

Practices of Knowledge Management in Digital Age, a Case Study of Switzerland and Northern Italy

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Abstract

Introduction: Theoretical Background

Nowadays, all organizations face increased global competition in a knowledge-based economy.

Consequently, they need to continually learn and convert their project-derived knowledge into enhanced and innovative products and services in order to remain competitive in an increasingly aggressive market.

The accelerating technological change imposes organizations an extra effort to become digitally proficient in order to improve attractiveness and efficiency. This is reflected by the effective management of project knowledge using information technology tools, which improve overall organizational performance and contribute to the achievement of business benefits: the ability to integrate the appropriate knowledge for the management of new technologies and, consequently manage the intellectual capital of qualified employees plays therefore a crucial role.

Furthermore, it is necessary to be ready to govern the whole system of processes - both productive and organizational - that inevitably undergo changes.

Knowledge is not merely widely regarded as a key asset in companies, but it is becoming the most important strategic determinant of economic growth.

Research Objective:

Our research will focus on discovering possible correlations between complexity of the working environment and adoption of information management systems; it will investigate the type of benefits that can be derived by managing project knowledge like improved efficiency, enhanced continuity of the organization, optimized interaction within the company and empowerment of the employees.

It will investigate how and through which tools the knowledge generated by the management of projects is transferred into the organization and what are the possible criticalities encountered, also taking into consideration that information are often unstructured and/or come from heterogeneous sources.

The study also aims at understanding how the business management can allow and facilitate this integration, while considering digital transformation as a fundamental driver to remain competitive on the market.

Methodology:

We will develop our study through a structured online survey that will be sent via e-mail to a selected target working in companies located in Switzerland and Northern Italy and operating in different sectors, whose size will range from small, mid-size to large, including both local and global organizations.

We believe it is important to consider also small and medium-sized companies including those of neighboring Italy in order to better understand if there are different dynamics of knowledge management.

This survey, with open and fixed questions, will be bilingual (ENG+IT) and structured in different areas ranging from most general aspects to more specific questions on level of digitalization, knowledge management and necessary skills.

Expected Results:

We expect a strong correlation between the complexity of the working environment and the information/knowledge management system.

Nevertheless, exceptions will also be considered and investigated.

This is because the word "complexity" is not necessarily a characteristic of large and mature companies, but can also identify start-ups.

The attention given to our questionnaire makes us perceive the importance and the resources (employees) that a company dedicates to the theme "knowledge management".

Keywords: Knowledge Integration, Technological change, Project Knowledge, Digital Transformation

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