

RODEO

NEWSLETTER

a robust development of organisations publication

RNL 001

EU Project
May, 2002

The Project Objectives and Scope

The vision behind the **RODEO** project is to explore and create a coherent perception of the modern business organisation, grounded in complexity theory. Based on that construct, an integrated approach and accompanying instruments (both methodological and software tools) for business development will be proposed and experimented with, where the key focus is on achieving adaptability and robustness in turbulent environments. So, "business development" can be defined as the holistic and continuous process

of developing and aligning product/service and market combinations with the organisation's people and competencies sets.

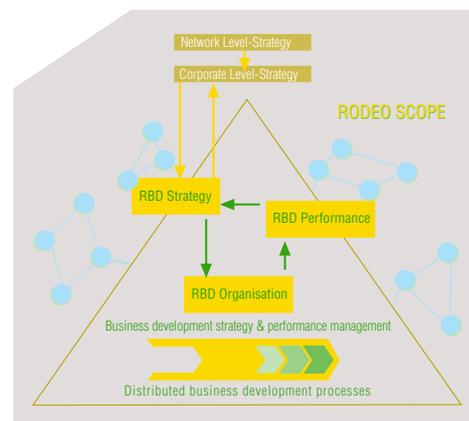
Business development relates to three intertwined aspects of the management discipline:

Strategy Formulation: formulating how to compete with which value propositions (products and services) in which markets, based on which resources (mainly competencies and people)

Performance Management: monitoring internal and external developments and managing the performance of the organisation within this environment

Business Organisation Design: conceiving and designing the organisational structures and processes for business development – distributing responsibilities and tasks for developing new products, new services, new competencies and new business concepts.

The **RODEO** project will draw from these three aspects and integrate complexity theory to provide solutions, methods and approaches to meet the business development needs on organisations in multi-enterprise situations operating in turbulent environments.



why
we
bother?

*"We now stand on the threshold of a new age - the age of revolution. In our minds, we know that the new age is already here; in our bellies, we're not sure we like it. For we know it is going to be an age of upheaval, of tumult, of fortunes made and unmade at head-snapping speed. For change has changes. No longer it is additive. No longer it moves in straight line. In the twenty-first century, change is discontinuous, abrupt, seditious." **Gary Hamel, Leading the Revolution.***

It is the age of change. Every organization is facing dramatic changes in its socio-economic landscape and operating environment. These changes are far reaching and global. They affect everyone, everywhere. Here are some of the more influential changes:

- Digitisation (technological advancement)
- Knowledge intensity (information, knowledge and learning)
- Networking (connectivity)
- Globalisation (pulsating economical systems)
- Demographic and political changes
- Dematerialization (shift in value-creating models);
- Idea-driven growth (risk, speed and innovation).
- And many others.

This situation challenges every manager:

in such a turbulent environment? How do you manage this transformation? How do you grow and immunize the organization and ensure its sustainability?

These are the central economic and social challenges facing Europe, European organizations European managers. And this is precisely the case for **RODEO**.

The Partners

The consortium consists of a well-balanced mix of 11 industrial partners, coming from 8 different countries:

BIBA – The Bremen Institute of Industrial Technology and Applied Work Science at the University of Bremen (BIBA), in Germany is a research institute for engineering science focusing on production technologies and the related organisational resource management aspects. Currently approximately 120 employees work at BIBA with a staff of nearly 50 scientific researchers. BIBA takes an interdisciplinary approach to developing solutions for companies of all sizes. BIBA participates in a lot of regional, national and European projects with other scientific organisations and practitioners. Project Contacts: **Michael Wunram** and **Patrick Klein**



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University of Stuttgart – The Institute for Technology Management and Human Factors (IAT) is an institute of the University of Stuttgart, Germany, with more than 200 consultants, researchers and assistant-researchers graduated in the fields of Mechanical and Industrial Engineering, Computer Science, Mathematics and Business Management. The main activities of the IAT are in the fields of Information Systems, Technology Management, Human Resource Management and industrial Change Management. IAT has an excellent track record in over 50 European projects. Project Contacts: **Frank Wagner** and **Dorothee Frielingsdorf**



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Cézanne Software – Develops and designs solutions that enable corporations and other organisations to better understand, manage and optimise their intellectual assets, represented by people, knowledge and competencies. Cézanne Software is a global software vendor with more than 100 employees, and alliances with consultants and systems integrators, and more than 200 large company clients in Europe and Latin America. Cézanne Software has its headquarters in Boston, Massachusetts, with regional offices in Madrid, Caracas and Mexico City and a development and competency centre in Bari, Italy. Project Contacts: **Gianni Sebastiano** and **Silverio Petruzzellis**



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Skandia – Is an international financial services and insurance group, established in Sweden in 1885. The company operates in 24 countries with head offices in Stockholm. Skandia is a world-wide leading company, ranked the world's 10th largest insurance company in the Fortune Global 500 for year ending 1999. This is achieved by developing and implementing new organisational and technological structures to maximise the sharing of knowledge among its local business units and its partners. Skandia pioneered the use of the extended enterprise with its "Specialist in Co-Operation" business model, where the traditional integrated supply-chain was replaced with a virtual organisation consisting of Skandia and independent money managers and distributors. Skandia was also one of the first companies to describe and quantify the difference between its market value and book value, developing the Skandia Navigator to provide a truer, balanced picture of operations. Project Contact: **Scott Hawkins**



Skandia

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CDN – Competitive Design Network (CDN) was founded in 1989 as a small industrial design studio with 2 designers. Currently, CDN has 78 employees across its three divisions in France, Spain and Portugal. CDN is a consulting company in product development offering a range of services covering the whole chain of activities in industrial design from applied innovation, concept and detailed design, engineering, redesign to cost, prototyping through to the final mould manufacturing co-ordination and subcontracting. CDN has carried out more than 1000 projects for more than 100 companies from a high variety of sectors including: furniture, toys, white goods, informatics, hobby and professional tools, ticketing devices, mass products and marching control devices. **Project Contacts: Margarida Monteiro and Ignacio Rocchetti**



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Cranfield University - Cranfield University is the most successful in Britain in gaining industrial funding for its research, working closely with a substantial number of companies in many industrial sectors both to solve short and long term problems and to increase knowledge. The focus of the International Ecotechnology Research Centre (IERC) is research, education and practical support to promote ecotechnology, innovation and sustainability. This broad scope currently includes work on eco-systems, super-efficient car designs, urban design and social inclusion, integrating social/technical systems as well as ecodesign, concurrent engineering, co-development and many aspects of innovation and knowledge management. IERC typically takes a whole system view and seeks to integrate the human, technical and environmental components that make many real-life problems intractable to single discipline approaches. IERC has an excellent track record of industrial collaboration and helping organisations to achieve their goals. **Project Contacts: Fiona Lettice and Mark Smith**



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Innovation Network Austria Dienstleistungs – GmbH (INNA) is the marketing and services company of the Association of Austrian Technology Centres and, in this regard, carries out the operational business activities of the association. The Association of Austrian Technology Centres currently looks after a network of 63 technology centres and technology transfer institutions with about 1000 companies and 7000 employees. Most of these firms are start-ups. Active and systematic networking is the central component of INNA. For this task, services are carried out and new service packages are developed. An equally important area of work for INNA is the intensification of international contacts, especially with East European partner organisations and technologically relevant participants. The company is a member of the European Business Network (EBN) of business incubators. **Project Contacts: Franz Filzmoser and Therese Stickler**



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INDRA – is the leading company in Information Technologies in Spain and one of the leaders at a global level, with over 5000 professional employees in over 40 countries within the 5 continents. Indra has three main business areas: Information Technology (80% total income), Simulations and Automatic Maintenance Systems and Electronic



Defence Equipment. Indra has the expertise to respond to business needs in several areas. It offers innovative and customised solutions with advanced technologies in the following markets: finance and insurance; industry and commerce; telecommunications and utilities; traffic and transport; public administration and defence and safety forces.

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Innovation Ecology - Is a consultancy practice in the fields of Innovation management and strategy formulation. Using its unique self developed tools, the company helps its customer to create value by confronting the "Future" "Today". Innovation Ecology is based in Israel and its customer portfolio includes a wide variety of high-tech companies. The company is well networked and contributes to the Israeli Knowledge, Innovation and Quality Management communities. Innovation Ecology, using its partners past experience as pioneers in the field of knowledge management, is currently focusing on different types of environments which enable and catalyse innovation, such as Innovation Laboratories and future Centres. The RODEO project is an important milestone in the companies business development roadmap, bringing new methodologies to be offered to clients on strategy and organization formulation in a turbulent environment. **Project Contacts: Atai Ziv and Ron Dvir**



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Hoffmann – is a supplier, based in Germany, working in the highly competitive automotive industry. With around 40 employees and a turnover of 11MEuro, a typical development project at Hoffmann starts with the development of the part itself. Tooling for high volume manufacture is also developed in close collaboration with customers. Hoffmann's products include metal springs, contact clips, metal sensors or orifice plates. These parts are usually part of a larger system, such as an airbag system, an ABS system or a fuel injector. **Project Contacts: Jörg Roth and Viviana Roth**



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CCSO – The Network of CIM Centres of Western Switzerland was established under private law by the six French-speaking Swiss cantons. Its main purpose is to act as a partner to small and medium-sized enterprises (SMEs) in the French-speaking part of Switzerland, and to support them in their search for competitiveness. As "the springboard to innovation", the CCSO has become a key player in providing support for innovation and has developed three strategic areas of services: productivity improvement through process optimisation; improvement of agility and ability to innovate and the support of innovative industrial projects. With its team of 45 experts (engineers, economists and industrial psychologists), the CCSO provides practical multidisciplinary support in innovation, in particular encouraging co-operation between innovators and investors. **Project Contact: Laurent Brouyère**



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Associated
contractors

The situation of this tree partners it's still to be well defined, the **RODEO** consortium agrees on the introduction of 3 new Swiss industrial partners. They will be associated contractors to CCSO, but They still need to be included in the EU contract (amendment) and preparing their budget plan (financed by Swiss Government)

**Seyonic**

Located in the heights above Neuchâtel in Switzerland, Seyonic SA was incorporated in the spring of 1998. The company is a spin-off from the Institute of Microtechnology at the University of Neuchâtel. The mission of Seyonic is to provide instrument manufacturers with state-of-the-art Microsystems technology to build products with superior performance. Seyonic will assist in the development of applications to ensure a successful integration of the components into instrument sub-systems. We will also take care of component manufacturing, and perform specialised assembly and testing before delivering the final products to our clients.

Seyonic will play the role of an industrial partner testing and using the methodology and tools of the project. As a young high tech company, it is confronted to manage the challenge of introducing new processes with high value added and will be confronted to manage its growth in a turbulent environment. It also provides a clear vision on industrial needs and detailed requirements for the research design from a user point of view, representing thereby the very important SME perspective.

**The Human Resources Centre**

The Human Resources Centre (CRH) at Roche (Switzerland) groups together FSP psychologists (Swiss Federation of Psychologists) specialized in various fields, in order to respond rapidly and in a flexible manner to exterior requests. Working hand in hand with specialists from the worlds of education, economics and health, the CRH is a place where tailored solutions are found and where new perspectives can be developed. The CRH has a global and multi-disciplinary approach of the individual who lives in an ever-changing world. Particular importance is placed on the personal resources of the individual with the aim of preventing and promoting his sense of well-being. The CRH encourages change and represents an interface between the academic and the world of work. Stemming from the scientific world the centre promotes research projects that go hand in hand with its varied activities in the terrain. The Human Resources Centre works hand in hand with partners from various fields (private and public institutions, companies, universities, liberal professions...), in order to offer the services that are adapted to the request of its clients. The services that are offered by the Human Resources Centre are based mainly on scientifically applied research and this in collaboration with various Swiss and foreign universities. The aim of the research is to promote new developments and to keep knowledge up-to-date.

The Human Resources Centre (CRH) will play the role of an industrial partner testing and using the methodology and tools of the project, as well as a solution provider. As a service company and as an end-user, CRH is challenged to develop robust business and corporate strategy in an environment characterised by the knowledge based economy. As a solution provider, CRH will offer its global and multi-disciplinary approach of the individual who lives in an ever-changing world. It will mainly contribute in the field of collective competence management and strategy psychology consulting.



Hotela

Hotela will play the role of an industrial partner testing and using the methodology and tools of the project. As an end-user and a service company, Hotela is challenged to develop robust business and corporate strategy in an environment characterised by the knowledge based economy. Hotela orients its strategy in offering a complete set of insurance and services in a complex and interactive field. Its customer orientation as well as the evolution of the social insurance will require a constant adaptation of their

products and services to the needs of the markets. This permanent adaptation will impact continuously the organisation, its processes and will require new competences from people.

in strategy and knowledge management in order to take rapidly decision and having competitive advantage in a turbulent environment. Its collaboration to the project will be from the initial analysis phase giving feedback on the real requirements, through the final stages with understanding the usefulness and applicability of the methods and tools. Hotela will provide a clear vision on industrial needs in the service area and detailed requirements for the research design from a user point of view, representing thereby the very important SME perspective. As an end user, it will form an excellent test bed, and provide resources for testing the research hypotheses, and the methodology in dynamic service environments.

Project Launch

The 30 month project started on 1st April 2002, on 22nd and 23rd April, with an official launch in Bremen, Germany. It's a town with 1,200 years old, early centre of the Christian missions to North and Northeast Europe, major role among the towns of the mediaeval Hanseatic League, historically evolved as city republic in the tradition of a trading centre on which patricians left their mark.

The successful launch had the key objectives of: **1:** Starting to build the team and for each of the project members to start to get to know each other on a personal level; **2:** Building a common understanding of the **RODEO** project objectives; **3:** Detailed planning of Work Packages 1 and 2; **4:** Detailed planning of other activities in the initial few months of the project.

To achieve this the agenda was a mixture of presentations, brainstorming sessions and breakout work groups.



The Bremen Town Musicians

A certain man had a donkey, which had carried the corn-sacks to the mill indefatigably for many a long year. But his strength was going, and the donkey, ran away and set out on the road to Bremen to be a town-musician. When walking he found a hound lying on the road and gasping, because he was old and no longer could hunt his master wanted to kill him. So he flight. The donkey invited him to come to Bremen to be a musician and the hound agreed. Before long they came to a cat "My mistress wanted to drown me, so I ran away. But now good advice is scarce. Where am I to go." "Go with us to Bremen." The cat went with them. After this the three fugitives came to a farm-yard, where the cock crowing with all his might. "The housewife has told the cook that she intends to eat me, and this evening I am to have my head cut off." "you had better come away with us. You can find something better than death everywhere." said the donkey, All four went on together. They could not reach Bremen in one day, so they searched for a sleeping berth. The cock flew right to the top of a tree, and saw in the distance a little spark burning. So they made their way to the place, until they came to a well-lighted robbers house. The donkey looked in the window. "I see a table covered with good things to eat and drink, and robbers sitting at it

enjoying themselves." The animals took counsel together and at last they thought of a plan. The donkey was to place himself with his fore-feet upon the window-ledge, the hound was to jump on the donkey's back, the cat was to climb upon the dog, and lastly the cock was to fly up and perch upon the head of the cat. When this was done, at a given signal, they began to perform their music together. The donkey brayed, the hound barked, the cat mewed, and the cock crowed. Then they burst through the window into the room, shattering the glass. At this horrible din, the robbers sprang up, thinking that a ghost had come in, and fled in a great fright out into the forest. The four companions now sat down at the table and ate. As soon as the four minstrels had done, they put out the light, and each sought for himself a sleeping-place according to his nature. When it was past midnight, the robbers saw that the light was no longer and when to examine the house. The messenger finding all still, went into the kitchen to light a candle, and, taking the glistening fiery eyes of the cat for live coals, he held a lucifer-match to them to light it. But flew in his face, spitting and scratching. He was dreadfully frightened, and ran to the back-door, but the dog, who lay there sprang up and bit his leg. And as he ran across the yard by the dunghill, the donkey gave him a smart kick with his hind foot. The cock, too, who had been awakened, cried down from the beam, "Cock-a-doodle-doo." Then the robber ran back as fast as he could to his captain, saying, "Ah, there is a horrible witch sitting in the house, who spat on me and scratched my face with her long claws. And by the door a man stabbed me in the leg with a knife. And in the yard there lies a black monster, who beat me with a wooden club. And above, upon the roof, sits the judge, who called out, bring the rogue here to me. So I got away as well as I could."

After this the robbers never again dared enter the house. But it suited the four musicians of Bremen so well that they did not care to leave it any more.



What's Next?

The key activity in the next six months is to provide an overview of the state of the art in research and industry and to compare the industrial partners with best and good practices. The results will be presented in a report identifying gaps between the industrial partners and leading companies as well as describing qualitative best practices on business development in successful companies. The study results will be made public towards the end of 2002.

And remember, there are only a few days left for the inauguration of our website:

www.e-rodeo.org