

**INTRODUCING INTELLECTUAL CAPITAL MANAGEMENT
IN AN INFORMATION SUPPORT SERVICES
ENVIRONMENT**

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Dedication

This work is dedicated to:

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Opsomming

Alhoewel daar baie inligting aangaande filosofieë oor kennisekonomiebestuur beskikbaar is, verwys min daarvan na die toepassings binne die biblioteek- en inligtingsdienssektore. Daar was twee onderliggende kwessies wat aanleiding gegee het tot die studie. Eerstens is dit bevraagteken of biblioteek- en inligtingsdienste wel die 'nuwe' bestuurspraktyke toepas aangesien daar geen verwysing daarna is in die beskikbare literatuur nie. Tweedens bestaan die persepsie dat kennisekonomiebestuursfilosofieë slegs werklik toegepas kan word wanneer kenniswerkers bestuur word. Tradisionele administratiewe of 'agterkamer-biblioteekdienste' word nie gewoonlik as die terrein van die kenniswerker gesien nie. Vir die doel van hierdie studie is daar egter aangeneem dat die voordele verbonde aan kennisekonomiebestuurspraktyke sodanig is dat dit ook binne die 'agterkameromgewing' toegepas behoort te kan word.

Die doel van die studie was dus om die toepasbaarheid van kennisekonomiebestuurspraktyke te toets binne 'n omgewing wat nie as voorbeeld van die tipiese kenniswerker se werksomgewing gesien word nie. Intellektuele kapitaalbestuur/*intellectual capital management* is gekies as die kern bestuursfilosofie om toe te pas maar kennisbestuur/*knowledge management* en lerende organisasies/*learning organizations* is ook kortliks aangespreek. Ten einde vordering te meet is 'n verskeidenheid metodologieë ondersoek. Die mees geskikte metodologie, binne die konteks van die studie, was 'n aangepaste weergawe van die Kaplan en Norton *Balanced Scorecard* wat op sy beurt weer gebaseer is op die filosofie van die *Intangible Asset Monitor*, en wat aspekte van die *Value Chain Scoreboard* insluit. Die opinie is gehuldig dat monitering van ontwikkeling in intellektuele kapitaal op beide die persoonlike en die organisasievlak moet plaasvind ten einde van werklike objektiewe waarde te wees.

Die implementering van die bestuurspraktyk (intellektuele kapitaalbestuur) het in twee fases oor 'n periode van bykans 18 maande plaasgevind. 'n Situasieanalise is aan die begin van die navorsingsperiode uitgevoer. Die aangepaste weergawe van Kaplan en Norton se 'Balanced Scorecard' is gebruik om doelwitte te stel vir elk van die twee implementeringsfases. 'n Aangepaste weergawe van Sveiby se Affärsvärldenmodel is gebruik om spesifieke implementeringsaksies en inisiatiewe te identifiseer. Aktiwiteite is volgens menslike-, strukturele-, kliënte- en finansiële kapitaal gestruktureer. Dit is gedoen om te verseker dat alle soorte kapitale aangespreek word, maar ook om dit moontlik te maak om groei in elkeen van die areas te kan meet.

Aan die einde van die navorsingsperiode is 'n intellektuele kapitaalverslag opgestel om die resultate van die beoordeling te kan rapporteer. Die verslag het beide sterk- en swakpunte in die intellektuele kapitaal van die afdeling uitgewys. Uit die swakpunte is 'n aantal prioriteitsaksies geïdentifiseer terwyl die sterkpunte 'n aanduiding is van dit wat as goeie praktyk beskou kan word en waarmee voortgegaan kan word. Belanghebbendes/*stakeholders* is genader om te help om slegs dié items wat aangespreek behoort te word na die voltooiing van hierdie navorsingsprojek, te identifiseer.

Die laaste hoofstuk van die verslag is benut om spesifiek

- die resultate wat bereik is, aan te spreek;
- die lesse wat geleer is tydens implementering te noem;
- aanbevelings vir die dienseenheid te maak; en om
- aanbevelings vir verdere studie te maak.

Dit is ten slotte moontlik om kortliks te noem dat daar gevind was dat intellektuele kapitaalbestuur 'n geskikte bestuursfilosofie is om binne die gekose diensomgewing te gebruik. Daarom was dit gepas om aan te beveel dat die filosofie na die res van die dienseenheid uitgebrei word.

Sleutelwoorde

Biblioteek- en inligtingsdienste
Intellektuele kapitaalbestuur
Kennisbestuur
Kennisekonomiebestuur
Kennisekonomiebestuursfilosofieë
Lerende organisasies

Summary

Knowledge economy management literature is prolific but very little of the retrieved literature relates to the application of these management philosophies within the library and information services industry. The assumptions that underlie this research are in the first instance that, if it is not reported in the literature, it is questionable whether library and information services are implementing the new management practices. Secondly, a perception exists that knowledge economy management philosophies are only truly applicable when managing knowledge workers. Although the traditional 'administrative' or back office library environment is not seen as a knowledge worker domain, for the purpose of this study it was presumed that the advantages of these knowledge economy management philosophies are such that they should also be applicable within the back office environment.

The purpose of the study was therefore to test the applicability of knowledge era management practice within an environment not associated with typical knowledge workers. Intellectual capital management was chosen as the core management philosophy to apply but the knowledge management as well as learning organization philosophies were also briefly reviewed. To measure success, a variety of measuring methodologies were investigated. Within the context of the research the most suitable methodology was identified as a hybrid version of Kaplan and Norton's balanced scorecard, based on the philosophy of the intangible asset monitor and including aspects of the value chain scoreboard. An opinion was expressed that the monitoring of intellectual capital growth needs to take place at both the individual and the organizational level if monitoring is to be of real objective value.

Implementation of the management practice (intellectual capital management) occurred in two phases and stretched over a period close on 18 months. A situation analysis was done at the start of the research period. Kaplan and Norton's adapted scorecard framework was then utilized to set objectives for each of the two implementation phases. An adapted version of Sveiby's Affärsvärlden model was utilized to identify specific implementation actions and initiatives to be taken. All activities were structured into human, structural, customer and financial capital related issues. This was done to ensure that all capitals were addressed and to be able to measure growth in all of these areas.

Measurement results were reported in an intellectual capital report, which was prepared at the end of the study period. The report identified both strengths and weaknesses in the intellectual capital of the service section. From the weaknesses, a number of priority actions were identified while the strengths provided a good lead as to what could be considered the good practice that should be continued. Stakeholders were asked to make use of a list of priority actions and to assist in identifying only those items that should be addressed after the completion of the research.

The last chapter of this report was used to:

- report and reflect on the results achieved;
- identify the lessons learnt in the process of implementing intellectual capital management;
- to make recommendations for the service unit; and
- to provide recommendations for further study.

In brief it is possible to say that intellectual capital management has been an appropriate management philosophy to use within the chosen service environment. It was therefore seen as appropriate to recommend that the principles and practices of intellectual capital management be rolled out to the rest of the service unit.

Keywords

Library and information services
Intellectual capital management
Knowledge management
Knowledge economy management
Knowledge economy management philosophies
Learning organizations