

The “Six Secret Teachings and Three Strategies” of Enterprise Knowledge Management: Postprint of the Exclusive Interview with Ms. Ge Xinhong, Dean of AMT Research Institute, by Knowledge Management Forum

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Abstract

As the saying goes: the business world is like a battlefield. Facing unpredictable market changes, rapid technological development, and ever-evolving social transformations, no enterprise can expect smooth sailing or a one-time effort during its rapid growth process, but must constantly confront various competitions, challenges, and problems. In this context, for enterprises to win the competition and maintain long-term prosperity, they need to master a series of advancement strategies and problem-solving approaches, just as one would master and apply military tactics on the battlefield.

Since the 1990s, “knowledge management” has become one of the important management tools in the business world. As more and more Chinese enterprises begin to pay attention to and introduce knowledge management, we also observe that some domestic enterprises’ understanding and application of knowledge management remain at the level of armchair strategizing and mechanical copying, which has resulted in a disconnect between knowledge management and corporate strategy and business operations, preventing the advantages and value of knowledge management from being realized.

In this issue of “Expert Interview,” we entered AMT (Shanghai Qiyuan Technology Co., Ltd.), a consulting firm with leading advantages and profound accumulation in the field of Chinese enterprise knowledge management, and interviewed Ms. Ge Xinhong, Dean of AMT Research Institute and Executive President of AMT University. AMT is one of the earliest enterprises to introduce knowledge management consulting services in China. Ms. Ge Xinhong has provided knowledge management consulting and training for many benchmark enterprises such as Huawei, Baosteel, Vanke, and Tsingtao Brewery, and has published multiple

professional works, possessing rich theoretical and practical experience. This enables the current interview to encompass both free discussions on knowledge management concepts and focus on practical knowledge management implementation in enterprises, which we believe will certainly bring beneficial insights to numerous enterprise institutions and knowledge management researchers.

Full Text

Preamble

Expert Interview: The “Six Perspectives and Three Strategies” of Enterprise Knowledge Management

An Interview with Ms. Ge Xinhong, Dean of AMT Research Institute, by Knowledge Management Forum

Editor’s Note: Business is often compared to warfare. Faced with unpredictable market changes, rapid technological development, and evolving social transformations, no enterprise can expect smooth sailing or permanent success during its growth trajectory. Instead, companies must constantly confront various forms of competition, challenges, and problems.

In this context, to win competitive battles and achieve long-term sustainability, enterprises need to master a series of forward-looking strategies and problem-solving approaches—much like applying military tactics on the battlefield.

Since the 1990s, “knowledge management” has become one of the most important management tools in the business world. As an increasing number of Chinese enterprises begin to focus on and introduce knowledge management, we have observed that many domestic companies still remain at the level of theoretical discussion and mechanical application, leading to a disconnect between knowledge management and corporate strategy and business operations, preventing the advantages and value of knowledge management from being fully realized.

In this issue’s Expert Interview, we visited AMT (Shanghai Qiyuan Technology Co., Ltd.), a consulting firm with leading advantages and deep accumulation in the field of enterprise knowledge management in China, and interviewed Ms. Ge Xinhong, Dean of AMT Research Institute and Executive President of AMT University. AMT was among the first companies in China to introduce knowledge management consulting services. Ms. Ge has provided knowledge management consulting and training for many benchmark enterprises such as Huawei, Baosteel, Vanke, and Tsingtao Brewery, and has published multiple professional works, possessing rich theoretical and practical experience. This interview therefore features both insightful discussions on knowledge management concepts and a focus on practical enterprise implementation, which we believe will bring valuable enlightenment to numerous enterprises and knowledge management researchers.

Throughout the interview, Ms. Ge repeatedly mentioned the integration of “knowledge management,” “process management,” and “project management” (the “1+1+1” solution), as well as examining how knowledge management creates value from six perspectives: “strategy,” “business,” “human resources,” “IT,” “culture,” and “transformation.” This evokes the ancient Chinese military texts “Six Secret Teachings” and “Three Strategies”—classics on military arts and tactics. The phrase “Six Perspectives and Three Strategies” now generally refers to military treatises, and we find this idiom aptly captures the essence of AMT’s knowledge management philosophy (the six perspectives on knowledge management and the combined use of three management tools). It can also serve as a “winning strategy” that AMT offers to enterprises.

Let us now listen to AMT’s “Six Perspectives and Three Strategies” for modern enterprise knowledge management.

Interviewers: Wang Zheng and Liu Yuanying, Editorial Department of Knowledge Management Forum (KMF)

Interviewee: Ge Xinhong, Dean of AMT Research Institute and Executive President of AMT University

Interview Date: April 27, 2016

Interview Location: AMT Shanghai Headquarters

1. The Meaning and Origins of AMT

Question 1

KMF: Dean Ge, we are honored to interview you at AMT’s Shanghai headquarters! AMT is a top-tier management consulting firm in China. Upon entering, we immediately saw the corporate logo composed of the three letters A-M-T at the reception area. Could you start by explaining the meaning behind the AMT name?

Ge Xinhong: AMT stands for “Active Management Team.” We were founded in 1998, inspired by the vigorous development of enterprise informatization in China and the scarcity of Chinese-language research and materials in related fields. Mr. Kong Xiangyun, AMT’s main founder, established an online virtual informatization research center in 1998 called AMT-Enterprise Resource Management Research Center, dedicated to researching and disseminating advanced management concepts and tools in management and informatization.

In 1998, concepts such as process management, knowledge management, ERP, and CRM were just emerging in China. Around this time, many enterprises like Lenovo, Huawei, and Haier launched initiatives in these areas, leading us to call this year the “first year” of process management and knowledge management practice in Chinese enterprises. However, our founders also observed that behind the enthusiasm for introducing new concepts and management approaches, many ERP projects were failing. In response, AMT’s founders proposed in-

tegrating “advanced management concepts with informatization technology,” which became the foundation of AMT’s future “Management + IT” philosophy.

2. AMT’s History in Knowledge Management in China

Question 2

KMF: We understand that AMT has been connected with knowledge management from the very beginning and is one of the earliest organizations in China to focus on and research knowledge management. Could you elaborate on this history and development process?

Ge Xinhong: Guided by the philosophy of “integrating advanced management concepts with IT practice,” the AMT-Enterprise Resource Management Research Center focused on research and dissemination in knowledge management, process management, and informatization from 1998 to 2001, quickly becoming the most influential Chinese-language website in the management informatization field—what is now Changxiang Network.

Our founder, Mr. Kong Xiangyun, as a descendant of Confucius, is an entrepreneur with deep cultural commitment. In the early days of the AMT-Enterprise Resource Management Research Center, he noted that many fashionable management concepts like knowledge management and process management originated abroad, but China had long formed its own traditional management philosophy and thinking, reflected in many classical cultural texts. Therefore, when AMT upgraded from a research institution to an independent corporate entity in 2001, the company vision was established: “To become a world-class consulting service enterprise founded by Chinese people,” with knowledge management as a crucial strategic initiative for AMT’s own development, while simultaneously exploring practical models of knowledge management for Chinese enterprises and providing knowledge management training, consulting, and implementation services. Many of AMT’s early consultants later became pioneers in enterprise knowledge management in China.

3. Knowledge Management Strategies for Consulting Firms

Question 3

KMF: As a consulting firm, AMT must have knowledge management approaches tailored to the consulting industry. We have previously interviewed knowledge management experts from the software and training industries and gained insights into knowledge management perspectives from different sectors. From a consulting industry perspective, could you discuss how knowledge management supports AMT’s development strategy?

Ge Xinhong: AMT positions itself as a comprehensive “Management + IT”

consulting service firm. When people think of consulting firms, they often think of institutions like McKinsey, and there are many domestic consulting companies following similar models. We consider these more traditional consulting firms, encompassing strategy consulting, human resources consulting, marketing consulting, and so on.

Since the 1990s, however, with the rise of management informatization, new types of consulting companies represented by IBM and Accenture have emerged, and AMT also developed during that period. We call these “IT-based modern consulting firms.” We believe that “modern management concepts,” including knowledge management, need to be combined with “IT systems” to be truly realized. “Management” + “IT”—neither aspect can be missing. AMT’s advantage lies in that “+” in the middle: we need to understand how management concepts can better align with international standards, and also know how to better implement them through IT technology.

In recent years, AMT has also leveraged the effectiveness of knowledge management to achieve transformation and development in several directions that may have reference significance for other enterprises:

First is the adjustment and enrichment of organizational and operational models. Today, we are all paying attention to the “platform + maker” innovation model, and AMT is also forming a similar organizational operation mechanism, which we internally call an “enabling platform.” On this platform, each business partner team is an independent, self-sustaining business entity. We now have over 150 teams handling hundreds of projects annually. In the complex knowledge environment of the consulting industry, the value of the platform lies not only in matching supply and demand but more importantly in “enabling”—providing teams on the platform with resources support in branding, culture, knowledge, and other areas.

Under the platform-based operation model of consulting firms, we must first conduct lifecycle knowledge management for all projects on the platform. We must ensure that across all teams, once a project is launched, knowledge documents throughout the entire project lifecycle must be incorporated into the knowledge base. Next, through AMT Research Institute, we establish a series of research centers to continuously distill best practices from the front lines, develop our knowledge products, and feed them back to our platform partners. In this way, partners are not just affiliated with the AMT brand but can also participate in various thematic exchange and sharing sessions, access experts and communities in different professional fields, and obtain opportunities for learning and exchange, thereby truly achieving the purpose of platform empowerment.

Second is the transformation of traditional enterprises toward the Internet. Currently, many enterprises in traditional industries are exploring new models and new business forms in the Internet environment, with an increasing number facing transformation challenges in this regard. AMT aims to help these enterprises successfully achieve “Internet +” transformation. For example, AMT’s client

Henan Xianyi Company originally engaged in pig slaughtering and processing. They spun off a supply chain department to become an industry-facing supply chain service platform and have now transformed into a fresh food supply chain integration service provider. Through an open platform, Xianyi aggregated national refrigerated truck and cold storage resources, using GPS technology to achieve information exchange and consolidate and utilize idle resources. Moreover, the enterprise itself, upstream and downstream industry chain partners, and even the entire society can conduct innovation and entrepreneurship through the platform. Within Xianyi Company, there are over 300 small entrepreneurial teams at various operational levels, while externally, through financial leasing methods, they jointly purchase cold chain logistics vehicles with truck drivers in society to complete distribution business, making everyone a shareholder and innovation 主体. These initiatives precisely achieve the transformation of “Internet + modern agricultural services” through “crowdsourcing,” “crowdfunding,” and “mass innovation.” When Premier Li Keqiang inspected Henan Xianyi Holding Company last year, he specifically affirmed this approach.

Cases like this have no mature models to reference; they were all jointly explored by AMT and our clients. Through such case-by-case practice, AMT rapidly conducts knowledge product refinement and best practice compilation, forming our “Internet + transformation consulting service system,” which is quickly promoted to all business partners, thereby creating AMT’s rapid response to client needs and solid delivery capabilities.

Finally, there is supporting enterprises’ internationalization routes and overseas business expansion. The globalization of Chinese enterprises, benchmarking against international companies, and achieving world-class process operation levels have become a trend. Like AMT, many enterprises have already reached top levels in their domestic industries and are now looking to go abroad. For instance, some enterprises need to conduct overseas mergers and acquisitions or overseas investments, requiring knowledge support such as feasibility studies. These all require corresponding knowledge products and knowledge services. Internally, AMT has many knowledge products that are the results of internal knowledge management. For example, our *AMT Frontier Series* magazine has been published continuously for over 120 issues for more than a decade, constantly distilling our internal knowledge, collecting external knowledge, and pushing it to our clients. Each issue now focuses on certain management frontier themes, such as “New Management Models in the Mobile Internet Era.”

4. Enterprise Knowledge Management from a Consulting Perspective

Question 4

KMF: You just mentioned many new trends and business forms currently facing Chinese enterprise development, such as expanding overseas, opening platforms,

crowdsourcing, crowdfunding, and innovation-driven entrepreneurship—many of which were unimaginable 20 years ago. We know you also invested in domestic knowledge management practice work very early. From your perspective, what has changed and what has remained constant in enterprise knowledge management work over the nearly 20 years from 1998 to now?

Ge Xinhong: Let me first address what hasn't changed. I believe the core essence of knowledge management remains unchanged: enabling enterprises to learn quickly and transform that learning into productivity and competitiveness.

Regarding changes, when we first implemented knowledge management in enterprises, it was essentially creating a document repository. The problem we faced at that time was that much knowledge was scattered in individual employees' computers, so we needed to build a "knowledge base" to share everyone's knowledge. However, after many document repositories were established, they became disconnected from business operations. Additionally, employees and departments had concerns about whether relevant knowledge could be shared. We also discovered that much important knowledge was held by key business personnel who were also the busiest people in the company and had no time to write knowledge documents. Therefore, despite conducting a series of knowledge management concept promotions and incentive measures, we found that the knowledge base accumulated mostly leisure and entertainment documents, with very few truly core high-value documents, and the monthly rewards were consistently concentrated among a small number of people—this was the "growing pains" commonly faced by many enterprise knowledge management teams in the early stages.

Our first shift in understanding, therefore, was that knowledge management must be closely integrated with enterprise business. We must achieve "process as the pipeline, knowledge as the flowing water," connecting knowledge with every link in the process. Many enterprise knowledge management teams lack a sense of achievement because they treat knowledge management as something separate from business. Therefore, when we now help enterprises implement knowledge management practices, we build specific knowledge journey maps and knowledge maps along business processes, making knowledge generation and reuse a natural part of business activities.

Our second shift in understanding is that emphasizing process and knowledge represents a management standardization philosophy at its core—continuously precipitating knowledge within processes to form standards. However, with the development and progress of management trends, we have found that in recent years, people are increasingly emphasizing the management of knowledge workers themselves, which has facilitated the transformation from knowledge management to knowledge services. We are now in the knowledge service stage, which requires us not only to study the characteristics of knowledge resources but also to study human needs and establish a human-centered knowledge service system.

The final change is that various new technologies enable us to better meet human needs. For a long time, the best description of knowledge management has been “getting the right knowledge to the right person at the right time in the right scenario.” Previously, this was more of an idealistic statement, but now new technologies make it easier to realize and have brought many innovative applications. For example, we once organized a knowledge management innovation competition for all employees in a manufacturing enterprise to collect and stimulate all needs and ideas about knowledge management. Post-90s employees proposed setting up QR codes at production line workstations and next to machines—simply by scanning, they could access knowledge about that position’s processes. This received affirmation from the enterprise. The company’s leadership mainly consisted of post-70s individuals who said they were educated by these young post-90s employees through this initiative: they previously believed learning required “hanging one’s hair from the beam and piercing one’s thigh with an awl,” and later thought learning required reading voluminous books, but now they realize that for the younger generation, what matters is how to absorb and apply knowledge in more open, relaxed, and enjoyable ways.

In this enterprise, besides proposing to “scan” QR codes to obtain knowledge, they also suggested that simply “shaking” a mobile device could find the nearest expert. In short, we now believe that in enterprises, the simpler the method, the more vitality it often possesses.

5. Integration of “Three Strategies”: The Organic Integration of Knowledge Management, Process Management, and Project Management

Question 5

KMF: You just mentioned “process as the pipeline, knowledge as the flowing water.” We know that at AMT, process management and knowledge management are closely integrated, which is also a characteristic of AMT’s knowledge management consulting services. Could you elaborate further on this?

Ge Xinhong: As mentioned earlier, AMT was originally a research organization and initially approached knowledge management from a research perspective. In the research field, knowledge management and process management have always been intertwined, which determined that we would focus on integrating multiple management tools from the very beginning.

Today at AMT, knowledge management and process management are basic skills for every consultant. On this foundation, some may specialize in different industries or in different professional fields such as supply chain or marketing.

I believe that those who work in knowledge management must understand process management. Process is the carrier of business; understanding process means understanding how to analyze and comprehend an enterprise’s opera-

tions. Knowledge management, in turn, deals with the specific experiences and methods on business processes. Only by understanding both knowledge management and process management can you truly understand clients, and on this basis, determine what means to use to solve their problems.

The problems enterprises face in development are definitely comprehensive and complex. When clients come for consulting, we first need to understand their problems and needs, and ultimately address the main demand points with targeted solutions rather than having someone lecture them on what knowledge management or process management is. Therefore, AMT emphasizes “comprehensive continuous service around clients,” focusing on problem orientation and demand orientation, comprehensively utilizing various management tools, and needing to play “combination punches.”

Specifically regarding AMT’s consulting project management, we combine project management, process management, and knowledge management in a “project + process + knowledge” approach, providing a “1+1+1” solution to achieve lifecycle knowledge management for projects. At the project initiation stage, we conduct project planning meetings where experienced experts provide overall ideas and suggestions. During the project process, we assign the role of project knowledge management specialist to conduct knowledge audits and distill lessons learned. At the project closing stage, we conduct AAR (After Action Review), produce project closing reports, project knowledge maps, and client evaluations. All project lifecycle knowledge documents must be incorporated into the knowledge base.

6. “Six Perspectives” as One: Six Perspectives on Knowledge Management

Question 6

KMF: Besides enterprises that have already implemented knowledge management, there are increasingly more enterprises of various types considering and preparing to implement knowledge management. Moreover, enterprise demands for knowledge management come from various departments: top leadership, strategic planning, corporate planning, process departments, R&D departments, IT departments, human resources, training departments, and others. In your related works, you pointed out that value can be demanded from knowledge management from six perspectives, systematically and comprehensively addressing questions and confusions about knowledge management from different group perspectives. This is very much like the “Six Secret Teachings” in ancient Chinese military texts. Could you briefly introduce these six dimensions?

Ge Xinhong: I proposed “demanding value from knowledge management” because we must start from problems and aim to create value. We need to make ourselves valuable people, make knowledge management positions valuable

positions in enterprises, and make knowledge management truly valuable in enterprises.

We can identify and realize the value of knowledge management in enterprises from six perspectives:

First, from the **strategic perspective**: All management systems serve corporate strategy. We cannot pursue knowledge management for its own sake; discussing management in isolation from corporate strategy lacks vitality. We need to explore how knowledge management supports corporate strategy. For example, if a company's future strategy is business expansion requiring recruitment of many new employees, then knowledge management's task is how to accelerate new employee training and integration, requiring the construction of new employee learning maps and an effective talent development support system. For an architectural design institute whose strategy is to enhance professionalism in high-rise building design, knowledge management must focus on core knowledge in the high-rise building field, such as collecting the world's top knowledge in this area, mining and distilling industry best practices, and possibly establishing a dedicated project team for high-rise building knowledge products. For Huawei, which in recent years has sought rapid replication of successful experiences globally, project knowledge harvesting has become a key focus of its knowledge management work. Thus, we need to determine enterprise knowledge application priorities and capability gaps based on strategic needs, and then focus efforts on those points.

Second, from the **business perspective**: This is what we call "process as the pipeline, knowledge as the flowing water." Taking R&D enterprises as an example, employees in such knowledge-intensive enterprises are primarily knowledge workers, and their work processes are processes of knowledge generation and application. Therefore, they are suitable for integrating knowledge management and process management, simultaneously achieving both through a unified knowledge management system. In many manufacturing enterprises' business processes, knowledge production and knowledge application are separated, with centralized R&D and design departments where experts develop work standards and product designs, while knowledge application is mainly completed by production line workers who have process improvements, micro-innovations, and much tacit knowledge at the work site. Taking Baosteel as an example, they established a technical resource knowledge management platform containing mostly expert knowledge generated from front-end R&D, as well as process improvement knowledge and production experience from production scenarios. How to better externalize, structure, and systematize this knowledge to facilitate better access and absorption by production line workers is what knowledge management needs to accomplish. Thus, different enterprises have different business scenarios requiring corresponding knowledge management measures and approaches.

Third, from the **human resources perspective**: This perspective embodies the human-centered thinking of knowledge management. Knowledge manage-

ment must not only solve knowledge problems but also human problems. From the HR perspective, we must first identify which positions are the company's core key positions based on corporate strategy, what their main responsibilities and core work tasks are, and where the capability gaps and knowledge needs of these key positions lie. On this basis, we design learning resource libraries to create a comprehensive learning resource environment. To achieve sustainable talent development, we also need to map learning paths according to position career development paths, clarifying employees' future development paths and corresponding capability requirements and learning resources.

Fourth, from the **IT perspective**: Many enterprises equate implementing knowledge management with launching a knowledge management IT system, but the choice of IT tools is linked to corporate development strategy and business needs. For some enterprises, they indeed first need a knowledge management system because their headache is that knowledge is scattered in many individual employees' computers, and the best solution is to establish a unified knowledge base to categorize, archive, and share everyone's materials. For other enterprises like Huawei, which have already formed powerful IT systems and knowledge accumulation, their knowledge management focus is on how to rapidly achieve knowledge collection and harvesting for promotion and sharing. Therefore, IT's value lies in how to better realize knowledge management ideas and concepts. Currently, many enterprises have already accumulated knowledge in knowledge bases through early-stage knowledge management system construction, but knowledge utilization rates are low. At this stage, IT's task is to achieve "getting the right knowledge to the right person at the right time in the right scenario." For example, Baosteel launched its technical resource knowledge sharing platform in 2010, investing tremendous effort to store massive amounts of knowledge on the platform. Before mobile terminals emerged, they mainly conducted position knowledge map construction and maintenance based on Web terminals. After knowledge accumulation and generation, they needed to solve knowledge application problems, so in recent years, they have mainly used IT technology to better achieve knowledge push. In AMT's current mobile terminal, there are also personnel position management applications. All expert information is in the mobile enterprise account, and through mobile phones, you can not only find the expert but also see internal reputation evaluations of that expert—everyone who has worked with him can score and evaluate him. Therefore, I believe that those responsible for knowledge management don't necessarily need to be proficient in IT technology, but they must understand new IT application scenarios and user experience, and knowledge management personnel and IT personnel need to reach consensus.

Fifth, from the **cultural perspective**: We see that in many enterprises, knowledge management promotion ultimately comes down to cultural issues. The core of knowledge culture lies in "sharing." When we previously wrote AMT cases, we discussed "making sharing the DNA of the enterprise." With a sharing culture and learning atmosphere, an enterprise can truly become a knowledge organization. Some enterprises have greater concerns about confidentiality

than willingness to share, making knowledge management more difficult. When you propose sharing, they say there are confidentiality requirements. However, we are pleased to see that a sharing culture is becoming mainstream. Sharing actually has many connotations, such as openness, tolerance, learning, and improvement—the essence is the same. In different enterprises, you don't necessarily have to use the word “sharing,” but there must be similar elements. When we promoted knowledge management at AMT, some questioned putting all project processes in the knowledge base for sharing, worrying about what would happen if an employee left and took everything. In response to this opposition, our chairman at the time pointed out that we would rather lose a thousand than miss one—we cannot let concerns about knowledge loss stifle knowledge sharing. The value that sharing brings to an enterprise far outweighs the risks of leaks and knowledge loss. This is actually a cultural orientation. This also tells us that when promoting knowledge management in an enterprise, you will definitely encounter some resistance, and then you need some guiding principles and cultural orientation to give everyone this cultural confidence, making it clear that the value created by sharing far exceeds the risks. Of course, corresponding security and confidentiality safeguard measures are also needed. Using knowledge management as core corporate culture means not just writing it on the wall but integrating it into all process systems. At AMT, knowledge contribution is incorporated into the talent evaluation system. Our measurement indicators for a consultant include not only how well they perform on projects and their reputation but also their knowledge contribution. Knowledge contribution includes publications and articles you have produced within a certain period, training you have conducted as a mentor or lecturer—in short, we look at the knowledge outcomes you have produced. At Baosteel, they talk about “internalizing in the heart, solidifying in the system, externalizing in the form, and actualizing in action”—meaning we first have culture and concepts, then solidify them through process systems and IT systems, gradually and subtly implementing the culture in all business details, turning it into everyone's conscious behavior.

Sixth, from the **transformation perspective**: Finally, we return to the value of knowledge management. Don't isolate knowledge management as a separate thing. Always remember that all management tools serve corporate strategy and business, aiming to create value and solve practical enterprise problems. If after all your efforts people cannot feel the value of knowledge management, your knowledge management definitely has no vitality in the enterprise. Therefore, our final recommendation is that many enterprises must first do a good job of value positioning when launching knowledge management, communicating with people at different levels to find value points and entry points. During the implementation of knowledge management, its effectiveness and value must be evaluated and measured. Typical evaluation methods include evaluation based on the knowledge management implementation process, evaluation based on knowledge management strategic objectives, and evaluation based on practical cost value. Moreover, whether knowledge management or process management,

for clients, it's not something that can be accomplished overnight but requires continuous promotion. Most clients now hope that through consulting projects, they can cultivate their own professional talents and teams. Therefore, the core of AMT's knowledge management consulting services is to help clients achieve success from strategic planning to implementation and to continuously help clients succeed.

7. Knowledge Management Applications in Different Industries and Enterprises

Question 7

KMF: Thank you for your brilliant interpretation of these six dimensions. These six dimensions can be said to cover all aspects of enterprise knowledge management, and different enterprises can draw valuable insights from them. Like military tactics, in the ever-changing practical environment, there are thousands of application forms. Finally, could you combine your consulting experience to introduce the application characteristics of knowledge management in different industries and enterprises?

Ge Xinhong: Precisely because knowledge management must be closely integrated with corporate strategy and business, different industries and enterprises have different application methods for knowledge management.

We have already discussed how R&D enterprises integrate knowledge management with business processes, how manufacturing enterprises mostly separate knowledge production and knowledge application processes, and how chain enterprises emphasize standardization. We often cite the examples of KFC and McDonald's—they can ensure the same standard at stores worldwide. In such cases, the core work of knowledge management is to ensure standardization, requiring specialized knowledge experts to distill best practices and standards from workflow details and produce standard manuals. Real estate enterprises are similar. When we consulted for Vanke, they emphasized “consistent excellence”—this is Vanke's core competitiveness: regardless of the city, Vanke-developed properties of the same type can guarantee the same quality without obvious inconsistencies. Behind this, a Vanke property goes through thousands of nodes from initial land acquisition to final sale, and knowledge management must ensure the standardization of processes and their associated knowledge. For group enterprises like Yuexiu Group, building a knowledge management system at the group level requires considering how to coordinate and control the group's shared knowledge and the proprietary knowledge of various business sectors. Additionally, for diversified business groups like China Resources Group, there must be special emphasis on the common culture of a learning organization to create cohesion through culture.

KMF: Through your introduction today, we see that enterprise knowledge management is closely related to corporate strategy and business processes, as well

as to the business and technological environment. Knowledge management itself is also an evolving management philosophy and tool with different dimensions of expression, but the fundamental principle remains unchanged: to identify and create value for enterprises. Thank you very much for sharing!

Postscript:

In this interview, Ms. Ge Xinhong from AMT presented both rigorous structure and rich cases. From 1998—the “first year” of knowledge management practice in Chinese enterprises—to today, we have traveled nearly 20 years, during which knowledge management has demonstrated rich theoretical connotations and practical forms. We recall the common military saying: “Troops have no constant formation, water has no constant shape,” and “Water shapes its flow according to the terrain, troops achieve victory according to the enemy.” Applied to this interview’s content, this means knowledge management has no universal model. “Shaping flow according to terrain” means knowledge management must be closely integrated with enterprise processes, while “achieving victory according to the enemy” means knowledge management must be problem-oriented for the enterprise. Each enterprise needs to combine knowledge management with its own situation to develop a path to victory and mutual success.

Note: Figure translations are in progress. See original paper for figures.

Source: ChinaXiv — Machine translation. Verify with original.