Chapter 2.17

C³EEP Typology and Taxonomies:
Knowledge Based (KB) Strategies

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ABSTRACT

This chapter proposes the C³EEP typology as a framework of knowledge management strategies by using six knowledge based strategic dilemmas. A number of graphic presentations of the complete typology are reported. Based on the typology, nine taxonomies of knowledge management (KM) are proposed and are followed by a framework that uses the six dilemmas and the knowledge levers as leading dimensions for the development of organization's knowledge management strategy. The proposed typology and taxonomies are closing a gap in academic knowledge management and strategic management literatures.

INTRODUCTION

Have you ever used a map to chart the route for an important destination? How about getting directions off the Internet? Maybe you have used a travel agent to plan a trip or called upon AAA to create a trip ticket. Regardless of the method you may have used, the first step in creating your route is determining your beginning location. Without a clear starting point and desired destination, plotting a course is next to impossible. The same is true when charting a path toward KM goals. You have to determine your Knowledge Base (KB) (Chapter 4). You have to determine your desired destination and you have to plot your course or a game plan (Chapter 9). You also will need to have a map. This is what this chapter is about.

"ARE WE THERE YET?"

If you are going to use a map to plot your course, you might look at the mileage numbers, route numbers, or the legend for the information you need to make your decision. If you use a travel agent, he/she might volunteer the shortest or most interesting route, explain costs, and provide brochures so you can make your decision. If you use MapQuest, you might select the shortest distance or maybe the shortest time. The important factor is that you trust the information the map, agent, or Internet is providing. By using a map, you are expressing your confidence that the people who created the map were skilled in the area of map making. In addition, you rely on the expertise of your travel agent and even the accuracy of an Internet directions tool. Bottom line, you trust the tool you have chosen to use or you wouldn't have made the choice. Ultimately, you know your trip will be successful because the resources you used to make your trip plans and plot your course were timely and reliable.

Well, now you are beginning a KM journey. You know your starting point and you know your destination, all you need now is to decide the route. To do that you need to gather the information necessary to make directional decisions and that requires the use of a resource you can trust. Like the creation of a map or the use of an expert, you want a tool that is reliable, valid, and created by skilled practitioners. You want a resource that has been tested in the field and has a history of success. The *C³EEP Taxonomy* is just such a tool. Need proof? See our academic supporting research (Russ et al., 2005; 2006, and Russ and Jones 2006; 2008; forthcoming). After all, we are practitioners turned academics so we love sharing our years of work with you. We will start with an introduction of the dimensions of the map (the typology). Then, using these dimensions we will identify and describe the different types of KM strategies an organization might have (the taxonomy).

C³EEP TYPOLOGY

In chapter 1, we talked about strategic thinking on a global level. In chapters 4, 7 and 9 we focus on strategic thinking coming into play for the organization. As mentioned in chapter 1, we have developed a matrix that requires management to focus on the types of knowledge it possesses or would like to possess and guides management toward making the most appropriate decisions based on where they want the organization to go. The *C³EEP Typology* is a way to interpret six possible strategic dilemmas so an organization can chose a direction to follow toward their desired KM destination. As mentioned in the introduction of the book, *C³EEP Typology* stands for:

Codification-Tacitness
Complementary-Destroying
Concealment-Transparent
External Acquisition-Internal Development
Exploration-Exploitation
Product-Process

Specifically, our research has determined that there are six strategic dilemmas/questions that organizations will face when it comes to determining their KM goals:

A.   "Should the company focus on codifying the knowledge or would it be better off leaving the knowledge tacit[1]?
B.   Should the company focus on developing knowledge that is complementary to its current KB or would it be better off developing new knowledge even if this destroys the existing KB[2]?
C.   Should the knowledge be transparent or would the company be better off keeping the knowledge concealed[3]?
D.   Should the company focus on getting the most from its existing knowledge or would the company be better off experimenting with new knowledge[4]?

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