

EARLY STAGE RESEARCHERS
COLLOQUIUM 2013

21 NOVEMBER 2013 IN BERLIN

CONSUMER-COMPANY NETWORKS

a study of collaborative practices in Brazil

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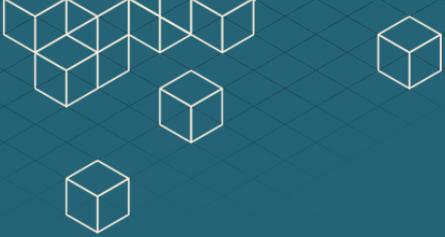
dkaufman@usp.br



OVERVIEW

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

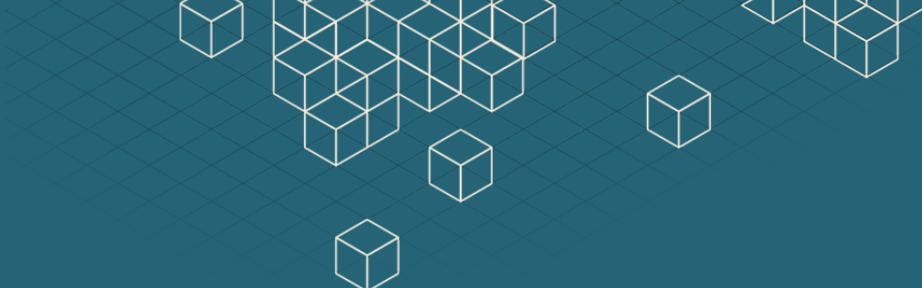
Companies go to digital environment with
"analogical thinking" (spread brand message and keep control).

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**

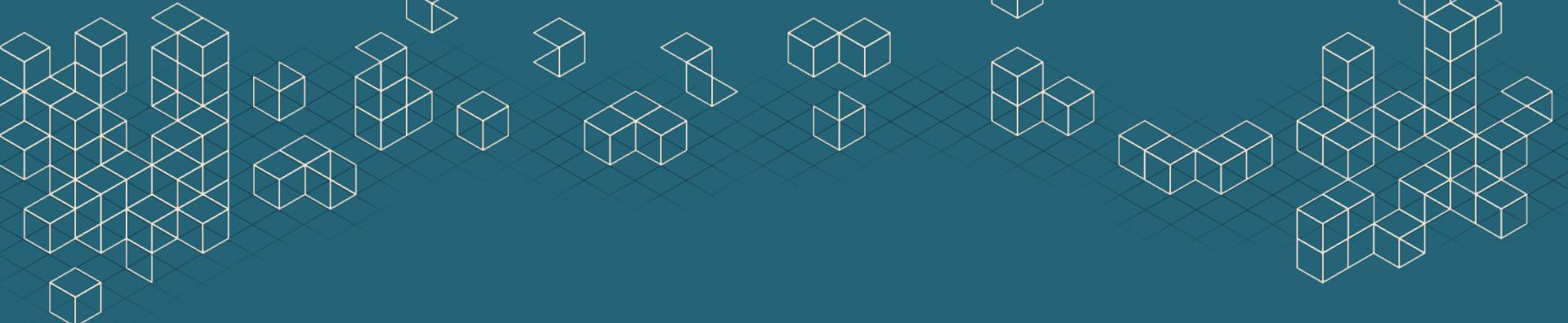


EMPIRICAL RESEARCH

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**

Partnership with





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**

ISSUES TO BE INVESTIGATED

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

METHODOLOGY

We went through 5 steps:

Identification of potential companies to be investigated

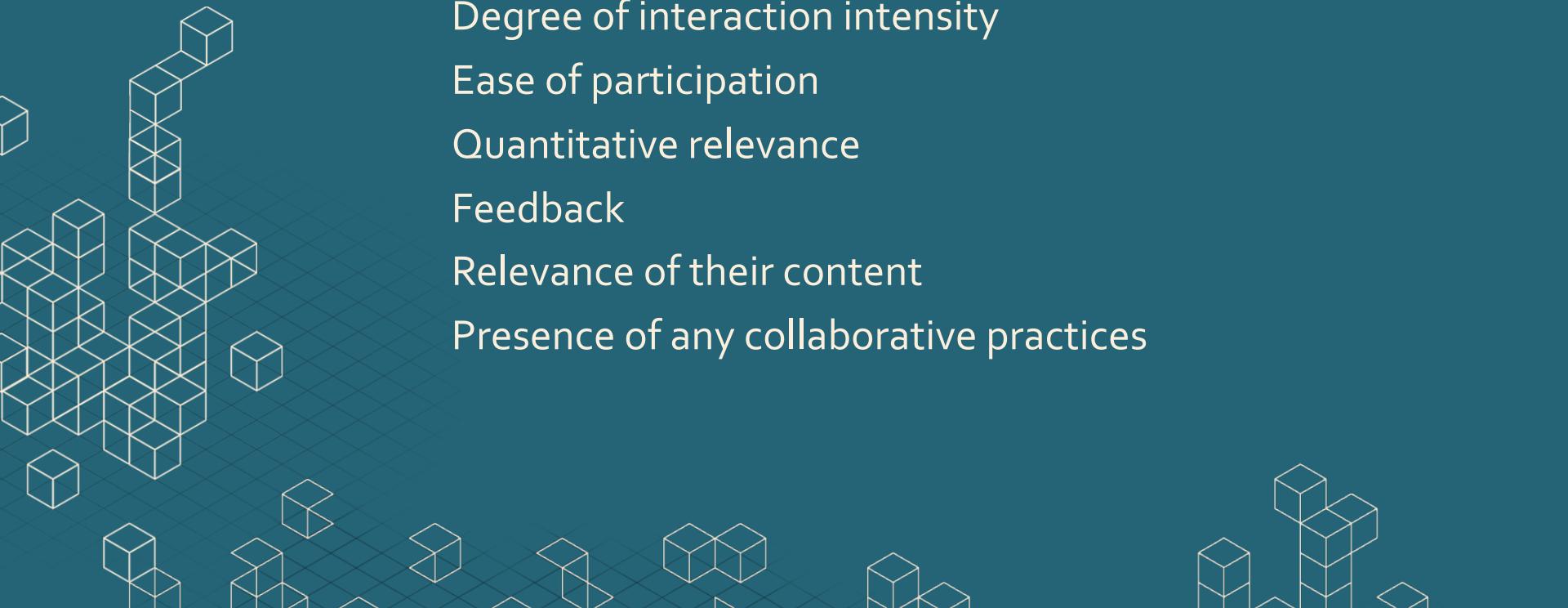
Immersion into their interactive digital structures

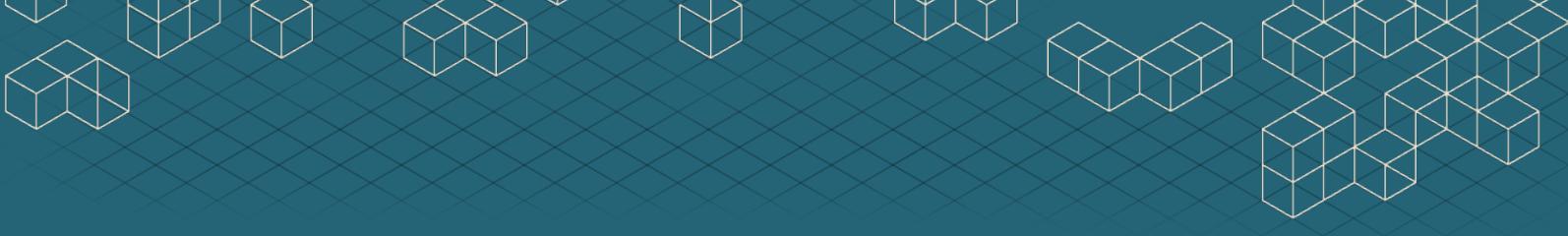
Qualified interviews to (a) aggregate offline experiences and
(b) identify the gap between initial and final proposal

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?**

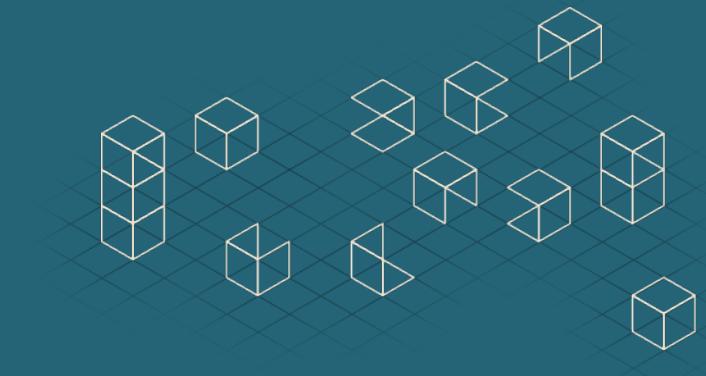
The background features a light blue grid pattern with several 3D blue cube icons scattered across it. A large, semi-transparent magnifying glass icon is positioned on the right side of the slide.

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



HOME / MUNDO FIAT / FIAT MIO

JÁ TENHO UM FIAT

CONCESSIONÁRIAS

MUNDO FIAT

+ entendendo projeto



FIATMIO.CC
Um carro para chamar de seu.

creative
commons
o que é isso?



português



Curtir



Marina Miranda, Fabiano D'Agostinho e 2.058
outros curtiram isso.



ideias

conheça o FCC-III

participantes

busca

ok



1 2 3 4

assine o RSS do Fiat Mio

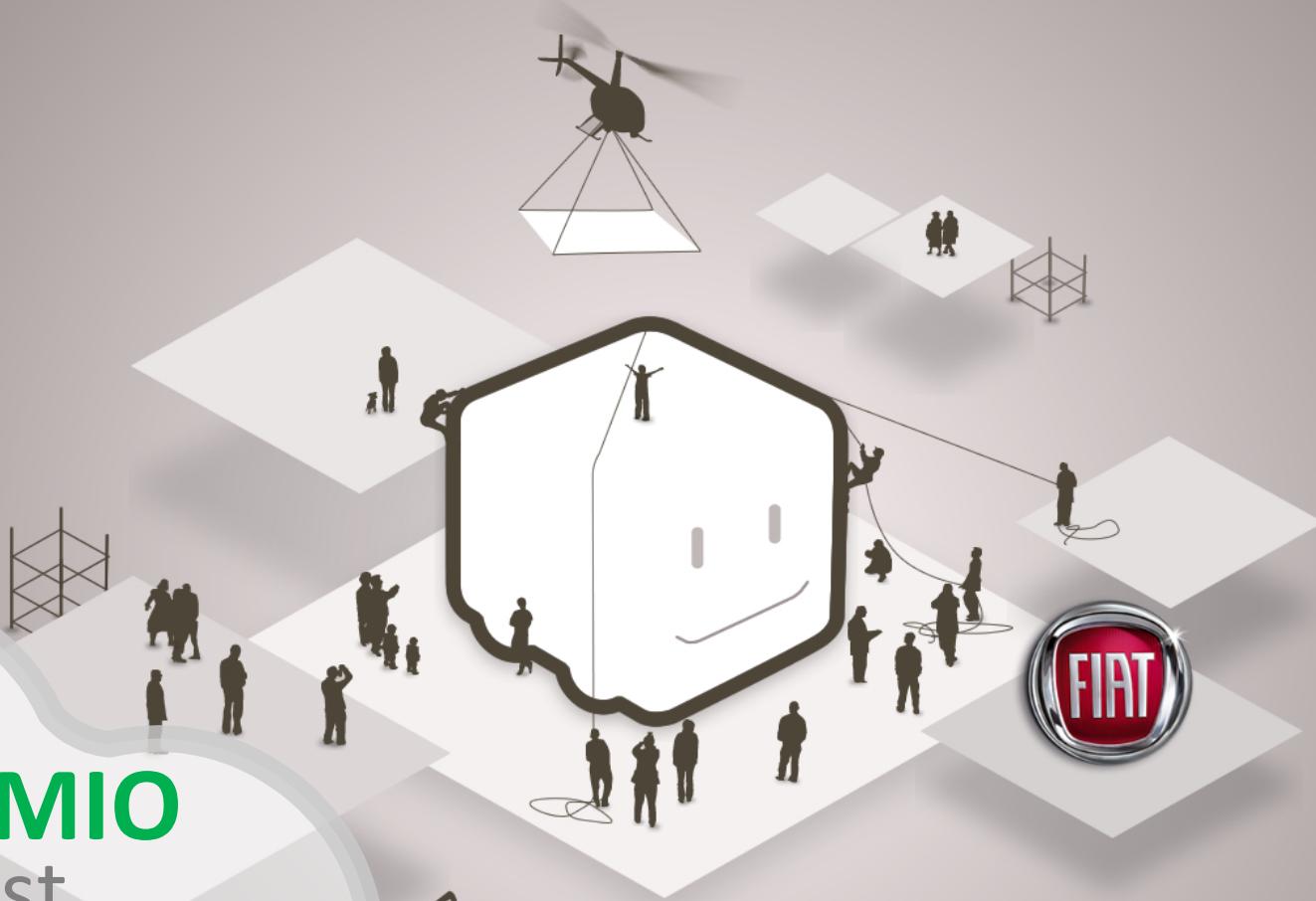
Confira o Making Of

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

mio

www.fiatmio.cc



A close-up photograph of a person's hands sketching a car's front fascia on a whiteboard. The sketch includes a headlight, grille, and hood. The hands are using a blue marker. A large, semi-transparent circular overlay contains the text.

THE CLAIM

A close-up photograph of a person's hands sketching a car's front fascia on a whiteboard. The sketch includes a headlight, grille, and hood. The hands are using a blue marker. A large, semi-transparent green circular overlay contains the text.

**INVITE THE
CONSUMERS**
to really participate
in the design process
of a concept car



FIAT MIO

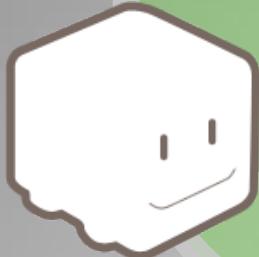
a concept car designed by Fiat Brazil with the collaboration of more than 17,000 consumers from around the globe



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



+ 2 million
unique visitors



+ 17,000
subscribers

+ 11,000
ideas and
suggestions



+ 10,000
comments



+ 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...





Olá, Mayara Sanches de Oliveira

RANKING:
Dente De Leite
0 PONTOSREPUTAÇÃO:
 0 AVALIAÇÕES[» Critérios pontuação](#)

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Funcionalidades adicionais

Relatórios de comissões

Tema da Loja

Dados da conta

PERGUNTAS FREQUENTES

?



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

Quanto sua loja
esta completa.

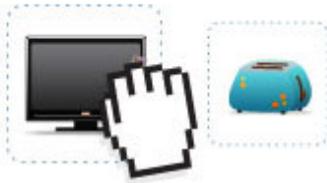
40%

Não exibir mais esse aviso.

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](#)

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  6

 **Kika Salomão** 18 de Fevereiro

Minha loja, nem a de amigos, não esta abrindo em meu navegador CHROME aparecendo essas duas mensagens:
> a identidade deste site não foi confirmada.
>> sua conexão com mlvcfrontend.appspot.com não está criptografada.

Como faço para corrigir?

 **FS Kamisetas Fatima Soares** Vai no site <http://www.magazinevoce.com.br/>, faça o seu login,...,dica 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

 **Augusto Tomasi** As vezes isso também acontece comigo
18 de Fevereiro às 10:42 · Curtir

 **Caio Ribeiro** Tente a seguinte opção !

Selecione CONFIGURAÇÕES DA CONTA, clicando na setinha que se localiza no canto superior direito da sua página, ao lado da opção "Página inicial".

Na nova página aberta, selecione a aba SEGURANÇA, no centro da página você terá acesso as "Configurações de segurança", no primeiro item da lista NAVEGAÇÃO SEGURA clique em EDITAR e desabilite a opção [] Quando possível, navegue no Facebook com uma conexão segura ([https](https://)) !!! Salve as configurações e faça o teste agora...

OBS: Quando repassar o link da sua loja, retire o "s" do "[https](https://)" do inicio do link!

Exemplo de divulgação do link da loja:
<http://apps.facebook.com/magazinevoce/SEUNOME>

Boas Vendas!
18 de Fevereiro às 11:55 · Curtir · 



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...

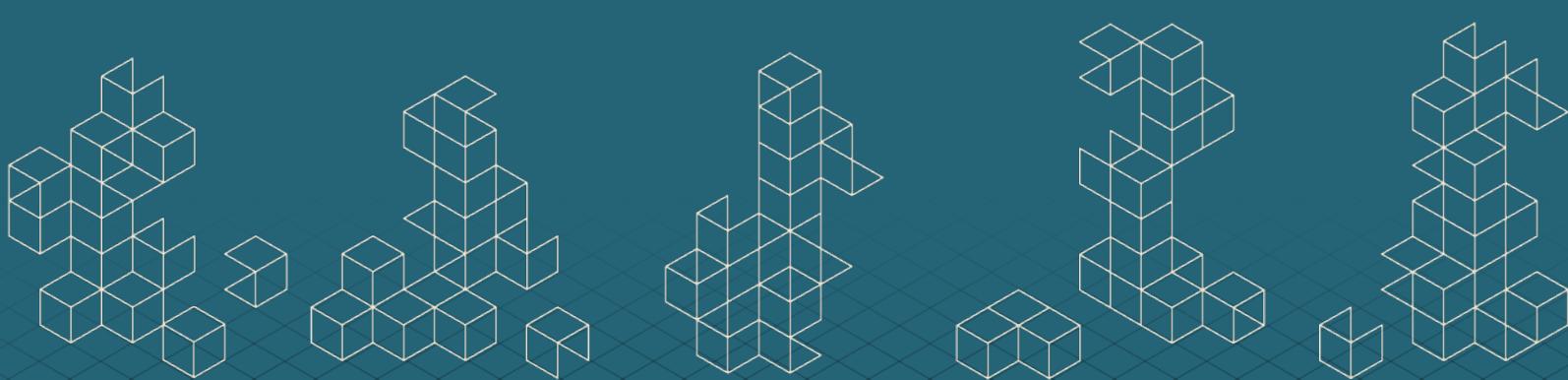




INITIAL TYPOLOGY

- 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?



1 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**

3 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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