



KM4D AWARD

# Indicators of Sustainability and Efficiency of the Knowledge Based Management Model

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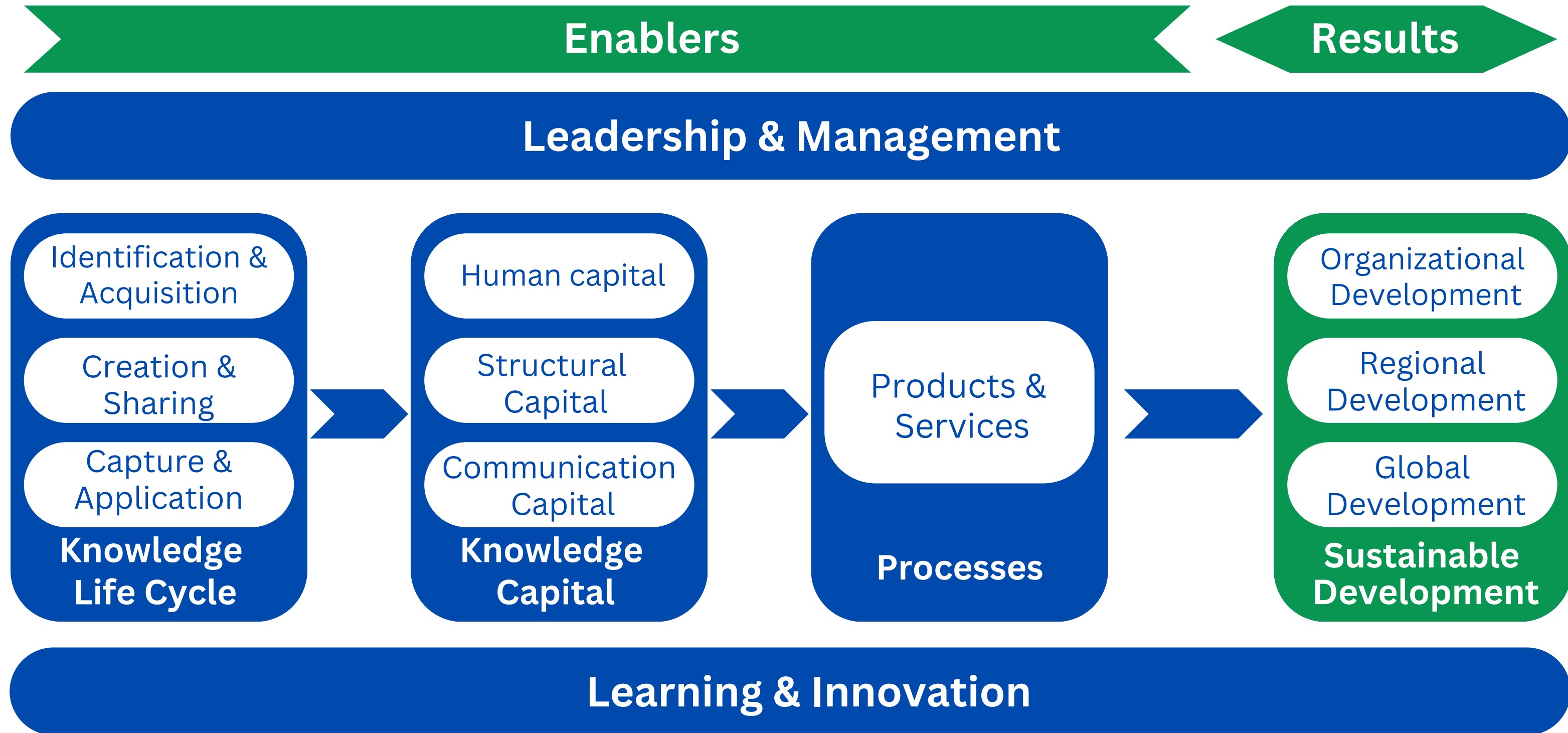


**Knowledge-based management is a strategic process for creating, acquiring, sharing, and utilizing knowledge within organizations to enhance performance and innovation, solve complex problems, and establish a sustainable competitive advantage.**

"Knowledge Management in Theory and Practice"

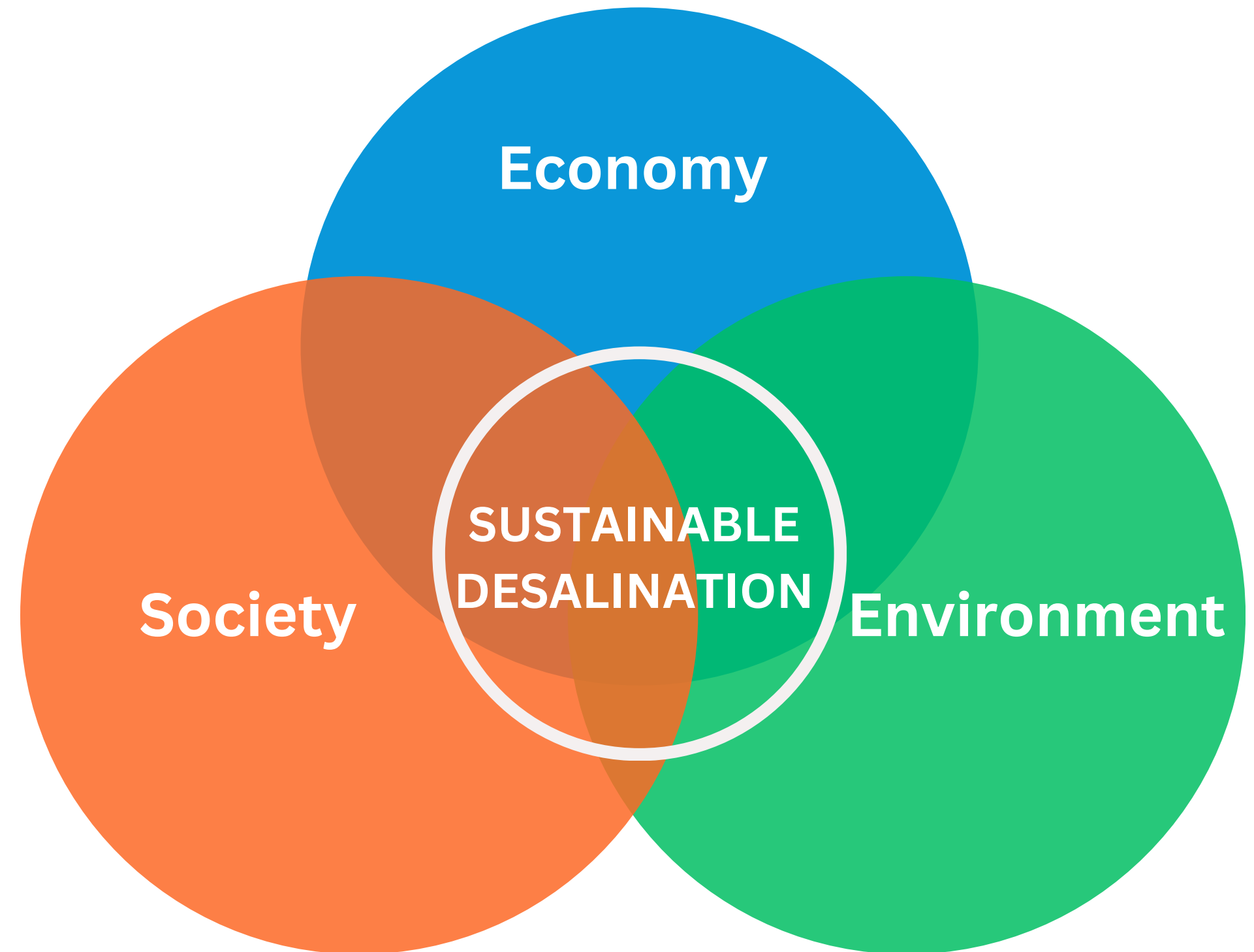
Kimiz Dalkir, 2017

# IRAN's knowledge based management award model



Sustainability refers to practices and processes that meet the needs of the present without compromising the ability of future generations to meet their own needs. It involves balancing **Economic**, **Environmental**, and **Social** considerations to promote long-term **Well-being** and **Resilience**.

## Key Dimensions



# The 17 Sustainable Development Goals

169 Targets

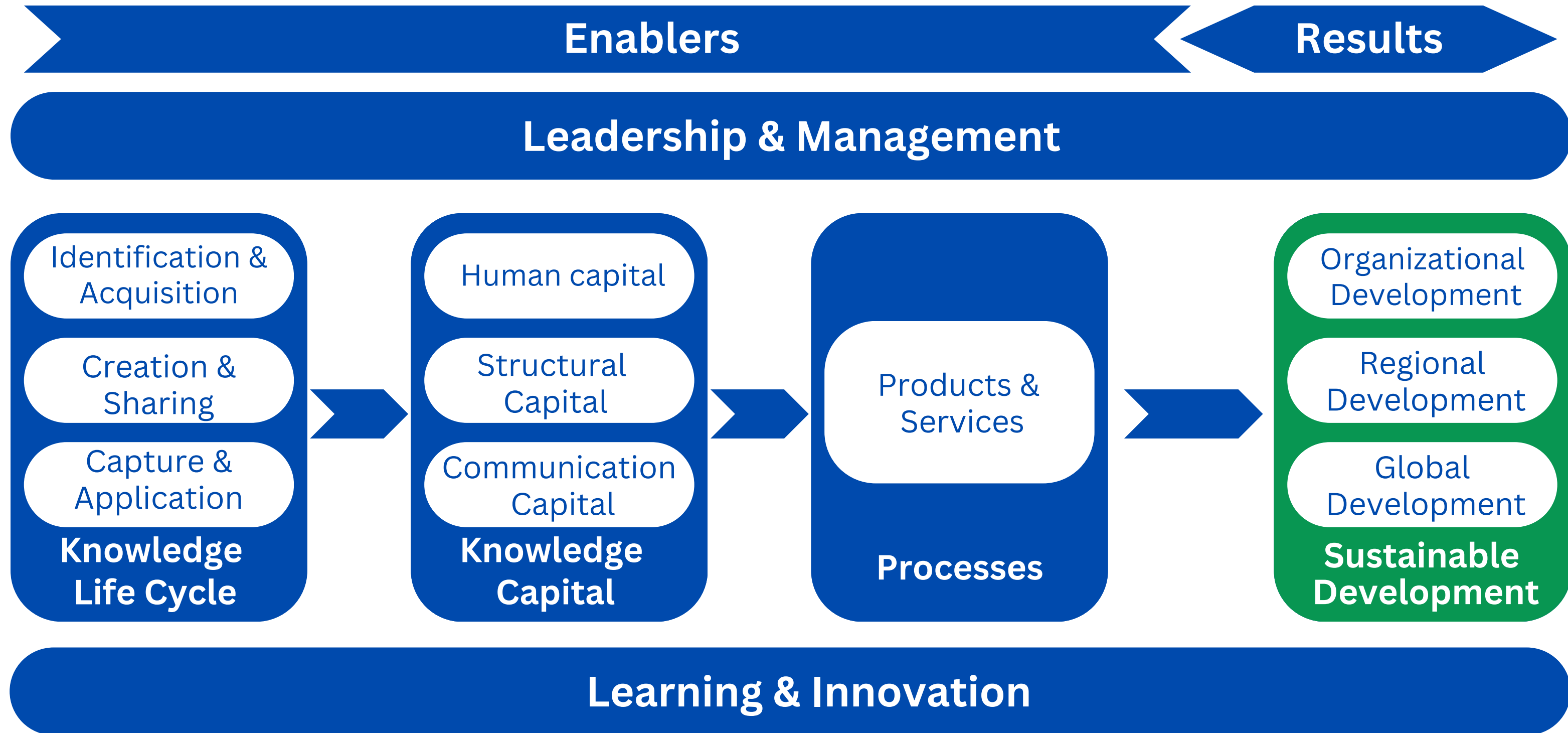
231 Criteria



THE GLOBAL GOALS

			<b>1</b> NO POVERTY 	<b>2</b> ZERO HUNGER 
<b>3</b> GOOD HEALTH AND WELL-BEING 	<b>4</b> QUALITY EDUCATION 	<b>5</b> GENDER EQUALITY 	<b>6</b> CLEAN WATER AND SANITATION 	<b>7</b> AFFORDABLE AND CLEAN ENERGY 
<b>8</b> DECENT WORK AND ECONOMIC GROWTH 	<b>9</b> INDUSTRY, INNOVATION AND INFRASTRUCTURE 	<b>10</b> REDUCED INEQUALITIES 	<b>11</b> SUSTAINABLE CITIES AND COMMUNITIES 	<b>12</b> RESPONSIBLE CONSUMPTION AND PRODUCTION 
<b>13</b> CLIMATE ACTION 	<b>14</b> LIFE BELOW WATER 	<b>15</b> LIFE ON LAND 	<b>16</b> PEACE, JUSTICE AND STRONG INSTITUTIONS 	<b>17</b> PARTNERSHIPS FOR THE GOALS 

# IRAN's knowledge based management award model



**Organizational  
Development**

Regional  
Development

Global  
Development

**Sustainable  
Development**

## Expected results based on Organizational development goals

### Economic Dimension

#### 1. Increasing productivity and reducing costs

- **Goal 8:** Decent Work and Economic Growth.
- **Target 8.2:** Achieve higher levels of economic productivity through diversification, technological upgrading, and innovation.

#### 2. Development of innovative products and services:

- **Goal 9:** Industry, Innovation, and Infrastructure.
- **Target 9.5:** Enhance scientific research, upgrade technological capabilities of industrial sectors, especially in developing countries.

#### 3. Improving competitiveness in the market:

- **Goal 8:** Decent Work and Economic Growth.
- **Target 8.3:** Promote development-oriented policies that support productive activities, entrepreneurship, creativity, and innovation.

## Expected results based on Organizational development goals

### Environmental Dimension

#### 1.Reducing energy and natural resource consumption

- **Goal 7:** Affordable and Clean Energy.
- **Target 7.3:** Double the global rate of improvement in energy efficiency by 2030.

#### 2.Reducing emissions and greenhouse gases:

- **Goal 13:** Climate Action
- **Target 13.2:** Integrate climate change measures into national policies, strategies, and planning.

#### 3.Waste management and recycling:

- **Goal 12:** Responsible Consumption and Production.
- **Target 12.5:** Substantially reduce waste generation through prevention, reduction, recycling, and reuse by 2030.



## Expected results based on Organizational development goals

### Social Dimension

#### 1. Enhancing employee skills and empowerment

- **Goal 4:** Quality Education.
- **Target 4.4:** Increase the number of youth and adults with relevant skills for employment, decent jobs, and entrepreneurship.

#### 2. Improving employee satisfaction and organizational culture

- **Goal 8:** Decent Work and Economic Growth.
- **Target 8.5:** Achieve full and productive employment and decent work for all women and men, including young people and persons with disabilities by 2030.

#### 3. Creating social responsibility and positive community impact

- **Goal 11:** Sustainable Cities and Communities.
- **Target 11.3:** Enhance inclusive and sustainable urbanization and capacity for participatory, integrated, and sustainable human settlement planning by 2030.

# Leadership & Management

## Vision & Strategy

- Vision
- Strategy
- Innovation & Creativity
- Change Management
- Sustainability and CSR

## Governance & Oversight

- Performance Management
- Delegation & Empowerment
- HRM
- Risk Management
- Transparency & Accountability

## Organizational Culture

- Transformational Leadership
- Effective Communication
- Ethics & Values

Harvard Business Review (2023)

McKinsey & Company (2023)

## Leadership & Management

### Key Performance Indicators (KPIs) for **Vision** in a Knowledge-Based Management Model Aimed at Achieving Sustainable Development Goals (SDGs):

1. Percentage Alignment of Organizational Vision with Sustainable Development Goals (SDGs)
2. Level of Communication and Promotion of the Organizational Vision to Stakeholders
3. Percentage of Resources Allocated to Achieving the Sustainable Vision
4. Percentage Progress of Vision in Achieving Sustainable Development Goals
5. Percentage Alignment of Organizational Processes with Sustainable Vision
6. Percentage Alignment of Technologies and Innovations with Sustainable Vision

# Leadership & Management

## 1. Percentage Alignment of Organizational **Vision** with Sustainable Development Goals (**SDGs**)

### Definition:

Measures the extent to which the organization's vision aligns with the set of SDGs and their sub-goals.

### Linkage to SDGs:

- **Goal 12.6:** Encourage companies, especially large and transnational corporations, to adopt sustainable practices and integrate sustainable development information into reporting cycles.
- **Goal 13.2:** Integrate climate change actions into policies and organizational strategies.

**Identification &  
Acquisition**

Creation &  
Sharing

Capture &  
Application

**Knowledge  
Life Cycle**

## Identification and Acquisition of Knowledge

- **Environmental:** Identification of knowledge related to clean technologies, natural resource management, greenhouse gas reduction, and environmental regulations.
- **Social:** Understanding community needs, enhancing employee welfare, and ensuring corporate social responsibility.
- **Economic:** Utilizing knowledge to increase productivity, reduce costs, and create new business opportunities.

# KPIs of Identification and Acquisition of Knowledge

## Economic Dimension

1. The amount of investment in research and development (R&D) is sustainable
2. Resource productivity rate as a result of acquiring new knowledge

## Social Dimension

3. The level of environmental awareness and knowledge of managers and employees
4. Employee participation rate in training courses related to sustainability
5. The extent of cooperation with foreign organizations or universities in the field of sustainability knowledge

## Environmental Dimension

6. The number of research projects related to waste reduction and resource consumption
7. Percentage of absorbed new technologies that contribute to environmental improvement
8. The amount of knowledge acquired about green technologies and renewable energies

# Investment in Sustainable Research and Development (R&D)

## Description:

The amount of investment made by the organization in sustainable and environmentally friendly technology research and development.

## Related Sustainable Development Goals (SDGs):

- **Goal 9.5:** Enhance scientific research and upgrade the technological capabilities of industrial sectors in developing countries by 2030.
- **Goal 12.a:** Support developing countries to strengthen their scientific and technological capacity to move towards more sustainable patterns of consumption and production.

Human capital

Structural  
Capital

**Communication  
Capital**

**Knowledge  
Capital**

## Communication Capital

### Economic Dimension:

- Value Creation
- Innovation Facilitation

### Social Dimension:

- Community Engagement
- Knowledge Sharing

### Environmental Dimension:

- Sustainable Practices
- Shared Responsibility



# KPIs of Communication Assets

## Economic Dimension:

- Customer Retention Rate
- Revenue Growth from New Partnerships
- Return on Investment (ROI) from Collaborative Projects

## Social Dimension:

- Stakeholder Satisfaction
- Knowledge Exchange Rate
- Training Hours Provided to Stakeholders

## Environmental Dimension:

- Carbon Emission Reduction
- Number of Strategic Partnerships
- Number of Sustainable Projects Implemented

## Products & Services

## Processes

### Products & Services

#### Economic Dimension:

- Productivity and Efficiency
- Innovation in Products and Services
- Cost Management

#### Social Dimension:

- Human Capital Development
- Stakeholder Relationships
- Social Impact

#### Environmental Dimension:

- Sustainability in Processes
- Green Innovation
- Compliance with Environmental Regulations

# Key Performance Indicators (KPIs) for Processes

## Economic Dimension:

- Return on Investment (ROI) from New Products
- Reduction in Operational Costs
- Revenue Ratio from Innovative Products and Services to Total Revenue

## Social Dimension:

- Employee Participation in Learning and Development Processes
- Customer Satisfaction with Products and Services
- Stakeholder Engagement Rate

## Environmental Dimension:

- Reduction in Production Waste
- Reduction in Carbon Emissions from Production and Service Processes
- Percentage of Renewable Energy Usage

# Learning & Innovation

## KPIs Related to Learning from Sustainable Development Outcomes

- 1.Improvement Rate Based on Feedback from Sustainable Development Assessments
- 2.Rate of Meetings Held to Review Sustainable Development Outcomes
- 3.Number of Continuous Improvement Suggestions Based on Result Analysis

## KPIs Related to Innovation Based on Sustainable Development Outcomes

- 1.Ratio of Innovation Projects Based on Sustainable Development Assessment Results
- 2.Resource Allocation to Innovation Projects Based on Sustainable Development Outcomes
- 3.Number of Innovations Introduced in Response to Sustainable Development Challenges

## Balanced KPIs for Evaluating Learning and Innovation

- 1.Employee Awareness Level of Sustainable Development Goals and Outcomes
- 2.Employee Participation Rate in Innovation Programs Related to Sustainable Development
- 3.Organizational Learning from Successful and Unsuccessful Experiences



Thanks for your attention

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