Harnessing Intranet Technology for Organisational Knowledge Creation

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Abstract

Many organisations have embraced intranets with the intent of harnessing the technology to support knowledge manage-ment initiatives. Despite the promise that intranet technology holds in this regard, many of the early research studies indi-cate rather disappointing results. In this paper we propose a model that organisations can use to conceptualise and reflect on their intranet applications with a view towards more fruitful results, specifically in terms of knowledge creation. We do so by drawing upon Nonaka's well-known framework of knowledge creation and combining that with a taxonomy of five intranet use modes. For each of Nonaka's four knowledge creating activities we associate and describe the corresponding primary intranet use mode that we argue can foster the knowledge creation process. We illustrate the arguments with find-ings from our own empirical intranet field studies and other documented intranet-related knowledge management research. We conclude with some implications of the model and we suggest avenues for further research.

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