

Contents

1	Research Objectives	1
	References	2
2	Review of the Literature	3
2.1	Traditional Approaches to Problem-Solving	3
2.1.1	External Sources	3
2.1.2	Internal Sources	4
2.2	Markets as a Key Mechanism for Problem-Solving	4
2.2.1	Differences Between Traditional Approaches versus Internal Knowledge Markets	5
2.3	Markets and Prices	7
	References	8
3	Research Methodology	11
4	Results	13
4.1	Internal Markets Types	13
4.1.1	Idea Markets	15
4.1.2	Prediction Markets	15
4.2	Mini Cases of Internal Markets	16
4.2.1	Allianz “Idea Market”	16
4.2.2	SAP “Knowledge Market”	18
4.3	Design Guidelines	20
4.3.1	Incentives Design	20
4.3.2	Governance Mechanisms	21
4.3.3	Lessons Learned	22
4.4	Internal Knowledge Markets Effects	22
4.4.1	Case Analysis: Effects on Individual Performance	24
4.4.2	Experiments Results	27

4.5	Analysis and Discussion.	32
4.5.1	Experimentation Phase: Learning About Markets and Communities	32
4.5.2	Thrill of Competition: Markets Dominate	34
4.5.3	Communalism Phase Again: Disillusionment with Inequality/Unfairness	35
	References	37
5	Implications for Theory and Practice	39
5.1	Implications About Incentives in Knowledge Markets	39
5.2	Implications of Identity	40
5.3	Implications for Practice	40
	References	41
6	Contributions to the 2020 Perspective.	43
	Conclusion	47
	SpringerBriefs on Digital Spaces.	49

Exploring the Design and Effects of Internal Knowledge
Markets

Benbya, H.

2015, VIII, 49 p. 7 illus., Softcover

ISBN: 978-3-319-14516-7