

THE DEVELOPMENT OF KNOWLEDGE MANAGEMENT CAPABILITY MATURITY MODEL IN ALIGNMENT WITH BALANCED SCORECARD

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ABSTRACT

This research presents the development of Knowledge Management Capability Maturity Model (KMCMM) which is meant to assist organization in measuring its capability on executing knowledge management initiatives as well as its maturity on supporting the critical knowledge required to achieve business objectives. KMCMM was built by aligning with Balanced Scorecard (BSC) framework in order to identify the observed knowledge, developing KMCMM main framework, and deploying the model in a pilot study for validation and model evaluation purpose. In building alignment with BSC, the observed knowledge are chosen based on their criticality level from the result of content analysis of identified knowledge derived from strategic objectives and strategic initiatives. KMCMM was developed by constructing its main framework, determining level criteria for both capability and maturity model, and determining how to calculate the capability and maturity score.

KMCMM has been implemented in a pilot study resulting ten instances of critical knowledge with real maturity score of 50,26% and optimal maturity score of 72,8%. The result of pilot study shown that KMCMM can be implemented in organization that have implemented BSC and KMCMM is able to provide direction for gradual knowledge management development in alignment with business goals.

Keywords: knowledge management, capability model, maturity model, knowledge management maturity model, balanced scorecard, content analysis