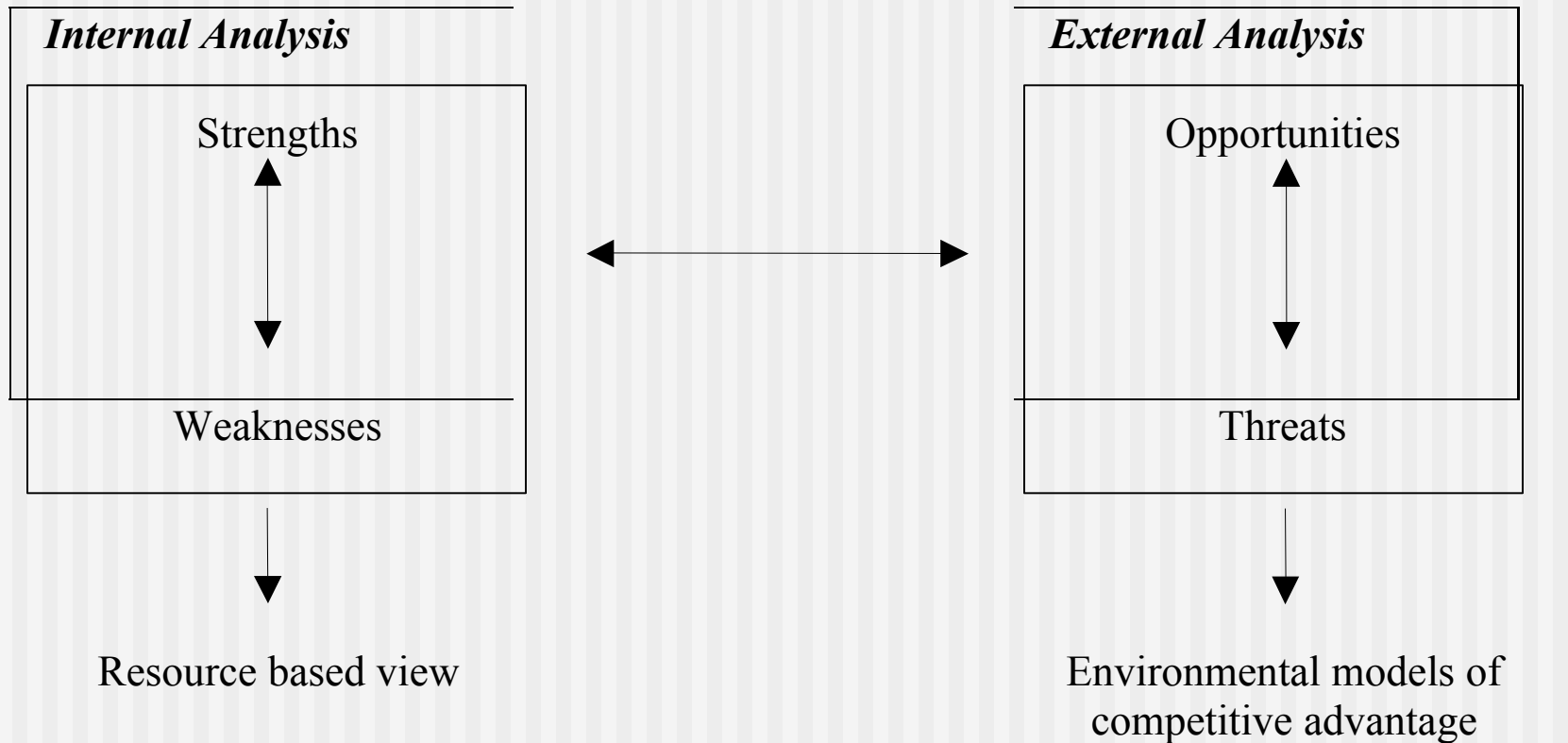


-
- Teadmusjuhtimine ja ettevõtte strateegia
 - Teadmusjuhtimiseks vajalikud eeldused ettevõttes

Organisatsiooni ressursid

- Füüsilised
 - Tehase sisseseade, telekommunikatsioonivõrgud jms
- “Käega katsumatud” – *intangible*
 - Oskused, teadmised, kogemused jms
 - Organisatsiooniline teadmus
- Organisatsiooni oskused
 - Protsessid, kultuur jms

SWOT analüüs ning organsiatsiooni ressursid



Allikas: Barney, 1991

Org. teadmus - konkurentsieelis

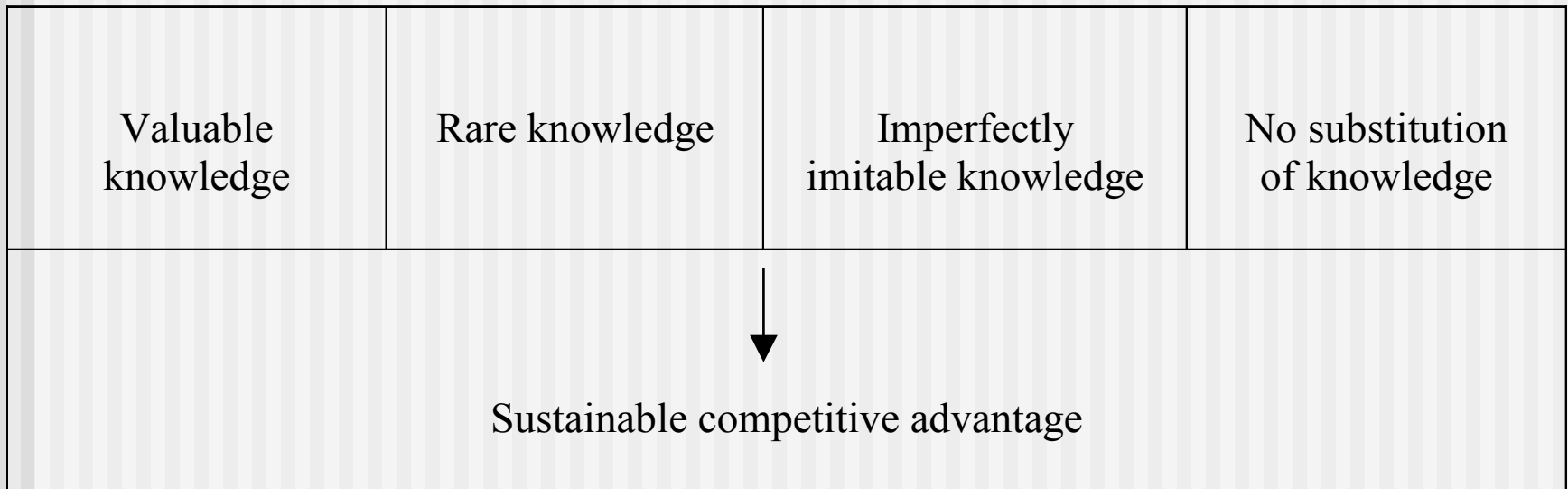
Strategy	Competitive Advantage	Sources of Competitive Advantage	Role of Knowledge	Important Knowledge Processes	Result
Survival	<ul style="list-style-type: none"> - current profitability - not implemented by competitors - those who try cannot replicate original advantages 	<ul style="list-style-type: none"> - economies of scale - economies of scope - product/service differentiation 	<ul style="list-style-type: none"> - valuable, difficult to imitate, difficult to substitute - exclusively held or public - ability to transfer may matter more than content 	<ul style="list-style-type: none"> - knowledge transfer - continuous improvement 	<ul style="list-style-type: none"> - profitability higher than average of the industry
Advancement	<ul style="list-style-type: none"> - future profitability - not implemented by competitors - those who try cannot replicate original advantages 	<ul style="list-style-type: none"> - potential economies of scale - potential economies of scope - potential product/service differentiation 	<ul style="list-style-type: none"> - new knowledge for process/product innovation - transferable new knowledge 	<ul style="list-style-type: none"> - knowledge creation - radical innovation 	<ul style="list-style-type: none"> - future profitability higher than average of the industry

VRIO-raamistik

Valuable?	Rare?	Costly to Imitate?	Efficiently Organized?	Competitive Implications
No	--	--	No	competitive disadvantage
Yes	No	--	Yes	competitive parity
Yes	Yes	No	Yes	temporary competitive advantage
Yes	Yes	Yes	Yes	sustained competitive advantage

Allikas: Barney, 1991

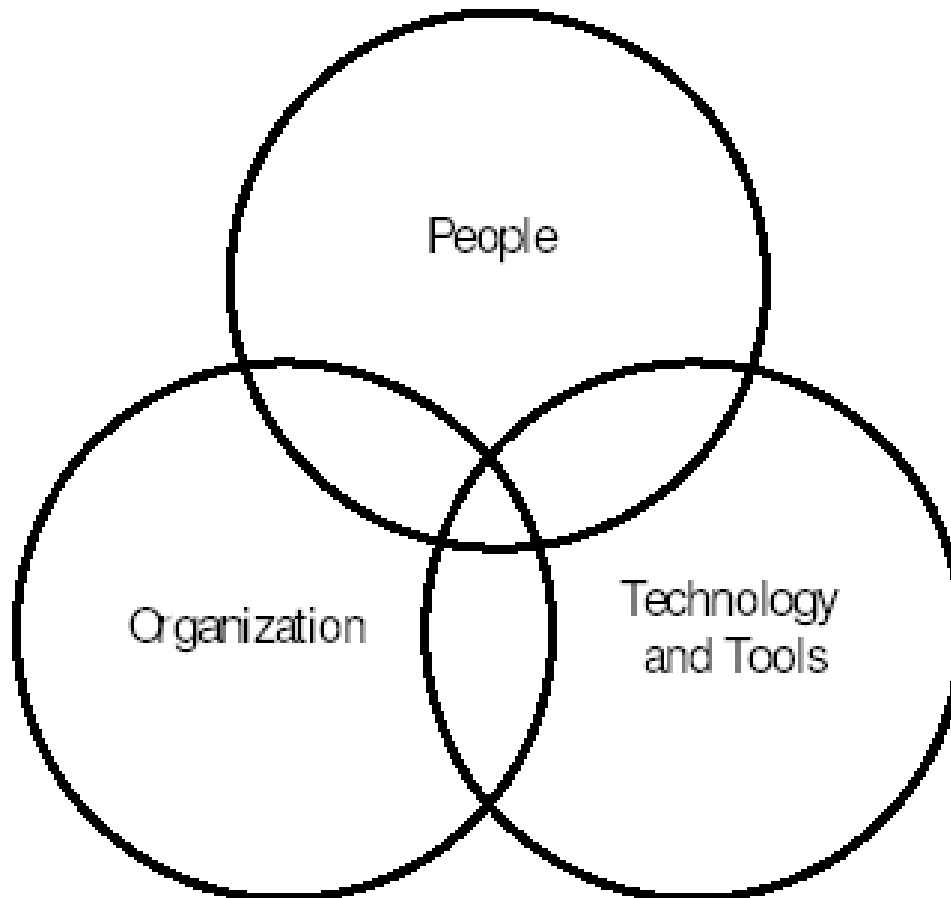
Konkurentsieelise kriteeriumid



Allikas: Nonaka, 1991

Teadmusjuhtimise eeldused organisatsioonis

Major Knowledge Management Domains



Source: International Data Corporation, 1997

Inimesed

- Tippjuhtkonna toetus, positiivne otsus
- Kultuur
 - Usaldus
 - Tagasiside
 - Soov arenedada/muutuda
- Meeskond

Organisatsioon

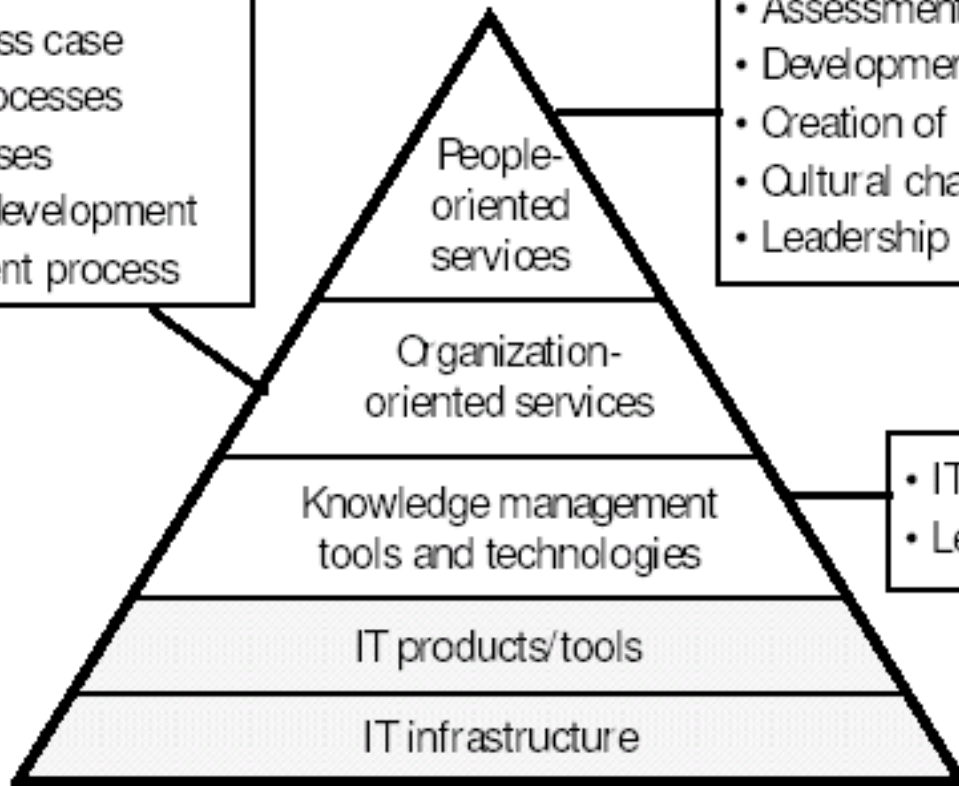
- Teadmusprotsessid -> organisatsiooni protsessid?
- Teadmuskaart
- Mõõtmisüsteemid
- Tasusüsteemid
- Pidev arendus

Tehnoloogia

- Baasinfrastruktuur
 - Andmebaasid
 - Grupitöövahendid
 - Otsing
 - ...
- TJ-süsteemid
 - Teadmusportaal
 - Intelligentne otsing
 - ...

Inimesed-Organisatsioon- Tehnoloogia

- Development of business case
- Development of KM processes
- Insertion of KM processes
- Measurement system development
- Continuous improvement process



- Assessment
- Development of KM units
- Creation of KM communities
- Cultural change intervention
- Leadership preparation

- IT-based KM tools
- Learning organization tools

Source: International Data Corporation, 1997