
Knowledge management and innovation: networks and networking

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Abstract

Begins with a critical review of the literature on knowledge management, arguing that its focus on IT to create a network structure may limit its potential for encouraging knowledge sharing across social communities. Two cases of interactive innovation are contrasted. One focused almost entirely on using IT (intranet) for knowledge sharing, resulting in a plethora of independent intranets which reinforced existing organizational and social boundaries with electronic "fences". In the other, while IT was used to provide a network to encourage sharing, there was also recognition of the importance of face-to-face interaction for sharing tacit knowledge. The emphasis was on encouraging active networking among dispersed communities, rather than relying on IT networks. Argues for a community-based model of knowledge management for interactive innovation and contrasts this with the cognitive-based view that underpins many IT-led knowledge management initiatives.

Introduction

From the 1990s onwards an emphasis on innovation has been seen to replace efficiency and quality as the main source of competitive advantage for firms (Bolwijn and Kumpke, 1990). Reflecting this emphasis a huge body of literature has emerged which aims to identify "best practice" in both the diffusion of innovation to users, and in the implementation of innovation within user firms (for reviews, see Wolfe, 1994; Slappendel, 1996). This literature emphasises the importance of networks and networking for innovation. So for example, individual employee involvement in professional associations has been shown to facilitate the diffusion and adoption of new ideas (Swan *et al.*, forthcoming). Through such external networking activity individuals become aware of new technologies, which may be relevant to their own organizations. Individuals thus acquire knowledge and information through boundary spanning activity. It is also necessary to convince others within their organization of the potential advantages of the new technology and to bring together the necessary skills and knowledge needed to implement and appropriate it. So internal networking is also important. However, while networks and networking are clearly central to understanding innovation processes, there has been a change recently in how these processes are conceived.

The literature on innovation has been extremely broad incorporating perspectives as diverse as traditional structuralist approaches through to more process-oriented approaches. From the structuralist perspective, innovation is seen as a "thing" or entity with fixed parameters (e.g. a new technology or management practice) which is developed externally, packaged ("blackboxed") by suppliers and then transferred to potential users where it can be seen to offer them competitive advantage (Wolfe, 1994). Around this, models of innovation have been aimed, either at helping suppliers to diffuse the latest best practice innovations (e.g. Rogers, 1983), or at helping users to implement them (e.g. Damanpour, 1987). From this perspective then, networks are treated as structures

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