

# INTER-FIRM KNOWLEDGE MANAGEMENT

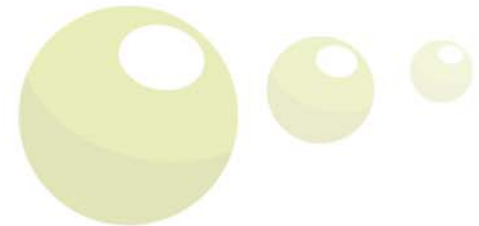
## Knowledge dependencies and firm strategies

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Duco Bannink, Willem Trommel, Marcel Hoogenboom  
FP6-project WORKS  
University of Twente



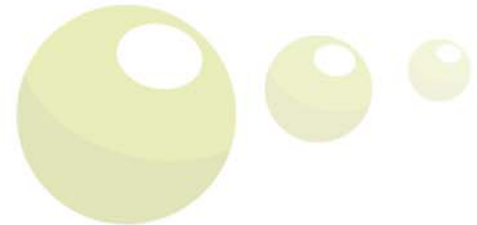
**University of Twente**  
*Enschede - The Netherlands*



# INTER-FIRM KNOWLEDGE MANAGEMENT Outline

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1. Introduction: the project
2. Inter-firm knowledge management
3. Case studies
4. Conclusion



# INTER-FIRM KNOWLEDGE MANAGEMENT

## 1. Introduction: the project

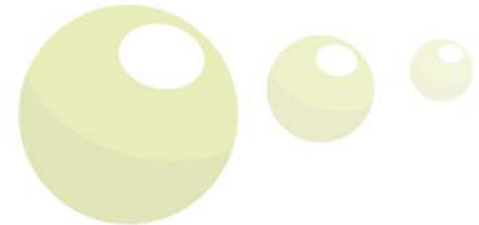
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- UT case studies for WORKS

Work Organisation and Restructuring in the Knowledge Society

Value chain changes

- >> Exchanges of knowledge
- >> Impacts upon organisation
- >> WORKS primarily interested in nature and organisation of work



# INTER-FIRM KNOWLEDGE MANAGEMENT

## 2.1 Inter-firm knowledge management

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- Knowledge types
  - Technical  
On technical artefacts: applied to improve goods
  - Social  
On collective action: applied to improve production process
  - Cultural  
On different social systems: applied to accommodate differences, improve market position
- Knowledge Society
  - Knowledge interaction increases
  - Interdependencies increasingly concern knowledge
  - Cultural knowledge difficult to protect

# INTER-FIRM KNOWLEDGE MANAGEMENT

## 2.2 Inter-firm knowledge management

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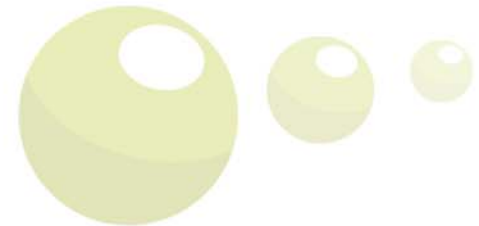
>> Firm strategies

- Buffering

Decrease dependency by increasing autonomous capacity to meet own requirements

- Bridging

Decrease dependency by increasing hold upon other/decreasing other's capacity to exploit



# INTER-FIRM KNOWLEDGE MANAGEMENT

## 3.1 Case studies

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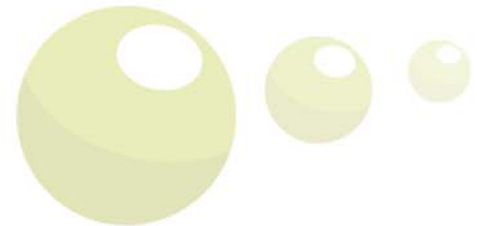
### Dutch Telecom - Customer Services Netherlands

#### Interdependencies

- Market resources: DT > CSN
- Knowledge resources: CSN > DT

#### Dependency management strategies

- DT bridges: reinforcement of market position to force CSN adjust cultural knowledge strategy to DT



# INTER-FIRM KNOWLEDGE MANAGEMENT

## 3.2 Case studies

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### Geisha - West-African market

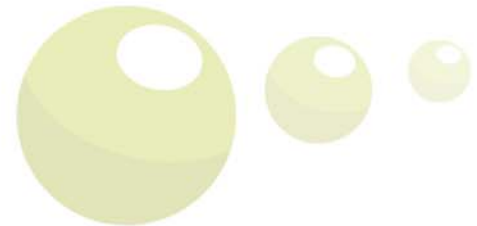
No identifiable counterpart

Interdependencies

- Market resources: Geisha weak
- Knowledge resources: Geisha weak

Dependency management strategies

- Geisha buffers: development own cultural knowledge resources in order to 'define' market



# INTER-FIRM KNOWLEDGE MANAGEMENT

## 3.3 Case studies

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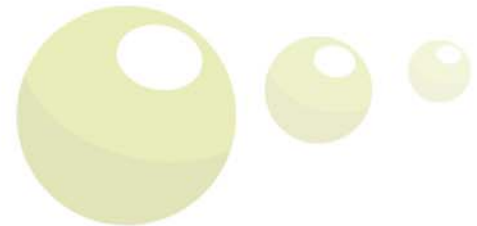
### Easttown municipality - IT for Municipalities (ITM)

#### Interdependencies

- Market resources: Easttown <> ITM
- Knowledge resources: Easttown <> ITM

#### Dependency management strategies

- Easttown and ITM both bridge: adjustment of cultural knowledge resource to requirements of other
- Easttown and ITM both buffer: engaging in market relations to others



## INTER-FIRM KNOWLEDGE MANAGEMENT

### 4. Conclusion: dependencies and strategies

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Knowledge dependencies affect management strategies

Cultural knowledge is in centre of organisations' strategies

Strategies with 'hard' and 'soft' resources interact

