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KNOWLEDGE MANAGEMENT



# KNOWLEDGE MANAGEMENT INITIATIVES APPLIED TO SOCIAL INNOVATION

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# ***AGENDA***

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- 1. Context of the Research**
- 2. Research Question**
- 3. Literature Review**
- 4. Methods**
- 5. Main Results**
- 6. Final Considerations**



## Context and Relevance of the Study

knowledge is considered the main mechanism of production of goods or services, and as a source of competitive advantage.

Knowledge Management as a coordination mechanism in organizations, which allows a more efficient use of resources, promoting the improvement of organizational performance and innovation capacity. (Darroch, 2005)



## Context and Relevance of the Study

Knowing that KM also promotes an improvement in the innovative capacity (Plessis, 2007), it is important to emphasize that together with the concept of innovation for marketing purposes, a need arises to create alternatives contemplating social inclusion and getting income.

Innovation arises with the objective of responding to complex social challenges, aligning local development with economic growth, in order to provide social change and better opportunities for citizens to become independent and autonomous (André & Abreu, 2006; Bignetti, 2011; Cajaiba-Santana, 2014).



## Context and Relevance of the Study

Social innovations are innovative activities and services that are motivated by the goal of meeting a social need and are predominantly developed and disseminated through organizations whose main objectives are social (Mulgan et al., 2007).

In order to meet these social needs, the participation and cooperation of all the actors involved is fundamental, generating new and lasting solutions for social groups, communities or for society in general (Bignetti, 2011).



# Research Question

How are the initiatives of Knowledge Management used in the actions of Social Innovation (IS)?



# Literature Review

The concept about Social Innovation is wide and applied in different fields.

However, the authors agree that Social Innovation goals to attend social needs through the participation and cooperation of all players involved for social groups, communities or for the society in general (Mulgan et al, 2007; Bignetti, 2011)

To social innovation to occur, it is necessary that **there are systemic changes, permanently altering the perceptions, behaviors and structures that previously started the challenges**, from ideas that solve existing social, cultural, economic and environmental problems for the benefit of people and the planet. (Centre for Social Innovation (2018))



# Literature Review

knowledge management is defined as the deliberate and **systematic coordination of people, technology, processes and organizational structure that add value**, through re-use and innovation in the organization (Dalkir , 2005).

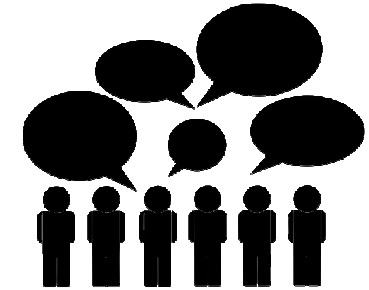
KM aims to change the current patterns of knowledge processing to improve knowledge itself and its results (Firestone & McElroy, 2005).

In this way, knowledge management can contribute to a better performance and development of socially innovative initiatives.





# Methods



This is a qualitative research utilizing the method of integrative review as a basis for systematic literature search.

The integrative literature review **aims to summarize results obtained from researches on a theme or issue, in a systematic, orderly and comprehensive way** (Ercole, Melo & Alcoforado, 2014).



# Methods

## Steps to integrative review

Steps	Description
Elaboration of the guiding question	Guiding question of the research is: "How are the initiatives of Knowledge Management used in the actions of Social Innovation?"
Inclusion and exclusion criteria	Databases used: Web of Science, Scopus and Scielo. Fields "Titles, Abstracts and Keywords". The research question and empirical studies were used as a criterion for the selection of papers, Totally article download = 56. No were included other document beyond of the search databases' download



# Methods

## Steps to integrative review

Steps	Description
Identification of the pre-selected and selected studies	The first analysis of the articles regarding their adherence to the research question of this study, <b>only 13 files remained for in-depth content analysis.</b> To assist in the selection process of the articles that addressed the IS initiatives, the seven categories of Ruede and Lurtz (2012)
Categorization of Selected Studies	<b>The pre-selected studies was categorize</b> them as to the relations of knowledge management initiatives ( <b>processes, people and/or technology</b> )



# Methods

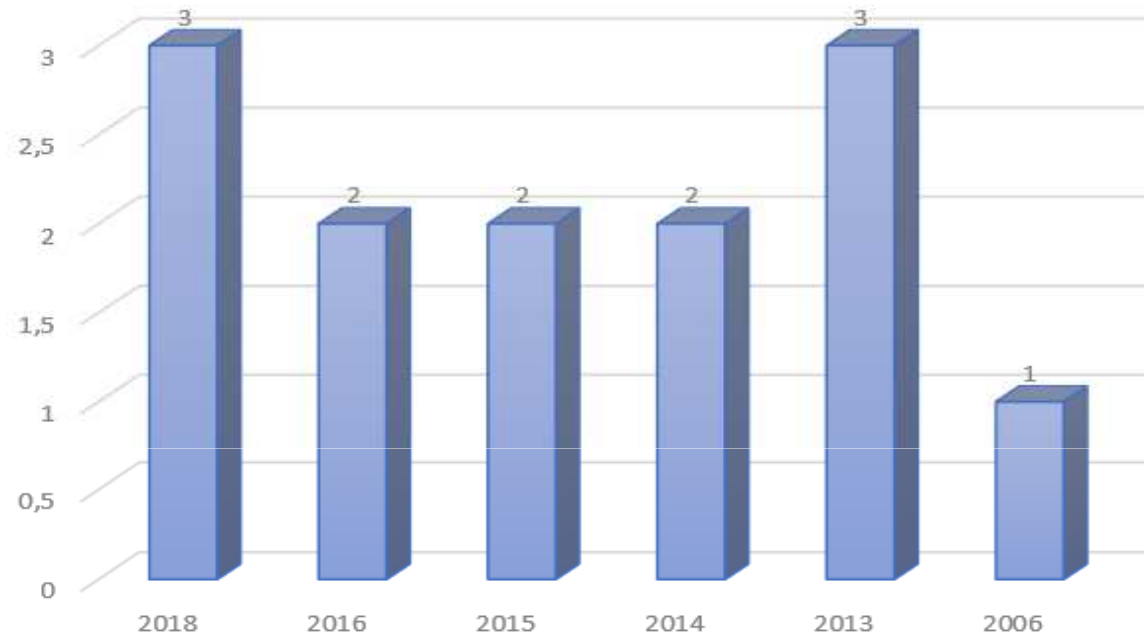
## Steps to integrative review

Steps	Description
Analysis and interpretation of results	With the categories grouped, the analysis of where and which categories of CG that applied the most in social innovation actions began
Presentation of the knowledge review	The presentation of the review <b>shows</b> the interpretations and the <b>results of the research based on the integrative analysis</b> of the data of the articles.

Source: Adapted from Mendes et al., (2008).



# Results



Number of publications by year.  
Source: Prepared by the authors.



# Main Results (Process)

## Process-oriented Knowledge Management Initiatives of SI

- Assist in knowledge management in ubiquitous work environments.
- Assist in the governance of collaborative projects through knowledge shared management.
- Assist in the dynamic learning with a generation of knowledge from the collective and socialization experiences.
- Assist stakeholders' decision-making in partnerships with NGOs.
- Share knowledge among stakeholders.
- Evaluate the learning process taking into account the meaningful learning.
- Virtual communities are used to share learning and knowledge, assisting in the participatory planning.
- Assist in Governance in the co-creation of knowledge for social innovation.
- Manage knowledge while seeking to maintain relevance and effectiveness in the volatile environments in which they work, by means of communities of practice.

Source: Prepared by the authors.



# Main Results (Technology)

## Technology-oriented Knowledge Management Initiatives of SI

- Improve the management of ubiquitous work environments.
- Assist in the dissemination of knowledge in intersectoral projects.
- Support the development of a model that aims to better link research and teaching
- Assist in managing social problems through smart technologies
- Support SI actions that require an architecture that transposes the coordination of online collaboration tools
- Provide support for the development of the COP.
- Assist in the management of knowledge generated in SI laboratories.

Source: Prepared by the authors.



# Main Results (People)

## People-oriented Knowledge Management Initiatives of SI

- Support the implementation of real practices and implications of "New ways of working" in organizations of public knowledge.

Source: Prepared by the authors.





## Main Results

As regards the **places of application**, one can see in the analyzed works a greater **concentration of research involving:**

- the **educational** context, which represents 38.46%.
- the second highest frequency is related to **social entrepreneurship and collaboration networks**, representing a total of 30.77% of the studies.

These **three categories** – education, social entrepreneurship and collaboration networks represent **69.23%** of the cases studied.



## Final Considerations

It can be observed that the corpus of publications involving KM and IS are still incipient and that KM initiatives appear more frequently implicitly, which opens a larger field for future research on related topics.





## Final Considerations

knowledge management initiatives are more focused on the improvements of processes and the use of technologies, with few actions directly related to the training, motivation and retention of people.

As for the processes, we highlight the cooperative and collaborative work among the players of social innovation, and the knowledge management tools should turn to this type of characteristic.

Regarding the use of technologies, there is an emphasis on open technologies with free access by citizens.



## Final Considerations

The people-related action emphasizes the motivational and flexibility factor in the way of working to improve productivity and decrease the costs of public organizations.

For future work, it is proposed a more in-depth study of knowledge management initiatives concerning **how people learn and what motivation can be related to social innovation processes**, since people can be considered a key point both in knowledge management and in social innovation actions.



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