

# ***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*



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Knowledge Management Research Centre

## ***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**



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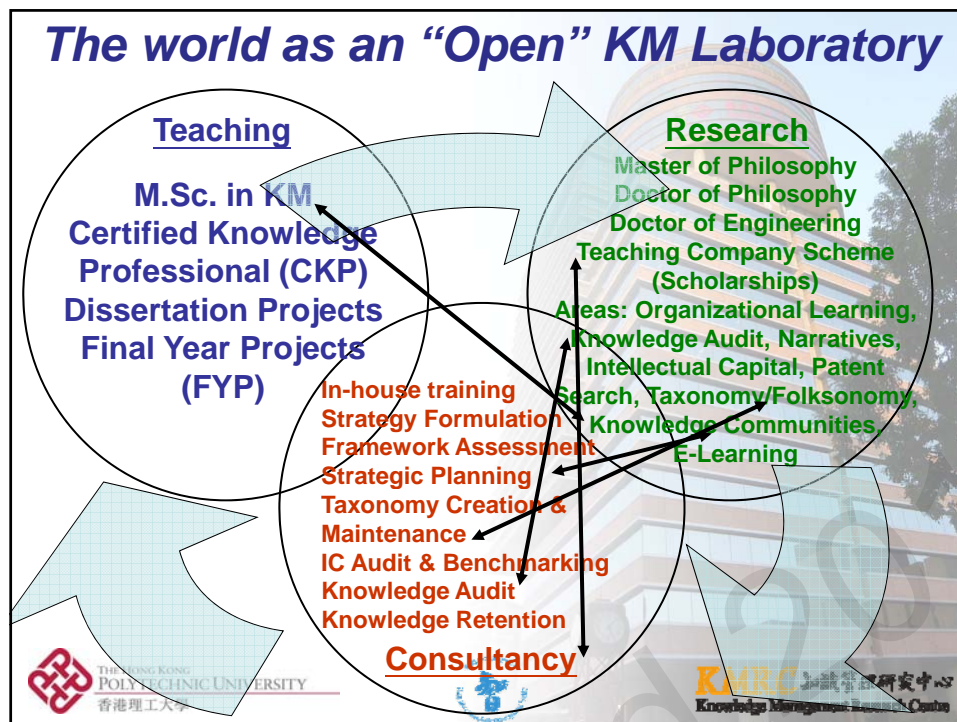
## **Knowledge Management Research Centre (KMRC)**



## **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.





- ### 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
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## The Hong Kong Knowledge Management Society

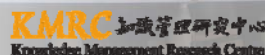
- [www.hkkms.hk](http://www.hkkms.hk)
- Les Hales (President), Eric Tsui (VP), Ron Baillie (VP), TH Lo, Debbie Lange
- Monthly seminars & Annual Conference



## HK KM Conference 2009



## KM in Government 2010



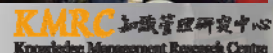
### KM for Non-Government Organisations 2008



### UG Students' Final Year Projects

June to August FT, Sept to Apr 1 day/week, total 11 months

Year	No of FYPs
2006-2007	45
2008	50
2009-2010	25



### Distribution of Knowledge Workers

### Taxonomy workshops

### Suggested Taxonomy Framework After Workshop

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### Methodology & Implementation- Narrative Collection & Validation

**Focus Group (Narrative Collection)**

- 3 sessions for 10 BD staff
- Learn more about their job responsibilities
- Collect 19 stories
- Identify 26 attributes

**Narrative Interview (Narrative Collection)**

- 10 individual interviews
- Collect 11 stories

**Individual Interview (Data Validation)**

- 3 individual interviews for SVPs
- Validate confusing words from stories

Identification of Theme & Scope → Narrative Collection → Data Validation → Narrative Analysis → Report & Findings → Recommendation

### Deployment of Web 2.0 Technologies at Census and Statistics Department (C&SD)

#### Results and Observations - Trial Implementation of Wiki System

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## 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)  
Hoh Fuk Tong College (2 students)  
Hong Kong Science and Technology Parks (1 student)  
British Council (2 students)

### NGO (7 students, 4 organizations, 6 projects)

Caritas Hong Kong (2 students)  
HKCSS (2 students)  
HKYWCA (2 students)  
Samaritan Befrienders Hong Kong  
Suicide Crisis Intervention Center (1 student)

### 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)

## 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

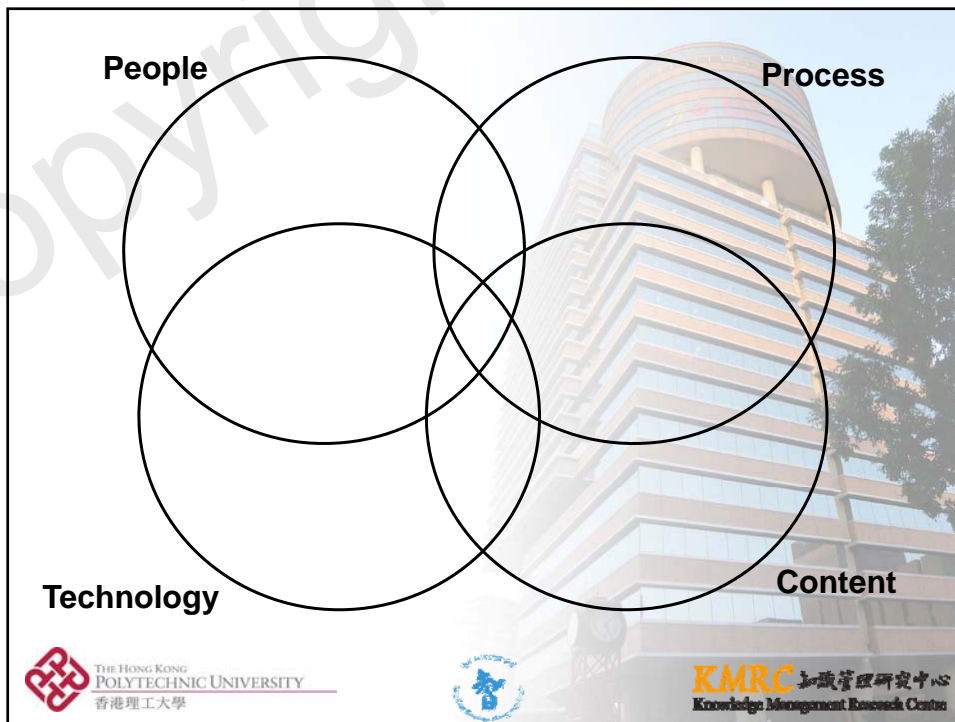


For organizations that have *already started* KM

- 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



<b>Nature of Final Year Projects 2008-2010</b>		
<b>Type of Company</b>	<b>Project Scope</b>	<b>Study Areas</b>
Transportation, Manufacturing, Research Organization	Capture Tacit Knowledge, Ideas Generation	Measuring Team Performance, Team Building Development, Capacity for Ideas Generation
Customer Services, Financial Services, Manufacturing	IC Assessment	IC Indicators and Measurements
Transportation	Sharing Platform	Intranet site analytics
Government Department, Non-Government Organization		Data Mining, Portal Development
Sportswear		Raising the User Awareness, Rewards & Recognition, E-Learning
Education/ Cultural		Library System
Government Department, Transportation	People-based KM	Community of Practice
Financial Services, Logistics, Government Department, Non-Government Organization, Education	Various	Taxonomy & Search, Document Management, Soft KM tools, Communities
Financial Services, Logistics, Manufacturing, Government Department, Non-Government Organization, Secondary School	Knowledge Audit	
Financial Services, Logistics, Government Department	KM Feasibility Studies	
Transportation	Technologies	Collaboration Tools and Culture
IT Outsourcing		Knowledge-enabled CRM System
Government Department		Web 2.0 Technologies, RSS
Education, Transportation		Social Networking





### “Continuing” Projects

FYP Company	Project Scope	Year	Study Areas
Manufacturing Company	Identifying Intellectual Capitals	08/09, 09/10, 10/11	Knowledge Audit and Intellectual Capital
Transportation	Community of Practice, Business Process Re-engineering, Social Networking Tools	08/09, 09/10, 10/11	Collaboration Tools , People- based KM
Government Department	Knowledge Management System	07/08, 08/09, 09/10, 10/11	Web 2.0 Technologies
Government Department	Knowledge Management System, Community of Practice	07/08, 08/09, 09/10, 10/11	Platform and People-based KM
Government Department	Knowledge Management System, Community of Practice	07/08, 08/09, 10/11	Web 2.0 Technologies, Knowledge Portal, eLearning
Education / Cultural	Knowledge Management System	08/09, 10/11	Knowledge Portal, Library Learning System

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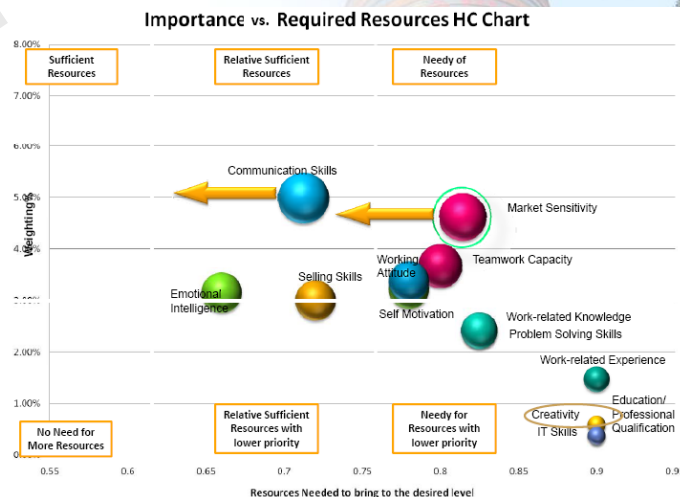
## Intellectual Capital (IC) development in HK

- 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



## Intellectual Capital (IC) in HK

- 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

**CHIEF INTELLECTUAL CAPITAL OFFICER - TOP MULTINATIONAL COMPANY**

... We are looking for a highly motivated and experienced professional to lead our newly established IC department. The role will report to the Senior Management and will be responsible for the overall development and management of the IC function. The successful candidate will be responsible for the following key areas:

- Lead and manage the IC department
- Identify and develop IC opportunities across the organization
- Develop and implement IC strategies and initiatives
- Monitor and report on IC performance and progress
- Collaborate with other departments to ensure IC is integrated into business processes
- Provide training and support to staff on IC matters
- Stay up-to-date with the latest IC trends and best practices

... For more information, please contact HR at [email address] or visit our website at [website address].



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## IC development at IPD, HKSARG

**PUT YOUR ENTERPRISE KNOWLEDGE TO WORK**

**A GUIDE TO INTELLECTUAL CAPITAL MANAGEMENT**

We all know that the knowledge in a company, its employees, and client or supplier relationships can create wealth. But do we know the best way to set about achieving it?

This book provides a comprehensive guide to Intellectual Capital Management (ICM) and its various dimensions. It covers the theoretical foundations of ICM, the practical challenges of implementation, and the latest trends in the field. The book is written by leading experts in the field and is a must-read for anyone interested in ICM.

**Intellectual Capital Management**

The Department of the Hong Kong Intellectual Property Department

Intellectual Property Department  
The Government of the Hong Kong Special Administrative Region  
100 Queen's Road Central, Hong Kong  
Tel: (852) 2535 2111  
Fax: (852) 2535 2112  
E-mail: ipd@ipd.gov.hk

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**知識資本 報告 2009**

Report on Intellectual Capital Management 2009

This report provides a comprehensive overview of the state of Intellectual Capital Management in Hong Kong. It covers the latest trends, challenges, and opportunities in the field. The report is a valuable resource for anyone interested in ICM.

**Unleash the potential of intangible assets through Intellectual Capital Management**

We all know that the knowledge in a company, its employees, and client or supplier relationships can create wealth. But do we know the best way to set about achieving it?

This book provides a comprehensive guide to Intellectual Capital Management (ICM) and its various dimensions. It covers the theoretical foundations of ICM, the practical challenges of implementation, and the latest trends in the field. The book is written by leading experts in the field and is a must-read for anyone interested in ICM.

**Words from winners of the Excellence in Intellectual Capital Management Award**

**Accredited Certification International Limited**  
Thanks to the excellent staff and services provided by Accredited Certification International Limited, we have successfully completed our Intellectual Capital Management (ICM) audit and received the Excellence in Intellectual Capital Management Award. This is a great achievement for our company and we are grateful to Accredited Certification International Limited for their support and assistance throughout the process.

**China Global Union Limited**  
We are pleased to have received the Excellence in Intellectual Capital Management Award from Accredited Certification International Limited. This is a testament to the hard work and dedication of our staff and management in implementing ICM across our organization. We are grateful to Accredited Certification International Limited for their support and assistance throughout the process.

**International Service Access Ltd.**  
We are proud to have received the Excellence in Intellectual Capital Management Award from Accredited Certification International Limited. This is a recognition of the hard work and dedication of our staff and management in implementing ICM across our organization. We are grateful to Accredited Certification International Limited for their support and assistance throughout the process.

**Bank of China**  
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**Hong Sang Bank**  
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<http://www.ipd.gov.hk/chi/icm.htm>

## IC reports produced by HK SMEs

**Intellectual Property Department**  
The Government of the Hong Kong Special Administrative Region

GovHK 香港政府一站通 繁體版 簡體版

SEARCH SITE MAP

Home Print Version

What's New? Intellectual Capital Management Consultancy Programme > Intellectual Capital Statements of Organisations in Hong Kong in 2009

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Association Concerning Sexual Violence Against Women (PDF format)  
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Kwong Fai Metal Products Limited  
Kwong Wing Cargo Service Ltd (PDF format)

Lapwing Design Limited  
LW, Inc.  
New City Computer System Consultants (PDF format) (Chinese version only)  
On Hing Paper Company Limited  
Schmidt Electronics Group Limited (PDF format)

Reference Material:  
Core Elements in Intellectual Capital Statements/ Reports (PDF format)

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2004 Important notices | Privacy policy Last revision date: 16 July, 2010

[http://www.ipd.gov.hk/eng/ICM/intellectual\\_capital\\_statements.htm](http://www.ipd.gov.hk/eng/ICM/intellectual_capital_statements.htm)

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

## IC report of the HK Productivity Council

Hong Kong Productivity Council 香港生產力促進局

香港生產力促進局  
智力資本報告  
The Intellectual Capital Statement  
of Hong Kong Productivity Council  
2008/09

Human Capital  
Relational Capital  
Structural Capital

營商環境  
Business Environment

業界新發展  
Industry-wide initiatives

資源  
Resources  
人力資本  
Human Capital  
結構資本  
Structural Capital  
網絡資本  
Relational Capital  
財務資本  
Financial Capital  
有形資本  
Physical Capital

公共服務平台  
One-to-Many Service Platform

業務流程  
Business Process

一對一服務  
One-on-One Service

支援個別行業的發展  
Services to support a sector of industry

國際競爭力  
International competitiveness

提升橫跨價值鏈的生產力  
Raise productivity across value-added chain

個別企業的要求  
Requests from individual enterprises

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## IC report of Playach Textile Technology

Playach has just released the Intellectual Capital Report for the year 2009/10. This report summarizes efforts and actions the company has done during the past one year for sustainable development. With the circulation of the report within the company, staff members could gain better understanding of the company's development situation as well as the direction and focus they should take note for. And through the public release of this report, all stakeholders will be able to know Playach better.

This report is bilingual. Its electronic version can be found on our website. Furthermore, it will be sent to intellectual capital experts and fashion design colleges around the world for their reference and comments.

This is the first time Playach publishes an intellectual capital report, which is very rare in China. The company would like to express our appreciation to Mr. Jonathan Low, the world-class intellectual capital expert for his guidance and supportive remarks regarding the production of the report.

知识资本报告书  
Intellectual Capital Report  
2009/2010

东莞市普莱雅纺织科技有限公司  
DONGGUAN PLAYACH TEXTILE TECHNOLOGY CO., LTD

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## 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)  
Kin Hong Chan  
University of Newcastle, Callaghan, Australia

**Abstract**  
Purpose: The purpose of this study, which is written in two parts, is to investigate empirically the relationship between intellectual capital (IC) and organisational performance as well as attempting to identify the IC components that may be the drivers for the leading financial indicators of listed companies. The study sought evidence from the companies of the Hang Seng Stock Exchange.

Design/methodology/approach: Using data of all the member companies of the Hang Seng Index of the Hong Stock Exchange from 2001 to 2009 and the VAIC™ methodology applied to the performance data, the IC components were analysed and correlated with organisational performance. IC and the selected financial performance measures of these companies. Part 1 of the paper first explored a working definition of IC as well as exploring some of the methods of IC measurement. After observing the use of VAIC™ and reviewing the relevant prior studies, research hypotheses are developed for this study. Part 2 of the paper concludes with a discussion of the research method and regression results used in investigating the hypotheses.

Findings: The sample of the analysis is presented in Part 2 of the paper, which establishes the association between IC, measured by VAIC™ and the four measures of financial performance in the sample companies included in Hang Seng. Part 2 of the paper discusses the hypotheses for financial and operational performance, the model used to investigate these hypotheses, and the results of the analysis.

Originality/value: It is believed that this study contributes to the knowledge of IC, research, the value of the existing literature of the progress of IC development in relation to financial performance in companies internationally.

Key words: Intellectual capital; Financial performance; Intellectual capital; Hang Seng; Stock exchange; Paper type: Research paper

### Applying VAIC to Hang Seng Index

Independent variables      Dependent variables

VAIC™

→

Market valuation  
Profitability  
Productivity  
Returns on equity

Intellectual capital (ICE)  
Human capital (HCE)  
Structural capital (SCE)

Financial capital (FCE)

Firm size  
Firm leverage

Control variables

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

K H Chan (2009)

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## 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)

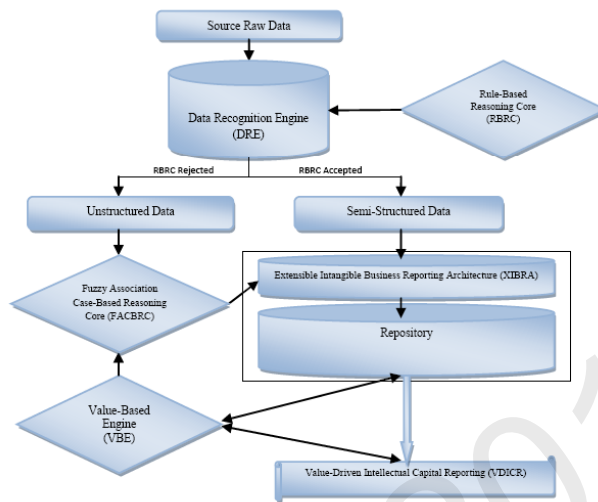


Figure 1. Value-Driven Intellectual Capital Reporting (VDICR) Methodology



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## 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



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### Key Web 2.0 projects in Hong Kong


Department, Organisation	Web 2.0 tool					Status	Remarks
	Blogs	Wiki	RSS	Social Bookmarking	Others		
Wallem			X			Deployed	RSS combined with BPMS
IDCTC, Health		X					Replay video at <a href="http://www.youtube.com/watch?v=vqk2FLJQeLM">http://www.youtube.com/watch?v=vqk2FLJQeLM</a>
Library & School of Hotel, Tourism & Hospitality, HKPolyU					Virtual World (Second Life)	Deployed	
Child Assessment Services, Health			X			Deployed	
OGCIO	X	X	X			Deployed	Knowledge and Information Collaboration Platform (KICP)
Environmental Protection	X		X			Deployed	
Adidas				X		Deployed	
Towngas		X				Deployed	TGWiki
HACTL			X	X		Prototyped	
HK Police			X			Prototyped	
Census & Stats		X		X		Deployed	Statpedia
Cathay Pacific Airways		X	X	X		Prototyped/ Deployed	
Yahoo!HK	X	X	X		Yahoo!Knowledge		
Google HK					Google Doc		
MTR	X	X				Deployed	



## Wallem Services integrates aggregated RSS feeds from Sharepoint content with BPMS

(Source: ComputerWorld, Image & Data Manager)

### Wallem: RSS centralizes process-enabled info update


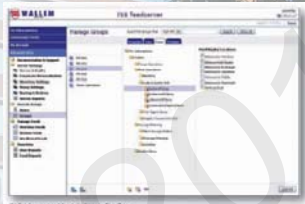


**Wallem integrates RSS and business process management to feed the right information to the right people** By Teresa Leung

To many people RSS is a simple consumer technology, but at Wallem Group, the same tech is an enterprise tool for improved management of processes and information flow among its employees.




Wallem Group, a Hong Kong-headquartered maritime service provider that offers a suite of value-added management services for more than 300 vessels that are constantly on the move around the world.

Updates for Wallem employees come from a variety of sources, said Patrick Slesinger, director and CIO at Wallem Services, a subsidiary of Wallem. These updates include industry news, weather information, as well





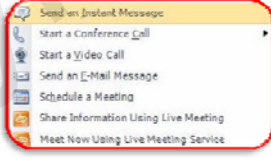
**Businesses can leverage employees' interest in Web 2.0 tech to create value**

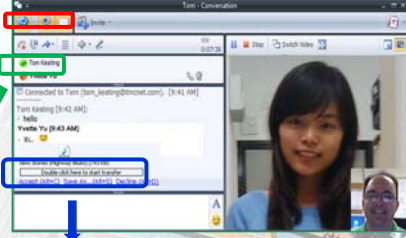
— Patrick Slesinger, Wallem

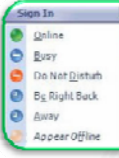




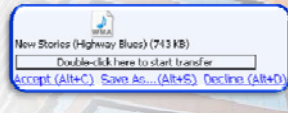
## NWoW project at Cathay Pacific Airways







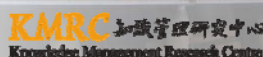


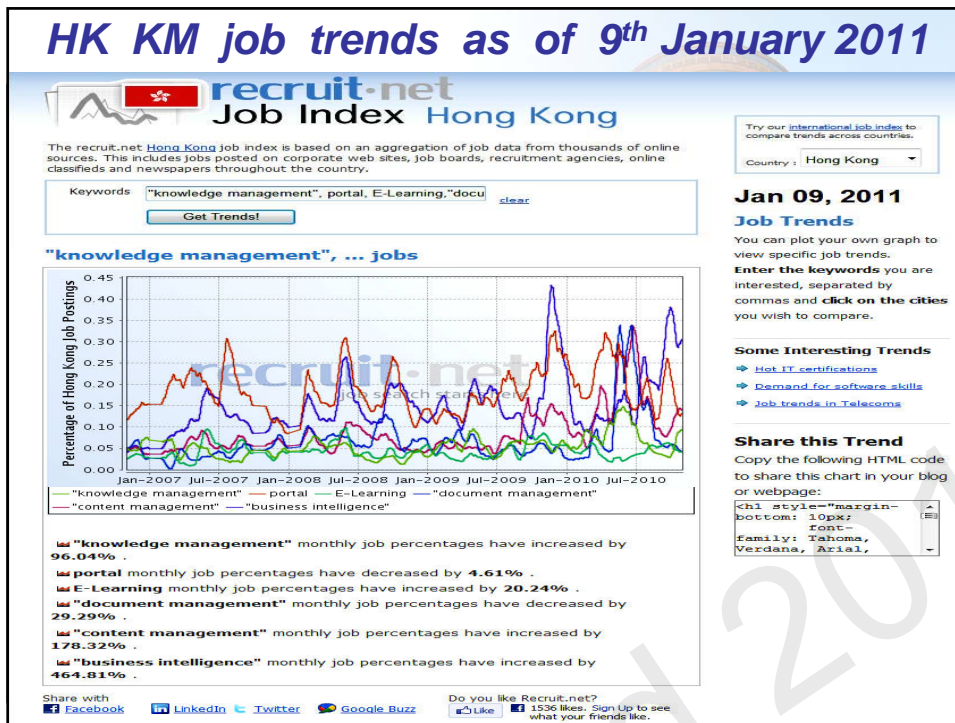








## Job Statistics

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

Year	KM-related job postings
2005	394
2006	226
2007	561
2008	418
2009	255
2010	322

**Senior Knowledge & Information Officer**

Our client is one of the world's leading law firms with offices across 22 countries. They pride themselves on providing the highest global standards with local expertise. Their business strategy is underpinned by the drive to provide their clients with a world class service. They are currently seeking for a Senior Knowledge & Information Officer:

**Key responsibilities include:**

- To respond to information enquiries from the range of practice areas and sectors
- To monitor, update, identify and assist developments in order to provide a relevant current practice service to specified practice area
- To implement and support the use of global knowledge systems in a specified practice area

**Key requirements include:**

- A university degree in a related discipline
- A minimum of 3 years of information/knowledge management related work experience in a professional services or corporate environment
- Experience using a wide range of information sources (ie. Lexis/Nexis, Facts, Westlaw, Bloomberg) using a wide range of content management systems (ie. their current main knowledge management systems)
- Excellent IT
- Strong presentation, interpersonal and communication skills
- Fluency in English is essential; Cantonese or Mandarin would be beneficial

**Senior Information Officer**

Our client is one of the leaders within the legal industry with worldwide recognition. They are seeking for an **Senior Information Officer** to join their team to process their **eDiscovery** systems.

**Job Description:**

- Monitor and provide technical and advisory solutions to clients
- Implement and support the use of global knowledge systems
- Provide training to business and on the use of electronic and external systems
- Support lawyers with their research, consultation and national support on publications

**The Successful Applicant:**

- A tertiary degree holder in information, knowledge management or related discipline
- At least 3 years of experience of information/knowledge management in a professional environment
- Good knowledge of content management systems (ie. content/knowledge management systems)
- Excellent IT skills and knowledgeable on new technologies

## Sample KM job titles in HK

**GENERALI**  
Generali Asia  
Manager - Human Capital  
Asia Regional Office - 35/F., Shell Towers, Times Square

**Deloitte**  
德勤  
Assistant Manager  
National Knowledge Management Office  
Deloitte Touche Tohmatsu  
4/F, Three Pacific Place  
1 Queen's Road East  
Hong Kong  
Tel: +852  
Fax: +852  
@deloitte.com/hk  
www.deloitte.com/cn

**LANGHAM PLACE**  
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T (852)  
DL (852)  
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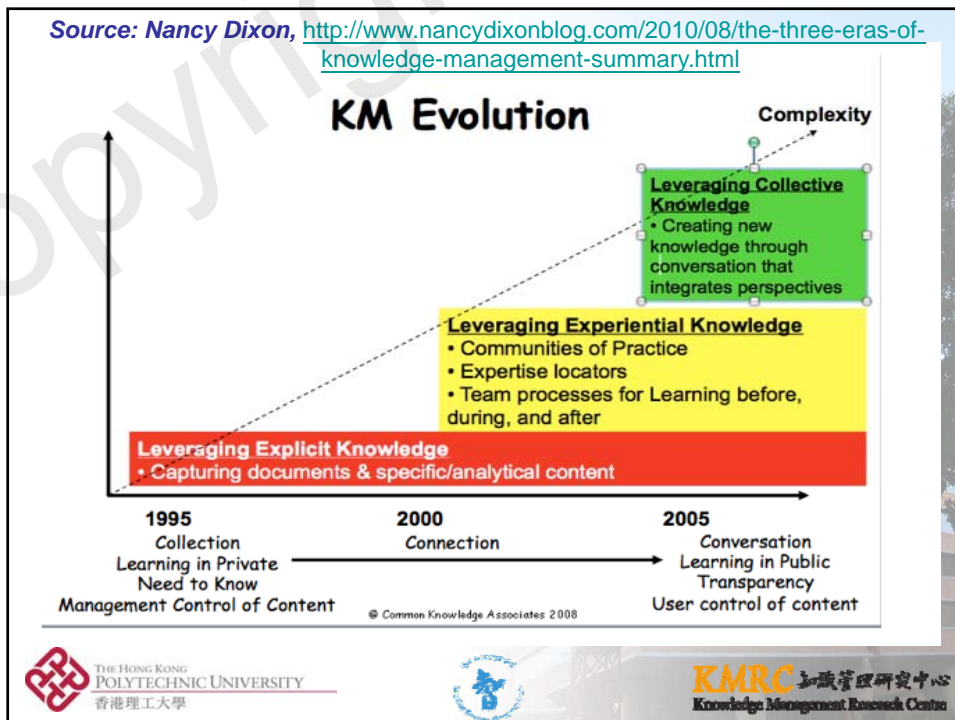
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Source: Nancy Dixon, <http://www.nancydixonblog.com/2010/08/the-three-eras-of-knowledge-management-summary.html>



## 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 that 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*



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## 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*



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## 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*



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

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

Fung T.H., 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



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