

***2006 - 2008 Strategic  
Business Plan  
(Innovation, Sustainability, Knowledge  
Management & Foresight)***

Coordination Group  
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## 1. Background - MB007 Achievements

MB007 has reached a critical point in its life:

- AS5037 world first for Knowledge Management Standard
- Baseline established for "soft standards" to move forward with an exciting portfolio of innovative materials
- New benchmark for launch functions
- New education & promotional initiatives (ASIC case study, Australian Business Foundation, Coordination Group/committee blog and case study podcasts)
- Portfolio of new projects identified for future development
- Exciting opportunity exists for community engagement

Opportunity for Standards Australia to lead international developments in KM, Commercialising Intellectual Property, Innovation and Foresight

## 2. Engine of Growth for Standards

The growth in "soft" standards will be propelled by 5 key drivers:

- Transition from an industrial economy model to services/knowledge economy
- Reduced content cycle times
- Adoption of joint ventures and partnering as an operating model
- Foresight
- Access to diverse sources of funding for content development, marketing and promotion.

## 3. Strategic Intent

The Coordination Group's 5 key objectives for 2006 - 2008 are:

1. Global thought leadership in standards (ISO)
2. Penetrate the executive suite
3. Proactive community engagement
4. Fast track content development
5. Electronic media formats

## 4. Situation Assessment

### 4.1 SWOT Analysis

#### Strengths

KM Standard published  
 Content development experience  
 Experience in customizing BSI publication  
 Launch skills

#### Weaknesses

Content development speed to market  
 Expertise amongst existing committee  
 Resource limitations  
 Poor committee effectiveness  
 Uneven committee member contributions  
 Under developed relationships with BSI  
 Lack of penetration amongst executives  
 Inadequate community engagement  
 Unfamiliarity with Government grant schemes  
 Limited representation from Universities  
 License agreement with SAI Global  
 Reliance on SAI Global for marketing support

#### Opportunities

Global thought leadership in standards (ISO)  
 Committee act as prototype for new model  
 Penetrate the executive suite  
 Develop portfolio of innovative materials  
 Clarify governance and committee role  
 Adopt emerging electronic media formats  
 Make greater use of partnerships and JV's  
 Accelerate speed to market  
 Tap into wider pool of talent  
 Leadership lab on services economy Standards

#### Threats

Declining interest in KM  
 Limited industry engagement  
 US Standards influence at ISO  
 Lack of adequate support by SAI Global

## 4.2. Situational Analysis

### 4.2.1 Committee Effectiveness

Based on past experience, the *Coordination Group* sees the need to distinguish between the primary *Governance* role of the committee and future content development. Blending the two in the past has resulted in flawed governance, lengthy delays in content development, lack of prioritisation and burn out amongst committee members.

Moreover, the commitment and type of discussions entailed in often lengthy committee proceedings is discouraging many senior practitioners from contributing to content development.

The Chair of MB007 and Deputy Chair believe:

- Contributions to the development of content of AS 5037 - 2005 Knowledge management - a guide was very uneven across the committee, severely affecting the workloads of individual contributors
- The current committee is heavily skewed towards the information end of the Knowledge Management spectrum and under-represented at the people and culture end
- Too many committee positions are occupied by observers from other committees
- Major organisations active in Knowledge Management are not represented on the MB-007 committee

This leads the *Coordination Group* to conclude that the MB-007 committee's current composition does not fit with the direction out in the 2006 - 2008 Strategic Business Plan.

### 4.2.2 Representation Issues

In its current form, MB007 lacks representation from:

- Leading universities
- Major Centers of Excellence & Private Think Tanks
- Federal, State and Local Government entities
- Cross section of senior practitioners
- Geographic diversity

This imbalance will need to be addressed over time if the content development and industry adoption targets are to be met. For a full list of unrepresented organisations, refer to *Appendix 3. Unrepresented Institutions*.

#### **4.2 Expert Domains**

To improve the operational focus of the committee and to aggressively reduce the current cycle times for content development, an initial set of expert domains has been identified and priorities for 2006 - 2008 tentatively set. The domains will be supported by Working Groups to develop content with governance provided by the Coordination Group.

Working Groups will operate in parallel, enabling a greater diversity of subject areas to be covered without draining the existing resources of the MB-007 committee. Leaders will be appointed to each Working Group. The Working Group Leaders will be accountable to the Coordination Group.

One significant implication of adopting a discipline around expert domains will be the need to identify and recruit additional talent to lead and staff the Working Groups as they come onstream.

#### **4.3 Funding**

Traditionally, funding has not been available to MB-007 for:

- Reference/research librarian to conduct literature searches
- Committee representation at important conferences/workshops
- Infrastructure such as blogs, wikis and podcasting

These resources are essential if the committee is to deliver on its 2006 - 2008 Strategic Business Plan commitments in an effective and timely manner.

#### **4.4 Support Infrastructure**

Currently, the committee's effectiveness is hindered by:

- Lack of a reference library
- Inadequate preparatory research
- Under exploited links to BSI

- Lack of Joint Ventures to develop new content areas or promote published materials
- Low understanding of Government or private funding sources for Research and Development

#### **4.5 Marketing & Promotions**

Top date, the committee has primarily focused on content development and the editing/publishing cycle. However, the Coordination Group has identified a number of gaps in the past approach to marketing the committee's output. In improving the marketing of the committee's materials, a range of initiatives have been identified:

- Target policy debate (Forums)
- Engage the wider community more effectively - its leaders and its educators
- Closer links with ISO, BSI
- Launch an independent Institute (Initiative)
- Adopt "new" media
  - MP3 sound files
  - Streaming video
  - Podcasting
- Reference & library resources
- Project management, editing, & audio/video resources

## 5. The Roadmap 2006 - 2008

### 5.1. Committee Effectiveness

#### 5.1.1 Enhanced Governance

- Target transparency, adopt a "Business Plan" approach, incorporating clear goals, continuous improvement reviews and a budget and resource plan)
- Introduce a *Coordination Group* to oversee committee activity and ensure adequate governance is in place
- Establish an International Advisory Council (refer *Appendix 4. International Advisory Council*)
- Introduce "Expert Domains"
- Adopt Working Group model to sharpen the focus and fast track content development around Expert Domains
- Induct new talent, rotate contributors & target representation
- Implement annual performance reviews and reports

#### 5.1.2 Committee Priorities Q1 2006

- 2006 - 2008 Strategic Business Plan in place
- Working Group talent identified and recruited
- Expert domains identified and priorities set
- Work commenced on 1 x priority and 1 x secondary domains
- Committee blog live

### 5.2. Expert Domains

#### 5.2.1 Expert Domain Priorities

2006 Priority	2006 Secondary	2007-8 Priority	2007-8 Secondary
Sustainability	HB189 - 2004 Vocabulary Taxonomy	Foresight & Futures Innovation Social Network Analysis Communities of Practice Measurement	Storytelling & narrative Pattern Matching Decision Support BSI Licensing Blogs, wikis, podcasts

### 5.2.2 BSI Licensing Priorities

Following on from the success in customizing the BSI *PD7500 Knowledge Management Vocabulary* to produce an Australian version HB189 - 2004 Vocabulary, five other BSI publications have been identified as having potential in the Australian market. They are:

PD 7501	Managing culture and knowledge management: <i>Guide to good practice</i>
PD7502	Measurements in knowledge management: <i>Guide to good practice</i>
PD 7504	Knowledge Management in the Public Sector: <i>Guide to Good Practice</i>
PD 7505	Knowledge Management Skills and Competencies: <i>Guide to Good Practice</i>
PD 7506	Linking Knowledge Management with Other Organizational Functions and Disciplines: <i>Guide to Good Practice</i>

The Coordination Group propose to organise the customisation of these BSI publications into a stand alone Expert Domain, managed directly by a Working Group.

### 5.2.3 AS5037 Knowledge management - a guide

- Content development cycle on pause - commence strategic review in Q3 2007
- Initiate discussions on adopting AS5037 as a joint Australian/New Zealand standard with New Zealand Standards group and industry members
- Approach ISO regarding AS5037's candidacy as a global standard
- Implement a disciplined promotional and education program to support the take up of AS5037 by industry and academia

### 5.2.4 HB189 - 2004 Knowledge Management Terminology & Reading List

- Appoint Working Group Leader in Q1 2006
- Convene Working Group to review and refresh current content - Q1 2006
- Revisit BSI publication for developments
- Commence an industry consultation process

- Initiate discussions on adopting the updated HB189 Knowledge Management Terminology & Reading List as a joint Australian/New Zealand handbook with New Zealand Standards group and industry members

### **5.3. Funding**

To support both its content development and its promotional and educational responsibilities, the Coordination Group proposes to explore external options for funding.

#### **5.3.1 Funding Vehicles**

Some potential new vehicles for developing content and promoting materials will be explored as part of the 2006 - 2008 Strategic Business Plan:

- Consortia and joint ventures
- Partnering
- Adoption of the BSI model (tender content development)
- Commercial sponsorship for community engagement

#### **5.3.2 Funding Sources**

Expertise in the existing industry grants framework for funds or resources will be explored as part of the 2006 - 2008 Strategic Business Plan:

- Ausindustry grants
- Austrade export development grants
- Industry body funds
- Private funding

### **5.4 Support Infrastructure**

To deliver its proposed 2006 - 2008 Strategic Business Plan, the current level of resources will need to be maintained and expanded through:

- Continued access to a project leader
- Continued access to an editor
- Travel support for Chair and Deputy Chair International Advisory Council liaison

- Implementation of a publication search as a key activity prior to and Working Group commencing content development, using the services of a researcher or reference librarian
- Establishment of a small reference library of key expert domain publications
- Introduction of blogs, wikis and podcasting as communication and content development tools (Funded by commercial sponsorship).

## 5.5. Marketing & Resources

In improving the marketing of the committee's materials, a range of initiatives have been identified:

- Target policy debate (Forums)
- Engage the wider community more effectively - its leaders and its educators
- Closer links with ISO, BSI
- Launch an independent Institute (Initiative)
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  - MP3 sound files
  - Streaming video
  - Podcasting
- Reference & library resources
- Project management, editing, & audio/video resources

### 5.5.1 Marketing Collateral

More effective promotion through:

- Introduction of a committee blog to keep the wider community aware of the committee's plans and the progress of its Working Groups
- Development and distribution of education materials tailored for the Higher Education sector
- Workshops conducted by committee members
- Targeted presence at conference programs
- Better media liaison and columnist contribution
- Promotional and "How To Buy" materials to be available for functions and events

### 5.5.2 Community Engagement Vehicles

The Coordination Group anticipate exploring the potential contribution of three vehicles to promote greater community engagement:

#### *A. Leaders @ Standards*

3 major events per year:

- Sustainability Cafes                      March 2007
- Foresight & Futures Forum            July 2007
- Innovation Forum                          October 2007

#### *Format*

- 1 day "Leaders" summit followed by a
- 2 day public conference + 1 day of workshops
  
- Professionally managed (contract)
- Outsourced via joint venture

#### **B. The Eliska Initiative**

(Emergence, Leadership, Innovation, Sustainability, Knowledge, Asia-Pacific)

- Institute for thought leaders & professionals
- APEC in scope
- Respected & authoritative voice
- Deliver enhanced credibility
- Professional development programs
- Networking opportunities
- Advisory Board: Australasia, Asia, South Africa & UK.
- Re-invigorate support for participation in standard development

## 6. Next Steps

- *Global thought leadership*
- *Penetrate the executive suite*
- *Proactive community & stakeholder engagement*
- *Partnerships*
- *Smarter higher education & marketing programs*
- *Fast track content development*
- *New agile, responsive capabilities*

## ***Appendix 1. Coordination Group***

### **Vision:**

*"To drive the adoption of excellence in Knowledge Management and Innovation within organisations by providing thought leadership and direction."*

### **Role:**

- Foster excellence in KM & Innovation in Australasia and APAC
- Promote the use of *AS5037 - 2005* and materials across APAC
- Provide governance & program direction for content development
- Liaise with ISO, BSE, and other International Standards bodies
- Facilitate vigorous contributions from nominating organisations

### **Deliverables:**

- Thought leadership on Knowledge Management and Innovation trends
- Coherent program of Standards, hand books and resource materials to foster Knowledge Management and Innovation
- Active engagement by nominating organisations in committee activities

## ***Appendix 2. MBO07 KM Committee***

### **Vision:**

*"To facilitate the contribution of Knowledge Management to organisations by developing and maintaining materials such as AS5037 - 2005 Knowledge Management - a guide and HB189 - 2004 Knowledge Management Terminology and Reading List ."*

### **Role:**

- Oversee development of nominated Knowledge Management materials
- Provide governance and project administration for content development
- Approve hand book content on subjects nominated by MBX Committee

### **Deliverables:**

- Committee Governance and project oversight
- Timely updates on existing content
- Timely development of new materials

### ***Appendix 3. Unrepresented Institutions***

#### **Academia:**

- University of NSW
- Monash University
- Melbourne
- AGSM
- Macquarie University
- Macquarie GSM
- Macquarie Centre for Innovation
- Australian Foresight Institute
- Swinburne University - Centre for Collaborative Business Innovation

#### **Think Tanks:**

- Lowy Institute
- The Australia Institute
- Australian Business Foundation
- Australian Strategic Policy Institute
- Page Research Centre
- Chifley Research Centre
- Menzies Research Centre

***Appendix 4. Potential International Advisory Council Members***

Patrick Lambe	Singapore
Neill Allen	United Kingdom
Paul Cilliers	South Africa
Eric Tsui	Hong Kong
Etienne Wenger	California
Klaus North	Europe (Germany)
Karl Eric Sveiby	Scandinavia
Verna Allee	United States
David Guerteen	United Kingdom
Euan Semple	United Kingdom
Bill Martin	
Max Boirsot	Spain
Karl Wick	United Kingdom
Richard Hames	Thailand
Prof Choo	Canada