



Knowledge and Information

Communities of Practice at Siemens: Sharing or Reporting?

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This case has won the 2005 [ECCH/Business Week European Case Awards](#) in the category, "Knowledge, Information & Communication Systems Management".

At Siemens, Communities of Practice are seen as an ideal tool for making knowledge available to an extensive network of professionals, irrespective of geographical or hierarchical and organizational boundaries. Before expanding their use across the whole organization, however, the Knowledge Management Team at Siemens Spain faces a basic question: Should Communities of Practice stay open, or should they become closed, so that members' contributions could be better followed, and their efficiency and effectiveness more accurately measured? Professors Sandra Sieber and Rafael Andreu and Research Associates Amèrica Grau and Emma Lara of IESE Business School invite you to reflect on the matter. This case won the 2005 ECCH/Business Week European Case Awards in the category "Knowledge, Information & Communication Systems Management". 