

**OECD Survey on Knowledge Management**  
**German Pilot Study – Key Results and**  
**Bullet Points for Discussion within the OECD Group**

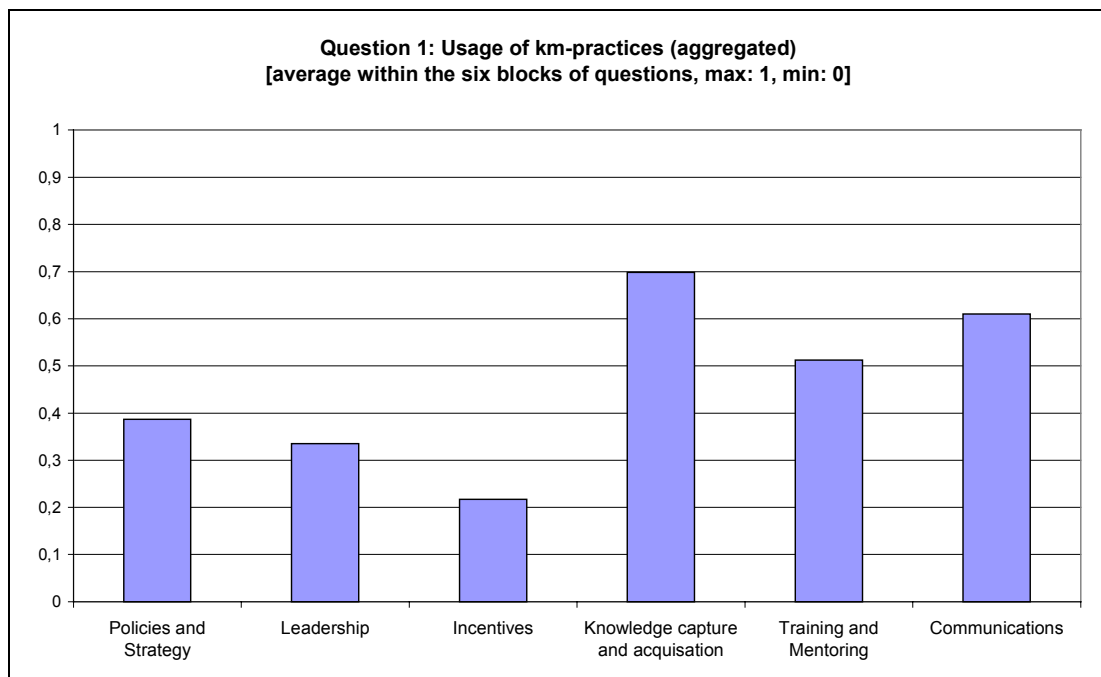
**Jakob Edler**

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March 2002

**Appendix A: Charts Core Questionnaire**

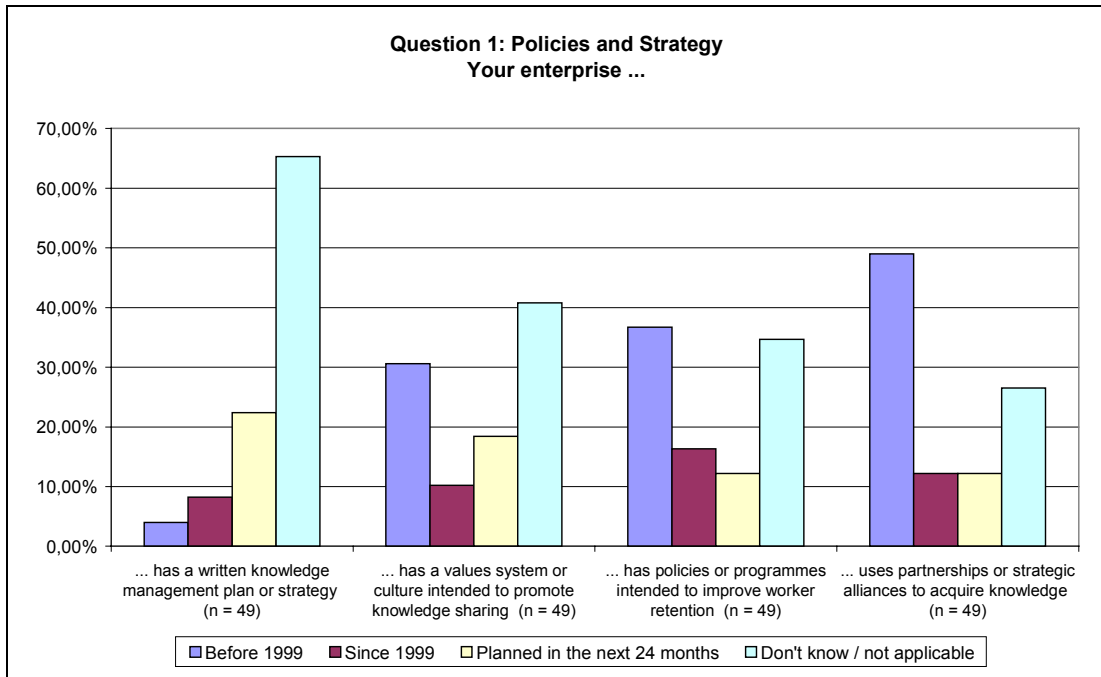
Figure A1:



Note: given are averages for each of the six question blocks, within the range 0 to 1 for each of the blocks.<sup>1</sup>

<sup>1</sup> To calculate averages, the answers are recoded in a dichotom mode, with "In use before 1999" and "Used since 1999" both meaning "in use" and "Planned" and "Don't know/not applicable" meaning "not in use".

**Figure A2:**



**Figure A3**

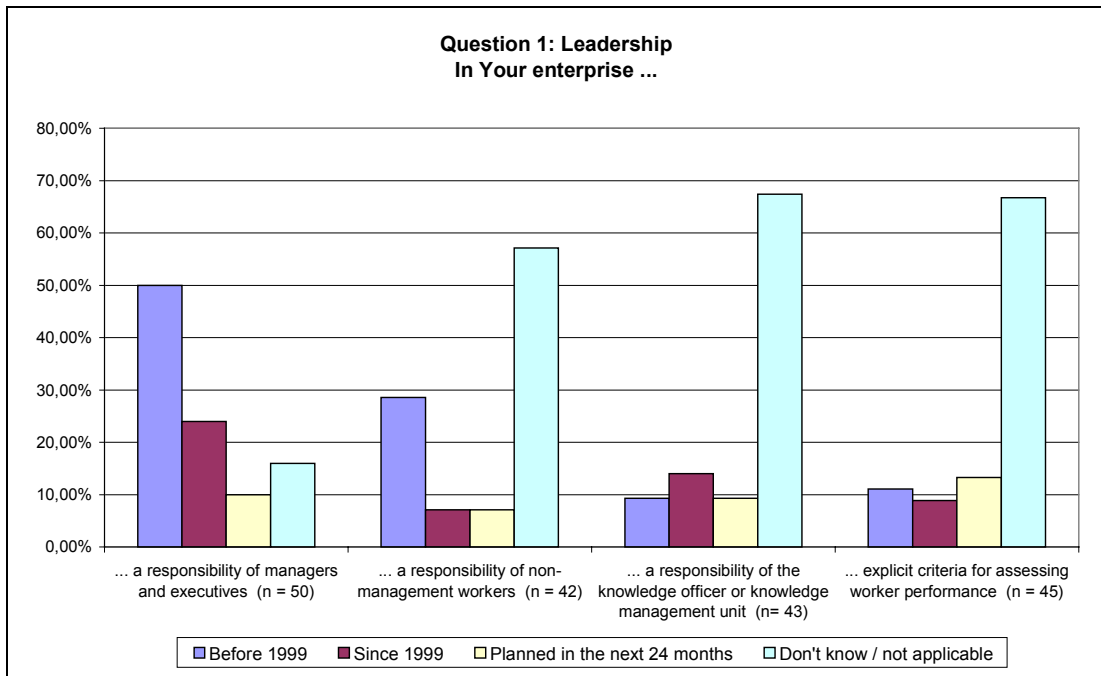


Figure A4

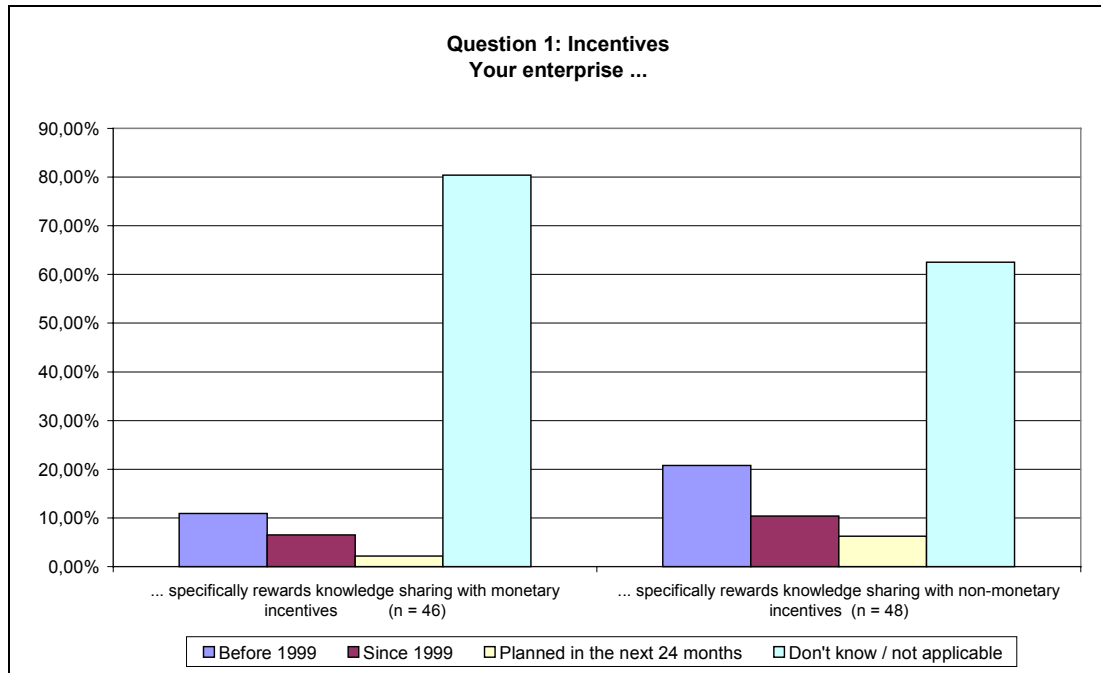


Figure A5

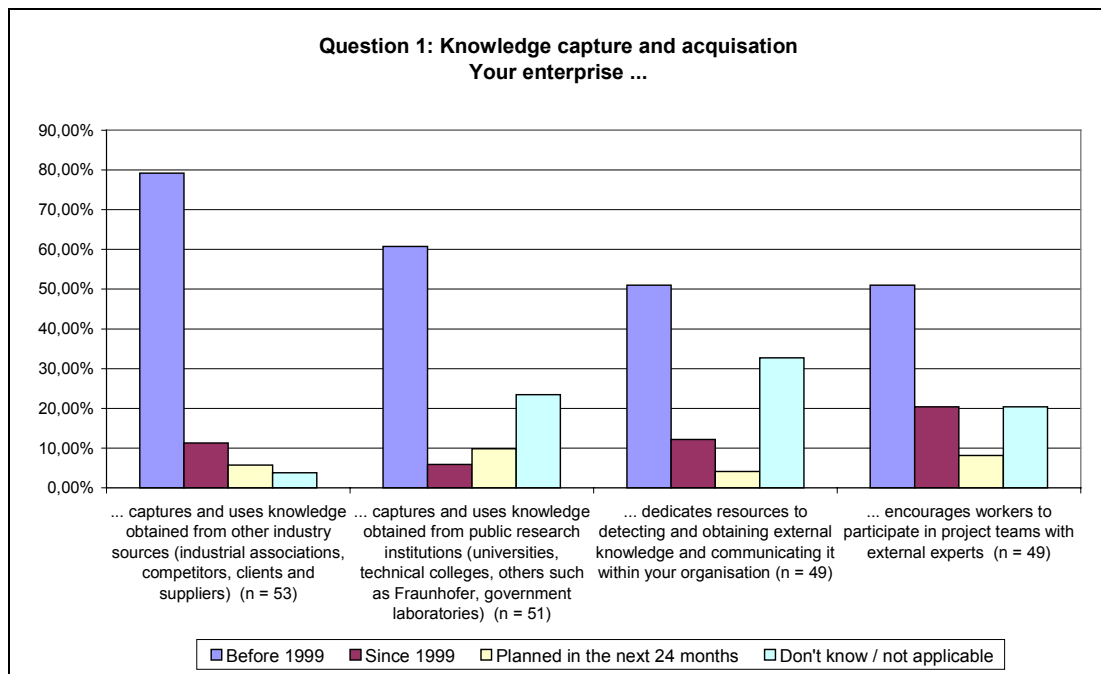


Figure A6

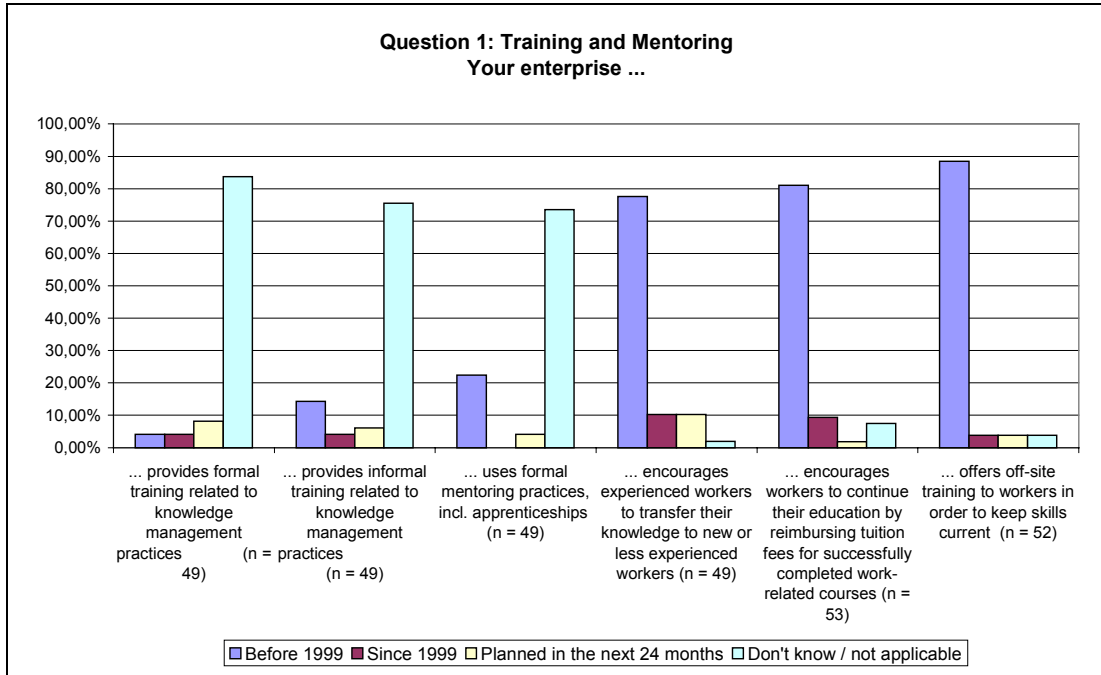


Figure A7

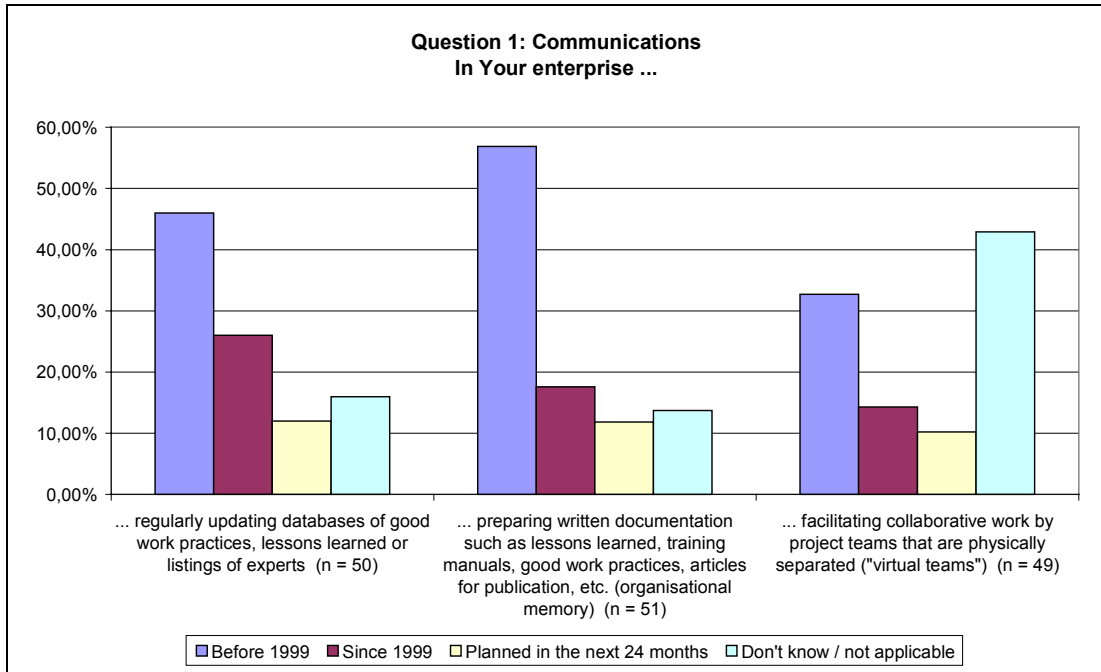


Figure A8.1:

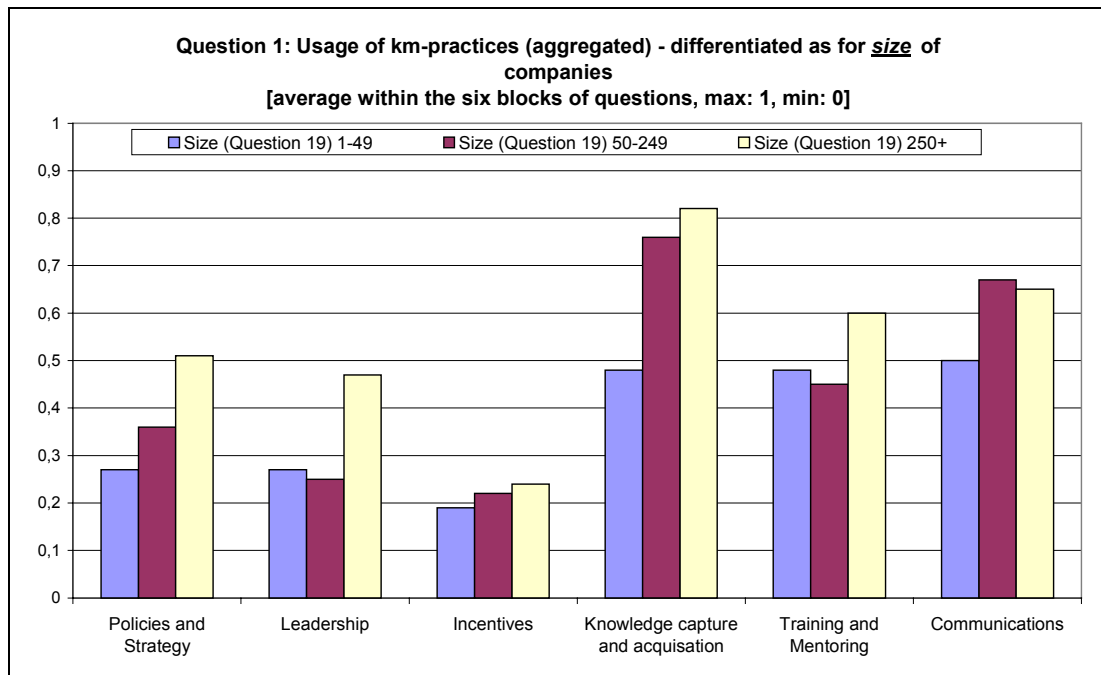


Figure A8.2

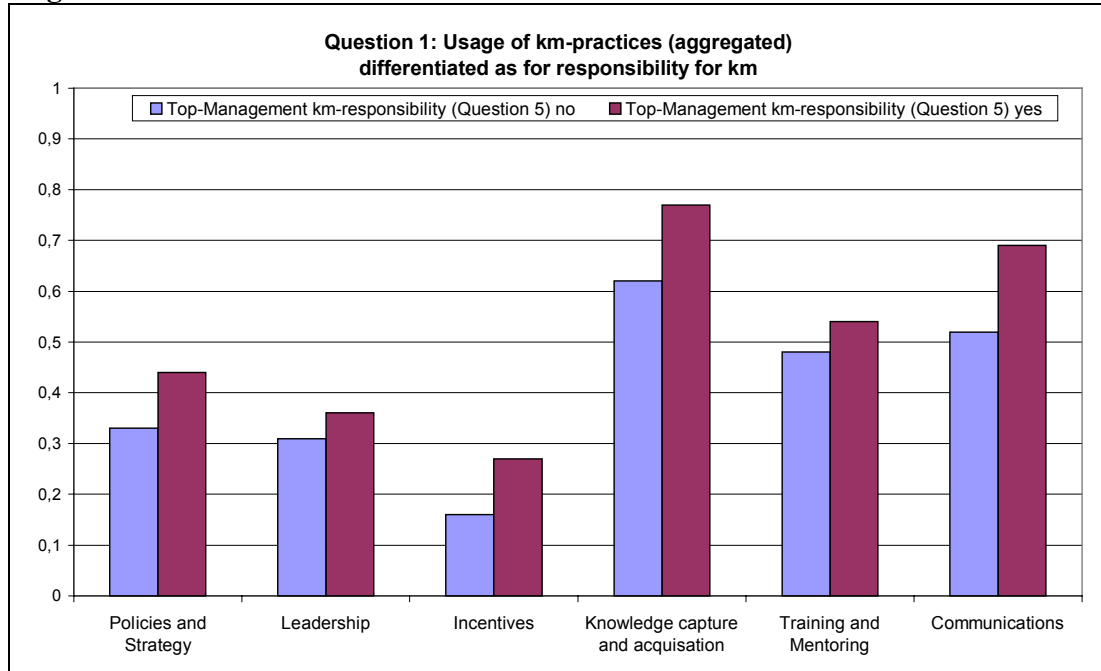


Figure A8.3:

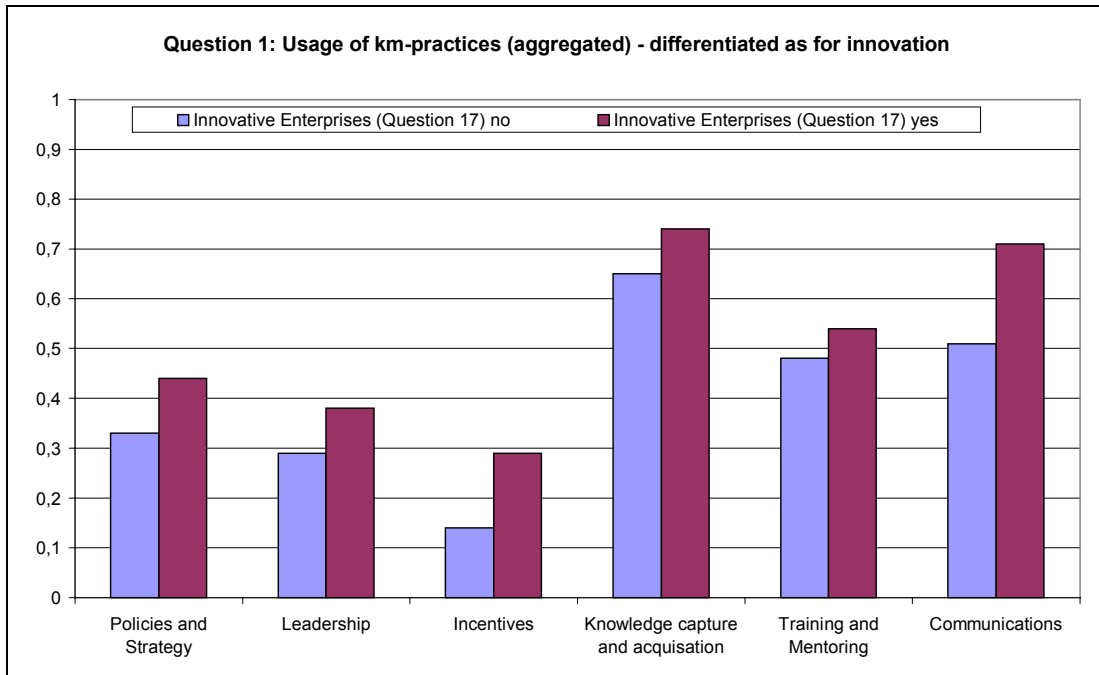
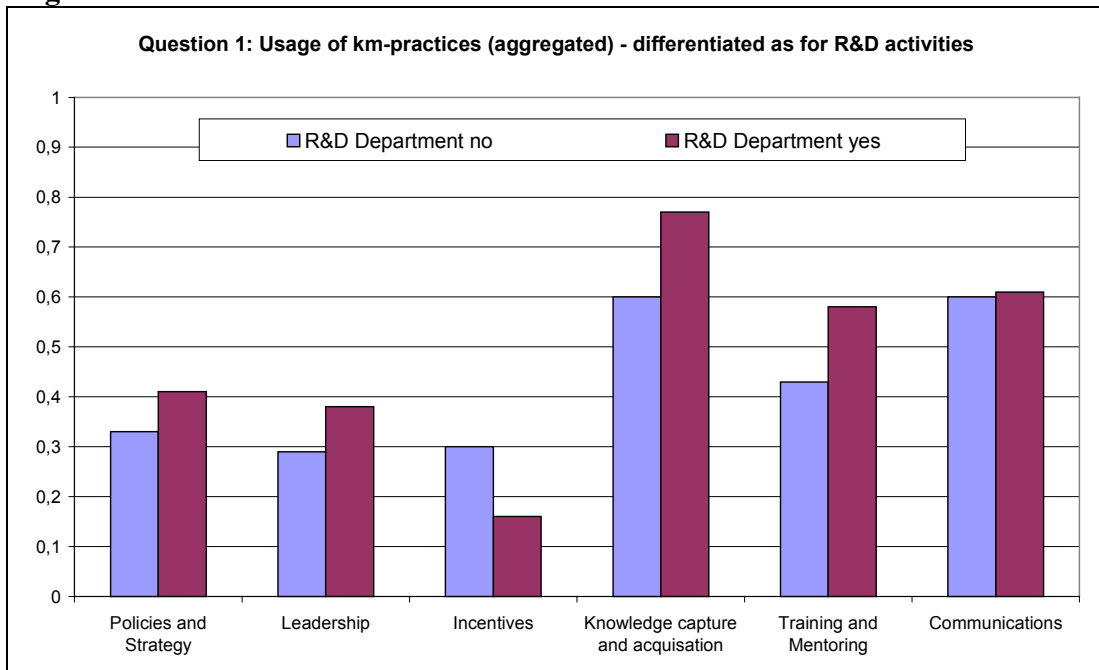
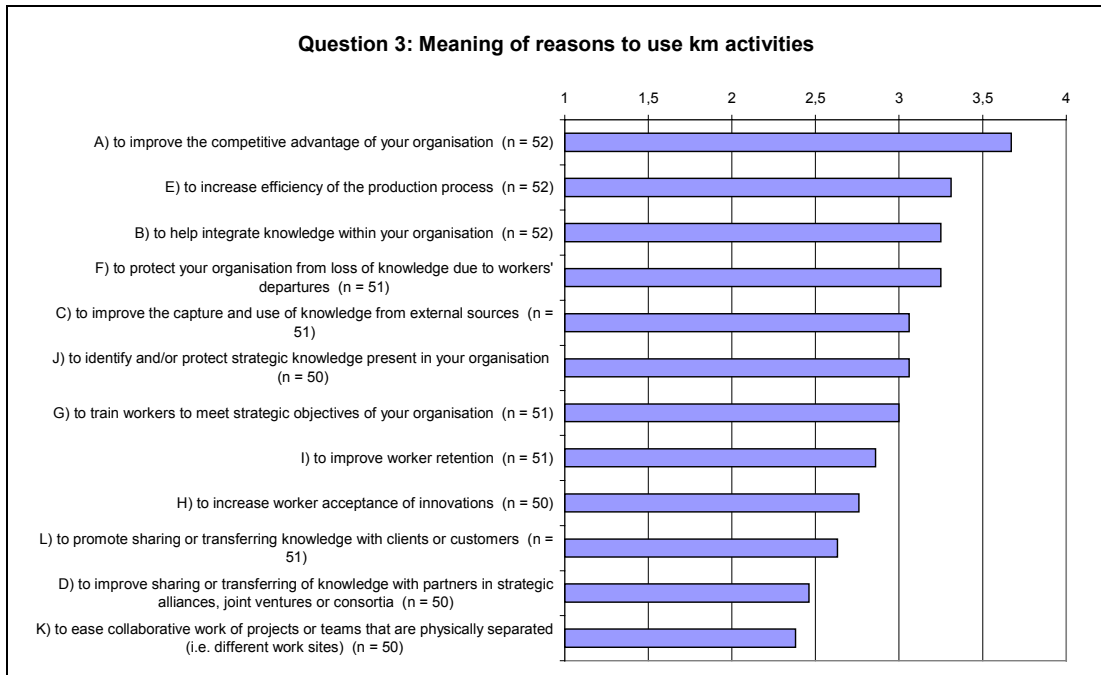


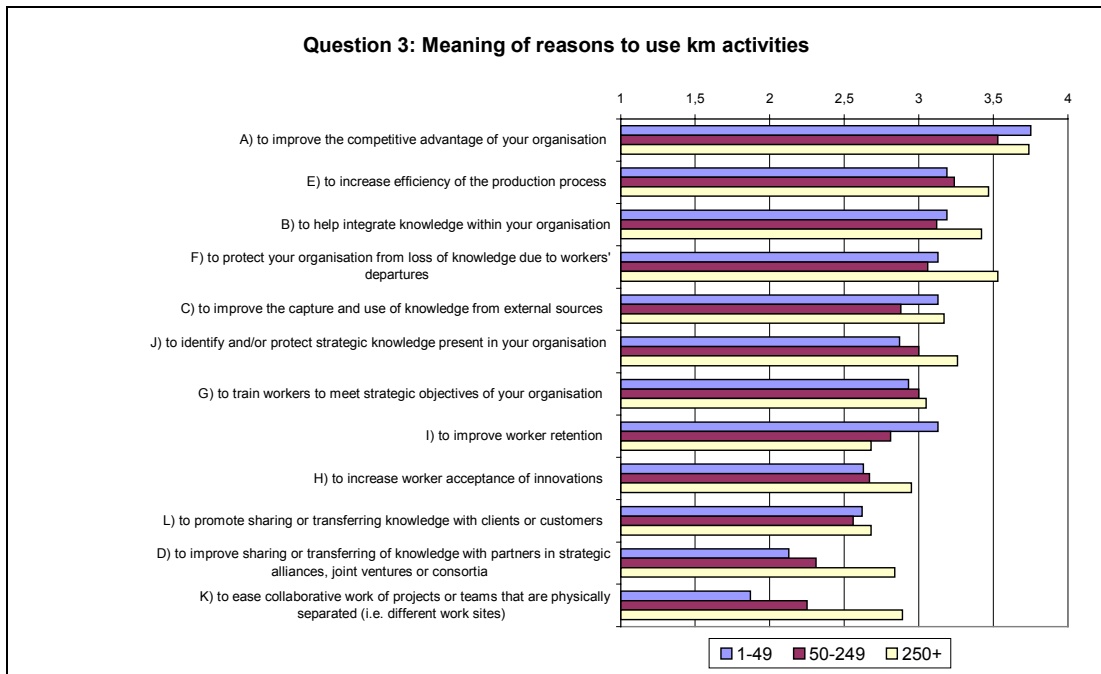
Figure A8.4:



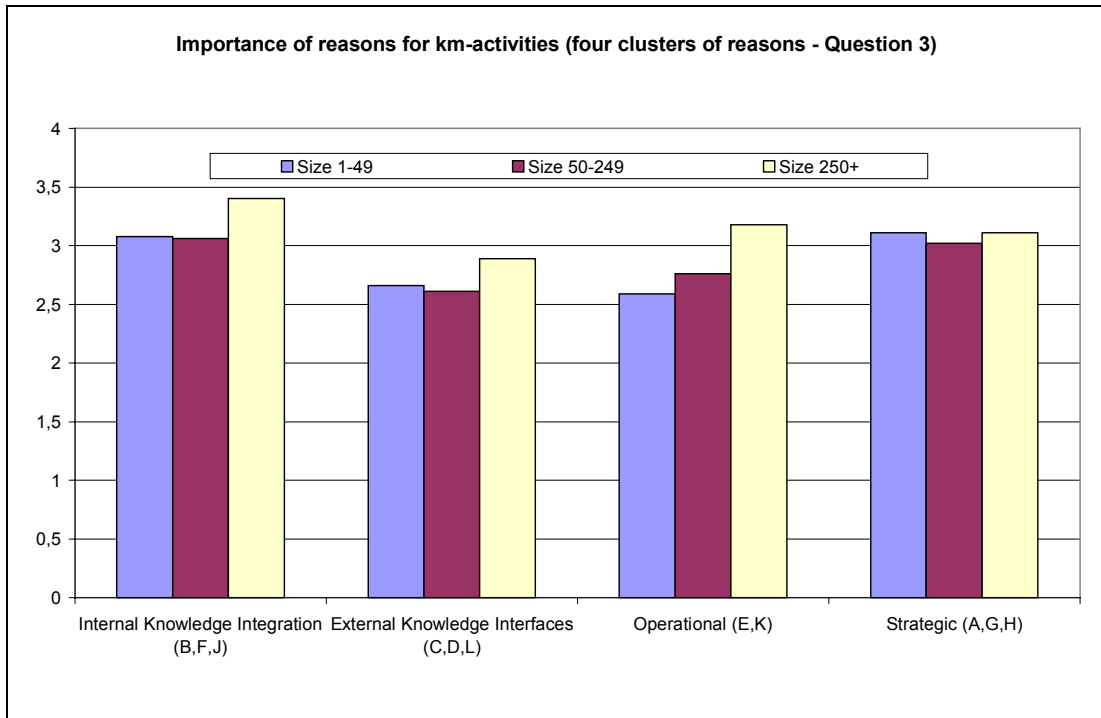
**Figure A9**



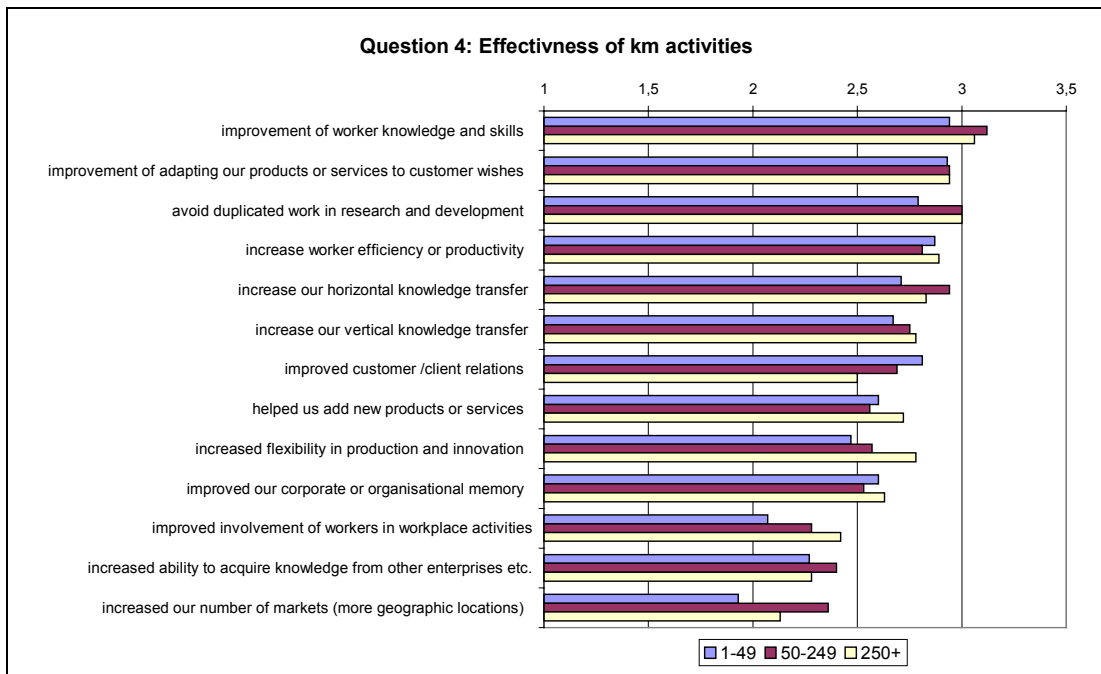
**Figure A10**



**Figure A11**



**Figure A12**



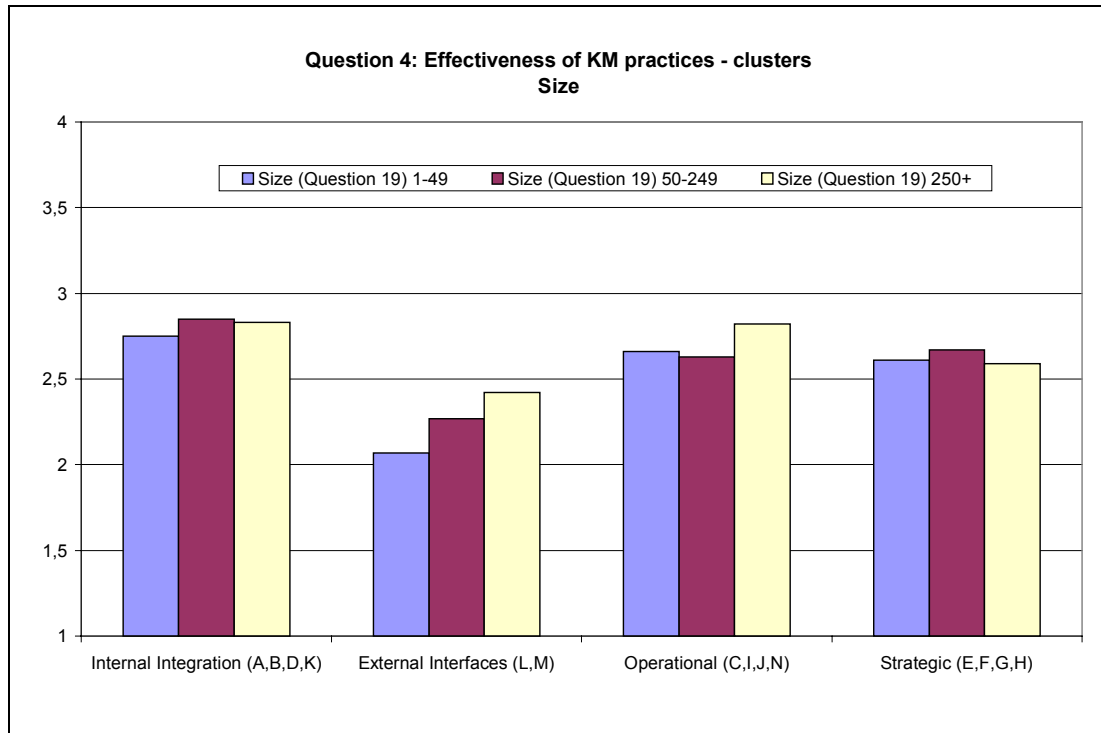
**Figure A13:**

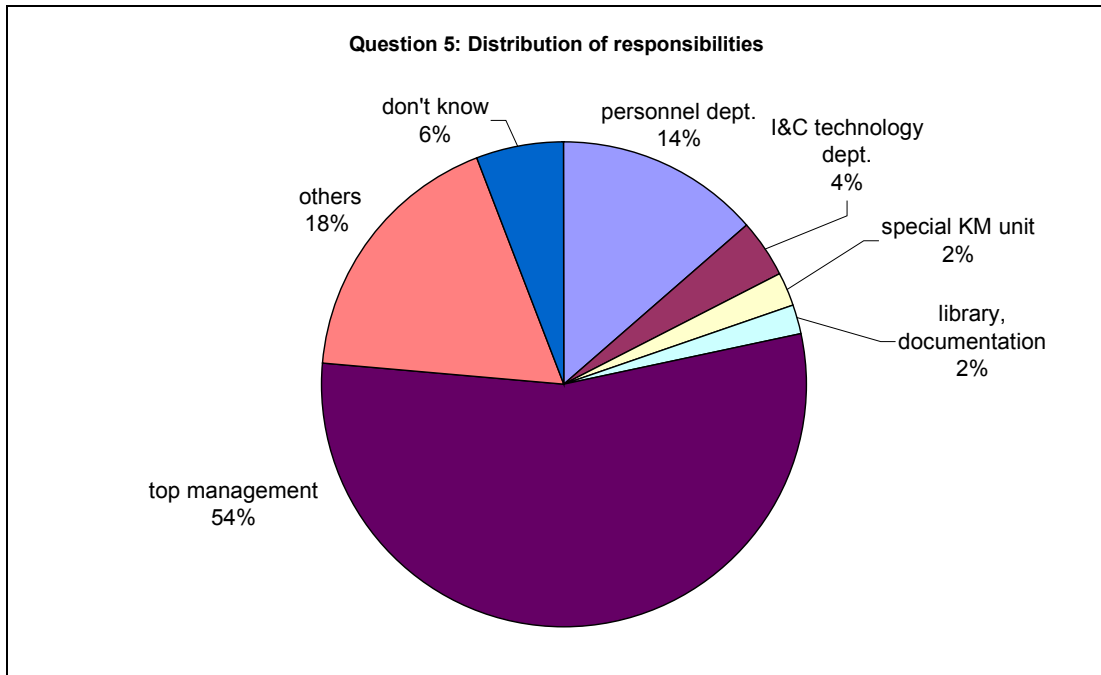
Table A1: Correlation between **usage** of KM practices and **reasons to use** KM, (Spearman coefficients, bold: 5% significance)

<i>KM practices (averages)</i> <i>Reasons to us KM</i>	Policies/ Strategies	Leader- ship	Incen- tives	K. capture acquisit.	Training/ Mentoring	Commu- nication
A. competitive advantage of your firm or organisation	-0,170	-0,153	0,211	-0,055	0,024	-0,050
B. integrate knowledge within your firm or organisation	0,067	0,088	0,099	-0,116	0,166	0,160
C. capture and use of knowledge from sources outside your firm or organisation	0,019	0,021	-0,004	0,181	0,048	0,103
D. sharing or transferring knowledge with partners in strategic alliances, joint ventures or consortia	0,241	<b>0,401</b>	<b>0,438</b>	0,046	<b>0,467</b>	<b>0,312</b>
E. efficiency by using knowledge to improve production processes	0,162	-0,026	-0,030	0,067	-0,020	0,004
F. to protect your firm or organisation from loss of knowledge due to workers' departures	0,235	0,263	0,068	0,003	0,164	0,050
G. to train workers to meet strategic objectives of your firm or organisation	<b>0,306</b>	0,090	<b>0,303</b>	0,084	0,063	0,100
H. worker acceptance of innovations	0,123	-0,101	-0,216	0,071	-0,062	0,028
I. to improve worker retention	0,170	-0,040	0,009	-0,012	0,171	0,073
J. to identify and/or to protect strategic knowledge present in your firm or organisation	0,099	0,187	0,047	0,115	0,120	0,071
K. to ease collaborative work of projects or teams that are physically separated	0,264	<b>0,353</b>	0,058	0,097	<b>0,394</b>	<b>0,438</b>
L. to promote sharing or transferring knowledge with clients or customers	<b>0,295</b>	-0,141	0,067	0,064	<b>0,296</b>	0,106

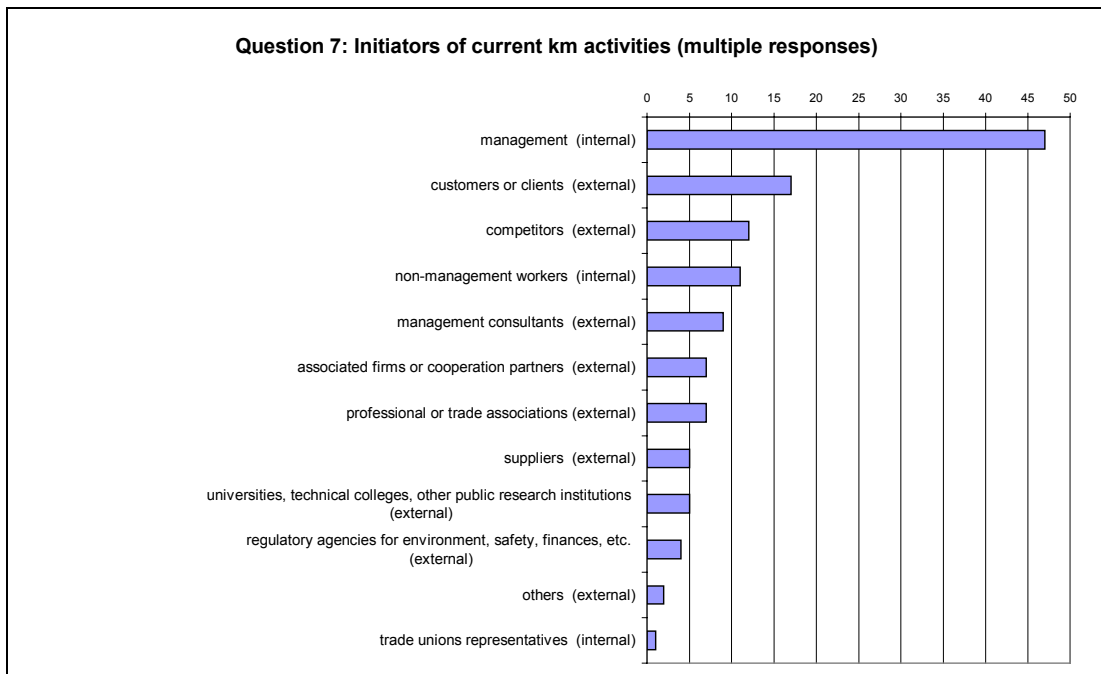
Table A2: Correlation between **usage** of KM practices and **effectiveness** of KM (Spearman coefficients, bold: 5% significance)

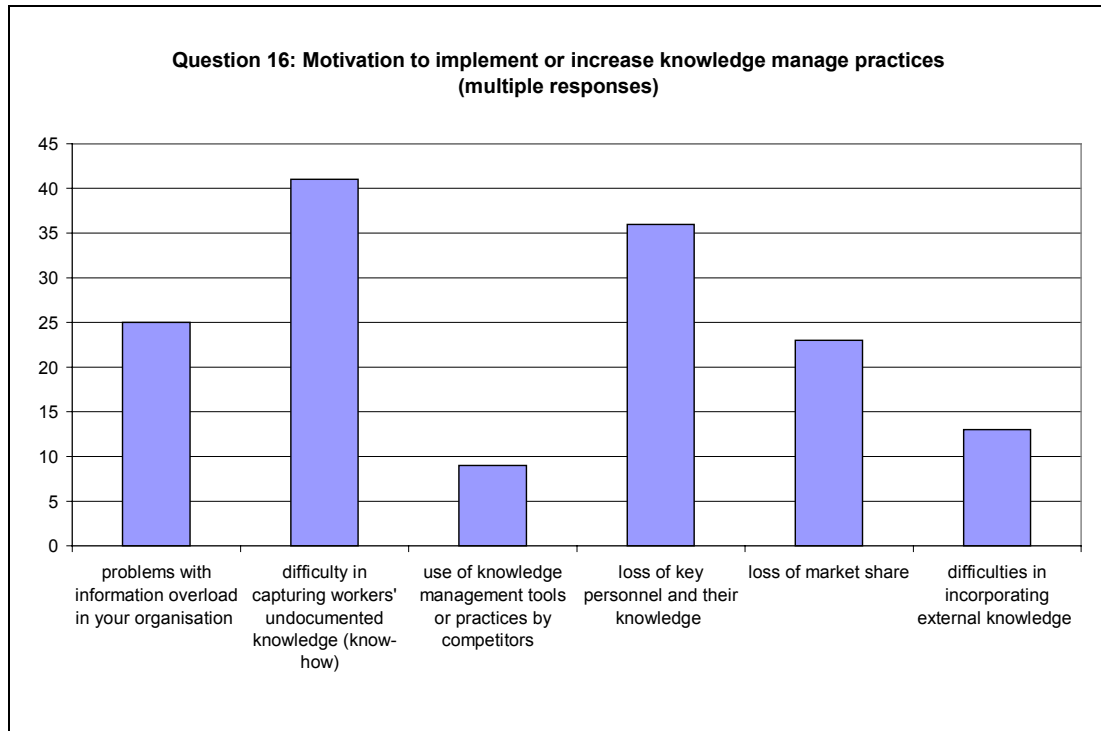
<i>KM practice (aver.)</i>	Policies/ Strategies	Leader- ship	Incen- tives	Knowl. capture/ acquisit.	Training/ Mentoring	Commu- nication	total (all practices)
<i>Effectiveness of KM</i>							
A. increased our knowledge sharing horizontally	0,180	0,174	0,011	-0,028	0,179	0,178	0,158
B. increased our knowledge sharing vertically	0,186	0,141	0,116	0,203	<b>0,369</b>	0,124	0,262
C. improved worker efficiency or productivity	0,172	0,211	0,198	0,051	0,260	<b>0,303</b>	0,249
D. improved skills and knowledge of workers	0,052	0,050	0,197	0,057	0,186	0,187	0,136
E. increased our number of	0,189	-0,025	-0,054	-0,017	-0,139	0,052	0,085
F. improved client or customer relations	-0,107	<b>-0,307</b>	-0,078	-0,024	-0,192	-0,027	-0,158
G. helped us add new products or services	0,085	0,092	0,045	0,002	-0,038	0,225	0,081
H. increased our adaptation of products or services	-0,188	-0,116	-0,017	-0,094	-0,105	-0,001	-0,206
I. increased flexibility in production and innov.	0,007	-0,207	-0,279	0,112	0,015	-0,121	-0,063
J. prevented duplicate research and development	-0,022	-0,116	-0,027	0,186	-0,143	0,187	0,059
K. improved corporate or organisational memory	-0,008	0,233	0,131	-0,108	-0,127	0,203	0,088
L. ability to capture knowl. from public research	0,069	-0,068	-0,172	<b>0,426</b>	0,190	0,101	0,134
M. ability to capture knowl. from other businesses	0,073	0,079	0,152	0,236	0,141	0,159	0,163
N. involvement of workers in workplace activities	0,268	0,015	0,076	0,028	0,181	0,088	0,187

**Figure A 14: Responsibility for KM**



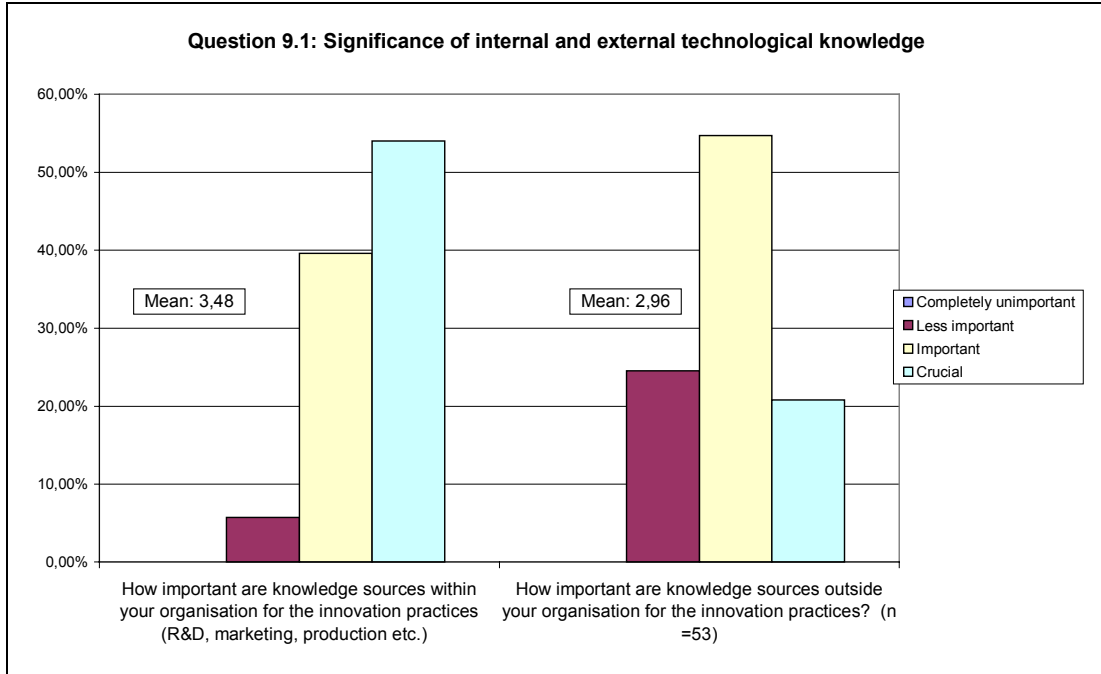
**Figure A15 Triggering institutions/actors**



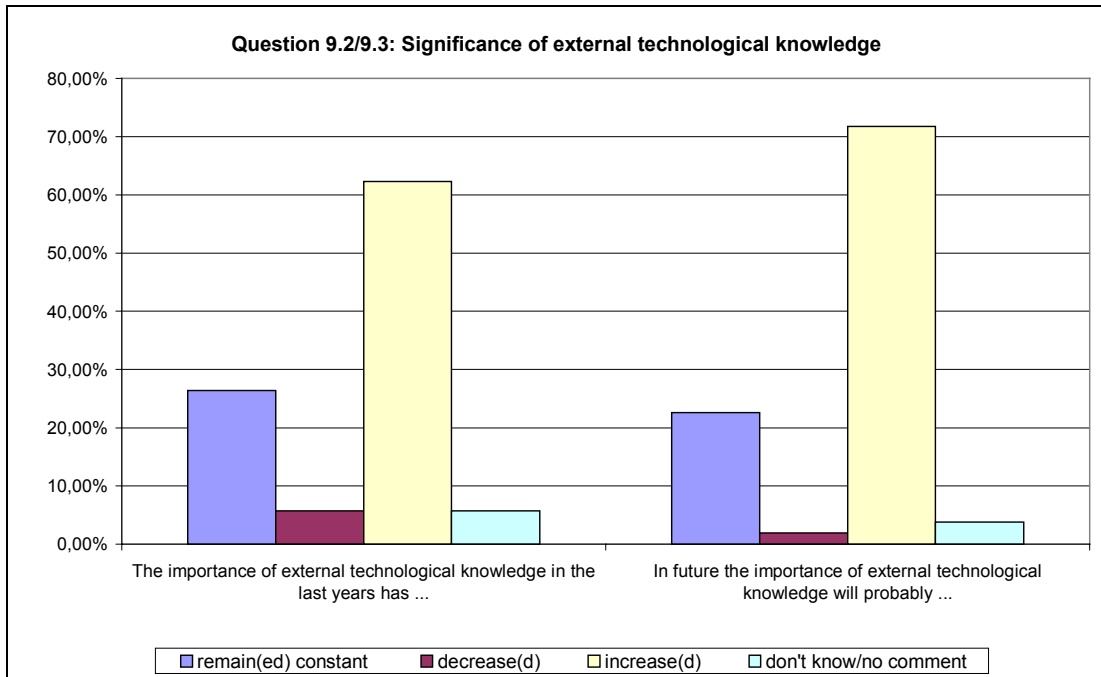
**Figure A16**

**Appendix B: Charts German add-on**

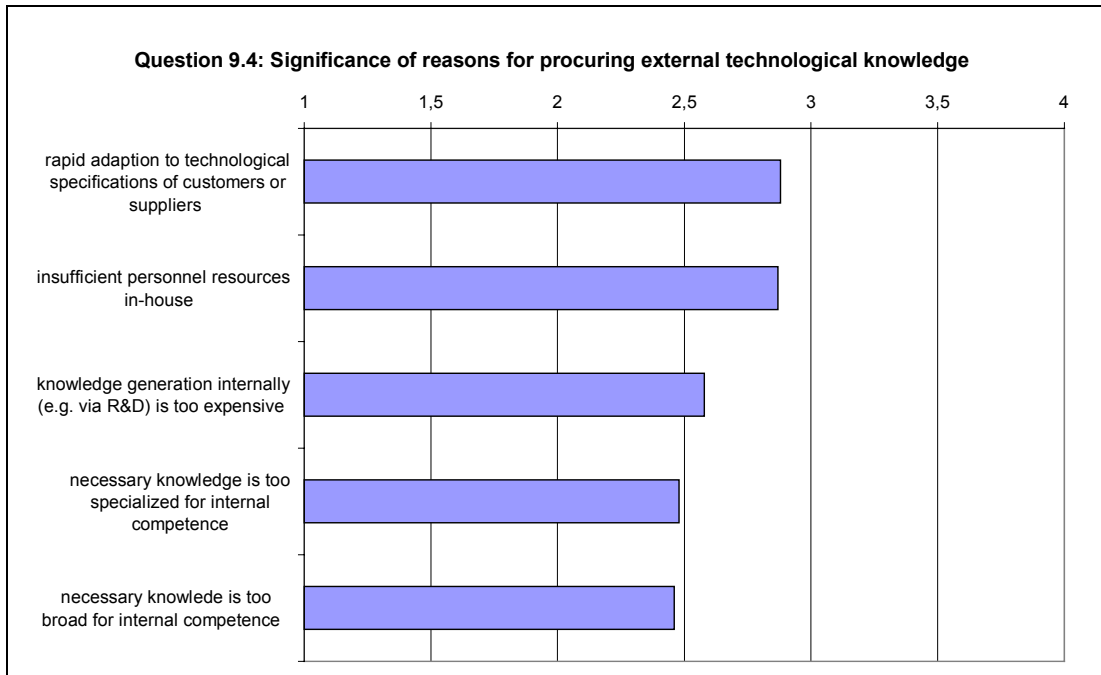
**Figure B1 Significance of technological knowledge**



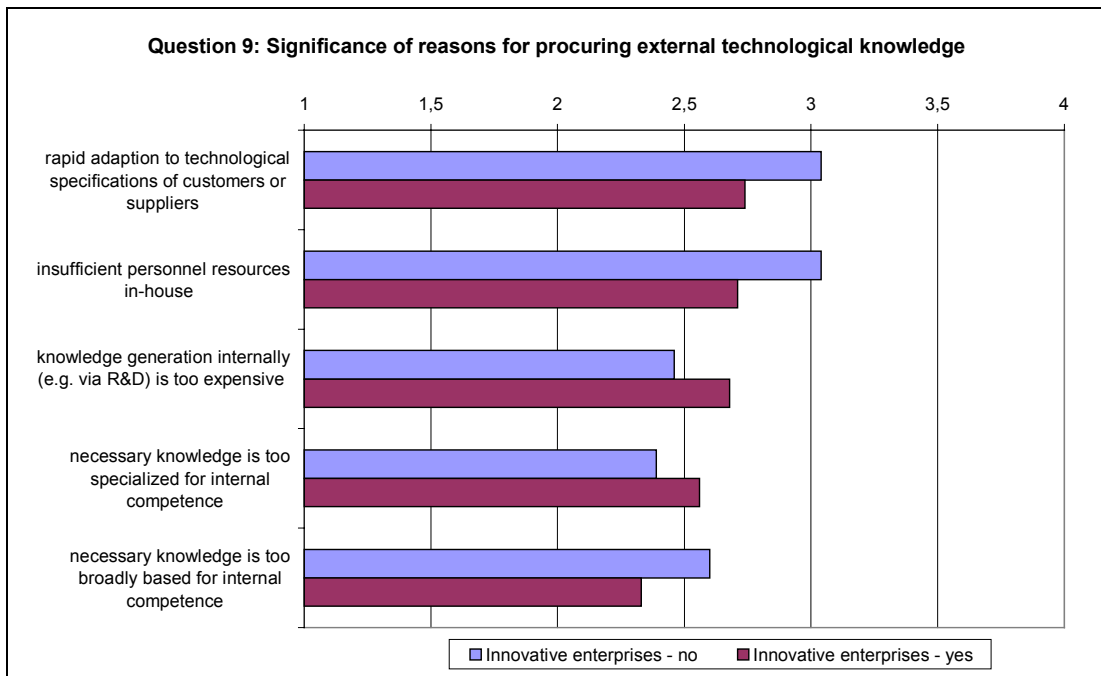
**Figure B2**



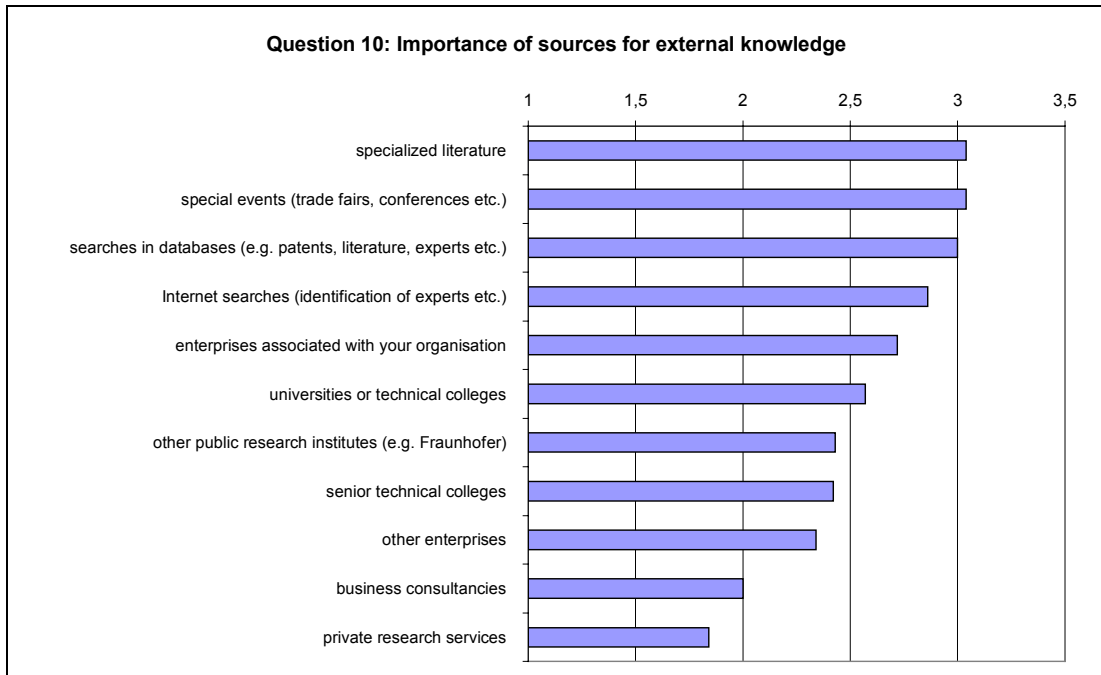
**Figure B3**



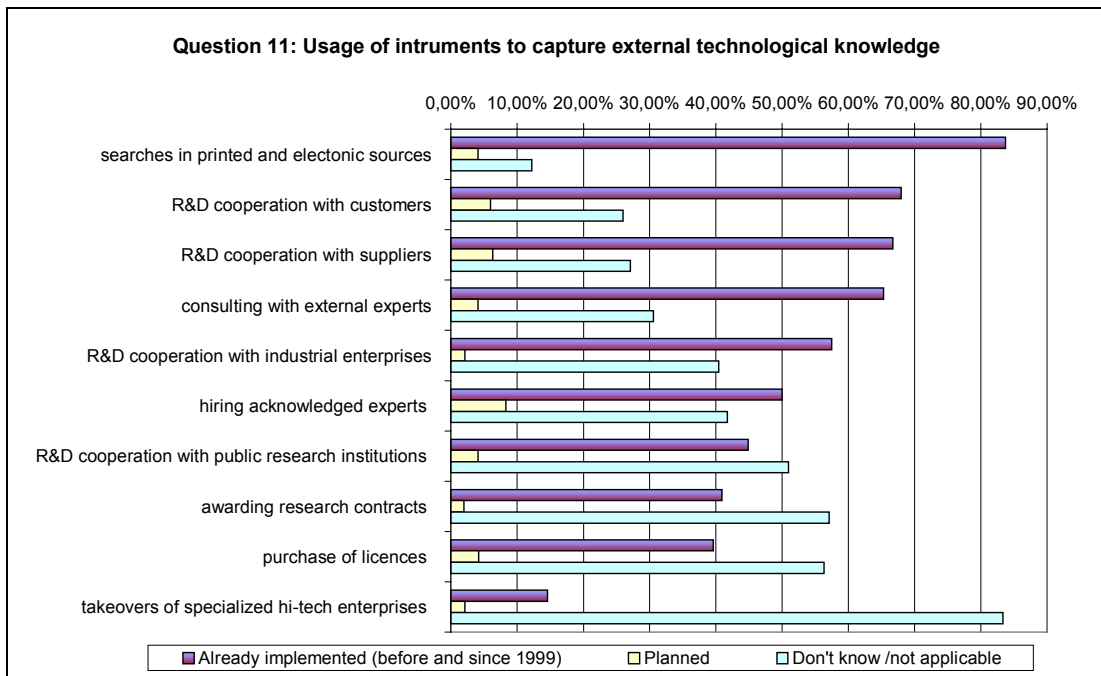
**Figure B4**



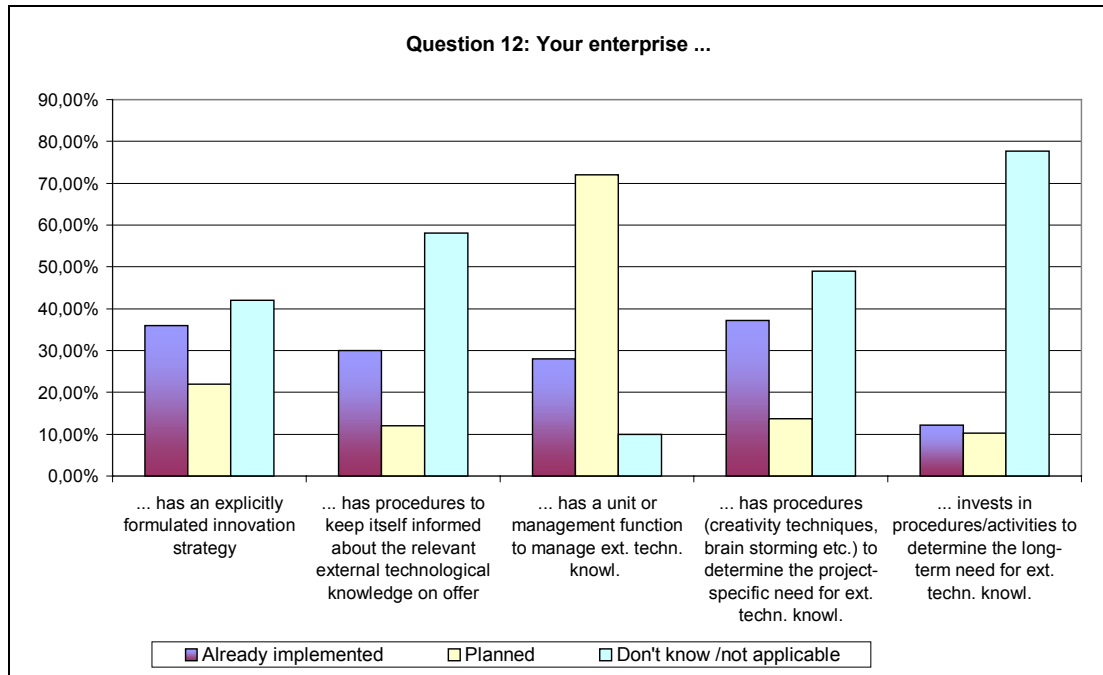
**Figure B5**



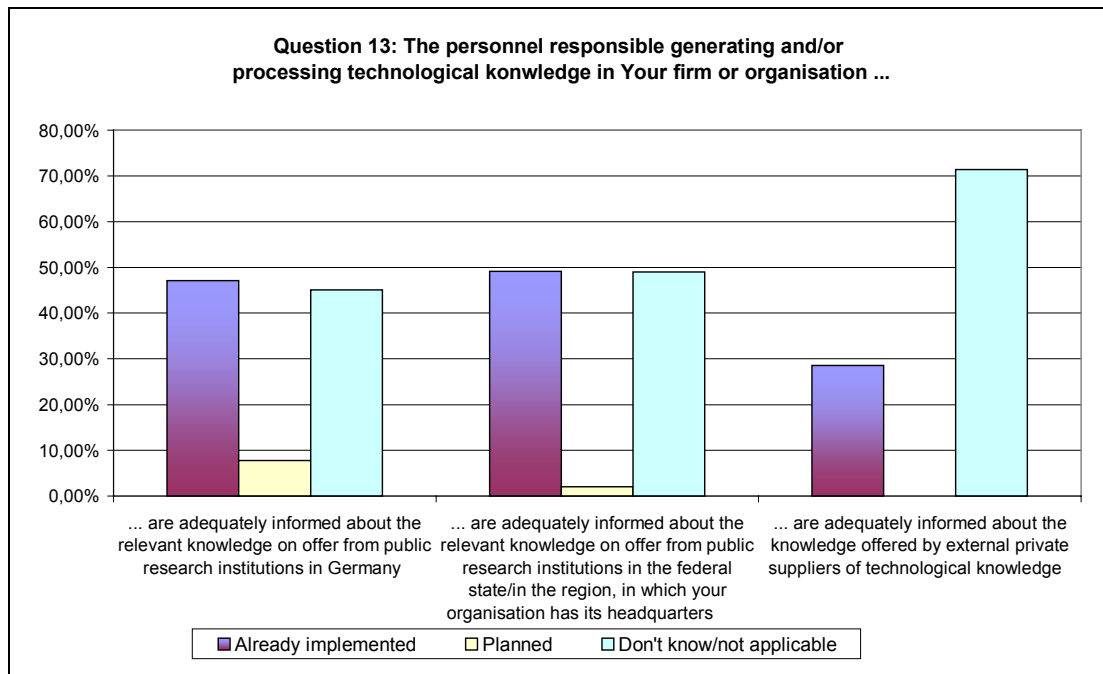
**Figure B6**



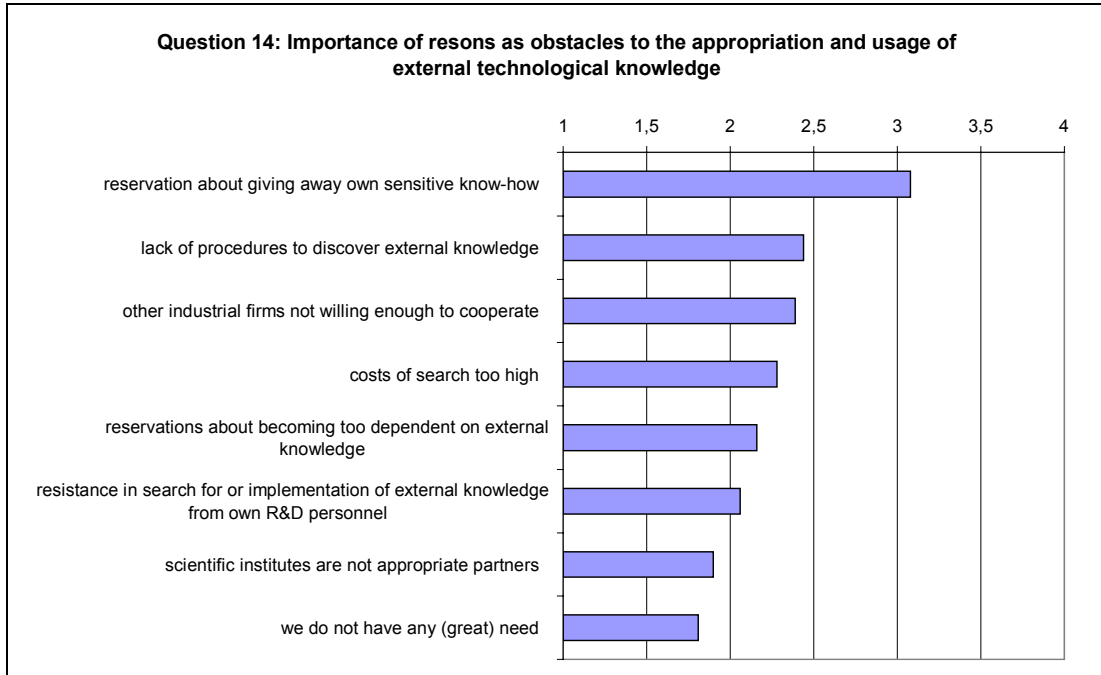
**Figure B7**



**Figure B7**



**Figure B8**



**Figure B9**

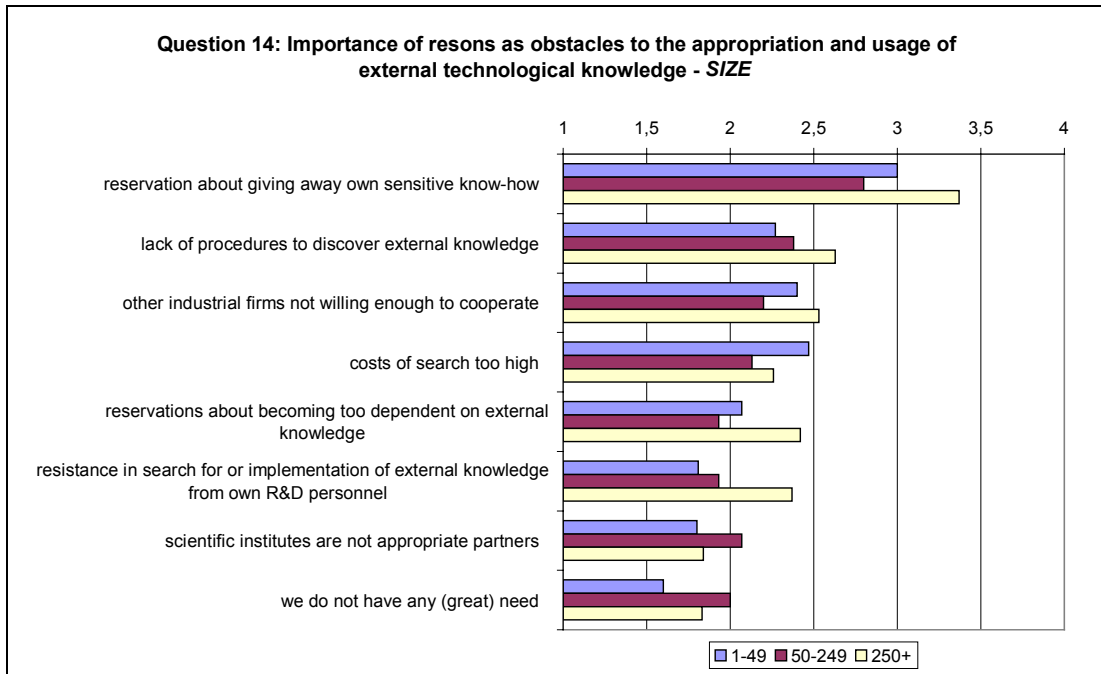


Figure B10

