



**Copenhagen
Business School**
HANDELSHØJSKOLEN

Center for Strategic Management and Globalization

Vidensdeling i organisationer

MANDI Project

(**M**anaging the **D**ynamic **I**nterfaces
between Knowledge and Culture)

Why knowledge?

■ Firms ...

- that effectively expand, disseminate and exploit knowledge internally,
- that protect knowledge from expropriation and imitation by competitors, and
- that know how to accumulate and distribute knowledge effectively and efficiently,
... enjoy a competitive advantage.

Main themes in MANDI

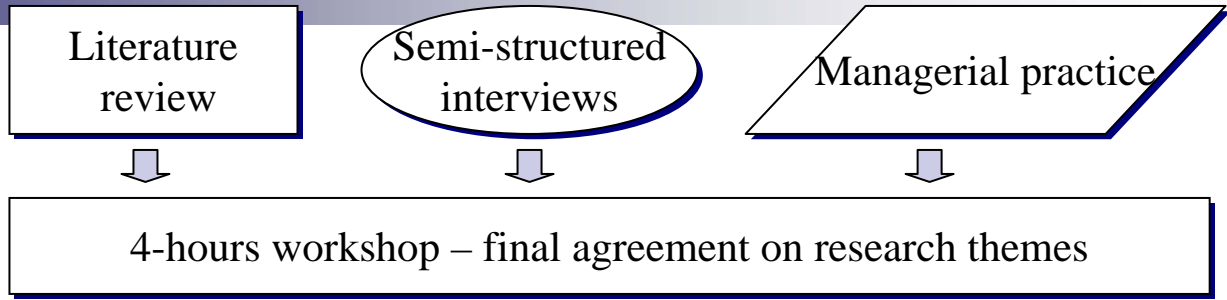
- Knowledge sharing and organizational culture
 - Subcultural differences in knowledge sharing
- Objectives of knowledge sharing
- Reasoning for (no) knowledge sharing
 - Extrinsic and intrinsic motivation
- Strategies for knowledge sharing
 - Codification vs. Personalization;
 - (Virtual) communities of practice
- Knowledge sharing and (perceived) organizational performance



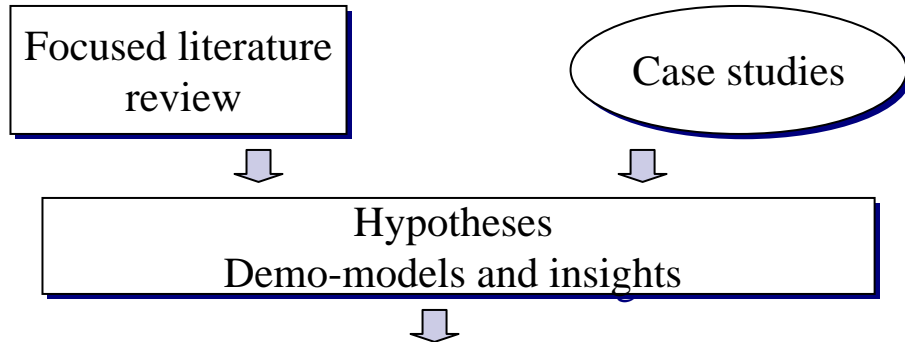
MANDI

- **MAN**aging the **D**ynamic **I**nterfaces
between knowledge and culture
- Copenhagen Business School
- CSC Denmark, Rovsing Management A/S,
DIOS A/S, Dansk Handel og Service

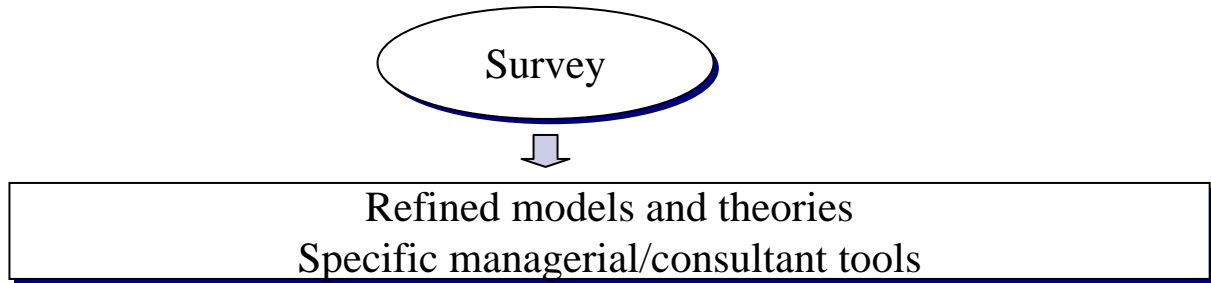
Explorative Stage



Conceptualization Stage



Consolidation Stage



Test stage



Finalization



A Quick Overview of the Cases

- The Egmont Group:
 - Beginning stage of KM – focus on organizing for knowledge sharing (no KM strategy)
- Cell Network:
 - Beginning stage of KM – focus on organizing for knowledge sharing and building knowledge sharing culture (no KM strategy)
- CSC and Coloplast:
 - Intermediate stage of KM – focus on capturing, storing and sharing knowledge and best practices via "the Portal" (global KM strategy – but lack of incentive system and link to value-added)
- Siemens ShareNet:
 - Advanced stage of KM – focus on e-knowledge management across all value chain activities (clear global KM strategy – but recent lack of resources to implement it due to financial downturn)

The MANDI Survey

- The ambition of the survey is to involve as many employees from different levels of an organization as possible.
 - Advantage: individual level
- MANDI Questionnaire on Knowledge Sharing
 - was pre-tested to increase the clarity of the questions and avoid interpretation errors
 - was translated and back translated in several languages
 - Is easy to customize and add questions

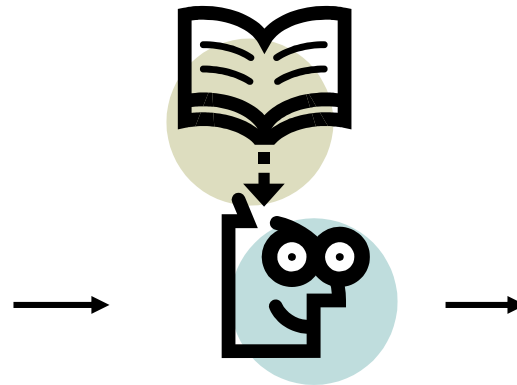
The MANDI Survey

- Both private companies and public organizations
- Mail survey
 - Bulgaria, China, Denmark, Russia, Turkey
- Web survey
 - Denmark
 - Business companies
 - Maersk (a subsidiary in Russia)
 - Danisco
 - NNE
 - Chr.Hansen
 - Public organizations

Feedback

- Super relevant undersøgelse
- ALT FOR LANGT
- Besynderlige spørgsmål. Jeg undrer mig over om de mon er stillet ud fra kendskab til typiske arbejdssituationer i <firm>.
- Some issues are difficult to evaluate/rate

Knowledge Sharing Index




■ Knowledge receiving

- Knowledge acquired
 - From own department
 - From other departments
- Knowledge used
 - From own department
 - From other departments

■ Knowledge sending

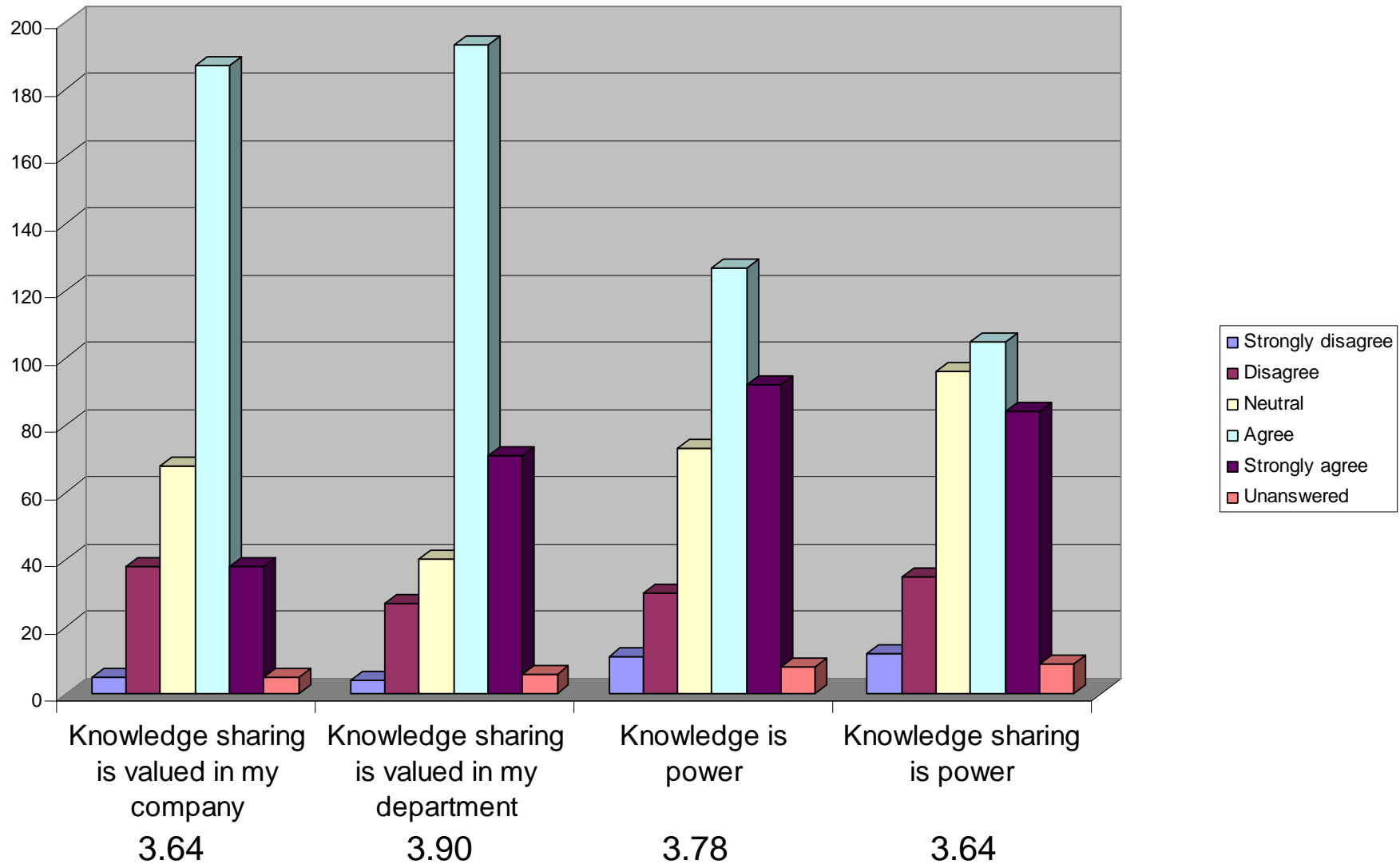
- Knowledge acquired
 - By own department
 - By other departments
- Knowledge used
 - By own department
 - By other departments



In your company to what extent is knowledge sharing used for the following purposes?

- Improving labor productivity: 2.94
- Improving product/service quality: 3.24
- Improving decision-making processes: 2.85
- Improving (the speed of) innovation: 2.87
- Improving employee satisfaction: 2.64
- Improving customer satisfaction: 3.27
- Increase revenue: 3.24
- Developing new business areas: 3.02
- Reducing costs: 3.18

To what extent do you agree with the following statements?



Reasons for "not to share" behavior

- Protection of individual competitive advantages
- Reluctance to spend time on knowledge sharing
- Fear of hosting "knowledge parasites"
- Avoidance of exposure
- Strategy against uncertainty regarding how the knowledge receiver will perceive and interpret shared knowledge
- High respect for hierarchy and formal power

Conditions for collaboration

■ MANDI

- provides electronic version of the questionnaire in English, Danish or Russian
 - provides software for data collection
 - collects the data
 - transforms data into Excel data set
- A necessary condition for this would be the availability of a sufficient number of filled out questionnaires (more than 100), which would allow for a thorough scientific analysis
- All collected data have been treated strongly confidentially and processed statistically.
- Agreement

Contact

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Presentations

13.15 – 13.45: ***Knowledge Sharing in the Danish Public Sector.***
Kim Pedersen, DIOS

13.45 – 14.15: ***Organizational Culture and Knowledge Sharing.***
Andrea Straub, Danisco

14.30 – 15.00: ***Networks and Knowledge Sharing.***
Charlotte Wiinstedt Olsgaard, NNE

15.00 – 15.30: ***Knowledge Sharing Across Borders.***
Hans Holm, Chr. Hansen

15.30 – 16.00: ***Panel discussion across cases.***
Conclusion and Perspectives.
Henrik W. Bendix, Managers' Hotline A/S