**SYMPOSIUM**

**june 11 and 12  2015**

**KEDGE BUSINESS SCHOOL**

**Campus of Toulon, France**

**Maison des Technologies - Place Georges Pompidou**

## CALL FOR PAPERS

## Communities of Practice and Networks of Practice in Organizations and Smart Cities

Communities of Practice "are defined as groups of people who share a concern or a passion for something they do and learn how to do it better as they interact regularly" (Wenger, 1998, 2002, Amin, Roberts, 2008). According to Wenger, Communities of Practice (CoPs) typically consist of co-located people who work together on common practice. Communities of practice are formed by people who engage in a process of collective learning (Jacob et al. 2009). As specific forms of communities, they have been identified as effective vehicles to support practice-based knowledge sharing. Several scholars and practitioners have actually discussed the communities' concept to explain learning and knowledge sharing across a variety of work as insurance claim processing, photocopy machine repair, corporate research, healthcare, public policy (Lave and Wenger, 1991; Wenger, 1998, 2002; Orr 1996; Brown and Duguid, 1991, Bate and Robert, 2002; Creplet et al. 2001; Lindkvist 2005).

For many years, communities of practice emerge in organizations and are cultivated (Cohendet et al. 2010). These CoPs are social networks linking co-located individuals, characterized by a mutual engagement of their members, a joint enterprise (common objective) and a shared repertoire of ressources (practice) (Wenger, 1998). In this type of CoPs, social interactions develop between members. The members create or adopt throughout their history tools and artefacts which play the boundary-object role between dispersed geographically CoPs (Goglio-Primard, 2010). Some of members play also the catalyst and federative broker role to consolidate trust and facilitate knowledge sharing between different CoPs (Goglio-Primard and Crespin-Mazet, 2011).

In a globalization context, knowledge is often dispersed across different locations. Organizations are therefore facing the challenge of how to organize knowledge sharing between geographically dispersed business units (Becker, 2001). The development of larger Networks of Practice (NoPs) linking geographically dispersed actors is often set up to consolidate interactions and effective sharing of knowledge around local and national practice (Agterberg et al. 2010). According to Agterberg et al. (2010) three levels of embeddedness seem required for the effective sharing of knowledge between geographically dispersed units:

1. Embeddedness of NoPs in local practice: the more knowledge shared in networks is perceived as relevant by the members for their local practice, the more network members are motivated to share knowledge.

2. Social embeddedness of NoPs by strong social ties, whose the emergence or the stabilization are facilitated by tools (database, discussion forums, guide …). These tools enable to identify who knows what in the network and their localization.

3. Organizational embeddedness of NoPs in giving a legitimacy to the NoPs' actors. The involvement of organizations in the network enables to learn from what is being shared and guarantee the quality of knowledge which are posted in the network.

The positive action of these CoPs and NoPs don't confine to business. It's very interesting to analyze the role of CoPs in cities. In 2030, two inhabitants on three will live in the city. This concentration of people in the city creates at the same time opportunities and problems in the urban life (urban management). In "« Regards sur les communautés intelligentes » Divay et Charbonneau (2014),

note that « *Dans le palmarès annuel de l'Intelligent Community Forum, Québec et Montréal figurent dans les 21 premières places en 2014. Québec s'est même hissée dans les sept premières en 2012. La publicité faite à ces classements a montré que le Québec, par ses municipalités et ses milieux de recherche-développement, participait pleinement à un large mouvement international de renouveau de la gestion urbaine. Cette nouvelle gestion se démarque par l'exploitation du potentiel des nouvelles technologies de l'information et des communications (TIC). L'idée de ville intelligente n'est cependant pas entièrement nouvelle. Elle s'inscrit dans une tendance dominante des deux dernières décennies : l'utilisation progressive et envahissante des TIC dans toutes les activités des municipalités (informatisation, géomatique, GPS, Internet, médias sociaux…) ».*

Indeed, information and communications technologies (ICT) have revealed several urban management projects with users (citizens) who played an important role in these actions. The development of these projects seeks to improve and to simplify the life of citizens. Therefore, to become smart communities, the current municipalities must develop efficient new services in all the areas (Cohendet et al. 2011) (energy saving, transport and smart mobility, smart home, infrastructure networks).

Intelligence is the ability to develop new services throughout the collaboration of different actors. It's collective intelligence (Divay, Charbonneau, 2014). The municipalities are working more and more like smart communities even like NoPs linking geographically dispersed actors. In the creation of these smart cities, the city is a social interactions place between some actors (institutions, energy networks operators, transport networks operators, architects, IT services companies….).

The creation and the cultivation of these NoPs have positive effects for the civil society. The North Sea Region Programme of the European Union is a good example. This Programme aims to make the region a better place to live, work and invest in. This project is the creation of a NoPs between cities, academic partners (research institutes) and ICT companies in order to develop the best services to citizens and companies in the North sea Region (Deakin et Allwinkle, 2006).

The concept of smart cities as the provider of electronically-enhanced services has become famous with the works of Graham & Marvin (1996) and Mitchell (2000). Scholars have explored the potential of CoPs to develop integrated models of e-government (eGov) services (Curwell, et.al, 2005; Lombardi and Curwell, 2005).

*The Symposium Program will address two major issues (which do not exclude others ways to question about the subject):*

*1 – Organizational mechanisms which enable to facilitate the emergence of NoPs and leverages which support the continuity and the success of NoPs:*
Across large and geographically spread organizations, the challenge of maintaining an effective NoPs is increased. Some key account in ICT and Energy sectors (Burger-Helmchen and Cohendet, 2011), develop NoPs specialized by skills. Some IT systems integrators think that Gamification can address this challenge. Gamification is the concept of applying game-design thinking to non-game applications to make them more fun and engaging (Nicholson, 2012).

Beyond this notion of Gamification, some sucess key factors of NoPs can be analyzed:

-Understanding of members on the meaning of networks (Why? What value?).
-Engagement of managers (to explain the value of NoPs and support the right behaviours).
-Engagement and trust (critical mass of members & quality of content)
-Creation of KPI (tools to drive the right behaviours in the NoPs).

*2 – The role of CoPs and NoPs in civil society. Success key factors of NoPs analyzed in organizations are they applicable on the side of civil society?*

In the same way that organizations' business units learn the ones from the others, cities learn some of the others. CoPs and NoPs emerged in the companies but they can be efficient in civil society. Many success key factors enabling the emergence and continuity of CoPs and NoPs can be analyzed:

-Create the NoPs on existing CoPs. The preliminary existence of CoPs for example in the city's areas facilitates knowledge sharing between

geographically dispersed citizens. The citizens belonging to these CoPs have already sharing culture and a shared joint enterprise.

-Embed the NoPs in different areas' local practice. The link of NoPs with local practice of citizens is very relevant to engage them to share their knowledge. The use of NoPs must be seen like a opportunity to access quickly toward the good information.
-Supervize the NoPs and Dedicate resources for the NoPs. The definition of roles and responsabilities is very important in the successful of global interconnected NoPs to city wide and all around the world.

Organizations, cities and countries must mutualize their efforts to identify opportunities. Learning needs beyond organizations', cities' and countries' boundaries develop (inter-organizational partnership, inter-cities partnership, inter-countries partnership) (Cohendet et al. 2008). Community Approaches serve organizations as well as civil society.

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**Date, location and sequence of Symposium :**

**Symposium will be held june 11 and 12 2015 in Toulon** (Kedge Business School, city center, France).

The symposium will be punctuate by :
- **For the opening** (plenary session june 11 2015), an inaugural conference where we will be honoured with the presence of Etienne WENGER who will bring his theoretical and practical lighting on communities of practice.
- **A round table consisting of** Etienne WENGER, professors, professionals and local institutions will close the symposium first day. This round table will debate the role of CoPs and NoPs in organizations and cities.

**Co-presidents of scientific committee:**

Karine Goglio-Primard, Associate Professor, Kedge Business School Toulon

Patrick Cohendet, Professor, HEC Montréal

Réal Jacob, Professor, HEC Montréal

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**Selection Process of papers and dates:**


**1 – Communication Projects:**

You must send two word documents:

A first document titled Firstnamelastname.doc (Abstract 3 pages with name, address and e-mail of author and co-authors, title of the communication, problematic, theoretical framework, field investigation, results and bibliographical references).

A second document titled Anonymousversion.doc (Abstract 3 pages with title of the communication, problematic, theoretical framework, field investigation, results and bibliographical references).

Both documents must be sent to: Symposium@kedgebs.com **Monday 26 january 2015: Deadline for the communication Projects.**

**Friday 20 february 2015: Feedback for the authors**: acceptance or non acceptance of communications by the scientific committee.

## 2- <u>Full paper:</u>

<u>You must send two word documents:</u>

(Each full paper must include: abstract 100 words maximum, article 25 pages maximum (including references – non including tables, figures and appendix) double spacing, format lettre É.-U. (215,9 × 279,4 mm), times 12 pts).

<u>A first document titled Firstnamelastname.doc</u> (Full paper with name, address and e-mail of author and co-authors)

<u>A second document titled Anonymousversion.doc</u> (Full paper Anonymous)

Both documents must be sent to: Symposium@kedgebs.com **Friday 24 april 2015: Deadline for full papers.**

## <u>Publication Policy:</u>

For those wishing, a best papers' second selection will be proposed to the editor of journal ranked B.

## <u>Registration fees for lunches, gala diner, coffee break and access to communications:</u>

- students and PhD Students: 190 euros
- professors, professionals, other: 450 euros

## <u>Mode of payment:</u>
- by check to the order of  Kedge Business School
- by bank transfer.