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# Knowledge Management in Organizations

13th International Conference, KMO 2018  
Žilina, Slovakia, August 6–10, 2018  
Proceedings

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# Preface

Welcome to the proceedings of the 13th International Conference on Knowledge Management in Organizations, held at the University of Zilina, Slovakia, during August 6–10, 2018. The theme of this year's conference was "Emerging Research for Knowledge Management in Organizations."

In today's intensely connected global economy, knowledge management (KM) in organizations is an important business imperative. KM involves the people, content, processes, culture, and enabling technologies necessary to capture, share, manage, and find information. To effectively manage knowledge in organizations, there are many challenges that need to be addressed.

According to Albert Einstein, "Information is not knowledge. The only source of knowledge is experience." Knowledge is the most valuable asset in any organization today and it is advancing at a tremendous pace. There are many new trends in KM for organizations. One aspect of this is cognitive knowledge. Cognitive technologies have helped us to redefine knowledge solutions.

Besides cognitive knowledge there are many other new trends such as the use of social media for KM. KM systems are becoming more collaborative than ever before, as seen in social intranet software, allowing individuals to work on documents and communicate with each other in real time. Employees in organizations need access to the organization's KM system (KMS) while they are on the go. Consequently, mobile technology and KM software will soon be inseparable.

Organizations need to regularly generate new content to keep pace with increasing demands for information. KM software now allows us to tag, share, and organize content as soon as we create it. Today, KM software allows for segmentation of information into multiple community spaces so that employees do not have to be overwhelmed with documentation that pertains to accounting or tech support.

It is important for KM to have a well-designed user interface that allows users to leverage the system properly. KM systems should allow for external integration so that internal and external parties can share information more easily. Customization is essential to the success of KM systems. KM should become more customizable, allowing organizations to scale their solution to the organization's growth.

In an economy based on highly specialized knowledge, collaboration is essential. What is critical now is a focus on fostering collaboration between individuals, teams, divisions, and organizations. Organizations must develop the skills and culture that enable high-value collaboration.

Collaboration alone is not adequate. Trust is the most important determinant of knowledge sharing and transfer. There are many issues that must be addressed to enable trust and knowledge sharing. Culture has been identified as one of the most important factors that enables or impedes knowledge sharing and transfer. Other issues include: organizational structure; social relations; rewards and motivation; emotion;

information technology; communication; top management support; social media and leadership etc.

KM is also facing a challenging time with the advance of big data and the Internet of Things (IOT) as well as cognitive learning. There is the issue of between innovation, technology, and KM. It is not only limited to technology, but it is the integration of business strategy and process, organizational community and culture, expertise and technology. To do this requires us to look into the emerging discipline of service science, especially service dominant logic. Co-creation of value is essential to offer services and products that will provide value to users.

As we can see, effective implementation of KM in organizations is challenging. There are still many research issues that need to be addressed. KMO 2018 aimed to bring together leading academic researchers and research scholars to exchange and share their experiences and research from all aspects of KM 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 KM in organizations.

The conference welcomes contributions from researchers and scholars on original and unpublished results of conceptual, constructive, empirical, experimental, or theoretical work in all areas of KM in organizations. The conference solicits contributions of full papers that address themes and topics of the conference. We are also interested in case studies that demonstrate how KM research strategies have been applied and the lessons learned. Case studies and work-in-progress/posters are welcomed. PhD research, proposals for roundtable discussions, non-academic contributions, and product demonstrations based on the main themes are also invited.

Research contributions on the aforementioned aspects can enlighten industry on how to handle the various organizational and technical opportunities and challenges in KM. KMO 2018 aimed to encourage research into the various aspects of KM so as to address many of the challenges facing organizations. The intent is to create a better understanding of knowledge management practices, research, and practical applications.

This year, we had 60 papers. All published papers underwent a rigorous review process involving at least four reviewers. Authors of these papers come from 24 countries including Austria, Brazil, Chile, China, Colombia, Czech Republic, Finland, Hong Kong, India, Indonesia, Italy, Japan, Malaysia, New Zealand, Oman, Poland, Russia, Slovakia, Slovenia, Spain, Taiwan, Tunisia, UAE, and UK.

The papers are organized into 12 thematic sections as:

- Knowledge Management Models and Analysis
- Knowledge Sharing
- Knowledge Transfer and Learning
- Knowledge and Service Innovation
- Knowledge Creation
- Knowledge and Organization
- Information Systems and Information Science
- Knowledge and Technology Management
- Data Mining and Intelligent Science

- Business and Customer Relationship Management
- Big Data and IOT
- New Trends in IT

Besides the papers, we also had invited keynotes and four tutorials.

We would like to thank our authors, reviewers, and Program Committee for their contributions and the University of Zilina, Slovakia, for hosting the conference. Special thanks 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 in the area of KM.

June 2018

Lorna Uden  
Branislav Hadzima  
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# Organization

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