

Knowledge Management
Prof K B L Srivastava
Department of Humanities and Social Science
Indian Institute of Technology Kharagpur

Lecture – 37
KM Practices of Select Industries

Okay so I was talking about the knowledge management practices Indian IT industries.

(Refer Slide Time: 00:27)

Reasons for Launching Knowledge Management Programme in IT Companies							
Sl no	Name of the company	Gaining competitive advantage	Improve customer retention/satisfaction	Retain key talent/expertise	Develop new services	Improved image	Avoid loss of key personnel
1	Tata Consultancy Services	✓	✓	✓			
2	CMC	✓	✓	✓	✓		
3	IXIA	✓	✓	✓	✓		
4	Data Core India Pvt Ltd		✓	✓	✓		✓
5	Labvantage	✓	✓	✓	✓		
6	Wipro				✓		
7	Ontrack Systems Pvt Ltd		✓	✓	✓		✓
8	Infovision Software	✓	✓	✓	✓		
9	Anshin Software	✓		✓	✓		
10	Compare Infobase	✓		✓	✓	✓	✓
11	R S Software	✓	✓	✓	✓		
12	Cognizant Technology		✓	✓	✓		✓
13	Usha Comm	✓				✓	✓
14	Satyam	✓	✓	✓	✓	✓	
15	Accenture	✓	✓			✓	
16	Java Soft Tech	✓	✓				✓
17	Infosys Technology	✓	✓	✓	✓	✓	✓
18	HCL Technologies	✓	✓	✓	✓		✓
19	Oracle	✓	✓	✓	US Branch		
20	IBM	✓	✓	✓			✓

Satwana Choudhury:2011, 3rd International Conference on Information and Financial Engineering, IPEDR vol.12 (2011) © (2011) IACSIT Press, Singapore

Now I would refer to a survey that was conducted in 2011 and this survey was conducted on a number of Indian companies at least a 20 companies and many of them are multinational companies which offer having on their offices in India and these these are survey reports suggest that what are the various regions because of which are IT companies have gone far implementing knowledge management system in the organization.

Now these are companies including both Indian and the companies from our other countries like we have a Accenture, we have Cognizant, we have Oracle and IBM and these are the not Indian companies were similarly TCS, CMC and Wipro which are available Indian companies, so if you look at this are the data were collected from major IT industry which include Tata consultancy, CMC, Labvantage, Wipro, Infovision, Compare, RS software, Cognizant, Usha Communications.

Sathyam, Accenture, Java Soft, Infosys, HCL, Oracle and IBM. Now look at this IT

companies they have big names in the industry doing a lot of work including developing new products and systems and also outsourcing a lot of work for different clients in India and abroad. Now if you look at the reason for which they have been able to launch KM systems in the outpaces include like the first and foremost a said so that they are able to compete with the competitors.

Now another objective was to retain and satisfy the customers and also to ensure that they are able to retain talents and expertise similarly it also development new product and services. So if you look at new products and services many companies have been able to go far it, similarly if you look out image many Indian companies have been able to brand themselves okay as a good company which is very, very reputable with the use of IT systems right.

Similarly they will have been able to retain people are employees following this kind of systems, not only for retention of the customers but also retention the employees, so in that way they have been able to see that the key employees are nor not last, so that you can say that yes. Now the various objectives far which are these IT companies have launched a knowledge management system.

And the organization include that be more competitive in the process okay, able to retain customers and talent development the new systems and practices increase their image, see that they are not able to lose talented people in the organization, so on various fronts you can find that yes KM system been able to help them process and now and then the important factor was that how there will required knowledge.

What are the different sources through which they are able to get knowledge, you know the most organization have their websites almost all except one or two are organization they also try to use research channels, so they also use the competitors as a source of acquiring information and they also used internal communication systems and if you look at internal communications system passes trade and websites.

These are the three major sources of knowledge equation far most of the organization, that you can find that yes, knowledge is acquired through developing good internal communication system using an IT enable system, similarly they have been able to use their websites extensive, to create knowledge, to communicate knowledge, these websites also

have repositories with the knowledge is made available to the employees.

That they have a access to knowledge and they also created a good user interface to access the knowledge right and there are some other sources that they use like portals, blogs and other sources are but that is not very effective in many IT companies, the most important sources are actually few back it you will find that is website and a good communications system and there then own source that is passes take the systems and processes is there created.

And then how there to make use of this system processes to acquire knowledge.

(Refer Slide Time: 05:18)

Managing Ideas for Innovation in IT Companies				
Sl no	Name of the company	Ideas		Innovations
		Collecting ideas	Implementing ideas	
1	Tata consultancy Services	✓	✓	✓
2	CMC	✓	✓	
3	IXIA	✓	✓	
4	Data Core India Pvt Ltd	✓	✓	
5	Labvantage	✓	✓	
6	Wipro	✓	✓	
7	Onttrack Systems	✓	✓	
8	Infovision Software	✓	✓	✓
9	Anshin Software	✓	✓	✓
10	Compare Infobase	✓	✓	
11	R S Software	✓	✓	
12	Cognizent Technology	✓	✓	✓
13	Usha Comm	✓	✓	
14	Satyam	✓	✓	
15	Accenture	✓	✓	✓
16	Java Soft Tech	depend on the	project assigned and	situation arise
17	Infosys Technology	✓	✓	✓
18	HCL Technologies	✓	✓	✓
19	Oracle	✓	✓	✓
20	IBM	✓	✓	✓

Satwana Choudhury:2011 3rd International Conference on Information and Financial Engineering, IPEDR vol.12 (2011) © (2011) IACSIT Press, Singapore

Now third part is that how this the knowledge management systems have been able to help them to be more creative and noting in the process right. Now if you look at most of the companies they have been able to the generate a lot of ideas okay, but only collecting ideas from different stakeholders was not enough, in the processive is also try to see that the idea that is coming from various sources okay is being used in the organization okay.

It could be related to market process innovation, it could be relate to product innovations, it could be related to anything, so when we going to use knowledge management system you want to see that how people are going to be more creative and innovative, so they are going to use different kind of sources to create knowledge, this more creative knowledge which is captured and kept in the repositories.

How there going to make use of this repositories to create new knowledge, so if you look at the results most of the companies almost all the companies have been able to come out with new ideas, they have also implement these new ideas in the organization to be more innovative in the processes in the systems are a with the help of these ideas, are which have implemented the organization.


They have been able to create better organization, more innovative organization and they have also been able to create innovations in the systems and processes to help delivery better quality products with reduce costs and improved efficiency and this kind of things and that is why you will find that yes they have been able to minus ideas, which has come out of the knowledge management system that have implemented it very well and they have been benefited out of it also.

(Refer Slide Time: 07:05)



Task ahead for KM in IT Companies

- For effective Knowledge Management system there should be easy-to-use interface, solid reliability, accessibility throughout the target segment and utilities to mine relevant information.
- The target segment (like employees, customers, investors) needs to be taken into account before creating KM systems. The full commitment to KM from the top management is very critical in its implementation



Now you look at it, it looks very purely technical information that yes, the ideas being coming out, and the people and then you are going to implement these ideas to get benefits, but if you really want to have a good knowledge management system in IT companies, you have to see that you need to create architecture a system, a good KM system place get.

And management system make sure that remember that we talked about have user interface that is the first stage in the seven layers, now you have to create a better platform through which you can have a access policies and that is a technologies is going to be used and you also need to ensure that it is consistent and the formation is reliable you are able to access the required information okay, as a employee.

And you make sure that your make able to make use of the information that is available with the repositories, so that if you going to create knowledge management system in an organization you have to ensure that these things that the knowledge that is created level and valid, people are going to use relevant information or allowed to make use of it and you have to get better user interface for access of the knowledge.

Now the target whether it is employee are the customers and investors okay and has to be taken into consideration when you are create system, so make sure that all the stakeholders have access at different points of time okay of the knowledge management system and it is possible only when you have a commitment from the top management, because it is very, very crucial for a developing good knowledge management system.

Ultimately the resources, the burden, the commitment, the leadership support is coming from the top management system and that is why it is very, very important to get the resource leadership and commitment, commitment from the top management actually to ensure that you have a good knowledge management system.

(Refer Slide Time: 09:08)

Issues: Managing knowledge workers in a Knowledge Economy

- Embodies experience, innovation, creativity, and transformation of experience into knowledge for leveraging products or services
- Transforms business and personal experience into knowledge through capturing, assessing, applying, sharing, and disseminating it within the organization to solve specific problems or to create value

Now another issue is that today we are talking about knowledge economy okay, and workers are also called knowledge worker, how you are going to manage knowledge workers in knowledge economy, because if you look at knowledge workers they have experience they are a very, very innovative, creative and then you have to see that how these experience and creativity which is available in the form tacit knowledge transformed into is explicit form.

Which can be leveraged for producing goods and services which are very, very innovative in nature and through which you can re-benefits see that we are talking about competitiveness we are talking about globalization and we also talking about knowledge economy, the knowledge economy basically with say that the most important and valuable asset in the knowledge economy is the knowledge.

And the knowledge is going to drive's performance okay, the knowledge from experience innovation and creative the of the employees okay, so the idea is to that how we are going to transform them into explicit form, so that you can come use them to create new products and services and in order to that what you need to do is, you have to see that how these personal experiences is being captured.

That is the tacit knowledge of that people, who have long experiences to know about that the things and how to do they are very, very good in processes okay, so how led to capture SAS and apply them and that basically a talks about the role of the knowledge developers, who are going to communicate with experts and see that how the expertise could be transformed from tacit to explicit.

So they are responsible for capturing, then you also need people who are going to evaluate, the relevance and validity of these knowledge to what extent is going to be useful, then you were you are going to see that you have developed system architecture, through which people are able to make use of this knowledge and similarly also need to say that you have a system for knowledge sharing and dissemination.

That how the knowledge is going to be communicated across segments, across stakeholders within the organization, so that it helps you to solve problems and you are able to add value to the business and that becomes a very important point today.

(Refer Slide Time: 11:39)

1. Understanding Personality and Professional Attributes of Knowledge Workers

- Holding unique values
- Aligning personal and professional growth with corporate vision
- Adopting an attitude of collaboration and sharing
- Innovative capacity and a creative mind
- Clear understanding of the business he is a part
- Willing to learn, unlearn, and adopt new ways that result in better ways of doing a job
- In command of self-control and self-learning
- Willing to grow with the company

Now will discuss the major issues which is being face by Indian organization right and the most important is that you did to look at the employee itself, which is very, very behavioral natural, that is where personality and professional attitude of the knowledge worker comes into the picture okay. See each employees is different, it has its own psycho physical nature that is called as personality.

So that you have to see that the needs and expectations of the employees are different in a knowledge economy right, employees those who are knowledgeable those can perform effectively were efficient, they have certain norms value systems and also certain expectations from the organization, so you have to see that how you are going to ensure that the needs and expectations of the employees are going to be fulfilled in the organization.

In general so what you need to do is, that you need to see that how can align these personal and professional growth with the corporate, because if employees find that yes this knowledge management system is going to help them to grow personally and professionally, probably that would be more interested to go for this kind of things, they would access knowledge they will try to learn, from a new try to gain experience with a will use at the job.

And how this is going to be aligned with the goals and objectives of the organization, so that you are able to achieve your goals into profit, market share, whatever it is. So you need to see that what needs in order to, to develop and attitude of collaboration and its hearing okay, as I have told you that one major problem with Indian organization has that were employees are not ready to share the knowledge with other may be they have a feeling of insecurity.

And that is why they are not reluctant are reluctant to share their knowledge, but probably we have to understand and tell them and also communicate the importance of sharing knowledge with each other and how to going to benefit not only the person, but others because in a collaborative environment when you are going to share a knowledge with others the other person also going to collaborate and share his knowledge with you.

In that way other both the persons are going to benefit it and that is the outcome of the collaborative sharing, it is mutually beneficial and that is why it is important to make them understand the importance of collaboration and sharing, so that they come out and the you and the important point here is that you also need to create a culture for knowledge sharing and also you encourage team building, you also make it a part of the performance of file system that talked about it okay.

You are you also need to link it with the reward, probably these would things would help them are motive them and encourage them for knowledge sharing and ready to collaborate for these kind of things okay and they also need to see that you are able to develop the critical competences which is required okay, in order to see that how they are going to make use of knowledge or information that is available repositories to be more creative and innovative okay.

So that you need to develop of these creativity, for which you need to develop certain are training and development program, so that they are able to develop themselves personally and professionally and then develop both competences which are required by them to be creative and innovative. Similarly you also need to make them understand that how their work is going to affect the business.

What they are doing? What kind of objectives they have? In what way they are going to contribute to the business? These are very important, so if they have a good understanding of the business, because his a part of the business what will happen, they would ready contribute provided, they know how their contribution is going to affect in the which is okay. Similarly you also need to understand that is a part of the personality are people are not ready to learn new things okay.

So if they are not ready to learn new things okay and then they are not able to develop

themselves, so it is very, very important that you need to create a system, environment with the willing to learn new things, similarly there also ready to learn certain things which may not be useful for them, but if and at the same time there are ready to learn and willing to unlearn all certain things which are not of a very useful, probably they would be adopt new things, probably that would create better job performance for them.

Similarly they also literacy that they are able to control themselves okay and they should directed to learn on their own and that is why most of the admissions have created systems and processes and also linked what that were going to learn something level to be not only motivated and encouraged and appreciated with maybe also rewarded and the important thing is the bottom-line is the company will grow you will also so grow.

Try to link the growth and development of the people with the growth and development of the people both in terms of finance and non financially issues, so one important point that I have discuss that day how you can link the personality, professional attitudes of that workers and that developing their core competencies of workers.

(Refer Slide Time: 17:15)

2. Developing the core competencies of knowledge workers

- Thinking skills—having a vision how the product or the company can be better
- Continuous learning—unlearning and relearning in tune with fast-changing conditions
- Innovative teams and teamwork—via collaboration, cooperation, and coordination
- Innovation and creativity—“dreaming” new ways to advance the firm

So these are the important activities or skills which need to be develop right, like they are thinking in a skill they need to learn continuously, they have to our work in a team and they try to innovative and then they have to see that how they can do things in their own way, so when I talking about the core competencies of the knowledge workers which is very, very important to apply knowledge to work more effectively.

So if look at this skills include things thinking a skills okay that how can do things with its, how to do process information, how you to solve certain problems okay, so if you look at thinking skills it relates to similar things that is decision-making and problems solving, so if you have developed this skills probably, you are able to look at the decisions in a more rational way.

And similarly you will be able to solve problems that comes to you and that would help you to perform a better and that is how you can link your goals and objectives with the objectives of the organization and the important issue is that learning never stops okay, so I was talking about that you need to continuously go for un learning and re learning and re learning is learning of new things knowing, new way of things experimenting with a new things coming out with new ideas.

And that is possible when you learn and develop yourself continuous and similarly you should unlearn those things which have off late and outdated because if you stop. Learning probably what will happen become off late, outdated and that is why it is very, very important continuously learn and then you also need to work in teams, because if you are work in teams probably of that helps you to do certain things like problem with work in a more collaborative environment.

A where to cooperate and help each other and that is a that is where it is required to coordinate your activities with other were other people are nothing and if you do go for this kind of things probably to more innovative in and ultimately you need to experiment with you need to develop lateral thinking and thinking out of the box, that how you can think out of the box, that is how can be more creative in approach.

Or how can develop or how can think about new ways of doing things or how you can experiments with new things provided organization for these kind of things and so the second what most important thing is that you need to ensure that the in knowledge economy people develop those little competencies, so that they are able to apply a new knowledge in the organization.

(Refer Slide Time: 20:28)

3. Facilitating a culture.

- Those in charge of KM initiatives need to create a culture of knowledge sharing to implement KM.
- The time tested and effective way to transfer knowledge is for people to find others who have it and talk to them
- Employee attitude towards radical change in the ongoing system

Third is facilitating culture is that we are talking about is the culture is a very important factors okay, so you will have to create a culture of knowledge sharing, so that people are ready to share their knowledge with each other and that basically benefit that KM thing to develop KM system in a better way.

If you are going to share the knowledge and advantages that to be able to transform knowledge as a knowledge into explicit form okay, and how are going to do it, either that talked about it collaborations, to team effort okay, through incentives, you can encourage and motivate people to come out with knowledge sharing and then also need to is ensure that the top management commitment support for knowledge sharing is available to you.

And then you have to see that how employees things about the these kind of thing that is happening in the system, because if they thing that the things are being transform slowly okay and it is helping them then and they are going to be benefit out of it probably they could find out of this kind of system. Similarly there find that of a some transformational changes are going to be there and this is how the going to help the organization.

And this is what they need to learn for need of radical a lot of formational changes which is likely to happen in the system probably they would motivated far that, provided you have created a culture in the organization.

(Refer Slide Time: 21:51)

4. Having a KM Strategy

- **Actively Managing Knowledge**
- **Expert Individuals Provide Insights**
- **Development of Critical Capabilities**
- **Ease of Availability of Information**
- **Sensing and Understanding meaning and values**
- **Structure the Institutionalized Goals**
- **Link individual learning with organizational learning by creating processes and system**
- **Identify Knowledge Assets and easy to use interface**

And then you the last point here is having a KM strategy, when we are talking about KM strategy that it is very, very important, so the knowledge management strategy should be designed in such a way so that were able regularly manage update your knowledge management system okay. So you need to maintain an updated knowledge management system regularly.

So that it does not become updated okay, make sure that experts are able to provide their knowledge are insides which is being which is available tacit farm and it is being captured by are knowledgeable developers explicit farm and similarly was so need to ensure that capabilities of the people are aligned with these kind of things. So that they are able to make use and create knowledge okay.

And also make sure that you have a bit would you to user interface for access of the information, so that you can access these kind of information and you should also understand what is happening, the meaning and the values of a different kind of activities that is happening, how KM system is being strategically aligned with the goals and objectives of the organization, in what way it is going to add value to the business okay.

Similarly also need to see that the goals and objectives of the organization is percolated down to the unit level, to the department level in the Individuals, so that you, you can see way you are going to contribute to the goals and objectives of the operation okay through departments its units okay, and you also to see that you need to create a learning system in the process in organization through which you continuously learn.

Scrutiny development activities system, you also need to develop a good HRD system, for employees development, so that individuals will learn continuously and if individuals are learning this with and that is nothing else but that is how organization are learning and any formations are learning probably going to minus knowledge in better way there could be more creative and innovative.

Similarly also need to identify assets in the knowledge okay, what are the different knowledge areas were you have core resistant, which could try to complete advantages, so if are able to identify your assets in terms of knowledge that you have, probably you can make better use of it and then make sure that people have better interface to make use of these knowledge access in order to be productive and effective.

(Refer Slide Time: 24:14)

Current issues of Knowledge management in Indian Companies

- *Cultural diversity and wide disparities in the extent of up-to-date infrastructure make managing knowledge challenging in developing countries like India.*
- *Cultural diversity and infrastructural gap issues are also related to a variety of government, educational, political, social, and economic factors.*

Now if you look at the some of the current issues of knowledge management Indian companies this wide gap, so far infrastructure concerned and as culture is concerned is so these are two major issues today so cultural diversity as well as Infrastructure gap okay, which is happening okay in a country like India, so this is available important issues, when I am talking about cultural diversity insular we have people from different cultures okay.

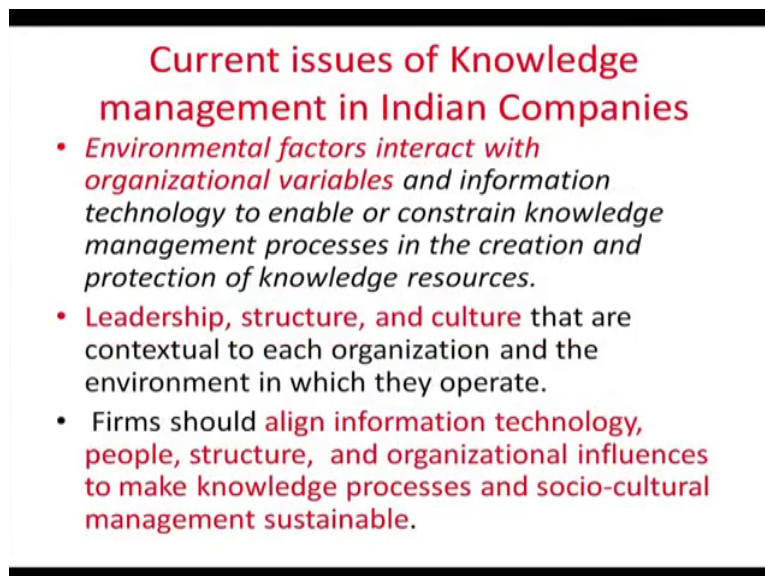
So whether this culture then facilitate are not those this can also be used as strengthens and weakness okay because each culture talks about something that is good okay, this is going to organize them this are the cultural diversity probably, you need to use this them have different cultures and then you see that how it would be integrated okay and the important issues infrastructure gap, this a lot use gap between infrastructure of many public and private

organizations.

And that it is you will find that you need to create are infrastructure which could be related to IT and non IT part both, so that you are able to develop good knowledge management system okay. If you look at many government distributions okay are you will find that they do not have the infrastructure that IT infrastructure that is required many private sector have put infrastructure okay.

Similarly also to find that we are talking about the infrastructure that is required for a good knowledge management system in our nations, you need support from various stakeholders okay maybe you need a political support from the government, also need social and economic support which is a very, very required to able to fulfill the infrastructure gap which is currently existing.

(Refer Slide Time: 26:01)



Current issues of Knowledge management in Indian Companies

- *Environmental factors interact with organizational variables and information technology to enable or constrain knowledge management processes in the creation and protection of knowledge resources.*
- **Leadership, structure, and culture** that are contextual to each organization and the environment in which they operate.
- Firms should **align information technology, people, structure, and organizational influences to make knowledge processes and socio-cultural management sustainable.**

Now we are talking about external factors that is nothing else but environmental factors okay and these external environmental factors basically are going to impact organization, so for example how IT is going to help you whether it is enabler or whether it is creating certain constraints, so IT is definitely an enabler so if you look at how environmental factors are going to interact with organization variable.

So that you will find that yes IT has a major role play you need to create IT infrastructure in place okay I will make sure that it does not create any kind of constraint and that is how you will be able to create and protect knowledge resource okay and then

important things is we are been talking about the leadership structure and culture issues it is very, very important and I early talked about that yes commitment and support from the disease required.

You also need a structure in place where you have the knowledge officers, Chief knowledge officers, chief learning officers, who are going to reports through it to the CEO and ensure that knowledge management activities takes place and similarly also need to create a knowledge sharing culture, so these are the contextual factors which is very, very important for the organization.

And also ensure that your IT your employee attitudes and behavior the structure dimensional okay, which are going to influence your knowledge processes are much more sustainable otherwise you are not going to benefit okay from a knowledge management system.

(Refer Slide Time: 27:34)



**Most admired knowledge economy
(MAKE) Award**

- **The Global MAKE study** is a measure of the *rate at which an organization is transforming its tacit and explicit corporate knowledge into new enterprise intellectual capital and increased shareholder value (or in the case of non-profit and public organizations, stakeholder capital).*
- **Accenture and Microsoft** are the only organizations which have been recognized as Global MAKE Winners every year since the MAKE research studies began in 1998

Now I am to going to talk about another important issues, is very, very important that a on a global scale there is a award is being given for effectively using knowledge management system and this is no rise most admired knowledge economy award, this is known as MAKE award, it basically talks about how organization are transforming its tacit knowledge into explicit knowledge okay.

And how they creating inflectional capital okay and that is how it is adding value the business okay, so if you look at the MAKE award you will find that there two global companies that is Accenture and Microsoft okay, which have been recognized in the global make winners every

year since it has instituted in 1998, so these are make a what is being used as a criteria to see that whether the organization is really able to transform its tacit.

And exquisite knowledge for the benefit of the organization and create better intellectual capital, so these are the only two companies which have been the winners.

(Refer Slide Time: 28:44)



Most admired knowledge economy (MAKE) Award

- Knowledge performance dimensions which form the MAKE framework
- developing knowledge workers through senior management leadership.
- developing and delivering knowledge-based products/services/solutions.
- maximizing enterprise intellectual capital.
- creating an environment for collaborative enterprise knowledge sharing.
- creating a learning organization.
- delivering value based on stakeholder knowledge.
- transforming enterprise knowledge into shareholder/stakeholder value.

• Three Indian firms are there as winners | 2016- TATA group, Infosys and Wipro India Limited. These companies have won it a number of times

If you look at the criteria okay for this are most admired knowledge economy winner, are they have a seven dimensional that used that is how they have been able to the develop knowledge workers from management leadership, which have been able to deliver knowledgebase product services solutions okay, whether you have been are able to appreciate the knowledge intellectual capital okay.

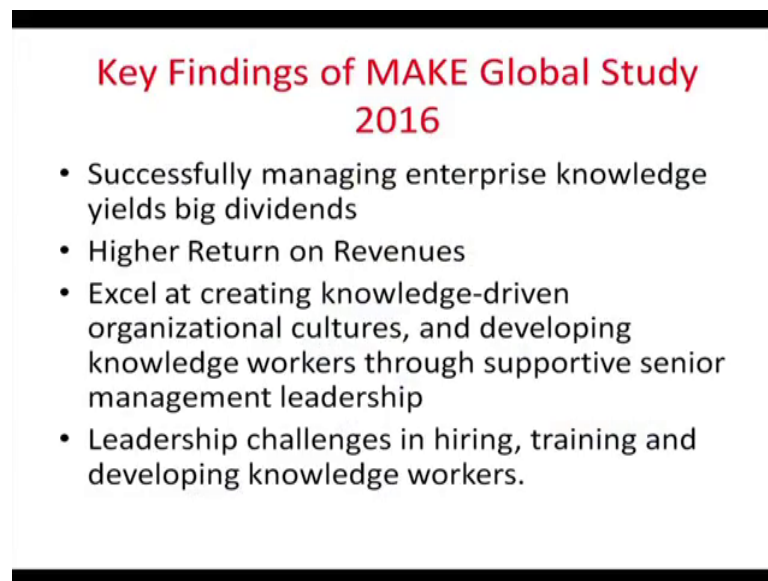
Whether you have been able to create a collaborative the enterprise knowledge sharing, whether your been able to create an null learning organization that is continuously improve inverted simple that is the organization, that is able to continuously improve and innovate itself and that is when you are called learning organization and whether your are able to add value to the business are reliable able to create value for different stakeholders.

And finally able to able to transform enterprise knowledge into shareholder value okay, now if you look at the case of Indians, three Indian firms have been able to, are been the list that is TATA group, Infosys and Wipro India and these are actually a part of the new global award winners out of 30 companies in 2016, at least TATA groups Infosys and Wipro India they have make it to the list and they are part of the MAKE award winner.

So this shows that these three companies have been able to do a lot of work at least they have been able to work knowledge workers, in the develop knowledge workers they have been able to deliver knowledgebase product and services, they are able to create intellectual capital, they have created a culture of knowledge sharing and they have been continuously improving innovating themselves and the lead delivered value to the organization.

And if you look at some the important findings;

(Refer Slide Time: 30:24)



**Key Findings of MAKE Global Study
2016**

- Successfully managing enterprise knowledge yields big dividends
- Higher Return on Revenues
- Excel at creating knowledge-driven organizational cultures, and developing knowledge workers through supportive senior management leadership
- Leadership challenges in hiring, training and developing knowledge workers.

And it is so that yes these companies which are in the list have been able to manage their knowledge very well, which has resulted in a big dividends for the organization, them what gone for high revenues increase, their profit margins have been increased, market sharing profits of one of it okay, and they have created knowledge driven culture and develop the knowledge workers through senior management leadership.

And they have been able to see that they are able to train and develop of good knowledge workers and that is how the experience of the knowledge management, especially IT companies considers similarly.

(Refer Slide Time: 31:01)

Key Findings of MAKE Study

- Firms continue to struggle to create value through **managing other 'people' issues**, including improving the skills and capabilities of knowledge workers, creating learning organizations, and working in partnership with customers/stakeholders.
- Many organizations are **failing to address the rapidly changing digital world of social media and the customization of the customer experience** in order to create a competitive edge.



Other certain issues which suggest that they done it that an to look at certain issues like people related issues, will need to develop s resultant capabilities of the people to create learning organization and available and your are yet to work in partnership with your different stakeholders and customers. Similarly many of the awardees have not been able to adjust the digital world of the social media and the customizing of the customer experience experiences that is willing to work.

If they are able to it do it probably would be able to create a better is for the organization and to compete by that, thank you very much.