



SPIRIT project (01HT0147)

Project description

Project duration: 01. Oktober 2001 – 31. Januar 2004



in the framework of the programme „Arbeit im E-Business“

Scientific project management

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1 Objectives of the project

In the e-business discussion there was not taken much notice of the question how the interdependence of entrepreneurial efficiency and humanization of the business world was affected by the changing processes from traditional to e-business firms. From the employees' viewpoint development concepts must be flexible enough to enable not only technological innovations but also human workplace and organisational design. Another point of importance is the identification of "new" qualifications, e.g. competency in dealing with e-transformation and human resource development and promotion are important features.

The movement towards e-business relies on the empowerment of enterprises and employees, creating the essential processes to ensure corporate success and employment.

The project consists of the following working fields:

- business processes and B2B in e-Business
- working conditions and communication processes
- competency and participation in the e-transformation process

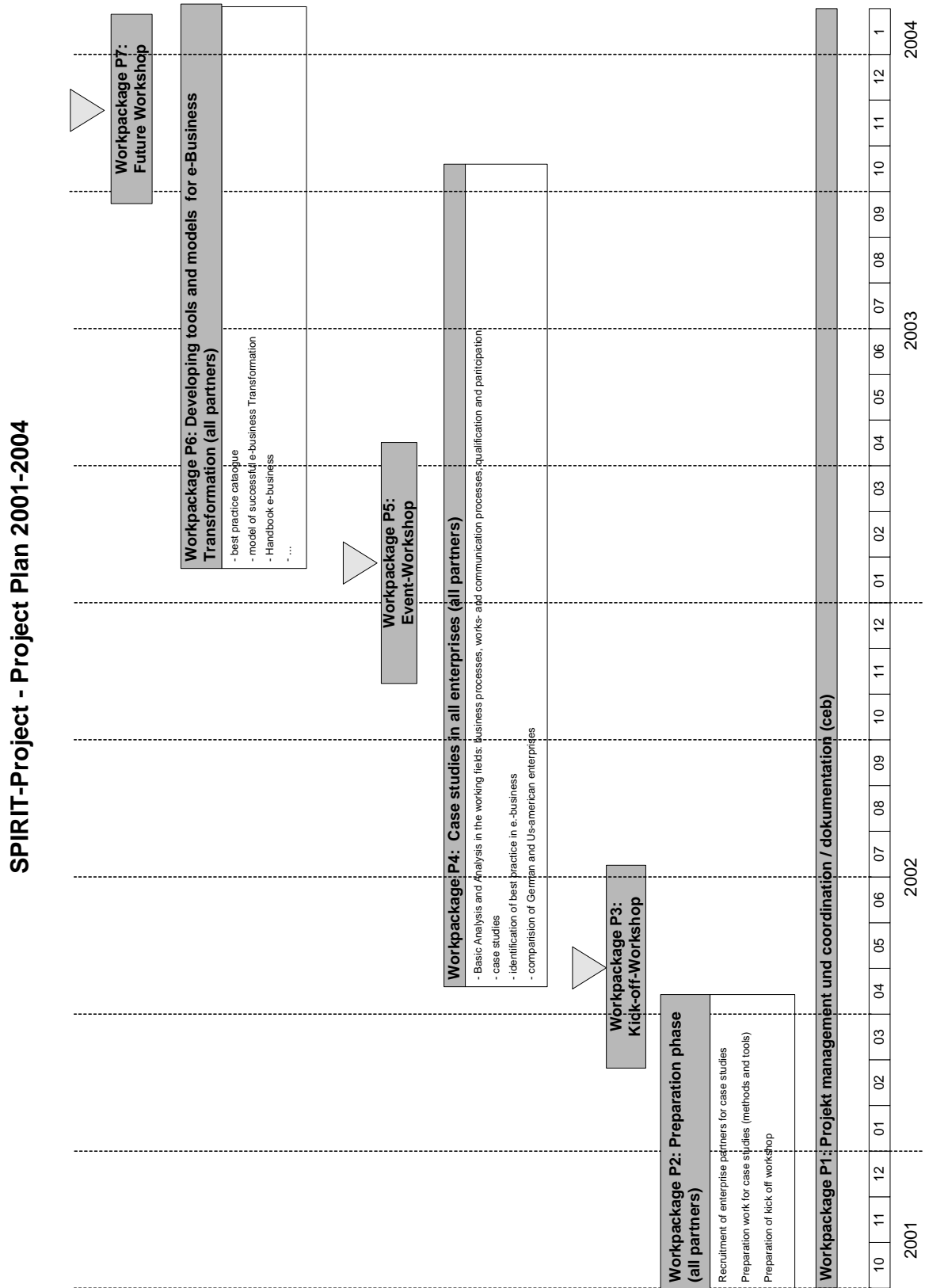
Within the framework of the projects e-business companies, successful e-business integrators (bricks-and-clicks) and companies in current processes of e-transformation will be examined.

Models of success of transformation and e-business concepts make up the object of the examination. They contribute in particular to the extraction of factors of success. In addition to this obstructive and promotive factors of implementation can be identified. Furthermore differences between German and U.S. American companies concerning initiating strategies and procedures are to be examined (f.e. motives, corporate culture, venture-capital). For this reason three U.S. American companies will be integrated in the examination.

2 Workplan of the project and description of workpackages

The project duration ist 28 month and consists of 7 workpackages as shown in figure 1.

Figure 1: Projekt planning: workpackages and durations (overall project plan)



Workpackage P1: Project management and coordination, documentation

Overall project management is carried out by the University of Trier, Competence Center for E-Business, and consists of project coordination and project controlling. The integration of the US-American Partners will be managed through internet and e-mail, in some cases in personal contacts (events, visits of German project team in USA etc.). The work packages will be carried out by overlapping work groups (TASK FORCES). For each work group a leading manager has been appointed, who is responsible for monitoring the work to be done, deliver status reports, organise work group meetings etc. Overlapping of work groups is achieved by joint collaboration of members belonging to different work groups. By this way, communication between the groups is enforced.

Workpackage P2: First contacts to participating enterprises

For the preparation of the case studies in the American enterprises, US-American scientists have to get in contact to the project partners to get an impression of their e-business activities and experiences.

Workpackage P3: Kick-off workshop (07/05/2002)

The most important purpose is the collective creation and definition of a common e-business understanding. Concepts and new developments in companies are to be presented and discussed. All participating (German) companies, the research team and sponsors shall be invited to this event.

Workpackage P4: Case studies in German and US-American enterprises

Case studies will take place in all participating enterprises. The project team (TASK FORCE) analyses e-business transformation processes in interviews, workshops with employees and decisioners, projects etc. Best Practices will be identified, documented and disseminated in different (internal) events. Based on these experiences the project team will develop handbooks, management tools and checklists for e-business practice. The case studies in the US-American enterprises will be managed in close cooperation with Prof. Dr. Godwin Wong and the INMIT Institute, Trier, Prof. Dr. Axel G. Schmidt. (see also figure 2: Workpackage 4: Case studies)

Workpackage P5: Event workshop

Within the framework of this event provisional results shall be presented and discussed in cooperation with the German and U.S. American companies (if possible). At the same time the German representatives will get the opportunity, to have a look at the corporate culture and structure of their U.S. American partners (inspection of U.S. American firms). Mutual understanding is to be promoted, barriers shall be reduced and a direct exchange of experiences shall be take place by this event.

Workpackage P6: Concepts, tools and best practice for e-business transformation

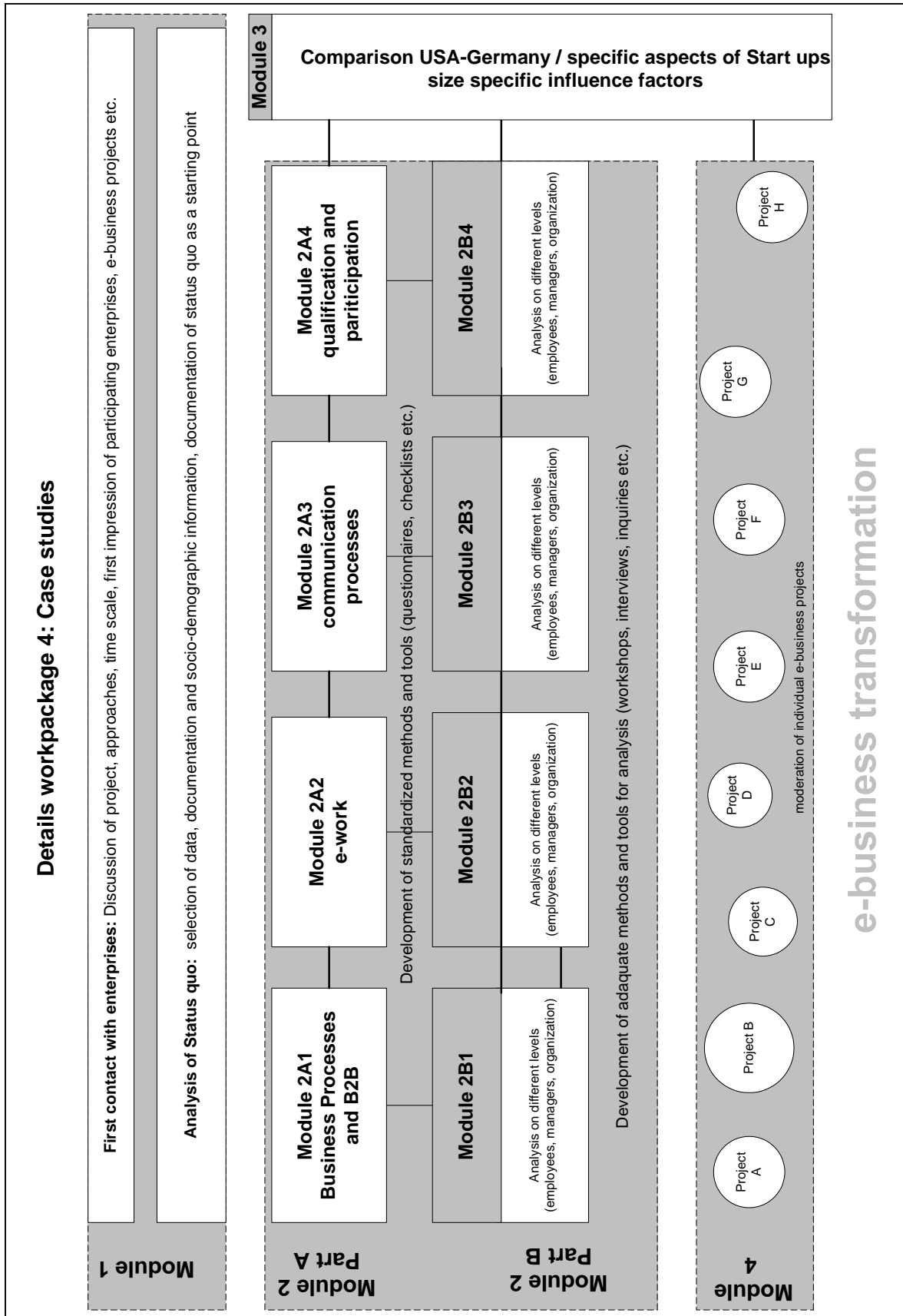
On the basis of the case study results the project team will develop concepts, tools and models for e-business integration and transformation. In addition, documentations of best practice in e-business will be distributed via internet or printed.

Workpackage P7: Future workshop (Final event)

At the end of the project main results from the different task forces have to be discussed with all members of the project. Future measures and ideas for further projects shall be developed. Furthermore the creation of study groups within and between the companies has to be prepared. (e-business network).

Case studies will be carried out in 6 German and 3 US-American enterprises. The detailed project plan for workpackage 4 is shown in figure 2:

Figure 2: Workpackage 4: Case studies



3 Contribution and Benefits for the companies

US American companies, which want to participate as a project partner, shall contribute the following activities during the project duration:

- Being an interview and discussion partner to extract success factors for e-transformation. Interviews will take place in the companies themselves. Interview partners should be both: decision makers as well as employees.
- Participation in the events in Germany is optional. Participating companies are invited to present their way of e-transformation at one of the events in Germany or through video conferencing.

There are many added values and chances for companies that are involved in the project:

- Customized research and comprising support within the framework of the project.
- Interactive discussion and mutual learning with other companies.
- Exchange of experience with German companies
- Becoming acquainted with concepts of profit towards e-business-integration
- Learning by mistakes which is due to important informations, which are gained to realize misleading strategies early enough and to avoid frictional losses
- Building up e-business cooperations

4 Duration and project partners

The project endures 28 months (beginning 1. October 2001). Case studies will mainly take place in year 2002.

The following partners are taking part at the project:

- Competence Center e-Business at the University in Trier (focus project management and e-transformation processes)
- INMIT - Institut für Mittelstandsökonomie, Trier (focus on SME, e-business start-ups, comparison and German e-business strategies)
- Prof. Dr. Godwin Wong, Haas School of Business at the University of California, Berkeley, U.S.A.
- TBS Technologieberatungsstelle beim DGB, Landesverband Rheinland-Pfalz, Trier (focus on participation and qualification strategies)
- 6 German and 3 US American companies