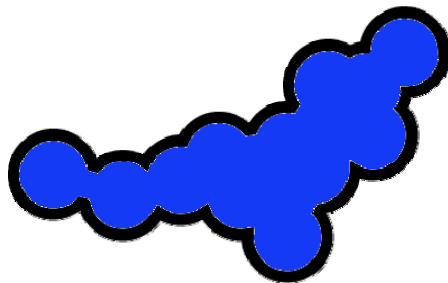

Collaborative work: Globalisation and New Collaborative Working Environments



new global

New Global Research Framework



by:

=mcm Institute, St. Gallen University, Switzerland (MCM)
Delft University of Technology, Netherlands (TUD)
empirica GmbH, Bonn, Germany (EMP)
Helsinki University of Technology, Finland (HUT)
Telematica Instituut, Enschede, Netherlands (TELIN)

WP :	
Version:	Version 1, created on
Objectives	•
Tasks	•
Results	•
Due Date according work plan:	Responsibility:
Delivery date:	Contributors:
Reviewers:	

Table of Contents

1 References.....**Error! Bookmark not defined.**

List of Figures

Fehler! Es konnten keine Einträge für ein Abbildungsverzeichnis gefunden werden.

List of Tables:

Fehler! Es konnten keine Einträge für ein Abbildungsverzeichnis gefunden werden.

1 Introduction - Aim and Scope of This Document

The goal of this document is to summarize the existing findings of the study "Collaborative Work: Globalisation and New Collaborative Working Environment" into a NEW GLOBAL research framework that can be applied by partners as a common ground for further research regarding the case studies and the survey.

The document is based on results from Deliverable 1.2 and Del4.1 of the study and the first versions of Del 2.1, Del 3.1. It also considers the suggestions of the reviewers after the 2nd review, which took place on the 14th of September in Brussels.

The aim of this document is to synthesize the research framework in a practical way. A broader version including references to relevant literature is included in Del2.1 of the study.

2 Starting Point of the study

2.1 Objectives, scope and expected results according to the tender

The New Global study is grounded on a number of observations that have been considered broadly in deliverable 1.2 of the study. Globalisation increases the pressure on European companies but also pro-vides new business opportunities. ICT- intensive global collaborative working environments (CWE) en-able companies to take advantage of global opportunities. CWEs are combinations of physical, IT-based and social or organisational infrastructures supporting people in their individual and collaborative work. It is defined by using six dimensions: collaboration, spanning of boundaries, team and project organisation, ubiquitous access to resources, people focus and technology.

Managing these CWEs companies have the potential to substantially boost global working processes. It is expected that CWEs could contribute to turn the challenges of globalisation to opportunities for companies. However, not much is known about the critical factors determining the success of CWEs in coping with globalisation, how globalised collaboration will impact on the European economy, and what that implies for European policy making.

According to the official tender description the objectives and scope of the study are summarized as follows:

"This study will focus on how globalisation affects the way companies are operating and how they can respond to it in a beneficial way by establishing new collaborative working environments driven by strong technical integration, uptake and usage of ICT, thereby extending European business possibilities even for very small companies.

The focus is on opportunities in the global knowledge-based service company e.g. how European companies can reap wide positive competitive benefits by having a strong human-centric ICT technology uptake and wide usage which can drive their business forward and lead to more innovation, productive and better high skilled jobs in Europe.

2.2 Main Research Questions

Based on the tender description of the goals of the study and a first broad state-of-the-art review the following overall research questions were defined in Del 1.2 (Virtiaainen et al. 2007)

1. How does globalisation of markets and industries affect the way companies are operating, and what does this imply for the role of collaborative working environments?
2. Which opportunities for market players are provided by globalisation, in particular those that imply a key role for globalised new collaborative working environments?
3. What are the conditions for European firms to better exploit the opportunities of globalised new working environments in coping with the related globalisation challenges and opportunities, and how could European policies and business strategies respond to create such conditions?

In a next step the general research question were operationalised by focusing on companies that have already experiences with globalisation in the following manner:

1. How do companies perceive the impact of globalisation and what was or is their motivation to go global?
2. Which strategies do companies apply to act global?
3. How do companies exploit CWEs to implement globalisation strategies? What are the main challenges companies face in using global CWE? What is good practice in global CWE?
4. What are the conditions for European companies to better leverage the opportunities of global CWE and how could policy respond to create such conditions?

In this study, three levels of analysis are considered:

- **Societal level** (government policies related to technology infrastructure, competition, labour flexibility and market liberalization as well as impact on employment issues, relocation patterns, cultural and behavioural issues, etc).
- **Company level** (including intra-company business organisation, inter-company business networks, informal cross-organisational communities, and extra-company organisation e.g. forms of open innovation governed by business models),
- **Team and work practice level** (collaborative workplace environments, including forms of inter-company virtual teams).

The three levels will be considered with different focus. The main focus of the study is globalisation at enterprise as well as team and work practice level with a focus on global CWEs. In this study the societal level will be considered from the perspective of its role as source of regulations that impacts globalisation processes and influence global collaboration. On the other hand findings at enterprise and work place level aggregated on a general level might provide insights into the impact of globalisation of companies on major societal issues as infrastructure, employment, required skills, and similar. The findings from the study on company and team and work practice level will be input to policy recommendation on the societal level.

2.3 Research instruments

In order to answer these questions, the following research approach was taken:

1. Literature analysis including existing case studies to systematize and interpret the existing body of knowledge, identify the main trends and developments, and develop a framework of research.
2. Interview-based case studies to identify current practices at companies that have already experiences with globalisation, and investigating the business motives underlying global working strategies
3. A survey among EU businesses focusing on how to unveil developments and impacts in key activities, areas, sectors, performance measures, and so on.

In order to study the research questions, a series of research activities will be carried out. Table 1 identifies the research instruments and research activities to investigate the research questions.

Table 1: Framework for research instruments and activities

1. Societal level	2. Company level	3. Work-place level
Literature	Literature Cases based on interviews and cross-case analysis Survey	Literature Cases based on interviews Survey (partly)

2.4 Overview of Main Definitions

This chapter provides an overview of definitions of the main phenomena that will be considered in this study. Given the research questions of the study described above - the analysis impact of globalisation, of globalisation approaches of companies based on global collaboration working environments, the main concepts that need to be considered and defined in a first step are:

- Globalisation
- Collaboration and eCollaboration
- Collaborative Working environment (CWE)
- Collaboration technology
- Global Collaboration based on CWEs

Globalisation

Del 1.2 (Vartiaanen et al. 2007) comprises an overview of existing definitions for globalisation from different perspectives. The definition that has been chosen for this study is:

Globalisation in general is a process of growing integration of economies and societies around the world, leading to increasing connectivity, integration and interdependence in the economic, social, technological, cultural and political spheres. It is characterized by the increased mobility of goods, services, technology, capital and – to a lesser extent – labour around the world.

Economic (or industry) globalisation is the process of internationalisation of competition. Driving factors of economic globalization are shifts in technology, buyer needs, government policy, and country infrastructure. These shifts create major differences in competitive position among firms from different nations or make the advantages of a global strategy more significant (Porter, 2005). Firms must respond strategically to such changes.

Collaboration and eCollaboration

Collaboration occurs when two or more people interact and exchange knowledge in pursuit of a shared, collective, bounded goal.

eCollaboration is defined in accordance to (Kock & Nosek 2006), as: "...collaboration among individuals engaged in a common task using electronic technologies."

Collaboration Technology

Under the term Collaboration technology we understand technology that supports collaboration. Figure 1 provides an overview of components of collaboration technology:

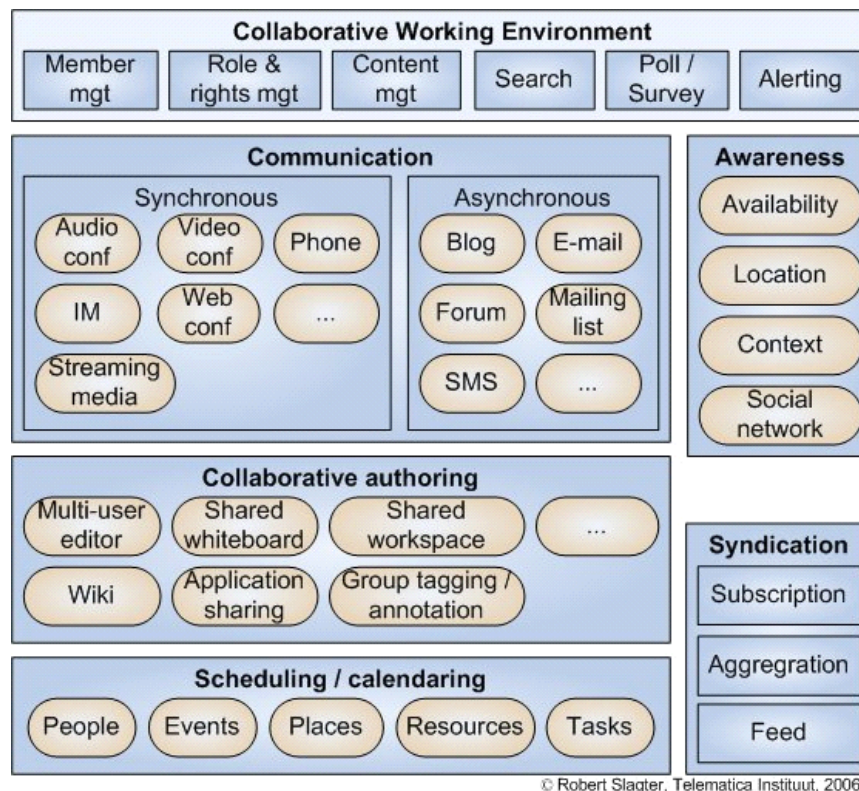


Figure 1: Overview of components of collaboration technology

The different components of collaboration technology can be combined in different way to complex collaboration spaces. For example collaboration might be supported only by communication tools as phones or web conference systems or with complex collaboration spaces as for example collaboration portals.

Collaborative Working Environment

Under the term Collaborative Working Environment (CWE) we understand a combination of physical, IT-based and social or organisational infrastructures supporting people in their individual and collaborative work. Among the applications and services that are considered as elements of digital CWE are: e-mail, shared workspace and document management, wiki, instant messaging, application sharing, conferencing, workflow management and similar col-

laboration technologies (see for more details (vartiaainen et al. 2007). CWEs are defined by using six dimensions: collaboration, spanning of boundaries, team and project organisation, ubiquitous access to resources, people focus and technology.

Collaborative Globalisation - Global Collaboration based on CWEs

The major goal of this study is to explore how companies can take advantage of opportunities resulting from globalisation by establishing global CWEs. Therefore, the study focuses on a specific globalisation approach of companies that is based on collaboration and based on intensive use of collaboration technology.

Globalisation from a company perspective means basically collaboration with remote parts of the company or with other companies. Globalisation can be achieved in different ways and with a different degree of involvement with remote companies. For example global operation can be achieved with global sourcing - that means by establishing loose supplier and customer relationships with suppliers from other regions and countries. Another approach might be to off-shore, i.e. dislocate part of operations in another region by establishing on own remote company or by establishing a close cooperation with an existing remote company. This implies a much closer collaboration with the remote location.

This study will focus on collaboration intensive company globalisation. We might coin the term "collaborative globalisation" or "collaboration-based globalisation" to refer to this phenomena.

2.5 Main Units of Observation

The main goal of the study is to identify good practices of utilising global collaborative working environments in companies that already have experiences with globalisation (or as this process is also called "going global"), and to provide evidence based insights into how successful take-up of global CWEs in Europe can be fostered. The main units of observation in the study will therefore be companies that already have experiences with globalisation or "going global". Focusing on globalised companies and comparing their experiences will enable identification of good practices as well as analysis of drivers, barriers and success factors. It will also provide insights how company experience existing globalisation regulation and policy.

Before further analysis can take place, first a clear definition and operationalisation of the term "going global" from the company perspective is necessary. In deliverable D1.2, globalisation was analysed basically from the global and general perspective. The analysis in Del 1.2 provided an overview of opportunities and challenges due to globalisation on the three levels of observation.

But, what does "going global" from a company perspective mean? In the most general sense "going global" means that part or the complete operations and market activities of a company are dislocated or are taking place in another region than the domestic country.

According to Del 1.2 the reasons to dislocate or include global operations in the company might be threefold:

- Market-seeking globalisation
- Resource-asset-seeking globalisation

- Efficiency-seeking globalisation, i.e. quest for higher efficiency through globally distributed production models

Given this we can distinguish going global from a market and an operations perspective. Thereby, operations denotes either off-shoring or global sourcing. According to the OECD, globalised operation can furthermore be classified according to the matrix given in figure 2 below:



Source: van Welsum and Vickery, 2005a; OECD, 2004a.

Figure 2: Off-shoring, outsourcing and insourcing - An illustrative matrix

In the focus of this study are companies that have pursued international outsourcing and insourcing.

According to the two criteria location of market and operation we can distinguish four types of companies (c.f. 2):

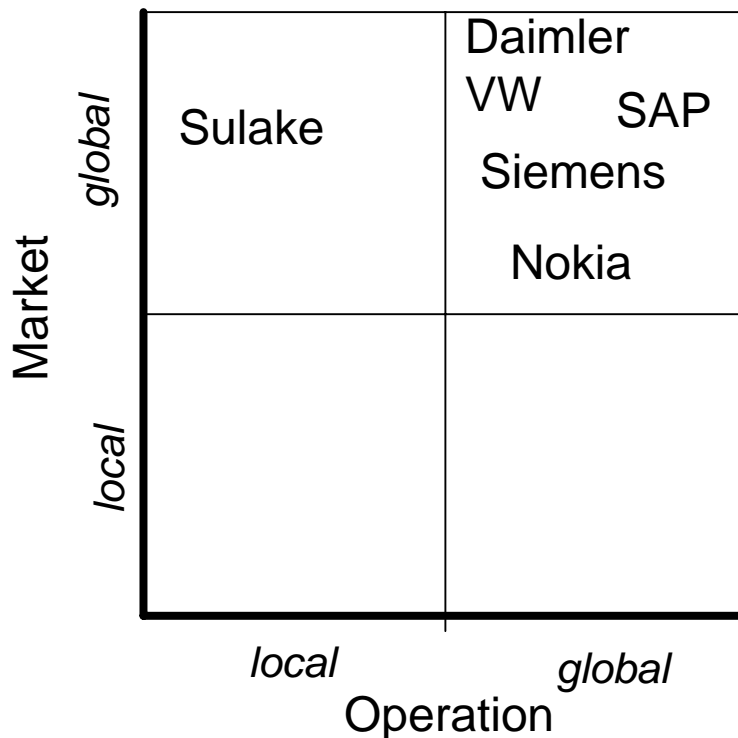


Figure 1: Overview of globalisation approaches

Local market/Local Operation

One category of companies are companies that have local operations and are active on a local market. Such companies are for example bakeries, local construction companies, local retailers and similar. This type of company is not of relevance for this study.

Local operation/Global market

The second category of companies are companies with local operation but a global market. Such companies are mainly companies that operate from one location but serve a global market by using for example online commerce tools. Examples of such companies are companies that are grounded in local agriculture - for instance dairies and cheeseries that produce locally but sell their products globally. Another example are wineries.

Another type of companies that fall in this categorie are the so called "born global" companies. Born global companies are a recent phenomena and the term was coined by McKinsey consultants in the early 90s in a survey for the Australian Manufacturing Council. Born global companies are defined as "*business organisations that, from inception, seeks to derive significant competitive advantage from the sale of outputs in multiple countries.*". Other terms that have emerged in literature to denote the same phenomena are International New Ventures (INV), High-technology start-ups, Global Start-ups, Instant Exporters, Instant Internationals, Born-Internationals, Micromultinationals and Early Internationalising Firms.

Well known examples of born globals are global Internet companies as for ex-ample Sulake from Finland or Second Life. Born globals are taking advantage of globalisation processes and global trade and of innovative technology to reach global markets, even though they are mainly small new companies. One core competence of born globals is extensive use and know-how of innovative technology. Born globals use innovative ICT to support global distribution of their products or services. Thus, the main type of technology used is e-commerce technology. However, some born globals enter foreign markets also by establishing collaboration with local re-sellers. This type of born globals also apply collaboration technology to coordinate activities with distribution partners.

Global operation/Local market

This type of companies operate globally, i.e. source products or parts for their products globally and market them mainly on the domestic market. This type of companies pursues a cost reducing or efforts reducing strategy. Examples of such companies are small and medium companies that source products globally and sell them with additional consulting to local clients.

Global operation/Global market

This category comprises mainly large multi-national companies as SAP, IBM, Siemens, Nokia, and others.

Of interest for this study are the three types of companies that have at least one global dimension, i.e. either have a global market or global operation or both.

Further distinguishing and classification features of the units of observation are:

- Size of the company
- Industry
- Business process considered
- Geography
- Operation
- Time differences involved
- Cultures involved

Below the above classification criteria are explained in more detail:

- **Size of the company** - small, medium or multi-national company. The survey will focus on SMEs (up to 250 employees) that have already globalisation experience. The cases will focus mainly on multi-national and large companies.
- **Industry** - Relevant companies can be found in different industries. The goal is to select companies from a wide variety of industries (production, service, ...). In accordance with the results of the state-of-the-art in deliverable 1.2 of this study, and based on a comparison of sectors proposed by Eurostat and OECD the following sectors will be considered in the survey:

- **High-tech manufacturing and knowledge-intensive business services (according to NACE Rev. 1.1 nomenclature)**

The sector is defined by Eurostat as including the following activities (at NACE 2 digit level):

High-tech manufacturing: Manufacturing of office machinery, computers, radio, television, communication equipment, medical precision and optical instruments, watches and clocks (NACE 24.4, 30, 32, 33, 35.3).

Medium-high tech manufacturing: Manufacture of chemicals, machinery and equipment n.e.c., electrical machinery and apparatus n.e.c., transport equipment (NACE 24-24.4, 29, 31, 34, 35.2, 35.4, 35.5).

- (KIBS): Computer and related activities (NACE 72), Research and development (NACE 73), and:
 - (a) Professional business services that consist of: legal, accounting, book-keeping and auditing activities; tax consultancy; market research and public opinion polling; business and management consultancy (NACE 74.1);
 - (b) Architectural and engineering activities and related technical consultancy (NACE 74.2);
 - (c) Technical testing and analysis (NACE 74.3);
 - (d) Advertising (NACE 74.4);

Note: The Eurostat definition of KIBS includes 74.81 (Photographic activities) and 74.83 (Secretarial and translation activities) as well, but these should be ex-

cluded from the sample because of the high relative share of clerical and low-skilled jobs in both sectors.

- **Business Process considered** - Which part of the organisation are we looking at? Production, R&D, sales, marketing, supporting services. The research will focus on processes and activities that are prone to off-shoring. In accordance to the OECD these are ICT-intensive activities,
- **Geography:** Work activities are carried out at different locations that are in different countries (at least two different countries should be involved). Global collaboration is defined as collaboration of Euro-pean Union companies with non-European companies. The focus is on extra-European collaboration and on countries in which a larger share of companies can be expected to collaborate globally.

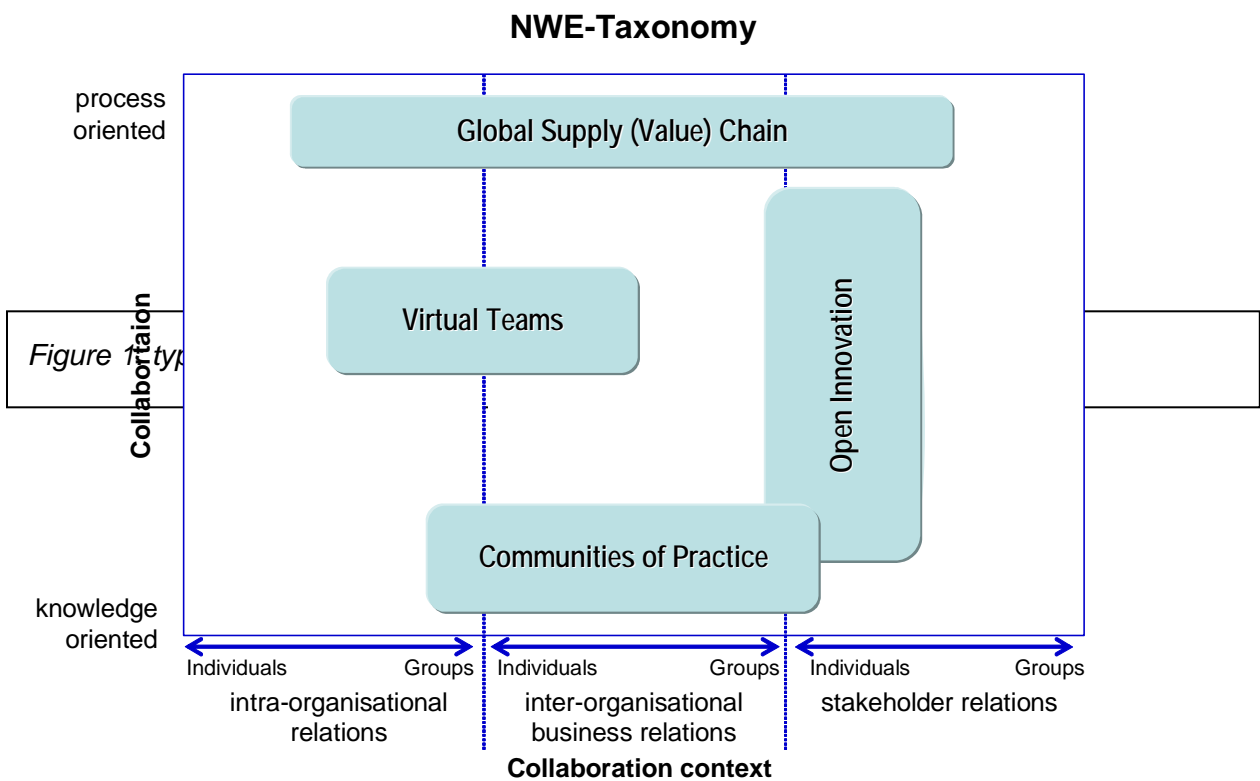
The main selection criterion was countries in which we expect the highest relative number of businesses that are collaborating globally. The following countries are proposed:

- # Denmark
 - # Sweden
 - # Finland
 - # Belgium
 - # the Netherlands
 - # U.K.
 - # Germany
 - # Slovenia
 - # Estonia
- **Organisational Aspects:** Global CWEs can be utilised among employees of the same company who are working at different locations or between employees of different companies. As far as possible inter-company CWEs will be considered.
 - **Time:** Global CWE may cover different time zones. Of interest is in particular how work is organised in teams that work across different time zones. How is synchronous and asynchronous work organised.
 - **Culture:** One important dimension of global CWE is culture and cultural diversity (work styles, lan-guages, habits, processes, procedures, strategies). Of interest are CWEs were different cultures are involved.

The above criteria will be used to structure potential cases and to select a broad selection of different companies for the case studies.

Relevant units of observation are, according to the research focus of the study, companies for which global activities mean intensive collaboration on a global scale.

The research in deliverable 1.2 revealed that there might be four different globalisation approaches that involve ICT-supported collaboration (c.f. 3):



- 1) Knowledge that can be externalised from its source and stored as information, made available to thirds.
- 2) Highly complex knowledge tightly connected to its source.

Figure 3: Overview of global CWEs

- **Inter-company value networks and supply chains** represent the formal and process-oriented aspects of collaborative business. The key drivers of the trend towards global business networks at this level are technology and cost. They are typically part of market-seeking and efficiency-seeking globalisation.
- Innovation networks can either be supplier-side or customer-side **open innovation networks**. Innovation networks are the main coping mechanism for resource-asset-seeking globalisation strategies and are the main approach to access and internalise global knowledge.
- **Inter-company communities of practice** focus on more informal and loose forms of collaboration dedicated to the exchange of knowledge and information and solving problems. Many organizations have established CoPs as a coping mechanism in order to develop and exchange common concepts, practices and systems across organizational and geographical boundaries. However, the success of new working environments is highly dependent on the alignment of the broader socio-cultural context with differences of individual members – that is, opportunities of Communities of Practice lie in creating and maintaining an understanding that communities differ from more traditional structures within the organization in terms of flexibility and informality, and on an awareness that employees partaking in such communities thus need to be managed in a more loose way in order to make community-related activities beneficial to the organization as a whole.
- **Global virtual teams:** Those are ‘real’ teams whose members collaborate in ‘virtual space’, and have a common goal and task.

The potential distribution of the different CWE is given in figure 4:

In summary, units of observation are companies that have gone through the process of collaboration based globalisation ("going global") from a market or operational perspective, or both.

Further distinguishing features of CWEs are:

- **Interaction (mode) intensity:** *Face-to-face or virtual. Of interest are cases of CWE that are supported by ICT and where significant part of the work is done in a virtual manner. Temporal interaction or not. We are interested in a frequent collaboration, on a daily basis. It is about working together.*
- **Mobility:** *to which extent are involved employees also mobile and are locations of involved employees changing during participation in CWEs.*

2.6 Research Framework

In D1.2 factors affecting the success of global collaboration working environments have been explored based on literature review. The goal of a NEW GLOBAL research framework is to summarise the most important findings as a base for the cases studies and the empirical survey.

The research framework has two perspectives:

- The company or strategic perspective. The perspective summarizes the strategic aspects of going global from the perspective of the company. For example what was the motivation for going global? Which process or product was chosen for going global? Which region was chosen? etc. The company perspective provides the grounding for the specific collaboration working environment perspective
- The workplace or CWE perspective as the implementation of the strategy in form of a concrete collaboration solution.

Both perspectives are related to each other: The strategic perspective provides the context for the CWE perspective. The CWE perspective is delimited by the chosen strategic focus of globalisation.

By considering both aspects in the case studies, we expect to get more insights regarding the globalisation approaches of companies.

2.6.1 New Global Research Framework - Strategic Perspective

The over-all logic of the research approach from a strategic perspective is summarized in Figure 4.

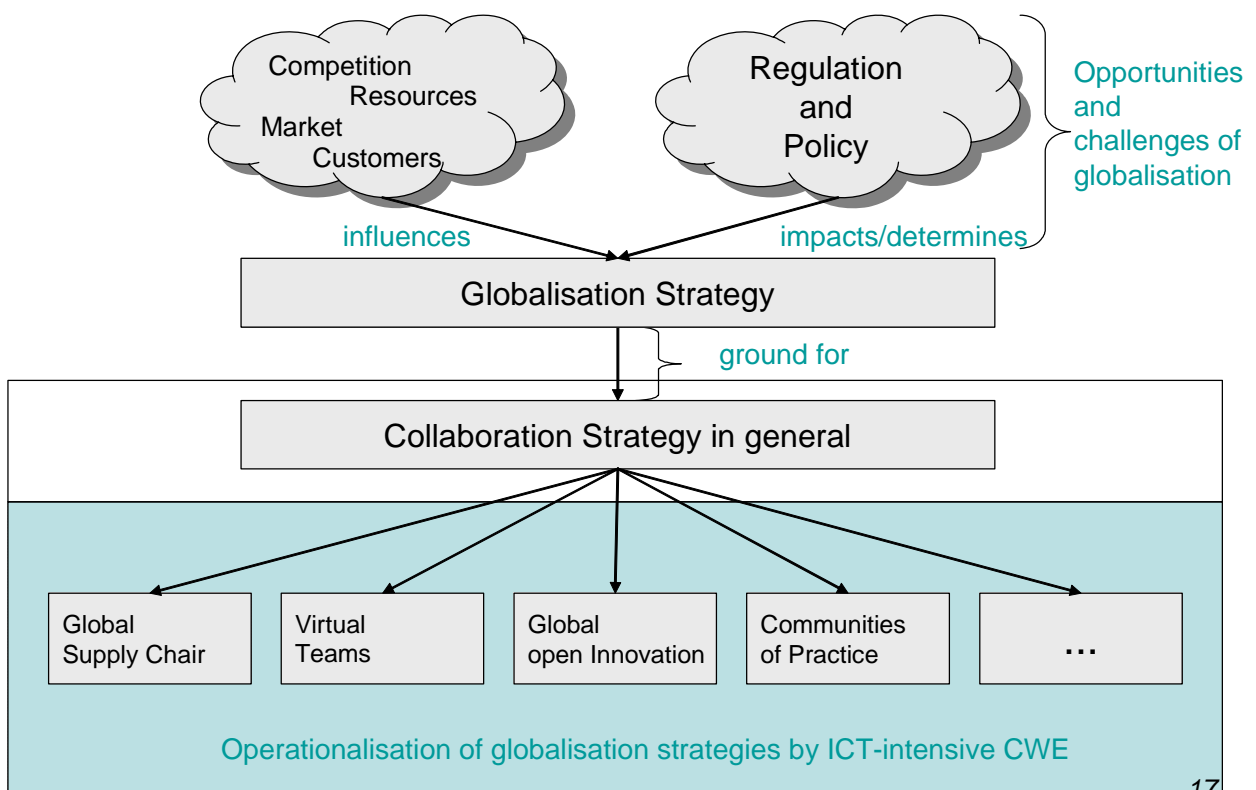


Figure 4: The New Global Research Framework from Strategic Perspective

Assumptions 1 (Research question1):

1. There are different drivers (opportunities and challenges, but also new organizational methods and newly available technologies) that force or motivate companies to globalise:

- Increasing competition in existing markets
- Newly emerging markets in not yet covered geographical areas
- Access to scarce and increasingly valuable resources (knowledge and human) in the new geographical areas (“war for talent”)
- Pressure by own customers that have already globalised
- Availability of new technologies e.g. collaboration tools or CWEs, and new ways of organizing and collaborating on a distance
- Government policies related to competition and market liberalization
- Access to new product testing areas. E.g. a lot of new smartphones or consumer goods are tested in the Japanese market.

The various opportunities and challenges resulting from globalisation of markets and industries affect specific companies with different strength. Thus, the specific choice of a globalisation and global collaboration strategy depends on the globalisation forces influencing the company.

Assumption 2: Main components of globalisation strategies (Research question 2)

Starting from the drivers companies develop a globalisation strategy and decide the following main components of globalisation strategies:

- Goal of the globalisation:
 - Market-seeking globalisation
 - Resource-asset-seeking globalisation
 - Efficiency-seeking globalisation, i.e. quest for higher efficiency through globally distributed production models
 - Hybrid strategies

- Products, processes or services subject of globalisation. In this context an important question is, if the company has standardised processes that are aligned with international standards and by that easier to dislocate and understand everywhere?

- Organisational form of globalisation - joined venture, direct investment, alliances, outsourcing, off-shoring, tight collaboration through virtual teams, communities of practice or supply chains.
- Collaborative form of globalisation - how will collaboration with local partners take place?
- Cultural aspect towards globalisation

Assumption 3 (Research Question 1): Potential globalisation strategies are influenced by regulation and policies, which taken together define the specific external conditions under which globalisation takes place

The regulation and policy environment might relate to:

- Specific regulation and attitude towards globalisation at the home country
- Specific regulation and attitude towards globalisation at the host country (for example: one important regulation aspect is, if foreign companies are allowed to have full ownership of companies in the host country)

Further relevant aspects from both perspectives the home and host country are:

- Available and needed ICT-infrastructure
- Available and needed skills
- Education systems
- Regulation and policy regarding intellectual property rights
- Regulation regarding customs and global markets
- Regulation regarding security
- Availabilities of global standards

Assumption 4: Collaboration and global CWEs as part of globalisation strategy (Research question 2 and a little bit of research question 3)

Collaboration strategies are grounded in a chosen globalisation strategy based on evaluation of costs, benefits and risks of the strategy and evaluation of the available capabilities.

They will depend on:

- The process, service or product that is globalised
- The globalisation approach (market or operation)
- Information/knowledge exchange intensity
- Available capabilities to work and collaborate global, access to them
- Readiness to work global (i.e. readiness to exploit the capabilities)

Assumption 5: Classification of ICT-intensive CWEs

The collaboration strategy might involve different forms and focus on different levels:

- Global supply chain: collaboration based on interoperability and standardisation of business processes.
- Virtual teams: collaboration based on teamwork.
- Global Open Innovation
- Communities of practice: collaboration based on networking and community mechanisms.

How can the chosen globalisation strategy be operationalised by applying global collaboration environments?

- Collaboration processes and procedures (organisational processes, teamwork, policies)
- Collaboration infrastructures (CWEs)

2.6.2 The New Global Research Framework from the CWE perspective

The state-of-the-art analysis in deliverable 1.2, in particular the state-of-the-art regarding the different CWEs revealed that there is already considerable knowledge how to successfully establish a certain type of global collaboration. The most important aspects determining success are (c.f. xx) :

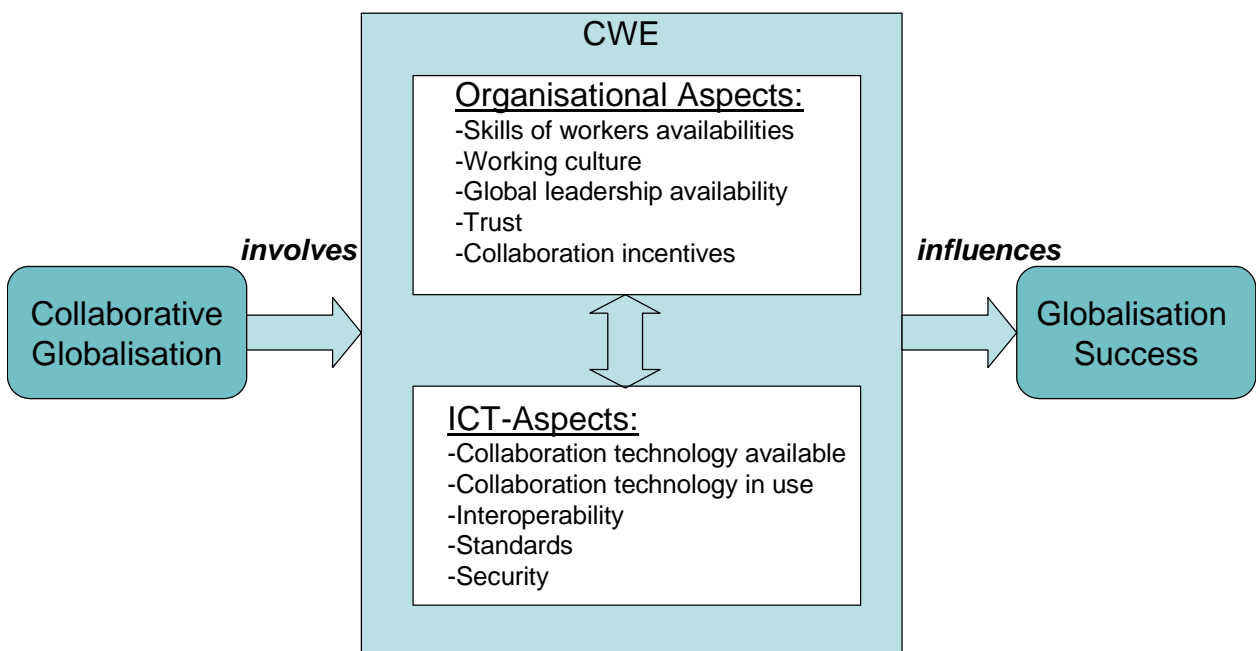


Figure 5: Components of CWEs and their relationships

1. Organisational aspects of global collaboration
2. ICT-aspects of global collaboration

Below the two influencing aspects are described in more detail:

1. Organisational and Employee Aspects of global collaborative work

- *Open Global Culture* - An important success factor towards globalisation is an open global culture, which might include the following facets:
 - openness towards diverse, multi-cultural environments
 - openness towards inter-company collaboration
 - openness towards sharing of knowledge

Relevant questions in this context are: Does the company have an open and multi-cultural culture? How is diversity handled? What is the corporate language? Are there already existing relationships with foreign companies in production or research and development?

- *Global leadership* - Is knowledge and experience available as well as leadership capacity available concerning leading global teams?
- *Global working time* - Does the company support and stimulate conditions to let employees leverage on flexible working styles (24x7 availability, working while on the move, language translation support,...)
- *Global information management* - Does the company have information management strategies in place? What information is confidential, where is information stored, how should information be handled?
- *Standardized processes and procedure* that are recognisable globally - Standardised processes are a prerequisite for off-shoring and outsourcing and for providing interfaces to others.
- Trust

2. ICT-Aspects of global work

- *Availability of global collaboration infrastructure*: Is global communication infrastructure available - for example Video Conferencing? Is it used in a regular manner? Is it easy accessible for all? Are generic global collaboration tools, as for example collaboration portals? Are task-specific collaboration tools available
- *Availability of skills for using global collaboration infrastructure*: Do people (companies) have the skills and education to employ advanced IT tools for collaboration. How is their attitude to collaboration on distance.

- *Usage of collaboration technology*
- Availability of open and standardized interfaces - Has the company open and standardized interfaces to existing and potential new partners? Is interoperability a strategic criterion for choosing technology? Does the company have a concept for a global service-oriented IT?
- *Approach to global security*: Perception of security, Sensitivity to security, security measure in place, experienced security violation
- Trust - How is trust considered? Is there awareness that trust is needed for successful collaboration? Are there technical measures for trust?

2.7 Globalisation Readiness

The state-of-the-art analysis and the above summary of assumptions revealed that the success of collaboration intensive globalisation strategies depends on the existing capabilities of a company to operate and collaborate in a global environment. This observation led to the idea that there might be different levels of readiness at companies that taken as a starting point for globalisation influence the success of going global. The highest level of readiness regarding each influencing factor is in fact a summary of good practices in companies.

Thus, based on the results of the case studies an attempt will be made to define the necessary set of capabilities that denote different level of globalisation readiness.

3 Policy and regulation aspects

Another goal of the study is to analyse in particular through the case studies the impact of existing regulation and policies and their impact on organisations and to identify potential need for regulation. In addition the goal of the study is to create awareness towards globalisation as opportunity.

Thus the goal would be to define matrix as given below

Table 2: Overview of regulatory and policy aspects

Regulatory/Policy Authority					
Regulatory/Policy Issue	Local Governments	National Government	EU	OECD	...
ICT-Infrastructure					
Source literature					
Source cases					
Issue					
Source literature					
Source cases					
....					
....					
....					

This matrix would provide the basis for identification of relevant persons for the next workshop.