Collaboration behavior enhancement in co-development networks

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Organisaties komen steeds vaker veranderingen en uitdagende situaties tegen waar ze geen invloed op hebben, en individueel lukt het ze niet om businesskansen in de markt te benutten. Daarom verschuiven de traditionele organisatiestructuren langzaam naar samenwerkingsnetwerken van organisaties (Engels: collaborative networks of organizations), waaronder Virtuele Organisaties (VO). VOs zijn voor korte termijn en doelgericht. VOs moeten op dynamische en vloeiende wijze opgericht en gevestigd kunnen worden, om in te spelen op een ontstane kans in de markt en te concurreren met grote organisaties. Het bestaan van een strategische alliantie van organisaties in een sector, die de noodzakelijke basiscondities en -mechanismen verzorgt, is een bewezen voorwaarde voor het faciliteren van dynamische creatie en succesvolle werking van VOs. Dergelijke langetermijn-samenwerkingsnetwerken, ook wel VO Breeding Environments (VBE) genoemd, zijn al in veel industriële sectoren zichtbaar.

Geanalyseerde gegevens verzameld bij samenwerkende organisaties in VOs tonen aan dat het meeste VO-falen veroorzaakt worden door gedrag van organisaties. Hieruit volgt dat naast het begrijpen en ontwerpen van welgegronde modellen voor gedrag van organisaties, er mechanismen nodig zijn om gedrag te monitoren en controle over gedrag uit te oefenen. Als een hoofdcontribution van dit proefschrift berekent onze VO Supervisory Assisting Tool (VOSAT) twee metrieken voor elke partnerorganisatie in een VBE: het historisch samenwerkingsgedrag van de partner, hoofdzakelijk berekend op basis van langetermijngedrag dat is gemonitord tijdens voorgaande VOs, en het huidig samenwerkingsgedrag van de partner, berekend op basis van gedrag ten opzichte van de vastgelegde normen in de actuele VO.

Om het historisch gedrag van een organisatie in een VBE te meten worden vier kwalitatieve gedragsdimensies meegenomen: de organisaties integriteit (Engels: integrity), moed (Engels: courage), aangenaamheid (Engels: agreeableness), en openheid (Engels: openness). Elk van deze kwaliteiten wordt gemodelleerd met een verzameling kenmerken (Engels: traits). Een kwantitatieve oorzakelijke be-
Samenvatting
	nadering is vervolgens gedefinieerd om een aantal bekende omgevingsfactoren te
relateren aan de kenmerken van deze vier gedragsdimensies. Uit de oorzakelijke
verbanden zijn een aantal formules afgeleid, die voor elke organisatie de mate
van individueel samenwerkingsgedrag (Engels: Individual Collaborative Behavior,
ICB) berekenen. In onze aanpak vormt deze metriek een maatstaf in de evaluatie
van de samenwerkingsbetrouwbaarheid (Engels: collaborative trustworthiness)
van elke partnerorganisatie, welke nodig is tijdens de VO operation phase.

Om de kwaliteit van het huidige gedrag van een partner in een VO te behandelen,
stellen we een nieuw normatief multiagentmodel voor VOs voor, waarin vier
soorten gedragsnormen worden onderscheiden: (i) socio-regulatory normen, (ii)
co-working normen, (iii) committing normen, en (iv) controlling normen. Ons model
heet daarom het S3C model voor de behandeling van normen. Onze aanpak voor
committing normen en co-working normen leidt tot de introductie van nieuwe
formaliserings en mechanismen, gebaseerd op individuele en gezamenlijke beloften
tussen VO-partners. Dus, VO-partners leggen zich toe op het uitvoeren van taken
op een bottom-up manier, in tegenstelling tot een VO-cordinator die taken toekent
aan partners op een top-down manier. De bottom-up aanpak past veel beter bij
de samenwerkingsaard van VOs, vergelijkbaar met federatieve partnerschappen
tussen organisaties. Daarnaast wordt het vertrouwensniveau (Engels: trust level)
van elke partner berekend op basis van de resultaten van het monitoren van
socio-regulatory normen, co-working normen, en committing normen, alsmede de
partners ICB. Dit wordt gedaan door middel van de AHP-fuzzy comprehensive
evaluation method. De controlling normen passen drie metrieken toe gericht op
het karakteriseren van VO-partners, namelijk hun vertrouwensniveau, werkdruk,
een communicatie niveau. Als een van de controlling normen wordt overtreden door
een VO-partner, dan wordt dat door VOSAT herkend en waarschuwt VOSAT de
VO-cordinator. Een dergelijke overtreding is een risico voor het bereiken van de
VO-doelen. Met deze metrieken is een Bayesiaans netwerk gecreëerd om de kans
op falen te meten voor elk van de geplande deeltaken, taken, deeldoelen, en het
algemene doel van de VO.

Daarnaast geeft VOSAT suggesties ter ondersteuning van het maken van
beslissingen omtrent mogelijke interventies in geplande taken, om VO-falen te
voorkomen, samenwerking in VOs te bevorderen, en daardoor de succeskans van
VOs enorm te verbeteren. Om een voorbeeld te geven, VOSAT kan een VO-
cordinator ondersteunen tijdens de operation phase, door een suggestie te maken
voor geschikte alternatieve partners onder hen die zich aanbieden om een risikante
deeltaak over te nemen. Een tweede voorbeeld van hoe VOSAT de VO-cordinator
tijdens de operation phase kan ondersteunen bij het verbeteren van samenwerkingsgedrag, en daarmee de succeskans van een VO te vergroten, is door het op-
nemen en rangschikken van de prestaties en het samenwerkingsgedrag van VO-
partners, om op basis hiervan indirect beloningen te verdelen binnen de VO. Een
derde voorbeeld van hoe VOSAT de taken van de VO-cordinator faciliteert, is
bij de selectie van de meest geschikte partners tijdens de formatie/creatiefase van
een VO. In dit proefschrift staat een voorbeeld van dit geval voor de VOs in de services-industrie. In dit voorbeeld wordt gedemonstreerd hoe het historisch en huidig gedrag van kandidaatpartners hun mogelijke selectie voor deelname in een nieuwe VO kan beïnvloeden. Dit proefschrift ontwerpt en ontwikkelt dus hulpmechanismen, -tools, en -systemen ter ondersteuning van VO-coordinators, met een toename van zowel veerkracht als succeskans van VOs als resultaat.
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I dedicate this thesis to my little angel, Sarina, for the joyful sense of life that she gives me.
### Abbreviations

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<tr>
<th>Abbreviation</th>
<th>Description</th>
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<tbody>
<tr>
<td>2OPL</td>
<td>Organization Oriented Programming Language</td>
</tr>
<tr>
<td>A</td>
<td>Availability</td>
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<td>AG</td>
<td>Agreeableness</td>
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<tr>
<td>AHP</td>
<td>Analytic Hierarchy Process</td>
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<tr>
<td>ANP</td>
<td>Analytic Network Process</td>
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<tr>
<td>ARCON</td>
<td>A Reference model for Collaborative Networks</td>
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<tr>
<td>BDI</td>
<td>Beliefs, Desires and Intentions</td>
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<tr>
<td>BN</td>
<td>Bayesian Network</td>
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<tr>
<td>BS</td>
<td>Business Success</td>
</tr>
<tr>
<td>C3Q</td>
<td>Capability, Cost, Conspicuity, and the Quality specification criteria</td>
</tr>
<tr>
<td>CA</td>
<td>Creativity</td>
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<tr>
<td>CB</td>
<td>Current Responsibility</td>
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<tr>
<td>CCCI</td>
<td>Correlation, Commitment, Clarity, and Influence</td>
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<tr>
<td>CG</td>
<td>Courage</td>
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<tr>
<td>CI</td>
<td>Consistency Index</td>
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<td>CM</td>
<td>Competence</td>
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<td>CMR</td>
<td>Communication Rate</td>
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<td>CN</td>
<td>Collaborative Network</td>
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<td>CNOD</td>
<td>Committing Norms Obedience Degree</td>
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<tr>
<td>CO</td>
<td>Cooperativeness</td>
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<tr>
<td>CoQ</td>
<td>Co-work Quality</td>
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<tr>
<td>CP</td>
<td>Capability</td>
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<tr>
<td>CPS</td>
<td>Cooperative Problem Solving</td>
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<td>CPT</td>
<td>Conditional Probability Tables</td>
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<td>CR</td>
<td>Conflict Resolution</td>
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<td>CT</td>
<td>Cooperative Traits</td>
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<tr>
<td>DAG</td>
<td>Directed Acyclic Graph</td>
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<td>DoW</td>
<td>Description of Work</td>
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<tr>
<td>Endo-E</td>
<td>Endogenous Elements</td>
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<tr>
<td>Abbreviations</td>
<td>Full Form</td>
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<tr>
<td>ES</td>
<td>Employee Size</td>
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<td>ETA</td>
<td>Event Tree Analysis</td>
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<td>Exo-I</td>
<td>Exogenous Interaction</td>
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<tr>
<td>FA</td>
<td>Fairness</td>
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<td>FB</td>
<td>Failures in Behavior</td>
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<td>FC</td>
<td>Others’ fault Compensation</td>
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<td>FL</td>
<td>Flexibility</td>
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<td>FQ</td>
<td>Fulfilment of QSC</td>
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<td>FT</td>
<td>Flexibility Ability</td>
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<tr>
<td>FTA</td>
<td>Fault Tree Analysis</td>
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<tr>
<td>GTIT</td>
<td>Goal-Task-Interdependency-Template</td>
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<tr>
<td>GTM</td>
<td>Goal-oriented Trust Model</td>
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<tr>
<td>HCL</td>
<td>Hybrid Causal Logic</td>
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<tr>
<td>HMDT</td>
<td>Hierarchical Multi-attribute Decision-support-based Trust estimation</td>
</tr>
<tr>
<td>HN</td>
<td>Honesty</td>
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<tr>
<td>HW</td>
<td>Heavy Workload</td>
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<td>ICB</td>
<td>Individual Collaborative Behavior</td>
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<td>ICT</td>
<td>Information and Communication Technologies</td>
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<tr>
<td>II</td>
<td>Inventiveness</td>
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<td>IN</td>
<td>Integrity</td>
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<td>IQ</td>
<td>Influence of QSC</td>
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<td>IR</td>
<td>Interaction Rate</td>
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<td>IRN</td>
<td>Institutional Reality and Norms in VOs</td>
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<td>IS</td>
<td>Intolerance to Stress</td>
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<tr>
<td>LA</td>
<td>Leadership Ability</td>
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<tr>
<td>LC</td>
<td>Lack of Communication</td>
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<td>LT</td>
<td>Lack of Trust</td>
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<tr>
<td>MBTI</td>
<td>Myers-Briggs Type Indicator</td>
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<tr>
<td>NAC</td>
<td>Norm Abidance Component</td>
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<tr>
<td>NBO</td>
<td>Not Being Opportunistic</td>
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<td>NF</td>
<td>Not Fulfilling</td>
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<tr>
<td>NMAS</td>
<td>Normative Multi-agent System</td>
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<td>NMC</td>
<td>Norm Monitoring Component</td>
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<td>NMR</td>
<td>Norm Manipulating Rules</td>
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<tr>
<td>OCI</td>
<td>Organizational Character Index</td>
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<tr>
<td>OE</td>
<td>Openness to new Experience</td>
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<tr>
<td>OLA</td>
<td>Operational Level Agreement</td>
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<tr>
<td>OWL</td>
<td>Web Ontology Language</td>
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<tr>
<td>PA</td>
<td>Problem Avoidance</td>
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<td>PF</td>
<td>Promise Fulfilment</td>
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<td>PI</td>
<td>Promise Importance</td>
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<tr>
<td>PN</td>
<td>Punctuality</td>
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</tbody>
</table>
Abbreviations

PO  Pro-activity
PR  Past Responsibilities
PRIT  Partner-Responsibility-Interdependency-Tree
PSC  Partner Selecting Component
PT  Pro-activity Ability
QF  Q-Factor
QoS  Quality of Service
QSC  Quality Specification Criterion
R  Reliability
RFC  Ratio of Failure in Communication
RI  Random consistency Index
ROC  Ratio of work Overload Commitment
RPC  Risk Predicting Component
RR  Reaction Rule
RT  Response Time
RS  Resource Size
S3C  Socio-regulatory, Committing, Co-working and Controlling norms
SCM  Supply Chain Management
SLA  Service Level Agreements
SMEs  Small and Medium Enterprises
SNOD  Socio-regulatory norms obedience degree
SOA  Service Oriented Architecture
SOAP  Simple Object Access Protocol
SOC  Service Oriented Computing
SP  Proactively Supportive
SRA  Scientific Research on the Agriculture
T  Throughput
TEC  Trust Evaluating Component
TOC  Table Of Content
TR  Truthfulness
TT  Trustworthiness
VBE  Virtual organizations Breeding Environment
VE  Volunteering
VO  Virtual Organization
VOSAT  VO Supervisory Assisting Tool
WOL  Work OverLoad
WP  Work Package
WSDL  Web Service Description Language
WSMO  Web Service Modeling Ontology
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