Appendix C

This appendix give some details of studies used for the examination of Knowledge Management Trends in section 3.1.

C.1 Study Nohr 2000

Investigation method : Interviews based on a questionnaire

Number of participants : 22 German companies

Participating companies span over all industry.

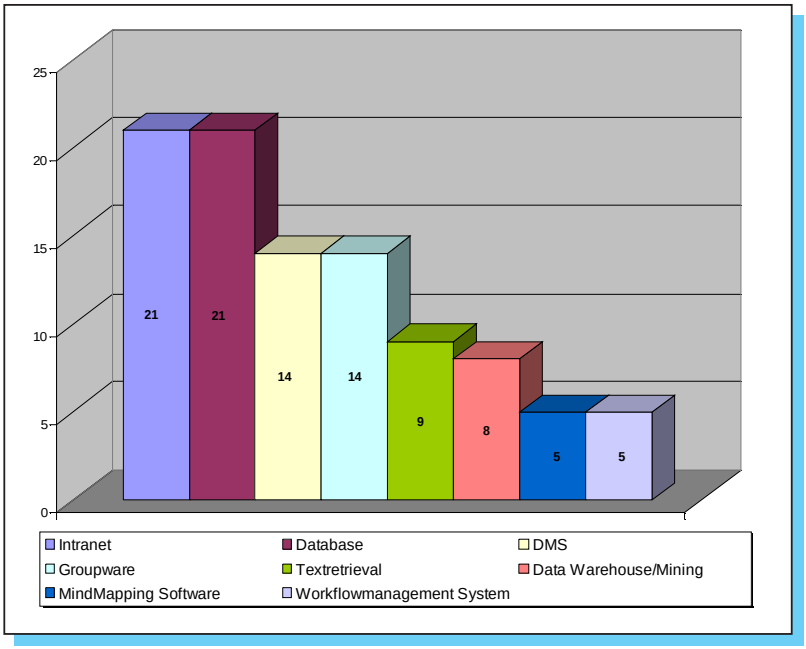

Figure C.1-1 Knowledge Management Applications in 2000 [Nohr, 2000]

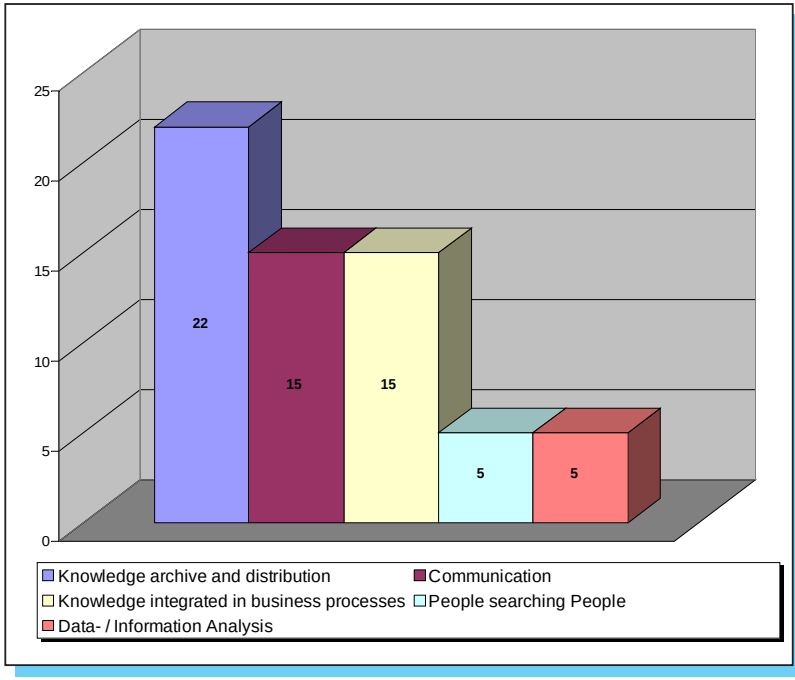

Figure C.1-2 Purpose of Systems for Knowledge Management in 2000 [Nohr, 2000]

Company Size			
< 50 employees	2	companies	(9%)
51 - 100 employees	4	companies	(18%)
101 - 250 employees	2	companies	(9%)
251 - 500 employees	4	companies	(18%)
> 500 employees	10	companies	(45%)

Figure C.1-3 Size of participating companies in Nohr, 2000

C.2 Study unicmind 2001

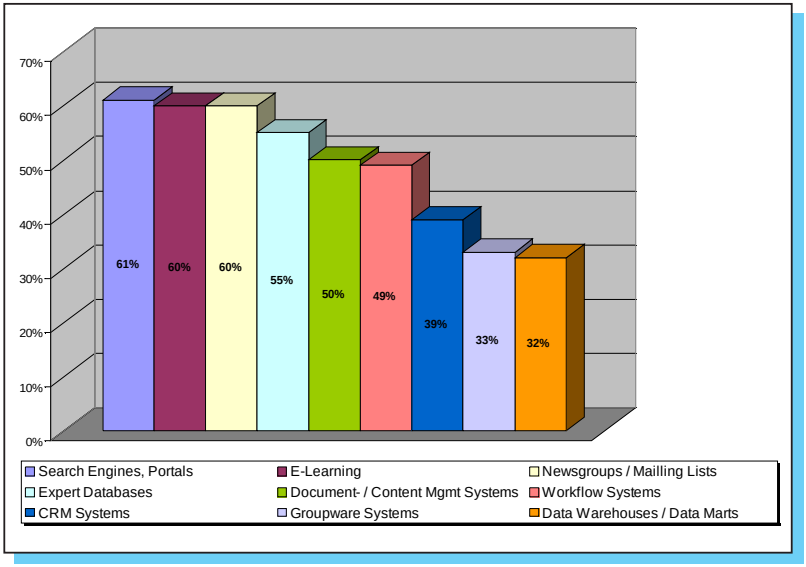

Figure C.2-1 Knowledge Management Applications in 2001 [unicmind, 2001]

C.3 Study Inst. f. e-Management 2001

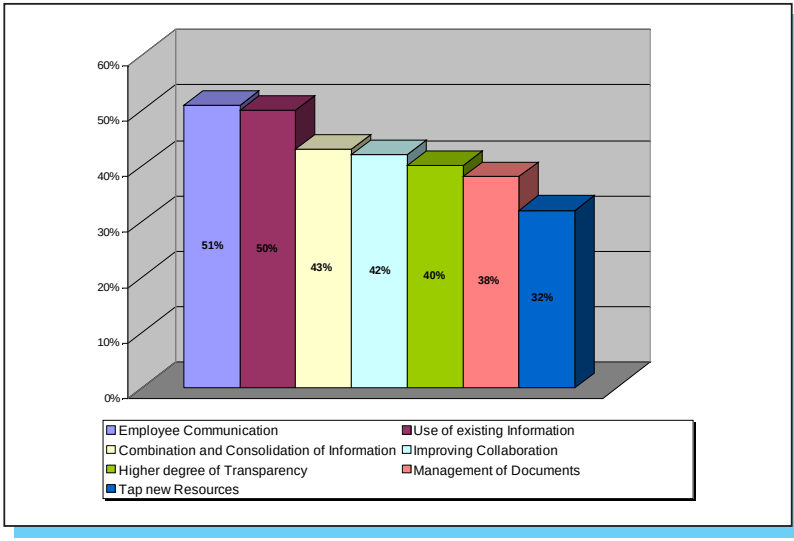

Figure C.3-1 Features Asked for in Knowledge Management Systems in 2001 [Inst. f. e-Management 2001b/c]

C.4 Study Ohle 2003

Investigation method : Interviews based on a questionnaire by telephone + computer-assisted analysis

Number of participants : 267 German companies

Participating companies are mainly from manufacturing industry.

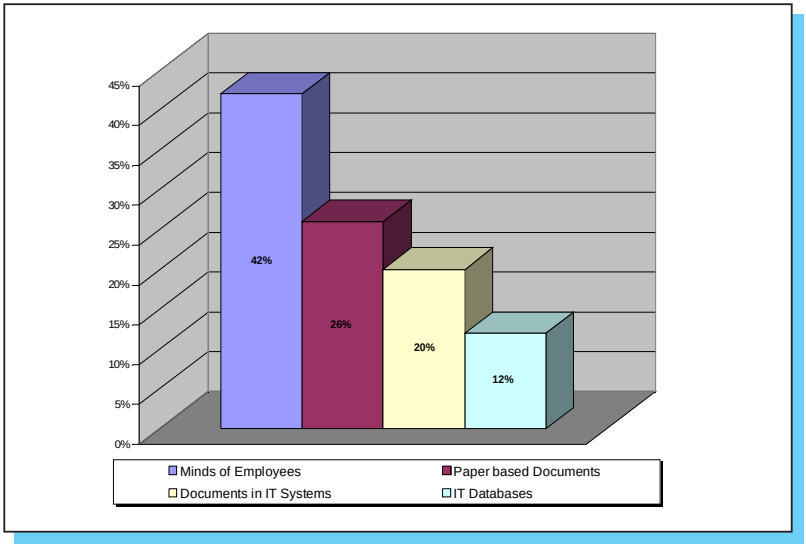

Figure C.4-1 Localisation of Knowledge [Ohle, 2003]

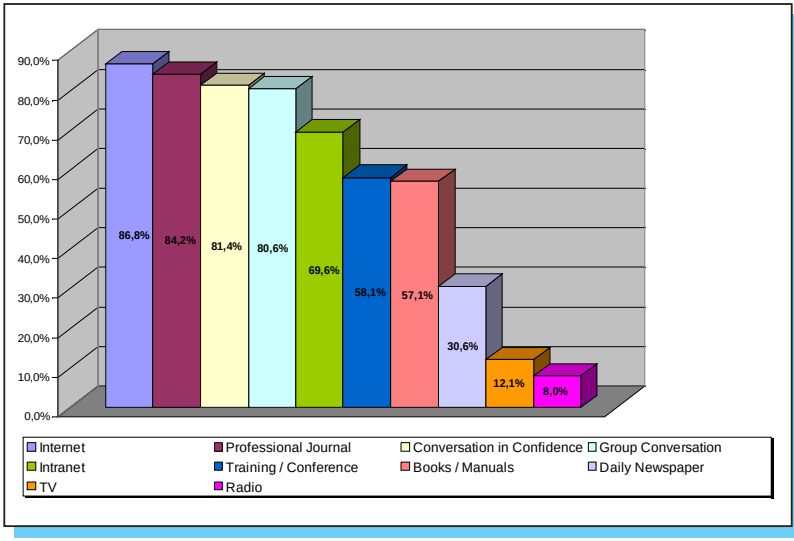

Figure C.4-2 Knowledge Sources for Daily Work [Ohle, 2003]

Company Size			
< 100 employees	20	companies	(7%)
100 - 500 employees	121	companies	(45%)
501 - 1000 employees	39	companies	(15%)
1001 - 2000 employees	21	companies	(8%)
> 2000 employees	57	companies	(21%)
?	9	companies	(3%)

Figure C.4-3 Size of participating companies in Ohle, 2003

Main Results of Ohle 2003

A major part of the participating companies (approx. 75 %) is dealing with knowledge management or developing company structures for the use of KM.

KM is not supported in a professional manner. 80 % of the companies are complaining about duplication of work and knowledge loss.

Main barriers for KM initiatives are shortage of time, a lack of transparency and knowledge hiding by employees.

Nearly 90 % of the companies know which employee knows what but only a third offers systematical information retrieval methods.

80 % of the companies have documentation of the important processes available but only a quarter of the companies allow access to this information for every employee.

The transfer of knowledge is mostly handled by direct communication. The mostly used knowledge sources are the Internet and conversations in private.

More than 70 % of the companies are promoting internal knowledge exchange, for example using an incentive plan.

Mostly used software tools are standard office tools instead of professional IT-tools.

Proposed Key Factors of Competence and Performance Management

- Interlinking of individual and department knowledge;
- global exchanging of know-how and experiences;
- generating of knowledge must be part of the companies' processes;
- sharing knowledge in an active way;
- providing access to best practises;
- avoiding duplication of work and mistakes;
- reducing cultural barriers;
- avoiding of knowledge loss by staff changes;
- maintaining available knowledge.

C.5 Study Koeder & Rohleder 2004

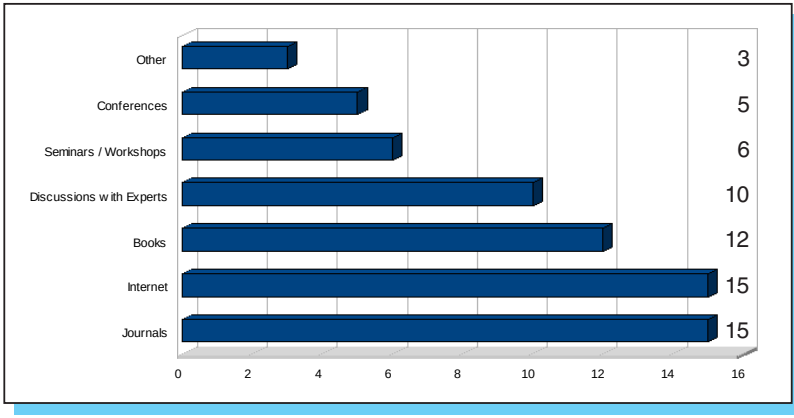

Figure C.5-1 Used Knowledge Sources for KM [Koeder & Rohleder, 2004]

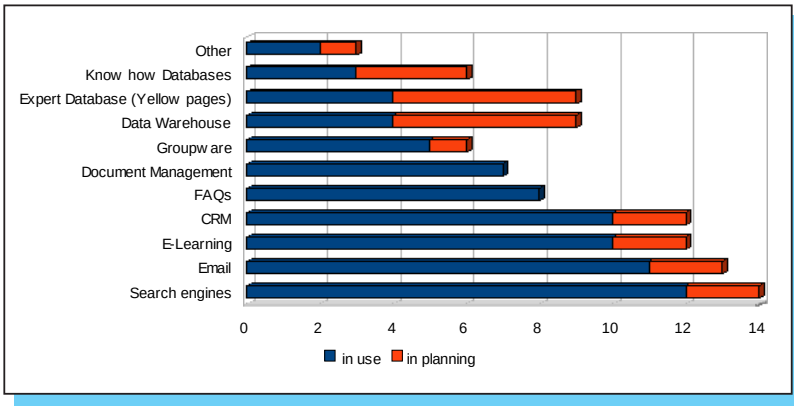

Figure C.5-2 Used and Planned IT Systems for KM in 15 Participating Companies [Koeder & Rohleder, 2004]

C.6 Study Linde 2005

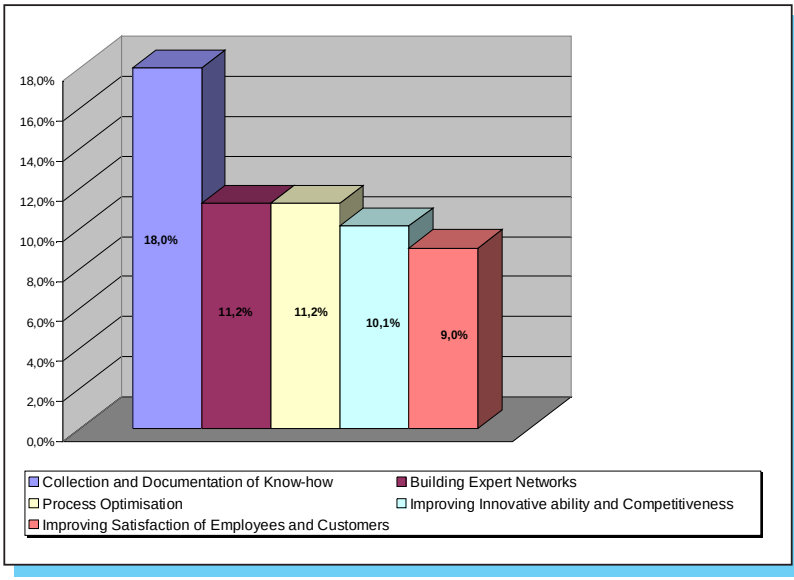

Figure C.6-1 Focus in KM [Linde, 2005]