Knowledge Management developments in Hong Kong: Current trends and lessons learnt

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The Hong Kong Polytechnic University
&
Vice President, Hong Kong Knowledge Management Society

Agenda
1. Sources of information
2. KM projects in Hong Kong
3. Summary and observation
4. Q & A
Knowledge Management Research Centre (KMRC)

The Knowledge Management Research Centre team

The KMRC-Team, December, 2009

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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.
HK KM Conference
2009

KM in Government
2010

PolyU Awards Hong Kong Police Force for a Top Winner in Knowledge Management

PolyU is becoming a knowledge-based university. The sharing of know-how and expertise in new fields plays a significant role in socially. Knowledge management, otherwise known as KM, contributes significantly to the sustainable development of organizations. A well-developed knowledge management system can bring about full exploitation of the organization's potential, cultivate a harmonious working atmosphere and ultimately offer us a guideline for future improvement.

To encourage others to work in this respect, and to serve as examples for KM practitioners, the Hong Kong POLYU (Polytechnic University) Knowledge Management (KM) Award - was introduced last year by the Knowledge Management Research Center (KMRC) of The Hong Kong Polytechnic University. Launched in 2008 by KMRC network, an international intellectual and professional knowledge sharing network, the award is a research and project development award. The aim is to provide public recognition for the organizations which effectively transfer and capture organizational knowledge.

The KM RC (HONG KONG) Award is a forum to go through two rounds of evaluation conducted by a panel of eminent senior business executives and academics, to knowledge management experts. The first round, the panel assesses the KM strategic level of the organization based on the KM framework developed by the Global KM Award Committee. During the final stage, shortlisted organizations are invited to conduct a case presentation to the panel.

The Award Presentation Ceremony was successfully held on October 27 and attended by Prof. Thomas W. Wong, POLYU President, Mr. Allen Cheng, POLYU Member, and Mrs. Peter Chiu, Deputy Director of the Intellectual Property Department of the Intellectual Property Department of the Hong Kong Government, amongst other honorable guests.

Recognized by researchers and CEOs, the Hong Kong POLYU Award, like Prof. Tang commented, has become a major source of inspiration and a drive for enhancing the city's competitiveness in the long run. It is no surprise that what makes good knowledge management work. POLYU, Rui Wang, President of POLYU, said, "This award has brought a new dimension to the development of KM framework in the University. This year, the government departments are among the winners of the award, which further indicates the importance of the government in driving knowledge management in Hong Kong."

When it comes to what makes good knowledge management work, Prof. Tariq Kimm, Executive Director of the Knowledge Management Research Center (KMRC), said, "The University of the Hong Kong Polytechnic University has lately won the KM Award in 2009 and 2010. The University of the Hong Kong Polytechnic University has already been developing a KM framework for many years. For years of efforts, this resulted in a robust framework that provides a comprehensive KM program and an array of initiatives for continue to improve the KM system. The University of the Hong Kong Polytechnic University has been advocating the implementation of KM as a key strategy, offering a variety of research programs for all employees, from different departments, to future leaders, to see how KM can actually work in the environment of policy decision."

Being The Top Winner of the Hong Kong POLYU Award 2009 as well as the winner of the Asia-Pacific KM Award 2010, the Hong Kong Police Force has been developing a KM framework for many years. The years of efforts have resulted in a robust framework that combines a comprehensive KM program and an array of initiatives for continued improvement. The University of the Hong Kong Polytechnic University has been advocating the implementation of KM as a key strategy, offering a variety of research programs for all employees, from different departments, to future leaders, to see how KM can actually work in the environment of policy decision. KM Champions have begun to take action and develop new initiatives within their respective KM domains.
**Experience sharing by PolyU’s KMRC**

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

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

- **Teaching**
  - M.Sc. in KM
  - Certified Knowledge Professional (CKP)
  - Dissertation Projects
  - Final Year Projects (FYP)
  - In-house training
  - Strategy Formulation
  - Framework Assessment
  - Strategic Planning
  - Taxonomy Creation & Maintenance
  - IC Audit & Benchmarking
  - Knowledge Audit
  - Knowledge Retention

**KM in Hong Kong – Sources of information**

- HKKMS Annual Conference & monthly seminars
- KMRC projects and workshops held
  - Number of projects and workshops
  - Rate of increase
  - Continuing projects
  - Nature of the projects and workshops
- 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

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**“IT” as an entry point to KM**

<table>
<thead>
<tr>
<th>Knowledge Management</th>
<th>KMS / Portals</th>
<th>Collaboration</th>
<th>Knowledge Sharing tools/techniques</th>
<th>Personal Knowledge Management</th>
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</thead>
<tbody>
<tr>
<td>2000-2005</td>
<td>3</td>
<td>7</td>
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## KM becomes more collaborative and personal

<table>
<thead>
<tr>
<th></th>
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<th>Personal Knowledge Management</th>
</tr>
</thead>
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<tr>
<td><strong>2000-2005</strong></td>
<td>3</td>
<td>7</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>2006-2010</strong></td>
<td>2</td>
<td>1</td>
<td>5</td>
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</tbody>
</table>

Gilbert on Sharing Ignorance

A 2000 Gilbert Comic Strip on Sharing Ignorance

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## Projects in the KM Research Centre

Image showing various organizations and logos.
UG Students’ Final Year Projects

<table>
<thead>
<tr>
<th>Year</th>
<th>No of FYPs</th>
</tr>
</thead>
<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)
- Hoh Fuk 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 Bellringers Hong Kong
- Suicide Crisis Intervention Center (1 student)

KM Singapore 2010 talk by Eric Tsui on 16-9-2010
Common projects aligned with stage of 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></td>
<td></td>
</tr>
<tr>
<td>IT Outsourcing</td>
<td>Technologies</td>
<td>Collaboration Tools and Culture</td>
</tr>
<tr>
<td>Government Department</td>
<td></td>
<td>Knowledge-enabled CRM System</td>
</tr>
<tr>
<td>Education, Transportation</td>
<td></td>
<td>Web 2.0 Technologies, RSS</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Social Networking</td>
</tr>
</tbody>
</table>
“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-engineering, 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, 09/10, 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) in HK

- IC training, auditing and reporting have been carried out at HSBC, Caritas, HK Productivity Council, Towngas, Langham Place Hotel, HK Science and Technology Park, 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
IC development at IPD, HKSARG


IC development at IPD, HKSARG

Intellectual Capital (IC) in HK

• Gaps between “Should Be” and “As is” in Human, Structural, Relation, and External Capital provide input into business planning

KM Singapore 2010 talk by Eric Tsui on 16-9-2010
### Key Web 2.0 projects in Hong Kong

<table>
<thead>
<tr>
<th>Department, Organisation</th>
<th>Web 2.0 tool</th>
<th>Status</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>hkme</td>
<td>Blog</td>
<td>Deployed</td>
<td>RSS combined with BPMS</td>
</tr>
<tr>
<td>IDCTC, Health</td>
<td>Wiki</td>
<td>X</td>
<td>Deployed</td>
</tr>
<tr>
<td>Library &amp; School of Hotel, Tourism &amp; Hospitality, HKPolyU</td>
<td>RSS</td>
<td>X</td>
<td>Deployed</td>
</tr>
<tr>
<td>Child Assessment Services, Health</td>
<td>Virtual World (Second Life)</td>
<td>Deployed</td>
<td>Knowledge and Information Collaboration Platform (KICP)</td>
</tr>
<tr>
<td>OGCIO</td>
<td>X</td>
<td>X</td>
<td>Deployed</td>
</tr>
<tr>
<td>Environmental Protection</td>
<td>X</td>
<td>X</td>
<td>Deployed</td>
</tr>
<tr>
<td>Adidas</td>
<td>RSS</td>
<td>X</td>
<td>Deployed</td>
</tr>
<tr>
<td>Towngas</td>
<td>RSS</td>
<td>X</td>
<td>Deployed</td>
</tr>
<tr>
<td>HACTL</td>
<td>X</td>
<td>X</td>
<td>Prototyped</td>
</tr>
<tr>
<td>HK Police</td>
<td>X</td>
<td>X</td>
<td>Prototyped</td>
</tr>
<tr>
<td>Census &amp; Stats</td>
<td>X</td>
<td>X</td>
<td>Deployed</td>
</tr>
<tr>
<td>Cathay Pacific Airways</td>
<td>X</td>
<td>X</td>
<td>Deployed</td>
</tr>
<tr>
<td>Yahoo!HK</td>
<td>X</td>
<td>X</td>
<td>Deployed</td>
</tr>
<tr>
<td>Google HK</td>
<td>X</td>
<td>X</td>
<td>Deployed</td>
</tr>
<tr>
<td>MTR</td>
<td>X</td>
<td>X</td>
<td>Deployed</td>
</tr>
</tbody>
</table>
KM job trends as of 31st August 2010
(Source: www.recruit.net)

"knowledge management", ... jobs

The KM Assessment Society (CAS) of the Department of Health (DH) recognized the Child Assessment Service (CAS) in 2007 for its good practice in knowledge management.

"This recognition is a great encouragement to CAS colleagues as well as a tremendous boost to our institutional management journey. We are keen to share the lessons with staff colleagues and express gratitude for our management’s support in our initiatives," Consultant Paediatrician, Dr Catherine Lee, said.
Observations and Summary

- Seminars, conferences, projects and awards have a positive effect in raising awareness and enhancing adoption of KM in HK
- Organisations starting KM tend to focus on creating a strategy and/or conduct a Knowledge Audit
- Information/Document-centric organisations increasingly adopt EDMS, portals with due attention to taxonomy and search
- Collaboration emerges as a key focus – “knowledge is socially constructed” is gradually being understood
- RSS, Wikis are common “entry points” for Web 2.0/Enterprise 2.0 projects in organisations
- Projects focusing on harnessing quality knowledge, scenario-based learning, and sustaining CoPs represent a higher level of maturity in the KM journey
- KM is expanding in HKSARG departments and large organisations in HK; awareness among SMEs is still very low
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