

Influential Article Review - Transitioning to an Open Network Organization

Sonia Ramsey

Winifred Glover

Priscilla Rodgers

This paper examines business and innovation. We present insights from a highly influential paper. Here are the highlights from this paper: Organizations around the world are designing new forms of organizing in order to deal with the challenges of advances in information technology and digitization that promote increases in customization and innovation in the face of global competition. This paper presents a case study examining the challenges experienced by a large multinational firm as it transforms from a hierarchical product organization to an open platform network organization. We show that (a) role confusion, (b) control imbalance, and (c) staffing mismatches are key challenges associated with organizational redesign. The main lessons drawn from this case are discussed. For our overseas readers, we then present the insights from this paper in Spanish, French, Portuguese, and German.

Keywords: Organization design, Corporate venture, Strategy and structure, Microenterprise, China

SUMMARY

- Whether the market or hierarchy is more effective in organizing assets and activities to create value is an enduring question . With the introduction of the Internet come opportunities for organizations to lower coordination costs and encourage more entrepreneurial, decentralized activities. This case study explores issues and challenges facing a large manufacturing firm that is transforming from a traditional hierarchical organization to an open, market-like platform that supports self-managing micro-enterprises. In particular, we found that the Firm's transition from a hierarchy to an Internet market-based platform is experiencing three key challenges, namely, role confusion, control imbalance, and staffing mismatches. No doubt, many other challenges are experienced when organizations undertake such radical transformations as the Firm does. These three challenges are important, however, because they call into question the limits of market and hierarchy organizational designs.
- As market and hierarchy call for distinct roles played by actors, it is unsurprising to find employees confused about their roles in the transformation into market-hierarchy hybrids . Our case study reveals that it is those who work on the platforms that are mostly unclear about roles and responsibilities assumed to them. Another related issue is around pricing in such internal markets. Although the Firm intends to run a market-like incentive system for micro-enterprises, the

allocation of bonus and earnings to individual employees relies on performance appraisal by their team members .

- The finding of mismatched staffing reflects a reality that companies are facing when transitioning from a traditional hierarchy to an open platform organization. One way to fill the skill shortages is to hire desired entrepreneur-type job candidates from labor markets. Another way is to develop entrepreneurs in-house. Organizations are arenas for learning because they directly and indirectly shape the knowledge and skills needed for entrepreneurship . Thus, besides formal training programs designed for developing specific entrepreneurial capabilities, broad job design and the presence of successful entrepreneurs, for example, can both promote learning about the entrepreneurial process . Tushman and O'Reilly III proposed that organizational configuration needs to be transformed across four fundamental dimensions including core tasks and processes, formal organizational structure, organizational employees, and organizational culture to achieve congruence. Changes in the sharing economy plus information and technology are driving many firms to restructure. Although transitions from hierarchy to platform designs have become a commonplace for software and service-based companies, it could be questioned if this business model is appropriate for capital-intensive manufacturing companies. Along this line, the Firm's CEO admits that his strategy is different from traditional theories.
- «Ronald Coase had a theory about the boundaries of companies: if you have a competitive product, expand production; otherwise, shrink your boundaries. Coase's theory was correct for his world. But that world had no internet. In a hierarchy, whoever has more resources has broader boundaries. However, as today's companies are integrated with the network, to some extent, resources are infinite. In this sense, we are building a borderless ecosystem to co-create and win together ».
- As this quote suggests, which activities are handled by the market and which within the hierarchy determines the boundary of a firm. Based on theories of firm-market boundary, Zenger et al. Discuss the virtues and failures of markets and hierarchies. They argue that markets provide high-powered incentives through competition, efficient information aggregation through prices, and crowd-sourcing problem-solving, but markets fail to support specialized investments, complex coordination, and when institutions are weak. Hierarchical transactions, on the other hand, provide access to control and authority and to shape complex coordination and motivation in being a part of a collective mission, but organizations fail due to diminishing returns to scale, political behavior, social commitments, fairness comparisons, and when employees respond to hierarchy and not users in the market.

HIGHLY INFLUENTIAL ARTICLE

We used the following article as a basis of our evaluation:

Luo, J., Van de Ven, A. H., Jing, R., & Jiang, Y. (2018). Transitioning from a hierarchical product organization to an open platform organization: a Chinese case study. *Journal of Organization Design*, 7(1), 1–14.

This is the link to the publisher's website:

<https://jorgdesign.springeropen.com/articles/10.1186/s41469-017-0026-x>

INTRODUCTION

With advances in Internet communications, robotic manufacturing technologies, and global competition, organizations are experimenting with a variety of innovative designs for organizing their businesses (Davis, 2016). Internet technologies are decreasing the costs of coordination, which enables organizations to decentralize and transform their hierarchical departments into small self-managing groups connected in open platform organizational arrangements (Altman & Tripsas, 2014). As we examine in this

paper, some of these small groups operate like self-managed and governed micro-enterprises that compete with each other and other market competitors. Organizing around micro-enterprises promotes the benefits of cohesiveness, motivation, commitment, productivity, and “a wider interaction between the organization and its environment” (Leavitt, 1975:17; Meyer, 2017). It also encourages employees to become entrepreneurs. Digital technologies permit these small groups to minimize distance from their customers, co-innovate by involving them in new product R&D, and improve customer experience with mass customized products and services (Lee, Olson & Trimi, 2012; Marquis & Raynard, 2015).

These small groups, of course, do not achieve this alone. They are often linked as nodes into open network platforms connecting all kinds of resources within and outside of the organization (Altman & Tripsas, 2014). Platform organizations often play “back office roles” for micro-enterprises of providing financing, accounting, HR, legal, procurement, distribution, and other capital-intensive services, which in turn permit micro-enterprises to focus on their competitive strengths (Sorensen & Fassioitto, 2011). While platform structures are highly flexible in recombining resources and capabilities in response to changing needs and short product life cycles, they provide a meta-organization structure (Ciborra, 1996) for gaining the economies of scale and scope that are necessary for competitive survival in a flexible manner (Zhou, 2011).

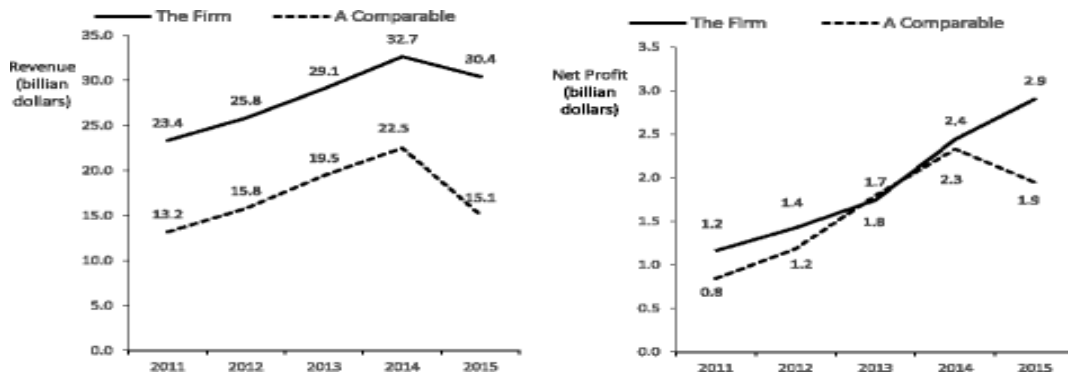
This paper examines some of the challenges and learning experiences of a large multinational company that is transitioning from a traditional hierarchical manufacturing organization to an open platform organization. It is based on a recent case study of trying to implement an alternative business model at a Chinese company, anonymously called the “Firm.” Although the organizational transformation is still underway, we report preliminary findings on major challenges encountered and lessons learned to date. These challenges concern (a) role confusion, (b) control imbalance, and (c) staffing mismatches as the organizational transformation process unfolds. We think these challenges are commonly experienced and merit careful attention in managing many organizational transformation efforts.

CONCLUSION

As Internet technologies lower the costs of coordination, more and more hierarchical organizations start to transform into small self-managing and governing groups, infusing market-like elements to create high-powered incentives. This case study examines such a transformation in a large manufacturing firm and identifies three key challenges. The analysis of these challenges reveals inherent, enduring tensions and contradictions facing market-hierarchy hybrid organizations, which call for further theoretical and empirical investigations of traditional organizations transforming in the open, Internet era.

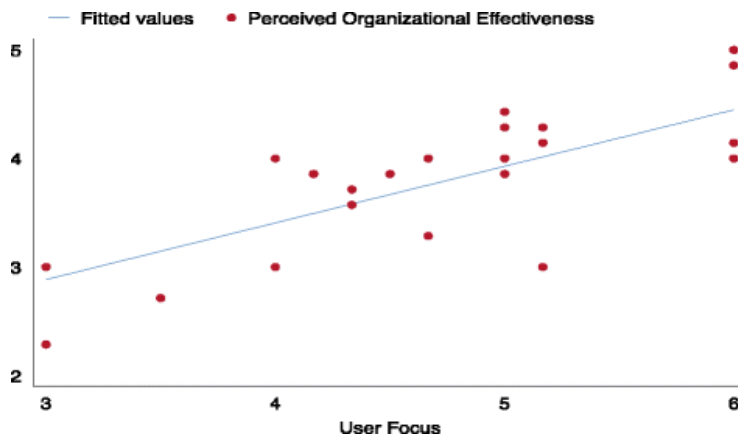
APPENDIX

FIGURE 1
REVENUE AND NET PROFIT CHANGE OF THE FIRM AND A COMPARABLE FIRM IN 2011–2015



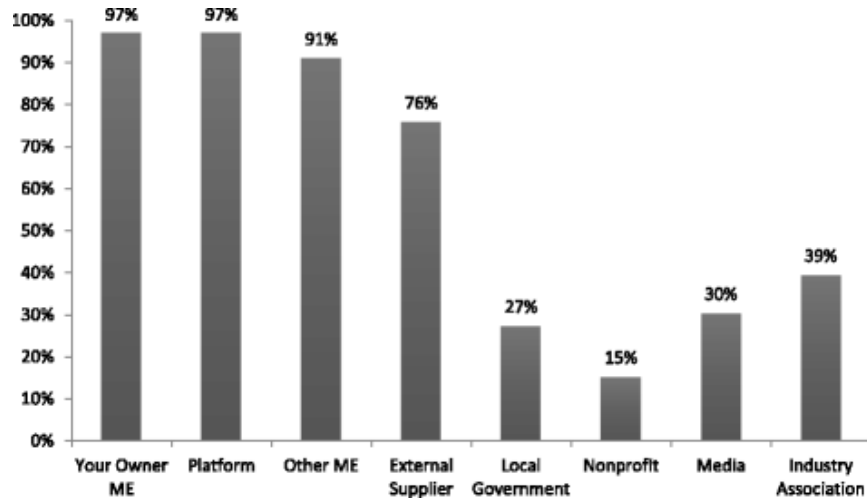
Source: Authors' calculation

FIGURE 2
CORRELATION BETWEEN USER FOCUS AND PERCEIVED ORGANIZATIONAL EFFECTIVENESS



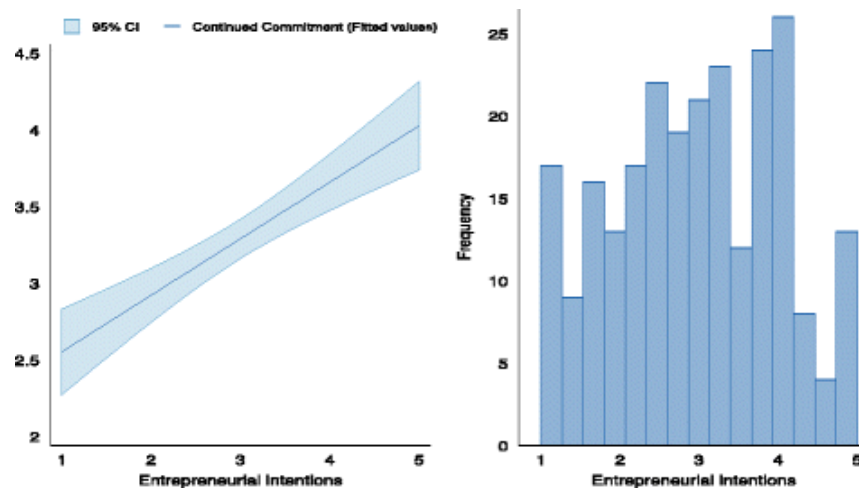
Source: Survey conducted by the research team, September–December 2015. The figure plots the perceived organizational effectiveness (5-point scale) by user focus (6-point scale). Thirty-three micro-enterprise owners are asked to fill in this question

FIGURE 3
INTERACTION INTENSITY BETWEEN ME OWNERS AND VARIOUS STAKEHOLDERS.



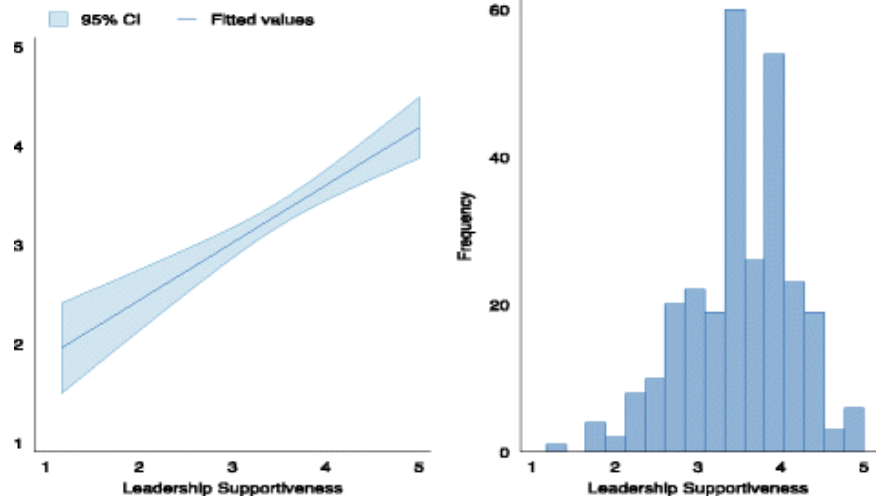
Source: survey conducted by the research team, september–december 2015. Thirty-three micro-enterprise owners are asked to fill in this question

FIGURE 4
CORRELATION BETWEEN ENTREPRENEURIAL INTENTION AND CONTINUED COMMITMENT. SOURCE: SURVEY CONDUCTED BY THE RESEARCH TEAM, SEPTEMBER–DECEMBER 2015



The left figure plots the perceived continued commitment (5-point scale) by entrepreneurial intention (5-point scale). The right figure plots the distribution of entrepreneurial intention (5-point scale). All respondents are asked to fill in this question

FIGURE 5
CORRELATION BETWEEN LEADER SUPPORTIVENESS AND CONTINUED COMMITMENT



Source: Survey conducted by the research team, September–December 2015. The left figure plots the perceived continued commitment (5-point scale) by entrepreneurial intention (5-point scale). The right figure plots the distribution of entrepreneurial intention (5-point scale). All respondents are asked to fill in this question

TABLE 1
SELECTED QUOTES FROM INTERVIEWS

a. Role clarity	
No.	Quotation
1	The payment to the workers ... is decided by the consumer evaluation.
2	There was a geek user who talked his personal life with our team member [Name] for more than two hours at the midnight. If such a thing happened in the past, [Name] might hung up cause it's obviously a disruption. As to now, they appreciate each other, they are more like friends who have common interest.
3	In the past, we focus on product promotion. As for now, we gain added value from user engagement and user flows.
4	We started interaction with our customer at the very beginning. Some functions like aromatherapy and coupling are generated from interaction.
5	We change and focus all our energy towards the users. We very closely deal with them, from product design, development and production, all stages are closely interacted with users. All incomes for all team members are decided by the user interactions. How much you'd earn, and what's your value added...The mode of user interaction introduces a lot of new ideas. Because users are not constrained by whether the idea can be realized or not. And thus there are lots of unbounded creativity.
b. Risks and compensations	
No.	Quotation
6	The vital thing is the entrepreneurship, passion to realize your own dream. Meanwhile, an entrepreneur should be responsible and fearless of risks.
7	Employees become partners or stakeholders now, such as [employee A] and [employee B] of [Me A], they have shares and option. Capital can be powerful.
8	The company should be willing to take more risks on treating employees and setting strategies. For example, I think we don't dare to award a worker who originally make ten thousand yuan a year with ten million yuan, but we actually should do that. Employees must be creating ten times more economic returns when he is rewarded well. I believe this will be an improvement on our way of transforming, and it will encourage our MEs and employees to develop well.
9	We will not disband micro-enterprises if they are not profiting in a few months. The establish of these micro-enterprises are based on our main strategy, so it must succeed. What we will do is try to adjust it and try to figure out where does the problem come from, solve it, and make it profit soon. Actually the platforms should also be responsible for those who cannot profit. As a manager of the platform, we are also trying hard to help.
c. Independence vs. coordination	
10	Many people ask us why don't we move out of the Firm's campus. I say why do we move? This is not important. Suppose I move to a place that is not far from the Firm's Road, rent an office and work from there. What it means is that the cost the setup, human resources, as well as traffic is going to be very costly. The communication cost becomes much higher that way. Because we are in the Firm's campus. If there is any dispute, we can solve quickly and early. Of course, strictly speaking, we have contractual arrangements such that all disputes can be solved in courts. But the probability of that happening is very small. We have the legal arrangement, but mostly we solve issues through communications (say, if this customer is not satisfied and what happened with after-sales service). Having such informal relationship is a huge advantage to us.
11	We have many MEs for functional areas (i.e., after-sales, quality). This is because we are taking the areas that all MEs need, and then combine them to create a new ME. This way we minimize the cost for each ME, and let them focus on what they need to focus on, and what they are good at doing. In the internet era, it is not about how big you are, it is about what you are good at, and whether you can maximize your strength and be differentiated. Specialized MEs can take care of things, and you just need a contractual relationship with them.
12	Our product is different from air-condition. But we share the same channel cause for now, we can't afford an independent channel. However, same channel results in resource competition. It's a very tough situation.
13	I do agree with the altruism and win-win spirit. At this Internet Age, we can't do things alone, we need allies. So, mutual help and mutual promotion are essential.

Source: Interview conducted by the research team, February–March 2015; quotes were translated into English

TABLE 2
PERCEIVED RESPONSIBILITIES BY ME, PLATFORMS, AND FUNCTIONAL UNITS

REQ	categories	Product Development/Customer Interaction	Marketing	Sales	After-sales service	Procurement	Logistics	Financing	Strategy	HR	Accounting	Law	Other Stakeholders
1	MEI	■	■	■									
2	ME	■	■		■				■			■	
3	MEI	■	■										
6	MEI	■	■										■
9	ME	■	■		■								
8	ME	■						■					
7	Platform	■								■	■		
4	Platform	■							■				■
10	Platform	■	■	■	■	■	■	■	■		■	■	■
5	FU	■							■		■		■

Source: Interview conducted by the research team, February–March 2015. The table summarizes the units that each interviewee belongs to, as well as the functional activities that their units are focused on that they mention during the interview

TABLE 3
SURVEY INSTRUMENTS

User Focus:			
<input type="checkbox"/> Adapted from Van de Ven and Chu, 1999			
Num	Variable Description	Var. Name	Guide
5.9	Extent your The Firm unit:		
A	<i>minimizes hassles for users</i>		
B	<i>provides seamless user care</i>		
C	<i>executes smooth hand-offs</i>		
D	<i>does all it can to educate users</i>		
E	<i>anticipates user needs</i>		
F	<i>develops quality practices</i>		
	Composite variable (mean of above items)	UserFocus	
Perceived Organizational Effectiveness:			
<input type="checkbox"/> From OAI by Van de Ven and Ferry, 1980			
Num	Variable Description	Var. Name	Guide
5.8	Rate your unit on:		
A	<i>quality of services provided</i>		
B	<i>quantity or amount of work produced</i>		
C	<i>cost efficiency of services provided</i>		
D	<i>customer satisfaction</i>		
E	<i>financial profitability</i>		
F	<i>adaptability to change</i>		
G	<i>innovativeness of products and services</i>		
	Composite variable (mean of above items):	OrgEffect	
Continuance Commitment:			
<input type="checkbox"/> Adapted from Bergami and Bagozzi, 1996			
Num	Variable Description	Var. Name	Guide
3.12e	<i>options to leave profession (continuance: profession) (R)</i>		
3.12f	<i>option to leave The Firm (continuance: organization) (R)</i>		
	Composite variable (mean of above items):	ContCommit	
Entrepreneurial Intentions:			
<input type="checkbox"/> From Douglas, 2013			
Num	Variable Description	Var. Name	Guide
5.10	To what extent agree or disagree with statements.		
a	<i>Allows you to earn enough money by doing the things that you like to do best</i>		
b	<i>Capitalizes on your knowledge and enthusiasm for a particular hobby, sport, or other recreational pastime that you really enjoy doing</i>		
c	<i>Allows you to close the business and take time off, or holidays, whenever you choose</i>		
d	<i>Allows you to work at a job that is more like play than work, since you really enjoy the type of work that you would be doing</i>		
	Composite variable (mean of above items):	EntreInt	
Leadership Supportiveness:			
<input type="checkbox"/> Adapted from Van de Ven and Chu, 1999			
Num	Variable Description	Var. Name	Guide
3.11	Extent your supervisor or leader:		
A	<i>provides constructive feedback</i>		
B	<i>emphasizes work accomplishment</i>		
C	<i>encourages you to do your best</i>		
D	<i>makes it more difficult to do best work (R)</i>		
E	<i>allows experiments and mistakes</i>		
3.14f	Extent management is responsive to your concerns		
	Composite variable (mean of above items):	SupLead	

REFERENCES

- Altman, E.J. Tripsas, M. 2014. Product to platform transitions: organizational identity implications, Harvard Business School, working paper 14-045
- Bergami M, and RP Bagozzi. 1996. Organizational identification: conceptualization, measurement, and nomological validity. Working paper, University of Bologna/University of Michigan
- Ciborra CU (1996) The platform organization: recombining strategies, structures, and surprises. *Organ Sci* 7(2):103–118
- Davis GF (2016) The vanishing American corporation: Navigating the hazards of a new economy. Berrett- Koehler Publishers. Oakland, CA.
- Douglas EJ (2013) Reconstructing entrepreneurial intentions to identify predisposition for growth. *J Bus Ventur* 28(5):633–651
- Jing R, Van de Ven AH (2014) A yin-yang model of organizational change: the case of Chengdu bus group. *Manag Organ Rev* 10:29–54
- Jones SL, Van de Ven AH (2016) Changing nature of change resistance: An examination of the moderating impact of time. *Journal of Applied Behavioral Science* 52(4): 482–506.
- Leavitt HJ (1975) Suppose we took groups seriously. In Cass EL, Zimmer FG (eds) *Man and work in society*. Van Nostrand Reinhold, New York, pp 67–77.
- Lee SM, Olson DL, Trimi S (2012) Co-innovation: convergenomics, collaboration, and co-creation for organizational values. *Manag Decis* 50(5):817–831
- Marquis C, Raynard M (2015) Institutional strategies in emerging markets. *Acad Manag Ann* 9(1):291–335
- Meyer M, Lu L, Peng J, Tsui A (2017) Micro-divisionalization: using teams for competitive advantage. *Academy of Management Discoveries* 3(1):3–20
- Noe RA, Clarke ADM, Klein HJ (2014) Learning in the twenty-first-century workplace. *Annu Rev Organ Psych Organ Behav* 1:245–275
- Sorensen JB, Fassiotto MA (2011) Organizations as fonts of entrepreneurship. *Organ Sci* 22(5):1322–1331
- Tushman ML, O’Reilly CA III (2002) *Winning through innovation: a practical guide to leading organizational change and renewal*. Harvard Business Review Press
- Van de Ven AH, Chu Y (1989) A psychometric assessment of the Minnesota innovation survey, chapter 3. In: Van de Ven AH, Angle HL, Poole MS (eds) *Research on the management of innovation: the Minnesota studies*. Ballinger/Harper & Row, New York, pp 55–104
- Van de Ven AH, Ferry DL (1980) *Measuring and assessing organizations*. John Wiley & Sons, New York
- Williamson OE (1985) *The economic institutions of capitalism*. Free Press, New York
- Zenger T, Felin T, Bigelow L (2011) Theories of the firm-market boundary. *Acad Manag Ann* 5(1):89–133
- Zhou YM (2011) Synergy, coordination costs, and diversification choices. *Strateg Manag J* 32(6):624–639

TRANSLATED VERSION: SPANISH

Below is a rough translation of the insights presented above. This was done to give a general understanding of the ideas presented in the paper. Please excuse any grammatical mistakes and do not hold the original authors responsible for these mistakes.

VERSION TRADUCIDA: ESPAÑOL

A continuación se muestra una traducción aproximada de las ideas presentadas anteriormente. Esto se hizo para dar una comprensión general de las ideas presentadas en el documento. Por favor, disculpe cualquier error gramatical y no responsabilite a los autores originales de estos errores.

INTRODUCCIÓN

Con los avances en las comunicaciones por Internet, las tecnologías de fabricación robótica y la competencia global, las organizaciones están experimentando con una variedad de diseños innovadores para organizar sus negocios (Davis, 2016). Las tecnologías de Internet están disminuyendo los costos de coordinación, lo que permite a las organizaciones descentralizar y transformar sus departamentos jerárquicos en pequeños grupos de autogestión conectados en arreglos organizativos de plataformas abiertas (Altman & Tripsas, 2014). Como examinamos en este documento, algunos de estos pequeños grupos operan como microempresas autogestionadas y gobernadas que compiten entre sí y con otros competidores del mercado. La organización en torno a las microempresas promueve los beneficios de la cohesiva, la motivación, el compromiso, la productividad y "una interacción más amplia entre la organización y su entorno" (Leavitt, 1975:17; Meyer, 2017). También alienta a los empleados a convertirse en emprendedores. Las tecnologías digitales permiten a estos pequeños grupos minimizar la distancia de sus clientes, coinnovarlos involucrándolos en la I+D de nuevos productos, y mejorar la experiencia del cliente con productos y servicios personalizados en masa (Lee, Olson & Trimi, 2012; Marqués y Raynard, 2015).

Estos pequeños grupos, por supuesto, no lo logran solos. A menudo se vinculan como nodos a plataformas de red abierta que conectan todo tipo de recursos dentro y fuera de la organización (Altman & Tripsas, 2014). Las organizaciones de plataformas a menudo desempeñan "funciones de back office" para las microempresas de proporcionar financiación, contabilidad, recursos humanos, legal, adquisiciones, distribución y otros servicios intensivos en capital, lo que a su vez permite a las microempresas centrarse en sus fortalezas competitivas (Sorensen & Fassoiotto, 2011). Si bien las estructuras de plataforma son altamente flexibles en la recombinación de recursos y capacidades en respuesta a las necesidades cambiantes y a los ciclos de vida cortos de los productos, proporcionan una estructura de meta-organización (Ciborra, 1996) para obtener las economías de escala y alcance necesarias para la supervivencia competitiva de manera flexible (Zhou, 2011).

Este documento examina algunos de los desafíos y experiencias de aprendizaje de una gran empresa multinacional que está pasando de una organización de fabricación jerárquica tradicional a una organización de plataforma abierta. Se basa en un estudio de caso reciente de tratar de implementar un modelo de negocio alternativo en una empresa china, anónimamente llamada "Firm". Aunque la transformación organizacional todavía está en marcha, informamos de los resultados preliminares sobre los principales desafíos encontrados y las lecciones aprendidas hasta la fecha. Estos desafíos se refieren a a) la confusión de roles, b) el desequilibrio de control y c) los desajustes de personal a medida que se desarrolla el proceso de transformación organizacional. Creemos que estos desafíos son comúnmente experimentados y merecen una atención cuidadosa en la gestión de muchos esfuerzos de transformación organizacional.

CONCLUSIÓN

A medida que las tecnologías de Internet reducen los costos de coordinación, cada vez más organizaciones jerárquicas comienzan a transformarse en pequeños grupos de autogestión y gobierno, infundiendo elementos similares al mercado para crear incentivos de alto poder. Este estudio de caso examina esta transformación en una gran empresa manufacturera e identifica tres desafíos clave. El análisis de estos desafíos revela tensiones y contradicciones inherentes y duraderas a las que se enfrentan las organizaciones híbridas de jerarquía de mercado, que exigen nuevas investigaciones teóricas y empíricas de las organizaciones tradicionales que se transforman en la era abierta de Internet.

TRANSLATED VERSION: FRENCH

Below is a rough translation of the insights presented above. This was done to give a general understanding of the ideas presented in the paper. Please excuse any grammatical mistakes and do not hold the original authors responsible for these mistakes.

VERSION TRADUITE: FRANÇAIS

Voici une traduction approximative des idées présentées ci-dessus. Cela a été fait pour donner une compréhension générale des idées présentées dans le document. Veuillez excuser toutes les erreurs grammaticales et ne pas tenir les auteurs originaux responsables de ces erreurs.

INTRODUCTION

Avec les progrès des communications sur Internet, des technologies de fabrication robotique et de la concurrence mondiale, les organisations expérimentent une variété de conceptions novatrices pour l'organisation de leurs entreprises (Davis, 2016). Les technologies Internet diminuent les coûts de coordination, ce qui permet aux organisations de décentraliser et de transformer leurs départements hiérarchiques en petits groupes d'autogestion connectés dans des arrangements organisationnels de plateforme ouverte (Altman & Tripsas, 2014). Comme nous l'examinons dans le présent document, certains de ces petits groupes fonctionnent comme des micro-entreprises autogérées et gouvernées qui sont en concurrence les unes avec les autres et avec d'autres concurrents du marché. L'organisation autour des micro-entreprises favorise les avantages de la cohésion, de la motivation, de l'engagement, de la productivité et « une interaction plus large entre l'organisation et son environnement » (Leavitt, 1975:17; Meyer, 2017). Il encourage également les employés à devenir entrepreneurs. Les technologies numériques permettent à ces petits groupes de minimiser la distance par rapport à leurs clients, de co-innover en les impliquant dans la R&D de nouveaux produits et d'améliorer l'expérience client avec des produits et services personnalisés de masse (Lee, Olson et Tripi, 2012; Marquis et Raynard, 2015).

Ces petits groupes, bien sûr, n'y parviennent pas seuls. Ils sont souvent liés en tant que nœuds dans des plates-formes réseau ouvertes reliant toutes sortes de ressources à l'intérieur et à l'extérieur de l'organisation (Altman & Tripsas, 2014). Les organisations de plateforme jouent souvent des « rôles de back office » pour les micro-entreprises de financement, de comptabilité, de RH, de droit, d'approvisionnement, de distribution et d'autres services à forte intensité de capital, ce qui permet aux micro-entreprises de se concentrer sur leurs forces concurrentielles (Sorensen et Fossoiotta, 2011). Bien que les structures de plate-forme soient très flexibles dans la recombinaison des ressources et des capacités en réponse à l'évolution des besoins et aux cycles de vie des produits courts, elles fournissent une structure de méta-organisation (Ciborra, 1996) pour obtenir les économies d'échelle et de portée nécessaires à la survie concurrentielle d'une manière flexible (Zhou, 2011).

Ce document examine certains des défis et des expériences d'apprentissage d'une grande entreprise multinationale qui passe d'une organisation de fabrication hiérarchique traditionnelle à une organisation de plateforme ouverte. Il est basé sur une étude de cas récente d'essayer de mettre en œuvre un modèle d'affaires alternatif à une entreprise chinoise, anonymement appelé le « cabinet ». Bien que la transformation organisationnelle soit toujours en cours, nous rapportons les conclusions préliminaires sur les principaux défis rencontrés et les leçons apprises à ce jour. Ces défis concernent a) la confusion des rôles, b) le déséquilibre du contrôle et c) les disparités en matière de dotation au fur et à mesure que le processus de transformation organisationnelle se déroule. Nous pensons que ces défis sont généralement éprouvés et méritent une attention particulière dans la gestion de nombreux efforts de transformation organisationnelle.

CONCLUSION

À mesure que les technologies Internet réduisent les coûts de coordination, de plus en plus d'organisations hiérarchiques commencent à se transformer en petits groupes autonomes et gouvernant, infusant des éléments semblables au marché pour créer des incitations de grande puissance. Cette étude de cas examine une telle transformation dans une grande entreprise manufacturière et identifie trois défis clés. L'analyse de ces défis révèle des tensions et des contradictions inhérentes et persistantes aux organisations hybrides de la hiérarchie du marché, qui appellent à d'autres enquêtes théoriques et empiriques sur les organisations traditionnelles qui se transforment à l'ère de l'Internet.

TRANSLATED VERSION: GERMAN

Below is a rough translation of the insights presented above. This was done to give a general understanding of the ideas presented in the paper. Please excuse any grammatical mistakes and do not hold the original authors responsible for these mistakes.

ÜBERSETZTE VERSION: DEUTSCH

Hier ist eine ungefähre Übersetzung der oben vorgestellten Ideen. Dies wurde getan, um ein allgemeines Verständnis der in dem Dokument vorgestellten Ideen zu vermitteln. Bitte entschuldigen Sie alle grammatikalischen Fehler und machen Sie die ursprünglichen Autoren nicht für diese Fehler verantwortlich.

EINLEITUNG

Mit Fortschritten in der Internetkommunikation, Roboterfertigungstechnologien und globalem Wettbewerb experimentieren Unternehmen mit einer Vielzahl innovativer Designs für die Organisation ihrer Unternehmen (Davis, 2016). Internet-Technologien senken die Kosten der Koordination, was es Organisationen ermöglicht, ihre hierarchischen Abteilungen zu dezentralisieren und in kleine selbstverwaltende Gruppen umzuwandeln, die in offenen Plattform-Organisationsvereinbarungen verbunden sind (Altman & Tripsas, 2014). Wie wir in diesem Papier untersuchen, arbeiten einige dieser kleinen Gruppen wie selbstverwaltete und geführte Kleinstunternehmen, die miteinander und anderen Marktkonkurrenten konkurrieren. Die Organisation von Kleinstunternehmen fördert die Vorteile von Kohäsivität, Motivation, Engagement, Produktivität und "einer breiteren Interaktion zwischen der Organisation und ihrer Umgebung" (Leavitt, 1975:17; Meyer, 2017). Sie ermutigt auch Die Arbeitnehmer, Unternehmer zu werden. Digitale Technologien ermöglichen es diesen kleinen Gruppen, den Abstand zu ihren Kunden zu minimieren, gemeinsam Innovationen zu entwickeln, indem sie in neue Produkt-F&E eingebunden werden, und die Kundenerfahrung mit maßgeschneiderten Massenprodukten und -dienstleistungen zu verbessern (Lee, Olson & Trimi, 2012; Marquis & Raynard, 2015).

Diese kleinen Gruppen erreichen dies natürlich nicht allein. Sie werden oft als Knoten mit offenen Netzwerkplattformen verknüpft, die alle Arten von Ressourcen innerhalb und außerhalb der Organisation verbinden (Altman & Tripsas, 2014). Plattformorganisationen spielen häufig "Backoffice-Rollen" für Kleinstunternehmen bei der Bereitstellung von Finanzierungs-, Buchhaltungs-, Personal-, Rechts-, Beschaffungs-, Vertriebs- und anderen kapitalintensiven Dienstleistungen, die es Kleinstunternehmen wiederum ermöglichen, sich auf ihre Wettbewerbsstärken zu konzentrieren (Sorensen & Fassioitto, 2011). Während Plattformstrukturen bei der Kombination von Ressourcen und Fähigkeiten als Reaktion auf sich ändernde Anforderungen und kurze Produktlebenszyklen hochflexibel sind, bieten sie eine Metaorganisationsstruktur (Ciborra, 1996), um die Skalen- und Umfangsvorteile zu gewinnen, die für das wettbewerbsfähige Überleben auf flexible Weise erforderlich sind (Zhou, 2011).

In diesem Beitrag werden einige der Herausforderungen und Lernerfahrungen eines großen multinationalen Unternehmens untersucht, das von einer traditionellen hierarchischen Fertigungsorganisation zu einer offenen Plattformorganisation übergeht. Sie basiert auf einer aktuellen Fallstudie über den Versuch, ein alternatives Geschäftsmodell bei einem chinesischen Unternehmen

umzusetzen, das anonym "Firma" genannt wird. Obwohl die organisatorische Transformation noch im Gange ist, berichten wir über vorläufige Erkenntnisse zu den wichtigsten Herausforderungen und den bisher gewonnenen Erkenntnissen. Diese Herausforderungen betreffen (a) Rollenverwirrung, (b) Kontrollungleichgewicht und (c) Personalwechsel im Verlauf des organisatorischen Transformationsprozesses. Wir denken, dass diese Herausforderungen häufig erfahren sind und sorgfältige Aufmerksamkeit bei der Verwaltung vieler organisatorischer Transformationsbemühungen verdienen.

SCHLUSSFOLGERUNG

Da Internet-Technologien die Kosten der Koordinierung senken, beginnen immer mehr hierarchische Organisationen, sich in kleine selbstverwaltende und regierende Gruppen zu verwandeln, indem sie marktähnliche Elemente einfließen, um leistungsstarke Anreize zu schaffen. Diese Fallstudie untersucht eine solche Transformation in einem großen Fertigungsunternehmen und identifiziert drei zentrale Herausforderungen. Die Analyse dieser Herausforderungen zeigt inhärente, anhaltende Spannungen und Widersprüche gegenüber hybriden Organisationen der Markthierarchie, die weitere theoretische und empirische Untersuchungen traditioneller Organisationen erfordern, die sich im offenen Internet-Zeitalter transformieren.

TRANSLATED VERSION: PORTUGUESE

Below is a rough translation of the insights presented above. This was done to give a general understanding of the ideas presented in the paper. Please excuse any grammatical mistakes and do not hold the original authors responsible for these mistakes.

VERSÃO TRADUZIDA: PORTUGUÊS

Aqui está uma tradução aproximada das ideias acima apresentadas. Isto foi feito para dar uma compreensão geral das ideias apresentadas no documento. Por favor, desculpe todos os erros gramaticais e não responsabilize os autores originais responsáveis por estes erros.

INTRODUÇÃO

Com avanços nas comunicações de Internet, tecnologias de fabrico robótico e concorrência global, as organizações estão a experimentar uma variedade de projetos inovadores para organizar os seus negócios (Davis, 2016). As tecnologias da Internet estão a diminuir os custos de coordenação, o que permite às organizações descentralizar e transformar os seus departamentos hierárquicos em pequenos grupos auto-gerenciados ligados em arranjos organizacionais de plataforma aberta (Altman & Tripsas, 2014). Como examinamos neste documento, alguns destes pequenos grupos operam como microempresas autogeridas e governadas que competem entre si e outros concorrentes do mercado. A organização em torno das microempresas promove os benefícios da coesão, motivação, compromisso, produtividade e "uma interação mais ampla entre a organização e o seu ambiente" (Leavitt, 1975:17; Meyer, 2017). Também incentiva os colaboradores a tornarem-se empreendedores. As tecnologias digitais permitem que estes pequenos grupos minimizem a distância dos seus clientes, co-inovar envolvendo-os em novos produtos de I&D, e melhorar a experiência do cliente com produtos e serviços personalizados em massa (Lee, Olson & Trimi, 2012; Marquês e Raynard, 2015).

É evidente que estes pequenos grupos não o conseguem sozinhos. Muitas vezes estão ligados como nós em plataformas de rede aberta que ligam todo o tipo de recursos dentro e fora da organização (Altman & Tripsas, 2014). As organizações de plataformas desempenham frequentemente "papéis de back office" para as microempresas de financiamento, contabilidade, RH, legal, contratação, distribuição e outros serviços de capital intensivo, que por sua vez permitem que as microempresas se concentrem nos seus pontos fortes competitivos (Sorensen & Fassiootto, 2011). Embora as estruturas das plataformas sejam

altamente flexíveis na recombinação de recursos e capacidades em resposta às necessidades em mudança e aos ciclos de vida dos produtos curtos, fornecem uma estrutura de meta-organização (Ciborra, 1996) para ganhar as economias de escala e âmbito que são necessárias para a sobrevivência competitiva de forma flexível (Zhou, 2011).

Este trabalho analisa alguns dos desafios e experiências de aprendizagem de uma grande empresa multinacional que está em transição de uma organização de fabrico hierárquico tradicional para uma organização de plataforma aberta. Baseia-se num estudo de caso recente de tentar implementar um modelo de negócio alternativo numa empresa chinesa, anonimamente chamada de "Firma". Embora a transformação organizacional ainda esteja em curso, reportamos resultados preliminares sobre os grandes desafios encontrados e as lições aprendidas até à data. Estes desafios dizem respeito à confusão de funções, (b) ao desequilíbrio do controlo e (c) ao desencontro do pessoal à medida que o processo de transformação organizacional se desenrola. Pensamos que estes desafios são comumente experimentados e merecem uma atenção cuidada na gestão de muitos esforços de transformação organizacional.

CONCLUSÃO

À medida que as tecnologias da Internet reduzem os custos de coordenação, cada vez mais organizações hierárquicas começam a transformar-se em pequenos grupos auto-geridos e governantes, infundindo elementos semelhantes ao mercado para criar incentivos de alta potência. Este estudo de caso examina tal transformação numa grande empresa de fabrico e identifica três desafios fundamentais. A análise destes desafios revela tensões e contradições inerentes às organizações híbridas da hierarquia do mercado, que exigem mais investigações teóricas e empíricas das organizações tradicionais que se transformam na era aberta da Internet.