

Exercise 7 Basics of Knowledge Management

Case BMW - Group 19

Bayr, Christoph

Friedl, Stefan

Löbbecke, Johannes

Marsch, Maximilian

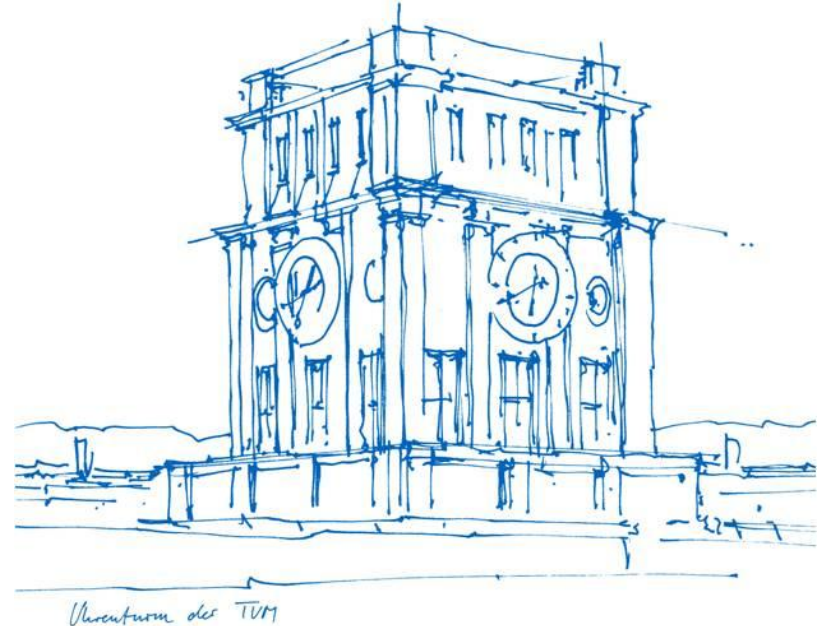
Popp, Fabian

Technische Universität München

Fakultät für Informatik Lehrstuhl für Wirtschaftsinformatik

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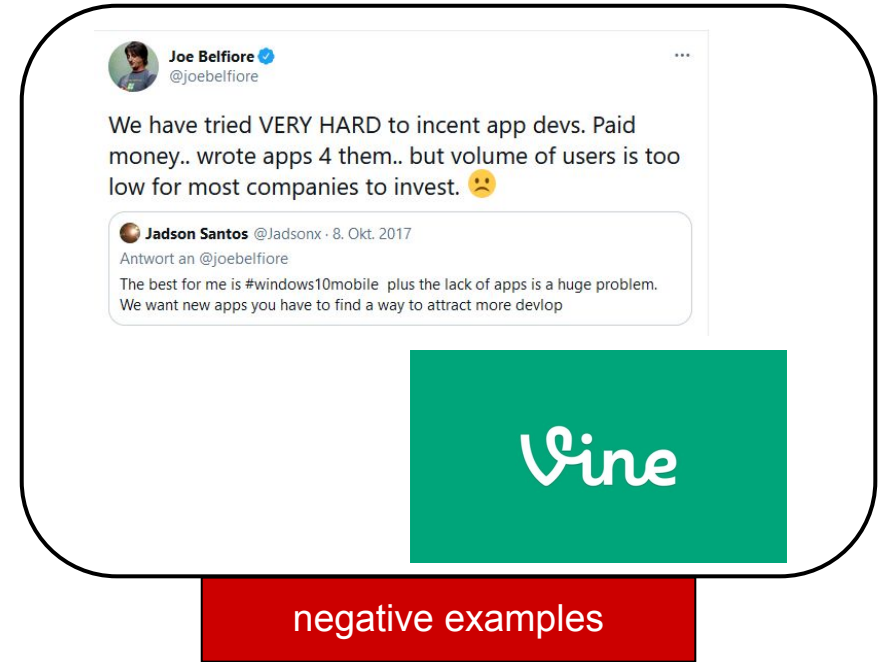
Informations- und Wissensmanagement (IN2105)



Agenda

- Motivation
- Classification of Information and Know-How
- The Paradox of Replication
- Combinative Capabilities
- Discussion

Motivation



Classification of Information and Know-How

	Individual	Group	Organization	Network
Information	-facts	-who knows what	-profits -accounting data -formal & informal structure	-prices -whom to contact -who has what
Know-how	-skill of how to communicate -problem solving	-recipes of organizing such as Taylorist methods or craft production	-higher-order organizing principles of how to coordinate groups and transfer knowledge	-how to cooperate -how to sell and buy

Source: Kogut & Zander (1992), „Knowledge of the Firm, Combinative Capabilities, and the Replication of Technology“; in Organization Science Vol. 3, No. 3 (Aug. 1992) p. 388

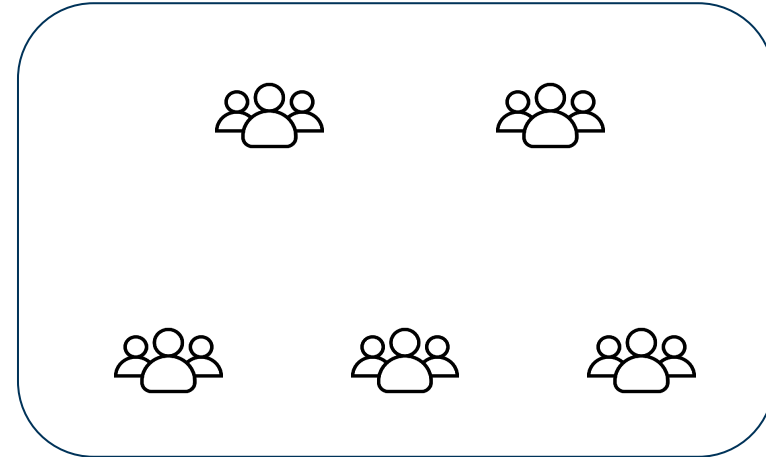
Classification of Information and Know-How of platforms

Mapping to platforms in general:

- Individuals stay the same

Mapping to the BMW Case:

- Individuals stay the same



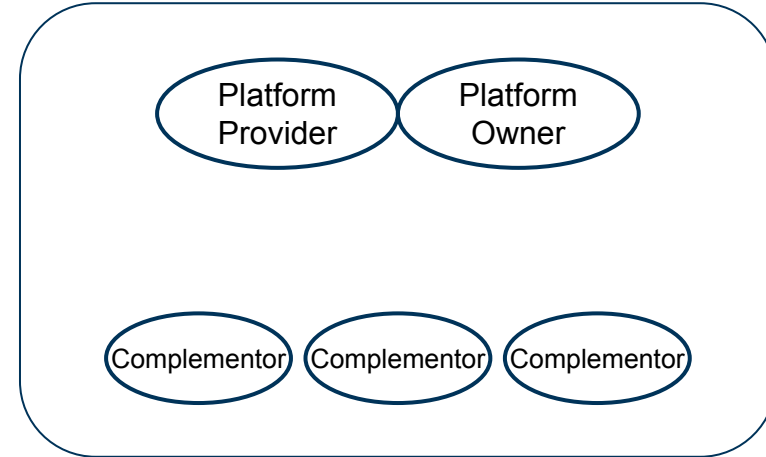
Classification of Information and Know-How of platforms

Mapping to platforms in general:

- Individuals stay the same
- Groups: Platform owner, Platform Provider, Complementor

Mapping to the BMW Case:

- Individuals stay the same
- Groups: Platform team, Review Team, Developer Team



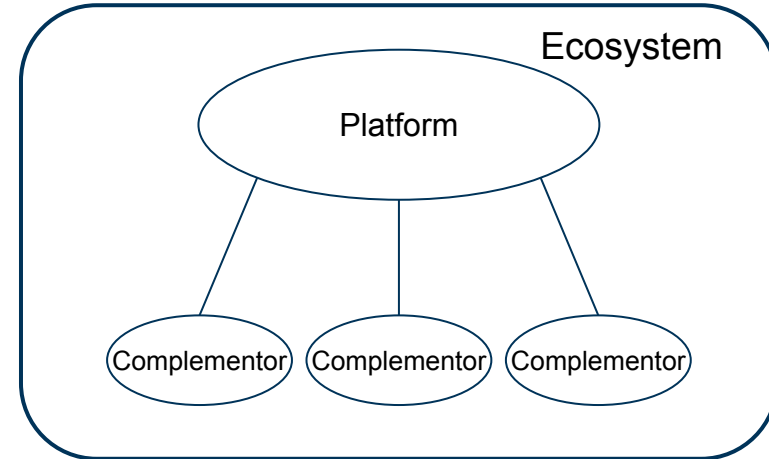
Classification of Information and Know-How of platforms

Mapping to platforms in general:

- Individuals stay the same
- Groups: Platform owner, Platform Provider, Complementor
- Organization: Platform Ecosystem

Mapping to the BMW Case:

- Individuals stay the same
- Groups: Platform team, Review Team, Developer Team
- Organization: BMW onboard app platform



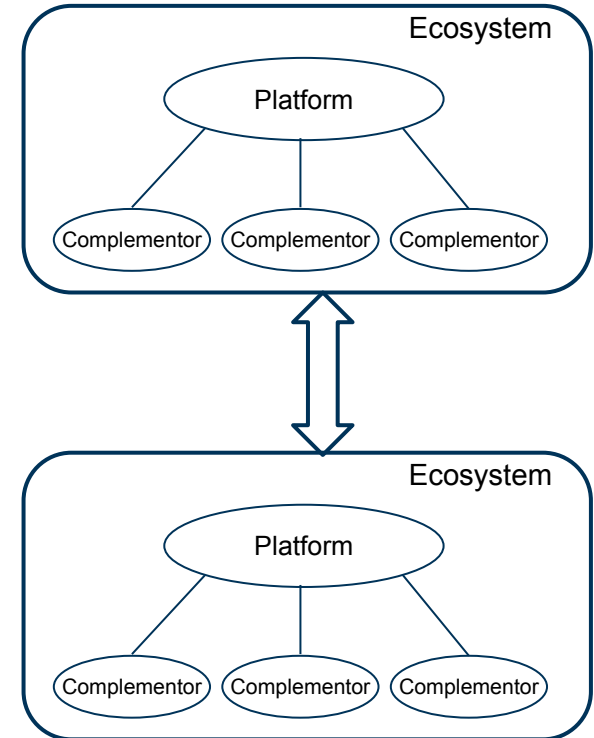
Classification of Information and Know-How of platforms

Mapping to platforms in general:

- Individuals stay the same
- Groups: Platform owner, Platform Provider, Complementor
- Organization: Platform Ecosystem
- Network: Competition between Platform Ecosystems

Mapping to the BMW Case:

- Individuals stay the same
- Groups: Platform team, Review Team, Developer Team
- Organization: BMW onboard app platform
- Network: Not existent



Classification of Information and Know-How of platforms

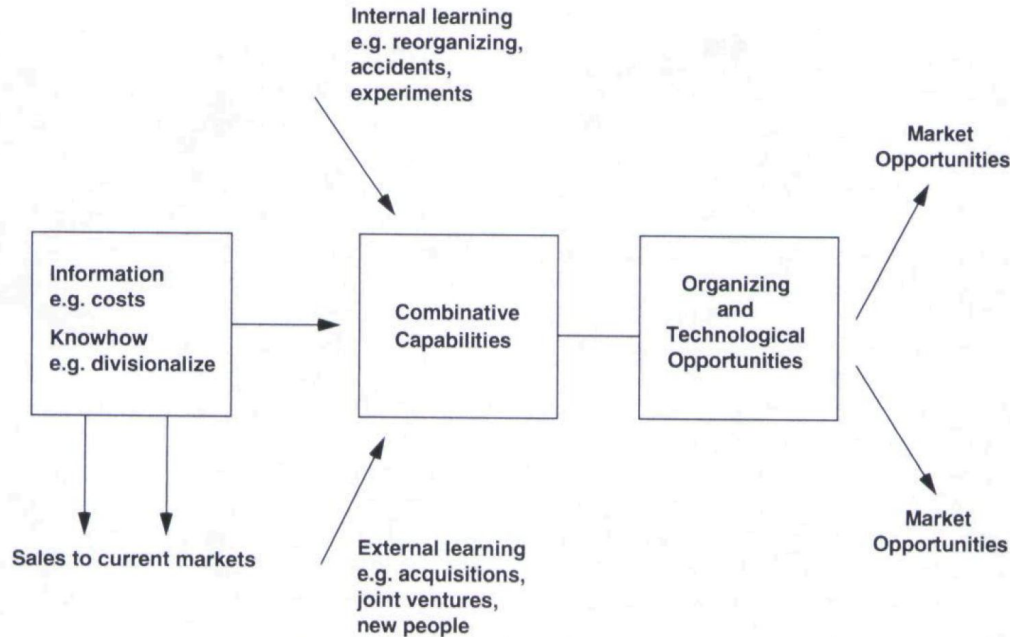
	Individual	Group	Organization	Network
Information	BMW Docs	BMW Answers	Community “meet-ups”, Starter App	Compare with competitors / less relevant
Know How	BMW Answers	BMW Answers enhanced via Search function	Open Discussions	Not Existent

The diagram illustrates the flow of information and know-how across different levels of abstraction. The table is structured with two rows: 'Information' and 'Know How', and five columns representing different levels: 'Individual', 'Group', 'Organization', and 'Network'. The 'Information' row shows a progression from 'BMW Docs' (Individual) to 'BMW Answers' (Group) to 'Community “meet-ups”, Starter App' (Organization) to 'Compare with competitors / less relevant' (Network). The 'Know How' row shows a progression from 'BMW Answers' (Individual) to 'BMW Answers enhanced via Search function' (Group) to 'Open Discussions' (Organization) to 'Not Existent' (Network). Arrows indicate the flow of information and know-how between these levels.

The Paradox of Replication

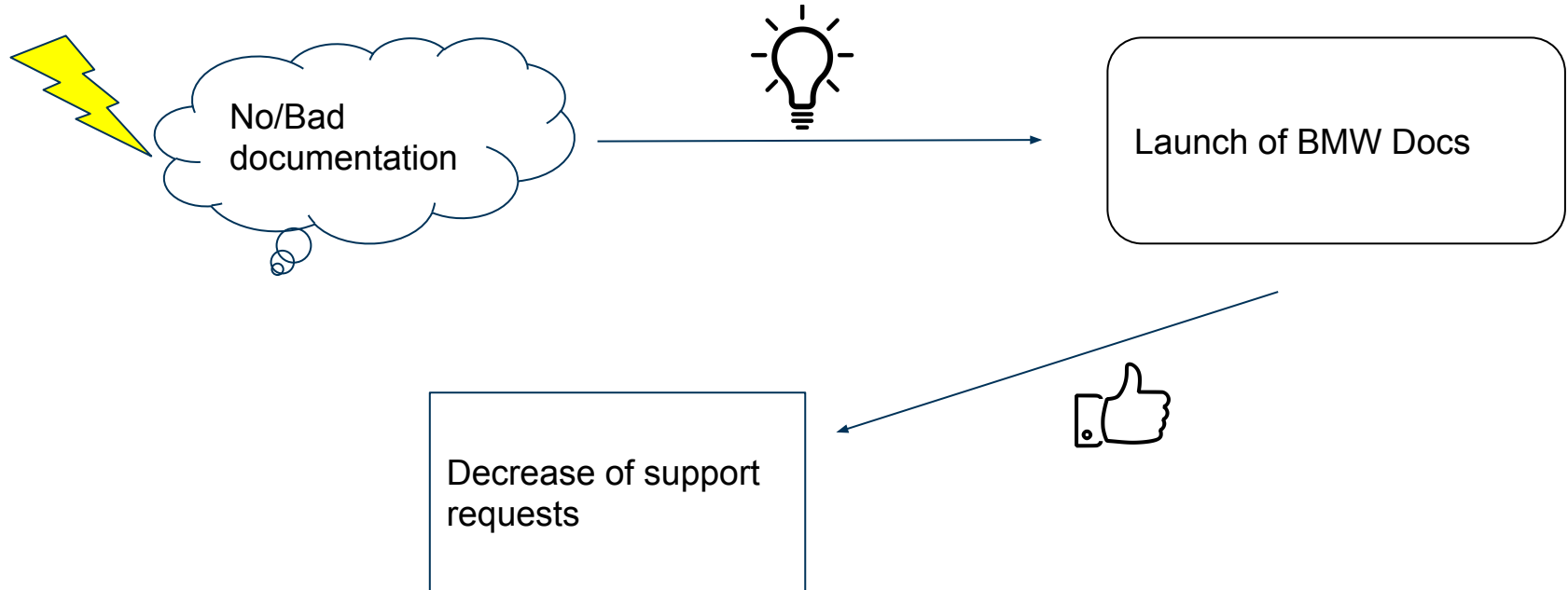
- Personal and small group knowledge can get lost and is expensive to recreate
 - ⇒ Companies desire to codify knowledge
 - ⇒ However: Replication/Transformation can lead to the knowledge getting changed
- Software reduces the impact of this Problem by codifying knowledge in a way that
 - focuses on the function of the knowledge not the technology
 - allows for ease of imitation
 - However: Knowledge of how to create the software can be (in part) lost
- Case of BMW platform:
 - Quicker development of applications
 - Small loss of knowledge
 - However: Platform needs to benefit the company more than other solutions

Combinative Capabilities

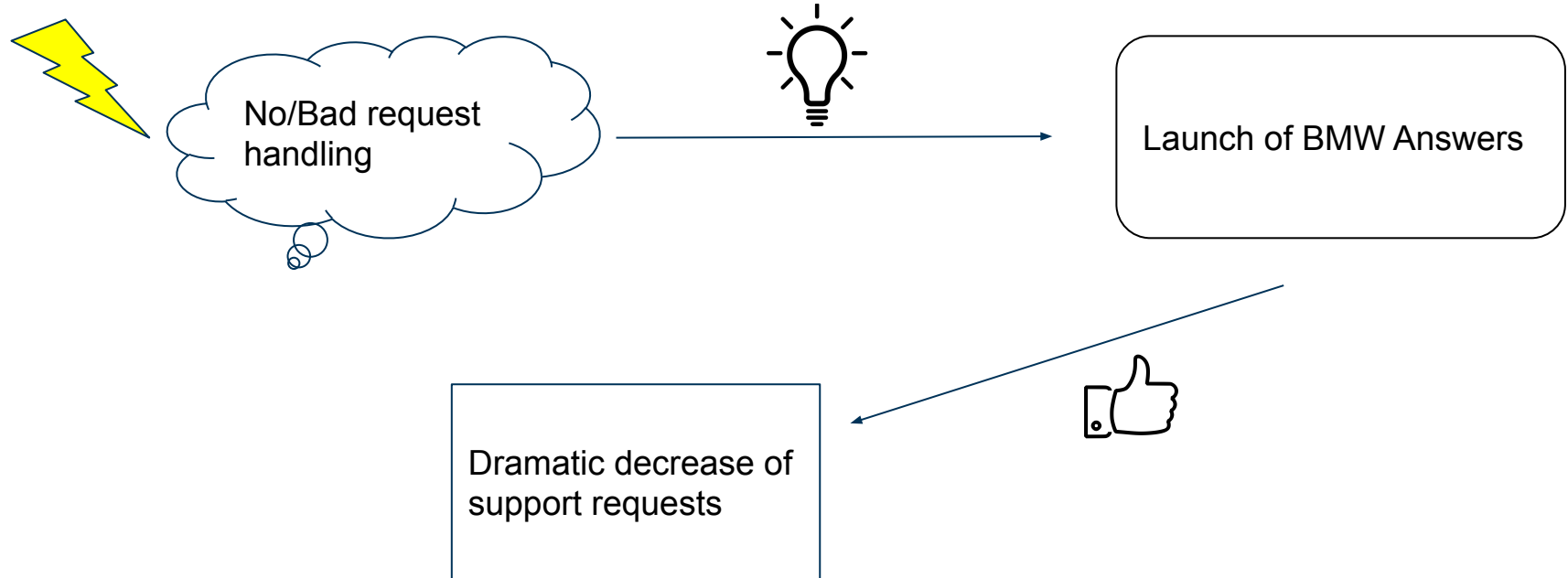


Source: Kogut & Zander (1992), „Knowledge of the Firm, Combinative Capabilities, and the Replication of Technology“; in Organization Science Vol. 3, No. 3 (Aug. 1992) p. 385

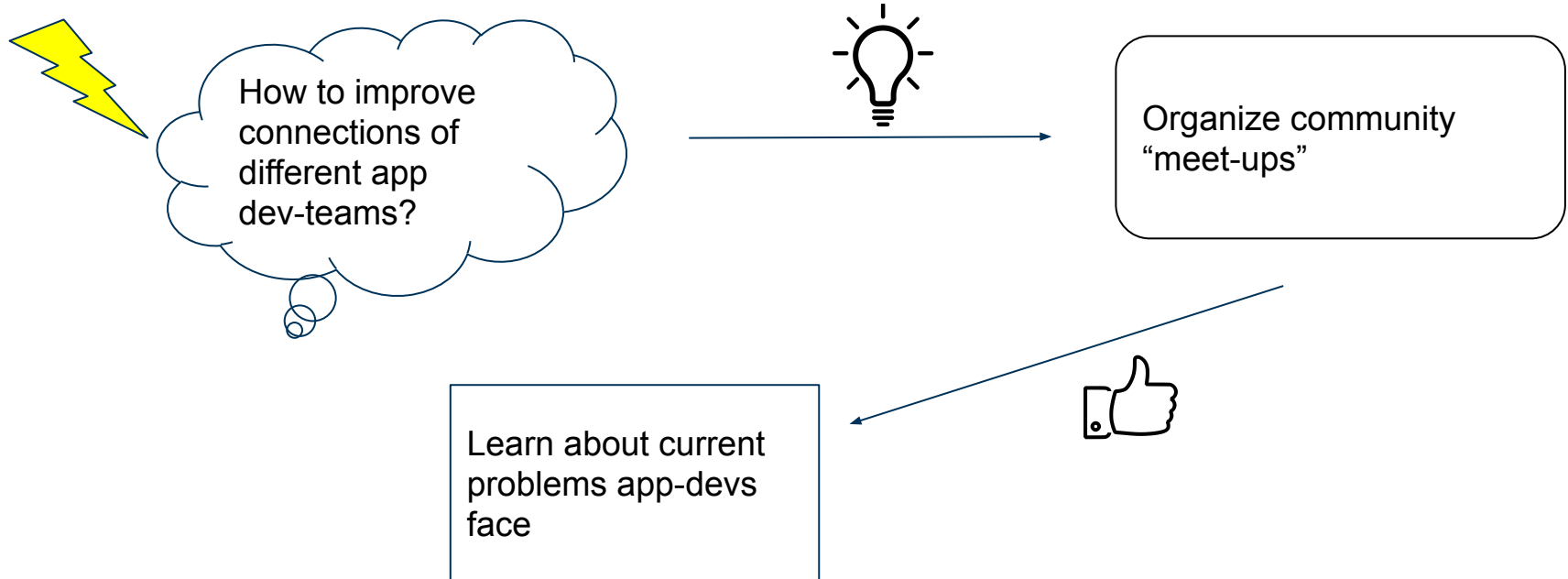
How BMW enhanced combinative capabilities



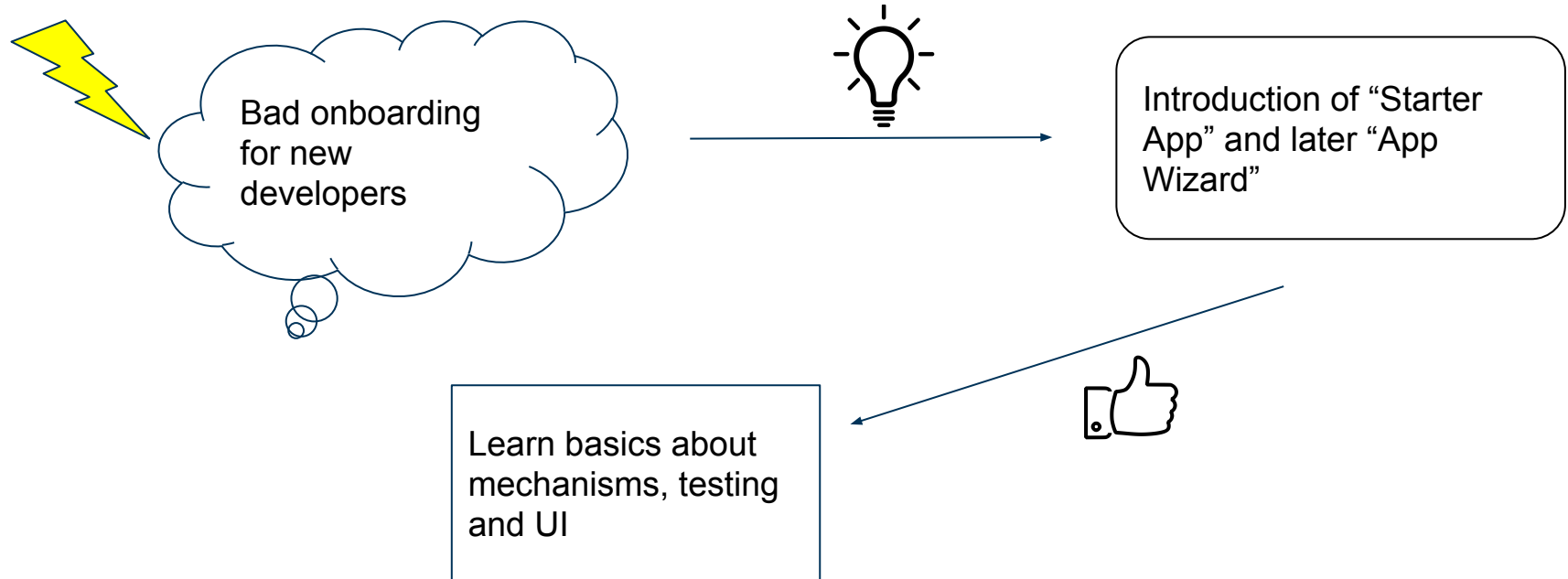
How BMW enhanced combinative capabilities



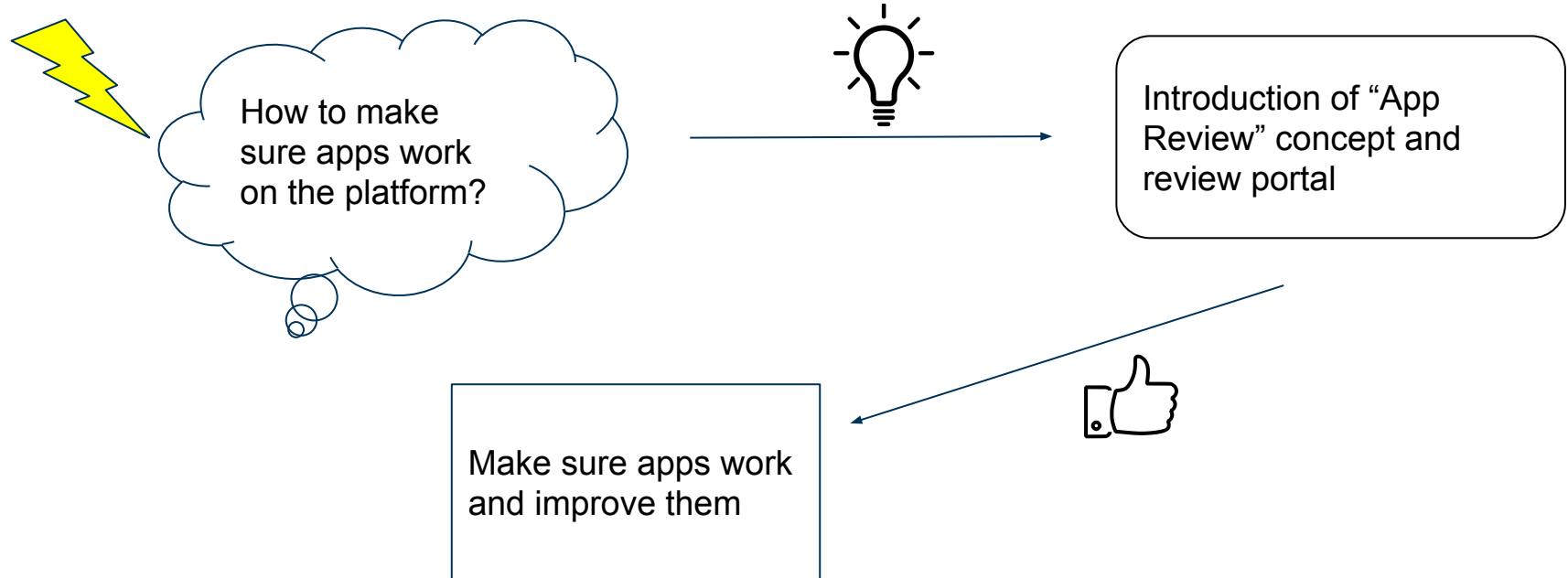
How BMW enhanced combinative capabilities



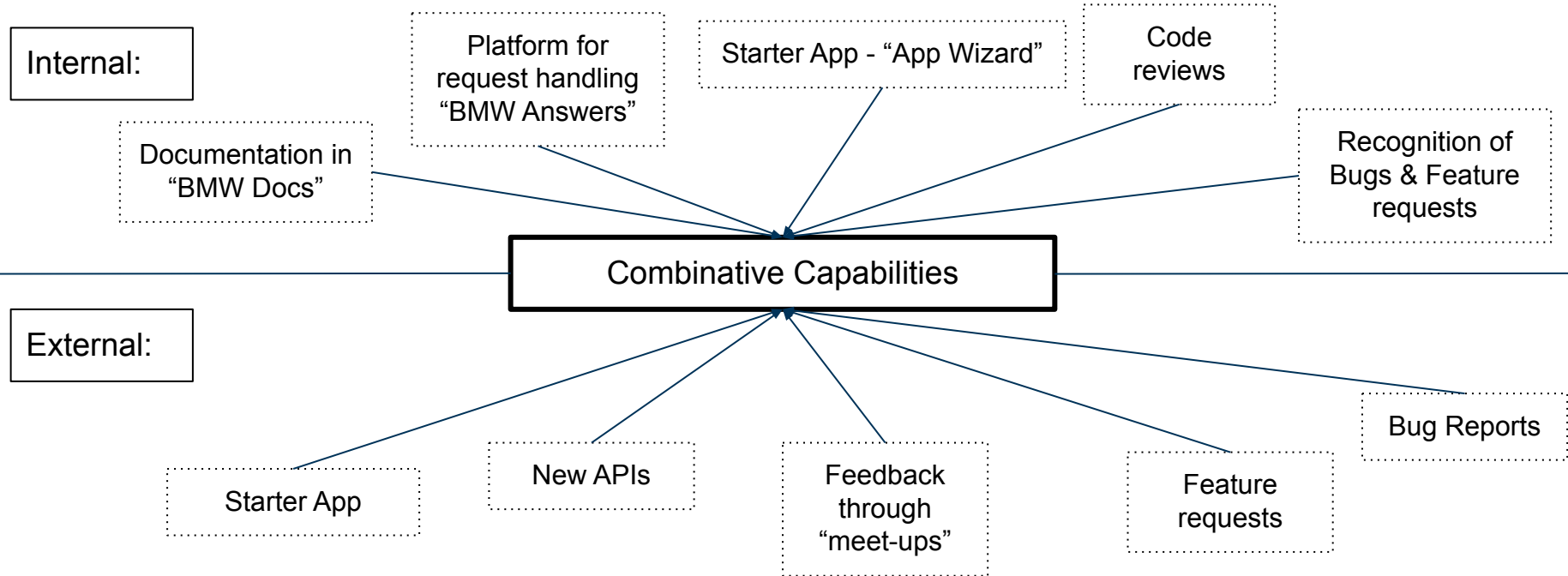
How BMW enhanced combinative capabilities

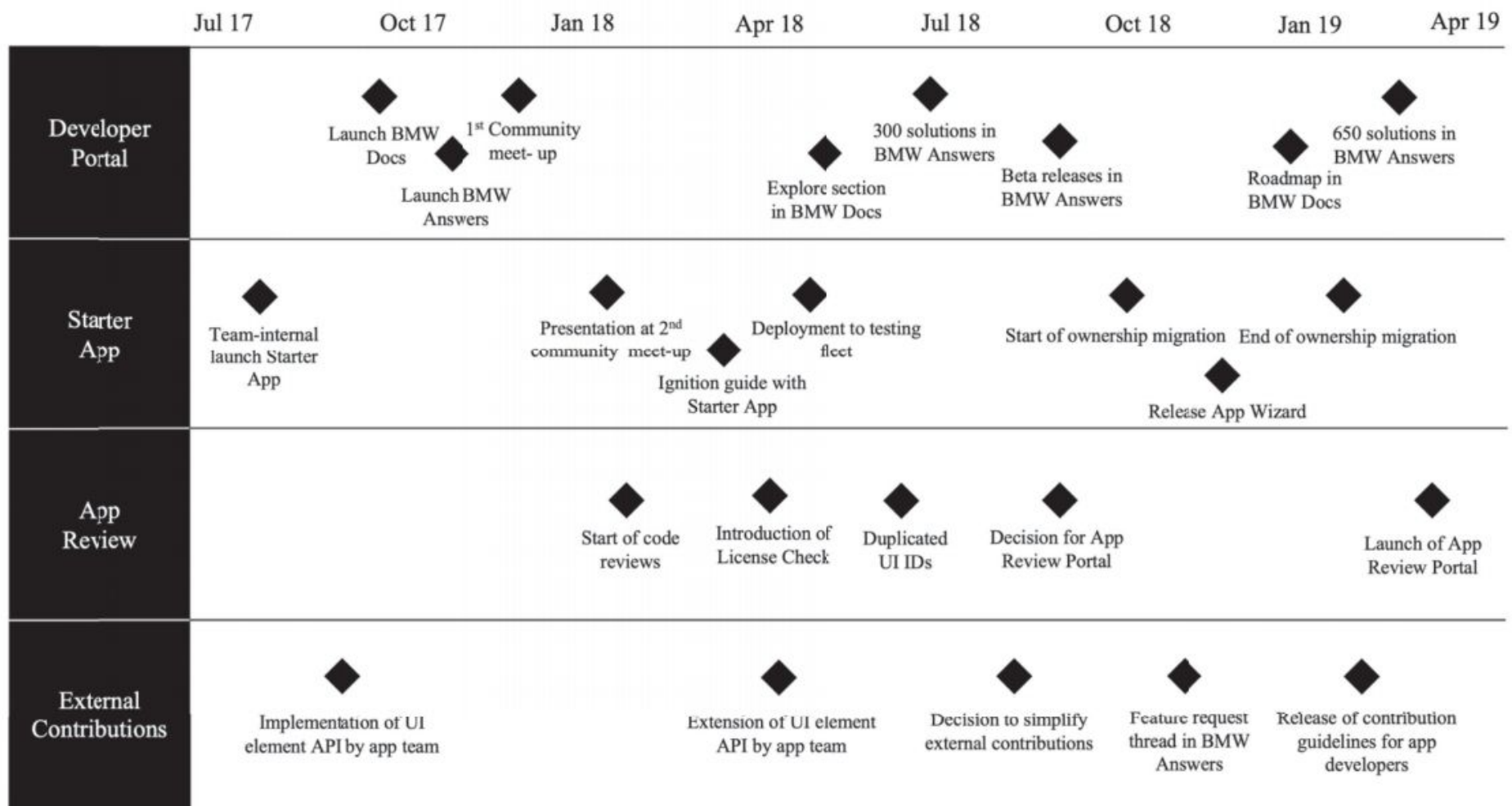


How BMW enhanced combinative capabilities



Combinative Capabilities





Discussion

