Table of Contents

Part 1: Co-innovation in Collaborative Networks	
Networked Innovation in Innovation Networks: A Home Appliances Case Study	3
Luis Berasategi, Joseba Arana, and Eduardo Castellano	
Managing Distributed Innovation Processes in Virtual Organizations by Applying the Collaborative Network Relationship Analysis Jens Eschenbächer, Marcus Seifert, and Klaus-Dieter Thoben	13
A Balanced Scorecard for Open Innovation: Measuring the Impact of Industry-University Collaboration	23
Co-creation and Co-innovation in a Collaborative Networked Environment	33
Part 2: Collaboration Patterns	
A Cooperative Model to Improve Hospital Equipments and Drugs Management	43
Modeling Adaptable Business Service for Enterprise Collaboration Khouloud Boukadi, Lucien Vincent, and Patrick Burlat	51
A Collaboration Pattern Model for Virtual Organisations	61
Issues and Experiences in Logistics Collaboration	69
Part 3: Needs and Practices	
Analyzing Enterprise Networks Needs: Action Research from the	
Mechatronics Sector	79



Comparing Notes: Collaborative Networks, Breeding Environments, and Organized Crime	88
Mapping R&D within Multinational Networks: Evidence from the Electronics Industry	96
Part 4: Collaboration in Supply Chains	
Developing a Taxonomy and Model to Transfer and Assess Best Practices for Supply Chain Management	109
Supply Chain Coordination in Hospitals	117
A Supply Chain Architecture Based on Multi-agent Systems to Support Decentralized Collaborative Processes	128
Collaborative Manufacturing Management in Networked Supply Chains	136
Part 5: Teams and Collaboration	
Collaborative Capability of Teams in Network Organizations	149
Knowledge Value Creation Characteristics of Virtual Teams: A Case Study in the Construction Sector	157
Social Protocols for Agile Virtual Teams	168
Analysis of Interpersonal Communication Processes in Digital Factory Environments	177
Part 6: VO Breeding Environments Modeling	
Modeling Virtual Organization Architecture with the Virtual Organization Breeding Methodology	187

For a Methodology to Implement Virtual Breeding Environments – A Case Study in the Mold and Die Sector in Brazil	197
Virtual Operations in Common Information Spaces: Boundary Objects and Practices	207
An Alignment Model for Collaborative Value Networks	217
Part 7: Modeling and Managing Competencies - I	
Competence-Based Approach in Value Chain Processes	227
Towards a Methodology for Managing Competencies in Virtual Teams - A Systemic Approach	235
An Organization's Extended (Soft) Competencies Model João Rosas, Patrícia Macedo, and Luis M. Camarinha-Matos	245
Part 8: Modeling and Managing Competencies - II	
A Generic Framework of Performance Measurement in Networked Enterprises	259
Transferability of Industrial Management Concepts to Healthcare Networks	266
People at Work: Modelling Human Performance in Shop Floor for Process Improvement in Manufacturing Enterprises Siti Nurhaida Khalil, R.H. Weston, and J.O. Ajaefobi	274
Competence Ontology for Network Building	282

Part 9: Knowledge Management in Collaboration	
Knowledge Management with Snapshots	293
Short-Term Semantic Consensus: Towards Agile Ontology Specification for Collaborative Networks	301
Ontological View-Driven Semantic Integration in Collaborative Networks	311
Part 10: Partners Selection	
Uncertainty in Partner Selection for Virtual Enterprises José Crispim and Jorge Pinho de Sousa	321
Supplier Selection in Virtual Enterprise Model of Manufacturing Supply Network	331
Design and Implementation of a Multi-agent Framework for the Selection of Partners in Dynamic VEs	341
Part 11: e-Procurement and Collaborative Procurement	
Collaborative Procurement within Enterprise Networks: A Literature Review, a Reference Framework and a Case Study	351
eProcurement for Industrial Maintenance Services	361
Guide to a Strategic Procurement Planning Approach on Regulated Commodity Markets	369
Part 12: Trust and Soft Issues in Collaboration	
On Hard and Soft Models to Analyze Trust Life Cycle for Mediating Collaboration	381
Trust Building in Virtual Communities	393

Table of Contents	XIII
Value Co-creation and Co-innovation: Linking Networked Organisations and Customer Communities	401
Part 13: Processes and Decision	
Supporting Cross-Organizational Process Control	415
A Service for Robust Decision Downloading in Collaborative Networks Heiko Thimm and Karsten Boye Rasmussen	423
A Practice-Based Analysis of an Online Strategy Game	433
An Anticipative Effects-Driven Approach for Analyzing Interoperability in Collaborative Processes	441
Part 14: Management Aspects in Collaborative Networks	
On Services for Collaborative Project Management	451
Managing Decisions on Changes in the Virtual Enterprise Evolution Marcus Vinicius Drissen-Silva and Ricardo José Rabelo	463
An SSM-Based Approach to Implement a Dynamic Performance Management System	476
Part 15: Performance Management	
Performance Based Maintenance Scheduling for Building Service Components	487
An Approach to Measuring the Performance of a Large-Scale Collaboration	495
Reference Model for Performance Management in Service-Oriented Virtual Organization Breeding Environments	505

Fart 10: Agile Business Models	
Thinking Outside the Box: Agile Business Models for CNOs Leandro Loss and Servane Crave	517
How to Increase Value in the Footwear Supply Chain	527
Waste Management Using Request-Based Virtual Organizations Stamatia Ann Katriou, Garyfallos Fragidis, Ioannis Ignatiadis, Evangelos Tolias, and Adamantios Koumpis	537
Part 17: Service-Based Systems	
Supporting Structural and Functional Collaborative Networked Organizations Modeling with Service Entities	547
Interoperability in Collaborative Processes: Requirements Characterisation and Proof Approach	555
Services Systems to Leverage Innovators' Knowledge: The Telecoms Industry Case	563
Part 18: Formal Models	
Formal Grammars for Product Data Management on Distributed Manufacturing Systems	573
Information Flow Control for Cooperation Support in Virtual Enterprises	581
ICoNOs MM: The IT-Enabled Collaborative Networked Organizations Maturity Model	591
Part 19: Socio-technical Issues in Collaboration	
A Socio-technical Approach for Transient SME Alliances	603

Table of Contents	XV
Social Requirements for Virtual Organization Breeding Environments Jan Świerzowicz and Willy Picard	614
Discovering Collaboration and Knowledge Management Practices for the Future Digital Factory	623
Part 20: Collaborative Work Environments	
Collaborative Environments to Support Professional Communities: A Living Lab Approach	635
Extracting and Utilizing Social Networks from Log Files of Shared Workspaces	643
Supporting the Change of Cooperation Patterns by Integrated Collaboration Tools	651
Virtual Enterprises for Integrated Energy Service Provision Luke Allan and Karsten Menzel	659
Part 21: Collaborative Networks for Active Ageing - I	
The Need for a Strategic R&D Roadmap for Active Ageing Luis Camarinha-Matos and Hamideh Afsarmanesh	669
A Well-Conceived Vision for Extending Professional Life of Seniors Hamideh Afsarmanesh, Luis M. Camarinha-Matos, and Simon S. Msanjila	682
Exploring the Gap for Effective Extension of Professional Active Life in Europe	695
Part 22: Collaborative Networks for Active Ageing - II	
New Organizational Forms to Extend the Professional Active Life Antonio del Cura, Luis M. Camarinha-Matos, Filipa Ferrada, and Patricia del Cura	709

Towards Modeling a Collaborative Environment for Extension of Professional Active Life	721
Hamideh Afsarmanesh and Luis Camarinha-Matos	
Methodologies for Active Aging in the Manufacturing Sector	733
Part 23: Collaborative Networks for Active Ageing - III	
Memory Support in Ambient Assisted Living	745
Practices and Services for Enabling the Independent Living of Elderly	
Population	753
A Health Collaborative Network Focus on Self-care Processes in Personal Assistant Practice	759
Part 24: Collaborative Educational Networks - I	
mEducator: A Best Practice Network for Repurposing and Sharing Medical Educational Multi-type Content	769
Semantic Maps Capturing Organization Knowledge in e-Learning Androklis Mavridis, Adamantios Koumpis, and Stavros N. Demetriadis	777
Thinking Style Diversity and Collaborative Design Learning	785
Part 25: Collaborative Educational Networks - II	
Collaborative Networking for the Development of Quality in Education at University Level	799
Provision of Training for the IT Industry: The ELEVATE Project Iraklis Paraskakis, Andreas Konstantinidis, Thanassis Bouras, Kostas Perakis, Stelios Pantelopoulos, and Thanos Hatziapostolou	806
Building a Collaborative Network for Education and Training in	
International Trade Facilitation Clusters	816

New Vision of Collaborative Networked Study: Fundamentals, Applications and Discipline Formation at CEFET/RJ Antonio José Caulliraux Pithon	825
Author Index	833

Table of Contents

XVII