequisite:** Willingness

**Assortment and integration of adequate channels for information and communication**

**Success factors**

for implementation of Enterprise 2.0 concepts within a company

**Encouragement of open and interoperable respectful corporate culture**

**Organizational policies and standards for targets, focus and structure**

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

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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<thead>
<tr>
<th>Tools \ Main Objectives</th>
<th>Transparency</th>
<th>Communication</th>
<th>Participation</th>
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<tbody>
<tr>
<td>Enterprise Search</td>
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<td>Blogs (R&amp;D, CEO, Project)</td>
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<td>Order Status Tracking</td>
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Tools to connect Austrian mid-sized companies with their international value chain partners were introduced successfully!
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!