

Smelling the scent of spring, quietly awaiting the sound of flowers blooming: postprint

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Abstract

Since 2016, the *Knowledge Management Forum* has launched the “Expert Interview” column, where we meticulously select and interview influential, renowned, and representative experts in the field of knowledge management both domestically and internationally. These include not only researchers who have published scholarly works in academia but also practitioners who have forged ahead in the corporate world. Our purpose is to enable our readers to listen to the essential viewpoints and concepts of the current knowledge management community, obtain vivid practical experience, and touch the spiritual realm of outstanding individuals.

In the inaugural issue of the “Expert Interview” column, we had the privilege of interviewing Ms. Xu Xia, President of Landray Software Co., Ltd. (hereinafter referred to as Landray). Landray is a leading provider of knowledge management solutions in China and one of the earliest enterprises to research and promote knowledge management and collaborative practices. In advancing the development of knowledge management in China, Landray is a major contributing editor of the *National Standard for Knowledge Management* and the sole organizer for the China region selection of the “Most Admired Knowledge Enterprise (MAKE) Award”.

Ms. Xu Xia possesses over a decade of professional experience in the domestic knowledge management field. In this interview, we primarily discussed with Ms. Xu the major challenges enterprises face in implementing knowledge management, the value of knowledge management, the development history and current state of knowledge management in domestic enterprises, and new development trends of knowledge management in open environments—hot topics of concern to many. Let us listen together to the genuine insights from a frontline knowledge management enterprise.

Full Text

Preamble

ChinaXiv Partner Journal **【Expert Interview】** Scent of Spring in the Air, Awaiting the Sound of Blossoms—*Knowledge Management Forum* Exclusive Interview with Xu Xia, CEO of Lanling

Interviewers: Wang Zheng and Du Xingye, Editorial Board of *Knowledge Management Forum* (KMF)

Editor's Note: Since 2016, *Knowledge Management Forum* has launched the “Expert Interview” column, carefully selecting and visiting influential, renowned, and representative experts in the field of knowledge management both at home and abroad. These include not only academic researchers who have published scholarly works but also practitioners who have forged ahead in the business world. Our purpose is to enable readers to hear the essential ideas and concepts in today's knowledge management field, gain fresh practical experience, and touch the spiritual realm of outstanding individuals.

In the inaugural “Expert Interview” column, we had the privilege of interviewing Ms. Xu Xia, President of Lanling Software Co., Ltd. (hereinafter referred to as Lanling). Lanling is a leading provider of knowledge management solutions in China and one of the earliest enterprises to research and promote knowledge management and collaborative practices. In advancing the development of knowledge management in China, Lanling is a major contributor to the *National Standards for Knowledge Management* and the sole host organization for the China region's “Most Admired Knowledge Enterprise (MAKE) Award.”

Ms. Xu Xia has over a decade of experience in the domestic knowledge management field. In this interview, we focused on key issues of concern to many: the main challenges enterprises face in implementing knowledge management, the value of knowledge management, the development history and current state of knowledge management in domestic enterprises, and new trends in knowledge management development under open environments. Let us listen to the genuine insights from a frontline knowledge management enterprise.

Interviewee: Xu Xia, President of Lanling Software Co., Ltd.

Interview Time: November 11, 2015

Interview Location: Lanling Headquarters, Shenzhen

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1 On Challenges Enterprises Face in Implementing Knowledge Management

Question 1 KMF: President Xu, we know that Lanling is a top-tier knowledge management solution provider in China and also one of the earliest professional service providers in this field, with deep accumulated expertise. We also understand that implementing knowledge management is no easy task. From your perspective, based on over a decade of knowledge management work experience at Lanling, what do you consider the greatest challenges enterprises encounter in the process of promoting knowledge management?

Xu (hereinafter referred to as Xu): First, we believe that a troublesome issue is the definition of knowledge management itself. People constantly confuse knowledge management with information management. If defined as information management, knowledge management becomes bloated and chaotic. Over the years, many have said that knowledge management is “highbrow”—it sounds good and looks beautiful. Lanling has organized more than a dozen knowledge management forums with great response, but among participants, many come to learn while few actually implement.

Nevertheless, we have persisted. Another challenge is the development and impact of the internet. How to align internet characteristics with knowledge management methodologies and how to leverage the opportunities the internet era brings to knowledge management are new challenges we face. In the past, knowledge management was rather painful because the knowledge repositories we discussed were all “dead” knowledge. I believe the vitality of knowledge must stem from close integration with business operations. This is also a realization we have reached after years of exploration in the knowledge management field, moving from confusion to clarity. If knowledge management does not integrate with business and instead becomes an independent “highbrow” concept, it is difficult to truly take root and grow within enterprises. Therefore, we have always advocated for knowledge management to align with business, creating “knowledge management based on customer service systems,” “knowledge management based on R&D systems,” and “knowledge management based on marketing systems,” focusing on operationalized knowledge.

A third point is our growing awareness of the lack of knowledge operation talent. In the area of knowledge operations, we have always said we need to turn knowledge into living water. How to enliven knowledge through operations presents a significant challenge for enterprises. Many enterprises start knowledge management with great enthusiasm, but after one or two years, they have little to show for it. This is because the knowledge remains dead; they haven’t activated knowledge operations. Especially in the internet era, which emphasizes operations even more—how to make frontline employees and participants feel the value of knowledge—this is when knowledge operation talent becomes even more critical.

Question 4 KMF: In terms of providing specific technical tools, what are the

essential differences between Lanling's knowledge management systems and traditional ERP systems in enterprises, and how do they reflect the characteristics of knowledge management?

Xu: Enterprise knowledge management systems and ERP systems are fundamentally different. In the traditional industrial era, resources were products and capital that needed management and sharing, hence ERP systems emerged. In the information and knowledge era, people and knowledge have become more important, giving rise to two systems: one is the OA system, emphasizing collaboration; the other is the knowledge management system.

“People” and “knowledge” are definitely closely integrated, and together with “process,” these three elements make knowledge become living water. Many things support people, such as our knowledge management platform. In the entire support system, ERP belongs to the underlying layer—it only provides data and resources, but resources are dead. What is alive are people, knowledge, and processes, which is what knowledge management systems need to address.

Why have human factors become important now? Because the demographic dividend is shrinking. If, as before, people were easy to find and replace, enterprise managers would never think about managing knowledge or managing people. When the demographic dividend decreases, talent becomes important. Therefore, whereas enterprises previously focused only on logistics and capital flow, they now pay more attention to knowledge flow. We say that a person's capabilities stem from their background and professional expertise. This is also why “collaboration” and knowledge management have become popular in recent years.

2 On Knowledge Management Technology and Concepts

Question 2 KFM: In the process of promoting and implementing knowledge management in enterprises, which element do you consider more important: the “technology” or the “concept” of knowledge management?

Xu: Technological transformation and innovation are accelerating, and we need to utilize all new technologies to help knowledge operations. For example, in optimizing knowledge search, display, and presentation, we can draw on mature technologies. However, technology is not everything. In the early days when most people didn't know what knowledge management was, many equated knowledge management with “building document repositories” from a purely technical perspective, including our competitors who claimed “we also have knowledge management systems.” But later, everyone realized that knowledge management is not simply about building document repositories—this process of understanding took us far too long.

Question 3 KMF: So besides technology, we also need to emphasize concept promotion?

Xu: Now we don't just talk about concepts. What we talk about now is *scenarios*. Talking about scenarios means talking about the “why,” talking about the “motivation,” talking about “what changes and what value knowledge management will bring.” Once these are clarified, we find that knowledge management is actually the same as many other things we do—how to help the right people find the right things, and how to place more useful knowledge where it can be more easily found.

We now focus on practical perspectives and customer perspectives. In this regard, we have continuously launched many cases, primarily focusing on how customers use our knowledge management products. Only when you launch benchmark cases will other customers feel something. When we accumulate these cases one by one and form a formal system, we can better demonstrate the effectiveness of our knowledge management to customers. Currently, Lanling's case library has covered various industries—from government clients to enterprise clients, from large state-owned enterprises to small and micro enterprises—able to reflect the characteristics of different industries.

3 On the Value of Knowledge Management: “Enabling” and “Innovation”

Question 5 KMF: What we discussed earlier mainly concerns the implementation methods of knowledge management, which is what most people care about. However, we often neglect the purpose and original intention of knowledge management, resulting in “losing sight of the fundamental” or “putting the cart before the horse.” From your perspective, what exactly is the value of knowledge management?

Xu: Regarding why we do knowledge management, I have summarized two points—actually just four simple words: one is “enabling,” the other is “innovation.” In this era, “enabling” is about how to stimulate capabilities and how to replicate them. Specifically, enabling includes two things: one is enabling those without capabilities to become capable; the other is stimulating capable people to make their capabilities even stronger. For example, as Lanling grows and implements a “partnership system,” our “enabling” addresses how to enhance our product R&D capabilities, delivery capabilities, marketing capabilities, and service capabilities. In short, “enabling” means “enabling the enhancement of their capabilities.” Meanwhile, we talk about innovation. Innovation comes from the 跨界 (cross-boundary), integration, and collision of knowledge to generate new things. What we call knowledge sharing, knowledge 沉淀 (precipitation), knowledge mapping, and so on—all these are at the level of “techniques,” which are specific methods. But “Dao” (the Way) is our goal, and our goals are “enabling” and “innovation.” Without achieving these two goals, knowledge management cannot realize its value and significance.

In fact, the problems that enterprise knowledge management needs to solve are this simple. And these apply not only to enterprises—I think no organization

doesn't need "enabling" and "innovation." Don't civil servants need it? When new people arrive, how do we make them more capable and get up to speed quickly? Government departments have the same needs; the principles are identical.

Question 6 KMF: You mentioned earlier that the value of knowledge management lies in "enabling" and "innovation." You also noted that different industries and enterprises have different characteristics. Can you provide examples to illustrate how different types of enterprises achieve "enabling and innovation" through knowledge management?

Xu: For example, Legend Holdings approached us at the time, expressing their desire to "manage the investment process." However, after further reflection, we realized that the investment process is difficult to manage because every investment project is different—investment companies don't need identical processes. I repeatedly thought about why Legend Holdings came to us in the first place. Eventually, I clarified the investment company's need: I have so many investment projects, why do some perform well while others perform poorly? I hope to elevate the investment capabilities of all projects to a higher level. This is like managing the company's money well and managing processes well—now we need to manage investment capabilities well. This is what our knowledge management should do. Reaching this conclusion required repeated reflection, and this exploration process was quite painful.

Knowledge management must be integrated with business processes. For how knowledge management should be done for an investment company like Legend Holdings, we were initially unclear. Therefore, for Legend Holdings' knowledge management, we basically did custom development. During this process, there were significant differences in understanding between both parties, which required 磨合 (running-in/grooming).

"Asking questions" is another form of knowledge management. For example, a factory in Northeast China belongs to the manufacturing industry, specializing in producing car lights for German brands. Their understanding of knowledge management is "asking questions." Chinese people are not naturally good at asking questions. Our education from childhood teaches us to be obedient in class, to sit properly with hands behind our backs and feet together. Foreign education, however, cultivates the ability to ask questions from an early age. What knowledge management needs to cultivate here is the ability to ask questions. To ask questions, you need to think, and the level of questioning reflects your level of thinking. In this factory, they 挖掘 (excavate) your tacit knowledge based on the questions you ask. We believe that compared to explicit knowledge, tacit knowledge is actually more important and more valuable.

Question 7 KMF: Is it because the management systems for explicit knowledge are now relatively well-developed?

Xu: I believe knowledge management systems account for only 3 points. I myself work in IT, but I think IT systems account for only 3 points. The

management of tacit knowledge and explicit knowledge is similar from a system perspective. For example, “asking questions”—the system solves how to make it convenient for you to ask and for me to answer. But the key issues are: the angle from which you ask questions, why others should answer, and my mood when answering—these cannot be solved by technology alone. Technology mainly provides convenience, but whether I answer “casually” or “seriously” determines whether the final knowledge provided is “gold” or “silver.”

The explicit knowledge we can see is only the tip of the iceberg. Knowledge management must focus on the invisible tacit knowledge and how to 挖掘 (excavate) it. Therefore, we need to build operation systems. Activities like “upgrading,” “treasure hunting,” and “debate competitions” are all designed to 挖掘 (excavate) core tacit knowledge through operational systems.

Question 8 KMF: How can we further understand knowledge operations? The currently popular “gamification” strategy is also a knowledge operation method, right?

Xu: The “gamification” you mentioned still belongs to specific methods, at the level of “techniques.” Knowledge operations is a set of methodologies. As for which specific knowledge operation method to choose, the key depends on knowledge needs, who the knowledge contributors are, what methods can make contributors more willing to contribute, and how to make absorbers absorb more precisely. For example, the “gamification” method is more suitable for the current post-80s and post-90s generations. Enterprises need to consider how to make them share knowledge while feeling it’s interesting. For the post-60s, post-70s, and older generations, another set of methods is needed. For instance, at an aircraft design and manufacturing unit, an old expert was about to retire. How to preserve and share his knowledge? We invited him back to compile a book—this is also a method of knowledge 挖掘 (excavation). Therefore, there are many methods of knowledge operations, which must be adapted to local conditions.

4 On Knowledge Management Examples in Different Industries

Question 10 KMF: So over the past 10+ years, our knowledge management has gone through stages of “simple—complex—simple”?

Xu: Yes. We say knowledge management is vast because its system is large, but the entry point must be small. Simply put, it’s “big vision, small entry.” Big vision means, for example, what are the plans for my department for several years and what are the target achievements? But the entry point must be small—small enough for everyone to personally experience that knowledge management is useful to me. Previously, we only talked about big vision—big vision, big actions, resulting in increasing confusion. Often, we started with great enthusiasm and passion, but ended up with no results.

Knowledge management is a framework that is difficult to explain simply. First, what constitutes knowledge is itself controversial. Different customers have different understandings of knowledge, which is also what causes us pain. In the past, during the concept introduction phase, we first had to explain to customers: what is knowledge, what is internal/external/explicit/tacit knowledge, as well as the forms of knowledge, sources of knowledge, classification of knowledge, transformation of knowledge... We did a lot of this conceptual introduction in the past. But we don't talk about these complex things now. Now we mainly talk about scenarios. For example, when a new employee joins, how do we arrange their first week on the job, how do we make most people as excellent as the top 20% talent? This is all we need to say now, and people can understand it.

Therefore, when we engage with customers now, we first ask them—what are your scenarios? For instance, if you're in maintenance business, then what is the maintenance scenario, what is maintenance knowledge? This liberates us from the past when we struggled to explain theories. We talked ourselves hoarse, and enterprises listened with great interest, but after listening, they couldn't figure out what it had to do with their business.

5 On the Development and Changes of Domestic Knowledge Management Over the Past Decade

Question 9 KMF: We all know that you are one of the earliest practitioners to engage with enterprise knowledge management in China and have been deeply involved in this field for more than ten years. So you should have strong authority on the following question: What new changes do you see in current enterprise knowledge management work compared to more than 10 years ago when you first encountered knowledge management? What are the new challenges and opportunities?

Xu: In 2001, we only sensed that knowledge management was useful, but how it was useful was something we kept exploring. Today, we have developed knowledge management into a mature system, such as Lanling's Knowledge Wheel, Knowledge Management Maturity Model, and Knowledge Management 4P Model. As history has developed to today, the direction of societal change has become increasingly "transparent, simple, direct, and open." At this point, we find that the essence of knowledge management has returned and automatically revealed itself, which is "enabling" and "innovation."

In the past, when we talked about the value of knowledge management, we always said it improves efficiency, enhances business, etc. These are all "technique" level things, sometimes even made very complicated. Now when we talk about "enabling" and "innovation," everyone can understand immediately. So we say that initially it was hazy—first "seeing a mountain as a mountain," then "seeing a mountain not as a mountain," and now returning to "seeing a mountain still as a mountain."

Of course, for each specific industry and each manager, the direction of enabling is different. For example, for project-led industries, design industries, or real estate industries, our enabling directions are all different.

Question 11 KMF: I remember you once mentioned that many years ago when contacting enterprises, you couldn't find a corresponding specialized knowledge management department within the enterprise. Has this situation changed now?

Xu: Gradually, more and more enterprises now have specialized knowledge management departments. When discussing the motivation for enterprises to engage with Lanling, there's an interesting phenomenon: often, it's because the enterprise CEO read a book about knowledge management somewhere or heard about it in an MBA class, and then assigned the HR department, strategic department, R&D department, etc., to contact us. Each person comes with different motivations. Therefore, we say that to do knowledge management, we must understand their motivation. Through interviews with customers, we need to understand what exactly makes them think of using knowledge management.

Question 12 KMF: The information you provided is quite different from what we thought. We originally assumed that those who contacted Lanling were specialized departments like enterprise information centers or knowledge management departments.

Xu: Enterprises have only recently realized the need for a specialized department, such as a knowledge management department. Now, gradually, more and more large enterprises are establishing such departments, like Huawei and SF Express here in Shenzhen. However, the importance and value of this department are still difficult to assess. Why is this specialized department difficult to manage? Because if you don't embed it in business, its value is hard to manifest.

For enterprises like Huawei and Tsingtao Beer, why can their knowledge management succeed? Because their knowledge management personnel either have strong business capabilities or come from frontline factories, are president's assistants, or have marketing backgrounds. Only when this person is familiar with the business can knowledge management take root and sprout in the business. Conversely, if you directly hire someone from outside to do this, even if their capabilities are not bad, they generally won't do well because they don't understand the business.

Therefore, knowledge management is not transplanted or grafted on; it must grow natively from the enterprise's business. An enterprise is not a charity; it is profit and results-oriented, focusing on the value you generate. If the knowledge management department doesn't generate value and only receives praise without generating revenue, no one will pay attention to it.

7 On Knowledge Management Development in Open Environments

Question 13 KMF: At the China Knowledge Management Alliance Summit in October 2015, you mentioned building an open knowledge ecosystem and achieving organizational “external knowledge internalization, internal knowledge socialization.” How should we understand these new trends?

Xu: In the past, we focused on internal enterprise knowledge, while “open” means how you connect your customers and upstream/downstream partners, how you connect the knowledge of the entire industry and industrial chain. We believe this industry knowledge is more valuable. Many enterprises’ first step is how to manage their internal knowledge, then open it to upstream and downstream, such as establishing supplier portals and customer portals.

In short, what we first need to achieve is the internalization of the knowledge supply chain. For example, if we have invested in many companies, how do I enable these invested companies to share my knowledge? Similarly, besides enterprise-level knowledge management, there is also city and regional knowledge management. Urban knowledge management is definitely multi-industry knowledge management. If you are a city leader, these are the issues you care about. My thesis at Peking University was about smart cities. The current focus of smart cities is to connect the internet with infrastructure and to integrate people flow, logistics, information flow, and knowledge flow.

Question 14 KMF: In recent years, the emergence of new technologies such as smart mobile terminals and mobile internet, the rise of social media and big data, and particularly new policies like “open innovation,” “mass entrepreneurship and innovation,” and “Internet Plus” in recent years—have these had any impact on enterprise knowledge management work? In your view, what specific impacts are there?

Xu: Yes! The primary impact is the fragmentation of knowledge. How to adapt to fragmented knowledge and provide more precise knowledge management is not only a technical challenge but also a mechanism challenge. The previous problem was the lack of knowledge; currently, in an open environment, we face massive amounts of fragmented knowledge. How to make knowledge management faster and more precise is our biggest challenge. In fact, many technical challenges have been solved, such as knowledge classification, knowledge mining, knowledge association, intelligent push, robots, etc. These technologies appear simple and easy on the surface, but the logic behind them is quite complex. In short, the simpler the front end, the more complex the back end.

Second, everything will be on the cloud in the future, so how to build a cloud platform is also a challenge. Third, enterprise openness is gradual. Some enterprises are closed by traditional nature, but new enterprises are open from the start. This is like “online shopping”—older people gradually accept “online shopping,” but young people have been shopping online from the very beginning.

Question 15 KMF: So in an open environment, some enterprises are natively open, while others are gradually opening. Enterprises have different degrees of openness. The knowledge management environments and needs of traditional closed enterprises and emerging open enterprises are different. What new challenges does this bring to knowledge management?

Xu: Yes. The challenge we now face is: how to satisfy both those enterprises that are natively open and those that are gradually opening. This is actually quite painful because enterprise situations and needs are so different. In an open environment, traditional enterprises have many burdens. For example, traditional enterprises have accumulated many documents, but most are closed. How do we upgrade this knowledge and how do we open it up? This requires a process.

More importantly, closed, semi-open, and fully open enterprises currently coexist at this historical juncture. How to make them coexist harmoniously and evolve harmoniously toward openness is also a challenge. It's like the post-60s, post-70s, post-80s, and post-90s—they have very different lifestyles. How to make them live in harmony? Knowledge management is the same. You can't suddenly demand full openness. This requires resource allocation and balance, as well as grasping the timing—doing what at what time.

8 On Lanling and the Future Direction of Knowledge Management

Question 16 KMF: The timing you mentioned is particularly important. Promoting knowledge management also requires paying attention to the environment and grasping the timing.

Xu: Yes. Knowledge management has developed in China for over a decade. Many who used to do knowledge management are now gone, but we have persisted because we have grasped the timing. For example, when we started knowledge management, we quickly integrated it with “collaboration” because we realized that without collaboration, knowledge management would have no vitality. So after so many years, we have overcome many crises and survived many winters.

Question 17 KMF: So is it springtime for knowledge management now?

Xu: I can smell the scent of spring (laughs). Like I said last year: quietly awaiting the sound of blossoms. Why do I say this? Because our social environment is becoming increasingly open and transparent. For example, government openness has led many government department clients to proactively seek us out. Government departments actually need knowledge management the most. These have brought the necessary soil and air for the growth and renewal of knowledge management, bringing the breath of spring.

Question 18 KMF: So it's actually that an open ecosystem is forming?

Xu: Yes, building an open ecosystem. Two years ago, we spent our own money, organized ourselves, and held forums in Shanghai, inviting competitors to discuss building an open ecosystem. We believe the cloud is open, and based on this, services are open. After your enterprise becomes open, your knowledge needs operation, and we need to provide operational talent and services. Therefore, we believe that future knowledge management will evolve from providing tools and platforms to building ecosystems and then to providing institutions.

Question 19 KMF: So what knowledge management does is evolve from initially providing tools, to building open ecosystems, to providing open services?

Xu: I always say that if enterprise clients do knowledge management well, Lanling's contribution is actually very small, or even none at all. It must mainly rely on the enterprise itself. I always use a metaphor—I only gave the enterprise a blank book. Whether this book is written wonderfully or not depends on the enterprise's own employees. With the same blank book, some enterprises write it wonderfully. This is not Lanling's contribution; it depends on the enterprise's own talent. What Lanling needs to do is to help more enterprises write this book more beautifully through service provision. Enterprises come from different industries, and Lanling cannot possibly encompass experts from all industries. What we need to do is cultivate talent who understand both business and knowledge management, and through establishing an open platform, connect everyone to help each enterprise write their book more wonderfully. So I say knowledge management is a stepping stone, the needle that threads the string. Our role is to open the door and thread the needle.

Question 20 KMF: Your discussion of knowledge management is excellent. Finally, could you introduce the research situation of Lanling's Knowledge Management Research Institute? Because many of our readers come from universities and research institutions, and currently many domestic universities have also established knowledge management research directions. We would like to understand how enterprise knowledge management research work differs from that in academic institutions.

Xu: Our Lanling Research Institute's research has two characteristics: first, it comes from customers; second, it comes from the latest international trends. With the support of these two points, we ensure the highest standard in domestic enterprise knowledge management research.

“Coming from customers” means focusing on what customers think and focusing on customer scenarios. “Coming from the latest international trends” means we constantly pay attention to the latest international technology trends and how to make them serve our enterprises, and constantly pay attention to how foreign knowledge management experts think. Because we are not a purely academic institution, we need to aim at customers. If something cannot “enable,” it has no value for enterprises. We are different from universities. The purpose of our research is to serve and “enable.”

Post-Interview Note: Our interview was conducted at Lanling's newly re-

located headquarters, and the new environment gave people a refreshing feeling. During the nearly two-hour interview, Ms. Xu Xia shared many insightful “tacit knowledge” with us, which was extremely beneficial. Ms. Xu’s vitality, efficiency, and “passion” for knowledge management during the interview are also a microcosm of many outstanding Chinese knowledge management practitioners. What was particularly impressive in the interview was Ms. Xu’s phrase, “I can smell the scent of spring, quietly awaiting the sound of blossoms.” Her words reflect a keen grasp and optimistic expectation of the pulse of China’s knowledge management practice. We also hope that this first expert interview published in the spring 2016 issue of *Knowledge Management Forum* can bring everyone a “spring breeze” of fresh air. We look forward to the day when “flowers bloom and bear fruit” arriving soon!

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

Source: ChinaXiv — Machine translation. Verify with original.