



European KM Forum

IST Project No 2000-26393

Theme4 “KM made in Europe: 30 terms for 30 countries”

Synthesis Report

Circulation: Confidential
Partners: Atos Origin, BIBA, IAO, Ibermática.
Authors: PEREZ Philippe
Doc. Ref. N°: Theme4-Synthesis_Report.v03.2003-06-18.doc
Status: Final

Copyright

© Copyright 2000-2002, The European KM Forum Consortium

consisting of :

- Atos: Atos Origin, Sophia Antipolis Cedex, France
- BIBA: Bremen Institute of Industrial Technology and Applied Work Science at the University of Bremen (BIBA), Bremen, Germany
- BOC: BOC Information Technology Consulting GmbH, Vienna, Austria
- BT: BT - British Telecom, UK
- CEZANNE: CEZANNE SOFTWARE S.r.l., Bari, Italy
- IAO: Fraunhofer Institute for Industrial Engineering (FhG-IAO), Stuttgart Germany
- IAT: University of Stuttgart – Institute for Human Factors and Technology Management (IAT), Stuttgart, Germany
- Ibermatica: Ibermatica: Madrid, Spain
- KMI: Knowledge Media Institut – Open University, Milton Keynes, UK
- ICN: Siemens AG ICN, Munich, Germany
- Sift: Sift Group Ltd., Bristol, UK
- UNOTT: University of Nottingham, Nottingham, UK

All rights reserved.

This document may not be copied, reproduced, distributed, or modified in whole or in part in any form or by any means, including, but not limited to, electronic, mechanical, photocopying, recording for any purpose without written permission from the European KM Forum Consortium. In addition to such written permission to copy, reproduce, distribute or modify this document, an acknowledgement of the authors of the document and all applicable portions of the copyright notice must be clearly referenced.

The document may also refer to material authored by individuals or organisations other than the European KM Forum Consortium, and those individuals or organisations may claim copyright. Should you desire use of such material, inquiries must be made to those individuals and institutions.

Acknowledgement

This work is partly funded by the European Commission through IST Project N° IST-2000-26393 “European Knowledge Management Forum”. The authors wish to acknowledge the Commission for their support.

Disclaimer

The information is provided for informational, scientific, or educational purposes only. It is not intended to present the only, or necessarily best, methods or procedures discussed in the area of Knowledge Management, but rather is intended to represent an approach, view, statement, or opinion of the author(s) or editor(s), which may be helpful to others who face similar situations.

The European KM Forum Consortium assumes no responsibility for errors or omissions in this information and makes no commitment to update the information. The European KM Forum Consortium disclaims all warranties and representations (whether express or implied) as to the accuracy, completeness or reliability of the information.

The information provided is the opinion of the authors or editors and does not represent the views of the European Commission, nor is the European Commission responsible for any use that might be made of the information.

This document may change without notice.

DOCUMENT HISTORY

| Version | Date | Comment |
|----------------|-------------|------------------------------------------|
| 01 | 2003-06-16 | First Input Table of Contents |
| 02 | 2003-06-17 | First draft available for project review |
| 03 | 2003-06-18 | Final version available |
| | | |
| | | |
| | | |
| | | |

TABLE OF CONTENTS

| | | |
|----------|-----------------------------------------------------------------------|-----------|
| 1 | THEME 4 - INTRODUCTION | 5 |
| 1.1 | CONTEXT: | 5 |
| 1.2 | OBJECTIVES | 5 |
| 1.3 | EXPECTED OUTCOMES | 6 |
| 1.4 | TARGET GROUPS | 6 |
| 1.5 | SUPPORTING TEAM | 6 |
| 1.6 | TOPICS: | 6 |
| 2 | EVENTS AND ACTIVITIES | 7 |
| 2.1 | THE SIG "THEORY AND TERMINOLOGY" | 7 |
| 2.2 | ELECTRONIC EVENTS | 9 |
| 2.2.1 | <i>Online workshops</i> | 9 |
| 2.2.2 | <i>Polls</i> | 12 |
| 2.2.3 | <i>Survey:</i> | 14 |
| 3 | OUTCOMES | 16 |
| 3.1 | DIFFUSION OF THE CEN WORK | 16 |
| 3.2 | FEEDBACKS FROM THE KB COMMUNITY | 16 |
| 3.3 | THEME 4: A DECISIVE CONTRIBUTION TO THE SIG "THEORY AND TERMINOLOGY": | 17 |
| 3.4 | FUTURE: | 17 |
| 4 | CONCLUSION AND LESSONS LEARNT (FOR INTERNAL USE ONLY) | 18 |

1 THEME 4 - INTRODUCTION

1.1 Context:

The definition of a terminology requires answering the following questions beforehand:

- **Who?** The corollary of the previous question: Who are targeted by this terminology? Who will be using it?
- **Why?** Why a common terminology is required? What does this terminology aim at?
- **What?** What will be the content of this terminology? Which terms will be selected? Which definition(s) will be associated to each concept?

Many approaches can be followed, from the most philosophical ones to the most pragmatic ones, depending on the answers to these different questions. Moreover Knowledge Management is a complex area that brings together several people from different fields with different background. This context dramatically increases the difficulty of a common vocabulary definition.

The Theme 4 was a fixed-time event with one-month duration, which is very short regarding the definition of a KM terminology . To increase the theme efficiency, it has been decided to select one terminology approach and to promote it over the theme period.

At the same time, the CEN (*Comité Européen de normalisation*. in English: *Standardisation European Committee*) was defining a KM glossary that had to be attached to the CEN's knowledge management framework dedicated to SMEs. It has been decided to merge the effort and to promote the CEN work (particularly their glossary) through the theme 4. Applied to the CEN KM glossary the answer to the previous questions could be:

- **Who?** The SMEs and KM practitioners in contact with SMEs.
- **Why?** The CEN KM glossary aims at making SMEs understand better the most famous knowledge management concepts.
- **What?** This issue was still open before the theme 4. Therefore one of the theme 4 main objectives was to help CEN to answer this question.

1.2 Objectives

The theme 4 main objectives were the following:

- To select the most relevant terms and definitions for a KM glossary dedicated to SMEs,
- To make the CEN KM glossary initiative visible to the knowledgeboard (KB) community and to initiate interactions between the two sides,
- More generally to support the CEN glossary activity with knowledgeboard facilities (polls, online workshop, online documents, survey, comment function, statistics...)
- to bootstrap the T&T SIG by reaching a critical mass in term of content and people,

1.3 Expected outcomes

The expected outcomes of the Theme 4 were:

- to put on line a first list of 30 KM concepts with different definitions coming from literature,
- to make the KB community react to the terminology content,
- to provide a first set of definitions coming from this community.

1.4 Target groups

- KM theorists and/or KM searchers who are interested in providing significant definition to KM concepts.
- KM practitioners who need to explain what KM means to their customers.

1.5 Supporting Team

Following persons have contributed to conceive and moderate the Theme 4 events and activities:

- Ecole Centrale de Paris: Mounib MEKHILEF (CEN representative)
- ATOS ORIGIN: Philippe PEREZ
- IAO: Marc PUDLATZ, Patricia PW WOLF.
- BIBA: Frithjof Weber.

1.6 Topics:

The theme 4 duration was 4 weeks. Each week was dedicated to a particular topic:

- Week 1: What is the interest of a KM unified terminology: Investigation of the different reasons for having a common KM glossary at the European level.
- Week 2: Definition of a core European terminology with 30 terms: Diffusion of the first set of 30 terms selected by CEN.
- Week 3: A terminology for a better understanding of KM: With the participation of Karl-Erik Sveiby to explain some key-concepts in KM.
- Week 4: the unified terminology in action: How can we leverage the CEN glossary through knowledgeboard?

2 EVENTS AND ACTIVITIES

Two kind of activities have been achieved during the theme 4:

- Content delivery through the knowledgeboard SIG: “Theory and terminology“ (T&T) (<http://www.knowledgeboard.com/community/zones/tt.html>)
- Organization of several electronic events on www.knowledgeboard.com

2.1 The SIG “theory and terminology”

34 new documents have been put on line during the theme 4 duration:

- One list of existing KM glossaries with related URL,
- One limited glossary provided by one of the T&T SIG editors,
- The CEN glossary first version,
- The theme 4 brochure,
- 22 sets of definitions,
- 4 weekly digests,
- 4 workshop transcripts.

In collaboration with the CEN glossary working group, a first version of the CEN terminology has been showed for the very first time to the KB community. The purpose was to make the CEN work visible to the European knowledge management community, to leverage the result of their work. This glossary was used as basis to organize other theme activities.

The following figure shows a hit analysis of the different KM definitions, made two months after the theme completion:

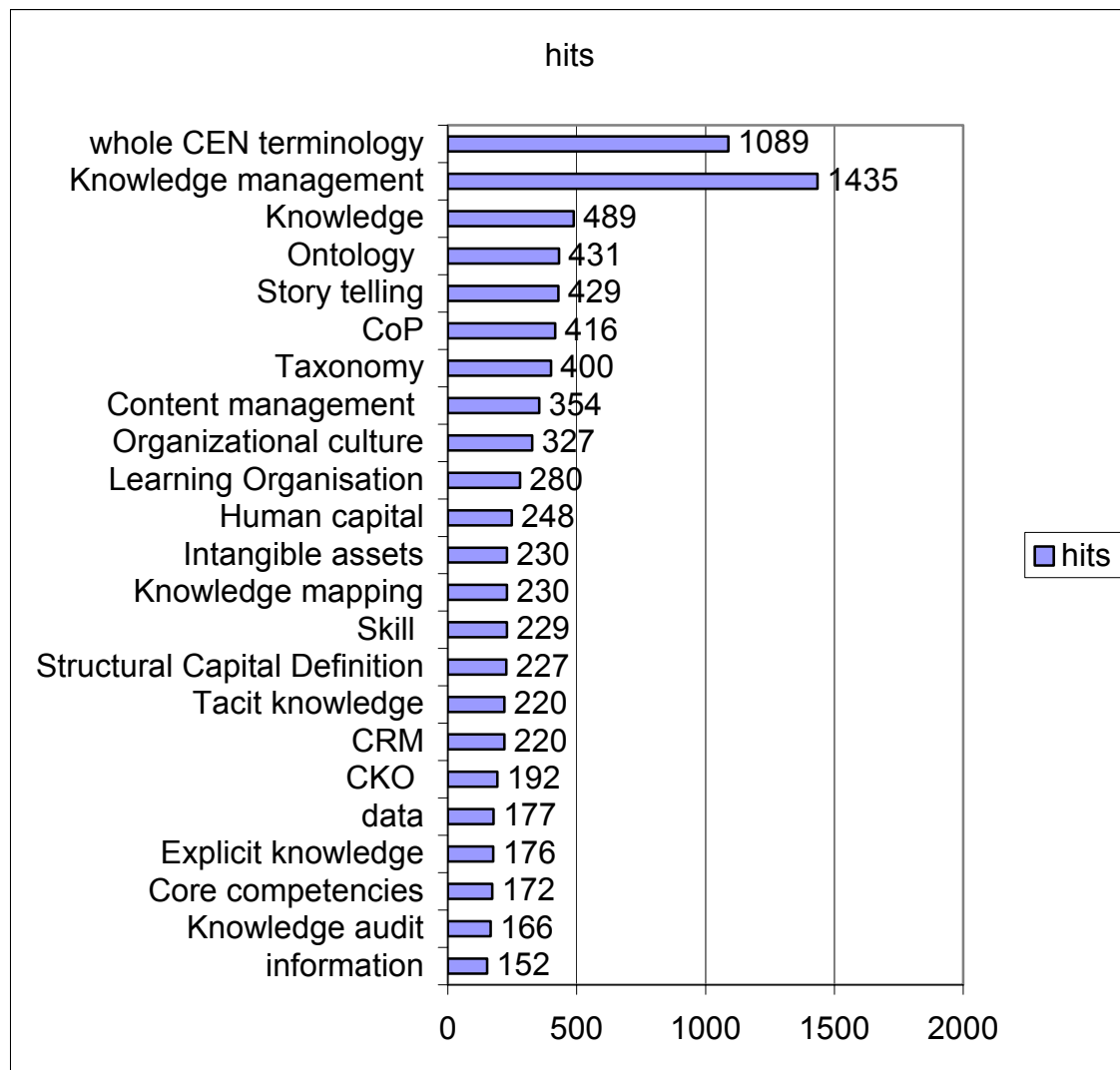


Figure 1 hit analysis of the CEN definitions

This figure gives good indications about what people expectation would be regarding the KM glossary content.

The “*Knowledge Management*” definitions are by far the most consulted definitions and the concept “*knowledge*” is second. This result is quite astonishing as the KB community is supposed to be particularly aware of these definitions. But KM is not so easy to define: many definitions are existing over the literature. We can explain this interest by the KB members’ wish to find the best KM definition of they will use in their work or in they research activities.

A second cluster of concepts (between 400 hits and 450 hits) concerns complex and usual terms directly coming from the KM jargon: *Ontology*, *story telling*, *CoP*, *taxonomy*.

“*Skill*” has not a good ranking. Probably everybody in the KM community knows the meaning of this usual concept. It looks to be the same for the following concepts like *CRM*, *CKO*, *data*, *explicit knowledge*, *core competencies*, *knowledge audit* and *information*, which are at the end of this ranking with a score under 200 hits. This could be the result of both:

- A good knowledge of these concepts meaning,
- A lack of interest regarding these concepts.

2.2 Electronic events

For the theme 4, several events have been planned in order to get the KB community interact about KM terminology.

1) Two keynote presentations:

- One with Karl M Wiig (Knowledge Research Institute) titled “What is knowledge? What is not?”
- One with Wout Steurs (KPMG) titled “What can KM practitioners can expect from an unified terminology?”

2) Four electronic workshops addressing different issues:

- A common terminology: why?
- What is the core terminology in KM?
- KM expert on line: please, could you help me in understanding better some KM concepts? With Karl Erik Sveiby.
- How we can make the unified terminology of interest for the whole KM community? (all the SIG editors were invited).

3) Four polls (one poll per week).

4) One survey.

Two CEN working workshops dedicated to CEN terminology discussions.

Unfortunately the lack of participants forced us to cancel the two keynote presentations and two electronic workshops. With hindsight, some reasons can explain this situation. They are provided in the conclusion. This section emphasizes the results of the different events.

2.2.1 Online workshops

2.2.1.1 What is the core terminology in KM (held the 12/03/03):

*Moderated by **Philippe PEREZ** from **ATOS ORIGIN** - 4 attendees - Transcript available on knowledgeboard ([click here](#)).*

Discussion summary:

The discussion followed two directions:

Should some high level concepts like "Emotional Intelligence" be included into the core glossary? Even if these concepts are important, it can be too esoteric for SME people. It has been decided to inform the CEN project team about this point and to let them decide.

What should be the process to define the core terminology? Propositions was made to start networking with SMEs in order to capture their own terminology and to adapt the KM terminology to the SME context. On one hand, it has been suggested to not use the concept “KM?” at all. On the other hand, the objective of a teaching glossary must be to make the SMEs aware of what KM is. In this case each KM concept (even the complex ones) should be explained to SMEs.

2.2.1.2 KM expert on line: Karl-Erik Sveiby (held the 19/03/03):

*Moderated by **Philippe PEREZ** from **Atos Origin** - 30 attendees- Coupled with the forum Theory and SIG - Transcript available on knowledgeboard ([click here](#)).*

Two weeks before, people were able to ask some questions to Karl-Erik through a dedicated thread on the SIG Theory and Terminology (T&T) forum. 12 questions were asked this way. Karl-Erik Sveiby answered almost everyone.

Discussion summary:

"Knowledge Management" and "Intangibles":

KM is the "Art of Creating Value by Leveraging Intangible Assets". It is an "oxymoron". This KM definition is a way of "seeing" the organisation as a value creating system only consisting of intangibles, Knowledge being the most important intangible. Other Intangibles are: brand, customer relationships, employee relationships, systems, processes, individual competence, attitudes, collaborative climate, etc.

"Trust":

"trust is not a KM issue, but it is a crucial issue that determines the level of knowledge sharing" [In a turbulent market], "trust is tested and those that have built trust can now "cash in" by experiencing less customer loss, less motivational loss, etc. Trust and Culture are too BIG to be operational. Narrower concepts, such as Collaborative Climate" are more appropriate.

"cultural and language barriers" and importance of F2F meetings to overcome these barriers:

"There is really no substitute for F2F (Face to Face) meetings. See F2F meetings as an investment in bandwidth. The emails become much simpler to understand after a F2F."

Conclusion:

Practice of KM will definitely make companies better places, but not the IT-focused version of KM. When we focus on IT solutions we forget the simple cheap K sharing that takes place when people work together. Mentor - apprenticeships for instance. Knowledge is action. Without action there is no value creation.

2.2.1.3 CEN workshops (held the 13/03/03 and the 27/03/03):

First CEN workshop:

2 attendees. Transcript available on knowledgeboard ([click here](#))

Because of the lack of participants, this workshop has been turned into an interview of the CEN glossary responsible: **Mounib Mekhilef** (Ecole Centrale de Paris)

Discussion summary:

The CEN's work targets the KM beginners and particularly the SMEs. The first CEN release will not freeze the terminology. The work will be carried on afterward, with many interactions with the SMEs, through different networks. The objective of CEN project is not to provide KM solution to SMEs, but to make SMEs understand what KM can provide to them. As far as the terminology is concerned, a balance must be found between the different domains: process, tools, people, assets. The glossary must be equitable from this point of view. Later, the range of this terminology should be extended. It can become a thesaurus, even an ontology. Many possibilities are envisaged by the CEN. A good approach is required, which involves all the KM community. The Knowledge Angels initiative is maybe too limited to a research audience. Further works around terminology are envisaged: knowledge board transaction analysis, correlative analysis of scientific papers. A specific approach is envisaged to support the concept definition activity: the ontology-functional-genetic approach.

Second CEN workshop:

5 attendees- moderated by **Mounib Mekhilef** (Ecole Centrale de Paris) - the workshop transcript is available on knowledgeboard ([click here](#))

The discussion addressed the following issues:

Status:

A rapid status of the diffusion of the CEN glossary through KB has been made.

Discussion summary:

- Some KM practices and general management activities are privileged in this glossary and not others.
- Everyone stressed the necessity to take into account evolutions and the "fitness for purpose" necessity: The requirement defines the content.
- Interactions with SMEs are required before freezing the glossary.
- Standardization of a glossary is not possible.
- Moreover, the selected concepts must help SMEs to understand the main KM big ideas. CEN must definitely adopt the SMEs'slant.
- The KM glossary must be kept as simple as possible.

2.2.2 Polls

Every week of the theme 4, a new poll was proposed to the members of the KB community. The objective was to get their opinion about important issues related to Theme 4. An average of **10-20** people weekly voted in the poll.

2.2.2.1 First week poll

The first question asked to the KB community was “What is the main obstacle of a common terminology initiative?” The following choices were proposed:

- Language difference,
- KM complexity,
- Cultural difference,
- Multi-disciplinary aspect.

The result of the pool is shown on the figure below:

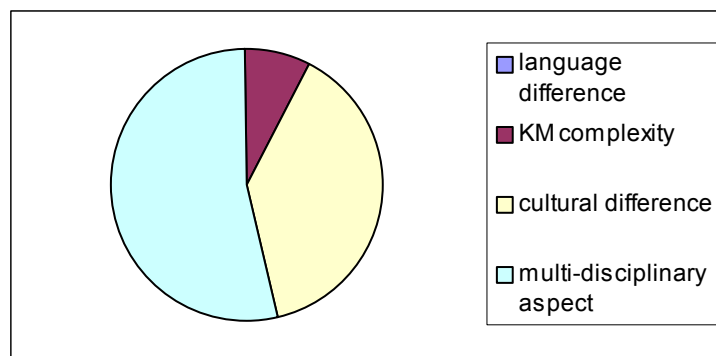


Figure 2: Theme 4 - first poll results

The result of this pool confirms that the multi-disciplines aspect is the main issue for the definition of a common glossary (54%). From this point of view, the CEN's will to define an unified glossary dedicated to KM beginners should make the work very much easier, as the teaching aspect implies a more pragmatic approach. Language difference is not considered as an obstacle by the knowledgeboard community, which is a rather good new for CEN people in charge of the European unified glossary.

2.2.2.2 Second poll

The second question asked during the second week dealt with what an unified terminology should be. People was requested to select one proposal between the following:

- business-oriented (to develop KM business),
- academic-oriented , (to support research purpose),
- teaching-oriented (to learn KM),
- other.

The result is shown by the following figure:

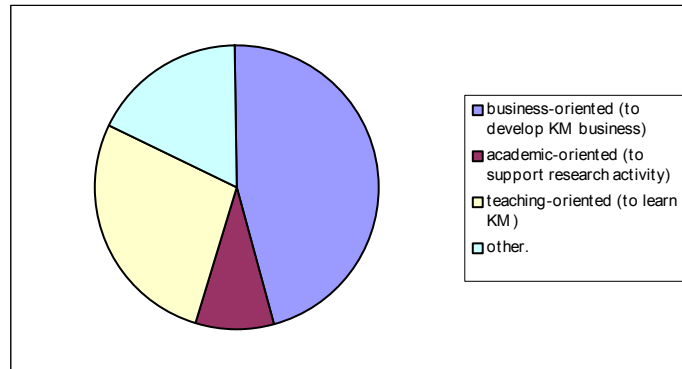


Figure 3 Theme 4 - second weekly poll results.

Through this pool it appears clearly that a strong majority of people expects more business opportunities from a unified and standardized vocabulary. This figure should be compared to the low score of an academic-oriented terminology (9%): Business requires a unified KM glossary, research does not. To buy expensive KM solutions, companies need to understand perfectly the KM area. On the other side, searchers do not like being prisoners of a closed vocabulary. Teaching is considered as an important objective as well (27%). The question is: can we address business and teaching purposes in the same terminology?

2.2.2.3 Third poll

The third pool addressed the knowledge management definition, by asking the following question to the KB community with four answer proposals:

a good definition of Knowledge Management must insist on:

- *the managerial dimension,*
- *corporate/cultural aspect,*
- *the role of new technologies*
- *The knowledge-related processes (capturing, storing, sharing, developing).*

The following figure shows the third poll result:

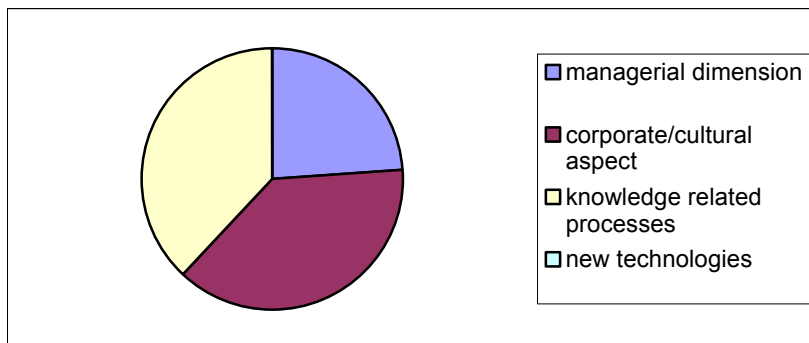


Figure 4 Theme 4 – third weekly poll results.

For the KB community: Knowledge Management is definitely not a technology issue. The knowledge-related processes are as important as corporate and cultural aspect. Therefore a good KM definition should emphasize both.

2.2.2.4 Fourth poll

The last poll question was about the role of an unified terminology. The question was:

What do you expect from an unified terminology:

- *A better diffusion of KM concepts?*
- *a better understanding of KM?*
- *More business?*
- *nothing?*

The result is shown by the following figure:

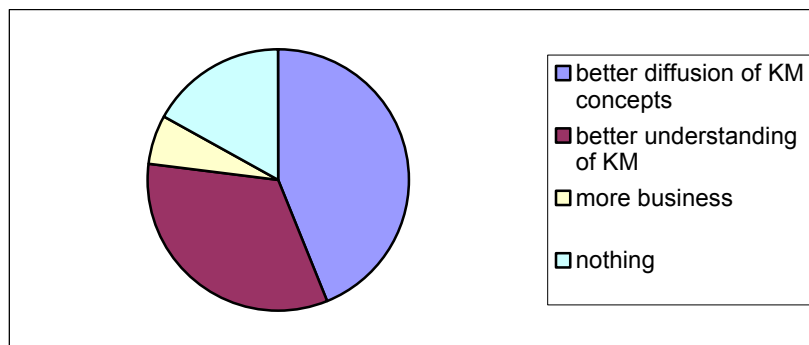


Figure 5 Theme 4 - second weekly poll results.

More than three quarters (77%) of the KB community said that the main purpose of an unified terminology is to improve the understanding and the dissemination (both are related) of Knowledge management. Then the role of a unified terminology must be definitely "to teach" people. it must be noted that 17% believes that an unified terminology is useless.

2.2.3 Survey:

The survey gave to KB community the opportunity to vote for or against problematic KM concepts. The asked question was *"Should these concepts pertain to the KM glossary that is being defined by CEN?"*

52 people participated to this survey.

The following figure shows the percentage of people (in ascending order) who are in favour of putting the related concept into the CEN's KM glossary:

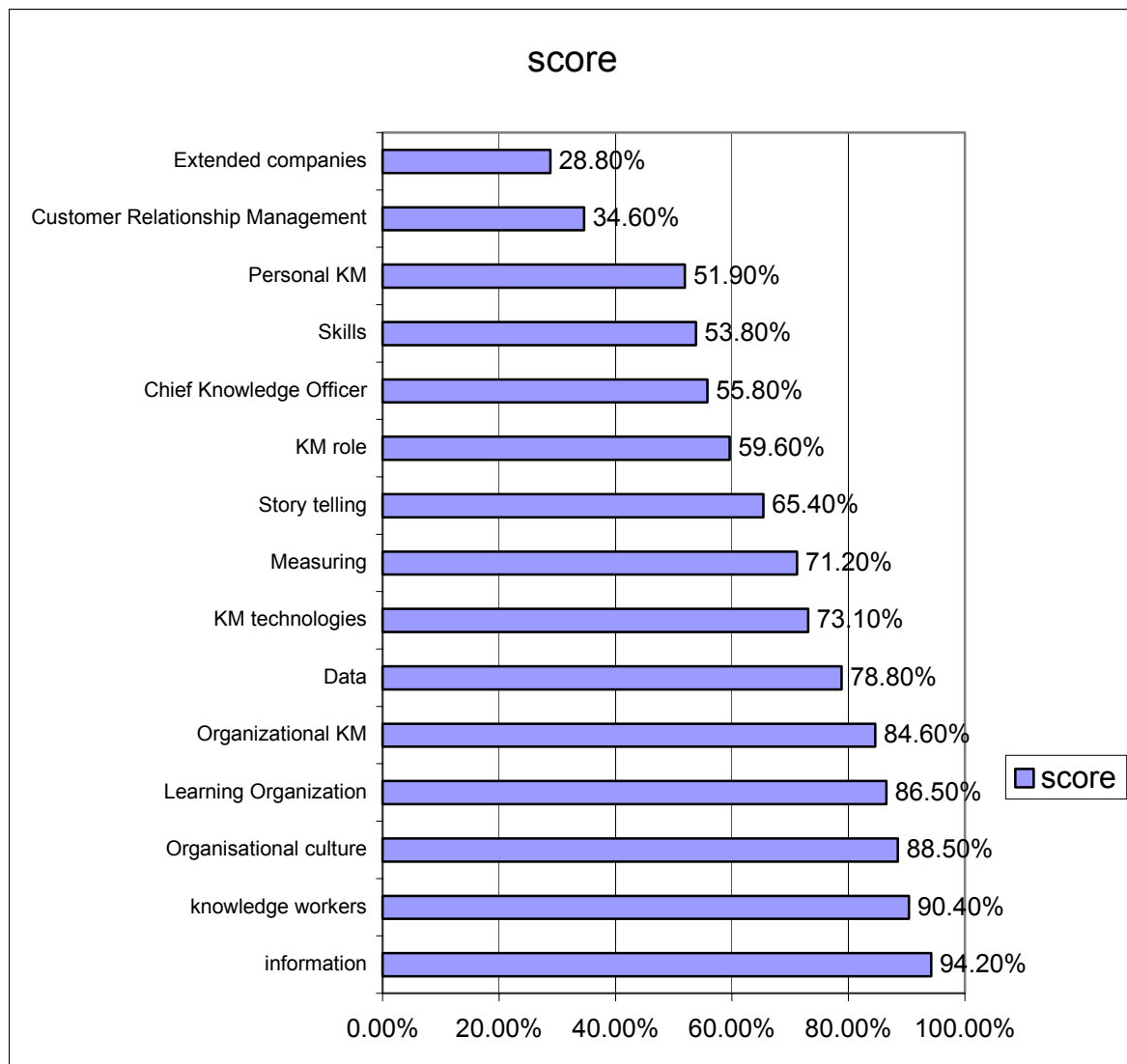


Figure 6 the theme 4 survey result

These results have been sending to the CEN group that will take them into account for the definition of their KM glossary. Some observations can be made: we can see that 13 concepts out of 15 obtain more than 50 %, which is quite big. "Information" is at the top of this ranking. The strong conceptual relationship between "Information" and "Knowledge" explains this good position.

On the other side, we can be surprised that "Skill" is only in 12th position though it could have been seen as a very important KM concept: In some definition, KM is described as nothing but a Skill oriented-management within an enterprise.

"KM role" and "CKO" are not really in good position (10th and 11th). This indicates definitely that the Organizational aspect of KM within an enterprise and related positions are not a priority. We can notice that "Personal KM" is in 13th position though "Organization KM" is in 5th position.

Abstract concepts such as "knowledge worker", "Organisational culture", "Learning Organization", ... which promote the knowledge-centric company vision, are in good places in this ranking.

3 OUTCOMES

The main outcomes emerging from Theme 4 activities can be briefly summarised as follows.

3.1 Diffusion of the CEN work

Theme 4 gave to the CEN group a wonderful opportunity to make their intermediate results public for the very first time. During the month of March, dedicated to the theme 4, a list of 30 terms has been submitted through the SIG “Theory and Terminology”. 22 terms have several definitions attached, with a total of 90 definitions. 2 months after the theme completion, the glossary has generated more than 1100 hits. 6 concept definitions have got more than 400 hits (Taxonomy, CoP, Story telling, Ontology, Knowledge, KM). KM definitions have obtained more than 1400 hits.

Two CEN internal workshops have been organized online (i.e on knowledgeboard). A few number of people attended these two sessions, but the two workshops transcripts have been read more than 960 times.

These impressive statistics figure out the role of the Theme 4 regarding the CEN work. Since the first of March, it has been a powerful channel between the CEN team and the knowledgeboard community, diffusing and promoting their work. At the beginning of the theme many people from the KB community did know nothing about CEN. After the theme 4 completion it can be said that this is not true anymore.

3.2 Feedbacks from the KB community

Moreover, many feedbacks have come from the knowledgeboard community, which brings a lot of contributions to the CEN team, in their difficult activity of defining a KM glossary. These feedbacks have been provided through the different channels available on the knowledgeboard portal.

Survey: before the theme 4, the CEN was wondering which KM terms should pertain to the final glossary. First surveys have been made by CEN with a short participation. A list of 15 problematic was selected into a survey. The KB community had to vote for these terms: should they be selected into the final glossary? More than 50 people voted for the membership of each term, which is considered as a good score. The CEN has been provided with this survey results and they decided to take this inputs as a major contribution for making the final decision.

Comments: Two months after the theme 4 completion the CEN glossary generated 45 comments, either on the list itself, or on the proposed definitions. The definitions of “knowledge management” has got 28 comments, which is a very high score. Thanks to comment, 23 new definitions have been collected for 7 concepts: (Community of Practice, Knowledge, Knowledge Management, Intangible assets, Organisational work, story telling, Learning organization, Intellectual capital, Customer Relationship management, Knowledge worker).

Workshop: Interesting discussions took place on knowledgeboard around KM terminology. The following suggestions and remarks have been made toward the CEN glossary working group:

- Addition of the following concepts Emotional Intelligence, Knowledge sharing, Knowledge networking, Creative abrasion, Epistemology, Knowledge ecology, Emotional Intelligence.
- Some KM practices and general management activities are privileged in this glossary and not others.
- "Fitness for purpose" must be adopted by CEN: The requirement defines the content.
- Interactions with SMEs are required. CEN must definitely adopt the SMEs'slant.
- The KM glossary must be kept as simple as possible and must not be too theoretical.
- Adoption of two definitions per concept: a theoretical one that will be complex and exhaustive (for KM experts) and capture the exact meaning of the concept; A more pragmatic and simpler one that will be less precise but more understandable for KM beginners.

3.3 Theme 4: a decisive contribution to the SIG "Theory and Terminology":

Before the theme 4, this SIG was not really existing: it was just a few documents on line, some threads into a forum. Since the end of March, after the theme completion the SIG T&T is now a reality, in term of content and people.

Content: As mentioned in the section 2.1, more than **30 documents** have been put on line. Putting all together, they generated almost **15000 hits**. The complete (but not final) CEN glossary of KM is now available on the T&T SIG with more than **30 terms and 90 definitions**. This CEN glossary is now really the keystone of the SIG. Motivated people make comments, provide alternative definitions, and suggest concepts addition about this glossary. The theme enabled to bootstrap this collaborative work. The result is that an alternative and collaborative glossary is about to be put on line.

People: By analysing all the comments, the list of workshop attendees, the forum new contributions, a core list of fifteen people interested by KM terminology issues has been identified. By relying on this core list, more collaborative contributions are expected. A first example of contribution is given by the interview of a member of this list, which had been put on line recently. A mailing list addressing all these persons should be available soon that will enable to carry on the work around the KM glossary.

3.4 Future:

Two directions are envisaged to carry on the work achieved over the theme 4.

Collaboration with CEN to be continued: Of course, the T&T SIG must become a particular place to disseminate the CEN work about glossary. Firstly, the missing definitions will be provided as soon as the CEN will make them available. At the moment the following 8 KM concepts have no definition: Knowledge workers, Intellectual capital, KM technologies, Personal KM, KM role, measuring, Organisational KM, Extended companies. Secondly the final CEN glossary will be provided when available. Moreover, related feedbacks will be sent to the related CEN working group.

Alternative work on the T&T SIG: In parallel to the CEN initiative an alternative glossary will be provided and submitted through the T&T SIG. This work will rely on the core list of people mentioned above. Alternative definitions will be proposed, further terms will be added according to the T&T SIG.

4 CONCLUSION AND LESSONS LEARNT (FOR INTERNAL USE ONLY)

If we consider the assigned objectives and the related outcomes, the theme 4 was successful on the following points:

- The first version of CEN KM glossary was made visible through the T&T SIG with a high statistical score. This will be a decisive argument to convince SMEs to collaborate to the next steps.
- The knowledgeboard community contributed to the CEN work by providing many feedbacks through the survey, some online discussions, definition hits and definition comments. Particularly many comments and suggestions has been made with respect to the list of concepts and the nature of definitions.
- The T&T Special interest group has now reached a critical mass with a solid content, a clear vision and several motivated people.

Thus, Theme 4 contributed to both project objectives: creating and developing a pan-European KM community, and promoting the principles of KM and the benefits of its applications to business problems.

Lessons learnt and ideas

We agree with all the remarks done by the different teams who managed the previous theme activities. We would like to add the following comments.

Event cancellation: As explained in a previous chapter, many events have been cancelled particularly a keynote presentation with Karl Wig as well as another one with a KPMG consultant. Although a good promotion, interesting topics and the presence of a KM guru, the audience for such an event was very low. Technical issues and other human reason inherent in people community (people were busy, people forgot to register, ...) can explain this situation. Attempt to turn these events into interviews failed probably because speakers were disappointed. For this reason, the impact of cancelling a keynote presentation can be disastrous. Therefore we will recommend the following behaviour regarding the keynote presentations:

- to avoid the organization of keynote presentation and to use other channels (online workshop, interviews,...).
- If a keynote presentation must be organized, to directly recruit people who can be really interested by this presentation and to make sure that they will register and that they will technically access to the SIFT tool. At least 20 people should be recruited this way, to have a strong basement for the keynote presentation.

Small involvement / large audience: The definition of a terminology in KM must be envisaged as a meta-activity that will involve a few people from the KM. Terminology does not really address the hottest topic in KM like “How to motivate KM worker?”, “ How to improve the collaboration between people?” etc... For this reason it would be an illusion to believe that all the KB community will contribute to the work achieved in the T&T SIG. On the other hand, as showed by the statistics, this work will be very useful to the KB community, which must be seen as a consumer, a kind of customer who requires a good terminology for his KM activities (business, research).

Online workshop with guest star: The online workshop with Karl Erik Sveiby was particularly successful. This type of event should get more importance in a good theme plan. Of course the presence of a KM guru attracts people. Moreover it is quite easy to activate high-level people for

such events, thanks to the knowledgeboard reputation. The topics of the workshop must be defined in collaboration with the speaker, these objectives must be reminded at the beginning of the workshop, to out-of the scope questions.

More Interviews: Interviews are definitely the killer channels for the theme. They are not time consuming (by email or through a online workshop), easy to arrange, there is no audience problem and they can be read asynchronously.

leveraging theme impacts with all the knowledgeboard facilities: The combination of SIG content, forum, online workshop, comment tool, survey and statistical hits can really have a maximal impact on the knowledgeboard community and leverage the theme results. This strategy must be adopted during the theme program definition by investigating how these different tools can have a mutual influence on each other for the theme and related SIG benefits.

Marketing. The theme 4 probably suffered from a lack of marketing and promotion, because of some delay in the theme 4 definition. We gave more importance to internal promotion (through knowledgeboard) and neglected external marketing (among other KM communities) because of a very tight schedule. For this reason it is important to follow the recommendations given in the new way of working guide, particularly the time plan.