



PRO-VE'09 – 10th IFIP Working Conference on Virtual Enterprises

Thessaloniki, GREECE. 7 – 9 October 2009

SPECIAL PANEL SESSION ON

Towards the Next Generation Collaborative Networked Organizations: International Challenges, Trends and Research Opportunities

Date: October 8th - Time: From 9:00 to 12:30

“Past, Present and Future of Collaborative Networks: Moving from Theory to Practice”

Special Session Organizing Committee

- Myrna Flores (CEMEX, Switzerland)
- David Romero (ITESM, Mexico City)
- Arturo Molina (ITESM, Mexico City)
- Ricardo Rabelo (UFSC, Brazil)
- Michel Pouly (EPFL, Switzerland)

Special Session Format: Panel & Brainstorming

Why a special session on a panel format? A panel offers an interactive forum that engages panelist and audience in a lively discussion on important and often controversial issues. Therefore, this special session is being designed under a panel format in order to maximize the knowledge sharing and acquisition among its participants and identify opportunities and trends to further develop solutions for the Next Generation Collaborative Networked Organizations.

Why a brainstorming exercise as part of the panel session? Beside the panel format, participants will have the opportunity to integrate in teams (round tables) and brainstorm to identify key trends and research challenges and define potential future scenarios that will serve as a *Roadmap* to guide future research and development initiatives in the emerging discipline of Collaborative Networked Organizations.

Special Session Aims

This year, as part of the PRO-VE Conference 10th Anniversary Celebration, a special session is being organized with the aim of sharing the experiences and lessons learned from a group of practitioners - putting the theory into practice - for the establishment and management of the Next Generation Collaborative Networked Organizations.

The special session organizing committee believes that the panel will provide a great opportunity for the audience to explore the current challenges, trends and issues, and also emerging research opportunities in the establishment and management of the Next Generation Collaborative Networked Organizations from a balanced theoretical and practical perspective engaging both academia and industry.

Furthermore, as a result of an interactive communication between the audience and the panelists, both will develop a better understanding on the current issues on creating and managing collaborative networks in different domains and applications environments, and together will start crafting potential solutions to face these challenges based on all the participants' knowledge and experience.

Session Scope

The special session will introduce a number of industrial cases that have been studied from both a theoretical and practical perspective to validate and demonstrate the applicability of collaborative networks concepts, methods and tools as a contribution to help facing the Next Generation Collaborative Networked Organizations challenges.

The session scope will cover different regional manifestations of collaborative networks, especially in the manufacturing industry, and will depict their main strengths and current challenges in order to manage successful Collaborative Networked Organizations. Best practices will be shared with the audience based on the Network Managers experiences.

How to enroll into the Panel Session?

All attendants should submit a ~1,200 word position paper (maximum) to the following e-mail address: next.generation.cnos@gmail.com – using the PRO-VE conference submission format.

Deadline: August, 4th 2009

*Position papers should discuss lessons learned and/or experiences implementing CNOs and/or any research topic related to CNOs creation, operation, evolution and/or dissolution.

Planned Structure

A brief set of presentations by the panelist and attendants will kick-off the panel debate.

- Panelist will have 15 minutes to share their experiences and lessons learned to state their analysis on current challenges, trends and research opportunities in Collaborative Networked Organizations.
- Attendants will have 50 minutes after the presentations in round tables to brainstorm state their opinion and suggestions in order to define future scenarios and develop the Next Generation Collaborative Networked Organizations challenges. Round tables will be organized based on topics of interest.
- At the end of the session each table will have some minutes to present their proposed future scenario.

*The submitted position papers will be provided to the attendants a few days before the panel (by email), so they can read them in order to have a more active participation in the discussion.

One key activity after the panel will be an interactive session, where all participants will brainstorm about the current and future scenarios in the emerging discipline of Collaborative Networked Organizations. At the end of this brainstorming exercise, the Organizing Committee will ask each table to provide the audience with a summary of its discussion and the conclusions reached.

Agenda: October 8th

MORNING						
Time	Activity	VBE Managers	VBE	URL	Country	Continent
09:00 09:15	Welcome to the Special Panel Session by the Organizing Committee (15 Minutes) + 15 Minutes per Presentation					
09:15 09:30	Presentation 1	David Romero / Arturo Molina	IECOS [Manufacturing]	http://www.iecos.com/	Mexico	America
09:30 09:45	Presentation 2	Rolando Vargas / Ricardo Rabelo	VIRFEBRAS [Manufacturing]	http://www.virfebras.com.br/	Brazil	America
09:45 10:00	Presentation 3	Joseba Arana	ORONA [Manufacturing]	http://www.orona.es/	Spain	Europe
10:00 10:15	Presentation 4	Myrna Flores	CEMEX [Construction]	http://www.cemex.com/	Switzerland	Europe
10:15 10:30	Presentation 5	Andrew Crossley	Virtual Enterprise Network [Manufacturing]	https://www.vengroup.com/	UK	Europe
10:30 11:00	Coffee Break					
11:00 11:15	Presentation 6	Michel Pouly	Swiss Microtech [Manufacturing]	http://www.swissmicrotech.ch/	Switzerland / China	Europe / Asia
11:15 11:30	Presentation 7	Peter Bertok	Australian CNOs [Multiple Sectors]	Not Available	Australia	Oceania
11:30 12:20	Round Tables Discussion by All Special Panel Session Participants (50 Minutes)					
12:20 12:30	Special Panel Session Conclusions by Round Tables Chairs (10 Minutes)					
12:30	Lunch					

Guidelines for Panelists Presentations

- 1) VBE Overview (e.g. number of members, sector, geographic localization)
- 2) Why the VBE has been created? (e.g. which problems motivated its creation)
- 3) How the VBE has been created? (e.g. ad hoc ideas, some formal methodology)
- 4) How the VBE work and operate? (e.g. how partners are selected, how VE/VO are created and operated)
- 5) Which main lessons have been learned as a VBE manager?
- 6) Which best practices have been adopted along the VBE live to improve its management?
- 7) Which current problems or challenges are you facing or envisaging in the administration of your VBE?

Special Session Proceedings

The outcome of the panel discussion will be reported as a refereed paper, co-authored by all contributors, with the workshop organizers being responsible for drafting the paper.

Glossary:

Collaborative Networked Organization (CNO) - is a network consisting of a variety of entities (e.g. organizations and people) that are largely autonomous, geographically distributed, and heterogeneous in terms of their operating environment, culture, social capital and goals, but that collaborate to better achieve common or compatible goals, and whose interactions are supported by computer network (Camarinha-Matos & Afsarmenesh, 2006).

Virtual Organization Breeding Environment (VBE) - represents an association of organizations and their related supporting institutions, adhering to a base long term cooperation agreement, and adoption of common operating principles and infrastructures, with the main goal of increasing their preparedness towards rapid configuration of temporary alliances for collaboration in potential Virtual Organizations. Namely, when a business opportunity is identified by one member (acting as a broker), a subset of VBE organizations can be selected to form a VE/VO (Camarinha-Matos & Afsarmenesh, 2006).

Virtual Enterprise - represents a temporary alliance of enterprises that come together to share skills or core competencies and resources in order to better respond to business opportunities, and whose cooperation is supported by computer networks (Camarinha-Matos & Afsarmenesh, 2006).

Virtual Organization - represents a concept similar to a virtual enterprise, comprising a set of (legally) independent organizations that share resources and skills to achieve its mission / goal, but that is not limited to an alliance of for profit enterprises. A virtual enterprise is therefore, a particular case of virtual organization (Camarinha-Matos & Afsarmenesh, 2006).

Reference: Camarinha-Matos, L.M. and Afsarmanesh, H. (2006). "Collaborative Networks: Value Creation in a Knowledge Society", in Knowledge Enterprise, IFIP, Vol. 207, pp. 26-40, NY: Springer Publisher.

Special Session Organizing Committee



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