

## TABLE OF CONTENTS

|   |      |
|---|------|
| ABSTRACT                                | i    |
| VALIDATION SHEET                        | ii   |
| STATEMENT OF ORIGINALITY                | iii  |
| PREFACE                                 | iv   |
| TABLE OF CONTENTS                       | v    |
| LIST OF FIGURE                          | viii |
| LIST OF TABLE                           | ix   |
| LIST OF APPENDIX                        | x    |
| LIST OF ABBREVIATIONS                   | xi   |
| LIST OF TERMS                           | xii  |
| CHAPTER I INTRODUCTION                  | 1    |
| I.1 Background                          | 1    |
| I.2 Problem Formulation                 | 5    |
| I.3 Final Project Purposes              | 5    |
| I.4 Final Project Limitations           | 5    |
| I.5 Final Project Benefits              | 5    |
| I.6 Writing Systematics                 | 6    |
| CHAPTER II LITERATURE REVIEW            | 8    |
| II.1 Knowledge                          | 8    |
| II.2 Knowledge Management               | 8    |
| II.3 Knowledge Maturity Model           | 10   |
| II.3.1 Ehms and Langen Maturity Model   | 10   |
| II.3.2 APO-KM Maturity Aseessment Tools | 11   |
| II.4 Reason of Choosing Method          | 16   |
| II.5 Previous Research                  | 18   |

|             |                                      |    |
|-------------|--------------------------------------|----|
| CHAPTER III | RESEARCH METHODOLOGY                 | 20 |
| III.1       | Conceptual Model                     | 20 |
| III.2       | Problem Solving Systematics          | 21 |
| III.3       | Preliminary Stage                    | 23 |
| III.4       | Data Collection and Processing Stage | 24 |
| III.5       | Analysis and Evaluation Stage        | 25 |
| III.6       | Conclusion and Suggestion            | 26 |
| CHAPTER IV  | DATA COLLECTION AND PROCESSING       | 27 |
| IV.1        | Questionnaire Processing             | 27 |
| IV.1.1      | Data Processing                      | 31 |
| IV.1.2      | Current KM Condition                 | 33 |
| IV.2        | Knowledge Management Target level    | 38 |
| IV.2.1      | APO KM framework                     | 38 |
| IV.2.2      | Accelerators                         | 38 |
| IV.2.3      | KM Objective                         | 41 |
| IV.2.4      | KM Initiative                        | 42 |
| IV.2.4.1    | Knowledge Café                       | 44 |
| IV.2.4.2    | Collaborative Virtual Workspace      | 45 |
| IV.2.4.3    | After Action Review                  | 45 |
| IV.2.4.4    | Community of Practice                | 46 |
| IV.2.4.5    | Knowledge Portal                     | 46 |
| IV.2.5      | Implementation Planning              | 47 |
| CHAPTER V   | ANALYSIS AND EVALUATION              | 50 |
| V.1         | Implementation Result                | 50 |
| V.1.1       | Data Collection Result Analysis      | 50 |
| V.1.2       | Framework Stage Analysis             | 52 |

|            |                             |    |
|------------|-----------------------------|----|
| V.1.3      | KM Objective Analysis       | 53 |
| V.2        | Implementation Proposal     | 54 |
| V.2.1      | Program Implementation Plan | 54 |
| V.2.2      | Program Timeline            | 55 |
| V.3        | Integrated Sytem Analysis   | 57 |
| V.4        | Research Limitations        | 57 |
| CHAPTER VI | CONCLUSION AND SUGGESTION   | 59 |
| VI.1       | Conclusion                  | 59 |
| VI.2       | Suggestion                  | 60 |
| REFERENCES |                             | 61 |