Knowledge Management developments in Hong Kong: Lessons learnt from over 100 projects

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Associate Director, Knowledge Management Research Centre
The Hong Kong Polytechnic University
&
Vice President, Hong Kong Knowledge Management Society

Agenda
1. Sources of information
2. Types of KM and IC projects
3. KM positions and job trends
4. Summary and observation
5. Other related studies
6. Q & A
Knowledge Management Research Centre (KMRC)

Core activities of the KMRC

- **Teaching**
  - Certified Knowledge Professional (CKP), Custom design in-house training
  - Undergraduate Final Year Projects (FYPs)
  - Postgraduate Diploma in KM, M.Sc. in KM

- **Research**
  - MPhil
  - PhD
  - Doctor of Engineering

- **Consultancy**
  - Project-based, Strategic Planning, Assessments, Advisory, Contract Research

- **Events**
  - Seminars, Workshops, Conferences, HK MAKE etc.
The world as an “Open” KM Laboratory

Teaching
- M.Sc. in KM
- Certified Knowledge Professional (CKP)
- Dissertation Projects
- Final Year Projects (FYP)

Research
- Master of Philosophy
- Doctor of Philosophy
- Doctor of Engineering
- Teaching Company Scheme (Scholarships)
- Areas: Organizational Learning, Knowledge Management, Intellectual Capital, Patent Search, Taxonomy/Folksonomy, Knowledge Communities, E-Learning

Consultancy
- In-house training
- Strategy Formulation
- Framework Assessment
- Strategic Planning
- Taxonomy Creation & Maintenance
- IC Audit & Benchmarking
- Knowledge Audit
- Knowledge Retention
- Consultancy

KM in Hong Kong – Sources of information

1. HKKMS Annual Conference & monthly seminars
2. KMRC projects and workshops held
   - Number of projects and workshops
   - Rate of increase
   - Continuing projects
   - Nature of the projects and workshops
3. KM job trends
The Hong Kong Knowledge Management Society

- www.hkkms.hk
- Les Hales (President), Eric Tsui (VP), Ron Baillie (VP), TH Lo, Debbie Lange
- Monthly seminars & Annual Conference

HK KM Conference 2009

KM in Government 2010

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**KM for Non-Government Organisations 2008**

**UG Students’ Final Year Projects**
*June to August FT, Sept to Apr 1 day/week, total 11 months*

<table>
<thead>
<tr>
<th>Year</th>
<th>No of FYPs</th>
</tr>
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<tbody>
<tr>
<td>2006-2007</td>
<td>45</td>
</tr>
<tr>
<td>2008</td>
<td>50</td>
</tr>
<tr>
<td>2009-2010</td>
<td>25</td>
</tr>
</tbody>
</table>
## Final Year Projects (2008-2010)

**Government Department / Education / Research Organization**

- 20 students, 8 organizations, 11 projects
- Census and Statistics Department, HKSAR (3 students)
- Child Assessment Service in Department of Health (1 student)
- HK Police (7 students)
- Hospital Authority (2 students)
- Prince Margaret's Hospital (2 students)
- Hub Fok Tong College (2 students)
- Hong Kong Science and Technology Parks (1 student)
- British Council (2 students)

**Business Enterprise**

- 26 students, 11 companies, 22 projects
- Adidas Service Limited (1 student)
- Automated Systems (HK) Ltd (1 student)
- Azzurra CPA Limited (2 students)
- China Aircraft Service Ltd (CASL) (1 student)
- Cathay Pacific Airways (4 students)
- Gold Peak Ltd (4 students)
- Hong Kong Air Cargo terminals Limited (HACTL) (4 students)
- HSBC (3 students)
- Humphrey and Partners Medical Services Limited (1 student)
- MTR Corporation (3 students)
- Langham Place Hotel, Mongkok (1 student)

**NGO**

- 7 students, 4 organizations, 6 projects
- Caritas Hong Kong (2 students)
- HKCSS (2 students)
- HKYWCA (2 students)
- Samaritan Beltfinders Hong Kong
- Suicide Crisis Intervention Center (1 student)

### Common projects at various stages of a KM journey

**For organizations which are new to KM**

- Awareness raising / Readiness Assessment
- Strategy Formulation / Strategic Planning
- Identify, rank and pilot of KM initiatives
- Knowledge Audit, Social Network Analysis
- EDMS, Search engine, portal deployment
- Taxonomy Creation and Maintenance

**For organizations that have already started KM**

- Sustainability of KM programs, culture building
- Strategy revisit, gap analysis
- Embodiment of knowledge in business processes
- Knowledge distillation and harnessing
- Soft KM tools/skills
- Health checks & Benchmarking
## Nature of Final Year Projects 2008-2010

<table>
<thead>
<tr>
<th>Type of Company</th>
<th>Project Scope</th>
<th>Study Areas</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transportation, Manufacturing, Research Organization</td>
<td>Capture Tacit Knowledge, Ideas Generation</td>
<td>Measuring Team Performance, Team Building Development, Capacity for Ideas Generation</td>
</tr>
<tr>
<td>Customer Services, Financial Services, Manufacturing</td>
<td>IC Assessment</td>
<td>IC Indicators and Measurements</td>
</tr>
<tr>
<td>Transportation</td>
<td>Sharing Platform</td>
<td>Intranet site analytics</td>
</tr>
<tr>
<td>Government Department, Non-Government Organization</td>
<td></td>
<td>Data Mining, Portal Development</td>
</tr>
<tr>
<td>Sportswear</td>
<td></td>
<td>Raising the User Awareness, Rewards &amp; Recognition, E-Learning</td>
</tr>
<tr>
<td>Education: Cultural</td>
<td></td>
<td>Library System</td>
</tr>
<tr>
<td>Government Department, Transportation</td>
<td>People-based KM</td>
<td>Community of Practice</td>
</tr>
<tr>
<td>Financial Services, Logistics, Government Department, Non-Government Organization, Education</td>
<td>Various</td>
<td>Taxonomy &amp; Search, Document Management, Soft KM tools, Communities</td>
</tr>
<tr>
<td>Financial Services, Logistics, Manufacturing, Government Department, Non-Government Organization, Secondary School</td>
<td>Knowledge Audit</td>
<td></td>
</tr>
<tr>
<td>Financial Services, Logistics, Government Department</td>
<td>KM Feasibility Studies</td>
<td></td>
</tr>
<tr>
<td>Transportation</td>
<td>Technologies</td>
<td>Collaboration, Tools and Culture</td>
</tr>
<tr>
<td>IT Outsourcing</td>
<td></td>
<td>Knowledge-enabled CRM System</td>
</tr>
<tr>
<td>Government Department</td>
<td></td>
<td>Web 2.0 Technologies, RSS</td>
</tr>
<tr>
<td>Education, Transportation</td>
<td></td>
<td>Social Networking</td>
</tr>
</tbody>
</table>

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[Diagram showing the intersection of People, Process, and Technology with Content]

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HKKMS-KMRC Joint Seminar on 25th January 2011

Page 9
“Continuing” Projects

<table>
<thead>
<tr>
<th>FYP Company</th>
<th>Project Scope</th>
<th>Year</th>
<th>Study Areas</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manufacturing Company</td>
<td>Identifying Intellectual Capitals</td>
<td>08/09, 09/10, 10/11</td>
<td>Knowledge Audit and Intellectual Capital</td>
</tr>
<tr>
<td>Transportation</td>
<td>Community of Practice, Business Process Re-enginering, Social Networking Tools</td>
<td>08/09, 09/10, 10/11</td>
<td>Collaboration Tools, People-based KM</td>
</tr>
<tr>
<td>Government Department</td>
<td>Knowledge Management System</td>
<td>07/08, 08/09, 09/10, 10/11</td>
<td>Web 2.0 Technologies</td>
</tr>
<tr>
<td>Government Department</td>
<td>Knowledge Management System, Community of Practice</td>
<td>07/08, 08/09, 09/10, 10/11</td>
<td>Platform and People-based KM</td>
</tr>
<tr>
<td>Government Department</td>
<td>Knowledge Management System, Community of Practice</td>
<td>07/08, 08/09, 10/11</td>
<td>Web 2.0 Technologies, Knowledge Portal, eLearning</td>
</tr>
<tr>
<td>Education / Cultural</td>
<td>Knowledge Management System</td>
<td>08/09, 10/11</td>
<td>Knowledge Portal, Library Learning System</td>
</tr>
</tbody>
</table>
Intellectual Capital (IC) development in HK

- IC training, auditing and reporting have been carried out at HSBC, Caritas, GoldPeak, HK Productivity Council, Towngas, Langham Place Hotel, HK Science and Technology Park, HKPC, and the Intellectual Property Department (IPD)

- Surveys and interviews are commonly used bottom up methods to identify and categorise the IC indicators/metrics, and to develop an IC Value Tree

Gaps between “Should Be” and “As is” in Human, Structural, Relation, and External Capital provide input into business planning
Intellectual Capital (IC) development in HK

- Langham Place Hotel has an Intellectual Capital & Quality Department
- First Chief Intellectual Capital Officer (CICO) position advertised in Sept 2010

IC development at IPD, HKSARG

IC reports produced by HK SMEs

- Since March 2009, over 600+ SMEs have benefited from the free ICM consultancy
- IC reports available for download from the IPD web site

http://www.ipd.gov.hk/eng/ICM/intellectual_capital_statements.htm

IC report of the HK Productivity Council
IC report of Playach Textile Technology

Applying the VAIC model to the Hang Seng Index

Impact of intellectual capital on organisational performance: An empirical study of companies in the Hang Seng Index (Part 1)

Applying VAIC to Hang Seng Index

This is the first piece of published research in Hong Kong with VAIC.

Impact of intellectual capital on organisational performance: An empirical study of companies in the Hang Seng Index (Part 2)
Research at PolyU

Mining company annual report & the Web for high value metrics that form constituents of IC report in the Financial Services industry (Source of funding: General Research Funds 2009-2010)

Knowledge Communities

- Community of Practice, Community of Interest, Centre of Excellence (aka Expert Network) are growing
- Functions as helping communities, expertise location, and good practice consolidation and sharing
- Adopted by OGCIO, CLP Power, Lloyds Register, HKET, eBay, Johnson Electric, Arup, Adidas, MTR, CAS Dept of Health, HK Police, Caritas, Yan Oi Tong and many other NGOs
<table>
<thead>
<tr>
<th>Department, Organisation</th>
<th>Web 2.0 tool</th>
<th>Status</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wallem</td>
<td>X</td>
<td>Deployed</td>
<td>RSS combined with BPMIS</td>
</tr>
<tr>
<td>IDCTC, Health</td>
<td>RSS</td>
<td>Deployed</td>
<td>Replay video at <a href="http://www.youtube.com/watch?v=vqk2FLjQ">http://www.youtube.com/watch?v=vqk2FLjQ</a></td>
</tr>
<tr>
<td>Library &amp; School of Hotel, Tourism &amp; Hospitality, HoFayU</td>
<td>Virtual World (Second Life)</td>
<td>Deployed</td>
<td></td>
</tr>
<tr>
<td>Child Assessment Services, Health</td>
<td>X</td>
<td>Deployed</td>
<td>Knowledge and Information Collaboration Platform (KICP)</td>
</tr>
<tr>
<td>Jockey</td>
<td>X</td>
<td>Deployed</td>
<td></td>
</tr>
<tr>
<td>Environmental Protection</td>
<td>X</td>
<td>Deployed</td>
<td></td>
</tr>
<tr>
<td>Adidas</td>
<td>X</td>
<td>Deployed</td>
<td></td>
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<tr>
<td>Towngas</td>
<td>X</td>
<td>Deployed</td>
<td>TGRMe.</td>
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<td>HK Police</td>
<td>X</td>
<td>Prototyped</td>
<td>Stratipedia</td>
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<tr>
<td>Census &amp; Stats</td>
<td>X</td>
<td>Deployed</td>
<td></td>
</tr>
<tr>
<td>Cathay Pacific Airways</td>
<td>X X X</td>
<td>Prototyped</td>
<td>Deployed</td>
</tr>
<tr>
<td>Yahoo HK</td>
<td>X X X</td>
<td>Yahoo Knowledge</td>
<td>Deployed</td>
</tr>
<tr>
<td>Google HK</td>
<td>X</td>
<td>Google Doc</td>
<td></td>
</tr>
<tr>
<td>HKR</td>
<td>X</td>
<td>Deployed</td>
<td></td>
</tr>
</tbody>
</table>
Wallem Services integrates aggregated RSS feeds from Sharepoint content with BPMS (Source: ComputerWorld, Image & Data Manager)

Wallem: RSS centralizes process-enabled info update

Wallem integrates RSS and business process management to feed the right information to the right people. (Image & Data Manager)

Businesses can leverage employers' interest in Web 2.0 tech to create value. (Patrick Enzinger, Wallem)

NWoW project at Cathay Pacific Airways

NWoW project at Cathay Pacific Airways
HK KM job trends as of 9th January 2011

Job Statistics
(Source: Calibrated job feeds from major internet job sites)

<table>
<thead>
<tr>
<th>Year</th>
<th>KM-related job postings</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005</td>
<td>394</td>
</tr>
<tr>
<td>2006</td>
<td>226</td>
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<tr>
<td>2007</td>
<td>561</td>
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<tr>
<td>2008</td>
<td>418</td>
</tr>
<tr>
<td>2009</td>
<td>255</td>
</tr>
<tr>
<td>2010</td>
<td>322</td>
</tr>
</tbody>
</table>
Sample KM job titles in HK

Observations and Summary

- Seminars, conferences, projects and awards have a positive effect in raising awareness and enhancing adoption of KM in HK
- Topics of seminars/workshops/training expand and evolve from Introduction to KM to portals, collaborations, Web/Enterprise 2.0, storytelling, knowledge cafe, Personal KM to Intellectual Capital
- Organisations tend to start KM with a focus on creating a strategy, a framework and/or conduct a Knowledge Audit; it is common to start with a pilot; launching a KMS (e.g. a portal) acts as the catalyst
- Private organisations operate with a much shorter planning horizon than those adopted in the public sector
- Information/Document-centric organisations increasingly adopt a repository (EDMS, CMS, portals) with due attention to taxonomy and search; IT-based projects still prevail and often include change management
- Collaboration emerges as a key focus – “knowledge is socially constructed” is gradually being understood

Observations and Summary (cont.)

- RSS, Wikis are “entry points” for Web 2.0/Enterprise 2.0 projects in organisations
- Increasing number of IC projects; several organisations have adopted an IC-focus to plan, manage and grow their businesses
- More and more soft-side KM (e.g. Elicit tacit knowledge, Peer Assist, AARs) & bottom-up sharing techniques (e.g. Storytelling, Knowledge Cafe, ASHEN, appreciative inquiry) are being adopted
- Projects focussing on distilling quality knowledge, visualisation paradigms, deriving value from CoPs reflect a higher level of maturity in the KM journey
- A handful of organisations considers workplace design to enhance ideas generation and knowledge sharing
- KM positions are steady (first internal redeployment, then to public advertisement). Legal, financial services, IT, education, healthcare lead other industries
- Some KM projects are funded based on an organisation’s budgetary cycle; this hampers continuation of earlier work done
Observations and Summary (cont.)

- Myths about KM remain (e.g. KM=IT, KM needs deep pockets, KM is out of fashion, CoP=project team, Why should I share?, “Put more people on the task and the problem will be solved” etc.)

- Despite limited resources, around 30% of NGOs have taken on KM through staff reallocation. ICT is not a significant contributor as many staff are mobile workers and sharing PCs is common.

- For organisations that have over 6 years of KM track record, an integrated KM project/system can garner encouraging feedback from staff and nurture a peer support culture.

- (Equivalent) Full time/Dedicated KM staff ranges from 0 to 3 in an organisation/department. KM Officer, KM Manager, KM Director/Consultant/specialist are common titles.

- Large private and especially global organisations have a sizeable budget for internal marketing of their KM/knowledge sharing program or platform.

- KM is expanding in HKSARG departments and large organisations in HK; awareness among SMEs is still very low however.

M.Sc. in KM thesis by Alex Fung in 2008

THE HONG KONG POLYTECHNIC UNIVERSITY
Department of Industrial and Systems Engineering

A STUDY OF THE USE OF KNOWLEDGE MANAGEMENT SYSTEMS FOR LEVERAGING KNOWLEDGE PROCESSES IN THE HONG KONG PUBLIC SECTOR

Young Fung, Alex

A dissertation submitted in partial fulfillment of the requirements
For the Degree of Master of Science in Knowledge Management at
The Hong Kong Polytechnic University

August 2008
Acknowledgement

Many thanks to Final Year Project students and their mentors, M.Sc. in KM students, research students, HKKMS and KMRC event speakers and attendees, KMRC colleagues for their efforts and sharings which collectively represent much of the statistics and information presented in this talk.
The Knowledge Management Research Centre team

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