

## APPENDIX A: KNOWLEDGE ASSESSMENT SCORECARD

### Performance Indicators

- ① Average annual GDP growth (World Development Indicators)
- ② Human Development Index (Human Development Report, UNDP)

### Economic Incentives

- ① Composite ICRG risk rating (World Development Indicators)
- ② Tariff and non-tariff barriers (Heritage Foundation)

### Institutional Regime

- ① Corruption perception index (Transparency International)
- ② Compliance with court rulings (World Economic Forum)
- ③ Intellectual property is well protected (World Economic Forum)
- ④ Press Freedom (Freedom House)

### Human Resources

- ① Literacy rate as % of population (IMD)
- ② Secondary + tertiary enrolment (World Development Indicators)
- ③ People are flexible to adapt to new challenges (IMD)

### Innovation System

- ① FDI as % of GDP (World Development Indicators)
- ② Royalty and license fees as % of GDP (World Development Indicators)
- ③ Scientists and engineers in R&D per million population (World Development Indicators)
- ④ Patent applications granted in the US to different countries per million of their populations (US Patent and Trademark Office)
- ⑤ Research collaboration is very close between universities and industry (World Economic Forum)
- ⑥ Companies are aggressive in absorbing new technology (World Economic Forum)

### Information Infrastructure

- ① Telephone per 1000 persons (fixed-line + mobile phones) (World Development Indicators)
- ② Computer per 1000 persons (World Development Indicators)
- ③ Internet hosts per 10,000 persons (World Development Indicators)

Source: Dahlman (2000)

**APPENDIX B: LIST OF RESPONDENTS**

<b>Company</b>	<b>State</b>	<b>Year/s(*) of Winner</b>
Adampak Graphics Sdn. Bhd.	Penang	2000(5), 2001(11)
Asia Pacific Institute of Information Technology	Kuala Lumpur	2000(3)
BCM Electronics Corporation Sdn. Bhd.	Penang	2001(40)
Cosmopoint Sdn. Bhd.	Kuala Lumpur	2000(20)
Dream-Mate Furniture Manufacturer	Selangor	2001(13)
Durachem Sdn. Bhd.	Selangor	2001(35)
England Optical Group	Kuala Lumpur	2000(11) & 2001(10)
EonMetall Technology	Penang	2000(21)
Golden Fresh Sdn. Bhd.	Penang	2000(13)
Kian Sdn. Bhd.	Kuala Lumpur	2000(1)
Kualiti Alam Sdn. Bhd.	Kuala Lumpur	2001(22)
Light Style Sdn.Bhd.	Selangor	2000(29)
Master-Pack Sdn. Bhd.	Penang	2001(42)
Mawood Industries Sdn. Bhd.	Kuala Lumpur	2000(49)
Mega Air-Conditioning Sdn. Bhd.	Selangor	2000(27)
Metronic Engineering Sdn. Bhd.	Selangor	2001(17)
Mitsutoyo Electronic Industries Sdn. Bhd.	Johor	2001(50)
Multi Cargo Express Sdn. Bhd.	Kuala Lumpur	2001(34)
PJ Indah Sdn. Bhd.	Selangor	2000(15)
Point-Of-Sales Advertising Sdn. Bhd.	Kuala Lumpur	2001(37)
PTR Integrated Corp. Sdn. Bhd.	Selangor	2000(39)
Sedaya College Sdn. Bhd.	Kuala Lumpur	2000(28)
Seri Modalwan Sdn. Bhd.	Sabah	2000(40)
Sirijaya Industries Sdn. Bhd.	Perak	2000(41)
TFP Precision Industries Sdn. Bhd.	Perak	2001(4)
Upha Corporation Sdn. Bhd.	Selangor	2000(17)

\*Ranking of the particular year among the Enterprise 50 winners.

### **Appendix C: List of Potential Benefits of Knowledge Management**

Produce and conserve New Value - such as Intellectual Property Assets

Generate new Wealth and increasing returns /Increase Revenue /Open New Markets

Enable Sustainable, Organic Growth

Improve the Flow of knowledge/Improve Decision-Making

Mitigate Risk

Develop and implement New Business Models

Build More Profound relationships and ongoing Mind-Share with Customers

Lift Productivity and Efficiency

Speed Innovation/ Unleash new Ideas and Creativity

Help create a more Adaptive, responsive, dynamic, flexible, organization

Facilitate the evolution of a more Intelligent Enterprise and produce smart engaging products

Use knowledge To Build Virtual Businesses

Better prepare for and anticipate The Future

Improve and accelerate Learning

Gather superior Business and Competitive Intelligence

Enhance Team Collaboration & Coordination

Maximize the organization's use of available collective wisdom, experience, and the Brain-Power of human capital assets

Improve the Service and Support of Customers

Shift employees from balance-sheet expense items to Knowledge Equity Investors in the enterprise

Improve the ability of the organization to Manage Change

Retain motivated, loyal, and committed Talent

Introduce a more relevant measurement "Dashboard" and Instrument Panel, with knowledge-based versus mere industrial age metrics

Be better positioned for Knowledge Workers to cope with increasing Infoglut and Information-Overload

Turn Process Know-How into a valuable Corporate asset - Knowledge Conversion

Help the enterprise to grow more Network Connections, more knowledge nodes ( the value of a network is related to the extent of the nodes in it )

Lower Operating Costs by substituting information and knowledge stores for inventory

Avoid Waste and Duplication by encouraging Knowledge Reuse

Create a more knowledge aware, knowledge friendly culture, and Community of Practice(s) better suited to the emerging knowledge-based economy context

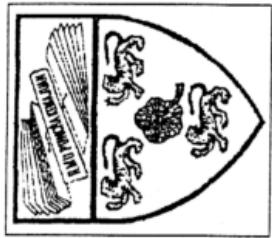
Allow more leveraging of knowledge assets through Knowledge Arbitrage strategies

Have better Knowledge Transfer occur in the execution of projects

Extend the global Reach and Scope of the enterprise

Bring a new level of sophistication to managing the brand, reputation, and Intangibles that customers value

Source: Adapted from [www.kikm.org](http://www.kikm.org)



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Perception and Practice  
*of*  
Malaysian Small- and Medium-Sized Enterprise  
*on*  
Knowledge Management

*Kindly use the registered mail given  
to return this questionnaire  
before 25 January 2002.*

## Part I : Perception on Knowledge Management

### 1.1 Which of the following phrases represent your perception of Knowledge Management? ↴ ↵ ↵

- Intellectual capital
- Organizational knowledge
- Best practice
- Core competencies
- Organizational learning
- Organizational memory
- Information technology management
- Tools and methodology
- Knowledge capture and dissemination
- Knowledge transfer
- Experience management
- Customer relationship
- Others \_\_\_\_\_

### 1.2 What are the elements of knowledge within your organization? ↴ ↵ ↵

- Hard information
- Soft information
- Tangible issues
- Intangible issues
- Cultural issues
- Personal experiences
- Creativity and Innovative
- Value chain
- Education and training
- Interchange with others

### 1.3 What do you think should knowledge management focus on? ↴ ↵ ↵

- Linking people to people
- Capturing and sharing knowledge
- Streamlining IT support and people
- Creating new product and services
- Helping growth and learning
- Recognizing and rewarding employees for sharing knowledge
- Others \_\_\_\_\_

### 1.4 What is your organization's perception towards knowledge management? ↴ ↵ ↵

- It could help our company organizes information sources better.
- It is transforming the way our organization doing business.
- Something we do but we don't have a fancy name for.
- Just a management fad that will be forgotten.
- Don't know/not stated
- Others \_\_\_\_\_

- Vital knowledge lost
- Knowledge not available
- Duplication of errors
- Data not interpreted/inability to use information
- Lack of competitor information
- Lack of customer information
- Inefficient information technology
- Inefficient organization processes
- Insufficient employee performance

### 1.6 What are the benefits for implementing Knowledge Management? Please ↴ ↵ ↵

BENEFITS	Strongly Agree	Agree	Fairly Agree	Disagree	Strongly Disagree
Reduced operating cost/mistakes					
Increased organizational effectiveness					
Increased market share					
Improved customer retention (Enhanced client/customer relationships)					
Better innovation and reduced cycle times					
Gained new opportunities ahead of competitors					
Shorter problem solving time or better decision making					
Faster response rate					
Shared best practices					
Accelerated learning & development					
Better employees participation					
Enhanced communication flow					
Others _____					

**PART II: IT INFRASTRUCTURE**

2.1 Technological infrastructure in your organization. Please ↗

INFRASTRUCTURE	Implemented in company	Not Implemented in company	Implemented for knowledge management
Email for communication	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Local/Wide Area Network (LAN/WAN)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Internet	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Intranet (An internet-like network within organization)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Extranet (A network that links business partners and have access to each others intranet)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Groupware (Software that enables communication among people within organization)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Document management systems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Data warehousing / Data mining (A centralized repository of selected corporate data to support decision making)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2.2 Technology facilitates learning transfer and dialogue in your organization.

 Very unsatisfactory Unsatfactory Fair Satisfactory Very satisfactory

2.3 What is the driver for the technology?

 IT specialists exclusively Some input by the end users Technology is seen as a key enabler People are the starting point**PART III: PEOPLE or KNOWLEDGE WORKER**

3.1 What is the effect of a key employee leaving the organization?

 Lost knowledge of best practice in specific area Damaged relationship with key client/supplier/customer Lost information vital to the running of the organization Lost significant income/revenue Others \_\_\_\_\_

3.2 Employees in your organization are becoming 'knowledge workers', i.e. they rely less on their physical capabilities and more on intellect and knowledge.

 Strongly agree Agree Fairly agree Disagree Strongly disagree

3.3 In your organization, knowledge workers are those who hold the position of

 Manager Executive/officer Supervisor All employees

3.4 How to manage knowledge workers effectively?

 Provide conducive work place Design supporting business processes Deploy appropriate IT infrastructure**PART IV : Knowledge Sharing**

4.1 Your organization facilitates knowledge sharing regularly.

 Strongly agree Agree Fairly Agree Disagree Strongly disagree

4.2 Dialogue is encouraged and facilitated in your organization.

 Strongly agree Agree Fairly Agree Disagree Strongly disagree

4.3 Should you agree on 4.1 &amp; 4.2, how is knowledge sharing facilitated?

 ↗ Face to face Workshops, forums Multimedia presentations Divergent databases Convergent databases Mentoring and coaching Lessons learned from project groups Creativity techniques

**5.2 Who has the prime responsibility for capturing knowledge?**

- IT specialist  
 Central group  
 Each individual involved  
 Senior management  
 No-one
- i - Exchange of experience during formal and informal discussion and gathering (Socialization).  
 Highly practised     Moderately practised     Less practised     Not practised

- ii Individuals gather explicit knowledge from several resources and combine with own personal experience to create new' knowledge but these are not documented (Internalization).  
 Highly practised     Moderately practised     Less practised     Not practised
- iii Individuals share the new discovery through published documents (Externalization).  
 Highly practised     Moderately practised     Less practised     Not practised
- iv A situation exist where all the above three methods are embedded in the organization system (Combination).  
 Highly practised     Moderately practised     Less practised     Not practised

**4.5 What are the obstacles of sharing knowledge in your organization? Please ↗**

OBSTACLES	Strongly Agree	Agree	Fairly Agree	Disagree	Strongly Disagree
Willingness to share knowledge but do not have the time/platform	-				
Lack of appropriate technology					
Lack of commitment KM from senior management	*				
Knowledge is difficult to locate					
Individuals do not share best practice					
Current culture does not encourage knowledge sharing					
No reward for knowledge sharing					
Too much knowledge					
Lack of understanding of KM benefits among employees					

**PART V : Storage of Knowledge Component****5.1 Where is the knowledge captured that for organizational competitiveness? ↗**

- Senior management  
 Middle management  
 Team leader  
 Employees  
 Daily experiences  
 Lessons learned through projects  
 Customers  
 Suppliers  
 Competitors  
 Benchmarked companies

**5.3 What is the method used to store the following type of data in your organization?**

Please ↗	METHOD	Individual Memory	Paper Document	Electronic Unlimited Access	Electronic Limited Access	Do Not Know	Others (specify)
	Customer						
	Company's own market						
	Company's own product and service						
	Competitor						
	Employee knowledge and skills						
	Regulatory environment						
	Methods and process						

**PART VI : Initiatives of Knowledge Management****6.1 Is there a formal knowledge management initiative in your organization?**

- No (Please answer the question No. 6.2)  
 Yes (Please answer the question No. 6.3)

**6.2 What are the barriers for implementing knowledge management in your organization?**

- Information overload  
 Obsolete data/information  
 Technological infrastructure within company  
 KM-related roles and responsibilities of employees  
 Hard to motivate employee to share knowledge  
 Others \_\_\_\_\_

① This ends the questionnaire. Thank you very much.  
 Pls. go to Page 7 to tell us your designation and the size of employees.

**6.3 The personnel pioneer the knowledge management Initiative in your organisation.**

- Chief executive officer/ managing director  
 Chief knowledge officer  
 Chief technology/information officer  
 Head of IT / MIS dept.  
 Head of HR dept.  
 Head of Finance dept.  
 Each departmental head  
 other, pls. specify \_\_\_\_\_