



Charts

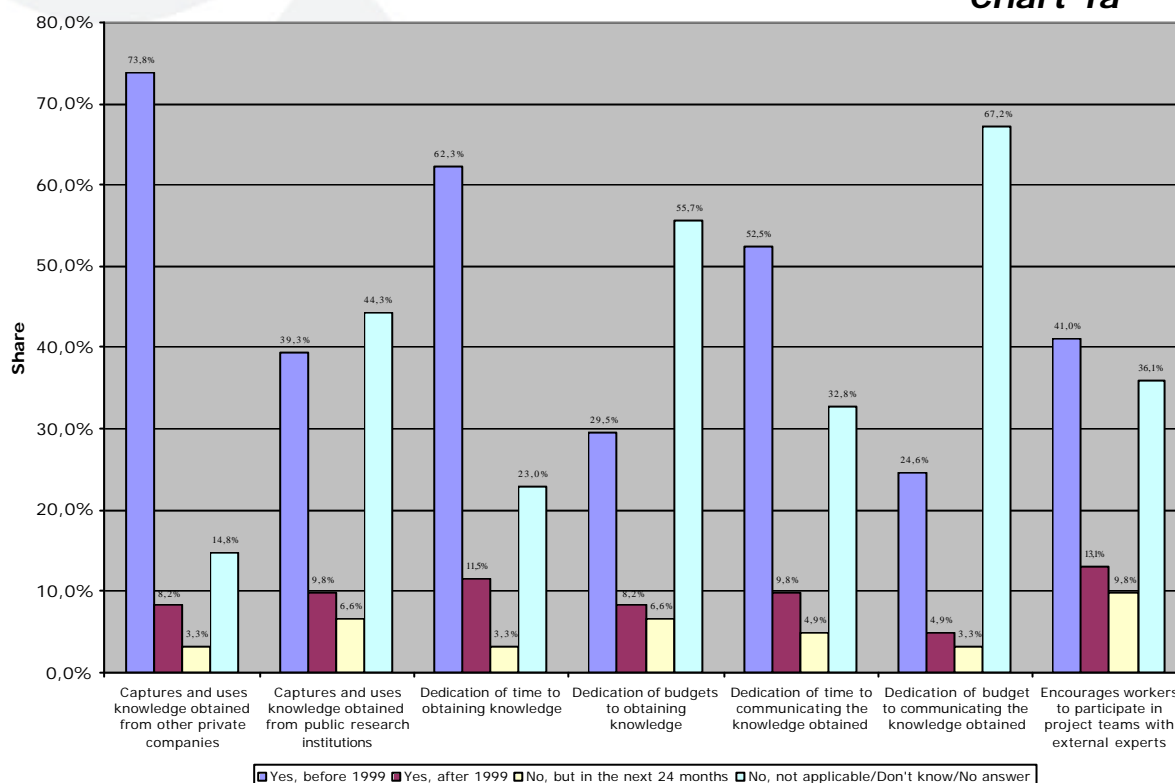
OECD Knowledge Management project

Results from the Danish Pilot-Survey

1. Which knowledge management practices do you use in your firm or organisation

1.1 Knowledge capture and acquisition

Chart 1a

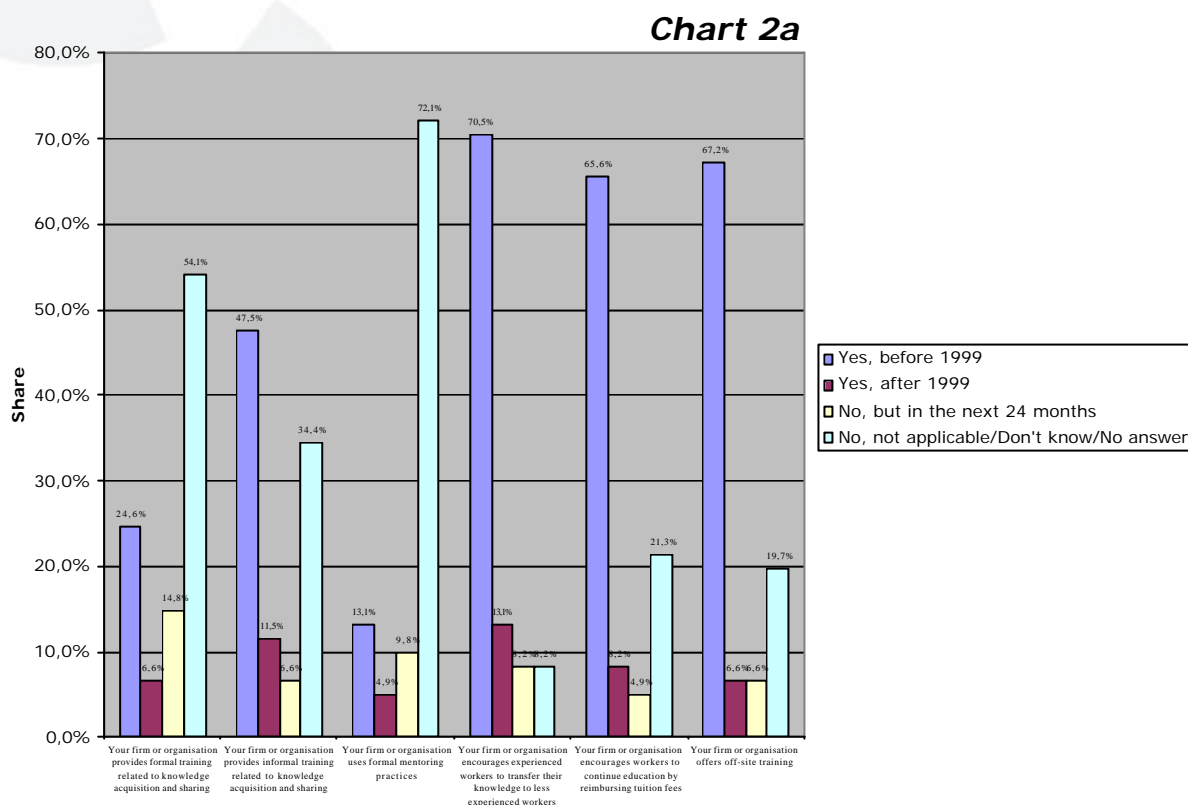


Frequency schedule

	Yes, before 1999	Yes, after 1999	No, but in the next 24 months	No, not applicable	Don't know	No answer
Captures and uses knowledge obtained from other private companies	45	5	2	9	0	0
Captures and uses knowledge obtained from public research institutions	24	6	4	25	2	0
Dedication of time to obtaining knowledge	38	7	2	10	4	0
Dedication of budgets to obtaining knowledge	18	5	4	28	5	1
Dedication of time to communicating the knowledge obtained	32	6	3	15	3	2
Dedication of budget to communicating the knowledge obtained	15	3	2	35	5	1
Encourages workers to participate in project teams with external experts	25	8	6	18	2	2

1. Which knowledge management practices do you use in your firm or organisation (continued)

1.2 Training and Mentoring



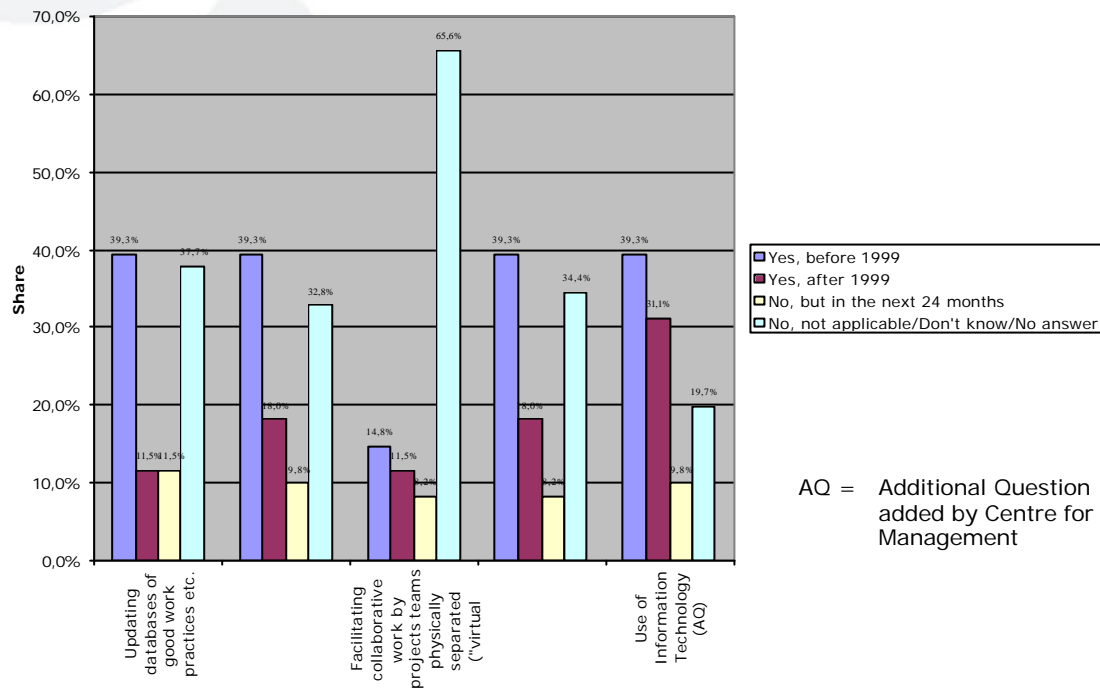
Frequency schedule

	Yes, before 1999	Yes, after 1999	No, but in the next 24 months	No, not applicable	Don't know	No answer
Your firm or organisation provides formal training related to knowledge acquisition and sharing	15	4	9	26	6	1
Your firm or organisation provides informal training related to knowledge acquisition and sharing	29	7	4	16	4	1
Your firm or organisation uses formal mentoring practices	8	3	6	35	6	3
Your firm or organisation encourages experienced workers to transfer their knowledge to less experienced workers	43	8	5	4	0	1
Your firm or organisation encourages workers to continue education by reimbursing tuition fees	40	5	3	11	0	2
Your firm or organisation offers off-site training	41	4	4	10	0	2

1. Which knowledge management practices do you use in your firm or organisation (continued)

1.3 Communications

Chart 3a



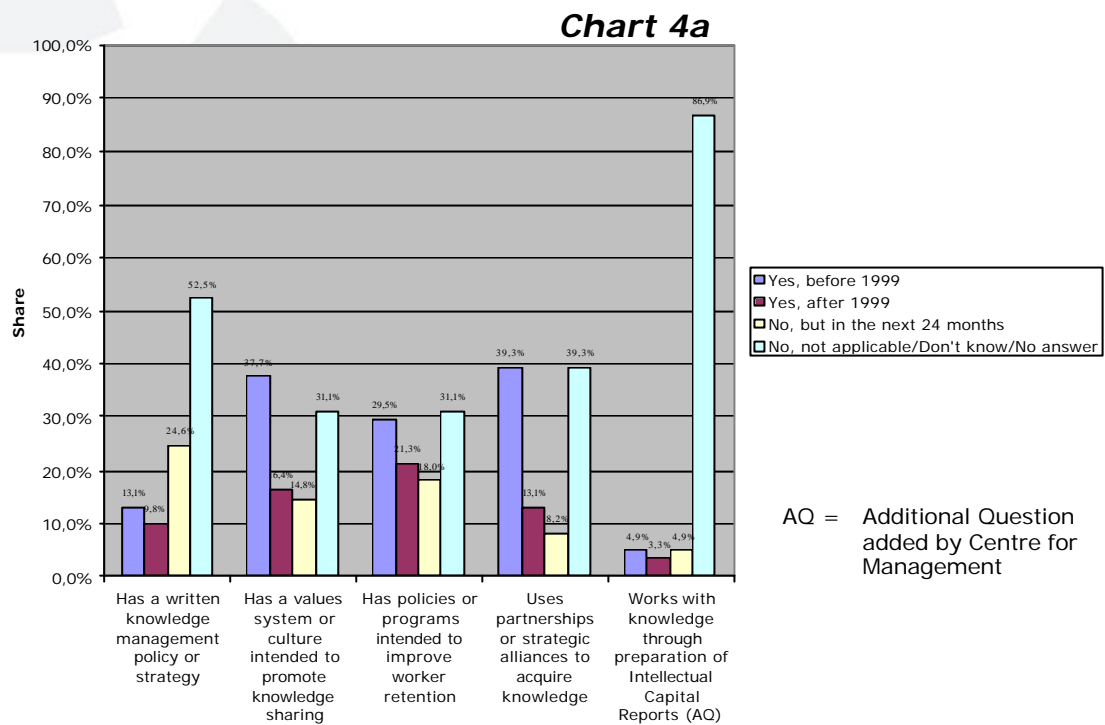
AQ = Additional Question added by Centre for Management

Frequency schedule

	Yes, before 1999	Yes, after 1999	No, but in the next 24 months	No, not applicable	Don't know	No answer
Updating databases of good work practices etc.	24	7	7	19	3	1
Written documentation such as lessons learned etc. (organisational memory)	24	11	6	15	4	1
Facilitating collaborative work by projects teams physically separated ("virtual teams")	9	7	5	35	5	0
The physical organisation of the workplace (AQ)	24	11	5	15	6	0
Use of Information Technology (AQ)	24	19	6	12	0	0

1. Which knowledge management practices do you use in your firm or organisation (continued)

1.4 Policies and Strategies



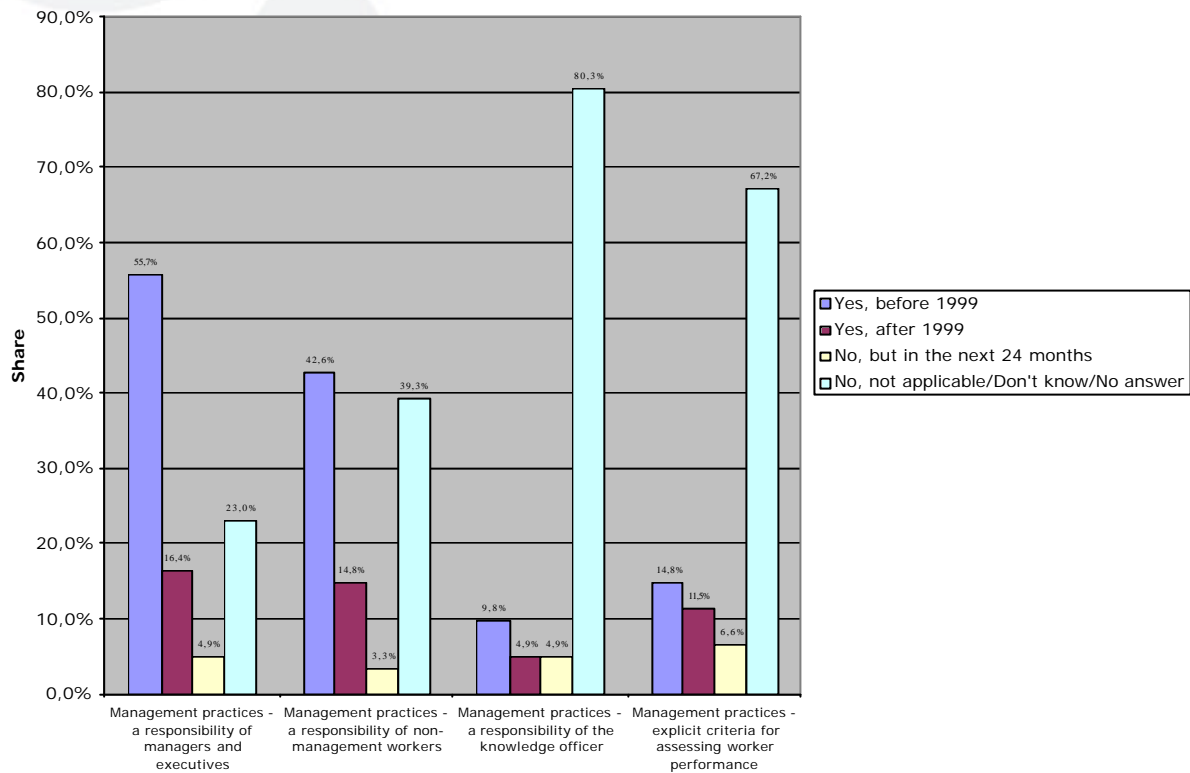
Frequency schedule

	Yes, before 1999	Yes, after 1999	No, but in the next 24 months	No, not applicable	Don't know	No answer
Has a written knowledge management policy or strategy	8	6	15	28	4	0
Has a values system or culture intended to promote knowledge sharing	23	10	9	16	3	0
Has policies or programs intended to improve worker retention	18	13	11	13	5	1
Uses partnerships or strategic alliances to acquire knowledge	24	8	5	20	3	1
Works with knowledge through preparation of Intellectual Capital Reports (AQ)	3	2	3	44	9	0

1. Which knowledge management practices do you use in your firm or organisation (continued)

1.5 Leadership

Chart 5a



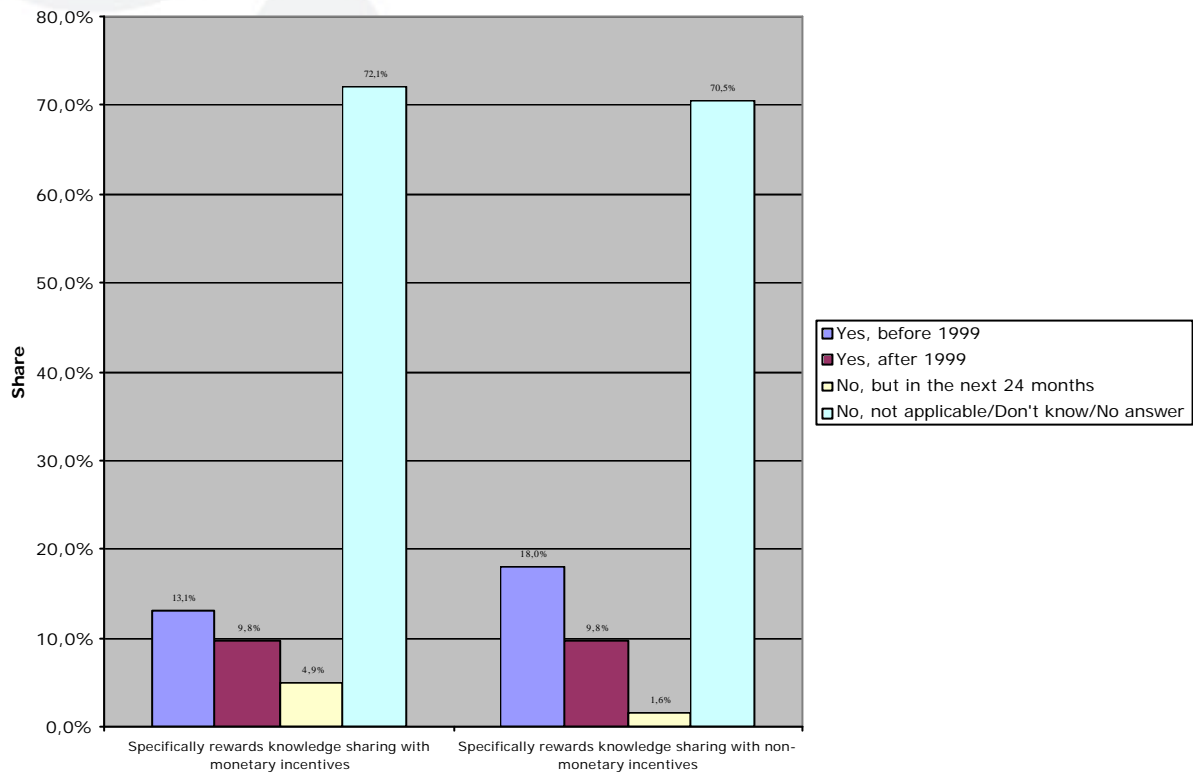
Frequency schedule

	Yes, before 1999	Yes, after 1999	No, but in the next 24 months	No, not applicable	Don't know	No answer
Management practices - a responsibility of managers and executives	34	10	3	11	2	1
Management practices - a responsibility of non-management workers	26	9	2	18	4	2
Management practices - a responsibility of the knowledge officer	6	3	3	38	7	4
Management practices - explicit criteria for assessing worker performance	9	7	4	30	8	3

1. Which knowledge management practices do you use in your firm or organisation (continued)

1.6 Incentives

Chart 6a



Frequency schedule

	Yes, before 1999	Yes, after 1999	No, but in the next 24 months	No, not applicable	Don't know	No answer
Specifically rewards knowledge sharing with monetary incentives	8	6	3	39	4	1
Specifically rewards knowledge sharing with non-monetary incentives	11	6	1	35	5	3

2. Are there any knowledge management practices that your firm or organisation uses that we have not included in question 1?

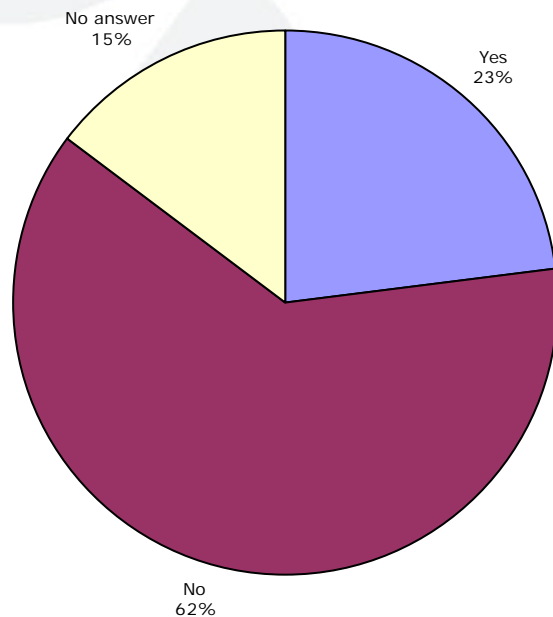
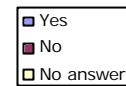


Chart 7

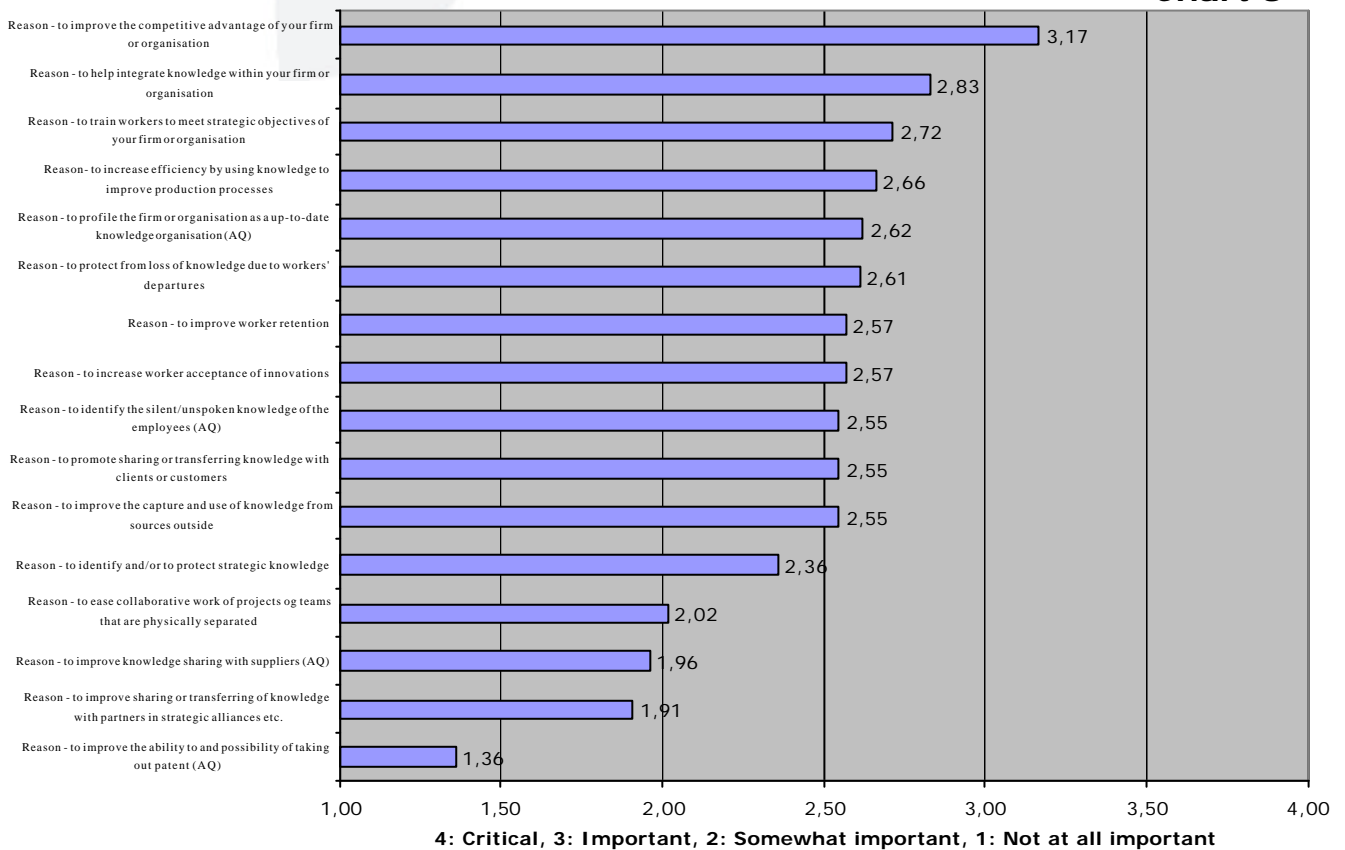


If yes, please state which:

- Participation in national and international knowledge sharing groups
- Advisory Boards, internal knowledge sharing meetings, knowledge database (intranet based)
- Procedure for acquiring inter-disciplinary knowledge for the sake of the holistic, preventive aim of the task, insight in the time for hand over of the task or involvement of other staff groups
- From parent company
- Trade journals
- Extensive extranet
- Internal workshops in connection with staff meetings
- Internet, purchased information
- Experience sharing group, trade council, local management forum, other types of companies, accountant
- Systematic "neighbour training", systematic introduction programs, inter-disciplinary "training group"
- All employees are responsible for the acquisition and sharing of knowledge. In order to ensure that this is optimised we have an inter-disciplinary control group for knowledge sharing, which is responsible for the continuing development and maintenance of the physical settings for knowledge sharing
- Inter-disciplinary project groups
- Guide for work processes and ethics

3. Why do you use the knowledge management activities indicated in question 1?

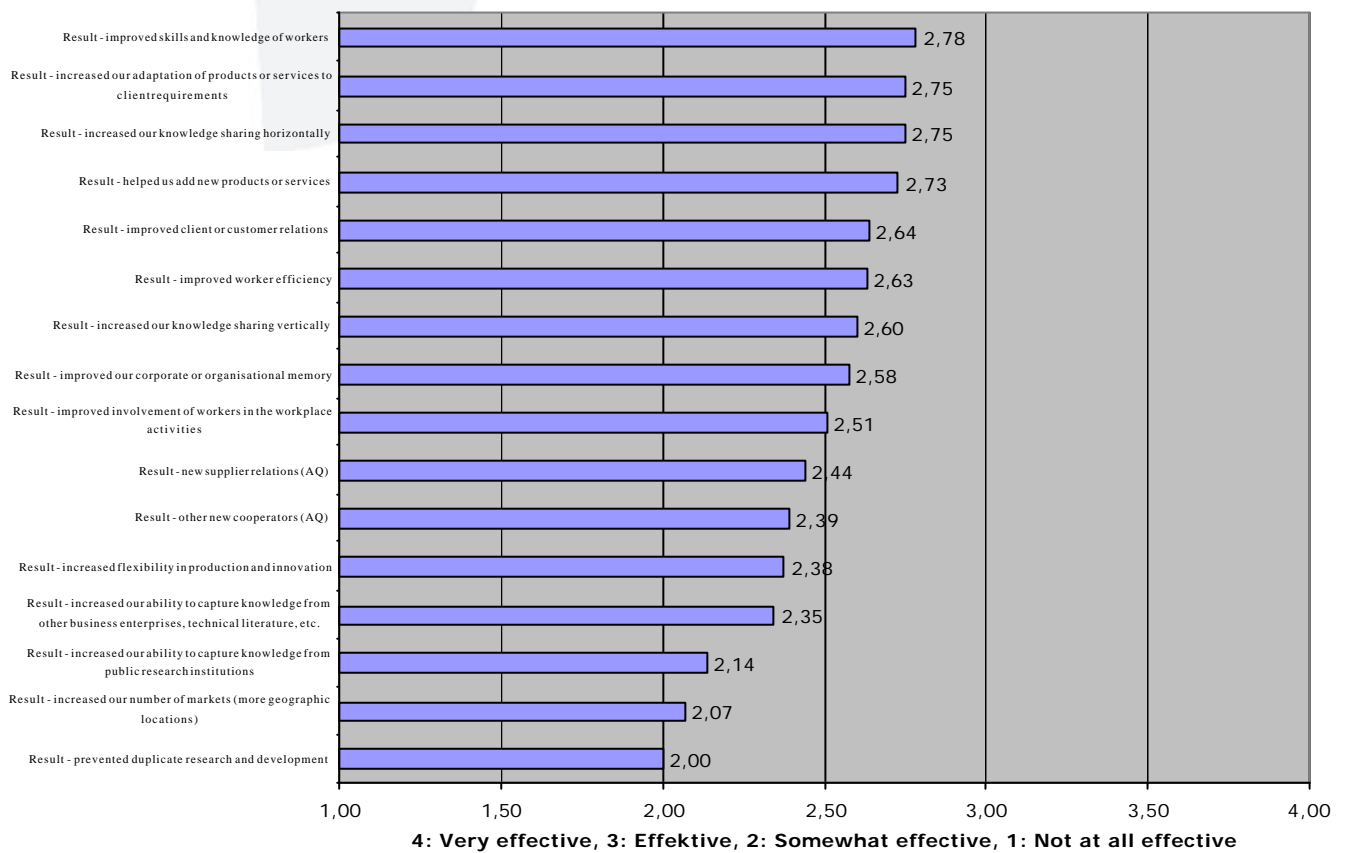
Chart 8



AQ = Additional Question added by Centre for Management

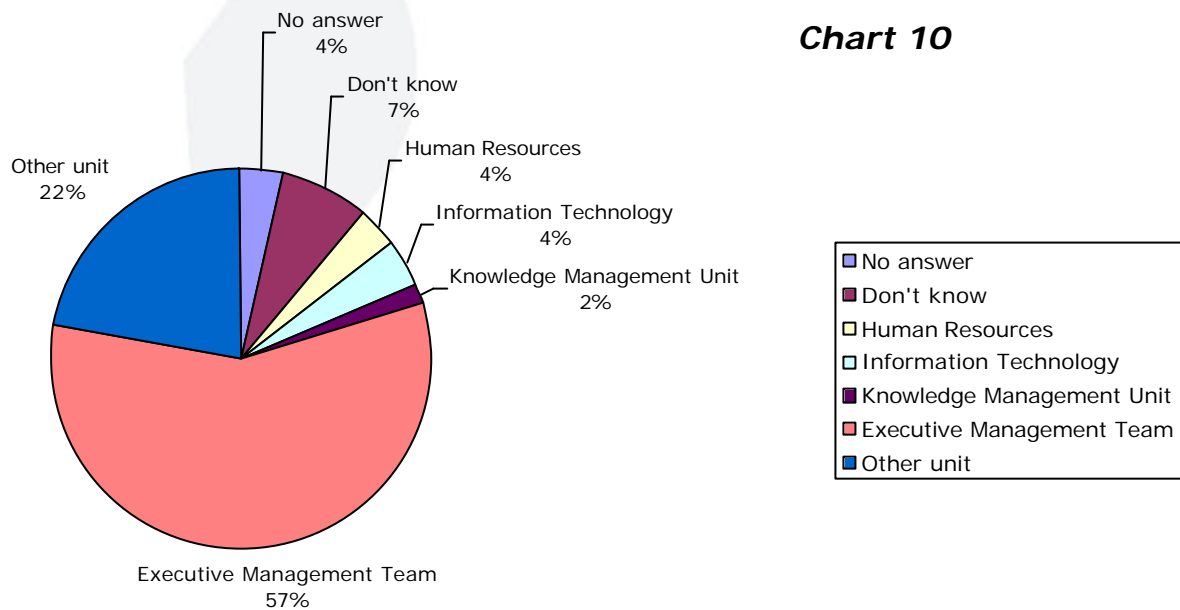
4. Please indicate the achieved results of the activities you indicated in question 1?

Chart 9



AQ = Additional Question added by Centre for Management

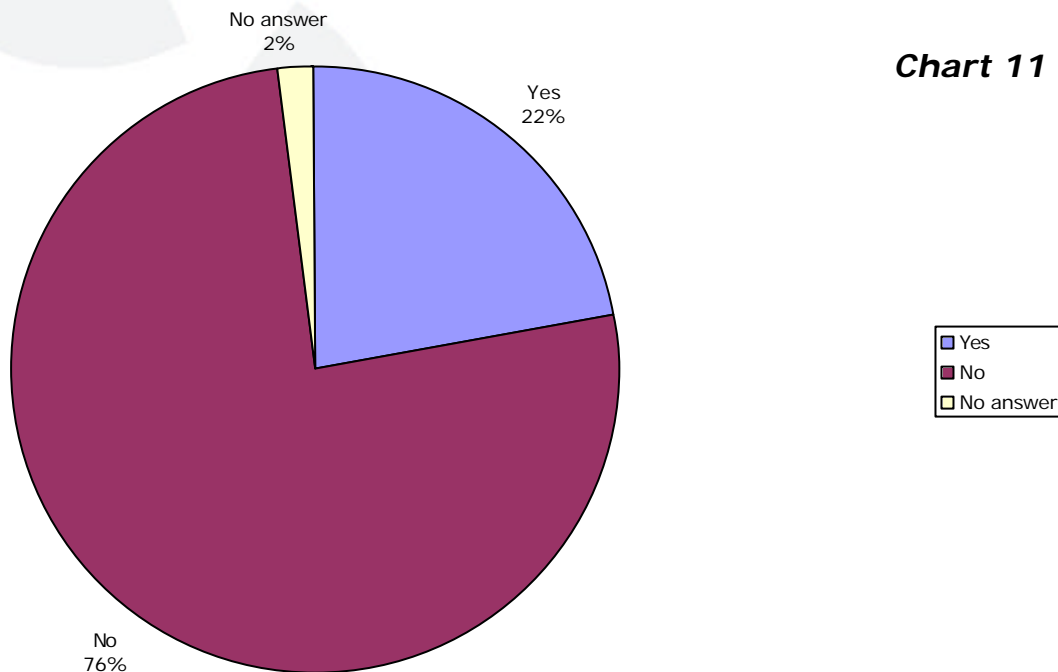
5. Who is in charge of the knowledge management practices in your firm or organisation



If "other unit", which:

- All inter-disciplinary employees are responsible
- Physiotherapy, ergotherapy, nursing, psychologist, social adviser, doctor
- The management group in general + individuals
- The individual project managers
- The person responsible for the environment
- The development department
- The consultant department
- The sales department
- The managers in charge of business
- All employees
- The entire organisation
- The secretariat of the regional manager
- The technical department

6. Do you measure the effectiveness of the activities you indicated in question 1?



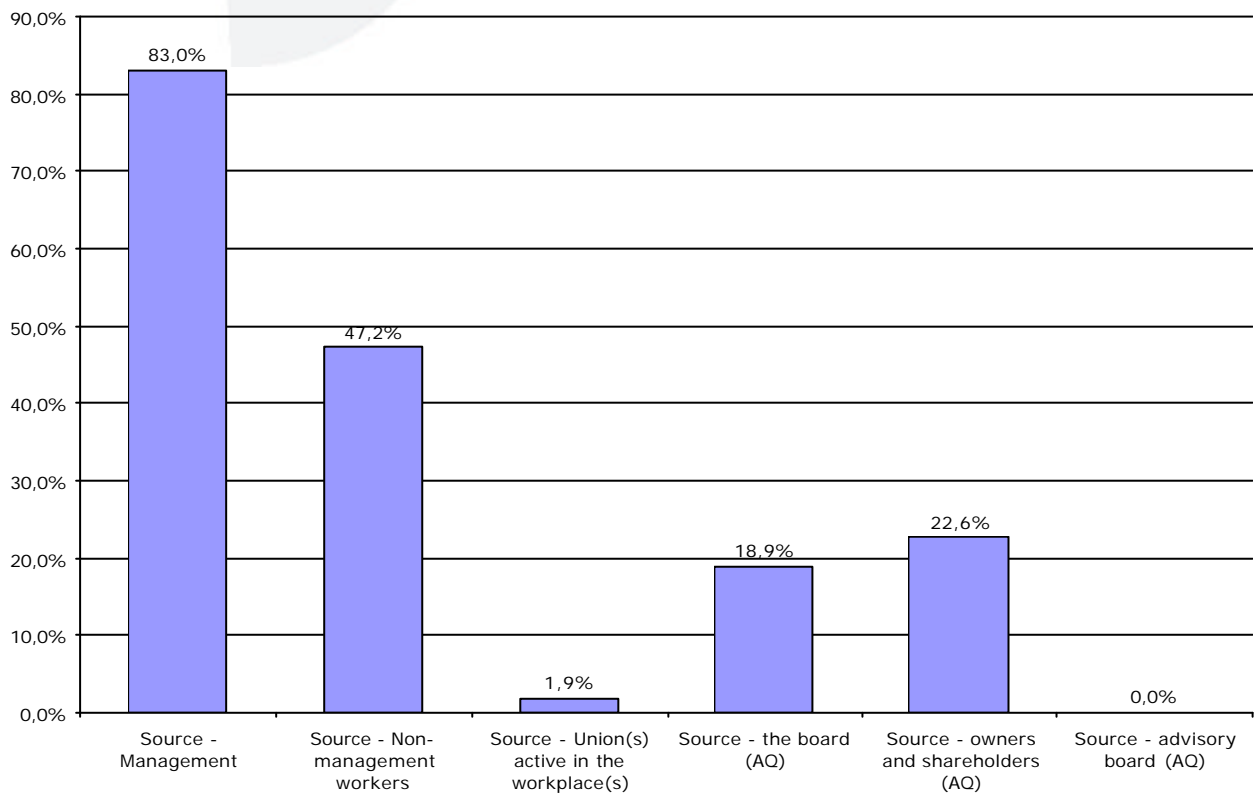
If yes, how:

- Through guides and instructions
- Some activities are included in the company's Balanced Scorecard and satisfaction barometer
- Employee satisfaction surveys, customer satisfaction surveys
- Weekly follow-up meetings
- Through budgets
- Through specific sales results and marketing activities
- Target fulfilment – qualitative/quantitative (reported in our Intellectual Capital Report)
- Through various measures, such as employee satisfaction, customer satisfaction, supplier satisfaction, no. of inter-disciplinary improvement groups per year, the development of the employee's competencies, no. of days spent on education/supplementary training
- It needs to be launched
- The more knowledge we have about new raw products for new ideas – recipes – the better information the customer gets and the more we sell. So we have learned from experience, who supplies the best knowledge for the various areas.
- Through continuing control
- Through systematic use of the EFQM concept

7. Which source(s) triggered your firm or organisation to put into effect the knowledge management practices you indicated in question 1?

Internal sources (7)

Chart 12

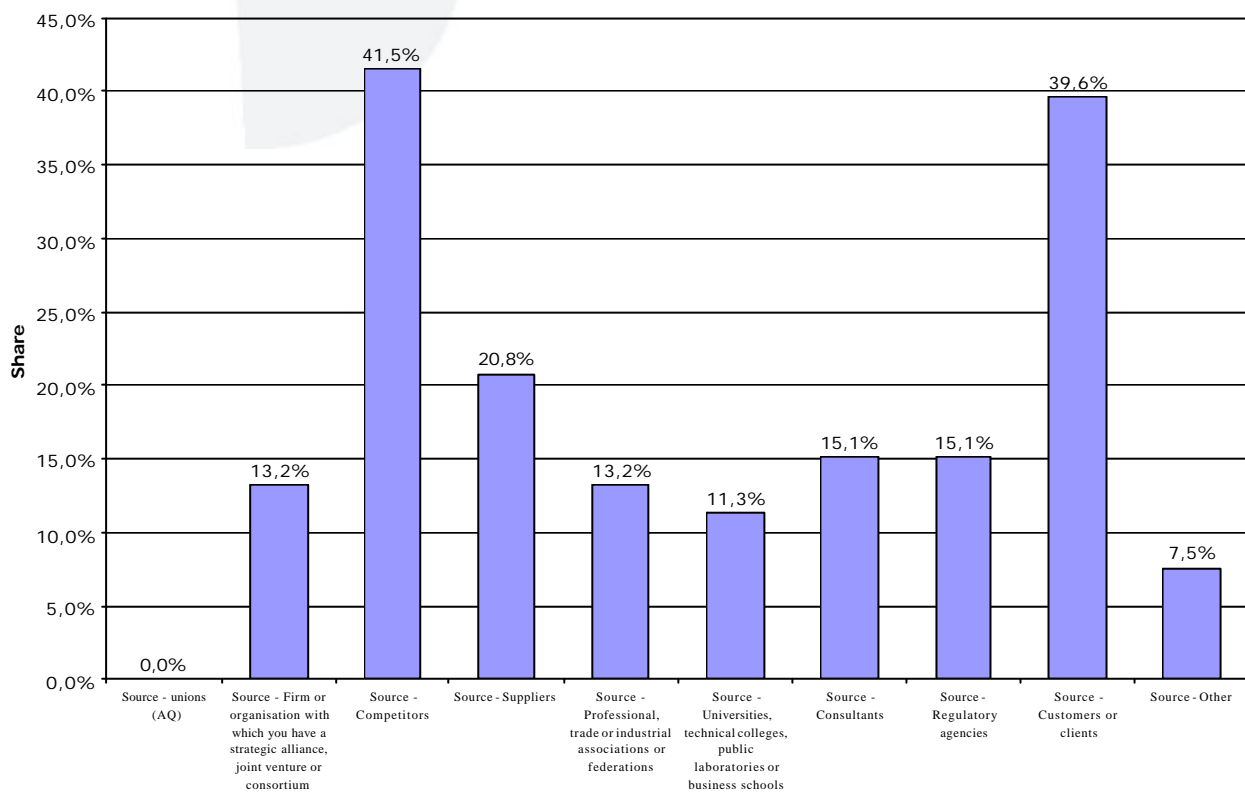


AQ = Additional Question added by Centre for Management

7. Which source(s) triggered your firm or organisation to put into effect the knowledge management practices you indicated in question 1? (continued)

Eksternal sources (7)

Chart 13

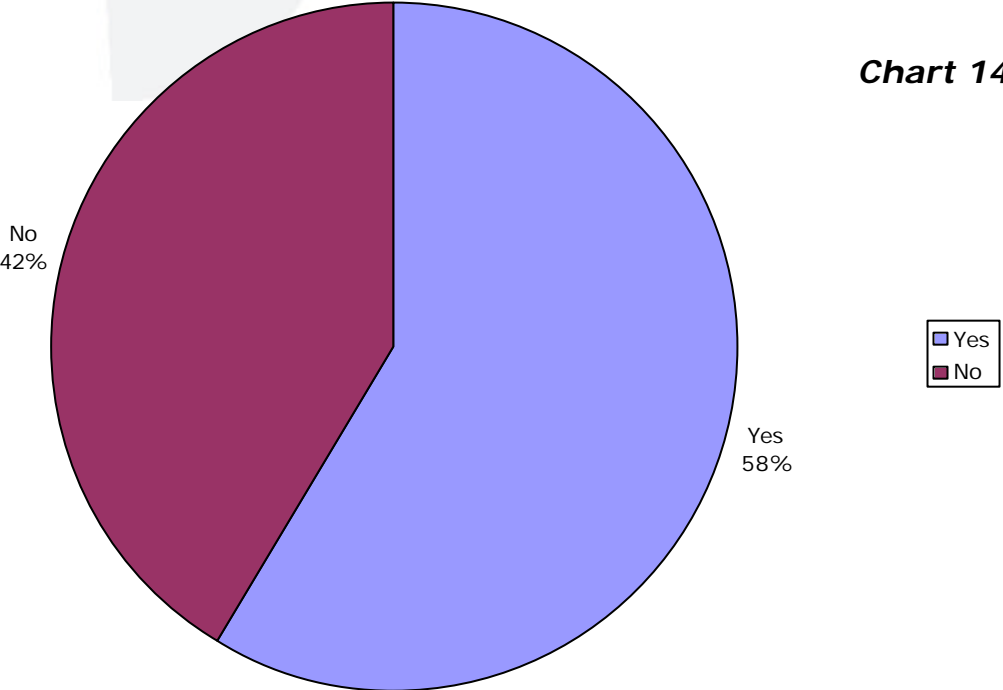


AQ = Additional Question added by Centre for Management

If "other sources", which:

- Common sense
- The Danish Ministry of Economic and Business Affairs

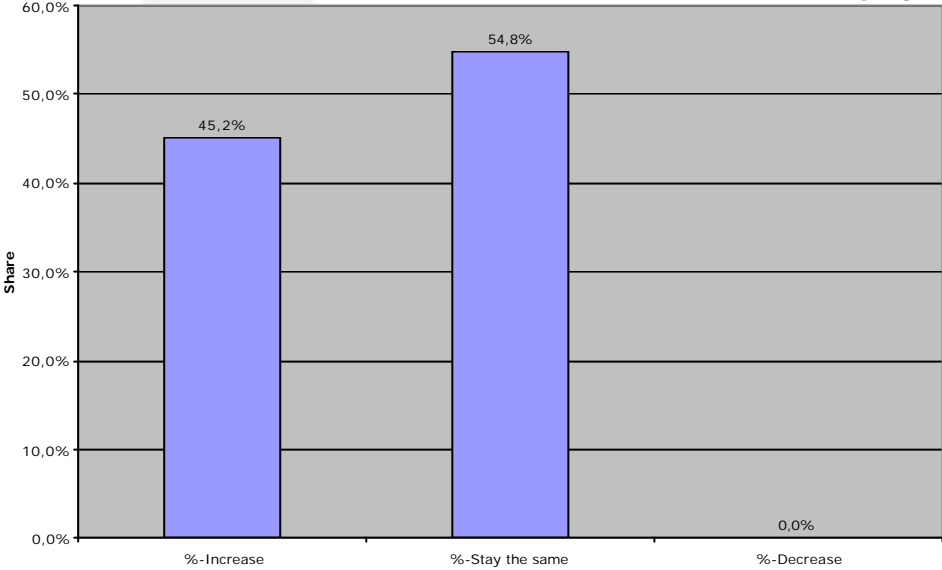
8. Do you have dedicated budgets or spendings for the activities?



8. Do you have dedicated budgets or spendings for the activities? (continued)

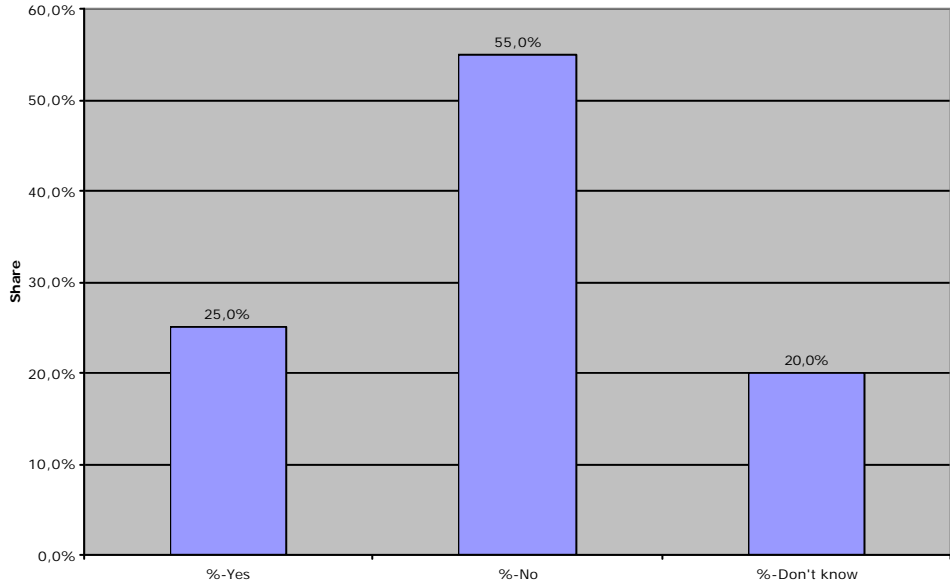
Hvis 8 = Yes, in the next 24 months, do you anticipate the knowledge management practices' share of the budget to:

Chart 15

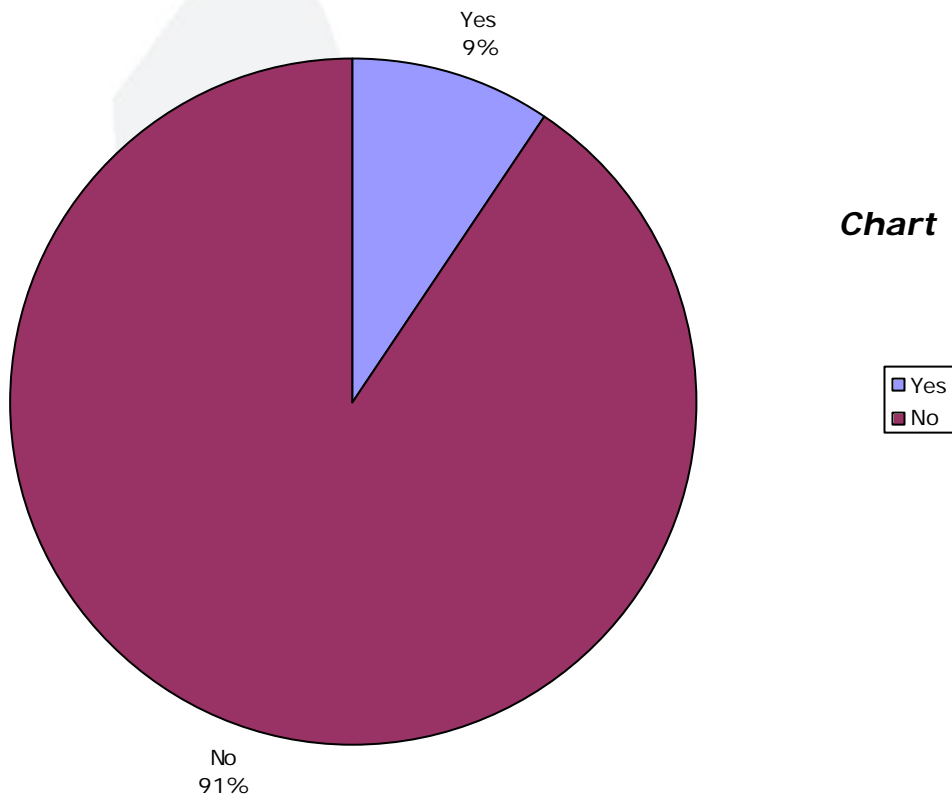


Hvis 8 = No, in the next 24 months, do you expect knowledge management practices to have dedicated budgets or spending

Chart 16



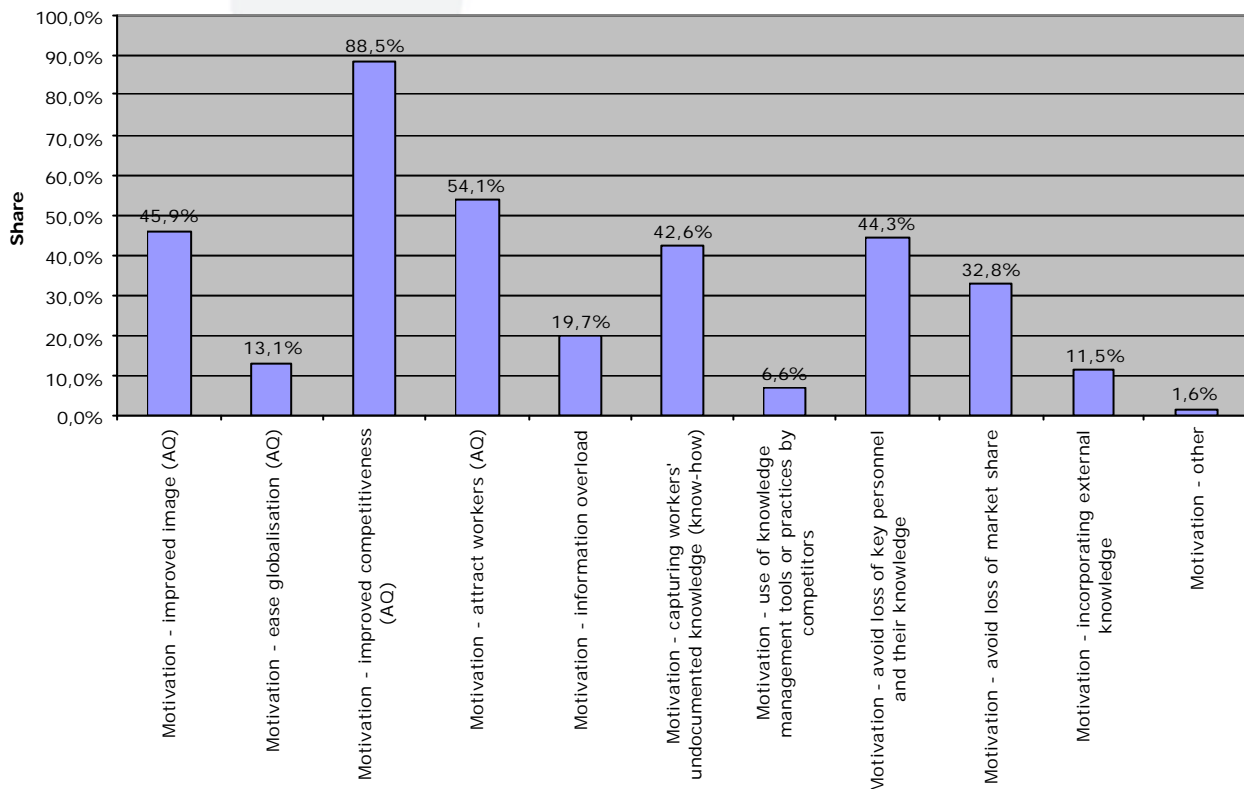
9. Did your firm or organisation experience significant resistance to implementing any of the activities you indicated in question 1?



Only 9% of the companies have experienced considerable opposition against implementation of knowledge management activities. In all cases the opposition has been from employees outside of management. Furthermore two companies have experienced opposition from sales/marketing and production respectively.

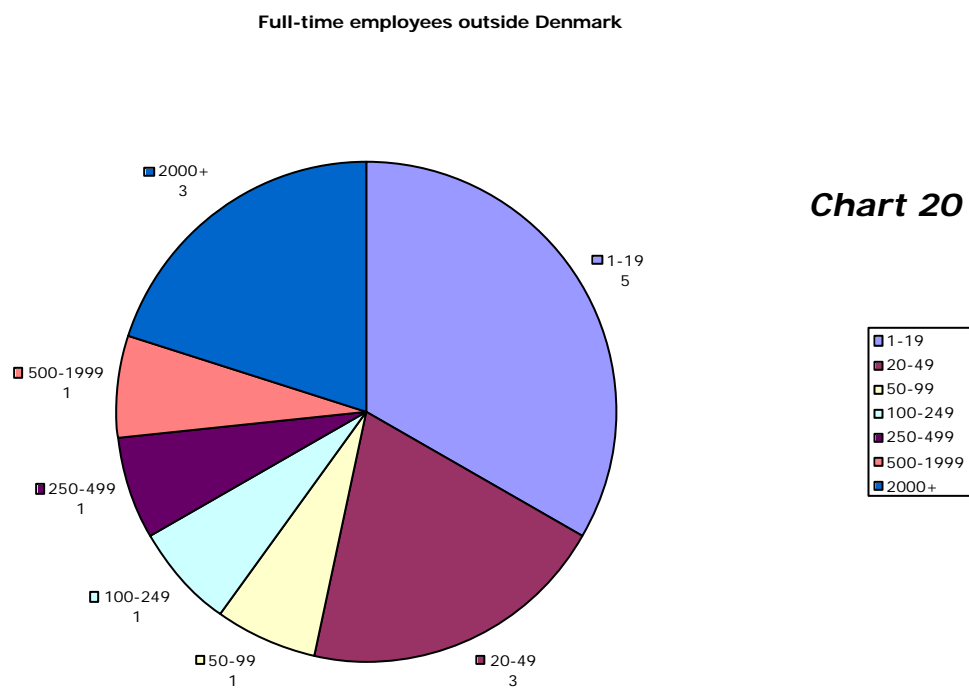
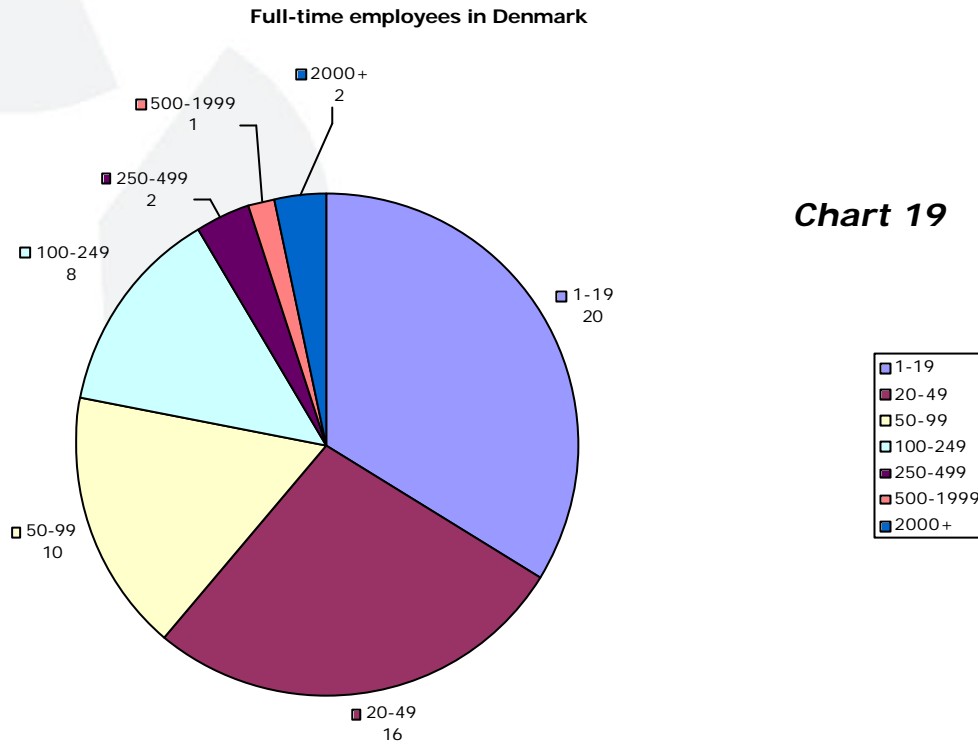
10. What would motivate your firm or organisation to implement or to increase knowledge management practices?

Chart 18

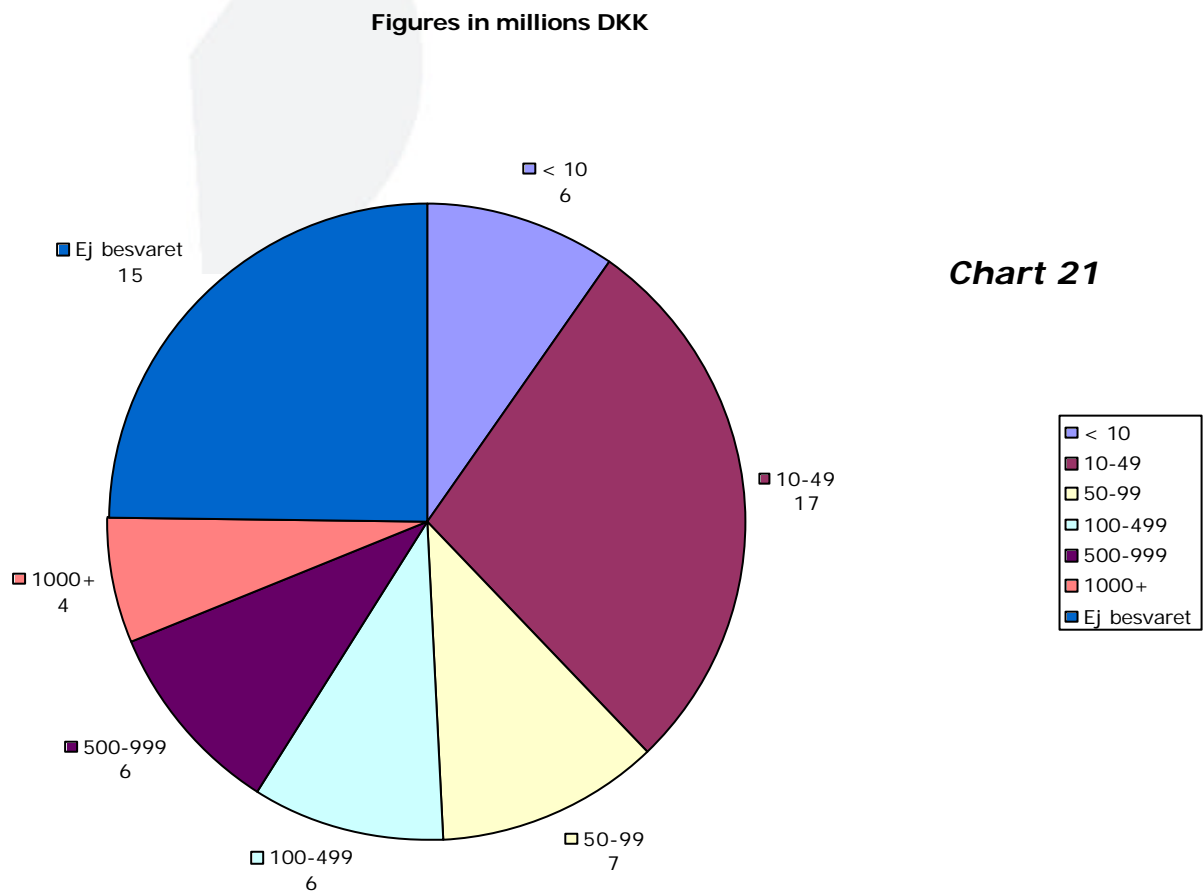


AQ = Additional Question added by Centre for Management

11.a How many are employed in your firm or organisation?

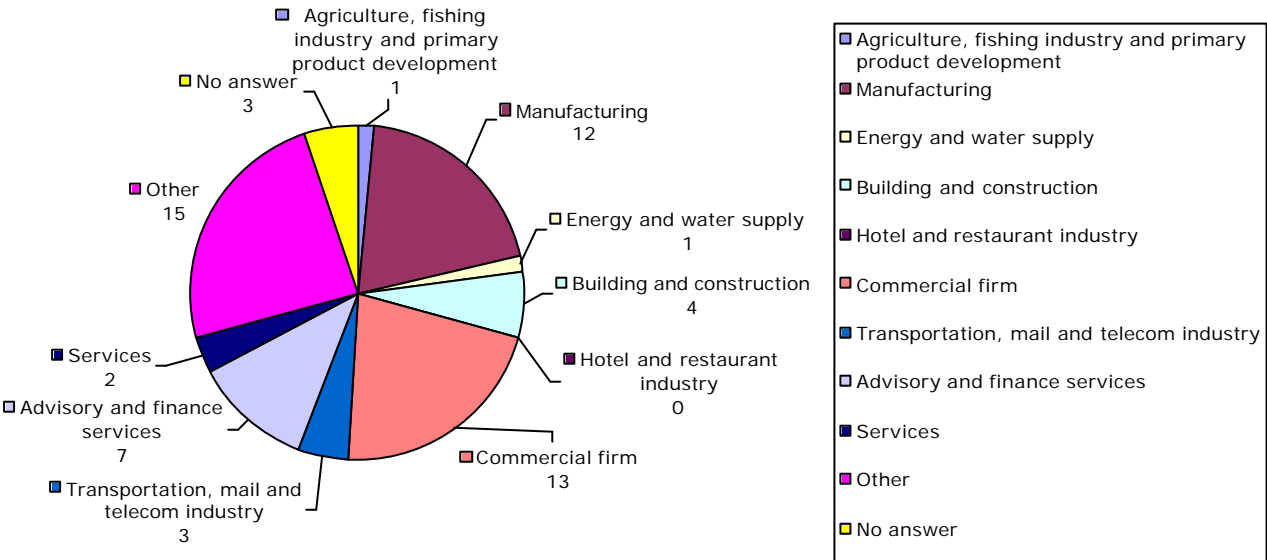


11.b What is the turnover of your firm or organisation?

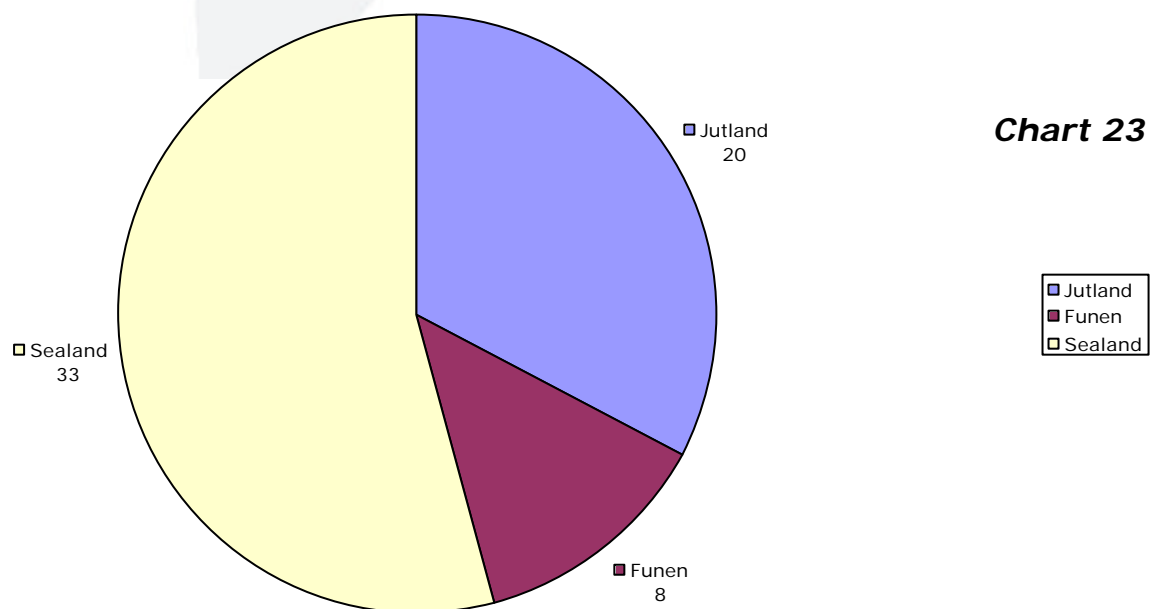


12.a What is the trade of your firm or organisation?

Chart 22



12.b Where is your firm or organisation based?



12.c Where are the owners of your firm or organisation based?

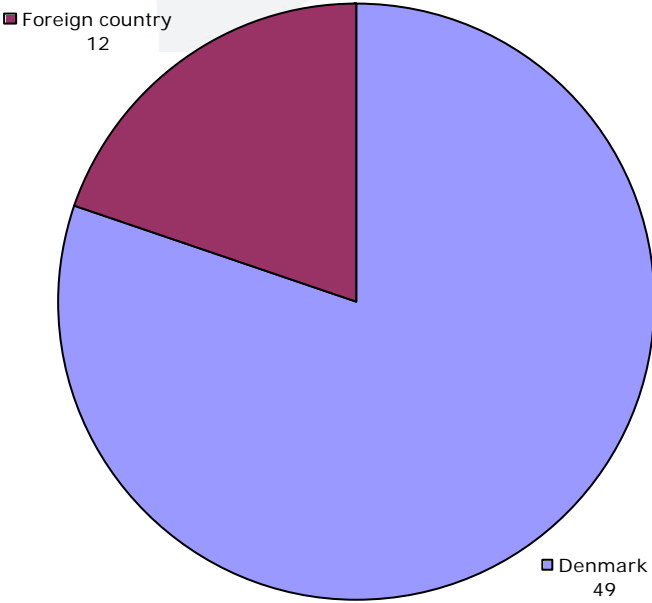
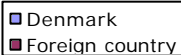


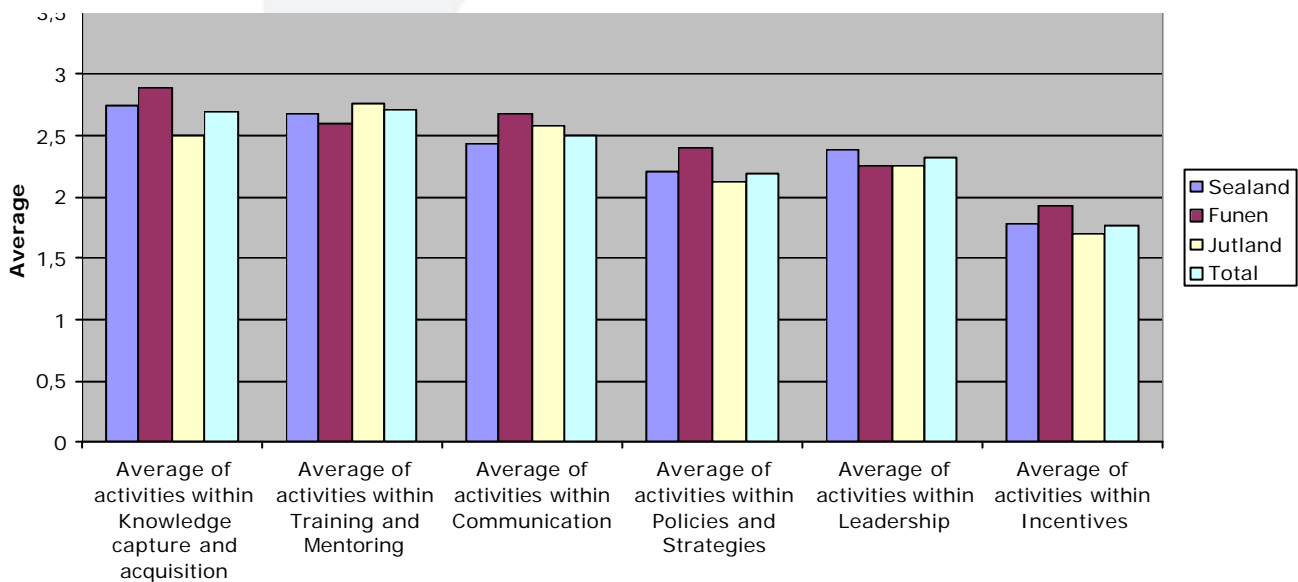
Chart 24



Question 1 vs. question 12b:

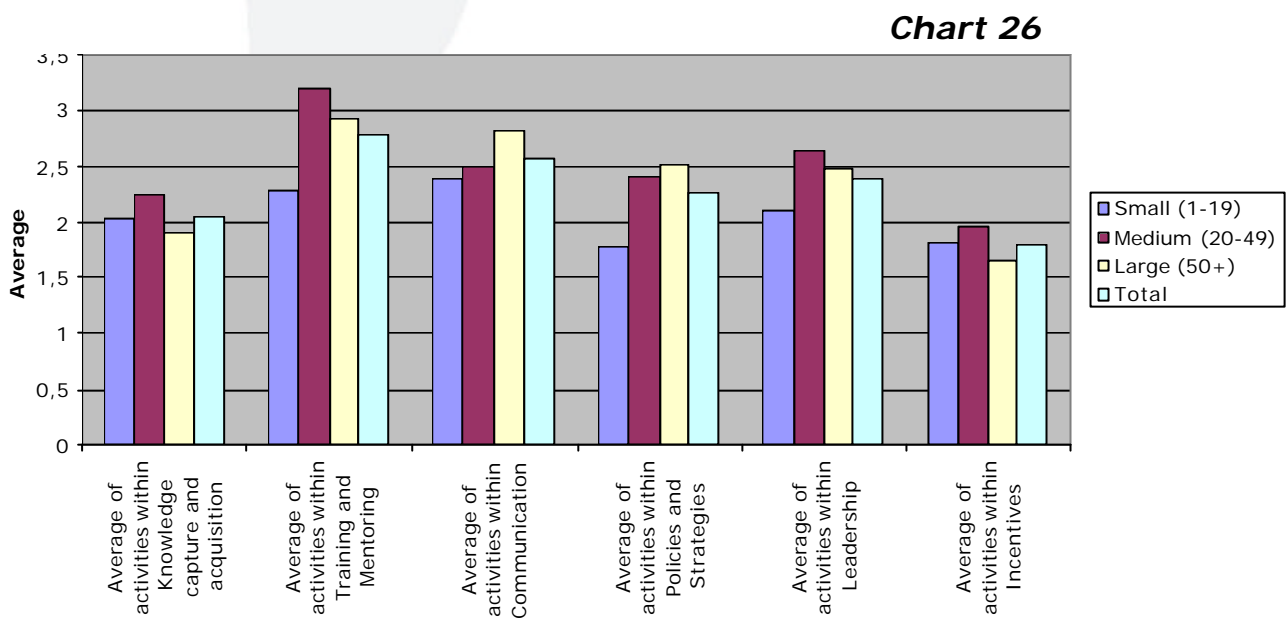
Knowledge capture and acquisition in relation to the geographic base of your firm or organisation

Chart 25



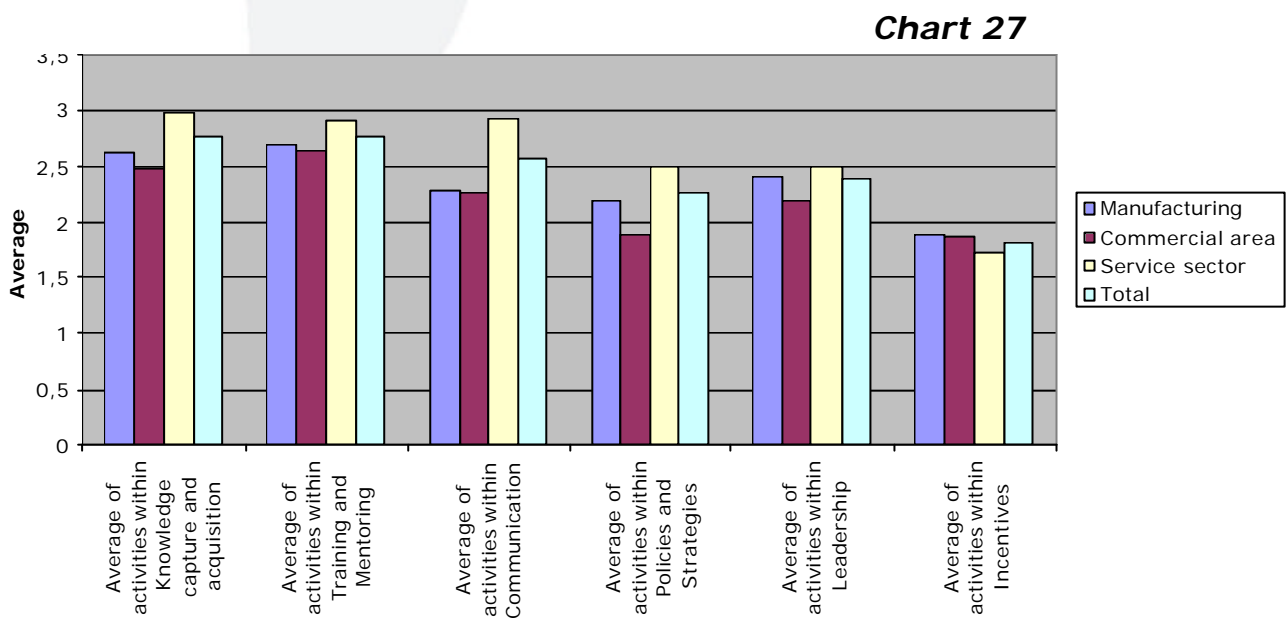
Question 1 vs. question 11a:

Knowledge capture and acquisition in relation to the size of the firm or organisation (no. of employees)



Question 1 vs. question 12a:

Knowledge capture and acquisition in relation to the trade of the firm or organisation



Question 1 vs. question 12c:

Knowledge capture and acquisition in relation to the geographic base of the owners of the firm or organisation

