Preserving the Integrity of Knowledge and Information in R&D

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Introduction

- Siemens AG is a leading industrial company.
- Under the supervision of CEO and President Pierer, the company was restructured in 6 areas and 2 divisions:

  **AREAS:**
  - Information & Communications
    - Automation & Control
      - Power
      - Transportation
      - Medical
      - Lighting

  **DIVISIONS:**
  - Real Estate
  - Financial Services

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Why Knowledge Management

- Siemens is a global company that operates in a lot of countries.
- It was known to have a very conservative culture.
  - There was a need to change the culture by increasing internal knowledge sharing.
  - There was a need to increase benchmarking through external information in order to ensure a competitive advantage.

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Question 1
Describe the Knowledge Strategy Process and its fit with organizational culture and strategy

The Knowledge Management Strategy (KSP) was a six-step guideline to help managers throughout Siemens AG implement their KM plans.

- this guideline aligned the KM initiatives with the company's goals
- it helped shape the culture by providing a guideline of implementation for new socio-corporate dynamics in the transformation into KM.

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Question 2:
Describe the development of worldwide KM initiatives, with a focus on CoPs, and remuneration schemes to stimulate participation.

The KM Initiatives consisted on:
- The Bonus Top Program
- The Best Patrice Sharing Program
- The Learning Program
- Sharenet
- Knowledge Strategy Process (KSP)
- Siemens became an integrated solutions service company

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• Global Communities of Practice (CoPs) were also part of the KM initiatives.
• Employees from different sectors and geographical areas could exchange ideas about their work experiences and enhance the company's effectiveness and efficiency worldwide.
• Remuneration schemes were implemented such as the Bonus-Top program.
Question 3:
Describe how the knowledge road map is developed, identifying key knowledge areas necessary KM actions.

Exhibit 6
Siemens AG Corporate Roadmap

Stage 1
Initiate
- Define Corporate KM Roadmap & Framework
- Provide initial infrastructure, service and training
- Support the early adopters

Stage 2
Mobilize
- Develop & implement KM roadmaps in the businesses
- Mobilize Knowledge Communities
- Establish best practice and knowledge sharing

Stage 3
Institutionalize
- Integrate KM in the business processes
- Set up KM organizations
- Implement & link standard KM platforms
- Establish Knowledge Communities as virtual organizations
- Promote new knowledge-based businesses
- Establish knowledge sharing and creation as career criteria
- Implement intelligent KM workplaces
- Focus on innovation

2001  | 2003  | 2004  | 2006

Source: Siemens Spain.
Question 4:
Discuss how local communities of practice were developed in Spain, measures used in their evaluation, and changes in their design and organization to become more closed/open.

There were three types of communities of practice:
- Local Cops
- International CoPs
- Collaborative CoPs

Siemens Spain Mostly Had Local CoPs and Some Collaborative Ones.