

1.1 Promoting the portal and building a community

Making a new portal site is one thing, getting people to use the site another. It is key for business users to get to know the new site quickly in order for them to find the right information fast.

As a first measure a general email should be sent to team leads and management, as well as to BI users in general to point out the changes on the new BDA portal. This email should address the changes and what benefits they bring to the business users, e.g. the possibility to search both by value stream and by platform or don't search the myASML SharePoint in general just come to the BDA portal site. In the contents of this email other features of the website can be addressed as well like for instance community sites, news threads, etc.

However to keep credibility high, the new and improved content about the different value streams and platforms should be up as fast as possible. As a transition phase, several weeks to a couple of months is acceptable at best. Now links to the old, generally disapproved, content are still active and linked to the new portal site. When business users will start to use the site, they'll see it's nothing more than a new front so they'll stop using it soon. To provide new and good content, a good step has been taken, as mentioned above, with the new Spotfire site that clusters and presents all information about Spotfire in a clear and structured way. It is imperative that similar sites should be created for the most used BI tools at ASML, e.g. SAP Analysis for Office with BeX, BO WebIntelligence and SAP Design Studio.

Secondly steps should be taken to rekindle the BDA and BI communities. As this study shows, the BI Yammer feed is virtually non-existent and people are asking for an active BI community.

Although some of these communities already exist, e.g. the BDA collaboration site, not much activity can be seen there as well. This can be because people don't know the site exists, cannot find it, the information posted there is not perceived relevant or the rate of posting new content not high enough.

In his 2014 research, Ye investigated what motivated people to contribute knowledge in online knowledge communities. He built a model that revolved around 'Community Support' and 'Community Leader Support'.

Through a survey he noticed that both Community and Leadership Support are influenced by two factors, these being 'Pro-Sharing Norm' and 'Information Need Fulfillment' for Community Support and 'Perceived Recognition' and 'Perceived Co-Presence' of Leader Support (Ye, 2015, pp. 36-38).

Pro-Sharing Norm involves the perceived reciprocity of questions people have (Kankanhalli, 2005, pp. 121-122). This implies people expect other community members, in order to answer questions, share knowledge and provide social support.

People also use pro-sharing norm to evaluate the quality of the online knowledge community, since having a strong perception of pro-sharing norm makes users regard the community as committed and supportive to its members (Ye, 2016, pp. 348).

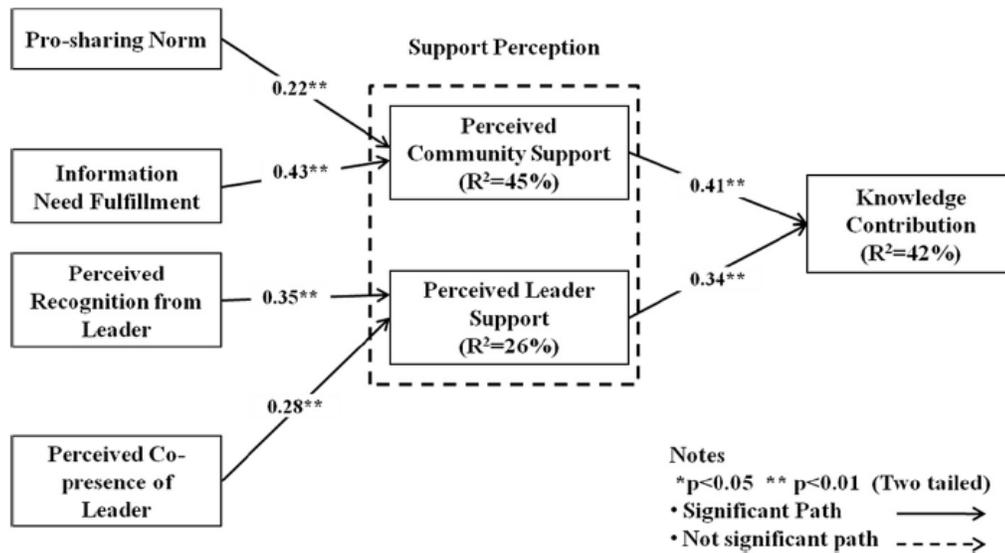


Figure **Error! No text of specified style in document.**-1: The knowledge contribution model (Ye, 2015, pp.41)

Information need fulfillment captures how well users perceive finding the right information. Individuals are motivated by benefits in order to participate in a community (Kankanhalli, 2005, pp. 118-120). For a knowledge community this benefit can be seen as both acquisition of knowledge as well as the understanding of other members’ opinions and perspectives (Flanagin, 2001, pp. 137-138). When individuals’ need is fulfilled, they are satisfied with the knowledge community and hence perceive a strong support from the knowledge community (Ye, 2015, pp. 37).

Whereas pro-sharing norm and information need fulfillment provide extrinsic value, the next two influence provide intrinsic benefit. Perceived recognition from the leader refers to the extent to which the community leaders appreciate and acknowledges individual’s contributions to the knowledge community (Kottke, 1988, pp. 1076). This recognition is also shown to induce reciprocal respect and commitment between members (Jeppesen, 2006, pp. 57-59). When individuals perceive that the community leaders recognize their participations, they develop strong feelings of leadership support (Ye, 2015, pp. 38).

Finally the perceived co-presence of the leaders refers to a psychological connection to and with the forum leader. This means that perceived co-presence induces

interpersonal closeness, which in turn, influences the quality of a dyadic exchange. As per social exchange theory, the quality of a social exchange will enhance individual expectation for future exchanges (Molm, 1997). Considering that perceived leadership support is known to be derived from social exchange, it is safe to argue that perceived co-presence of the community leaders will thus enhance perceived leadership support (Ye, 2015, pp. 38).

Having this theoretical framework, solutions can be proposed to rekindle the BDA and BI communities at ASML.

First a group of community leaders should be created who are willing to take on this important role of being an active and contributing member of the community. As the study shows, users are highly susceptible to recognition and encouragement from leadership. These leaders should also come online regularly to join discussions and give opinions on topics. To show leadership is active a tool can be implemented that shows the time since last online, so members have a visual confirmation of leadership involvement.

In the beginning leadership will also have to provide the pro-sharing norm. Providing users with answers and fulfilling their need for information will ensure them coming back to use the community and eventually, due to the positive confirmation of the leadership, will trigger them into providing answers and feedback themselves.

A heavy burden will be placed on the community leadership in this startup period, so very motivated people need to be found that have the technical knowledge to provide answers or who know where to find the resources to get the answers needed. Key-users could be good candidates for leadership positions, but this does not exclude regular users to be leaders as well. Where key-users can provide the technical aspect, regular users can in the beginning take care of the more social aspects of community leadership.

Where Ye primarily focused on users and community leadership for his study, Kankanhalli also looked at company influences on knowledge communities. He pointed out that management can make a positive influence on the use of the knowledge community as a self-efficacy tool, by indicating to users that their knowledge contribution makes a significant difference to the organization (Kankanhalli, 2005, pp. 133). This can be done, as mentioned before, by highlighting the top contributors within a given time frame or by providing feedback from improved organizational performance to the community.

Kankanhalli also proposes to raise the perceptions of reciprocity benefit among knowledge workers by highlighting situations where request from knowledge contributors have been promptly answered. He says that valued knowledge contributors can come and testify at an event about how knowledge contributed by other members has helped them. A similar solution has already been proposed with the measures to boost BI adoption at ASML (chapter 10.2).

Meetups could be the ideal platform for sharing these stories. People can learn about the problem, the solution and the importance of knowledge sharing.

It is recommended that serious attention should be given to these recommendations, since research shows that, in general, only 18% of software support community users are actual active knowledge providers (Preece, 2004). This low figure implies that all measures must be taken to try and build an as active possible community.