When Knowledge Management Meets Intellectual Capital
當知識管理遇上智慧資本

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MAKE KM/IC Framework
(MAKE知識管理/智慧資本架構)

Eight Knowledge Performance Dimensions
知識表現的八大層面

- creating an enterprise knowledge-driven culture
- 建立以知識為導向的公司文化

- developing knowledge workers through senior management leadership
- 透過資深管理階層的領導培養知識工作者

- delivering knowledge-based products/ services/solutions
- 開發以知識為基礎的產品/服務/解決方案

- maximizing enterprise intellectual capital
- 讓企業智慧資本極大化

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MAKE KM/IC Framework
(MAKE知識管理/智慧資本架構)

Eight Knowledge Performance Dimensions (continued)

- creating an environment for collaborative knowledge sharing
- 為知識分享創造環境

- creating a learning organization
- 建立學習型的組織

- delivering value based on customer knowledge
- 根據對顧客的知識提供價值

- transforming enterprise knowledge into organizational wealth
- 將公司知識轉變為公司的財富

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MAKE Methodology (MAKE方法論)

- Delphi research methodology
- Delphi研究方法
- Panel of experts consisting of senior executives and KM/IC experts
- 由資深執行主管以及知識管理/智慧資本專家組成的專家小組
- Three rounds of consensus-building to identify the MAKE Winners
- 建立共識的三個回合,從中找出MAKE贏家
  - Round 1: Nominations 第一回合:提名
  - Round 2: Finalists 第二回合:進入決賽者
  - Round 3: Winners 第三回合:贏家勝出

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KM/IC Metrics
知識管理/智慧資本的衡量標準

Metrics used by MAKE researchers: (MAKE研究人員使用的衡量標準)

- Total Shareholder Return 股東總報酬率
- Return on Assets 資產報酬率
- Return on Profits 獲利報酬率
- Return on Capital Employed 資本報酬率
- Market Capitalization 市值
- Value Added 加值
- Brand Value 品牌價值
- R&D Expenditure 研發支出

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2003 Global MAKE Finalists

KM/IC Metrics

- Total Shareholder Return (1992-2002) – 19.6% (9.1%)
- 股東總報酬率

- Return on Assets – 4.5% (1%)
- 資產報酬率

- Market Capitalization – 20 Finalists (41%) in top 100 companies
- 市值: 百大企業中二十家進入決賽(41%)

- World's Top Brands – 23 Finalists (47%) in top 100 global brands
- 全球頂尖品牌:全球百大品牌中二十三家進入決賽(47%)

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Delivering Knowledge-Driven Products/Services/Solutions
提供知識導向的產品/服務/解決方案

The key IC attributes of this knowledge performance dimension include:

這種知識表現層面的智慧資本主要特質包括:

- Developing and deploying an enterprise knowledge creation and innovation strategy.建立與安排公司知識創造和創新的策略
- Developing and training the workforce in idea generation and innovation.建立與訓練人員在激發點子和創新的能力
- Involving customers and suppliers in the development of knowledge-based goods and services.開發以知識為基礎的產品和服務時,讓顧客和供應商參與
- Increasing/expanding enterprise knowledge.增加/擴大企業知識

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Delivering Knowledge-Driven Products/Services/Solutions (continued)
提供知識導向的產品/服務/解決方案(續上頁)

- Managing the transfer of knowledge and ideas to ‘points of action.’
- 將知識和點子轉到“行動點”上的管理
- Recognizing/rewarding innovators.
- 肯定/獎勵創新人員
- Managing the production and/or service of knowledge-based goods and services.
- 對以知識為基礎的產品和服務管理其生產與/或服務

- Measuring value created from knowledge creation and innovation.
- 衡量知識創造和創新的價值

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Innovation 創新

- Employees are allowed free time to be creative.
- 賦予員工發揮創意的空閒時間

- Functional barriers are removed and ‘silo’ mentalities discouraged.
- 剷除部門之間的壁壘以及“各自為政”的心態

- Employees are allowed to take risks and to make mistakes.
- 允許員工冒險,犯錯

- Organizations create reward systems which encourage innovation.
- 公司建立獎勵系統鼓勵創新

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Innovation (continued) 創新(續上頁)

- Networks and communities of practice are encouraged.
- 鼓勵實踐社群和網路

- Customers are integrated into the creative process – problems are looked at from the customers' perspective.
- 將顧客整合到創造的流程—從顧客的角度來看問題

- The innovation process is under continuous review and improvement.
- 不斷檢討和改善創新流程

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Maximizing Enterprise Intellectual Capital
最大化企業智慧資本

The key IC attributes of this knowledge performance dimension include:

- Developing and deploying an enterprise intellectual capital strategy
- 開發和安排企業智慧資本策略.

- Developing and training the enterprise workforce in intellectual capital concepts and tools.
- 建立與訓練企業員工智慧資本的概念和工具

- Developing tools and techniques to manage and measure intellectual capital.
- 建立管理和衡量智慧資本的工具與技巧

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Maximizing Enterprise Intellectual Capital (continued)
最大化企業智慧資本(續上頁)

- Managing and expanding intellectual capital.
- 管理與擴大智慧資本
- Protecting knowledge assets.保護知識資產
- Recognizing/rewarding employees for increasing enterprise intellectual capital.
- 肯定/獎勵提昇企業智慧資本的員工

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Creating a Learning Organization
創造學習型的組織

The key IC attributes of this knowledge performance dimension include:

- Developing a knowledge-based enterprise learning strategy.
- 建立以知識為基礎的企業學習策略
- Developing collaboration/partnerships for accelerated learning.
- 建立合作/合夥關係,藉此加速學習
- Developing and/or acquiring learning methodologies, tools and techniques.
- 建立和/或取得學習方法,工具和技巧
- Converting tacit into explicit knowledge.
- 將內隱知識轉為外顯知識

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Creating a Learning Organization (continued)
創造學習型的組織(續上頁)

- Developing communities of practice.
- 建立實踐社群

- Learning by doing.
- 從做中學習

- Coaching and mentoring.
- 輔導和循循善誘

- Developing an organizational learning infrastructure, e.g., corporate intranet for the internal and external exchange of learning experiences.
- 建立組織的學習基礎設施,例如企業內部網站,以便公司內外對學習經驗的交流

- Moving from individual learning to organizational learning.
- 從個人的學習轉為組織的學習

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Delivering Value Based on Customer Knowledge 根據顧客的知識創造價值

The key attributes of this knowledge performance dimension include:

- Developing and deploying an enterprise knowledge-driven customer value management strategy.
- 建立和安排企業以知識為導向的顧客價值管理策略

- Creating and managing customer value profiles and maps.
- 創造和管理顧客價值的資料和路徑

- Creating customer value chains.
- 創造顧客價值鏈

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Delivering Value Based on Customer Knowledge (continued)
根據顧客的知識創造價值(續上頁)

- Developing and/or acquiring tools and techniques to collect and gain value from customer knowledge.
- 建立和/或取得從顧客知識蒐集與取得價值的工具和技巧
- Developing and managing customer databases.
- 建立和管理顧客的資料庫
- Developing tools and techniques to extract value from customer knowledge.
- 建立從顧客知識擷取價值的工具和技巧
- Measuring changes in the customer value chain.
- 衡量顧客價值鏈的改變

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Transforming Enterprise Knowledge into Shareholder Value
將企業知識轉為股東價值

The key attributes of this knowledge performance dimension include:

- Developing and deploying an enterprise knowledge-driven strategy for increasing shareholder value.
- 建立和安排企業以知識為導向的策略,以提昇股東價值
- Mapping and developing knowledge value chains.
- 建立知識價值鏈
- Managing and measuring knowledge value chains.
- 管理與衡量知識價值鏈
- Measuring changes in enterprise shareholder value.
- 衡量企業股東價值的改變
- Communicating/reporting on knowledge-based value creation.
- 溝通/報告以知識為基礎的價值創造

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