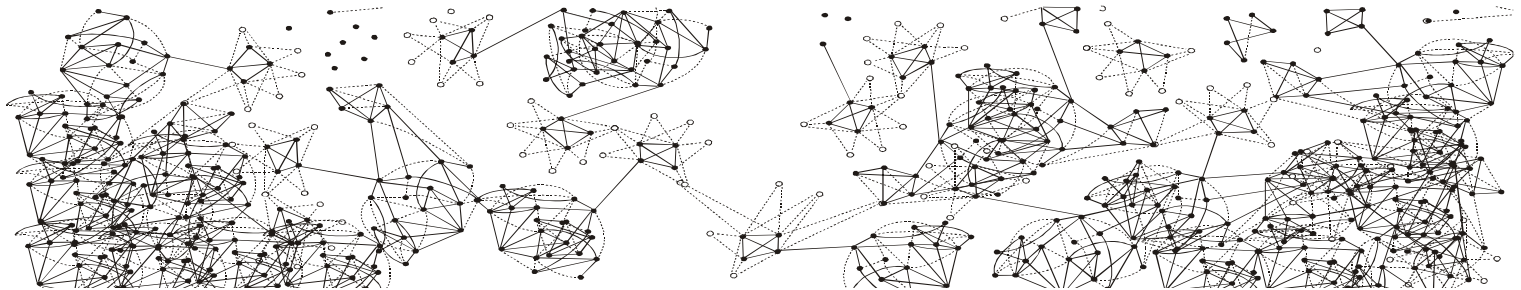
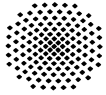


# The implementation of Telework- und Teleservice-Centre (TTC) in rural regions

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## *A View on the Network Structure*





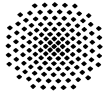
## **The main questions of the investigation:**

Which network structures mark the implementation-network of a public supported TTC in rural regions which were implemented successful?

*Who was important for the implementation process?*

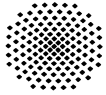
*Why was the actor important?*

*How did the contacts evolve?*



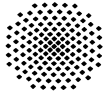
## The construction of the lecture:

- The services of TTC
- About the examination method
- Objectives of the researched TTC in rural areas
- The main dependent variable
- Dynamic Model of the TTC-Implementation  
based on the network
  - The actors in the stage of idea-exchange and financing
  - The actors in the operational phase
- Conclusion



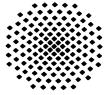
## **The services of the TTC:**

- Training with contents of the New Media
- Call-Center-Service
- Services around New Media (CAD, Web-Services...)
- Clerical work and clerical activities, accounting activities...
- ...



## About the examination method

- Qualitative Study
- 7 Cases in Germany, implemented between 1998-2003  
Common criteria of the seven cases:
  - TTC in rural regions
  - Common political objectives
  - Supported from public side
  - Young TTC in the phase of the implementation or shortly after the implementation
- One Panel (over 2,5 years) and six Ex-Post-Inquiries
- 98 Interviews with representatives of the different groups in the network (5 groups)



## Objectives of the researched TTC

### Superior objective:

- Achievement of the economic independence from public funds during or after the implementation phase

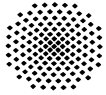
### Political objectives:

Reaction on the lack of job offer in rural areas:

- **Job creation for employees in the TTC**
- **Incubating of setting up businesses**

Reaction on the digital gap between urban and rural areas in terms of the new media:

- **Improvement of the diffusion of the new media in rural areas**  
(via) easing the access to the I&C-technologies for the local economy and population
- **Provide an access to the job market for job-seeking persons via**
  - a) Job creation near the place of residence and
  - b) Training in terms of job-related matters (e.g. computing)



## **The main dependent variable: Success**

A successful implementation is indicated by:

... achieved political aims.

... achieved economic independence.

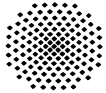
... the interviewees evaluate the TTC as successful.

7 investigated TTC:

⇒ 2 successful

⇒ 2 not successful

⇒ 3 in parts successful



## Dynamic Model of the TTC-Implementation on the basis of the network

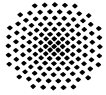
### **1. stage: Network of the idea-exchange and financing**

⇒ Which functions are important?

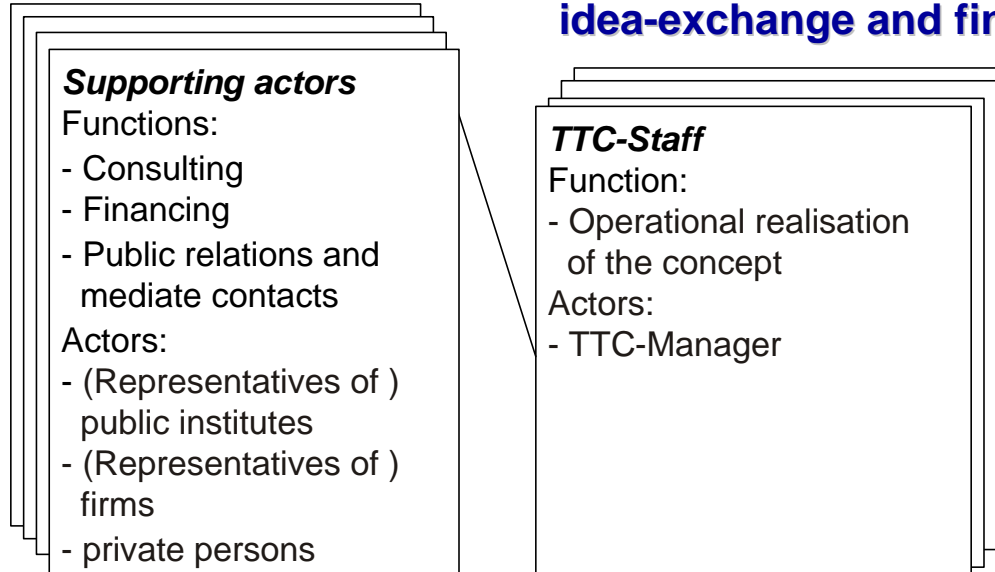
⇒ Which relations are important?

People with ideas and financing



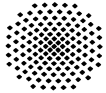


## The groups of actors in the stage of the idea-exchange and financing



- Exchange of ideas to elaborate the concept (activities of consulting, value the market potential...)
- Financing has to be planed and locked
- TTC-Manager and mayor has to be involved in this phase  
=> actors in agreement with the concept to realise the concept

**=> Social capital (trust)**



## Dynamic Model of the TTC-Implementation on the basis of the network

### **1. stage: Network of the idea-exchange and financing**

⇒ Which functions are important?

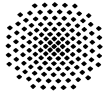
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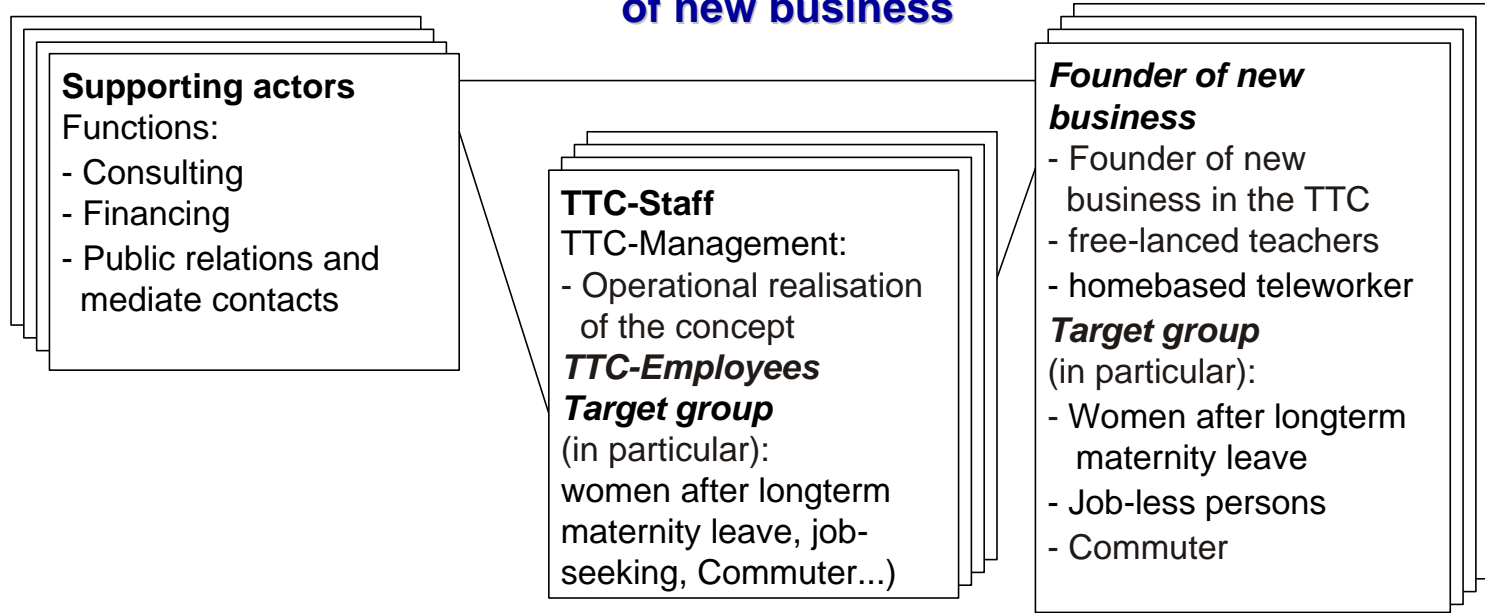
The decision for the TTC comes to.

### **2. stage: Operational Phase = Network-Expansion**

⇒ How does the expansion of the network work?

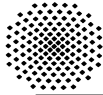


## The Network-Exchange towards the founders of new business

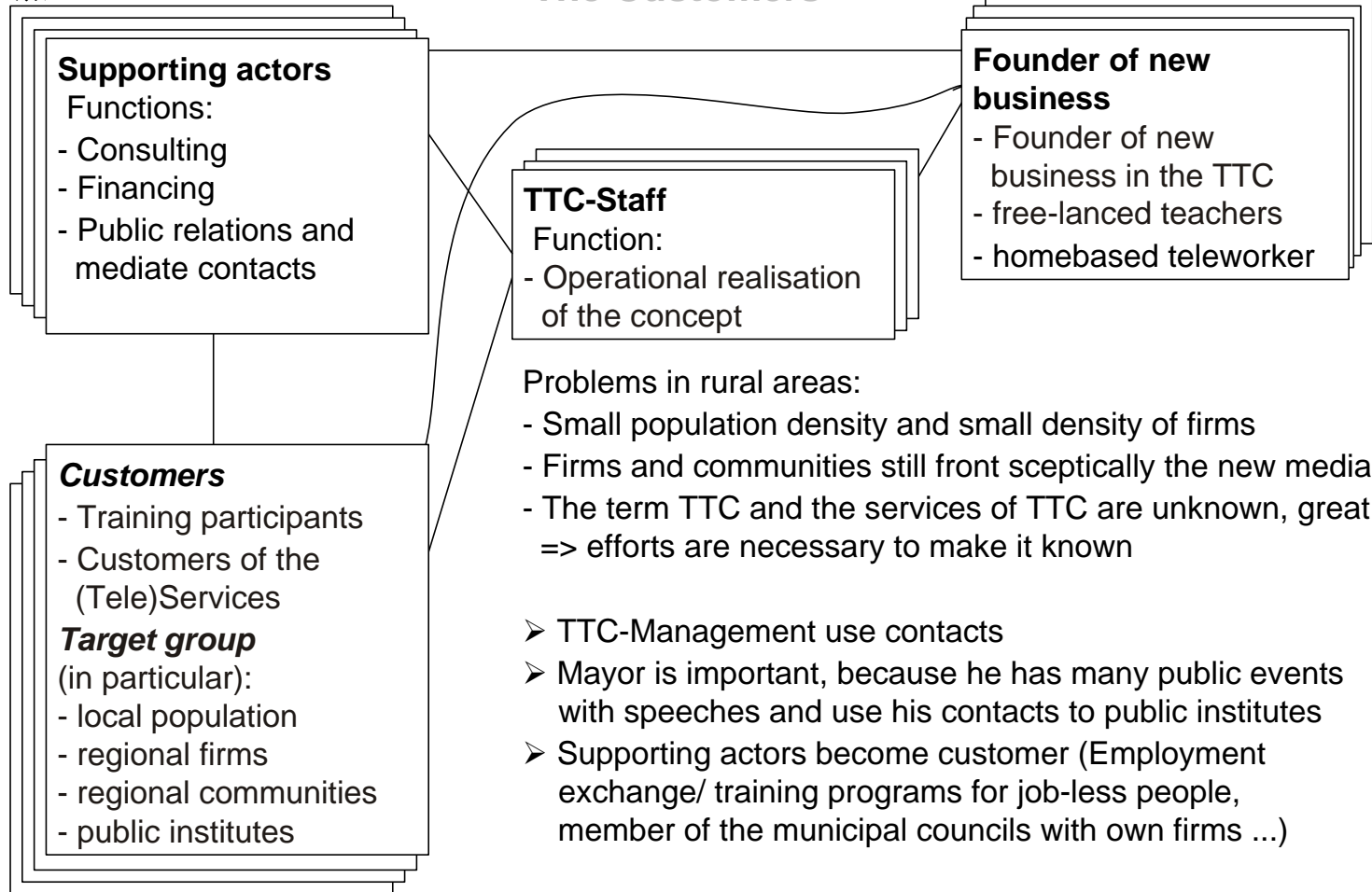


- Inquiries of the local population and an open council were the most productive instrument to achieve the TTC-Employees and the founders of new business
- TTC-Management acquires and mobilizes founders
- Supporting actors use and mediate contacts (local government and job centre)

**=> Inquiries, open councils and supporting actors**



## The Customers

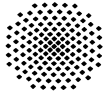


### Problems in rural areas:

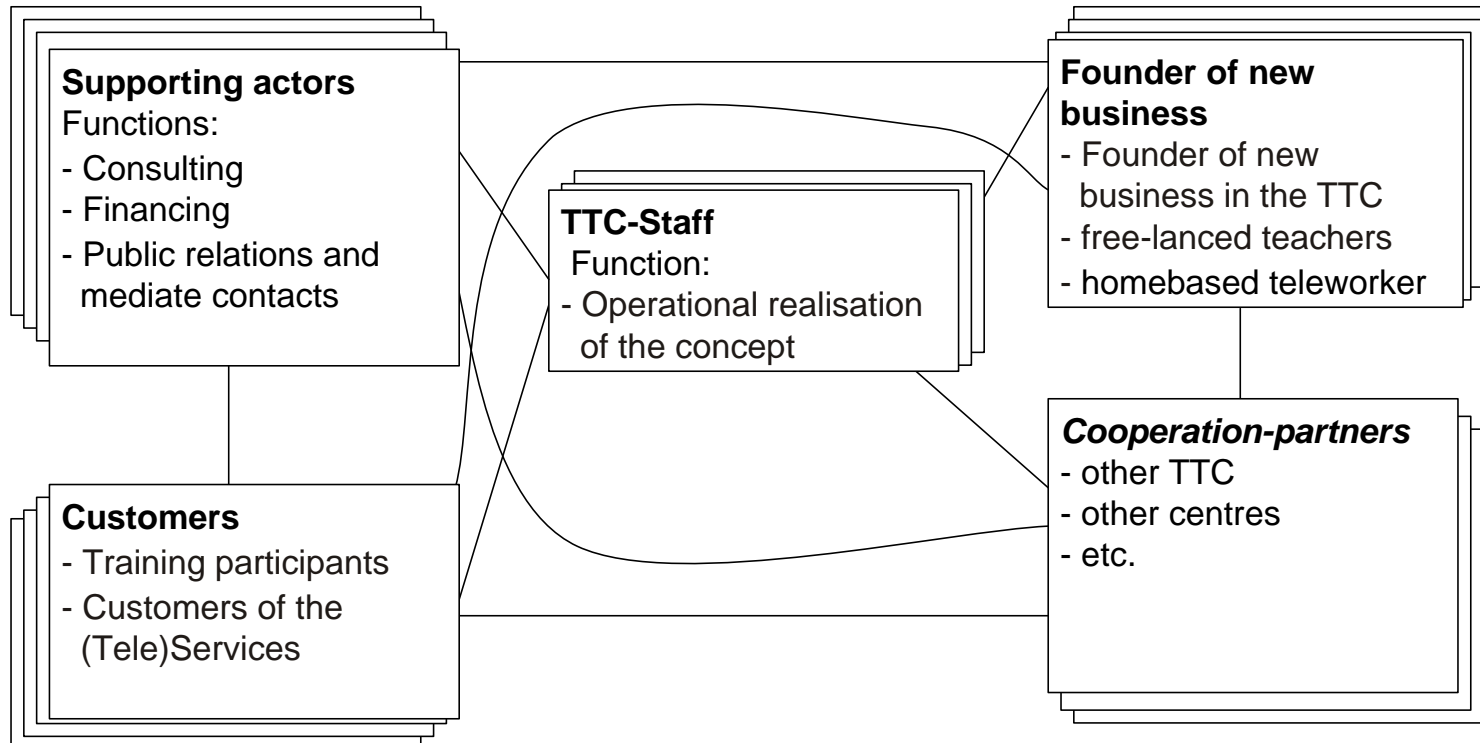
- Small population density and small density of firms
- Firms and communities still front sceptically the new media
- The term TTC and the services of TTC are unknown, great => efforts are necessary to make it known

- TTC-Management use contacts
- Mayor is important, because he has many public events with speeches and use his contacts to public institutes
- Supporting actors become customer (Employment exchange/ training programs for job-less people, member of the municipal councils with own firms ...)

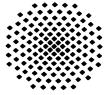
=> **Social capital**



## Cooperation-partners

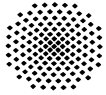


- The supporting actors act like cooperation-partners, and adopt the functions of cooperation-partners like transfer of know-how and getting more known
- The cooperation with other centres is of minor importance in the implementation process



## Conclusions:

- TTC-Management has to be involved in the first stage, because it has the function of the operational realisation of the concept.
- TTC-Management possesses relationships with the local population and local/regional firms and institutes, which can be used for the implementation process.
- Supporting actors play big parts during the implementation-process
  - Use their contacts
  - Customers
- Mayor is important, because ...
  - he has many public events with speeches and has the possibility to advertise
  - he has the most contacts to other public institutes (public funds, customers)
- Inquiries to achieve employees and founder of new business
- Social Capital: Use of occupational and informal (local clubs) relations and private relations inside families to mediate contacts



Thank you for your attention !