
Contents

Preface	ix
Part 1. Theoretical Elements	1
Chapter 1. A Knowledge Value Chain	3
1.1. Introduction	3
1.2. Different KVCs	4
1.3. The DIKW model	8
1.4. KVC and management	13
1.5. Transformation processes in the KVC	15
1.6. Practical application.	19
1.7. Conclusion	22
Chapter 2. The Knowledge Capital of a Company	23
2.1. Introduction	23
2.1.1. The accumulation of knowledge	23
2.1.2. The company as knowledge producer	24
2.2. Modeling a company as a knowledge producer.	25
2.2.1. Systemic modeling	25
2.2.2. The “black box” model	26
2.2.3. The “division of labor” model	27
2.2.4. The informational model	27
2.2.5. The knowledge capital model.	28
2.2.6. The knowledge capital and knowledge actors model	31
2.2.7. Integration of customer knowledge and external knowledge into the AIK model.	33
2.3. The operators of the AIK model	35
2.3.1. The Wenger operator.	35

2.3.2. The Nonaka operators	35
2.3.3. Integration of the Nonaka theory into the AIK model	37
2.4. Tacit/explicit knowledge and knowledge communities	39
2.5. Mapping as a modeling tool to steer the AIK system	41
2.6. Practical application.	43
2.7. Conclusion	45
Chapter 3. The Structure of Knowledge	47
3.1. Introduction	47
3.2. The semiotic triangle of knowledge	48
3.3. The systemic triangle of knowledge	52
3.4. The knowledge macroscope	54
3.4.1. Knowledge and information	55
3.4.2. Knowledge and meaning	56
3.4.3. Knowledge and context	57
3.5. Practical application.	59
3.6. Conclusion	64
Chapter 4. Shannon's Theory of Knowledge	65
4.1. Introduction	65
4.2. Some definitions and notations	66
4.2.1. The basic unit of knowledge	66
4.2.2. Measuring knowledge	68
4.2.3. Quantity of knowledge in a corpus.	69
4.3. Measurement of the quantity of information in a corpus	70
4.4. Measurement of the quantity of meaning in a corpus	75
4.4.1. Definitions and notations	75
4.4.2. Quantitative characterization of semantic graphs: Gurevich entropy	76
4.5. Measurement of usage context in a corpus	83
4.5.1. Introduction	83
4.5.2. Social networks	84
4.5.3. Hierarchical small-world networks	86
4.5.4. Scale-free networks.	89
4.5.5. Quantitative characterization of the usage graph of a corpus	90
4.6. Practical application.	91
4.7. Conclusion	93

Part 2. Practical Elements	97
Chapter 5. A New Approach to KM	99
5.1. Introduction	99
5.2. Two examples of KM standardization	100
5.2.1. KM and international standardization	100
5.2.2. KM in the nuclear domain	101
5.3. The French Knowledge Management Club	103
5.4. Conclusion	105
Chapter 6. A Framework for Knowledge-based KM	107
6.1. Introduction	107
6.2. The Daisy Model	108
6.3. Building a KM process framework	110
6.4. Conclusion	113
Chapter 7. KM: From Strategy to Implementation	115
7.1. Introduction	115
7.2. Framing a KM project	116
7.2.1. The objectives	116
7.2.2. Responsibilities and roles	117
7.2.3. Resources	119
7.2.4. Internal communication	119
7.2.5. Connections between KM and other company issues	119
7.2.6. Other subjects of interest to consider	121
7.3. Implementing the KM project	121
7.4. Monitoring the KM system	124
7.5. Conclusion	125
Chapter 8. Analyzing Knowledge Capital and Elaborating a KM Plan	127
8.1. Introduction	127
8.2. Tools for analyzing knowledge capital	128
8.2.1. Maps	128
8.2.2. The knowledge criticality analysis grid	129
8.3. The knowledge capital analysis process	132
8.3.1. Step 1: analyzing critical capacities	132
8.3.2. Step 2: analyzing critical knowledge	134
8.3.3. Step 3: strategic alignment	137
8.3.4. Step 4: elaborating a KM plan	139
8.4. Conclusion	142

Chapter 9. Implementing the KM Plan	143
9.1. Introduction	143
9.2. Knowledge organization	144
9.2.1. Tangible resources (explicit knowledge)	144
9.2.2. Intangible resources (tacit knowledge)	145
9.2.3. New knowledge resource additions	146
9.3. Knowledge codification	147
9.3.1. Lessons learned	148
9.3.2. Knowledge-based documents	149
9.3.3. Knowledge books	159
9.4. Knowledge sharing	179
9.4.1. Knowledge communities or communities of practice	179
9.4.2. Knowledge transfer	184
9.5. Knowledge search	193
9.5.1. Knowledge search and information retrieval	194
9.5.2. The knowledge search process	196
9.5.3. The challenge of KM in knowledge search	198
9.6. Knowledge creation	200
9.6.1. Knowledge creation and innovation	200
9.6.2. Knowledge-based innovation	202
9.6.3. Evaluating the maturity of the innovation process	207
9.7. Conclusion	209
Bibliography	211
Index	219