

# Digital Knowledge



## **Materi Kuliah Sessi ke-9**

Perkembangan Teknologi Informasi dan Komunikasi

Program Pasca Sarjana, Magister Ilmu Komunikasi

Universitas Prof. Dr. Moestopo (Beragama)

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# Topik Bahasan

- Ubiquitous of Information
- Inovasi Berbasis TIK
- Knowledge Management



# Ubiquitous of Information

# Produk Multimedia

## Exhibits & Displays



## Package Design



## Brochures & Manuals



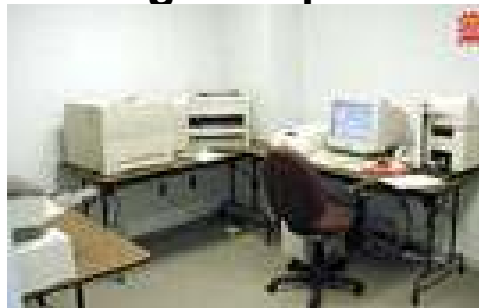
## Graphics



## Kiosk Development



## Printing & Duplication



# Layanan Jasa Multimedia Masa Depan

- Operator TV Cable akan dapat menyediakan jasa telepon (selain akses Internet yang sudah ada pada saat ini);
- Layanan video broadband, HDTV dan multimedia dapat dilakukan menggunakan jaringan switch broadband (fiber optik), melalui jaringan TV kabel, atau melalui jaringan broadband wireless;
- Distribusi konten penyiaran dapat dilakukan menggunakan jaringan penyiaran publik, satelit penyiaran (*worldspace*) atau melalui jaringan TV kabel; dan
- Layanan download data (data casting) secara Point-to-multipoint dapat disediakan oleh operator penyiaran, satelit penyiaran dan operator telepon.

# Convergence, Portability, & Personalization

- Digital Convergence
  - Describes the combining of several industries – computers, communications, consumer electronics, entertainment, and mass media – through various devices that exchange data in digital form
- Pros:
  - Multiple use machines such as Xbox that can play games, display DVD movies, and play music CDs
  - Cellphones with enhancing features such as address books and digital cameras that also shoot videos
- Cons:
  - Multiple features that compromise the primary feature, such as an internet refrigerator

# Convergence, Portability, & Personalization

- Portability
  - Pros
    - Devices that enable phone and email access from anywhere, portable digital music, and convenient cheap digital photos allow people to remain connected even while on the move
  - Cons
    - Your boss may expect you to answer e-mail and voicemail evenings and weekends
    - People whom you never meet in person may misrepresent themselves, and/or misunderstand you, since they don't see your body language

Discussion Question: Have you experienced any of these problems? How did you handle it?

# Convergence, Portability, & Personalization

- Personalization
  - Tree-and-branch telecommunications model
    - A centralized information provider sends out messages through many channels to thousands of consumers
    - Used by AM/FM radio and by TV broadcasters
    - Hard to personalize
  - Switched-network communications model
    - A common carrier provides circuit switching that creates a temporary two-way connection between one public user and another
    - In a telephone network, the connection is made by dialing
    - Personalized by default

# Convergence, Portability, & Personalization

- Popular personal technologies
  - MP3 audio players
  - Satellite, high-definition, and internet radios
  - Digital cameras
  - Personal digital assistants and tablet PCs
  - Smartphones
  - High-definition TV
  - Videogame systems

# MP3 Players

- MP3 is a format that allows audio files to be compressed so they are small enough to be sent over the internet or stored as digital files
- MP3 players are portable devices that play MP3 files
- Vendors include
  - Apple iPod (market leader)
  - Archos, Creative, Dell, iRiver, Panasonic, RCA, Samsung, Sandisk, Sony, Virgin Electronics
- Storage methods
  - Hard drive storage (holds more, costs more)
  - Flash storage (holds less, costs less)

# MP3 Players

- Technology Considerations
  - Storage capacity
  - Sampling rate
  - Transferring files
  - Battery life
  - Color screens and photo viewing
  - Other features such as
    - FM radio reception
    - Music recording using extra microphone
    - Car stereo adapter to connect player to your car's speakers

# MP3 Players

- Societal Effects
  - One in ten American adults owns an MP3 player
  - One in five American adults under 30 owns one
  - Offer convenience and portability to music listeners
  - Warning! Over 85 decibels can cause hearing loss!
  - 85 decibels is as loud as a vacuum cleaner or a crowded restaurant – not that loud!
  - For more information, see <http://www.lhh.org/noise/decibel.htm>
  - Lhh stands for the “League for the Hard of Hearing”
  - So turn them DOWN!

# High-Tech Radio

- Satellite radio
  - Digital radio signals are sent from satellites in orbit around the earth to subscribers that have special radios
  - CD-quality sound is better than normal radio
  - More channels than regular radio
  - SDARS providers are
    - XM satellite radio
    - Sirius satellite radio
  - Commercial-free

# High-Tech Radio

- High-Definition Radio
  - Provides CD-quality sound
  - Standard allows two digital and one analog station on the same radio frequency
  - Analog main channel plus two digital sidebands
  - Broadcasting's answer to competition from satellite radio
  - Requires an HD-compatible radio
  - L.A. and Chicago now have 10 high-definition stations each

# High-Tech Radio

- Internet Radio
  - Internet users can listen to radio from their PCs
  - There are some services such as Yahoo's Musicmath that require users to subscribe
  - Other internet radio may be free, such as WMNR, a Fine Arts radio station that also broadcasts from Monroe CT at 88.1 FM [www.wmnr.org](http://www.wmnr.org)
  - To see a list of free internet radio stations, visit [www.live365.com](http://www.live365.com)

# High-Tech Radio

- Podcasting
  - Involves the recording of internet radio or similar internet programs
  - Requires no studio or broadcast tower and is not regulated by the FCC (Federal Communications Commission)
  - Allows amateur deejays and hobbyists to create their own radio shows

# Digital Cameras

- Cameras that take photographs but do not require film
- Very competitive field with many new product releases
- Types to consider
  - Point-and-shoot digital camera
    - Automatically adjusts settings such as exposure and focus
    - Easy to use, but manual controls can allow you to tweak the settings to get better photos (\$197 - 600)
  - Single-lens reflex (SLR) digital camera
    - Uses a reflecting mirror to reflect the incoming light so the viewfinder shows what the lens is framing (\$789 - \$1,148)

# Digital Cameras

- Resolution
  - Measured in megapixels, or millions of picture elements
  - Measure the maximum resolution of an image taken by the camera
  - Important if you plan to enlarge your photos – more is better
- Lenses
  - Digital zoom
    - Means the image is cropped in the camera
    - Can produce a grainy photo
  - Optical zoom
    - Enlarges the subject without you needing to move closer
    - Lens extends to focus on distant objects
- Storage
  - Uses flash memory cards
  - 128 megabyte card holds 80 images from a 3 megapixel camera, while 1 gigabyte holds about 600 still images

# Digital Cameras

- Selecting which photos to take and keep
  - Optical viewfinders let you see the image to be photographed before you snap the picture
  - LCD screens let you review the photos you take
- Start-up time
  - Digital cameras require time to start up
  - Look for one that has a short start-up time
  - Also, the shutter can lag and delay the time between when you press the button and the shutter clicks
  - Look for a camera that allows “burst” or “continuous “ mode

# Digital Cameras

- Battery life
  - The camera requires a battery to function
  - Some rechargeable batteries are available with many models
  - Some recharge in the camera, while others require a separate charging stand
- Video clips
  - Most digital cameras can shoot movies, too
  - 1-gigabyte memory cards can shoot as many as 44 minutes of video at 30 frames per second

# Digital Cameras

- Principle methods for transferring images
  - Use a direct connection between your camera and your PC. Requires you to install software on the PC
  - Insert the memory card into your PC's USB port
  - Put your camera into a cradle attached to the PC
  - Use a photo printer with a built-in card slot
  - Use a portable CD burner
  - Use an MP3 player
  - Use a photo-printing kiosk
  - Use a photo lab
  - Bring along your own card reader and use others' computers

# PDA's and Tablet PCs

- These are both small computers
- PDA's
  - Have touch-sensitive screens so you can enter data with a stylus by tapping or writing on screen
  - Store data in RAM that stays on even when the unit is off by using the PDA's battery
  - Can be augmented by flash memory
  - Commonly use lithium ion batteries
  - Transfer files to your PC in one of three ways
    - Pull out the PDA's flash card and insert it into the PC's card reader using a USB port
    - Put your PDA into a special cradle plugged into a USB port
    - Transfer data wirelessly

# PDA's and Tablet PCs

- Many cellphones are usurping features from PDA's
- To compete, PDA's must develop new features
- Examples of possible PDA evolution
  - Display television and photos
  - Handheld weather meters
  - GPS locators

# PDAs and Tablet PCs

- Tablet PCs
  - A special notebook computer with a digitizer tablet and a stylus so the user can handwrite input from the screen
  - Recently only about 1% of laptops being sold
  - Used in niche markets such as schools

# The New Television

- New uses for TV
  - Interactive TV
  - Personalized TV
  - Internet TV
  - Smart TV
  - Entertainment PCs

# The New Television

- Three kinds of TV
  - Digital television
    - FCC has mandated that all TV stations be capable of digital broadcasting by 2006
    - Currently most digital systems convert analog broadcast signals into digital with some loss of detail
  - High-Definition television (HDTV)
    - Works with digital broadcasting signals
    - Has broader screen and 10 times the pixels as standard TV
    - Has 16 to 9 aspect ratio and 1,080 lines on a screen; crisper details than SDTV
  - Standard-Definition television (SDTV)
    - Has aspect ration of 4 to 3 and 480 vertical lines on a screen
    - Requires less bandwidth to transmit than HDTV

# The New Television

- Societal Effects
  - Video on Demand
    - Technologies allow viewers to select videos or programs from a central server to watch when they wish
  - TiVo
    - PC-like system that allows users to record and play back TV programs later
    - Users can program recording based on TV program title or subject matter without knowing specific stations or times
    - TiVos are plugged in to phone lines when they are installed so they can automatically update their software
    - TiVos also gather information on subscribers' viewing habits that are used to rate popularity of TV shows

# Smartphones

- Cellular telephones with microprocessor, memory, display screen, and built-in modem
- Offer the following features
  - Text messaging
  - Cameras
  - Music players
  - Videogames that can be downloaded and self-installed
  - E-mail access
  - Digital TV viewing
  - Search tools
  - GPS locators

# Smartphones

- Basic elements of a mobile phone
  - Storage
    - Data is stored in ROM
    - Data does not disappear when phone is turned off
  - Input
    - Have a keypad for storing numbers
    - Microphone for picking up your voice
    - May have a touch-sensitive screen that uses a stylus
  - Output
    - Speaker to hear voice calls
    - Display ranging from LCD to full-color high-resolution plasma
    - May also use Wi-Fi or Bluetooth

# Smartphones

- Services continued
  - Text messaging
    - Can send text to other phones and to email accounts
    - Creating messages is slower than traditional Morse Code used by Ham Radio operators as demonstrated on the Tonight Show with Jay Leno on May 13, 2005  
<http://www.arrl.org/news/stories/2005/05/16/3/>
  - Downloaded ringtones
    - Ringtone: the audible sound a phone makes to announce an incoming call
    - May be free or cost \$1.25 to \$4.00 per tune

# Videogame Systems

- These may be the “ultimate convergence machine”
- People buy them to play games, but they do a lot more
  - Xbox 360
  - Sony PlayStation 3
  - Nintendo Revolution

# Videogame Systems

- Different childhoods for generations in the US
  - G.I. Generation (World War II)
    - No computers, no TVs. Saw newsreels in the movies
  - Baby Boomers (post-World War II)
    - No computers, black and white TVs, TV news
  - Generation X (post-hippies, born post-1965)
    - Some computers, color TVs
  - Generation Y (born in late 1970s to 1990s)
    - Home computers, color TVs
  - Always On Generation
    - Computers everywhere, video games everywhere, always connected, internet news

Discussion Question: Which generation are you? What is gained/lost?

# Inovasi Berbasis TIK

*A definition for innovation (Carlson & Wilmot, 2006)*

❑ INOVASI adalah proses penciptaan dan penyampaian suatu nilai baru kepada pelanggan di suatu pasar..

❑ Key Word: *New Customer Value*

“INOVASI adalah pengenalan suatu teknologi baru atau kombinasi dari teknologi yang ada yang sukses secara ekonomis dalam rangka **perubahan yang drastis** dalam bentuk hubungan antar nilai atau harga yang ditawarkan kepada **pelanggan** dan atau **pemakai (user)**.

Key Word : Drastic Changes.

# FOCUS CUSTOMER

- ❑ Who is your Customer?
- ❑ What is the customer value you provide and how do you measure it?
- ❑ What Innovation best practice do you use to rapidly, efficiently, and systematically create new customer?
  
- ❑ Customer value is *value to the customer*
- ❑ Customer Value = Benefits – Cost
- ❑ Value factor = Benefits/Costs

## Two ways for a company to grow:

- ❑ *Inorganic growth*: buying another company or product, or hiring away a competitor's best people.
- ❑ *Organic growth*: fueled by innovation, which makes an organization better and new.

## Definisi *Innovation* dan *Organizational Innovation*

### INNOVATION

*“The intentional introduction and application within a role, group or organisation of ideas, processes, products or procedures new to the relevant unit of adoption designed significantly to benefit the individual, the group, the organisation or wider society” (West and Farr, 1990)*

### ORGANIZATIONAL INNOVATION

*Organizational innovation: the adoption of an idea or behavior that is new to the organization (Damanpour 1988, 1991, Daft & Becker 1978, Hage 1980, Hage & Aiken 1970, Zaltman, Duncan & Holbeck 1973, Oerlemans et al 1998, Wood 1998, Zumanto & O’Connor 1992)*

## Hubungan antara ***Creativity*** dengan ***Innovation***

Pada intinya:

**KREATIFITAS + IMPLEMENTASI (yang sukses) = INOVASI**



Kreatifitas adalah *essential building block for innovation*  
*Creativity concerns the generation of new ideas.*  
*Innovation also includes the implementation of those ideas*

Implementasi terdiri dari 3 aspek yaitu:

- seleksi ide,
- pengembangan, dan
- komersialisasi

## *How Creativity and Change Drive Innovation*

- ❑ *Creativity*: Suatu aktivitas dengan maksud tertentu atau kumpulan aktivitas yang menghasilkan produk, pelayanan, proses yang bernilai atau ide yang lebih baik dan baru.
- ❑ *Change*: Suatu kondisi/kedaaan yang mengalami perubahan baik secara individu atau organisasi yang diakibatkan oleh kekuatan dengan tujuan tertentu dan transformasi yang tidak disengaja..

Contoh: How engine operates. *Creativity* digambarkan sebagai loncatan api yang menyalakan bahan bakar. *Change* adalah panas yang dihasilkan dari pembakaran. *Innovation*: Mesin merubah panas menjadi tenaga penggerak yang menjalankan kendaraan.

*A functional definition for innovation (McLuhan, 1964)*

- ❑ **Enhances something.** Google meningkatkan kemampuan mesin pencari di internet dengan memudahkan pencarian bagi penggunanya. Pencarian ini membuat orang meninggalkan Yahoo, Lycos dsb.
- ❑ **Eliminates or destroys something.** Membeli saham melalui Broker menjadi Trading On Line (Charles Schwab).
- ❑ **Returns us to something in our past.**

Amazon memiliki koleksi buku yang dapat dibeli secara on line, namun orang tetap membeli di Toko Buku Barnes dan Noble dengan menyediakan minum kopi seperti orang kuliah pada masa lampau.

- ❑ **Over time things become their opposite.**

E-mail pertama diperkenalkan sebagai teknologi yang menghemat waktu, tetapi seiring dengan waktu berajalan banyak orang menggunakan email dan menyalahgunakan dan mengurangi produktivitas kerja.

# Tingkatan Inovasi

Empat tingkatan inovasi produk (*product innovation*) menurut Olson et al. (1995):

- Produk yang baru baik bagi perusahaan maupun bagi pasar (*New-to-the-world products*)
- Produk yang baru bagi pasar tapi tidak bagi perusahaan (*Line extension products*)
- Produk yang baru bagi perusahaan tapi tidak bagi pasar (*Me-too products*)
- Modifikasi dari produk yang sudah ada (produk lama baik bagi perusahaan maupun bagi pasar)

## Hubungan antara *Invention* dengan *Innovation*

### XEROX's Palo Alto Research Center (PARC)

Dibawah bendera XEROX Corporation, didirikan tahun 1970-an, banyak aspek *modern computer* ditemukan (*invented*) disini, diantaranya:

- Graphical User Interface (GUI)
- The Mouse
- Laser printer
- Desk top computer

Tetapi GUI dikomersialisasi oleh Apple dan Mouse oleh Microsoft

Hal ini disebabkan *senior management's narrow focus* pada *core business* XEROX yaitu *photocopiers*

Kasus lain:

- *X-ray scanner, invented by EMI but made a commercial success by GE*
- *VCR invented by AMPEX/Sony but successfully commercialized by Matsushita*

## *Shifted Emphasis and Research on Innovation*

*In 1960s and 1970s the emphasis was on incremental change in public sector organizations*

*In 1980s and 1990s on radical change in private sector organizations (advanced manufacturing technologies, such as: flexible manufacturing, robotics, automated handling of materials, CNC machines, ship automation; components of assembled products, such as in cars: air bags, ABS, GPS, hybrid engine; large scale technical systems, such as: nuclear energy, high-speed trains, coaxial cable, satellite television, internet)*

*As this shift in focus occurred, the nature of the problem being investigated also changed: from simply count the number of adoptions within a particular time period to differential implementation of radical innovations*

*The research usually focusses on rates of innovation where the speed of adoption is an issue. The focus on rates of a phenomenon will produce more consistent results (the research findings) than the analysis of a single event.*



## Jenis – Jenis Inovasi

### *Creative Destruction* (Schumpeter, 1942):

Dengan memenuhi kebutuhan atau memuaskan kebutuhan lama dengan cara baru, sang entrepreneur mendorong proses *creative destruction*

→ inovasi sang entrepreneur akan menghasilkan keuntungan ekonomis

### Schumpeter (1942):

- Inovasi adalah diskontinuitas yang terbagi menjadi dua jenis:
  - Diskontinuitas yang merusak kompetensi (***competence-destroying discontinuity***): membuat keahlian yang dulu diperlukan menjadi tidak berguna lagi
  - Diskontinuitas yang memperkuat kompetensi (***competence-enhancing discontinuity***): dibangun berdasarkan keahlian yang sudah ada

## Jenis – Jenis Inovasi

- Abernathy & Clark (1985); Tidd (1993):

Empat jenis inovasi:

- Inovasi arsitektural: mendefinisikan konfigurasi dasar yang baru dari produk dan proses bagi pengembangan berikutnya
- Inovasi pasar *niche*: membuka kesempatan pasar baru
- Inovasi biasa: perubahan yang dilakukan berdasarkan dan memperkuat keahlian beserta sumber daya yang sudah ada (pada pasar dan konsumen yang sama)
- Inovasi revolusioner: perubahan yang menyebabkan kompetensi, keahlian dan sumber daya lama menjadi tidak dapat digunakan lagi

## Kategori Inovasi

### Tidd et al. (1997):

- Dua jenis inovasi:
  - Inovasi produk
  - Inovasi proses: bagaimana atau cara produk dibuat dan disampaikan kepada customer

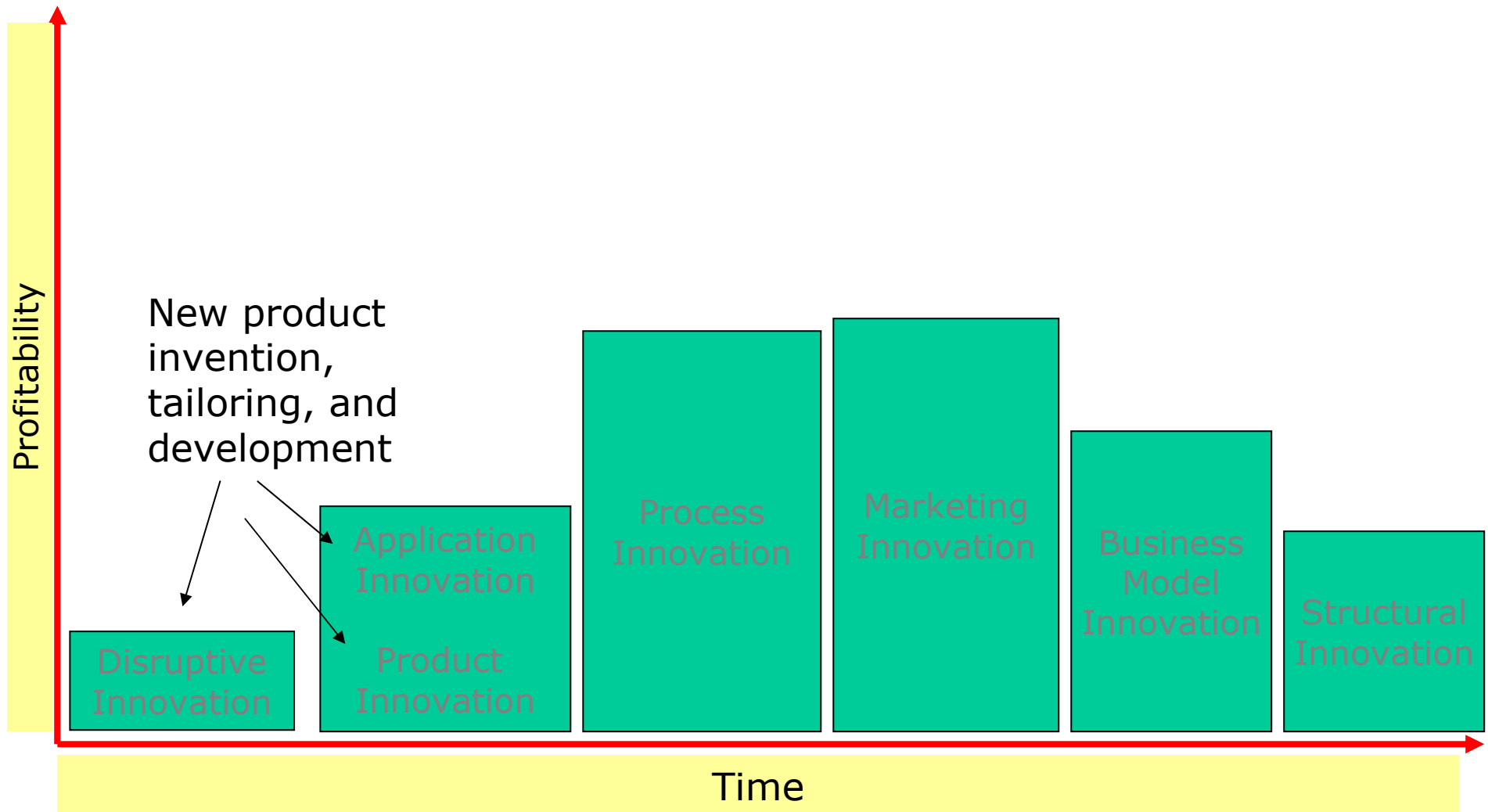
## Tingkatan Inovasi

Apakah pasar untuk produk sudah ada?	Apakah bisnis tersebut sudah ada di pasar?	Apakah <i>customer</i> mengenal fungsi dan fitur produk?	Bagaimana usaha yang dibutuhkan untuk design?		Inovasi tersebut adalah:
			Produk	Proses	
Ya	Ya	Ya	Minor	Tidak ada	<b>Perubahan gaya</b>
Ya	Ya	Ya	Minor	Minor	<b>Product line extension</b>
Ya	Ya	Ya	Signifikan	Minor	<b>Perbaikan produk</b>
Ya	Ya	Ya	Major	Major	<b>Produk baru</b>
Ya	Tidak	Ya	Major	Major	<b>Start-up business</b>
Tidak	Tidak	Tidak	Major	Major	<b>Inovasi besar</b>

## Tingkatan dan Kategori Inovasi

Transformasi	Mobil menggantikan kuda	Internet banking	Kaca Pilkington	Internet
Radikal	Mobil bertenaga hydrogen	Sebuah jenis pinjaman baru	Kaca berisi gas thermo	Penjualan online dan distribusi komputer
<i>Incremental</i>	Model mobil baru	Fitur – fitur baru pinjaman	Kaca berwarna	Berjualan di <i>business park</i> , bukan lagi di pusat – pusat kota
	Produk	Jasa	Proses	<i>Business model</i>

# Different types of Innovation give greater profitability at different points in the life cycle of a product family *[Geoffrey A. Moore, 2004]*



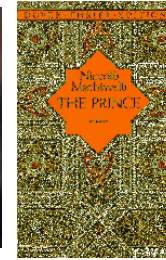
- Disruptive Innovation:
  - Inovasi yang dapat menggeser market leader yang ada saat ini atau bahkan dapat menciptakan pasar baru
- Application Innovation:
  - Menggunakan teknologi yang sudah ada untuk membuka pasar baru dan tujuan baru
- Product Innovation:
  - Memperbaiki produk yang sudah ada: mengurangi biaya/harga, meningkatkan kualitas, fungsionalitas meningkat
- Process Innovation:
  - Menciptakan proses baru untuk produk yang sudah ada di pasar sehingga menjadi lebih efektif dan efisien

**[Geoffrey A. Moore, 2004]**

- **Experiential Innovation:**
  - Melakukan perubahan terhadap produk yang sudah ada untuk memperbaiki kesan/pengalaman *customers*, seperti: lebih senang, lebih puas, lebih yakin
- **Marketing Innovation:**
  - Memperbaiki interaksi dengan *customers*
- **Business Model Innovation:**
  - Memposisikan ulang perusahaan dalam *value chain* atau mengubah cara perusahaan memenuhi kebutuhan *customers*
- **Structural Innovation:**
  - Melakukan perubahan – perubahan signifikan sehingga mendorong restrukturisasi hubungan – hubungan (*interrelationship*) di dalam industri

**[Geoffrey A. Moore, 2004]**

## Hambatan Inovasi



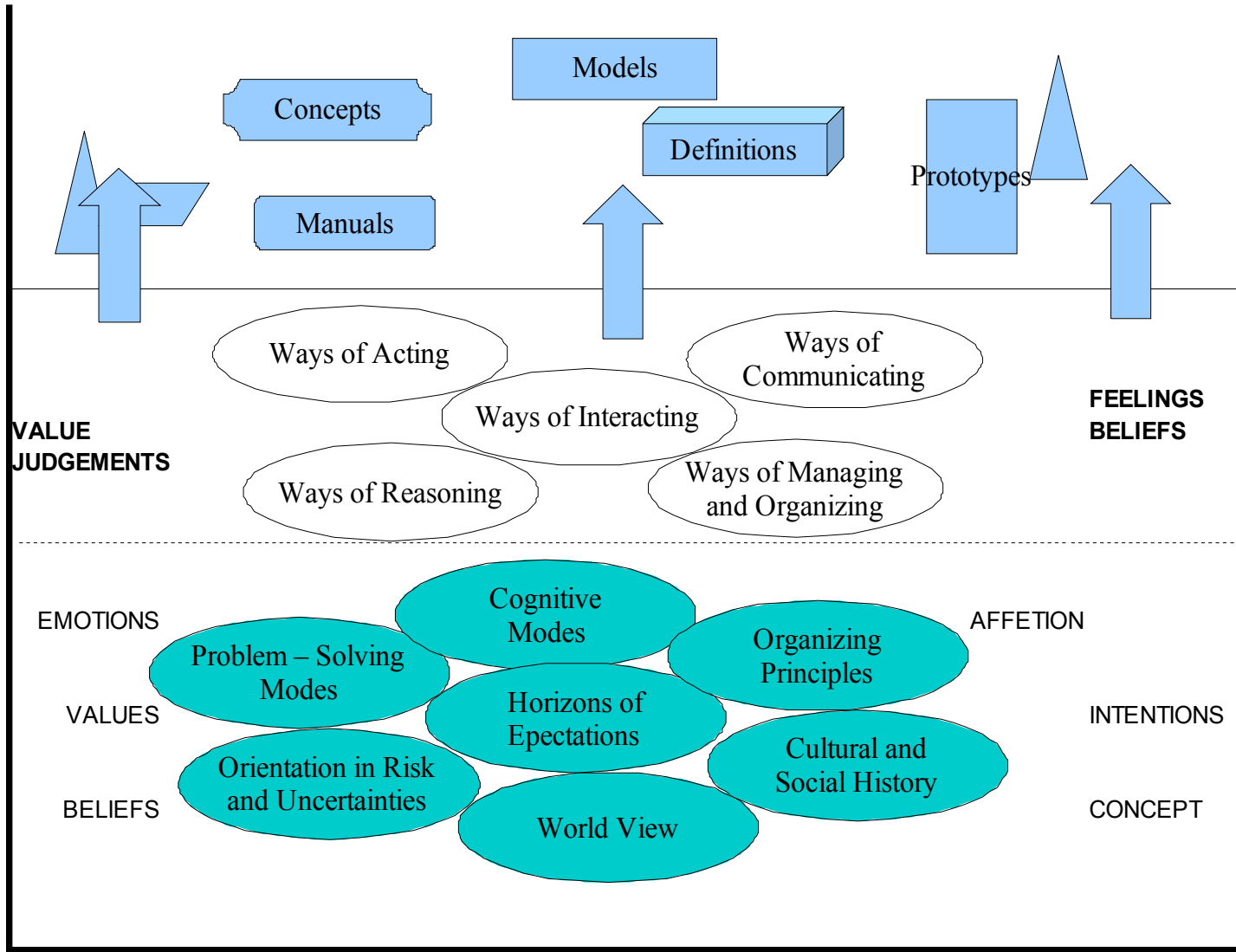
### Machiavelli: “The Prince”, 1515:

- Tidak ada yang lebih sulit dilakukan, yang lebih tidak pasti keberhasilannya daripada berusaha menjadi pemimpin dalam memperkenalkan hal baru
- Musuh inovator:
  - Musuh yang sudah stabil di kondisi lama
  - Musuh yang akan berhasil di kondisi baru
- Sumber hambatan:
  - Ketidaksiapan untuk mempercayai hal baru hingga benar – benar telah memiliki pengalaman yang cukup lama

# Knowledge Management



**EXPLICIT KNOWLEDGE**

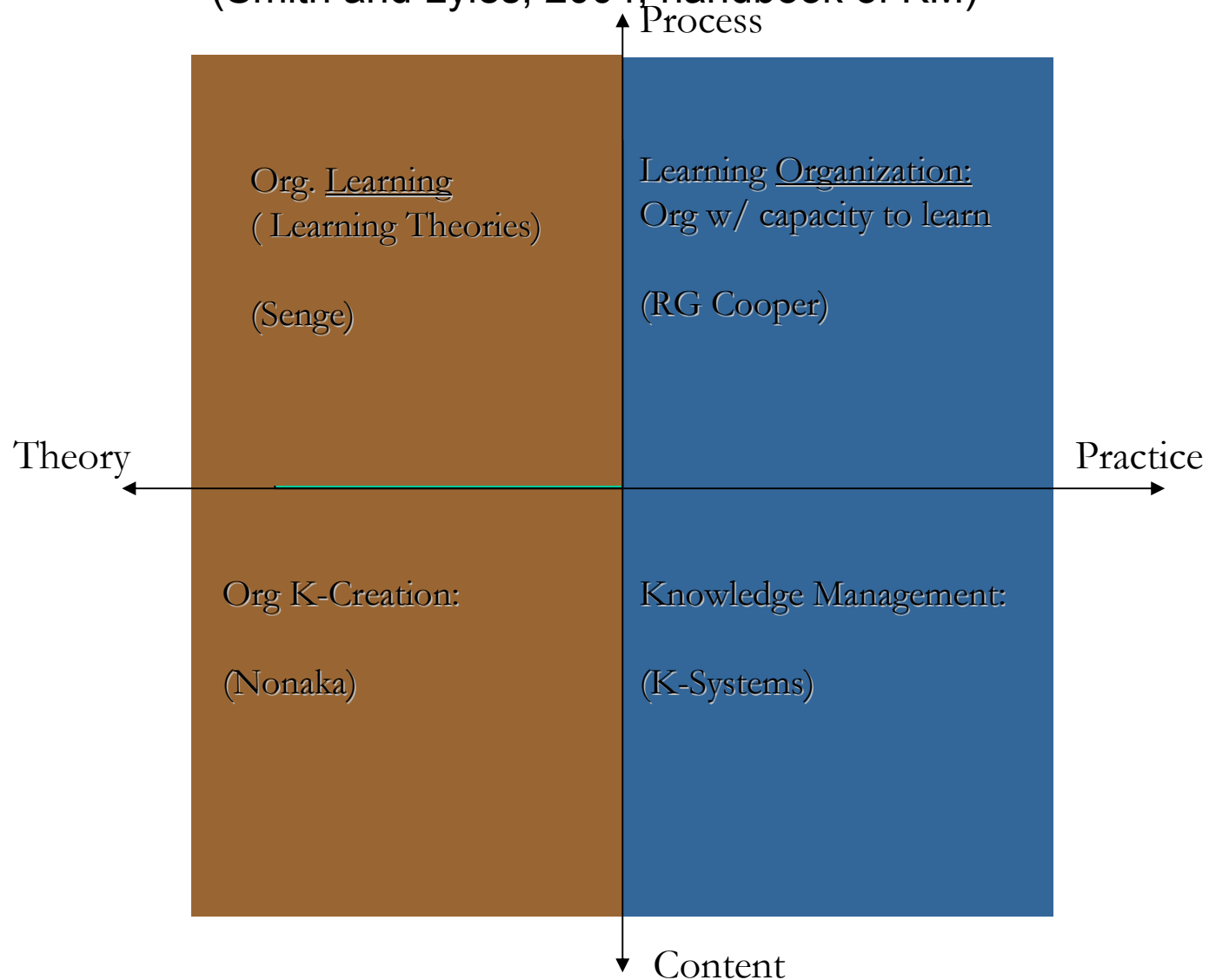


**TACIT KNOWLEDGE**

*The Multidimensional Nature of Knowledge*

# Organizational LEARNING and KM

(Smith and Lyles, 2004, handbook of KM)

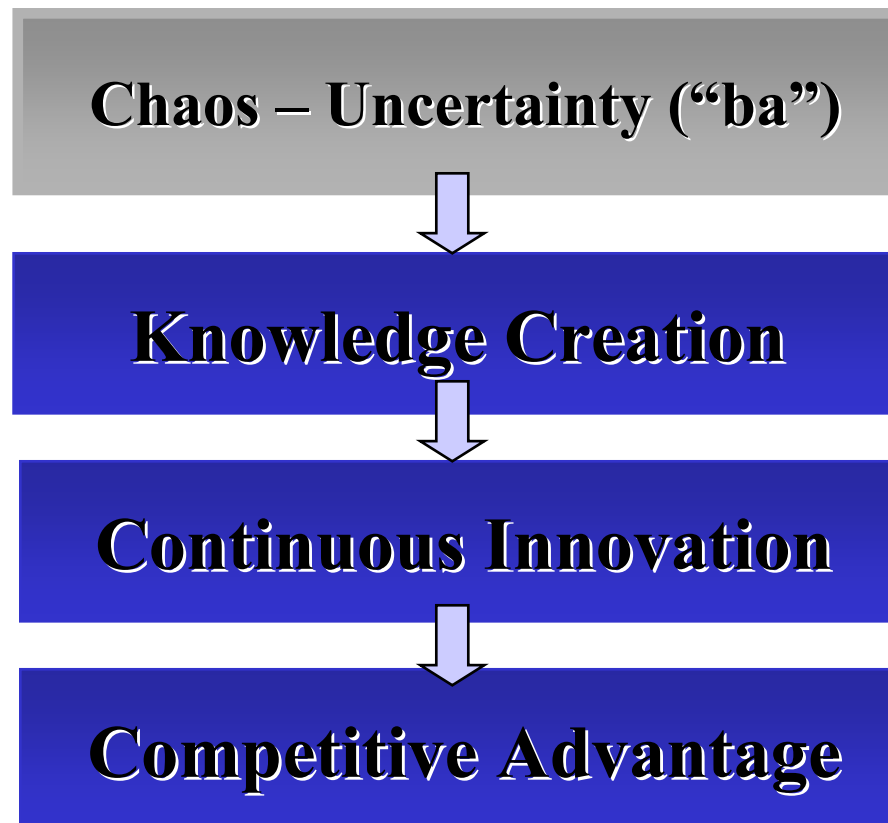


# Why Knowledge?

- **Difficult to imitate (inimitable):**
  - Since 1961, Toyota Motor Corporation (TMC) has accumulated 20 million implemented innovations and implemented improvements through its suggestion system (Juran Institute, 2000).
- **The only source of competitive advantage:**
  - "Knowledge has become the key economic resource and the dominate - and perhaps the only source of competitive advantage". (Drucker in Managing in a Time of Great Change, 1995)

# Why Knowledge

- How do Japanese bring about continuous innovation?



# What is Knowledge Management

# What is Knowledge Management

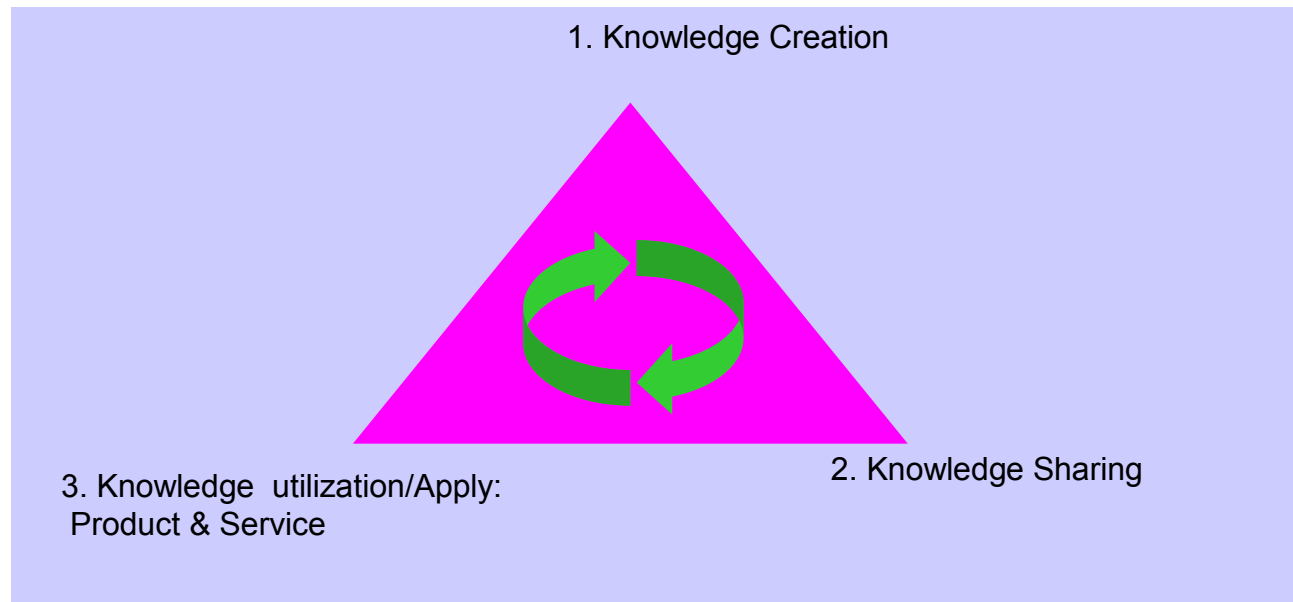
## KM Definition

- Long Version:
  - Knowledge Management is a discipline that promotes an integrated approach to identifying, managing, and sharing all of an enterprise's information assets: including databases, documents, policies and procedures as well as unarticulated expertise and experience resident in individual staff. (Gartner Group)
  - A framework or system designed to help companies capture, analyze, apply, and reuse knowledge to make faster, smarter, and better decisions and achieve competitive advantage. (Ernst & Young)
- Short Version:
  - Creating Value by leveraging Intangible Assets. (Sveiby)

# What is Knowledge Management

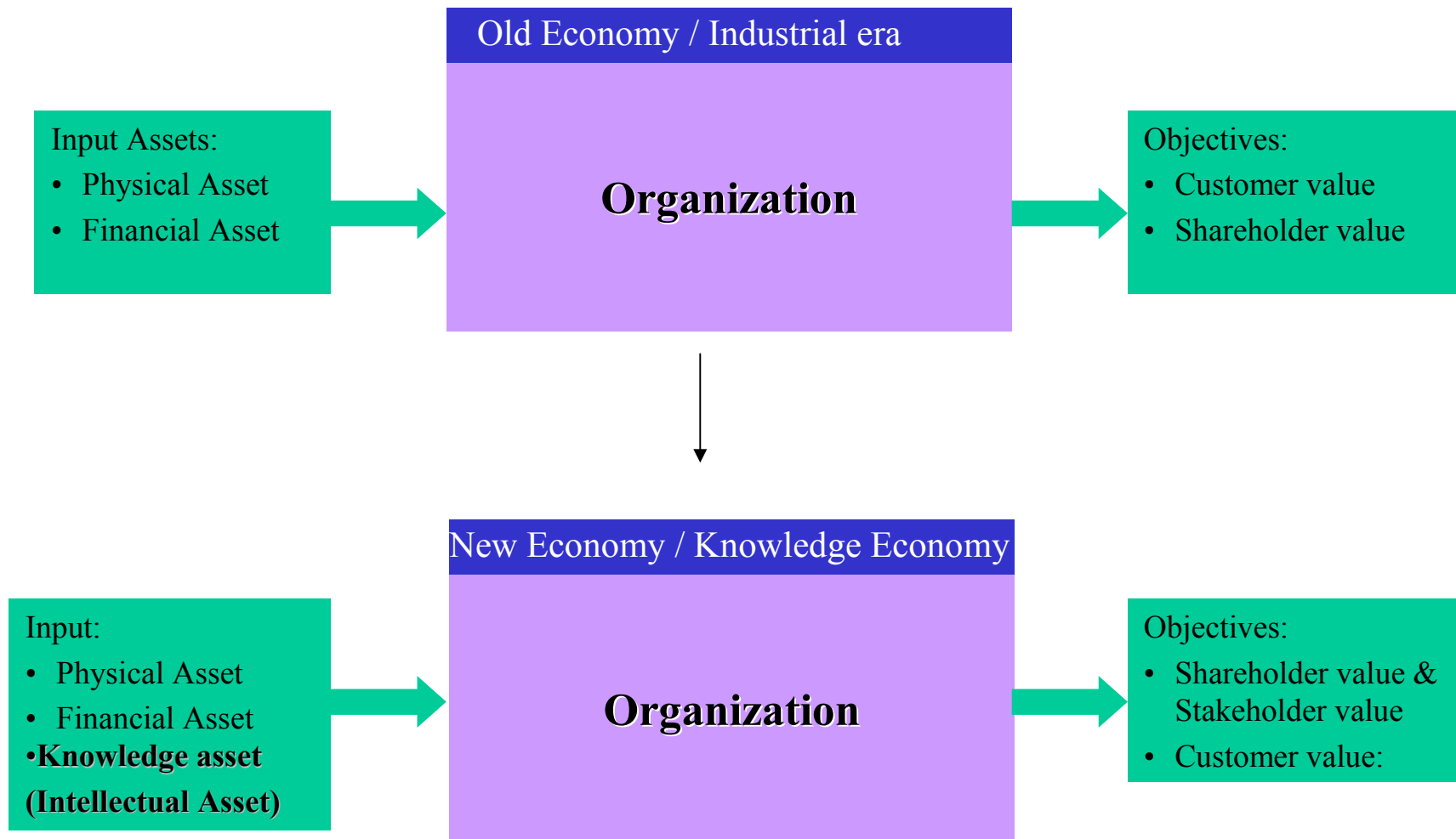
## KM Definition

Knowledge Management Concept memfasilitasi K-sharing process:



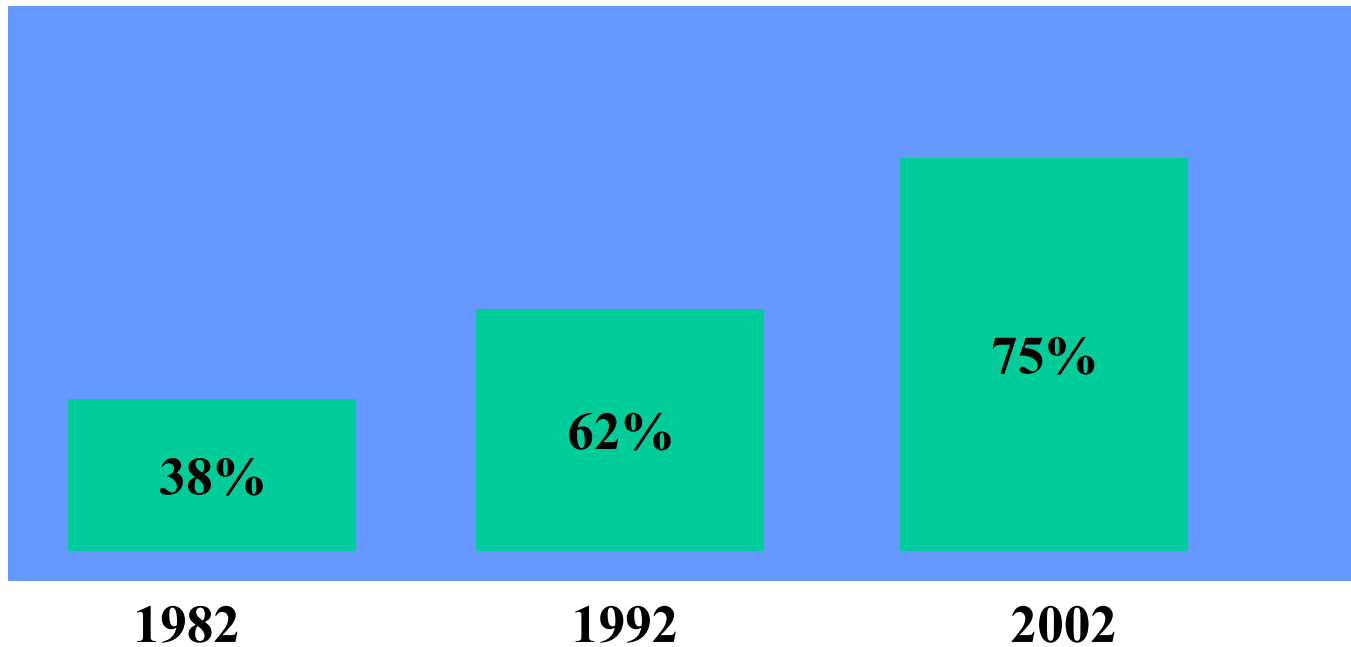
# What is New Economy?

# What is New Economy



# What is Knowledge Economy

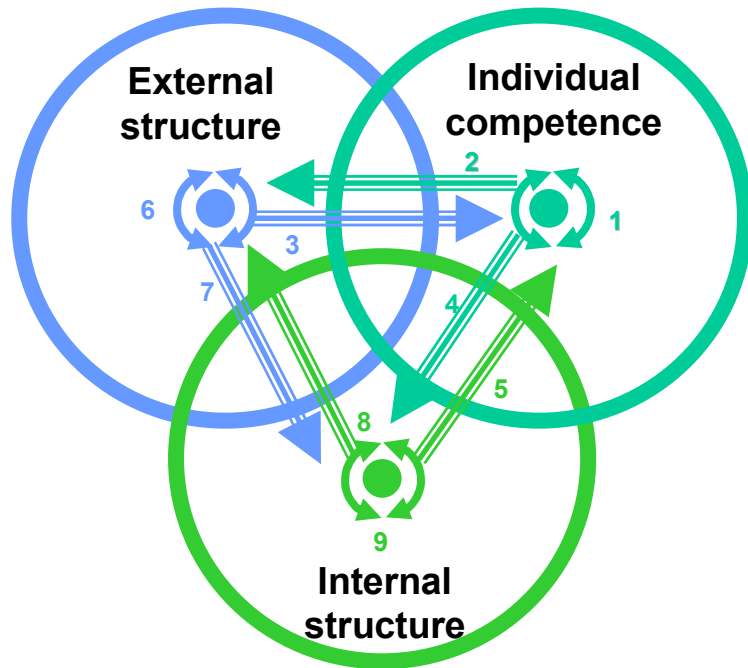
## Increasing value of Intangible assets in Organizations



Source: Strategy Map, Norton and Kaplan, 2003

# Sveiby's KM framework

IAM = Intellectual Asset Monitoring



IAM (Intellectual Asset Monitor)

	Tangible	Intangible		
		External	Internal	Competence
Growth	KPI	KPI?	KPI?	KPI?
Renewal	KPI	KPI?	KPI?	KPI?
Efficiency	KPI	KPI?	KPI?	KPI?
Stability	KPI	KPI?	KPI?	KPI?

Based upon the knowledge based theory of the firm, Sveiby 2000

# What is a Knowledge Based Organization

(Learning Organization, Garvin ,2001)

- KBO is skilled at
  - creating,
  - acquiring,
  - interpreting,
  - retaining,
  - transferring knowledge
  
- Purposefully *modifying its behavior* to reflect new knowledge and insights

# What is a knowledge Based Organization

## Garvin (2001) Six Critical Task

- Create
  - R&D
- Acquires
  - Licensing
  - Merger Acquisition
- Interprets
  - McD Core Competence
  - Fedex
- Retains
  - Knowledge management Systems
  - Embed in Culture
  - Knowledge walk out of the door
- Transfer
  - Local vs Organizational learning
- Modifying Behavior

