IMKM - Tools and Application of Knowledge Management
Exercise 8 | Group 50

Technical University of Munich

Chair for Information Systems

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Group 50:

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Knowledge Management Core Processes

Our Case:

The Company PMC faces some Knowledge-Management-Based problems

-> Investigation along the Knowledge-Based View of the firm

Company Introduction:
Pasadena Management Consulting (PMC)

Consulting company specialized in building creative systems and solutions for technology companies

Competition:
- Small consultancy compared to current leaders
- Wants to build a reputation as innovator

Employees
- With academic and real-world experience
- Mixed educational backgrounds

Current Focus: Revenue Growth
- Consultants acting as individuals
- Limited attention to innovation and knowledge management

New Direction: Innovation Management
- Larger teams for more profitable projects
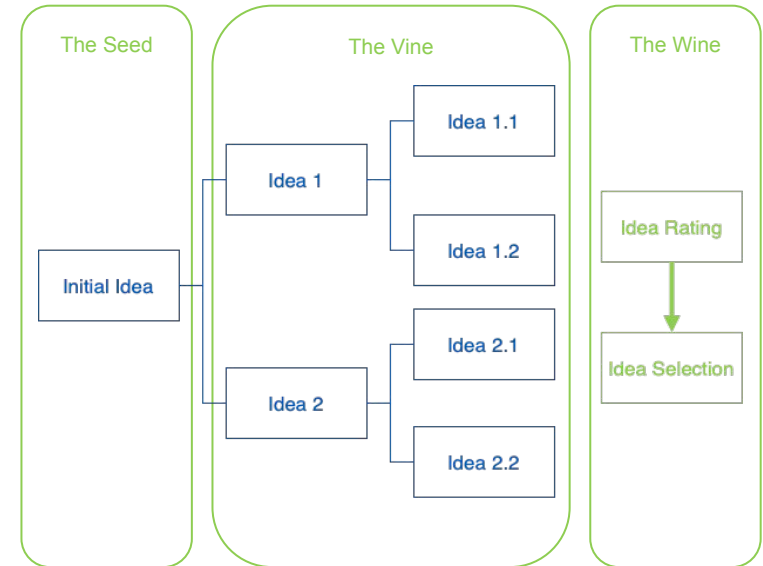- Awareness for social media-based solutions and crowdsourcing

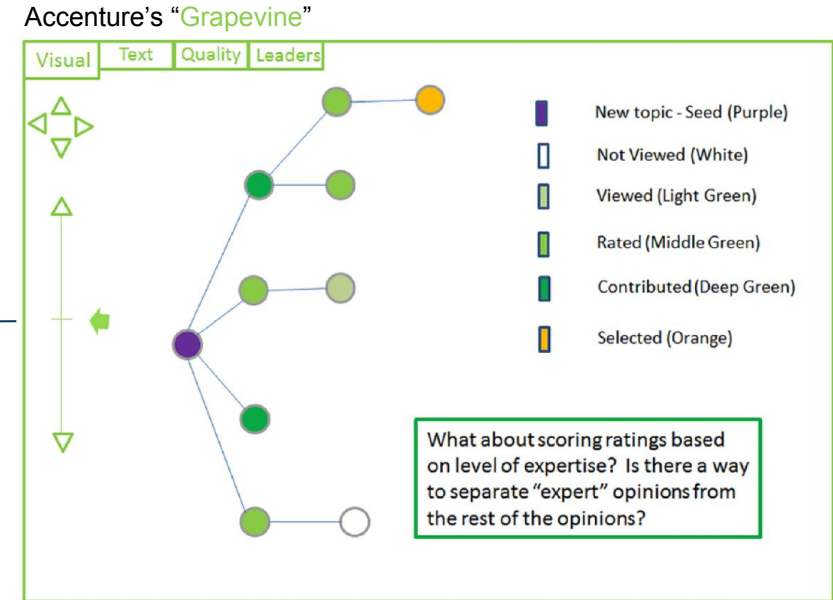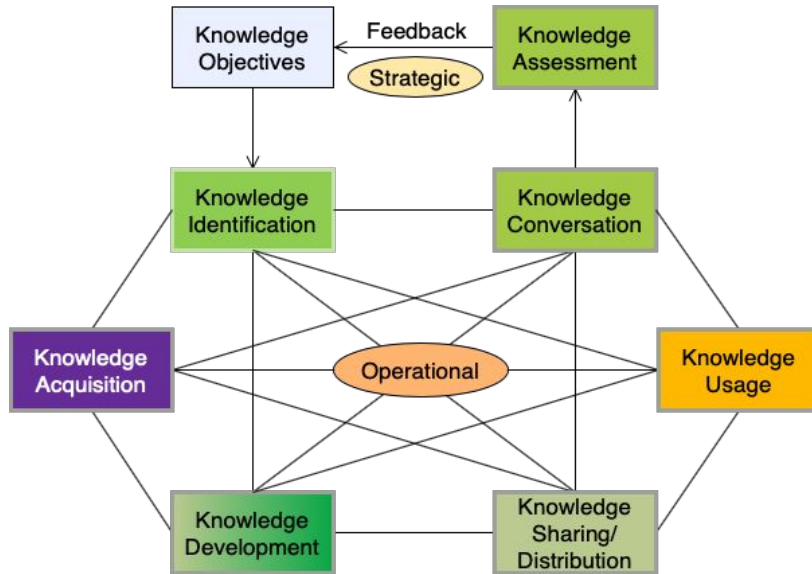# Crowdsourcing with Accenture's "Grapevine"

Crowdsourcing
- approach to capture content from multiple contributors
- Idea: knowledge is dispersed among the crowd

Accenture's "Grapevine"
- a tool that facilitates the process of generating, managing, filtering, prioritizing and rating different ideas at different times and places

The Seed

Initial Idea

The Vine

Idea 1

Idea 1.1

Idea 1.2

Idea 2

Idea 2.1

Idea 2.2

The Wine

Idea Rating

Idea Selection

Core processes of Knowledge Management


Accenture's "Grapevine"

Accenture's "Grapevine" fosters knowledge identification, acquisition, **development** and knowledge sharing.
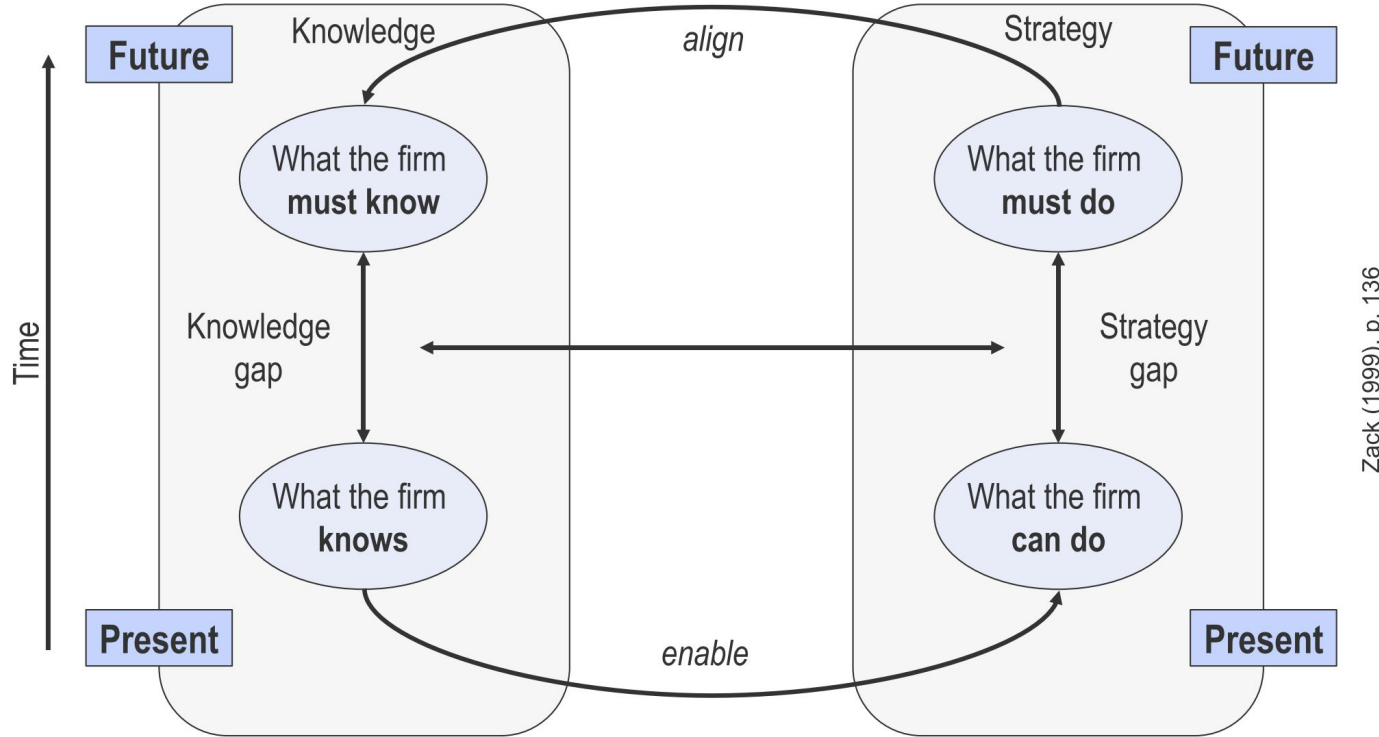Focus on **sharing and distribution** of ideas whilst storing all the acquired information.

Knowledge based view of the firm

"Knowledge is the major source of competitive advantage of a firm."

Knowledge-based theory of the firm (Grant, 1996)
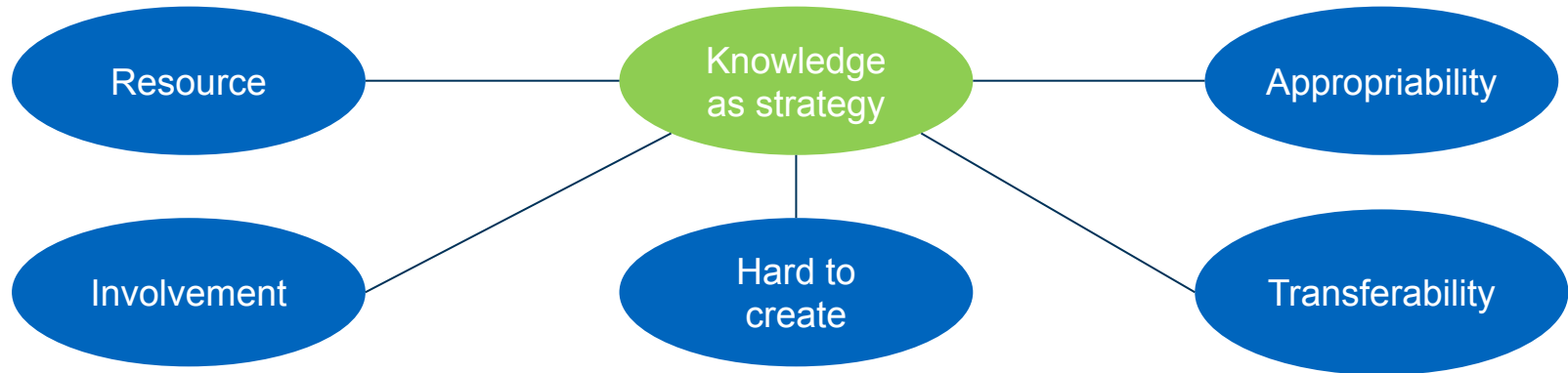
Alignment of knowledge and strategy

Zack (1999), p. 136

PMC's challenges

PMC'S CHALLENGES		IN THE CASE OF GRAPEVINE
REDUNDANCE & CONNECTING IDEAS	01	Ideas are not connected – possibility of redundance among different ideas Similar or complementary ideas cannot be linked/connected
STORING OF KNOWLEDGE	02	Storing of knowledge so that ideas can easily be reused Unfortunately, there is no library system for Grapevine yet
ASSESSMENT OF IDEAS	03	Difficult to determine relevance as in crowdsourcing relevance is subjective Challenging to interpret voting results
DIFFUSION OF IDEAS	04	Challenging to focus initial ideas rather than generating a diffusion of the discussion

PMC's challenges

PMC'S CHALLENGES		IN THE CASE OF GRAPEVINE
DISRUPTIVE INNOVATION	05	Can Grapevine's approach foster disruptive ideas or is it supporting incremental innovation?
PARTICIPATION	06	Participation seems to decrease over time (O'Leary, 2017). Participation environment/culture needs to be established
MEASURING RETURN ON INVESTMENT	07	Difficult to determine factors for the cost as well as the benefit side to measure the system's return on investment

Discussion

1. **Does Grapevine enable PMC to use knowledge as a competitive advantage?**

2. **How could PMC improve its knowledge assessment to gain a competitive advantage?**

3. **What could be methods of measuring Grapevine's return on investment for PMC?**