

# Knowledge Management Strategy & Metrics

Lecture #12  
Monday, May 30<sup>th</sup> 2011



## Introduction



- KM strategy related to *business objective* of organization
- Metric framework is used to track progress of organization in achieving its' objectives/goals



## Why KM Strategy Important?



Provides the basic building blocks used to achieve this organizational learning & continuous improvement so as to not waste time repeating mistakes & so that everyone is aware of new & better ways of thinking & doing

## KM Strategy Framework



1. **External structure initiatives** → gain knowledge from customers, offer customers additional knowledge
2. **Internal structure initiatives** → build knowledge-sharing culture, capture individual tacit knowledge
3. **Competence initiatives** → create careers based on KM

## KM Business Drivers



1. Retirement of key personnel
2. Need for innovation to compete in dynamic, challenging business environment
3. Need for internal efficiencies in order to reduce costs & efforts

## KM Strategy



A general, issue-based approach to defining operational strategy & objectives with specialized KM principles & approaches

It helps answering:

- Which KM approach will bring the most value to the organization?
- How can organization prioritize alternatives?

## Component of KM Strategy



1. Articulated business strategy & objectives:  
*vision or mission statements*
2. Description of knowledge-based business issues: *need for collaboration*
3. Inventory of available knowledge resources:  
*knowledge capital, social capital, infrastructure capital*
4. Analysis of recommended knowledge leverage points that describes what can be done with the identified knowledge: *best practice db, lessons learned db*

## Developing KM Strategy



1. **Knowledge Audit** (“as is” and “to be”)
2. **Gap Analysis** (the differences)
3. **KM road map** (how to achieve)

## Knowledge Audit (Audit Pengetahuan)



- Melakukan identifikasi kebutuhan dan penggunaan informasi dan pengetahuan inti di dalam organisasi
- Inventori pengetahuan adalah cara praktis untuk memastikan “mengetahui apa yang diketahui”
- Perlu menerapkan prinsip *information resource management* (IRM)
- Harus dilakukan sebelum implementasi KM

## Aktifitas Kunci IRM



1. **Identifikasi** → informasi apa yang ada, bagaimana diidentifikasi dan dikodifikasi?
2. **Kepemilikan** → siapa bertanggungjawab atas informasi tertentu?
3. **Biaya dan Nilai** → bagaimana menilai pembelian dan penggunaan?
4. **Pengembangan** → bagaimana meningkatkan nilai informasi?
5. **Eksplorasi** → apa cara terbaik untuk memaksimalkan nilai uang?

## Hasil Audit Pengetahuan



- Identifikasi aset dan alur pengetahuan inti
- Identifikasi kesenjangan informasi dan pengetahuan yang dibutuhkan untuk mengelola bisnis
- Kebijakan dan kepemilikan informasi yang perlu diperbaiki/ditingkatkan
- Kesempatan untuk mengurangi biaya *information-handling*
- Kesempatan untuk meningkatkan akses dan koordinasi informasi yang dibutuhkan bersama
- Pemahaman yang jelas akan kontribusi pengetahuan untuk bisnis

## Gap Analysis (Analisa Kesenjangan)



- Analisis perbedaan antara kondisi saat ini (*as is*) dan kondisi yang diinginkan (*to be*) sesuai tujuan bisnis
- Dikaitkan dengan hal-hal yang memungkinkan (*enablers*) dan menjadi penghalang (*barriers*) kesuksesan implementasi KM
- Digunakan untuk memprioritaskan tujuan KM yang harus dicapai perusahaan



## Hal-hal Kunci dalam *Gap Analysis*

1. Perbedaan utama saat ini dan diinginkan
2. Daftar penghalang implementasi KM
3. Daftar pendorong KM
4. Identifikasi kesempatan untuk berkolaborasi dengan inisiatif bisnis lain
5. Melakukan analisis resiko
6. Apakah ada redundansi dalam organisasi?
7. Apakah ada penampungan pengetahuan?
8. Bagaimana posisi perusahaan dalam industri sejenis?



## *KM Road Map*

- Bagaimana cara untuk mengubah dari kondidi saat ini (*as is*) dan mencapai kondisi yang diinginkan (*to be*)
- Mewakili strategi jangka waktu 3-5 tahun beserta target yang harus dicapai selama kurun tersebut



## Konten *Road Map*

1. Bagaimana organisasi mengelola pengetahuan lebih baik?
2. Bagaimana organisasi mengelola pengetahuan eksplisit (konten) dan tacit (komunitas)?
3. Bagaimana aset pengetahuan, orang, proses, dll dijadikan sebagai fokus prioritas pendorong KM?
4. Apa hubungan antara pendorong KM dengan tujuan bisnis?
5. Apa yang menjadi *quick wins*?
6. Bagaimana kapabilitas KM bertahan dalam jangka panjang?



## Metrics in KM

Intellectual assets are difficult to measured and managed because it is intangible

Classified as:

1. Tacit & explicit knowledge about task, people, organization
2. Capital resources (human, structural, relational) that comprise knowledge

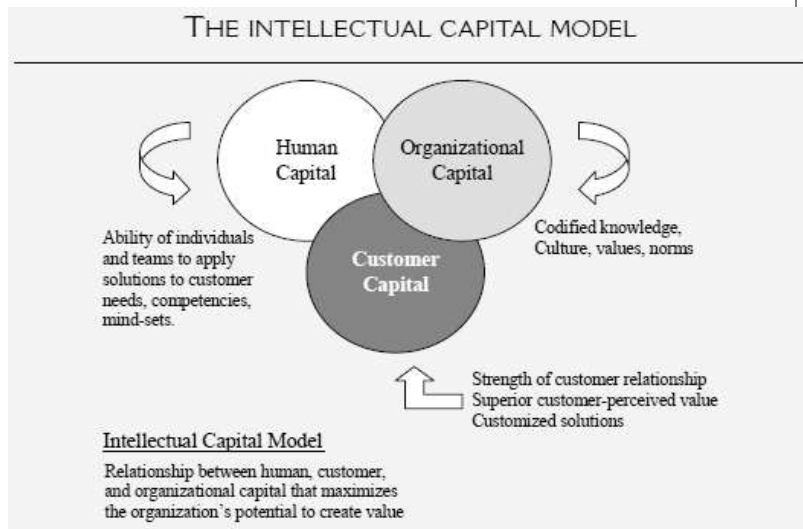


# Knowledge Assets



Categories of knowledge assets:

1. *Human capital* → knowledge resides in employees & difficult to calculate
2. *Structural capital* → policies & procedures, customized software application, training courses, patents, etc. that easy to calculate
3. *Customer capital* → corporate relationship with customers & prospects



## KM Metric Approach



The most popular metric approach:

- Benchmarking
- Balanced Scorecard



## Benchmarking Method



- Know the best to become the best
- Study a similar companies to determine how things are done best in order to adapt this methods for their own use
- Types of benchmarking:
  1. Internal Benchmarking
  2. External Benchmarking
  3. Industry Group Measurements
  4. Best Practice Studies
  5. Cooperative Benchmarking
  6. Competitive Benchmarking

## Benchmarking Method

### Benefit



1. Overall productivity of knowledge investment
2. Service quality
3. Customer satisfaction & operational level of customer service
4. Time to market in relation to other competitors
5. Costs, profits, and margins
6. Distribution
7. Relationships & relationship management

## Benchmarking Method

### Key Steps



1. Determine what to benchmark
2. Form a benchmark team
3. Select a benchmark short list
4. Collect & analyze data
5. Determine what changes should be made
6. Repeat

## Balanced Scorecard (BSC)



Measurement & management system that enables organization to clarify their vision & strategy and to translate them into action

Performance indicators for 4 dimensions:

1. Financial
2. Customer
3. Internal Business Process
4. Learning & Growth

## Balanced Scorecard (BSC)

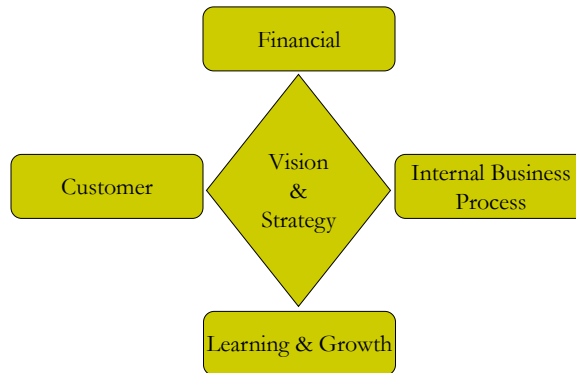


Indikator digunakan untuk:

1. Mengukur kemajuan untuk mencapai visi
2. Mengukur pendorong sukses jangka panjang

Melalui BSC organisasi memantau kinerja saat ini, serta usahanya untuk meningkatkan proses, memotivasi dan mendidik karyawan, memperbaiki sistem informasi

## Balanced Scorecard (BSC) Model



## Balanced Scorecard (BSC) Indicators



Financial measurement:

- Operational income
- Return on capital
- Economic value added

Customer measurement:

- Customer satisfaction
- Retention
- Market share in targeted segment



## Balanced Scorecard (BSC) Indicators

Internal Business Process measurement:

- Cost
- Throughput
- Quality

Learning & Growth measurement:

- Employee satisfaction
- Retention
- Skills set



## Siklus KM Terintegrasi



# Thank You!

This is the end of today's lecture ..

