

# ORGANIZING AND ORGANIZATIONS IN OPEN DATA ECOSYSTEMS

Maximilian Heimstädt

Fredric Saunderson

Tom Heath



“THE EFFECTS OF OPENING UP DATA ARE INNOVATION, TRANSPARENCY, ACCOUNTABILITY, BETTER GOVERNANCE AND ECONOMIC GROWTH.” (TBL)

WIRED.CO.UK

FOLLOW +

NEWS + Topics / TECHNOLOGY WORLD WIDE WEB DATA INTERNET SIR TIM BERNERS-LEE

6 issues for £9 + FREE iPad & iPhone editions

SUBSCRIBE

## Sir Tim Berners-Lee: Raw data, now!

TECHNOLOGY / 09 NOVEMBER 12 / by TIM BERNERS-LEE

481 1.1k 25 4,000,000

*This is a guest post by Sir Tim Berners-Lee, inventor of the World Wide Web and founder of the World Wide Web Foundation.*

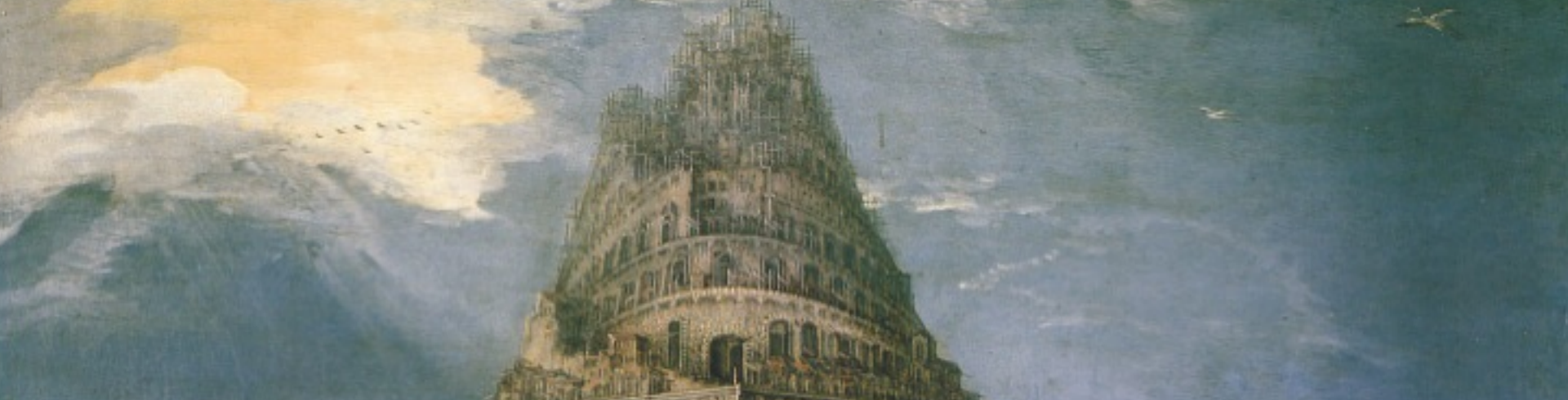
Originally, the acute frustration which led me to invent the World Wide Web (WWW) in 1989 was all about documents. The frustration was that all kinds of documents were sitting in disks on machines. Even at a very advanced place like the European Organisation for Nuclear Research (CERN), a networked world in which most computers in my environment were connected, one couldn't easily browse through all the files. The WWW design offered a solution, and the world of linked documents exploded dramatically.

However, even at the first web conference in 1994, it was clear that a rather





**THE HOLY GRAIL?**



ମ୍ଯାଉ  
(Gujarati)

喵  
(Chinese)

mjaulin  
(Arabic)

miyav  
(Indish)

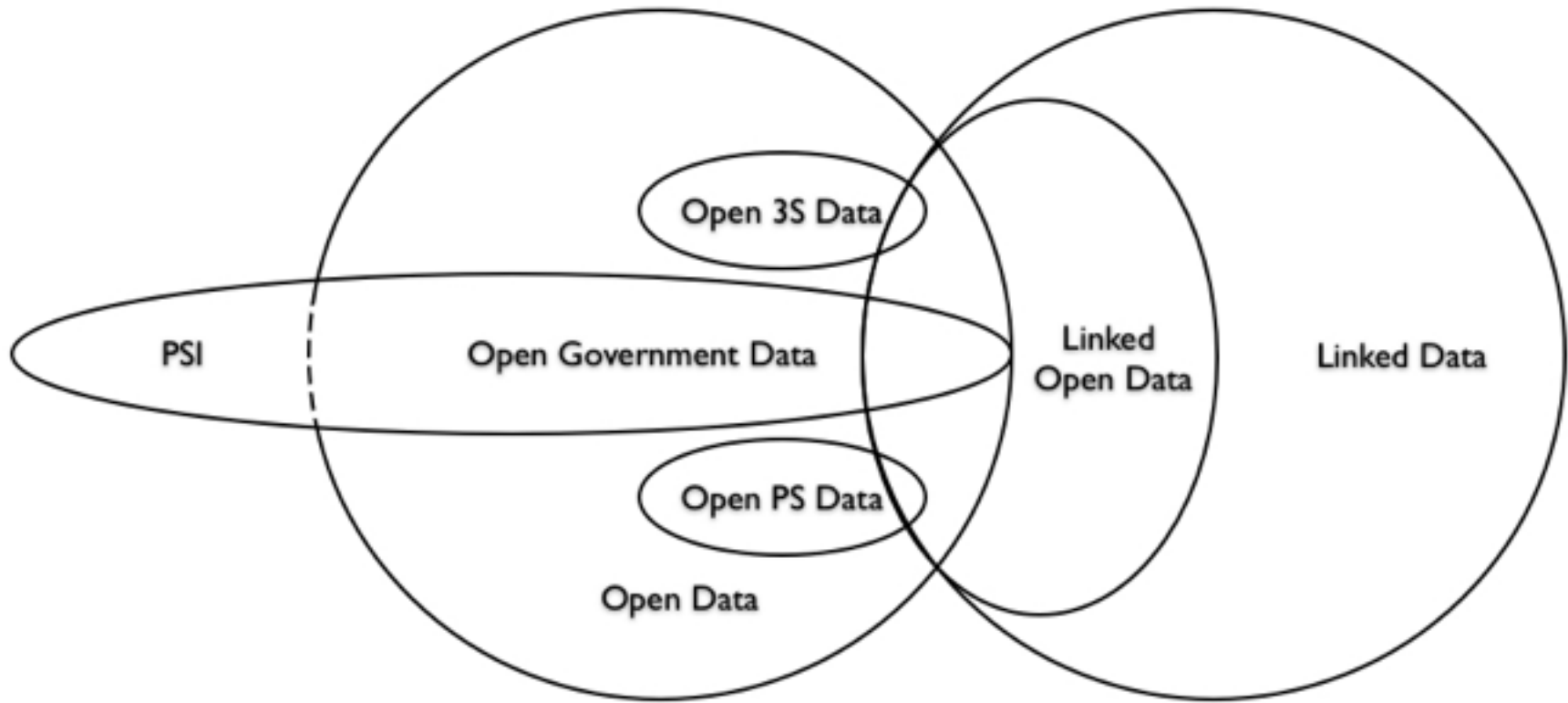
meong  
(Indonesian)

nāugumine  
(Estonian)

பூனைகளின் ஒலி  
(Tamil)



# DATA, DATA EVERYWHERE!





# DEFINITIONS EVOLVE

Definition / Framework	Release	Affiliation
Open Definition	10/2005	NGO
Sebastopol Principles	12/2007	Individual
Sunlight Principles	08/2010	NGO
5* Linked Open Data	05/2010	Individual
OPQUAST Checklist	04/2011	Private Sector
Open Data Whitepaper	06/2012	Government
Open Data Certificates	06/2013	Hybrid

“**INSTITUTIONAL LOGICS** ARE DEFINED AS TAKEN-FOR-GRANTED BELIEFS AND PRACTICES THAT GUIDE ACTORS’ BEHAVIOR IN FIELDS OF ACTIVITY “

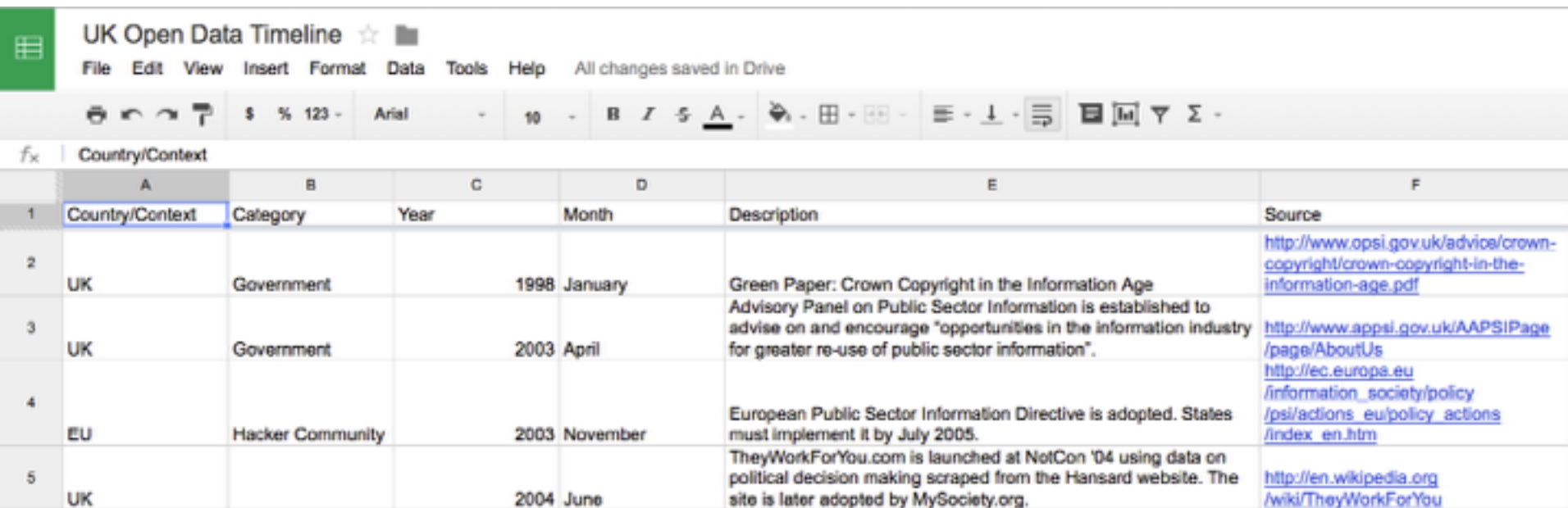
(BATTILANA & LEE, 2014)

# QUESTIONS

- Which institutional logics shape the field?
- How can these logics be mediated?

# UK OPEN DATA ECOSYSTEM

- Longitudinal case study
- Built on existing CC0 timeline
- 15 interviews & observation



UK Open Data Timeline

File Edit View Insert Format Data Tools Help All changes saved in Drive

fx | Country/Context

	A	B	C	D	E	F
1	Country/Context	Category	Year	Month	Description	Source
2	UK	Government	1998	January	Green Paper: Crown Copyright in the Information Age	<a href="http://www.opsi.gov.uk/advice/crown-copyright/crown-copyright-in-the-information-age.pdf">http://www.opsi.gov.uk/advice/crown-copyright/crown-copyright-in-the-information-age.pdf</a>
3	UK	Government	2003	April	Advisory Panel on Public Sector Information is established to advise on and encourage "opportunities in the information industry for greater re-use of public sector information".	<a href="http://www.appsi.gov.uk/AAPSIPage/page/AboutUs">http://www.appsi.gov.uk/AAPSIPage/page/AboutUs</a>
4	EU	Hacker Community	2003	November	European Public Sector Information Directive is adopted. States must implement it by July 2005.	<a href="http://ec.europa.eu/information_society/policy/psi/actions_eu/policy_actions/index_en.htm">http://ec.europa.eu/information_society/policy/psi/actions_eu/policy_actions/index_en.htm</a>
5	UK		2004	June	TheyWorkForYou.com is launched at NotCon '04 using data on political decision making scraped from the Hansard website. The site is later adopted by MySociety.org.	<a href="http://en.wikipedia.org/wiki/TheyWorkForYou">http://en.wikipedia.org/wiki/TheyWorkForYou</a>



# DIGITAL COMMONS LOGIC

“I think the logic for us was kind of like Apache. Apache came along when Free or Open Source Software already existed. Like Apache we tried to facilitate this thing [Open Knowledge, Open Data].”

*OKF-130719-Int*

“All logic is, we’re not a lobbying organisation, we are seeking to make change in the world. We don’t go and look at the legislation, I don’t even call it policy making. We call it evangelising, telling how great stuff is.”

*OKF-130719-Int*

# COMMERCIAL-EFFICIENCY LOGIC

“\$3 Trillion approximate potential annual value can be enabled by open data.”

*McKinsey Global Institute Report (2013)*

“We should realise that there is a difference between a commitment to transparency and a true National Data Strategy for economic growth.”

*Shakespeare Review (2013)*

# IN THE FIELD OF OPEN DATA, LOGICS ARE MEDIATED IN HYBRID ORGANIZATIONS

“HYBRIDITY AS THE COMBINATION OF MULTIPLE  
INSTITUTIONAL LOGICS.”

(BATTILANA & LEE, 2014)



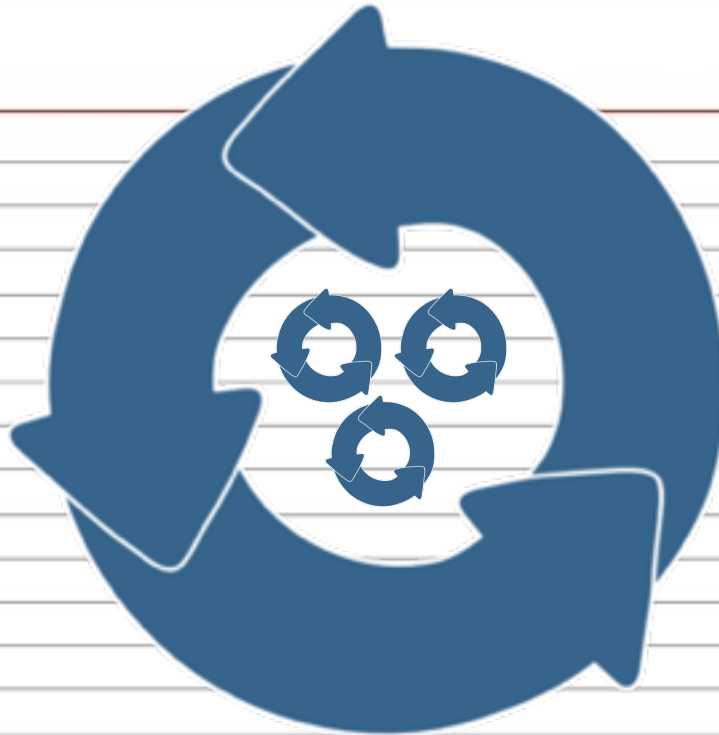
Organizational Activities	Commercial services as a tool	Commercial services as necessary condition
Workforce Composition	Acquire domain experts	Grow allrounders
Organizational Design	Commercial and societal units rather intertwined	Commercial and societal units rather separated
Culture	(Declared) "Openness as a Culture", top down	Culture develops through working groups, bottom up
Inter-Organizational Relationships	Embracing private sector	Scepticism towards private sector

**Hybridization Approach:**

**Mediation-by-Religion**  
Rituals & Believing

**Mediation-by-Distribution**  
Critics, but no direct frontline

# FUTURE RESEARCH



**FROM NATIONAL... TO MUNICIPAL ECOSYSTEMS**

**FROM DYADIC... TO TRIADIC HYBRIDS**

MAXIMILIAN HEIMSTÄDT

M.HEIMSTAEDT@FU-BERLIN.DE

@HEIMSTAEDT

WWW.HEIMSTAEDT.COM