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# **Studying Openness Across Boundaries**

Maximilian Heimstädt

Witten/Herdecke University – Reinhard Mohn Institute of Management



**<1> Phenomena: Open Government**

**<2> Concepts: Transparency**

**<3> Application: Openwashing**

# **<1> Phenomena**

# Free/Open Source Software



**Freedom 0:** to run the program as you wish, for any purpose.

**Freedom 1:** to study how the program works, and change it.

**Freedom 2:** to redistribute copies.

**Freedom 3:** to distribute copies of your modified versions to others

Access to the source code is a precondition for freedoms 1 & 3.

# Free as in Freedom?

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“ think of 'free speech',  
not 'free beer'.

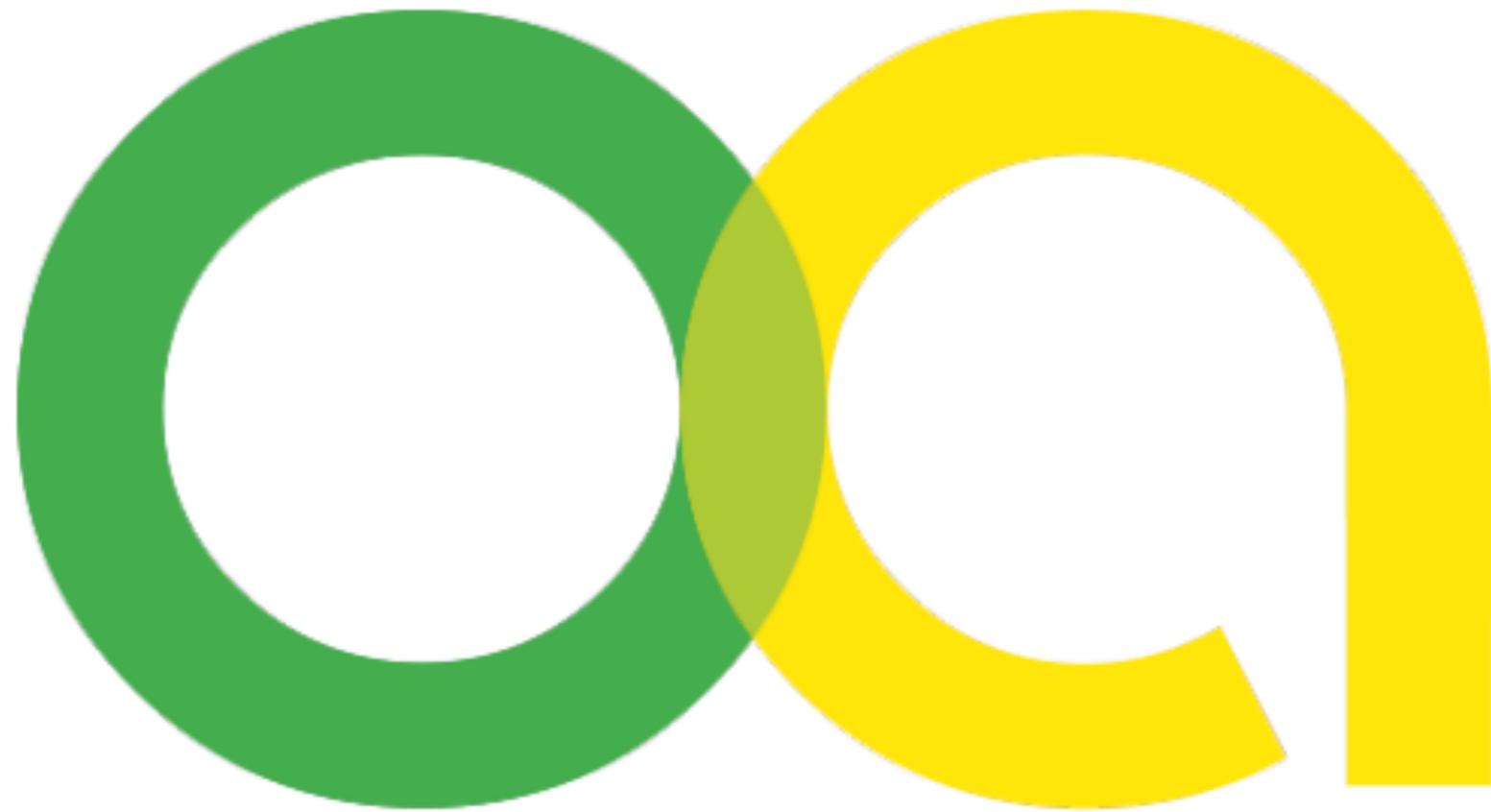
Richard Stallman





**open source**

# Open Science



**open access**

Offenes Promotionsvorhaben - eingereichte Version | Autor: [Christian Heise](#) (Leuphana Universität)

# Von Open Access zu Open Science: Zum Wandel digitaler Kulturen der wissenschaftlichen Kommunikation

Eine Studie zum Verständnis der Konzepte von Open Access und Open Science im Rahmen der Digitalisierung, der Differenzierung zwischen den verschiedenen wissenschaftlichen Disziplinen und vor dem Hintergrund wissenschaftlicher Reputation.

Auf dieser Seite können Sie jederzeit den aktuellen Stand der Arbeit einsehen. [Mehr Informationen über dieses erste offene Promotionsvorhaben...](#)

## Kapitel anzeigen / Komplettansicht

0. Abstract

1. Einleitung

2. Grundlagen

3. Herausforderungen

4. Methode

5. Befragung

6. Experiment

7. Diskussion

8. Zusammenfassung

🔄 Komplettansicht

## Literatur / Daten

📖 Literatur anzeigen

📊 Daten anzeigen

🖼️ Abbildungen anzeigen

## Status

**Version:** Eingereicht

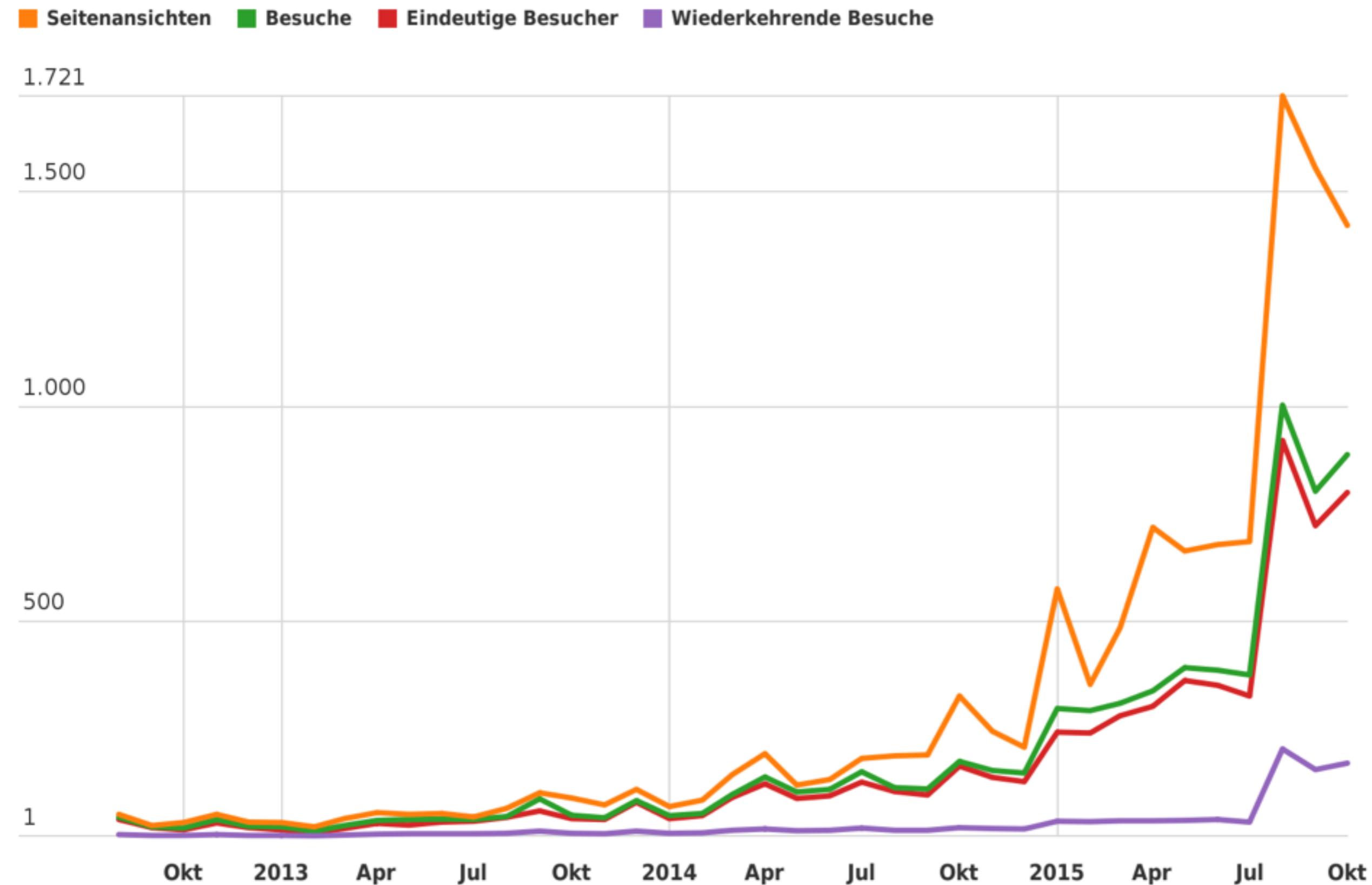
**Stand:** 29.01.17 17:06

**Umfang:** 77441 Wörter / 258 Seiten

**Abbildungen:** 56

99% (noch 0 Todos)

# Besucherzahlen auf offene-doktorarbeit.de



Reichweite inklusive der Unterseiten [live.offene-doktorarbeit.de](http://live.offene-doktorarbeit.de) und [graphs.offene-doktorarbeit.de](http://graphs.offene-doktorarbeit.de). Die Benutzerzahlen im Rahmen der durchgeführten Online-Befragung wurden aus Datenschutzgründen nicht erhoben.

# Open Educational Resources



# Open Collaboration

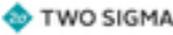


**WIKIPEDIA**  
The Free Encyclopedia



# Open Innovation

kaggle™

13 active competitions		Sort By	Prize	
Active	All	Entered	All Categories	Search
	<b>Data Science Bowl 2017</b> Can you improve lung cancer detection? <b>Featured</b> · 2 months to go · 605 kernels		<b>\$1,000,000</b> 1,267 teams	
	<b>The Nature Conservancy Fisheries Monitoring</b> Can you detect and classify species of fish? <b>Featured</b> · 2 months to go · 289 kernels		<b>\$150,000</b> 1,652 teams	
	<b>Google Cloud &amp; YouTube-8M Video Understanding Challenge</b> Can you produce the best video tag predictions? <b>Featured</b> · 3 months to go · 45 kernels		<b>\$100,000</b> 167 teams	
	<b>dstl Satellite Imagery Feature Detection</b> Can you train an eye in the sky? <b>Featured</b> · 7 days to go · 157 kernels		<b>\$100,000</b> 367 teams	
	<b>Two Sigma Financial Modeling Challenge</b> Can you uncover predictive value in an uncertain world? <b>Featured</b> · a day to go · 215 kernels		<b>\$100,000</b> 2,069 teams	
	<b>Two Sigma Connect: Rental Listing Inquiries</b> How much interest will a new rental listing on RentHop receive? <b>Recruitment</b> · 2 months to go · 269 kernels		<b>Jobs</b> 728 teams	

# Open Innovation

**T E S L A**  
**O P E N S O U R C E**

# Open Strategy

HOW DO WE CHANGE  
**OUR VALUE PROPOSITION?**  
HOW has the environment CHANGED?  
WHO are our MAIN USERS?  
HOW have their needs CHANGED?  
WHAT unmet NEEDS are there?  
DISCOVER...  
WHAT HAS CHANGED IN THE ENVIRONMENT WITH CLIENTS?  
ENVISION...  
A NEW REALITY  
ITU EXPRESS

**EXPERTS**  
WE MUST BECOME THE EXPERTS  
BDT KNOWLEDGE CENTRE  
SHARE KNOWLEDGE WITH NEW USERS  
M M N  
FEEDBACK SYSTEMS FOR OUR PARTNERS  
SURVEY  
PROBLEMS TO ANTICIPATE  
INVOLVE NEW PLAYERS  
an EXPERT is only an EXPERT today  
**INNOVATORS**  
FACILITATE CONNECTION BETWEEN MEMBERS  
**DELIVERY:**  
INCREASE Relevance  
FOCUS on competitive ADVANTAGES  
data collection ANALYSIS  
STAFF EXPERISE  
develop AND model TOOL  
**TERMINATORS**  
don't forget the CORE MANDATE  
PROVIDE SUPPORT TO COUNTRIES  
**REMAIN RELEVANT**  
CONSOLIDATE AIMS + EXPERTISE  
WALK THE TALK  
BIGGER PARTNERSHIP  
**TRANSFORMERS**  
RE-DEFINE MANDATE  
IN RESPONSE TO CHANGING CONDITIONS  
deliver with LESS LOSS  
focus on building CAPACITY

**CORE QUESTIONS**  
HOW do we BECOME experts?  
HOW do we evaluate the IMPACT of our work?  
HOW do we REMAIN true to our MANDATE?  
HOW do we REDEFINE and formulate our value proposition?  
HOW do we create BIG PARTNERSHIPS?  
HOW can we be seen as key partners for development?  
HOW do we STRUCTURE knowledge centres?



# Open Government

A stylized, high-contrast portrait of Barack Obama, rendered in shades of red, blue, and yellow. The portrait is positioned on the left side of the slide, with a white text box overlaid on the top left corner.

- Transparency
- Participation
- Collaboration

*“My Administration is committed to creating an Unprecedented level of openness in Government.”*

Barack Obama, “Memorandum for the Heads of Executive Departments and Agencies - Transparency and Open Government,” Jan. 2009.

# The home of the U.S. Government's open data

Here you will find data, tools, and resources to conduct research, develop web and mobile applications, design data visualizations, and [more](#).

## GET STARTED

SEARCH OVER **177,929** DATASETS



## BROWSE TOPICS



Agriculture



Climate



Consumer



Ecosystems



Education



Energy



Finance



Health



Local  
Government



Manufacturing



Maritime



Ocean



Public Safety



Science &  
Research



open.whitehouse.gov

[Catalog](#) [Developers](#)

0 Results

**Categories** ▼

Business

Education

Finance

Government

Health

No Results

# **<2> Concepts**

## Concepts

## Readings

Openness as a Paradigm

Armbrüster & Gebert (2002)  
Tkacz (2012)

Openness and Boundaries

Hernes (2004)  
Santos & Eisenhardt (2005)

Openness and Transparency

Fenster (2015)  
Rosenfeld & Denice (2015)

Openness and Participation

Dachler & Wilpert (1978)  
Mantere & Vaara (2008)

Openness and Inclusion

Dobusch (2014)  
Mor-Barak & Cherin (1998)

Openness and Emergence

Dew, Sarasvathy, & Venkataraman (2004)  
Mintzberg & Waters (1985)

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**<3> Application**

## **Openwashing: A decoupling perspective on organizational transparency**

Maximilian Heimstädt  
Department of Management, Freie Universität Berlin  
Boltzmannstraße 20, 14195 Berlin  
[m.heimstaedt@fu-berlin.de](mailto:m.heimstaedt@fu-berlin.de)

### **Abstract**

With the rise of digital technologies, organizations are able to produce, process, and transfer large amounts of information at marginal cost. In recent years, these technological developments together with other macro-phenomena like globalization and rising distrust of institutions has led to unprecedented public expectations regarding organizational transparency. In this study I explore the ways in which organizations resolve the tension between a growing norm to share internal information with the public and their inherent preferences for informational control. Through developing the notion of transparency decoupling, I examine how organizations respond strategically to transparency expectations. Drawing on studies of “open data” transparency initiatives in NYC, London, and Berlin, I inductively carve out three modes of institutional information decoupling: (a) selecting the disclosed information to exclude parts of the data or parts of the audience; (b) bending the information in order to retain some control over its representative value; (c) orchestrating new information for a particular audience. The article integrates literature from New Institutional Theory and Transparency Studies in order to contribute to our understanding of how information sharing is realized in the interaction between organizations and their environment.

**Keywords:** Information sharing; transparency; secrecy; decoupling; open data

# Openwashing

Openwashing: to spin a product or company as open, although it is not. Derived from 'greenwashing.' [Michelle Thorn](#)

Openwashing: n., having an appearance of open-source and open-licensing for marketing purposes, while continuing proprietary practices. [Audrey Watters](#)

# Puzzle (1): Growing norm of transparency

An **unprecedented rise of public expectations** regarding organizational transparency.

(Wehmeier & Raaz, 2012, p. 339)

A **widespread normative doctrine** of information sharing.

(Hood, 2007, p. 193)

Transparency as a **quasi-religious dogma**.

(Hood, 2006, p. 3)

Transparency perceived as a **basic human right**.

(Birkinshaw, 2006)

## Puzzle (2): A preference for secrecy

- *Intra-organizational*: Secrecy as sources of micro-political power.  
(Burns, 1961; Crozier & Friedberg, 1980; Ortmann & Küpper, 1988)
- *Inter-organizational*: Secrecy as a mean to retain trust-based relationships.  
(Luhmann, 2000; Möllering, 2006)

## **Puzzle (3): Decoupling transparency**

- The problematic nature of organizational transparency can be understood through decoupling.  
(Hansen & Flyverbom, 2015)
- Organizations separate norm-driven structural adaptations from their technical core operations.  
(Meyer & Rowan, 1977; Bromley & Powell, 2012; Westphal and Zajac, 2001)

**How do organizations balance transparency expectations with their preference for secrecy?**

# Method – Data – Analysis

Phenomenon: Open Data campaigns

*“Public organizations should publish their internal data sets on the Internet!”*

... without restriction, e.g. need to register

... in machine-readable format

... under licenses that allow commercial use

# Method – Data – Analysis

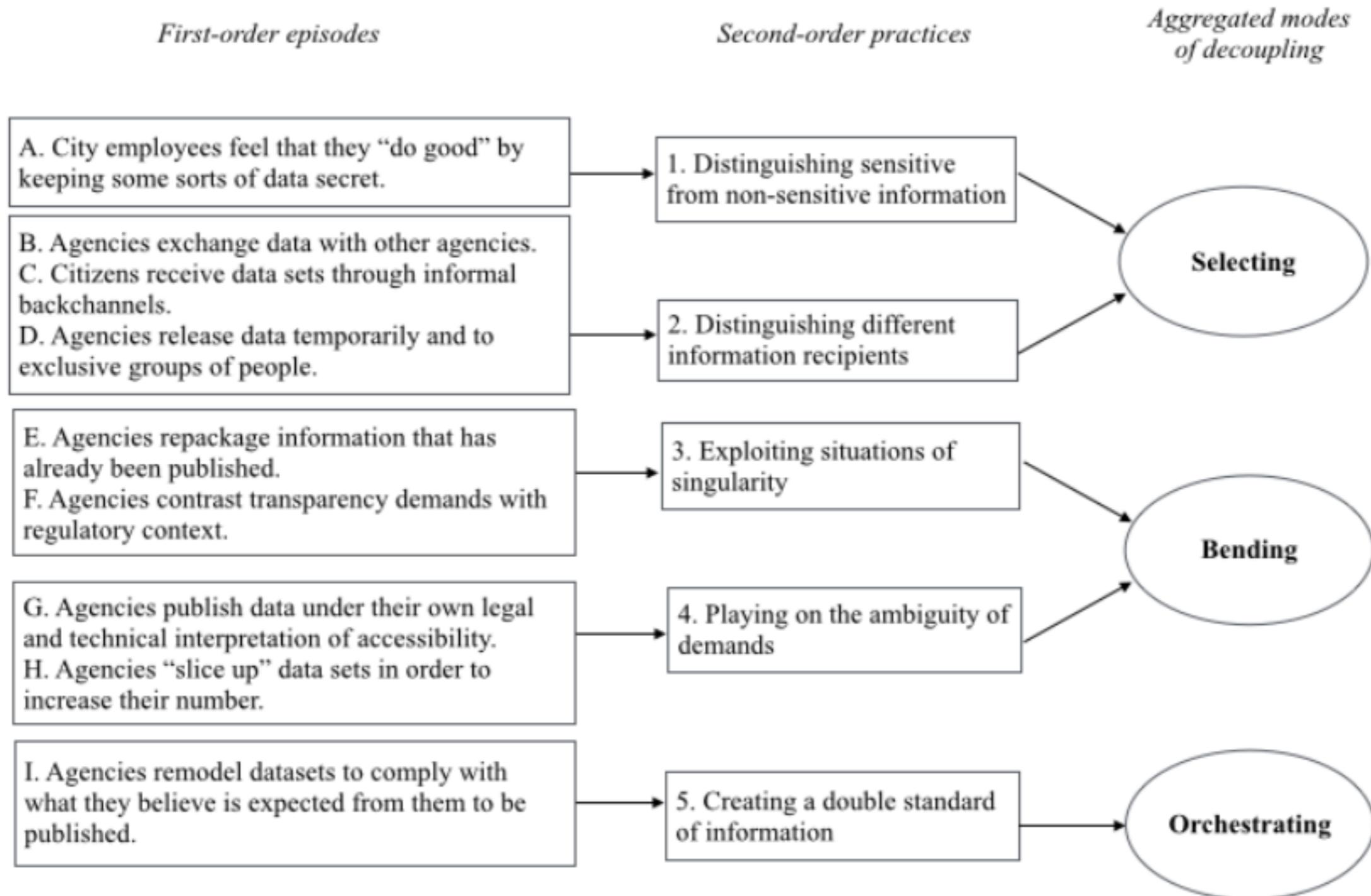
Table 1: Case study database: documents

Types of documents	NYC	London	Berlin
Newspaper articles, blog posts	82	36	41
Studies, policy documents	11	15	18
Other (e.g. Tweets, presentation slides)	39	34	36
<b><math>\Sigma</math></b>	<b>132</b>	<b>85</b>	<b>95</b>

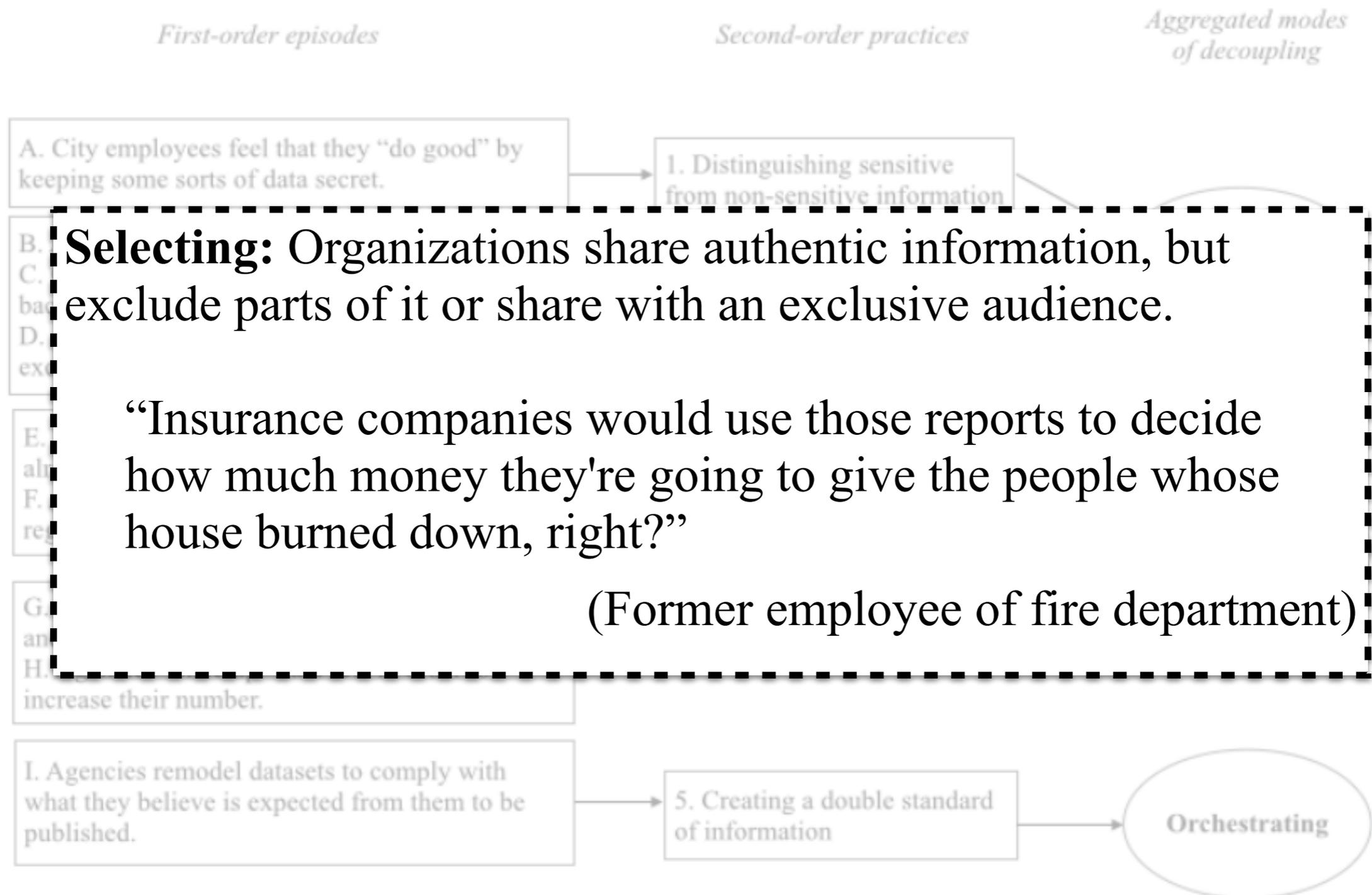
Table 2: Case study database: interviews

Types of organizations	NYC	London	Berlin
City administration	5	4	5
Public service provider	2	2	2
City council	3	2	1
Advocacy organization	9	8	4
Private sector	3	5	2
Research institute / think tank	2	8	3
Other (e.g. federal institution, unaffiliated)	2	6	1
<b><math>\Sigma</math> of interviews</b>	<b>26</b>	<b>35</b>	<b>18</b>
$\Sigma$ Interview length in minutes	1232	1103	924
$\emptyset$ Interview length in minutes	49	39	51
<b><math>\Sigma</math> of interviews in total</b>		<b>79</b>	
$\Sigma$ Interview length in minutes total		3259	
$\emptyset$ Total interview length in minutes		45	

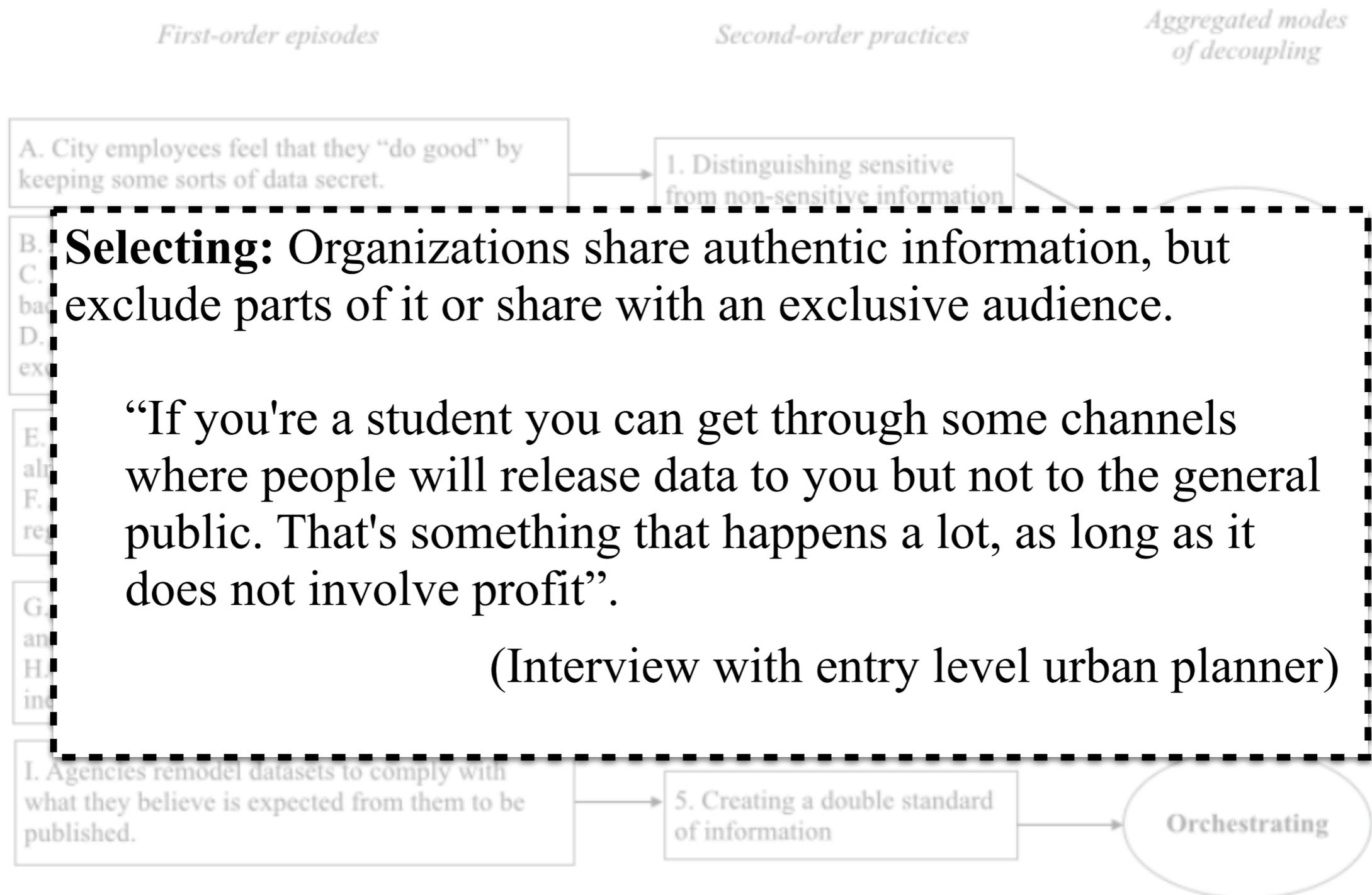
# Method – Data – Analysis



# Method – Data – Analysis



# Method – Data – Analysis



# Method – Data – Analysis

*First-order episodes*

*Second-order practices*

*Aggregated modes  
of decoupling*

A. City employees feel that they “do good” by keeping some sorts of data secret.

1. Distinguishing sensitive from non-sensitive information

**Bending:** Organizations share information, but modify its form.

“We would take a data set and split it up. Let's say you have a city wide data sets for five years, we would split this up into 25 data sets, so it's one for each borough and year.”

(Former city employee)

and technical interpretation of accessibility.  
H. Agencies “slice up” data sets in order to increase their number.

demands

I. Agencies remodel datasets to comply with what they believe is expected from them to be published.

5. Creating a double standard of information

Orchestrating

# Method – Data – Analysis

*First-order episodes*

*Second-order practices*

*Aggregated modes  
of decoupling*

A. City employees feel that they “do good” by keeping some sorts of data secret.

1. Distinguishing sensitive from non-sensitive information

**Bending:** Organizations share authentic and comprehensive information, but in a new form.

In response to pressure from politicians and entrepreneurs, a transport provider agrees to open up its train schedule data sets. However in contrast to other agencies in the same city, the data cannot be downloaded, but only accessed through an API (application programming interface). Users who want to access the data need to register with their name.

I. Agencies remodel datasets to comply with what they believe is expected from them to be published.

5. Creating a double standard of information

Orchestrating

# Method – Data – Analysis

*First-order episodes*

*Second-order practices*

*Aggregated modes  
of decoupling*

A. City employees feel that they “do good” by

1. Distinguishing sensitive

**Orchestrating:** Organizations share information that is modified in order to fit external expectations about its form and content.

“At this first hacknight, not much was hacked. We learned that we would need to make our GTFS data (note: transport data format) less complex”.

(Employee of public transport provider explains how they decided to remodel the data they would publish)

increase their number.

I. Agencies remodel datasets to comply with what they believe is expected from them to be published.

5. Creating a double standard of information

Orchestrating



# Method – Data – Analysis

*First-order episodes*

*Second-order practices*

*Aggregated modes  
of decoupling*

A. City employees feel that they “do good” by

1. Distinguishing sensitive

**Orchestrating:** Organizations share information that is modified in order to fit external expectations about its form and content.

“Then we detected the first problems. The columns were not consistent... the data was incomplete. That was not very comfortable for the app developers. Then we made several feedback loops with the agencies to make their data comprehensible”.

(Organizer of a hackathon described how she worked with public organizations on the publication of their data sets)

what they believe is expected from them to be published.

5. Creating a double standard of information

Orchestrating

- **Would STS tell a different story of openwashing?**
- **How is openenness studied in STS?**
- **Are there emerging phenomena of openenness?**