Digital Transformation
(in Enterprises and Societies) and Knowledge Management

[Discussion] Miyako Machii
Knowledge Management in Practice, how to improve the effectiveness of team and the system

Digital Transformation
and Knowledge Management
(in Enterprise)

how can we improve the effectiveness of team and the system?

The Project Outline

Machii Started assisting Company A
(a subsidiary of largest telecommunication company) responding to
the request to introduce Knowledge Management
(as full-time external consultant) on April 2016.

The Status at the beginning was almost all remains 'tacit'
After one and half years, a digital platform has been designed,
built and activated.

At the early stage, SECI model was disseminated to and understood as core
concept among top management and front line managers, then went into
Knowledge Management System Design and Practice.

Access number to Knowledge Portal at the moment is 1000-1100.
As the Department has 200 people, 5 time per month per pax.

Details

[Industry / Public Business Development Department]
The team of engineers and sales representatives
(Engineering Section and Sales Section)
Engineers: 100 pax
Sales Representatives: 100 pax
Mission: To help client organizations introduce
and activate effective IT system

[The Knowledge Management Project] from April 2016

[Mission] To introduce effective Knowledge Management system
 for the Department

[Project Team] Machii as external Consultant, Director, Network Manager.

[Project Objective] To make sales activity and account management
effective

[Main Theory Used] SECI Model (for Knowledge Creation)

[System Users] All in the Department (Directors, Managers, Engineers and Sales Representatives)

[Information and Data Managed / Shared]

-      Clients' Profile: Basic facts and figures, data, key counterparts, their expectation for the project

-      Status: progress so far, what has been done, what remains unattended, next step to be taken etc.

-      Lessons learnt, obtained know-how during and after the client project(s) = 'Knowledge'

-      List of technologies / solutions / know-how available (who has what) = 'Knowledge

[Results so far]

- Status updated regularly and timely
- Effective Account Management!

- Necessary information for internal meetings made ready online at all times (no need to prepare documents or presentations)

Ø Number of meetings, time spent for meetings
   decreased to half r so.
   (both internal and external)

- Timely actions taken effectively (ex. when sales rep A is absent, even new sales rep B can carry out necessary actions)

- Improved speed of completion (towards contracting / of IT system introduction)

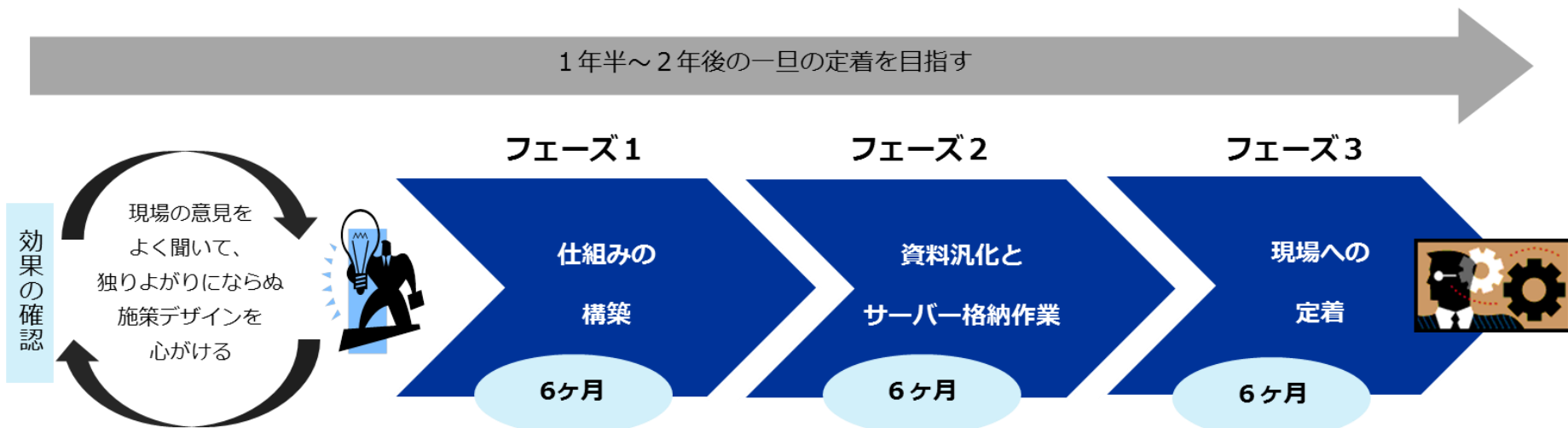- Closed Knowledge is now open within the Department completion (open between sections)

Ø Isolation between sections is reduced

Ø Sales Section can always refer to the latest technologies developed in Engineering Section

Ø Engineering Section can always refer to the latest status of Clients (projects), therefore needs of 'innovation' is clear = timely and exact solution delivered

具体的構築スケジュール

１年半～２年後の一旦の定着を目指す

効果の確認

現場の意見をよく聞いて、独りよがりにならぬ施策デザインを心がける

フェーズ１
仕組みの構築

6ヶ月

フェーズ２
資料汎化とサーバー格納作業

6ヶ月

フェーズ３
現場への定着

6ヶ月

現状認識
課題の抽出

- 現場ヒアリング
- Know-Who
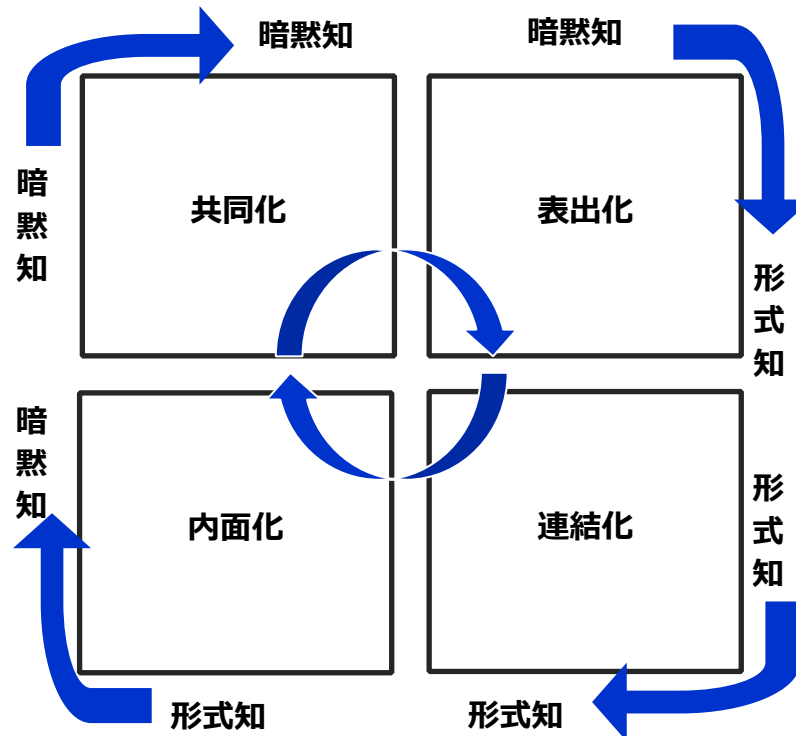- ＫＭ会議開催

暗黙知から
形式知への変換

- 資料汎化の専門チームを編成
- サーバー格納整理

全体への共有
知の循環

- SECIモデルの実践
- 「場」の構築
- KMO機能と権限策定

ナレッジマネジメントの概念「SECIモデル」

知識創造スパイラルは下記モデルで説明される。

次ページに
それぞれのフェーズの
詳細な説明あり

暗黙知

暗黙知

暗黙知

暗黙知

共同化

表出化

形式知

内面化

連結化

形式知

形式知

形式知

暗黙知＝各人が経験を通して
学習した結果獲得した知識。
文章化/ビジュアル化されていな
い。

形式知＝暗黙知が表出したもの。
他人が利用可能であり、
組織の知的財産とも言える。

共同化（Socialization)、表出化（Externalization)、結合化（Combination)、内面化（Internalization)

**頭文字をとり「SECI（セキ）モデル」と呼ばれる**

ナレッジマネジメントの概念「SECIモデル」

知識創造スパイラルの詳細は下記のとおり。

野中郁次郎氏提唱

知識創造理論に基づく４つのフェーズ

（１）報告会や勉強会などで暗黙知のまま獲得する「共同化」
⇒経験やカンにより支えられるノウハウであり、言葉でない部分に頼らざるを得ない。

（２）形式知へと変換して共有化する「表出化」
⇒ある知識が言葉・図・表として表出される。例えばマニュアルやルールなど。

（３）組織として既存の形式知を結合して，さらに新しい形式知を生む「連結化」
⇒組織で共有された知識が体系化。ここでICTを適切に利用すると非常に効率的。

（４）組織で共有した形式知を個人で消化して自分自身の暗黙知とする「内面化」
⇒体系化された知識は各個人の行動を変化させ、さらに新たな暗黙知が積み上がっていく。

※これらのフェーズはスパイラル構造を有し、繰り返しながらより良く発展していく。

暗黙知	暗黙知
共同化	表出化
内面化	連結化
形式知	形式知

形式知

形式知
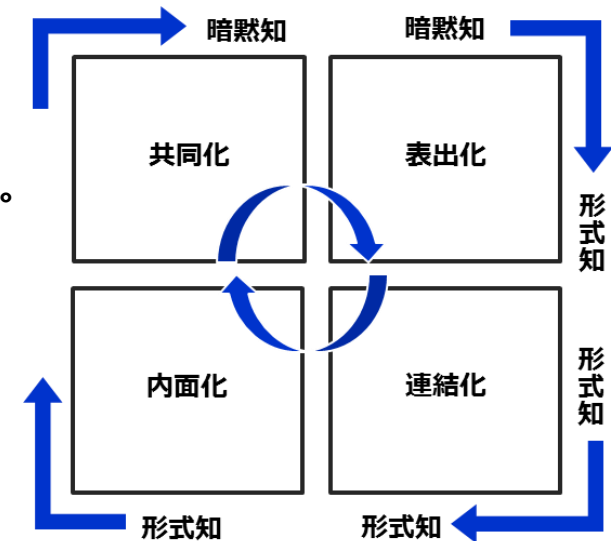
Machii built the Knowledge-Portal on server, focusing on User-Friendly. Once a User Click The Box, they can get the contents.

※Sorry,
Because of the Cliant's will, the image pics cannot open to the public.

Digital Transformation
and Knowledge Management
(in Society)

how can we improve the effectiveness of team and the system?

The Project Outline

Machii started to run English Circle in Shinagawa-ward.

As "Social Education Organaization"

the basic concept is " For the 21th Century's Kids"

Small Social.

Exploit Digital Devices.

Teaching 4-kinds English Skill with a good Balance.

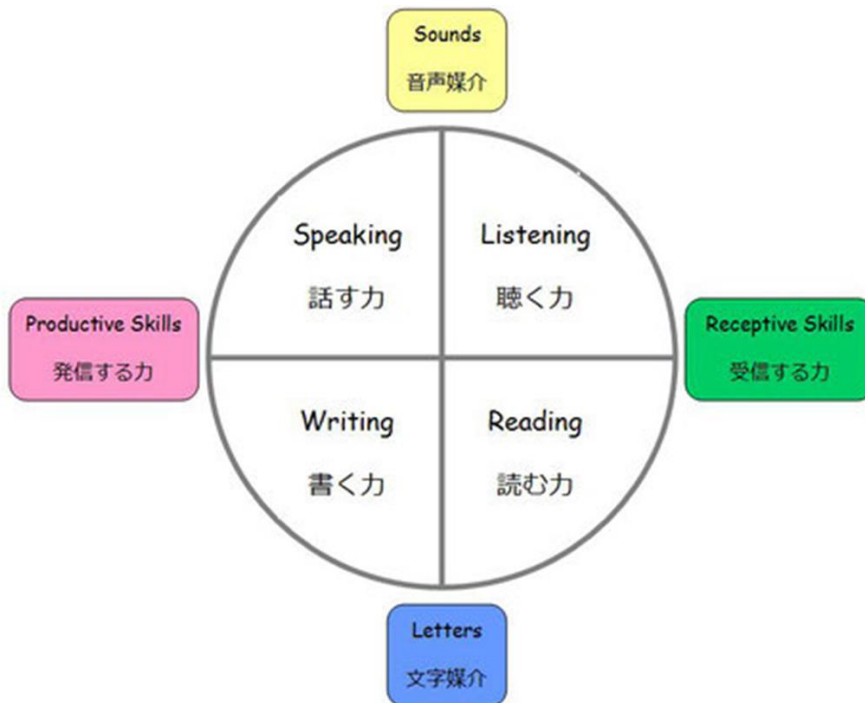Keeping warm communication with the Community.

Running with a gift from digitalization.

Our lesson Model, Assemblage-kids.

The target age is 7-12.

Speaking and Listening(Sounds), Writing and Reading(Letters).

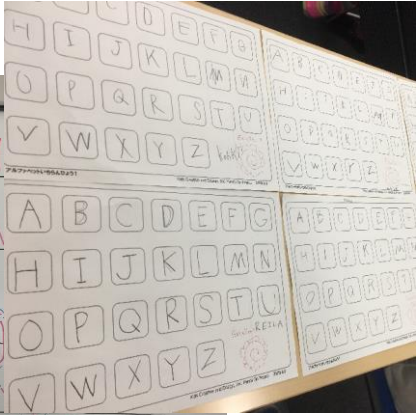**Machii uses Digital Devices in most of the lesson, and chiilren recieve them naturally.**

Sounds
音声媒介

Speaking
話す力

Listening
聴く力

Productive Skills
発信する力

Receptive Skills
受信する力

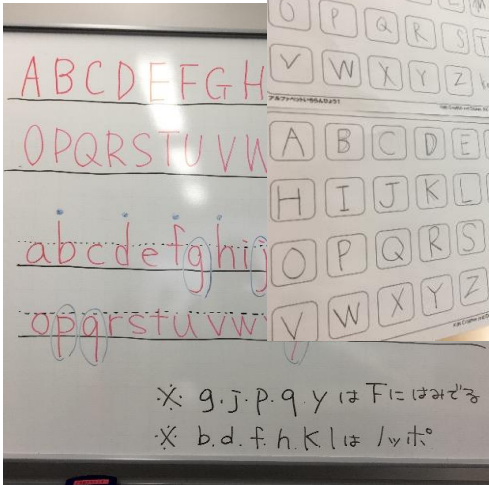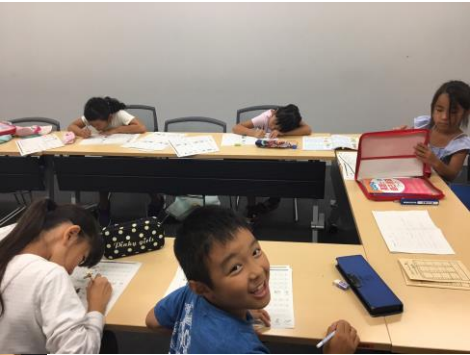Writing
書く力

Reading
読む力

Letters
文字媒介

**Machii also uses SNS
with the Parents.
It's very good for customer care.**

**Also,there's a plan to exploit of
Practical use of
online-English Lesson.**

21th Century's Children are consider Digital as Usual thing.

Our vision is Co-Exist of Analog & Digital.

Thank you for Listening.