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**EKONOMSKA  
 FAKULTETA**

Študija primera: Xerox

If only we knew what we know.



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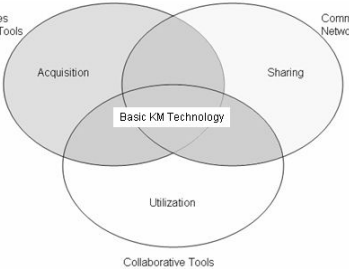
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Knowledge management



Databases  
 Capture Tools

Acquisition

Sharing

Communications  
 Networks

Basic KM Technology

Utilization

Collaborative Tools

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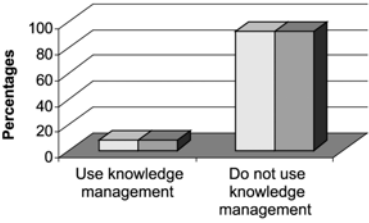
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KM v majhnih podjetjih



Use of knowledge management	SMEs (%)	Small enterprises (%)
Use knowledge management	~15	~15
Do not use knowledge management	~85	~85

Percentages

Use of knowledge management

□ SMEs ■ Small enterprises

Vir: Koh, Maguire: Identifying the adoption of e-business and knowledge management within SMEs  
 Journal of Small Business and Enterprise Development 11 (3) 2004

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**Xerox - nekoč**

Ustanovljen 1906  
 1949: prvi predhodnik kopirnega stroja  
 1959: prvi avtomatizirani kopirni stroj  
 1970: ustanovijo Xerox Palo Alto Research Center  
 1973: Xerox Parc inovacije: Alto - prvi prototip PC, WYSIWYG urejevalnik, prva komercialna uporaba miške, grafičnega uporabniškega vmesnika  
 1977: prvi laserski tiskalnik  
 1981: Xerox Star: prvi grafični vmesnik z okni, strežniki, e-mail  
 1994: The Document Company  
 2002: 15.000. patent  
 2006: vložijo patente za zbrisljiv papir

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**Xerox - danes**

V zadnjem desetletju se skuša repozicionirati

- 15 % stroškov v podjetju povezanih z dokumenti
- Xerox pravi, da v povprečju te stroške zniža za 30%

Danes:

- tehnološko podjetje
- podjetje za upravljanje dokumentov
- svetovalno podjetje

2006:

- 15,9 milijard \$ prometa
- 1,2 milijarde \$ dobička
- 53.700 zaposlenih

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**KM v teoriji...**

Figure 1: Conceptual Model of Xerox Knowledge Portal  
 Vir: Schwabe, Salim: Integrating Knowledge Management Applications in the Enterprise –The Xerox Knowledge Portal Project

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Ekonomski fakulteta

**Upravljanje z znanjem in dokumenti**

- "In the digital age, knowledge is our lifeblood. And documents are the DNA of knowledge" - Rick Thoman, CEO, Xerox, 1999
- Kje je znanje?
  - 42 % v glavah
  - 46 % v dokumentih (pol na papirju)
  - 12 % v e-obliki
- Dokumenti so ključen element shranjevanja in deljenja znanja

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Ekonomski fakulteta

**Trendi**

- večji delež znanja v izdelkih in storitvah
- hitro zastaranje znanja
- večja hitrost poslovanja
- osredotočanje na osnovne kompetence
- poudarjen pomen rasti, ne optimizacije

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Ekonomski fakulteta

**Eureka**

Inciativa, štarta 1996

- intranet
- komunikacijski sistem povezan s korporativno bazo
- osnovana na skupnosti
- deljenje znanja
- serviserji (inženirji)

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Ekonomski fakulteta

**Eureka - vsebina**

Vsebuje:

- "war stories"
- vnese enkrat, na voljo po vsem svetu
- 80% vseh rešitev že v Xeroxu
- večja učinkovitost, produktivnost
- nižji stroški
- boljša podpora → večje zadovoljstvo

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Ekonomski fakulteta

**Eureka (2)**

- načela:
  - ne rešuj istega problema dvakrat,
  - enostavno dostopno, kjer je problem
  - okolje, kjer ustvarjajo znanje za prihodnost
  - nagrajuj: ne rešitve za že rešene probleme
- lastništvo nad nasvetom
- palec gor/dol
- dvorana slavnih
- 18 držav, 16.000 uporabnikov, 260.000 rešitev problemov

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**Kako motivirati zaposlene?**

Technicians were "more than happy to add tips to the [KM] database because they received credit for their contributions, which enhanced their standing among colleagues. When management suggested attaching financial incentives to the tips, technicians resisted the idea. They felt this would diminish the value of their contributions

Hickins, M. (1999). Xerox Shares Its Knowledge, Management Review, 88 (6), 40-45.

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**Težave in ovire**

- jezikovne ovire
- kulturne ovire (deljenje znanja)
- socialna dinamika

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Ekonomski fakulteta

**Namesto konca....**

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