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Managing Mass Collaboration:

Toward a Process Framework

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Examiners: Prof. Erik Wallin
Prof. Kjell-Ake Holmberg

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Abstract

The development of new technologies, the new scientific initiatives and the new global market are giving rise to new models of collaboration. One of these models is 'Mass Collaboration' which is based on Web 2.0 technologies and services. To date, this model has been researched from a strategy perspective and no existing research perspectives are addressing how this model of collaboration can be managed.

The purpose of the study is to create and form a process framework from existing theories, practices and approaches in order to manage mass collaboration's initiatives and projects in organizations, and has the ability to analyze and describe those projects. This is done by two research strategies: Firstly, creating a theoretical grounded framework based on different dimensions of theoretical and technological approaches and practices, such as Knowledge Management, Web 2.0, and Stakeholder Theory. These approaches are formed in a relational model. Secondly, A real case study is analyzed in terms of the framework -Idémarken Project of Hedensted Kommune / Denmark, which shares the context of this research.

The main contribution and result of this study is a process framework that addresses how mass collaboration's projects can be managed. This framework consists of three interrelated modules that deal with the adoption lifecycle of mass collaboration. In addition, the framework confirmed its ability to analyze and illustrate real life case studies and projects of mass collaboration.

Keywords

Mass Collaboration, Web 2.0, Knowledge Management, Social Network Theory, Stakeholder Theory.

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Chapter 1: Introduction

This is the introductory chapter of my research study, where I am focusing to bring in the reader to the topic. I firstly introduced my research topic by an informative background which is followed by a comprehensive explanation of the phenomenon of Mass Collaboration and models. Afterwards, I illustrated the problem area and the purpose of my research, which are followed by the research question and delimitation. Finally, I ended the chapter with a clear thesis structure.

1.1 Background

Complexity which is the nature of things today has been extremely increased in a dramatic way in just the past ten years. As a result of the technological revolution and the existence of the 'Information Age' in which information has rapidly propagated and is more narrowly applying to every day's life activities. Thus, products and solutions are becoming more complex to be designed, created or built by one person working alone or by isolated individuals working separately and then integrating their work later.

In order to suit with this situation and to manage the interdependence, we have to work cooperatively and in conjunction with others; sharing same interests, skills or knowledge. This way of working is collaboration. Collaboration is very important for both teams and organizations, and people pay more attention within collaborative environments (Kayser, 1994). Furthermore, collaboration is very powerful to build consensus, solve problems, and make decisions (Straus & Layton, 2002). However, if this collaboration is restricted by authority and power it will do a little to build trust and firm relationships which are required for successful interdependent initiatives. And this is actually what traditional organizations and enterprises have applied by organizing themselves to different hierarchical models, based on authority, tasks and responsibilities. Where every member in a hierarchy is supervised and controlled by other top-members, employees controlled by managers, customers controlled by marketers and communities controlled by companies (Tapscott & Williams, 2006).

While this traditional way of collaboration (organization hierarchical model) is not vanishing, and is being followed and praised by many researchers, authors and managers, as Shafritz & Ott (1996) who praised the traditional hierarchy of organization by saying: "Yet 35 years of research have convinced me that managerial hierarchy is the most efficient, the hardies, and in fact the most natural structure ever devised for large organizations. Properly structured, hierarchy can release energy and creativity, rationale productivity and actually improve morale. Moreover, I think most managers know this intuitively and have only lacked a workable structure and a decent intellectual justification for what they have always known could work and well work" (p. 245). Thoughtful changes in the nature of technology and global economy are giving rise to new powerful models of collaboration. These new models of collaboration are based on community and self-organizing and derived by the technological and internet revolution and Web 2.0 technologies and services (such as Blogs, Wikis, Social Networks, VoIP, Chartrooms, etc.) which create a new sense of innovation, creativity and ingenuity (Tapscott & Williams, 2006). They also led organizations to rethink how they manage the

distribution of information and creation of business values. Nowadays, large and small organizations are adopting these new models and integrating them into their business and tasks, especially the mass collaboration model where everyone inside the organization (managers, employees) and externally (consumers, customers, suppliers and partners) can be experts and have the ability to collaborate freely without being controlled by higher authority; in order to powerful new models of production and co-creating goods and services. This new collaboration model is not dedicated to a specific business or organization; on the contrary, it is feasible and ought to be adopted by every organization or firm no matter how large or global (Tapscott & Williams, 2006).

Many mature firms and global industry leaders are benefiting from this mass collaboration. Such as Boeing, BMW, Procter & Gamble and online-based firms and projects such as Wikipedia, YouTube, Second Life, Linux and Human Genome Project (Tapscott & Williams, 2006, p.2). The unique and ultimate success of all above mentioned projects and businesses because of the adoption of this mass collaboration, have led organizations and managers to rethink about their own traditional collaboration methods and how this new concept can be adopted, applied and managed.

1.2 Mass Collaboration

Mass Collaboration is a collaboration model that based on collective actions that occurs and takes place while large numbers of contributors and participants work independently but collaboratively in a single project which is modular in its nature (Tapscott & Williams, 2006; Libert & Spector, 2008). Such projects typically take place in the internet by the mean of web-based collaboration tools (e.g. Wiki tools) and Social-Software¹. This model of collaboration unleashes the creativity, innovation and knowledge of individuals and groups worldwide by encouraging them to run for self-organized collaboration and share their knowledge and ideas in order to produce dynamic and better goods and services. As Tapscott & Williams (2006) insightfully described, "In an age where mass collaboration can reshape an industry overnight, the old hierarchical ways of organizing work and innovation do not afford the level of agility, creativity, and connectivity that companies require to remain competitive in today's environment. Every individual now has a role to play in the economy, and every company has a choice—commoditize or get connected" (p.31).

While traditional collaboration is largely restricted to people possessing common knowledge, goals, and fact-checking. Mass collaboration finds its way by the mean of the Internet and makes it more massive and fluid. And by mass collaboration the distinction between different disciplines become blurred via a common communication language and fact checking. People coming from different fields and possessing different ways of solving problem can collaborate together and serve ideas and projects each from his/her own knowledge and experience. One of the projects that came to birth in 2001, based on mass collaboration is **Innocentive**² "the first online, incentive-based scientific network created specifically for the global research and development community. The goal behind this project was to allow world-class scientists and R&D based companies to collaborate in order to achieve

¹ Social-Software is normally defined as a range of web-based software programs. The programs allow users to interact and share data with other users.

² Innocentive official website <http://www.innocentive.com>

solutions to complex pharmaceutical challenges" (Libert & Spector, 2008, p.16). Nowadays different market leaders (including Procter & Gamble, Dow AgroSciences and Eli Lilly) which are called "seekers" are using Innocentive to find solutions for "challenges" of different scientific disciplines. And most recently "58" complex chemistry, biology and other problems "challenges" had been solved by over 120,000 "solvers" coming mostly from US, Europe, China, Russia and other countries (Sawhney ,2005).

The power of mass collaboration is also attracting governments' agencies; these agencies are noticing that mass collaboration can make their work more effective. For example, after 9/11 US government agencies found that they were in faults since they did not share information and couldn't '*connect the dots*'. So they developed their own encyclopedia which is called "IntelliPedia" where ideas and subjects about the most difficult issues facing US intelligence agents are tackled there by more than 3,600 intelligence professionals. IntelliPedia is not open for public and dedicated from specific users via specific LANs¹ or from remote terminals via VPNs². Don Burke, a CIA officer from the Directorate of Science and Technology, said "more than 3,600 users have created log-ons to use the site, providing at least 1,000 edits on various articles on any given day. That includes weekends and the wee hours of the morning" (Shrader, 2006, p.1).

What distinguishes 'Mass Collaboration' from other forms of collaboration is that the content being created in 'Mass Collaboration' mediates the collaborative process and not the direct social interaction. Furthermore, individuals and groups involved in 'Mass Collaboration' activities and willing to take place in creative acts do require the joint development of shared understandings (the essence of collaboration). The discussion in traditional collaboration acts as a mediation between collaborators and the outcome of the discussion. In case of 'Mass Collaboration' the work being done 'outcome' is the mediation between collaborators, and other associated discussion will stay optimal unless it becomes an outcome or a solution, and there are different kind of discussions associated with the outcome. However, it is possible for a collaborator to contribute without discussing the content in which the contribution takes place in. For example, anyone can contribute to Wikipedia and edit an article without discussing the article with other contributors (Leadbeater, 2008; Wikipedia, 2008).

¹ LAN Local Area Network

² VPN Virtual Private Network

1.2.1 Mass Collaboration Models

Tapscott & Williams developed seven models of mass collaboration. These seven models provide "myriad ways to harness external knowledge, resources, and talent for greater competitiveness and growth" (2006, p.33).

- I. The Peer Pioneers:** A new mode of value creation based on the power of mass collaboration. Linux, Wikipedia and SourceForge are pioneering examples.
- II. Ideagoras:** A new global marketplace for ideas, solutions, innovations, creativity, ingenuity and uniquely qualified minds. This marketplace (Ideagoras) is booming worldwide and outside boundaries on organizations and firms. Organizations looking for improvements and enhancements can tap this global market place in order to achieve what they couldn't do internally and by their employees.
- III. The Prosumers:** New generations of customers (**P**roducers-**C**onsumers) are co-producing and participating in the creation of goods and services by being engaged in products' lifecycles, they put their own designs and customizations to the products they will consume.
- IV. The New Alexandrians** (Sharing the Science and The Science of Sharing): Leading scientists and observers expect more change in science than any time before; their expectations are based on the emerging of 'Collaborative Science' which is a model of mass collaboration that is placed in the scientific community. Companies working in the scientific field are taking this opportunity and rethinking the way how they are doing science, and trying to achieve goals by this way of collaboration.
- V. Platforms for Participation:** Mass collaboration changes the attitudes and policies of different number of firms (e.g. Amazon, SAP and Google) and instead of concentrating severely on protecting their trademarks and copyrights they open their products and infrastructure to thousands of innovators in the community to create vibrant business.
- VI. The Global Plant Floor** (Planetary Ecosystems for Designing and Making Things): Companies producing goods (food, clothes, etc.) are becoming more aware of the global economy; they are making their goods internationally and deploying global capabilities and resources. In addition, the number of distributed networks (networks that distribute goods), multinational factories, and subsidiaries and business units which are distributed worldwide are rising in a global basis. All this 'revolution' in the way of producing, marketing and distributing is a part of the evolution of mass collaboration.
- VII. The Wiki Workplace** (Unleashing the Power of Us): In today's organizations employees are using blogs, wikis, social networks and other collaborative tools and services forming communities across organization's boundaries. This new workplace (wiki workplace) fits with the nature of today's work, the work that becomes more complex, more team based, more reliant on technology and internet, more time pressured and less dependent on the location, place or geography.

1.3 Problem Area

"If collaboration isn't done right,
It had best not to be done at all."
BARREY LIBERT

Organizations looking forward to adopting mass collaboration are mainly seeking implicit change in their organizational structure which leads and ensures more effective use of individual talents, the transfer of knowledge or skills, the stimulation of creativity, the extends of individual researcher's networks and the supplementary of intellectual companionship (Loan-Clarke & Preston, 2002).

In spite of many positive outcomes of mass collaboration and the encouraging and stimulating purposes behind, there are many serious problems pertaining to collaboration (Judith, 2002). Most organizations have been set up in ways to encourage and promote individual actions rather than collaboration (Tapscott & Williams, 2006). And the organizational structures that enable the mass collaboration are not designed into the infrastructure and culture of the organizations, which leads to misunderstand the collaboration concept among members or/and the organization itself.

Basically, the adoption of mass collaboration is to deal with knowledge management practices (Wagner, 2004) and according to McAfee (2006) the management of mass collaboration is the cornerstone that the success of such collaboration based on; this management is based on understanding numerous aspects, such as organizational culture, collaboration practices, human behavior and the technology which this collaboration is being derived by. However, there is no patent and inimitable managerial structure or model dedicated to deal with the mass collaboration and its adoption processes. At present the traditional managerial models and processes are being used and practiced to deal with this collaboration, and these managerial practices are facing several difficulties due to the nature of mass collaboration phenomena.

A recent study by Gartner Research has predicted, with 80 percent certainty, that by 2010, more than 60 percent of *Fortune* 1,000 companies will adopt mass collaboration that can be used in marketing- but with the same degree of confidence, Gartner says half of those will be so poorly managed that they will do more harm than good (Libert & Spector, 2008, p.5).

The current traditional managerial processes applied to deal with mass collaboration are derived from trial and error testing in organizations. These trials are being obedient to several internal and external factors and vary from organization to another. As a result, the success of organizations following those traditional managerial practices to handle the mass collaboration can't be generalized and accredited by other organizations.

1.4 Purpose of the Research

Despite the fact that management is extremely essential for the success of the mass collaboration's adoption (Libert & Spector, 2008), most of studies and researches are tackling and debating the opportunities and effects of that collaboration (Tapscott &

Williams, 2006; Libert & Spector, 2008; Howe, 2008; to name a few). Thus, and since the body of empirical research examining the management of mass collaboration and its implementation is still emerging, and there is a lack of empirical research addressing this management. I intended to investigate this field, and the main purpose of my research is formulated to create a process framework from existing theories, practices and approaches for managing mass collaboration initiatives and projects. After that I intended to make an illustration for the framework by a real case study.

This research will be of interest to:

- Organizations adopted and/or looking to adopt mass collaboration.
- Managers, consultants and employees working within a mass collaboration environments.

The objectives of this research are to contribute empirically to the body of knowledge regarding mass collaboration's management, and to provide organizations and managers with:

- An analysis of current literature regarding mass collaboration and its related topics, technologies and theories.
- A process framework for managing mass collaboration.
- Recommendations for organizations and managers regarding that management.

1.5 Research Question

The intention of the research and the final thesis is to answer the key question of:
How can Mass Collaboration's projects be managed in organizations?

The research question will concentrate on each of the following stages:

- Mass collaboration pre-adoption stage.
- Mass collaboration adoption stage.
- Mass collaboration post-adoption stage.

1.6 Delimitations

As this final thesis focuses on the management of mass collaboration in organizations, firms and enterprises, there were several limitations that affected this study and its execution. Due to the fact that mass collaboration is a very recent concept, the amount of literature and written theory are enormously limited, and there are no clear methodologies or studies debating the managerial practices for mass collaboration. The concise amount of reference material in addition to studying and doing a research in a topic that has not studied or reached its full potential or awareness is a challenge by itself.

Since the topic of mass collaboration has not yet intensively begun to feature as a research topic and the first book was introduced by Tapscott & Williams in 2006,

followed by a limited number of publications by others, the material reviewed in this research will consist of many articles and writings from different resources, such as research papers, blogs, business websites and contributions from well-known authors and business consultants that have made a trustworthy reputation in the fields of business collaboration, Web 2.0 and managerial practices.

This study is delimited and concentrated on forming a process framework for managing mass collaboration initiatives and projects by the mean of different theories, practices and concepts, these means were discussed in a way that serve the thoughtful understanding of the framework. My intention and aim is not to go to any technicalities while the framework will be described literarily and then will be illustrated by a single case study. The scope of mass collaboration is wide and can be adopted by every type of organizations, such as governmental organizations, companies, universities and colleges, non-profit organizations and others. Thus, I delimited the choice of the case study to be within the scope of non-profit organizations (a municipality). This reflects my intention to illustrate a case study where the main driving force behind organization and stakeholders' contributions and collaboration practices are development of better life conditions rather than profitability.

1.7 Thesis Structure

This research is divided into seven chapters:

Chapter 1: This is the introductory chapter of my research study, where I am focusing to bring in the reader to the topic. I firstly introduced my research topic by an informative background which is followed by a comprehensive explanation of the phenomenon of Mass Collaboration and models. Afterwards, I illustrated the problem area and the purpose of my research, which are followed by the research question and delimitation. Finally, I ended the chapter with a clear thesis structure.

Chapter 2: In this chapter the general approach toward my research is described and clarified. Then the case study which is my research strategy is illustrated. After that the chapter describes methods and approaches that have been applied for collecting and analyzing theoretical and empirical material for the thesis. The chapter ends with a description of research quality and ethics.

Chapter 3: In this chapter I present the different perspectives behind the process framework: theories, practices and approaches. After introducing the phenomenon of Web 2.0, which mass collaboration is based on, and its impacts on individuals, groups and data. I discussed two main theories in my research, Social Network Theory and Stakeholder Theory, and their roles in the analysis and management of the collaboration network and participants. Finally, I introduced the topic of Knowledge Creation and Management in organizations.

Chapter 4: As the subject does not appear to have been formally assessed before, the development of a framework for guiding managers when attempting to adopt and implement mass collaboration projects and initiatives was an important part of my study. The structure of the framework was primarily based on literature and theoretical reviews and empirical findings. In this chapter the framework is presented and discussed.

Chapter 5: In this chapter I provide a description of the case study of my research. This description is based on the empirical findings from various sources, such as interviews, documentations, observations and the Internet. First, a description of the studied organization '**Hedensted Kommune**' and its organizational chart are presented. Then, the main study object, the '**Idémarken**' project background and history is described. Finally, the case study is analyzed in terms of the process framework, where all aspects, practices and actions are defined and explored.

Chapter 6: This chapter begins with a review of the study purpose. Then a discussion to what extent the purpose of the study has been fulfilled and how the research question has been answered. Then an evaluation of framework and its ability to analyze and describe real cases is presented.

Chapter 7: This chapter is summarizing and concluding this research study. It attempts to picture the outcome of the research by answering the research question. Then the implications and limitations of the study are described, the chapter is concluded by directions of future research.

Chapter 2: Research Method

In this chapter the general approach toward my research is described and clarified. Then the case study which is my research strategy is illustrated. After that the chapter described methods and approaches that had been applied for collecting and analyzing theoretical and empirical material for the thesis. The chapter ended with a description of the research quality and ethics.

2.1 Background

As I mentioned in the introductory chapter, the main aim of this study is to contribute to the field of Mass Collaboration by the creation of a process framework that helps and enables organizations and managers to manage mass collaboration projects in their three different stages as illustrated in figure 2.1 below.

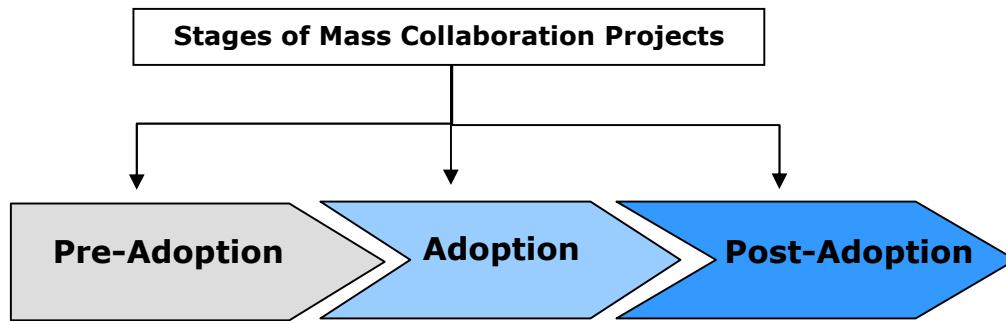


Figure 2.1 Areas of Research Interest

This directs the research to the descriptive approach, aiming to describe and analyze the new phenomenon non-intrusively. The approach will rely on existing knowledge, practices and theories for the formation of the process framework as a way of dealing with the research aim. This descriptive approach aims to gather and illustrate data without any manipulation of the research context (Henrichsen *et al*, 1997). Conducting a descriptive study will move my research toward the deductive side (Henrichsen *et al*, 1997), which needs different data gathering methods and techniques (Miles & Huberman, 1994).

2.2 Abductive Approach

As I mentioned in the previous section, the descriptive approach moves my research toward the deductive approach where empirical findings are grounded by theories, and theories control the collection of data (Bryman, 2001). This deductive approach also involves drawing logical conclusions and considers them to be valid if they are logically coherent without the need of being true in reality (Ezzy, 2002). However, When I began conducting interviews and collecting data, new concerns that were not in focus previously had raised, which built up the need for the inductive approach where empirical findings control theories and common conclusions are drawn based on empirical facts. In addition, the main purpose of this approach is to get hold and obtain overall perspectives of the research subject by the mean of clear problem area definition (Bryman and Burgess, 1999).

Therefore, and in order to work up with both the theoretical and empirical material, I intended to follow the abductive approach, which is a combination of both the deductive and inductive approaches (Ezzy, 2002). Applying the abductive approach will allow me as a researcher to use the empirical facts without rejecting theories or theoretical conceptions. And while walking through the research process there will be an alternation between both theoretical conceptions and empirical findings, where they support each other (Ezzy, 2002).

In order to build a theoretical model for my research based on the abductive approach, I utilized the theoretical model for abductive studies which is advised by DeMast and Bergman (2006) see figure 2.2. The first phase is '*Operationalization*' where the problem is described, in this phase my attention turned to the problem area, where I defined the research area and interest as well as the studied phenomenon. Following this phase is the '*Exploration*' phase, in this phase different theories and explanations should be investigated in order to build the theoretical baseline for the research (DeMast and Bergman, 2006). In this phase I reviewed different theories, practices and concepts in order to deal with the research question and purpose.

Then the '*Exploration*' is followed by '*Elaboration*' phase where theories and perspectives are elaborated and refined. My contribution in this phase is the forming of the process framework. The forming of the framework was done after a deep exploration of theories and practices, and bringing concepts toward the research area. And as this phase ends; the framework is ready to be either illustrated or tested. In my research I intended to illustrate the framework by a single case study, and this will be described in the following sections. Following is the '*Confirmation*' phase where empirical findings are used to justify the framework. In my research, this phase included the case study by which I planned to illustrate the framework. Then the '*Discussion*' phase where the framework is analyzed and discussed; this phase is not explicitly included in DeMast & Bergman model.

After reviewing the case study and illustrating the framework, the conclusion phase takes place as the final phase of the model. And the final result will be a framework that can be used by organizations and managers for managing mass collaboration projects, or by other researchers.

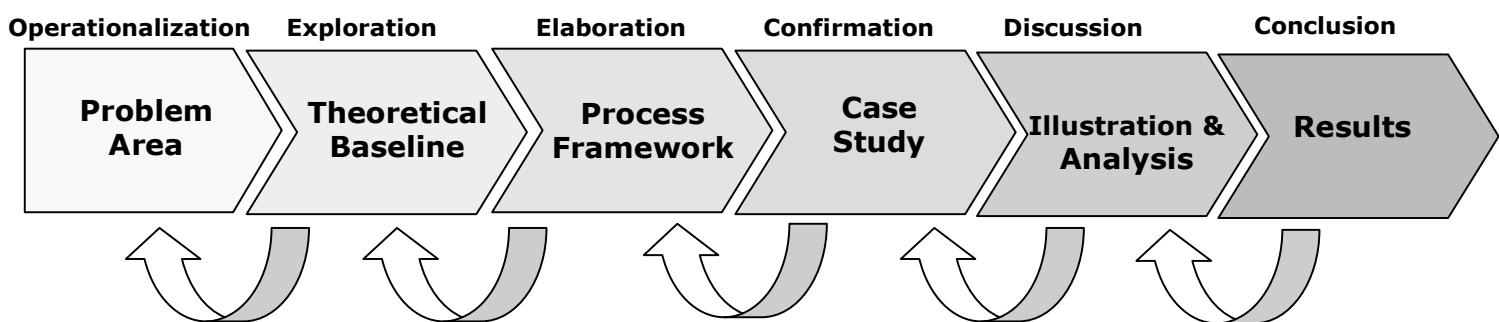


Figure 2.2 Research Process (modified after DeMast and Bergman, 2006)

2.3 Research Strategy (Case Study)

I choose to apply a case study as an empirical research strategy for my research, the rationale for choosing a case study is multifold; According to Denscombe (2000) when the aim of a research is to study a process, case studies are suitable as a research strategy. And in my research I am studying a managerial process that pass through different stages. The case study is also a strategy that particularly suits the descriptive nature of my research (Yin, 2003). And relying on my research question: "*How can Mass Collaboration's projects be managed in organizations?*" where the situation of the question relies on various contemporary events, and where, as a researcher, I do not have any control on those events; case studies are most suitable and preferable than other strategies, and especially while the main theme question of the research is "How or/and Why" Yin (2003, p.5).

Single Case Study: The main reason for choosing a single case study is the limited amount of time for this research (almost two months) which is not suitable to conduct more than one case; time constraint was one of the main reasons that Yin (2003) presented that leads a researcher to go for a single case study. In addition to the limited resources at hand, and the limited number of cases of this research interest in Scandinavia and especially in Denmark (Woodward, 2008).

According to Miles & Huberman (1994) if a researcher attempts to conduct a single case study, the selection of the case is at high level and priority which will affect the quality of the research. Thus, the case study of my research was highly selected, since it is one of only two cases of the same context and properties all over Denmark (Woodward, 2008). This was reflected on the quality of the research and restitutes the missed opportunities behind applying multiple case studies.

In fact, a recurrent criticism of using a single case study in researches is that it is incapable of providing generalizing conclusions. Yin (1993) presented Giddens' view of considering case study methodology "microscopic"; because of lacking an adequate number of cases. However, Yin (1993) and Hamel *et al* (1993) forcefully argued that the number of used cases, whether 2 or more does not transform or renovate the cases into a macroscopic study. And the goal of the study where case studies are to be used should establish the parameters of the research, and then should be applied and circulated to all research. By this way, even if the research is using a single case study, it could be considered acceptable if it meets the established objectives (Yin, 1993). This is fairly true and applied in my research, since the main objective is to use empirical findings and data as illustration for the process framework and not for testing, whereas testing will require multiple case studies to generalize conclusions.

Units of Analysis: My research study is concerned with a single mass collaboration project 'Idémarken project' which is the single unit of analysis in my research. Primary and secondary data will be gathered from this project and all elements integrated within: the project's managers and team members, technology, processes, practices, outcomes, etc.

Within-Case Sampling: For my research case study, data was collected from stratified informants within the project unit. The selection of the informants based on their roles in the project and their activities within the three studied stages of the adoption of mass collaboration projects, and the main intention was to find at least

one informant that has enormous impact on each stage. This within-case sampling "is an important strategy to achieve content validity in qualitative research" (Goodwin & Goodwin, 1984, cited in Bligh, 2006, p.402). And to get closer overview of the projects key people in order to finalize the choice of informants, I conducted a pilot interview.

I have interviewed several informants in the Idémarken project, *Mr. Kim Nissen, Mrs. Mette Vildbrad and Mr. Johannes Larsen*. Each of these informants has his/her own role in both the Kommune and the project. The pilot interview was conducted with Mr. Nissen who acted as a mediator and facilitated the contacts with other key people in the project. See figure 2.3 below for Hedensted Kommune organizational chart and informants. See also tables 2.5.2.a & 2.5.2.b for informants' roles and interviews plan, respectively.

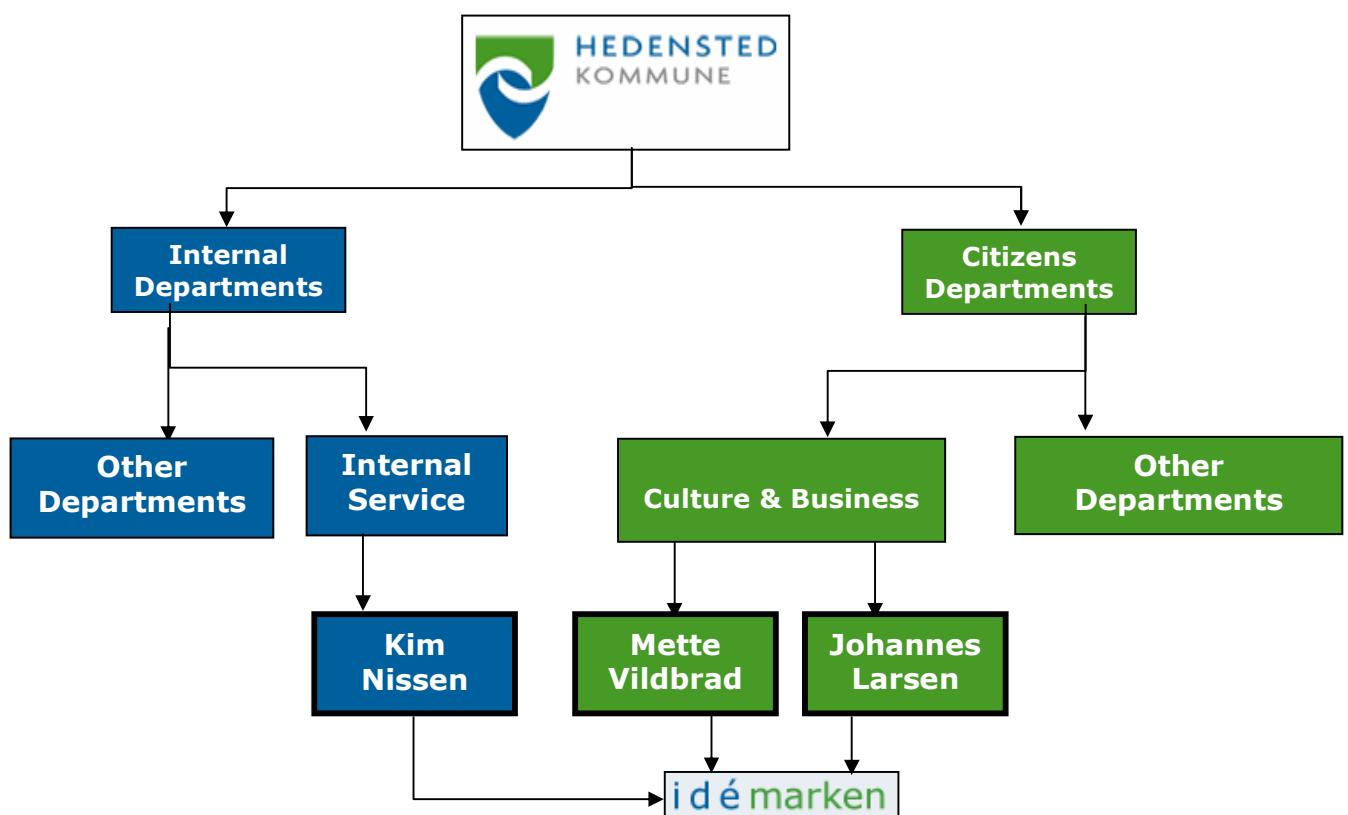


Figure 2.3 Hedensted Kommune Organizational Chart & Interview Informants

2.4 Presentation of the Case Study

The chosen case study is a mass collaboration project called "Idémarken" of a municipality in central Denmark "Hedensted Kommune". The Kommune (municipality) covers an area of 546 km² and serves a total population 44,800. The mass collaboration project serves all populations, companies, organizations, institutions, neighboring municipalities, the state authorities and others. This project initiated and started in November 2007 and is active until this moment.

Idémarken is a very unique project in Denmark; it is one of two mass collaboration projects that serve Kommunes (municipalities) all over Denmark (Woodward, 2008). And is recognized by the Government, other municipalities, the media and various researchers. The case study and the organization are described in more depth later in the thesis.

There were several reasons of choosing the Idémarken as the case study of this research. Firstly, the case study fits the research question and purposes, the Idémarken which is considered as one of the most successful projects of Hedensted Kommune had been successfully adopted and implemented, and moved across all stages that the process framework of my research concentrated on. Secondly, the project had been adopted seven months ago, and this closeness in time ensures that activities and actions taken are still in memory and fresh and can be obtained easily. It also reflects that the project had followed current mass collaboration perspectives. Thirdly, the easiness of access to Hedensted Kommune and their acceptance to offer several interviews and documentations for the case study, in addition to their enthusiasm toward the study. Finally, the huge amount of information available on the internet that can help me to gather more data from different sources rather than interviews and documentations.

2.5 Data Gathering

In order to richness the quality of the research and support the discussion points, various data gathering techniques can be used (Seale, 1999). Thus, I intended to go for the three basic types of data gathering techniques- interviews, observations and documentation (Miles & Huberman, 1994) and to use the Internet sources as a secondary data gathering type. Other reasons behind going to various data gathering techniques are that they make appropriate/ valid generalizations form, improving the construct validity and instrumentation of the research (Creswell, 2007) and strengthen the research by providing various opportunities for triangulation during the analysis of the study as a whole (Soy, 1997).

All of the mentioned above data gathering strategies were used in the report in an effective way, in order get the most appropriate information and help the answering of the research question. For instance, different gathered data from the Internet helped me in the forming of some interview questions that leads to more effective understanding of the studied object.

Documentation: Several kinds of documentations had been gathered, such as administrative reports, agendas, organization and project brochures and others. Most of these documents were in Danish and were translated by the mean of a translation program (*Google Language Tools*) which was used to translate single words ,and by

the help of a Danish translator (*Mona Ballout*) who translated the documentations. Some of these documentations were available for public, others provided to me by the informants in the interviews and a few were sent in an electronic format via e-mail. These documentations helped me to understand the project and its context in more depth, and helped in the illustration of the case study. Some of these documents contained valuable information about how the organization deals with the project internally and how managerial decisions and practices were taken. As a result I went out to interviews with a solid background on the subject and with more appropriate questions.

Interviews: According to Yin (2003) interviews are essential sources of forming and analyzing case studies. Thus, and since interviews will have a significant impact on my study, I conducted six interviews in different forms: A pilot-interview was conducted with the Web Developer of Hedensted Kommune for various purposes: this pilot interview facilitated my access to the Kommune in general and to the studied project in particular, it also opened the path for the incoming interviews, and warmed up the interviewer to future interviews.

After the pilot interview I conducted two "face-to-face" interviews, two online interviews by the mean of internet messaging services, and one phone interview. This number of interviews is quite enough because of four main reasons. Firstly, the duration of most interviews were quite enough to gather the specific needed information (almost two hours). Secondly, the informants were informed previously by e-mail about the context of the interview and topics which will be introduced; which allowed them to prepare for unexpected questions and queries. Thirdly, I followed the "Realistic Interview" strategy which allowed me to gather the appropriate answers in less efforts and time –this strategy will be discussed later in this chapter. Finally, the purpose of the case study is to illustrate the process framework, and the number of conducted interviews was quite enough to fulfill that purpose.

According to Kvale (1996) conducting face-to-face interviews are very significant strategy in order to get more close to informants' body language and reactions. However, these interviews were recorded vocally and not by video, but some important reactions were written and noted. The interviews were conducted in English, and since English is not the mother tongue for any of us, face-to-face interviews helped me and the informants for better understanding. The Kommune offered multiple phone interviews, but only one was conducted because of two main reasons. The duration offered for a phone interview was not enough to tackle an issue and debate it.

As I mentioned before, I had conducted two online interviews by the mean of one of the online messaging and chatting services (Skype), the choice of online interview helped me to obtain more empirical data. In addition, the discussion which took place in those interviews was stored as text, and was easily retrieved and reused.

2.5.1 Interview Structure "Realistic Interview"

According to Kvale (1996) interviews for descriptive studies should be open without a specific structure. However, it is found in many studies that sometimes it is more appropriate to structure the interview to some extent. Thus, I followed an approach

that does not try to avoid the unstructured interview nor minimize the structure one, but aims to channel and form the interview and related questions implicitly by which I can obtain the most appropriate information that can help me answer the research question in an efficient way. I have followed the "Realistic Interview" structure in my study. See figure 2.5.1

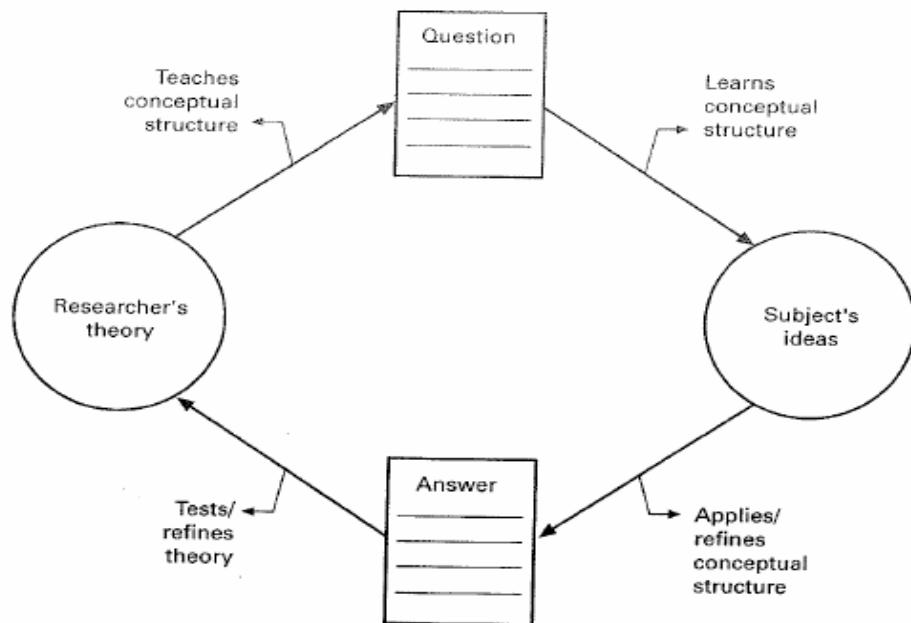


Figure 2.5.1 Basic Structure of the Realistic Interview (Pawson & Tilley, 1997, p.165)

This 'realistic' approach is about dealing with informants not only as 'answering machines' or databases but also as knowledge holders 'knowledgeable' (Pawson & Tilley, 1997). And this will richness the empirical data and will make it more effective. Naturally and in common interviews, if a researcher asks a direct and straight question, the answer will mostly be straight. But when dealing with theories and practices it will be harder to get the required information from the informants unless they understand the question and what answers the researchers expects.

In this 'realistic' approach the technique *teacher-learner* is applied (Pawson & Tilley, 1997). The researcher takes the role of a teacher, and the informant takes the role of a learner. By this it means that the researcher teaches his/her perspectives to the informants in order to push them toward clear understandings of the study and aims behind. Pawson & Tilley (1997) simplified this by stating that "the researcher/interviewer should play a much active role in teaching the overall conceptual structure of the investigation to the subject" (p.167). Back to my study, this had been applied by teaching the informants in Hedensted Kommune the process framework of my study, and let them understand all the stages of the process framework, in order to bring them to the scene and get the knowledge that can not be obtained by direct questions.

According to Pawson & Tilley (1997) one of the main objectives of realistic interviews is that the set of asked questions should be understood in a way that allows informants to think about the subject silently, for instance, the informant could think about that in a silent way by saying 'Yes, I understand the second stage in the process framework of managing mass collaboration projects, and the concepts are clear now. And my answer is' In so doing, the informants thoughts will be delivered to the context of the study and to the researchers own theory.

2.5.2 Data Collection and Interviews Plan

Interview schedule which consists of: interview type, date and duration, informants' names and interview purposes can be found in table 2.5.2.b below. Informants' positions and roles in Hedensted Kommune and in Idémarken project can be seen in table 2.5.2.a:

Table 2.5.2.a Informants Roles

Informant Name	Role in Hedensted Kommune	Role in Idémarken Project
Mette Vildbrad	Culture & Business Consultant	Project Supervisor & Co-initiator
Kim Nissen	Web Developer	Technology & Web coordinator
Johannes Larsen	Business Consultant	Business Consultant

Table 2.5.2.b Data Collection & Interviews Plan

Interview Type	Date	Informant Name	Purpose
Face-to-Face Pilot	23 April	Kim Nissen	A pilot Interview, the main aim is to get access to the Kommune, and get an overview of the project and key people within.
Face-to-Face	23 April	Kim Nissen	1. General Information about the Hedensted Kommune and its organizational chart. 2. Idémarken history, aim and formation.
Face-to-Face	25 April	Mette Vildbrad	Idémarken pre-adoption process.
Online	28 April	Mette Vildbrad	Idémarken adoption process
Online	30 April	Mette Vildbrad	Idémarken post-adoption process
Phone	15 May	Johannes Larsen	Knowledge Management Practices

2.5.3 Interview Guide Mapping

As my study is concerning three stages of mass collaboration adoptions, I have mapped the interview guides in respect of these three stages. The informants in my study had different backgrounds, roles and knowledge toward the project. Though, each informant had his/her specific interview guide depending on his/her role in the project stages. For the project supervisor, Mette Vildbrad, the main focus was on the pre-adoption and post-adoption stages, at the same time it includes questions about the general project performance. For the Technology & Web coordinator, Kim Nissen, the main focus was on the adoption-stage, Web 2.0 and user needs. In addition to general questions about the Kommune, history and aims of Idémarken project. For the business consultant, Johannes Larsen, the focus was on knowledge management practices of Idémarken project. The interview guide also included questions regarding informants' jobs and roles in both Hedensted Kommune and Idémarken project, in addition to some personal and professional questions. For the interview guide see appendix A.

2.6 Data Analysis

According to McEwen (1963) illustration, comparison and testing are three formal strategies of using data to empirically evaluate the hypothetical relations. McEwen (1963) argued that there is a significant problem in social science studies which is the falling of the case analysis side. And this is a result of the various types of data that may be presented in case studies which are relevant to one or more idea, this data "do not permit any evaluation of the relational statements proposed" (p.156) and validation will not be met. My research is standing on a single case study, and my view of the analysis of this case is based on the use of data as illustration. As McEwen (1963) argued that in order to deal with data in reports tackling case studies, data must be considered illustrative. In so doing, and by adopting the illustration as the main source of validity, the process framework can be shown as having empirical relevance, and theories can be confirmed. For this I based my analysis on the three qualitative data analysis introduced by Miles & Huberman (1994): data reduction, display and conclusion drawing and verification.

2.6.1 Data Reduction

Data reduction is one of the qualitative analysis phases of Miles & Huberman (1994), it consists of various processes: selecting, simplifying, abstracting, and transforming the data in field notes and/or transcriptions (Miles and Huberman, 1994). The reduction has been walking through all stages of this study. The reduction occurred when I decided the topic of my study, the research question and focus areas. Then it occurred by choosing and specifying the case study, number of interviews, interview guides and questions, units of analysis.

Further reduction took place while collecting and gathering data, by writing summaries and notes, recording important comments and speeches and distributing the empirical material into different layers. After that, data reduction occurred when dealing with the reviewed literature, theoretical concepts and practices. There were

many different theories and literature in the field of *Information Systems* that tackle and debate different parts of my study object from different points of views, and I choose the appropriate sources to my study. Data reduction also occurred when dealing with transcriptions of the interviews; these transcriptions were condensed by omitting non-relevance information to the study, such as greeting words, thinking moments, etc. In general, all data to be sharpened, organized, focused and codified.

2.6.2 Data Display

The second qualitative analysis phase of Miles & Huberman (1994) is '*Data Display*'. The data in this report is displayed in an organized way to facilitate readability. Figures, tables and pictures are used in order to display parts of collected data in a clear and simple way, and reduce its complexity.

2.6.3 Conclusion Drawing and Verification

The third qualitative analysis phase of Miles & Huberman (1994) is '*Conclusion Drawing / Verification*'. This phase is the remaining one after data reduction and data displays take place. It will be based on the reduced and displayed data, process framework, empirical data and analysis.

Figure 2.6.3 shows the sequence of data gathering and analysis

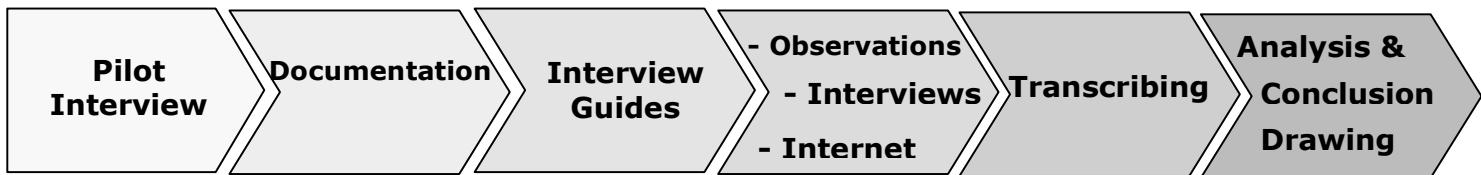


Figure 2.6.3 Data Gathering & Analysis Sequence

2.7 Research Quality

According to Miles and Huberman (1994) research quality can be achieved by well collected qualitative data. Hence, the research question should be studied carefully and thoughtfully. And in order to achieve and fulfill this purpose; the focus should be directed to the study object, where both data collection and data analysis play considerable roles in understanding and analyzing it.

For this purpose, different data collection methods and techniques were used: interview, documentation, observations and Internet sources, see section 2.5 for a full description of all data gathering techniques. In addition appropriate interview guides were prepared, and interviews were structured in a way that enabled me to obtain the most appropriate information that can help me answer the research question in an efficient way, see section 2.5.1. Then the data analysis strategies were set in a way that assures research quality, see section 2.6.

And in order to richness the quality of the research; informants were chosen carefully and based on their roles in the studied object 'Idémarken project', the criteria that I have followed in order to choose the most appropriate informants were their roles in the different modules of the process framework that I have created. The main aim was to interview at least one participant for each module, and this aim was fulfilled; the three informants had enormous roles in all the modules of the framework, and two of them were engaged in the creation of Idémarken project. The third informant had technical experience. All the informants were having the decision making power in the project, and I considered this fact to have a significant impact on the quality of the gathered data in particular and on the research in general.

Seale (1999) discussed the impacts of both validity and reliability on the quality of the research and emphasizes that the trustworthiness of a research lies at them. Thus, and in order to ensure the reliability and validity of gathered data, the transcripts, summaries and conclusions of the interviews were approved by the informants and errors were corrected. The informants' approval was very important since it assured that the informants' intended meanings were the same as the generated ones.

2.8 Research Ethics

In order to reach an ethical research quality, several ethical issues were taken into consideration:

Informed consent: Informed consent is one of the ethical issues that were presented by Kvale (1997) and Miles and Huberman (1994). Thus, before starting and conducting any interview I informed the informants about the overall purpose of the study, main features, risks and harms of their contributions and various benefits they might obtain of the research (Israel & Hay, 2006; Kvale, 1996). All the informants were told that the main purpose of the research is to develop a process framework that helps organizations and managers to manage their mass collaboration projects, and this framework can also help them in enhancing the managerial practices of their current project or future ones. After that, the permission to record the interviews was taken, and they were informed that all recorded files will be transcribed and then analyzed, and that all transcriptions, conclusions and analysis will be submitted to them for their validations and corrections.

Confidentiality: Confidentiality is another ethical issue that was presented by Sieber (2001) and Israel & Hay (2006). In this research I did not face any problem in dealing with confidentiality; all the informants showed no problem of viewing all the information they had provided in the interviews. They also agreed on mentioning their real names and positions in the research. In my opinion, this is due to the reason that the Kommune is a non-profit organization which main aim is to serve the community, and the Idémarken project has the same aim and purpose. The informants were proud of the project and everything they did and are doing, and they are looking forward to spreading their project idea to all other organizations without hiding any fact or any piece of information.

Chapter 3: Process Framework Perspectives

In this chapter I present the different perspectives behind the process framework: theories, practices and approaches. After introducing the phenomenon of Web 2.0, which mass collaboration is based on, and its impacts on individuals, groups and data. I discussed two main theories in my research, Social Network Theory and Stakeholder Theory, and their roles in the analysis and management of the collaboration network and participants. Finally, I introduced the topic of Knowledge Creation and Management in organizations.

3.1 Web 2.0

The term 'Web 2.0' was officially created and coined in 2004 by Dale Dougherty, a VP (vice president) of O'Reilly Media Inc¹. Both Dale Dougherty and Tim O'Reilly (founder & CEO of O'Reilly Media) debated the term during a discussion session in a conference about the future of the web (later called the Web 2.0 conference, and becomes a well-known annual event). They wanted to present their point of view: that despite of the 'Dot-com bubble'² in 2000, the Web was and becomes more important than ever, with numerous new and surprising applications, services and sites (O'Reilly, 2005a). At the same meeting it was noted that companies who had survived the 'Dot-com bubble' became stronger and they "have some things in common" (O'Reilly, 2005a, p.1). It is noted that the term discussed a new phenomena and something far more amorphous rather than a set of new technologies. Paul Graham (the founder of the first application service provider, the first designer of the Blub programming language and an investor in 80 web startups) said "I first heard the phrase 'Web 2.0' in the name of the Web 2.0 conference in 2004. At the time it was supposed to mean using the web as a platform which I took to refer to web-based applications." (Graham, 2005, p.1).

It is clear that term 'Web 2.0' has no unique or universal definition and there is no agreement about what it means, some people arguing that it is just a marketing catchphrase and decrying it, others accept that term and define it as a new 'conventional wisdom' (O'Reilly, 2005a). In order not to be lost in the pool of arguments, definitions and disagreements, I intended to follow definitions and clarification presented by Tim O'Reilly and other authors and contributors that are supporting his point of view; I have two main reasons behind this. Firstly, Tim O'Reilly is the one who brought the term to life. Secondly, he and his team support the term with articles, literature and conferences since 2004 to date.

¹ O'Reilly Media Inc is an American media company established by Tim O'Reilly that publishes books and web sites, and produces conferences on computer technology topics. *O'Reilly Media* (Wikipedia, 2008).

² Dot-com bubble was a stock market bubble which popped to near-devastating effect in 2001. It was powered by the rise of Internet sites and the tech industry in general, and many of these companies went under or learned some valuable lessons when the bubble finally burst. Many investors lost substantial sums of money on the dot-com bubble, helping to trigger a mild economic recession in the early 2000s. (Smith, 2007, p.1).

According to O'Reilly & Musser (2006) Web 2.0 is a "set of economic, social, and technology trends that collectively form the basis for the next generation of the Internet—a more mature, distinctive medium characterized by user participation, openness, and network effects" (p.4). Another definition which was created collaboratively by contributors on Wikipedia stated that "Web 2.0 is a trend in the use of World Wide Web technology and web design, that aims to facilitate creativity, information sharing, and most notably, collaboration among users." *Web 2.0* (Wikipedia, 2008, p.1). Depending on these two definitions and other explanations of the term, it is obvious that the main aim of the 'Web 2.0' is to facilitate the collaboration activities of web users by the appropriate web-based technology. And this can be achieved by not only allowing users to retrieve information, but also allowing them to control the information by creating, editing and sharing contents.

In his speech on Web 2.0 conference in 2006, Tim O'Reilly stated that Web 2.0 has embraced the power of the web to harness collective intelligence (Gruber, 2006). And this appears to be true since the main focus of the term 'Web 2.0' is on social interaction and community, which makes many researchers and web entrepreneurs to call it "The Social Web".

3.1.1 Impact of Web 2.0

Web 2.0 has a huge impact on the structuration of the Web, users and online communities. This impact is based on several new ideas that were raised by Tim O'Reilly and other enthusiast contributors to the concept. These ideas are not just about building an online space with a huge amount of information; they are more about socializing the web. These ideas encourage users to collaborate, take places in online communities and contribute with their knowledge. In so doing, millions of online users will together and by different means affect the power of the network. These ideas have no limit, and everyday developers and entrepreneurs bring new ideas which facilitate that users' online-life and encourage the sharing of information in a mean or another (Anderson, 2007).

In this section I am presenting some of these ideas which I believe that they are fitting my research. All of my presented ideas are considered to be a part of set of ideas that Anderson (2007) entitled them by 'Big Ideas'.

Individual production and User Generated Content

Each one of us has his/her knowledge and thoughts which can worth a lot if they are used in an appropriate place and time. Before the coming of the term 'Web 2.0' to the scene, the creation and sharing of knowledge was dedicated to a limited number of online users and in harsh circumstances (restriction on amount of data or its format, etc.). Web 2.0 stands on user(s) producing and generating content to let their ideas spread and share it with others (friends, organizations or anonyms). The generated content does not dedicated to one format or style, users can share, create or manipulate different formats or data types (text, video, audio, images etc.) for example, nowadays a user can easily generate his/her own video and broadcast it online where millions of users will watch and comment. Yet another example that connects this 'Big Idea' with my research study:

A customer of a particular organization, who is not satisfied with a specific product, can easily publish and post his/her own opinion or matter online and share it with the community which will directly affect the organization and the product.

The wisdom of crowds

The wisdom of crowds is a title of a book that was written by James Surowiecki, a columnist for the New Yorker. In this book, Surowiecki outlines three different problems in the Web :cognition, coordination and co-operation (Anderson, 2007, p.16). Surowiecki presented effective solution for these three problems by following the 'Collective Intelligence' approach and based on the mean of 'Web 2.0'. The main idea is that collection of ideas, knowledge and practices have a more solid impact on a particular subject or concern rather than an individual, and these sets of ideas created by numerous individuals can create the best solution that fits the problem or the task. Simply, the idea is" by acting independently, but collectively, the 'crowd' is more likely to come up with 'the right answer', in certain situations, than any one individual." (Anderson, 2007, p.16)

An example describes the term 'wisdom of crowds' is the uTest online community. uTest¹ is an online web community that enables internet users (who have experience on software and application testing) to collaborate together and find out software bugs, and open a dialogue with organizations which are building these software to suggest solutions and improvements for quality assuring purposes prior the releases of software on markets.

Data on an epic scale

Data and its management have a unique role to play in the Web. The impact of this role is increasing day after day while millions of new internet users are joining the network. One of the most considerable factor that affects this role is the presence of 'Web 2.0', it brings more new created content to the scene by allowing users to generate data more freely and easily than any time before.

'Web 2.0' does not only bring more data which is generated by individuals in a collaborative manner, but also encourages users to benefit and to gain values from each and every piece of data. Companies such as Google and Amazon are benefiting from the created and submitted data to their services and applications. As example, Amazon will record your choices of buying books, and will combine the choices with other users' choices and use the results to provide you with a recommendation to buy books. Information from a variety of Web 2.0 sources can be recombined together and allow user to benefit from it as a combination that has more values. As one example, HousingMaps.com combined Google Maps (online mapping service) and their own services enabling users to view the location and images of a house which is available for rent or sale (Anderson, 2007).

In order to illustrate how 'Data on an epic scale' is connected to my research study in particular and to the mass collaboration in general. I proposed the following examples:

Hedensted Kommune can integrate Google maps in its web site to allow residents view locations of particular events or to show lands where it is prohibited to build a house or to start a business (e.g. Gas station). Residents will also have the ability to identify the location of their businesses.

¹ uTest official web site: <http://www.utest.com/>

3.2 Social Network Theory

The core of Social Network theory (henceforth SNT) is the study of how the social structure of relationships around a person, group, or organization affects beliefs or behaviors. It views the social relationships in term of nodes and ties. Nodes refer to individual actors within the network and ties refer to the relationships between those actors. And the term network in the SNT refers to the set of all nodes, relationships and mapping of those relationships (Barnes,1954; Milgram,1967; Granovetter,1973). For example, a network might consist of an employee, a manager and a mapping between them. That mapping can be directional or bi-directional. A directional mapping would be if that employee helped his/her manager in a particular task, but the manager did not help the employee in same task. A bi-directional mapping would be if both the employee and the manager helped each other in the same particular task.

SNT is concentrating on actors' relationships (individual, group, organization and society) as shown in figure 3.2, and ties with other actors within social networks rather than the attributes of individuals. Thus, it has been used to examine how organizations interact with each other, characterizing the connections that link both executives and associations, and connections between employees within different organizations and outsiders (customers, suppliers etc.) (Wade, 2005). SNT is a branch of social science that applies to a wide range of human organizations, and to different levels from small groups to global organizations. It is also considered as one of the few theories within social science that is not reductionist¹. The SNT is studied by understanding the mappings between nodes. In so doing, the social capital² can be valued. Mainly, there is a positive or direct relationship between mapping and resources; the more mappings a node has the more resources (knowledge, power and influences) the node will control (Kadushin, 2004).

The analysis of mapping among relationships will also uncover the presence of different communication patterns in an organization, which can be used in order to clarify several organizational phenomena. For instance, the places of nodes within the network, influences their control over information. In addition, the analysis practices focus on the organizational communication structure: Formal and informal communication pattern, group identification and communication roles (e.g., stars and isolates). There are also some specific aspects of communication that may be given special and exclusive attention (Haythornthwaite, 1996):

- The media and communication channels used by employees.
- The amount of bottom-up communication.
- The communication load perceived by employees.
- The used communication style.
- The effectiveness of the information flows.
- The relationship between the type of information and the used communication network.

¹ Reductionism is an attempt or tendency to explain a complex set of facts, entities, phenomena, or structures by reducing them to the interactions of their parts.

² Social Capital refers to the network position of the object or node and consists of the ability to draw on the resources contained by members of the network (Kadushin, 2004).

The patterns of relationships within organizational networks facilitate the contact among the organization's stakeholders and the behaviors of other organization's members. Furthermore, these relationships play a considerable role in explaining the attitudes of employees toward organizational events (Feeley & Barnett, 1996).

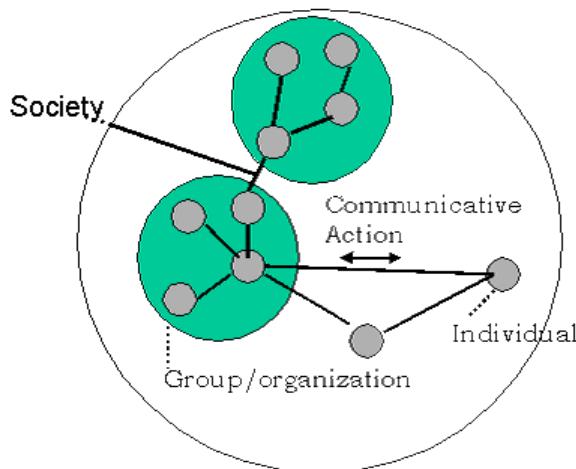


Figure 3.2 Conceptual Model of a Network Society (Dijk, 2003)

SNT and the Formation of Public Opinion

The formation of public opinion within social networks is one of the topics that SNT is describing and dealing with. The concentration of SNT in this field is towards the political power and its influence on the formation of public opinions. Researchers in this field believe that there are several methods of political participation (voting choices, collective actions, etc.) which are controlled by social networks. Hence, researchers have developed models in order to simulate the collective processes of public opinions trying to understand how participations and opinions change in social networks (Ethier, n.d.).

According to Boudourides (2002) "Actors increase their interest to participate in public processes if connected with others with higher interest levels who contribute and they decrease their interest if connected to others with a lower level who defect". Thus, the positive correlation between interest and power encourages the occurrence of collective actions of network members, and different levels of interests among population increase the potential of participation.

Another model of collective behavior which was developed by researchers aiming to study the strength factor of opinion, in this model the probability of choosing an opinion or contribution is depending on the number of actors holding that opinion. There are also other factors affect the probability of choosing or changing an opinion, which are the size of the group in which a certain opinion is being tackled and the rule that actors within a certain network willing to interact mostly with other actors in their vicinity (Boudourides, 2002).

SNT researchers consider individuals' decisions about participation to depend on both social perceptions and beliefs, and social network members form their opinions based on the perceived quality of the information from individual discussion. This leads

researchers to believe that formation process of public opinions toward a certain issue or matter is like collecting the conclusions of thousands of different networks members serving in different juries. Increasingly, there are different groups within social networks holding their own opinion and contributions and all these groups are forming the overall social network opinion or decision toward a particular event or issue. Thus, in order to accept an opinion or new idea within social networks, the supporter of this idea or opinion must convince those with the most social capital in every small group (Ethier, n.d.).

3.3 Stakeholder Theory

Stakeholder Theory (ST) participates in the theoretical construction of the firm; it identifies and models the different classes and types of organization's stakeholders and their desired interests behind participation in order to reach their own pursued goals (Verstraete & Jouison, 2006, p.2). The ST can be seen as a helping tool for understanding both the management of the relationships with the stakeholders and the organization's behavior towards the involved stakeholders. There are hundreds of articles debating the ST, Donaldson and Preston (1995) has organized those different articles debating the ST into three different stakeholder theory perspectives: descriptive, instrumental and normative ST:

- Descriptive ST: This type is used to describe and explain the different operations of organizations, characteristics and behaviors of stakeholders (Donaldson and Preston 1995, p.70).
- Instrumental ST: Which is used "to identify the connections, or lack of connections, between stakeholder management and the achievement of traditional corporate objectives" (ibid, p. 71).
- Normative ST: This type is used to "interpret the function of the corporation and to identify moral or philosophical guidelines" for corporate operations (ibid, p. 71).

According to Donaldson & Preston (1995, cited in Furneaux, 2007) ST argues that every person or group participating in the activities of a firm do so to obtain benefits and that the priority of the interests of all stakeholders is not self-evident. According to Freeman *et al* (1994, 2004) ST assumes that values are necessarily and clearly a part of conducting business. This assumption is being covered by the answer of two main questions that ST focuses in: First, ST asks, what is the purpose of the firm/organization? This encourages managers to be clear about their business values, which will brings stakeholders together and boost organization performance forward. Second, ST asks, what responsibilities does management have to stakeholders? This will drive managers to be clear about the approaches they will follow to do and conduct business and what kind of relationships they should create with stakeholders in order to satisfy their needs and desires.

The nature of today's economics underlines the core of ST: Business values are created by people collaborating and cooperating together in order to improve circumstances of their own and others, and this is implicitly improves the conditions of the organization. Thus, the role of ST is emergent here, managers have to care about all stakeholders, develop a distinctive relationship with them and deliver the promised business values. Many organizations worldwide run their business consistently with ST. Organizations such as Johnson & Johnson, Google and eBay

understand the insights of ST, use them to create profitable businesses, and mainly focus in valuating their stakeholders, they also see the importance of values and stakeholders as a critical part of their business (Freeman *et al*, 2004, p.364).

In general, any organization's environment composed of groups of individuals (stakeholders) which should be satisfied in order to make them true partners. ST expands the limits of stockholder's terminology, and argues that stakeholders are not only shareholders, but it includes all individuals or groups that participate in the organization development directly or indirectly, such as customers, suppliers, employees, etc. This leap makes organizations to pass from "stakeholder view" to "partnership view" since every stakeholder becomes a partner by a mean or another. (Donaldson & Preston, 1995, cited in Verstraete & Jouison, 2006, p.3). Stanford Research Institute proposed two definitions of stakeholders: The first refers to the close relations: "Any identifiable group or individual on the organization is dependent for its continued survival." (Freeman & Reed, 1983, p.91).The second is broader: "Any identifiable group or individual who can affect the achievement of an organization's objectives or who is affected by the achievement of an organization's objectives." (*ibid*).

Clarkson (1995, cited in Verstraete & Jouison, 2006, p.3) distinguished between the above mentioned definitions by proposing two categories of stakeholders: The first is primary stakeholders that are essential for the organization survival: investors, shareholders, employees, suppliers, and customers. The second category is secondary stakeholders, these stakeholders are influencing or influenced by decisions of the organization and they do not affect the survival of the organization: media, insurance, interest group, trade union, etc. The first Diagram/schematic of ST was first introduced by Donaldson & Presto (1995) see (figure 3.4) the diagram was merely showing main stakeholders and their bi-directional relationships with the firm.

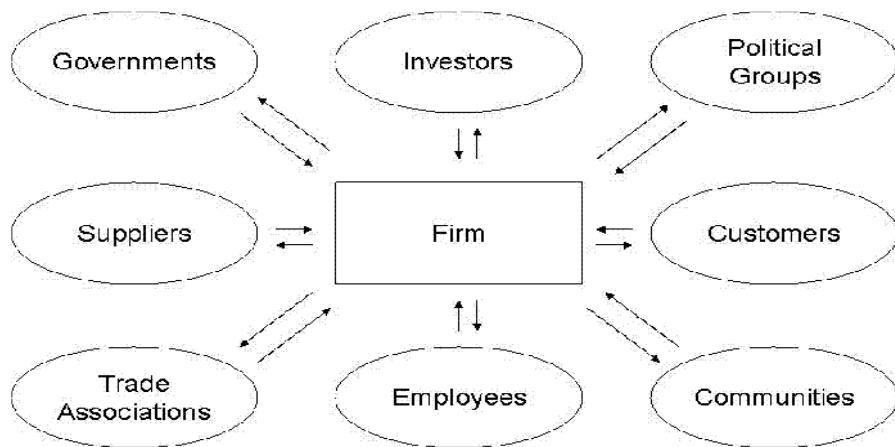


Figure 3.3 Diagram/schematic of ST (Donaldson & Presto, 1995)

3.3.1 Stakeholder Theory Perspectives

As I mentioned before, Donaldson and Preston (1995) proposed three different stakeholder theory perspectives: descriptive, instrumental and normative. Descriptive ST describes the characteristics and behaviors of different stakeholders, how organizations behave with their stakeholders and different organizational operation. And it mostly appears in literature debating the organizational behavior. (ibid, Jawahar & McLaughlin, 2001). Some criticize the descriptive ST (Treviño & Weaver, 1999) arguing that it is just a descriptive approach that lacks clear objectives, aims and there is no focus on what it is trying to prove or disprove. However, according to Jawahar and McLaughlin (2001, p.397-398), the descriptive ST "explains important questions, such as which primary stakeholders are important, why and when they are important, and how managers allocate resource among primary stakeholders. The theory is descriptive and contains many testable propositions, and it has the potential to focus future empirical research on stakeholder management." Jawahar and McLaughlin (2001, p.398) based their argument on the premise that any organization faces different obstacles at different stages in the organization life cycle. For that reason, organization uses different strategies such as (Descriptive ST) in order to deal with their stakeholders at critical periods. Since stakeholders become more significant and critical for the origination survival.

The second perspective is Normative ST; this theory it mostly appears in literature debating business ethics and corporate social responsibility (Bailur, 2006). It is "concerned with stakeholders as an end in themselves" (Mellahi & Wood, 2003, cited ibid, p.5). It is based on fairness and that all human beings; which stakeholders are part of; are affected by decisions, and because all of humans should be treated equally, they should have the same consideration and opportunities. The normative theory is outlined by many theories and approaches, e.g., feminist theory (Wicks et al., 1994) and fairness theory (Phillips, 1997) and concern in organizations where there is unregulated financial market or an uninformed consumer society (Bailur, 2006). The theory was criticized by different authors, e.g., Treviño and Weaver (1999, p.225) ask "Wouldn't normative stakeholder theory's concern for the intrinsic interests of all legitimate stakeholders sometimes dictate that a firm should go out of business?" and Friedman (1970) argued that business is not charity and the aim behind is to make profits, and all stakeholders desired can not be pandered all the time. Still the theory can be highlighted and can be used as an approach to understand the needs of stakeholders, Chambers (1994, cited in Bailur, 2006, p.65) stated that this can be done by "interviewing stakeholders, drawing local maps and diagrams, and inviting solutions for the community itself".

The third perspective is Instrumental ST, it is used "to identify the connections, or lack of connections, between stakeholder management and the achievement of traditional corporate objectives" (Donaldson and Preston 1995, p.71). It is seen as a complementary to Instrumental ST, while Descriptive ST describes how managers act with stakeholders, the instrumental ST deals with the effects of managers' acts and the financial aspects behind. Instrumental and Normative ST are also seen as two side of the same coin, while the normative ST "defines and presents alternatives for what it would mean to act as if all stakeholders' interests have intrinsic value" (Treviño & Weaver, 1999) and can be outlined by various theories as I said before, e.g., feminist theory (Wicks et al., 1994) and fairness theory (Phillips, 1997). The instrumental ST examines the financial effects of these outlines. According to

Donaldson and Preston (1995, p.71) the instrumental ST used to identify the philosophical guidelines of both operation and functions of organizations.

As the other two perspectives, instrumental ST had been also criticized. Arguments based on that stakeholders involvement is not always feasible or linked to success (Mellahi & Wood, 2003), others argue that the huge number of stakeholders does not enable the organization to cater everyone needs, and stakeholders groups are being changed over time and this is an obstacle to address their needs frequently (Jawahar & McLaughlin, 2001).

3.4 Knowledge Creation & Management

3.4.1 Organizational Knowledge Creation Theory

Organizational knowledge creation theory proposed that organizational knowledge has two forms or dimensions, "tacit" and "explicit" knowledge. And that organization knowledge is created by the continuous interaction and dialogue between these both dimensions by the mean of four patterns of interactions: socialization, externalization, combination and internalization (Nonaka, 1994). Where "tacit" knowledge is "deeply rooted in action, commitment, and involvement in a specific context" (Nonaka, 1994, p.16) and has its own personal quality that is hard/can not be articulated, formalized and communicated (Polanyi, 1962). Whereas "explicit" knowledge refers to the knowledge that is transmittable in formal and systematic language (ibid) and includes information that are easily articulated, communicated, documented, stored and conveyed to others (Kothuri, 2002).

3.4.2 Knowledge Management (KM)

There is no standard or universal definition of Knowledge Management concept. In a broad sense and relying on the explanation of KM from different literature (Gordon, 2000; Nonaka, 1998; Parlby, 1998; to name a few) KM can be defined as an organization planned approach or process of collecting, identifying, mapping, integrating, sharing and improving useful organizational information and generating value from it. This process includes the creation of knowledge by transferring it from tacit to explicit and storing this created knowledge in the repository in order to enable employees to retrieve it easily.

The main aim of KM is to manage the most important knowledge to the organization and not all knowledge. This involves helping employees to create, share and retrieve knowledge in a sense that facilitates their practices and improve the overall organization performance. In other words, it enables the right employees to get the right information in an appropriate and right time and place (Bose, 2002).

Many organizations nowadays are showing great interest toward the acquisition of KM as part of their organizational strategies that tied to several organizational objectives (e.g. competitive advantages, innovation, lessons learnt from old projects and general collaborative practices). Many organizations also integrate the KM approach to their "Information Technology" or 'Human Resource Management" departments, others have their own KM department (e.g. The Department of Knowledge Management and Sharing (KMS) at headquarters of World Health Organization).

According to Bose (2002) there are three major components of KM, see figure 3.4.2:

- People: The main creator of knowledge, their aim is to share and reuse it. People are the most important component for the success of KM implementation, due to the fact that the success depends on the ability and willingness of people to share knowledge and to allow others to reuse it (Bose, 2002). According to Bhatt (2000) seventy percent of KM implementation efforts should be directed toward *People* component and their sub-elements (attitudes, innovation, skills, team-works, and organization vision/objectives and communities standards). The number of people plays a considerable role in the implementation process, and the smaller the number of people (stakeholders) is, the easier and successful the KM implementation will be, this is because the small number of stakeholders within organizations share information more easily since the degree of trust and connection among small number of people (stakeholders) are stronger (Bose, 2002). Thus, managers and organizations have to encourage their stakeholders to share knowledge, they should also find out the appropriate environment for them to facilitate the KM implementation and finally the active stakeholders may be rewarded which support them to keep up their contributions and encourages others.
- Processes: There are different processes to manage data and information in organizations. These processes are ranging from formal to informal. The formalized processes are to ensure the effectiveness of creation, storing and management of contents. And the ability to develop and maintain such processes to support the implementation of KM depends on the organizational culture and managers (Bose, 2002). These processes include:
 - Creating communities of same interests and beliefs to share knowledge.
 - Dealing with learnt lessons from old projects and actions.
 - Collecting best practices, and share them among stakeholders.
 - Creating knowledge mapping which is "commonly used to cover functions such as a knowledge audit (discovering what knowledge exists at the start of a knowledge management project), a network survey (Mapping the relationships between communities involved in knowledge creation and sharing) and creating a map of the relationship of knowledge assets to core business process" *Knowledge Management* (Wikipedia, 2008).

According to Bhatt (2000) twenty percent of efforts of implementing KM should be directed to the *Processes* component. And this percentage is less than efforts needed for the *People* component (70%) since *Processes* are easier and quicker to implement and will most likely take less time and cost than *People* component.

- Technology: The nature and current used technologies in addition to how effectively it is used within organizations are important aspects to understand when considering the implementation of KM. Documents management systems, search functionalities and collaborative technologies (in particular Lotus Notes), are examples of technologies that can contribute effectively in the success of KM implementation. In addition to social technology tools (such as wikis, forums and blogs) which facilitates creating, storing and retrieving of information among regular users who are not technology experts. According

to Bhatt (2000) technology is the component that requires the least amount of efforts (10%) while implementing the KM, and these efforts should be directed toward the technology infrastructure (the internet and intranet, networks, data mining and analysis, and automation standards) and to enhance the ability of the organization to use the infrastructure.

Figure 3.4.2 shows the three main components of KM and the required efforts (in percentage) toward the KM implementation.

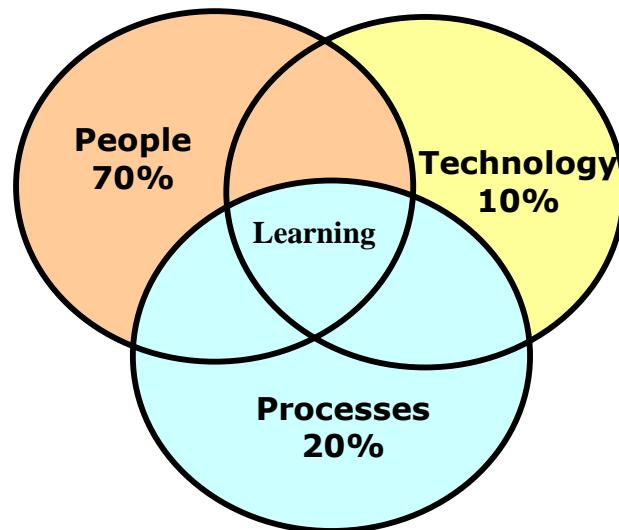


Figure 3.4.2 Knowledge Management Components (Bhatt, 2000)

Chapter 4: Process Framework

As the subject does not appear to have been formally assessed before, the development of a framework for guiding managers when attempting to adopt and implement mass collaboration projects and initiatives was an important part of my study. The formation and the structure of the framework were primarily based on literature and theoretical reviews, and empirical findings. In this chapter the framework is presented and discussed.

4.1 The Formation of the Process Framework

According to Jayaratna (1994) a framework is a static model that provides a structure in order to help connect a set of concepts. And that the 'Model' relates phases to each other in the framework, and answers the question of *what* is to be done but not *how* it should be done.

According to Hslahman (2004) a process framework is a set of models or a skeleton that identifies, states, manages, directs and coordinates the different processes which are needed to complete a task or a set of tasks. The process framework is primarily concerned in specifying what processes are necessarily and does not give too much attention to how these processes should be implemented; it keeps the door open for the practitioners to choose their implementations methods and strategies.

In my research I intended to form and create a process framework that helps organizations, managers and practitioners to manage their mass collaboration projects. This framework will consist of different sequential processes and stages. The main focus of the framework will be on three main modules of the adoption of mass collaboration projects: pre-adoption, adoption and post-adoption modules. In addition, I intended to provide and illustrate some implementation practices and methods to help the framework users while walking through their implementation processes. Though, the door will keep open for managers and practitioners to use different implementation strategies within the framework processes; if these strategies are suitable and satisfy needs.

Main Phases: The formation of the framework begun with five main phases: identify, plan, adopt, maintain and evaluate. These five phases were introduced by Gregory (1995) for managing technology projects. They were also used by McAfee (2006, p.146-147) as the main five component for managing collaboration activities which are based on Wiki.

Sub Phases: All the sub-phases in the process framework were based on the review of different literature and theoretical review, and empirical findings. These sub-phases where defined based on the model of creation process frameworks which was presented by Sukumar & Sathish (2007), and states that the creation of phases in the process framework should include:

- Identification of activities.
- Mapping of activities.
- Define processes.
- Position activities under defined processes.

For each process in the framework, I followed the elements that were also presented by Sukumar & Sathish (2007) and allow the researcher to define process in his/her formed framework, see table 4.1 below.

Table 4.1 Process Elements Defined in a Process (Sukumar & Sathish, 2007, p.8)

Process Element	Information Conveyed...
Roles	What performs the process or the activity?
Entry criteria	When (under what circumstances) can a process activity begin?
Inputs	What work products are used to accomplish the goal(s) of the process?
Activities	What is done?
Outputs	What work products are produced?
Exit criteria	When (under what circumstances) can a process activity end?

4.1.1 Framework Classification

Naturally, it is impossible for any non-trivial project to perfectly implement a phase of a framework before moving to the next phases and learn from them. For example, managers may not be aware of what exact goals they want from a mass collaboration project before they see a working Web 2.0 technology prototype and can comment upon it; managers may change their goals and needs from a project constantly which will form a need of moving to previous phases on the framework. Parnas & Clements (1986) stated that "Many of the system's details only become known to us as we progress in the system's implementation. Some of the things that we learn invalidate our design and we must backtrack" (p.1)

Thus, the process framework of my research was formed in a way that promotes and enables iterations throughout the life-cycle of the project. Following the Agile project management approach which is designed to help in planning, tracking, analyzing and integrating work in an iterative way (Hoda *et al*, 2008). Agile software development gains awareness in the software industry in particular and in the research community in general. And it continues to tackle the project management field, and specially the management of projects which are based on software or applications (Hoda *et al*, 2008).

4.2 Framework Structure & Components

The framework composed of three main modules: Pre-Adoption, Adoption and Post-Adoption. And five main phases: Identifying, Planning, Adoption, Maintenance and Evaluation.

The Pre-Adoption module which comprises Identification and Planning phases, deals with the pre-adoption's managerial practices of mass collaboration by addressing several 'identification' questions of what needs, goals, opportunities, limitations and effects of adopting and implementing mass collaboration projects in organizations are. And addressing three main 'planning' questions of what the appropriate technologies and services of the mass collaboration for a particular organization are. The second examines the mass collaboration project features and structure, while

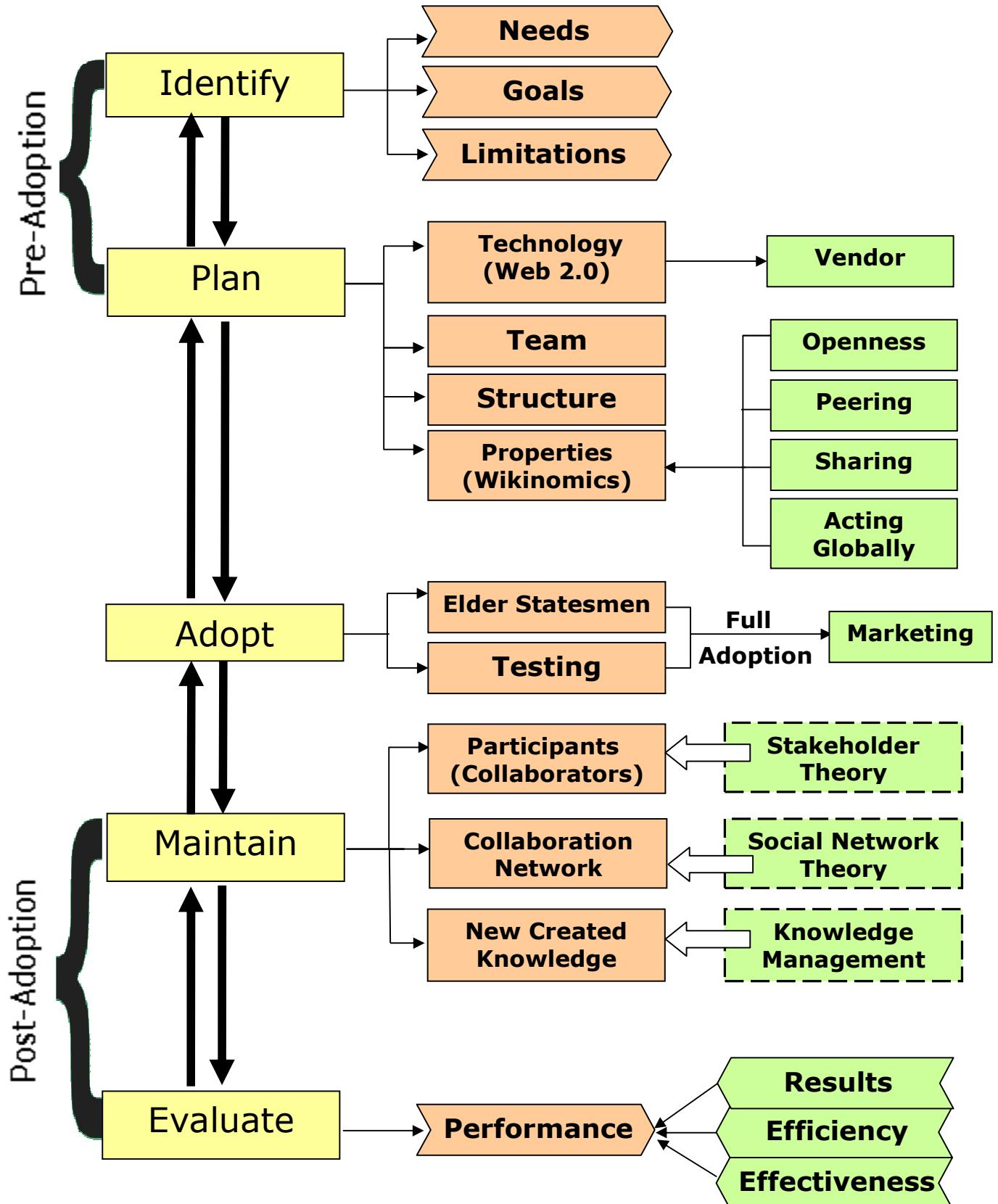
the third addressed question is concerning the formation of the 'mass collaboration' project team.

Then the Adoption module that deals directly with the management of the adoption phase itself. This phase consists of three main sub-phases: the first sub-phase is the "Elder Statesmen" phase where the organization look at previous and similar mass collaboration projects, the second sub-phase concentrates on the testing of the adoption among limited number of stakeholders (users) which leads to the full adoption where the project will be adopted and stabled, and then the final sub-phase which is the marketing of the project across the community and public.

The final module in the framework is the Post-Adoption module; this module comprises Maintenance and Evaluation phases. The Maintenance phase deals with the three main components of the mass collaboration: The participants (collaborators), the collaboration network and the new created knowledge.

The second phase in this module is the Evaluation stage which addresses four main questions concerning the efficiency, effectiveness, performance and results of the adoption.

A collection of interrelated concepts and theories have been engaged and applied in this framework which makes it more specific and well-thought out. Figure 4.2 provides an overview of the framework and all related concepts and theories.

**Figure 4.2** Process Framework for Managing Mass Collaboration's Projects

4.3 Pre-Adoption Module

This is the first module in the process framework, it comprises two phases: Identification and Planning. And is applied prior the adoption and implementation of new mass collaboration projects and initiatives.

4.3.1 Identification Phase

Identification is the first phase of a project life-cycle which is used to approve a project for initiation by validating business reasons and goals, and providing the base information for commitments to projects. This phase considered as a roadmap for organizations that help them adopting projects successfully and deliberately. See figure 4.3.1 below

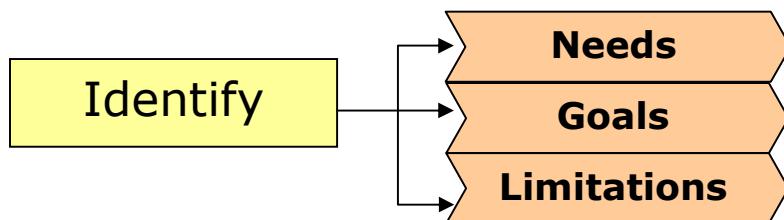


Figure 4.3.1 Identification Phase

Needs

In this sub-phase organizations and managers identify the needs for mass collaboration projects. Needs vary from one organization to another, some organizations lack experts in field or need to solve specific problems so they look for outsiders, others need to be more close to stakeholders and their opinions and suggestions, and some adopt mass collaboration as a class of modernization. For example, Goldcorp Incorporation (gold-mining firm based in Canada) adopted mass collaboration in order to encourage students, geologists, mathematicians, researchers and scientists all over the world to help them find new methods, estimations and places for gold mining (Tapscott & Williams, 2006, p.7-9).

Goals

According to Mochal (2003) "Goals are high-level statements that provide the overall context for what the project is trying to accomplish" (p.1) and help organizations and managers look ahead to plan where they want to go. The project design and adoption will look quite different depending on the goals.

Goals for adopting mass collaboration also vary from one organization to another. As an example, the goal behind the Wikipedia is to develop a free worldwide encyclopedia in different languages *Wikipedia- the free encyclopedia* (Wikipedia, 2008).

Limitations

Limitations of any project are restrictions on the ability of a project to achieve its goals. These limitations could be on the quantity (e.g., budget to adopt a technology) or quality (e.g., employees have no ideas about mass collaboration). Thus, it is very significant for any organization to know the limitation for their projects and try to overcome and tackle them. Many mass collaboration projects fail because limitations were not identified from the beginning. For instance, A Million Penguins is a mass collaboration project that tries to find out if a self-organizing collective of writers can produce a credible novel on a live website (Vershbow, 2007). Now, this project is run in trouble. According to Vershbow (2007) the limitation was clear that "A novel is probably as un-collaborative a literary form as you can get, while a wiki is inherently collaborative" (p.1).

4.3.2 Planning Phase

One of the significant factors that play a considerable role in the success of business and projects is 'Planning'. And according to Swindell (2008) planning can play a fundamental role in avoiding mistakes in the future or/and recognizing hidden opportunities. Planning helps managers to understand what they want to achieve, when they can achieve it and how. Planning is also one of the main four management functions that help the organization to define its goals for future performance and enable it to decide what tasks and resources to be used (Koontz et al., 1955). Mass collaboration as other projects in organizations needs planning. And there are four main aspects that should be planned in this phase: The Technology, the Team, the Structure and Properties. See figure 4.3.2.A.

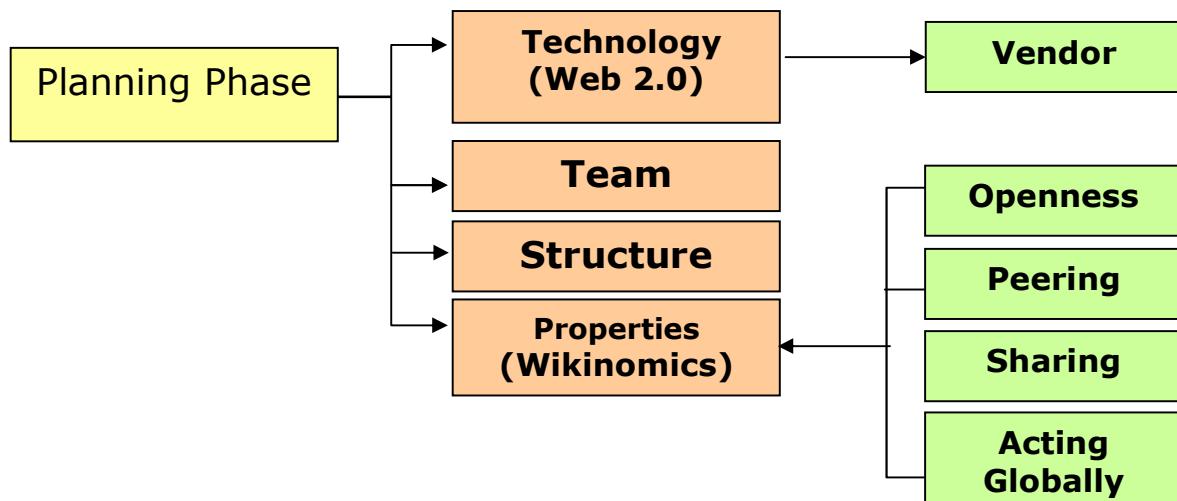


Figure 4.3.2.A The Planning Phase

The Technology (Web 2.0)

Mass collaboration takes place in the internet by the mean of web-based collaboration tools (e.g. Wiki tools) and social software. And the technology behind all these collaboration tools and applications is 'Web 2.0'. Thus, it is very significant to plan the 'Web 2.0' technology by comparing different features and services, and choose the best that is suitable for the organization and fits its needs.

Web 2.0 Services and Applications

In the previous chapter I explored the term 'Web 2.0' and its impacts. And In order to apply the concept in real, there are many web services and applications which can be used practically. These services are built using web and internet technologies, some of these services are relatively mature and have been in use since couple of years and prior the presence of 'Web 2.0'. These services include blogs, forums, wikis, video sharing services, image sharing services, audio podcasting, tagging and online social networks. (Anderson, 2007).

It is very significant for organizations looking forward to adopting and implementing mass collaboration to choose among these services, in order to facilitate the collaboration practices and enable users "stakeholders" to contribute in an easy and efficient manner. The organization choice will rely on various factors: The organizational vision and strategy behind the collaboration, the format of content that the organization is willing to share with users, the type of collaboration and users constraints, the level of participation, number of expected users, technology factors etc .

In the following sections I am covering the most three important Web 2.0 services that most fits the nature of my research study and purposes, which are: Blogs, Wikis and Online Social Networks.

Blogs

The term 'web-blog', 'weblog', or blog was coined by Jorn Barger on December 1997. The concept of Barger was referring to a web-page that contains personal information, opinions, diaries or links, called posts, and they are arranged in a reserve chronological order; most recent first '*from the most recent post at the top to the oldest post at the bottom*' (Doctorow *et al.*, 2002). Most blogs allow users to add comments about the posts which sometimes turned to a conversation between blog visitors themselves and authors. Some blogs have several authors where each one has the ability to create articles and post them. Blog authors (bloggers) are attaching and adding multimedia in their blogs which support their articles and posts.

According to Kelleher and Miller (2006) there are different forms of blogs, for instance, personal blog, organizational blog and media blogs. Every type of these blogs has its own function. But the features and the basic layout contents are almost the same. See figure 4.3.2.B.

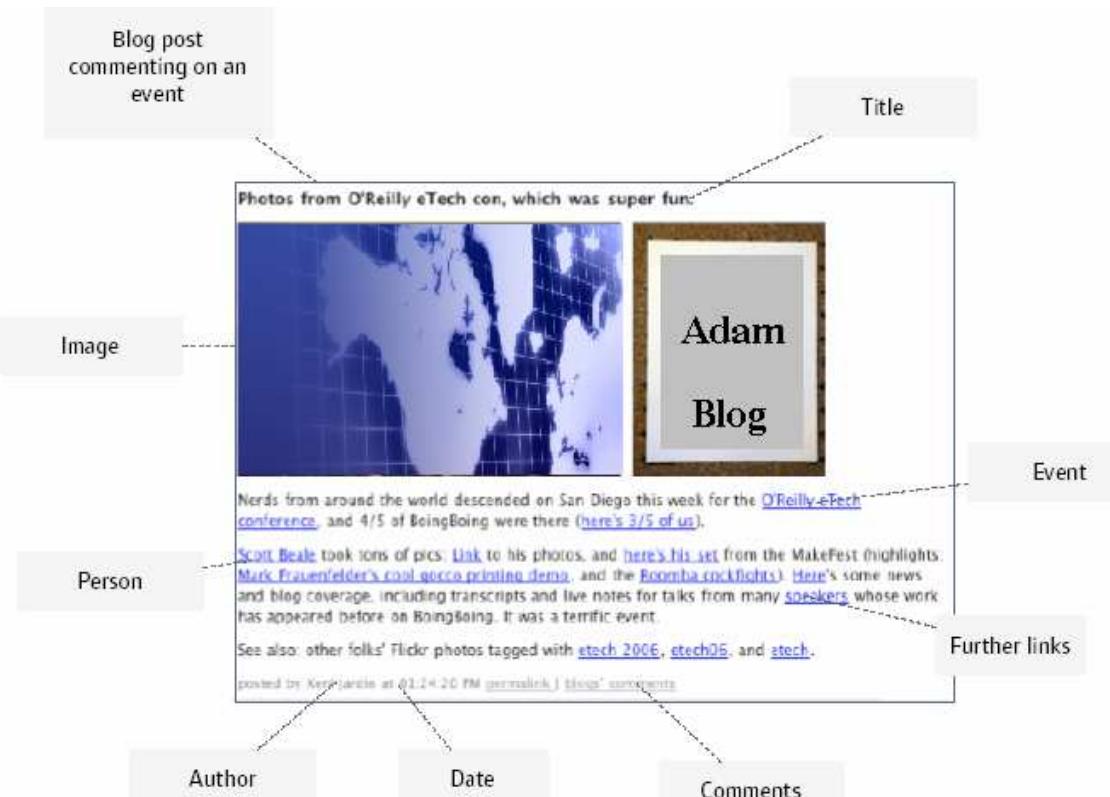


Figure 4.3.2.B A blog post and content (modified after Stefaner, 2007, p.24)

Organizational blogs

Organizational blogs are described as means of communication between organizations and their stakeholders (Kelleher & Miller, 2006). Managers and employees have their own blogs where they debate their products and services, announce new projects, show their apologies about a mistake or an error, and sometimes announce bankrupts, and let the customers to comment freely and express their opinions. Sifry's (2004) concept of "corporate bloggers" which represents managers and employees who are blogging within their organizational context states that it should be clear that not all organizational bloggers are spokespeople. But, there are many official organizational blogs that are directed to customers aiming to keep a path of communication. Two good examples of 'Organizational Blogs' are Sun Microsystems¹ and Microsoft² Blogs, both of them are encouraging employees to write, express and contribute. In Sun Microsystems site they are describing their main aim behind blogging by a single sentence "accessible to any Sun employee to write about anything" (Sun Microsystems, 2005)."

Wikis

A Wiki is a web-page or collective of web-pages that are designed to enable anyone 'who has access' to contribute by editing, modifying and adding contents (Ebersbach *et al.*, 2006). The Wiki is seen as a collaborative tool that enables group-work to

¹ Sun Microsystems official blog: <http://blogs.sun.com/>

² Microsoft corporation official blog: <http://bloqs.msdn.com/>

produce contents and facilitates their production. Wiki pages have 'editing tools' that a user can click and use in order to change or even delete contents. The most successful example of Wiki is 'Wikipedia' the online free encyclopedia that attracts millions of online users. Unlike blogs, Wiki has a *history* for all previous entries and changes; called 'versions' that can be retrieved and viewed (Anderson, 2007). According to Lamb (2004) the flexibility and open access of Wikis are some of many reasons behind their extreme usefulness for group working. See figure 4.3.2.C for a user editing a Wikipedia article about 'Eye'.

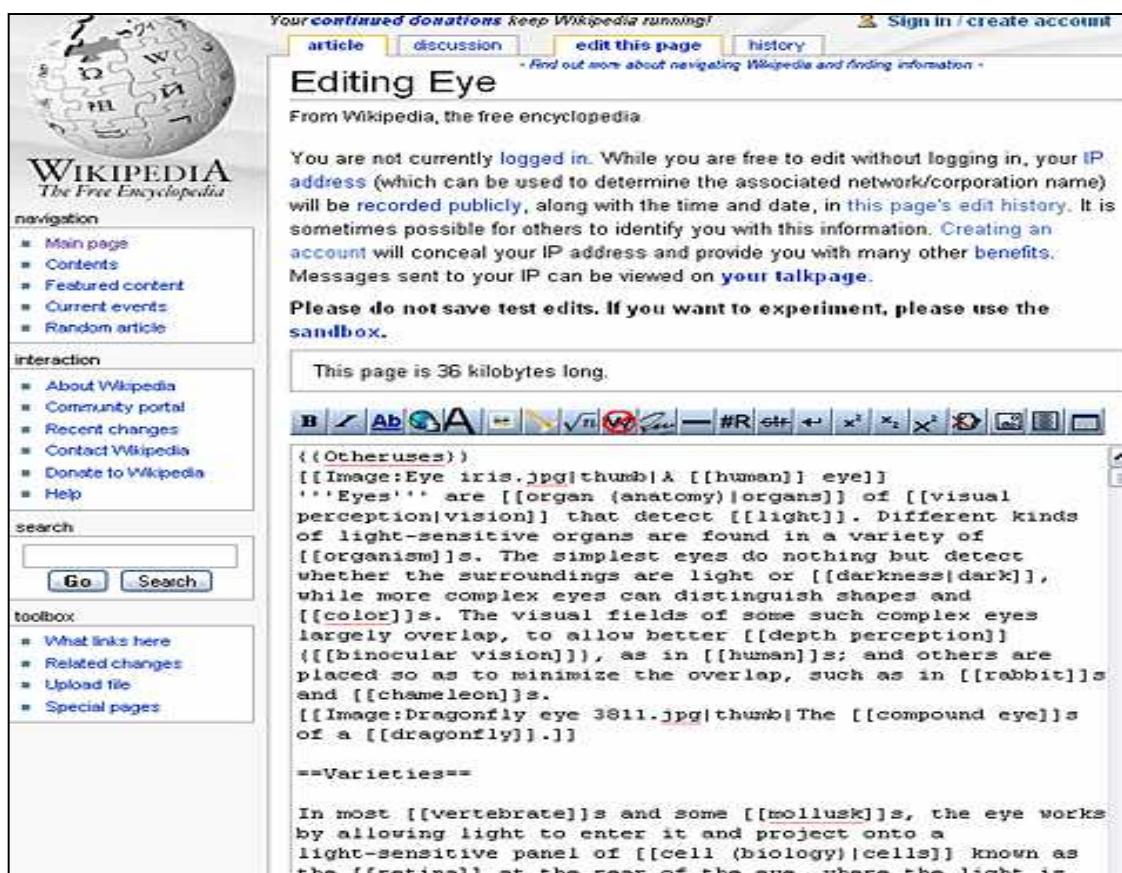


Figure 4.3.2.C A Wikipedia page / editing an article

Organizational Wikis

Wikis are very useful for business and organizations, they tailored to organizations' needs, facilitates the organizations' processes communication, manage the knowledge of organizations stakeholders and their know-how and more. Many organizations are turning to Wikis "to cut time from projects, remain competitive and improve their processes" (Locher, 2008, p.1). Nowadays managers and employees begin looking to how Wikis can help them improve their jobs and tasks, how to be more efficient and many of them are keen to use Wikis in order to promote collaboration and make it easy for anyone to get access for information about business processes, organizations regulations and policies and much more. In some

organizations Wikis are used as a knowledge management base since they help organizations to organize and document their set of rules and processes (Locher, 2008).

Jonathan Kitchin a 'documentation professional' recognized the value of Wiki by saying: "I recognize the value of having a variety of inputs from people across my organization and our user base. Front-line personnel have the best insights into best-practices and tricks of the trade" (Locher, 2008, p.4). Organizational Wikis are sharing the same concept of public-use Wikis, but there are some core differences in the context. According to Cannon-Brookes (2007) there are five main features of organizational Wikis that distinguish it from public ones:

- More secure.
- It is about collaboration not publishing.
- Used by small units of groups.
- It is a tool and not encyclopedia.
- Vandalism is not presented.

These features are supporting the organizational Wikis to be adopted and accredited by managers especially who distrust or have doubts about the adoption and its negative effects (malicious editing and vandalism etc.) (Stvilia *et al.*, 2005).

Online Social Networks

Online Social Networks (OSN) or Social Networking are online services that links users or groups who share interests and/or activities (like-minded people) together via a network. This web-based network provides different ways of interaction and connection such as messaging, chatting, file sharing, image and video sharing, discussion groups, and others. Each member in the network has a profile that others can view and get more about user's interests, personal information, education and much more. See figure 4.3.2.D

LinkedIn: Mark Chambers

Welcome, Dave | Account | Settings | Sign Out | Add Connections

Home | Find People | Find Jobs | Find Services | My Profile | My Contacts

Find People | Find References | Your Network

Profile

Mark Chambers
President/CEO, TechStart, LLC
Colorado Springs, Colorado Area | Staffing and Recruiting

Current: President/CEO at TechStart, LLC

Past: President/CEO at Knowledge Design, Inc.
Owner/Founder at Tech-Agent, Inc.
Account Executive at Datanomix

Education: Balle School of Broadcast & Production Eng.

Endorsements: Clients (2)

Summary: Have worked in the Consulting Field since 1993. Started my own company in early 1999. Combined my company with TechStart in 2003, taking the position of President and CEO.

My goal is to identify and present "Mission-Critical Talent" to the commercial and defense technology industries.

I believe consulting is a Talent business, not a commodity business.

Specialties: Locating Mission Critical Talent, "Purple Squirrels", Internet Datamining

Mark has 293 connections
Mark has 2 endorsements

Reach Mark:
Get Introduced
Do you know Mark? Invite Mark to connect

One-Click Reference

How you can reach Mark:
You → Fernando Dominguez (fernando.dominguez@gmai.com)
Joe Gillespie
Liz Ryan
↓
Mark Chambers

Ads by Google

MBNA MasterCard
0% Intro APR on balance transfers for 12 billing cycles. Apply Now! www.mbnacreditcard.com

Credit Cards
Rebuild Credit with Our MasterCard. Apply Online Now! Instant Decisions! www.OtchardBank.com

Business Credit Cards
0% & No Annual Fee Credit Cards. Compare Offers & Apply Online. Credit-Card-Applications-Center.com

Blue for Business A&P Card
from American Express Up to 5% Cash Back - No Annual Fee open.americanexpress.com

Figure 4.3.2.D LinkedIn Profile- a social network for experienced professionals

OSN are attracting millions of internet users, most of these users are using them everyday in a regular basis and become a part of their everyday life. OSN increase the feeling on community among people and attract not just individual users but also groups within companies, organizations, schools and much more social groups. Nowadays worldwide 'Presidential Candidates', human rights organizations and boycott campaigns and others are joining these OSN and create their online groups aiming to interact with others, discuss matters and obtain support.

Whilst these OSN are growing and spreading like a flame everywhere, companies and organizations are finding their own paths and improving their business and work by OSN. According to Rheingold and Kimball (2001, p.1) OSN can enhance and support the organizations in different ways (see Table 4.3.2.E).

Organizational Perspectives	Benefits
Knowledge	1. Provide an ongoing context for knowledge exchange which can be far more effective than memoranda.
	2. Make sure knowledge gets to people who can act on it in time.
	3. Improve the way individuals think collectively – moving from knowledge-sharing to collective knowing.
Stakeholders	1. Connect people and build relationships across boundaries of geography or discipline.
	2. Attune everyone in the organization to each other's needs – more people will know who knows who knows what, and will know it faster.
	3. Create an ongoing, shared social space for people who are geographically dispersed.
Innovation & Creativity	1. Amplify innovation – when groups get turned on by what they can do online, they go beyond problem-solving and start inventing together.
	2. Create a community memory for group deliberation and brainstorming that stimulates the capture of ideas and facilitates finding information when it is needed.
	3. Attract and retain the best employees by providing access to social capital that is only available within the organization.
Intellectual Capital	1. Turn training into a continuous process, not divorced from normal business processes.
	2. Multiply intellectual capital by the power of social capital, reducing social friction and encouraging social cohesion.

Table 4.3.2.E benefits of OSN to organizations (Rheingold and Kimball, 2001, p.1)

The Vendor

After the organization explores and chooses from different 'Web 2.0' technologies and services, it has to choose a vendor or a source that can implement and provide the service. According to Locher (2008, p.3) There are three different sources for any organization to obtain a Web 2.0 technology (e.g. Wikis):

1. **Private Vendors:** The organization can buy the technology or the service from a private vendor. Many vendors offer the services or the technology in addition to its hosting, deployment, training and supporting services. Companies specialized in Wiki services like Socialtext provides all these services (They set and track Wikis for Boston College and IKEA)
2. **Free Vendors:** Some technologists said "Why buy software when all the things you need are free?" (Locher, 2008, p.3) some vendors provide organizations with free 'Web 2.0' services and technologies and they ask for small amount of fees for support or maintenance.
3. **In-House Development:** Organization can go to (DIY) *Do It Yourself* approach, where an IT department can develop and maintain the 'Web 2.0' technology and services.

Each of these three sources has its advantages and disadvantages, the private vendors are costly but they provide robust services, the free vendors are not always guaranteed, and for the in-house development source; the organization may not have the skilled people to do it. So the organization has to decide on the vendor depending on their conditions and budgets.

The Team

The formation of a team for any project is a common challenge. And while one of the success factors of any project depends on team members who assigned different activities and functions. Such as coordination practices, technology administration, planners, assurance staff and others. It is very important to follow criteria for the team forming. Tuckman (1965) developed a 4-stage model of a group development:

- **Forming:** In this phase, the group members come together to initially know each other and form the group.
- **Storming:** In this phase, formal and informal leadership's roles are determined and the group network takes its rudimentary shape.
- **Norming:** In this phase, an agreement between members is reached on how the group operates and primarily disagreements are solved.
- **Performing:** In this final phase, members practice their responsibilities and beginning meeting the project objectives and aims.

It is very important for all members in the team to have a clear understanding of what is 'mass collaboration', which will help them to be more effective by knowing the organizational sense and to deal with information and collaborative practices.

The Structure

Naturally, every entity in life has a structure that describes how its parts relate to each other. New projects and initiatives also need to be structured. Organizations looking to adopt mass collaboration have to think about their own structure that fits their needs, goals and abilities. There is no standard structure that fits all; each organization is a special case by itself that has special circumstances, customers, services and products.

When developing a structure the following aspects should be specified: departments, stakeholders, services and products that will be engaged in the mass collaboration project.

Properties (Wikinomics)

There are four main properties that should be considered when planning the mass collaboration project: Openness, Peering, Sharing, and Acting Globally. These properties were originally raised by Tapscott & Williams (2006) in the first published work that address the 'mass collaboration' titled "*Wikinomics: How mass collaboration changes everything*".

1- Openness

Openness is a vital property for mass collaboration, and it should be considered as one of the main features that distinguish mass collaboration from other projects in organizations. According to Tapscott & Williams (2006) Openness is associated with "candor, transparency, freedom, flexibility, expansiveness, engagement and access" (p.21). However, traditional organizations and their inner working can hardly and with reservation been described as open, because they are usually 'closed' in their networking, sharing and self-organizing.

Traditionally, organizations think that the best way to keep safe and to stay competitive is to restrict the amount of information getting out the organization or its departments. Tapscott & Williams (2006) pointed out that the attitude of organizations are changing and "today companies that make their boundaries porous to external ideas and human capital outperform companies that rely solely on their internal resources and capabilities" (p.21). And there are many reasons that encourage organizations to be more open than anytime before, such as complex problems that can not be solved internally. Thus, it is very significant for organizations adopting mass collaboration and engages it in its practices, to be open and more transparent which encourages all stakeholders to participate and collaborate more freely and trustily. According to Tapscott & Williams (2006) organization can gain many benefits of being open "Customers can see the true value of products better. Employees have previously unthinkable knowledge about their firm's strategy, management, and challenges. Partners must have intimate knowledge about each other's operations to collaborate" (p.22).

2- Peering

Tapscott & Williams (2006) claimed that a new form of organizations is dawning. They name this form as "Peering" where stakeholders participate in the creation and development of information-based products and services. Tapscott & Williams (2006, p.25) called this new type of production "Peer Production". An example of peering is Linux, where group of programmers had designed one of the most top used

Operating System worldwide. We can notice from that the main reason that helped thousands of anonymous programmers to collaborate in 'peers', is the 'openness' that Linus Torvalds (The creator of Linux Kernel) showed, by opening and posting his code to the public (Tapscott & Williams, 2006, p.8).

In addition to apply peer production in information-based products and services, (Tapscott & Williams) indicated that "we could apply peer production to physical objects like cars, airplanes, and motorcycles" (p.25). Thus, adopting mass collaboration which encourages organizations to be more open can help organizations in their productions by taking on the 'Peer Production' as an organization production approach. And the organization in this case should manage itself of what products and services can be produced peerly and how.

3- Sharing

According to Tapscott & Williams (2006) "Conventional wisdom says you should control and protect proprietary resources and innovations—especially intellectual property—through patents, copyright, and trademarks." (p.25). However, today things are changed and a new economics of intellectual property is present, and many firms working in different fields (especially electronics, biotechnology) find that defending their intellectual property restricting them of creating values (Tapscott & Williams, 2006. p26).

There is no doubt that organizations and firms need to protect themselves and their intellectual property, but if they use the right ways and conditions to share their knowledge and intellectual property, this will lead them to better development and open to them new and more opportunities. Tim Bray, director of Web technologies at Sun Microsystems, said "we genuinely believe that radical sharing is a win-win for everyone. Expanding markets create new opportunities." (cited in Tapscott & Williams, 2006, p27). They can also think about sharing their resources if this will make them profits and benefits. An example of sharing resources is Skype which allows millions of people speaking with each other without any charges or fees by the mean of sharing their computer power and internet bandwidth (Tapscott & Williams, 2006). Thus, organizations adopting mass collaboration should think about what information, intellectual property and resources they can share and what benefits they will gain of the sharing.

4- Acting Globally

A mantra said "Think Globally, Act Locally". This mantra is half true, organizations today have to think and act globally too. That fact had been recognized by Tapscott & Williams (2006, p.29) by introducing the "Acting Globally" as one of the principles of mass collaboration. According to Tapscott & Williams (2006) collaboration is caused by and causing globalization, and many developing nations and their firms are becoming more global than anytime before, such as China, India and Indonesia. The internet's new technologies and platforms make it possible for both individuals and organizations to act globally and gain advantages of their acting. Steve Mills, who is working for IBM -while he was immersed in twenty instant messages with clients and friends from all over the word- said "When computers run fast enough, and the bandwidth is there, everything that is remote feels local—in fact, the whole world feels local to me. I don't need to be present in the room to participate." (cited in Tapscott & Williams, 2006, p.30)

Acting globally has many advantages for companies, according to Tapscott & Williams (2006) global alliances offer access to new ideas, markets, technological advancements and more innovated and open minded stakeholders. Thus, organizations have to think more seriously about how they can act globally while adopting mass collaboration projects and initiatives.

4.4 Adoption Module

Adoption module is the second module in the process framework, and comprises two phases: Testing and Elder Statesmen phases, these two phases are followed by full adoption of the mass collaboration project and services. After a full adoption takes place the organization markets the project to stakeholders. See figure 4.4.



Figure 4.4 The Adoption Module

4.4.1 Elder Statesmen Phase

Elder statesmen is a term that refers to a “politician or other notable figure of state who has had a long and respected career in politics at the national and international level” *Statesman* (Wikipedia, 2008) This term is also used by IT people as old and/or successful projects that can be followed or observed in order to learn from them. And it is recommended for organizations looking to adopt mass collaboration projects, to observe other mass collaboration projects that share the same context. The elder statesmen can provide information about theories that did not work, and methods of adoption and how they were made, etc.

4.4.2 Testing Phase

In this phase the organization test the project before the full adoption. Various stakeholders and departments may participate in the testing phase in order to get their feedbacks, comments and suggestions. Managers should keep their ears open about what stakeholders and departments are experimenting with the project. It is very valuable for the future to keep the comments and suggestions into the structure of the project.

4.4.3 Marketing Phase

After the full adoption of the mass collaboration projects, the organization needs to market the project to stakeholders. The organization has to market the project to everyone who they think might add a value to the project. There are various marketing styles, the organization can use its communication channels, email and newsletters or at the meetings. The organization can also advertise in newspapers and different websites (Locher, 2008, p.3). See appendix B for a news release of the “Tourism’ theme”. The marketing campaign will depend on the organization’s size, number of stakeholders and budget.

4.5 Post-Adoption Module

This is the third module in the process framework, and comprises two phases: Maintenance and Evaluation. This module is conducted after the full adoption of the mass collaboration project.

4.5.1 Maintenance Phase

The maintenance phase concentrate on dealing with three main components of the collaboration network, which are: the Participants (Collaborators), the Collaboration Network and the New Created Knowledge. Each of these three components needs to be managed and maintained during collaborative practices. The neglecting of any component will reflect negatively in the whole process, thus and in order to deal with them effectively I employed various well-known and efficient theories (Stakeholder Theory and Social Network Theory) and practices (Knowledge Management). See figure 4.5.1.A below

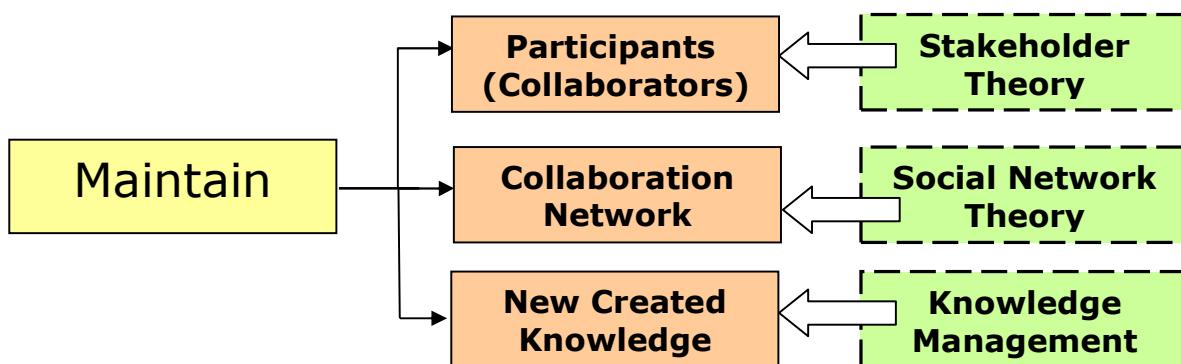


Figure 4.5.1.A Maintenance Phase

Participants (Collaborators)

One of the cornerstones of the mass collaboration are participants 'collaborators', without them the collaboration will not exist. So it is very significant to manage these participants. For this purpose I employed the 'Stakeholder Theory' which I presented in the previous chapter, see section 3.3, in order to deal, analyze and manage participants. In this section I introduced two strategies that help organizations to deal with their stakeholders: First I described how the analysis can be conducted then how this analysis can be followed by managerial practices.

Stakeholder Analysis (SA)

In order to delineate between the three perspectives which I introduced in section 3.3 (normative, instrumental and descriptive) practically, a Stakeholder Analysis can be used. This qualitative analysis "identifies the key actors and assesses their knowledge, interests, positions, alliances, and importance related to the policy" (Schmeer, 2000). It will also strengthen the interaction with stakeholders and it can increase support toward an action or new policy. This kind of analysis can also be

used as a guide while planning to adopt or implement a new program within organizations and can prevent faults and mistakes (ibid).

SA analyzes different characteristics of stakeholders in a qualitative manner, in order to help the organization determines interest of stakeholders when developing or implementing a new program or/and policy. Such as knowledge and interest toward a policy or a program, opinions against policies and programs, and stakeholders abilities to affect the adoption or implementation of a certain program through their knowledge or/and power (ibid).

According to Schmeer (2000) there are eight major steps in the SA process:

1. Planning the process: The first step in conducting SA is to define the purpose and aim behind the analysis, identify the target users (stakeholders) and identify plans for using the results.
2. Selecting and defining a policy: In order to make the ST analysis constructive and useful, there must be a focus in a particular policy (any national, regional, local, or institutional project, program, law, regulation, or rule.).
3. Identifying key stakeholders: Another important step in the success of any SA study is choosing the appropriate stakeholders. The key stakeholders could be individuals (e.g. a manager) or an entity (e.g. department of marketing).
4. Adapting the tools: This step is used to collect primary data about the identified stakeholders, in order to get more accurate data that could affect the analysis process (such as knowledge, interests, experience, etc.). The following tools are used in this step:
 - Definitions of stakeholder characteristics.
 - Interview questionnaire and protocol.
5. Collecting and recording the information: In this step, secondary data about the stakeholders should be gathered. And this information is more detailed than the primary data that is collected in the fourth step, and can be gathered by direct interviews or by other sources (e.g. organizations' documents).
6. Filling in the stakeholder table: This step involves getting complete and detailed answers from the interviewee stakeholders and arranges this information in a formatted table. The anonymity should be considered in order to avoid bias or conflicts. These tables are very helpful for comparisons and analysis, especially when there are a huge number of stakeholders which are distributed randomly.
7. Analyzing the stakeholder table: After filling the collected data in the stockholder's tables, this data should be analyzed. The analysis process should focus on comparing relative data taking in consideration the knowledge, interests, qualification and needs of stakeholders on the subject of the question.
8. Using the information: In this stage the results of analyzed data should be organized, explained and presented, in order to lead managers taking the appropriate actions for the subjected concern.

Stakeholder Management

According to Polonsky (1995) all stakeholders within an organization are linked together in a composite and compound manner, in addition to their stakes in the organizational behavior. Polonsky's model (1995) see figure 4.5.1.B which shows all the important groups pf stakeholders that were proposed by Freeman (1984) and links between them, other links which are not shown are being implied.

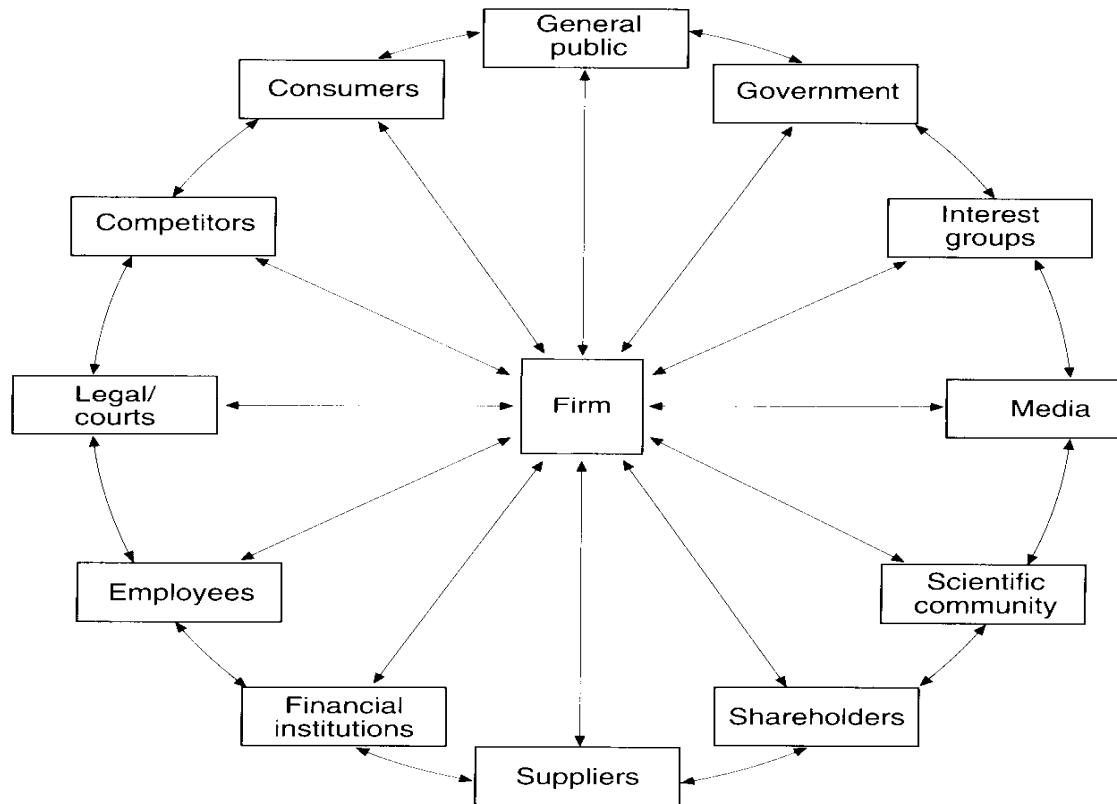


Figure 4.5.1.B Stakeholders' management - Polonsky's model (Polonsky, 1995)

According to Polonsky (1995) there are four managerial steps that enable the stakeholders to be integrated in the strategy developing process:

1. Stakeholder identification: In this step the organization identifies its stakeholders by drawing a 'stakeholder map'. The map depends on the aim of the analysis or the study (e.g. a study with a marketing-based aim differs from one with a selling-based aim) and the relationship between stakeholders themselves. It may also be changed with stakeholders repositioning. Polonsky (1995) suggests that the organization needs to determine which stockholders are relevant to be considered within the analysis, and this can be achieved by checking whether a particular group of stakeholder influences the firm's strategy or not.

2. Stakes Identification: Despite the fact that the identification of stakes of each stakeholder or/and group of stakeholders is a very difficult task because stakeholders influence different part of the organization in different effects, and they do not have the same way of perception of the organization's behavior. The organization needs to accomplish the step since the accomplishment of this step will affect any strategy development project within the organization. Interactions between stakeholders and their relationship with their own stakes ought to be more vital than their direct effects on the organization (Polonsky, 1995). According to Freeman (1984) it is very important for the organization to identify stakeholders' stakes and to estimate the expectations evolution of the stakeholders in view of the fact that each stakeholder can have a positive or negative or both influences on the firm.

Whilst, there are no clear methods to identify and determine the stakeholders' stakes, the direct communication and relationships with stockholders will enable the organization to do so by having a neutral feedbacks and views about how the organization is perceived. The understanding of the stakes in a clear way will enable the organization to boost its optimal strategy by being aware of the valuable effects of the stakes and the stakeholders on the firm. (Polonsky, 1995)

3. The third step is dedicated to determine how effectively the needs and expectations of each stakeholder or/and stakeholder group have been met with current organization strategy. This step is also considered as a difficult task because various objectives can not be concrete or quantifiable (measurable). This can be avoided by robust and solid analysis and by understanding the subjective aims of stakeholders.
The other reason behind considering this step as a significant one is the fact that if there does no clear understanding of an objective for both stakeholder and organization; they will view each other as an adversary (Polonsky, 1995).
4. The final step is to modify organization's policies and strategies (sometimes strategies are not fully adapted by stakeholders) taking in consideration stakeholders' preferences and interests. New policies and strategies have to meet stakeholders' expectations and to derive the organization priorities. It is improbable that new strategies will meet all stakeholders' expectations at once, so it is suggested by Polonsky (1995) that managers develop plans for future raised problems.

In this stage managers face a serious problem, which is deciding which expectations will be or will not be met. A solution for this problem is depending on the completion of previous and precedent stages, the information collected on these stages will be the best tool to deal with this crucial decision. There is an alternative solution for this problem which is the 'interaction' between the organization and stakeholders that may encourage stakeholders to change their expectations, but this solution lacks the certainty about stakeholders if all of them will change their expectations and agree with the new strategy or not. What usually happens is that the stakeholders modify their expectations when the organization modifies its strategies. Gaps between manager's strategies and stakeholders expectations will still remain, and it is the organization and managers role to reduce the negative stakeholders' expectations to increase positive reactions. Mainly it is all about

'socialization' of stakeholders in the organization which will enable the stakeholders to understand the strategies and objectives of the organization in a full manner (Polonsky, 1995).

Collaboration Network

The second cornerstone of 'mass collaboration' projects is the collaboration network 'Social Network' where collaborative practices and events take place. So it is very significant to manage this network. For this purpose I employed the 'Social Network Theory and Analysis' in order to deal with the network. I had described and explained the Social Network Theory in previous chapter (Section 3.2) where I also drawn attention to its role in the formation of public opinion of stakeholders and users. The reason of applying Social Network theory is that it enables researchers to investigate the online social networks phenomena and determine how the online collaboration within those online networks reflects the real world community structure. The output of the analysis can be also used to model dynamics such as the spread of ideas on a network or the way that people can share contribute with ideas and opinions (Ethier, n.d.).

In this section I described how Social Network Theory can allow organizations and managers analyze the Social Network by *Mapping technique* in order to understand and manage the network.

Analysis of Social Network Theory

Network Mapping "is a tactic that represents most accurate, systematic means yet seen to identify key value creators, informal knowledge communities that drive corporate core competences. The main goal behind this tactic is to illuminate informal organization in order to identify not only clear breakdowns in cooperation and sharing but also opportunities to strengthen viable but imperfect elements of the collaborative fabric" (Krebs, 1996, p. 395). According to Krebs (1996, p. 398-402) there are five steps to generate and analyze a network map for organizations' social network:

Step 1: select employees, departments and outside vendors to be assessed (inclusion of all parties "touched" by organization necessary for complete understanding of emerging networks).

Step 2: Gather data necessary to evaluate current collaboration patterns; inquiry focuses on both reason for and frequency of interactions.

Step 3: Generate detailed data and visual summary of the informal network; this "map" provides an assessment of the quality and number of linkages between people in the collaborative network (and spotlights people who generate critical insights).

Step 4: Upon Completion of All Necessary Maps: Close analysis of steps to create more efficient work patterns, support better information "pooling," and safeguard valuable personnel.

Step 5: Requisite Follow-Up: Periodically resurvey same group to determine whether attempts to improve communications flow (and protect critical human assets) have

"taken"; longitudinal snapshots of organization enable management to monitor the effectiveness of change efforts.

New Created Knowledge

As we know from the introduction part and from previous chapters that the main output of the collaboration practices is new ideas, knowledge and suggestions. And this new created knowledge needs to be managed in order to be useful and constructive. For this purpose I employed the Knowledge Management practices.

Knowledge creation and management, and the three main components of knowledge management had been described in the previous chapter, see section 3.4 and sub sections 3.4.1 and 3.4.2. In this section I introduced practices that an organization can use in order to manage the new created knowledge resulted from mass collaborations' projects.

Knowledge Management Implementation Best Practices

There are no standard practices for the implementation of KM, and the implementation differs from one organization to another, based on the organization type, structure and tasks. Therefore, I intended to follow up a *Best Practice* framework, since *Best Practice Framework* is the most efficient (least amount of effort) and effective (best results) way of accomplishing a task, based on repeatable procedures that have proven themselves over time for large numbers of different people or organizations (Agrasala, 2008).

A best practice framework for the implementation of KM was developed by Talisma (2006) that consists of three main processes: Strategy, Planning and Execution. See figure 4.5.1.C.



Figure 4.5.1.C The three-stage best practices framework to a KM implementation.
Talisma (2006, p.2)

Strategy

For a significant impact and success of KM implementation, a clear *Strategy* should be defined and followed, and this can be employed by a set of stages as shown in figure 4.5.1.D (Talisma, 2006)

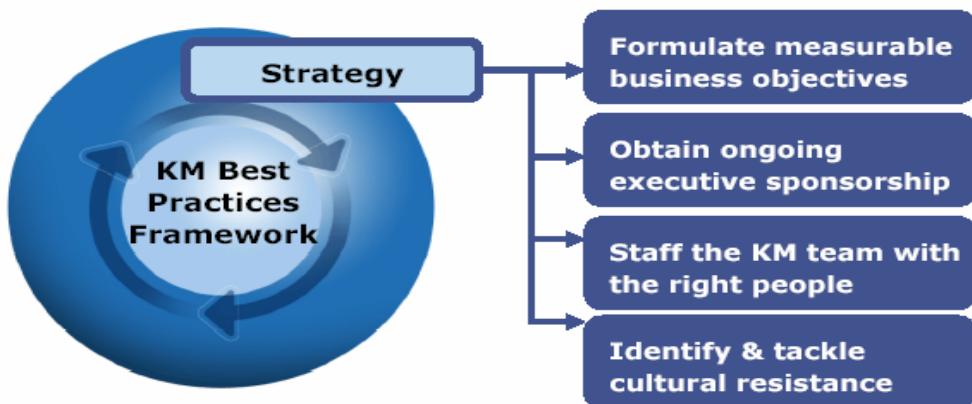


Figure 4.5.1.D –KM implementation- First Process (STRATEGY)
Talisma (2006, p.3)

The first stage in the Strategy process is the formulation of measurable business objectives, in this step the organization has to set up clear business objectives behind the implementation of KM. Setting objectives will clarify the values and focus for KM across all stakeholders. KM implementation without clear organizational objectives is more likely to fail than others, due to the fact that the implementation will lose its priority over time (Talisma, 2006).

The second stage is securing appropriate and ongoing executive sponsorship, this is very significant since there should be a sponsor for the KM implementation who is ready to lead, challenge and open opportunities. And it is preferable if the organization identifies at least two sponsors, in case if one of them leaves the organization or moves to other tasks, the process will not be terminated or affected (Talisma, 2006).

The third stage is staffing the KM team, the formulation of the team that will drive and be responsible for the KM initiative should based on previous experience in the KM field or the management of intellectual assets. It is preferable that those employees are not having a lot of work load in their main job in the organization. It is also possible to include consultants and experts from outside the organization (Talisma, 2006).

The last stage is identifying and tackling resistance to knowledge sharing within the organization. Individuals or/and groups could be resistant to share their knowledge and what they know, or they could be resistant to reuse knowledge shared by

others. The KM team should tackle this issue with the stakeholders in order to understand their point of views, and to explain the objectives behind and the organizational advantages of KM implementation (Talisma, 2006).

Planning

After defining and following a clear *Strategy*, the KM implementation needs a detailed *Planning*. The *Planning* consists of five stages. See figure 4.5.1.E (Talisma, 2006)

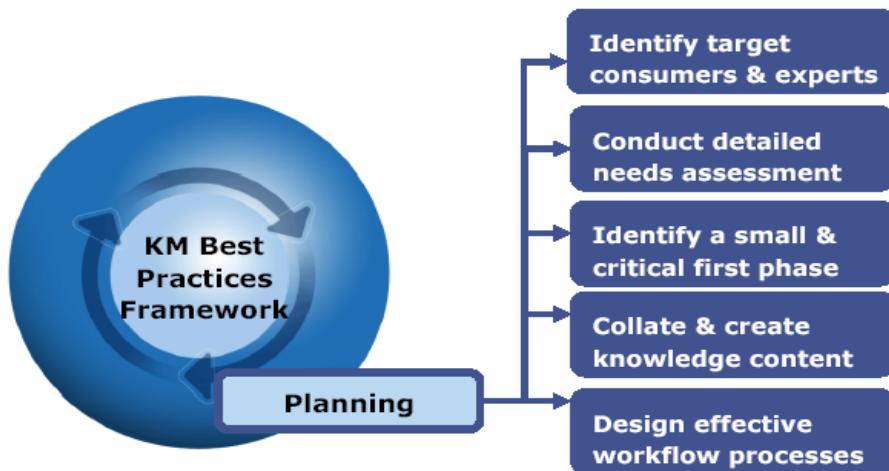


Figure 4.5.1.E –KM implementation- Second Process (PLANNING)
Talisma (2006, p.6)

The first stage in the Planning process is identifying target consumers and experts (stakeholders) for the first implementation of KM. A limited number of stakeholders of same interest or within a specific department in the organization should be identified. For example, sales and human resource departments should not be targeted at same time, or mixing customers with technical employees. This phase can be seen as a pilot test for the first KM implementation, and experts in KM implementation can be consulted in order to check whether the KM system is populated with relevant data or not (Talisma, 2006).

The second stage is conducting inclusive needs assessment. In this stage the organization identifies what functionalities, features and capabilities they are looking for, before the actual implementation of the KM system. The community of stakeholders should be engaged in the assessment process so as to satisfy their needs and to scale with the growth of the organization (Talisma, 2006).

The third stage is identifying a small and critical first phase in KM implementation. All previous stages should be kept in mind and scaled down, and objectives should be refined. Specific business processes should be selected in this stage in order to implement a small scope implementation phase. This phase will provide a greater control over the timelines and aspects of the project (Talisma, 2006).

The fourth stage is creating adequate and relevant knowledge content. In this stage specific relevant content should be selected or created instead of using all available or existing knowledge, knowledge sources should be identified and a right balance between creating a new knowledge versus using the available knowledge depending on stakeholders needs. This will provide the implementation with a solid start and will create an appropriate environment for the creation and sharing of knowledge (Talisma, 2006).

The final stage in the *Planning* process is the designing of effective workflow processes. This effective workflow will be used to manage the evolution of knowledge (modification on existing knowledge or/and creation of new knowledge) in the KM system. At this stage it is preferable that key stakeholders (e.g. accounting manager, well-know customers etc.) should have the ability to create or modify content without walking through needless approval processes. In addition to that, not all approval or review processes should be included directly in the workflow process at this stage (e.g. accounting manager may approve or review accounting material in an offline informal process). The workflow design should not depend on individuals for review or approval, since these individuals may leave the organization or may become busy with other tasks.

This stage will help stakeholders to adopt and learn the KM system faster; it will show the stakeholders that the system encourages creation and sharing knowledge in an easy way (Talisma, 2006).

Execution

The *Execution* is the last process in the implementation of KM systems. This process consists of five stages. See figure 4.5.1.F (Talisma, 2006).

The first stage in the Execution process is executing a meticulous project plan. In this plan the project team will have to uncover a balance between project objectives and the overall project schedule, the plan must also meet the business objectives and stakeholders needs. This can be achieved by appropriate project management methodologies and scheduled timeframes (Talisma, 2006).

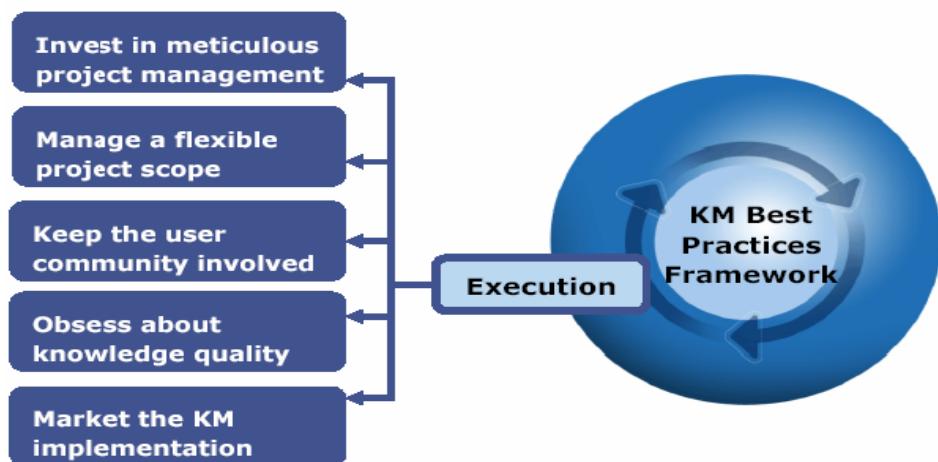


Figure 4.5.1.F –KM implementation- Third Process (EXECUTION)
Talisma (2006, p.9).

The second stage is managing a flexible project scope. The flexibility of the project scope is a "must" feature, especially if stakeholders have never used any KM system before. This can be applied by following numerous strategies: Creating a list of several numbers of features that are critical for the project objectives and another list that the team believes is plainly out of the scope at this stage of implementation since it may exceeds what is essential or bring in too much risk. A change management process is another strategy to be followed at this stage, which enables the KM team to identify and rank in priority of new features, objectives and any other vital changes rose during the implementation of the KM systems (Talisma, 2006).

The third stage is keeping stakeholders and the user community involved at all times. Involving users during the project and getting their comments and feedbacks will apparently resulted in shared feeling of ownership of the system and they are part of, and will lead to a higher and easily adoption of the system.

The involvement of users can be applied by: incorporating them with testing tasks, letting the users to assess their own adoption of the system and conducting training sessions online or offline in order to let them know how to get the most from the system.

The fourth stage is about 'the obsession about knowledge quality'. It is very significant; especially in the first implementation of the KM system; to assure that the right content is submitted and managed, and that knowledge quality perspectives have been met. This can be achieved by setting up an organizational knowledge quality criteria and assign the knowledge quality responsibility to one of the KM team in order to check and track contents regularly.

Applying this stage will increase the ability of stakeholders to rely on the system (reliability) in view of the fact that it will rely on the quality and accuracy of contents, resulting in sharing and reusing the content in a more confident way.

The final stage is marketing the KM system across the organization. By creating awareness of the KM system and its benefits, KM team will be encouraged, stakeholders will adopt the system more easily and other project sponsors within the organization will be motivated to implement such systems. Focusing on the success stories of KM implementation will also encourage managers to provide the required funding and commitment for such systems.

4.5.2 Evaluation Phase

Evaluation is a practice that has been around for a longtime. It has been used by ancient Chinese long ago as 2000 B.C (Frechtling, 2002). Evaluation then becomes a common practice in each and every project for two main purposes: Firstly, evaluation provides the organization with information that helps to improve the project, this information is on whether goals are met and how project's aspects are working. Secondly, evaluation information for communicating stakeholders, it prove or disprove the worth of a project, and gives managers the data they need to report to decision-makers and investors (Frechtling, 2002).

Initiatives in online/technology based projects have no one evaluation methodology or suit that will 'fit' all. In addition, the needs for an evaluation may vary from one organization to another (Phillips *et al.*, 2000). Thus I intended to evaluate the

'performance' of the project for two main reasons: Firstly, it is one of the main strategies that project managers use to control and monitor projects (Baillie & Crisp, 2008). Secondly, the efficiency, effectiveness and results are very valuable measures for projects performance and assessment, and they are applicable for both profit and non-profit organizations and projects (Smith & Ingram, 2002). The evaluation phase in the process framework evaluates the performance by three main aspects: Results, Efficiency and Effectives. See figure 4.5.2 below.

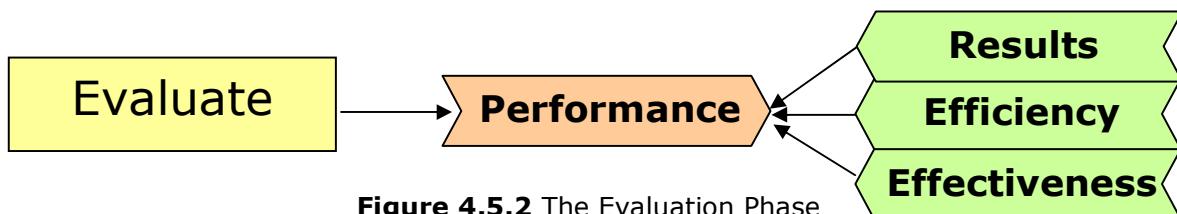


Figure 4.5.2 The Evaluation Phase

The Performance

According to Merriam-Webster (2008, p.1) performance is the execution of an action and the fulfillment of a request. And in project management field, the project performance evaluation is an imperative study for any project to make sure that all efforts are made to achieve goals and objectives, and it is measured and observed regularly to identify variances from the project plan and is "a way to more accurately measure and manage project performance to enhance control" (Baillie & Crisp, 2008, p.1). When applying this evaluation method in mass collaboration projects it will result an overview whether the project is achieving its goals or not, based on three measurements strategies:

- **Effectiveness:** The term 'Effectiveness' differs from one discipline to another. But when tackling the term for mass collaborations' projects which based mainly in 'Web 2.0' technology, the best definition that fits; is based on Preece et al. (2002) which states that effectiveness refers to a general goal to how good a system is at doing what is it supposed to. And how efficient it is in carrying stakeholders' needs and its capability of allowing them learn well.
- **Efficiency:** The term 'efficiency' has also different definitions and is being understood differently by various sectors. I intended to follow Preece et al. (2002) which states that the efficiency is about the way a system supports stakeholders in carrying out their tasks "collaborative tasks in my case" and how much level of productivity stakeholders can sustain. This definition can fit the context of using 'Web 2.0' technology for collaborative practices.
- **Results:** The measurements of results differ from one manager to another or organization to another based on their understandings of what is a result. But in case of 'mass collaboration' projects results can be: number of new ideas submitted by collaborators or stakeholders, numbers of accepted ideas which will be implemented in present or future and number of current active stakeholders in the collaboration network.

Chapter 5: Case Study

In this chapter I provide a description of the case study of my research. This description is based on the empirical findings from various sources, such as interviews, documentations, observations and the Internet. First, a description of the studied organization '**Hedensted Kommune**' and its organizational chart are presented. Then, the main study object, the '**Idémarken**' project background and history is described. Finally, the case study is analyzed in terms of the process framework, where all aspects, practices and actions are defined and explored.

5.1 The Studied Organization 'Hedensted Kommune'

Hedensted Kommune (*English, municipality*) is a municipality in the Region of Midtjylland on the Jutland peninsula in central Denmark. The municipality covers an area of 546 km² and has a total population of 44,800 (2008). The main town and the site of its municipal council is the town of Hedensted (Interview 2.B.1).

5.1.1 Hedensted Kommune Organizational Chart

The Kommune is ruled by the mayor *Jørn Juhl Nielsen*, it has 4,231 employees and consists of twelve departments, nine of these departments are serving citizens and the other three are serving the Kommune itself internally. The **Idémarken** project which is the main study object in my research is managed by Business and Culture Department. See figure 5.1.1.A below and table 5.1.1.B for departments' services.

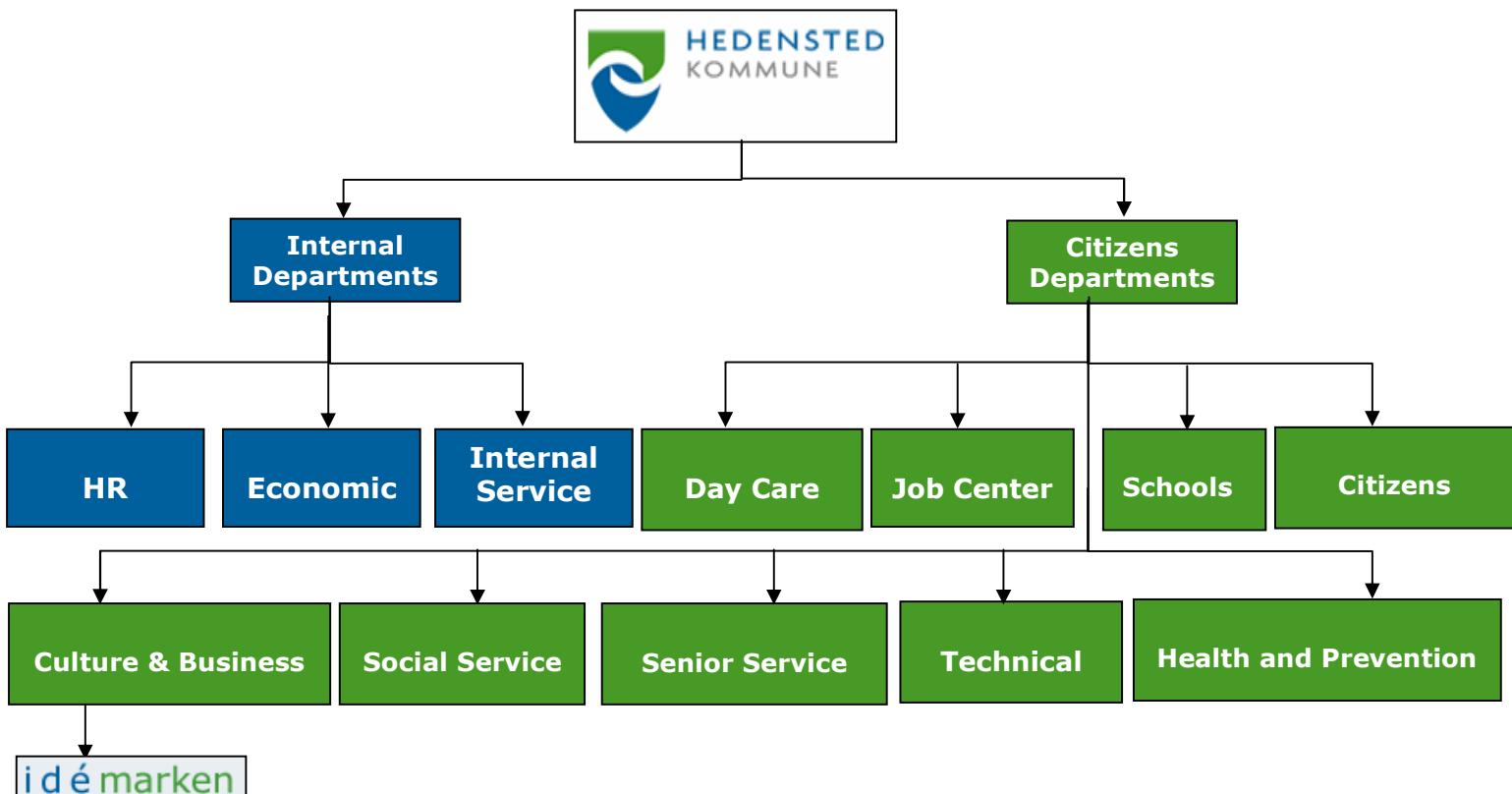


Figure 5.1.1.A Hedensted Kommune Organizational Chart (Interview 2.B.3)

Table 5.1.1.B Hedensted Kommune Departmental Services (Interview 2.B.3)

	Department	English Translation	Responsibilities & Services
1	Borgerservi -ce	Citizen service	The department for citizen service is considered as the main entrance for the citizens to the Kommune, it is responsible to deal with citizens in case of issuing passports, driving license and social security.
2	Dagpasning	Day Care	This department is responsible for caring and supervising all children day-care centers and related services.
3	Jobcentret	Job Center	This department is responsible for all employees and jobless citizens, the department arranges training sessions and courses, act as an intermediate between citizens and firms, present available jobs within the district and manage pensions.
4	Kultur og Erhverv	Culture & Business	The business section in this department provides different consultancy services to current and new companies, firms and other businesses. The culture section of the department is responsible for all libraries, museums, sport clubs and events.
5	Social Service	Social Service	This department cares and deals with case of social reformation.
6	Sundhed og Forebyggels -e	Health and Prevention	The main responsibility of this department is to provide citizens with information about healthy habits regarding food and drinks, help them quit smoking and focus on health rehabilitation.
7	Teknisk Afdeling	Technical	This department main responsibility is making local developments plans for city developments. Many of employees within this department are engineers.
8	Skoler	Schools	This department is responsible for all schools and kindergartens in the district, responsibilities including registering students, managing school budgets, needs and staff.
9	Senior Service	Senior Service	The main responsibility of this department is elder citizens' needs and nursing services, it also manages all elder-care centers and pensions schools and centers.
10	Intern Service	Internal Service	Provide services to all other departments and employees in the Kommune, its responsibility also include IT and Computer services and dealing with consultants and the mayor office.
11	Personale	Staff	It is responsible for recruitment services, training and development, record keeping of all personal data and career development for employees within the Kommune.
12	Økonomi	Economy	This department is responsible for the Kommune finance and budget.

5.2 Case Study Object '*Idémarken project*'

Idémarken is a mass collaboration project initiated by Hedensted Kommune in November 2007. The project's purpose is to enable citizens, companies, organizations, institutions, neighboring municipalities, the state authorities and others to contribute and collaborate with their ideas, suggestions and comments for the Kommune's development. The project as other mass collaboration projects takes place on the Internet and based on Web 2.0 services and applications, and can be reached by the following web address (www.idemarken.dk). It enables and facilitates dialogue activities between citizens and the Kommune, citizens themselves, institutions and the Kommune, etc. See figure 5.2 below for the project home page online.

The term 'Idémarken' is a combination of two Danish words 'Idé' translated to 'idea' in English and 'marken' translated to 'field', together 'idea field'. The use of the word 'idea' reflects the nature of this mass collaboration project, where new ideas and suggestions are shared among the community. And the term 'field' is used to reflect the huge number of fields and farms in Hedensted Kommune, which encourages farmers and residents living in these fields to participate by promoting the sense of belonging.

The Idémarken team concludes the aim of the project by the following statement:

"Local dialogue activity is nothing new. Previously, for instance, we held meetings with local councils to hear their views on the proposal to the Kommune strategy. We are now taking an electronic tool to use and run at the same time - we keep the public meeting on the Internet!" (Interview 5.b.12)

Figure 5.2 Idémarken' Home Page (Idémarken, 2008a)

The screenshot shows the homepage of the Idémarken website. At the top, there is a navigation bar with links: Forside, Temaer, Ideer, Kommentarer, Idéhjælpere, Nyheder, and Om idémarken. The main content area features several discussion boxes:

- Bymidten, torvet og handelslivet** (4 ideer, 0 kommentarer)
- Landsbyens fællesskab og kulturliv** (3 ideer, 1 kommentar)
- Landsbyens landskab, grønne rum og stier** (2 ideer, 0 kommentarer)
- Trafikken og sammenhængene** (2 ideer, 0 kommentarer)
- Ideer og forslag** (5 ideer, 0 kommentarer)

To the right, there is a sidebar for the **Udviklingsplan for Uldum**, which is currently open. It includes a link to "Tilføj idé til Udviklingsplan for Uldum" and a link to "Gå til Udviklingsplan for Uldum >>". The sidebar also indicates that the plan is due by May 30, 2008.

5.2.1 Idémarken History Background

The project idea was sparked in autumn 2007. The Kommune main bureau which supervises the twelve departments, informed the departments that it had new development plans and strategies, and it is looking forward to engaging the residents within the development phases; where people can share their ideas and suggestions for any matter. In order to deal with this new strategy the Kommune developed a new council called "the Development Council"; the main responsibility of this council is to deal with the suggested ideas from the departments, consultants and the society. The development council plan to deal with these new ideas and suggestions was to firstly receive the ideas from different sources, then make an internal negotiation (within the council) to decide if ideas are feasible and the Kommune needs them, after that, all feasible ideas will be integrated within the Kommune's policy in order to be adopted and implemented. In order to begin collecting ideas and receive suggestions from the society and residents, the development council which is led by Culture and Business department, asked a limited number of well-known residents from different sectors (business, firms, companies, trade unions, labor market, farmers, museums, artists, painters and others) for meetings in the Kommune in order to debate and tackle their needs and ideas. The development council decided four meetings every year to be held where groups of residents can brainstorm side by side with the council representatives.

In one of those meetings, the participants were told to supply and support the development council with new ideas and suggestion regarding 'the business policy', a huge number of new ideas were suggested, The development council noticed that the meetings duration was not enough to debate all this huge number of new ideas and suggestions, and the ideas were valuable, feasible and can be adopted. The development council was facing two main problems in this project: the first problem is the number of meetings and the amount of time which were not enough, and the second was the number of participants which was small in addition to the limited scope of suggested ideas of those participants.

Mrs. Vildbrad (The Supervisor of Idémarken project and the coordinator of Culture and Business Departments) commented:

"We conducted a meeting and we had brainstorming and they were so many ideas in one evening. So we thought if we ask more people we would have more ideas" (Interview 3.C.4).

The development council began thinking seriously about having more participants which will lead to more ideas and discussions. At one meeting an external consultant (Mr. Carsten Borch) was one of the participants, and suggested the idea of mass collaboration projects and argued that it can solve the Kommune's problem. The consultant gave two examples of mass collaboration projects in the region. The first example was "**Anna Amalia**" project for Regionen organization in the region of Central Jutland- Denmark. And the second example was "**idéoffensiv**" project for Skanderborg Kommune. The committee members were impressed by the idea and they decided to study and observe these two projects. Mrs. Vildbrad commented on that event by saying:

"We have a consultant who helped us, this consultant informed us that there is a kind of projects in the region of Northern part of Jutland called Anna Amalia project where people could write ideas on the internet, also Skanderborg Kommune has their own project "Idéoffensiv" but they use it for bigger plans. So we said it will be a great idea if we have such one" (Interview 3.C.4).

5.3 Analysis of Idémarken in Terms of the Process Framework

In this section the case study is analyzed by the process framework, which is presented in chapter 4. The illustration is based on the empirical findings resulted from various sources, such as interviews, observations, documentations and the Internet. The discussion and conclusions of the empirical findings of the case study will be presented in the next chapters.

5.3.1 Idémarken Identification Phase

In this section the three main phases behind the identification of Idémarken project are illustrated.

Needs for Idémarken

Development in general is one of the main objectives of organizations. For Danish organizations and especially municipalities; development is at high priority than other objectives. Hedensted Kommune's main need behind the adoption of Idémarken project is seeking new ideas for the development of the whole district and county. What strengthens that need was the new municipal reformation of 2007 in Denmark when two main municipalities (Juelsminde Kommune and Tørring-Uldum Kommune) merged into Hedensted Kommune. As a result the responsibilities of the new Hedensted Kommune increased and the need for development began to expand. In addition to the need of development, the municipality wanted to implement its vision which stated "*citizens need to be close to democracy, leisure and municipal service. And the municipality should be close to citizens too.*"

Goals of Idémarken

In Denmark municipalities are guided by policies. These policies are the main source for actions, plans and decisions. The main goal behind the adoption of Idémarken project is to add, amend or remove policies. And it should be clear that without the appropriate policies, new development -which is the main *Need* of Hedensted Kommune - can not be achieved.

Limitations of Idémarken

Danish municipalities are funded by the government, where each municipality has its own budget which depends on its size, employees and services. The first obstacle that Hedensted Kommune faced to adopt Idémarken, was the cost of developing the project. Hedensted Kommune overcame this problem by a deep negotiation and discussion with both the government in order to support the project and with the 'vendor' in order to lower the cost and keep the same level of services.

As I mentioned early in this chapter, many of the residents in Hedensted Kommune towns and cities are farmers and the usage of the Internet among them is fairly low which will reduce the number of collaborators and affect the submitted ideas. Mrs. Vildbrad commented on that

"Many citizens and especially who are living in countryside are not using Idémarken at all, maybe they don't use the internet or they are busy with something else"
(Interview 3.C.10).

In addition, the nature of the project is new for residents and will need more efforts and time to be promoted.

5.3.2 Idémarken Planning Phase

In this section the planning phase of Idémarken is illustrated and discussed. This phase consists of fours sub-phases:

The Technology (Web 2.0)

A blog which is described in previous chapter was chosen as the main 'Web 2.0' service to handle Idémarken. The blog supports collaboration activities and allow any user to create his/her personal account to contribute by his/her ideas, comments and suggestions. This blog is located at the fourth Quadrant of Krishnamurthy (2002) classification of blogs. See figure 5.3.2.A below

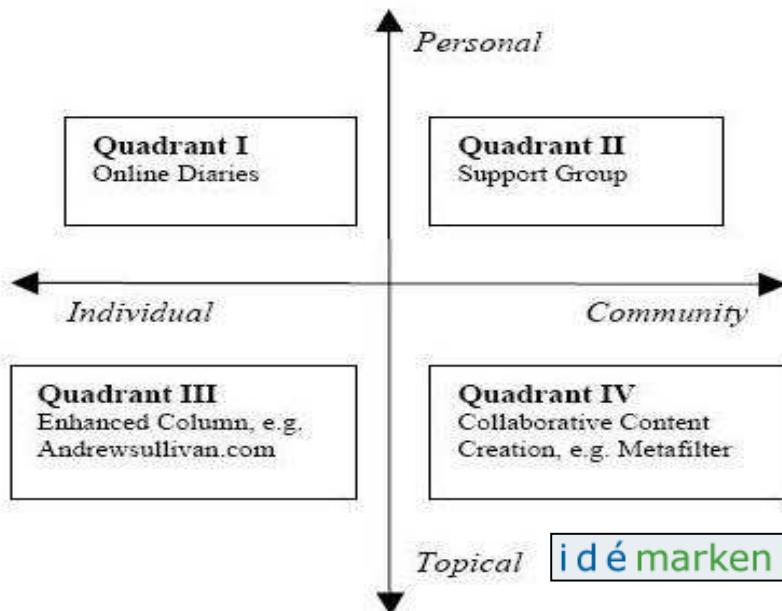


Figure 5.3.2.A Krishnamurthy Classification of Blogs (Krishnamurthy, 2002 cited in Herring et al, 2004, p.3)

After choosing and specifying the 'Web 2.0' service to support Idémarken. This service has to be developed by a vendor.

The Vendor

According to Locher (2008, p.3) there are three different sources for any organization to obtain a Web 2.0 technology: private vendors, free vendors or in-house development. Hedensted Kommune had two of these three choices on table, the self development and private vendor.

A. The choice of In-House Development

The choice of self development was known, but the Kommune could not go for it, the reason behind that was very clear; the Kommune does not have any IT/IS developers or programmers. The Kommune could not either hire developers for such task, and they prefer to go to the private vendor choice.

Mrs. Vildbrad commented:

"We are a small Kommune, and we can't do everything by ourselves, so we have to ask for help from outside" (Interview 3.C.14).

Mr. Nissen commented:

"I am the only person in the Kommune who is familiar with the Web 2.0, internet applications and users needs. However, I am not a developer or programmer, originally I am a librarian but I have my own web and internet skills, though I was chosen as a web and user needs coordinator for the Idémarken project" (Interview 1.C.5).

B. The choice of Private Vendor

The Kommune choice was to outsource the web application to private vendor. This decision was taken unanimously. The Kommune chose a Copenhagen based company called "**Social Square**" as their main provider and implementer for the Web 2.0 services of their mass collaboration project. There were several reasons behind choosing this company:

1. Social Square considered as a leading Danish company specialized in implementing social software and applications and provides organizations with the appropriate training and skills.

Social Square identified their mission by:

"We want to help organizations to understand and implement social software - for instance weblogs and wikis. But social software is not mainly about software - it is mainly about being social." (Social Square, 2008)

They also described the nature of their services by:

"We help organizations humanizing their approach to markets and marketing - and having dialogues with their customers. And while we help working out the strategy and implementing the software solutions, they transform into more caring, listening and conversational organizations. And in exchange for their community support they get new ideas, better feedback, more agile development - and a very strong sense of their own market and their own innovative power." (Social Square, 2008)

2. Social Square has an experience with mass collaboration projects and especially for non-profit organizations and Kommunes (municipalities), they developed similar project for both Skanderborg Kommune (idéoffensiv project) and for Midt organization (Anna Amalia project).
3. Social Square offered Hedensted Kommune a package of services, such as supporting, maintaining, training and upgrading.
4. The development cost of Social Square fit with the Kommune's budget.

C. The choice of free vendor

At that time the choice of implementing the technology by a free vendor was not presented at all, and this is for three main reasons, the first reason was stated explicitly and the other two understood implicitly:

- **The explicit reason:** None of the development council members or any of the participants has Information Technology background or a familiarity of Web 2.0 technology and services, though this choice was not mentioned at all, and none of the Idémarken project team knew about such service .

Mrs. Vildbrad commented by saying:

"I can only use it; I really don't do anything technically. We have this needs and the consultant went to the company and provided us the application" (Interview 13.C.3)

- **The implicit reasons:** Most governmental organizations do not trust free and open applications or services, and this is also applied on Hedensted Kommune as a Danish Governmental Organization, regulations and top policies comes from the government. These governments and specially Scandinavian prefer to spend more money in order to win the trust and confidentiality. The second implicit reason was the language; the project is to serve Danes residents, therefore the website and services must be in Danish, And most of 'Web 2.0' free services are provided in English and only a few of them can be customized to other languages, and this customization to Danish will require efforts and money.

The Structure of Idémarken

The structure of Idémarken is based on "Themes"; theme is referred to any topic that needs the community ideas, suggestions and comments. These themes can be initiated by the mayor office, departments of Hedensted Kommune, local councils in small towns within the Kommune (24 local councils) and any other group of people or organizations that have concerns and want to share them with all the community and citizens. Each theme has a specific start and end date, and is separated from other themes. See figure 5.3.2.B for Idémarken's structure chart and see figure 5.3.2.C for the Idémarken online themes.

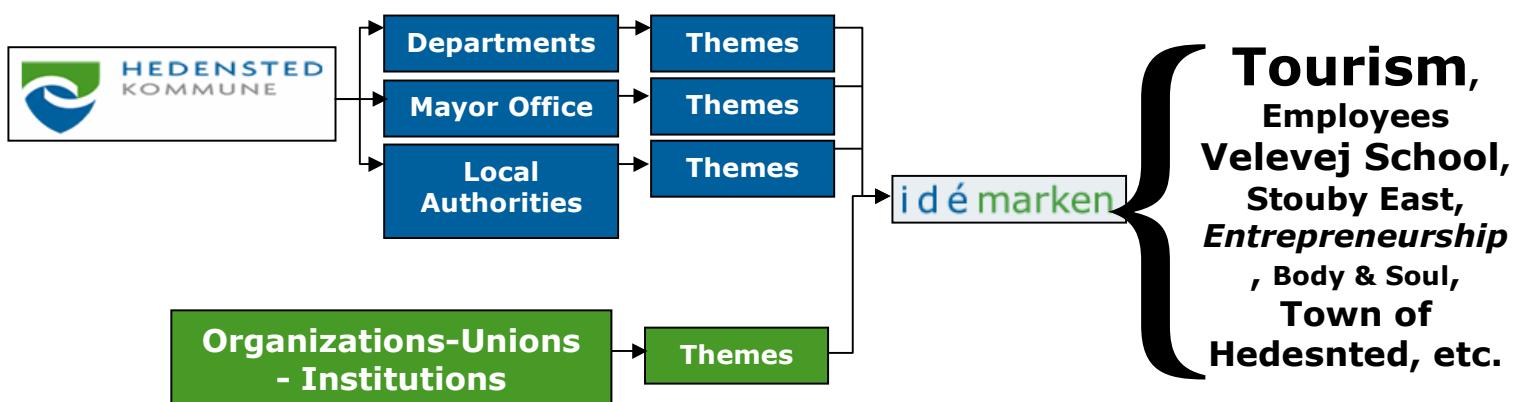


Figure 5.3.2.B Idémarken's Structure (Interview 6.C.3)

Figure 5.3.2.C Idémarken Online Structure (Idémarken, 2008b)



The Properties of Idémarken

Openness: Hedensted Kommune considers Idémarken as an open project. Idémarken is open for all people all over the world; any Internet user can access the web site freely and without restrictions, can submit ideas and comments, and can be engaged in any discussion panel. Users and collaborators are free to express themselves; they have the ability to criticize the Kommune, its services or laws. And suggest their thoughts of how it can be improved.

Information in Idémarken is available for all, and can be used by anyone. For example, any Kommune inside or outside Denmark can use the suggested ideas for its own development and can ask for contributions from idea makers.

All discussions in Idémarken take place publicly; these discussions are supported by information that includes: contributor name/nickname, date and time of contribution, number of ideas' supporters and number of users who view the contributions.

Sharing: All information in Idémarken is available for sharing, and users are extremely encouraged to share the ideas and contents by four different forms:

1. Comments on Ideas.
2. Ranking and voting for ideas.
3. Support ideas (e.g. If there is an idea about opening a sport center in a specific region, other user can support it by the suggestion of including a baseball ground).
4. Encourage users to invite others to share and contribute.

Acting Globally: Idémarken is dedicated for the development of Hedensted Kommune and this restricts it from acting globally. However, it is still open for the world as Mrs. Vildbrad said:

"We have actually several Danes who are living outside and are participating, so we consider it to be national. But most of contributors (99 percent) are from Denmark and others are welcome. We were surprised when we noticed that there are many users from Spain who are visiting the site regularly!" (Interview 3.C.17)

Idémarken is seen by the Kommune to act globally in the future, since it will be one of the strategies that the Kommune will use to promote its national development plan. It will be used in the Kommune's cooperating activities and international initiatives, for example, the Kommune will use it for its twinning plans with other multiplicities worldwide.

Peering: Stakeholders and users of Idémarken can participate in the creation and development of services and plans. Users with feasible ideas or with special skills are contacted in order to help the Kommune. For example, if a painter suggested an idea of a new art gallery, he can help by managing the gallery or by showing his/her own paints.

Idémarken Team

There are two types of team members: permanent-active members and temporary-active members.

Permanent-active members: Are members that have their permanent and basic roles and tasks in Idémarken. These tasks could be technical, managerial and administration. Basically there are two full active members in Idémarken which are:

- Kim Nissen: Kim is the Technology and Web coordinator of Idémarken. He has several and significant responsibilities: He is responsible for all administration tasks of Idémarken website and portal, user-needs and requirements, website configuration and finally he is the contact person with Social Square (the company that developed Idémarken).
- Mette Vildbrad: Mette is the co-initiator of Idémarken; she is the supervisor of the project alongside her responsibilities for Culture and Business themes. And she is considered to know everything about the project.

Temporary-active members: any parties of the mayor office, the Kommune's departments, and the local councils who have active theme in Idémarken are considered to be members of Idémarken team. These members are controlling and dealing with their themes and theme's participants.

Examples of temporary team members:

- Johannes Larsen: He worked as a supervisor of "Business and Companies" themes, he was dealing with ideas suggested from the business community, companies, trade unions and entrepreneurship. This member was active in the period of November/2007 – January 2008 and this was the actual active period of Business theme. Mr. Larsen commented:

"I am not a full member in the project; I am only responsible of business themes. Now I do not have any responsibilities since the business theme had ended. But when it will be opened again I have to take back my responsibilities" (Interview 6.C.2).

5.3.3 Idémarken Adoption Phase

After the completion of both identification and planning phases, the project went to be ready for adoption in November 2007. Before the full adoption takes place, the Kommune had conducted the following two stages in order to enhance the effectiveness of the adoption, these two stages were:

Elder Statesmen of Idémarken

The first stage was to observe other similar projects; Hedensted Kommune had observed and explored two mass collaboration projects of the same context: Idéoffensiv and Anna-Amalia projects.

1. **Idéoffensiv project:** is a mass collaboration project of Skanderborg Kommune, a Kommune that is located at the border of Hedensted. Idéoffensiv is open for all citizens, businesses, organizations, institutions, associations and all others interested in helping in the development of Skanderborg Kommune. The idea of the project initiated by the mayor Jens Grønlund in 21 June 2007. Since the launch time of the project around 822 ideas and 670 comments were submitted and debated. See figure 5.3.3.A for a screenshot of Idéoffensiv project homepage.

Mrs. Vildbrad comment on the observation of Idéoffensiv project was:

"We observed two projects, one of them was the Skanderborg, and we noticed that they did it, and it was easy, so we said if we implement that project it will succeed and the main thing for us is to have a system that works and is easy to use, so from Skanderborg we can say it was easy. But in case of Skanderborg they are using it for large projects and plans, and they don't list ideas in themes. They have many too many functions, we will ask to have the same, but we need themes for the ideas" (Interview 4.B.5).

Figure 5.3.3.A Screenshot of Idéoffensiv Project Homepage (Idéoffensiv, 2008)

2. **Anna-Amalia project:** a mass collaboration project for Region Organization in Denmark. The project aim is to share citizens' ideas and suggestions for developing the area of Central Jutland in Denmark and make it a strong and exciting place to live, work and do business. The project was inspired by an idea of a German princess called 'Anna Amalia' in the 18th century this lady was holding meeting with women exchanging ideas and innovations and they were talking, debating, playing music and telling stories.

By 22nd of June 2007 more than 2500 citizens shared, submitted and tackled around 1000 new ideas to develop Central Jutland region for the next few years. See figure 5.3.3.B for Anna-Amalia project homepage. Mrs. Vildbrad comment about the observation of Anna-Amalia project was:

"The first project we observed was Anna-Amalia, 24 women trying to get ideas from citizens online, but there efforts were more directed to arrange conferences and workshops to get ideas from people in villages, towns and cities. But we got overview of how these projects work online, so we can do something similar" (Interview 4.B.5).

Figure 5.3.3.B Screenshot of Anna-Amalia Project Homepage (Anna-Amalia, 2008)

The screenshot shows the homepage of the Anna-Amalia project. At the top, there's a logo of a stylized head profile and the text "Anna Amalia". To the right is the "regionmidtjyllandmidt" logo. Below the header, there's a navigation bar with links: FORSIDE, TESALONER, ANNA AMALIAER, IDÉER, INDSEND IDÉ, SAMTALER, UDVIKLINGSPLAN, OM PROJEKTET, and HOVEDBLOGGEN. The main content area features a large image of a group of children and adults. To the right of the image, there's text about the "UDVIKLINGSPLAN FOR REGION MIDTJYLLAND" and a bold statement: "100 saloner, 1.000 mennesker og masser af samtalere". Below this, a question is posed: "Hvad mener du udviklingsplanen for Region Midtjylland skal være?". There are two buttons at the bottom of this section: "Indsend idé" and "Kommentér på idéer". To the right of this main section is a sidebar titled "Idéer" which contains a heading "Dagens idé" followed by a text block and a list of five ideas.

Anna Amalias idéer inspirerer

22. juni 2007 afleverede de 24 regionale Anna Amaliaer næsten 1000 idéer til regionsrådet for Region Midtjylland.

Fra påske til Sankt Hans afholdt kvinderne 128 tesalonter, hvor over 2500 af regionens borgere deltog med idéer til, hvordan Region Midtjylland skal udvikle sig de kommende år. Dertil kommer de mange

Dagens idé

Der kører alt for mange projekter for projektets egen skyld. Det offentlige bør stoppe op og finde ud af, hvad der virker, og hvad der ikke virker. Det der ikke virker skal stoppes. Se hele idéen »

- Cykelhjelm!!!!!!!!!
- BigKids - overvægtige børn og deres forældre i nærmiljøet
- Gratis adgang til kunstmuseer i regionen om søndagen
- Børn og overvægt

After the observations of the two mentioned projects, the Kommune had clearer and deeper understanding of the structure and services that Idémarken can include. This observation also helped the Kommune to set up their needs and to be more specific when debating the project with the vendor. After that, the vendor (Social Square company) provided Hedensted Kommune with the first version (Beta version) of Idémarken website, which required testing and assessment before the full adoption of the project.

Testing Idémarken

Hedensted Kommune followed two approaches to test Idémarken. The first approach is one-day testing and the other was intensive testing that lasts several weeks. The testing approaches, their aims, properties and results are described below.

One-Day Testing: From its name, one day testing lasted for one day. The main aim of this approach is to test the functionalities of the project and to assure that all requirements were met. This testing approach was conducted by 12-15 Kommune's employees. And results were positive, and no serious problems or errors were found.

Intensive Testing: This intensive testing lasted for several weeks, and aimed to test all collaborative activities; submitting ideas, comments and rating services, retrieving and spreading information. A huge number of employees were involved in this approach, and they were asked to deal with the system as regular users and to

feedback their comments and suggestion for better improvements. The administrator side of the system was also tested, and all control functions were checked.

The results from this approach were also positive, which leads the Kommune to adopt the system in a full manner and to move to the marketing phase where the project was publicly announced and advertised.

Marketing Idémarken

Hedensted Kommune used two marketing strategies (online and offline strategies) in order to promote the Idémarken project and reach the maximum amount of citizens and users.

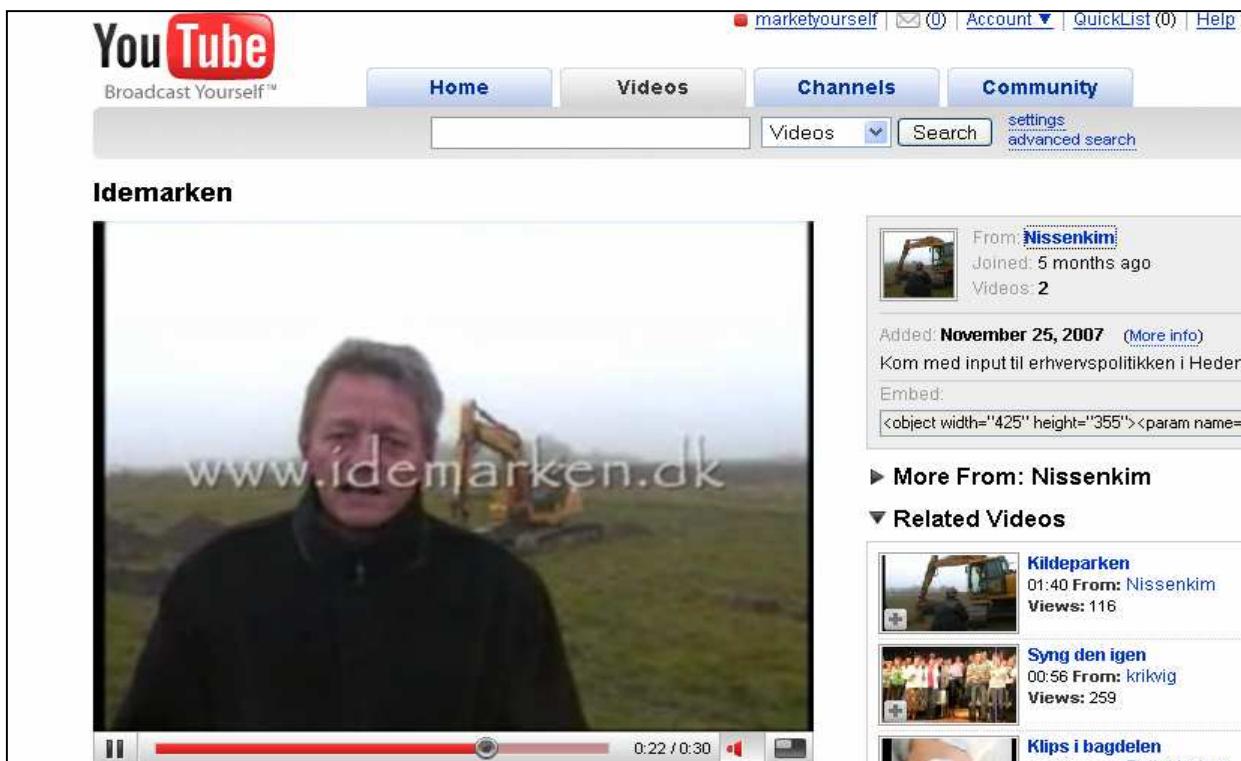
1. Online Marketing

The online marketing or eMarketing is a well-known marketing strategy for products and services over the Internet. The Kommune used and is using different models of this strategy benefiting from various services and technologies:

- Online Video Marketing:** One of the models that the Kommune used is promoting the Idémarken project via Videos, see figure 5.3.3.C. The Kommune used YouTube.com; a worldwide mass collaboration services for video sharing. On November 2007 the Kommune broadcasted a video on YouTube.com, in this video the Mayor of Hedensted (Jørn Juhl Nielsen) appeared in the video and promoted Idémarken project while he was working in a field and digging the ground. The Mayor said in the video:

"As we dig the ground and plant the corps; they will grow, and same thing are ideas, come to idemarken.com in order to help ideas grow and grow" (Interview 4.B.8)

Figure 5.3.3.C Idémarken Promoted Video (YouTube, 2008)



b. **Personal Blogs and Websites:** The second model of online marketing that was used to promote Idémarken is personal websites and blogs. The Kommune employees, consultants and different stakeholders promote the project via their personal websites and blogs. For example Mr. Hans Jørgen Hansen a member in the Kommune's council promoted the project in his personal website. See figure 5.3.3.D below

Figure 5.3.3.D Hans Hansen Website (Hans Hansen, 2008)

Så er jeg klar til at præsentere min nye hjemmeside for dig.

- Du kan læse mere om mine politiske visioner og min politiske profil.
- Du kan gå ind på Venstre i Hedensteds hjemmeside og læse alt om arbejdet i byrådet og i organisationen
- Du kan gå ind på Hedensted Kommunes hjemmeside og finde nyttige oplysninger
- Og du kan gå ind på min blog eller min facebook og stille spørgsmål eller komme med kommentarer

The Promotion

c. **Online Magazine and Media:** The third online marketing model that was used by the Kommune is the online public magazines and media channels. For example the online public magazine (Vejle Amts Folkeblad) promoted the project by the mean of press releases. See figure 5.3.3.E below

Figure 5.3.3.E Vejle Amts Folkeblad Website (Vejle Amts Folkeblad, 2008)

Opdateret 7. februar 2008 kl. 11:05 A +|- tekst Send til en ven Print side

»Idemarken« er nu høstet

Af Palle Søderberg - paso@vejleamtfolkeblad.dk

106 ideer og 175 kommentarer. Det var udbyttet, da Hedensted Kommune i går høstede Idemarken.dk, det virtuelle drivhus, hvor borgere, virksomheder, organisationer og foreninger siden den 26. november via internettet har kunnet så og vande ideer til kommunens fremtidige erhvervs- og turismepolitik.

De mange ideer fra Idemarken.dk vil blive samlet og præsenteret for byrådet på dets møde i marts, hvorefter en del af ideerne vil blive skrevet ind i Kommuneplan 09.

De ideer, der ikke kommer med i den nedskrevne erhvervs- og turismepolitik, smides dog ikke i kompostbunken.

For at læse hele artiklen, bedes du logge dig ind på vores elektroniske avis i det blå felt øverst på siden.

Er du abonent på vores trykte udgave, har du gratis adgang til vores elektroniske avis.

Abonnerer du ikke på vores elektroniske avis, kan du [købe et abonnement her](#).

Tirsdag
26. februar 2008

DAGENS E-AVIS
Brugernavn: Kodeord:
 Husk login
Registrér dig her!
Glemt dit kodeord?

INTRODUKTIONS-ABONNEMENT
Få vores trykte avis levereret til døren i en hel måned for kun kr. 100! Tilbuddet gælder kun nye læsere/husstande, som ikke har abonneret på avisens indenfor de sidste 6 måneder.

VEJLE

- Tusindvis af bilister kan slippe for fartbøde
- Mølleåens Bryghus står for mad og drikke
- Familier på samlebhånd til messe

d. **Online Forums:** Online forums were one of the strategies that the Kommune used to market Idémarken. These forums have many visitors from different disciplines where topics become popular in a short period of time. The Kommune used KommunikationsForum.dk where the launch of the project and a brief description were submitted. See figure 5.3.3.F below.

Figure 5.3.3.F Kommunikations Forum (KommunikationsForum, 2008)

The screenshot shows a forum post titled "Nu har vi igen været involveret i et borgerrindragelsesprojekt" dated November 28, 2007. A red arrow points to the title, labeled "The Topic". The post content discusses the launch of [idemarken.dk](#). To the right, there's a sidebar for "PERSONLIGE OPLYSNINGER" featuring a profile of Trine-Maria Kristensen, a Cand.scient.soc (PR) Director, who is offline. Below it is a section for "SENEST LÆST AF" and a "Seneste blogindlæg" section with a link to "this-week-nikolaj-stagis-wrote-a-dsnoig". Further down is a "Mest læste blogindlæg" section with a link to "Min far er død". On the far right, there's a "TOP TOY" advertisement and a sidebar for "TOP TOY søger leder til Kommunikation og Sprog" with a deadline of May 26, 2008, at 12:00 PM.

2. Offline Marketing

The other marketing strategy that the Kommune used and is using to promote Idémarken is the offline marketing. The Kommune advertised in local newspapers, announced the initiation of the project in conferences and tackled and debated it in many meetings with citizens and local residents.

After carrying out the marketing phase, stakeholders noticed the new project and hundreds of them visited and explored the website. Mrs. Vildbrad commented on that:

"In the first two months of launching the project online, about 1400 people visited the website" (Interview 4.B.8).

Stakeholders begun to submit their ideas and suggestions, others posted comments and feedbacks. Then the project became very popular in the region, and articles talking about such innovative project begun to appear online, such as Woodward's (2008) article which tackled Idémarken and other mass collaboration projects in Denmark.

5.3.4 Idémarken Maintenance Phase

As Idémarken began to receive contributions in November 2007, and stakeholders began to be active and take their role in discussing new ideas and suggestions; there is a need to manage all the contributions and deal with them in an appropriate way to meet the project's goals.

The Kommune developed a strategy to manage all ideas and suggestions. This developed strategy deals with ideas from its birth until the development of ideas on real. The Kommune's strategy is described in the following section.

Idémarken Knowledge Management Strategies

The strategy of the Kommune consists of several stages:

- A. **Receiving Ideas and Contributions:** In this stage ideas of a specific theme are received and stakeholders begin to take their roles by discussing and commenting on those ideas. As I mentioned before each theme has a specific duration, so ideas will be active for discussion within this duration. And as soon as the theme duration runs out, all ideas and comments will be gathered in digital documents.
- B. **Debating Ideas Internally:** Each theme in Idémarken is a responsibility of a specific group (Theme Group) that consists of a limited number of employees (mainly Kommune employees), these employees set together for meetings several times after the theme duration ends. They debate and tackle all ideas and suggestion which are gathered in the digital documents. These employees considered to have their own skills and knowledge about the debated theme. In their meetings, they will brainstorm and find out what ideas are feasible and need to be developed and what ideas can not be implemented for a reason or another. All feasible ideas will be put together in a new document (Strategy Document) with all related information concerning each idea. See appendix C for a part of a strategy document.
- C. **Debating Ideas Externally:** The strategy document will be sent then to the City Council where they debate the selected ideas, the City Council has the right to approve or disapprove any idea. After the city council takes its decisions about ideas, they will inform the Theme Group about their decision. The Theme Group receives the decisions, and develops an implementation plan for each and every accepted idea and returns their plans to the City Council to be developed. Mr. Larsen commented on this:

"When we developed plans for the ideas, this doesn't mean they have to be implemented this year, sometimes we put plans for a specific idea to be implemented in 2011, so you might suggest idea in 2008 and it may be developed after a couple of years" (Interview 6.C.4)

Idémarken Stakeholders' Management Strategies

The Kommune has no clear or standard strategy for managing stakeholders (collaborators). It does not collect too much information about them, and the only information it collects are: collaborator's name, email, city and website. And the only mandatory information is the name and the email. Every stakeholder is asked to supply these information while adding a new idea, see figure 5.3.4.A for a translated sign-up page for a new idea.

Figure 5.3.4.A Translated Sign-up page for a New Idea (Idémarken, 2008c)

Add your idea

Title:

Idea:

Themes: Here you can see the themes that we want your input.

Categories: The categories will help you to put your idea in the right box and the other to find the

Keywords: Keywords separated by a comma. For example, "public transport, buses, midtby"

Choose an existing key words from the list and makes it easier to find your idea

Stakeholders' Information

Your name: Mandatory

Your e-mail: Primarily, but not published

Website: Volunteering

Place: Volunteering, but tell perhaps where you work, where you live or where you come from? Ok

I would like to have e-mails when the reactions to this idea

I would like to receive a newsletter from the page

When you click on "Add idea" is the idea of the same publicly available here on idemarken. Geelong municipality reserves the right to contact people with good ideas.

This amount of information does not allow the Kommune to be more close to stakeholders and restricts their management practices toward them. The current practices of the Kommune toward stakeholders are:

- Dealing with stakeholders via the Idémarken website.
- Dealing with stakeholders via e-mail.

Whilst, these two methods seem to be insufficient, the Kommune could contact a stallholder over the phone or ask for a face-to-face meeting for urgent cases.

Mrs. Vildbrad comment on that was:

"We really don't ask too much information about contributors, we mainly need the name and e-mail, and sometimes people supply a fake name or email, and for this we care more about ideas and suggestions. But if people supply their real information it will help us contact them if we need more information regarding a subject or a matter. Sometimes we contact people using phones if we really need them or ask them to come to the Kommune for a meeting if there is something urgent and they can help" (Interview 5.B.1)

Idémarken Collaboration Network's Management Strategies

The Kommune has no clear or specific strategy to manage the collaboration network of Idémarken which consists of: collaborators, ideas, Idémarken's team members, the Kommune, the mayor office and the city council, See figure 5.3.4.B for Idémarken's collaboration network. Each part of the collaboration network is managed separately, and there is no managerial strategy to manage the whole network as one entity which affects the collaboration network negatively. The other reason that also affects the network negatively is the unclear and weak managerial strategies toward stakeholders which I described in the previous section.

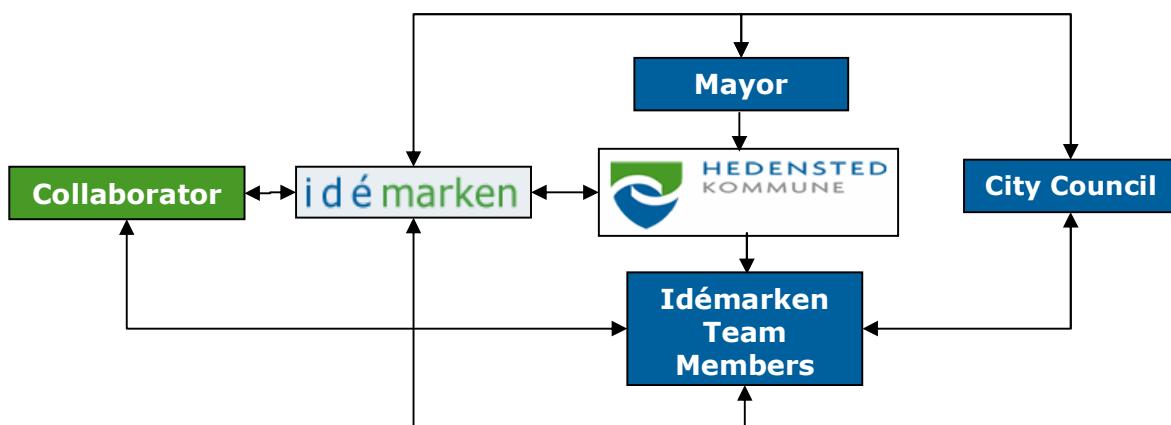


Figure 5.3.4.B Idémarken's collaboration network

5.3.4 Idémarken Evaluation Phase

As I mentioned in the previous chapter; in order to evaluate the performance of a mass collaboration project there are three measurements strategies that can be followed:

The Efficiency

The efficiency was the first measurement strategy that the Kommune used in order to evaluate the performance of Idémarken. The results of this strategy was that the project is efficient, since it supports stakeholders in carrying out their tasks and the level of stakeholders' productivity is high; based on the *Results' Measurement Strategy* that I have discussed in the previous section.

The Effectiveness

The effectiveness was the second measurement strategy that the Kommune used in order to evaluate the performance of Idémarken. In this strategy the Kommune based its measurements on how good the system is at handling stakeholders' contributions; and the result was that the system is good enough at that, and satisfies user needs. In addition, the system encourages learnability, since it was developed in a simple way that there is at most one two to complete a task, whether to submit ideas, comment or support them.

The Results

This measurement strategy was used by the Kommune in order to evaluate the performance of Idémarken. In this strategy the Kommune relied on three types of results:

- I. **The number of visitors and explorer:** The Kommune used the number of Idémarken's website visitors as one of the measurements strategies and indicators to evaluate the performance of the project, the team noticed that the number of visitors dramatically increased within the period of seven months. See table 5.3.4.C for the number of visitors of the period between 28 November 2007 to 5 April 2008.

Period	Number of Visitors
28 November 2007 – 5 February 2008	1641
5 February 2008 – 5 April 2008	2400

Table 5.3.4.C The number of Idémarken's visitors (Interview 5.B.10)

- II. **The number of submitted ideas and comments:** Since November 2007 to the time of writing this thesis (31 May 2008), the Kommune had initiated 34 themes (*five of them are active until now*), and these themes received 388 ideas and 209 comments. See table 5.3.4.D for a description of each theme's subject, status, number of submitted ideas and comments. According to the Idémarken's team members this number of ideas and comments was very much acceptable. The team also noticed that the number of submitted ideas and contribution is increased day after day.

Theme	Theme (English)	Status	No of Ideas	No of Comments
Turisme	Tourism	Inactive	31	67
Trafikken og sammenhængene	Traffics and related issues	Active	6	0
Samarbejder	Cooperate	Inactive	15	9
Miljø	Environment	Inactive	15	8
Medarbejdere	Employees	Inactive	9	7
Landsbyens landvindinger	Landsbyens achievements	Active	7	0
Landsbyens landskab, grønne rum og stier	Landsbyens landscape, green space and trails	Active	8	0
Landsbyens fællesskab og kulturliv	Landsbyens community and cultural life	Active	4	1
Iværksætteri	Entrepreneurship	Inactive	25	28
Infrastruktur	Infrastructure	Inactive	13	15
Ideer og forslag	Ideas and proposals	Inactive	3	1
Erhvervsstruktur	Business Structure	Inactive	15	6
Erhvervsservice	Business Service	Inactive	18	24
Bymidten, torvet og handelslivet	City Centre Square	Active	5	0
Bosætning	Bosætning	Inactive	18	18
Vejlevej skolen	Vejlevej's School	Inactive	10	0
Alléring/bygade	Alléring's Street	Inactive	8	0
Vejlevej & torv	Vejlevej's Square	Inactive	3	0
Vejlevej	Vejlevej area	Inactive	5	0
Stouby vest	West Stouby	Inactive	5	0
Savværket	Sawmill	Inactive	6	0
Vestergade/Borgergade	Vester Street/Borger Street	Inactive	6	0
Branddam/gadekær	Branddam/gadekær areas	Inactive	7	0
Mølleparken	Mølle Park	Inactive	6	0
Møllen	Turbine	Inactive	7	0
Købmanden	Købmanden Area	Inactive	5	0
Pilegårdsvej	Pilegårdsvej Area	Inactive	1	0
Humlehaven & Stouby øst	Humlehaven & east Stouby	Inactive	8	1
Humlehaven	Humlehaven Area	Inactive	8	0
Udvikling	Development	Inactive	41	15
Mangfoldighed	Diversity	Inactive	22	3
Krop og sjæl	Body and Soul	Inactive	14	1
Fælleskab	Community	Inactive	22	4
Ansvar	Responsibilities	Inactive	12	1
Total	34 Themes	5 Active 29Inactive	388	209

Table 5.3.4.D Description of theme's subject, status, number of submitted ideas and comments of Idémarken (Idémarken, 2008b)

III. The number of feasible or/and accepted ideas: According to Idémarken's team; more than 70% of submitted ideas are feasible, but as I discussed in section 5.3.4.1; none of the ideas accepted by the team would be implemented unless the City Council approve them. And none of the interviewee could give me an exact number of the accepted ideas which will implement in the future; and this supported my point in section 5.3.4.3 which states that there is no clear strategy to manage the collaboration network of Idémarken. However, the interviewee provided two examples; one of them is for a feasible idea which will be implemented in the near future and the other is for an idea that is not feasible and will not be implemented or considered.

Idea 1 Is a feasible idea which will be implemented in the near future: conducting "Entrepreneurship" classes and discussion by different managers and experts in different high-schools in Hedensted region which will encourage students to begin thinking about business and open their minds for new opportunities.

Idea 2 Is an idea that will not be adopted or implemented: One of the residents wanted to open a show room for 'Teddy bears'.

Chapter 6: Discussion

This chapter begins with a review of the study purpose. Then a discussion to what extent the purpose of the study has been fulfilled and how the research question has been answered. Then an evaluation of framework and its ability to analyze and describe real cases is presented.

6.1 Review of the Study Purpose

In the introductory chapter of this research I have stated that the purpose of this study is to create a process framework from exiting theories, practices and approaches in order to manage mass collaboration projects in organizations. I have also stated that the created framework will be illustrated by a real case study. The process framework was created based on different perspectives and it firstly came up by five main common practices (Identify, Plan, Adopt, Maintain and Evaluate) which are mainly a process approach for technology project management (Gregory, 1995), These common practices were also used in other framework for managing collaboration activities which are based on Wiki (McAfee, 2006, p.146-147). The theoretical review in addition to the analysis of the empirical findings led to the process framework that is presented and described in chapter 4. I considered this framework; which is a combination of practices and theories; to help in the management process of mass collaboration. With this process framework model I considered the main purpose of the study to be fulfilled. The second implicit purpose was to analyze the case study in terms of the framework. The investigation regarding this purpose began by reviewing different cases and found one that fits the research needs and lined up with the framework context. This illustration supported me in confirming that the purpose of creating this framework was fulfilled by the support of the empirical findings.

The process framework model which consists of the three main modules (pre-adoption, adoption and post-adoption), describes how management activities relate to the adoption of mass collaboration. The three main modules of the framework are connected to each other and each of them is affected and affects the other modules. However, each module can be seen as a separate approach that can deal with particular adoption stage of mass collaboration. For example, if there is an organization which had adopted mass collaboration previously, and it is looking for a module that can manage their finished adoption, it can follow the final module of my framework (Post-Adoption module) where other previous module can also be reviewed if needed.

Each of the mentioned above three main modules consists of several stages, where each stage deals with a specific concern in mass collaboration projects, and they are connected to each other sequentially. These stages can also be used individually. For example, an organization can use the *Stakeholder Management* sub-phase for dealing with their stakeholders in adopted mass collaboration projects. And this also applied to all other sub-stages.

In figure 6.1 there are three examples of three organizations (X, Y and Z) where each of them deals with the framework in a different way of others. Organization X

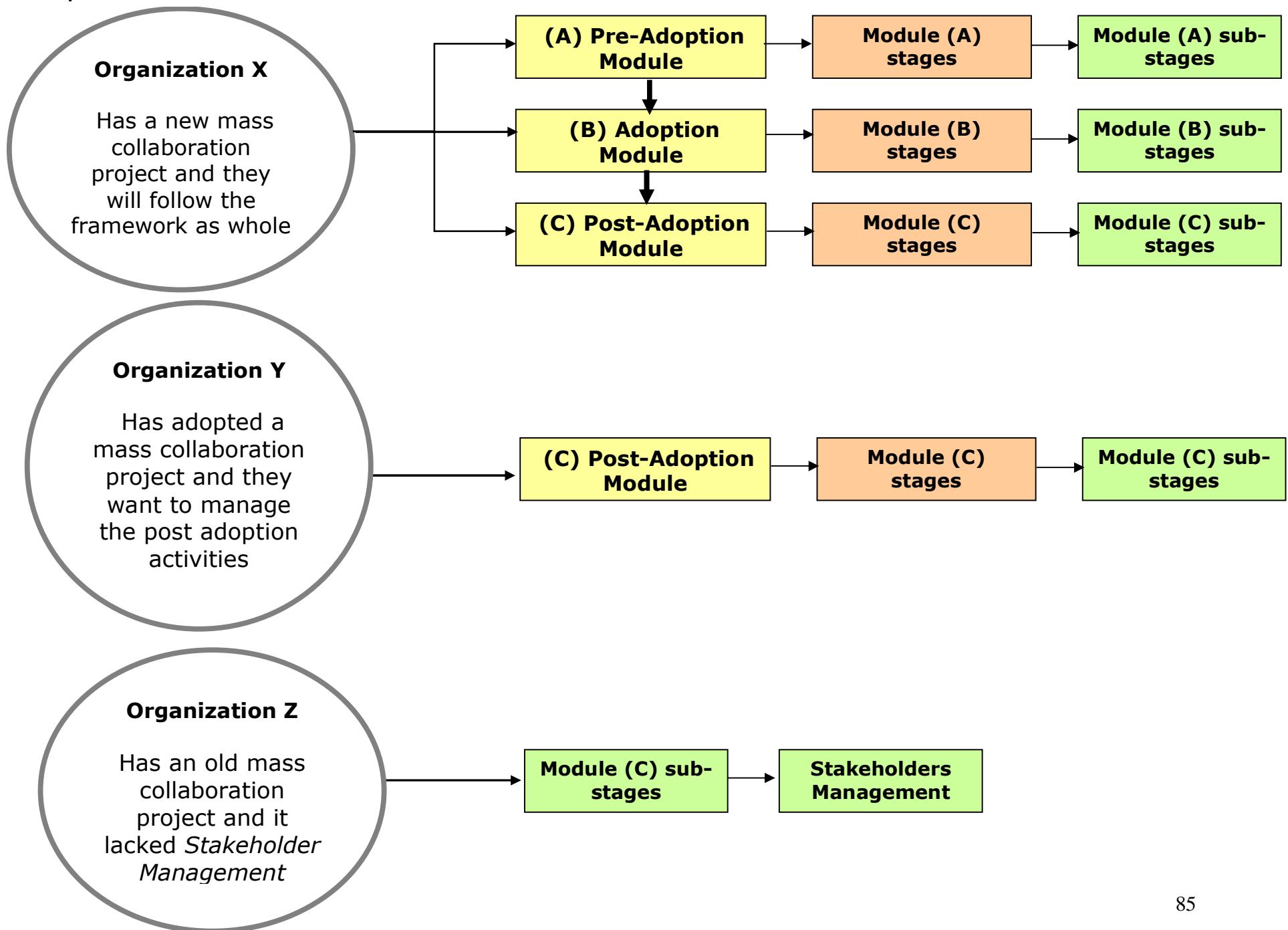
has a new initiative to adopt mass collaboration project, but they do not practice to manage this kind of projects, so they adopt the process framework as a whole with all stages. And for this organization, any missing stage will affect their adoption, so it is recommended for them to follow all the phases within the framework.

Organization Y, has already adopted a mass collaboration project, and they are looking to manage the pre-adoption stage, so they skipped the first two modules and went to the last module that deals with pre-adoption stage's practices. However, the organization can still review the previous two models for assessment purposes.

Organization Z, has a mass collaboration project and they lack one of the practices (e.g. Stakeholder Management practices) so they skipped all the modules and went to the desired practice. However, the organization can still review all the modules for assessment.

These examples can show us the flexibility of the framework and how much it fits organizations within different contexts and situations. On one hand it is very important to note that none of the stages should be skipped unless it is previously applied in a way or another. Since skipping any phase or module, or a shallow implementation will affect the project negatively: risks of miss fitting users or poor technology decisions. One the other hand the organization may lose the first mover opportunity if they implement the framework carefully and covering all phases and modules in an extensive way. As a result the final decision of the implementation will depend on the organization and on its circumstances.

Figure 6.1 Examples of Different Organizations and the adoption practices of the framework



6.2 Evaluation of the Framework

In order to evaluate the study in light of its main purpose, the criteria adjusted to be the ability of the framework to analyze, describe and illustrate real case studies of mass collaboration projects and initiatives.

In the case study of my research different models and activities were presented. The illustration of these activities was based on the created process framework; these activities are integrated together in different levels so it was very significant to place them in their exact modules and stages of the framework. Some of these activities were very clear and compatible with the framework modules and practices, others were ambiguous and not clear and some activities were implemented with instinct.

The framework consists of three main modules, each with its own stages and sub-stages. As these modules and all related stages were grounded based on theories, practices and approaches, a question that rose is how much they can do in analyzing and illustrating real case studies. The analysis shows that the modules and their stages are very flexible to analyze and illustrate any real case study with the same context of this study and research question. As a result, some of these modules and stages analyzed and illustrated the case perfectly and cover all its aspects and dimensions, other modules and stages deal with the case activities in a proper way, and some modules and stages deal poorly with some activities, because those activities were ambiguous and hidden. However, by the mean of additional external approaches – which turned later to be part of the framework, these activities were clarified and analyzed.

6.2.1 The Pre-Adoption Module

The pre-adoption module which consists of two main stages (identification and planning stages) was one of the modules that had a straight forward relation to the empirical findings and case study activities. The planning stage in this module was the most stage that all its activities were used in the case study, and the analysis of this stage was very easy and straightforward. The technology, the team, the structure and the properties were all clear and they were analyzed and described in a full manner. The identification stage in thesis module was analyzed in an open way; it was a bit harder to clarify the activities (needs, goals and limitations) they are open in nature, and empirically there was a mix between "needs" and "goals", this can be argued that the source of empirical findings of this activity had no clear understanding of that concern or that this activity in mass collaboration has one and direct aim, which is "New ideas for development", and in order to analyze this stage in more depth I relied on different sources (other informants, project website and brochures).

Conclusion: The pre-adoption module worked well in illustrating the activities of the case study, the activities in the case was well defined and used in the same conceptual context of the module.

6.2.2 The Adoption Module

This module had also a straight relation to the empirical findings of the case study activities. The "Elder Statesmen" stage in this module was fully illustrated and covered, the two projects (Anna-Amalia and idéoffensiv) in the case study was reviewed and described. The last stage in the module "the Marketing stage" was not originally a part of the module, and later was fully integrated based on its presence in the case study. The integration of this stage was very important to the effectiveness of the framework and it could potentially be argued to be one of the most important stages, where the project could not come up to public unless a planned marketing strategy is applied. Though, the stage was covered and illustrated in a full manner based on the empirical findings supplied by informants and by searching and exploring Internet sources, since the marketing strategy of the case was mostly conducted online.

Conclusion: This module worked well for the desired stages. New stage had been integrated into this module after the analysis of the empirical findings.

6.2.3 The Post-Adoption Module

The post-adoption module had also a straight relation to the empirical findings. In the first phase (maintenance phase) the two theories (stakeholder theory and social network theory) were described in order to be used by organizations and managers to analyze their stakeholders and collaborators' network. In this stage I have also introduced different knowledge management practices in order to deal with the new created knowledge in different mass collaboration projects. However, in the case study, other practices were used by the organization. In the second phase (evaluation phase) three measurement strategies were used to, measure the performance of mass collaboration projects; and the *Result's* measurement strategy sub-phase was perfectly analyzed in respect of the case study, and this is due to that this sub-phase depends on quantitative data which was supplied by the informants.

Conclusion: The module worked well for the case study as other modules. New approaches were analyzed (*Knowledge Management practices of Hedensted Kommune*) that were different from the introduced practices at the framework. And this is due to that fact that the main aim was to illustrate the framework and not to test it.

Chapter 7: Conclusion

This chapter is summarizing and concluding this research study. It attempts to picture the outcome of the research by answering the research question. Then the implications and limitations of the study are described, the chapter is concluded by directions of future research.

7.1 The Research Question

In order to answer the research question, I had to develop a process framework that handles all the dimensions and aspect of the adoption of mass collaboration. In the theoretical chapter I was able to develop a framework that based on different theories, practices and approaches.

This framework was used to analyze a real case study and I came to the conclusion that this case qualifies as proactive mass collaboration project, and the case even led to the enhancement of my process framework by the integration of additional phases and practices that were not part of the framework before.

7.2 Implications for Practical Use

Naturally, it is apparent that the process framework did not cover all possible explanations and decisions grounds that may be relevant to the management of mass collaboration. And this is not what actually the framework set out to do. However, if an organization or managers would consider the usage of my framework, I would argue that it beneficial to provide a clear understanding of mass collaboration, as well as explicit criteria for each of the modules and phases within the process framework.

In addition, I stated in section 4.1 that the process framework is primarily concerned in specifying what processes are necessarily and does not give too much attention to how these processes should be implemented. Thus organizations and managers ought to choose their implementations methods and strategies that are suitable to them and satisfies their needs.

7.3 Limitations

The process framework which I developed and presented in this research is subject to some limitations. One of the major limitations is the lack of an integration approach between the framework as a managerial approach and the traditional managerial approaches in organizations. There are different situations where both approaches are to meet. I have chosen not to connect the framework with any organizational managerial approach in order not to be lost in the pool of different connections and practices which will reduce the efficiency of the framework. So I decided to leave this for practitioners and managers; since they are more close to their organizations' approaches and practices.

7.4 Future Research

My process framework needs to be further validated and developed. This study was concerned with the creation of the framework that can manage mass collaboration projects, in addition to its ability to analyze and illustrate such projects. This field is still immature and needs more extensive research. I would like to list some topics that I believe would need additional attention:

- In my research I illustrated the case study in terms of the process framework. And I believe that by conducting other qualitative studies aiming to *Test* different case studies in term of the framework, this will support the validity of the framework and its generalizability.
- Some modules of the framework need further research; especially the second module '*The Adoption Module*', the module needs more attention.
- Quantitative studies should be conducted, in order to test the framework and make it more robust.

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Appendix A: Interview Protocols & Transcriptions

Interview ID: 1

A. General Information

General Information	
Interview Name	Kim Nissen
Department	Internal Department
Position	Web Developer
Interview Date	23 April 2008
Interview Type	Pilot Interview – Face to Face
Time	10:00

B. Introduction and Warming Up

Step	Context
1.	Introduce myself.
2.	Describe the study's purpose, aims and goals.
3.	Ask the informants about his/her own confidentiality.
4.	Ask for the permission to record the interview, and inform him/her that the interview' transcripts, results and conclusion will be submitted to him/her later for verification.
5.	Inform the informants about the sequence and context of the interview
6.	Ask if the informants has any further question regarding the provided information in general and the interview in particular

C. Questions

Question Number	Question / Answer
1.	<p>What is your professional background?</p> <p><i>I am a librarian, I worked as a librarian for 3 years, And in these three years I was designing and developing web pages for both the library and the Kommune, and after while the Kommune asked me to work as a full time web developer.</i></p>
2.	<p>How many years of experience do you have?</p> <p><i>I have 3 years of experience in Web Development, although I was working in this field since 10 years as an amateur.</i></p>
3.	<p>What are your responsibilities at Hedensted Kommune?</p> <p><i>My main work is in the development of the Home-Page of the Kommune, I am focusing in menu structure, layouts and user needs. I am the coordinator for the home page, and I have to educate my colleagues, so they themselves they can provide the home page with info. I collect the wishes and then my self describes what we need to</i></p>

	<i>have on our homepage. But I don't changes codes; this is the responsibility of the provider company.</i>
4.	What are your responsibilities at Idémarken project? <i>My responsibilities in Idémarken are similar to my responsibilities in the main web site of the Kommune. In Idémarken I take care about users' needs. And I identify those needs and explain them in a technical way to the development company. I am the administrator of Idémarken and I am the only one who can add, change and edit the layout and different issues in this web site. I am also taking care about the functionality of Idémarken and assure that there are no errors or bugs. I receive comments and suggestions from all users and I have to take care about them too. You can say that I am the one who knows everything about Idémarken and how it works. And I am the main contact with the development company and acts as a mediator between them and all users.</i>
5.	How do you understand the term Web 2.0? <i>I would say Web 2.0 is a social thing; it's all about collaboration together and share things online. It is a very social thing, and everybody talks about making something different. It is also about using new online technologies that facilitates all these sharing practices. But when I am describing this concept to my colleagues in the Kommune, I am using different words to make them understand that term.</i> <i>I am the only person in the Kommune who is familiar with the Web 2.0, internet applications and users needs. However, I am not a developer or programmer. As I told you, originally I am a librarian but I have my own web and internet skills, though I was chosen as a web and user needs coordinator for the Idémarken project.</i>
6.	How do you understand the term Mass Collaboration? <i>Mass collaboration is depending on Web 2.0, it is where large numbers of online users collaborate together to achieve something or a goal. Same as we have in Idémarken where users are collaborating for new ideas and suggestions to help us make our cities better.</i>
7.	What is your favourite online social network? <i>LinkedIn, I am a new user there.</i>

Interview ID: 2

A. General Information

General Information	
Interview Name	Kim Nissen
Department	Internal Department
Position	Web Developer
Interview Date	23 April 2008
Interview Type	Face to Face
Time	11:00

B. Questions Concerning Hedensted Kommune

Question Number	Question / Answer
1.	<p>Could you please provide me with a background about both Hedensted and Hedensted Kommune?</p> <p><i>Our Kommune is in the region of Midtjylland on the Jutland in central Denmark. Hedensted Kommune covers around 546 kilometers and as I knew the latest population that our Kommune serves around 44,800. Let me be sure, wait a minute please.</i></p> <p><i>The interviewee checking his email..... Yes this number of population is right; You know we have this number after we merged with other two Kommunes (Juelsminde Kommune and Tørring-Uldum Kommune).</i></p>
2.	<p>What are the main responsibilities of Hedensted Kommune?</p> <p><i>The Kommune is serving the citizens, we have "Oh what's the word in English" yes, we have politics and rules from the mayor; they tell us how should we serve the citizens. We have to implement all these rules on real. It provides citizens with different guidelines, for example "Where it is allowed to build a house or open a business". I can say the Kommune is managing citizens' life.</i></p>
3.	<p>How many departments does the Kommune have? And What are the main tasks of each department?</p> <p><i>In the Kommune we have twelve departments. Nine of these departments are serving the residents and the other three are serving us "the employees" in the Kommune and have direct contacts with the mayor office. The first department is "Borgerservice" in English it is Citizen Service and it is responsible of dealing with citizens in case of issuing passports, driving license and social security. And is considered as the main entrance for the citizens to the Kommune. Then we have "Dagpasning" in Danish which is the department of the DayCare and is responsible for caring and supervising all children day-care centers and related services. Then we have the Job Center department, which is very busy one. As you see from name it is about finding and managing jobs and employment, this department is responsible for all employees</i></p>

	<p><i>and jobless citizens, the department arranges training sessions and courses, act as an intermediate between citizens and firms, present available jobs within the district and manage pensions. Yes, it is really busy department.</i></p> <p><i>Wait... Let me look at my computer to give you more details about the other departments. Ahh. We have the "Kultur og Erhverv" the department of Culture and Business which is the main responsible of Idémarken project, the business section in this department provides different consultancy services to current and new companies, firms and other businesses. The culture section of the department is responsible for all libraries, museums, sport clubs and events. And if you need more information about Idémarken you have to contact this department. And we have the Social Service department which cares and deals with case of social reformation. The sixth department is "Sundhed og Forebyggelse" in English I think it is Health and Prevention and the main responsibility of this department is to provide citizens with information about healthy habits regarding food and drinks, help them quit smoking and focus on health rehabilitation, In my opinion it is very important department.</i></p> <p><i>Then we have the technical department in Danish "Teknisk Afdeling" and it is responsible for local developments plans for the city. Many of employees within this department are engineers. And we have the "Skoler" in English it is Schools department, and it is responsible for all schools and kindergartens in the district, responsibilities including registering students, managing school budgets, needs and staff. And we have the Senior Service department which takes care about elder citizens' needs and nursing services, it also manages all elder-care centres and pensions schools and centres.</i></p> <p><i>Ahhh, Then the department that I am working in, the "Intern Service" same as English Internal Service and this is the first department that serves the employees and the Kommune internally, it provide services to all other departments and employees in the Kommune, its responsibility also include IT and Computer services and dealing with consultants and the mayor office. The other two internal departments are "Personale" department that is responsible for recruitment services, training and development, record keeping of all personal data and career development for employees within the Kommune. And the last one is "Økonomi" in English it is Economy, and this is department that everyone in the Kommune likes; we get our salaries from there and it is responsible for the Kommune finance and budget.</i></p>
4.	<p>How many employees are currently working in the Kommune?</p> <p><i>About 4,231 employees are working in the Kommune.</i></p>

C. Questions Concerning Idémarken Project

Question Number	Question / Answer
1.	<p>What is Idémarken?</p> <p><i>Idémarken is a web site or I can say web portal that we in the Kommune can get citizens' ideas, suggestions and needs. All ideas are shared among all people and citizens and anyone can comment and say his opinion on ideas. And simply you can say it's a place where we socialize and instead of having real meetings we have them online with unlimited number of users and visitors. I consider the project to be very unique and a very special one. And as I told you before the project is based on Web 2.0</i></p>
2.	<p>How did the Idémarken project come-up and by whom?</p> <p><i>Actually I don't know how the idea of the project came, but I know that it was the Business and Culture department who initiated the project and came with this idea. But, I was not in the project at the beginning. And Business and Culture department initiated that project because they need to modify and add new rules and politics to their services and they thought it will be good idea to have this online. But if you want the people who initiated the project are still working here and I can ask them for interviews, if you wish.</i></p>
3.	<p>When did the project initiated?</p> <p><i>The project went to public in November 2007.</i></p>
4.	<p>What special about Hedensted Kommune that made you implement this project?</p> <p><i>I think because at the Kommune here, we are always trying something new. And we want to get peoples input and ideas. Another thing, the Kommune wants always to hear people's opinions. And our mayor also has a very open minded.</i></p>
5.	<p>When did you join the project?</p> <p><i>At latest November the Business and Culture department asked me to join it.</i></p>
6.	<p>Who is the main supervisor of Idémarken project?</p> <p><i>It is Mette Vildbrad who is leading the project now. If you need I can manage and interview with her..... Mr.Nissen then sent an email to Mrs. Vildbrad asking her for an interview.</i></p>

D. Closing Interview Session

Step	Context
1.	Would you like to add more information? <i>No.</i>
2.	Do you have any general questions or inquiries? <i>If you may please inform us when will you finish your master thesis, so we can have a look at.</i>
3.	Thank the informants.
4.	Inform the informants again that the interview's transcripts, results and consults, in addition to the final master thesis will be sent to them before publications for verifications and corrections.

Interview ID: 3

A. General Information

General Information	
Interview Name	Mette Vildbrad
Department	Culture & Business Department
Position	Project Supervisor & Co-initiator
Interview Date	25 April 2008
Interview Type	Face to Face
Time	09:50

B. Introduction and Warming Up

Step	Context
1.	Introduce myself.
2.	Describe the study's purpose, aims and goals.
3.	Ask the informants about his/her own confidentiality.
4.	Ask for the permission to record the interview, and inform him/her that the interview' transcripts, results and conclusion will be submitted to him/her later for verification.
5.	Inform the informants about the sequence and context of the interview
6.	Ask if the informants has any further question regarding the provided information in general and the interview in particular

C. Questions

Question Number	Question / Answer
1.	<p>What is your professional background?</p> <p><i>I have been working in Hedensted Kommune a little bit more than one year. I have worked more than 16 years in councils so I thought it would be a little different to change and work in a Kommune. Because I am studies geography, so I have a university degree and when you work in a little Kommune so you have many different things to do rather than working in a large Kommune where you will be specialized in one thing.</i></p>
2.	<p>What are your responsibilities in Hedensted Kommune?</p> <p><i>I am working in Culture and Business Department; I am developing new ideas, tries to get things organized and writes polices for business and tourism. We are a team of twelve employees and four of us "I am one of them" who are coordinators. Now I am developing new policies for both culture and sports.</i></p>
3.	<p>Could you please give me a brief description of your department?</p> <p><i>As I said Our department consists of twelve employees and there are four of us are coordinators. One is for business, the other is for culture and sport and one is for developing countryside. We have just one big</i></p>

	<i>city, so we have a lot of small cities and villages where each has its own council. And the third coordinator or if you want you can say "consultant" are managing and dealing with these local councils. And I am working with all these coordinators in order to manage all needs in different areas within our department. But, I am not a leader, we are all equal.</i>
4.	<p>Could you describe the history of Idémarken project?</p> <p><i>Yes, in autumn last year we have a group of people, you know, we have our political system with a small group called business and culture group, under the bureau, this bureau is directing all the 12 departments in the Kommune. In the bureau they asked that they would like some people to advise them, and what would be good to do develop Hedensted Kommune. So last year we made this "development council" where different people from the business, companies, labour market, artists, farmers, painters and other people whom we think they are good at giving new ideas and suggestions. And we have meetings with these people four times a year, and in autumn last year we asked them to help us by providing new ideas for the Business Policy in the Kommune. We conducted a meeting and we had brainstorming and they were so many ideas in one evening. So we thought if we ask more people we would have more ideas.</i></p> <p><i>We have a consultant who helped us, this consultant informed us that there is a kind of projects in the region of Northern part of Jutland called Anna Amalia project where people could write ideas on the internet, also Skanderborg Kommune has their own project "Idéoffensiv" but they use it for bigger plans. So we said it will be a great idea if we have such one.</i></p>
5.	<p>By whom did the idea of Idémarken project come up?</p> <p><i>As I said before it came up by the external consultant, his name is Carsten Borch. He helps other people in conducting meeting and socializes. But in case of asking people to come and to the meetings and share ideas I can say it was my idea.</i></p>
6.	<p>Why are the main needs of Idémarken project?</p> <p><i>If you look to our brochure, the Kommune's brochure you will find that our vision is to be close to the citizens and democracy and citizens should also be close to us. And in Denmark in general and in Hedensted Kommune we have an old tradition which is "To ask people about their needs and opinions". So we said we can do this by this project we can allow citizens, any citizen, to participate in any time, day or night and show his ideas and thoughts. And we also said that this kind of projects will keep open and never closed in a specific time. It is opened 7 days a week / 24 hours a day; this is the internet which changes everything.</i></p>
7.	<p>Are there any other projects that can replace the Idémarken and satisfy the same needs?</p> <p><i>I am not sure if we have something that can replace this project. If we don't have that project so we should have real meetings, and ask people</i></p>

	<i>to com. So I think the only way to get most ideas is via the internet.</i>
8.	<p>What were the main opportunities that the project will open and provide your organization with?</p> <p><i>I think we can get ideas that we have never heard. This project will open the path to all citizens to share and tackle ideas. By this project no idea can be neglected and everything will be stored and retrieved. And by this project all ideas will be seen by any citizens which encourage us to implement any idea that has the support of citizens. And by this project any idea can be submitted and we can decide about by the help of all citizens. For example, there is a man who wants to have a teddy bears museum, and none of us think that this idea is feasible or good to be implemented.</i></p>
9.	<p>What were the effects of this project on your organization?</p> <p><i>In the beginning it was our project "When I say our I mean the Culture and Business Department" but now all the departments have their own responsibilities and they are finding their own ways and needs to use that project. The mayor for example started a new project for a small town in the Kommune and how to develop this town. I think one of the positive effects that everyone can share any idea he wants. And we can store the users' information and can keep in touch with them.</i></p> <p><i>The only bad effects I had experience in this project is something technically which is "Spam" we had a period of time that the users were receiving spam in their emails inboxes from the project website. And many users wrote to us and said that they will not use the website anymore. This problem was in Christmas time when a huge number of Idémarken received a spam email informing them about new ideas and or comments for their ideas. And this spam made the users to revisit the site several times in order to check for updates but with no value.</i></p>
10.	<p>What were the limitations of Idémarken?</p> <p><i>Many citizens and especially who are living in countryside are not using Idémarken at all, maybe they don't use the internet or they are busy with something else. The second limitation was the budget, as you know that we are non-profit organizations and we are funded by the government.</i></p>
11.	<p>Who are the project team members?</p> <p><i>They are two types of people working in Idémarken, the first type is permanent members who are very active and their roles are not related to an event or another. I and Kim Nissen are considered as permanent members who have our daily and permanent activities. In addition there are members who are not active all the time, I mean that they have tasks in some events and for some reasons but not all the time. For example Mr. Johannes Larsen was dealing with ideas suggested from the business community, companies, trade unions and entrepreneurship. This member was active in the period of</i></p>

	<i>Novermber/2007 – January 2008 and this was the actual active period of Business theme.</i>
12.	What Web 2.0 service are you using? <i>I can only use it, I really don't know about technologies or applications, and you may ask Kim Nissen about this. We have never asked our self about the technology, we relied on the external consultant and "Social Square" the company that developed the project for us.</i>
13	How did the organization acquire the service? a) In-House Development. b) Free Service. c) Outsource (Vendors). <i>We choose to outsource the application, and our choice was "Social Square" company because they have done it before, they did for both Skanderborg Kommune and for Anna-Amalia project, so we think the company we choose knows how to do such projects. And most important to have an easy and workable system, and from these two projects we knew that Social Square has no problem in doing what we need.</i> <i>We didn't go to in-house development because simply we don't have programmers in the Kommune. And for the free service, I really didn't know about such thing, I mean that there is a free service that can help us. But we are satisfied with the project and the application that Social Square provided us and we are working with them for each and every requirement. I can only use it; I really don't do anything technically. We have this needs and the consultant went to the company and provided us the application</i>
14	What were the advantages and disadvantages of outsourcing? <i>I think money is not a disadvantage, because we are small Kommune and the only way we have at hand is to choose outsourcing and manage the money for that, in order to get things work .In case of money we negotiated with both the government to support us and with the company to lower the price and have same services. We are a small Kommune, and we can't do everything by ourselves, so we have to ask for help from outside</i>
15	Could you describe the openness of your project? <i>Everyone can see it, can access the website and share anything he wants; we were telling all employees in the Kommune to use Idémarken. So a lot of people know about Idémarken and you can say there are a huge number of people looking at Idémarken. So I can say we are open and we don't hide anything, we accept any idea and we share it with everyone. And all the users are publicly seen, the general information of a user will be seen and shared by others, like a nickname, the date of contribution and others. So we are open and we are telling about it everywhere, newspapers and on the internet and in all our meetings.</i>
16	Are the stakeholders engaged in the development of the ideas?

	<i>Yes, users are engaged, if there are ideas that need us to contact their initiators, we do so by email, by phone and sometimes call for face-to-face meeting if this is possible. We ask them to give us more details or to clarify their ideas and ask for further suggestions and plans.</i>
17	<p>Are you acting locally or globally and how?</p> <p><i>We have actually several Danes who are living outside and are participating, so we consider it to be national. But most of contributors (99 percent) are from Denmark and others are welcome. We were surprised when we noticed that there are many users from Spain who are visiting the site regularly.</i></p>

D. Closing Interview Session

Step	Context
1.	Would you like to add more information? <i>No.</i>
2.	Do you have any general questions or inquiries? <i>No.</i>
4.	Inform the informants again that the interview's transcripts, results and consults, in addition to the final master thesis will be sent to them before publications for verifications and corrections.
5.	Can we arrange for further interviews? <i>Yes, why not. I will check my schedule and contact you via email.</i>
3.	Thank the informants.

Interview ID: 4

A. General Information

General Information	
Interview Name	Mette Vildbrad
Department	Culture & Business Department
Position	Project Supervisor & Co-initiator
Interview Date	28 April 2008
Interview Type	Online
Time	14:00

B. Questions

Question Number	Question / Answer
1.	<p>Did you test the Idémarken website, and How ?</p> <p><i>Yes, we did that.</i></p> <p><i>We have a beta version and we tested it before the actual announcement of the project. People from Social Square came to the Kommune and helped us in the testing. We were from 12-15 employees that tested the project and it lasted for one day and we didn't find any serious problem. And after that we tested the application for several weeks where different users were engaged and we tested all the parts of the system, for example the administration part. In these weeks we asked participants to act as a real users and tested every functionality, like creating an idea or having a submitting a comment.</i></p>
2.	<p>What were the results of the testing phase?</p> <p><i>Very fine, there were just very small things that have to be changed. And Social Square is very cooperative; we have the opportunity after the testing to ask them for any new bug or error that should be solved. Actually at the first Idémarken look different from now, we changed many things in it because our needs were expanded and we needed more and more themes in the project. Then in 26 of November we have the full adoption of the project and we have opening arrangements. But it took week or more after to observe if there were errors that can be reported by users.</i></p>
3.	<p>Did you observe any other projects in the region?</p> <p><i>Yes, We observed two projects: Anna Amalia project and Idéoffensiv.</i></p>
4.	<p>Are they having the same context of Idémarken?</p> <p><i>Yes.</i></p>
5.	<p>Could you please describe these projects?</p>

	<p><i>Yes, We observed two projects, one of them was the Skanderborg, and we noticed that they did it, and it was easy, so we said if we implement that project it will succeed and the main thing for us is to have a system that works and is easy to use, so from Skanderborg we can say it was easy. But in case of Skanderborg they are using it for large projects and plans, and they don't list ideas in themes. They have many too many functions, we will ask to have the same, but we need themes for the ideas.</i></p> <p><i>The second project we observed was Anna-Amalia, 24 women trying to get ideas from citizens online, but there efforts were more directed to arrange conferences and workshops to get ideas from people in villages, towns and cities. But we got overview of how these projects work online, so we can do something similar.</i></p>
6.	<p>What benefits did you obtain from your observations to these projects?</p> <p><i>We got many things from them. We learnt how such should project look like and what services should we offer. We were also looking and checking what ideas were submitted, and if users are serious and have good ideas. I can say that we have a good and general overview of how our projects will be look like. And especially from Skanderborg project since they are a Kommune and near to us so we have the same context and this helped and encourages us more and more.</i></p>
7.	<p>Did you market Idémarken?</p> <p><i>Yes, for sure and this kind of project can not be popular and known without a good marketing strategy. So we have a good marketing plan for the project and we use both online and offline marketing.</i></p>
8.	<p>How did you market Idémarken ?</p> <p><i>The first thing we did was offline marketing, we advertised in different and several local newspapers in the Kommune encouraging residents to visit the website and share their ideas and suggestions. And we were talking about the project in every meeting we have or we participated on and we are doing so until this moment. We have posters inside the Kommune and its offices telling the employees to share ideas and help us for the success of the project. And you know in the first two months of launching the project online, about 1400 people visited the website.</i></p> <p><i>Then we have the online marketing, we used many types of online marketing. One of them was using YouTube.com, you know this website is for broadcasting videos that can be seen by anyone all over the world, and our mayor Jørn Juhl Nielsen recorded a video to market Idémarken. I will show you the video.</i></p> <p><i>The informant opened YouTube.com and played the video.</i></p> <p><i>Here you can see the mayor digging in the field and marketing Idémarken. He is saying "As we dig the ground and plant the corps; they will grow, and same thing are ideas, come to idemarken.com in</i></p>

	<p><i>order to help ideas grow and grow". I will send you the link now.</i></p> <p><i>Then the project was marketed by our employees, some of them were sending emails to citizens telling them about the new site, others who have personal websites or blogs were using their websites to market the project. For example, Hans Jørgen Hansens used his personal website for that. I really don't remember the address of his website but you can find it online.</i></p> <p><i>Yes, I remember, we used different online magazines and forums to write about our new project, and this way was a very good one because as you new online magazines and newspapers are visited by huge number of people. I can remember two examples of these magazines "Vejle Amts Folkeblad" you just try to find it the articles on Google.</i></p> <p><i>Ohhh, Yes I also remember one of the internet forums that we used to market the project. You can check it, its name is KommunikationsForum.</i></p>
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C. Closing Interview Session

Step	Context
1.	Would you like to add more information? <i>No.</i>
2.	Do you have any general questions or inquiries? <i>No.</i>
5.	Can we arrange for further interviews? <i>Yes, why not. We may have another online interview on 30TH of April at same time of this interview.</i> <i>Ahmad: Ok, That's Fine.</i>
3.	Thank the informant.

Interview ID: 5

A. General Information

General Information	
Interview Name	Mette Vildbrad
Department	Culture & Business Department
Position	Project Supervisor & Co-initiator
Interview Date	30 April 2008
Interview Type	Online
Time	14:00

B. Questions

Question Number	Question / Answer
1.	<p>How are you managing the participants?</p> <p><i>Any user who wants to use Idémarken will be resisted in a database. And only the people who can go behind the system can retrieve and view the users' information, Kim and I can. And we really didn't ask for too much information, we asked for a username, email and address. But of course you can give us a wrong email.</i></p> <p><i>We really don't ask too much information about contributors, we mainly need the name and e-mail, and sometimes people supply a fake name or email, and for this we care more about ideas and suggestions. But if people supply their real information it will help us contact them if we need more information regarding a subject or a matter. Sometimes we contact people using phones if we really need them or ask them to come to the Kommune for a meeting if there is something urgent and they can help</i></p>
2.	<p>What kind of interaction do you have with them?</p> <p><i>As I said, we contact them directly on the website or by email, and sometimes by phone or mobile if they provided us with that information.</i></p>
3.	<p>How are you dealing with collaborators ideas, suggestion and knowledge?</p> <p><i>When we have any new idea in Idémarken we ask ourselves if this idea is feasible or not, and how it would costs us to be implemented. In general every morning we have to check all the new ideas that have not been checked before, then if we have any question regarding any of the ideas we will ask the idea initiator and the community to provide further information about. Then when the theme of ideas comes to end we will collect all ideas together in documents in order to tackle and debate them. For example we closed the reception of ideas for Culture and Business policy in the 21st of April and after that date we begun the tackling process in order to check which ideas can be adopted and be used in our policies and which ideas are not feasible and cant be used.</i></p>

	<p><i>And for example now from the 7th of February to the 21st of April we have sport policy, and in the 21 of April before nine days of our interview we took all ideas and begun tackling them.</i></p> <p><i>I would like to add, that if the date ends, you still can share and submit ideas but it wont be sure that your idea will be taken in consideration, might be next year but not after the closure.</i></p> <p><i>We make ideas to fit in our policy, and we have to make sort of frames in order to make ideas possible for the adoption in the policy. And for that we have to work together in groups, because we don't put policies alone we have other people from outside the Kommune, from the bureau that helped us write our policies, then we have to decide when this adopted idea will be implemented, this maybe after 2 or 3 years or maybe after 10 years.</i></p> <p><i>And I would like to add that all ideas will be kept in the system. And they won't be deleted, this is what we are doing now and I don't know if this will be changed in the future.</i></p>
4.	<p>Who is/are dealing with these ideas?</p> <p><i>Each department is dealing with its own themes and ideas within each theme.</i></p>
5.	<p>Do you think that your current knowledge management approach is doing what expected?</p> <p><i>Yes, it works. But you know everything can be better.</i></p>
6.	<p>Could you describe the relationship between you as a project supervisor and stakeholders?</p> <p><i>I think it just a network on the internet system, actually we don't know each other, and this is a real problem. Sometimes we can see a name of one of the person we know and was say "Yes we know this one, well". And if we see a name of someone we don't know we will say "Yeaa, a new person is interesting of what we are doing". But we keep them participating and we say "We hope that we could get people outside come and share ideas". But I can say we have a good relationship with all stakeholders and we are always trying to satisfy their needs.</i></p>
7.	<p>Is the system doing what it is supposed to do?</p> <p><i>Yes. Because it is easy to write a new idea on it, it is easy also to comment and for us we can get and retrieve ideas easily.</i></p>
8.	<p>Could you describe the effectiveness of the system?</p> <p><i>You don't have to do a lot of different things to get , to see ideas and you can see small boxes grow every time we have new idea and some of them are small when they don't have much ideas. And I think it supports users and there is not too much steps to do, mostly two.</i></p>

9.	<p>Could you comment on the current performance of the project?</p> <p><i>We have a lot of ideas and a lot of comments and we are using them. We also don't have too many bad ideas. Sometimes we see great ideas and we say "Ohh its great why didn't we have it before".</i></p>
10.	<p>What were the results of this project?</p> <p><i>If I have to talk about results so I will based on the number of ideas and comments, and the number of users. I also could depend on the number of accepted ideas in which I can't give a specific number right now.</i></p> <p><i>But If you need to get how many ideas and comments we have, you could enter the project website and you can find that there. And in case of users I have specific numbers that I got from the website administrator and they were 1641 users in the period of 28 November – 5 February and 2400 users from 5 February – 5 April this years.</i></p>
11.	<p>How can you conclude the aim of the project?</p> <p><i>Local dialogue activity is nothing new. Previously, for instance, we held meetings with local councils to hear their views on the proposal to the Kommune strategy. We are now taking an electronic tool to use and run at the same time - we keep the public meeting on the Internet!</i></p>
12.	<p>How can you conclude the project's aim?</p> <p><i>Local dialogue activity is nothing new. Previously, for instance, we held meetings with local councils to hear their views on the proposal to the Kommune strategy. We are now taking an electronic tool to use and run at the same time - we keep the public meeting on the Internet</i></p>

C. Closing Interview Session

Step	Context
1.	<p>Would you like to add more information?</p> <p><i>No.</i></p>
2.	<p>Do you have any general questions or inquiries?</p> <p><i>No.</i></p>
3.	<p>Inform the informants again that the interview's transcripts, results and consults, in addition to the final master thesis will be sent to them before publications for verifications and corrections.</p>
4.	<p>Thank the informant.</p>

Interview ID: 6

A. General Information

General Information	
Interview Name	Johannes Larsen
Department	Culture & Business Department
Position	Business Consultant
Interview Date	15 May 2008
Interview Type	Phone Interview
Time	17:30

B. Introduction and Warming Up

Step	Context
1.	Introduce myself.
2.	Describe the study's purpose, aims and goals.
3.	Ask the informants about his/her own confidentiality.
4.	Ask for the permission to record the interview, and inform him/her that the interview' transcripts, results and conclusion will be submitted to him/her later for verification.
5.	Inform the informants about the sequence and context of the interview
6.	Ask if the informant has any further question regarding the provided information in general and the interview in particular

C. Questions

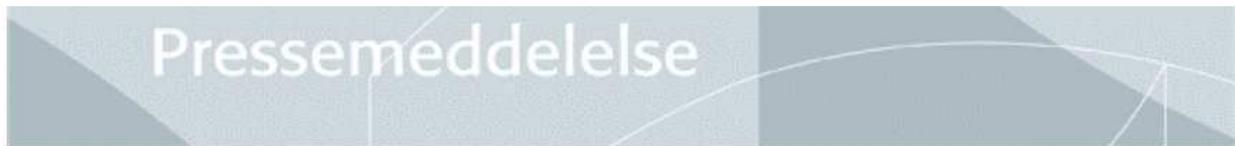
Question Number	Question / Answer
1.	<p>What is your professional background?</p> <p><i>I am a Business consultant in the department of Culture and Business.</i></p>
2.	<p>What is you own tasks in Idémarken?</p> <p><i>I am not a full member in the project; I am only responsible of business themes. Now I do not have any responsibilities since the business theme had ended. But when it will be opened again I have to take back my responsibilities.</i></p>
3.	<p>What is the structure of Idémarken?</p> <p><i>Idémarken is based on what we called "Themes" these themes are projects that are initiated by any department in the Kommune, the mayor office and the 24 local councils in the Kommune, and any group of residents like businessmen or trade unions. These themes are initiated because we need the community ideas on them. You can find all themes, old and new, online. And each theme has start and end date</i></p>
4.	<p>How are managing the new create knowledge in Idémarken?</p> <p><i>Ahh, it's a long journey. I will tell you. The first thing we will wait for</i></p>

	<p><i>users to submit theirs ideas, comments and suggestions and discussions. This will be available within the duration of each theme. And within this duration we "I mean the coordinators of themes" will take place in the discussions in order to make things clear and get more feedbacks and further information from participants.</i></p> <p><i>After the due date of the theme comes to end, we will collect all ideas and put them in documents, after that we will conduct several meetings 3-4 sometimes "in these meetings the responsible people for each theme will meet together" and we will check all ideas and decide which idea is feasible and we can use it and which idea isn't. After that we will put all accepted ideas in a new document called strategy document, then this document will be sent later to the city council where they have the right to approve or disapprove any idea. After that the city council will return to us the approved ideas in order to manage a plan for each of them and find out when they can be implemented.</i></p> <p><i>When we developed plans for the ideas, this doesn't mean they have to be implemented this year, sometimes we put plans for a specific idea to be implemented in 2011, so you might suggest idea in 2008 and it may be developed after a couple of years.</i></p> <p><i>This is our way of dealing with these ideas. I can give you an example of an idea that we will implement its about conducting "Entrepreneurship" classes and discussion by different managers and experts in different high-schools in Hedensted region which will encourage students to begin thinking about business and open their minds for new opportunities.</i></p>
5.	<p>Do you think your management techniques are good enough?</p> <p><i>Until now, I say yes. But in the future I think we will need to improve our techniques especially if the number of ideas is increased, as you know we need more people to work with us in order to check all ideas and we may need more meetings. Don't forget that we are employees in the Kommune and we have our own main tasks and this project is a sub task of our main responsibilities.</i></p>

D. Closing Interview Session

Step	Context
1.	Would you like to add more information? <i>No.</i>
2.	Do you have any general questions or inquiries? <i>No.</i>
3.	Inform the informant again that the interview's transcripts, results and consults, in addition to the final master thesis will be sent to them before publications for verifications and corrections.
4.	Thank the informant.

Appendix B: News Release of the Performance of Tourism Theme



Idémarken er høstet!

Kultur- og Erhverv
Dok nr. 1548381
Dato 5. februar 2008

Høsten er i hus, og laden er fyldt med gode idéer og kommentarer til Hedensted Kommunes kommende Erhvervs- og turismepolitik. Erhvervkonsulent Johannes Grane Larsen og Turistchef Niels Baarvig er netop stået af mejetærskeren og vurderer høstudbyttet fra Idémarken.

Idémarken er Hedensted Kommunes såbed for idéer til forskellige politikker, og i første omgang drejede det sig om idéer til Erhvervs- og turismepolitikken. Alle borgere, virksomheder, institutioner og organisationer har haft mulighed for at give deres besværlighed med.

"Høsten er ganske tilfredsstillende – vi har fået 108 gode idéer og 175 udbytterige kommentarer, som vi kan bruge i erhvervs- og turismepolitikken" siger Erhvervkonsulent Johannes Grane Larsen og Turistchef Niels Baarvig samstemmende. Ikke mindst er de yderst tilfredse med, at der har været 1.641 besøgende på siden, hvilket er et udtryk for, at www.idemarken.dk er blevet kendt i kommunen.

Alle idéerne og kommentarerne indgår nu i det videre arbejde med Hedensted Kommunes Erhvervs- og Turismepolitik, som bliver præsenteret på byrådsmødet i marts.

Samtidig med høstarbejdet bliver der trukket en vinder blandt de, der har fået en idé. Vinderen får en oplevelse for to i Vejlefjord Hotel & Konferences nyåbnede velværeafdeling!

Idémarken skal ikke ligge brak fremover, Allerede fra torsdag den 7. februar og frem til den 21. april er der mulighed for at få idéer til Kultur- og fritidspolitikken. *"Jeg ser meget frem til at få et godt udbytte, som vi kan bruge til at udvikle kultur- og fritidsområdet i Hedensted Kommune"* udtaler Kultur- og fritidskonsulent Frans T. Andersen. Desuden er der stadig mulighed for at *Yderligere oplysninger: Erhvervkonsulent Johannes Grane Larsen, tlf. 24 66 71 42 og Turistchef Niels Baarvig, tlf. 21 192256*

Appendix C: Part of a Strategy Document

Idémarkens udbytte – høstet den 28. april 2008

Ansvar

Udsatte børn

Det skal være muligt for foreninger at lave noget for udsatte børn

Fleksibel tilskudsstruktur

Med de nye mere ”flydende” medlemmer skal tilskudsformerne laves med fleksibelt

Forældreansvar

Forældrene bør engagere sig i børnenes fritidsaktiviteter

Kulturkanon

Der kan udarbejdes en kulturkanon i Hedensted Kommune

Skurvogn Daugård Strand

Skurvognen ved Daugård Strand skal mere frem i lyset og f.eks. bruges til stenudstilling

Aktivitetsmuligheder i Hedensted Kommune

Det skal synliggøres, hvilke aktivitetsmuligheder, der faktisk er i Hedensted Kommune, så kendskabet bliver mere udbredt

Ressourcepersoner

Det vil være dejligt med et ”korps” af ressourcepersoner, der kan støtte bestyrelsesarbejdet. Det kan også være kommunen, der yder hjælp til regnskaber, tilskudsmidler m.v.

Billed- og musikskole

Det er for dyrt at gå i Billed- og Musikkole

”Specialister” i klubberne

”Specialister”, som kan hjælpe klubberne med f.eks. regnskaber

Fællesskab

Netværkslister over foreninger

Det vil være dejligt at kunne kontakte Hedensted kommune og få en mailliste/telefonliste med kontaktperson til andre foreninger i kommunen, så man kan netværke – fx. liste over alle spejdergrupper, så man hurtigt kan netværke, indbyde til fælles oplevelser og lave forskellige venskabsarrangementer.

Operastafet – kirketårnsevent

En "stafet", hvor vi råber hinanden op i hele Hedensted Kommune. Det kan også være, at vi råber hinanden op fra alle kommunens kirketårne på én gang: En kultur-kom-hinanden-ved event for at markere, at vi er én kommune

Venskabsbyer

Der kan etableres venskabsbyer inden for kommunen, så vi både kan lære hinanden bedre at kende og udveksle idéer

Introduktion til tilflyttere

Når nye familier flytter til Hedensted Kommune bør de have en introduktion til hvilke kultur- og fritidsaktiviteter, der findes i kommunen

Shuttlebus

Der bør være en shuttlebus til de større kultur- og sportsarrangementer i Hedensted Kommune

Netværk mellem foreninger

Vi kunne måske lette en del arbejde ved at sparre med hinanden, f.eks. kunne der dannes netværksmøder mellem rideklubberne. Det kan også øge kendskabet til hinandens tilbud

Kursus for ledere og bestyrelsesmedlemmer

Der er behov for kurser for de mange frivillige både ledere og bestyrelsesmedlemmer. Kurserne kan være med til at lette deres arbejde

Kulturmiljøråd

Vejle Amts Historiske Samfund foreslår Hedensted Kommune at oprette et kulturmiljøråd med repræsentanter for byråd, forvaltning, eksperter (museum og miljø) og foreninger i kommunen. (Naturfredningsforening, Vejle Amts Historiske Samfund og andre med interesse for kulturmiljø dvs. konkrete kulturhistoriske spor i by og på land fra de ældste tider til nutiden.

Film: Børneliv i Hedensted Kommune

Dokumentation af børns liv på landet (Hedensted Kommune) i 2010. Ansøgning af fondsmidler til professionelt filmteam sammen med lokale fotografer, gerne børnene selv.

Kultur på tværs i landdistrikterne

Lokalrådene og/eller det fælles landdistriktsråd laver fælles kulturprojekt på tværs af lokalsamfundene, der fortæller den nye (og de gamle?) kommunes historier. Evt støtte hertil fra EU-midler

Netværksdannelse mellem foreninger

Foreningerne kan godt lære af hinanden. Derfor er det vigtigt at der bliver skabt et netværk mellem dem

Udbrede gode ideer

Det skal sikres, at gode idéer fra Hammer Bakker også når til Glud

Krop og sjæl**Synlige kunstvæge**

I alle byerne i Hedensted Kommune bør der være nogle synlige kunstvæge, hvor f.eks. månedens kunstner kan udstille

Kunstudstillingstilbud til virksomheder

Vi kan tilbyde virksomheder en kunstudstilling af lokale kunstnere. Kunstudstillingen kan vandre rundt mellem virksomhederne og give ny inspiration

Tomme landbrugsbygninger

Udnytte tomme landbrugsbygninger til kunst og kultur

Sponsorstøtte

Rundsende materiale til kommunens firmaer omkring sponsorstøtte til klubber og firmaer. Det ville være en hjælp for de lokale klubber når de skal ud og spørge de lokale firmaer at firmaerne allerede på det tidspunkt ved hvordan deres firma kan afskrive nogle udgifterne.

Motionslegepladser

jeg har set nogen fantastiske motionslegepladser i Istanbul. De kan bruges af både børn og voksne. De ser sjove ud og indbyder til bevægelse/leg De bør ligge centralt og synlige.

Vores grimme idrætshaller

Vi kan bygge vores grimme idrætshaller om til smukke multikulturhuse. Hallerne har ikke tidssvarende faciliteter, de henvender sig kun til pladskrævende holdsport o. l., men har ikke faciliteter til små hold, der dyrker f. eks yoga og andre ting der kræver ro og fordybelse. Der skal selvfølgelig også være plads til et dejligt bibliotek, musik, film, foredrag og udstillinger.

Arrangementer i forbindelse med Triatlon

Lav en stafet fra Hammer til Juelsminde, sandskulpturyggeri, kunstudstillinger m.v. i forbindelse med Triathlonløbet i august

Inviter ud i naturen

Lav overraskelsesture, stisystemer med oplevelser

Mangfoldighed

Frokostkoncerter på virksomheder

På lige fod med at tilbyde virksomheder kunstudstillinger, kan vi tilbyde frokostkoncerter, hvor nogle lokale musikere spiller i frokostpauserne, mens personalet spiser.

Vandrestier – folder

Hver folder skal have foldere over byens vandrestier. 100 km stien!

Naturlegeplads

Vi har brug for naturlegepladser som Søndermarken i Vejle, hvor der også er madpakkesteder

Digital markedsføring

Digital markedsføring af natur-, kultur- og fritidstilbud. F.eks. en liste over alle foreninger i Hedensted Kommune

Madkultur

Intense madlavningskurser over få gange