Intellectual Capital for
Communities
In the Knowledge Economy

Designing the 2020 Enterprise
The "Acceluction" in Action

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Fondation CIGREF
SOUS ÉGIDE DE LA FONDATION SOPHIA ANTIPOLIS

-ISD-
International Research Programme
Objectives, Structure, Governance
Interim results

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Objectives and general approach to ISD programme

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The objectives of ISD programme

- **Make the link between the past and the future of use of IS (1970-2020)**
- **Draw the attention of Executives (CEOs, CIOs…) to the important strategic stakes, related to the transition from the industrial economy to the networked (knowledge/intangibles) economy and society**
- **Propose the building blocks of the understanding of the implications of such transformation**
- **Design the future of the 2020 enterprise and its related IS function**

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The Governance of the CIGREF Foundation

Governance

Consultative Committees

Scientific Committee
(20 members)

Coordinated by Pr. BOUNFOUR

Made up of renown scientists
Advises the Steering Committee and validates scientifically the ISD research themes.

Strategic Committee

Presided by Alain POUYAT

Made up of 4 Sponsors
+ Leaders + Qualified persons
Proposes guidelines to the Steering Committee according to the business needs.

Steering Committee
(8 members)

President
Pascal BUFFARD

CIGREF Members

Ex Officio Member

Qualified persons

Defines the guidelines of the Foundation, its communication and decides what actions to be fund

Technical Committees

Organising Committee

By Delegation of the Pt. Of CIGREF, under the authority of the SG of the Foundation

Is in charge of the operational management of ISD tasks

History Committee

Presided by Didier LAMBERT

Made up of former Pts. of CIGREF + Researchers

Coordinates the historic researches of ISD programme

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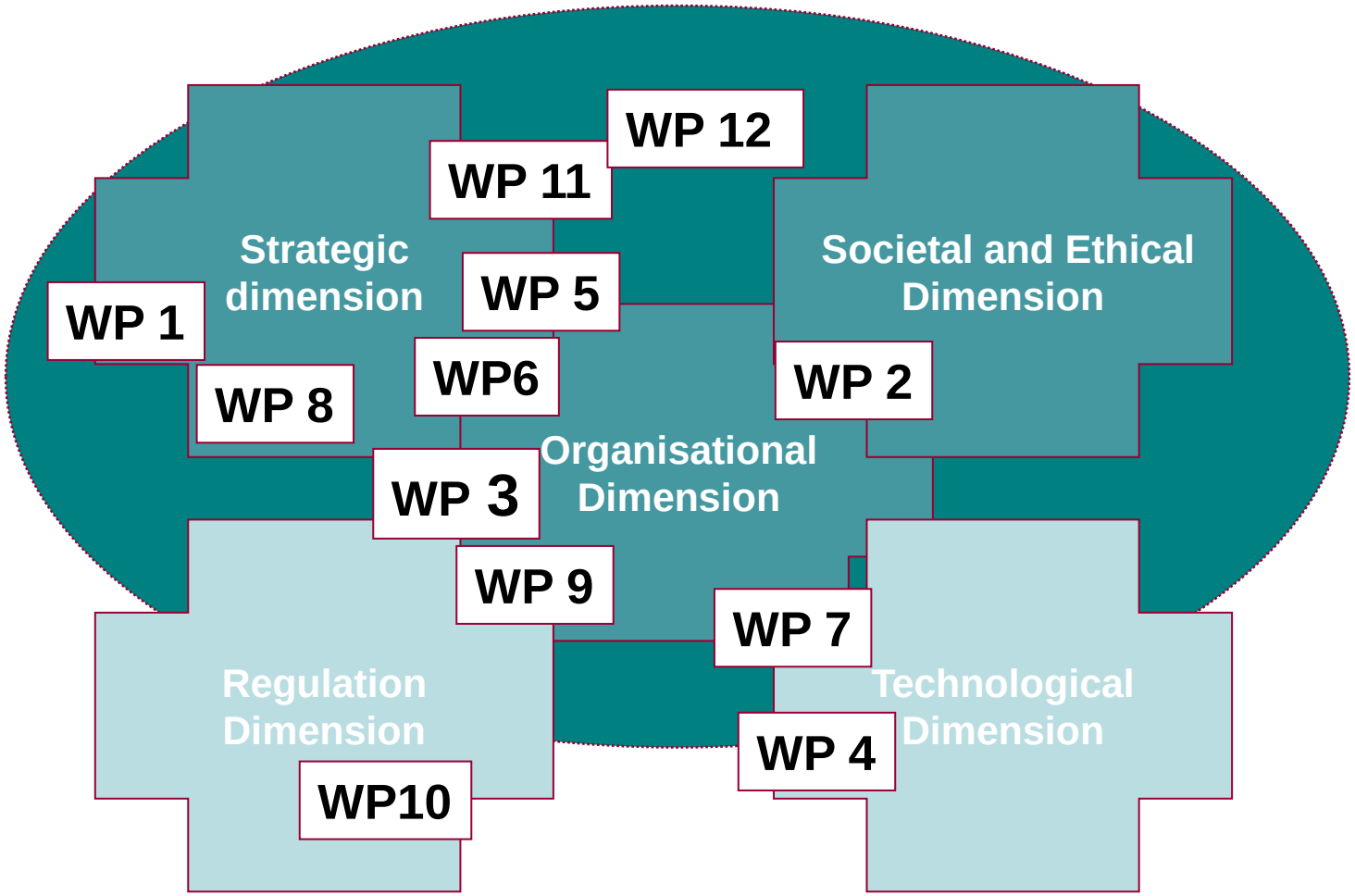
The Key dimensions of ISD: A focused effort on 3 dimensions



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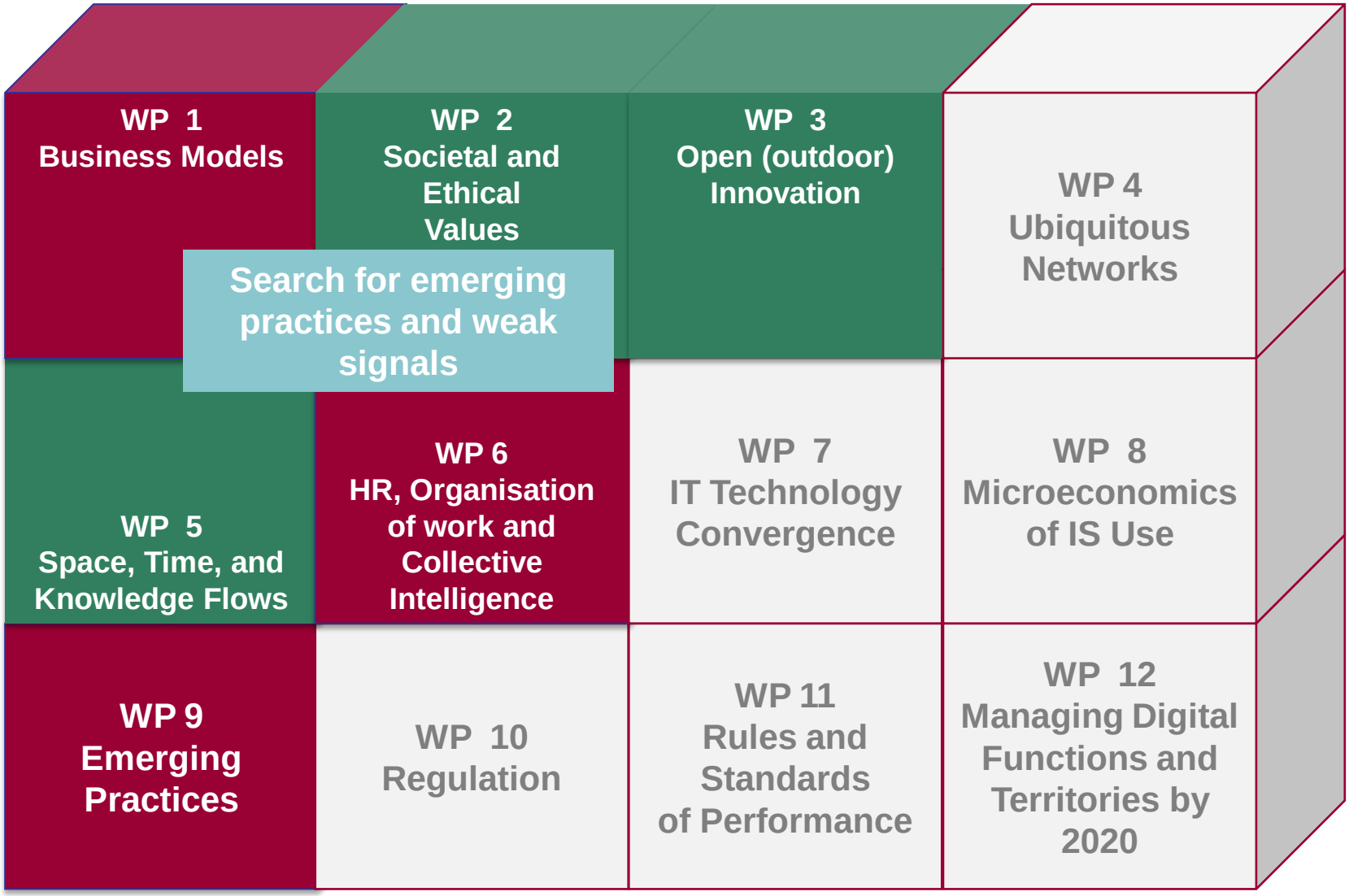
Two call for projects : Wave A, Wave B and General structure of ISD



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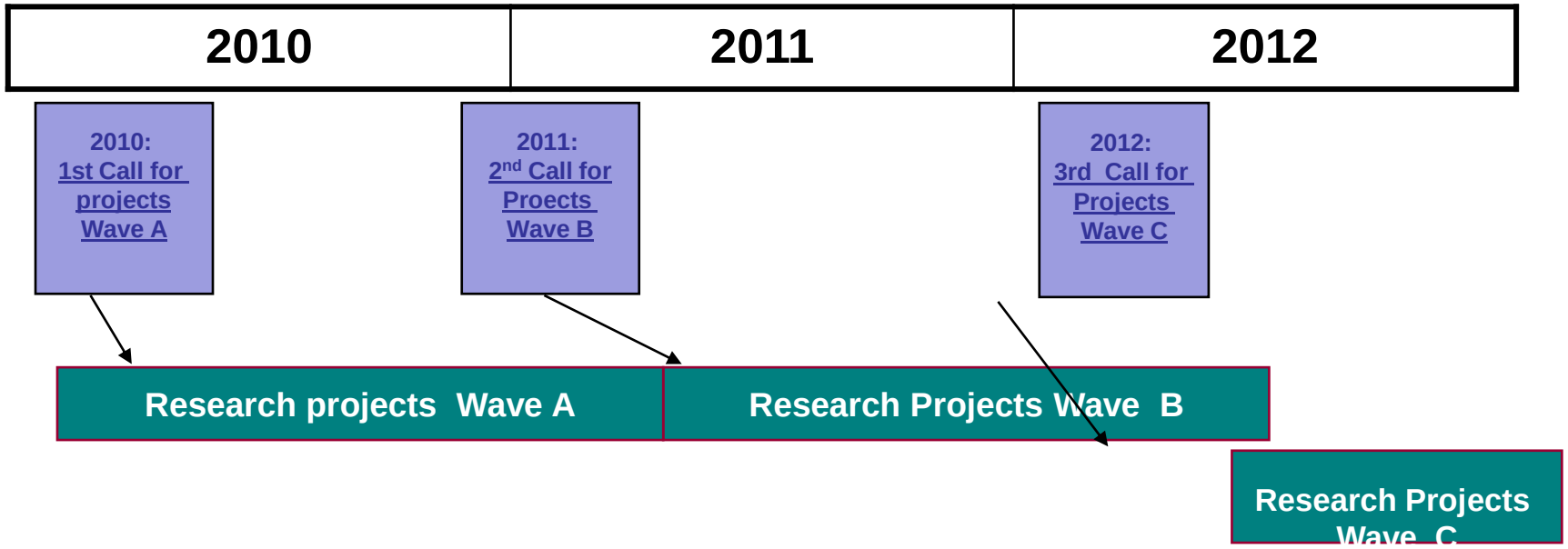
ISD 2010-2012



Dissemination of Results

Dissemination towards targeted communities : *the Ateliers* (workshops) approach

Collaborative work on : www.fondation-cigref.org

st symposium ISD 2009

2nd symposium ISD 2010

ICIS 2011 Shanghai

ISD Symposium 2012

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Selected projects - Wave A

Selected projects – Wave A -

WP 1: BM	University of Southern California	UniFoBM	Towards a unified framework for business modelling in the evolving digital space : identifying the co-creation of value with customers, complementors,competitors and community
WP 1: BM	HEC-Mines	CV&SI	Value creation and information systems
WP 6: HR and organisation of work	BEM	ORISCO	Organisational and IS configurations for exploration and exploitation trade-off: the case of a multinational company", Bordeaux, School of Management
WP 6: HR and organisation of work	TEM	PMY	Gen-Yers and IS Project Management in Practice
WP 6: HR and organisation of work	Université de Montpellier II	Use.org	uses of collective intelligence tools, what role of the organizational structure?
WP 9: Emerging practices	Université Paris-Dauphine	MLA	Multi-Level Analysis (MLA) of IS emergent practices
WP 9: Emerging practices	Hanyang University	SMC	Use of Smart Phones for organizational Coordination
WP 9: Emerging practices	Université Paris-Dauphine IMRI Mlab		the impact of Web 2.0 on the organizations
WP 9: Emerging practices	Université de Technologie de Troyes	METEPE	Define and assess a new methodology based on innovative technologies to evaluate the best practices emerging in the professional activities

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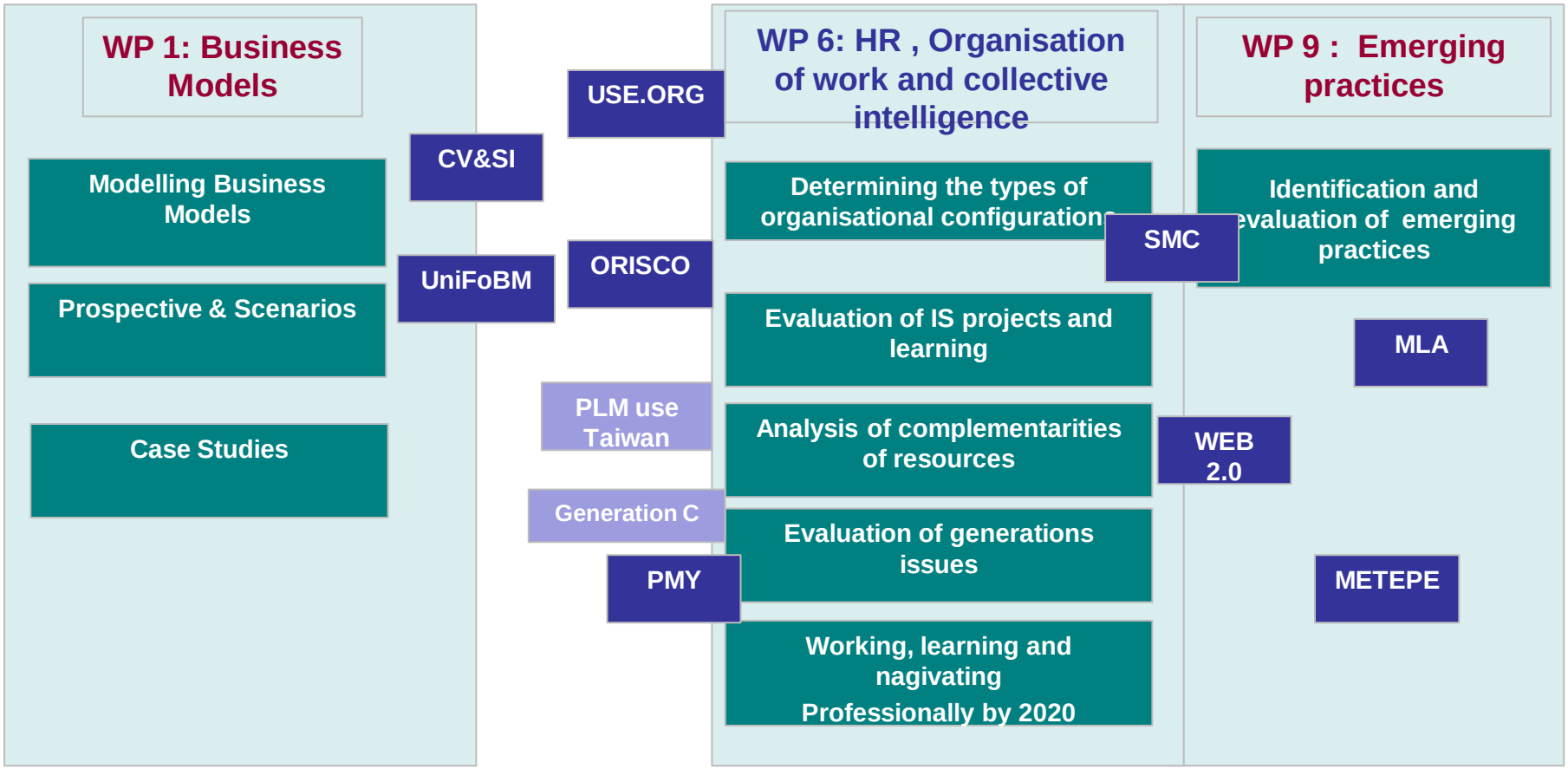
Mapping Wave A projects



Selected projects in the context of Wave A

Clustered projects

Selected projects – Wave B			
WP 2: Societal and Ethical Values	University of Greenwich, EHESS	THEOP	Testing the "End of Privacy" Hypothesis in Computer-mediated Communication: An Agent-based Modelling Approach.
WP 2: Societal and Ethical Values	DeMontfort University	IDEGOV	Identification and governance of emerging ethical issues in information systems
WP 2: Societal and Ethical Values	Meiji University	DESVALDO	An East asian perspective on the developing ethical and social values of digital object usage
WP 3:Open innovation	Aachen University/Tsinghua University	ILC	Innovating in a Learning community
WP 3:Open innovation	National University of Sun Yat-sen	Knowledge Ecology and Open Innovation Adoption	How Information Technologies Affect the Knowledge Ecology and Their Adoption of Open Innovation: A Multinational Study
WP 3:Open innovation	London business School & Harvard Business School	CODI	The emergence of collaboration in distributed and open innovation systems: A novel filed experiment approach
WP 5: Knowledge flow	Groupe Sup de Co Montpellier Business School	IKME	Internal Knowledge markets Effects
WP 5: Knowledge flow	University of Southern California	x	A framework for understanding the use of social media tools in the enterprise to enhance innovation: a cross cultural approach
WP 5: Knowledge flow	Brunel University	GLOBVAL	Globally distributed innovation and Co-creation of value: Cases of UK-China Collaborations
WP 13 : Blanck project	Ecole de management de Strasbourg	ODESI	Observatoire des entreprenants en Système d'Information (SI).

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EM NORMANDIE
DAUPHINE UNIVERSITÉ PARIS
GROUPE SUP de CO MONTPELLIER BUSINESS SCHOOL
Ecole de Management Strasbourg
escem
GROUPE ECOLE SUPERIEURE DE COMMERCE ET DE MANAGEMENT TOURS - POITIERS
HEC PARIS
The more you know, the more you dare*
utt
université de technologie Troyes
BEM
TELECOM Ecole de Management
université Paris Ouest Nanterre La Défense
LEST
MINES ParisTech
L'ECOLE DES HAUTES ETUDES EN SCIENCES SOCIALES
USC
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UNIVERSITY OF MARYLAND
DE MONTFORT UNIVERSITY LEICESTER
Brunel UNIVERSITY LONDON
London Business School
UNIVERSITY OF TWENTE.
UNIVERSITY of NAMUR
RWTH AACHEN UNIVERSITY
UNIVERSITY of GREENWICH
KGU KYONGGI UNIVERSITY
한양 1939
FUDAN UNIVERSITY 1905
EHIME
日本大学 NIHON UNIVERSITY
専修大学
東京工科大学 Tokyo University of Technology
MEIJI UNIVERSITY

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Putting projects (wave A) into perspective

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A pre-synthesis of projects Wave A : An expansison of spaces of Value

Wave A projects	UnifoBM	CS&SI	USE.Org	ORSISCO	PMY	Génération C	PLM	Smartphone	MLA	METEPE	Web2.0
Key emergence factors	Expansion of the production (value creation) space	Plasticity of business models in the digital economy	Plasticity of collaborative tools	Importance of ambidexterity and its upstream phase	Emergence of 2.0 project managers	Attention paid to time management	PLM technology: a frontier object in inter-company collaboration	Multiplicity of mobile usages by big companies Usage differentiation by role Offers designed in relation to the nature of tasks	Trends in IS usages and their performativity can be observed in specific locations (trade shows)	Emergence of IS usage observation platforms	Multiple collaboration spaces
Tensions	Question not considered	Monitoring and collaboration	Heterogeneous collaborative postures and practices	Ontological tension between exploration and exploitation	Tensions between norms, project management standards and project manager profiles	Time and work management	Between current ("as it is") and target practices	NA	NA	NA	Tension between horizontality and verticality

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A pre-synthesis of projects Wave A : An expansison of spaces of Value creation

Wave A projects	UnifoBM	CS&SI	USE.Org	ORSISCO	PMY	Génération C	PLM	Smartphone	MLA	METEPE	Web2.0
Value creation spaces (time)	Company, competitors, complementors, society	Co-creation of value, especially with customers	Intra-organisational spaces		Intra-organisational space	Personal/professional space	Co-creation of value	Mobility: a new space?	Trade shows: spaces to observe emergence	Multiple communication channels, multiple tasks	Company, network, community
Managerial implications	Business model design incorporating multiple spaces	Designing adaptable business models	Deploying collaborative tools with specific purposes Collaboration is not a uniform or generalised phenomenon	IS design aligned with requirements for ambidexterity	Integrate multiple project manager profiles and the distancing necessary in relation to norms and standards	Generation C lacks respect for traditional standards of time management It also has high expectations for job security	PLM technology optimises inter-company collaboration for product design	Mobile usages in the professional context are an important field of study to be followed closely	Trade shows are emergence spaces for trends and performativity in the digital world	Consolidation of observation techniques for usages should make them easier to grasp and ultimately allow the establishment of standards and norms	Need to integrate different collaborative spaces, and associated tensions, within a definition of 2.0 business strategy

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A tentative “Mise en perspective”

- A reasoning in terms of spaces of value production
- Digital acceleration and contraction of space/time
- From lean production to Acceluction ?
- The importance of equivalence of norms

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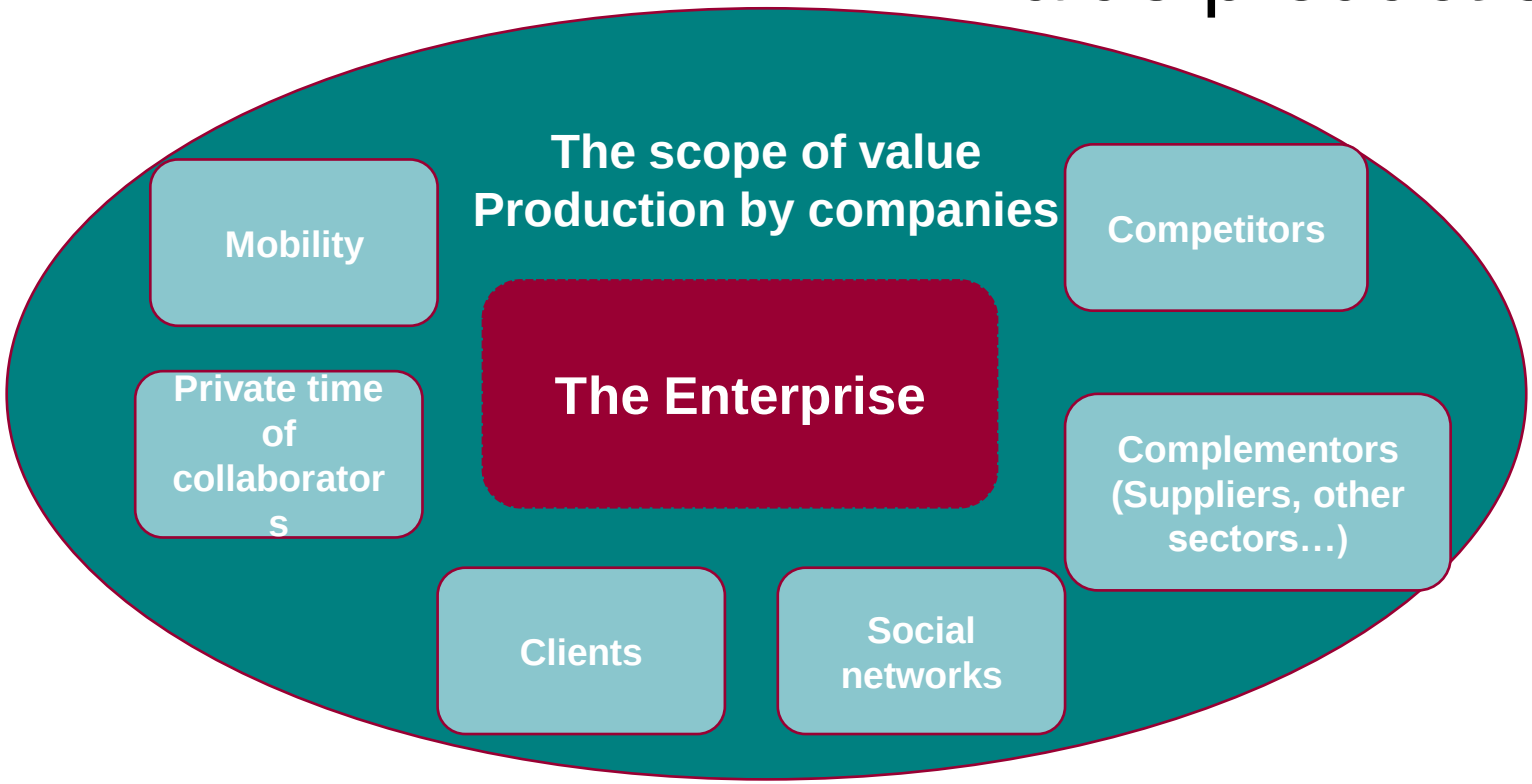
A large extension of the scope of value production



A new production mode where digital resources play a critical role

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A mode of production characterised by …

- The Extension of the value production to multiple spaces
- The instantaneity of exchanges (transactionals or organic) , driven by the on-going digital acceleration

Fusion of space /time of action

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From Lean production to ”Acceluction”: The impact of Digital Acceleration

« Modern » Period : dominance of material objects, and flux related to production
Stable contractual relationships
Stability of rules … separation between productive time and private time
Heterogeneous spaces of production and exchanges
Stable spaces of socialisation (families, enterprises,)
Relative organicity of relations and exchanges

Production → **Lean Production**

Servuction

Emergence of new managerial and societal practices
Outsourcing and networking
Emergence of the “information flow space”
Instability of social spaces (company, family)
Emergence of horizontality as a perspective
Emergence of intangibility (services)

Digital Acceleration

«Acceluction »

“Post-modern” era: dominance of information flows
Shift from Lean production to “Acceluction”
Acceleration and horizontality (collaboration)
Unstable contractual time… instability in rules and blurring of productive/personal time
Ongoing homogenisation of production and exchange spaces
Unstable social spaces (family, company, etc.)
Transaction and 0rganicity, two complementary modes of governance

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the “Acceluction”: A system of accelerated production of links

- Transactional links (market, entreprise…)
- Organic links governed, at different degrees, by Recognition

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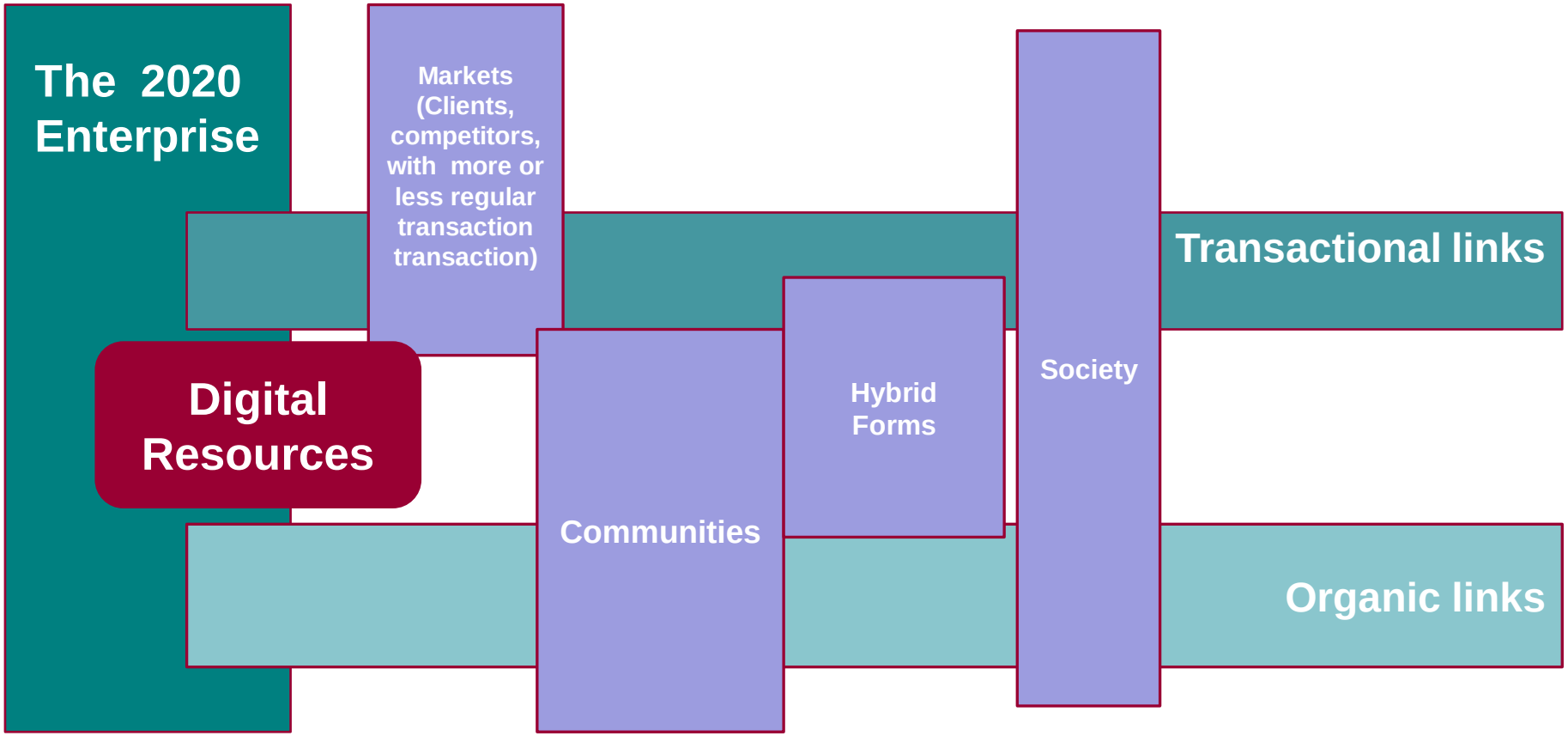
Topography of Acceluction



… A large scope of action for the Enterprise in mobilising its digital resources

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Thank you for your attention

http://www.fondation-cigref.org