



# OSME Showcase: Ecosystem Experience Barometer

Today, manufacturing faces unprecedented turmoil: lead-times are shorter, quality requirements more stringent, and companies must comply with stricter environmental restrictions. To be more attractive to top talents, manufacturing companies must also deal with broader issues relating to their purpose and mission. All this encourages companies to engage in ecosystem collaboration to learn faster and become better in adapting to continuous changes.

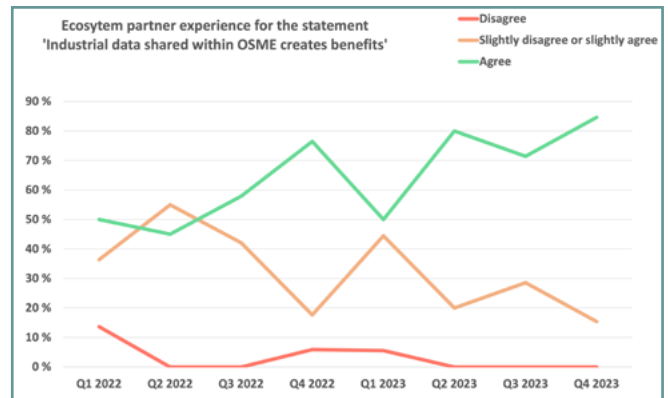
The transformation challenges the present way of operating within value networks and requires new roles, rules, and capabilities when disclosing, sharing, and utilizing data. This also raises more sensitive issues such as power, trust, rights, and obligations that stretch from institutionalized settings of the industry and business operations of companies to individual workers.

The research community is actively creating a new understanding and studying the collaborative dynamics of innovation ecosystems, e.g., the emergence and evolution of new business models. During the OSME project, the participating partners' views on the operation and the benefits of the collaboration were collected regularly. This data was summarized quarterly with a short experience barometer survey using Likert-type questions. The results of each survey were then discussed with the project participants. In these discussions, the survey results were reflected against the practices that were used in the OSME project – what worked well and where there was room for improvement.

The OSME project has increased understanding on the critical features of ecosystem practices that facilitate improved openness and efficiency. Additionally, the quarterly survey initiated discussion on where the project was going and created common trust in the value of the project.

It is crucial for innovation communities to find their own identity and way of collaboration to coordinate actions enhancing attractiveness, creating value, and nurturing diversity in a continuous cycle of development. The results of the barometer over the period of two years show a clear pathway from a shared vision to useful project outcomes.

The results also indicate that cooperation practices in an innovation community should not be static but dynamic and adapt to the evolution of the collaboration. For instance, in the initial phase, more guidance, profound planning, and vision setting are needed, while later, the



community can benefit from a more explorative and decentralized way of working. The OSME project built a community that collectively found its own way for collaboration.

At the end of the project's initial phase, Wärtsilä was in a position of improved and more transparent data exchange with its suppliers. The project also showed that scaling the OSME operating model to cover several principals and their suppliers in a networked manner provided additional value to the OSME members. This would also be an interesting topic for future research.

## Impacts:



- **Regular surveys on experienced impact and satisfaction facilitated iterative work practice discussions.**
- **The role of the ecosystem orchestrator is crucial especially in the initial phase of the ecosystem.**

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For more information on the Open Smart Manufacturing Ecosystems initiative, please visit [mexfinland.org/osme](https://mexfinland.org/osme)

