



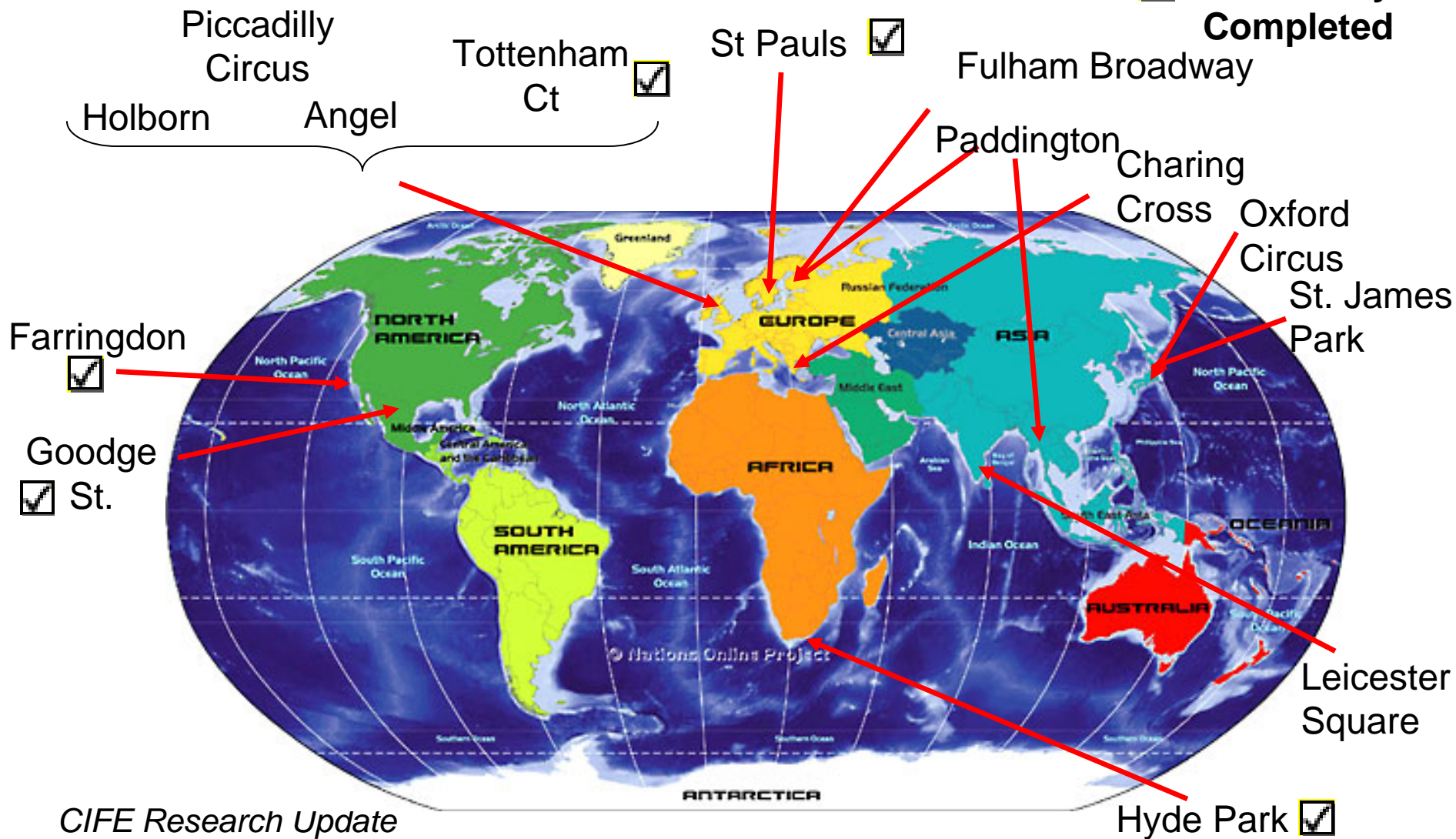
# Understanding Knowledge Acquisition and Transfer in Global Firms engaged in Global Infrastructure Projects

**Ray Levitt**  
**Amy Javernick Will**  
**CRGP, Stanford University**



# Data Collection Schedule

= Primarily Completed

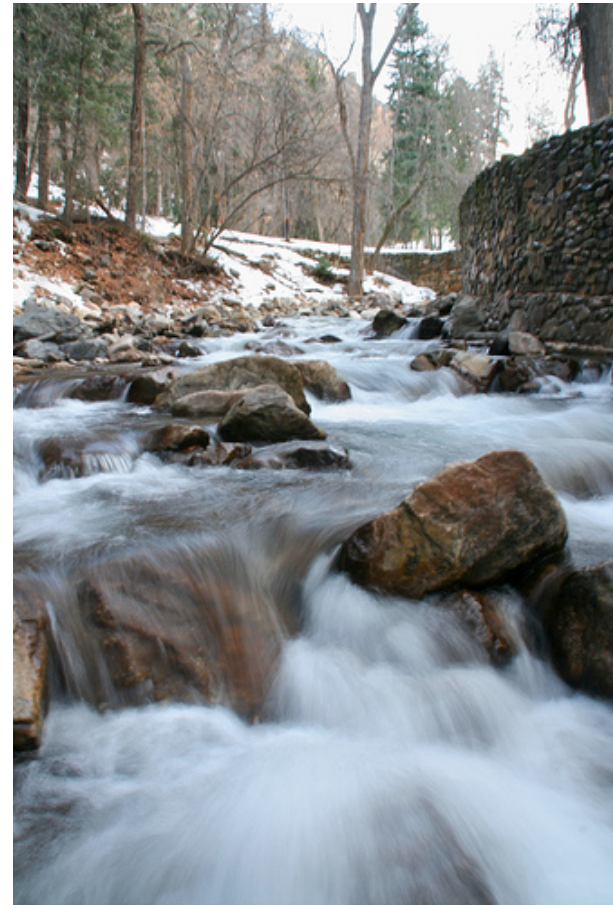
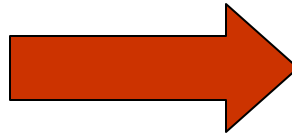


# Knowledge: Pools v. Flows

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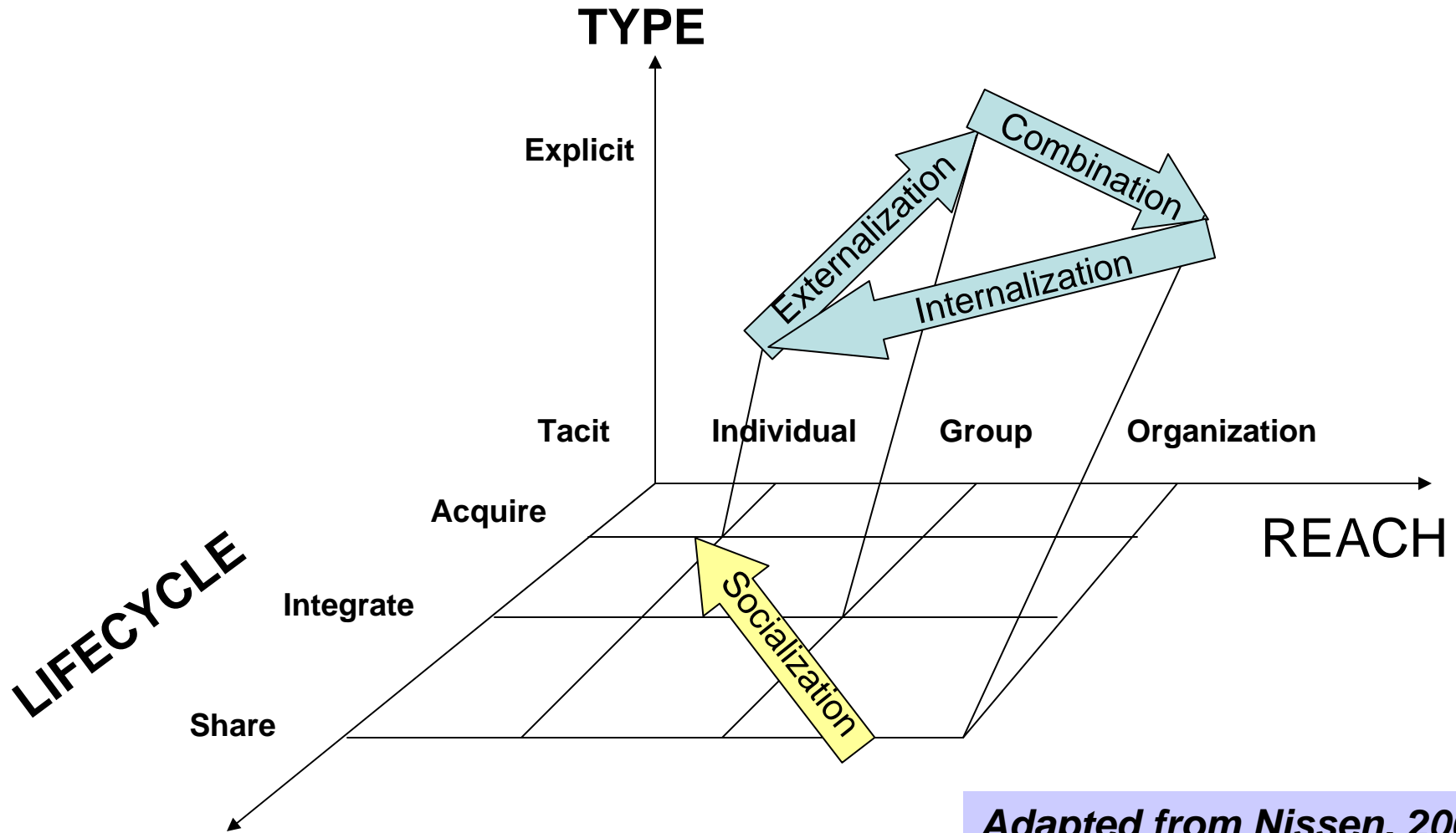


***Stagnant Pools***



***Dynamic Flows***

# Formal vs. Informal Approaches



*Adapted from Nissen, 2006*

# HYDE PARK

# FARRINGDON

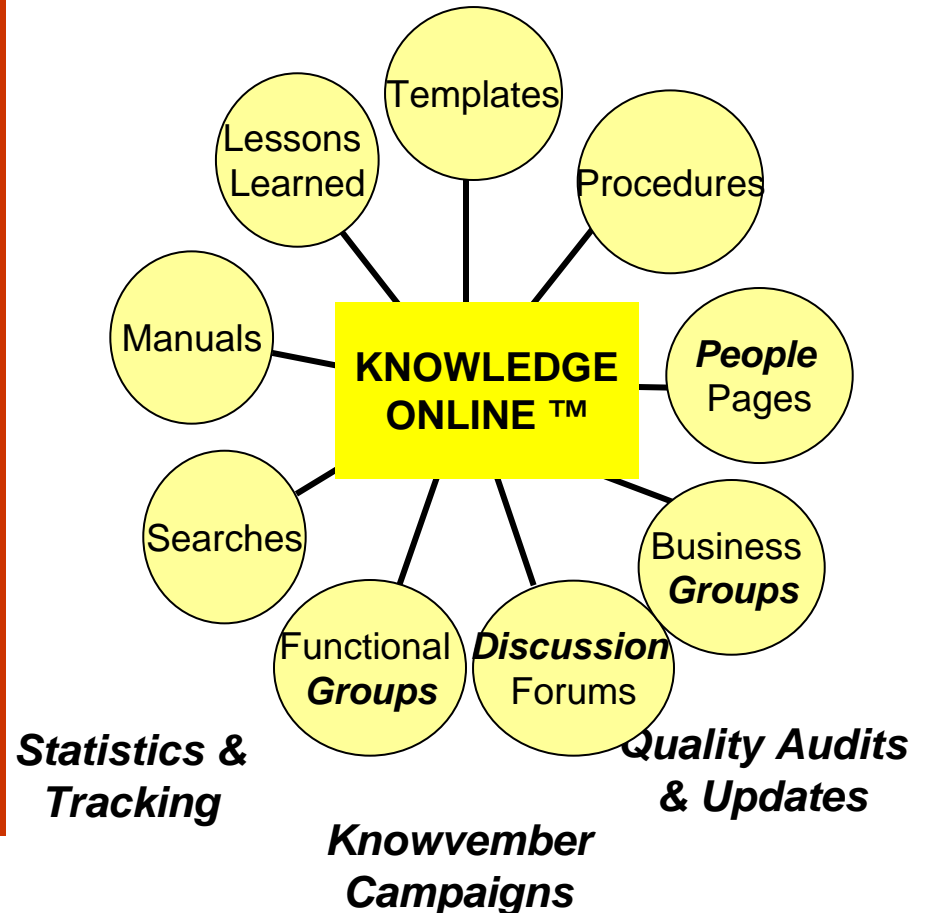


***“The Energy is in the People to People Knowledge Flows”***

- Mentoring
- Transfer of People
- On the Job Training
- Meetings

*CIFE Research Update*

***“A Global Solution required the use of a strong technology platform”***



# Institutionalization of a KM Initiative

## FARRINGDON

1997-1999

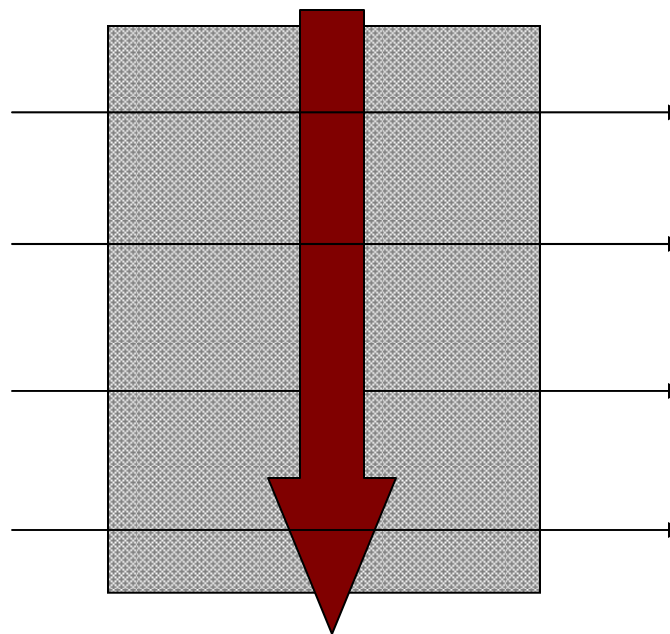
**Establishment of KM Online Platform**

- Producing Communities
- Obtaining employee participation
- Management Directive
- 4,000 Users

2007

**KM Online Platform Today**

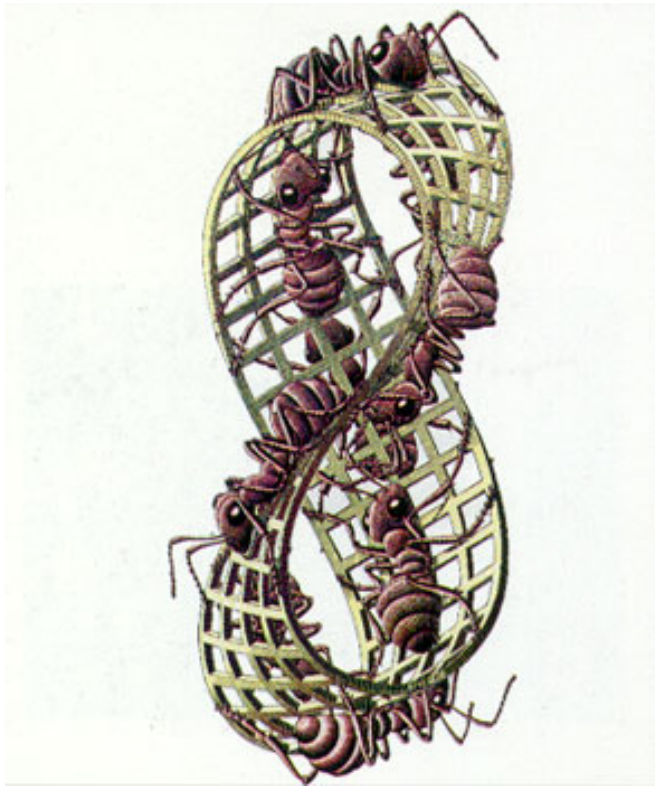
- Performing Communities
- Adding Corporate Value
- Employee Driven
- 24,000 Users



### **SUCCESS FACTORS:**

- Easy to Use
- Consistently Maintained
- External Changes
- Social Influence

# Paradox of Embeddedness



Firms with the greatest  
need for Institutional  
Knowledge



Least likely to capture  
and share this knowledge  
in systematic ways

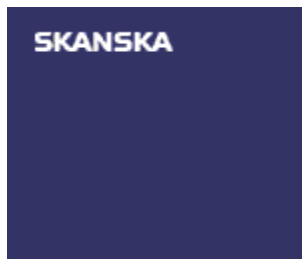
# THANK YOU FOR YOUR SUPPORT!

Collaboratory for Research on Global Projects  
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*CIFE Research Update*