

**KNOWLEDGE PRIORITIZING USING ORGANIZATION
SUCCESS FACTOR FOR REAL ESTATE AGENT AND
CONSULTING COMPANY**

SIRIPHAN KHWANPETCH

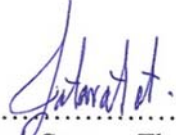
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Thematic Paper
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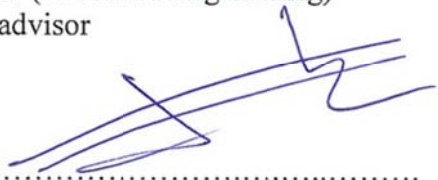
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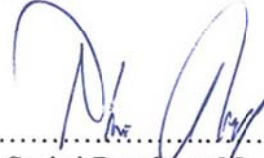
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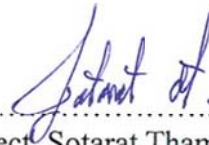
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**KNOWLEDGE PRIORITIZING USING ORGANIZATION SUCCESS FACTOR
FOR REAL ESTATE AGENT AND CONSULTING COMPANY**

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ABSTRACT

Organizations usually emphasize organizational knowledge as one of the most valuable assets of the organization. It would help the organizations efficiently in decision making to get more competitive advantages. Therefore, knowledge management (KM) is widely used in many organizations. However, many organizations have been unsuccessful at implementing KM since they are not aware of their organizational knowledge. The proposed knowledge prioritization is for solving the problems of organizational knowledge in order to conquer the business.

In this research, knowledge prioritizing uses the prioritization matrix as a tool to employ the organizational success factors in the sectors of a real estate agent and consulting company as the variables, where knowledge of ability and expertise are most important. The results have been accepted by four levels of employees: head of business lines, manager, officer, and secretary. The different aspects in each level are also discussed. Finally, the knowledge prioritization approach has also been accepted that it can actually be used in the organizations, depending on the needs of the organizations

KEY WORDS: KNOWLEDGE MANAGEMENT /

KNOWLEDGE PRIORITIZING / PRIORITIZATION MATRIX /

ORGANIZATION SUCCESS FACTOR

118 pages

การจัดลำดับความรู้โดยใช้ปัจจัยความสำเร็จขององค์กรสำหรับบริษัทตัวแทนและที่ปรึกษาด้านอสังหาริมทรัพย์

KNOWLEDGE PRIORITIZING USING ORGANIZATION SUCCESS FACTOR FOR REAL ESTATE AGENT AND CONSULTING COMPANY

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บทคัดย่อ

ปัจจุบัน หลายๆองค์กรต่างให้ความสำคัญในการจัดการองค์ความรู้มากขึ้นโดยถือว่าเป็นทรัพย์สินที่มีค่าขององค์กรอย่างหนึ่งที่จะสามารถสร้างความได้เปรียบในการดำเนินธุรกิจ, ช่วยในการตัดสินใจและสนับสนุนการดำเนินงานได้อย่างมีประสิทธิภาพ หลายองค์กรจึงมีน้าการจัดการความรู้เข้ามาช่วยในการจัดการความรู้ขององค์กร แต่จากการศึกษาพบว่า มีหลายองค์กรที่ไม่ประสบความสำเร็จในการจัดการความรู้ สาเหตุหลักเกิดจากความไม่ทราบหรือไม่ได้ตระหนักถึงความสำคัญขององค์กรเท่าที่ควร ดังนั้น การจัดลำดับความสำคัญของความรู้ในองค์กร จึงน่าจะเป็นวิธีที่สามารถทำให้อทราบถึงความต้องการความรู้ที่จำเป็นต่อบุคลากรและช่วยส่งเสริมให้องค์กรประสบความสำเร็จได้

งานวิจัยนี้จึงได้นำการจัดลำดับความสำคัญโดยใช้ Prioritization Matrix เป็นเครื่องมือในการจัดลำดับ โดยนำปัจจัยความสำเร็จขององค์กรมาใช้ในการพิจารณาความสำคัญของความรู้ ซึ่งในงานวิจัยนี้ได้นำองค์ความรู้จากบริษัทตัวแทนและที่ปรึกษาด้านอสังหาริมทรัพย์ มาเป็นกรณีศึกษา ผลปรากฏว่า กลุ่มความรู้ในแง่ของประสบการณ์ ความชำนาญ ความสามารถต่างๆ ที่เกี่ยวข้องกับการบริการขององค์กรเป็นความรู้ที่สำคัญที่สุด ซึ่งผลดังกล่าวได้รับการยอมรับจากพนักงานทั้ง 4 ระดับ ได้แก่ ระดับหัวหน้าของสายธุรกิจ ระดับผู้จัดการ ระดับพนักงาน และระดับเลขานุการ ในส่วนของวิธีการในการจัดลำดับนี้ ก็ได้รับการยอมรับว่าสามารถนำไปปรับใช้กับองค์กรได้จริง ทั้งนี้ขึ้นอยู่กับความต้องการขององค์กรเป็นสำคัญด้วย

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CHAPTER I

INTRODUCTION

1.1 Background and Statement of the problems

Throughout the past decade, organizations emphasized on organizational knowledge continuously and regarded as the most valuable assets. The organizational knowledge has been importantly recognized to improve the adaptability, competitive advantages, and a benefit for the organizations (Aurilla et al., 2009). However, many researches found that the knowledge of organizations often caused by personal experience is kept as tacit knowledge individually without sharing the knowledge to the relevant people. This causes the other people in the organization don't truly understand and not know, how to manage in the terms of operation, practice, problems, or even necessary information in their organization. Moreover, the organizations would probably lose time to study those subjects, and resulting the operational delay that makes the business unable to continue as it should be. Therefore, to avoid the loss of organizational knowledge, it is necessary to deal with those organizational knowledge. Knowledge Management (KM) will look at the effectiveness for codifying to be stored and shared (Mvungi, M, and Jay, I, 2009). The KM practices will lead to provide the right information to the right person at the right time into a reality (N. Venkatesh and S. Kalpavalli, 2014).

Knowledge management efficiently and effectively empowers the business processes with business requirements and business goals. The diverse opinions and varied experience from the collaboration and knowledge repositories would support the business with decision making. In terms of customer responsiveness, the organizations can perform their tasks efficiently to respond a customer and to avoid the redundant effort from their lessons learned. In competitive situations, KM is able to differentiate their organization from other firms. Along with widely expertise and the ways of bringing customer benefits from KM, the organization can convince their potential and current customers to start / continue the business. In terms of

organization grow, it is also found that KM can help organizations grow even more, if the organizations can use the knowledge of all through the KM tools and repositories of the organizations can be exploited. The benefits of the foregoing, it is the reason why a large organization for cured on the organizational knowledge as priority to manage; they were taken into consideration to formulate strategies and successes in the terms of knowledge management.

Although there are many benefits from implementation of KM that is generally acknowledged the models and best practices, there are apparently many organizations fail to implement the KM and the failure factors of KM implementation are given as (Peyman A., et al. 2015):

- Lack of top management commitment and support
- Failure to align with the organization's strategic objective
- Failure to understand and connect KM into individuals' daily work activities
- Improper planing
- Lack of cooperation of employees

While the implementing of KM is the investing that should meet the real organization needs aligning with the organizational strategies, the organization must be ensured that the KM is really worth investing, value adding, giving advantage for making decision and performing knowledge management efficiently and successful. In order to success of the implementation of KM, the organization should be prioritized the organizational knowledge for considering to implement.

The knowledge prioritization (Ward et al, 1990) is the process for determining and ranking the knowledge to know what the most important knowledge that should be brought into the process of management to keep as a valuable asset both in personal and organizational. One of the prioritizing process are gathering information or knowledge within the organization, these make collaboration and knowledge sharing occurs within the organization and this will allow the persons or teams of each business service to know, understand and learn all basic knowledge and expertise knowledge (tacit knowledge) related their works. In terms of organization, the results from the knowledge prioritizing will help the organization know and understand what knowledge that the organization has, what the essential knowledge

that organization need and align with strategic objectives. Of course, the priority of knowledge also enables the organization for planning knowledge management effectively. Additionally, to enhance the prioritizing to achieve the organizational strategies, the organization success factors are considered to be involved in this research. The organization success factor is an element that necessary for an organization to achieve the mission and it is the activities that must be given special to bring high performance such as Managing and developing people, Strategic focus, Operations and so on (E. W. “Buck”, 2011).

Thus, this research proposes a knowledge prioritizing approach to meet the real organizational needs and align with organizational strategies by Prioritization Matrix (Duttweiler, M., 2007) as a prioritizing tool based on the organization success factors for prioritizing to the knowledge levels and comprehending the knowledge of business services in the medium size real estate agent and consulting company as a case study. This would be allowed the organization to have a guideline to consider in selecting the organizational knowledge that it should be implemented KM.

1.2 Objective

An objective of this research is to get the knowledge prioritizing approach by Prioritization Matrix tools based on the organization success factors to verify which knowledge of the organization’s services are important to the organization, meets the organization needs and align with organizational strategies.

1.3 Scope of Study

Identifying the knowledge prioritizing approach for medium size real estate agent and consulting company, comprehensive the basic knowledge and expertise that support in organization’s services that divided into eight services includes:

1. Residential Sales Services
2. Residential Leasing Services
3. Marketing Services

4. Consulting Services
5. Research
6. Valuation Services
7. Property Management Services
8. Marketing and Communication

Prioritization Matrix, one of the commonly used tools for prioritization is chosen in this research. The factors and important rates or weighting that identified in the matrix derived from organizational success factors and the important rates of each factor has been determined from the average of the weight given by experts in four levels of each business line includes, head of the business line, manager, officer and secretary.

1.4 Expected Result

- The clarified knowledge prioritizing approach will be defined as the guidelines for the organization can be followed and supported to compatible across the organization.
- The organization would be able to choose the essential knowledge for planning and implementing KM.

CHAPTER II

LITERATURE REVIEW

Researchers have studied the fundamental theories, the principles, and existing publications related to this research, such as knowledge, knowledge management, and organizational management. Then, the scoped principles of knowledge prioritization include the definitions, processes, failure factors, success factors, approaches, and related works.

2.1 Knowledge

2.1.1 Definition of Knowledge

Knowledge is the information from learning, understanding and experience. For the organization (Awad and Ghaziri, 2004; Tserng and Lin, 2004), knowledge is a valuable asset that is available on its applications to support the decisions making and the organization activities based on data and information in the right format at the right time and the right place.

2.1.2 Data, Information and Knowledge

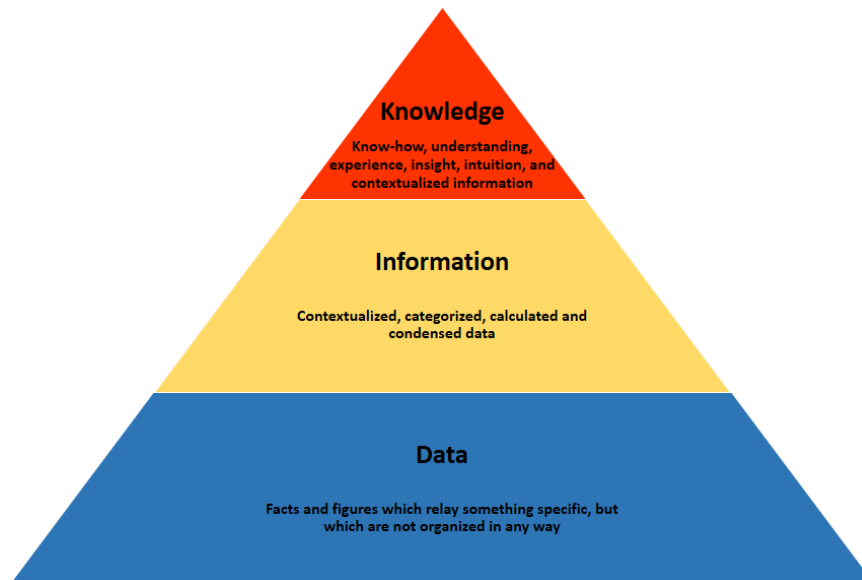


Figure 2.1 Data, Information and Knowledge.

Knowledge is emerging as a sequence of Data, Information and Knowledge (Davenport and Prusak, 2000) as shown in Figure 2.1. **Data** is the raw facts are acquired during work or resources which are not organized. So the Data layer is not applied in any decision of the executive. **Information** is data that has been gathered, thought, analyzed, categorized, calculated and others do with relevance and purpose of the organization. When the data or information is taken to understand and apply to their operations, it will be originated to know-how, experience and learning that we call “**Knowledge**”.

From the above definitions, it can be interpreted that Knowledge is the most useful content for problem solving and decision making, because it demonstrate the method that can be reused and re-applied in the future to solve the similar problems (Hesham Saleh Ahmad, 2010).

2.2 Organizational Knowledge

Organizational knowledge is the business knowledge that organizations can be gained from several levels including individual, groups/community, structural

and organizational and has created as new knowledge to share for organizations learning, for instance the knowledge that can give the organizational advantage such as tacit knowledge/know-how in personalization, practice / procedures / know-how, and others by groups or community sharing, structural or embedded knowledge in processes and others knowledge resources within an organization can be realistically tapped by organization (Alan Frost, 2010). The organizational knowledge also demonstrated the capability members of the organization, carried out the knowledge embedded in the process of their work depends on collective understanding and reside into standard operating procedures or routines that evolve over time from the organization past experience (Tsoukas, H. and Vladimirou, E., 2001).

The definition and understanding of organizational knowledge are the most common initiative and significance for a successful start to KM. This is a valuable asset of an organization that can help organization clear understanding of how and where knowledge resides in an organization which can be considered as the first step to develop plans for KM including knowledge acquiring or gathering, creating, retaining until leveraging on a continuous basis (Yasar el at, 2011).

2.3 Organizational Knowledge Classification Methods and Typologies

Classifying knowledge is helping the organizations identify the type of knowledge for making it easier to manage knowledge with the proper procedures, tools and activities which it differentiated by the nature of each knowledge type. So classifying knowledge is an important step that will help organizations understand and acknowledge the way to manage the different knowledge systematically (Tserng and Lin, 2004; Lin et al., 2006).

Explicit knowledge is the knowledge that is easy to capture, retrieve, share and use because it can be documented, managed more easy and available to be retrieved and used in a range of diverse sources, such as human resource data, minutes of meeting and the internet (Hesham Saleh Ahmad, 2010) which it can be described by words or visuals (Bennet, 2008).

Tacit knowledge is the most valuable knowledge that combines information with experiences, skills and understanding of people with highly personal knowledge that is embedded in people experience and hard to be managed, shared or formalized (Nonaka, 2007; Lin et al., 2006) such as how to deal with different people or the ability and spend to work under time pressure (Hesham Saleh Ahmad, 2010). The definition of knowledge types as mentioned before. The research of (Nickols, 2003) provided the simplest way to classify the knowledge as shown in Figure 2.2.

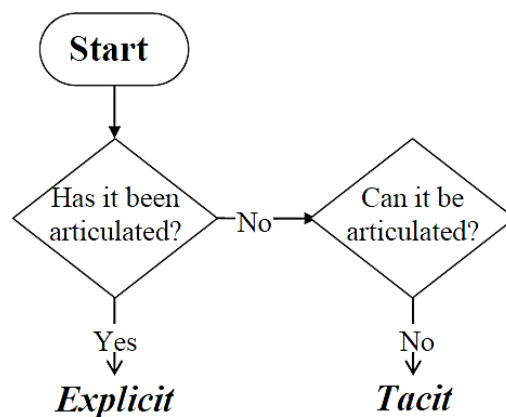


Figure 2.2 Classifying Explicit, Tacit Knowledge.

However, in some literatures specified that the tacit knowledge can be captured and turned into explicit knowledge by using the KM methods and tools for encouraging and facilitating collaboration to share the personal knowledge in the organization (Nonaka, 2007; Lin et al., 2006, Gore & Gore, 1999). According to Nonaka and Takeuchi (1995) tacit knowledge, can be separated to technical knowledge and cognitive knowledge. Technical knowledge is the experiences of individuals and can be captured in the form of “know-how”, such as descriptions of problems and solutions, experience notes and procedures and cognitive knowledge is the mental models, perspectives, and beliefs in personal that cannot clearly be told including ideas, viewpoints and innovations (Nonaka, 2007). Furthermore, in the research of Hesham Saleh Ahmad showed that the useful ways for encouraging sharing separated to direct contacts and indirect contacts; direct contact such as face-to-face meetings, e-chatting, video conferencing, and indirect contact such as e-messaging, e-discussions, e-commenting, etc (Hesham Saleh Ahmad, 2010).

In the research conducted by Bennet and Bennet (2008) represents the different tacit knowledge in terms of four aspects are embodied, intuitive, affective and spiritual.

Embodied tacit knowledge is the knowledge that can be learned through practicing, skill training and time. This kind of knowledge will be embedded in memory as '*How-To*' knowledge that would be retrieved automatically when individuals need.

Intuitive tacit knowledge is the knowledge that may affect decisions and actions from the individual's sense and mind, but unable to explain about the actions. This kind of knowledge can be built up by practicing which it will help people to develop their skills and ability to evaluate or predict situations and so on.

Affective tacit knowledge is a form of knowledge that impact on behavior and influence for decision making and taking actions.

Spiritual tacit knowledge is the nature of human emotions and mental ability which may affect their thinking and actions.

Moreover, researcher found interesting research conducted by Nancie and Mark. The result of this research is the classification of organizational knowledge, consisting of three knowledge types with two dimensions which its help the organization understand and classify the knowledge in their organization more accurately. They found that the most types of knowledge in organizations is embed primarily in routines and the few cases that will focus on the individual, or combination of individual, group and organization knowledge types, but in their research provides evidence that knowledge can be created independent of individual or groups and the process of organizational knowledge can created vary by the following 3 types of the organization knowledge; systemic, socio-political, and strategic knowledge types (Evans, Nancie, and Mark Easterby-Smith 2001).

Systemic Knowledge is the knowledge that related to systems, policies and processes, including practices, implementation of new techniques, the design of the process. This knowledge type will show what should to do, how and why to do to accomplish.

Socio-Political Knowledge is the knowledge of the social and political composition of the organization, such as people, responsibilities, and informal

decision-making processes. This knowledge type will show who is influential to get things done and the organization's culture can be defined in this knowledge type.

Strategic Knowledge is the knowledge of the position or context of the organization in the industry such as organizational history, position in the industry, strategic plan, core competencies and competitive position.

2.4 Knowledge Management

Knowledge Management is the process of managing organizational knowledge. It can help the organization know and understand the right knowledge for providing it to the right person at the right time. The organization can learn and use all organizational knowledge in current applications for supporting their works. In the words of Peter Drucker, it is "*the coordination and exploitation of organizational knowledge resources, in order to create benefit and competitive advantage*" (Drucker 1999). It is the systematic management for the purpose of creating the knowledge to meets the organization requirement, comprising the whole process of knowledge management and systems that can be created the knowledge, experiences, problem solutions and best practice for helping employees in their work process without to spend extra time and resource on the problems or issues that have already been solved or found solutions (Ahmad et al., 2007) which it should be implied a strong tie to organizational goals and strategy, and involved the management of knowledge that is useful for some purpose and creates value for the organization. (Alan Frost M.Sc., 2013).

2.5 Organizational Success Factors

The organization success factor is an element that necessary for an organization to achieve the mission and it is the activities that must be given special to bring high performance and will be increased the sustainable results, execute strategies and regarding the organizational goals for ensuring the success of organization (Study.com, Organizational Success: Factors & Definition, 2016).

From studying, the researcher found the essential factors that organization wants to success consist of people, purpose, processes, physical resources and customers, but this is not the factors that enables success but what to do about those factors that makes success possible. This is the cause to describe the key success factors of business as follows (E. W. “Buck”, 2011)

Managing and developing people – The organization should provide direction, structure, rules, training to people. This is the way of effectively managing people, forces and help people to develop their skills and knowledge although each person has different structure. So to the effective management, managers will manage each person according to what they can do to the best which this is complicated but importance for success.

Strategic focus – In today, the organization strategies not enough to focus only the purposes. The organization must take into consideration the resource on the basis of reality in mind what happened in the world or organization in the past. This helps leaders and people in the organization understand the reality of change and importance for leaders to keep focus on the organizational needs such as increased sales and profits, satisfied customers by aligning to the success factors for optimum performance.

Operations – The operations is what the people in the organization did to create value. Efficient organization will have the effective operations to ensure that customers will get exactly what they want with the right information (e.g. time, price, quality, etc.). The operation management will focuses on operation cycle from services , start to finish includes cost and quality control and the operations that need to be synced and align with strategy too for getting the flow of information that everyone and everything is connected

Physical resources – In textbook written by E. W. “Buck” has been described that the big physical resources for the organization are Finances, Facilities and Equipment which it should be adequate provide for people to work and has been managed to sustain the organization

Customer relations – This is the most importance success factor that closely linked to Strategic Focus, the key to successful customer relations is to give them what they need and asking what they need by keeping in touch with customers,

these will help organization to developing customer loyalty and can be considered the organization's relationships with the external environment such as the organization is able to track competitor actions, can be analyzed changes in the market for adapting

Respectively, the key success factors of organizations depend on the types of business and operations. Therefore, it is possible that each organization will have varies of the key success factors. Which there are some key factors on above to be used in this research and have more factors directly related to the real estate agent and consulting company that researcher will be described in the next section.

2.6 Knowledge Prioritizing Methods

Knowledge prioritizing methods is the methodology to find what the most important knowledge is. The results will be shown the knowledge list with the ranking. The knowledge list will help the organization to know what the organizational knowledge they owe or should have. The ranking will help them to see what is the most important knowledge that it should be managed or implementing KM.

For the knowledge prioritizing methods, researcher found that it can use the common prioritizing methods depending on the objectives or criteria for the knowledge prioritizing. The following subsections show the prioritization methods that are widely used.

2.6.1 Multi-voting Technique

Multi-voting (American Society for Quality. Evaluation and Decision Making Tools: Multi-voting, 2009) is used when a large number of problems or issues must be reduced to a top of important issues. The outcomes of this technique are showing that the issues have been prioritized from the adoption of a collective rather than personal opinion. The steps for multi-voting technique consist of multiple votes and update the list as the instructions below:

Round 1 vote - The issue list has been established from highest priority items of each participant which they can vote many issues, but should be determine the number of votes per participant.

Update list – Eliminated the issue that has a vote count less than half the number of participants (i.e. if 20 participants are voting, only issue receiving 10 or more votes remains).

Round 2 vote – In this round, participants must be voting for their highest priority issue by voting equivalent to half of the numbers of issue (e.g. if ten items remain on the list, each participant can cast five votes).

Repeat – Step ‘Round 2 vote’ that should be repeated until the issue less down to the important priorities. The example of Multi-voting technique shown as Figure 2.3

Health Indicator	Round 1 Vote	Round 2 Vote	Round 3 Vote
Collect and maintain reliable, comparable, and valid data	vVVV	vV	
Evaluate public health processes, programs, and interventions.	VVVV	VVV	VVVVV
Maintain competent public health workforce	VV		
Implement quality improvement of public health processes, programs, and interventions	VVV	VV	
Analyze public health data to identify health problems	VV		
Conduct timely investigations of health problems in coordination with other governmental agencies and key stakeholders	VV		
Develop and implement a strategic plan	VVVV	VVV	VV
Provide information on public health issues and functions through multiple methods to a variety of audiences	VV		
Identify and use evidence-based and promising practices	VV		
Conduct and monitor enforcement activities for which the agency has the authority	V		
Conduct a comprehensive planning process resulting in a community health improvement plan	VVVV	VVV	VV
Identify and implement strategies to improve access	VV	VV	

Red = Round 1 Elimination Green = Round 2 Elimination Blue = Round 3 Elimination

Figure 2.3 Example of Multi-voting technique (American Society for Quality. Evaluation and Decision Making Tools: Multi-voting, 2009).

2.6.2 Strategy Grids

Strategy grids (Duttweiler, M., 2007) facilitate in focusing efforts by emphasis on problems that will return the greatest results. This tool is particularly used when the organizations are limited in capacity and focus on the problems or issues that can provide the greatest. It can provide a mechanism for achieving optimal results with

limited resources. This tool help change from brainstorming with a lot of options to focusing on a plan of action. The Instruction of Strategy Grid shown as Figure 2.4.



Figure 2.4 The step by step instruction of Strategy Grid.

The example strategy grid, as shown in Figure 2.5, uses ‘Need’ and ‘Feasibility’ as the criteria chosen from currently most relevant (Select criteria) and set up a grid with four quadrants and assigned criteria to each axis and create arrows by indicating ‘High’ or ‘Low’ (Create a grid). Then, label each quadrant as either ‘High Need/High Feasibility,’ ‘High Need/Low Impact,’ ‘Low Need/High Feasibility,’ ‘Low Need/Low Feasibility’ (Label quadrants). Finally, place activities based on the quadrant labels for using as the criteria for prioritizing

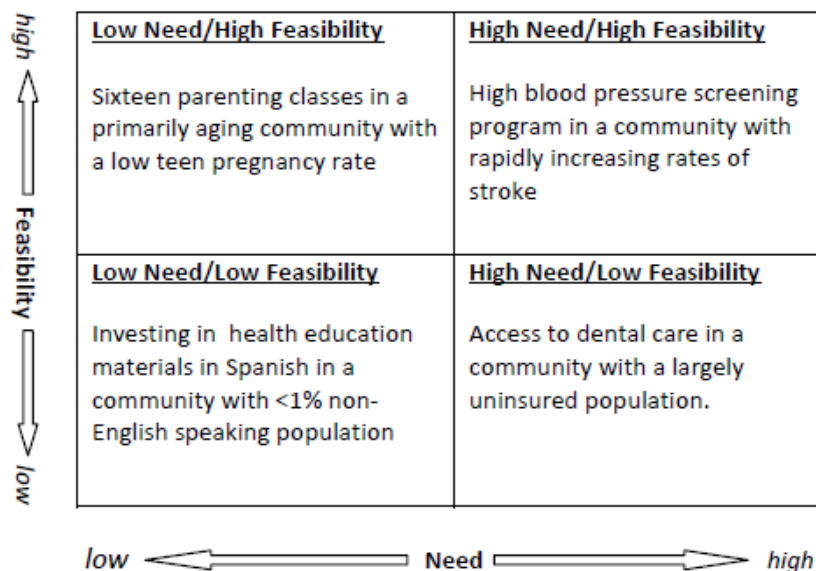


Figure 2.5 Example strategy grid (Duttweiler, M., 2007).

2.6.3 Nominal Group Technique

The Nominal Group Technique (NGT) (American Society of Quality. Idea Creation Tools: Nominal Group Technique, 2009) is a technique that widely uses in

the early stage for prioritizing a lot of problems or issues that exchange in a group of participants but there is a limit of time to find the most important issues. The issues will be gathered and considered by many people involved with a democratic process. It is raised to equality between all participants and regardless of hierarchy in the organization. The example of nominal group technique shown as Figure 2.6

Priority Health Indicator	1st Choice Score = 3	2nd Choice Score = 2	3rd Choice Score = 1	Total Score
Improve communication and coordination between divisions and programs within health	4	6	6	30
Engage policymakers and community to support health department initiatives	1	6	3	18
Promote understanding of public health in general and health department as an organization among stakeholders (may include internal and external stakeholders)	3	1	6	17
Better utilize data and best practices to inform health department program decisions and to generate community support and understanding of the health department's role and contribution to public health	2	4	6	20
Establish a health department presence and recognition at a level comparable to other major City departments	4	5	5	27

Figure 2.6 Example of Nominal Group Technique (American Society of Quality. Idea Creation Tools: Nominal Group Technique, 2009).

2.6.4 Prioritization Matrix

A prioritization matrix (Duttweiler, M., 2007) is commonly used for prioritization as an ideal when the issue is considered with a lot of criteria or when an organization focus on some issue especially. The instruction of prioritization matrix is shown in Figure 2.7 and the example of Prioritization Matrix is given in Figure 2.8.



Figure 2.7 The prioritization matrix instruction.

	Criterion 1 (Rating X Weight)	Criterion 2 (Rating X Weight)	Criterion 3 (Rating X Weight)	Priority Score
Health Problem A	2 X 0.5 = 1	1 X .25 = .25	3 X .25 = .75	2
Health Problem B	3 X 0.5 = 1.5	2 X .25 = 0.5	2 X .25 = 0.5	2.5
Health Problem C	1 X 0.5 = 0.5	1 X .25 = .25	1 X .25 = .25	1

Figure 2.8 Example of Prioritization Matrix (Duttweiler, M., 2007).

2.7 Related Works

The research of Kajsa G. Åberg , (2014) that have aimed to prioritize the knowledge for destination development by comparison between academic prescribed for success and the requirement from destination development practitioner. The results regarding the relationship between requirements and available workforce, not from the models for destination development have been presented as academic prescribed and founded that there are the gap between what is needed according to academia and how is it being performed by practitioners. The results are gained from 10 in-depth interviews based on theories within epistemology and tourism with open-ended questions by mapping of specific background factors from 23 respondents. From the methodology of this research, it can show the current situation of destination development in existing activities and in practice, it makes researcher getting known the tacit knowledge such as contacts and resource for destination development and so on. It is regarded as a way of avoiding something is not budgeted (Kajsa G. Åberg , 2014). However, researcher thinks that this research has in-depth interviewed with 10 people only; this may be too little to be able to know the situation for destination development in reality.

Another research discovered (Daniela Carlucci, Giovanni Schiuma, 2007), it presented the methodology for prioritizing the knowledge to against the organization performed by an application of the analytic hierarchy process (AHP). The research started with the key knowledge involve with the NPD's top management has been identified, linked between NPD's strategy and performance improvement for analysis to understand the most importance performance to be improved and selected the knowledge assets that achieved the objectives through the implementation of the Matrix. Then the knowledge has been calculated, evaluated and lead to the level of knowledge priority by adopting pairwise comparison matrix using the AHPs scale that calculated by multiplying with corresponding weight. Then the Knowledge Assets Value Creation Map (KAVCM) has been used to visualize and analyze the relationship with the knowledge assets which this helps to understand what the most important knowledge and how to drive knowledge assets to sustain organization value that should to be developed or managed to support performance improvement. The knowledge that supports the design process, routines works and procedures have been

identified as a key value of implementing knowledge management. The result can be summarized that the time of product designs activity reduction by 30% and the 20% reduction of the time to carry out the sofa prototype wooden structure.

In this research, researcher has applied the concept of prioritizing knowledge to against the organization strategy and performance and using the matrix for weighting the level of knowledge priority, increase to map the prioritized organization success factors into the knowledge and prioritize the knowledge along with the success factors which this will be discussed in chapter 3

CHAPTER III

METHODOLOGY

The methodology for this research was initially performed by gathering and analyzing in the knowledge of the organization's services with clearly specified knowledge types and dimensions. Then the prioritizing factors will be selected by finding the factors based on the organization success factors and selecting the real important factors that implicate with real estate agent industry. Then the weighting of the key persons of each business line will be done. An overall research methodology is summarized in Figure 3.1.

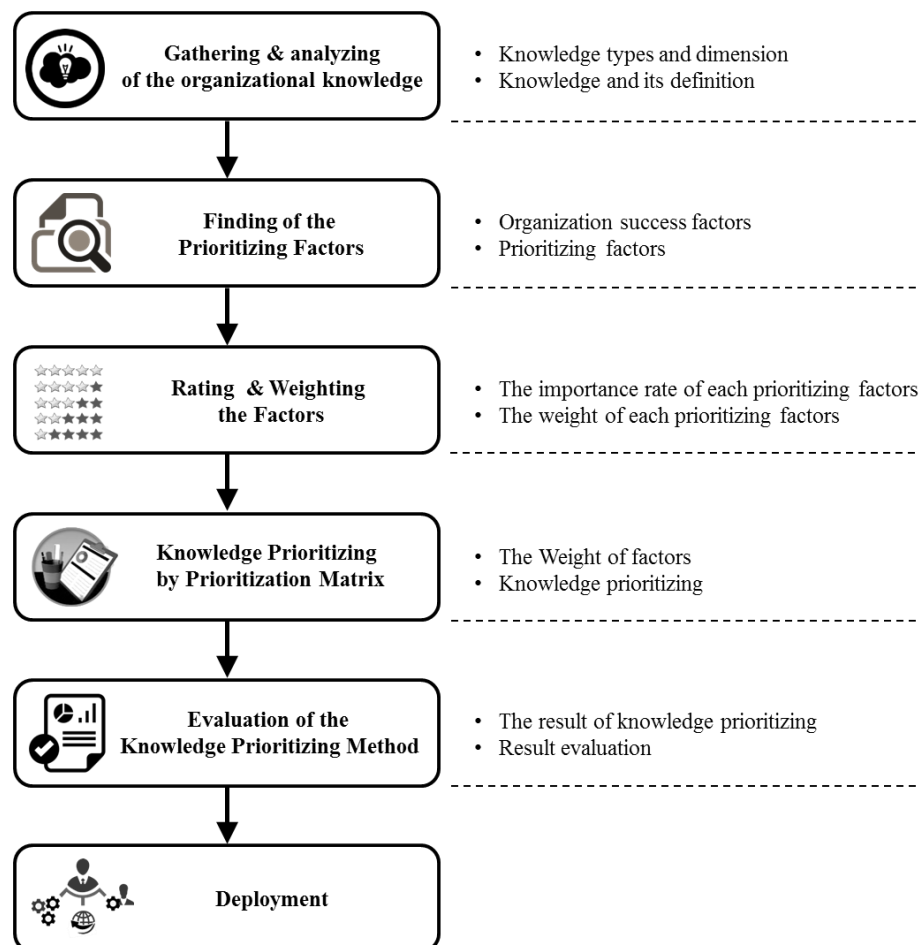


Figure 3.1 Overall Research Methodology.

3.1 Gathering and analyzing of the organizational knowledge

This stage is the defining of the knowledge in organization's services based on the existing organizational knowledge typologies, consisting of Systemic Knowledge, Socio-Political Knowledge and Strategic Knowledge as mentioned in the section 2.3. *The definition of the typologies of organization knowledge* was defined for applying to classify knowledge.

The definition of the typologies of organizational knowledge

This research classifies the knowledge by using the existing typologies that have been divided into 3 types which are systemic knowledge, socio-political knowledge, and strategic knowledge. Those types can be divided into explicit and tacit dimensions, so to understand the meaning of each knowledge type, researcher illustrates the definitions of three knowledge types with their situation examples as below:

Systemic knowledge

The systemic knowledge (Spender, 1994; Child and Rodrigues, 1996) is the knowledge that related with systems, policies, processes, principles, and so on that guide how and what should be done in organization including 'know how', 'know what', and 'know why'. This knowledge type shows what should to do, how and why to do, to accomplish the business goals. The systemic knowledge in *Explicit* dimension is about formal practices, procedure and routine work includes the acquisition and implementation of new techniques and the systemic knowledge. On the other hands, *Tacit* dimension was defined are the hidden meaning embedded in the design of the processes, practice, systems and so on with the underlying reason why things are designed and what they are intended to accomplish. To illustrate the systemic knowledge, let look at the following situation in an organization:

When the organization's executive needs to increase the revenue at 10% - 20%. In order to reach their targets, the organization will set the goals of each employee and they should be guided them by training, workshop or documentation about how to achieve their goals (know how), what is necessary for achieving (know what) with a deep understanding (know why).

From the situation above, this can be seen the knowledge of know-how, know-what, and know-why was the examples of systemic knowledge that involved in this situation.

Socio-Political knowledge

The Socio-Political knowledge (Brown and Duguid, 1996, 1998; Barley, 1996; Lam, 1997) is the knowledge of the social and political composition of the organization such as people with role and responsibilities and formal and informal decision-making processes. This knowledge type will show who is influential to get things done and the organization's culture can be defined in this knowledge type. The formal decision structures and the expressed values of the organization have been defined as the socio-political knowledge in *Explicit* form. The hidden working of the organization such as who is influential and how to 'really' get things done, which this knowledge that can be defined as an organization's culture are the sample of socio-political knowledge in *Tacit* form. The example of socio-political knowledge's situation in the organization has presented as below:

Apart from the new and existing staffs have to know and understand the business of the organization. They should know the role and responsibility at least of each department. The staffs should know that what each department do?, what they support in business?, what they can support them or their work? This knowledge will help they can coordinate with the right persons or departments and will help them perform their works to complete easier.

Strategic knowledge

Strategic knowledge (Child and Rodrigues, 1996) is the knowledge of the position or context of the organization in the industry such as organizational history, position in the industry, strategic plan, core competencies and competitive position. The documented about organization's strategy including historical data recorded in any business reports and news, strategic plan, any analysis documents and others organization documents in the official word as an examples of the strategic knowledge in *Explicit* terms and in the *Tacit* terms has mentioned to the hidden meaning of the official word in explicit knowledge form such as the foundation of organization culture and vision includes the organization operates and the core competencies which this knowledge implications for market perceptions, customer perceptions and

stakeholder relationship. The examples of Strategic knowledge’s situation as shown below :

Each year or half year, the executive and head of business lines will review and discuss in business performance, this information is derived from work experiences during the past year, were analyzed as business summary and presented to executives. The results of their discussion made them aware of the position of the organization and led to the strategic plans, business plans and operations properly to achieve the objectives and goals of the organization. When the plan and the operations has been defined, it will be distributed to the employees in the official words to acknowledge and perform.

Consequently, the researcher defined *The Knowledge of Organization’s Services* which in this research mentioned about the knowledge in real estate agent industry and classified into the organization knowledge types, both explicit and tacit dimensions forms and illustrated and expand the definitions of the knowledge of organization’s services. The knowledge of the organization’s services is summarized in Table 3.1.

Table 3.1 The knowledge of organization’s services (Real Estate Agent).

The Knowledge of Organization's Services							
No.	Knowledge	Type			Dimension		Definitions (Sample of knowledge)
		Systemic	Socio- Political	Strategic	Explicit	Tacit	
1	Organization Charts			√	√		A diagram that shows the structure of an organization and the relationships and relative ranks of its parts and positions/jobs. The term is also used for showing the different elements of a field of knowledge or a group of languages (wiki)

Table 3.1 The knowledge of organization's services (Real Estate Agent) (cont.)

The Knowledge of Organization's Services							
No.	Knowledge	Type			Dimension		Definitions (Sample of knowledge)
		Systemic	Socio- Political	Strategic	Explicit	Tacit	
2	Departments Roles and Responsibilities		√		√		The information with role and responsibilities of each department. This knowledge can help to know and understand all business in organization, can be provided preliminary organization information to customers or transfer any enquiries to the right departments and also helps to improve the image of the organization in long term
3	Employees Roles and Responsibilities		√		√		The information with role and responsibilities of employees or key persons of each business line. This knowledge will help to coordinate with the right persons which these will help to perform easier works complete
4	Rules for Real Estate Agent	√			√		Regulations of real estate agent both with organization internal and external. To the various actions are correct and appropriate
5	Principles of Agency Services	√			√		Principles and methods for showing, promoting, selling/leasing products or services, demonstration, sales/lease techniques, sales/lease systems and process
6	Agency Services Expertise		√			√	The knowledge gained from personal skill, operation and expert knowledge of sales/lease services or "know how" to achieve sales goals, close a deal, to manage customer relationships and to get things done

Table 3.1 The knowledge of organization’s services (Real Estate Agent) (cont.)

The Knowledge of Organization's Services							
No.	Knowledge	Type			Dimension		Definitions (Sample of knowledge)
		Systemic	Socio- Political	Strategic	Explicit	Tacit	
7	Principles of Consulting Services	√			√		Principles and methods for consulting such as information gathering, analysis and synthesis methods, opportunities evaluation and so on
8	Ability and Experience of Consulting		√			√	The knowledge gained from personal skill, ability, operation and expert knowledge or "know how" to enables efficient and effective consulting
9	Principles of Research	√			√		Principles and methods of research process such as the defining of research problem, preparing and designing research, data collection, data analysing and interpretation and report writing and so on
10	Ability and Experience of Research		√			√	The knowledge gained from personal skill, ability, operation and expert knowledge or "know how" to get the research useful and reliable
11	Principles of Valuation Services	√			√		Principles and methods of valuation process includes collection information and analysing, assessment, application of valuation approaches, transaction considerations and so on
12	Ability and Experience of Valuation Services		√			√	The knowledge gained from personal skill, ability, operation and expert knowledge or "know how", in order to the quality of works and customers satisfaction

Table 3.1 The knowledge of organization's services (Real Estate Agent) (cont.)

The Knowledge of Organization's Services							
No.	Knowledge	Type			Dimension		Definitions (Sample of knowledge)
		Systemic	Socio-Political	Strategic	Explicit	Tacit	
13	Principles of Property Management Services	√			√		Principles and methods of property management services includes consultation, property viewing, negotiation and applicant screening, contract execution, tenant supporting, owner representation, reporting and so on
14	Expertise and Ability to Manage the Building or Property		√			√	The knowledge gained from personal skill, ability, operation and expert knowledge or "know how", in order to the efficient and effective in property management
15	Customer Needs and Satisfaction Assessment	√			√		The guidelines for assessing the customer needs, and how to obtain customer requirements completely which this is another way to make customer satisfaction in our services
16	Media Production and Communication Procedures	√			√		Procedures, methods, practices for publishing the news and information related to both internal and external organizations, such as projects advertising, organization public relation (PR) and press conferences

After the knowledge have been determined as shown in Table 3.1. The next stage, researcher will find the prioritizing factors to use for consideration in the prioritizing of organizational knowledge.

3.2 Finding of the Prioritizing Factors

Form the objective of this research, the researcher decided to use the organization success factors as variables in the prioritization of organizational knowledge.

However, there are various factors due to business line and they depend on the perspective of each organization. Therefore, in this research, the researcher decided to select the prioritizing factors from the success factors that affect the success of real estate agent and consulting organization which is a case study mentioned in section of research scopes. The prioritizing factors have been determined with definition and possible obtained outcomes which are shown in Table 3.2.

Table 3.2 The prioritizing factors with definition and possible obtained outcome.

Factor No.	Success Factor	Definition	Possible obtained outcome
1	Organization strategy	The sum of the actions that the organization intends to take to achieve in long-term goals	Considering that the results of the management of knowledge will meets and align with organization need
2	Objectives of organization	The overall short-term or medium-term goals that organization seeks to accomplish includes the purpose and mission of business	
3	Organization goals	The outline and guide efforts to achieve in business strategy and objectives	
4	Participative decision making	The involvement of the employees within the organization	Considering that the management of knowledge that can help in decision making
5	Ease of information flow	The ease of the transfer of information on business process	Considering that the ease of the knowledge transfer or use in business process

Table 3.2 The prioritizing factors with definition and possible obtained outcome.

(cont.)

Factor No.	Success Factor	Definition	Possible obtained outcome
6	Team and communities of practice	The effective team to drive business	Considering that the management of this knowledge can be increased the performance of work practice
7	Return on Investment	A measure that used to evaluate the efficiency of an investment	Considering that the implement will benefit worthwhile (Support business process, help the operation faster, customer satisfied,etc)
8	Implementation time	The duration of the operation from the start until the end of the process.	Considering the process time will be decreased
9	Customer relation	Getting and keeping customer by the effective customer relationship management	Considering that the knowledge will give the right information to service and meet customers' needs and will make customers more satisfied
10	Managing and developing people	The direction, structure and rules to develop their skills and knowledge	Considering that the knowledge can help the peoples to know and understand the direction, structure or some rules of the organization
11	Stakeholder	A person, group or organization that has an interest or concern in an organization and affected by the organization's actions, objectives and policies	Considering the number of stakeholders who involved with the knowledge
12	Related services	The services in organization	Considering the number of services that involved with the knowledge

When the prioritizing factors have been determined. Then researchers will prioritize the importance rate of each factor by the rating method that will be described in section 3.3.

3.3 Rating and Weighting the Factors

From the factors shown in Table 3.2, researcher designed an online questionnaire for considering and rating the factors. It aims to know how much the rates of each factor influence on the real estate organization’s success in the expert’s opinion. The questionnaire is shown as Figure 3.2. The full questionnaire is shown in Appendix A.

The Rating of Organizational Success Factors										
Date _____	Location _____									
Branch _____	Department _____									
Business Line _____	Position _____									
How much do you agree with these factors to have an influence on Real Estate Organization Success Please rank between 1 to 9 (Strongly Disagree to Strongly Agree) or 0 if you are not sure										
Factor	(0)	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
Organization strategy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Objectives of organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Organization goals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Participative decision making	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ease of information flow	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Team and communities of practice	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Return on Investment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Implementation time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Customer relation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Managing and developing people	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Stakeholder	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Related services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Possible media channel	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (Please specified)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (Please specified)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
.....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Figure 3.2 The rating of organizational success factors questionnaire.

Then researcher gathered the rates of each prioritizing factor in Table 3.2. In this research, the factors have been rated by experts of the case study organization which are 46 experts with 4 levels:

- Head of business line
- Manager
- Officer
- Secretary

The initial result of this stage is the importance rate of 13 prioritizing factors which are between 6.67 to 8.07 by averaging from the summation score as shown in Figure 3.3.



Figure 3.3 Rate the importance of prioritizing factors.

The outcome of this stage is the standard weight of each factor which researcher makes a weight of each prioritizing factor based on the above importance rate to apply with prioritization matrix later. However, the results can be seen that there are the difference ranges. To equalize all factor weights, researcher then determined the weight of prioritizing factors by using *Normalization Method* (Dataminingblog.com. Standardization vs. normalization, 2007) by averaging scores of the important rate of prioritizing factors as shown in Figure 3.3. The normalization method can adjust value on a different scale to normalized values for comparison by illustrated by a formula in Figure 3.4.

$$X_{new} = \frac{X - X_{min}}{X_{max} - X_{min}}$$

Figure 3.4 Normalization formula.

Example: The weight of ‘*Customer relation*’ factor, it has an average score of 7.87. A normalized value can be calculated as exemplified below:

$$X_{new} = \frac{7.87 - 6.67}{8.07 - 6.67}$$

$$X_{new} = 0.86$$

Researcher applied the normalization formula to all of the importance rate of prioritizing factors and the result of the weight of each prioritizing factor that shown in Table 3.3.

Table 3.3 The weight of each prioritizing factor.

Seq.	Factors	Avg. Score (All Levels)	Weight
1	Organization goals	8.07	1.00
2	Managing and developing people	8.02	0.97
3	Customer relation	7.87	0.86
4	Organization strategy	7.85	0.84
5	Team and communities of practice	7.78	0.80
6	Objectives of organization	7.74	0.77
7	Participative decision making	7.26	0.42
8	Ease of information flow	7.17	0.36
9	Return on Investment	7.13	0.33
10	Implementation time	6.91	0.17
11	Related services	6.89	0.16
12	Stakeholders	6.67	0.00

Then the factors and standard weight of each factor apply to knowledge prioritizing method which is described in the next stage.

3.4 Knowledge Prioritizing by Prioritization Matrix

In this stage is the steps for prioritizing the organizational knowledge in the case study of real estate agent and consulting company as the following steps:

3.4.1 Creating Prioritization Matrix

The knowledge prioritizing method started from researcher created *Prioritization Matrix* for recording the score by taking the knowledge gained from Table 3.1 to map with the prioritizing factors based on organizational success factors that researcher defines as Table 3.2 included the standard weight of each factor which are set out in Table 3.3. The prioritization matrix is built by using a reference code instead of the full name of the knowledge and the factor. The reference code of knowledge and organization success factor sorted by weighting value has been defined as Table 3.4

Table 3.4 The reference code of Organization knowledge and success factor.

Reference Code of Organizational Knowledge			Reference Code of Organizational Success Factor		
Organization Charts	=	K1	Organization goals	=	F1
Departments Roles and Responsibilities	=	K2	Managing and developing people	=	F2
Employees Roles and Responsibilities	=	K3	Customer relation	=	F3
Rules for Real Estate Agent	=	K4	Organization strategy	=	F4
Principles of Agency Services	=	K5	Team and communities of practice	=	F5
Agency Services Expertise	=	K6	Objectives of organization	=	F6
Principles of Consulting Services	=	K7	Participative decision making	=	F7
Ability and Experience of Consulting	=	K8	Ease of information flow	=	F8
Principles of Research	=	K9	Return on Investment	=	F9

Table 3.4 The reference code of Organization knowledge and success factor (cont.).

Reference Code of Organizational Knowledge			Reference Code of Organizational Success Factor		
Ability and Experience of Research	=	K10	Implementation time	=	F10
Principles of Valuation Services	=	K11	Related services	=	F11
Ability and Experience of Valuation Services	=	K12	Stakeholder	=	F12
Principles of Property Management Services	=	K13			
Expertise and Ability to Manage the Building or Property	=	K14			
Customer Needs and Satisfaction Assessment	=	K15			
Media Production and Communication Procedures	=	K16			

The prioritization Matrix mapping between organizational knowledge and organization success factor by using reference code as shown Figure 3.4 and the full table will be shown in Appendix B.

No.	Factor Weight Knowledge	F12	F11	F10	F9	F8	F7	F6	F5	F4	F3	F2	F1	Total
		0.00	0.16	0.17	0.33	0.36	0.42	0.77	0.80	0.84	0.86	0.97	1.00	
1	K1													
2	K2													
3	K3													
4	K4													
5	K5													
6	K6													
7	K7													
8	K8													
9	K9													
10	K10													
11	K11													
12	K12													
13	K13													
14	K14													
15	K15													
16	K16													

Figure 3.5 The prioritization matrix.

3.4.2 Rating the knowledge by using prioritization matrix

Henceforth, researcher will create a questionnaire and send to experts for rating the knowledge by considering the knowledge with factors that the knowledge could support or encourage in organizational success factors at any level by ranking between 0 – 5 (Unsupported - Most support). The full questionnaire is shown in Appendix C. Then research will key-in the score into the prioritization matrix as created in section 3.4.1.

3.4.3 Gathering and averaging the rating of knowledge

The researcher will gather information from the questionnaire and find the knowledge value for each factor by calculation with multiplying between the rate of knowledge from experts with 4 levels (Head of business line, Manager, Officer and Secretary) opinion answers in questionnaires and the weight of each factor that researcher obtained from section 3.3.

Then researchers will summarize the knowledge value of each factor to find the total knowledge value of each knowledge as mentioned on above and the total value of each knowledge will be recorded in the knowledge value table, the sample as shown in Figure 3.6.

Knowledge	Value
Organization Charts	A
Departments Roles and Responsibilities	B
Employees Roles and Responsibilities	C
Rules for Real Estate Agent	D
Principles of Agency Services	E
Agency Services Expertise	F
Principles of Consulting Services	G
Ability and Experience of Consulting	H
Principles of Research	I
Ability and Experience of Research	J
Principles of Valuation Services	K
Ability and Experience of Valuation Services	L
Principles of Property Management Services	M
Expertise and Ability to Manage the Building or Property	N
Customer Needs and Satisfaction Assessment	O
Media Production and Communication Procedures	P

Figure 3.6 Sample of Knowledge Value.

Which the knowledge value will be used for prioritizing to find the most importance knowledge in the next step.

3.4.4 Prioritizing knowledge and result

After researcher will have gotten the total value of each knowledge from section 3.4.3. The researcher will descend prioritize the total value of each knowledge. This step aims to know what is the most importance knowledge of real estate agent and consulting company (the case study of this research) and facilitate organization for selecting the knowledge for KM implementation.

Moreover, from the results of rating and weighting the factor value (in section 3.3.) and experimental knowledge prioritizing by prioritization matrix (in section 3.4.), the final experimental results may be analyzed in terms of knowledge for each level personnel as well which it can help organization planning to implement KM for the important knowledge that meet and cover all of level personnel.

3.5 Evaluation of the Knowledge Prioritizing Method

The researcher will summarize the prioritizing method with the results and send experts to review and interview them to gather comments and suggestions. A final report on satisfaction assessment will be then delivered in the next chapter.

3.6 Deployment

Researcher expects that the prioritizing method in this research can be further applied to the case studied organization of all business lines due to the method proposed in this research based on common prioritization tools.

3.7 Research Schedule

The research schedule is shown in Figure 3.7.

No.	Tasks	2015			2016			
		Nov	Dec	Jan	Feb	Mar	Apr	May
1	Define the problems	■						
2	Define scope and objective of work		■	■				
3	Gather information and analyze related knowledge		■	■	■			
4	Find prioritizing factors			■	■			
5	Rating the factors value				■			
6	Experiment knowledge prioritizing					■	■	■
	- Creating prioritization matrix					■	■	■
	- Rating the knowledge by using prioritization matrix					■	■	■
	- Gathering and average the rating of knowledge						■	■
	- Prioritizing knowledge and result						■	■
7	Evaluate the knowledge prioritizing method						■	■
8	Research Conclusion							■
9	Documentation							■

Figure 3.7 Research Schedule.

CHAPTER IV

RESULTS

The objectives of this research identified the knowledge prioritizing approach by experiment in the case of real estate agent and consulting company. The approach started from the stage of gathering organization knowledge, gathered the organization success factors, rating and weighting the factors, prioritized knowledge by prioritization matrix. At the end of the experiment, the knowledge prioritizing approach and results has evaluated by the experts. Before start the stage of knowledge prioritizing by prioritization matrix, researcher already kept the weight value of each factor that derived from the rating by experts and normalized to the weight of factors. These weights to be used as a variable's value in prioritizing knowledge stage.

Therefore, in this chapter researcher will describe the results from the rating and weighting of the factors. The stages of knowledge prioritizing which these can be analyzed and presented in various perspectives broken down by expert levels and all. The expert's satisfaction on the knowledge prioritizing approach and prioritization results will be analyzed and presented in this chapter as well. All mentioned above research will describe as the following sections:

- 4.1 Rating and weighting of real estate organization success factors
- 4.2 Knowledge prioritizing results
- 4.3 Prioritization approach and results evaluation

4.1 Rating and weighting of real estate organization success factors

This is the results from the stage of rating and weighting the factors. Researcher listed the organization success factors and created a short questionnaire for rating 12 organization success factors to find the influence with real estate agents and consulting organization at any levels. This questionnaire has been responded from 46 experts in 4 levels, including 9 heads of business line, 7 managers, 15 officers, and 15

secretaries, covered 8 organization services. The rating results were calculated by averaging the individual factors of each employee level as shown in Table 4.1.

Table 4.1 The rating of organization success factors of each employee level.

Employees Level	Prioritization Factors											
	F1	F2	F3	F4	F5	F6	F7	F8	F9	F10	F11	F12
Head of business line	8.44	8.33	8.11	8.44	8.00	8.22	7.44	7.78	7.56	7.00	6.44	6.56
Manager	7.00	8.29	8.14	6.57	7.86	6.57	6.71	6.71	7.29	6.43	6.29	6.00
Officer	8.33	7.53	7.80	7.87	7.67	7.87	7.33	7.20	7.00	7.20	7.13	6.80
Secretary	8.07	8.20	7.67	8.07	7.73	7.87	7.33	7.00	6.93	6.80	7.20	6.93

Then, researcher plots the rating of all employees' level into the line chart to compare the rating of prioritization factors in each employee's level easier. The line chart will show the information sort of prioritization factors descending order by the rate of head of business line (purple line) as shown in Figure 4.1.

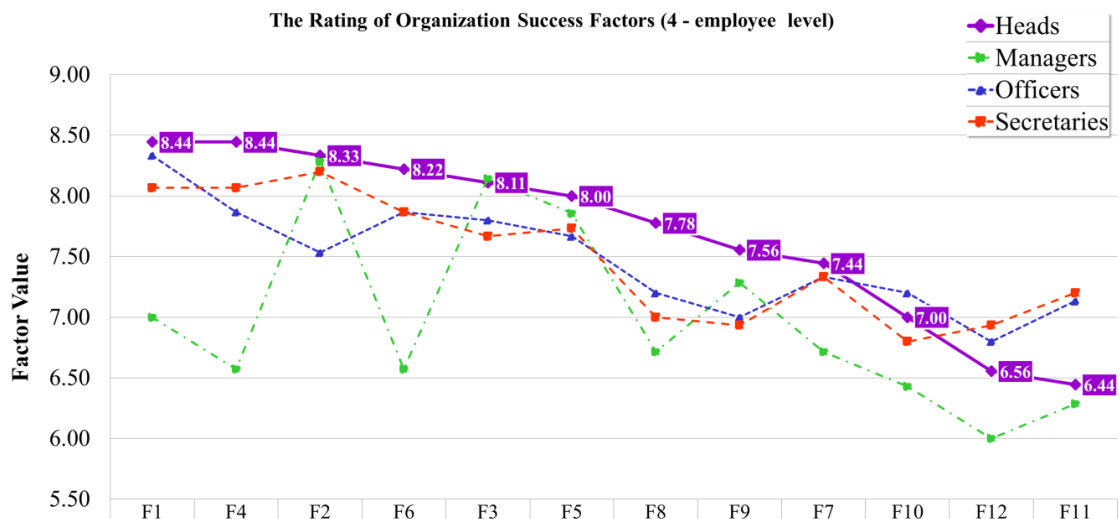


Figure 4.1 Summary: The rating of organizational factors (4 – employee levels).

The line chart includes the rating of organization success factors from 4 employee levels. This chart showed that ‘Organization goals (F1)’, ‘Organization strategy (F4)’, and ‘Managing and developing people (F2)’ are the top three factors,

by the rating of heads of business line which 'Organization goals (F1)' and 'Organization strategy (F4)' that there are the same highest score at 8.44 and next one have the rating score at 8.33. Although '*Organization goals*' and '*Organization strategy*' are factors that most influence with real estate agents and consulting organization in the opinion of head of business lines, but they are not the most influential factors in the opinion of managers. The researcher found the manager's focus on '*Managing and developing people (F2)*', '*Customer Relation (F3)*' and '*Team and communities of practice (F5)*' are the top three influential factors. Likewise with the opinion of the secretary, they are of the opinion that '*Managing and developing people (F2)*' as a factor influencing the organization's success. The officer level is of the opinion that is different; this level rated '*Organization goals (F1)*' are the most influential factor. From a line chart in Figure 4.1, it is seen that the score of each factor from each level is quite disrupted and not are in the same direction, except '*Managing and developing people (F2)*' and '*Team and communication of practice (F5)*' that there is the similarity score and go in the same direction in many levels. This showed that many levels emphasize with the factors involving people in the organization more than organization strategy and objective. Which this can be interpreted that the strategy and objective of the organization as well as plan and direction of the business, but the business cannot be successful if the organization does not have qualified personnel to drive the business.

Therefore, the knowledge for 'Managing and developing people' and 'Team and communication of practice' should be managed to enhance the skills and ability of people in the organization and foster collaboration within the enterprise to achieve more organizational success.

The rating by 4-employee level was presented to illustrate the differences in each level, which researcher is of the opinion that this helps the organization understand what each employee levels focus. The organization can be used these results as variable value to find the important things that will support the work of people at each level based on the success of the organization.

Return to the objective of this research that needs to prioritize the knowledge by using the organization success factors, researcher also need to find the average rating value from the rating of 4 – level employee to the standard rate of

organization and descending order by the average rating as shown in Table 4.2 and Figure 4.2 for viewing to compare the standard rate of organization with the rating of prioritization factors of other employee levels, more information as shown in Appendix D.

Table 4.2 The rating of prioritization factors of organizational level.

Employees Level	Prioritization Factors											
	F1	F2	F3	F4	F5	F6	F7	F8	F9	F10	F11	F12
Organization	8.07	8.02	7.87	7.85	7.78	7.74	7.26	7.17	7.13	6.91	6.89	6.67

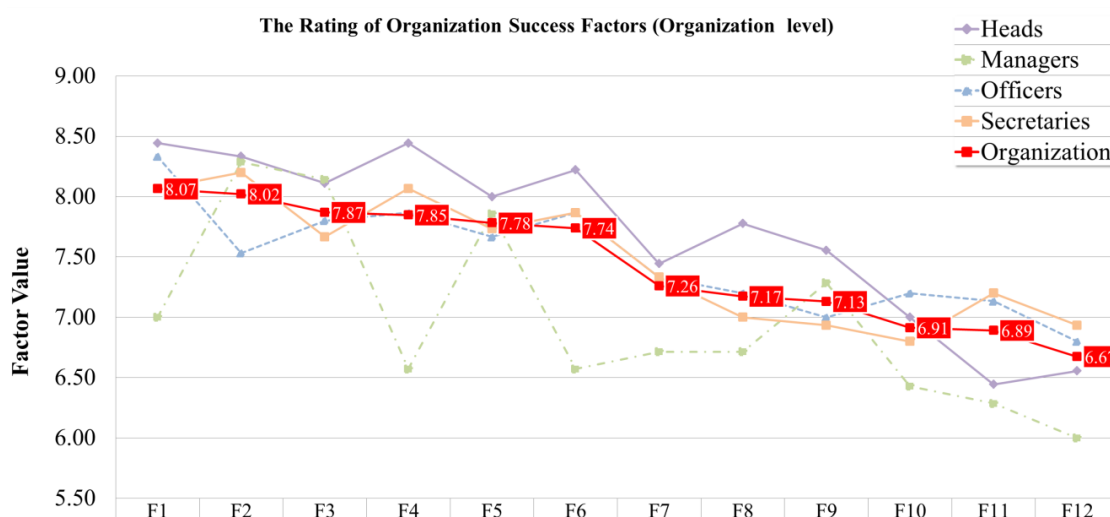


Figure 4.2 Summary: The rating of organization success factors (Organization Level).

From finding the standard rate, researchers found that ‘*Organization goals (F1)*’, ‘*Managing and developing people (F2)*’ and ‘*Customer relation (F3)*’ are the top three factors influence, this is consistent with the results from 4 employees level as already described in above.

In the part of ‘*Organization goals (F1)*’ and ‘*Managing and developing people (F2)*’, these can be interpreted that the organization should to have a clear business goal to define the direction for working by the people in an organization which they are a major force for driving the business. Therefore, to enhance their work performance, the people in the organization they should be developed their skills continuously. When the people have more work performance, these effects to the

organization can be operated more effectively. In the part of '*Customer relation (F3)*' factor, researcher is of the opinion that this is may be a basic factor for the organization conducted the business in the manner of providing services to clients. This shows that the organization must consider for building the trust, reliable service to make customer satisfy and loyal to the brand of the organization.

All of the above findings, it can be summarized that when the organization has the clearly organizational goals, the people should have to develop their skills and the ability to work effectively to align with the organization goals along with making them aware of the importance of good service and interaction with customers. These can be used as the principle for conducting business to be successful for real estate agent and consulting company, the organization case study of this research.

The organizational success factors that descending order by the standard rate as Table 4.2 will be used to determine the weight of each factor by using '*Normalization method*', the weight value of each factor shown in Table 4.3.

Table 4.3 The weight value of each factor by using the normalization method.

Seq.	Factors	Avg. Score (All Levels)	Weight
1	Organization goals	8.07	1.00
2	Managing and developing people	8.02	0.97
3	Customer relation	7.87	0.86
4	Organization strategy	7.85	0.84
5	Team and communities of practice	7.78	0.80
6	Objectives of organization	7.74	0.77
7	Participative decision making	7.26	0.42
8	Ease of information flow	7.17	0.36
9	Return on Investment	7.13	0.33
10	Implementation time	6.91	0.17
11	Related services	6.89	0.16
12	Stakeholders	6.67	0.00

This weighting will be used as variable value to find the most important knowledge in the stage of knowledge prioritizing by prioritization matrix that will describe in section 4.2.

4.2 Knowledge prioritizing results

The knowledge prioritizing's results were compiled from the stage of Knowledge Prioritizing by Prioritization Matrix. Researcher gathered and recorded the knowledge score from the questionnaire that rated by 4–employee levels in the prioritization matrix, consisting of 16 organization knowledge with 12 organization success factors for considering and followed the method as mentioned in section 3.4 by using the weight value of each factors that have been defined as shown in Table 4.3.

The prioritization matrix of each level, included organizational level have been divided into 2 matrices, the first matrix shows the '*average score*' of each knowledge separated by each factor and the second matrix will show '*the knowledge value in each factors*' from multiplying between the average score and the weight of factors value. Then, the researcher summarized all value of knowledge to the total value or called '*knowledge importance value*'. The prioritization matrix of each level will show in Tables 4.4. – 4.11. The sequence of organizational knowledge of each level included organizational level have been descending order by knowledge importance value as shown in Figures 4.3. – 4.6. The entire above can be analyzed and presented in various perspectives.

The knowledge prioritizing results start from the two prioritization matrices at the level of the head of the business line, consisting of the average score from the rated of 5 people in head of business line level as shown in Table 4.4.

Table 4.4 Prioritization Matrix of average score rated by head of business line.

Factors	F1	F2	F3	F4	F5	F6	F7	F8	F9	F10	F11	F12
Knowledge												
K1	4.6	4.4	4.2	4.0	4.6	3.6	4.6	4.0	4.4	3.8	3.2	4.4

Table 4.4 Prioritization Matrix of average score rated by head of business line (cont.).

Factors	F1	F2	F3	F4	F5	F6	F7	F8	F9	F10	F11	F12
Knowledge												
K2	4.4	4.6	4.6	4.4	4.8	4.2	4.4	4.2	4.4	4.4	4.0	4.8
K3	4.6	4.6	4.8	4.4	4.8	4.6	4.6	4.8	4.8	4.6	4.0	4.6
K4	4.6	4.2	4.6	4.4	4.2	4.0	4.4	4.6	4.4	3.8	4.0	4.4
K5	4.8	5.0	4.6	4.8	4.8	4.4	5.0	4.6	5.0	4.8	4.8	5.0
K6	4.8	5.0	4.8	4.8	4.8	4.6	4.8	5.0	4.8	5.0	4.8	4.8
K7	4.6	4.8	4.6	4.6	4.8	4.6	4.8	4.6	4.8	4.8	4.6	4.8
K8	4.8	5.0	5.0	4.8	4.8	4.6	5.0	4.8	4.8	5.0	5.0	5.0
K9	4.6	4.6	4.4	4.8	4.4	4.2	4.6	4.6	4.8	4.2	4.6	4.8
K10	5.0	4.8	4.8	4.6	4.8	4.6	4.8	4.8	4.6	4.8	4.8	4.8
K11	4.4	4.6	4.2	4.2	4.4	4.0	4.6	4.4	4.4	4.6	4.2	4.2
K12	4.4	4.6	4.6	4.2	4.6	4.2	4.6	4.6	4.6	4.6	4.6	4.4
K13	4.6	4.8	4.8	4.4	4.6	4.4	4.8	4.8	4.6	4.8	4.4	4.8
K14	4.8	4.8	4.8	5.0	4.6	4.6	5.0	4.8	5.0	5.0	4.8	5.0
K15	4.8	5.0	4.6	5.0	4.4	4.0	5.0	4.8	5.0	5.0	4.2	5.0
K16	4.6	4.6	4.4	4.4	4.2	4.2	4.4	4.2	4.6	4.6	3.8	4.6

From the average score of knowledge in Table 4.4., the researcher takes the average score and calculated with the weight on the factor's value as defined in Table 4.3 to find the knowledge value in each factor for head of business line which there are 12 values, equal to the number of factors. Then sum all of 12 values to get the importance value. The results from this calculated shown in Prioritization Matrix as Table 4.5.

Table 4.5 Prioritization Matrix - The knowledge value in each factor from the rating of head of business line.

Factors	F1	F2	F3	F4	F5	F6	F7	F8	F9	F10	F11	F12
Knowledge												
K1	0.00	0.70	0.71	1.32	1.66	1.51	3.54	3.20	3.70	3.27	3.10	4.40
	27.12											
K2	0.00	0.74	0.78	1.45	1.73	1.76	3.39	3.36	3.70	3.78	3.88	4.80
	29.37											
K3	0.00	0.74	0.82	1.45	1.73	1.93	3.54	3.84	4.03	3.96	3.88	4.60
	30.51											
K4	0.00	0.67	0.78	1.45	1.51	1.68	3.39	3.68	3.70	3.27	3.88	4.40
	28.41											
K5	0.00	0.80	0.78	1.58	1.73	1.85	3.85	3.68	4.20	4.13	4.66	5.00
	32.26											
K6	0.00	0.80	0.82	1.58	1.73	1.93	3.70	4.00	4.03	4.30	4.66	4.80
	32.34											
K7	0.00	0.77	0.78	1.52	1.73	1.93	3.70	3.68	4.03	4.13	4.46	4.80
	31.53											
K8	0.00	0.80	0.85	1.58	1.73	1.93	3.85	3.84	4.03	4.30	4.85	5.00
	32.77											
K9	0.00	0.74	0.75	1.58	1.58	1.76	3.54	3.68	4.03	3.61	4.46	4.80
	30.54											
K10	0.00	0.77	0.82	1.52	1.73	1.93	3.70	3.84	3.86	4.13	4.66	4.80
	31.75											

Table 4.5 Prioritization Matrix - The knowledge value in each factor from the rating of head of business line (cont.).

Factors	F1	F2	F3	F4	F5	F6	F7	F8	F9	F10	F11	F12
Knowledge												
K11	0.00	0.74	0.71	1.39	1.58	1.68	3.54	3.52	3.70	3.96	4.07	4.20
	29.09											
K12	0.00	0.74	0.78	1.39	1.66	1.76	3.54	3.68	3.86	3.96	4.46	4.40
	30.23											
K13	0.00	0.77	0.82	1.45	1.66	1.85	3.70	3.84	3.86	4.13	4.27	4.80
	31.14											
K14	0.00	0.77	0.82	1.65	1.66	1.93	3.85	3.84	4.20	4.30	4.66	5.00
	32.67											
K15	0.00	0.80	0.78	1.65	1.58	1.68	3.85	3.84	4.20	4.30	4.07	5.00
	31.76											
K16	0.00	0.74	0.75	1.45	1.51	1.76	3.39	3.36	3.86	3.96	3.69	4.60
	29.07											

Then, the knowledge has been prioritized from descending order by the importance value as specified in Table 4.5. And the knowledge prioritizing results in the level of head of business line shown in bar chart as Figure 4.3.

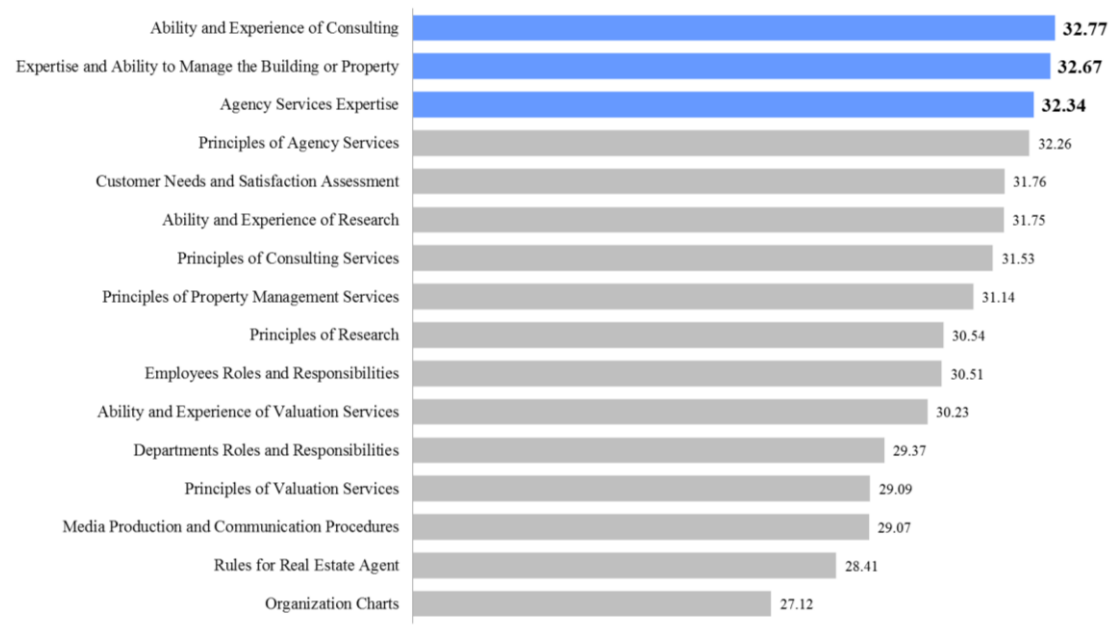


Figure 4.3 Knowledge value of Head of business line.

From the result in Figure 4.3 showed that the head of business line of the organization as a case study of this research is of the opinion that *'Ability and Experience of Consulting'* is the most important knowledge of the organization with the score of knowledge value at 32.77. The next important knowledge is *'Expertise and Ability to Manage the Building or Property'* and *'Agency Services Expertise'*, respectively. This result can be interpreted that the ability, expertise and experience in the services of consulting, property management and agency services are the most important knowledge that head of business line emphasize and think that this knowledge will can help to support and encourage to the organizational success. If broken down by knowledge type, can be seen that all top three knowledge at the level of head of business line is 'Socio-Political' organization knowledge type in *'Tacit'* dimension. Therefore, if the organization wants to manage this knowledge, they should be managed by emphasizing on 'How-To' knowledge and defined as an organization's culture.

However, as the results on above showed that *'Ability and Experience of Consulting'* are the most important knowledge that can help support to organization success. If compared from the services on top three, consisting of consulting services, property management services and agency services, researcher is of the opinion that

‘Agency Services Expertise’, the knowledge in line of agency services is the most important knowledge should be managed because the agency services is the core business in real estate agent and consulting organization and this knowledge is covered in many departments involved in this service. When the knowledge from experts or experienced users in the core business services is shared and distributed in an organization and applied to learn from the people or employees involved. This is another thing that can help employees work more efficiently and also contribute to the success of the organization.

Next is the opinion of Manager level, the result showed that ‘Customer needs and satisfaction assessment’, ‘Agency services expertise’ and ‘Expertise and ability to manage the building or property’ are the top three of the most important knowledge in the opinion of managers with the importance value at 30.19, 30.15 and 29.96, respectively. The importance value as mentioned, researcher got the results from using the same calculation with the head of business line with the prioritizing data, included the rating and the knowledge value in each factor shown in the prioritization matrix of manager level in Table 4.6 and prioritization matrix of the knowledge value in Table 4.7, respectively.

Table 4.6 Prioritization Matrix of Manager Level.

Factors	F1	F2	F3	F4	F5	F6	F7	F8	F9	F10	F11	F12
Knowledge												
K1	4.00	4.33	4.33	3.33	4.67	4.00	4.33	4.00	4.33	4.33	4.00	4.00
K2	4.00	3.67	4.00	4.00	4.00	3.67	4.00	4.00	4.33	4.67	3.67	4.67
K3	3.00	3.67	4.00	3.67	3.67	3.67	3.33	3.33	4.00	4.00	4.00	4.00
K4	4.00	4.33	4.00	4.00	5.00	4.33	4.67	4.00	4.67	4.67	4.00	4.33
K5	4.00	4.33	4.00	4.67	4.33	4.33	4.33	4.00	5.00	5.00	4.33	4.33
K6	4.33	4.67	4.33	4.33	4.67	4.67	4.33	4.67	4.33	4.67	4.33	4.67
K7	4.00	4.00	4.00	3.67	4.33	4.00	4.67	4.00	4.33	4.00	4.00	4.67
K8	4.33	4.67	4.00	4.33	4.67	5.00	4.67	4.33	4.67	4.00	4.33	4.33

Table 4.6 Prioritization Matrix of Manager Level (cont.).

Factors	F1	F2	F3	F4	F5	F6	F7	F8	F9	F10	F11	F12
Knowledge												
K9	4.00	4.33	3.67	4.00	4.33	4.33	4.67	4.00	4.33	4.00	4.33	4.33
K10	4.00	3.67	4.00	3.67	4.33	4.00	4.33	4.67	4.33	4.00	4.67	4.00
K11	4.33	4.33	4.00	4.33	4.67	4.33	4.33	4.33	4.67	4.00	4.00	4.33
K12	4.00	4.00	4.00	4.00	4.33	4.00	4.00	4.67	4.00	4.00	4.33	4.33
K13	4.33	4.00	4.00	4.33	4.00	4.33	4.00	4.33	4.67	4.67	4.33	3.67
K14	4.67	4.33	4.33	4.33	4.33	4.00	4.33	4.67	4.67	4.67	4.67	4.33
K15	4.33	4.33	4.00	4.33	4.33	4.67	4.67	4.33	4.33	5.00	4.33	4.67
K16	4.00	4.67	4.00	4.00	4.67	4.00	4.67	4.33	4.33	3.67	4.00	4.67

Table 4.7 Prioritization Matrix of the knowledge value in each factor from the rating of manager.

Factors	F1	F2	F3	F4	F5	F6	F7	F8	F9	F10	F11	F12
Knowledge												
K1	0.00	0.69	0.74	1.10	1.68	1.68	3.34	3.20	3.64	3.73	3.88	4.00
	27.67											
K2	0.00	0.59	0.68	1.32	1.44	1.54	3.08	3.20	3.64	4.01	3.56	4.67
	27.72											
K3	0.00	0.59	0.68	1.21	1.32	1.54	2.57	2.67	3.36	3.44	3.88	4.00
	25.25											
K4	0.00	0.69	0.68	1.32	1.80	1.82	3.59	3.20	3.92	4.01	3.88	4.33
	29.25											
K5	0.00	0.69	0.68	1.54	1.56	1.82	3.34	3.20	4.20	4.30	4.20	4.33
	29.87											

Table 4.7 Prioritization Matrix of the knowledge value in each factor from the rating of manager (cont.).

Factors	F1	F2	F3	F4	F5	F6	F7	F8	F9	F10	F11	F12
Knowledge												
K6	0.00	0.75	0.74	1.43	1.68	1.96	3.34	3.73	3.64	4.01	4.20	4.67
	30.15											
K7	0.00	0.64	0.68	1.21	1.56	1.68	3.59	3.20	3.64	3.44	3.88	4.67
	28.19											
K8	0.00	0.75	0.68	1.43	1.68	2.10	3.59	3.47	3.92	3.44	4.20	4.33
	29.59											
K9	0.00	0.69	0.62	1.32	1.56	1.82	3.59	3.20	3.64	3.44	4.20	4.33
	28.43											
K10	0.00	0.59	0.68	1.21	1.56	1.68	3.34	3.73	3.64	3.44	4.53	4.00
	28.39											
K11	0.00	0.69	0.68	1.43	1.68	1.82	3.34	3.47	3.92	3.44	3.88	4.33
	28.68											
K12	0.00	0.64	0.68	1.32	1.56	1.68	3.08	3.73	3.36	3.44	4.20	4.33
	28.03											
K13	0.00	0.64	0.68	1.43	1.44	1.82	3.08	3.47	3.92	4.01	4.20	3.67
	28.36											
K14	0.00	0.69	0.74	1.43	1.56	1.68	3.34	3.73	3.92	4.01	4.53	4.33
	29.96											
K15	0.00	0.69	0.68	1.43	1.56	1.96	3.59	3.47	3.64	4.30	4.20	4.67
	30.19											
K16	0.00	0.75	0.68	1.32	1.68	1.68	3.59	3.47	3.64	3.15	3.88	4.67
	28.51											

The knowledge has been prioritized from descending order by the importance value as shown in Table 4.7. And the knowledge prioritizing results in manager level shown in bar chart as Figure 4.4



Figure 4.4 Knowledge value of Manager Level.

The results show that the first three important knowledge in managerial level that covered in ‘*Systemic*’ organization knowledge in ‘*Explicit*’ dimension and ‘*Socio-Political*’ knowledge type in ‘*Tacit*’ dimension. The knowledge list in socio-political knowledge type related about work experience, this can be understood why this knowledge type is important and should be managed but in systemic organization knowledge type in this research included the principle of organization services, customer need and media procedure. But why the principal knowledge is not important for managers. The result can be interpreted by researchers that if look superficially, may understand that many people in the organization will focus on principles related to the organization’s services, but this result reflects that in manager level they not a matter of principle of organization services are important but looking at the needs of customers is more important. This indicated that the managers may look the principles is the basic knowledge which the people in manager level or others already know, but the customer needs or how to make the customer satisfied are the

knowledge that should be managed to increase the organization services to be more efficient.

From the results as mentioned on above revealed that the customer needs assessment and customer satisfaction assessment should be managed to provide those involved can be adapted to their clients, when they know the needs of the customer rather than the customer said, that means they have the opportunity to serve their customers at a level exceeding of customers’ expectation and this will impress to customers. The same with the customer satisfaction assessment, this will enable organizations to know what should be improved to provide the best services. The best services will increase customer satisfaction and reliability; these are affecting to the image and reputation of the organization and are the way to organization success.

In the opinion of officer level, researcher found that they have the same opinion with the manager; they looking at the ‘*Customer needs and satisfaction assessment*’ are the most important knowledge with the importance value at 27.62, the next two knowledge in the opinion of the officer level are ‘*Agency services expertise*’ and ‘*Rule for real estate agent*’, these have the value at 27.38 and 26.73, respectively. This results gathered from the rating of officer level as shown in the prioritization matrix of officer level shown in Table 4.8 and the knowledge value in each factor and the knowledge importance value that have been calculated shown as Table 4.9, respectively.

Table 4.8 Prioritization Matrix of Officer Level.

Factors	F1	F2	F3	F4	F5	F6	F7	F8	F9	F10	F11	F12
Knowledge												
K1	3.33	3.33	3.00	2.67	3.67	3.00	3.33	3.67	3.33	3.00	2.67	3.00
K2	3.67	3.67	3.00	3.33	4.00	3.33	4.00	4.00	4.00	3.67	3.67	4.00
K3	3.33	3.33	3.33	3.33	3.67	3.33	3.67	3.67	3.33	3.67	3.33	3.67
K4	3.67	3.67	4.00	4.00	4.33	4.00	4.33	3.67	4.33	4.00	3.67	4.00
K5	3.67	3.67	3.67	4.33	3.33	3.33	4.00	3.67	4.33	3.67	4.00	3.67
K6	3.67	4.00	4.33	4.00	4.33	4.00	4.33	4.33	4.00	4.33	3.67	4.00

Table 4.8 Prioritization Matrix of Officer Level (cont.).

Factors	F1	F2	F3	F4	F5	F6	F7	F8	F9	F10	F11	F12
Knowledge												
K7	3.33	3.67	3.33	3.67	3.67	3.67	4.00	4.00	4.00	4.33	3.67	4.00
K8	3.67	3.67	3.67	3.67	4.00	4.00	4.00	4.00	3.67	3.67	3.67	4.00
K9	3.33	3.67	3.67	3.33	4.00	3.33	4.00	3.33	3.67	3.33	3.33	4.00
K10	3.33	3.33	3.67	3.33	4.00	3.67	3.67	3.33	4.00	3.33	3.67	4.00
K11	3.33	3.33	3.33	3.33	3.33	3.33	3.67	3.33	3.67	3.33	3.33	3.67
K12	4.00	3.67	4.00	4.00	4.00	4.00	4.00	3.67	4.33	3.67	4.00	4.00
K13	3.33	3.67	3.33	3.67	3.67	3.67	3.67	4.00	3.33	4.00	3.67	4.00
K14	3.67	3.67	4.00	3.67	4.00	4.00	4.00	3.67	4.00	4.00	4.33	3.67
K15	4.00	4.00	4.00	3.67	4.00	3.67	4.33	4.00	4.00	4.67	4.33	4.00
K16	3.67	3.67	3.33	3.00	3.33	3.33	3.33	3.33	3.33	3.33	3.33	3.33

Table 4.9 Prioritization Matrix of the knowledge value in each factor from the rating of Officer.

Factors	F1	F2	F3	F4	F5	F6	F7	F8	F9	F10	F11	F12
Knowledge												
K1	0.00	0.53	0.51	0.88	1.32	1.26	2.57	2.93	2.80	2.58	2.59	3.00
	20.97											
K2	0.00	0.59	0.51	1.10	1.44	1.40	3.08	3.20	3.36	3.15	3.56	4.00
	25.39											
K3	0.00	0.53	0.57	1.10	1.32	1.40	2.82	2.93	2.80	3.15	3.23	3.67
	23.53											
K4	0.00	0.59	0.68	1.32	1.56	1.68	3.34	2.93	3.64	3.44	3.56	4.00
	26.73											
K5	0.00	0.59	0.62	1.43	1.20	1.40	3.08	2.93	3.64	3.15	3.88	3.67
	25.59											

Table 4.9 Prioritization Matrix of the knowledge value in each factor from the rating of Officer (cont.).

Factors	F1	F2	F3	F4	F5	F6	F7	F8	F9	F10	F11	F12
Knowledge												
K6	0.00	0.64	0.74	1.32	1.56	1.68	3.34	3.47	3.36	3.73	3.56	4.00
	27.38											
K7	0.00	0.59	0.57	1.21	1.32	1.54	3.08	3.20	3.36	3.73	3.56	4.00
	26.15											
K8	0.00	0.59	0.62	1.21	1.44	1.68	3.08	3.20	3.08	3.15	3.56	4.00
	25.61											
K9	0.00	0.59	0.62	1.10	1.44	1.40	3.08	2.67	3.08	2.87	3.23	4.00
	24.08											
K10	0.00	0.53	0.62	1.10	1.44	1.54	2.82	2.67	3.36	2.87	3.56	4.00
	24.51											
K11	0.00	0.53	0.57	1.10	1.20	1.40	2.82	2.67	3.08	2.87	3.23	3.67
	23.14											
K12	0.00	0.59	0.68	1.32	1.44	1.68	3.08	2.93	3.64	3.15	3.88	4.00
	26.39											
K13	0.00	0.59	0.57	1.21	1.32	1.54	2.82	3.20	2.80	3.44	3.56	4.00
	25.04											
K14	0.00	0.59	0.68	1.21	1.44	1.68	3.08	2.93	3.36	3.44	4.20	3.67
	26.28											
K15	0.00	0.64	0.68	1.21	1.44	1.54	3.34	3.20	3.36	4.01	4.20	4.00
	27.62											
K16	0.00	0.59	0.57	0.99	1.20	1.40	2.57	2.67	2.80	2.87	3.23	3.33
	22.21											

The knowledge value in the officer level as shown in Table 4.9 has been prioritized by descending order to prioritize the knowledge, the knowledge prioritizing results of officer level shown in the bar chart as Figure 4.5.

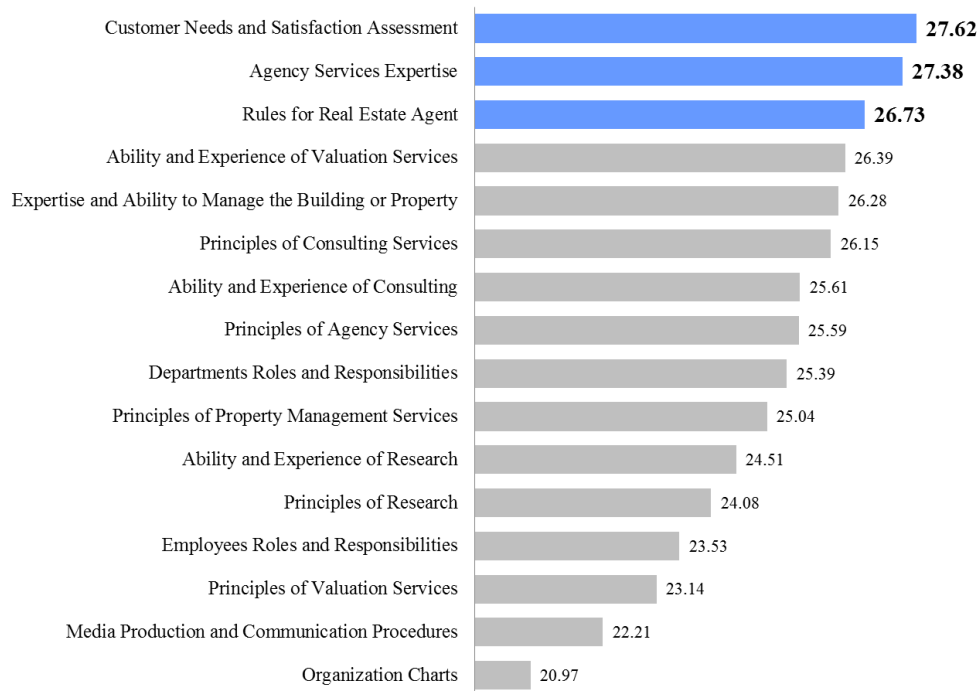


Figure 4.5 Knowledge value of Officer Level.

From the results on above, found that the two in three of knowledge are ‘Systemic’ knowledge type in ‘*Explicit*’ dimension. This indicated that the officer level will focus on the principles, rule or others knowledge that can be clear work processes for them. The employee at officer level, mostly is the new people and the new generation in the organization, they may be inexperienced and do not know anything about this business. This is may be the reasons why the officer level emphasizes in ‘*Rules for Real Estate Agent*’ while it’s not even one in five of the ranking by other levels.

The last one in Secretary Level, the result showed ‘*Ability and experience of consulting*’ is the first knowledge priority in the opinion of secretary level with the importance value at 29.37. Next two important knowledge is ‘*Experiment and ability to manage the building or property*’ with value at 29.35 and ‘*Customer needs and satisfaction assessment*’ with value at 29.22, respectively. Get the results from the same method with the rating of knowledge on secretary level as the prioritization matrix shown in Table 4.10 and the knowledge value with the knowledge importance value of secretary level shown as the prioritization matrix in Table 4.11, respectively as below,

Table 4.10 Prioritization Matrix of Secretary level.

Factors	F1	F2	F3	F4	F5	F6	F7	F8	F9	F10	F11	F12
Knowledge												
K1	3.75	3.50	3.25	3.50	3.25	3.00	3.75	4.00	4.25	3.25	3.25	3.75
K2	4.25	4.25	3.75	4.00	4.50	3.00	4.25	4.25	4.50	3.75	3.50	4.00
K3	3.75	4.25	3.75	4.00	4.50	3.00	4.25	4.25	4.25	3.50	3.50	4.25
K4	4.25	4.50	3.75	3.75	4.25	3.50	4.25	4.25	4.50	3.50	3.50	4.50
K5	4.25	4.50	4.25	4.00	4.50	3.75	4.25	4.50	4.25	4.25	4.50	4.25
K6	4.25	4.25	4.25	4.25	4.25	3.50	4.25	4.50	4.25	4.25	4.25	4.25
K7	4.25	4.50	4.25	4.00	4.25	4.00	4.25	4.50	4.50	4.25	4.50	4.25
K8	4.00	4.50	4.25	4.25	4.50	4.25	4.50	4.50	4.50	4.25	4.50	4.25
K9	3.75	4.00	4.25	4.00	3.75	3.75	4.00	4.25	4.50	3.75	4.25	4.25
K10	3.75	4.25	4.00	4.25	4.00	3.75	4.25	4.25	4.50	3.75	4.25	4.25
K11	4.25	4.50	4.25	4.25	4.50	3.50	4.25	4.25	4.25	4.25	4.25	4.25
K12	4.25	4.25	4.25	4.25	4.25	3.50	4.25	4.25	4.25	4.00	4.25	4.25
K13	4.25	4.50	4.25	4.00	4.50	3.75	4.25	4.50	4.25	4.00	4.25	4.25
K14	4.25	4.50	4.25	4.00	4.50	3.75	4.25	4.50	4.50	4.50	4.50	4.50
K15	4.25	4.50	4.25	4.00	4.00	4.00	4.50	4.50	4.50	4.50	4.25	4.50
K16	4.25	4.75	3.25	4.50	3.75	3.75	4.25	4.25	4.75	4.25	3.25	4.50

Table 4.11 Prioritization Matrix of the knowledge value in each factor from the rating of Secretary.

Factors	F1	F2	F3	F4	F5	F6	F7	F8	F9	F10	F11	F12
Knowledge												
K1	0.00	0.56	0.55	1.16	1.17	1.26	2.89	3.20	3.57	2.80	3.15	3.75
	24.05											

Table 4.11 Prioritization Matrix of the knowledge value in each factor from the rating of Secretary (cont.).

Factors	F1	F2	F3	F4	F5	F6	F7	F8	F9	F10	F11	F12
Knowledge												
K2	0.00	0.68	0.64	1.32	1.62	1.26	3.27	3.40	3.78	3.23	3.40	4.00
	26.59											
K3	0.00	0.68	0.64	1.32	1.62	1.26	3.27	3.40	3.57	3.01	3.40	4.25
	26.42											
K4	0.00	0.72	0.64	1.24	1.53	1.47	3.27	3.40	3.78	3.01	3.40	4.50
	26.95											
K5	0.00	0.72	0.72	1.32	1.62	1.58	3.27	3.60	3.57	3.66	4.37	4.25
	28.67											
K6	0.00	0.68	0.72	1.40	1.53	1.47	3.27	3.60	3.57	3.66	4.12	4.25
	28.28											
K7	0.00	0.72	0.72	1.32	1.53	1.68	3.27	3.60	3.78	3.66	4.37	4.25
	27.69											
K8	0.00	0.72	0.72	1.40	1.62	1.79	3.47	3.60	3.78	3.66	4.37	4.25
	27.69											
K9	0.00	0.64	0.72	1.32	1.35	1.58	3.08	3.40	3.78	3.23	4.12	4.25
	27.47											
K10	0.00	0.68	0.68	1.40	1.44	1.58	3.27	3.40	3.78	3.23	4.12	4.25
	27.69											
K11	0.00	0.72	0.72	1.40	1.62	1.47	3.27	3.40	3.57	3.66	4.12	4.25
	27.69											
K12	0.00	0.68	0.72	1.40	1.53	1.47	3.27	3.40	3.57	3.44	4.12	4.25
	27.69											

Table 4.11 Prioritization Matrix of the knowledge value in each factor from the rating of Secretary (cont.).

Factors	F1	F2	F3	F4	F5	F6	F7	F8	F9	F10	F11	F12
Knowledge												
K13	0.00	0.72	0.72	1.32	1.62	1.58	3.27	3.60	3.57	3.44	4.12	4.25
	27.69											
K14	0.00	0.72	0.72	1.32	1.62	1.58	3.27	3.60	3.78	3.87	4.37	4.50
	27.69											
K15	0.00	0.72	0.72	1.32	1.44	1.68	3.47	3.60	3.78	3.87	4.12	4.50
	27.69											
K16	0.00	0.76	0.55	1.49	1.35	1.58	3.27	3.40	3.99	3.66	3.15	4.50
	27.69											

The knowledge value in the level of secretary as shown in Table 4.11 has been prioritized with the same method to prioritize the knowledge by descending order, the knowledge prioritizing results to secretary level shown in the bar chart as Figure 4.6.

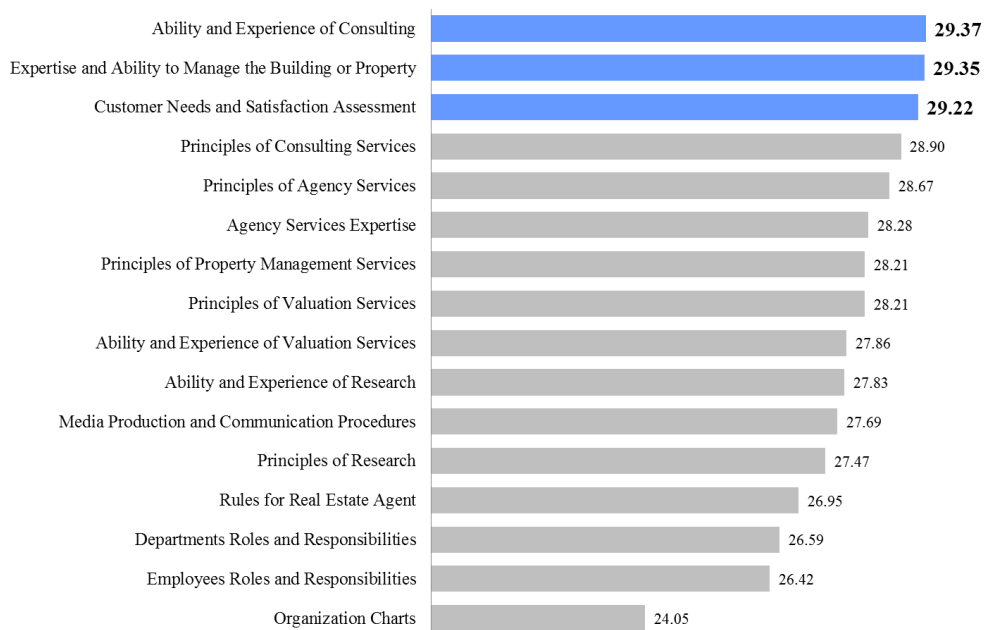


Figure 4.6 Knowledge value of Secretary Level.

The result showed that the people in secretary level, they focus on '*Socio-Political*' knowledge type in '*Tacit*' dimension as a priority. It is a view that is different from the result of officer level as Figure 4.5; it's shown that the officer may focus on systemic knowledge more than socio-political knowledge. In spite of, they are both employees at the operational level as well. The result of secretary level was quite a surprise about the knowledge of '*Agency services expertise*' it has been ranked in the sixth, while it is one in three of the most important knowledge, ranked by other levels. This is quiet conflict with the results from other levels. It's possible they may understand '*Ability and experience of consulting*' is the knowledge that will be supported them or the organization in the positioning of Consultant Company, not consulting services. However, they emphasize in the customer needs and customer satisfaction similarly with manager and officer level, due to they have the opportunity to communicate with clients and they are the first of the contact point. This is probably the reason why they think this knowledge is important and they should know how to keep customers satisfied and impressed with the organization's services.

From the results of the above, if viewing in a portion of knowledge types, these results can be interpreted that in whether any employee levels of the real estate agent and consulting organization, the case study of this research. They emphasize with '*Socio-Political*' knowledge type more than '*Systemic*' knowledge, based on the amount of knowledge types in top three of the most important knowledge of each employee's level. While the knowledge in '*Strategic*' knowledge type not in the top of the most important knowledge whether any levels, even this is the important thing that always will be defined by head of business line or manager level, e.g. strategic plan, business plan, etc. It is the knowledge that represented the direction of the organization, but the results showed that the people in the organization, they do not think that the strategic knowledge is important when compared with others knowledge types, consisting of systemic and socio-political knowledge types, due to these two knowledge types can be supported staff in their work or guide people in the organization can be used to drive business to the organizational success in directly. The proportion of the organizational knowledge types in the top three of the important knowledge of each level shown as Figure 4.7

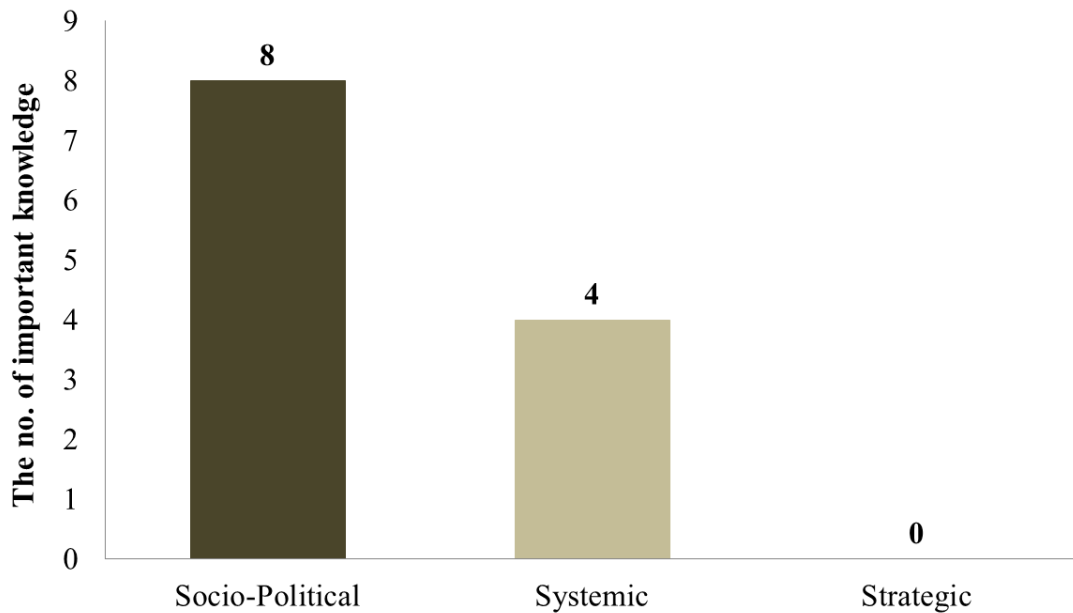


Figure 4.7 The proportion of the knowledge types in the top three of the important knowledge

All of the above are the results that researcher gained from the knowledge prioritizing approach by prioritization matrix, separated by 4 employee levels, consisting of the head of the business line, manager, officer and secretary. The results from all employee levels can be gathered to averaging the rating of knowledge, calculated by multiplying between averaged rate of knowledge with the weight of factors to find the knowledge value in each factor, sum to find the knowledge importance value and prioritized to find what are *the most important knowledge of the organization*, the results of the rating of knowledge in each factor of organization level shown as prioritization matrix in Table 4.12 and the knowledge value with the knowledge importance value in each factor shown as prioritization matrix in Table 4.13 as follows.

Table 4.12 Prioritization Matrix of Organization Level.

Factors	F12	F11	F10	F9	F8	F7	F6	F5	F4	F3	F2	F1
Knowledge												
K1	3.92	3.89	3.70	3.38	4.05	3.40	4.00	3.92	4.08	3.60	3.28	3.79

Table 4.12 Prioritization Matrix of Organization Level (cont.).

Factors	F12	F11	F10	F9	F8	F7	F6	F5	F4	F3	F2	F1
Knowledge												
K2	4.08	4.05	3.84	3.93	4.33	3.55	4.16	4.11	4.31	4.12	3.71	4.37
K3	3.67	3.96	3.97	3.85	4.16	3.65	3.96	4.01	4.10	3.94	3.71	4.13
K4	4.13	4.18	4.09	4.04	4.45	3.96	4.41	4.13	4.48	3.99	3.79	4.31
K5	4.18	4.38	4.13	4.45	4.24	3.95	4.40	4.19	4.65	4.43	4.41	4.31
K6	4.26	4.48	4.43	4.35	4.51	4.19	4.43	4.63	4.35	4.56	4.26	4.43
K7	4.05	4.24	4.05	3.98	4.26	4.07	4.43	4.28	4.41	4.35	4.19	4.43
K8	4.20	4.46	4.23	4.26	4.49	4.46	4.54	4.41	4.41	4.23	4.38	4.40
K9	3.92	4.15	4.00	4.03	6.62	3.90	4.32	4.05	4.33	3.82	4.13	4.35
K10	4.02	4.01	4.12	3.96	4.28	4.00	4.26	4.26	4.36	3.97	4.35	4.26
K11	4.08	4.19	3.95	4.03	4.23	3.79	4.21	4.08	4.25	4.05	3.95	4.11
K12	4.16	4.13	4.21	4.11	4.30	3.93	4.21	4.30	4.30	4.07	4.30	4.25
K13	4.13	4.24	4.10	4.10	4.19	4.04	4.18	4.41	4.21	4.37	4.16	4.18
K14	4.35	4.33	4.35	4.25	4.36	4.09	4.40	4.41	4.54	4.54	4.58	4.38
K15	4.35	4.46	4.21	4.25	4.18	4.08	4.63	4.41	4.46	4.79	4.28	4.54
K16	4.13	4.42	3.75	3.98	3.99	3.82	4.16	4.03	4.25	3.96	3.60	4.28

Table 4.13 Prioritization Matrix of the knowledge value in each factor from the rating of Organization Level.

Factors	F12	F11	F10	F9	F8	F7	F6	F5	F4	F3	F2	F1
Knowledge												
K1	0.00	0.62	0.63	1.11	1.46	1.43	3.08	3.13	3.43	3.09	3.18	3.79
	24.95											

Table 4.13 Prioritization Matrix of the knowledge value in each factor from the rating of Organization Level (cont.).

Factors	F12	F11	F10	F9	F8	F7	F6	F5	F4	F3	F2	F1
Knowledge												
K2	0.00	0.65	0.65	1.30	1.56	1.49	3.21	3.29	3.62	3.54	3.60	4.37
	27.27											
K3	0.00	0.63	0.68	1.27	1.50	1.53	3.05	3.21	3.44	3.39	3.60	4.13
	26.43											
K4	0.00	0.67	0.69	1.33	1.60	1.66	3.40	3.30	3.76	3.43	3.68	4.31
	27.84											
K5	0.00	0.70	0.70	1.47	1.53	1.66	3.38	3.35	3.90	3.81	4.28	4.31
	29.10											
K6	0.00	0.72	0.75	1.43	1.62	1.76	3.41	3.70	3.65	3.92	4.13	4.43
	29.54											
K7	0.00	0.68	0.69	1.31	1.53	1.71	3.41	3.42	3.70	3.74	4.07	4.43
	28.69											
K8	0.00	0.71	0.72	1.41	1.62	1.87	3.50	3.53	3.70	3.64	4.24	4.40
	29.33											
K9	0.00	0.66	0.68	1.33	2.38	1.64	3.32	3.24	3.63	3.29	4.01	4.35
	28.53											
K10	0.00	0.64	0.70	1.31	1.54	1.68	3.28	3.41	3.66	3.41	4.22	4.26
	28.12											
K11	0.00	0.67	0.67	1.33	1.52	1.59	3.24	3.26	3.57	3.48	3.83	4.11
	27.28											
K12	0.00	0.66	0.72	1.36	1.55	1.65	3.24	3.44	3.61	3.50	4.17	4.25
	28.13											

Table 4.13 Prioritization Matrix of the knowledge value in each factor from the rating of Organization Level (cont.).

Factors	F12	F11	F10	F9	F8	F7	F6	F5	F4	F3	F2	F1
Knowledge												
K13	0.00	0.68	0.70	1.35	1.51	1.70	3.22	3.53	3.54	3.76	4.04	4.18
	28.19											
K14	0.00	0.69	0.74	1.40	1.57	1.72	3.38	3.53	3.82	3.91	4.44	4.38
	29.56											
K15	0.00	0.71	0.72	1.40	1.51	1.72	3.56	3.53	3.75	4.12	4.15	4.54
	29.70											
K16	0.00	0.71	0.64	1.31	1.44	1.60	3.21	3.22	3.57	3.41	3.49	4.28
	26.87											

The knowledge importance value of organizational level as shown in Table 4.13 were sorted in descending order and showed as the organization results as Figure 4.8.

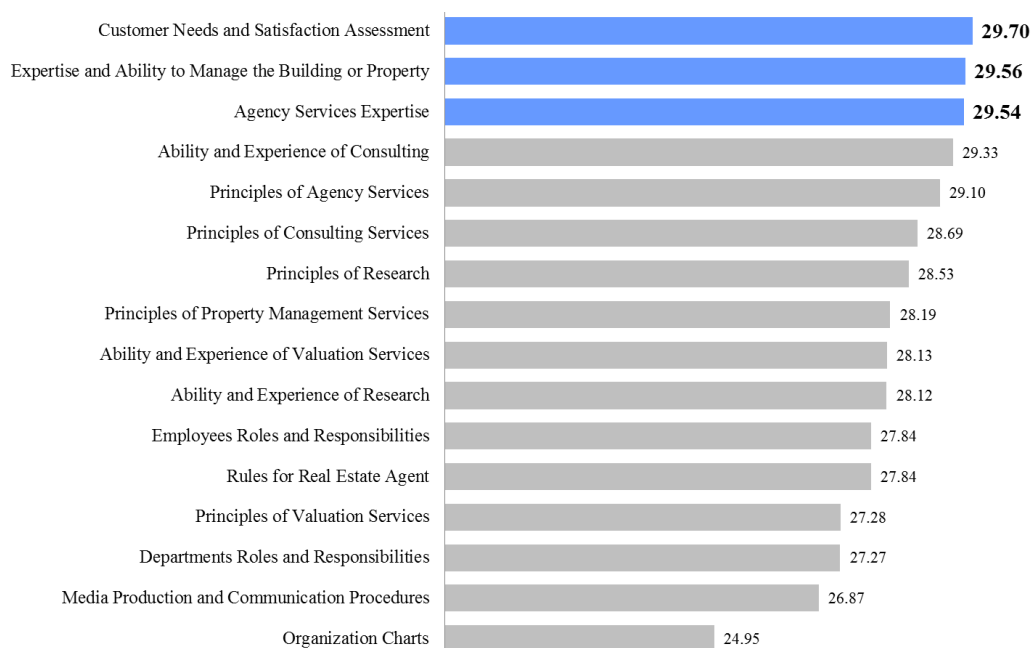


Figure 4.8 Knowledge value of Organization Level.

This results as shown in Figure 4.8 can be interpreted that the employees in an organization are of the opinion that '*Customer needs and satisfaction assessment*' is the most important knowledge which is grouped into '*Systemic*' knowledge that should be gathered and managed. This is consistent with the organization's role as a provider of real estate agent and consulting. So how to provide the services aim to customers satisfaction and come back to use organization services again that is the most important which the employees they should be known.

The next is '*Expertise and Ability*' in organization services including property management services, agency services, respectively. The results of this experiment showed that the ability and expertise knowledge of the organization case study are up to 2 in 3 of the most important knowledge, this can be indicated that the employees in organization emphasize about work experience, here means both successful works and unsuccessful to be a lesson learned of an organization related with organization services. Which The '*Expertise and Ability*' is knowledge that has been grouped as '*Socio-Political*' knowledge type in '*Tacit*' dimension, a group of knowledge that has more value but hard to manage, but researcher think this is a challenge of the organization to manage these organizational knowledge to be supported organization successful.

Next is presented in terms of the effectiveness of the important knowledge to the organization. The important knowledge based on the top three of the important knowledge of organization level that obtained from the experiment of Knowledge prioritizing approach by a Prioritization Matrix as shown in Figure 4.8. Researcher finds the average score of the top three important knowledge for each organizational success factors to see how the top three important knowledge can help the organization succeed, considering from the rating of organization success factors as Figure 4.2, the effectiveness of the top three important knowledge of the organization compared with the organization success factors shown as Figure 4.9.

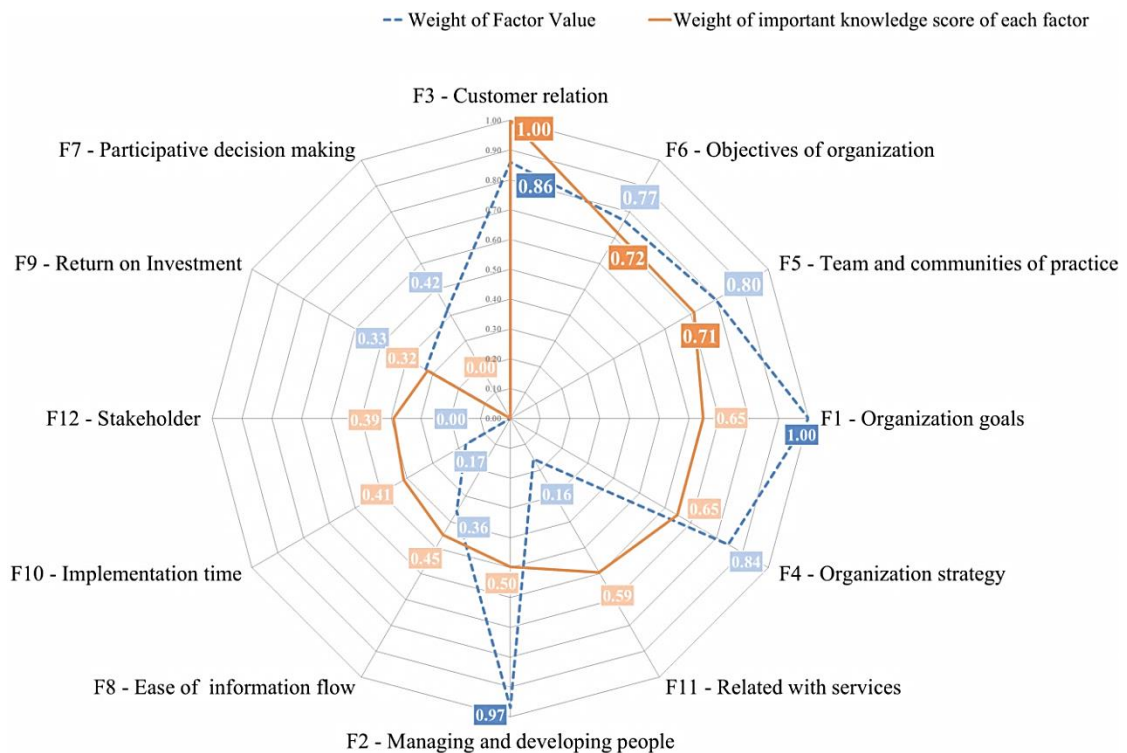


Figure 4.9 The effectiveness of the important knowledge compared with organization success factors.

From Figure 4.9, it is found that the top three of important knowledge in the organization level can be most supported in the following organization success factors,

- Customer relation
- Objective of organization
- Team and communities of practice

While the result showed that the important knowledge in organizational level can be supported in the 'Customer relation' factor is first, but this is a factor that will help the organization succeed in the third, secondary from 'Organization Goals' and 'Managing and developing people' factors from the rated by the people in the organization. Which the important knowledge of organizational level gained from the experiment of this research can be supported in 'Organization Goals' with the weight at fourth and will be supported in 'Managing and developing people' at the seventh. This result shows that the people in the organization think the 'Organization goals' is the factors that most supported to the organization's success. But the result reflects

that most people in organization emphasize and required the knowledge that relate to the customer relation. The results can be interpreted that the 'Customer relation' factor may be more important than 'Organization goals' as many theories discussed.

The 'Customer relation' factor was evaluated as a factor that affect to the organization's success in the third sequence from twelve factors, this has meant the people in an organization is of the opinion that this factor is quite important for real estate agent and consulting organization. The result of the important knowledge in organizational level derived from the experiment showed that this is most support in 'Customer relation'. This is measurable that if the important knowledge has been handled properly, it will be helped to drive business to the organization's success absolutely.

4.3 Prioritization approach evaluation results

This section is the results of 4 experts evaluation interview, the researcher summarized report to show the result of the knowledge of each level to compare with the result of organizational level by descending order from the knowledge important value derived from the experiment as shown in Appendix E and interview them to evaluate satisfaction about the results and the approach of knowledge prioritization in this research.

From interviewing, the researcher found that all accept the results with the reasons and any comments, separated by each level as described below:

The result evaluation of the important knowledge of the head of business line

The result shows that '*Ability and Experience of Consulting*', '*Expertise and Ability to Manage the Building or Property*' and '*Agency Services Expertise*' are the top three of the important knowledge at the level of head of business line as shown in Table 4.14.

Table 4.14 The top three of the important knowledge at the level of head of business.

Sequence	Knowledge	Value
1	Ability and Experience of Consulting	32.77
2	Expertise and Ability to Manage the Building or Property	32.67
3	Agency Services Expertise	32.34

Which from the result of the above, the researcher showed to the interviewee of head of business line level, interviewee accepted the result, but have some comments about ‘Ability and Experience of Consulting’ that it was seen as the knowledge in terms of a real estate consultant not about the knowledge for department of consulting services, this is the reason why ‘Ability and experience of consulting’ is the first priority of knowledge at the level of head of business line. In the knowledge of ‘Expertise and Ability to Manage the Building or Property’ and ‘Agency Services Expertise’, interviewee agreed for the result as well. Interviewee gave me the reasons that ‘Expertise and Ability to Manage the building or Property’ is the knowledge about Property Management Services, which this is the organizational services that have the large scale, based on the amount of buildings and the people who support this service. For the knowledge of ‘Agency Services Expertise’ this is the knowledge that can be served Agency Services department, which this service is the biggest vessel of the organization.

These three things have been accepted and there are equally important, due to ability and expertise are able to prove to the customers that the organization is able to serve the customers professionally.

The result evaluation of the important knowledge of the manager

The top three of the importance knowledge at the level of manager as shown in Table 4.15.

Table 4.15 The top three of the important knowledge at the level of manager.

Sequence	Knowledge	Value
1	Customer Needs and Satisfaction Assessment	30.19
2	Agency Services Expertise	30.15
3	Expertise and Ability to Manage the Building or Property	29.96

There is almost the same result with the level of the head of the business line that there are ‘Agency services expertise’ and ‘Expertise and ability to manage the building or property’ as the important knowledge, excepted the knowledge of ‘Customer needs and satisfaction assessment’ which the result showed this is the most important knowledge for manager level. Overview the interviewee for manager level is agreed with the result that shows ability and expertise in agency services and property management services are the important knowledge for the organization because these are the knowledge involve with the core business of the organization and ‘Customer needs and satisfaction assessment’ in important as well because this is knowledge that can be applied to all services of the organization to achieve customer satisfaction which the customer satisfaction is the main factor can help the organization win more business and success.

Therefore, the interviewee’s opinion that the result is acceptable, but the first priority is should be ‘Agency Services Expertise’ more than ‘Customer needs and satisfaction assessment’ because ‘Agency services expertise’ is the knowledge of the services that is the core business of the organization.

The result evaluation of the important knowledge of the officer

From interviewed, appeared that the interviewee for officer’s level’s opinion is agreed with the result of the top three of the important knowledge in officer level as shown in Table 4.16.

Table 4.16 The top three of the important knowledge at the level of officer.

Sequence	Knowledge	Value
1	Customer Needs and Satisfaction Assessment	27.62
2	Agency Services Expertise	27.38
3	Rules for Real Estate Agent	26.73

The interviewee agreed that ‘Customer needs and satisfaction assessment’ knowledge is the first priority to manage because the interviewee think the communicating with the customer is the first thing to starting a business. If the organization has a good communication with the ways to know what the customer’s needs to offer the product or service to meet the customer’s needs, this will help the organization succeed. The next one is the knowledge of ‘Agency Service Expertise’, this is in the top knowledge same with other levels, which the interviewee agrees with the same reasons as the level of the head of business line and manager. The last one of the top three of the important knowledge of the officer level is a new at the top of important knowledge that different from other levels, it is the ‘Rules for real estate agent’ knowledge. Sure, the interviewee agreed for this result because the interviewee of officer’s level’s opinion that this is the knowledge that the people in officer level may need to know because they are the beginner in the real estate industry, so they should be known more information about the real estate agent industry to support and use as the guideline for their work.

The result evaluation of the important knowledge of the secretary

In the result of the secretary level, appeared that the interviewee of the secretary level quiet is not agreeing the result as shown in Table 4.17. The result showed that the knowledge of ‘Ability and expertise of consulting’ and ‘Expertise and ability to manage the building or property’ is the first two priorities at the top three of the important knowledge of the secretary level and shows the ‘Customer needs and satisfaction assessment’ knowledge as the last one.

Table 4.17 The top three of the important knowledge at the level of secretary.

Sequence	Knowledge	Value
1	Ability and Experience of Consulting	29.37
2	Expertise and Ability to Manage the Building or Property	29.35
3	Customer Needs and Satisfaction Assessment	29.22

Of course, the interviewee agrees that ability and expertise are should be the important knowledge for knowledge management, but the interviewee does not agree on the terms of the organization services, the result shows the consulting services is the first services and property management services is the secondary services that should be manage the related knowledge, but the interviewee's opinion that 'Agency services expertise' or the knowledge involved the agency services is the most important knowledge with the same reason as head of business line and manager's opinion about this knowledge and commented to the 'Employee roles and responsibilities' is the knowledge of secondary important because the interviewee's opinion that this knowledge can help the people in the organization knows, who are the people they can contact to support their work and help them work more easily and faster. For the knowledge of 'Customer needs and satisfaction assessment', the interviewee is agreed as the result and not has any comment about this.

From the results of each level of above can be observed that the people in the organization focus on the knowledge that involved with the ability and expertise of the organization services and customer needs which this is consistent with the results of organization level as shown in Table 4.18.

Table 4.18 The top three of the important knowledge at the level of organization.

Sequence	Knowledge	Value
1	Customer Needs and Satisfaction Assessment	29.70
2	Expertise and Ability to Manage the Building or Property	29.56
3	Agency Services Expertise	29.54

The result showed the ‘Customer needs and satisfaction assessment’ is the first priority to manage the knowledge, followed by the knowledge of ‘Expertise and ability to manage the building or property’ and ‘Agency services expertise’, respectively. The researcher showed the result of the organization level to interviewees and interviewed them in their opinion about this result, appeared that they are agreed in the overview of this result, excepted the knowledge of ‘Expertise and ability to manage the building or property’ that is still not important in the opinion of the secretary level at the same.

From the results of the organizational level, there are some comments from the interviewees that this result make to know that the people in organization focus on the same knowledge, so if the organization will be manage the knowledge to support the organization, it is not hard to decide that what the knowledge should be managed and the organization can be ensured that the knowledge on the above will support the people in the organization about their works as well. Moreover, the interviewee think the customer needs and satisfaction is important for business but in the terms of knowledge about this, apart from the customer needs and satisfaction assessment, the organization should focus on the customer needs and satisfaction understanding with because when the organization understand the customer needs, this is an opportunity to find the best solution to meet the customer needs more than the customers expected. However, the consideration and prioritization of the organizational knowledge should be done or updated regularly in order to manage knowledge systematically because the knowledge of real estate agent and consulting company is highly flexible and can be changed at any time.

In addition, the researcher interviewed about the approach of The Knowledge Prioritizing by Prioritization Matrix, the approach used in this research. The interviewees, they are accepting that is the good approach that can be implemented in the organization. They are opinion that the approach can help the organization know,

- What the knowledge in the organization?
- What is the most important knowledge that meets the people's needs and the organization needs?

But there are some comments about the sub process of the knowledge prioritizing by prioritization matrix, based on the questionnaire for the stage of the knowledge prioritizing as shown in Appendix C which the interviewee's opinion that the answers from the questionnaire in this research, the researcher may be getting the result from respondents' perception but do not reflect reality. So the interviewees have commented about the questionnaire as below,

- The questions in the questionnaire that should be applied to all of business line.
- The questions should be concise.
- The respondents came from the various business line, but they got the same questionnaire to answer. There is a possibility that they will guess the answer to the question is not related to their business line. Therefore, the questions should be separated to,
 - Generic questions - such as the questions about the objective of the organization, organization chart and other about the overview of the organization.
 - Specific questions - The questions involved with each business line, such as the questions about agency services which the set of this question is being answered by the people who support in agency services as well.

CHAPTER V

CONCLUSIONS

This chapter presents the conclusion of this research that proposes the knowledge prioritizing approach by Prioritization Matrix and use the organizational success factors of real estate agent and consulting company as key factors for considering to prioritize the knowledge. The conclusion from starting to the end of this research, including the limitation of this research and what can be done in the future will be described in the following sections.

5.1 Research conclusions

This research proposes the knowledge prioritizing approach to prioritize knowledge of real estate agent and consulting company. It consists of the knowledge involved with the organization services and the organizational success factors as the criteria for consideration in this research. On the stage of gathering the knowledge and the organizational success factors, the researcher collected the total of 16 knowledge that's necessary for the real estate agent and consulting company and 12 factors that affect to the organization's success with the rating and weighting from 46 employees in the organization, which on this stage can help the organization know what factor is the most affect with the organization's success in the opinion of the people in the organization. Then the knowledge have been prioritized by using Prioritization Matrix and all of the results were reported and discussed in the previous chapter.

The results of this research appear that ability and expertise involved with the organization services as the most important knowledge in the people of the organization's opinion, the secondary is customer needs and satisfaction, which all of the representatives of the people in the organization acceptable with the results both of their level and organization level, excepted 'Expertise and Ability to Manage the Building or Property', which has not been agreed by the secretary. While 'Agency

services' expertise' as well as knowledge at all levels agree that is the most important. In addition, the representation is acceptable in the aspect of the knowledge prioritizing approach by prioritization matrix. The evaluation was shown that they accepted the approach to implement in the organization. However, the knowledge, the factors and the questions have to be cleared and more concise in order to be applied to all business lines.

From the evaluation result, it shows that the organization can be verified, what any knowledge is important to the organization. This approach can also be applied with the other organizations to meet their objectives and their expected results.

However, the researcher supposed this research has some issues may be affected to some results are not reflected on the reality and can be developed in the future works which will be described in the next section.

5.2 Research limitation and future work

During the stage of the knowledge prioritizing. The researcher found that the questionnaire is not specific for either service, it is too complicated in the sense of the respondents. The nature of the respondents in conjunction with their workload, they may not prefer to take the time to answer in many questions, including this research cannot be shown the obvious benefit to them. This may result in the questionnaire could have been speculations occur. Therefore, the questionnaire and the presenting to the significance should be improved to be easier and more psychological for people who have many workloads and made them realize the importance of the knowledge prioritizing.

About the knowledge prioritizing approach, the researcher is of the opinion that the approach can be applied to the department level, any subset of the organization, in person and can be applied to all business lines. The approach will help to understand and know what is the most important knowledge that can help them work successfully and it can be applied by using the different factors both internal and external factors regarding in terms of the organization values such as the factors of economic, political, technology, legal and others that reflecting the success of the

organization, instead of the consideration from needs and perception of the people in the organization and ensure that the priorities of organizational knowledge will not be hierarchically managed and involved in a way that supports the organization rather than support one of the groups.

In terms of results in this research, it showed what are the important knowledge, but does not mention how they should be managed with the important knowledge. Which the strategies and processes to manage the important knowledge should be defined to support in any important level with a reasonable budget and also help organizations increase revenues. Finally, all of these works are the work that can be continued into the part of knowledge management.

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APPENDICES

APPENDIX C

KNOWLEDGE PRIORITIZING QUESTIONNAIR

แบบสำรวจความคิดเห็น

เรื่อง การสนับสนุนหรือการส่งเสริมของประเด็นความรู้ต่างๆ ที่เกี่ยวข้องกับ
บริษัทตัวแทนและที่ปรึกษาด้านอสังหาริมทรัพย์ ที่มีต่อปัจจัยความสำเร็จขององค์กร

แบบสำรวจความคิดเห็นนี้จัดทำขึ้น โดยนางสาว ศิริพรรณ ขวัญเพชร โดยมีจุดประสงค์ เพื่อนำผลที่ได้จากการตอบแบบสำรวจความคิดเห็นของท่านมาวิเคราะห์และใช้ในการจัดลำดับความสำคัญความรู้ที่เกี่ยวข้องหรือสนับสนุนการดำเนินธุรกิจการเป็นตัวแทนและที่ปรึกษาด้านอสังหาริมทรัพย์ต่อไป ซึ่งคาดว่าจะทำให้ทราบถึงความรู้ต่างๆ ที่จะช่วยตอบสนองการดำเนินงานของบุคลากรภายในองค์กรและสอดคล้องตามกลยุทธ์ขององค์กร และเพื่อนำความรู้ที่ผ่านการจัดลำดับความสำคัญแล้วมาเข้าสู่กระบวนการจัดการความรู้ต่อไปในอนาคต

แบบสำรวจความคิดเห็นนี้ประกอบไปด้วยความรู้ที่เกี่ยวข้องกับธุรกิจการเป็นบริษัทตัวแทนและที่ปรึกษาด้านอสังหาริมทรัพย์ที่ได้จากการศึกษาค้นคว้ารวมทั้งสิ้น 16 ประเด็นความรู้ และ 13 ปัจจัยความสำเร็จขององค์กร ซึ่งทางผู้วิจัยต้องการสำรวจความคิดเห็นของท่านว่า ประเด็นความรู้ต่างๆ เหล่านี้จะช่วยสนับสนุนหรือส่งเสริมต่อปัจจัยความสำเร็จขององค์กรทั้ง 13 ปัจจัยได้มากน้อยเพียงใด

โดยแบบสำรวจความคิดเห็นนี้จะถูกแบ่งออกเป็น 16 ข้อ แยกตามจำนวนประเด็นความรู้ให้ท่านพิจารณาว่า ในแต่ละประเด็นความรู้นั้นจะสามารถช่วยสนับสนุนหรือส่งเสริมแต่ละปัจจัยความสำเร็จขององค์กรได้ในระดับใด โดยให้ใส่เครื่องหมายถูก ✓ ลงในช่องระดับการสนับสนุนหรือส่งเสริม ซึ่งมีให้เลือกดังนี้

- 5 = สนับสนุนหรือส่งเสริมเป็นอย่างมาก
- 4 = สนับสนุนหรือส่งเสริม
- 3 = เฉยๆ
- 2 = ไม่สนับสนุนหรือส่งเสริม
- 1 = ไม่สนับสนุนหรือส่งเสริมอย่างยิ่ง

ข้อมูลผู้ทำแบบสำรวจ**	
Department	
Position	

Knowledge 1: Organization Chart

Chart ที่แสดงโครงสร้างขององค์กร ประกอบด้วยส่วนงานต่างๆ ในองค์กร ซึ่งแสดงถึงความสัมพันธ์ระหว่างส่วนงาน และภายในส่วนงานเดียวกัน (ตำแหน่งงาน)

ท่านคิดว่าความรู้เกี่ยวกับ Organization Chart มีผลต่อปัจจัยต่างๆ เหล่านี้ในระดับใด

Factors	5	4	3	2	1
Organization goals ส่งเสริมให้ธุรกิจดำเนินไปตามเป้าหมายขององค์กร					
Managing and developing people ส่งเสริมให้บุคลากรมีทักษะความสามารถเพิ่มมากขึ้น					
Customer relation ส่งเสริมให้เกิดความสัมพันธ์ที่ดีต่อลูกค้ามากยิ่งขึ้น					
Organization strategy ส่งเสริมให้ธุรกิจดำเนินไปตามกลยุทธ์ขององค์กร					
Team and communities of practice ส่งเสริมให้เกิดการฝึกปฏิบัติของทีมงานและผู้ที่เกี่ยวข้อง					

Factors	5	4	3	2	1
Objectives of organization ส่งเสริมให้ธุรกิจดำเนินไปตามวัตถุประสงค์ ขององค์กร					
Participative decision making ส่งเสริมให้เกิดการมีส่วนร่วมในการ ตัดสินใจ					
Ease of information flow ส่งเสริมให้ทราบถึงข้อมูลและขั้นตอนใน การดำเนินงาน					
Return on Investment ได้รับผลตอบแทนที่คุ้มค่า (มีผู้ได้รับประโยชน์จากความรู้จำนวนมาก)					
Implementation time ส่งเสริมให้ระยะเวลาในการดำเนินงาน น้อยลง					
Related services ส่งเสริมการให้บริการขององค์กร					
Stakeholders เป็นประโยชน์แก่ผู้มีส่วนได้ส่วนเสียใน องค์กร					

Knowledge 2: Departments Roles and Responsibilities

หน้าที่ความรับผิดชอบของแต่ละแผนก ซึ่งจะช่วยให้บุคลากรภายในองค์กรรู้และเข้าใจในหน้าที่การทำงานของแต่ละแผนก ตลอดจนเข้าใจธุรกิจขององค์กร เมื่อบุคลากรมีความเข้าใจก็สามารถให้ข้อมูลต่างๆ ทางด้านธุรกิจแก่ลูกค้าได้อย่างถูกต้อง

ท่านคิดว่าความรู้เกี่ยวกับ Departments Roles and Responsibilities มีผลต่อปัจจัยต่างๆ เหล่านี้ในระดับใด

Factors	5	4	3	2	1
Organization goals ส่งเสริมให้ธุรกิจดำเนินไปตามเป้าหมายขององค์กร					
Managing and developing people ส่งเสริมให้บุคลากรมีทักษะความสามารถเพิ่มมากขึ้น					
Customer relation ส่งเสริมให้เกิดความสัมพันธ์ที่ดีต่อลูกค้ามากยิ่งขึ้น					
Organization strategy ส่งเสริมให้ธุรกิจดำเนินไปตามกลยุทธ์ขององค์กร					
Team and communities of practice ส่งเสริมให้เกิดการฝึกปฏิบัติของทีมงานและผู้ที่เกี่ยวข้อง					
Objectives of organization ส่งเสริมให้ธุรกิจดำเนินไปตามวัตถุประสงค์ขององค์กร					

Factors	5	4	3	2	1
Participative decision making ส่งเสริมให้เกิดการมีส่วนร่วมในการ ตัดสินใจ					
Ease of information flow ส่งเสริมให้ทราบถึงข้อมูลและขั้นตอนใน การดำเนินงาน					
Return on Investment ได้รับผลตอบแทนที่คุ้มค่า (มีผู้ได้รับประโยชน์จากความรู้จำนวนมาก)					
Implementation time ส่งเสริมให้ระยะเวลาในการดำเนินงาน น้อยลง					
Related services ส่งเสริมการให้บริการขององค์กร					
Stakeholders เป็นประโยชน์แก่ผู้มีส่วนได้ส่วนเสียใน องค์กร					

Knowledge 3: Employees Roles and Responsibilities

หน้าที่ความรับผิดชอบของพนักงานในแต่ละตำแหน่ง หรือพนักงานแต่ละคนภายในหน่วยงานนั้นๆ ซึ่งจะช่วยในเรื่องของการติดต่อประสานงาน และการดำเนินการต่างๆ ทำได้ง่ายขึ้น เนื่องจากบุคลากรภายในองค์กรทราบหน้าที่ความรับผิดชอบของพนักงานอย่างชัดเจน

ท่านคิดว่าความรู้เกี่ยวกับ Employee Roles and Responsibilities มีผลต่อปัจจัยต่างๆ เหล่านี้ในระดับใด

Factors	5	4	3	2	1
Organization goals ส่งเสริมให้ธุรกิจดำเนินไปตามเป้าหมายขององค์กร					
Managing and developing people ส่งเสริมให้บุคลากรมีทักษะความสามารถเพิ่มมากขึ้น					
Customer relation ส่งเสริมให้เกิดความสัมพันธ์ที่ดีต่อลูกค้ามากยิ่งขึ้น					
Organization strategy ส่งเสริมให้ธุรกิจดำเนินไปตามกลยุทธ์ขององค์กร					
Team and communities of practice ส่งเสริมให้เกิดการฝึกปฏิบัติของทีมงานและผู้ที่เกี่ยวข้อง					
Objectives of organization ส่งเสริมให้ธุรกิจดำเนินไปตามวัตถุประสงค์ขององค์กร					

Factors	5	4	3	2	1
Participative decision making ส่งเสริมให้เกิดการมีส่วนร่วมในการตัดสินใจ					
Ease of information flow ส่งเสริมให้ทราบถึงข้อมูลและขั้นตอนในการทำงาน					
Return on Investment ได้รับผลตอบแทนที่คุ้มค่า (มีผู้ได้รับประโยชน์จากความรู้จำนวนมาก)					
Implementation time ส่งเสริมให้ระยะเวลาในการดำเนินงานน้อยลง					
Related services ส่งเสริมการให้บริการขององค์กร					
Stakeholders เป็นประโยชน์แก่ผู้มีส่วนได้ส่วนเสียในองค์กร					

Knowledge 4: Rules for Real Estate Agent

กฎระเบียบ ข้อบังคับ หรือข้อกำหนดเกี่ยวกับธุรกิจการเป็นตัวแทนและที่ปรึกษาด้าน
อสังหาริมทรัพย์ที่มีต่อทั้งภายในและภายนอกองค์กร

ท่านคิดว่าความรู้เกี่ยวกับ Rules for Real Estate Agent มีผลต่อปัจจัยต่างๆ เหล่านี้ในระดับใด

Factors	5	4	3	2	1
Organization goals ส่งเสริมให้ธุรกิจดำเนินไปตามเป้าหมายของ องค์กร					
Managing and developing people ส่งเสริมให้บุคลากรมีทักษะความสามารถ เพิ่มมากขึ้น					
Customer relation ส่งเสริมให้เกิดความสัมพันธ์ที่ดีต่อลูกค้า มากยิ่งขึ้น					
Organization strategy ส่งเสริมให้ธุรกิจดำเนินไปตามกลยุทธ์ของ องค์กร					
Team and communities of practice ส่งเสริมให้เกิดการฝึกปฏิบัติของทีมงานและ ผู้ที่เกี่ยวข้อง					
Objectives of organization ส่งเสริมให้ธุรกิจดำเนินไปตามวัตถุประสงค์ ขององค์กร					
Participative decision making ส่งเสริมให้เกิดการมีส่วนร่วมในการ ตัดสินใจ					

Factors	5	4	3	2	1
Ease of information flow ส่งเสริมให้ทราบถึงข้อมูลและขั้นตอนในการดำเนินงาน					
Return on Investment ได้รับผลตอบแทนที่คุ้มค่า (มีผู้ได้รับประโยชน์จากความรู้จำนวนมาก)					
Implementation time ส่งเสริมให้ระยะเวลาในการดำเนินงานน้อยลง					
Related services ส่งเสริมการให้บริการขององค์กร					
Stakeholders เป็นประโยชน์แก่ผู้มีส่วนได้ส่วนเสียในองค์กร					

Knowledge 5: Principles of Agency Services

หลักการ วิธีการดำเนินการต่างๆ สำหรับการให้บริการทางด้านการเป็นตัวแทนขายหรือให้เช่า อสังหาริมทรัพย์ เช่น หลักการขายหรือให้เช่าสินค้าหรือการบริการ การโปรโมชั่นสินค้า เทคนิคการขายหรือการให้เช่า ระบบและขั้นตอนการดำเนินการขายหรือให้เช่า เป็นต้น

ท่านคิดว่าความรู้เกี่ยวกับ Principles of Agency Services มีผลต่อปัจจัยต่างๆ เหล่านี้ในระดับใด

Factors	5	4	3	2	1
Organization goals ส่งเสริมให้ธุรกิจดำเนินไปตามเป้าหมายขององค์กร					
Managing and developing people ส่งเสริมให้บุคลากรมีทักษะความสามารถเพิ่มมากขึ้น					
Customer relation ส่งเสริมให้เกิดความสัมพันธ์ที่ดีต่อลูกค้ามากยิ่งขึ้น					
Organization strategy ส่งเสริมให้ธุรกิจดำเนินไปตามกลยุทธ์ขององค์กร					
Team and communities of practice ส่งเสริมให้เกิดการฝึกปฏิบัติของทีมงานและผู้ที่เกี่ยวข้อง					
Objectives of organization ส่งเสริมให้ธุรกิจดำเนินไปตามวัตถุประสงค์ขององค์กร					
Participative decision making ส่งเสริมให้เกิดการมีส่วนร่วมในการตัดสินใจ					

Factors	5	4	3	2	1
Ease of information flow ส่งเสริมให้ทราบถึงข้อมูลและขั้นตอนใน การทำงาน					
Return on Investment ได้รับผลตอบแทนที่คุ้มค่า (มีผู้ได้รับประโยชน์จากความรู้จำนวนมาก)					
Implementation time ส่งเสริมให้ระยะเวลาในการดำเนินงาน น้อยลง					
Related services ส่งเสริมการให้บริการขององค์กร					
Stakeholders เป็นประโยชน์แก่ผู้มีส่วนได้ส่วนเสียใน องค์กร					

Knowledge 6: Agency Services Expertise

ทักษะความสามารถ ประสบการณ์จากการดำเนินงานทางด้านการเป็นตัวแทนขายหรือให้เช่า อสังหาริมทรัพย์ เช่น ทำอย่างไรให้สามารถขายได้ตามเป้าที่ตั้งไว้ วิธีการในการจัดการด้าน ลูกค้าสัมพันธ์ หรือทำอย่างไรให้ประสบความสำเร็จในการเป็นตัวแทนหรือให้เช่า อสังหาริมทรัพย์ เป็นต้น

ท่านคิดว่าความรู้เกี่ยวกับ Agency Services Expertise มีผลต่อปัจจัยต่างๆ เหล่านี้ในระดับใด

Factors	5	4	3	2	1
Organization goals ส่งเสริมให้ธุรกิจดำเนินไปตามเป้าหมายขององค์กร					
Managing and developing people ส่งเสริมให้บุคลากรมีทักษะความสามารถเพิ่มมากขึ้น					
Customer relation ส่งเสริมให้เกิดความสัมพันธ์ที่ดีต่อลูกค้ามากยิ่งขึ้น					
Organization strategy ส่งเสริมให้ธุรกิจดำเนินไปตามกลยุทธ์ขององค์กร					
Team and communities of practice ส่งเสริมให้เกิดการฝึกปฏิบัติของทีมงานและผู้ที่เกี่ยวข้อง					
Objectives of organization ส่งเสริมให้ธุรกิจดำเนินไปตามวัตถุประสงค์ขององค์กร					

Factors	5	4	3	2	1
Participative decision making ส่งเสริมให้เกิดการมีส่วนร่วมในการ ตัดสินใจ					
Ease of information flow ส่งเสริมให้ทราบถึงข้อมูลและขั้นตอนใน การทำงาน					
Return on Investment ได้รับผลตอบแทนที่คุ้มค่า (มีผู้ได้รับประโยชน์จากความรู้จำนวนมาก)					
Implementation time ส่งเสริมให้ระยะเวลาในการดำเนินงาน น้อยลง					
Related services ส่งเสริมการให้บริการขององค์กร					
Stakeholders เป็นประโยชน์แก่ผู้มีส่วนได้ส่วนเสียใน องค์กร					

Knowledge 7: Principles of Consulting Services

หลักการและวิธีการดำเนินงานทางด้านการเป็นที่ปรึกษาด้านอสังหาริมทรัพย์ เช่น หลักการวิธีการในการรวบรวมข้อมูล กระบวนการต่างๆในการเป็นที่ปรึกษา การวิเคราะห์และประเมินโอกาสและความเป็นไปได้ในการดำเนินธุรกิจด้านอสังหาริมทรัพย์ เป็นต้น

ท่านคิดว่าความรู้เกี่ยวกับ Principles of Consulting Services มีผลต่อปัจจัยต่างๆ เหล่านี้ในระดับใด

Factors	5	4	3	2	1
Organization goals ส่งเสริมให้ธุรกิจดำเนินไปตามเป้าหมายขององค์กร					
Managing and developing people ส่งเสริมให้บุคลากรมีทักษะความสามารถเพิ่มมากขึ้น					
Customer relation ส่งเสริมให้เกิดความสัมพันธ์ที่ดีต่อลูกค้ามากยิ่งขึ้น					
Organization strategy ส่งเสริมให้ธุรกิจดำเนินไปตามกลยุทธ์ขององค์กร					
Team and communities of practice ส่งเสริมให้เกิดการฝึกปฏิบัติของทีมงานและผู้ที่เกี่ยวข้อง					
Objectives of organization ส่งเสริมให้ธุรกิจดำเนินไปตามวัตถุประสงค์ขององค์กร					

Factors	5	4	3	2	1
Participative decision making ส่งเสริมให้เกิดการมีส่วนร่วมในการตัดสินใจ					
Ease of information flow ส่งเสริมให้ทราบถึงข้อมูลและขั้นตอนในการดำเนินงาน					
Return on Investment ได้รับผลตอบแทนที่คุ้มค่า (มีผู้ได้รับประโยชน์จากความรู้จำนวนมาก)					
Implementation time ส่งเสริมให้ระยะเวลาในการดำเนินงานน้อยลง					
Related services ส่งเสริมการให้บริการขององค์กร					
Stakeholders เป็นประโยชน์แก่ผู้มีส่วนได้ส่วนเสียในองค์กร					

Knowledge 8: Ability and Experience of Consulting

ทักษะความสามารถ ประสบการณ์จากการดำเนินงานทางด้านการเป็นที่ปรึกษาด้าน
อสังหาริมทรัพย์ เช่น ความรู้ต่างๆ ที่ได้จากผู้เชี่ยวชาญ หรือที่เกิดขึ้นระหว่างการทำหน้าที่การ
เป็นที่ปรึกษาด้านอสังหาริมทรัพย์ know how ต่างๆ รวมถึงปัญหาและวิธีการแก้ไข ซึ่งจะ
สามารถช่วยให้องค์กรให้บริการเป็นที่ปรึกษาแก่ลูกค้าได้อย่างมีประสิทธิภาพยิ่งขึ้น

ท่านคิดว่าความรู้เกี่ยวกับ Ability and Experience of Consulting มีผลต่อปัจจัยต่างๆ เหล่านี้ใน
ระดับใด

Factors	5	4	3	2	1
Organization goals ส่งเสริมให้ธุรกิจดำเนินไปตามเป้าหมายของ องค์กร					
Managing and developing people ส่งเสริมให้บุคลากรมีทักษะความสามารถ เพิ่มมากขึ้น					
Customer relation ส่งเสริมให้เกิดความสัมพันธ์ที่ดีต่อลูกค้า มากยิ่งขึ้น					
Organization strategy ส่งเสริมให้ธุรกิจดำเนินไปตามกลยุทธ์ของ องค์กร					
Team and communities of practice ส่งเสริมให้เกิดการฝึกปฏิบัติของทีมงานและ ผู้ที่เกี่ยวข้อง					
Objectives of organization ส่งเสริมให้ธุรกิจดำเนินไปตามวัตถุประสงค์ ขององค์กร					

Factors	5	4	3	2	1
Participative decision making ส่งเสริมให้เกิดการมีส่วนร่วมในการตัดสินใจ					
Ease of information flow ส่งเสริมให้ทราบถึงข้อมูลและขั้นตอนในการทำงาน					
Return on Investment ได้รับผลตอบแทนที่คุ้มค่า (มีผู้ได้รับประโยชน์จากความรู้จำนวนมาก)					
Implementation time ส่งเสริมให้ระยะเวลาในการดำเนินงานน้อยลง					
Related services ส่งเสริมการให้บริการขององค์กร					
Stakeholders เป็นประโยชน์แก่ผู้มีส่วนได้ส่วนเสียในองค์กร					

Knowledge 9: Principles of Research

หลักการ และวิธีการ ขั้นตอนต่างๆ ในการทำวิจัยด้านอสังหาริมทรัพย์ เช่น การรวบรวมข้อมูลที่เกี่ยวข้อง การวิเคราะห์ข้อมูล การเขียนรายงาน การออกแบบหัวข้อวิจัย เป็นต้น

ท่านคิดว่าความรู้เกี่ยวกับ Principles of Research มีผลต่อปัจจัยต่างๆ เหล่านี้ในระดับใด

Factors	5	4	3	2	1
Organization goals ส่งเสริมให้ธุรกิจดำเนินไปตามเป้าหมายขององค์กร					
Managing and developing people ส่งเสริมให้บุคลากรมีทักษะความสามารถเพิ่มมากขึ้น					
Customer relation ส่งเสริมให้เกิดความสัมพันธ์ที่ดีต่อลูกค้ามากยิ่งขึ้น					
Organization strategy ส่งเสริมให้ธุรกิจดำเนินไปตามกลยุทธ์ขององค์กร					
Team and communities of practice ส่งเสริมให้เกิดการฝึกปฏิบัติของทีมงานและผู้ที่เกี่ยวข้อง					
Objectives of organization ส่งเสริมให้ธุรกิจดำเนินไปตามวัตถุประสงค์ขององค์กร					
Participative decision making ส่งเสริมให้เกิดการมีส่วนร่วมในการตัดสินใจ					

Factors	5	4	3	2	1
Ease of information flow ส่งเสริมให้ทราบถึงข้อมูลและขั้นตอนในการดำเนินงาน					
Return on Investment ได้รับผลตอบแทนที่คุ้มค่า (มีผู้ได้รับประโยชน์จากความรู้จำนวนมาก)					
Implementation time ส่งเสริมให้ระยะเวลาในการดำเนินงานน้อยลง					
Related services ส่งเสริมการให้บริการขององค์กร					
Stakeholders เป็นประโยชน์แก่ผู้มีส่วนได้ส่วนเสียในองค์กร					

Knowledge 10: Ability and Experience of Research

ทักษะความสามารถ ประสบการณ์จากการดำเนินงานการทำวิจัยด้านอสังหาริมทรัพย์ เช่น ความรู้ต่างๆ ที่ได้จากผู้เชี่ยวชาญ หรือความรู้ที่เกิดขึ้นระหว่างการทำวิจัย know how ต่างๆ รวมถึงปัญหาและวิธีการแก้ไข ผลการทำวิจัย เป็นต้น ซึ่งจะสามารถช่วยให้งานวิจัยด้านอสังหาริมทรัพย์ขององค์กรให้มีประสิทธิภาพมากยิ่งขึ้น

ท่านคิดว่าความรู้เกี่ยวกับ Ability and Experience of Research มีผลต่อบัณฑิตต่างๆ เหล่านี้ในระดับใด

Factors	5	4	3	2	1
Organization goals ส่งเสริมให้ธุรกิจดำเนินไปตามเป้าหมายขององค์กร					
Managing and developing people ส่งเสริมให้บุคลากรมีทักษะความสามารถเพิ่มมากขึ้น					
Customer relation ส่งเสริมให้เกิดความสัมพันธ์ที่ดีต่อลูกค้ามากยิ่งขึ้น					
Organization strategy ส่งเสริมให้ธุรกิจดำเนินไปตามกลยุทธ์ขององค์กร					
Team and communities of practice ส่งเสริมให้เกิดการฝึกปฏิบัติของทีมงานและผู้ที่เกี่ยวข้อง					
Objectives of organization ส่งเสริมให้ธุรกิจดำเนินไปตามวัตถุประสงค์ขององค์กร					

Factors	5	4	3	2	1
Participative decision making ส่งเสริมให้เกิดการมีส่วนร่วมในการตัดสินใจ					
Ease of information flow ส่งเสริมให้ทราบถึงข้อมูลและขั้นตอนในการทำงาน					
Return on Investment ได้รับผลตอบแทนที่คุ้มค่า (มีผู้ได้รับประโยชน์จากความรู้จำนวนมาก)					
Implementation time ส่งเสริมให้ระยะเวลาในการดำเนินงานน้อยลง					
Related services ส่งเสริมการให้บริการขององค์กร					
Stakeholders เป็นประโยชน์แก่ผู้มีส่วนได้ส่วนเสียในองค์กร					

Knowledge 11: Principles of Valuation Services

หลักการ วิธีการ และขั้นตอนต่างๆ ในการให้บริการด้านการประเมินทรัพย์สิน เช่น วิธีการรวบรวมข้อมูลที่เกี่ยวข้อง การวิเคราะห์ข้อมูล หลักการประเมิน หลักในการพิจารณางานประเมิน เป็นต้น

ท่านคิดว่าความรู้เกี่ยวกับ Principles of Valuation Services มีผลต่อปัจจัยต่างๆ เหล่านี้ในระดับใด

Factors	5	4	3	2	1
Organization goals ส่งเสริมให้ธุรกิจดำเนินไปตามเป้าหมายขององค์กร					
Managing and developing people ส่งเสริมให้บุคลากรมีทักษะความสามารถเพิ่มมากขึ้น					
Customer relation ส่งเสริมให้เกิดความสัมพันธ์ที่ดีต่อลูกค้ามากยิ่งขึ้น					
Organization strategy ส่งเสริมให้ธุรกิจดำเนินไปตามกลยุทธ์ขององค์กร					
Team and communities of practice ส่งเสริมให้เกิดการฝึกปฏิบัติของทีมงานและผู้ที่เกี่ยวข้อง					
Objectives of organization ส่งเสริมให้ธุรกิจดำเนินไปตามวัตถุประสงค์ขององค์กร					

Factors	5	4	3	2	1
Participative decision making ส่งเสริมให้เกิดการมีส่วนร่วมในการตัดสินใจ					
Ease of information flow ส่งเสริมให้ทราบถึงข้อมูลและขั้นตอนในการทำงาน					
Return on Investment ได้รับผลตอบแทนที่คุ้มค่า (มีผู้ได้รับประโยชน์จากความรู้จำนวนมาก)					
Implementation time ส่งเสริมให้ระยะเวลาในการดำเนินงานน้อยลง					
Related services ส่งเสริมการให้บริการขององค์กร					
Stakeholders เป็นประโยชน์แก่ผู้มีส่วนได้ส่วนเสียในองค์กร					

Knowledge 12: Ability and Experience of Valuation Services

ทักษะความสามารถ ประสบการณ์จากการประเมินทรัพย์สิน เช่น ความรู้ต่างๆ ที่ได้จากผู้เชี่ยวชาญ หรือความรู้ที่เกิดขึ้นระหว่างการทำงานประเมิน know how ต่างๆ รวมถึงปัญหาและวิธีการแก้ไข เป็นต้น ซึ่งจะช่วยให้การประเมินมีประสิทธิภาพมากยิ่งขึ้น

ท่านคิดว่าความรู้เกี่ยวกับ Ability and Experience of Valuation Services มีผลต่อปัจจัยต่างๆ เหล่านี้ในระดับใด

Factors	5	4	3	2	1
Organization goals ส่งเสริมให้ธุรกิจดำเนินไปตามเป้าหมายขององค์กร					
Managing and developing people ส่งเสริมให้บุคลากรมีทักษะความสามารถเพิ่มมากขึ้น					
Customer relation ส่งเสริมให้เกิดความสัมพันธ์ที่ดีต่อลูกค้ามากยิ่งขึ้น					
Organization strategy ส่งเสริมให้ธุรกิจดำเนินไปตามกลยุทธ์ขององค์กร					
Team and communities of practice ส่งเสริมให้เกิดการฝึกปฏิบัติของทีมงานและผู้ที่เกี่ยวข้อง					
Objectives of organization ส่งเสริมให้ธุรกิจดำเนินไปตามวัตถุประสงค์ขององค์กร					

Factors	5	4	3	2	1
Participative decision making ส่งเสริมให้เกิดการมีส่วนร่วมในการ ตัดสินใจ					
Ease of information flow ส่งเสริมให้ทราบถึงข้อมูลและขั้นตอนใน การทำงาน					
Return on Investment ได้รับผลตอบแทนที่คุ้มค่า (มีผู้ได้รับประโยชน์จากความรู้จำนวนมาก)					
Implementation time ส่งเสริมให้ระยะเวลาในการดำเนินงาน น้อยลง					
Related services ส่งเสริมการให้บริการขององค์กร					
Stakeholders เป็นประโยชน์แก่ผู้มีส่วนได้ส่วนเสียใน องค์กร					

Knowledge 13: Principles of Property Management Services

หลักการ วิธีการ และขั้นตอนต่างๆ ในการให้บริการด้านการบริหารจัดการทรัพย์สิน เช่น การให้คำแนะนำหรือคำปรึกษาแก่เจ้าของทรัพย์สิน การตรวจสอบ การต่อรอง การให้บริการแก่ผู้ที่เกี่ยวข้องกับทรัพย์สินนั้น การเป็นตัวแทนเจ้าของทรัพย์สิน การจัดทำรายงานสรุปผลการบริหารจัดการทรัพย์สิน เป็นต้น

ท่านคิดว่าความรู้เกี่ยวกับ Principles of Property Management Services มีผลต่อปัจจัยต่างๆ เหล่านี้ในระดับใด

Factors	5	4	3	2	1
Organization goals ส่งเสริมให้ธุรกิจดำเนินไปตามเป้าหมายขององค์กร					
Managing and developing people ส่งเสริมให้บุคลากรมีทักษะความสามารถเพิ่มมากขึ้น					
Customer relation ส่งเสริมให้เกิดความสัมพันธ์ที่ดีต่อลูกค้ามากยิ่งขึ้น					
Organization strategy ส่งเสริมให้ธุรกิจดำเนินไปตามกลยุทธ์ขององค์กร					
Team and communities of practice ส่งเสริมให้เกิดการฝึกปฏิบัติของทีมงานและผู้ที่เกี่ยวข้อง					
Objectives of organization ส่งเสริมให้ธุรกิจดำเนินไปตามวัตถุประสงค์ขององค์กร					

Factors	5	4	3	2	1
Participative decision making ส่งเสริมให้เกิดการมีส่วนร่วมในการตัดสินใจ					
Ease of information flow ส่งเสริมให้ทราบถึงข้อมูลและขั้นตอนในการทำงาน					
Return on Investment ได้รับผลตอบแทนที่คุ้มค่า (มีผู้ได้รับประโยชน์จากความรู้จำนวนมาก)					
Implementation time ส่งเสริมให้ระยะเวลาในการดำเนินงานน้อยลง					
Related services ส่งเสริมการให้บริการขององค์กร					
Stakeholders เป็นประโยชน์แก่ผู้มีส่วนได้ส่วนเสียในองค์กร					

Knowledge 14: Expertise and Ability to Manage the Building or Property

ทักษะความสามารถ ประสบการณ์จากการบริหารจัดการทรัพย์สิน เช่น ความรู้ต่างๆ ที่ได้จากผู้เชี่ยวชาญ หรือความรู้ที่เกิดขึ้นระหว่างการบริหารจัดการทรัพย์สิน know how ต่างๆ รวมถึงปัญหาและวิธีการแก้ไข เป็นต้น ซึ่งจะสามารถช่วยให้การบริหารจัดการมีประสิทธิภาพมากยิ่งขึ้น

ท่านคิดว่าความรู้เกี่ยวกับ Expertise and Ability to Manage the Building or Property มีผลต่อบัณฑิตต่างๆ เหล่านี้ในระดับใด

Factors	5	4	3	2	1
Organization goals ส่งเสริมให้ธุรกิจดำเนินไปตามเป้าหมายขององค์กร					
Managing and developing people ส่งเสริมให้บุคลากรมีทักษะความสามารถเพิ่มมากขึ้น					
Customer relation ส่งเสริมให้เกิดความสัมพันธ์ที่ดีต่อลูกค้ามากยิ่งขึ้น					
Organization strategy ส่งเสริมให้ธุรกิจดำเนินไปตามกลยุทธ์ขององค์กร					
Team and communities of practice ส่งเสริมให้เกิดการฝึกปฏิบัติของทีมงานและผู้ที่เกี่ยวข้อง					
Objectives of organization ส่งเสริมให้ธุรกิจดำเนินไปตามวัตถุประสงค์ขององค์กร					

Factors	5	4	3	2	1
Participative decision making ส่งเสริมให้เกิดการมีส่วนร่วมในการ ตัดสินใจ					
Ease of information flow ส่งเสริมให้ทราบถึงข้อมูลและขั้นตอนใน การทำงาน					
Return on Investment ได้รับผลตอบแทนที่คุ้มค่า (มีผู้ได้รับประโยชน์จากความรู้จำนวนมาก)					
Implementation time ส่งเสริมให้ระยะเวลาในการดำเนินงาน น้อยลง					
Related services ส่งเสริมการให้บริการขององค์กร					
Stakeholders เป็นประโยชน์แก่ผู้มีส่วนได้ส่วนเสียใน องค์กร					

Knowledge 15: Customer Needs and Satisfaction Assessment

วิธีการ แนวทางในการประเมินความต้องการของลูกค้า หลักการ หลักปฏิบัติในการทำให้ลูกค้าเกิดความพึงพอใจในการให้บริการขององค์กร

ท่านคิดว่าความรู้เกี่ยวกับ Customer Needs and Satisfaction Assessment มีผลต่อปัจจัยต่างๆ เหล่านี้ในระดับใด

Factors	5	4	3	2	1
Organization goals ส่งเสริมให้ธุรกิจดำเนินไปตามเป้าหมายขององค์กร					
Managing and developing people ส่งเสริมให้บุคลากรมีทักษะความสามารถเพิ่มมากขึ้น					
Customer relation ส่งเสริมให้เกิดความสัมพันธ์ที่ดีต่อลูกค้ามากยิ่งขึ้น					
Organization strategy ส่งเสริมให้ธุรกิจดำเนินไปตามกลยุทธ์ขององค์กร					
Team and communities of practice ส่งเสริมให้เกิดการฝึกปฏิบัติของทีมงานและผู้ที่เกี่ยวข้อง					
Objectives of organization ส่งเสริมให้ธุรกิจดำเนินไปตามวัตถุประสงค์ขององค์กร					
Participative decision making ส่งเสริมให้เกิดการมีส่วนร่วมในการตัดสินใจ					

Factors	5	4	3	2	1
Ease of information flow ส่งเสริมให้ทราบถึงข้อมูลและขั้นตอนใน การทำงาน					
Return on Investment ได้รับผลตอบแทนที่คุ้มค่า (มีผู้ได้รับประโยชน์จากความรู้จำนวนมาก)					
Implementation time ส่งเสริมให้ระยะเวลาในการดำเนินงาน น้อยลง					
Related services ส่งเสริมการให้บริการขององค์กร					
Stakeholders เป็นประโยชน์แก่ผู้มีส่วนได้ส่วนเสียใน องค์กร					

Knowledge 16: Media Production and Communication Procedures

ขั้นตอน วิธีการ แนวทางปฏิบัติเกี่ยวกับการประชาสัมพันธ์ข่าวสาร หรือข้อมูลต่างๆ ที่เกี่ยวข้องกับทั้งภายในและภายนอกองค์กร เช่น Project Advertising, organization public relation (PR) การจัดแถลงข่าว เป็นต้น

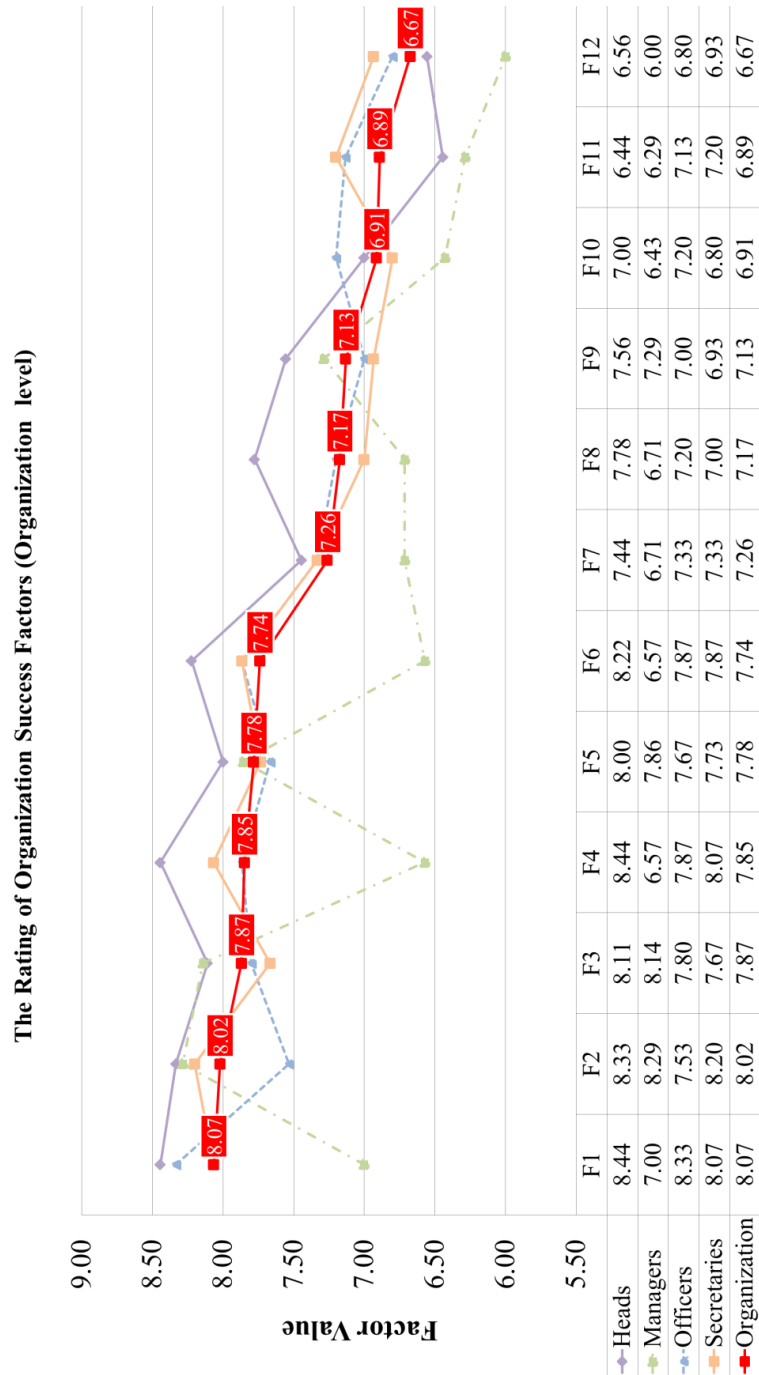
ท่านคิดว่าความรู้เกี่ยวกับ Media Production and Communication Procedures มีผลต่อปัจจัยต่างๆ เหล่านี้ในระดับใด

Factors	5	4	3	2	1
Organization goals ส่งเสริมให้ธุรกิจดำเนินไปตามเป้าหมายขององค์กร					
Managing and developing people ส่งเสริมให้บุคลากรมีทักษะความสามารถเพิ่มมากขึ้น					
Customer relation ส่งเสริมให้เกิดความสัมพันธ์ที่ดีต่อลูกค้ามากยิ่งขึ้น					
Organization strategy ส่งเสริมให้ธุรกิจดำเนินไปตามกลยุทธ์ขององค์กร					
Team and communities of practice ส่งเสริมให้เกิดการฝึกปฏิบัติของทีมงานและผู้ที่เกี่ยวข้อง					
Objectives of organization ส่งเสริมให้ธุรกิจดำเนินไปตามวัตถุประสงค์ขององค์กร					

Factors	5	4	3	2	1
Participative decision making ส่งเสริมให้เกิดการมีส่วนร่วมในการ ตัดสินใจ					
Ease of information flow ส่งเสริมให้ทราบถึงข้อมูลและขั้นตอนใน การทำงาน					
Return on Investment ได้รับผลตอบแทนที่คุ้มค่า (มีผู้ได้รับประโยชน์จากความรู้จำนวนมาก)					
Implementation time ส่งเสริมให้ระยะเวลาในการดำเนินงาน น้อยลง					
Related services ส่งเสริมการให้บริการขององค์กร					
Stakeholders เป็นประโยชน์แก่ผู้มีส่วนได้ส่วนเสียใน องค์กร					

APPENDIX D

THE RATING OF THE ORGANIZATION SUCCESS FACTORS (ORGANIZATION LEVEL)



APPENDIX E

THE PRIORITIZING RESULTS FOR EVALUATION

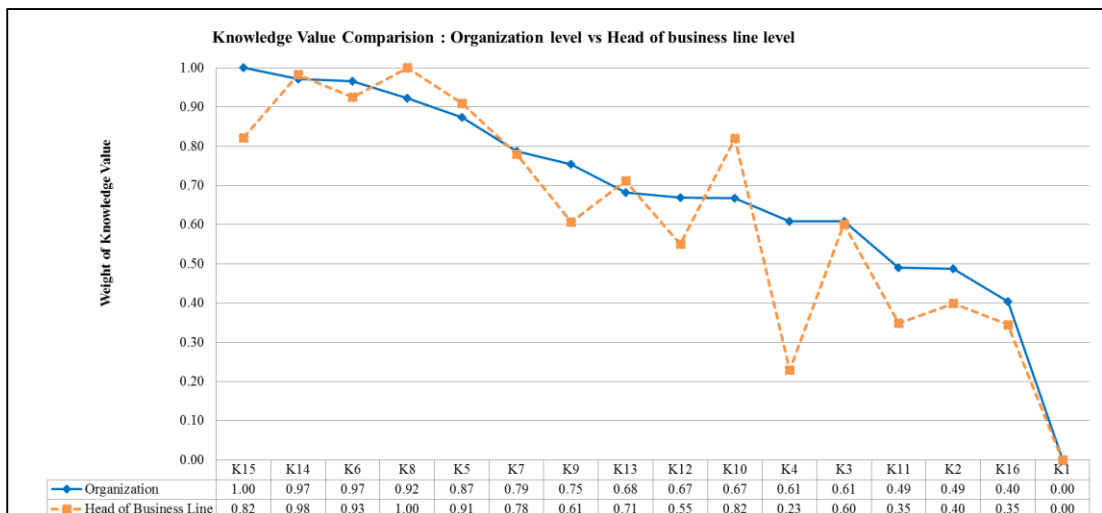
Prioritization Results Evaluation Head of Business Line Level

Knowledge Value - Head of Business Line Level

Sequence	Knowledge	Value
1	K8 - Ability and Experience of Consulting	32.77
2	K14 - Expertise and Ability to Manage the Building or Property	32.67
3	K6 - Agency Services Expertise	32.34
4	K5 - Principles of Agency Services	32.26
5	K15 - Customer Needs and Satisfaction Assessment	31.76
6	K10 - Ability and Experience of Research	31.75
7	K7 - Principles of Consulting Services	31.53
8	K13 - Principles of Property Management Services	31.14
9	K9 - Principles of Research	30.54
10	K3 - Employees Roles and Responsibilities	30.51
11	K12 - Ability and Experience of Valuation Services	30.23
12	K2 - Departments Roles and Responsibilities	29.37
13	K11 - Principles of Valuation Services	29.09
14	K16 - Media Production and Communication Procedures	29.07
15	K4 - Rules for Real Estate Agent	28.41
16	K1 - Organization Charts	27.12

Knowledge Value - Organization Level

Sequence	Knowledge	Value
1	K15 - Customer Needs and Satisfaction Assessment	29.70
2	K14 - Expertise and Ability to Manage the Building or Property	29.56
3	K6 - Agency Services Expertise	29.54
4	K8 - Ability and Experience of Consulting	29.33
5	K5 - Principles of Agency Services	29.10
6	K7 - Principles of Consulting Services	28.69
7	K9 - Principles of Research	28.53
8	K13 - Principles of Property Management Services	28.19
9	K12 - Ability and Experience of Valuation Services	28.13
10	K10 - Ability and Experience of Research	28.12
11	K4 - Rules for Real Estate Agent	27.84
12	K3 - Employees Roles and Responsibilities	27.84
13	K11 - Principles of Valuation Services	27.28
14	K2 - Departments Roles and Responsibilities	27.27
15	K16 - Media Production and Communication Procedures	26.87
16	K1 - Organization Charts	24.95



Prioritization Results Evaluation

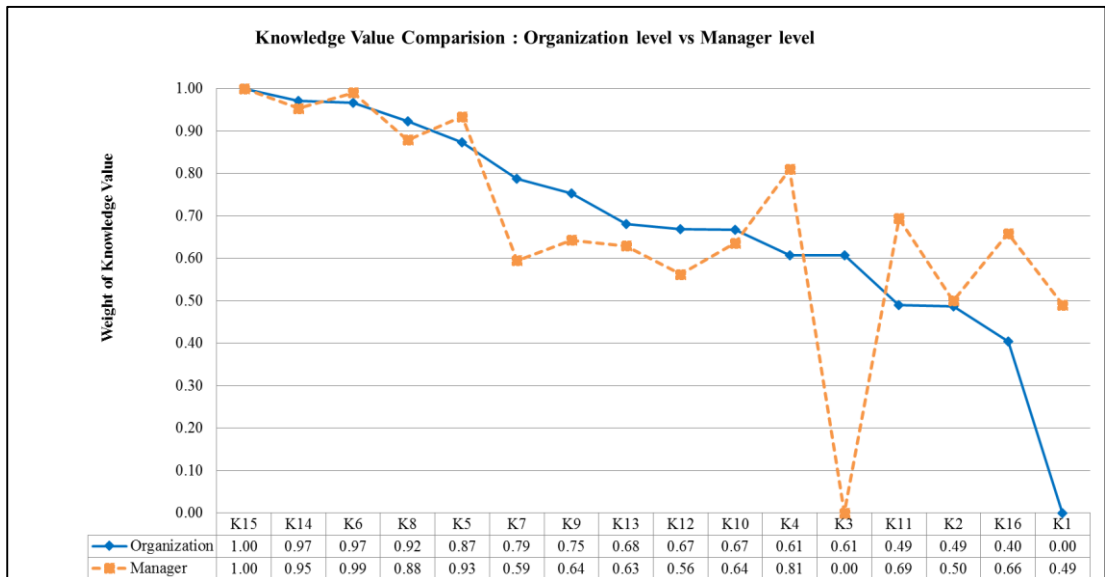
Manager Level

Knowledge Sequence - Manager Level

Sequence	Knowledge	Value
1	K15 - Customer Needs and Satisfaction Assessment	30.19
3	K14 - Expertise and Ability to Manage the Building or Property	29.96
2	K6 - Agency Services Expertise	30.15
5	K8 - Ability and Experience of Consulting	29.59
4	K5 - Principles of Agency Services	29.87
12	K7 - Principles of Consulting Services	28.19
9	K9 - Principles of Research	28.43
11	K13 - Principles of Property Management Services	28.36
13	K12 - Ability and Experience of Valuation Services	28.03
10	K10 - Ability and Experience of Research	28.39
6	K4 - Rules for Real Estate Agent	29.25
16	K3 - Employees Roles and Responsibilities	25.25
7	K11 - Principles of Valuation Services	28.68
14	K2 - Departments Roles and Responsibilities	27.72
8	K16 - Media Production and Communication Procedures	28.51
15	K1 - Organization Charts	27.67

Knowledge Sequence - Organization Level

Sequence	Knowledge	Value
1	K15 - Customer Needs and Satisfaction Assessment	29.70
2	K14 - Expertise and Ability to Manage the Building or Property	29.56
3	K6 - Agency Services Expertise	29.54
4	K8 - Ability and Experience of Consulting	29.33
5	K5 - Principles of Agency Services	29.10
6	K7 - Principles of Consulting Services	28.69
7	K9 - Principles of Research	28.53
8	K13 - Principles of Property Management Services	28.19
9	K12 - Ability and Experience of Valuation Services	28.13
10	K10 - Ability and Experience of Research	28.12
11	K4 - Rules for Real Estate Agent	27.84
12	K3 - Employees Roles and Responsibilities	27.84
13	K11 - Principles of Valuation Services	27.28
14	K2 - Departments Roles and Responsibilities	27.27
15	K16 - Media Production and Communication Procedures	26.87
16	K1 - Organization Charts	24.95



Prioritization Results Evaluation

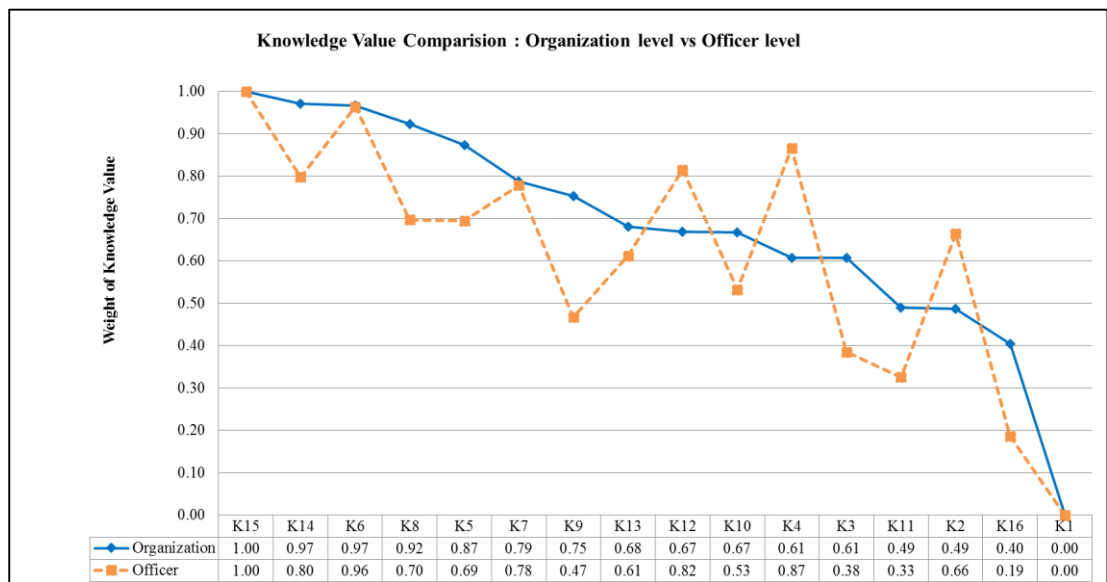
Officer Level

Knowledge Sequence - Officer Level

Sequence	Knowledge	Value
1	K15 - Customer Needs and Satisfaction Assessment	27.62
2	K6 - Agency Services Expertise	27.38
3	K4 - Rules for Real Estate Agent	26.73
4	K12 - Ability and Experience of Valuation Services	26.39
5	K14 - Expertise and Ability to Manage the Building or Property	26.28
6	K7 - Principles of Consulting Services	26.15
7	K8 - Ability and Experience of Consulting	25.61
8	K5 - Principles of Agency Services	25.59
9	K2 - Departments Roles and Responsibilities	25.39
10	K13 - Principles of Property Management Services	25.04
11	K10 - Ability and Experience of Research	24.51
12	K9 - Principles of Research	24.08
13	K3 - Employees Roles and Responsibilities	23.53
14	K11 - Principles of Valuation Services	23.14
15	K16 - Media Production and Communication Procedures	22.21
16	K1 - Organization Charts	20.97

Knowledge Sequence - Organization Level

Sequence	Knowledge	Value
1	K15 - Customer Needs and Satisfaction Assessment	29.70
2	K14 - Expertise and Ability to Manage the Building or Property	29.56
3	K6 - Agency Services Expertise	29.54
4	K8 - Ability and Experience of Consulting	29.33
5	K5 - Principles of Agency Services	29.10
6	K7 - Principles of Consulting Services	28.69
7	K9 - Principles of Research	28.53
8	K13 - Principles of Property Management Services	28.19
9	K12 - Ability and Experience of Valuation Services	28.13
10	K10 - Ability and Experience of Research	28.12
11	K4 - Rules for Real Estate Agent	27.84
12	K3 - Employees Roles and Responsibilities	27.84
13	K11 - Principles of Valuation Services	27.28
14	K2 - Departments Roles and Responsibilities	27.27
15	K16 - Media Production and Communication Procedures	26.87
16	K1 - Organization Charts	24.95



Prioritization Results Evaluation

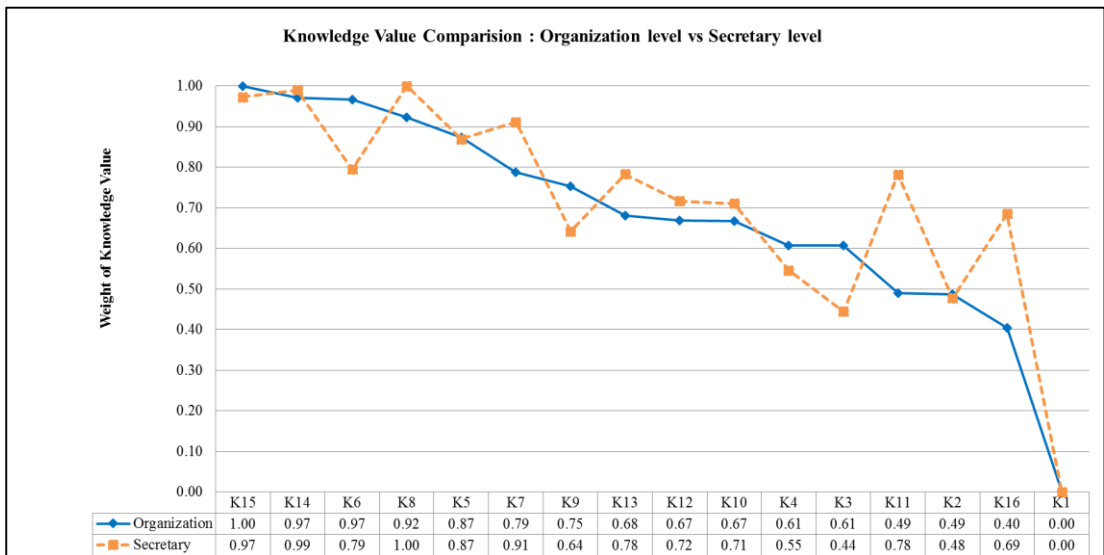
Secretary Level

Knowledge Sequence - Secretary Level

Sequence	Knowledge	Value
1	K8 - Ability and Experience of Consulting	29.37
2	K14 - Expertise and Ability to Manage the Building or Property	29.35
3	K15 - Customer Needs and Satisfaction Assessment	29.22
4	K7 - Principles of Consulting Services	28.90
5	K5 - Principles of Agency Services	28.67
6	K6 - Agency Services Expertise	28.28
7	K13 - Principles of Property Management Services	28.21
8	K11 - Principles of Valuation Services	28.21
9	K12 - Ability and Experience of Valuation Services	27.86
10	K10 - Ability and Experience of Research	27.83
11	K16 - Media Production and Communication Procedures	27.69
12	K9 - Principles of Research	27.47
13	K4 - Rules for Real Estate Agent	26.95
14	K2 - Departments Roles and Responsibilities	26.59
15	K3 - Employees Roles and Responsibilities	26.42
16	K1 - Organization Charts	24.05

Knowledge Sequence - Organization Level

Sequence	Knowledge	Value
1	K15 - Customer Needs and Satisfaction Assessment	29.70
2	K14 - Expertise and Ability to Manage the Building or Property	29.56
3	K6 - Agency Services Expertise	29.54
4	K8 - Ability and Experience of Consulting	29.33
5	K5 - Principles of Agency Services	29.10
6	K7 - Principles of Consulting Services	28.69
7	K9 - Principles of Research	28.53
8	K13 - Principles of Property Management Services	28.19
9	K12 - Ability and Experience of Valuation Services	28.13
10	K10 - Ability and Experience of Research	28.12
11	K4 - Rules for Real Estate Agent	27.84
12	K3 - Employees Roles and Responsibilities	27.84
13	K11 - Principles of Valuation Services	27.28
14	K2 - Departments Roles and Responsibilities	27.27
15	K16 - Media Production and Communication Procedures	26.87
16	K1 - Organization Charts	24.95



BIOGRAPHY

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