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Lorna Uden · I-Hsien Ting · Kai Wang (Eds.)

# Knowledge Management in Organizations

15th International Conference, KMO 2021  
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Proceedings

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# Preface

Welcome to the proceedings of the 15th International Conference on Knowledge Management in Organizations (KMO 2020/2021), held at the National University of Kaohsiung, Kaohsiung, Taiwan during July 20–22 2021. Owing to the unique circumstances brought about by the COVID-19 pandemic, KMO 2020 was postponed and subsequently merged with this year's edition of the conference, which was held in a hybrid format with both in-person and online presentations. KMO 2020/2021 was co-located with the 9th International Conference on Learning Technology for Education Challenges (LTEC 2020/2021).

Knowledge is behind the creation of benchmark products and service. It is power and, when properly harnessed, it gives a competitive advantage. Technology has had a tremendous impact on knowledge management (KM), inspiring the development of robust software platforms to leverage KM strategies. [Knowledge management](#) continues to evolve in response to new demands and challenges.

Social media has revolutionized the way we use the Internet. Social elements can be integrated with a variety of application types, including knowledge management. When social media elements are blended with knowledge management the work becomes easier. Knowledge-based systems are becoming more collaborative as seen in social intranets, allowing individuals to work on documents and communicate with each other in real time.

Mobile technology has become a primary means of accessing the Web for both personal and professional reasons. Mobile devices save both money and time, and as a result, mobile technology and KM will soon be inseparable. Today KM software allows us to tag, share, and organize content as soon as we create it. This helps to cut down on confusion and makes knowledge management a more interactive process.

KM today is developing a more robust approach that includes vendors, clients, and customers. Newer knowledge management options must allow for external integration so that internal and external parties can share information more easily. Blockchain and cryptographic technologies allow users in KM to own and control their data, and for data to be trusted by third parties they choose to interact with. There are potential benefits of automating routine knowledge tasks and using powerful algorithms to recommend relevant content and colleagues based on users' personas and the context of their work.

Although technology plays a crucial role in the advancement of KM, it is important to remember that KM will always fail if the end users and stakeholders are not at the centre of the strategy, design, implementation, and operations. KM should also be concerned with human-centred approaches (people, process, content, and culture) and new design methodologies such as design for users' experiences. To effectively manage knowledge in organisations, it is necessary that we address many of the above issues.

KMO 2020/2021 aimed to bring together leading academic researchers and research scholars to exchange and share their experiences and research in all aspects of knowledge management challenges. It also provided an interdisciplinary platform for researchers,

practitioners, and educators to present and discuss their most recent work, trends, innovation, and concerns, as well as practical challenges encountered and solutions adopted, in the field of knowledge management in organizations.

This proceeding consists of 37 papers covering various aspects of knowledge management. All of the papers selected for this volume underwent a rigorous review process involving at least four reviewers. The authors of these papers come from 15 different countries including Argentina, Austria, China, Colombia, Ecuador, Finland, France, Hong Kong, Japan, Slovakia, South Africa, Spain, Taiwan, Tunisia, and the USA.

The papers are organised into the following thematic sections:

- Knowledge Management Models & Analysis
- Knowledge Transfer & Learning
- Knowledge & Service Innovation
- Knowledge & Organization
- Information Systems and Information Science
- Privacy and Security
- Intelligent Science & Data Mining
- AI & New Trends in KM

We would like to thank our reviewers and the Program Committee for their contributions and the National University of Kaohsiung, Taiwan, for hosting the conference. Special thanks go to the authors and participants at the conference. Without their efforts, there would be no conference or proceedings.

We hope that these proceedings will be beneficial for your reference and that the information in this volume will be useful for further advancements in both research and industry related to knowledge management.

July 2021

Lorna Uden  
I-Hsien Ting

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