

Zweites i-share Symposium
Fachkonferenz: “Sharing Economy in Deutschland”
5. Oktober 2016

Die C-Form in der Sharing Economy: Community Management in neuartigen Formen des Wirtschaftens

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Community Management in der Sharing Economy?



- Vielzahl **neuer Geschäftsmodelle** in der Sharing Economy
- Community oftmals **integraler Bestandteil des Wertschöpfungssystems**
- **C-Form** in der Sharing Economy

Herausforderung: Community Management in der Sharing Economy?

- fließende Grenzen der Mitgliedschaft
- entscheidende Wertaktivitäten durch Freiwillige
- offener Austausch von Wissen

- Wie werden (Wert-)Aktivitäten von Community-Mitgliedern organisiert, koordiniert und gesteuert?
- Wann ist welche Form der Steuerung sinnvoll?

Theoretisches Framework: Formen von Governance und Kontroll-Praktiken

(Heide, 1994; Sibai, de Valck, Farrell, & Rudd, 2015)

		Market Governance	Hierarchy Governance	Clan Governance
Initiating Interaction	Recruiting	No initiation process: - Open Access - Flexible Profile design	Selective entry; Skill training. Applying and inviting: - Learning - Occupational groups	Selective entry; Value training: - Quiz - Accompanied Tutorials
Maintaining Interaction	Explicating roles	Narrowly defined in terms of minimum level of duties relevant to complete exchange: - Seller/Provider	Defined career path, Roles imposed: - Expert - Advanced - Beginner	Roles are closely intertwined and multidimensional: - Roles depending on demand - No fix role attribution
	Formalizing rules	Rights and responsibilities of exchange parties and contingency planning for inadequate transactions and transaction failures: - General business conditions - Compensation, liability	More broadly, proactively defined rules: Freedom and rights and their boundaries, administrators powers and responsibilities, conflict resolution procedures: - Procedure descriptions	Functional: Guidelines ex ante and narrowly defined: - Golden rules/ User guidelines - Codes of conduct - Policies
	Monitoring interactions	External/Internal and reactive action Measurement of output: - Administrators - Payment-Systems	External/Internal and reactive action; Measurement of input and behavior by administrator, moderator, community: - Spontaneous control - Security Check	Internal and proactive action. Based on self-control of community/group/team: - Personal agreements - Accompanied Groups
	Incentive System: - Positive - Negative	Tied to output. Short term: - Digital currency - Rewards Tied to exchange and output: - Banning - Warning	Tied to input and behavior Short and long term: - Experience levels - Career path Tied to input and behavior: - Banning - Warning	Displayed commitment to the system and overt compliance (behavior). Long term: - Merit increase - Awards Tied to commitment and compliance: - Interpersonal problem solving - Discussion
Terminating Interaction	Completion	Short term relationship tied to individual exchange: - Evaluation (Feedback) - Payment	Fixed relationship length: - Contractual agreements - Lease	Open-ending relationship: - No termination - Long-term commitment

Forschungs-Design

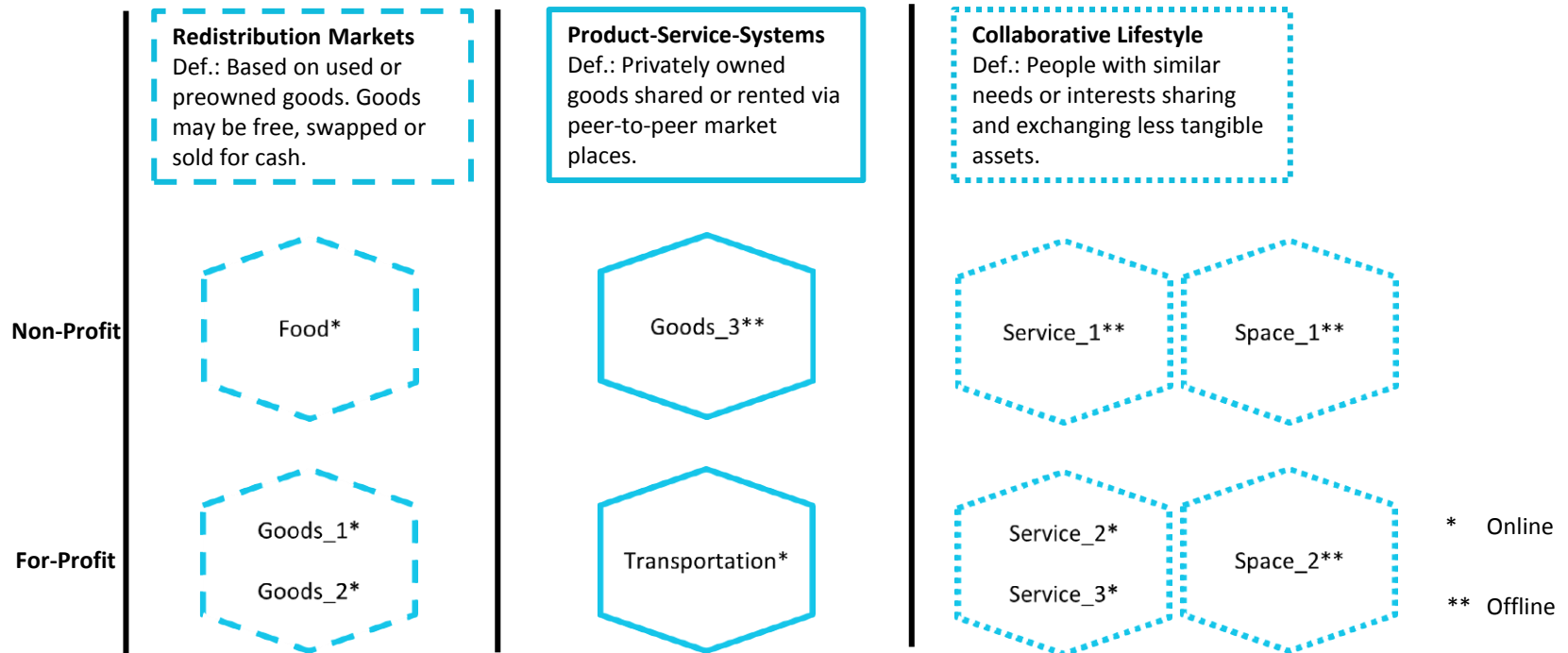
Setting und Sampling:

- Sharing Economy in Deutschland
- 10 C-Form Organisationen
- Unterschiede im Geschäftsmodell

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Setting und Sampling:

- Sharing Economy in Deutschland
- 10 C-Form Organisationen
- Unterschiede im Geschäftsmodell

Multiple Datenquellen:

- 51 Interviews mit Gründern, Mitgliedern und Nutzern
- (Nicht-) Teilnehmende Beobachtung
- Archivdaten

Forschungs-Design

Setting and Sampling:

- Sharing Economy in Germany
- 10 community-based organizations
- Differences regarding business model

Multiple Data Sources:

- 51 interviews mit Gründern, Mitgliedern und Nutzern
- (Nicht-) Teilnehmende Beobachtung
- Archivdaten

Vergleichende Fallstudienanalyse:

- Einzelfallanalyse
- Cross-Case Analyse

Ergebnis: 4 Formen von Community Management

		Market Governance	Hierarchy Governance	Clan Governance	
Initiating Interaction	Recruiting	„Pure Market“	Hybrid: „Market-Hierarchy“	Hybrid: „Clan-Hierarchy“	„Pure Clan“
Maintaining Interaction	Explicating roles				
	Formalizing rules	Goods_1	Service_1	Space_1	Food
	Monitoring interactions	Goods_2		Space_2	
	Incentive System: - Positive	Service_3	Transportation	Service_2	Goods_3
	- Negative				
Terminating Interaction	Completion				

“Pure Market”

		Market Governance	Hierarchy Governance	Clan Governance
Initiating Interaction	Recruiting	“Offener Zugang für alle ohne irgendwelche Einschränkungen” (Service_3)		
Maintaining Interaction	Explicating roles	“Es gibt die, die nach was suchen und die, die halt Sachen verkaufen or beides, weil jeder hier verkaufen und kaufen kann” (Goods_2)		
	Formalizing rules	“allgemeine Geschäftsbedingungen mit paar Community-Guidelines inbegriffen, die bestätigt werden müssen, wenn man sich als Mitglied registrieren will.” (Service_3)		
	Monitoring interactions	“wir können halt die Leute herausfiltern, die schon mal registriert waren. Wenn da also jemand schon mal rausgeschmissen wurde, z.B. weil er kaputte Sachen verkauft hat, dann erkennen wir sein Handy und die App lässt sich nicht mehr installieren.” (Goods_1)		
	Incentive System:			
	- Positive	“Man kann quasi Stunden als Währung verdienen, anhand vorheriger Transaktionen, die man gemacht hat und abhängig von der Qualität des Resultats, kann man das in neue Transaktionen reinvestieren [...]” (Service_3)		
	- Negative	“So Mitglieder werden von unserer Plattform geschmissen” (Service_3)		
Terminating Interaction	Completion	“Ich warte immer, bis die andere Person bestätigt hat, dass es angekommen ist. Das ist mir sehr wichtig [...] und dann markiere ich es als verkauft, [...] dann kann ich die andere Person und die Transaktion auch bewerten und eine auch erhalten. So einfach.” (Service_3)		

“Pure Clan”

	Market Governance	Hierarchy Governance	Clan Governance
Initiating Interaction	Recruiting		“[...] ein umfassendes Quiz, das unsere Nutzer bestehen müssen, um Teil der Organisation und unsere Mitglieder zu werden.” Oder sie müssen “ein begleitetes Tutorium durchlaufen” (Food)
Maintaining Interaction	Explicating roles		“Grundsätzlich ist jeder ein Foodsaver, der Teil der Organisation und auch Teil des Systems ist. [...] z.B. jeder, der darin arbeitet ist entweder als Botschafter dabei oder als Foodsaver.” (Food)
	Formalizing rules		“Wir bieten ein Wiki an, die Unternehmensphilosophie und alles, wo wir den Mitglieder freien Zugang anbieten und das sie bei allem anleitet und die Verhaltensregeln erklärt. Es gibt auch einen Kodex, wie man Organisationen anspricht und dass die Mitglieder sich zu verhalten wissen [...]” (Food)
	Monitoring interactions		“Der Botschafter ist verantwortlich für die Abholung und dass die pünktlich und glatt läuft.” Und “da gibt es auch immer die Selbst-Kontroll-Mechanismen zwischen der Community [...] es liegt ganz bei den Nutzern.” (Food)
	Incentive System: - Positive		“Mögliche Aufstiegschancen und die Chance, mehr Verantwortung nach einer bestimmten Zeit und Menge an Unternehmungen zu erhalten.” (Food)
	- Negative		“Probleme vor Ort werden auch vor Ort gelöst von anderen Nutzern, so dass man keine administrativen Hürden nehmen muss [...] mit Gruppendiskussionen oder vorübergehendem Ausschluss” (Food)
Terminating Interaction	Completion		“das Angebot und die Möglichkeit, den Service auch wirklich zu gebrauchen, ist eher eine langfristig geplante Sache.” (Food)

Hybrid: “Market-Hierarchy”

		Market Governance	Hierarchy Governance	Clan Governance
Initiating Interaction	Recruiting	“Nachdem ich die Rute und das Datum weiß, stelle ich das online [...] und wann immer ich will. [...] Man registriert sich und erstellt ein Profil [...] aber die empfehlen einem, wie man das am besten macht.” (Transportation)		
Maintaining Interaction	Explicating roles	“Anbieter und Nutzer” (Transportation)	“[...] einen bestimmten Karriereweg: Neuling, Aufsteiger, Fortgeschrittener, Experte, Botschafter.” (Transportation)	
	Formalizing rules	“Leute, die hier her kommen, müssen immer unsere AGBs unterschreiben und zwar vor jeder Reparatur und unsere Freiwilligen erinnern sie daran, dass es eben auch daneben gehen kann mit der Reparatur.” (Service_1)		
	Monitoring interactions	“wir haben Kollegen, die jede einzelne Bewertung lesen; zum Teil ist das automatisiert und vom online Bezahl-System unterstützt.” (Transportation)	“Alle Profile, Photos, Angebote und Beschreibungen sind moderiert von unserer Organisation. [...] Wir haben Kollegen, die jede Beschreibung und Nachricht in unserem System lesen.” (Transportation)	
	Incentive System: - Positive		“Karriere-Weg und Erfahrungsstufen, um sich angemessen zu verhalten und entsprechend der rechtlichen Bestimmungen.” (Transportation)	
	- Negative	“es passt nicht zu unserer Philosophie oder ist gegen unsere rechtlichen Bestimmungen, so dass wir zuerst die Nutzern blocken und dann auch von unserer Seite sperren können.” (Service_1)	“Bisher mussten wir erst einen Nutzer rausschmeißen aufgrund echt schlimmen Fehlverhaltens.” (Service_1)	
Terminating Interaction	Completion	“feedback-Fragebögen” (Service_1)		

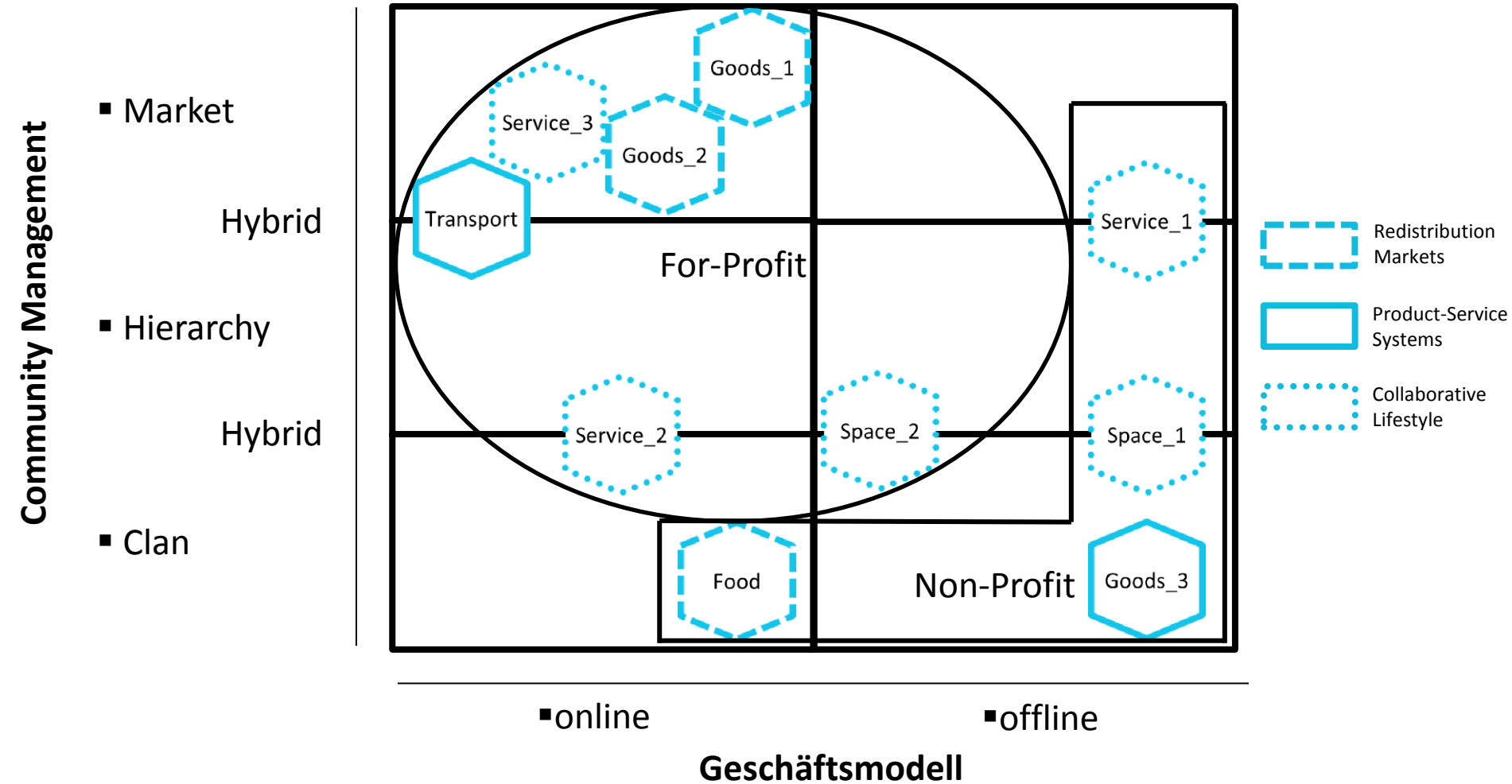
Hybrid: “Clan-Hierarchy”

	Market Governance	Hierarchy Governance	Clan Governance
Initiating Interaction	Recruiting	“Besonders, wegen der Arbeit zuvor, dass ich da genau auswähle die Leute mit dem passenden Profil, die meinem Gesuch entsprechen. Andernfalls würde ich nicht die Leute finden, die für mich und mein Gesuch nützlich sein können.” (Service_2)	
Maintaining Interaction	Explicating roles		“[...] Freiwillige, Experten, Nutzer. Was auch immer deine Funktion oder Rolle ist, sie sind miteinander eng verbunden und man sieht einfach nach dem anderen und macht es zu einem besseren Ort.” (Space_1)
	Formalizing rules		“Golden rules” (Space_2) “Verhaltensrichtlinien [...] und Verhaltenskodex.” (Space_1)
	Monitoring interactions	“Es ist immer jemand von uns vor Ort, um im Falle einer Frage oder anderer Anliegen unserer Community da zu sein, auch falls jemand nur interessiert ist.” (Space_1)	“Ja unsere Community hat schon einen starken selbst-regulierenden Mechanismus , in Verbindung mit einem Vertrauensvorsprung von uns.” (Space_2)
	Incentive System: - Positive	“die Chance, eine Belohnung anzubieten an jeden Nutzer, der an der Aufgabe sich beteiligt und hohe Qualität produziert hat.” (Service_2)	“Ein Mal im Quartal werden Awards für Nutzer verliehen für spezielle Leistungen auf der Plattform.” (Service_2)
	- Negative	“[...] wenn sich Leute richtig daneben benehmen, werden sie verwiesen(Space_1)	
Terminating Interaction	Completion	“Mitglieder-Verträge” (Space_2)	“[...] nur um mitzumachen bei den gemeinsamen Aktivitäten vor Ort der Organisation , was komplett umsonst ist.” (Space_1)

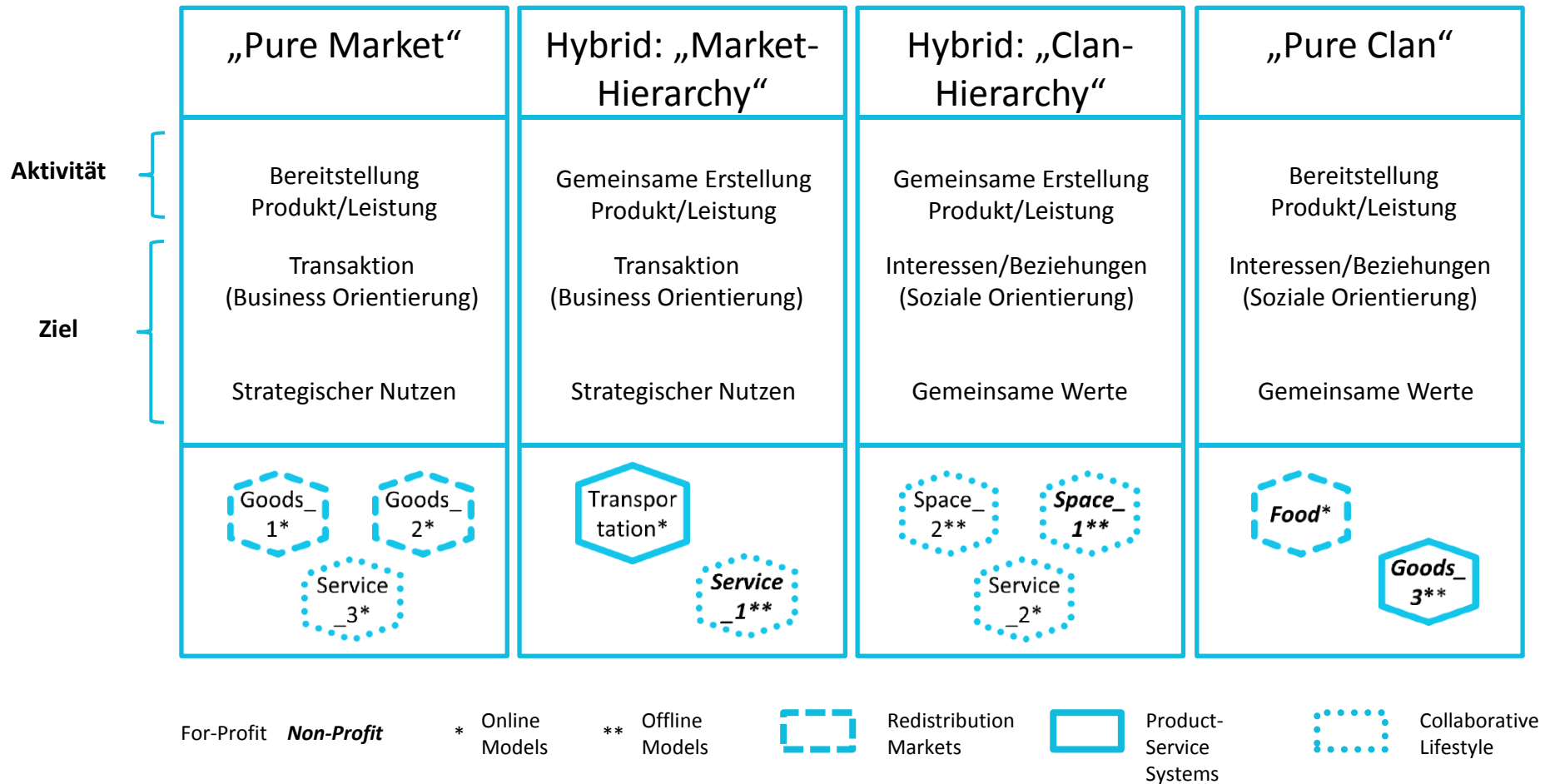
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Maintaining Interaction	Explicating roles				
	Formalizing rules	Goods_1	Service_1	Space_1	Food
	Monitoring interactions	Goods_2		Space_2	
	Incentive System: - Positive	Service_3	Transportation	Service_2	Goods_3
	- Negative				
Terminating Interaction	Completion				

Ergebnis: Wann ist welche Form der Steuerung sinnvoll?



Ergebnis: Aktivität und Ziel der Community bestimmen Community Management



Kernergebnis und Implikationen

Kernergebnis

→ Wie werden (Wert-)Aktivitäten von Community-Mitgliedern organisiert, koordiniert und gesteuert?

- “Pure Market”
- “Pure Clan”
- “Market-Hierarchy” (Hybrid)
- “Clan-Hierarchy” (Hybrid)

→ Wann ist welche Form der Steuerung sinnvoll?

- Aktivität der Community
- Ziel der Community

Implikationen

- *Business orientierung der Community* führt zu Formen der Markt Governance
 - *Soziale Orientierung der Community* führt zu Formen der Clan Governance
- “Erwartungs-Logik”
- *Gemeinsame Erstellung von Produkt/Leistung* führt zu Unterstützung durch Hierarchie
- “Effizienz-Logik”

Thank you!

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BACK UP

Theoretical Framework: Governance Forms and Control Practices

		Market Governance	Hierarchy Governance	Clan Governance
Initiating Interaction	Recruiting	No initiation process	Selective entry Skill training Applying and inviting	Selective entry Value training
Maintaining Interaction	Explicating roles	Narrowly defined in terms of minimum level of duties relevant to complete exchange	Defined career path Roles imposed	Roles are closely intertwined and multidimensional
	Formalizing rules	Rights and responsibilities of exchange parties and contingency planning for inadequate transactions and transaction failures (Compensation, liability...)	More broadly defined rules: Freedom and rights and their boundaries, administrators powers and responsibilities, conflict resolution procedures	Functional: Guidelines ex ante and narrowly defined (Golden rules, user guidelines, codes of conduct...)
	Monitoring interactions	External/Internal and reactive action Measurement of output	External/Internal and reactive action Measurement of input and behavior by administrator, moderator, community	Internal and proactive action Based on self-control of community/group/team
	Incentive System: - Positive - Negative	Tied to output short term (resale profits) Tied to exchange and output	Tied to input and behavior Short and long term (opportunity for advancement, career path) Tied to input and behavior	Displayed commitment to the system and overt compliance (behavior) Long term Tied to commitment and compliance
Terminating Interaction	Completion	Short term relationship tied to individual exchange (evaluation, payment)	Fixed relationship length (contractual agreements)	Open-ending relationship (report, ignore)

(Heide, 1994; Sibai, de Valck, Farrell, & Rudd, 2015)

Sampled Case Organizations and Selecting Criteria

	Non-profit	For-profit
Redistribution Markets	Food*	Goods_1*, Goods_2*
Product-Service-Systems	Goods_3**	Transport*
Collaborative Lifestyle	Service_1**, Space_1**	Service_2*, Service_3*, Space_2**

* Online service based business models

** Offline service based business models

Findings: I. Pure Market Contingency Factors

I. Pure Markets:

Main Activity: Providing information/resources

„Sure, I mean, the community members are the ones providing the content on the platform“ (ecexutive director, Goods_2)

Main Aim:

Business (transaction-oriented)

„Everyone got something to sell or finds it interesting to constantly check out the supply of goods close by.“ (User, Goods_2)

Strategic use

„The community is what makes us different [...] it starts by approaching them on a personal level [...] and binding them on our platform.“ (executive director, Service_3)

Findings: II. Market-Hierarchy-Hybrid Contingency Factors

II. Market-Hierarchy-Hybrids:

Main Activity: Providing information/resources and producing jointly

„A soon as I’m sure about the day, time and route, I put my offer online.“ (User, Transportation)

„ We kind of fixed this together and worked on it together. We created something new. But you have to be willing to learn something, of course.“ (User, Service_3)

Main Aim:

Business (transaction-oriented)

„Once a month I can get my personal stuff fixed for free, learn something, well at least how to do it, and [...] even save money.“ (User, Service_3)

Strategic use

„In the end, every driver needs a demander and vice versa. We’re the ones profiting from increased demand and increasing supply. We’re the ones profiting from a growing community, clearly.“ (executive director, Transportation)

Findings: III. Clan-Hierarchy-Hybrid Contingency Factors

III. Clan-Hierarchy-Hybrids:

Main Activity: Producing jointly

„The idea basically is to do something jointly. Our space is there for the community and of course to use this as a community.“ (User, Service_3)

Main Aim:

Social (interest/relationship-oriented)

“Some are seeking social exchange; some are looking for support with their work and getting new perspectives and input from people of maybe different professional backgrounds. They’re looking for the opportunity to work with others on their stuff and to get feedback; not on a formal level paying a lot of money for it. And here it’s that both parties benefit from each other.” (Employee, Space_2)

Common values

„[...] that you have to serve some community-duties because we realized that the gap between the community members who are very active and highly involved and the ones with less commitment gets greater and greater.“ (executive director, Space_1)

Findings: IV. Pure Clan Contingency Factors

IV. Pure Clan:

Main Activity: Providing information/resources

“[...] from their home [...] to maybe share on our Facebook or simply distributing or offering a food basket on our website. Or just hand it over to your neighbors privately.” (Ambassador, Food)

Main Aim:

Social (interest-oriented)

“You get to know each other on a very friendly basis. Being part of this is not mandatory [...] you’re here on a voluntary basis trying to do something good. It’s like you’re doing something with friends and family together [...]” (Executive director, Food)

Common values

“With this project called snowflake, currently working on the democratization of our organization, we want especially on the lowest level in the respective teams, on-site, that everyone is involved and has to participate e.g. in decision-making and therefore feel as a part of the whole. We need to build a common basis, [...] involving everyone and bringing them on the same side.” (Executive director, Food)

Interviews

Interviews

Data Sources	Focus	Length/Frequency (in hours)
26 User	Experience with usage of the organisation (platform) and personal impressions.	12
10 Founders	General Business Model and the organizational governance of transactions and community	9,25
15 Employees	General Business Model and the organizational governance of transactions and community	9
	overall Length/ Frequency (in hours)	30,25

Participant Observation

Organisation	Data Source	Focus	Length/Frequency (in hours)
Food	Usage of the Fairteiler in the neighbourhood	Insights in the usage and the interaction with the organisation and the other user	6,5
Goods_1	Active participant and formal member of the platform	Insights in the transaction as well as in online interaction of the community	4
Goods_2	Usage of the platform and the forum	Knowledge and information about the interaction of the community regarding transactions and the use of the forum	13
Goods_3	Active usage of the sticker	Knowledge about the interaction of the neighbours as users (active and passive)	3
Transportation	Usage of the platform by offering a ride or using a ride	Interaction online and offline as a driver and passenger	20
Service_1	On-site visits of the café	Insights in the organisation of the Repair Café and the interaction of the users and the volunteers	2,5
Service_2	Active participation and usage of the services Active Membership and participation in the forum and discussions online	Knowledge about the interaction and control mechanisms Knowledge about the online interaction and governance	4,5
Service_3	Active membership and participation in transactions	Knowledge about interaction and transaction of skills and knowledge	3
Space_1	Meetings with visitors of the garden	Information about the motivation, usage and interaction of the users as well as about the organisation itself	7
Space_2	On-site garden visits. Meetings with users of the coworking space On-site coworking space visits	Insights in gardening and governance mechanisms Knowledge about the interaction and motivation of the users Insights in the working atmosphere, interaction of and with the community	7
overall Length/Frequency (in hours)			70,5

Archival Data

Archival Data

Data Source	Focus	Length/Frequency (in hours)
Forum	User interaction, feedback and communication of the community and the organization	28
Blog	Communication and actions of the organization	22
Social Media	Motives for usage and content	45
Code of Conduct	Do's and Don'ts, guidelines of how to behave	15
	overall Length/Frequency (in hours)	110

Business Model Framework

Pillar	Value Proposition		Value Constellation					Value Capture		
Issue	What do we offer to our target group?		How do we create and deliver value?					What type of income is captured and how?		
Elements	Target group identification	(Economic, social, ecologic) Values	Segment	Value Chain	Channels	Control and coordination mechanisms	Type of transaction	Income	Costs	Collecting Mechanisms
Description	Involves identification of the target group and definition of (ecologic, economic and social) values that are offered to the target group.		Describes the (market) segment in which the organization operates, the internal and external value chain which consists of different types of activities in order to create value, and channels through which value is delivered. Includes different types of transactions that are organized by the use of control and coordination mechanisms .				Describes the source of income (donations, investments, commercials etc.) and costs (employees, platform, provided resource etc.) as well as methods to collect (some of) the value that is created.			