Emerald Insight

Journal of Knowledge Management

Classifying emerging knowledge sharing practices and some insights into antecedents to social networking: a case in insurance
Susan B. Grant

Article information:

To cite this document:
Susan B. Grant , (2016),"Classifying emerging knowledge sharing practices and some insights into antecedents to social networking: a case in insurance", Journal of Knowledge Management, Vol. 20 Iss 5 pp. 898 - 917
Permanent link to this document:
http://dx.doi.org/10.1108/JKM-11-2015-0432

Downloaded on: 10 November 2016, At: 21:27 (PT)
References: this document contains references to 79 other documents.
To copy this document: permissions@emeraldinsight.com
The fulltext of this document has been downloaded 195 times since 2016*

Users who downloaded this article also downloaded:

(2016),"Understanding knowledge creation in the context of knowledge-intensive business processes", Journal of Knowledge Management, Vol. 20 Iss 5 pp. 858-879 http://dx.doi.org/10.1108/JKM-11-2015-0443

(2016),"Antecedents and intervention mechanisms: a multi-level study of R&D team's knowledge hiding behavior", Journal of Knowledge Management, Vol. 20 Iss 5 pp. 880-897 http://dx.doi.org/10.1108/JKM-11-2015-0451

Access to this document was granted through an Emerald subscription provided by emerald-srm:563821 []

For Authors

If you would like to write for this, or any other Emerald publication, then please use our Emerald for Authors service information about how to choose which publication to write for and submission guidelines are available for all. Please visit www.emeraldinsight.com/authors for more information.

About Emerald www.emeraldinsight.com

Emerald is a global publisher linking research and practice to the benefit of society. The company manages a portfolio of more than 290 journals and over 2,350 books and book series volumes, as well as providing an extensive range of online products and additional customer resources and services.

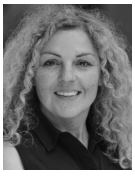
Emerald is both COUNTER 4 and TRANSFER compliant. The organization is a partner of the Committee on Publication Ethics (COPE) and also works with Portico and the LOCKSS initiative for digital archive preservation.

*Related content and download information correct at time of download.

Downloaded by TASHKENT UNIVERSITY OF INFORMATION TECHNOLOGIES At 21:27 10 November 2016 (PT)

Classifying emerging knowledge sharing practices and some insights into antecedents to social networking: a case in insurance

Susan B. Grant



Susan B. Grant is based at the College of Engineering, Design and Physical Sciences, Brunel University, London, UK.

Abstract

Purpose – *The paper aims to explore a case of early adoption of the use of social media tools for the purposes of knowledge and information sharing across a supply chain in the UK home insurance market.*

Design/methodology/approach – *The methodology used includes genre and content analysis to analyze empirical data from blogs and posts via a customized social extranet [Engaging in Knowledge Networking via an interactive 3D Social Supplier Network (KNOWLEDGE NETWORK)] involving 130 users over a 13-month period.*

Findings – *The results uncover a set of emerging practices which support both information and knowledge exchange, but which are mainly driven by organizational factors such as buyer power and supplier competitive influencing.*

Research limitations/implications – *This study has contributed an overall conceptual understanding of reasons behind social media adoption by identifying organizational attributes of buyer power and supplier influence as key antecedents to knowledge sharing within a supply chain.*

Originality/value – *This paper builds on current thinking in social media theory by providing a window into organizational and supply chain attributes that can explain social media adoption within the context of knowledge sharing supply chains. A systematic classification of user posts over an extended period enabled this work to illuminate not only emerging knowledge sharing practices across a buyer-led supply chain but also the effects of buyer power on users in an online community.*

Keywords *Knowledge sharing, Insurance supply chain, Social networking tools, Supply chain dominance and influence*

Paper type *Research paper*

Introduction

Organizations have always considered knowledge sharing as pivotal to competitive advantage (Taylor, 2007; Tohidinia and Mosakhani, 2010), and as such, finding the right mechanisms for sharing knowledge across staff (and increasingly across supply chains) has been a major issue for both organizations and knowledge management research (Allen, 2008). The importance of sharing knowledge across supply chains cannot be understated. Conducting business today often requires collaboration across multiple parties within a supply chain. The insurance claims that market is no exception, typically requiring the input, participation and decisions of many stakeholders at different stages of the claims process. However, valuable unstructured knowledge from experiences, insights and ideas is often not directly part of this process. With the rise of social media tools and the success of social networking via platforms such as LinkedIn, Facebook and Twitter, several recent studies have suggested that these technologies may provide new opportunities to facilitate both structured and unstructured knowledge sharing (Panahi *et al.*, 2013). Recent evidence shows that knowledge-intensive companies are beginning to consider Web-based "social networking" as community-building platforms (Annabi *et al.*, 2012)

Received 10 November 2015
Revised 17 March 2016
10 June 2016
Accepted 7 July 2016

The research reported in this paper is supported by the European Commission for the project "Engaging in Knowledge Networking via an interactive 3D social supplier network (KNOWLEDGE NETWORK)" (FP7-PEOPLE-2013-IAPP 324408).

Downloaded by TASHKENT UNIVERSITY OF INFORMATION TECHNOLOGIES At 21:27 10 November 2016 (PT)

"Conducting business today often requires collaboration across multiple parties within a supply chain."

primarily "behind the firewall" (Yardi *et al.*, 2008) and within the boundaries of an organization. This could provide opportunities for unstructured information and knowledge (people's experiences, ideas, etc). to be utilized to potentially deliver a huge set of efficiencies and opportunities for rethinking core supply chain and operational processes amongst users (Wu, 2008). Within insurance, typically, much buyer supplier "claims" information is standardized explicit data distributed through automated systems. However, these systems do not allow for transmission of richer information and implicit knowledge gained from insights, experiences and stories into the claims process easily. For example, a home insurance supply chain relying on a combination of end-to-end (offering different services) and horizontal suppliers (offering similar services) to fulfil service "claims" contracts might use the knowledge network to develop and improve their own internal and the external supply chain efficiencies (which can impact on how they fulfil a claim) through, for example, sharing information and knowledge on customer service feedback, common IT issues, local regulation or apprentice training. Typically, this type of information and knowledge is not usually shared across this group, except possibly via face-to-face (F2F) supplier workshops. The Engaging in Knowledge Networking via an interactive 3D Social Supplier Network (KNOWLEDGE NETWORK) platform, therefore, fulfils a complementary function to F2F supplier workshops in that it provides a facility for users to interact with the entire supply chain almost immediately and whenever required, together with a richer source of knowledge and information sharing that may contribute to improved customer service, relationship development, supply chain collaboration and performance.

However, the use of social media tools presents a new set of challenges to organizations that are not used to managing knowledge and information transfer in this way and where lessons learnt from research endeavours into the use of social media in knowledge management are limited.

Although the literature points to some early cases of the knowledge transfer potential of social tools in industrial contexts (predominantly social intranets), little is still known about drivers of use, the forms of use and likely potential of such platforms as a technology to group communication, knowledge sharing and information exchange, especially when extended across organizational boundaries to include supply chains. Indeed, very limited empirical research exists on the use of social tools for knowledge sharing across any external supply chain (Ngai *et al.*, 2015).

With the growing rise in adoption of collaborative social networking platforms, such as Yammer, and pressures on businesses to adopt these new technologies, this research paper seeks to present findings from an exploratory study of knowledge sharing practices adopted across a multi-level supply chain in the UK home insurance market. The study aims to contribute to an understanding of the emerging knowledge and information sharing practices and antecedents to usage of social media tools across a supply chain community. To this end, the research applied both content analysis (collected over an eight-week period) and genre analysis (collected over a 13-month period) to a series of online posts generated over a custom-made social networking platform entitled KNOWLEDGE NETWORK. These methods were used to gain insights into emerging knowledge sharing behaviours and practices in an insurance context at a community level and to interpret these results in the light of social media theories and predominately intranet-based studies that have explored knowledge sharing.

Downloaded by TASHKENT UNIVERSITY OF INFORMATION TECHNOLOGIES At 21:27 10 November 2016 (PT)

Social media for knowledge and information sharing

There has been much debate on the definition of social media (Constantinides and Fountain, 2008). However, despite this, the literature seems to generally agree that social media software are represented by a range of emerging tools (wikis, blogs, etc). and platforms where users are able to share information and importantly collaborate and create networks of communities (Berners-Lee *et al.*, 2006; McAfee, 2009). Given this, it appears that community-driven and information-centric social media tools have tremendous potential for organizations to facilitate communities for information and knowledge exchange.

Social media theory: key constructs in behaviour

Social physiological drivers

As knowledge sharing consists of social exchanges between individuals, interactions will inevitably be influenced by the relationships between individuals (Nahapiet and Ghoshal, 1998), with social capital known to play a major role in forming knowledge sharing intentions (Chang and Chuang, 2011; Chow and Chan, 2008; He *et al.*, 2009). Indeed, social factors including social influence, (Cheung and Lee, 2010), social ties, reciprocity and trust (Chai and Kim, 2010; Chiu *et al.*, 2011; Hau and Kim, 2011) have been shown to play a role in knowledge sharing intentions and behaviours. Of particular interest here is the concept of social power, which has received little attention in social capital literature (Ngai *et al.*, 2015). Social power has been defined narrowly as a user's (e.g. blogger) capacity to influence as many audiences as possible (Ke *et al.*, 2009) and has been shown to have direct effects on intentions to behaviour in a supply chain context (Ke *et al.*, 2009).

Some high-profile cases which have implemented social media tools as part of a knowledge management strategy include companies such as RPC (Janes *et al.*, 2014); Siemens (Muller and Stocker, 2011), Deloitte (Riemer *et al.*, 2012) and Capgemini (Riemer *et al.*, 2011), and Vistaprint (Dolezalek, 2009), albeit internally. Many of these recent studies have used small sample surveys to assess the role of social media tools and social capital influences in knowledge sharing behaviours. Interaction via tools such as blogs etc. were found to play a role in building the shared context and social fabric acting as the glue upon which all other knowledge work was possible (Riemer *et al.*, 2012). The social aspects of social networking tools may arise from improved communications; and collaboration across staff (McAfee, 2009; Richter and Riemer, 2009) could contribute to relationship building (Gunther *et al.*, 2009), may facilitate a sense of community (Jackson *et al.*, 2007) or enable a conversation medium for context building (Zhao and Rosson, 2009; Zhang *et al.*, 2010).

User factors

Individual factors such as a user's experience and ability to use IT (Jarvenpaa and Staples, 2000) and personality traits (Correa *et al.*, 2010; Lu and Hsiao, 2010; Zhong *et al.*, 2011) feature in many prominent works on social media engagement and appear to be frequent variables identified as antecedents or moderating/mediating factors in explaining engagement.

In a knowledge sharing context, only a few studies have empirically examined the role of individual personality or disposition with mixed results. Wang and Noe (2010) examined the

"The use of social media tools presents a new set of challenges to organizations that are not used to managing knowledge and information transfer in this way."

Downloaded by TASHKENT UNIVERSITY OF INFORMATION TECHNOLOGIES At 21:27 10 November 2016 (PT)

> **"The findings suggest social media extranets can effectively open up new channels for information and knowledge sharing across a diverse user base within a supply chain."**

Downloaded by TASHKENT UNIVERSITY OF INFORMATION TECHNOLOGIES At 21:27 10 November 2016 (PT)

moderating role of exchange ideology that defines the relationships between what one gives and receives (information and knowledge wise) from an organization. Cabrera *et al.* (2006) examined openness to experience and found it to be positively related to individual's self-report of knowledge exchange. Similarly, Constant *et al.* (1994) found that employees with a higher level of education and longer work experience were more likely to share their expertize and have positive attitudes towards sharing. In contrast, Wasko and Faraj (2005) found little evidence that self-rated expertize was related to knowledge sharing. The technology acceptance model (TAM) (Davis, 1989) and the theory of reasoned behaviour (Ajzen and Fishbein, 1980) are often used to describe how individual behaviours are influenced by beliefs and attitudes, with a focus on user perception, user experience and user personality expressing the attitudinal, behavioural and innate characteristics of social media users. For example, Hsu and Lin (2008) studied the role of TAM in users' attitude and intention to blog. Casaló *et al.* (2010) adopted TAM to investigate user's intention to use and make recommendations in an online community, and in a later study, Casaló *et al.* (2011) used TAM to examine user's intention to follow advice.

Organizational factors

Although individual and social factors can explain intentions to engage with social media, organizational factors such as "customer and marketing orientation" also appear to explain social media usage behaviour. Marketing variables for examples affect online posting behaviour, which in turn influences customer choice of product and brand (Chen *et al.*, 2011). Mathwick (2002) identified online customers' switching effort, continuity costs and contractual costs as a cause of customer's loyalty intentions. Online reviews on customer care experiences also influenced brand or company selection (Karakaya and Barnes, 2010). Supporting evidence by McKinsey's (2015) indicated that in public relations, customer relationship management and marketing processes, companies are readily adopting social tools, however, the use of social technologies are least integrated into the work flow for operations processes, including supply chain management, procurement and knowledge management.

Gap in the literature

A great deal of social media research, theories and constructs have emerged over the past decade, with a particular focus on the individual and social-physiological aspects explaining social media adoption. In contrast, research into organizational factors that determine social media usage remain limited. Indeed, outside of marketing or public relations spheres, there is very little research and empirical data on corporate use of social media generally, suggesting a gap in the literature in supply chains and procurement, processes where a particularly high potential for companies to increase value from utilizing these technologies exists (McKinsey, 2015).

This research seeks to address this issue by conducting (and inferring) content analysis on a sample of online posts to provide a window into organizational and supply chain attributes that can explain social media adoption within the context of knowledge and information sharing and by conducting genre analysis to identify emerging knowledge and information practices within the same context.

Downloaded by TASHKENT UNIVERSITY OF INFORMATION TECHNOLOGIES At 21:27 10 November 2016 (PT)

Knowledge and information sharing

It is not easy to make a perfect distinction between information and knowledge and, therefore, whether information or knowledge is being shared. This study follows the view that knowledge is *actionable information* (Tiwana, 2000). In an organizational context, knowledge is produced when information is shared (Tsoukas, 2009). It is humans who interpret information, and depending on their capabilities and competencies, this information can become knowledge that makes (cognitive and behavioural) actions possible. Nonaka and Takeuchi (1995) drew a distinction between tacit and explicit knowledge, with tacit knowledge (constructed by people) being highly personal and hard to formalize, making it difficult to communicate or share. Subjective insights, intuitions and hunches typically fall into this category of knowledge. Furthermore, tacit knowledge is deeply rooted in an individual's action and experience, as well as in the ideals, values or emotions he or she embraces.

Explicit knowledge in contrast is knowledge that has been codified formally using a system of symbols or made tangible as a physical artefact and can therefore be more easily shared. Knowledge sharing is "the act of making knowledge available to others" (Ip and Wagner, 2008, p. 41). It is a voluntary, conscious act between two or more individuals, resulting in joint ownership of the knowledge between the sender and the receiver (Davenport and Prusak, 1998; Ip and Wagner, 2008).

Using social networking tools to share knowledge

In theory, and in practice, knowledge, both structured (e.g. via blogs and wikis) and unstructured (subjective insights, experiences, tips, etc.), can be shared using social tools (Stenmark, 2000; Falconer, 2006). This can generate new ideas via forums, brainstorming sessions, status updates, private chats etc. that may lead to cognitive and behavioural actions that translate into work-based changes (Zhao and Rosson, 2009). Microblogs, in particular, have become a popular knowledge/information sharing tool, because they are "accessible and low-cost, both in terms of time and cognitive load" (Zhang *et al.*, 2010; Panahi *et al.*, 2013). Their effectiveness exists because they allow users to "keep a pulse on what is going on in others" minds and is maybe useful in getting to know a colleague as a person and learn about his or her interests and work responsibilities (Zhao and Rosson, 2009), to provide users with information or engage in conversation (Ehrlich and Shami, 2010) and to provide work-related status updates (Skeels and Grudin, 2009; Zhao and Rosson, 2009). Directed micro posts, in particular, can often spark a brief "conversation" which has the characteristics of a threaded discussion or a private chat in a public space (Janes *et al.*, 2014) and can be used for publishing news about employee groups or business units which are features of intranet community forums (Zhang *et al.*, 2010, p. 13).

More directly, "knowledge" can be shared when users ask questions and seek advice by actively and explicitly drawing on existing expertize when they have a query, problem or issue to solve as well as asking "how to" questions (Riemer and Richter, 2010; Janes *et al.*, 2014). Additionally, social networking can enable effective communication (Riemer and Johnston, 2011), mutual knowledge (Cramton, 2001) or cognitive social capital (Nahapiet and Ghoshal, 1998). A shared background can emerge that makes the world intelligible and can provide the foundation for all other knowledge work to happen (Riemer and

"From a practical viewpoint, the paper suggests social media mechanisms are important to maintain ongoing and develop social (work) relationships, and users can learn from each other through such interaction."

Johnston, 2011), as well as a shared context to understand and interpret correctly other people's questions, problems, requests for ideas and others' input (Riemer *et al.*, 2012). Social networking platforms can also enable coordination and alignment of immediate shared work and tasks across staff, providing a project manage role (Riemer and Richter (2010) and create unstructured storage space, where information (e.g. reports, files, video's, etc). can be accessed by a tagging and search function (Riemer *et al.*, 2012).

Although the evidence suggests that knowledge can be shared via social networking tools, knowledge assets may not be as rich as F2F encounters and may need to be supported by various conversions such as from tacit to explicit knowledge (Panahi *et al.*, 2013; Nonaka *et al.*, 2000; Hildrum, 2009; Lopez-Nicolas and Soto-Acosta, 2010). Some early research suggests that unstructured knowledge sharing via social tools is simply too limited or impossible to achieve (Flanagin, 2002; Hislop, 2001).

Research design

The aim of the study was to contribute to the growing social media literature via insights into behaviours/intentions to adopt social networking across a supply chain community for knowledge sharing purposes and to identify emerging knowledge sharing practices using these tools. To this end, a social networking platform KNOWLEDGE NETWORK was used as a primary data collecting tool, designed to capture "the collective wisdom of the supply chain" and become an "omniscient" tool (Muller and Stocker, 2011) for supply chain vendors and the insurer across geographical and organizational boundaries. Its usability is simple and intuitive, the result of users' and stakeholders' requirements in the consultation phase of the research. Currently, users participate on a purely voluntary basis, although to strengthen the knowledge sharing culture, active participation in the "supply chain community" could be an integral part of working processes and business target agreements by participants. Although the platform consisted of a message, blogging and wiki facility, only blogs and messages were used in Year 1, and this paper reports on emerging practices in these areas only.

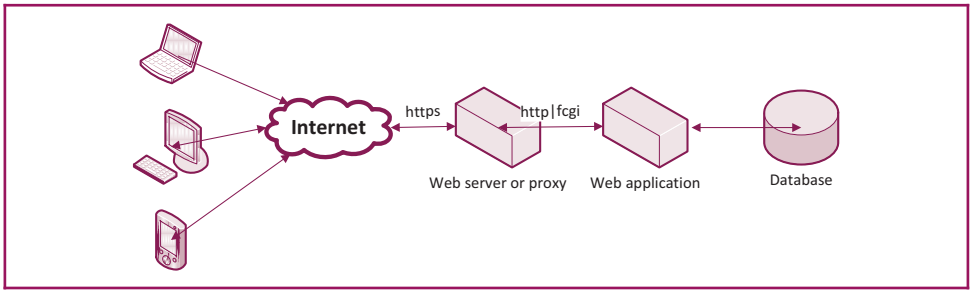
The KNOWLEDGE NETWORK platform: high-level system architecture

KNOWLEDGE NETWORK is a browser-based platform designed for the exchange of business-related knowledge, experiences, insights, advice and best practices and which revolves around the concept of multiple posts (streams) to which users can be added on a case-by-case basis. The high-level system architecture is that of a typical ajax Web application (Figure 1) – Web client (browser) – Web server – data base. For technical and security reasons, we have deployed the Web server application behind a reverse proxy or as a fcgi process.

The database server is a separate, stand-alone server like mysql, postgres, mssql or an in-process database like sqlite. For relatively light load (<1,000 users, <50,000 requests/day), sqlite is adequate and simplifies deployment.

The KNOWLEDGE NETWORK platform was hosted on Royal Sun Alliance (RSA) servers and launched on 22 May 2013, after a period of marketing. The main network consisted of

Figure 1 High-level system architecture



Downloaded by TASHKENT UNIVERSITY OF INFORMATION TECHNOLOGIES At 21:27 10 November 2016 (PT)

130 people after 13 months, with an expectation of growth as vendors from other areas of insurance joined.

KNOWLEDGE NETWORK consisted of a main network and five groups, each adopting a moderator, responsible for monitoring content. Within 6 months, two groups had emerged, and within 11 months, further three groups had emerged, with one group remaining private.

The research project was exploratory in nature and based on a qualitative case study of an insurance supply chain, with the main unit of analysis being "users" online posts. The study population is drawn from one of the largest insurers in the UK, together with almost its entire home supply chain vendor base.

Profile of participants

The insurer RSA was the largest participant in the trial, with 55 senior and middle management personnel mainly from procurement and sourcing taking part. RSA are a global insurer and second-largest general insurer in the UK, employing around 19,000 employees across a number of locations (Horsham, Peterborough, Liverpool and London), including some 800 plus home workers making up around 15 per cent of the UK workforce. Its developing culture to promote supply chain teamwork and the sharing of knowledge amongst its preferred suppliers and employees includes a strategy which encourages increasing social interaction among its home insurance supply base and sourcing/procurement teams. RSA's home insurance supply chain management structure consisted of a head of field operations, senior sourcing managers, supply chain managers, supply chain relationship managers, supplier relationship management (SRM) principals, sourcing analysts and sourcing specialists.

On the supply side, RSA's customer claims would typically be serviced by small and medium UK vendors. Vendor participants included 75 users offering services in alternative accommodation, drainage providers, loss assessors, furniture replacement, engineering and surveying consultants, claims management/handling services, locksmiths, glazing, security services, floor repair, restoration and inspection, subsidence, goods replacements, etc. Many suppliers offered similar services, creating a "competitive" supply base. Participants included senior executives and managers, company directors, managing directors, operations directors, one chief operating officer and heads of operations. Most of the participants had jointly worked on claims fulfilment and knew each other well.

Methodology

Two methods, namely, content and genre analyses, are applied to uncover content, practices, structures and meaning from online posts. A combination of genre and content analyses and findings are presented in this section.

Genre analysis and findings

Genre analysis has been applied in information systems research to investigate "the relationships between communication practices and technologies within organizations and to trace technology adoption and patterns of communication that emerge in the process" (Westman and Freund, 2010, p. 323). Genres can be defined as "socially recognized types of communicative actions that are habitually enacted by members of a community to realize particular social purposes" (Yates *et al.*, 1999, p. 84). As such, by identifying a genre repertoire, it is possible to capture the essence of the communicative action of a social group in its context. In doing so, it is necessary to identify the multiple, interacting genres that are enacted by the group members. This research uses this approach and concentrates mainly on communicative purpose in identifying genres. An intention-oriented classification scheme was designed around five key genres that emerged from posts over the 13-month period. The scheme was designed to show how and why KNOWLEDGE

Downloaded by TASHKENT UNIVERSITY OF INFORMATION TECHNOLOGIES At 21:27 10 November 2016 (PT)

NETWORK members were using the platform and which genres were most prolific. An overview of the intention-oriented classification scheme is presented below:

- *Category A. Me*: The author posted something about him/her-self, including what he/she was doing in work/self introduction/expertize.
- *Category B. Questions', directed knowledge/info seeking*: The author posted a comment or opinion on an issue seeking a response, followed by a "what do people think?" or your views please? These are questions seeking a specific answer. Messages directed to a specific person(s) were placed in this category.
- *Category C. Updates and notifications*: The author posted news and events to share with others. This includes internal news and external news.
- *Category D. Shared information*: The author posts factual information on a particular process, survey, schemes, initiative, feedback, results of a survey that have been involved with, case study, report and URLs. No expectation of a reply.
- *Category E. Shared insights, past experiences, ideas, stories, advice, opinions, etc.*: No reply expected, often expressed in the past tense.

Genre analysis: case sampling, data coding and data analysis

From the platform launch in May 2014 until June 2015, the data set included 760 references around a subject, with an average of 5.6 posts per subject. Each reference was assigned one general category best characterizing the topic of conversation. In addition, the data were coded according to five key genres that emerged. The data were mainly coded by one researcher with a second acting as a discussant frequently reviewing the genre repertoire. Any deviations were discussed, and after resolving conflicts by either adding a new genre, splitting an existing one or merging two genres, previously coded posts would be recoded. If messages fell into more than one category, priority rules to coding schema were used. Using this coding scheme, messages were coded independently by two researchers using the formula E > A > B > D > C. The Kappa coefficient was used to measure the agreement between the two raters who coded and rated the messages. This process was iterated until all posts were successfully coded and both researchers agreed on the outcome. A third coder randomly coded material to ensure the consistency of agreement on both the content of conversation and the genre per reference. As a result, 14 single "content" categories emerged. Although most posts were coded as single instances of a genre, several messages contained more than one genre. Of the 760 references, 520 posts were part of conversations, whereas the rest were single posts without replies. The length of posts varied greatly from 2036+ characters to 166 characters, with over 85 per cent of posts falling outside of the microblog category. There were no restrictions on message or response size. All posts were included in the genre analysis. The data set was imported to the qualitative analysis software Nvivo10 for text coding and qualitative analysis. Posts were cross referenced with the researcher categories that were established by hand. The process was very time-consuming, as the platform had generated *circa* 400 pages of posts and nearly 520 conversations.

Genre repertoire: what are users sharing on the platform? (in order of popularity)

Category E: this includes discussion using opinions, perspectives, past experiences, advice, ideas and stories. This emerged as the largest genre category, accounting for 30 per cent of all genre appearances. It captured all posts that initiate or are part of interactive discussions in which users voice their own opinion or engage in clarifying various matters of interest, provide advice, recall a story or experience or present an idea. Examples are as follows:

> Here at Company X we believe the next surge event is imminent, and the property insurance industry will get caught out again. Our latest article discusses how the property insurance

Downloaded by TASHKENT UNIVERSITY OF INFORMATION TECHNOLOGIES At 21:27 10 November 2016 (PT)

> industry needs to do more to maintain and develop its supply chain relationships during the good times, to be able to deal with the bad times more effectively! (Supplier 1)
>
> I love the case study. Definitely something I did not know about Company X. If anyone ever thought their SLAs were stringent, just imagine deglazing a huge store front in central London within 4 hours! (Supplier 2)

RSA: great stuff- do any other suppliers have similar stories they could share?

The evidence shows that supply chain users have embraced social networking tools to carry out open discussion. The extent to which the KNOWLEDGE NETWORK platform is used for sharing experiences and opinions is not surprising, given previous research (Riemer *et al.*, 2012). Moreover, opinions are typically voiced in reply to other people's posts, meaning communication on the platform across the supply chain is very interactive, resembling a discussion space more than a stream of single posts.

Category B: Here, 26.9 per cent of genre appearances showed users posting questions or sought other's opinions on specific issues. Messages within this category were usually not directed towards a specific person. Many posts would start or end with "What is your view?" Some posts were part of an ongoing discussion, contained opinion, but were distinguishable as they ended in a question or requested a viewpoint:

> Big Data: Is anyone else as obsessed with this as we are? I think as suppliers we have a huge amount of data that we could maximize to help clients know their customer in terms of profiles, fraud analytics, postcode risk, product and average costs. A number of us will have claims data, retail data, and social media data that could really profile insurance customers. Trends and patterns detected and shared could really change the face of validation, processes, and cost in the insurance arena (well this is my humble opinion anyway). This could surely mean a true person-centric claims process that, with data sharing at its heart, could benefit the customer the client, and also the supplier through better collaboration. Any thoughts?

Category C: updates and notifications represented 17.8 per cent of genre appearances and subsume genres that reflect the intention to provide others with supply chain-related updates regarding events, status updates in schemes, winners of awards and praise. Some updates simply posted external news or updates in operational processes and systems:

> This new system functionality acts as a communication tool for the trade network, it flags delays in order to notify customers or quickly make alternative arrangements, it provides instant information for instant authorisations increasing first time fix opportunities and dramatically speeds up payment processes". "All in all it simplifies the claim journey creating an efficient process that benefits the customer journey greatly". This is contributing to a large reduction in complaints and an ever improving Net Promoter Score.

In the main, Category C was dominated by the buyer RSA for notifications on awards, net promoter scores (NPSs) and reinforcing customer service strategy:

> We are delighted to announce the winner of the January award is Company U for demonstrating "Customer Obsession". Company U were chosen for their strong customer feedback supported by excellent NPS of 63:
>
> Company Z with consistent performance against key performance indicators (KPIs). A consistently high level of quality and customer service maintained. Minimal adverse feedback from customers, claims teams or Company W on Company Z's jobs. If any issues do arise, Company Z have acted on this feedback openly, quickly and efficiently. Very highly thought of by our buildings validation team. Willingness to adapt and assist RSA is demonstrated at all times – occasions where they have been used to resolve major complaints not involving them initially, and each time they have resolved the issues quickly, efficiently and with minimum fuss. They have adapted to an increased allocation – 30 to 50 per cent - with no adverse impact on performance, KPIs or customer. In all interactions with Company Z, they have demonstrated a refreshing openness, honesty and willingness to work for and with RSA to service our needs and our customer's needs to the highest standard (Winner).

Downloaded by TASHKENT UNIVERSITY OF INFORMATION TECHNOLOGIES At 21:27 10 November 2016 (PT)

> I am a firm believer that all the people in your business need to "buy in" to what you are trying to do to ensure the customer journey is as good as can be (Supplier).

Category D: here, 23 per cent of genre appearances captured posts with shared information (or structured knowledge) relating to a particular process, survey, results, case study report, links to web pages, feedback, company promotional information or supplier schemes. No expectation of a reply was made:

> I recently met Company P to understand if there was anything they could add to the way we work and improve the customer journey. I don't know if anyone else has met them but wondered if anybody had any views. Sharing images is definitely a good idea and I thought perhaps SCMT could be enhanced to support the sharing of images between suppliers who are working on the same claim (Supplier 1).

> I think photo sharing is a fantastic point to make. We are working with clients to look at how we streamline this to reduce visits and touch points. This is particularly relevant for claims that have both building and contents, as you can easily send out a surveyor, a builder, a carpet assessor, a B&W engineer etc. – all taking photos of pretty much the same thing! We are looking at "first on the scene" type scenarios, where the first person out collates the necessary photos (Supplier 2's reply).

Sharing structured information or knowledge contains almost a quarter of all genre appearances and reflects communication that is intended to direct other users towards factual information, particular processes or industry-related content (e.g. on regulation). Resources refer to files (e.g. photos and cases) and URLs (e.g. a link to a Wiki), which are shared with or without a user's request. In addition, it demonstrates the users' eagerness to update on ongoing schemes (e.g. supplier schemes) or report customer feedback to the user base.

Category A captured information relating specifically to the author, including what he/she had been doing in work/or self-introduction and expertize in a particular field. This category generated significantly less traffic than other genres with only 2.1 per cent of the total references. This is possibly because suppliers have already established a relationship with each other via RSA-led workshops and meetings and may suggest that social networking is not really used for personal promotion.

What are users sharing information and knowledge on?

The majority of threads show conversations built around 14 key themes, including direct work-related and indirect work-related topics (Table I). Popular topics included weather (in the context of home insurance) and "the customer journey". Non-work-related topics included fundraising, social media, politics and technology, demonstrating engagement with the platform for socialising as well.

Table I Content categories and frequency

Content	*Frequency across users (%)*
Social media networking	16.7
Weather	14
Technology	10
Fundraising	8.1
Customer journey and feedback	7.9
Supply chain initiatives, processes and schemes	7.36
Supplier processes-services	7.1
Claims processes	6.4
Miscellaneous	5.6
Wider industry issues (e.g. regulation)	4.47
Awards	4.4
RSA and internal processes	3.42
Education and training	3.1
Politics	1

Downloaded by TASHKENT UNIVERSITY OF INFORMATION TECHNOLOGIES At 21:27 10 November 2016 (PT)

By combining the five genres (A-E) against the 14 key themes of conversation, a matrix showing the most prolific subject areas can be constructed (Table II).

Content analysis and findings

Content analysis was developed primarily to explore meanings underlying physical messages and to identify the intentions of an individual, or group, and describe attitudinal and behavioural responses to communications (Berelson, 1952). It has been defined as a systematic, replicable technique for compressing many words of text into fewer content categories based on explicit rules of coding (Krippendorff, 1980). Holsti (1969, p. 14) offers a broader definition: "any technique for making inferences by objectively and systematically identifying specified characteristics of messages".

Qualitative content analysis goes beyond merely counting words or extracting objective content from texts to examine meanings, themes and patterns that may be manifest or latent in a particular text. It allows the researcher to understand social reality in a subjective but scientific manner (Zhang and Wildemuth, 2009). As such, it is particularly useful to reveal people's information-related behaviours and thoughts within the supply chain, as they engage in knowledge sharing activity, and to present reasons for social media usage.

Sample

An eight-week sample of 132 posted messages across all genres was collected between 1 February 2015 and 30 April 2015 (the quietist period [June-September] and busiest period [October-January]) for the RSA supply chain (agreed by participants as being representative of the average level of communication). In the first instance, all 132 messages (post and replies) were scrutinized by two researchers to identify common/recurring words (Table III). These words were scrutinized in all their contexts using a "key word in context" function. The context categories where recurring patterns of words and concepts appeared showed trends in "customer journey and customer feedback", "supplier processes-services", "supply chain initiatives, processes and schemes" and "Awards", making up a total of 30.1 per cent of areas of communication via posts, over the 13 months of the trial.

To interpret the posts, a frequency analysis was conducted to determine how often concepts and words appeared. After agreeing the context, words and concepts were then coded into one of 4 overarching themes and 17 sub-themes ranging from communication which reflected "social" usage to "supplier performance" (vendors) to "supply chain performance" (RSA) and "personal usage". Determining the level of implication of a (sub) theme (performance, efficiency, service, social, etc). allowed the

Table II Topics and intention matrix

	Intention genres				
Topic categories	*A*	*B*	*C*	*D*	*E*
1: Wider industry issues regulation	1	12	9	4	8
2: Weather and climate	2	21	17	47	20
3: Technology	1	26	11	11	27
4: Supply chain supplier processes, services	1	20	13	8	12
5: Supply chain initiatives process scheme	0	10	12	16	18
6: Social media networking	0	45	23	18	41
7: Politics	0	3	1	0	4
8: Miscellaneous	4	17	1	0	21
9: Fundraising	1	10	22	10	19
10: Education training	1	8	4	3	8
11: Customer journey and focus, customer feedback	3	7	5	25	20
12: Claims processes	1	15	2	15	16
13: Awards	0	3	7	14	10
14: RSA processes	1	8	9	4	4
Total	16	205	136	175	228

Downloaded by TASHKENT UNIVERSITY OF INFORMATION TECHNOLOGIES At 21:27 10 November 2016 (PT)

Downloaded by TASHKENT UNIVERSITY OF INFORMATION TECHNOLOGIES At 21:27 10 November 2016 (PT)

Table III Counts and frequency of words/concepts linked to 4 overarching themes and 17 sub-themes

Theme	*Counts*	*Frequency (%)*
Social		
Work and non-work related (buyer and supplier) fairs, fundraising and holidays	16	7.8
Supply chain performance (supplier posts)		
Customer service including customer feedback (often preceded by adjectives such as good, excellent, high, first class, unparalleled, great work, winner, fantastic job, prompt and concise and great feedback	38	49
Efficiency, lead time and cost management	9	4.4
Performance recognition (via customer feedback; e.g. recommendations, appreciation and thanks	28	13.6
Claims	13	6.34
Supply chain (RSA posts)		
Awards	25	12.1
Customer care/service expectations	34	16.6
Customer Strategy	22	10.7
KPIs	10	4.9
Net promoter score (NPS)	16	7.8
League tables	2	1
Legislation (buyer and supplier)	3	1.46
Surge	7	3.4
Weather	28	13.6
Claims	8	3.9
User		
Self-introduction and expertise (buyer and supplier)	1	0.5

author to code words that were associated with themes in the literature. Coding error was minimized by using two separate researches to code the material, identify and agree the context and then compare. Where discrepancies arose, the researchers met to discuss the interpretation. Content analysis was supported by NVivo10, allowing data to be organized, managed and coded in a more efficient manner.

The categories showing the highest levels of recurring words/concepts appeared in areas of supply chain performance (supplier posts), with a 49 per cent frequency within one theme alone. Within RSA posts, the biggest sub-theme was "customer care/service expectations" scoring 16.6 per cent.

Table III shows that RSA and vendors have distinct motivational differences for posting, indicating that user groups adopt social media tools to meet a range of objectives, both social and organizational. Although suppliers were focused on disseminating "positive messages about customer feedback, RSA was focused on reinforcing customer service strategy, customer service expectations and publicly reward supplier performance in these areas, as well as to provide alerts on 'Weather related notifications'" (13.6 per cent).

By combining RSA customer care/service expectations and RSA strategy (totalling 27 per cent frequency), the findings suggest that RSA shares information/knowledge in various forms (notifications, discussion and shared information) to reinforce their customer centric strategy, and service expectations/examples of customer care are in line with their customer service strategy.

Other prominent sub-themes: net promoter score (7.8 per cent frequency), reflecting customer loyalty and "awards for customer obsession" (12.1 per cent frequency) suggest that the buyer is using social media to continuously "communicate, reinforce and reward customer loyalty" in this crucial operational objective.

Although all interaction was friendly, for the theme "social", words and concepts relating to "social events" were counted, with relatively few occurrences at just over 7.8 per cent, and user expertize in a particular area came in at 0.5 per cent frequency.

These data were further analyzed to examine potential connections between "high frequency" categories, and conclusions were validated against data collected at meetings, secondments and workshops with key RSA staff and suppliers. Proximity analysis was carried out on the highest scoring themes to identify any co-occurrence of explicit concepts. In this procedure, online posts were broken down into sentences of text or a string of words and scanned across to check for co-occurrence of concepts (Krippendorff, 2004). The result, displayed in Table IV, is the concept matrix, where a group of interrelated, co-occurring concepts might suggest a certain overall meaning.

A number of co-occurring words/concepts appeared across "supplier performance" and the following themes: NPS, awards, RSA strategy, league tables and KPI's, either within the same sentence or the same paragraph or as a reply or part of a thread.

The table reveals a strong skewed relationship between concepts of "supplier performance" (in customer service, customer focus and customer journey) and RSA customer service strategy and awards/NPS. RSA-led goals, objectives or strategy are communicated and endorsed via awards, NPS, league tables and KPIs. The strength of this relationship suggests that the buyer uses a range of social media tools (Genres C, D and E) to constantly link and publicly reinforce its objectives of "customer obsession" against "vendors' performance". This is conceivable given the highly competitive, low-margin, consumer-centric nature of the industry.

In contrast, there was no discernible relationship between supplier efficiency and RSA strategy, but a weak relationship exists between supplier efficiency and RSA awards and league tables. These results suggest "customer service" takes priority as an operational objective over vendor efficiency performance.

If we extrapolate these findings across social media usage over a 13-month period, it appears that the KNOWLEDGE NETWORK social network is used primarily for distinct organizational reasons by both buyer and vendors rather than for socio-psychological factors or user factors.

Additionally, a supplier's extensive reporting of positive customer feedback (both within genre and content analysis) may suggest that they use all formats (except Category A and to a lesser extent Category C) to "competitively influence" other vendors offering similar services and/or to influence the principal by showcasing their customer care capabilities.

Discussion

Genre classification, together with content analysis, suggests that the KNOWLEDGE NETWORK platform is used to support the creation of new knowledge or use of existing knowledge via a range of emerging practices, but for distinctly different reasons by users to a supply chain.

"Organizational power and influence" is particularly strong in explaining why and how users may adopt social media tools across a supply chain. The nature of the UK insurance claims market is such that much power is located with the policy holder. This is reflected in the insurer's "customer obsession" strategy. The upstream supply chain will bid for repair work with the insurer who is able to select which supplier to use for repairs (it can decide to have a multitude or just a few preferred suppliers or in-source the process). This creates a buyer dominant structure or "dominant player power" (Ke *et al.*, 2009). Vendors, in contrast, must compete against one another in many areas of repair and, therefore, do not hold power over any other supplier in the chain. Their efforts to show off "their capabilities" to the buyer (insurer) with the intention of winning bids can be interpreted as "competitive influencing".

Downloaded by TASHKENT UNIVERSITY OF INFORMATION TECHNOLOGIES At 21:27 10 November 2016 (PT)

Downloaded by TASHKENT UNIVERSITY OF INFORMATION TECHNOLOGIES At 21:27 10 November 2016 (PT)

Table IV Relationships between key themes

Co-related words *Themes*	*RSA awards nominations, recognition and winners* *RSA endorsements* *RSA praise*	*Net promoter score (NPS)*	*Supply chain performance* *RSA customer service strategy (service our needs, our vision, goals, embracing our common cause)* *PL2020*	*League tables*	*RSA customer care and expectations*	*KPIs*
Supplier performance	16	8	11	0	25	1
Customer service, customer focus, customer claim experience, high level of quality, consistent performance, customer's needs, customer obsession, customer journey						
Efficiency: lead times and cost management	3	0	0	2	0	2

With regards to emerging practices, the platform was predominately used as an *open discussion medium.* This is consistent with findings from intranet-based knowledge sharing systems (Riemer *et al.*, 2012, 2011), highlighting the conversational nature of posts. In contrast to many intranet platforms, most posts were long messages rather than micro blogs. On content, work- and non-work-related topics were discussed, suggesting that knowledge sharing was used to inform and influence users, as well as to develop and build social capital across users. Direct work-related topics appeared less popular, and it is likely that as users become more familiar and confident in posting, work-related matters will increase. It is also likely that the competition amongst competing suppliers may inhibit more "sensitive" work-related material being posted. The popularity of the platform as a discussion forum suggests that the RSA supply base uses a less immediate means for this purpose (Chai and Kim, 2010; Chiu *et al.*, 2011; Hau and Kim, 2011), and an interactive platform effectively fills this requirement.

Answer seeking was primarily about non-work related areas such as social media networking and general technology. On content, Zhang *et al.* (2010) and Riemer and Richter (2010) show some similarities to this case, although a classification slightly different from the KNOWLEDGE NETWORK case is used. In contrast to the Deloitte network (Riemer *et al.*, 2012), actively asking questions on the platform was the second most common communication practice, accounting for 26.9 per cent of all posts, whereas a striking 35.4 per cent of questions were directed towards the use of social media tools as users sought to share their learn and understand its potential (Davenport, 2012). This finding corresponds with Zhang *et al.*'s (2010) study that showed that 21 per cent of conversation seeking included yammer-related topics as users discuss, negotiate and use it in the workplace.

Sharing factual information/knowledge was overwhelmingly about sharing supply chain information on claims-related topics such as weather, customer journey, customer feedback and vendor performance (NPS scores). To supplement this, over 70 uploads of files and best practice case studies were made. Much of this structured material was used as a starting point for discussion (Janes *et al.*, 2014).

Notifications and updates were mainly buyer-led, illustrating the requirement for an effective and instantaneous broadcasting facility to a dispersed supply base, and were also an effective device for influencing the supply base and reinforcing the buyer's customer-centric strategy via ongoing notification of rewards, league tables and NPS scores. The use of buyer-led updates and notifications highlights the power or the dominant role the principal plays within this supply chain (Ke *et al.*, 2009).

A repository of new informational input was provided via links and reports (downloads). The large number of links and file downloads that were posted and uploaded suggests that users required a repository of information that could be easily and quickly accessed (Janes *et al.*, 2014). This contrasts sharply with previous studies (Riemer *et al.*, 2011) that showed little evidence of using downloaded information for later reference in intranets.

Customer feedback is reported. Suppliers readily publicly reported aspects of good practices via case studies and positive customer feedback letters in response to the principal's continual references to customer care, service strategy and awards and other competitors' showcasing. This reactionary behaviour is not only an indication of the dominant player power to influence its supply base (Ke *et al.*, 2009; Koo *et al.*, 2011; Wang and Lin, 2011) but also a route to competitive positioning.

Building a shared context via interaction through conversations, discussions and sharing updates and enabling people to get to know each other, learn what is and interpret correctly other people's questions, problems, requests for ideas and others' input.

Overall, posts were positive, informal and chatty, offering varying degrees of detail and substance. The level of resistance to reveal details around some work-related issues and processes reveal that the platform is still regarded with some suspicion and that some

Downloaded by TASHKENT UNIVERSITY OF INFORMATION TECHNOLOGIES At 21:27 10 November 2016 (PT)

vendors will hinder information and knowledge exchange as they fear a loss of competitive advantage. It is likely that as the network evolves and users become more familiar and confident in posting, non-propriety knowledge and information sharing will increase. This contrasts with findings from internal networks that show that the development of an open and shared context was uppermost in the users' minds (Riemer and Richter, 2010). It also illustrates the importance of context in social media networks and the relationship between users (diverse competitive supplier base in this case) as being crucial in the evolution of practices that will emerge across these platforms. The social aspect to behaviour (either via non-work- or work-related topics) suggests that users have historical social ties and use the network to reinforce social (work) ties, in line with social capital theory (Shiue *et al.*, 2010).

The findings did not produce evidence of:

- task problem solving across users (Zhao and Rosson, 2009);
- activity- and awareness-related posts to enable task co-ordination (Riemer and Richter, 2010); and
- project management of shared work (Riemer and Richter, 2010).

The findings suggest social media extranets can effectively open up new channels for information and knowledge sharing across a diverse user base within a supply chain. The engagement with the platform suggests that there is a need and requirement for knowledge sharing, outside of the traditional routes in this sector. Furthermore, the findings illustrate that social media platforms are appropriated by their users in emergent ways, and determining the way a social networking extranet is used will not necessarily lead to desired results. This is consistent with the general observation that social media platforms have "an openness of use" (Riemer and Richter, 2010).

Implications for theory

This study contributes to existing theory on social media in the following way. First, it identifies organizational attributes of buyer power and supplier influence as key antecedents to sharing knowledge across supply networks. Second, it stresses the importance and role of supply chain power as a tool to promote higher levels of performance (Maloni and Benton, 2000) in customer service, for example, using whatever means is available – in this case, social media tools. Third, the study has contributed to the growing literature on social networking across organizations by identifying diverse communication formats (genres) that have emerged and by highlighting their specific use within a skewed power relationship. Finally, data from a competitive supply base are collected and analyzed, an endeavour that has been missing in much empirical literature on knowledge sharing in supply chains to date.

Implications for practice

From a practical viewpoint, the paper suggests social media mechanisms are important to maintain ongoing and develop social (work) relationships, and users can learn from each other through such interaction. From a "dominant player perspective", social media tools are an effective broadcasting conduit for reinforcing key corporate strategy to a dispersed group. The findings indicate that the use of "buyer power" communicated via social media can have a significant influence on a vendor's customer service efforts and its competitive efforts within the supply chain.

Limitations of the research

Many studies have examined the effects of organizational culture, interpersonal trust and organizational structure amongst other factors as mediators to knowledge sharing behaviour/intentions. A limitation of this research is the lack of focus on these variables on behaviours, which may be addressed and overcome by future research.

Downloaded by TASHKENT UNIVERSITY OF INFORMATION TECHNOLOGIES At 21:27 10 November 2016 (PT)

Conclusion and further research

This paper has analyzed communication, information and knowledge sharing across an insurance social supplier platform. This forms part of a project that sought to develop an innovative social media framework to support knowledge sharing across principal and preferred vendors within a multi-level supply chain. The research has utilized large data sets produced over an extended time period, as well as used inferences from a representative sample, to deliver new insights into the potential of social media technology in cross-organizational knowledge networking in insurance supply chains.

Additionally, insights into usage behaviours of social media tools through content analysis and genre analysis suggests emerging knowledge sharing practices across a supply chain network are appropriated by their users in emergent ways dependent on the context of use and can spur certain behaviours. This study represents one of the first empirical works exploring social media interaction in a commercial insurance supply chain, and, as such, more work in this growing area is needed.

References

Ajzen, I. and Fishbein, M. (1980), *Understanding Attitudes and Predicting Social Behaviour*, Prentice-Hall, Englewood Cliffs, NJ.

Allen, J.P. (2008), "How Web 2.0 communities solve the knowledge sharing problem", IEEE International Symposium on Technology and Society, Fredericton, NB, *26-28* June.

Annabi, H., McGann, S.T., Pels, S., Arnold, P. and Rivinus, C. (2012), "Guidelines to align communities of practice with business objectives: an application of social media (HICSS)", *2012 45th Hawaii International Conference on System Science*, *Maui, HI*, 4-7 January.

Berelson, B. (1952), *Content Analysis in Communication Research*, Free Press, New York, NY, p. 220.

Berners-Lee, T., Hendler, J. and Lassila, O. (2006), "The semantic web", *Scientific American*, Vol. 284, pp. 34-43.

Bock, G.W., Lee, J.-M. and Kim, R.W. (2002), "Behavioural intention formation in knowledge sharing", *MIS Quarterly*, Vol. 29 No. 1, pp. 87-111.

Bughin, J., Chui, M. and Harrysson, M. (2015), *Transforming the Business Through Social Tool*, McKinsey & Company.

Cabrera, A., Collins, W.C. and Salgaso, J.F. (2006), "Determinants of individual engagement in knowledge sharing", *The International Journal of Human Resource Management*, Vol. 17 No. 2, pp. 245-264.

Casaló, L.V., Carlos, F. and Guinalíu, M. (2011), "Understanding the intention to follow the advice obtained in an online travel community", *Computers in Human Behavior*, Vol. 27 No. 2, pp. 622-633.

Casaló, L.V., Flavián, C. and Guinalíu, M. (2010), "Determinants of the intention to participate in firm-hosted online travel communities and effects on consumer behavioural intentions", *Tourism Management*, Vol. 31 No. 6, pp. 898-911.

Chai, S. and Kim, M. (2010), "What makes bloggers share knowledge? An investigation on the role of trust", *International Journal of Information Management*, Vol. 30 No. 5, pp. 408-415.

Chang, H. and Chuang, S. (2011), "Social capital and individual motivations on knowledge sharing: participant involvement as a moderator", *Information & Management*, Vol. 48 No. 1, pp. 9-18.

Chen, Y., Fay, S. and Wang, Q. (2011), "The role of marketing in social media: how online consumer reviews evolve", *Journal of Interactive Marketing*, Vol. 25 No. 2, pp. 85-94.

Cheung, C.M.K. and Lee, M.K.O. (2010), "A theoretical model of intentional social action in online social networks", *Decision Support Systems*, Vol. 49 No. 1, pp. 24-30.

Chiu, C. Wang, E., Shih, F. and Fan, J. (2011), "Understanding knowledge sharing in virtual communities: an integration of expectancy disconfirmation and justice theories", *Online Information Review*, Vol. 35 No. 1, pp. 134-153.

Chow, W. and Chan, L. (2008), "Social network, social trust and shared goals in organizational knowledge sharing", *Information & Management*, Vol. 45 No. 7, pp. 458-465.

Downloaded by TASHKENT UNIVERSITY OF INFORMATION TECHNOLOGIES At 21:27 10 November 2016 (PT)

Downloaded by TASHKENT UNIVERSITY OF INFORMATION TECHNOLOGIES At 21:27 10 November 2016 (PT)

Constant, D., Kiesler, S. and Sproull, L. (1994), "What's mine is ours, or is it? A study of attitudes about information sharing", *Information Systems Research*, Vol. 5, pp. 400-421.

Constantinides, E. and Fountain, S. (2008), "Web 2.0: conceptual foundations and marketing issues", *Journal of Direct, Data and Digital Marketing Practice*, Vol. 9, pp. 231-244.

Correa, T., Hinsley, A. and de Zuniga, H. (2010), "Who interacts on the Web? The intersection of users' personality and social media use", *Computers in Human Behaviour*, Vol. 26 No. 2, pp. 247-253.

Cramton, C.D. (2001), "The mutual knowledge problem and its consequences for dispersed collaboration", *Organization Science* Vol. 12 No. 3, pp. 346-372.

Davenport, T. (2012), "Social media engages employees", *Financial Times*, 9 April (accessed 14 August 2012).

Davenport, T. and Prusak, L. (1998), *Working Knowledge: How Organizations Manage What They Know*, Harvard Business School Press, Boston, MA.

Davis, F.D. (1989), "Perceived usefulness, perceived ease of use, and user acceptance of information technology", *MIS Quarterly*, Vol. 13 No. 3, pp. 319-340.

Dolezalek, A. (2009), "Case study: VISTAPRINT's Wiki Way", *Training Magazine*, No. 9, pp. 42-44.

Ehrlich, K. and Shami, N. (2010), "Microblogging inside and outside the workplace", *Proceedings of the Fourth International AAAI Conference on Weblogs and Social Media*.

Falconer, L. (2006), "Organizational learning, tacit information, and e-learning: a review", *The Learning Organization*, Vol. 13 No. 2, pp. 140-151.

Flanagin, A.J. (2002), "The elusive benefits of the technological support of knowledge management", *Management Communication Quarterly*, Vol. 16 No. 2, pp. 242-248.

Gunther O Krasnova, H., Riehle, D. and Schoendienst, V. (2009), "Modelling microblogging adoption in the enterprise", *AMCIS 2009 Proceedings*.

Hau, Y. and Kim, Y. (2011), "Why would online gamers share their innovation-conducive knowledge in the online game user community? Integrating individual motivations and social capital perspectives", *Computers in Human Behavior*, Vol. 27 No. 2, pp. 956-970.

He, W., Qiao, Q. and Wei, K. (2009), "Social relationship and its role in knowledge management systems usage", *Information & Management*, Vol. 46 No. 3, pp. 175-180.

Hildrum, J.M. (2009), "Sharing tacit knowledge online: a case study of e-learning in Cisco's network of system integrator partner firms", *Industry & Innovation*, Vol. 16 No. 2, pp. 197-218.

Hislop, D. (2001), "Mission impossible? Communicating and sharing knowledge via information", *Journal of Information Technology*, Vol. 17 No. 3, pp. 165-177.

Holsti, O.R. (1969), *Content Analysis for the Social Sciences and Humanities*, Addison-Wesley Publishing.

Hsu, C. and Lin, J. (2008), "Acceptance of blog usage: the roles of technology acceptance, social influence and knowledge sharing motivation", *Information &Management*, Vol. 45 No. 1, pp. 65-74.

Ip, K. and Wagner, C. (2008), "Weblogging: a study of social computing and its impact on organizations", *Decision Support Systems*, Vol. 45 No. 2, pp. 242-250.

Jackson, A., Yates, J. and Orlikowski, W. (2007), "Corporate blogging: building community through persistent digital talk", *Proc HICSS'*.

Janes, S., Dotsika, F. and K Patrick (2014), "Implementing a social intranet in a professional services environment through Web 2.0 technologies", *The Learning Organization*, Vol. 21 No. 1.

Jarvenpaa, S.L. and Staples, D.S. (2000), "The use of collaborative electronic media for information sharing: an exploratory study of determinants", *The Journal of Strategic Information Systems*, Vol. 9 Nos 2/3, pp. 129-154.

Karakaya, F. and Barnes, N.G. (2010), "Impact of online reviews of customer care experience on brand or company selection", *Journal of Consumer Marketing*, Vol. 27 No. 5, pp. 447-457.

Ke, W., Liu, H., Wei, K., Gu, J. and Chen, H. (2009), "How do mediated and non-mediated power affect electronic supply chain management system adoption?', The mediating effects of trust and institutional pressures", *Decision Support Systems*, Vol. 46 No. 4, pp. 839-851.

Kelman, H. (1974), "Social influence and linkages between the individual and the social system: further thoughts on the processes of compliance, identification, and internalization", in Tedeschi, J.T. (Ed.), *Perspectives on Social Power*, Aldine, Chicago, IL, pp. 125-171.

Koo, C., Wati, Y. and Jung, J. (2011), "Examination of how social aspects moderate the relationship between task characteristics and usage of social communication technologies (SCTs) in organizations", *International Journal of Information Management*, Vol. 31 No. 5, pp. 445-459.

Krippendorff, K. (2004), "Conceptual foundation", in *Content Analysis: An Introduction to Its Methodology*, 2nd ed., Sage, Thousand Oaks, CA, pp. 18-43.

Krippendorff, K. (1980), *Content Analysis: An Introduction to its Methodology*, Sage, Newbury Park, CA.

Lopez-Nicolas, C. and Soto-Acosta, P. (2010), "Analyzing ICT adoption and use effects on knowledge creation: an empirical investigation in SMEs", *International Journal of Information Management*, Vol. 30 No. 6, pp. 521-528.

Lu, H. and Hsiao, K. (2010), "The influence of extro/introversion on the intention to pay for social networking sites", *Information & Management*, Vol. 47 No. 3, pp. 150-157.

McAfee, A. (2009), *Enterprise 2.0: New Collaborative Tools for Your Organization's Toughest Challenges*, McGraw-Hill Professional, Boston, MA.

McAfee, A. and Sjoman, A. (2006), *Wikis at Dresdner Kleinwort Wasserstein (Case No. 606074)*, Harvard Business School Case Studies, Boston, MA.

Maloni, M. and Benton, W. (2000), "Power influences in the supply chain", *Journal of Business Logistics*, Vol. 21 No. 1, pp. 42-73.

Mathwick, C. (2002), "Understanding the online consumer: a typology of online relational norms and behaviour", *Journal of Interactive Marketing*, Vol. 16 No. 1, pp. 40-55.

Müller, J. and Stocker, A. (2011), "Enterprise microblogging for advanced knowledge sharing: the references@BT case study", *Journal of Universal Computer Science*, Vol. 17 No. 4, pp. 532-547.

Nahapiet, J. and Ghoshal, S. (1998), "Social capital, intellectual capital, and the organizational advantage", *Academy of Management Review*, Vol. 23 No. 2, pp. 242-266.

Ngai, E.W.T., Tao, S.C.S. and Moon, K.K.L. (2015), "Social media research: theories, constructs, and conceptual frameworks", *International Journal of Information Management*, Vol. 35, pp. 33-44.

Nonaka, I. and Takeuchi, K. (1995), *The Knowledge Creating Company*, Oxford University Press, Oxford.

Nonaka, I., Toyama, R. and Konno, N. (2000), "SECI, Ba and leadership a unified model of dynamic knowledge creation", *Long Range Planning*, Vol. 33, pp. 5-34.

Panahi, S., Watson, J. and H Partridge (2013), "Towards tacit knowledge sharing over social web tools", *Journal of Knowledge Management*, Vol. 17 No. 3, pp. 379-397.

Richter, A. and Riemer, K. (2009), "Corporate social networking sites – modes of use and appropriation through co-evolution", *Proceedings of the 20th Australasian Conference on Information Systems*, *Melbourne*.

Riemer, K. and Johnston, R. (2011), "Artefact or Equipment: rethinking the core of IS using Heidegger's ways of being", *International Conference on Information Systems*, *Shanghai*, December, pp. 4-7.

Riemer, K., Overfeld, P., Scifleet, P. and Richter, A. (2012), "Oh, SNEP! The dynamics of social network emergence - the case of Capgemini Yammer", Business Information Systems Working Paper, Sydney, available at: http://ses.library.usyd.edu.au/handle/2123/8049

Riemer, K. and Richter, A. (2010), "Tweet inside: microblogging in a corporate context", *Proceedings of the 23rd Bled eConference, Bled*, pp. 1-17.

Riemer, K., Richter, A., Diederich, S. and Scifleet, P. (2011), "Tweet talking – exploring the nature of microblogging at Capgemini Yammer", Business Information Systems Working Paper, Sydney, available at: http://ses.library.usyd.edu.au/handle/2123/7226

Shiue, Y., Chiu, C. and Chang, C. (2010), "Exploring and mitigating social loafing in online communities", *Computers in Human Behaviour*, Vol. 26 No. 4, pp. 768-777.

Skeels, M. and J Grudin (2009), "When social networks cross boundaries: a case study of workplace use of Face book and Linked", *Proceedings of the ACM 2009 International Conference on Supporting Group Work, Sanibel Island, FL*, 10-13 May, pp. 95-014.

Downloaded by TASHKENT UNIVERSITY OF INFORMATION TECHNOLOGIES At 21:27 10 November 2016 (PT)

Stenmark, D. (2000), "Leveraging tacit organizational knowledge", *Journal of Management Information Systems*, Vol. 17 No. 3, pp. 9-24.

Taylor, H. (2007), "Tacit knowledge: conceptualisations and operationalisations", *International Journal of Knowledge Management*, Vol. 3 No. 3, pp. 60-73.

Tiwana, A. (2000), "Peer-to-peer valuation as a mechanism for reinforcing active learning in virtual communities: actualizing social exchange theory system sciences", *Proceedings of the 33rd Annual Hawaii International Conference*, *Maui*.

Tohidinia, Z. and Mosakhani, M. (2010), "Knowledge sharing behaviour and its predictors", *Industrial Management and Data*, Vol. 110 No. 4, pp. 611-631.

Tsoukas, H. (2009), "A dialogical approach to the creation of new knowledge in organizations", *Organization Science*, Vol. 20 No. 6, pp. 941-957.

Wang, S. and Lin, J. (2011), "The effect of social influence on bloggers' usage intention", *Online Information Review*, Vol. 35 No. 1, pp. 50-65.

Wang, S. and Noe, R. (2010), "Knowledge sharing: a review and directions for future research", *Human Resource Management Review*, Vol. 20 No. 2, pp. 115-131.

Wasko, M. and Faraj, S. (2005), "'Why should I Share?', examining social capital and knowledge contribution in electronic networks of practice", *MIS Quarterly*, Vol. 29 No. 1, pp. 35-57.

Westman, S. and Freund, L. (2010), "Information interaction in 140 characters or less: genres on twitter", *Proceedings of the 3rd Symposium on Information Interaction in Context*, NB.

Wu, C. (2008), "Knowledge creation in a supply chain", *Supply Chain Management: An International Journal*, Vol. 13 No. 3, pp. 241-250.

Yardi, S., Golder, S. and Brzozowksi, M. (2008), "The pulse of the corporate blogosphere", *Conference Supplement of CSCW 2008 ACM*, November, pp. 8-12.

Yates, J., Orlikowski, W. and Okamura, K. (1999), "Explicit and implicit structuring of genres in electronic communication: reinforcement and change of social interaction", *Organization Science*, Vol. 10 No. 1, pp. 83-103.

Zhang, J., Qu, Y., Cody, J. and Wu, Y. (2010), "A case study of microblogging in the enterprise: use, value, and related issues", *Proceedings of the 28th International Conference on Human Factors in Computing Systems*, *Atlanta, GA*, pp. 123-132.

Zhang, Y. and Wildemuth, B. (2009), "Qualitative analysis of content", in Wildemuth, B. (Ed.), *Applications of Social Research Methods to Questions in Information*, Libraries Unlimited.

Zhao, D. and Rosson, M. (2009), "How and why people twitter: the role that microblogging plays in in-formal communication at work", *Proceedings GROUP'09*, *Sanibel, FL*.

Zhong, B., Hardin, M. and Sun, T. (2011), "Less effortful thinking leads to more social networking? The associations between the use of social network sites and personality traits", *Computers in Human Behaviour*, Vol. 27 No. 3, pp. 1265-1271.

Corresponding author

Susan B. Grant can be contacted at: susan.grant@brunel.ac.uk

For instructions on how to order reprints of this article, please visit our website:
www.emeraldgrouppublishing.com/licensing/reprints.htm
Or contact us for further details: permissions@emeraldinsight.com

Downloaded by TASHKENT UNIVERSITY OF INFORMATION TECHNOLOGIES At 21:27 10 November 2016 (PT)