IFIP Advances in Information and Communication Technology

408

Editor-in-Chief

A. Joe Turner, Seneca, SC, USA

Editorial Board

Foundations of Computer Science

Mike Hinchey, Lero, Limerick, Ireland

Software: Theory and Practice

Michael Goedicke, University of Duisburg-Essen, Germany

Education

Arthur Tatnall, Victoria University, Melbourne, Australia

Information Technology Applications

Ronald Waxman, EDA Standards Consulting, Beachwood, OH, USA

Communication Systems

Guy Leduc, Université de Liège, Belgium

System Modeling and Optimization

Jacques Henry, Université de Bordeaux, France

Information Systems

Jan Pries-Heje, Roskilde University, Denmark

ICT and Society

Jackie Phahlamohlaka, CSIR, Pretoria, South Africa

Computer Systems Technology

Paolo Prinetto, Politecnico di Torino, Italy

Security and Privacy Protection in Information Processing Systems

Kai Rannenberg, Goethe University Frankfurt, Germany

Artificial Intelligence

Tharam Dillon, Curtin University, Bentley, Australia

Human-Computer Interaction

Annelise Mark Pejtersen, Center of Cognitive Systems Engineering, Denmark

Entertainment Computing

Ryohei Nakatsu, National University of Singapore

IFIP - The International Federation for Information Processing

IFIP was founded in 1960 under the auspices of UNESCO, following the First World Computer Congress held in Paris the previous year. An umbrella organization for societies working in information processing, IFIP's aim is two-fold: to support information processing within its member countries and to encourage technology transfer to developing nations. As its mission statement clearly states,

IFIP's mission is to be the leading, truly international, apolitical organization which encourages and assists in the development, exploitation and application of information technology for the benefit of all people.

IFIP is a non-profitmaking organization, run almost solely by 2500 volunteers. It operates through a number of technical committees, which organize events and publications. IFIP's events range from an international congress to local seminars, but the most important are:

- The IFIP World Computer Congress, held every second year;
- Open conferences;
- Working conferences.

The flagship event is the IFIP World Computer Congress, at which both invited and contributed papers are presented. Contributed papers are rigorously refereed and the rejection rate is high.

As with the Congress, participation in the open conferences is open to all and papers may be invited or submitted. Again, submitted papers are stringently refereed.

The working conferences are structured differently. They are usually run by a working group and attendance is small and by invitation only. Their purpose is to create an atmosphere conducive to innovation and development. Refereeing is also rigorous and papers are subjected to extensive group discussion.

Publications arising from IFIP events vary. The papers presented at the IFIP World Computer Congress and at open conferences are published as conference proceedings, while the results of the working conferences are often published as collections of selected and edited papers.

Any national society whose primary activity is about information processing may apply to become a full member of IFIP, although full membership is restricted to one society per country. Full members are entitled to vote at the annual General Assembly, National societies preferring a less committed involvement may apply for associate or corresponding membership. Associate members enjoy the same benefits as full members, but without voting rights. Corresponding members are not represented in IFIP bodies. Affiliated membership is open to non-national societies, and individual and honorary membership schemes are also offered.

Luis M. Camarinha-Matos Raimar J. Scherer (Eds.)

Collaborative Systems for Reindustrialization

14th IFIP WG 5.5 Working Conference on Virtual Enterprises, PRO-VE 2013 Dresden, Germany, September 30 – October 2, 2013 Proceedings



Volume Editors

Luis M. Camarinha-Matos Universidade Nova de Lisboa Campus de Caparica, 2829-516 Monte Caparica, Portugal E-mail: cam@uninova.pt

Raimar J. Scherer Technische Universität Dresden Institut für Bauinformatik 01062 Dresden, Germany

E-mail: raimar.scherer@tu-dresden.de

ISSN 1868-4238 e-ISSN 1868-422X ISBN 978-3-642-40542-6 e-ISBN 978-3-642-40543-3 DOI 10.1007/978-3-642-40543-3 Springer Heidelberg New York Dordrecht London

Library of Congress Control Number: 2013945876

CR Subject Classification (1998): K.6, C.2, H.4, H.5, J.1, D.2, H.3

© IFIP International Federation for Information Processing 2013

This work is subject to copyright. All rights are reserved by the Publisher, whether the whole or part of the material is concerned, specifically the rights of translation, reprinting, reuse of illustrations, recitation, broadcasting, reproduction on microfilms or in any other physical way, and transmission or information storage and retrieval, electronic adaptation, computer software, or by similar or dissimilar methodology now known or hereafter developed. Exempted from this legal reservation are brief excerpts in connection with reviews or scholarly analysis or material supplied specifically for the purpose of being entered and executed on a computer system, for exclusive use by the purchaser of the work. Duplication of this publication or parts thereof is permitted only under the provisions of the Copyright Law of the Publisher's location, in ist current version, and permission for use must always be obtained from Springer. Permissions for use may be obtained through RightsLink at the Copyright Clearance Center. Violations are liable to prosecution under the respective Copyright Law.

The use of general descriptive names, registered names, trademarks, service marks, etc. in this publication does not imply, even in the absence of a specific statement, that such names are exempt from the relevant protective laws and regulations and therefore free for general use.

While the advice and information in this book are believed to be true and accurate at the date of publication, neither the authors nor the editors nor the publisher can accept any legal responsibility for any errors or omissions that may be made. The publisher makes no warranty, express or implied, with respect to the material contained herein.

Typesetting: Camera-ready by author, data conversion by Scientific Publishing Services, Chennai, India

Printed on acid-free paper

Springer is part of Springer Science+Business Media (www.springer.com)

Preface

Collaborative Systems for Reindustrialization

The ongoing economic crisis, which is affecting many world regions, especially Europe, has led to an intensification of discussions around the needs for reindustrialization. After decades of industrial decline, due to deliberate policies that advocated an exclusive move toward a service-oriented society while neglecting the production of tradable goods, many countries are struggling with public and private belt-tightening measures that only accelerate the crisis spiral. Reindustrialization is the economic, social, and political process of organizing resources for the purpose of re-establishing / revitalizing industries in order to reinvigorate the economy.

What is the role of collaborative networks in this process? Collaboration is essential especially to small and medium enterprises in order to acquire critical mass, reach new markets, and leverage skills. But reindustrialization cannot simply follow the steps of the last century. New perspectives of industry are needed, as exemplified by current trends such as:

- Focusing on service-enhanced products
- Addressing the full life cycle of products, including refurbishing / retrofitting and recycling
- Taking on board the serious concerns of energy saving and reduction of ecological footprint
- Having a *glocal* perspective, and relying on co-innovation and co-evolution

Sustainability issues are clearly in the front row of these trends. Any effective solution in such direction imposes collaboration of multiple stakeholders organized in combinations of dynamic value chain networks. New collaborative systems need to be developed under a well-integrated sociotechnical perspective.

The extensive body of empiric knowledge and the size of the involved research community in collaborative networks provide the basis for leveraging the potential of new concepts and mechanisms in addressing big societal challenges and consolidating the scientific discipline on "collaborative networks." This discipline is strongly multidisciplinary and thus the PRO-VE Working Conference is designed to offer a major opportunity to mix contributions from computer science, manufacturing, engineering, economics, management, or sociohuman communities. The selected theme for PRO-VE 2013 thus focused on crucial aspects to empower collaborative networks – an important contributor to a new generation of industrial systems.

PRO-VE 2013, held in Dresden, Germany, was the 14th event in a series of successful conferences, including PRO-VE 1999 (Porto, Portugal), PRO-VE 2000 (Florianopolis, Brazil), PRO-VE 2002 (Sesimbra, Portugal), PRO-VE 2003 (Lugano, Switzerland), PRO-VE 2004 (Toulouse, France), PRO-VE 2005

(Valencia, Spain), PRO-VE 2006 (Helsinki, Finland), PRO-VE 2007 (Guimarães, Portugal), PRO-VE 2008 (Poznan, Poland), PRO-VE 2009 (Thessaloniki, Greece), PRO-VE 2010 (St. Etienne, France), PRO-VE 2011 (São Paulo, Brazil), and PRO-VE 2012 (Bournemouth, UK).

This book includes a number of selected papers from the PRO-VE 2013 Conference, providing a comprehensive overview of identified challenges and recent advances in various collaborative network domains and their applications, with a particular focus on the support for reindustrialization. With this focus, this edition of the conference specifically emphasized collaborative network topics related to:

- Product-service ecosystems
- Innovation in networks
- Strategies to build collaborative networks
- Collaboration related processes and performance
- Models and meta-models of collaboration
- Cloud-based support to collaborative networks
- Collaboration platforms
- Services and service design
- Sustainable collaborative networks
- Event-driven collaborative networks
- Social-semantic enterprise
- Risks and trust

We would like to thank all the authors both from academia/research and industry for their contributions. We hope this collection of papers represents a valuable tool for those interested in research advances, emerging applications, and future challenges for R&D in collaborative networks. We also appreciate the dedication of the PRO-VE Program Committee members who helped with the selection of articles and contributed with their valuable comments to help authors in improving the quality of their work.

July 2013

Luis M. Camarinha-Matos Raimar J. Scherer

Organization



PRO-VE 2013 – $14^{\rm th}$ IFIP Working Conference on VIRTUAL ENTERPRISES Dresden, Germany, September 30 to October 2, 2013

Program Committee Chair

Luis M. Camarinha-Matos (Portugal)

Organizing Committee

Chair: Raimar J. Scherer (Germany)

Area Chairs

Special Sessions Chair

Xavier Boucher (France)

Best Paper Awards Committee Chairs

Hamideh Afsarmanesh (The Netherlands) Paulo Novais (Portugal)

Tutorials Chair

Willy Picard (Poland)

Program Committee

Antonio Abreu (Portugal)
Bernhard Koelmel (Germany)
Hamideh Afsarmanesh
(The Netherlands)
Cesar Analide (Portugal)
Samuil Angelov (The Netherlands)

Dario Antonelli (Italy)
Américo Azevedo (Portugal)
Panagiotis Bamidis (Greece)
Frédérick Bénaben (France)
Peter Bertok (Australia)
Xavier Boucher (France)

Jean Pierre Bourey (France)

Jeremy Bryans (UK)

Luis M. Camarinha-Matos (Portugal)

Tiago Cardoso (Portugal) Val Casey (Ireland)

Wojciech Cellary (Poland)

Naoufel Cheikhrouhou (Switzerland)

Alok Choudhary (UK) Rob Dekkers (UK)

Alexandre Dolgui (France)
Jens Eschenbaecher (Germany)

Elsa Estevez (Argentina) Rosanna Fornasiero (Italy) Cesar Garita (Costa Rica)

Ted Goranson (USA)

Jairo Gutierrez (Colombia)

Tarek Hassan (UK)

Jorge E. Hernandez (UK)
Dmitri Ivanov (Germany)

Tomasz Janowski (Macau)
Toshiya Kaihara (Japan)
Eleni Kaldoudi (Greece)
Iris Karvonen (Finland)

Kurt Kosanke (Germany) Adamantios Koumpis (Greece) Hermann Kühnle (Germany)

Antonio Lucas Soares (Portugal)

Fenareti Lampathaki (Greece) Oscar Lazaro (Spain) Leandro Loss (Brazil)

Patricia Macedo (Portugal) Nikolay Mehandjiev (UK)

Nikolay Mehandjiev (UK) István Mézgar (Hungary) Arturo Molina (Mexico)

Ovidiu Noran (Australia) Paulo Novais (Portugal)

Adegboyega Ojo (Macau) Eugénio Oliveira (Portugal)

Martin Ollus (Finland)

Angel Ortiz (Spain)
A. Luis Osório (Portugal)

Hervé Panetto (France) Iraklis Paraskakis (Greece)

Kulwant Pawar (UK) Adam Pawlak (Poland) Sophie Peillon (France)

Alexandra Pereira-Klen (Brazil)

Keith Phalp (UK)
Willy Picard (Poland)
Michel Pouly (Switzerland)
Ricardo Rabelo (Brazil)
João Rosas (Portugal)

Hans Schaffers (The Netherlands) Raimar J. Scherer (Germany) Jens Schütze (Germany) Weiming Shen (Canada) Jorge Pinho Sousa (Portugal)

Volker Stich (Germany)

Chrysostomos Stylios (Greece) Klaus-Dieter Thoben (Germany)

Lorna Uden (UK) Agostino Villa (Italy) Antonio Volpentesta (Italy)

Lai Xu (UK)

Peter Weiß (Germany)

Special Sessions Organizers

Special Session on Building the Social Semantic Enterprise

Maciej Dabrowski (Ireland), Eleni Kaldoudi (Greece)

Special Session on Event-Driven Collaborative Network

Frédérick Bénaben (France), Nenad Stojanovic (Germany), Yiannis Verginadis (Greece), Jean-Pierre Lorré (France)

Special Session on Product-Service Ecosystems: Lessons from Practice

Xavier Boucher (France), Veronica Martinez (UK), Sophie Peillon (France)

Special Session on Service Design: Collaborative Methods and Tools

Florie Bugeaud (France), Paul Pietyra (France), Yong Se Kim (Korea)

Special Session on Sustainable Collaborative Networks: Closing the Loop at End-of-Lifecycle

Ridha Derrouiche (France), David Romero (Mexico), Gilles Neubert (France), Pradorn Sureephong (Thailand)

Technical Sponsors



IFIP WG 5.5 COVE Co-Operation infrastructure for Virtual Enterprises and electronic business



Society of Collaborative Networks

Organizational Co-Sponsors







Table of Contents

Introduction	
Collaborative Systems in Support of Reindustrialization	3
Product-Service Ecosystems	
Product-Service Sustainability Assessment in Virtual Manufacturing Enterprises	13
The Service-Dominant Ecosystem: Mapping a Service Dominant Strategy to a Product-Service Ecosystem	22
Industrial Transition through Product-Service Systems: Proposal of a Decision-Process Modeling Framework	31
Simulation-Based Service Process Benchmarking in Product-Service Ecosystems	40
GloNet: Service-Enhanced Products	
Interplay of Collaborative Networks in Product Servicing Luis M. Camarinha-Matos, Filipa Ferrada, and Ana Inês Oliveira	51
A Cloud–Based Approach for Collaborative Networks Supporting Serviced-Enhanced Products	61
Value Systems Alignment in Product Servicing Networks	71
Specification and Configuration of Customized Complex Products Hamideh Afsarmanesh and Mohammad Shafahi	81

Innovation in Networks

Study from German Industry	Ö
Circulation of Knowledge in a Co-innovation Network: An Assessment Approach	10
Paula Urze and António Abreu	
Key Roles and Process to Foster Successful Firm – University Collaborations: The CEMEX Case	11
Building Collaborative Networks	
An Innovative Virtual Enterprise Approach to Agile Micro and SME-Based Collaboration Networks	12
Conditions for Effective Collaboration in SME Networks Based on Graph Model	12
A Practical Management Model for Supporting Virtual Organizations Creation within Their Breeding Environments	15
Performance Management	
A Comprehensive Approach for the Management of Virtual Enterprises Including Performance Analysis, Provision of Incentives and Allocation of Income	14
Hendrik Jähn	1
Equilibrium Traffic Flow Assignment in Case of Two Navigation	
Providers	1!
Integrated Large-Scale Environmental Information Systems: A Short Survey	10
Effective Construction Process Monitoring and Control through a Collaborative Cyber-Physical Approach	1′

Collaboration Platforms

Enterprise Collaboration Network for Transport and Logistics	
Services	267
A. Luis Osório, Luis M. Camarinha-Matos, and	
Hamideh Afsarmanesh	

An Agile Approach to Glocal Enterprise Collaboration	279
Collaborative Platform for Virtual Practice Enterprise Learning Paul Ciprian Patic, Luminita Duta, and Ion Florin Popa	287
A Collaborative Planning, Information and Decision Support System Sobah Abbas Petersen, Pavan Sriram, John Krogstie, Børge Sjøbakk, and Ottar Bakås	295
Services I	
Enhancing Services Selection by Using Non-Functional Properties within BPMN in SOA Context	305
Analyzing Mobile Services in Alternative Agrifood Networks	314
Interactions Patterns in NFC Interfaces for Applications and Services Antonio Palmiro Volpentesta, Nicola Frega, and Giuseppe Filice	324
Modeling Service Life Cycles within Product Life Cycles	335
Services II	
Service-Oriented Approach Supporting Dynamic Manufacturing Networks Operations	345
Managing Partnership Uncertainty for Sustainable Services: A Conceptual Model	355
Collaborative Services for Customized Production in Networked Companies	363
Services III	
A Consolidated DaaS Model for Situation-Informed Incident Management	375

Table of Contents	XV
Understanding SLA Elements in Cloud Computing	385
Smart Home Information Management System for Energy-Efficient	
Networks	393
Service Design: Collaborative Methods and Tools	
Service System Analytics: Cost Prediction	405
The Struggles of Co-creation – The Highs and Lows of Involving Stakeholders into the Service Design Process	415
Adapting Service Design Tools for the Media Industries	423
From Service Design to Innovation through Services: Emergence of a Methodological and Systemic Framework	431
Stimulating Collaborative Relationships	
Simulating the Influence of Collaborative Networks on the Structure of Networks of Organizations, Employment Structure, and Organization Value	441
Willy Picard	441
Anything Relationship Management (xRM) as Management Layer for the Hyper-connected Society	451
Enhancing Collaborative Healthcare Synergy	459
Strategies I	
The "Enterprises' Network Agreement": The Italian Way to Stimulate Reindustrialization for Entrepreneurial and Economic Development of	,
SMEs	471

Opportunities for Collaboration in the 'Asian Century'	481
The Potential of Agritourism in Revitalizing Rural Communities: Some Empirical Results	489
Strategies II	
Practicing Public Intervention in Collaborative Projects: Generalisation of Findings from an Empirical Study in Government-Owned R&D Pawadee Meesapawong, Yacine Rezgui, and Haijiang Li	501
The Evolution of Business Models within a Business Ecosystem for Cooperative Logistic	509
Tourism Breeding Environment: Forms and Levels of Collaboration in the Tourism Sector	517
Risks and Trust	
A Risk Analysis Method for Selecting Logistic Partners to Compose Virtual Organizations	527
Offshoring Decision Based on a Framework for Risk Identification	540
Modeling of Evolution and Sustainability of Rational Trust in Dynamic VOs	548
Sustainability Issues	
A Model to Realise Sustainability in Networked Production and Transportation	559
Environmental Concerns in the Design and Management of Pallets <i>Jyotirmoyee Bhattacharjya and Peter Kleine-Moellhoff</i>	569
Assessing Supplier Sustainability Using the Analytic Hierarchy Process	577

Sustainable Collaborative Networks I	
Reverse – Green Virtual Enterprises and Their Breeding Environments: Closed-Loop Networks	589
Promoting Remanufacturing through Collaboration	599
Designing a Sustainable Recycling Network for Batteries from Electric Vehicles. Development and Optimization of Scenarios	609
Sustainable Collaborative Networks II	
Modeling a Logistics Pooling Strategy for Agri-Food SMEs Abdelhamid Moutaoukil, Ridha Derrouiche, and Gilles Neubert	621
Integrating Intangible Assets within Collaborative Networks Performance Management	631
How to Achieve Dynamic and Flexible Performance Management Systems for Collaborative Processes	639
Sustainable Collaborative Networks III	
Collaborative Inter-firm Relationships Based on Sustainability: Towards a New Framework	651
A Method to Quantify the Power Distribution in Collaborative Non-hierarchical Networks	660
Mass Customisation in Sustainable Networked Enterprises	670
Event-Driven Collaborative Network	
A Platform for Event-Driven Agility of Processes: A Delivery Context Use-Case	681

XVIII Table of Contents

Collaborative Process Flexibility Using Multi-Criteria Decision Making	691
Ioannis Patiniotakis, Nikos Papageorgiou, Dimitris Apostolou, Yiannis Verginadis, and Gregoris Mentzas	091
PLAY: Semantics-Based Event Marketplace	699
Building the Social Semantic Enterprise	
Real-Time Data Aggregation in Distributed Enterprise Social Platforms	711
SEDA_Lab: Towards a Laboratory for Socio-Economic Data Analysis Johnny Ryan, Dirk Heilmann, and Siegfried Handschuh	719
Semantic Social Networks for Integrated Healthcare	729
Financial Industry Ontologies for Risk and Regulation Data (FIORD) – A Position Paper	737
Author Index	745