Executive Summary

The textile and clothing companies in Europe, residing traditionally within locally distinct clusters, are habitually cultivating a co-operative management style which is very similar to the Virtually Extended Enterprise paradigm. Today, they have broadened their business relationships and have become members of networks that have European and world-wide dimensions. In order to assure future competitiveness, they are forced to put into practice the appropriate infrastructure in terms of concepts, methods and technologies for Dynamically Networked and Virtual Organisations on the actual state of the art both, within and increasingly also between these virtual textile clusters. The Textile Extended Enterprise Resource Management System (TEXTERM) project provides them with new work organisation concepts, with knowledge management methods and with tools for co-operative resource planning and scheduling. In particular procedures to generate, to code and to share Topographical-organisational, Procedural and Operational Knowledge for flexible workflow configuration and co-ordination in networks have been developed and implemented in existing industrial partnerships.

TEXTERM Results

As results of the TEXTERM project, the following systems and tools have been developed, evaluated and established in industrial pilot environments:

- **Net MANAGER**, an e-business collaboration platform for dynamic configuration, co-ordination and monitoring of Dynamically Networked Enterprises,
- **Net REFERENCE ARCHITECTURE, Net BUSINESS PROCESS REPOSITORY** and **Net CONSULTANT**, as tools and services to analyse and to design Extended Enterprise networks, and to consult on the challenge of implementing business processes for dynamic networking, as well as
- **Net SIMULATION** for monitoring, simulation and optimisation of manufacturing resources in the networks.

During the 3 year project (2001-2004), three typical European Extended Enterprise networks of Small and Medium Enterprises representing three textile networks in Germany, Italy and Spain have been analysed and re-designed. Appropriate methods and technologies to meet with the demands for co-ordination and communication, according to the Organisational-topographical, Procedural and Operational Knowledge sources existing in the networks, have been designed and developed. After having tested the first system prototypes — developed in close co-operation with industrial partners during the TEXTERM project — the systems have been implemented and integrated to the environment of the industrial networks’ information systems.

The SME networks by now continue their transformation process to become fully dynamically networked.

The benefits measured mainly concern

- reduction of throughput times (-30%),
- reduction of stock levels (-20%),
- reduction of transport cost (-9%),
- reduction of response time for deliveries (-21%),
- increased process efficiency regarding overhead, data loss, data input errors and better coordination between internal organisational units (+5%),

leading to

- higher order fulfilment rate (96%),
- decrease of financial and market damage, caused by production overhangs and special stock-sales every season (-70%),
- reduction of depreciation need for intermediate and final products (-60%),
- savings in storage costs (0,5% of turnover),
- savings in interest rates for stocks (4% of stock value),
- improvement of client satisfaction index (+39%).
Starting from TEXTERM, three main lines of activity have been taken:
Firstly, Diasfalis S.A. was founded as the company that will promote, further develop, install and support the TEXTERM Net MANAGER platform. A name was given to the platform – the EFIKTON – which now owns its dedicated domain www.efikton.com and is under process for international copyright and trademark. Certain aspects of the platform engine are under international patent application. Staff and external consultants have been trained for developing, installing, supporting and developing application templates. By now, application templates have been developed for Electronic Organization, CRM, eProduction, eHACCP, Collaborative Platform for companies, and Project Management in multilingual environments. Currently, within Diasfalis S.A. more than 12 persons, and in addition staff from external companies are being trained.
Secondly, EFIKTON has been developed as a licence protected standard package, and has been extended integrating Web Services and customised business logic processes. A new presentation layer is now available offering better and more easy-to-use Graphical User Interfaces.
Thirdly, marketing actions have been taken, presenting the product on a number of internationally recognized fairs, Infosystem — Salonik (GR), and Comdex — Athens (GR) until 2004, and many others more.
Current collaborative projects are:
- **Collaborative Project Applications** — a community of companies will share the information and resources of a number of simultaneous projects,
- **Plant Integration** — EFIKTON will integrate all information assets of a variety of plants worldwide, as well as
- **Tourist Services** — integrating a number of European offices.

Contact: http://www.diasfalisis.gr/

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NetCONSULTANT

The Net CONSULTANT is a consulting service of the Centre for Management Research of DITF Denkendorf dedicated to the organisational transformation towards dynamic networking. 4 major project steps, Analysis, Design, Transfer, Operation & Learning, help in transforming, operating and continuously improving a networked organisation. Main features of the analysis are:
- Analysis of manufacturing networks by systematic decomposition of the collaboration structure,
- Knowledge-based and process-oriented modelling & re-engineering,
- Navigation in networks of Dynamically Networked Enterprises within planning processes (PLANFLOWS) and transaction/order processes (TRANSFLOWS),
- Focus on elements of Network Topology, Network Nodes, Network Business Cases, Network Integration and Detailed Business Processes.
- support to the configuration of Diasfalis S.A.’s EFIKTON platform.

The Net CONSULTANT methodology fosters individual organisational adaptation, promoting the technological realization of networking structures on e-collaboration platforms.

Contact: http://www.ditf-denkendorf.de/mr

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innovActing s.r.l. is a management consulting company located in Milan, Italy, and was founded as a spin-off from the TEXTERM project. Its consultancy areas as a result of TEXTERM focus on business networking: network business processes analysis and design based on the Net CONSULTANT approach, and analysis of customer business processes.

Contact: http://www.innovacting.it/
TEXTERM Events and Publications


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