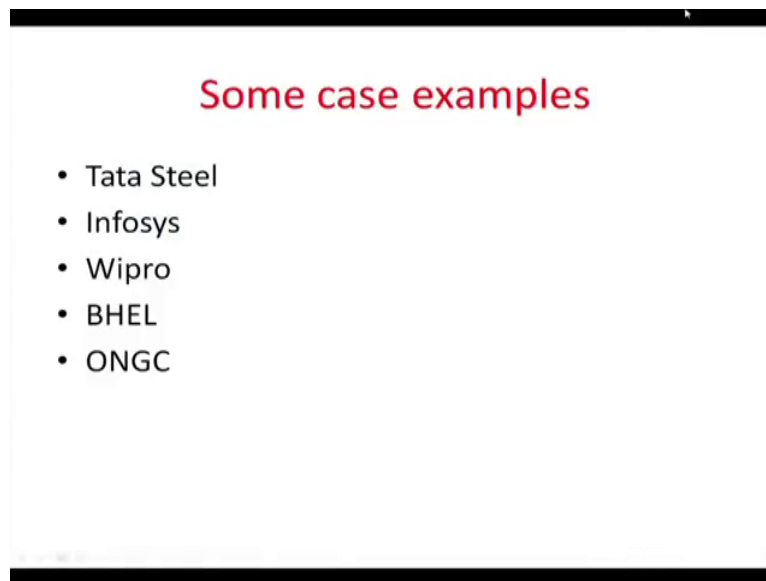


**Knowledge Management**  
**Prof K B L Srivastava**  
**Department of Humanities and Social Science**  
**Indian Institute of Technology Kharagpur**

**Lecture – 38**  
**KM Practices of Select Industries (Contd.)**

So Good morning are available to take up some cases examples from select industries, from different sectors, to see that how they have implemented knowledge management strategy  
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What are benefits they have arrived and what are the processes that they have used and if remember before the we talked about the how KM industry, in KM are various type of industrial the manufacturing are ideas in public and private sector have a KM that this a good technically they are doing a better. But so far other factors are concerned likely the leadership, culture sharing, these thing are still lacking in most of the companies in India.



So we are here taking some examples and discuss it one by one to see that how KM as been in implemented in these organizations, so we start with the TATA steel.

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## KM in TATA STEEL

### KM strategy at TATA Steel

- ❑ **Codification (Tacit - Explicit - Tacit)**
  - Capture, Deploy and Use.
  - Knowledge transfer is independent of time and space.
- ❑ **Personalization (Tacit - Tacit)**
  - Knowledge transfers across divisions, departments/Customers/Suppliers : K-Communities, CVM, RVM, SVM.
  - Knowledge Manthan (Churning) for shop floor employees.
- ❑ **Knowledge Diffusion**
  - Usage of K-Assets (KP, CoP, Projects..)
  - K-debates.
  - Quizzes.
  - Knowledge Manthan.

TATA steel, is a big company into are in steel sector and if look back at the Tata steel are you can see that what is exactly what enough strategy, they have so that they can get certain benefits, so they have that they kind of a strategy basically, they go far codification so that our tacit knowledge is transferred into explicit knowledge and they have a system for capturing deployment and use of knowledge management.

And the staff are available end of time and space so they have a system which is connected through the net you can see the picture that yes you can always have access to information any time anywhere and that is how they have been able to develop knowledge management system, which is an annual avenue basically a is they are trying to capture knowledge of various processes of systems, value being used by people in the operation.

So that it is make tax explicit and then again from moving from expected to tacit, so that people are able to make use of it and learn from it, get certain insights and then try to use it and then there further sharing, so it is a cycle, of collaboration that: tacit to explicit, that similarly they have also relevant far are personalized are systems and you go far knowledge and sharing knowledge at a personal level and that is known as tacit to tacit.

Where people are interacting, collaborating and sharing the knowledge across groups, division and units and they have also created knowledge communities and which include the various stakeholders like employees, various departments, customers, venders and also and they have a these commodities, especially related to say customers management, say relationship management, or the suppliers management and that happens usually through

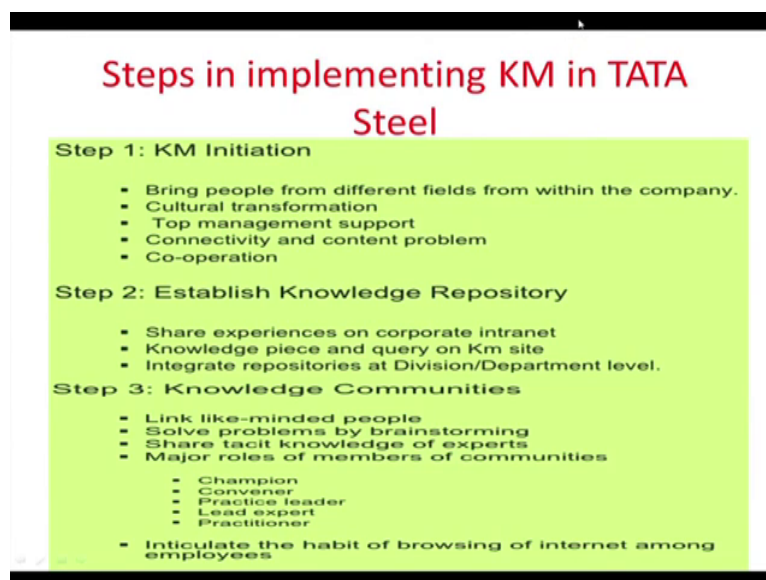
knowledge communities.

And similarly they also have by idea is no rise knowledge management and that is charming and for who are people were working at the shop floor, the basic idea of having this knowledge method and in that a lot of so the people were our working shop floor, from very long period and they have gained a lot of experience and insight into working and they can better tell that how to improve systems and processes.

And that is how they are using these are shop floor employees, to come out with ideas which could be implemented organizations but improving quality, efficiency, productivity in this kind of things. Similarly also have a system of knowledge diffusion and our which is no rise knowledge assets, so knowledge assets were like are they have created knowledge programs, committee of practices, and projects through which they try to, say that the knowledge defuses across verticals horizontally also.

And they also see to it that how it is going to be used by the people, so they are conduct quizzes, seminars, conferences, and debates okay. Are ready to idea generation use and also how we can improve out the knowledge management system, so that we have better distribution and assimilation of information.

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So with these strategies, if you look at how the KM system has been implemented in Tata steel, they follow three major and steps that is KM initialization, then they have established repositories and finally they have great knowledge communities. Now at the first is if look at

it knowledge that management initiation, they basically got people different backgrounds and different function areas and also of one for cultural transformation.

The culture transpersonal basically helps facilitating knowledge sharing okay and at the same time have made it sure that there is enough support from leadership, in terms of resources, commitment from the top management okay and then also will look into our IT issues, facilities and infrastructure issues, that so that the limited connectivity and content is available to those who require.

And they have got co-operation and always steps are at a then initiation with they have try to bring end of the knowledge management system and at the same time they have also created their repositories, these repositories basically include the will a knowledge that is shared by the people were the Internet or intranet and they have also created portals and blogs with the try to see that if there is any query from anyone on the knowledge portal, it is being answered by somebody.

So the knowledge that is created can be useful and they have the also created explicit knowledge, for their people at different levels, senior level, junior level and also at the department level, so that people do not need to look for knowledge elsewhere, so these they the knowledge is available in codified and classified form, for different departments so that they can have access it, without wasting the time and resources.

Then they have created communities alike told you that they have the try to see that how to plan to facilitate and collaborate, as they should that so that that create, is the people who are interested in such activities okay, so they have will try to see that those who want to lose were interested such like-minded, like-minded people come together and form knowledge communities and they have also use brainstorming, which we have already talked about it.

Which is going to help basically to start with first, idea generation and at the second this stays however you will desire and list the conclusion that, whether it is and be useful are not. And they have also try to see that how they can capture the expertise, how the knowledge which is there with the experts that is basically available in the, tacit knowledge and an they have to see that how different communities of people specially our they have created for purpose.

And they have instituted are certain categories of people like knowledge champions, can winners were going to coordinate these kind of activities, in this leaders were valued experts, lead experts are those who are going to one it activities across experts and then practitioners knowledge management practitioners and all this communities basically try to see that they are able to facilitate the process of knowledge sharing and that is out with to be useful right.

Apart from these steps that have been done;

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Development of KM in TATA STEEL			
PHASE -1 (1999-2000)	PHASE -2 (2000-01)	PHASE-3 (2001-02)	PHASE-4 (20002-03)
Create Awareness	Knowledge communities Kick-off	Design KM Index	Involvement of supervisors
Design Processes	Security system in KM portal Introduced	Design community index	Focus on knowledge creation by communities
Design Systems		Deploy KM processes across organization	Virtual communities
Launch of KM Portal		"ask expert" launched	Customer and supplier knowledge
Create success stories		Recognition system introduced	

You can also see that will somehow the this knowledge management system, a revolver a period of time, at the first place in this knowledge management system was adopted by Tata steel, 1990, year 2000, basically they were trying to create awareness that how it be useful, are what enough system processes in place and then now they are actually launched important KM portal at this stage.

And then they also try to see that what in the benefit is that going to get out of this knowledge management system and then whatever the hot we have is that they had the title actually put it on the website and then so that people could see that what are the benefits of having a good knowledge management system. Second phase basically the try to they develop up communities of knowledge people okay.

And then they also try to see that our how then can knowledge portal that is going to be used by the people is secure and safe, and then they also try to create an the third stage, which is known as KM index, it basically talks about, how much knowledge been created, what is the

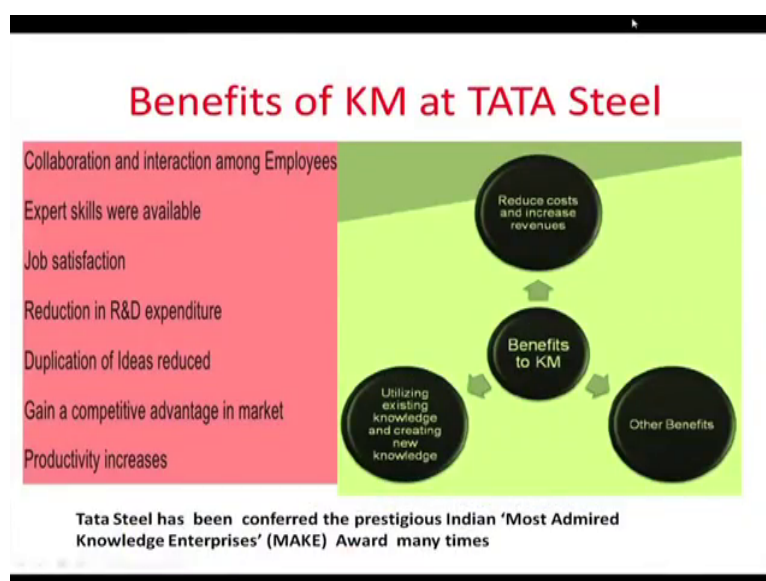
status of the repositories and the extent to which people are going to make use of it and also try to see that commodity index that what is the status of the community and that is officiating and appreciating.

And at the same time they want to see that what are the different processes which is being inducted across organizations and then they also are launch on the example basis of expert, so any person can ask a question related to solving a problem to expert and expert supposed to answer these questions through net or other mediums and then they also introduce recognize system with people were sharing knowledge, were creating knowledge.

Who were going to use knowledge for the benefit of the organizations, is being recognized, in terms of rewards, incentives and other things and the last will also try to make it more participatory will by involving supervisors in the process and the focus was more on not in are creating knowledge, instead of transforming tacit to explicit, but they also try to see that new knowledge is created, so that they can improve systems and processes in the products.

And are at the same than they also try to create not physical community, digital communities, so through which people are connected and then the try to share their knowledge and ultimately the also included the customers and suppliers into this network of knowledge management system and that processes still going on. Now if look right so the benefits that have been derived by Tata steel.

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Like they have been able to see that the better collaboration, to track their employees, are the

could find that yes expert eyes available with them, people are more satisfied will job and have is certain benefits monitor benefits, like reducing the cost on R and D activities of it a lot of the ideas which are duplicated, the reduce because variables were going to integrate all, that you will can see, whether duplicates is there and then can these the ideas are deals.

Similarly that help knowledge that the Tata steel to gain a competitive advantage in the market and that also had them to increase the productivity, so if look at the benefits are basically were able to next and investing knowledge and also create a knowledge, the also will also to reduce costs and increase revenues, profits and other things, but the certain other benefits which are implied the test are also satisfied.

With whether in being a part of it in this say that how knowledge sharing these activities has really not only help them, terms of their personal professional development at also the armies growth and development, Tata steel, has been conferred with the prestigious MAKE award, more than 6 to 8 times, the most admired knowledge enterprise award.

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**Future of KM at TATA Steel**

Tata Steel plans to link e-learning with the KM repository and KM communities,

Devise an intellectual capital index, network with retired employees,

And develop employee skills for better externalization of knowledge and integration with the customer's knowledge...

*"The key to business modernization in 21<sup>st</sup> century is not just through the expenditure of huge sums of money to create physical assets, but orienting people-the greatest asset-towards meeting the opportunities and challenges of the future."*

Look at this that one to use this are the Tata steel, so the what they are going to do is that the learning process with these KM repositories or KM committee, so that you can go for personal, professional growth and have also try to create intellectual capital index and they are also trying to get that experience them, make use of the experience of those of the organizations who are retired.

So that that long experience and knowledge inside that they have could be transferred to




explicit and this has also venues far employee growth and development and similarly also try to see that how they can integrate not only the knowledge of the employees, but also the knowledge that the sites with the customers and venders, so that it could be part of the knowledge management, so the idea is that when they are going to twenty first century, they would be able to satisfy the requirements of the customers, okay.

They are not only going with only physical assets but also going to see that people are having those physical competences which is required for competing in the future.

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### KM at Infosys

- In 1999, Infosys introduced a formal KM system In order to maintain uniformity in knowledge dissemination,
- Kshop, a knowledge portal was launched in year 2000.
- KM group introduced KCU's (knowledge currency units) in 2001 to encourage employees to use and contribute to **Kshop**
- KCU scheme was modified and emphasized on knowledge sharing and visibility rather than monetary rewards in April 2002.
- After these changes the quality contributions to **Kshop** increased. By 2005, Infosys had highly sophisticated KM system in place.
- Nov 2005, "Infosys inducted into Global MAKE Hall of Fame (3 consecutive years)"



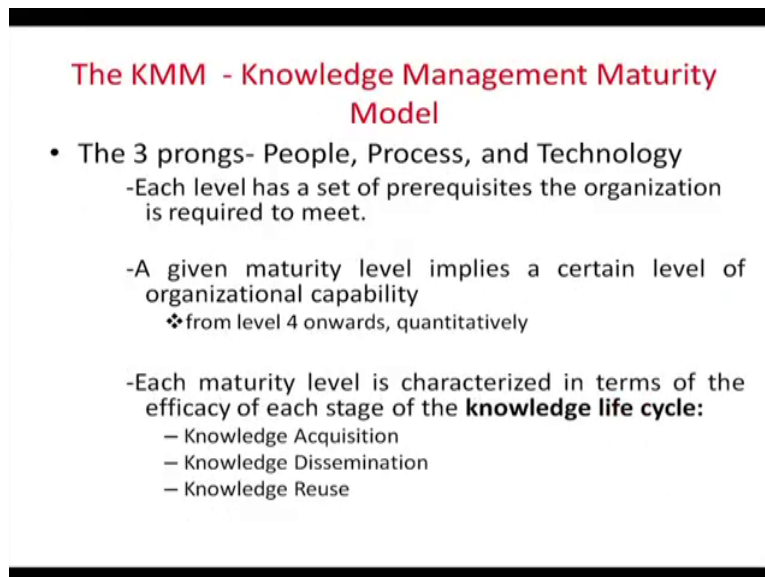
So after Tata steel, we will discuss and the entire major company which has initiated knowledge management in big way an IT company Infosys and if look at Infosys they basically started a knowledge management system way back in 1990, then they also launched last portal that is K shop in 2000 and they also introduce knowledge currency units in 2001 and it is that that is all you can use and contribute to knowledge shop.

And if look at knowledge calculate it was again modified and the emphasis was placed more on knowledge sharing and usability then getting monetary rewards and they also style further the try to see that the kind of contribution that were made to the knowledge shop, the verticals the quality of the contribution that was made to the knowledge shop and then by 2005, Infosys had a very good knowledge management system.

And to it also now is a part of the MAKE global award system and start with 2005 and now again in 2016, it is therein the list.



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The KMM - Knowledge Management Maturity Model

- The 3 prongs- People, Process, and Technology
  - Each level has a set of prerequisites the organization is required to meet.
  - A given maturity level implies a certain level of organizational capability
    - ❖from level 4 onwards, quantitatively
  - Each maturity level is characterized in terms of the efficacy of each stage of the **knowledge life cycle**:
    - Knowledge Acquisition
    - Knowledge Dissemination
    - Knowledge Reuse


Now if look at the knowledge management system that they have adopted, it is actually they have develop the model which in my knowledge management maturity model, are which is an analog with what we call the people ability maturity model set is not exactly PCM but it is are basically related to how the going to evolve and develop knowledge management system in the organization.

It has three prongs, that is people orientation, process orientation and technology and each level has like requisites and then depending upon the level of maturity again, you have to see that what kind of capability to reach to that is required, so that you can reach to that level of maturity. So depending upon the capability it is decided that okay that maturity level and then each as maturity level actually is characterized by efficiency and on the knowledge life-cycle.

In terms of acquisition, dissemination and use visual that how are acquire knowledge, how are going to distribute knowledge and extent to which to make use of knowledge.

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Level—Organizational Capability Mapping				
Level	Capability			
1	Default	Undefined		
2	Reactive	Basic repeatability		
3	Aware	Restricted data-driven decision-making;	Restricted leverage of internal expertise;	Ability to manage virtual teams w



Now if look at this first it is by default and defined basically, seconded basically reactive valuable to see that the certain things that is being repeated very you and at the third stage basically you are trying to make them aware and it is this it is more restricted data driven decision-making basically and then you try to learn the a leverage are internal expert, internal efficiency and also try to focus on which will are working together.

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Level 1: Default	
❖	Conviction in anything other than survival-level tasks low.
❖	Belief in formal training being the sole mechanism for learning; all learning is reactive
❖	Organization's knowledge is fragmented in isolated pockets, and stays in people's heads

Then and then moving to the next level have to see that yes at the first level yes it is basically and thinking that the yes this is required for survival skill, so the people need to be convinced at this level and then it which trained a for the role, so that the live certain things which is very much which is basically a prerequisite and that the knowledge that was are residing without disbursed fragmented in different units and profits above organizations and also in the people said shall basically tacit the nature.

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## Level 2: Reactive

- The organization shares knowledge purely on need basis
- Routine and procedural knowledge shared




The second level was more reactive, are very you try to see that people are going to share the knowledge and upon the requirement and the kind of knowledge that were shared was morally lab mostly a routine and procedural knowledge that how to perform and out, of this kind of things, but it was not very useful.

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## Key Result Areas - Level 2

- **Knowledge Awareness (People)**
  - Awareness of knowledge as a resource that must be managed explicitly ("somebody-else-should-do-it" syndrome!)
  - Senior management recognizes need for formal knowledge management.
  - Knowledge 'database administrator' role
- **Content Capture (Process)**
  - Knowledge indispensable for routine tasks is documented.
  - Database of knowledge exists (usually disparate formats)
  - Content compilation done reasonably well but creation still ad-hoc
  - Content management responsibility dispersed through organization.
- **Basic Information Management (Technology)**
  - Rudimentary knowledge-recording systems in existence
    - diverse data formats, fragmented data, low data integrity, high data obsolescence
  - Systems support routine and procedural sharing.
  - Online and technology-based learning mechanisms put in place reactively.

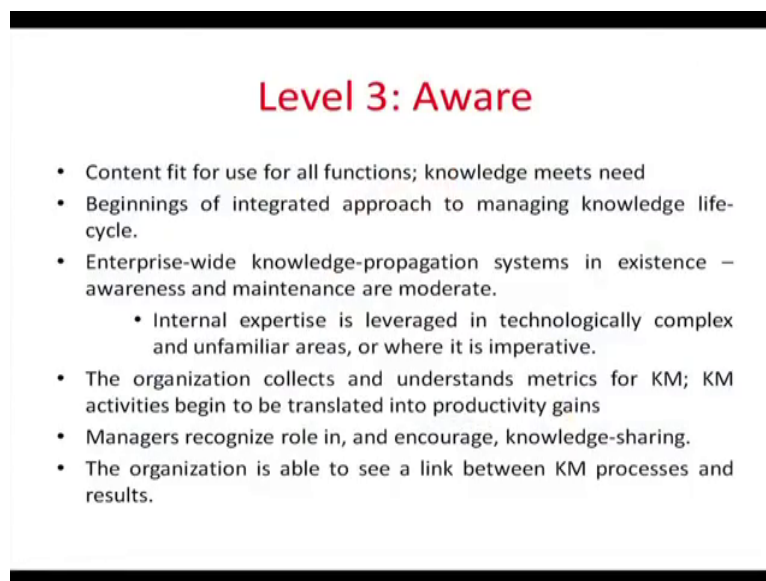


And if look at that has resulted a that was expected at this level that knowledge awareness how deployment aware of the knowledge and then you have to see that yes formal knowledge man system and then knowledge, administrated going to be in charge of the and database right, then second level the you basically the also try to focus on the processes that how was knowledge with to be used for different kind of things out of going to document it.

And how the compile the content is going to management compiled, who is responsible for this kind of thing so basically are this was related to creating acknowledgement architecture and however read repositories and then ultimately woo also try to look at the role of the technology in the process, because that you have to see the KM system is more IT driven, so that you can have a systems is more integrated it.

And you this would the place in data redundancy is not there so these can of things are and then it to see that however to make use of the site the system far knowledge sharing so they also try to create this kind of things.

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**Level 3: Aware**

- Content fit for use for all functions; knowledge meets need
- Beginnings of integrated approach to managing knowledge life-cycle.
- Enterprise-wide knowledge-propagation systems in existence – awareness and maintenance are moderate.
  - Internal expertise is leveraged in technologically complex and unfamiliar areas, or where it is imperative.
- The organization collects and understands metrics for KM; KM activities begin to be translated into productivity gains
- Managers recognize role in, and encourage, knowledge-sharing.
- The organization is able to see a link between KM processes and results.

The third level basically try to get more and more awareness make sure that is the content that is available is to be useful a different requirements and then will try to look at the knowledge life-cycle miscue try to see that yes the knowledge are available at different levels at the enterprise level, at the unit level, at the Department level and then you also try to see that the nature of the knowledge that would be required.

And then how to are leverage is that the expert eyes to transform tacit into explicit using technology and then the you the also try to see that how knowledge management you elevated using a different kind of metrics and financial and non-financial metrics like with this is earlier like benchmarking, balances are similarly return on investments knowledge management activities and then you see that how managers can facilitate knowledge sharing the process.

So that would help you to see the link between KM processes and outcome that is associated with this.

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### Key Result Areas - Level 3

- **Central Knowledge Organization (People)**
  - Dedicated KM group for infrastructure management and content management.
  - Processes and roles well-defined not below CMM level 4.
- **Knowledge Education (People)**
  - Training in KM processes for KM group;
  - Formal training program for contributors, users, facilitators, champions, etc. with feedback
- **Content Structure Management (Process)**
  - Ability to structure, categorize, access content
    - Integrated logical content architecture exists.
    - Knowledge content is augmented with pointers to people.
    - Knowledge is structured
      - a taxonomy of knowledge topics
    - Content management process defined.
      - creation, editing, streamlining, publishing, certification and maintenance
    - Process is owned by a central knowledge organization
- **Knowledge Technology Infrastructure (Technology)**
  - Single-point access to knowledge available across the organization (knowledge is not integrated – only access is available)

So if you look at this level it basically they went for as repositories are Central repositories and for that actually had a group for infrastructure management responsible for this, then you also try to educate people so that they can use it and then you also try to see that how people are will to make use of it, to view collected as sorry that connected formal training program possible for that they can make use disseminate, facilitate create champions.

And then also try to see that how the repositories going to be structured while the content is concerned, so you created architecture for knowledge management system architecture, to see that how would define classify knowledge to different activities again and then you have content management process in place for editing, sharing, publishing, certification and maintenance of our knowledge.

And finally you have that the technology base is basically help you to do it right.

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## Level 4: Convinced

- Enterprise-wide knowledge-sharing systems in place – quality, currency, utility, usage high
- Knowledge processes scaled up across the organization.
- Organizational boundaries breakdown as knowledge barriers
- Quantification of benefits of knowledge sharing and reuse at org unit level – business impact clearly recognized
- Feedback loops are qualitatively better and tighter.
- Ability to sense and respond proactively to environmental changes



The fourth level data you can that yes it level much important, so at this level are the organization try to scalable things and processes and it went beyond of the body of the organization, you also include others in the process and then also try to see that what are the benefits of knowledge sharing and what are the business impacts and finally also created the feedback loop at different levels from employees, customers and vendors.

To see that how the system is working with, that is affected, whether it is able to provide good results are not and finally and at this level basically you try to see that yes it was customer enabled, in a looking you had technology in place in you also created then the processes more updated and live, so that people can use it and also infer our confirmation offer knowledge to try to see that how to integrate and manage the entire content.

To you need some rules for conservation try to qualifying classified link certain rules of logic so that people can make use of it.

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## Key Result Areas - Level 4

- **Quantitative Knowledge Management (Process)**

- Knowledge creation, sharing reuse levels are measured quantitatively
  - variance across the organization low.
- Benefits of knowledge sharing and reuse at the individual project / function level quantified.
- Capability baselines are created and used.
- Content management process uses quantitative data.



Now here the process more you can say quantify, so you try to see that when valuable to create a share knowledge with could be measured quantitatively and then also try to share the benefits of knowledge sharing and went going to make use of this knowledge, at different levels the extent to is the going to make use of it. The idea is to come quantify the use of knowledge, not only knowledge creation but also knowledge sharing.

And also use so that you can measure the impact and then you also see that how the content manage processes going to be quantified.

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## Level 5: Sharing

- Culture of sharing institutionalized; sharing becomes second nature to all.
- Organizational boundaries irrelevant
- Knowledge ROI integral to decision-making
- Continuous tweaking of the kdge processes
- Ability to shape environmental change; organization becomes a knowledge leader




And at the fifth level it is more important, try to look into certain behavioral aspects, like creating culture of sharing and then you also try to see that knowledge management system not were going to help only people or employees, but moving on that and then you also try to



see that yes what are the return on investment of the knowledge management source of whether the decisions that is taken based on the knowledge management system very useful are not, the increased benefits that productivity, efficiency or not and then also try to see that how various environmental influences are going to impact this kind of activities.

And then you also develop the knowledge leaders in the field by appointing CTO, CEO and these kinds of things.

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**Key Result Areas - Level 5**

- **Expertise Integration**
  - Content and (human) expertise available as an integral package.
    - appropriate expertise is available to help understand content and tailor it to specific need.
- **Knowledge Leverage**
  - Ability to measure contribution of knowledge to competence
  - Availability of knowledge inputs needed to perform tasks is guaranteed in quantitative terms.
  - Knowledge processes continuously tweaked: performance measures used to improve content management and technology infrastructure
- **Innovation Management**
  - Organization has the ability to assimilate, use and innovate based on ideas both external and internal. Processes exist for leveraging new ideas for business advantage.
  - Knowledge base considerations explicitly used in taking on a new customer / project

Then at this level basically are the going when far more and more integration and then you try to see that how can leverage knowledge management system further development of the organization for both so try to major in quantitative and qualitative terms work and you also try to see that extent to which it is going to willing the innovation, ultimately were going to create knowledge management system to see that how to going to be used by people.

To be more creative, innovative and come out with results in terms of improvement the processes and products, so that was very, very important for the organization.

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## KM at Wipro

- The KM initiative at Wipro began in 2000
- The KM process at Wipro has three stages-
  - **First stage** assesses the competencies of people, establishes the desired competency levels and current gaps and designs relevant training to bridge the gap.
  - **Second stage** attempts, through the use of technology, to retain the knowledge within the organization in a manner that can be accessed by people on demand.
  - **Last stage** involves people continuously using the existing knowledge base, augmented with research to deliver higher value to the customer.

Now if you look at this, probably as I told you that a different level, they try to do different things right the first is that try to create competency, second stage they try technology and ended at the last is they try to see that how they can augment are and then other things to create a knowledge base is going to be very, very useful.

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## KM at Wipro

- **Leadership in KM**- Top management commitment, with the CEO driving the initiative to ensure the success of this movement in Wipro
- **Building a collaborative learning environment and culture for KM.**
- **Infrastructure for KM** -leveraged its existing IT infrastructure to capture, store and share Knowledge across the enterprise
- **Developing metrics for measurement of continuous improvement**



And then they also try to look at some, some other issues that how what kind of leadership would be required, so what Chief Executive Officer who will try the initiative and ultimately their try to appoint Chief knowledge Officers and have a separate knowledge management unit in the organization, then also try to create building and learning environment and accordingly you try to the IT infrastructure.

And also evaluating the knowledge management system the develop certain metrics both

qualitative and quantitative for measuring the impact of knowledge management.

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### Standard Knowledge Management Process at Wipro

Knowledge Management is done in Wipro through online portal known as **Knet** where employees could share their articles and it is made accessible to all other employees who wishes to refer.

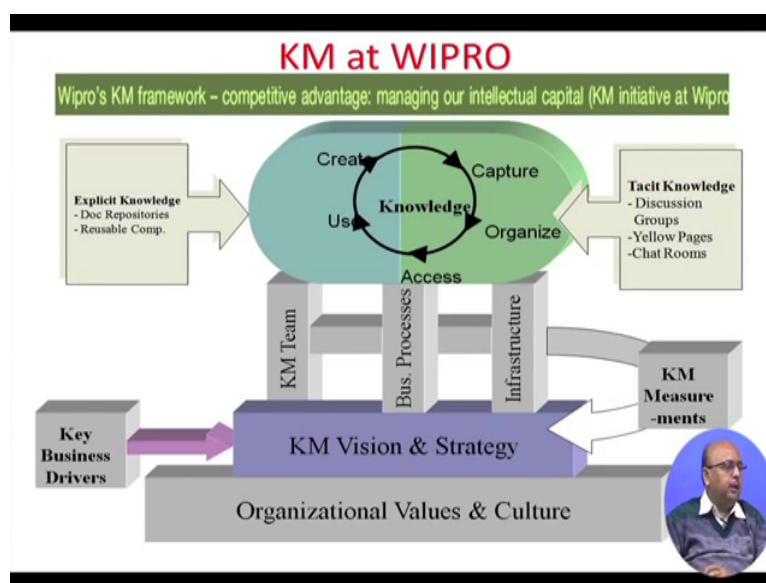
Knet also has online courses for study purpose for Wipro's Internal Assessment.

It also has information about tests undertaken by employee and option to apply for any certification.

So if look at how it is done, they have online portals through which it is known as KNET through which you are going to store anything and then it also offers courses for professional development of the employees and then you can also take test to see that the extent to which you have been able to do it annual a certified for certain things, if you are able to do it successfully.

And that is how people are able to use this knowledge let that out online portal of at the Wipro.

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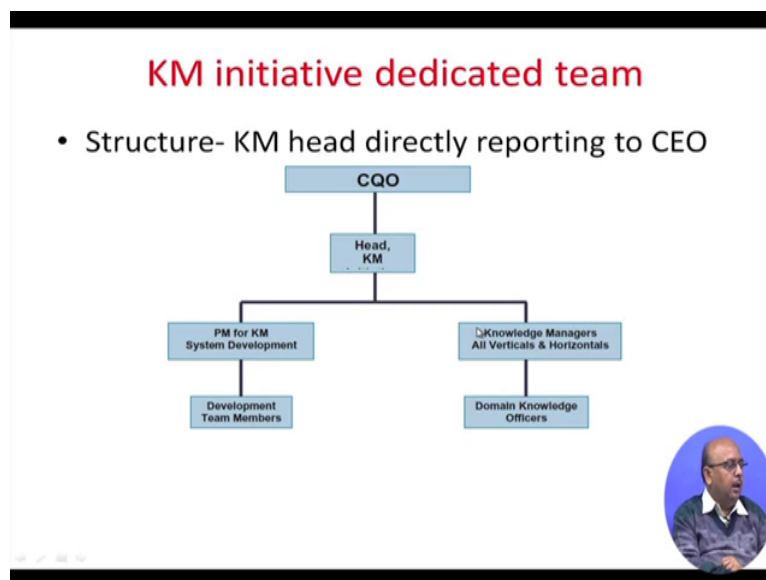
So this is how we will look at that Wipro system so they have a system what you call

knowledge management with is very similar to create, capture, organize access and use knowledge management system and this is both explicit and tacit knowledge and that is how tacit knowledge producers, Yellow Pages sites and explicit knowledge documentation.

And values reusable competencies and support that you have business process, IT infrastructure and a KM team and if look at this, this is related to what you call KM businesses strategy, basically you try to say how what is the impact of the KM and then what has driven to have a knowledge management system in place and then how values and culture of the organization is going to support.

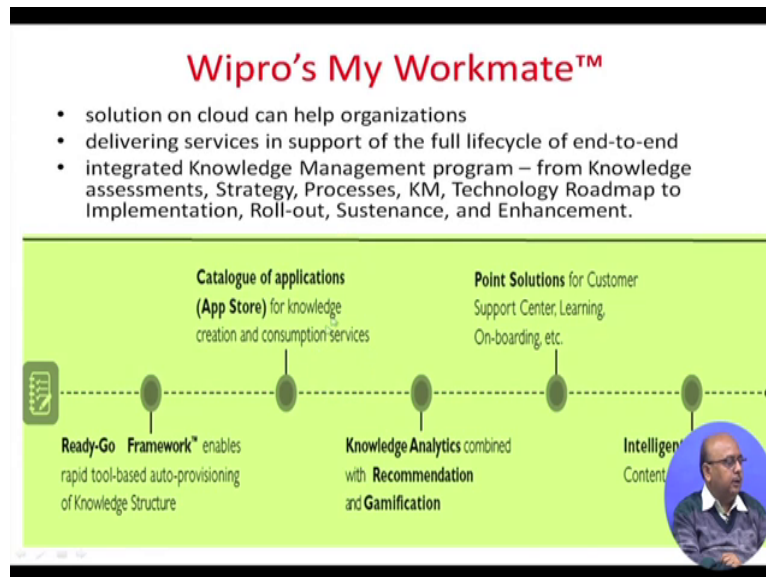
The idea is to appreciate the integrate little capital in the operation so if you start American see that if they need to have a knowledge management system with amount to use the kind of knowledge explicit as tacit in the process.

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And also have a dedicated team like whether the Chief knowledge Officer added by knowledge of a knowledge management person head and these are you have other people and the verticals down the line, so you make you KM head is directly reporting the CEO of the organization.

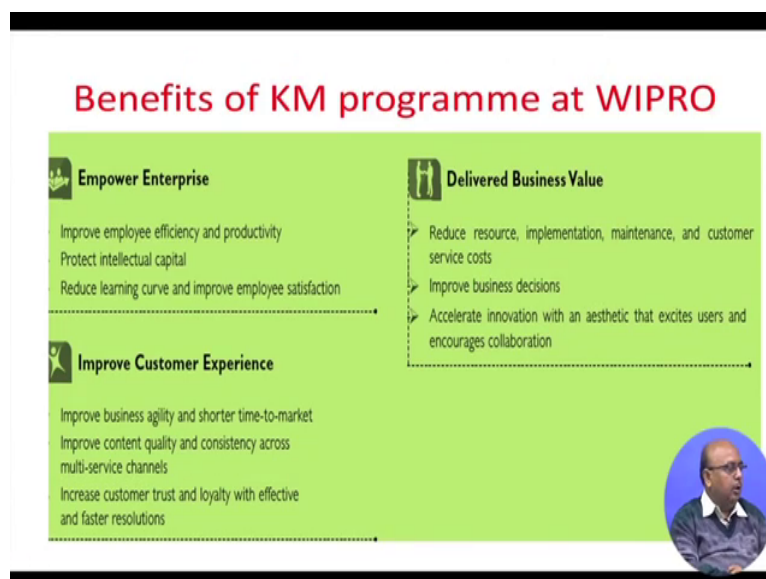
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Now they have also system is known as have My Workmate, were they have gone for cloud computing this kind of things, where that they are going to deliver services and full life-cycle, so these kind of things if you likely to Ready-Go, Framework enable rapid tool based auto provisioning of knowledge structure. Then you have knowledge analytics basically which is a combine with a recommendation and Gamification.

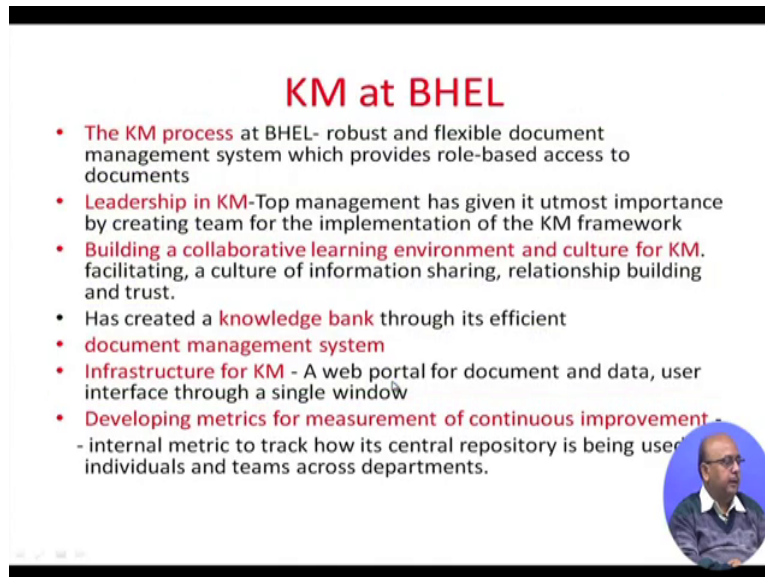
And you have intelligence search using visible to very, very useful the process right and idea is to integrate knowledge management system are starting with assessment, strategy processing, technology for its sustenance and enhancement.

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And now the of the benefits they have been able to derive good business value of it the been able to empower enterprise and had have a better customer experience of out of it.

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### KM at BHEL

- **The KM process** at BHEL- robust and flexible document management system which provides role-based access to documents
- **Leadership in KM**-Top management has given it utmost importance by creating team for the implementation of the KM framework
- **Building a collaborative learning environment and culture for KM.** facilitating, a culture of information sharing, relationship building and trust.
- Has created a **knowledge bank** through its efficient
- **document management system**
- **Infrastructure for KM** - A web portal for document and data, user interface through a single window
- **Developing metrics for measurement of continuous improvement**
  - internal metric to track how its central repository is being used by individuals and teams across departments.



Now I am going to take another organization that Bharat Heavy Electricals Ltd are which is a public sector organization and if look at the KM process it is very robust and flexible and if you look at the BHEL they have good document management system are which wide role based access to documents, not all the not be access by everybody and if look at leadership issues yes.

Top management has given artist at created, rating a team for the implementation knowledge management framework in the organization then also been able to build and collaborate learning environment and culture, so they have try to credentials of culture for information sharing, relationship building interest and they also created knowledge management system to its efficient document management system.

So and the have created a try to create infrastructure for knowledge management especially of a web portal for documentation on data and then you have a betraying trail user interface to a single window and finally their try to use certain metrics for measuring improvement in the systems and processes okay, they have internal metrics to see that how Central repositories being used when individuals and teams across departments.

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## KM at ONGC

- ONGC created an independent platform for KM resulting in launch of a KM portal
- People share their knowledge through informal interactions
- Launch of **Gyanodayan** to share experiential knowledge of individuals and teams and strive to increase its tacit and explicit knowledge base
- Developing a comprehensive KM system and plans to set up a virtual knowledge park



Now we were going to another example that is ONGC. ONGC is a oil exploration specialist to gas and oil, so you can see that yes are ONGC has initiated a process very well and they have created independent if take farm, resulting in the launch of knowledge management portal so they have created a separate portal a knowledge management portals. If you go to this portal you can find that of documents and other kind of things which could be used.

And that they have try to make it interactive through which people are ready to share the knowledge are not only firmly and also informally and they have also launched a program as which is known as Gyanodayan, the idea of launching this program or visualize to see that how are you share knowledge and how people are going to share knowledge working either individually or in the teams.

So the basic idea far Gyanodayan was tools share tacit knowledge that is why it is my experience knowledge the one that you get through your experience and working with the organization for the longer period, so these experiences need to shared became a with other people and once it is documented in some form, that in the data is made available to the try to see that how experience knowledge services with their with the experts could be shared.

And which is available the tacit form to make it more explicit and they also try to develop a knowledge management system and then will also set up a virtual knowledge park, so this were which will knowledge park nothing else but a repository of contents and documents when you can get a lot of information depending upon your requirement. Now if you look objective of this a knowledge management system program at ONGC.



First of all they try to indentify the knowledge and at the individual level and at the organization level.

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### Objective of KM programme at ONGC

- Skills knowledge gap identification
- Communities of practice- Drilling the limit to achieve the reduction in drilling time and squeeze the last bit info from seismic for maximizing the information value of seismic data
- Best practice and lessons learned on offshore structures and well stimulation services
- Leveraging the vast knowledge of its workers in the field of exploration and petroleum technology for increased productivity, cost , time and effort reduction, improved quality

And also try to create regular practice again and this is known as drilling the limit, this program is known as drilling the limit, guidelines to reduce the reduction time drilling and the last bit of information from our system make are far maximizing information will seismatic data versus privatize ever imparting and they also try to reduce the drilling time and farm aggregated community of practices to the try to come out with would practices.

And could be used by them so these best practices and that is learn from offshore structures are and will assimilated services also their practice to find out going gas and oil, similarly they have been leverage with the vast knowledge of workers in the field of exploration petroleum technology, to increase productivity and reduce cost, save time and effort and also to improve quality. And if you look at this Gyanodayan program, it is doing very well in ONGC.

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## Major KM initiative from ONGC

- Introduction of company wide e learning system
- Knowledge up gradation programme- Unnati prayas, superunnati prayas, sangsaptak
- Formalization of roles, positions and responsibility
- Formalization of industry – academia programme

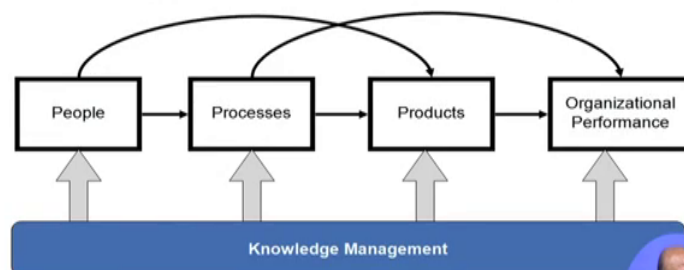


Now if you look at this basically some of the major initiatives that is taken by them like they have introducing e-learning systems, they have up gradation, like can they have knowledge of traditional program Unnati prayas, superunnati prayas, sangsaptak, these are the programs are personal development, so that you are able people are able to of the critical competencies and they also formalize, roles, positions, responsibilities.

Accordingly to see that how it will is going to help and then they have also gone for interaction with that academia, so to require knowledge is so they have gone far industry and academy in a better way.

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## Dimensions of Organizational Impacts of KM



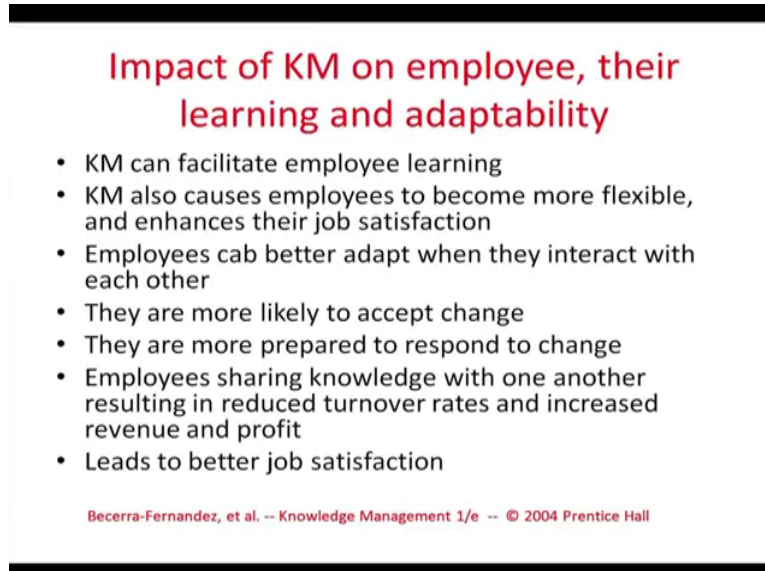
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See how it is happening, now with these examples we also want to see that how these dimensional of organizational impacts the knowledge management system, so basically if

look at knowledge management system, it is going to impact people, processes, products and performance and that is why you will find that most of these organizations have gone for knowledge management system right.

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**Impact of KM on employee, their learning and adaptability**

- KM can facilitate employee learning
- KM also causes employees to become more flexible, and enhances their job satisfaction
- Employees can better adapt when they interact with each other
- They are more likely to accept change
- They are more prepared to respond to change
- Employees sharing knowledge with one another resulting in reduced turnover rates and increased revenue and profit
- Leads to better job satisfaction

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Now if you look at how KM is going to help employees there learning and adaptability, it can facilitate learning of the employees, you can help employees more flexible and it also enhances the satisfaction and you can also better are and interact with each other, you better accept changes are you prepared to respond to the changes provided, you have those critical competences, as you understand the your responsibility then you also know how KM is going to be useful for you.

And that is how their share their knowledge with each other to reduce turnover, rates increased revenues and profit. So if you look at urban the experiences of this company and company they have been able to help it.

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## Impact of KM on process Improvement

- KM enables improvements in organizational processes such as marketing, manufacturing, accounting, engineering, and public relations
- These impacts can be seen along three major dimensions
  - **Effectiveness**- performing the most suitable processes and making the best possible decisions
  - **Efficiency**- performing the processes quickly and in a low-cost fashion
  - **Degree of innovation of the processes**- performing processes in a creative and novel fashion

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Similarly also find that is these able to help process, processes in terms of getting their and improving the efficiency and effectiveness and linking it with innovation also, so it have been able to help are different activities related to different processes like marketing, manufacturing, public relations and otherwise also they have been able to say that impact is on improving efficiency and effectiveness, and also the innovation process in the organization.

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## Impact of KM on Processes Improvement


- Impact on Process Effectiveness
  - KM can enable organizations to become more effective by helping them to select and perform the most appropriate processes
  - KM enables organizations to quickly adapt their processes according to the current circumstances, thereby maintaining process effectiveness in changing times
- Impact on Process Efficiency
  - Managing knowledge effectively can also enable organizations to be more productive and efficient
- Impact on Process Innovation
  - Organizations can increasingly rely on knowledge shared across individuals to produce innovative solutions to problems as well as to develop more innovative organizational processes

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And moving further if look at the process innovation a product, innovation are what will are process effectiveness, they have been able to do lot of things in terms of our see that how the going to I use this management system to perform better, how level to see that yes the more efficient and also try to see that, how it is able to help people to come out with innovative solutions of it and try to come out with more innovative systems and processes in the place

okay.

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**Impact of KM on Products**


**Value added products** - help organizations offer new products or improved products that provide a significant additional value as compared with earlier products benefit from KM due to the effect the latter has on organizational process innovation

**Knowledge based products**- significant impact on product that are knowledge based like those in consulting or software development etc. can sometimes play a significant role in traditional manufacturing firms

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similarly they have right it has also come to help them to have better products and services, value-added products and the knowledge base products, which is basically an outcome of a knowledge management systems in most of organization which have discuss now.

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**Impact of KM on Products**

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Then it has also had impact on the performance of the organization directly into indirect like improving productive and also say that yes the intellect leadership in the industry and better customer loyalty, having a better position to negotiate with respect competitors and part of the organization partners versus and that is how if you look at the select this case studies in a nutshell, we can say yes the organizations has been you to benefit out it, thank you very much.