

success. These new rules have entailed businesses to fundamentally rethink their past assumptions about management. Stewart 2007 argues that to understand the unique rules of knowledge economy especially how to create value, it is essential to identify the role of three assumptions. The first is knowledge and its management as the most important engine of production. The second is knowledge capital as a key pillar of the organizational capitals. The third is how to adopt new knowledge technologies, business practices, management techniques and strategies. Gorey *et al.*, 1996 proclaimed that there are four organizational enablers facilitate the management of the organizational knowledge. These enablers are leadership, culture, technology, and measurement (See Figure-1). The accounting measurement is the process that includes not only how the organization quantifies its knowledge capital, but also how resources are allocated to fuel its growth. Further, it's the connection process where accounting match knowledge management. This unique relationship has been depicted in Figure-1 below. Knowledge management has improved profitability by raising productivity and streamlining, downsizing, outsourcing, and out-



**Figure-1: Knowledge Management Arena  
(Royalty Image)**

competing the competition (Kurzynski, 2009). Changing profit patterns and mechanisms has been considered one of the most fundamental changes due to the new practices of knowledge management. These practices are the engine

to translating creative thinking, new ideas, and innovation into valuable products and services to guarantee business survive. Value is the product of knowledge and companies cannot generate profits without these ideas, skills, and talent of people. The literatures especially knowledge oriented contextualize much of those knowledge strategies, models, and knowledge-profit relationship (Nonaka and Takeuchi, 1995; Kaplan and Norton, 1996; Edvinsson and Malone, 1997; Anderson, 2000; Prusak, 2001; Stewart, 2001; Amidon, 2003; Omotayo, 2015). However, beside it is concentrated on intangibles; the knowledge management is just as much about people, organizational processes, and information technology. It's more concerned with the flows of knowledge that take place as part of organizational processes rather than the stocks of knowledge presented in financial reports (Edwards *et al.*, 2004). For example, Nonaka and Takeuchi (1995), link knowledge management to the organizational success, and then making profit. They claim that knowledge companies are profitable because of their skills and expertise about how to translate the organizational knowledge into products and services. This dynamic represents the virtuous cycle of competition, invention, innovation, productivity, and growth. Further, such dynamic cycle combines three streams: value stream, revenue stream and the logistical stream. These streams entail that the knowledge business model has to address: investment and how it is funded, the ongoing costs, and the revenue and how it generated (Mohammad, 2013a). This conceals the fact that the organizational processes of knowledge management which center the knowledge business model have two and only two goals: to innovate and to market. All of their other processes are cost. Thus, any knowledge company to properly function in the knowledge era, it needs knowledge management