EDITORIAL
Collaborative Networks as Modern Industrial Organizations: Real Case Studies

Collaborative Networks has emerged as a new and prominent paradigm to improve organizations' competitiveness in a sustainable way in the increasing globalized and dynamic businesses. Regarding its relative novelty, the shift from the traditional form of working to a collaborative-driven *modus operandi* imposes big changes in the organizations. In spite of existing theoretical foundations about it, few works describe real life experiences. In this sense, this special issue on *Collaborative Networks as Modern Industrial Organizations: Real Case Studies* comes from the need of better understanding the aspects involved in the conception, modeling and implementation of real collaborative networks. Although not restricted to, this edition tries to cover more volatile networks, as virtual enterprises and organizations, as well as their supporting virtual organization breeding environments.

For this, it presents thirteen selected papers related to a number of international case studies, describing diverse collaborative challenges, trends and research opportunities in different industrial domains and application environments. The special issue provides a general overview of the current adoption level of different organizational collaborative forms in the market and society that organizations face in the process of joining a collaborative network.

The selection of papers was based on a reviewing process carried by some experts in the area, and the selected papers were further revised and extended.

A collaborative design framework for the Korean automotive parts industry – by Kima et al., introduces a new reference framework for the automotive design value chain, including a reference model, a business process model, and the business processes needed to support collaboration beyond enterprise boundaries. Authors provide value chain and value network managers with operational and human-driven processes to assure the proper level of communication among business partners for collaboration success.

The influence of technology on the development of partnership relationships in the Irish construction industry – by Singleton and Cormican, investigates the potential for improvement in the – Irish – construction supply chain management practices by comparing the traditional project partnership relationships against new collaborative forms based on longer-term strategic alliances. Complementary, authors explore the adoption of enabling construction collaborative technologies that may contribute to the construction industry evolution from non-integrated supply chains to collaborative supply networks as a determining action towards its future success.

Collaborative networks in the tertiary education industry sector: a case study – by Ovidiu Noran, promotes the adoption of collaborative networks and virtual organizations paradigms as a new strategy for supporting the fast evolution of higher education programs, using the goal-oriented and temporary nature of a virtual organization to create, operate/evolve and dissolve an education program as long as there is a demand from students.

The innovative model of the virtual development office for collaborative networked enterprises: the GPT network case study – by Saetta et al., presents a novel business model suitable to introduce products/services innovation through collaboration between enterprises. Authors provide valuable recommendations for network managers to set-up the business and governance models for a collaborative network.

Alternative agrifood networks in a regional area: a case study – by Volpentesta and Ammirato, discusses the social, knowledge and learning challenges and constraints as well as organizational solutions for promoting the creation of alternative agrifood value networks as a way of reshaping conventional agrifood value chains. Authors provide network managers with an alternative strategy for the evolution of agrifood value chains that remain competitive in turbulent market conditions.

SCIF-IRIS Framework: A framework to facilitate interoperability in supply chains – by Pazos et al., presents a framework to mitigate supply chain interoperability problems in a food supply chain. Authors aim to provide interoperable solutions that may allow enterprises collaborate in a more efficient manner while preserving their own identities.

Trust categories and their impacts on information exchange processes in vertical collaborative networked organizations – by Cheikhrouhou et al., addresses the impact of human trust on the creation and operation of vertical collaborative networks. This is made using the Analytic Hierarchical Process technique (AHP) to identify different trust categories and their weights as enablers of information sharing and exchange, which is seen as a key activity to strengthen the relationships between enterprises belonging to a collaborative network.

Case studies on collaboration, technology & performance factors in business networks – by Carneiro et al., presents a comprehensive literature review on collaborative business networks and a conceptual reference framework for analyzing high-performance cases of those type of networks. Authors provide valuable recommendations for network initiators and managers who need to launch and manage such kind of networks.

Social capital in collaborative networks competitiveness: the case of the Brazilian wine industry cluster – by Macke et al., addresses the study of the structural, relational and cognitive dimensions of social capital in the context of collaborative networks and their relevance as enablers for increasing their competitiveness. Authors discuss and share social capital managerial best practices as valuable social protocols for collaborative networks strategic planning and management.

Dynamic and collaborative business networks in the fashion industry – by Shamsuzzoha et al., proposes an innovative methodological approach and ICT platform to support non-hierarchical collaboration between SMEs for customized product design and manufacturing. Authors introduce a roadmap for SMEs, including guidelines towards their integration into non-hierarchical business networks as a collaborative strategy to respond to market dynamic changes.
Ontology alignment for networked enterprises information systems interoperability in supply chain environment – by Lua et al., proposes a product-centric supply chain ontology framework for facilitating the interoperation between enterprise applications involved in an extended supply chain. Authors propose a common shared ontology for supporting information flow as a key enabler for collaboration.

Construction collaborative networks: the case study of BIM-based office building project – by Grilo et al., proposes a model that captures the factors for the deployment of Building Information Modeling (BIM) that are responsible for Business Interoperability in the context of collaborative business processes construction networks. In order to calculate overall interoperability score to enhance performance measurement, the concept of Business Interoperability Quotient Measurement Model is introduced (BIQMM), which captures the key elements responsible for collaboration performance and BIM platform configuration.

Reference framework for enhanced interoperable collaborative networks in industrial organizations – by Goncalves et al., presents an open, standard-based and semantic-rich framework to gradually accelerate the integration of enterprises in collaborative working environments, solving information interoperability problems in the furniture supply chain. The main motivation for this relies on the fact that enterprises joining networks face difficulties to manage and orchestrate information within the network due to the lack of interoperability between the systems and software applications operating between them.

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