CONSUMER-COMPANY NETWORKS
a study of collaborative practices in Brazil

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The world is in metamorphosis
Digital technologies and Internet are a major cause of this rupture
It is mandatory to be in digital world...
...BUT

Companies go to digital environment with "analogical thinking" (spread brand message and keep control).

This is not working because:

Digital technologies are placing more and more individuals ahead of processes, decisions and movements.

In the industrial economy consumers won the right to choose products and services to be consumed; in the networked information economy they have been demanding the right to participate in the development of products and services to be consumed.

We decided to investigate what is happening in the Brazilian market.
EMPIRICAL RESEARCH

The purpose of this first phase (2012/13) of an ongoing research was to identify how collaborative practices have been assimilated by the Brazilian market and generate a typology.
ASSUMPTIONS

Companies are under **two potential threats**:

The proliferation of collaborative experiences on the internet (peer production, crowdsourcing, mass collaboration)

The consumer-internet user with a greater degree of freedom and power
Conflict between company and digital network concepts

Market position related to issues as such:

- Transparency versus competition
- External inputs versus production line flexibility
- Collaborative networks with consumer versus control

ISSUES TO BE INVESTIGATED
METHODOLOGY

We went through 5 steps:

Identification of potential companies to be investigated

Immersion into their interactive digital structures

Qualified interviews to (a) aggregate offline experiences and (b) identify the gap between initial and final proposal

Immersion in digital collaborative platforms (interaction with actors)

Results analysis based on the theoretical framework
By immersing ourselves in these interactive platforms, we assessed their

- Degree of interaction intensity
- Ease of participation
- Quantitative relevance
- Feedback
- Relevance of their content
- Presence of any collaborative practices
WE NOTED THAT PREVAILS

In institutional sites

Interaction brand - users
(not between users)
Focus on brand information and publicity
Low interactivity
Non-collaborative technology
Commercial driven

In social networks strategies

Non-dialogue
Low netizen adherence
Complains against products and services
Considering that our interest were collaborative digital platforms, what was the best experience identified?
We observe the interactive architectures of 45 companies. We have seen no initiatives for creating collaborative ecosystems

Just pilot or one-off projects
First, let us understand our concept of "collaboration"

(narrative under development)
COLLABORATIVE DIGITAL NETWORK

Connection between internal and external networks
Integrates external networks on the steps of product, service or process development
Collective + Interactive
Visibility in the public sphere
Transparency in the purpose, process and result
Confira o Making Of
O Fiat Mio já está pronto e foi um sucesso no Salão do Automóvel. Veja como foi o lançamento no episódio 14.
FIAT MIO
the first ever crowd sourced car
www.fiatmio.cc
INVITE THE CONSUMERS to really participate in the design process of a concept car.
FIAT MIO

a concept car designed by Fiat Brazil with the collaboration of more than 17,000 consumers from around the globe
Fiat Brazil DECODED MORE THAN 11,000 SUGGESTIONS and promoted a continuous interaction with (and between) the project community during 15 months.
THE FINAL MODEL
presented in the 2010
São Paulo Auto Show
for 750,000 visitors
Fiat Mio
in numbers
live for 15 months

+ 11,000 ideas and suggestions

+ 10,000 comments

+ 2 million unique visitors

+ 17,000 subscribers

+ 160 countries
FIAT MIO PROJECT HIGHLIGHTS

Positive response from consumers to company's invitation

Rational behavior (concerns about mobility, sustainability, pollution)

Participants understood the project and they did not use the channel for another purpose
Another interesting case...
Bem-vindo ao painel de controle da sua loja

Olá, Mayara Sanches de

Sua Loja está publicada em:

Facebook
Orkut

Home | Editar loja | Produtos substitutos | Funcionalidades adicionais | Relatórios de comissões | Tema da Loja | Dados da conta

Sua loja está funcionando. Mas você pode melhorá-la ainda mais.

1. Produtos da sua loja.
   Escolha os produtos da sua loja e a ordem que eles aparecerão. É seu primeiro passo para vender.
   Ordenar produtos

2. Produtos substitutos.
   Quando um produto da sua loja estiver fora de estoque, ele é substituído automaticamente.
   Editar produtos

Quanto sua loja está completa: 40%
MAGAZINE VOCÊ - FACEBOOK
Exchange of information between vendors

Raquel Simoes
18 de Fevereiro

Oi, como faço para editar a loja, acrescentar produtos, não entendi ...

Curtir · Comentar  2 pessoas curtiram isto.

Kika Salomão
18 de Fevereiro

Vai no site http://www.magazinevoce.com.br/... faça o seu login......clica na guia (EDITAR LOJA)......Escolhe o produto que vc deseja, ai é só clicar nele e arrastar para a sua vitrine/home......Espero ter lhe ajudado.

Expandir visualização
20 de Fevereiro às 00:03 · Curtir

FS Kamisetas Fatima Soares
18 de Fevereiro às 09:23 · Curtir

BASTA VC CLICAR NA IMAGEM, ARRASTAR E SOLTAR NOS QUADRADinhOS DO LADO APÓS ESCOLHER CATEGORIA E SUB CATEGORIA

Raquel Simoes
18 de Fevereiro às 14:26 · Curtir

Obrigada pela atenção, mas na verdade, não entendi como acrescento os produtos depois q a loja já foi publicada...qdo entro lá novamente, não vejo nenhum link para adicionar ou remover produtos...

22 de Fevereiro às 14:26 · Curtir

Magazine Você
18 de Fevereiro às 11:55 · Curtir

Obrigado! Só fiquei sabendo de que forma adicionar produtos, obrigada! Espero que não tenha repetido.

Ganhe comissão por cada produto vendido em sua rede social
MAGAZINE VOCÊ PROJECT HIGHLIGHTS

Highest growth rate among sale channels
Positive impact on brand image
Innovation model
Increased flow of users on Magazine Luiza digital platforms
A typology is a **reference**. Based on a few market experiences, we propose a first version...
## INITIAL TYPOLOGY

1. **Nature of company mediation:**
   - (a) centralized - interventionist,
   - (b) decentralized - dialogic,
   - (c) distributed – neutral

2. **Extension, or size of the internal network involved in the project connected to the external network:**
   - (a) part of the area leader,
   - (b) the whole area leader,
   - (c) other areas beyond the area leader

3. **Interaction between collaborative network users:**
   - (a) without collaboration,
   - (b) mediated collaboration,
   - (c) direct collaboration

4. **Transparency on the processes and objectives:**
   - (a) controlled,
   - (b) partial,
   - (c) transparent or symmetric
What are the 4 key learnings we can extract from these experiences?
High sensitivity

The practice of mass collaboration, somehow, is on the agenda of companies. Reflects the conflict of production and relationship current models vis-à-vis the communication environment
2 Disjointed initiatives

Given the **external pressure** companies create interactive digital platforms disconnected from operation and internal culture, and **without clear rules**
Transparency versus competition

The market does not know how to deal with collaborative culture x highly competitive environment. How to be transparent and remain competitive.
4 Critical points

In the process we identified two critical points:
(a) the technology, which partly defines the type of interaction and
(b) the management, much more complex
Two major questions remain

1. How will the apparent contradiction of a collaborative culture versus a highly competitive environment of market economy behave in the future and

2. Whether and how the companies will make significant changes in their business model and be prepared to face losing control by inviting consumers to collaborate in their strategy, management and product
RESEARCH CENTER IN DIGITAL NETWORKS
SAO PAULO UNIVERSITY

Multidisciplinary
Networked with European research centers
Focus: digital network implications on society

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