

## Hong Kong Most Admired Knowledge Enterprise (MAKE) Award

### **Guidelines for preparing the KM Report**

The report should be written in English and in 3 sections following the guidelines below:

#### **Section 1: Organisation Background**

- A brief description of your organisation (e.g. size, location, business nature, main business activities)
- How long has your organisation been operating in Hong Kong?
- What is the biggest challenge to your organisation (e.g. financial impact, staff morale, technical innovation, retention of staff, market shrinkage, strong competition, exit of retiring staff etc.)?

#### **Section 2: Description of KM Activities**

**The questions listed here are for your reference only. You do not have to satisfy all of them.**

**Whenever, possible, use examples/illustrations to support your answers.**

##### ***Section 2.1 Creating an enterprise knowledge-driven culture***

- What is the mission and vision of your organisation? Are these known and communicated to your employees throughout the organisation?
- Does your organisation have an incentive / staff appraisal system to acknowledge teamwork and knowledge sharing among your colleagues?
- Are there any vivid discussion and constructive debate on organisational issues and matters?
- How often are innovation / knowledge management issues being discussed in your organisation? How well are they understood?
- Do you have a knowledge management or team learning program in your organisation?

##### ***Section 2.2 Developing knowledge workers through senior management leadership***

- Does your senior management know what is the most valuable intangible asset in your organisation? What are those assets?
- How is critical knowledge being acquired (e.g. internal training, mentoring, outsourcing etc.)?
- Does your organisation know what knowledge area(s) need to be developed in the near future?
- How is your organisation going to develop this new knowledge area (through recruitment, head hunting, employing consultants, internal development, etc.)?
- How does your organisation transfer the existing knowledge to colleagues and new employees in a better and faster way (any policies / programs / activities)?

##### ***Section 2.3 Delivering knowledge-based products/services/solutions***

- What is the percentage of your organisation's budget devoted to Research and Development?
- Has your organisation received any public prizes or awards?
- Does your organisation have a mechanism of collecting new ideas from employees and/or customers?
- Does your organisation have processes that enhance knowledge creation and innovation in your

products / services?

- Does your organisation have any incentive schemes to reward idea generation and innovation?

#### ***Section 2.4 Maximising the intellectual capital of the organisation***

- What is the approximate proportion of intangible asset in your organisation in terms of the total asset (including both financial and intangibles assets)?
- What are these intangible assets? (Please give examples.)
- To what extent (in terms of percentage) does your organisation own these intangible assets? (i.e. would these intangible assets disappear when the staff who owned them leaves the organisation?)
- Does your organisation keep a record of the possessed intangible assets?
- Does your organisation have a policy of protecting your intellectual assets before these are turned into intellectual property (IP) (i.e. protected by law)?
- Is there any department or staff responsible for safeguarding IP rights or brand names for your organisation?

#### ***Section 2.5 Creating and sustaining an environment of knowledge sharing***

- Does your organisation have systematic processes for capturing knowledge (both external and internal), organizing and sharing it throughout your organisation?
- What are the processes / routes for collecting and soliciting opinions and ideas from staff at different levels?
- What are the information tools and platforms available in your organisation that support faster flow of information and knowledge among your employees?
- Are information and staff directory readily accessible through your computer and communication networks? (Please illustrate)
- What is the preferred way of communicating and disseminating information to employees in your organisation (e.g. informal communication channels like gathering, coffee breaks, blog, etc. or formal channels such as meetings, notices, newsletters, etc.)?

#### ***Section 2.6 Creating and Sustaining an enterprise culture of continuous learning***

- What is the percentage of your organisation's budget spent on staff training and development?
- Does your organisation provide any on-the-job training?
- Does your organisation have a mentorship system for newly recruited employees?
- Does your organisation have an e-learning system for employees to undertake continuous learning?
- What is the percentage of the working time of your staff spent on learning and acquiring new knowledge (e.g. attending training programmes, seminars, part-time courses etc.)?
- Is there anyone in the organisation who knows the type of knowledge areas that has to be developed in the near future? And what are these areas?
- Has your organisation developed any knowledge database of employees' skills and competencies?

- Is continuous learning a part of your organisation's staff appraisal system?

***Section 2.7 Delivering value based on customer/clients knowledge?***

- Does your organisation monitor changes in markets and/or customer expectations?
- Has your organisation conducted any customer service quality study?
- Are your customers / clients involved in developing new goods and services?
- Does your organisation have a customer relationship management system or something similar?
- How does your organisation handle customers' complaints?
- How does your organisation communicate or diffuse the customer knowledge within the organisation?

***Section 2.8 Managing knowledge to generate shareholder (or societal) value***

- Who are the shareholders (or stakeholders) in your organisation?
- How are they being informed about the work and progress of your organisation?
- What are the values generated by the organisation to the shareholders (e.g. better profit, better service, corporate social responsibility, etc)?
- How does your organisation communicate these values to the general public?

**Section 3: Your Forward Business Plan**

- Are there any items / activities in the forward business plan that deals with knowledge creation, acquisition and sharing in your organisation? (Please give examples.)
- Are there any resources (i.e. manpower, space and budget etc.) being allocated to support these items / activities?