

Title of Case:

Putting the brakes on your KM journey: Case Study from a large manufacturing company headquartered in Hong Kong

Presenter's Name, Position and Organisation:

Eric Tsui, Professor, The Hong Kong Polytechnic University

The Background and Purpose of the KM Effort in the Case

- *For this organization, management buy-in and user-support pose no problem*
- *Technologies and enthusiasm are ahead of the KM strategy Mountains of relevant and good content scattered throughout the organisation*
- *Need to evolve from a information-based culture to an environment for group learning*
- *Lack of in-house KM expertise*

What You Did

- *Dialogue with the executive management team*
- *Sharing of good KM practices gained from other organisations*
- *Review of the organisation's existing KM efforts and stage of maturity*
- *Identification of divisions for pilot projects*
- *In-house custom designed workshops on KM Strategy Formulation*
- *Brainstorming on KM Strategic Roadmapping*
- *Key decision on continuing, suspending or altering the existing KM direction*

Lessons Learned

Too early at this stage. Will explore further at the workshop.

Impact and Benefits

- *Perceived business benefits for the organisation*
 - *Cost savings*
 - *Quality improvement*
 - *Customer satisfaction and account growth*
 - *Increased revenue*
 - *Greater innovation capacity*
 - *Compliance with environmental regulations*
 - *Increased information awareness across the organization including line companies*
 - *Less travel (due to using WebConferencing and E-Learning tools)*
 - *(Potential) Value-Added Knowledge Services for Strategic Clients*