

Knowledgebase Development for Enterprise Systems: A Systematic Literature Review

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Abstract — This paper explores and defines the concept of the term “knowledgebase”. While every single knowledge source, either formal or informal, is identified as a knowledgebase source, it is also possible to have “not used knowledgebase”, or “less used knowledgebase”. As this situation will result in an outcome of an individual or organization not having fully utilized the knowledgebase, the positive impact that is supposed to be received by them will not fully occur. Regarding this, we argue that the manner in which people apply the ES-knowledgebase will influence the impact of Enterprise System success. However, prior research lacks adequate definition of knowledgebase. Thus, this paper presents a definition of knowledgebase that relates to Enterprise Systems by understanding its sources and knowledgebase views by other scholars. Once the concept of knowledgebase has been clearly defined, the impact of the relationship between knowledgebase and Enterprise Systems’ success can be clearly explained at a further stage.

Keywords – knowledge; knowledge management; knowledgebase; enterprise systems

1. INTRODUCTION

The large, highly complex and multi-stakeholder Enterprise Systems (ES) have gained prominence since the 1990’s. Parallel to the growing interest in Enterprise Systems, knowledge has been identified as being a vital resource for organizations in enabling the success of the system. In line with current research, interest in investigating the relationship between Knowledge Management (KM) and ES success [47, 61, 86, 87, 106], this paper specifically focuses on developing an understanding of the relationship between ES-knowledgebase and ES success. However, prior research is lacking in a precise definition of what knowledgebase is.

This paper discusses the knowledgebase that needs to be considered during an ES implementation. In the literature selection, we analyze 240 papers on knowledge management from refereed journals from 2000 onwards. Discussing our research in detail, the paper is structured as follows: discussing knowledge and KM and its lifecycle phases. This is then followed by defining the ES-knowledgebase where we examine knowledge sources and knowledgebase views from related studies. Subsequently, we discuss the paper by giving an explanation of knowledgebase contribution throughout the KM lifecycle and conclude with a summary justification.

2. KNOWLEDGE AND KNOWLEDGE MANAGEMENT

Knowledge and KM are currently generating a growing interest in multiple disciplines. However, many interpretations are given to it, ranging from a broad view of knowledge to a much narrower scope [54].

A. Knowledge

In ancient times, the philosopher Plato defined knowledge as being a justified true belief. However, in recent years, knowledge is defined differently, when viewed from different perspectives [7]. For example, [83] define knowledge as a dynamic human process of justifying personal belief towards the truth at an organizational level. [23] describe knowledge as a mix of framed experience, values, contextual information and expert insight, while [67] explains knowledge as something dynamic that is being produced and re-produced through the collaborative activities. Finally, [76] name it as comprehending facts, information, or understanding how to do something from experience or via association.

Often, people are not aware of the knowledge they possess or how it can be valuable to others. The knowledge which is only known by an individual is difficult to communicate to others. Thus, managing knowledge is very important as it is not easily shared.

B. Knowledge Management

KM is defined by [89] as being an on-going set of activities embedded in the social and physical structure of an organization with knowledge as their final product. In more recent years, [28] classify KM as a set of interdependent activities aimed at developing and properly managing an organization's knowledge, while [90] explains KM as a whole set of intuition, reasoning, insights and experiences related to technology, products, processes, customers, markets, competition and so on that enable effective action.

Despite the varying definitions of KM, the literature also shows varied consensus on its activities. While agreements upon the KM lifecycle differ, we apply the findings of one of the most credible sources [2], in which the KM lifecycle is described as having four phases. These are, namely: knowledge creation, knowledge retention, knowledge transfer and knowledge re-use. These four phases represent the full knowledge management activities, with the phases of creation, retention and transfer making a unique contribution to the ES-knowledgebase, which is then re-used. In understanding the study in relation to the lifecycle of KM, prior studies were analyzed and mapped into four phases as summarized in Table 1.

TABLE 1: Knowledge management lifecycle

Source	Creation	Retention	Transfer	Re-use	Others
(Gold, Malhotra, & Segars, 2001)	1	0	0	1	Acquisition, conversion, application, protection
(Grover & Davenport, 2001)	0	0	1	0	Generation, codification, transfer, realization
(Markus, 2001)	0	0	0	1	
(H. Lee & Choi, 2003)	1	1	1	1	Creation, sharing, storage, usage
(Alavi, Kayworth, & Leidner, 2005)	1	1	1	1	Creation, storage, transfer, application
(Nissen, 2005)	1	0	0	1	
(Buchel & Raub, 2002)	0	0	1	1	
(Massa & Testa, 2008)	1	1	1	1	Creation/acquisition, storage, transfer/sharing, application
(Alavi & Leidner, 2001)	1	1	1	1	
(Chen & Edgington, 2005)	1	0	0	0	
(Chilton & Bloodgood, 2008)	1	1	1	1	
(Meza & Zhu, 2008)	1	0	1	0	Creating, sharing, leveraging
(Miller, Nilakanta, Song, Zhu, & Hua, 2008)	1	1	0	1	Capture, storage, use
(Song, 2008)	1	0	1	1	Acquiring, creating, exchanging, utilizing
(Yahya & Goh, 2002)	1	1	1	1	Acquisition, documentation, transfer, creation, application
(Chang & Ahn, 2005)	1	1	1	1	
(Crawford, 2005)					Accessing, evaluating, organizing, analyzing, conveying, collaborating, securing
(Danskin, Englis, Solomon, Goldsmith, & Davey, 2005)	1	1	0	0	Acquisition, retention, maintenance, retrieval
(J. J. Hoffman, Hoelscher, & Sherif, 2005)	0	0	1	0	Generation, capture, codification, transfer
(Koh, Gunasekaran, Thomas, & Arunachalam, 2005)	1	0	1	1	Acquisition, utilization, adaptation, distribution, generation
(Kalpic & Bernus, 2006)	1	0	0	0	Selection, acquisition
(Nielsen, 2006)	1	1	1	1	Creation, acquisition, capture, assembly, sharing, integration, leverage, exploitation
(Randeree, 2006)	1	0	1	0	Creation, acquisition, sharing
(Ang & Massingham, 2007)	1	0	1	0	
(Gao, Li, & Clarke, 2008)	1	0	1	1	Acquisition, transmission, use
(Mariotti, 2007)	1	1	1	0	Transferred, captured, stored
(Maula, 2000)	1	0	0	1	Creating, identifying, screening, accumulating, utilizing
(Kakabadse, Kouzmin, & Kakabadse, 2001)	1	0	1	1	Creating, sharing/diffusion, application/implementation, utilization/acquisition
(Sparrow, 2001)	1	0	1	0	
(Hlupic, Pouloudi, & Rzevski, 2002)	1	1	1	0	Generation, codification, transfer
(Remus & Schub, 2003)	1	0	1	1	Creation, acquisition, organization, distribution, application
(Garavelli et al., 2004)	1	1	1	1	Observed, stored reused, exchanged

(Huysman & Wit, 2004)	1	0	1	1	Acquisition, sharing, reuse, creation
(Magnusson, 2004)	1	0	1	0	
(Amaravadi & Lee, 2005)	1	0	1	0	Identification, generation, codification, transfer
(Holsapple & Jones, 2005)	1	0	0	0	Acquisition, assimilation, selection, generation, emission
(Shankar & Gupta, 2005)	1	0	1	1	Creation, organization, dissemination, use
(Carlucci & Schiuma, 2006)	1	1	1	1	Generation, codification, application, storing, mapping, sharing, transferring
(Corso, Giacobbe, Martini, & Pellegrini, 2006)	1	0	1	0	Creation, transfer, capitalization
(Ikujiro Nonaka & Peltokorpi, 2006)	1	1	1	1	Generation, representation, storage, transfer, transformation, application
(Armistead & Meakins, 2007)	1	1	1	1	Transferring, creating, preserving, re-assessing
(Gupta, 2008)	1	0	1	1	Adaptation, application, modification, generation, sharing
(Waddell & Stewart, 2008)	1	0	1	0	Acquisition, dissemination
(I. Chan & Chao, 2008)	1	0	0	1	Acquisition, conversion, application, protection
(Dinh & Fillion, 2007)	1	1	0	1	Acquiring, analyzing, preserving, using
(Robinson, Anumba, Carrillo, & Al-Ghassani, 2006)	0	0	1	0	Startup, take-off, expansion, progressive, sustainability
(Szczerbicki, 2008)	1	1	0	1	Acquisition, representation, storage, usage
(Janz & Prasarnphanich, 2003)	1	0	1	0	Creation, dissemination
(Sabherwal & Becerra-Fernandez, 2003)	1	0	1	1	Discovered, captured, shared, applied
(Guo & Sheffield, 2008)	1	0	1	0	Captured, represented, codified, transferred, exchanged
(Zarraga-Oberty & Saa-Perez, 2006)	1	0	1	0	Creation, transfer, integration
(Sutton, 2001)	1	1	1	0	Elicited, codified, stored, transferred
(Prieto & Easterby-Smith, 2006)	1	0	1	0	Create, integrate, reconfigure, transform
(Li & Chang, 2009)	1	0	1	0	Capture, discovery, sharing, processing, presentation
(Dingsoyr, 2002)	1	0	1	0	Sharing, distributing, creating, capturing, understanding
(Berawi & Woodhead, 2005)	1	1	0	0	Cultivated, created, stored, measured
(Keursten & Klink, 2003)	1	0	1	0	
(A. Chan & Garrick, 2003)	1	0	1	0	Sort, convert, retrieve, share
(R. R. Hoffman, Ziebell, Fiore, & Becerra-Fernandez, 2008)	1	0	1	1	Capture, discovery, sharing, application
(Kimble & Bourdon, 2008)	1	1	1	0	
(Hume & Hume, 2008)	1	0	1	0	Collection, categorization, analysis, distribution
(Wang, Klein, & Jiang, 2007)	1	0	0	1	Use, search, creation, packaging
(Gunasekaran & Ngai, 2007)	1	1	1	1	
(Zolingen, Streumer, & Stooker, 2001)	1	0	1	1	Acquiring, establishing, disseminating, developing, applying
(Kumar & Thondikulam, 2005)	1	0	0	0	Creation, acquisition, organization
(Burststein & Linger, 2003)	1	1	0	1	Acquisition, retention, storage, retrieval
(Oluic-Vukovic, 2001)	1	0	1	0	Gathering, organizing, refining, representing, disseminating
(McInerney, 2002)	1	0	1	0	
(Palanisamy, 2007)	1	1	1	1	
(McAdam & Reid, 2000)	1	1	1	1	Creation, interpretation, dissemination and use, retention and refinement
(Watson & Hewett, 2006)	0	0	1	1	
(Gibson, Waller, Carpenter, & Conte, 2007)	1	0	1	0	Transfer, exchange, integrate, create

As can be seen in the Table 1, 15 papers used [2] knowledge management lifecycle phases straight away, while others have some consensus with the lifecycle but use different terms or phases as noted in the 'others' column. Having focused on knowledge management aspects, we argue that each knowledge management phase contributes to the formation of knowledgebase.

3. DEFINING A KNOWLEDGEBASE

The notion of knowledgebase is used in many different areas resulting in a variety of ways to define it. The differing use of the term creates some confusion as to the meaning of the concept, as recognized in the literature shown in Table 1. In addition to ongoing disagreements about the definition of knowledgebase, there is some consensus concerning the sources of knowledge, as discussed in Figure 1.

A. Knowledge Sources

In gaining the precise definition of knowledgebase, we are greatly concerned about the sources of knowledge. Knowledge sources refer to the knowledge origin, which is mainly contributed to by internal and external sources. From literature works of some 240 journal papers on the subject of KM, we can classify knowledge sources into six main categories, namely: people, organizations, technology, expertise, social and secondary sources. Figure 1 shows the percentage of knowledge sources that we were able to derive from examination of the literature papers.

Following discussion of the literature papers, the origin of knowledge is considered to be intimately associated with *people*, as knowledge is held by individuals, such as practitioners, consultants, clients, vendors, customers, trainers, colleagues, mentors, managers and leaders. In most literature, knowledge is also embedded in *organizational* resources such as an organization's strategies, policies, procedures, documentation or reports, training, assignments, tasks, routines and practices. A few papers consider that knowledge is also obtained from *technology* such as databases, systems, networks, media, groupware, teleconferencing and others, and infer that people can gain knowledge from social interactions, other's expertise and secondary sources.

As illustrated in the figure, people and organizations are represented as being the two main knowledge sources, followed by technology, expertise, social and secondary sources. There are about 152 papers referring to people as being one component of the knowledge source; 120 papers suggesting organizational factors and 60 papers talking about the technology aspect. Meanwhile, 11% of knowledge source discussion relates to expertise groups (formal education, experiences and skills), 8% for social aspects (culture, interaction and communication, forums, meetings, discussions and individuals' activities) and about 5% for the secondary sources (internet, journals, conferences, other publications, books, portals and websites).

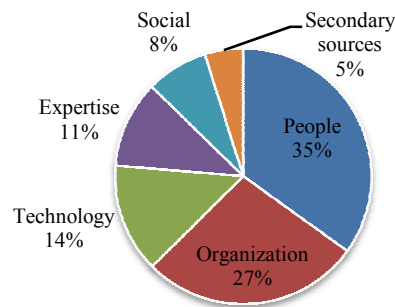


FIGURE 1: Percentage of knowledge sources

B. Knowledgebase Discussion

Having discussed the knowledge sources based on KM literature, we must then recognize knowledgebase by understanding knowledge sources. Knowledgebase means different things when viewed from different perspectives. As the concept of knowledgebase is used interchangeably through the literature, we need to define our knowledgebase according to our research perspective. In positioning the definition of knowledgebase, several views in prior studies were observed, as summarized in Table 2. Analysing some 240 articles of knowledge management research from refereed journals, we observed that knowledgebase can be viewed from a physical aspect, conceptual aspect or a combination of both physical and conceptual sides. Physical views refer to the term "knowledgebase" as being largely technical and existing through the development of a formal organization system, tool and repositories. This is responsible for its identification, definition and evaluation where the knowledgebase is continually being updated [58, 105].

TABLE 2: Knowledgebase views

No	Source	Knowledgebase Discussion
1	(Gold et al., 2001)	<i>Knowledge-based capabilities are a key to organizational success.</i>
2	(Herschel & Yermish, 2008)	<i>Structuring an expert's knowledge leads to the ability to store their expertise in a computer knowledge base. If video results a change in an individual or group knowledge base, then the person or the group has found some use and value for the info conveyed by the film.</i>
3	(Markus, 2001)	<i>Knowledgebase from physical perspectives (repositories, tools)</i>
4	(Nidumolu, Subramani, & Aldrich, 2001)	<i>Individuals as part of an organization's knowledgebase.</i>
5	(Bieber et al., 2002)	<i>Physical knowledgebase- digital library, system.</i>
6	(Alavi et al., 2005)	<i>Intellectual resources as a knowledgebase.</i>
7	(Gray & Durcikova, 2005)	<i>Knowledgebase as a system.</i>
8	(Paul, 2006)	<i>Worker's knowledgebase increasing by continuous learning processes and the breadth and depth of expertise.</i>
9	(Kearns & Sabherwal, 2006)	<i>Discuss KM in knowledge-based theory of the firm's perspective.</i>
10	(Kulkarni, Ravindran, & Freeze, 2006)	<i>People share the outcomes and collaborative works promoting contributions to knowledge bases, can be searched using KM System.</i>
11	(Buchel & Raub, 2002)	<i>Knowledge base provides valuable support when faced with tricky repair problems (knowledge worker's network-technician).</i>
12	(Barrett, Cappleman, Shoib, & Walsham, 2004)	<i>All past incidents created knowledge base in incident-tracking support system to aid in the solution of similar problems in the future</i>
13	(Massa & Testa, 2008)	<i>Knowledge base to support decision-making in KM System.</i>
14	(Alavi & Leidner, 2001)	<i>In order for individual A to understand individual's B's knowledge, there must be some overlapping in their knowledge bases (a shared knowledge space).</i>
15	(Massey, Montoya-Weiss, & O'Driscoll, 2002)	<i>KM addresses issues of creating, capturing, transferring and applying knowledge-based assets.</i>
16	(Griffith, Sawyer, & Neale, 2003)	<i>E-mail as part of a knowledgebase.</i>
17	(Chen & Edgington, 2005)	<i>An organization's knowledgebase changes when a knowledge worker leaves the organization, computational knowledge base should be updated.</i>
18	(Ko, Kirsch, & King, 2005)	<i>Key users, IS personnel and vendors have different knowledge bases that are difficult to transfer (different backgrounds and interests).</i>
19	(Lin, Geng, & Whinston, 2005)	<i>Senders and receivers form expectations of the value of knowledge based on their information.</i>
20	(Malhotra, Gosain, & Sawy, 2005)	<i>Absorptive capacity of knowledge acquisition enables business enterprises to increase their knowledgebase.</i>
21	(Kautz & Kjoegaard, 2007)	<i>Proposes 3 dimensions of knowledgebase: explicit/tacit knowledge, individual/group knowledge, knowledge/knowing.</i>
22	(Land, Amjad, & Nolas, 2007)	<i>Research can be defined as a knowledge-based activity, involving researchers, in KM process.</i>
23	(Rech, Decker, Ras, Jedlitschka, & Feldmann, 2007)	<i>Individuals should be encouraged to make their knowledge explicit, and stored in knowledge base for later reuse.</i>
24	(Zhang, 2007)	<i>To derive knowledge-based competitive benefits, a firm needs to integrate and combine the specialized knowledge of its employees. IS integrates skills and expertise, allows a firm to develop knowledgebase.</i>
25	(Chilton & Bloodgood, 2008)	<i>Individuals may utilize kb when needed, and each student is required to have a substantial kb to complete tasks (create web server, e-mail server, setting up windows etc.).</i>
26	(Jennex, 2008)	<i>Organizational Learning (OL) uses Organizational Memory (OM) as its knowledgebase, but found OL = OM.</i>
27	(Assudani, 2005)	<i>Knowledge from feedback becomes new knowledge. Each knowledgebase may learn more or less than the other. Firms may learn and internalize foreign knowledge base to their own local knowledge base (technology, practices, skills, information, know-how).</i>
28	(Danskin et al., 2005)	<i>KM System connects the internal and external kb to gain competitive advantage.</i>
29	(Koh et al., 2005)	<i>Database (used to capture and store complaints, customer details, solutions) is a treasure of knowledgebase and transformation of explicit, tacit and cultural knowledge to new knowledge.</i>
30	(Nielsen, 2006)	<i>Creation of new values using the existing knowledgebase of the firm is a significant source of innovation and competitive advantage in industries.</i>
31	(Faucher, Everett, & Lawson, 2008)	<i>New data can resonate with the kb and lead to the creation of new wisdom.</i>
32	(Marsh & Stock, 2006)	<i>An organization can nurture, adapt, and generate its knowledgebase and develop and retain the organization's capabilities that translate the knowledgebase into useful actions.</i>
33	(Maula, 2000)	<i>Knowledge can be accumulated in a structured knowledgebase that can be screened and used as a source for competence creation.</i>
34	(Blosch, 2001)	<i>An organization's knowledgebase allows individuals to learn, experiment and</i>

35	(Sparrow, 2001)	<i>communicate with each other. The development of knowledgebase and knowledge systems is largely a technical process.</i>
36	(Hlupic et al., 2002)	<i>Knowledgebase is found in the human and cultural aspects of businesses (experiences, tacit knowledge of employees), integration of 'hard'-technology, 'soft'-organization & human and 'abstract'-philosophical.</i>
37	(Remus & Schub, 2003)	<i>Knowledgebase is about knowledge process, typically embodied in process models and process warehouses and knowledge that is created and used within processes.</i>
38	(Huysman & Wit, 2004)	<i>The stored knowledgebase is used to support client interaction, socialization and training of the call centre operators.</i>
39	(Liu, 2006)	<i>Organizations can continually reconfigure their knowledge base by spotting trends in their external environment and internalizing the knowledge, so competitive advantages can be obtained.</i>
40	(Weck, 2006)	<i>The collaborative projects suffered from the existence of different knowledge bases and project practices between the partners.</i>
41	(Andreau, Baiget, & Canals, 2008)	<i>Development and maintenance of knowledgebase and competitive advantages should preferably be rooted in implicit, collective, firm-specific knowledge.</i>
42	(Stonehouse & Minocha, 2008)	<i>Knowledge base has been created and deployed to gain and sustain a significant competitive edge.</i>
43	(Stonehouse & Minocha, 2008; Yli- Renko, Autio, & Sapienza, 2001)	<i>Key customers aid in knowledge acquisition by providing introductions to other customers and their knowledgebase, plus access to external knowledge bases expands learning opportunities.</i>
44	(Moffett & McAdam, 2006)	<i>Small-Medium Enterprises create new knowledge into their knowledgebase which is further enhanced by practical experience.</i>
45	(Szczerbicki, 2008)	<i>KM is one of the most important aspects of a knowledge-based society, where most of the processes that add value to end products are derived from kb service activities.</i>
46	(Martz, Jr., & Shepherd, 2003)	<i>Knowledgebase applications are becoming the key to success for many businesses, the study identifies and measures changes in implicit kb upon an active learning activity.</i>
47	(Zarraga-Oberty & Saa-Perez, 2006)	<i>Interactions between individuals with different knowledgebase (heterogeneous and complementary skills) will increase an organization's capacity to achieve innovations beyond that which any individual member can achieve.</i>
48	(Huber, 2001)	<i>Knowledgebase helps service representatives to solve particularly difficult problems, where solutions are given input into it.</i>
49	(Prieto & Easterby-Smith, 2006)	<i>The role of knowledgebase process has been central: dynamic capabilities evolve through pathways that can be described in terms of knowledge evolution within organizations.</i>
50	(Huggins, 2008)	<i>Knowledgebase of an economy can be defined as the capacity and capability to create and innovate new ideas, thoughts, processes, and products, and to translate these into economic values and wealth</i>

To define *ES-knowledgebase*, we consider the involvement of the ES lifecycle, namely; sources of knowledge; the KM process as recognized by [2, 97]; and the knowledge types (software and business process) identified by [23] and [98]. The consultant and ES-vendor will create the ES-knowledgebase through interaction with the client organization, where the client organization also shares the organization's business processes with them. Having analyzed the knowledgebase literature, we recognize that knowledgebase can be embedded in people (consultant and vendor), client organizations, technology, expertise, social and other secondary sources.

Considering the aforementioned discussion, we define knowledgebase as *a combination of knowledge from software and business processes that are brought to bear by consultants, vendors and clients in the organization through the process of knowledge creation, knowledge retention, knowledge transfer and knowledge re-use*. We suggest that a knowledgebase is created and used within the process of KM, may use tools to improve an individual's knowledgebase, is embedded in practices and experiences, and finally can train and educate by involving internal and external stakeholders. Herein, the term "ES-knowledgebase" does not necessarily refer to a physical knowledgebase (such as that of a knowledge database), but instead refers to a conceptual aspect of a collection to all necessary knowledge. Thus, the ES-knowledgebase comes across from physical and conceptual considerations.

4. ES-KNOWLEDGEBASE DEVELOPMENT THROUGH KNOWLEDGE MANAGEMENT LIFECYCLE

The literature of KM process shows varies consensus on its activities. Akin to [2], this study conceptualizes the KM process as four phases: knowledge creation, knowledge retention, knowledge transfer and knowledge re-use. From the literature, we agree that these four phases represent the full KM activities with the phases of creation, retention and transfer make a unique contribution to the formation of the ES-knowledgebase, which is then applied.

We suggest that ES-knowledgebase is created and used within process of KM, may use tools to improve individuals ES-knowledgebase, embedded in practices and experiences, training and education by involving internal and external

stakeholders. We argue that the knowledge brought-to-bear at the time of the ES implementation vastly change as a result of employees interacting with the ES in the post-implementation phase. Certainly, there are going to be ongoing changes and adjustments to optimize the way the ES is operating and to improve the way it supports organization's business. From time to time, new ES knowledge is created, stored, transferred and re-used throughout the process of KM. This then form the ES-knowledgebase throughout the phases in KM process which then applied in ES lifecycle. During the ES-knowledgebase application, the changes, reviews and updates will happen.

ES also contributes to the ES-knowledgebase in its entire lifecycle. The ES-knowledgebase is brought by the ES consultant, the ES vendor and the client organization through the lifecycle of KM process. The variations in ways of how they apply the ES-knowledgebase is heavily dependent on them as they actively contribute to how the ES-knowledgebase is both used and going to be used. During an interaction, the ES-knowledgebase is then used and re-used in the client organization. The application of the ES-knowledgebase when interacting with an ES has the potential to update the existing knowledge that creates the significance of the ES-knowledgebase as an organizational resource.

Accordingly, we conceptualize that the success of an ES is dynamically linked to the ES-knowledgebase and its capabilities. We argue that when people interact with the ES and apply their knowledge, the ES-knowledgebase increases as a result of the interaction, as well as interaction with other people. The dynamic process of the ES-knowledgebase through the iterative interaction will continuously produce and reproduce the ES-knowledgebase. During the ES-knowledgebase application, changes, reviews and updates of the knowledgebase will occur. Through experiences, observations and implementation activities, the knowledge is retained thereafter when transferred either through formal or informal channels [86]. This then forms the ES-knowledgebase throughout the phases in the KM process which is then applied to the ES lifecycle.

5. CONCLUSION

This paper aims to conceptualize the notion of the ES-knowledgebase in order to further explain the dynamic knowledgebase interaction with ES and to understand the impact of the ES-knowledgebase on ES success. In addition, this study also provides a solution to understanding the difficulties of a dynamic process of knowledge changes in a complex system as people interact with ES and other people. Furthermore, the lack of emphasis on managing knowledge is identified as being the greatest barrier to the success of ES. Thus, this study provides an effective explanation on providing feedback to obtain better outcomes on Enterprise Systems performance throughout its lifecycle.

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