

CASE STUDY EVALUATION OF KNOWLEDGE MANAGEMENT AND ORGANISATIONAL LEARNING IN MULTINATIONAL COMPANIES (MNC)

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ABSTRACT

This paper presents a theoretical concept of knowledge management, organisational learning and a case study evaluation of knowledge sharing in Multinational Companies (MNCs) with focus on the influence of the diverse cultural context on the process of knowledge sharing. The study adapted the Model of Knowledge Sharing in Multinational Companies by Helmut Kasper and Beate Haltmeyer to evaluate a case study of “Sharing The Wealth” that distinguishes between the concept of formal and informal dissemination of knowledge and present the most important inter-organizational context factors and suggestions on how to handle the problems arising from cultural differences with respect to successful knowledge sharing. The empirical part of the study does not involve qualitative and structured interviews in any multinational companies. The study evaluated and analysed a few exemplary knowledge exchange processes to gain further insights on how the knowledge exchange takes place in MNCs and by which variables the transfer and the application of knowledge is influenced. The case study was able to provide useful hints for knowledge management practitioners to cope with the difficulties of learning in and from a multinational environment so that the great learning potential lying in the diversity of MNCs can be used as much as possible as a competitive advantage.

KEYWORDS: Knowledge Management, Organisational Development, Organisational Learning, Multinational Companies, Knowledge Sharing.

SECTION ONE

INTRODUCTION

Knowledge Management and Sharing during a highly competitive global environment is recognised as a key challenge for MNCs. For this reason, this paper aims to spot the most aspects which have an impression on the successful management of data assets within a multinational environment considering the case study of “Sharing the Wealth” during which the method of data sharing and knowledge transfer in and between MNC is investigated considering the concept of data creation of Nonaka and Takeuchi (1995) and on the processual model of systemic knowledge management of Helmut Kasper And Beate Haltmeyer which provides an entire picture of data sharing in MNCs presenting both the process of intra- and inter-organisational knowledge sharing also because the context relevant for cross-border knowledge transfer and learning which are the organisational context and therefore the international/inter-organisational context. However, this framework was not adapted by the case study.

The process of data sharing in MNCs means both the method of data exchange between the involved organisations (here symbolised by headquarter and subsidiary) also because the process of data sharing and transfer within the respective organisations which consists of various levels. This process of data sharing wasn't treated in isolation but has got to be embedded within the organisational and therefore the inter-organisational context.

KNOWLEDGE MANAGEMENT (KM)

Knowledge Management (KM) has been defined by numerous authors and researchers. Consistent with (Nonaka and Takeuchi, 1995; Pasternack and Viscio 1998; Pfeffer and Sutton, 1999; Ruggles and Holtshouse, 1999). The evolution of KM solutions has proven to be most successful among others within the capture, storage, and subsequent dissemination of data that has been rendered explicit. According to Holsapple and Joshi (2004), it refers to considering as an entity's systematic and deliberate efforts to expand, cultivate and applying available knowledge in ways in which it adds value to the entity, within the sense of positive leads to accomplishing its objectives or fulfilling its purpose. Thereby collaborating the axiom that an honest definition of Knowledge Management would incorporate both the capturing and storing of data perspective, alongside the valuing of intellectual assets.

ORGANISATIONAL LEARNING (OL)

During a time of less organisational change (technological, societal, and economic), it had been possible for a corporation to develop a technique for functioning and, assuming the strategy was initially effective, maintain that strategy for several decades. Current organizations, however, must change constantly so as to survive for even one decade. Organization learns if, through its processing of data, its potential behaviors are changed.

The process of data management and organisational learning can't be examined separated from its context. Since the context factors have a robust impact on the method of data management, the method and context of data management are highly intertwined. Additionally, to the organisational learning environment, which also has got to be considered in investigating knowledge management within one organisation and thus won't be addressed further during this study, thanks to the case study in sight. With reference to knowledge sharing in multinational organisations special attention has got to be paid on international and

inter-organisational context factors.

OBJECTIVE OF THE STUDY

The goal of the study is to spot the foremost critical factors pertaining to successful knowledge sharing in MNCs and to point out reasons for the functioning or non-functioning of data management systems, knowledge sharing and knowledge transfer.

STATEMENT OF THE PROBLEM

The process of data management and organisational learning can't be examined separately from its context. Since the context factors have a robust impact on the method of data sharing, the method and context of data management are highly intertwined within the organisational learning environment, which also has got to be considered in investigating knowledge management within one organisation and thus won't be addressed further during this study due to the case study in sight.

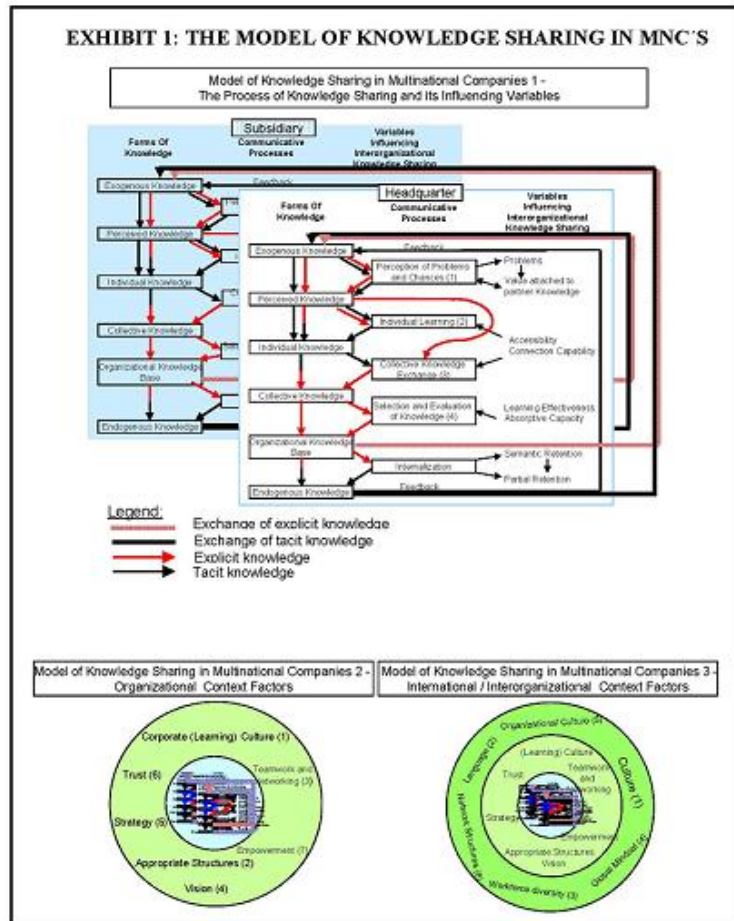
Therefore, knowledge management and sharing during a highly competitive global environment is recognised as a key challenge for MNCs. For this reason, this aims to spot the most aspects which have an impression on the successful management of data assets within a multinational environment considering the case study of “Sharing of Wealth” during which the processes of data sharing and knowledge transfer in and between MNC is investigated supported.

SECTION TWO

EVALUATING KNOWLEDGE MANAGEMENT FRAMEWORKS AND MODELS

The model into account provides an entire picture of data sharing in MNCs presenting both the method of intra- and inter-organisational knowledge sharing also because the context relevant for cross-border knowledge transfer and learning which are the organisational context and therefore the international / inter-organisational context.

THE MODEL OF KNOWLEDGE SHARING IN MNCs ADAPTED FROM HELMUT KASPER AND BEATE HALTMEYER



The process of data sharing in MNCs means both the method of data exchange between the involved organisations (here symbolised by headquarter and subsidiary) also because the process of data sharing and transfer within the respective organisations which consists of various levels. This process of data sharing wasn't treated in isolation but has got to be embedded within the organisational and therefore the international/inter-organisational context. These context factors shown within the two outside layers within the model have a substantial impact on the method of data sharing. Watching the model, it becomes obvious that knowledge management in MNCs requires an understanding of and appreciation for the complexities of acquiring, transferring, and integrating knowledge during a global learning environment (Inkpen, 1998).

CASE STUDY ANALYSIS

The case study distinguishes between the concept of formal and informal dissemination of data. For the formal spread of data, there's a start-up activity to tell all employees about the new approach. Moreover, Standardised templates support the optimal operation processes during the entire development stage. The prevailing project management tool is capable of assisting during this regard. The advantage of this type of action plan is that the contact between experts in several areas and, as a result, the exchange of their knowledge. One example of a template is that the camp, a generated knowledge management tool for efficient planning, controlling, and managing the transfer of the worker productivity. The

accomplishment of “lessons learned” in each project group is extremely important at the top of the project. The team members together document the positive and negative aspects of the entire knowledge sharing activities and describe how problems could be avoided. As a result, future project teams can learn from their experience (Probst, Raub, & Romhardt, 2002),

The theoretical background of the informal exchange of data provides as fundamentals within communities of practice that include but not limited to a gaggle of individuals with an equivalent interest during a certain topic, informally bound alongside the aim of building and exchanging knowledge. Everyone with interest within the certain topic can participate in sharing knowledge on the Sharing Website. The community runs as long because the employees have an interest (Wenger, McDermott, & Snyder, 2002). Further-more, it distinguishes between work groups and project teams. There’s another approach of data management within the concept: organizational learning. It describes how groups then also organisations can learn from the knowledge of the individual and the way the knowledge is often spread (Van Heijst et al., 1998). Learning through communication and feedback should be a further point of this idea, which involves a mixture and distribution of existing knowledge.

The special task here is that the target definition workplace action plan, which is liable for the definition of data goals, responsibilities, exchange and feedback, information, and communication tasks, which are necessary for project execution. Securing ongoing information exchange, communication, and exchange of experiences between all participants were the key issues in goals, problems and decision criteria identified within the case study. To unravel the issues, a replacement concept concerning exchange and transfer of data, knowledge, experience, and know-how had to be developed. Current literature and cases only provide theoretical background and a few examples for future study, which made it necessary to adapt existing approaches and blend them with a replacement approach. During the present analysis the prevailing “integrated development process” also because the split of functions among the corporate structure were analysed using the case study. Additionally, the organisational analysis (structure, products) detected further problems caused by the strong increase of staff, no existing team or project coordination structures, and extreme pressure from competitors. Delivery of project results are often done by exchange of data, but parts must be supported by communication or discussion process. In theory, all results and interfaces of components or assembly groups are described as complex and time critical for every technical aspect for assistance with various problems. One important activity within this phase was to review existing knowledge management system.

Before the problems are described intimately, it's important to emphasize that the answer isn't an existing knowledge management approach but a mixture of existing tools and instruments. Main sources are the approaches of community of practice, moderation and training aspects, project and team meetings, lessons learned, and aspects of organisational learning. It had been not mentioned if the workers were positively motivated to use a project management tool as support for delivery, then should be told about the present status and content during the project to be ready to usher in their know-how for optimal results. A well-defined case approach to assess methods for organising data and data resources in organisations wasn't prescribed. Especially, it explores the practice of consolidating data and knowledge to determine knowledge repositories necessary for organisational learning. The action plan was wont to build a case for prescribing steps MNCs can fancy develop capabilities according to

learning organisations. The difficulty of introduction to organisational learning that has a discussion on knowledge capture and knowledge representation were highlighted. Additionally, the case study argues the importance of existing knowledge resources in reference to the MNC's ability to be competitive. The practice of enterprise resource planning (ERP) wasn't presented as a tool for consolidating knowledge resources within organizations. The MNCs weren't examined to spotlight organisational opportunities that were addressed by Sharing as an answer. Common practices for collecting and sharing knowledge weren't also described. The case study highlighted problems incurred by existing knowledge sharing and transfer approaches, the actions taken to deal with the issues, and outcomes of the actions. But measurements, like return on investment (ROI), weren't included for appraisal purposes also on aid within the illustration of results from which old processes are compared to recently modified processes. The changes to organisational processes and practices are presented as lessons learned and therefore the case study offered an insight into the worth of consolidating and centralising knowledge resources. A comparison of the problems of data management, transfer and sharing in MNCs could provide evidence to suggest that knowledge consolidation and centralisation are important for enabling effective knowledge capacity.

Knowing the how and why (i.e., process knowledge) behind what (i.e., factual knowledge) results in greater abilities to get insight and better understanding. the difficulty was to form best use of the present multiple resources within the MNCs, acknowledging that the method was totally suited to satisfy the requirements across the world designed to seek out an answer with either a variety of existing platforms or, as a result of research and testing of the new technologies by using Sharing as a replacement KM platform to support the strategy. Knowledge management improves the pliability and innovation capacity of MNCs by enabling knowledge sharing and leveraging what people know. It provides the proper path and management methods for sharing of explicit knowledge and tacit knowledge. MNCs use knowledge management within the implementation of ERPs. Operating personnel primarily use explicit knowledge within the design, system operation, and test maintenance in management of ideas and related techniques utilised within the case study as "tacit knowledge which consists of the result of data innovation, that is, the mixture of tacit knowledge and explicit knowledge as mentioned above.

Issues from the case study were honest foundation for the MNCs structuring of its highly effective knowledge sharing network. Knowledge sharing is vital to the success of the problems raised during implementation of automated enterprise information management like Sharing. The implementation of data sharing runs well with provision for training because it was important to transfer management skills and manipulate methods to other employees by effective training. This was obviously excluded from the discussions, including incentive and motivation system that encourages knowledge sharing more quickly. Enterprises located across different cultures should adopt different motivation system. Factors that affect knowledge sharing include the knowledge infrastructure of enterprises, internal organisational structure, organisational culture, and staff motivation. A systemic approach that included establishing an intranet to centralise and administer resources were issues not properly addressed. This is able to have presented the platform for extra organisational knowledge sharing, which may be a link and a carrier for mass information.

Organisational structure that promotes knowledge regeneration and application, flow of the contact and communication among different employees from different knowledge backgrounds, and resulted in information transfer to form knowledge sharing effective. It's not difficult for the decision-making level, management level, and therefore the operational level to achieve the talents during a high-tech corporation. The applications of theory should adapt to the target environment. Different culture environments and organisational structure of companies have differences; therefore the practices and application of data sharing should complement real environmental situations. Adapting different methods to transfer an equivalent quite knowledge may affect effectiveness. Therefore, we should always pay more attention to settle on modes of organisational study and training in knowledge sharing and pay more attention to cooperation during a team. The appliance of latest techniques may be a systematic process and it can't be done by one person. Each member of the organisation should cooperate and support one another to realize the most important advantage of team work. Thus, the case study shows that knowledge management may be a systemic process which needs all-round strategic planning. Only during this way can it bring its far-reaching influence to the event of MNCs.

The basic knowledge sharing technique employed by the 60 Managers within the case study didn't allow them to speak to every other but could only scribble down messages and diagrams on a chart. That was enough for them to place together a little fleet of rafts, which they paddled about triumphantly on the placid waters of Lake Starnberger. The raft task showed managers just how vital sharing information is often.

The deployment of Website called Sharing triggered a Community of Practice that allowed participants to mix elements of a talk room, a database, and an enquiry engine for collaboration with a web entry form that lets employees store information they think could be useful to their colleagues.

The combined efforts and initiative of other remote group prospered the business with increased jobs, productivity and profitability with expanded business frontiers. This was made possible via Knowledge Sharing that enabled employees and colleagues within the other areas to be ready to provide technical data to prove substantial reliability of the company' system. The theoretical background of the informal exchange of data provides as fundamentals within communities of practice that include but not limited to a gaggle of individuals with an equivalent interest during a certain topic, informally bound alongside the aim of building and exchanging knowledge. Everyone with interest within the same topic can participate in sharing knowledge on the Sharing Website. Wenger, McDermott, & Snyder, (2002) stated that "the community runs as long because the employees are interested". Interest was performance-linked and furthermore, it distinguishes between work groups and project teams.

Knowledge Sharing camp Approach may be a rationale for businesses to remain together if they need to share their knowledge in accordance with CoP Framework. In spite of all the various advantages, there was resistance in getting employees to vary their ways and share because it posed the toughest obstacle to beat. Adopting an honest employee reward approach during which the corporate provides incentives was considered to beat employees' resistance to vary. With performance-linked bonuses directed at people who demonstrate that they gave information over Sharing, tons of the workers embraced Sharing which tends to negate a fragile balance among categories of employees. However, content Sharing has got to be regulated, restricted and controlled so as to avoid information overload and

irrelevancy in content digest in line with codification strategy developed by Morten T. Hansen, Nitin Nohria, and Thomas Tierney in their article published in Harvard Business Review in 2009, that elaborate ways to codify, store, and reuse knowledge and during which Knowledge is codified employing a "people-to-documents" approach and extracted from the one that developed it, made independent of that person and reused for various purposes. This approach allows many of us to look for and receive codified knowledge without having to contact the one that originally developed it. Another approach consistent with them is that the personalisation strategy which focuses on dialogue between individuals, not knowledge objects during a database. Knowledge that is not coded-and cannot be transferred in brainstorming sessions or on one-on-one conversations. Both approaches weren't advised to be used simultaneously.

The Sharing camp approach that showcased a generated knowledge management tool for efficient planning, controlling, and managing the transfer of the worker productivity through a Community of Practice resulted during a delicate balance within the reward system for various categories of employees. Probst, Raub, & Romhardt, (2002) concluded that the team members together are meant to document the positive and negative aspects of the entire knowledge sharing activities and also describe how problems could be avoided which will make future project teams to be ready to learn from their experience. Hearn, 2000; Calás and Smircich 2006, and Nentwich, 2006 stated that "organizations use various strategies and policies to become gender inclusive.

SECTION THREE

CRITICAL EVALUATION

It was not mentioned within the case study if the workers were positively mentored or motivated to use a project management tool as support for production and delivery then should be told about the present status and content during the project to be ready to usher in their know-how for optimal results. A well-defined case approach to assess methods for organising data and data resources in organisations wasn't prescribed. Especially, it explores the practice of consolidating data and knowledge to determine knowledge repositories necessary for organisational learning. The action plan was wont to build a case for prescribing steps MNCs can fancy develop capabilities according to learning organisations. The difficulty of introduction to organisational learning that has a discussion on knowledge capture and knowledge representation were highlighted. Additionally, the case study argues the importance of existing knowledge resources in reference to the MNC's ability to be competitive. The practice of enterprise resource planning (ERP) wasn't presented as a tool for consolidating knowledge resources within organisations. The corporate wasn't examined to spotlight organisational opportunities that were addressed by Sharing as an answer. Common practices for collecting and sharing knowledge weren't also described. The case study highlighted problems incurred by existing knowledge sharing and transfer approaches, the actions taken to deal with the issues, and outcomes of the actions. But measurements, like return on investment (ROI), weren't included for appraisal purposes also on aid within the illustration of results from which old processes are compared to recently modified processes. The changes to organisational processes and practices are presented as lessons learned and therefore the case study offered an insight into the worth of consolidating and centralising knowledge resources. A comparison of the problems of data management, transfer and sharing in MNCs could provide evidence to suggest that knowledge

consolidation and centralisation are important for enabling effective knowledge capacity.

Some researchers have shown that it's not difficult for the decision-making level, management level, and therefore the operational level to achieve the talents during a high-tech corporation. But the applications of theory should adapt to the target environment. Different culture environments and organisational structure of companies have differences, so it's advised that the practices and application of data sharing should complement real environmental situations. Adapting different methods to transfer an equivalent quite knowledge may affect effectiveness under many unspecified circumstances. Therefore, more attention should be directed at choosing modes of organisational study and training in knowledge sharing and pay more attention to cooperation during a team. The appliance of latest techniques is going to be a scientific process and it can't be done by one person. Each member of the organisation is required to cooperate and support one another so as to realize the most important advantage of team work. Thus, the case study shows that knowledge management may be a systemic process which needs all-round strategic planning. Only during this way can it bring its far-reaching influence to the event of MNCs.

SECTION FOUR

CONCLUSION

Managing the method of data sharing in MNCs may be a highly complex and difficult but extremely important management task. Theoretical approach to research was used in the case study to process and highlight the most variables having an influence on knowledge sharing during a multinational environment. Given this numerous aspects which are alleged to have considerable impact on the success or failure of data management in MNCs, it's comprehensible that managing knowledge sharing in such organisations means a huge challenge for researchers. Moreover, it's not very surprising that that knowledge management in many MNCs cases do not show the specified effects.

The empirical part of the study does not involve qualitative and structured interviews in any multinational companies. The study evaluated a case study of sharing the wealth to analyse a few exemplary knowledge exchange processes to gain further insights on how the knowledge exchange takes place in MNCs and by which variables the transfer and the application of knowledge is influenced. The goal of the study was to identify the most critical factors referring to successful knowledge sharing in MNCs and to show reasons for the functioning or non-functioning of knowledge management systems, knowledge sharing and knowledge transfer. The case study was able to provide useful hints for knowledge management practitioners to cope with the difficulties of learning in and from a multinational environment so that the great learning potential lying in the diversity of MNCs can be used as much as possible as a competitive advantage.

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APPENDIX

Sharing the Wealth (The Case Study)

How an organisation is using knowledge management to pool the expertise of all its workers

In July, about 60 managers in the telecommunications division ([SMAWY](#)) were deposited on the shores of Lake Starnberger, 12 miles south of Munich, and told to build rafts. All they had to work with were steel drums, logs, pontoons, and some rope. Another catch: No talking. The managers, who gathered from offices around the world, could only scribble messages and diagrams on a flip chart. For the better part of a day, it was knowledge-sharing at its most basic. Yet the group managed to put together a small fleet of rafts, which they paddled about triumphantly on the placid waters of the lake.

Okay, *Survivor* it ain't. But the exercise has its own can-do lessons for companies trying to find a competitive edge in a slowing economy. The raft task showed managers just how vital sharing information can be. It was organized by JD, a vice-president in charge of creating a high-tech solution to the age-old problem of getting employees to stop hoarding their knowhow. His grand plan: Use the Internet/intranet to spread the knowledge of 461,000 co-workers around the globe so that people could build off one another's expertise. "People who give up knowhow get knowhow back," says JD, a 31-year-old who likes to spend his free time skydiving.

At the heart of his vision is a Web site called Sharing. The site combines elements of a chat room, a database, and a search engine. An online entry form lets employees store information they think might be useful to colleagues--anything from a description of a successful project to a PowerPoint presentation. Other workers can search or browse by topic, then contact the authors via e-mail for more information.

So far, the payoff has been a dandy: Since its inception in April, Sharing has been put to the test by nearly 12,000 salespeople in the \$10.5 billion Information & Communications Networks Group, which provides telecom equipment and services. The tool, which cost only \$7.8 million, has added \$122 million in sales. For example, it was crucial to landing a \$3 million contract to build a pilot broadband network for Telekom Malaysia. The local salespeople did not have enough expertise to put together a proposal, but through Sharing they discovered a team in Denmark that had done a nearly identical project. Using the Denmark group's expertise, the Malaysia team won the job.

Better yet, the system lets staffers post an alert when they need help fast. In Switzerland, they won a \$460,000 contract to build a telecommunications network for two hospitals even though its bid was 30% higher than a competitor's. The clincher: Via Sharing, colleagues in the Netherlands provided technical data to help the sales rep prove that the company's system would be substantially more reliable.

Sharing is a case study in knowledge-management systems, which are gaining a foothold in corporations around the world. Advocates preach that the collective expertise of workers is a company's most precious resource, so executives need to tear down the walls between departments and individuals. By using the Net, companies can quickly and easily unlock the

profit potential of the knowledge tucked away in the brains of their best employees. While only 6% of global corporations now have company-wide, knowledge- management programs, that will surge to 60% in five years, according to a 2000 survey by the Conference Board. Among the early birds: Chevron ([CHV](#)), Johnson & Johnson ([JNJ](#)), Royal Dutch/Shell ([RD](#)), FordMotor ([F](#)), and Whirlpool ([WHR](#)).

This project has become something of a poster child. For the past two years, it has been voted "best practice" by members of the American Productivity & Quality Center, a Houston-based industry group with more than 400 member organizations. "They've accomplished a whole lot more as compared to any other organization," says FH, a project leader for the center. Companies, including Intel ([INTC](#)), Philips, and Volkswagen ([VLKAY](#)) studied Sharing before setting up their own knowledge systems.

They had had little choice but to lead. The \$73 billion conglomerate, which makes everything from X-ray machines to high-speed trains, is under intense pressure because of uncertainty about the global economy and shrinking profit margins. Some analysts believe it may have to sell off chunks of its empire, perhaps divesting slower-growing industrial units such as power plants and focusing on tech businesses like telecom and medical technology.

Boot Camp. That's a path Chief Executive HP rejects. He is trying to prove big can work-- and might even be an advantage in the Information Age. The CEO wants to take the Sharing approach beyond the telecom unit to every nook and cranny of the the company empire. Next up: people who service telecom equipment and scientists in research and development. The company already has staged a Sharing boot camp for telecom service people and started rolling out the system. So far, a few hundred of the staff of 10,000 are online. "The only rationale for these businesses staying together is if they share their knowledge," says Thomas Davenport, previously director of the Institute for Strategic Change at Accenture, formerly Andersen Consulting. Davenport has worked as a consultant to the company and is co-author of an in-house textbook on the company's knowledge-management programmes.

The company may even set up specially tailored Sharing to give customers direct access to its knowledge storehouse. JD and his team plan to start small in a few months with an experimental Sharing involving a few select customers. The puzzle, which the company is working on, is how to protect customers' confidential information. If the system works, customers should get quicker access to technical info, and The company hopes the online dialogue will lead to the development of better products.

Even though the advantages are clear, getting employees to change their ways and share is the toughest obstacle to overcome. "You have to go in and change processes around. It takes a lot of time," says GD, a senior research analyst of knowledge management services at IDC. The company has tackled this problem through a three-pronged effort. It has anointed 100 internal evangelists drawn from all its country units, who are responsible for training, answering questions, and monitoring the system. The top management has shown that it's behind the projects. And the company is providing incentives to overcome employees' resistance to change.

Delicate balance. The company uses the carrot and the stick. Managers get bonuses if they use Sharing and generate additional sales. But CEOs and CFOs of the company's country

business units can't collect all their performance-linked bonuses unless they demonstrate that they either gave information over Sharing or borrowed information from it to build sales. Employees get prizes such as trips to professional conferences if they contribute knowledge that proves valuable to someone else. That may not sound like much, unless you're a salesperson in Bombay and the conference is in New York.

But the real incentive is much more basic. Commission-driven salespeople have learned that drawing on the expertise of their far-flung colleagues can be crucial in winning lucrative contracts. "They realize very soon that people using Sharing have an advantage, and that convinces them to join the club," says RK, CEO of the telecom unit.

Now comes the hard part. What's the incentive for someone in R&D or marketing to use the system? They'll contribute as long as Sharing provides useful information in a convenient way. But that depends on a delicate balance between giving and getting, says JD. People need to believe that if they reveal precious secrets, others will too. "As it gets bigger and bigger, there's a danger you'll lose that trust," acknowledges JD. Service people will continue to log on if they learn new tricks of the trade. R&D people will join if the system helps them develop new products faster.

One challenge is spreading the Sharing idea around the company without creating an unwieldy monster. The company is loath to restrict access or exert too much control over how employees use it. But some restrictions are necessary to keep Sharing from getting so overloaded with information they become useless. The company employs teams of people that keep an eye on Sharing content and weed out the trivial or irrelevant. It's not enough to create groovy software. The system has to serve up the best ideas in digestible bites that help people do their jobs better.