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Author(s)	Jani Kupila	Student number	
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Title	BUSINESS NETWORKS AND INTER-FIRM CO-OPERATION FROM GOVERNANCE VIEWPOINT Case: Repair & Return, European-wide Repair Service Network for Mobile Devices		
Supervisor (s)	Ph.D. Jarna Heinonen Ph.D. Anne Kovalainen		

A network is a diverse and multisided term for describing relationships and connections between interacting actors. The actors vary from individuals and groups to organizations; basically, consisting of entities that can form a network by connected relations with each other.

This study focuses on the business networks and network governance. The purpose of the study is to describe and analyze governance problem within a repair service network of Nokia. The case network will be analyzed in relation to prior network research, the organization with roles and responsibilities will be described and the current governance will be studied for proposals of improvement.

The study made consists of a theoretical review of the former research, when applicable, in business network area and of a case study of the real life's business network. Characteristics for the case study is a pragmatic approach to the existing research question, including action research type methodology used. Theoretical section of the thesis concentrates on the business networks phenomenon, including a brief history of the networks and network research, network benefits and risks, classification of inter-organizational networks, network structure and governance.

Networks and networking have been a growing trend during the past few decades. Globalization and advanced technology have enabled networking as a source for competitive advantage. Flexibility, cost savings and more effective use of resources, speeding up the market entry, search for competences and technology, among others, are the benefits that companies are searching from close co-operation with others. In parallel, working in a network brings also risks to be considered and managed. Generally, each network is unique, which requires detailed understanding of the setup and therefore case-specific methods for governance are needed.

The case study is made within the service network of Nokia in Europe, Middle East and Africa area. A wide area network is, at the point of study made, being partly in creation and partly in a maintaining phase, utilizing a unique information system for network management. The studied network is a strategic network, where Nokia is in a leading position, targeting to an optimal structure in terms of operational efficiency and customer service. Due to a widely spread characteristics of the network, it is divided into three sub-networks. The case is a qualitative study, made by interviewing inner layer network stakeholders in pre-structured research interviews. The analysis is made having factual perspective in the background and making comparative analysis, where similarities and differences are searched from thematically organized material. The outcome from the case study was the list of proposals for governance improvements.

Key words	Network, business network, inter-firm co-operation, network governance, network classification, action research
Further information	