



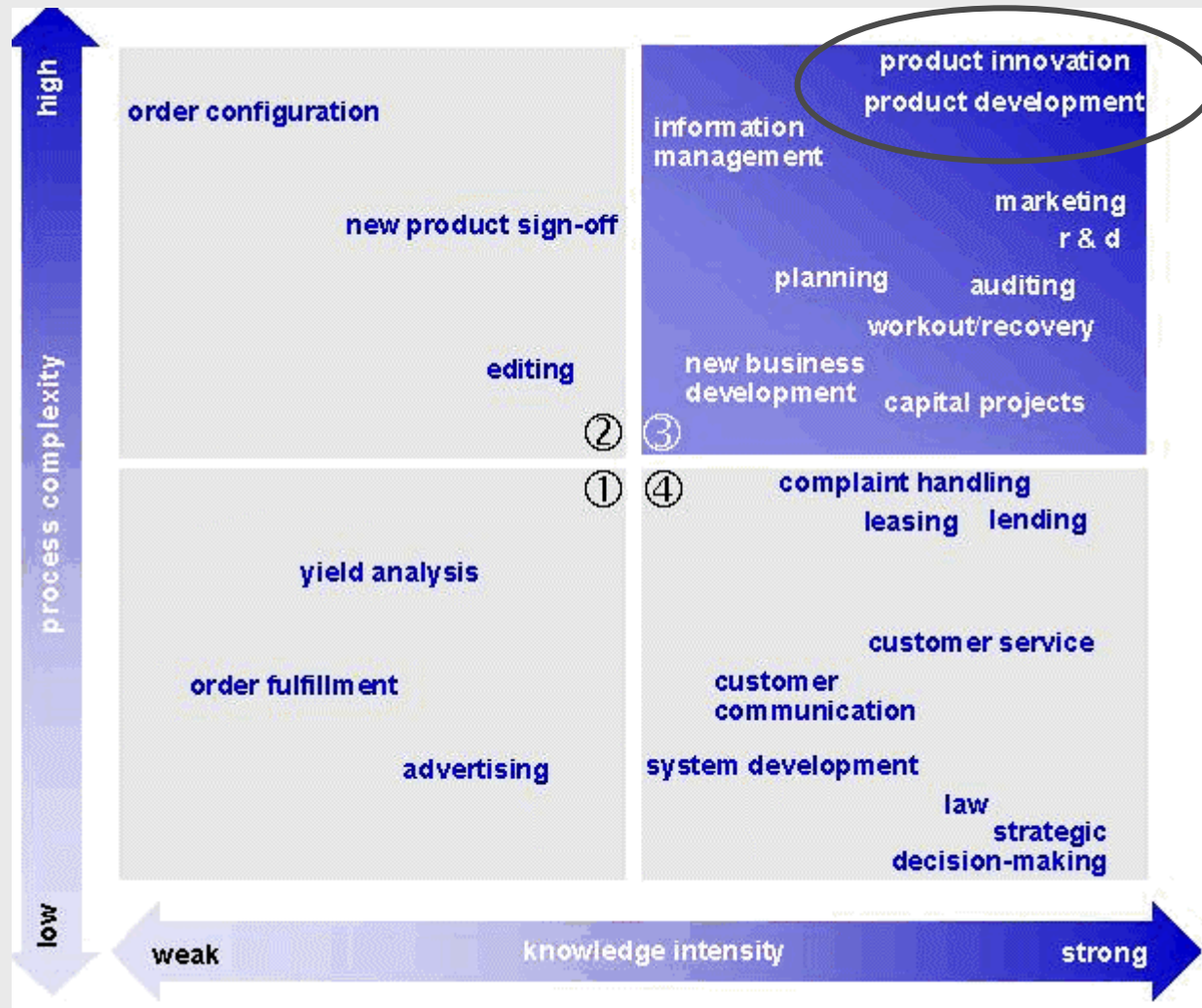
# Wissensmanagement im Innovationsprozess



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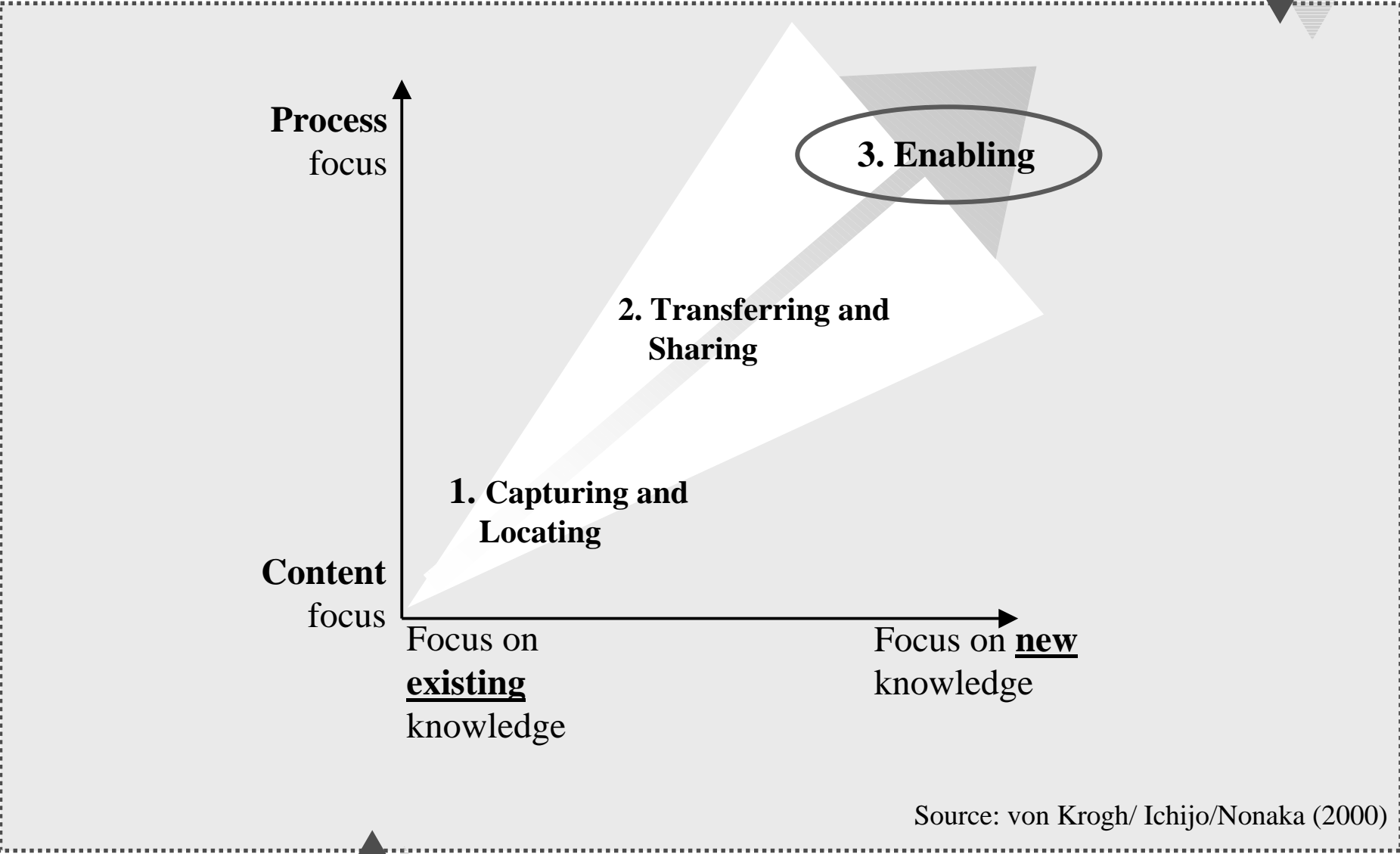
# Klassifikation von Geschäftsprozessen nach Wissensintensität und Prozesskomplexität



Source: Epler/Seifried/Röpnack (2000)



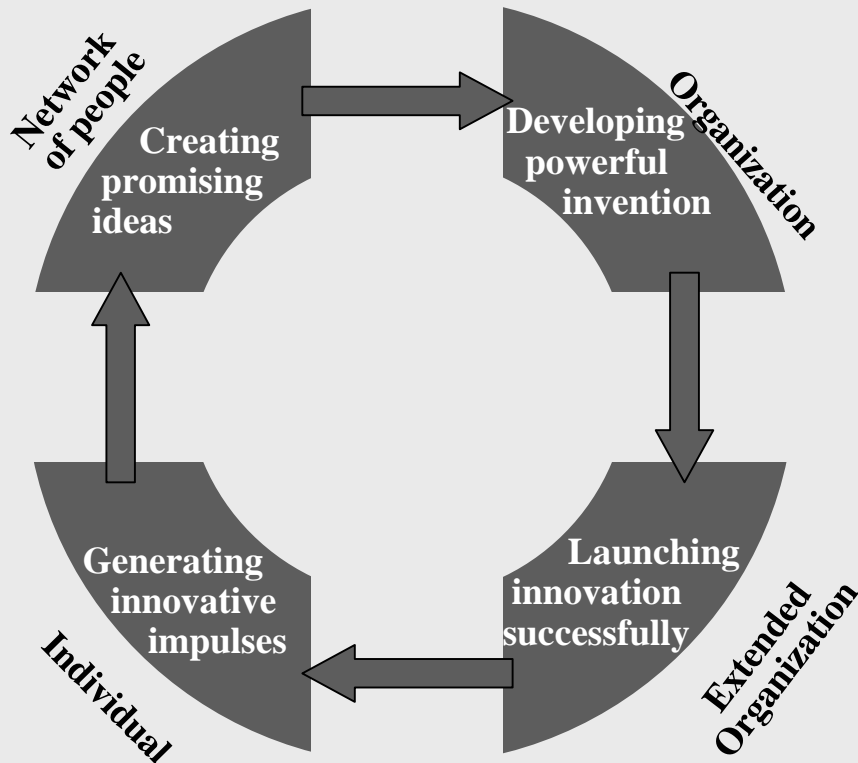
# Enabling Knowledge Creation



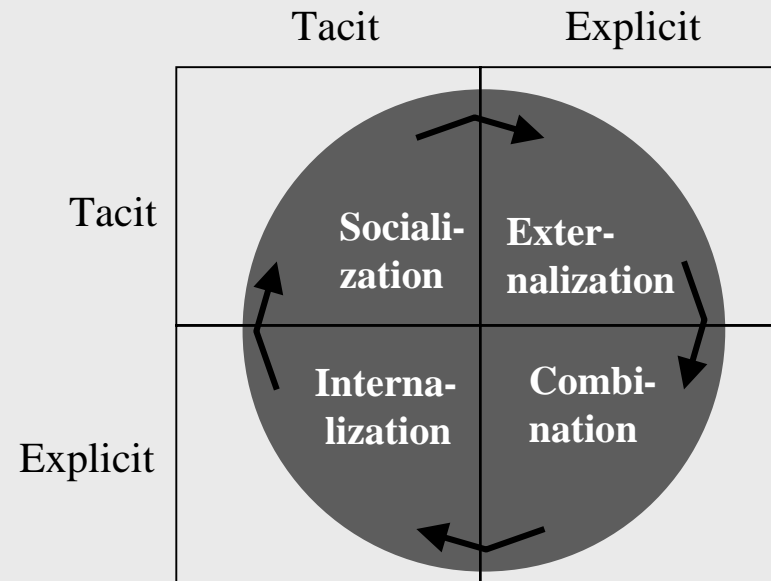
# Die Entwicklung von Innovation und Wissen



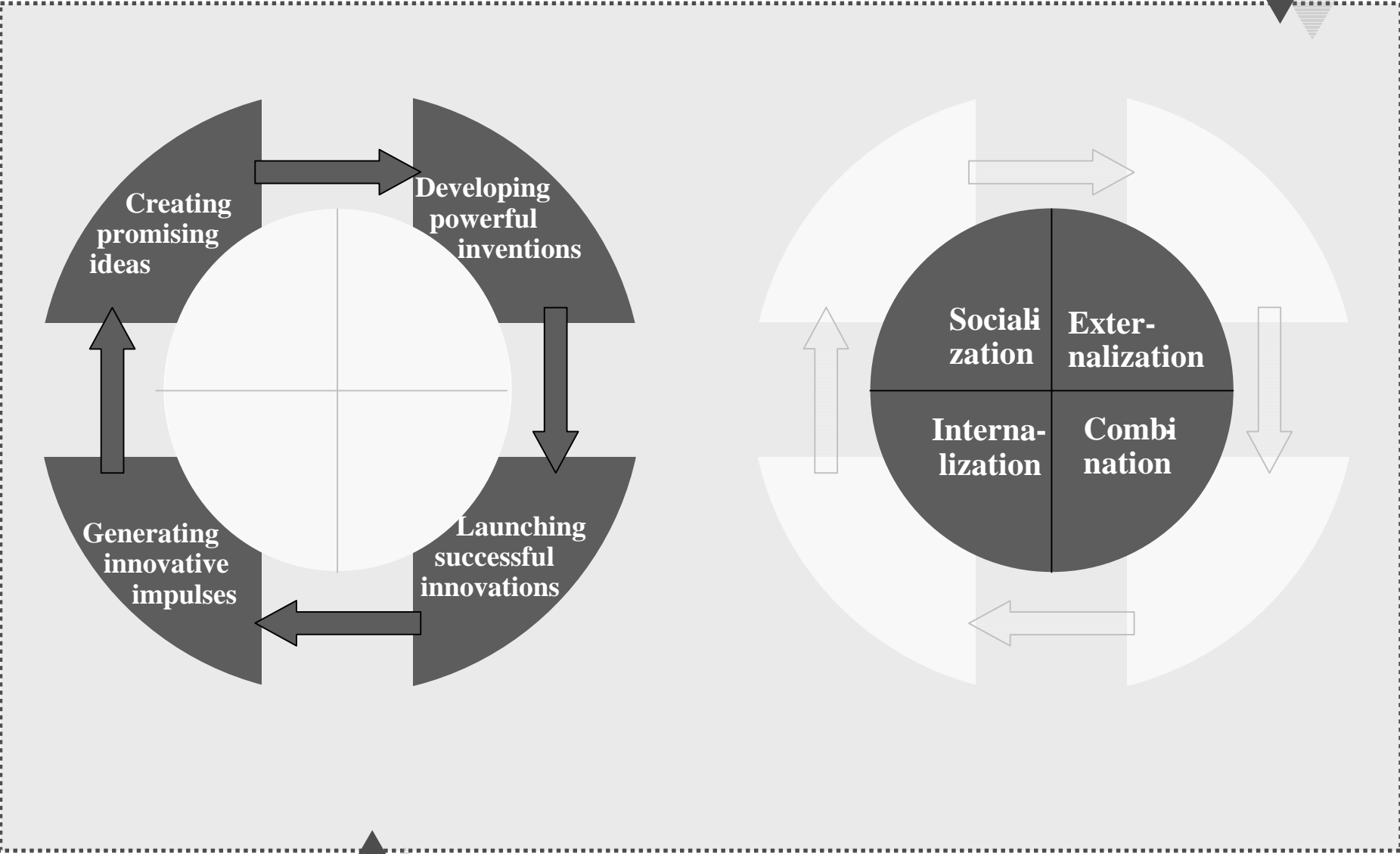
## Generischer Innovationsprozess in der Industrie



## Phasen der Wissensumwandlung (Nonaka/Takeuchi)



# Integration Innovations- & Wissensentwicklungsprozess



# Wissensmanagement im Innovationsprozess



	Socialization	Externalization	Combination	Internalization
Idea creation	XXX	x	x	x
Invention development	x	XXX	x	x
Innovation launch	x	x	XXX	x
Impulse generation	x	x	x	XXX

In den einzelnen Phasen eines erfolgreichen Innovationsprozesses ist jeweils eine der vier Phasen der Wissensumwandlung dominant.

Um die Erfolgswahrscheinlichkeit von Innovationsprozessen zu erhöhen, sind daher unterschiedliche Wissensmanagementansätze die einzelnen Innovationsphasen notwendig.



# Gestaltungsansätze



## Idea creation and Socialization

### *Characteristics*

- discussions, simulations, experiments to develop a creative spark to an idea
- interacting employees have shared mental models, similar mind sets, and common experiences

### *Key aspects*

- trust & informal networking
- psychological / sociological aspects

### *Managerial Implication*

- Encourage face-to-face meetings & informal networks

## Invention development and Externalization

### *Characteristics*

- transforming tacit knowledge to explicit such as models, pictures, descriptions in text, prototypes
- dialog and collective reflection involving people from different departments

### *Key aspects*

- common language / understanding

### *Managerial Implication*

- develop easy to use forms and templates or employ experts to support expression/externalization

## Impulse generation and Internalization

### *Characteristics*

- awareness of problems and opportunities by all individuals
- learning by doing

### *Key aspects*

- raise knowledge base of individuals
- learning and creativity theory

### *Managerial Implication*

- capture knowledge during and after the project
- edit that knowledge so it is easy to understand, learn and use
- provide access to new and/or relevant knowledge in- side as well as outside the company

## Innovation launch and Combination

### *Characteristics*

- involve suppliers, distributors etc.
- recombination of existing knowledge

### *Key aspects*

- formal networking
- systematic and holistic approach (system theory)

### *Managerial Implication*

- enable fast & easy access of a broad knowledge base
- effective deployment of software

