

# 기업 지식화 지표 개발

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## 요약

지난 몇 년간 기업의 핵심자산으로서 지식에 대한 중요성이 증대하면서 지식경영에 대한 관심이 고조되어 활발한 연구가 진행중에 있다. 그러나 현실적으로 국내 기업들의 지식경영 현실이 어떤지, 지식경영을 수행하고 있는 기업에 대한 진정한 평가를 위한 지표가 부족한 실정이다. 따라서 이를 체계적으로 평가하기 위한 기업지식화 지표의 개발은 매우 시급한 문제이다. 기업지식화 지표의 개발은 첫째, 지식경영과 관련된 학문의 기존 문헌 분석을 통해 지표개발을 위한 요인을 찾아내고 둘째, 이러한 요인에 대한 구체적인 평가 방법을 도출하고 셋째, 실증적 사례를 통해 기업들의 지식화 현황을 분석한다. 마지막으로 분석된 국내 기업들의 지식화 현황을 통해 국내기업들의 지식경영 문제점들을 도출하고, 각 요인에 대한 향후 발전전략 및 세부 실천방안을 제시하는 단계로 진행된다. 지식경영을 위한 기업지식화 지표의 개발은 국내 기업들의 지식경영 현황을 분석하여 기업들이 어떤 노력을 기울여야 하는지를 보여주는 데 그 목적이 있다. 또한 각 지표에 대한 성과를 높이기 위한 구체적인 실천방안을 마련함으로써, 현재 이론적인 수준에 머물러 있는 지식경영을 실질적으로 기업에서 핵심전략으로 채용할 수 있는 발판을 마련할 수 있다. 이를 위한 첫단계로 본 연구에서는 지식경영을 위한 통합 프레임워크를 바탕으로 기업의 지식경영 현황 측정을 위한 기업지식화 지표를 개발하고 이를 통해 국내 기업지식화 현황을 진단 평가하는 효과적 방법을 제시하고자 한다.

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## 1. 기업 지식화 연구



- 창조 및 획득
- 암묵지 강조
- 지식경영활동
- 지식경영요소

- 지식경영현황파악
- 지식경영실현방안
- 지식경영전략

- 개인 vs. 집단
- 사적 vs. 공공
- 현실적용력

- 지식경영활동
- 지식경영요소
- 암묵지 포함

- 느슨한 관계
- 기업지식
- 지식광조과정지원

- 정보기술 및  
비 정보기술 요소 고려

- 통합 지식경영  
프레임웍

- 기업 지식화  
지표
- 측정변수

- 지식 Taxonomy
- 기업 지식 지도

- 기업지식  
메타스키마

- 지식광조적  
조직메모리

- 조직메모리 시스템

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## 2. 지식경영 프레임워크 연구 비교: 연구대상

연구범위		연구자
총의의 연구 (Broad Framework)	학술적	Choo (1998) Probst (1998) Radding (1998) Alavi (1997) Demarest (1997) March (1997) Ruggles III (1997) Wigg et. al (1997) Pentland (1996)
	건설형 업체	Arthur D. Little (1998) Ernst & Young (1998) KPMG (1998) Arthur Anderson and APQC (1998) Delphi (1996)
한정된 연구 (Specific Framework)	지식창조 중심	Leonard (1995) Nonaka and Takeuchi (1995) Wikstrom and Norman (1994) Kolb (1994)
	지식이전 중심	Szulanski (1996)
	지식저장 중심	Jang and Lee (1998) Wijnhoven (1998) Hajst et al. (1997) Conklin (1996) Stein and Zwass (1995) Walsh and Ungson (1991)

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## 2. 지식경영 프레임워크 연구 비교: 연구초점

연구범위	연구자	연구초점	
총의의 연구 (Broad Framework)	Choo	Knows organizations, How to use information	
	Probst	To build a solid base for the development of practical model of KM, To define standards for a KM concept or model	
	Radding	Help IT manager filter the knowledge management hype and enable them to determine what is relevant to their enterprise Help manager design their own approach to KM	
	Alavi	What knowledge can do, Not on discovery of the truth, but effective action and performance	
	Demarest	Knowledge problem (no commonly-held model, no process, no metrics for evaluating, no command-and-control system)	
	March	Examines knowledge process in more detail, Provide a description of knowledge's basic element, Case study on AA and E&Y	
	Ruggles III	Represents a discussing about how tools can facilitate the knowledge processes of an organization	
	Wigg et al.	Provide a repertoire of methods, techniques, and tool to carry out KM effectively	
	Pentland	Introduce a framework for analysis of organizations as knowledge system	
	건설형 업체	Arthur D. Little	How understanding the four dimensions of knowledge can help companies ensure that they have the right knowledge
Ernst & Young		Development of processes to link knowledge requirements to business strategies	
KPMG		To help identify knowledge problem and solution	
A. Anderson & APQC		To capture tacit knowledge and make it explicit for all individuals within organization	
Delphi		To introduce some clarity and to provide well-established benchmarks for KM's measurement and implementation	
한정된 연구 (Specific Framework)	Leonard	Knowledge building, To provide starting point for KM in organization	
	Nonaka & Takeuchi	Knowledge conversion, To provide spiral of organizational knowledge	
	Wikstrom & Norman	Knowledge processes	
	Kolb	Individual-oriented model for knowledge development	
	지식이전	Szulanski	Propose a definition of stickiness and a taxonomy of barriers to intrafirm, Analyze internal knowledge stickiness of transfer and test
	지식저장	Jang & Lee	Propose the knowledge creating organizational memory model which based on the Yin Yang
		Wijnhoven	Propose organizational memory content and means analysis, To bridge gap organizational memory concept and information system
		Hajst et al	Address the relation between corporate memories and learning in organization
		Conklin	Explores the design of an organizational memory system that overcome the barriers to capturing informal knowledge
		Stein & Zwass	Analyze existing conceptualizations and task-specific instances of IT-supported OM, Develop model for an OMTS
Walsh & Ungson		Define organizational memory concept, How organizational memory used, misused, abused	

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## 2. 지식경영 프레임웍 연구 비교: 지식 정의

연구범위	연구자	지식의 정의	
학술적연구	Choo	N/A (Uses "knowledge" and "information" without any distinction)	
	Probst	N/A	
	Radding	N/A (Knowledge in terms of information theory, Knowledge in terms of philosophy, psychology, sociology)	
	Alavi	Justified belief that increases an entity's capacity for effective action Information is raw material for production of knowledge	
	Damastra	The actionable information embodied in the set of work practice, theories-in-action, skills, equipment, processes and heuristics of the firm's employees	
	March	N/A	
	Ruggles III	Fluid mix of contextual information, values, experiences, and rules	
	Wieg et al.	Consists of facts, truths, and beliefs, perceptions and concepts, judgement, and expectation, methodology and know-how Provides to be available to be applied to handle specific situations and problems	
	Pentland	The product of an ongoing set of practices embedded in the social and physical structures of the organization	
	Arthur D. Little	N/A (Intangible assets as employee competence, brand, distributive channel, relationship with clients)	
	Ernst & Young	Thoughts, capabilities, and information which can be organized and mobilized to create value	
	KPMG	Experiences, facts, rules, assertions, and concepts about those subject areas that are crucial to the business	
	A. Anderson & APOC	Information that has value. Collective experience of organization	
	Delphi	The information resident in people's minds which is used for making decisions in previously unencountered circumstance	
한정적연구	Leonard	Information that is relevant, actionable, and based at least partially on experience	
	Nonaka & Takeuchi	Dynamic human process of unifying personal belief toward the "truth"	
	Wikstrom & Normann	N/A (competence is the capacity to utilize knowledge for given purposes)	
	Kolb	A set of abstract conceptualizations	
	지식이전	Szulanski	N/A
	지식창조	Jang & Lee	N/A
	지식자장	Wijnhoven	A collection of concrete experiences, or a set of abstract conceptualization
		Heijst et al.	N/A (Corporate memory is an explicit, disembodied, persistent representation of knowledge and information in an organization)
		Conklin	N/A (Organizational memory extends and specifies knowledge assets)
		Stein & Zwass	Collection as concrete experience (Organizational memory is the means by which knowledge from the past exerts influence on present organizational activities)
	Walsh & Ungson	N/A (Organizational memory is stored information from an organization's history that can be brought to bear on present decisions)	

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## 2. 지식경영 프레임웍 연구 비교: 지식분류

연구범위	연구자	지식의 분류	
학술적연구	Choo	Tacit, Explicit, Cultural	
	Probst	Internal, External, Individual, Collective	
	Radding	Tacit, Focal (Explicit)	
	Alavi	Conscious (Individual & Explicit), Objectified (Social & Explicit) Automatic (Individual & Implicit), Collective (Social & Implicit)	
	Damastra	Scientific, Philosophical, Commercial	
	March	Tacit, Explicit	
	Ruggles III	Process (how-to), Catalog (what is), Experiential (What was)	
	Wieg et al.	Type: Factual, Conceptual, Expectational, Methodological Form: Personal, Shared expertise, Public	
	Pentland	N/A	
	Arthur D. Little	Tacit, Explicit	
	Ernst & Young	Tacit, Explicit	
	KPMG	General or specific, Tacit or explicit, Individual or shared, Recorded or not	
	A. Anderson & APOC	Tacit, Explicit	
	Delphi	Tacit, Explicit	
한정적연구	Leonard	Public or Scientific, Industry-specific, Firm-specific	
	Nonaka & Takeuchi	Tacit, Explicit	
	Wikstrom & Normann	N/A	
	Kolb	Concrete, Abstract	
	지식이전	Szulanski	Internal or external, Tacit or explicit
	지식창조	Jang & Lee	Domain, Task
	지식자장	Wijnhoven	N/A (Operational memory, meta-memory, memory information)
		Heijst et al.	N/A (Individual learning, Learning through communication, Learning with a knowledge repository)
		Conklin	Formal, Informal
		Stein & Zwass	N/A (Semantic memory, Episodic memory, Individual memory, Collective memory)
	Walsh & Ungson	N/A	

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## 2. 지식경영 프레임웍 연구 비교: 지식활동

연구범위	연구자	지식경영 활동
중 의 의 연 구	학 술 적 연 구	Choo 1. Sense making ("information interpretation"), 2. Knowledge creation ("information conversion") 3. Decision making ("information processing")
	Probst	1. Goals, 2. Identification, 3. Acquisition, 4. Development 5. Distribution, 6. Preservation, 7. Use, 8. Measurement
	Radding	1. Capture, 2. Storage, 3. Processing, 4. Communication
	Alavi	1. Creation/Acquisition, 2. Organization/Storage, 3. Distribution, 4. Application
	Demarest	1. Construction, 2. Embodiment, 3. Dissemination, 4. Use, 5. Management
	March	1. Generation, 2. Organizing, 3. Developing, 4. Distributing
	Ruggles III	1. Generation, 2. Codification, 3. Transfer
	Wigg et al.	1. Develop, 2. Distribution, 3. Combination, 4. Consolidation
	Penland	1. Constructing, 2. Organization, 3. Storage, 4. Distribution, 5. Application
	Arthur D. Little	1. Identify/creation, 2. Save, 3. Disseminate, 4. Use
	Ernst & Young	1. Plan, 2. Acquire, 3. Apply, 4. Assess
	KPMG	1. Create, 2. Apply, 3. Exploit, 4. Share/Dissemination 5. Encapsulation/Record, 6. Source, 7. Learning
	Anderson & APOC	1. Share, 2. Create, 3. Identify, 4. Collect, 5. Adapt, 6. Organize, 7. Apply
	Delphi	1. Interpretation, 2. Externalization, 3. Internalization, 4. Connection, 5. Measurement
안 정 적 연 구	지 식 창 조	Leonard 1. Shared problem solving, 2. Experimenting and prototyping 3. Implementing and iterating, 4. Importing knowledge
	Nonaka & Takeuchi	1. Sharing tacit knowledge (Socialization), 2. Creating concept (Externalization), 3. Justifying concept, 4. Building archetypes (Combination), 5. Cross-leveling knowledge (Internalization)
	Wiestrom & Normann	1. Generation, 2. Operationalizing, 3. Diffusing, transforming
	Kolb	1. Experiencing, 2. Observation, 3. Conceptualization, 4. Experimentation
	Szulanski	1. Initiation, 2. Implementation, 3. Ramp-up, 4. Integration
	지 식 이 전	Jung & Lee 1. Creation (knowledge create, knowledge collect) 2. Codification (Schema coding, knowledge coding) 3. Share (knowledge search, knowledge acquire) 4. Use (problem definition, problem solving)
	Wijnhoven	1. Acquisition, 2. Retention, 3. Search & Retrieval, 4. Maintenance, 5. Dissemination
	Heijst et al.	1. Developing new knowledge, 2. Consolidating new and existing knowledge 3. Distributing knowledge, 4. Combining available knowledge
	Conklin	1. Creating, 2. Organizing, 3. Disseminating, 4. Reusing
	Stein & Zayas	1. Acquisition, 2. Retention, 3. Maintenance, 4. Search & Retrieval
Walsh & Ungson	1. Acquisition, 2. Retention, 3. Retrieval	

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## 2. 지식경영 프레임웍 연구 비교: 영향요인

연구범위	연구자	지식경영활동 영향요인
중 의 의 연 구	학 술 적 연 구	Choo N/A
	Probst	Top management commitment, Organizational structure and culture
	Radding	Customer, Stockholder relationship, Business environment, Organization memory, Business process Product and services, People
	Alavi	Socio-Cultural & Organizational Component, Technological Component
	Demarest	Cultural infrastructure, Operational infrastructure, Technical infrastructure
	March	Organizational unit, Roles and responsibilities, Technology and tools
	Ruggles III	N/A
	Wigg et al.	Tasks/process, People, Structure, Power
	Penland	Social interaction
	Arthur D. Little	Context, Culture, Process, Infrastructure
	Ernst & Young	Strategic intent, People and organization, Process, Context, Technology
	KPMG	Strategy (Organization/KM), People, Process, Culture, Enabling technology
	A. Anderson & APOC	Leadership, Culture, Technology, Measurement
	Delphi	Strategy, Culture, Information management, Technology
안 정 적 연 구	지 식 창 조	Leonard Strategic intent, Core capability, Signature skills, Creative abrasion, Continuous experimentation Information-porous boundaries, Importing knowledge, Cognitive variety
	Nonaka & Takeuchi	Organizational intention, Autonomy, 3. Fluctuation and creative chaos, Information redundancy Require variety
	Wiestrom & Normann	N/A
	Kolb	N/A
	지 식 이 전	Szulanski Characteristic of the knowledge content, Characteristic of the source of knowledge Characteristic of the recipient of knowledge, Characteristic of the context
	Jung & Lee	N/A
	Wijnhoven	Individual, Culture, Transformation, Structure, Ecology, External System
	Heijst et al.	N/A
	Conklin	Cultural, Technical
	Stein & Zayas	N/A
Walsh & Ungson	Individual, Culture, Transformation, Structure, Ecology, External	

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## 2. 지식경영 프레임웍 연구 비교: 정보기술

연구범위	연구자	지식경영활동을 위한 정보기술 구성요소
광의의 연구	Choo	N/A
	Probst	Groupware, CSCW, Data storage system
	Redding	Network (Internet), Storage (Repository), Capture and collection (DMS, Groupware) Dissemination (DW, Push, Groupware, E-mail), Access (Search and retrieval) Sharing (Conferencing tool, Middleware) Knowledge processing (Conversion, Knowledge analysis (DM))
	Alavi	Knowledge repositories (DBMS, DW, Discussion DB, etc.) Communication/Transport layer (Groupware, Internet) Logical/Intelligence layer (Agents, Filters, DM, Workflow) User interface layer (Browser)
	Dunnegan	N/A
	March	DB and DBMS, Communication, Browser, Internet or groupware
	Ruggles III	Data management tool & Information management tool, Groupware and networking tool
	Wieg et al.	KBS
	Postland	N/A
	진실한 연계	Arthur D. Little
Ernst & Young		Communication, Groupware or internet, Document management, Workflow management, E-mail, Conferencing tool
KPMG		DB/DW, Document management, Groupware or internet, Browser, Communication
A. Anderson & APOC		Workflow applications, Knowledge repository, Search wizards, Groupware application
Deloit		DB, KB, Document management system, Internet or groupware, Search and retrieval
광범위한 연구	Leonard	N/A
	Nomika & Takemachi	N/A
	Wilkinson & Normann	N/A
	Koib	N/A
	Stafeski	N/A
	Jaeg & Lee	DB (Repository), Distributed computing, Man-machine interface, Knowledge mining
	Winkeloven	Internet, Expert system, Knowledge base
	Hain et al.	Internet, Search technology, Lesson Learned Information System
	Conklin	Issue-Based Information System, Informant
	Stein & Zwase	Integrative subsystem (DB, KB, Workflow, Groupware) Adaptive subsystem (Pattern recognition, User interface) Goal attainment subsystem (Data Warehouse) Pattern maintenance subsystem (Hypertext system)
Walsh & Ungaro	N/A	

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## 2. 통합 지식경영 프레임웍: 지식경영 활동

연구자	Create	Share	Store	Use	Evaluate
Choo	Knowledge creation	Knowledge creation	Groupware	Decision making	N/A
Probst	Identification, Acquisition, Dissemination	Distribution	Presentation	Use	Measurement
Redding	Capture	Communication	Storage processing	N/A	N/A
Alavi	Creation	Distribution	Organization (Storage)	Application	N/A
Dunnegan	Construction	Embodiment, Dissemination	Embodiment	Use	Management
March	Generating	Distribution	Organizing, Dissemination	N/A	N/A
Ruggles III	Generation	Transfer	Codification	N/A	N/A
Wieg et al.	Development	Distribution	Classification	N/A	N/A
Postland	Construction	Transformation	Organization, Storage	Application	N/A
Arthur D. Little	Identify (Conversion)	Disseminate	Store	Use	N/A
Ernst & Young	Acquire	Apply	N/A	Apply	Assess
KPMG	Create, Legitimize	Share (Dissemination)	Storage/Retrieval (Search), Source	Apply, Exploitation	N/A
A. Anderson & APOC	Create, Identify	Share	Collect, Adapt, Organize	Apply	N/A
Deloit	Externalization, Internalization	Internalization	Internalization, Externalization	Cognition	N/A
Leonard	Shared problem solving, Experimenting and prototyping, Implementing	N/A	N/A	N/A	N/A
Nomika & Takemachi	Socialization, Externalization, Combination, Internalization	Socialization, Externalization, Combination, Internalization	N/A	N/A	N/A
Wilkinson & Normann	Generating, Operationalizing	Diffusing, Transferring	N/A	N/A	N/A
Koib	Expanding, Charismatic, Conceptualization, Externalization	N/A	N/A	N/A	N/A
Stafeski	N/A	Selection, Implementation, Grouping, Identification	N/A	N/A	N/A
Jaeg & Lee	Creation	Share	Codification	Use	N/A
Winkeloven	Acquisition	Dissemination	Retention, Identification	Retrieval	N/A
Hain et al.	Development	Distribution	Codification	Checking	N/A
Conklin	Creation	Dissemination	Organizing	Retrieval	N/A
Stein & Zwase	Acquisition	N/A	Retention, Maintenance	Search, Retrieval	N/A
Walsh & Ungaro	Acquisition	N/A	Retention	Retrieval	N/A

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## 2. 통합 지식경영 프레임웍: 영향요소

연구자	Organization	Task	People	Technology	Strategy
Choo	N/A	N/A	N/A	N/A	N/A
Probst	Organizational culture	N/A	Top management Commitment	N/A	N/A
Radding	N/A	Product & service, Business process, OM	People, Customer, Stockholder relationship	DM	N/A
Alavi	Socio-Cultural component	N/A	N/A	Technological component	N/A
Demarsst	Cultural infrastructure	N/A	N/A	Technological infrastructure	N/A
March	N/A	N/A	Roles & responsibilities	Technology & tool	N/A
Rugeles III	N/A	N/A	N/A	N/A	N/A
Wing et al.	N/A	Tasks/process	People	N/A	N/A
Penland	Social interaction	N/A	Social interaction	N/A	N/A
Arthur D. Little	Culture	Content, Process	N/A	Infrastructure	N/A
Ernst & Young	Organization	Content, Process	People	Technology	Strategy intent
KPMG	Culture	Process	People	Technology	Strategy
A. Anderson & APOC	Culture	N/A	Leadership	Technology	N/A
Delphi	Culture	N/A	N/A	Technology, Information management	Strategy
Leonard	Information-porous boundaries	N/A	Signature skills, Cognitive variety	Continuous experimentation	Strategy intent
Nonaka & Takeuchi	Autonomy, Fluctuation & creative chaos	N/A	N/A	N/A	Organizational intention
Wikstrom & Normann	N/A	N/A	N/A	N/A	N/A
Kolb	N/A	N/A	N/A	N/A	N/A
Szulanski	N/A	Knowledge & Context	Source & Recipient	N/A	N/A
Jung & Lee	N/A	N/A	N/A	N/A	N/A
Wijnhoven	Culture	Transformation	Individual	System	N/A
Heijst et al.	N/A	N/A	N/A	N/A	N/A
Conklin	Cultural	Disseminating	Organizing	Technical	N/A
Stein & Zwass	N/A	N/A	N/A	N/A	N/A
Walsh & Ungson	Culture	Transformation	Individual	N/A	N/A

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## 3. 통합지식경영 프레임웍

지식경영 활동 전반을 지원하는 개념으로 평가활동 도입

지식경영 영향요인으로 전략 강조

광의의 프레임웍

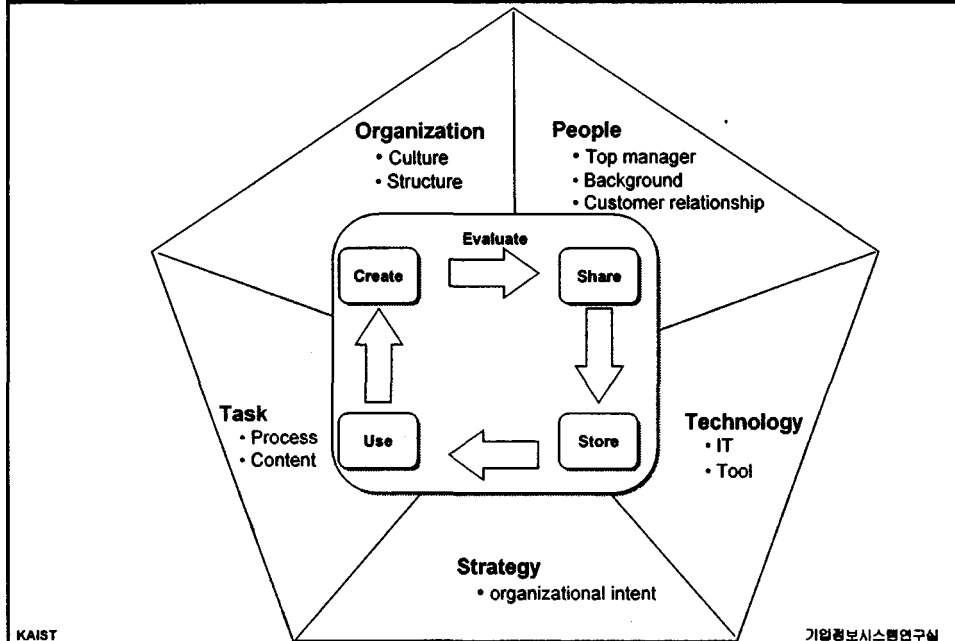
- ✓ 모든 지식경영 활동을 지원
- ✓ 지식경영과 관련된 모든 영향요소 고려

일반적(Generic) 프레임웍으로의 역할

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### 3. 통합지식경영 프레임워크



### 4. 기업 지식화 지표: 지식경영 형태

Jordan & Jones

Mode \ Type		Personal	Team
Knowledge acquisition	Focus	Internal	External
	Search	Opportunistic	Focused
Problem solving	Location	Individual	Team
	Procedures	Trial and error	Heuristics
	Activity	Experiential	Abstract
	Scope	Incremental	Radical
Dissemination	Processes	Informal	Formal
	Breadth	Narrow	Wide
Ownership	Identity	Personal	Collective
	Resource	Specialist	Generalist
Storage	Representation	Tacit	Explicit

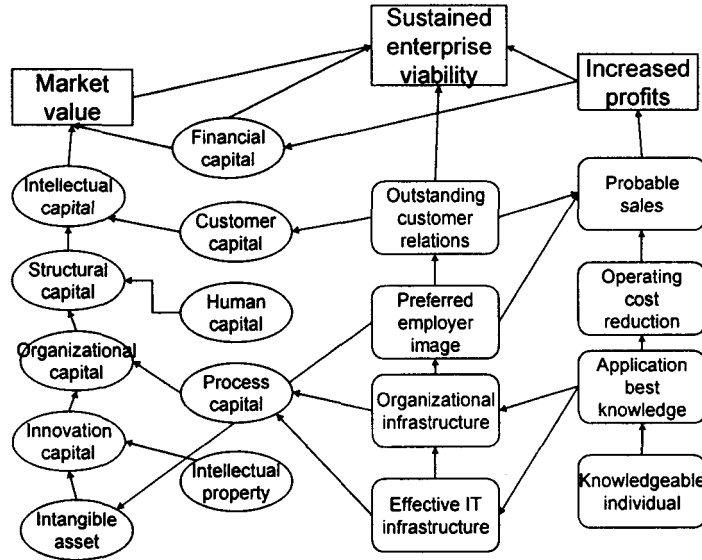
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#### 4. 기업 지식화 지표: 지적자산관리와 지식경영

Wiig

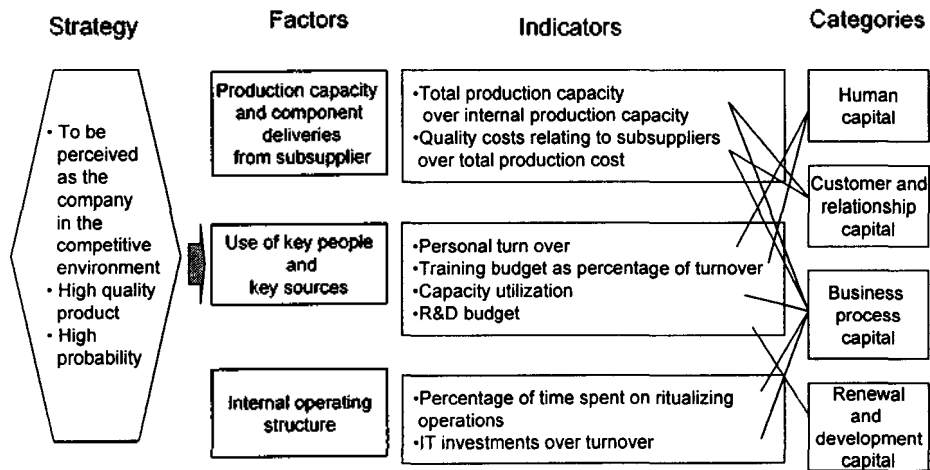


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#### 4. 기업 지식화 지표: 지적자산 능력

Roos & Roos



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#### 4. 기업 지식화 지표: 지식경영 준비도

Kim & Kwon

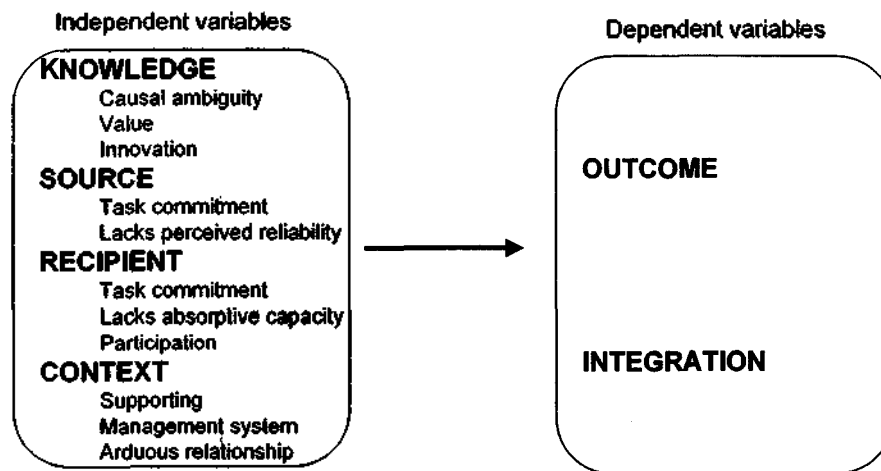
Strategy	<ul style="list-style-type: none"> <li>• Perception of core knowledge</li> <li>• Share of vision</li> <li>• Support of top manager</li> </ul>
Process	<ul style="list-style-type: none"> <li>• Communication channel</li> <li>• Variety of relationship</li> <li>• Training program</li> <li>• Document management</li> <li>• Reward</li> <li>• Usefulness of knowledge</li> <li>• Access of knowledge</li> </ul>
Culture	<ul style="list-style-type: none"> <li>• Creativity</li> <li>• Confidence</li> <li>• Collaboration</li> <li>• Openness</li> <li>• Capability of computing</li> </ul>
Technology	<ul style="list-style-type: none"> <li>• Degree of IT usage</li> <li>• IT infra</li> <li>• IT tool for KM</li> </ul>

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#### 4. 기업 지식화 지표: 지식이전

Shin

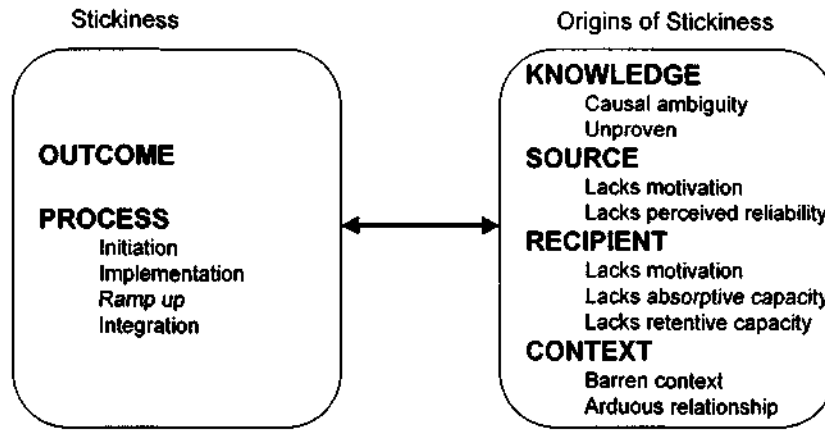


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#### 4. 기업 지식화 지표: 지식이전

Szulanski



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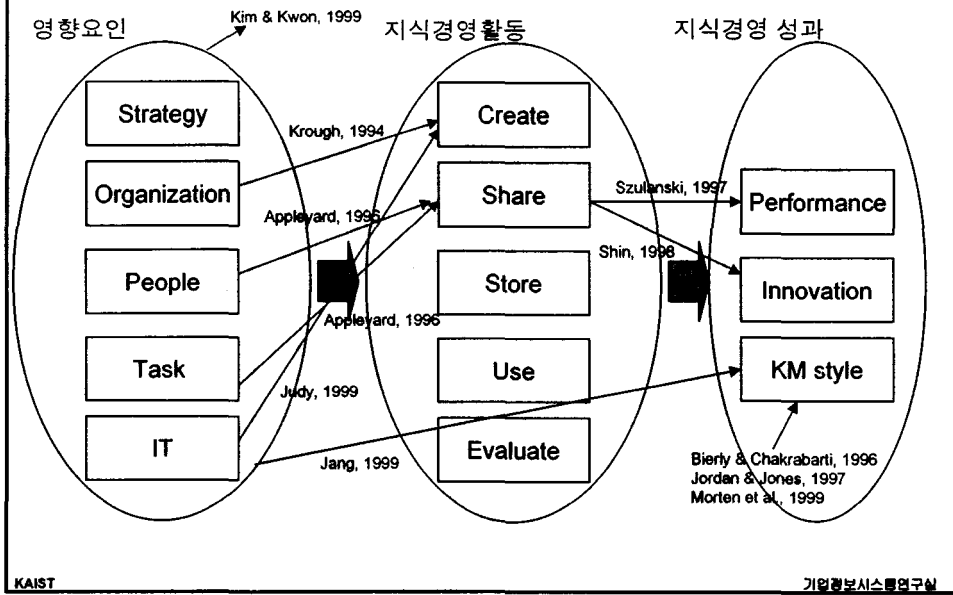
#### 4. 기업 지식화 지표: 연구비교

Researcher Criteria	Morten et al (1999)	Kim & Kwon (1999)	Shin (1998)	Jordan & Jones (1997)	Wiliq (1997)	Roos & Roos (1997)	Szulanski (1997)	This study
<b>Focus</b>	KM strategy	KM readiness	Knowledge transfer	KM style	ICM & KM	ICM & Strategy	Knowledge transfer	KM activity & KM enabler
<b>Dependent variables</b>	KM strategy	KM readiness	KM outcome & integration	KM style	N/A	ICM	KM outcome & process	KM performance
<b>Independent variables</b>	Characteristic of product and PSM	KM enabler	Content Source Recipient Context	Acquisition PSM Dissemination Ownership Storage	N/A	Strategy	Content Source Recipient Context	KM activity & KM enabler
<b>Research method</b>	Case analysis	Statistical method	Statistical method	Literature review	Literature review	Case analysis	Statistical method	Statistical method
<b>Findings</b>	Personalization & Codification	KM factors	Knowledge transfer factors	KM profile	Integration ICM & KM	Intellectual capital process model	Knowledge transfer factors	

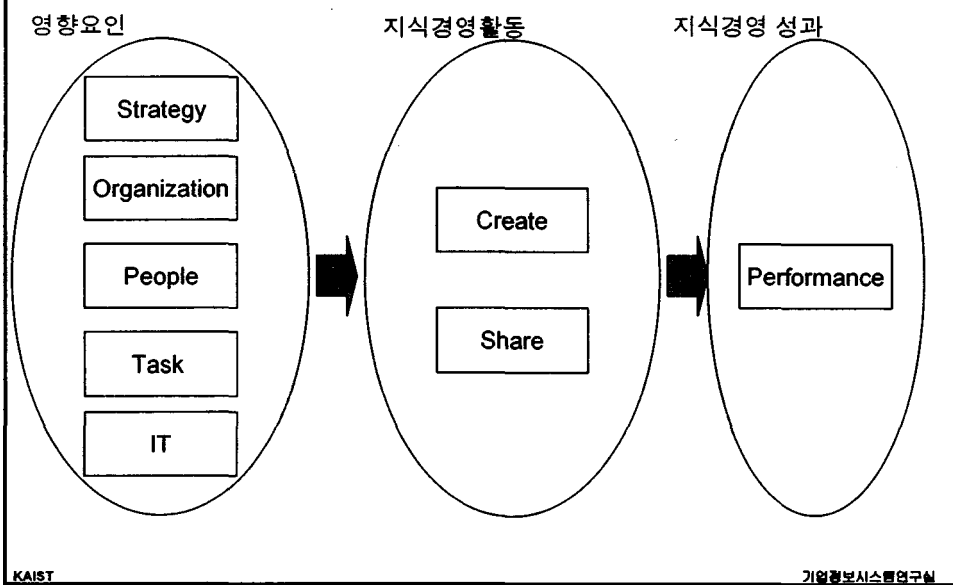
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#### 4. 기업 지식화 지표: 연구 모형



#### 4. 기업 지식화 지표: Pilot 모형



#### 4. 향후 연구

- 기업 지식화 지표 연구모형 확정
- 지식경영 영향요소 측정지표 개발
- 지식경영 활동 측정지표 개발
- 지식경영 성과 측정 지표 개발
- 자료수집 및 분석