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Exploring Web 2.0 Applications as a Mean of Bolstering up Knowledge Management

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Overview

1. Research Idea
2. Main Concepts
3. Findings from Case Studies
4. Conclusion
5. Discussion Points



Research Idea

- Interaction and collaboration are a commonality of both Web 2.0 and KM
 - „Web 2.0 principles are very close to knowledge management ones“ (Levy, 2009)
 - “Enterprise 2.0 tools have the potential to usher in a new era “ (McAfee, 2006)

- Research Question: *How can organizations use Web 2.0 applications for managing knowledge and which impact do they have on KM?*

- Can we talk about „Knowledge Management 2.0“?



Research approach

- Case Study Research (Yin, 2003)
- As no previous theory existed, theory-building CSR (Dul & Hak, 2008, p. 38)
- *Theory of analyzing*: Research aims at describing and analyzing phenomena (Gregor, 2006)
- In-depth case studies of two organizations involving interviews with key personnel on different levels and reviews of internal documents



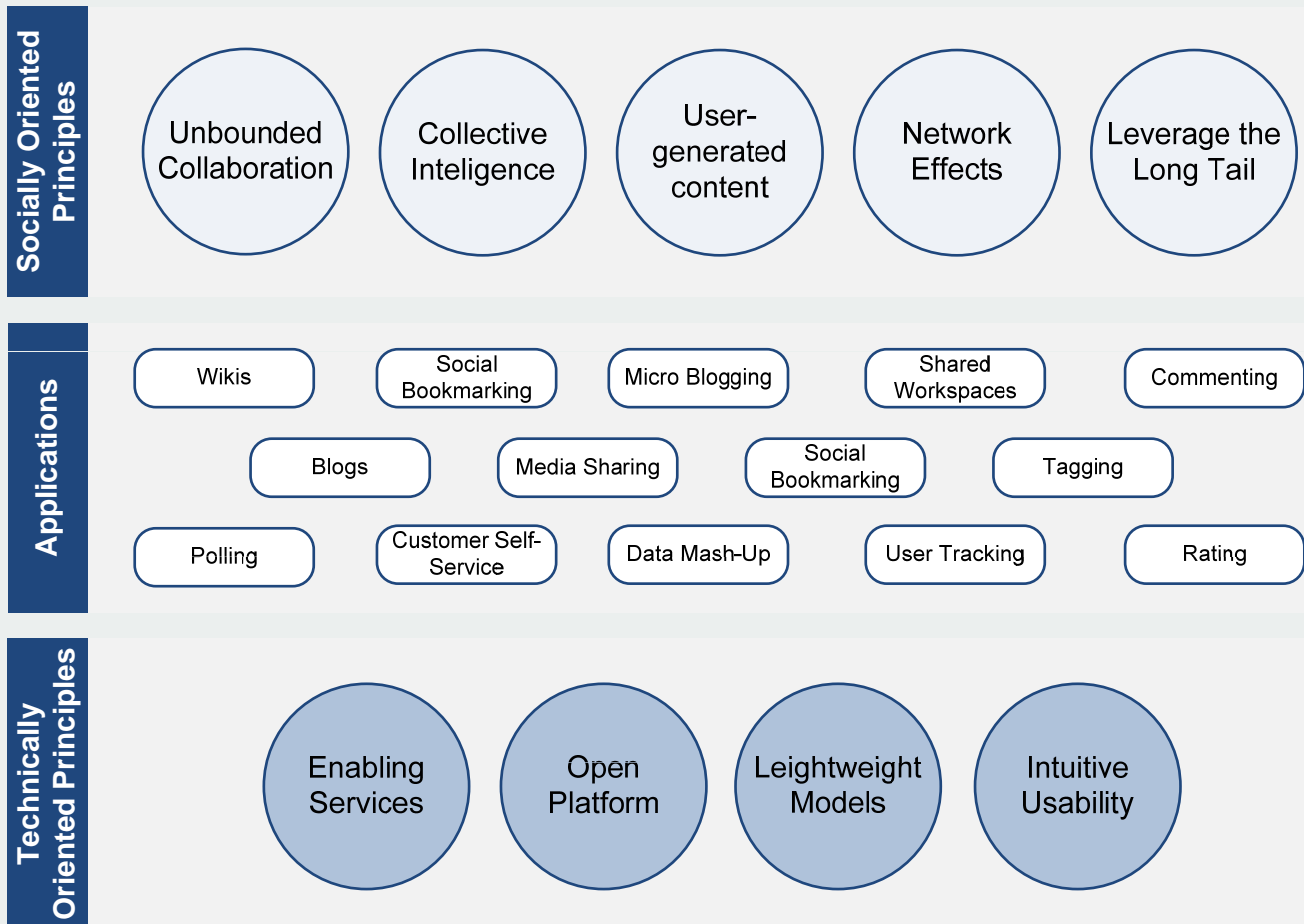
Main Concepts

- *“Knowledge management is the effective **learning process** associated with exploring, exploitation and sharing of human knowledge that use the **appropriate technology** and **cultural environments** to enhance an organization’s intellectual capital and performance.” (Jashapara, 2004)*

- *Web 2.0 is „a set of economic, social, and technology trends that collectively form the basis for the next generation of the Internet” (O’Reilly & Musser, 2006)*
 - *Socially-oriented and technology oriented principles (Knol, Spruit & Scheper, 2008)*



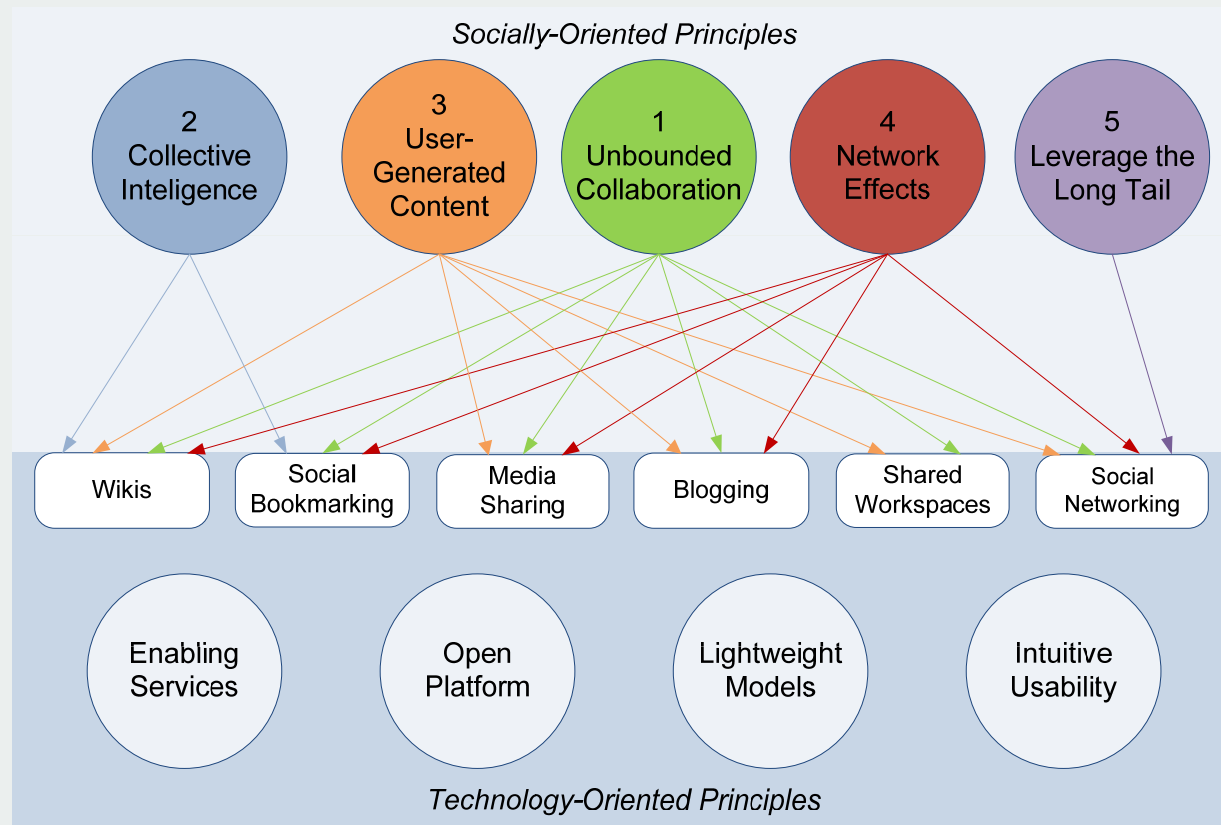
Web 2.0 Layer Model



Based on Knol et al. (2008), Chui et al. (2009), Andersen (2007)



Web 2.0 Layer Model



Case Organizations



- 11 in-depth interviews and document review in two large German student-run organizations
- Largest group of Internet users (30%) born between 1977-1990 (Pew Research Institute, 2009)
- „The younger generation find the changes natural and or probably even waiting for the Web 2.0 tools to be available in the enterprise.“ (Levy, 2009)



AIESEC Germany



- German branch of the biggest student-run organization in the world (45,000 members worldwide; 2,500 in Germany)
- *Specialty*: International internship program and leadership development
- Large NPO (Hume & Hume, 2007)
 - Multiple cultures have to be bridged → knowledge sharing is difficult
 - Strategically and operationally mature KM



Market Team

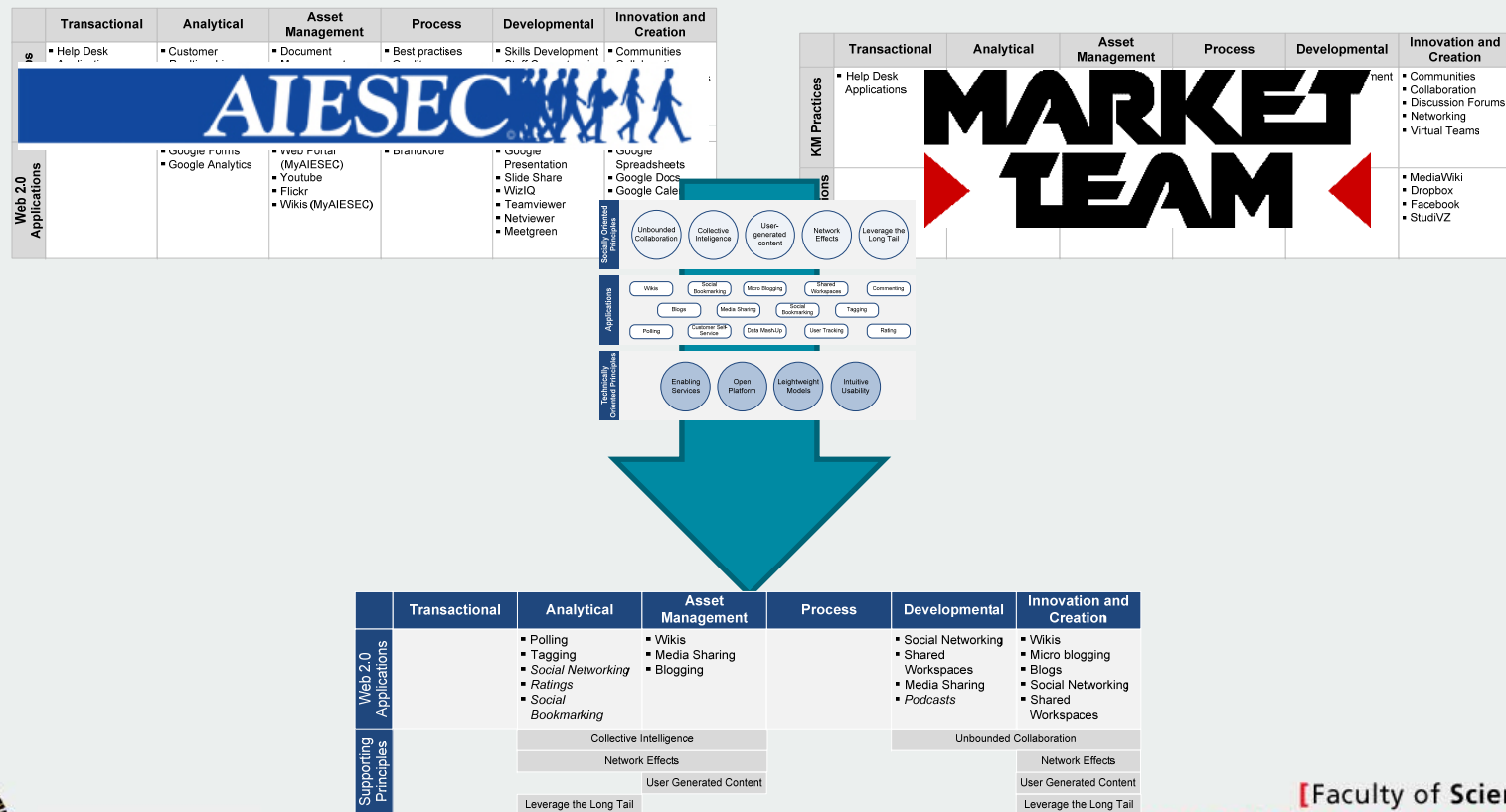


- One of Germany's biggest student organizations (1000 members)
- *Specialty:* Career development for students
- Medium-size NPO (Hume & Hume, 2007)
 - National focus → one culture
 - Explicit and structured KM; Strong KM development opportunities



Research Steps

- Identify Web 2.0 applications used for different KM practices as described by Binney's (2001) KM Spectrum



Spectrum of Web 2.0 Applications for KM

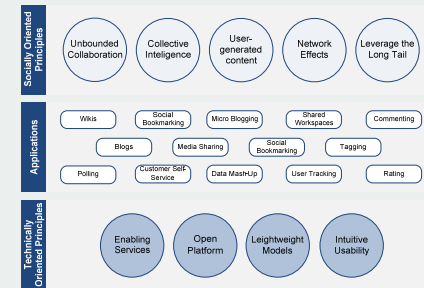
	Transactional	Analytical	Asset Management	Process	Developmental	Innovation and Creation
Web 2.0 Applications		<ul style="list-style-type: none"> ▪ Polling ▪ Tagging ▪ <i>Social Networking</i> ▪ <i>Ratings</i> ▪ <i>Social Bookmarking</i> 	<ul style="list-style-type: none"> ▪ Wikis ▪ Media Sharing ▪ Blogging 		<ul style="list-style-type: none"> ▪ Social Networking ▪ Shared Workspaces ▪ Media Sharing ▪ <i>Podcasts</i> 	<ul style="list-style-type: none"> ▪ Wikis ▪ Micro blogging ▪ Blogs ▪ Social Networking ▪ Shared Workspaces
Supporting Principles	Collective Intelligence				Unbounded Collaboration	
	Network Effects				Network Effects	
			User Generated Content		User Generated Content	
	Leverage the Long Tail				Leverage the Long Tail	



Conclusion

■ *Web 2.0 Layer Model*

- Provide a definition of Web 2.0 and the sub-aspects it encompasses



	Transactional	Analytical	Asset Management	Process	Developmental	Innovation and Creation
Web 2.0 Applications		<ul style="list-style-type: none"> ▪ Polling ▪ Tagging ▪ Social Networking ▪ Ratings ▪ Social Bookmarking 	<ul style="list-style-type: none"> ▪ Wikis ▪ Media Sharing ▪ Blogging 		<ul style="list-style-type: none"> ▪ Social Networking ▪ Shared Workspaces ▪ Media Sharing ▪ Podcasts 	<ul style="list-style-type: none"> ▪ Wikis ▪ Micro blogging ▪ Blogs ▪ Social Networking ▪ Shared Workspaces
Supporting Principles		<ul style="list-style-type: none"> Collective Intelligence Network Effects User Generated Content Leverage the Long Tail 			<ul style="list-style-type: none"> Unbounded Collaboration Network Effects User Generated Content Leverage the Long Tail 	

■ *Spectrum of Web 2.0 Applications:*

- Understand which Web 2.0 applications can be used for KM and which KM aspects benefit from them
 - Analytical KM
 - Asset Management
 - Innovation and Creation
- Recommend applications and analyze organizations



Limitations and Further Research

- Limited number of case studies → Other possible applications?
 - Knowledge from mining Web 2.0 data (Hideo & Shinichi, 2007)
 - Integration of knowledge from external stakeholders (Hustad & Teigland, 2008; Bughin, Chui & Johnson, 2008)
 - Web 2.0 for learning (Kane & Fichman, 2009; Andersen, 2007)

- Similar case organizations → Influence of different cultures and structure?
 - Companies have more means
 - More constraints in commercial organizations



Discussion Points

- Can we talk about “KM 2.0”?
 - New paradigm: users adopt Web 2.0 applications (e.g. Yammer or Google Docs)
 - KM 2.0 is not about enforcing the use of Web 2.0 applications but it is about listening to people and encouraging bottom-up adoption and user-participation

- What do you think?

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