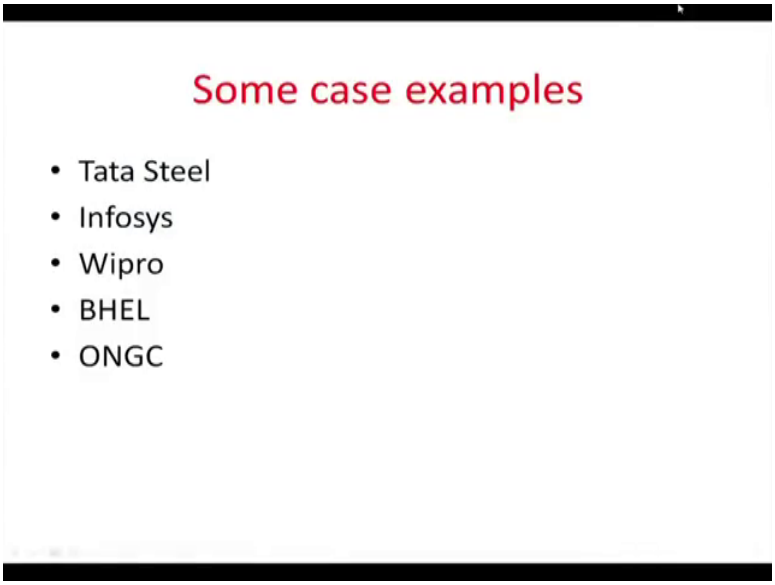
Knowledge Management
Prof K B L Srivastava
Department of Humanities and Social Science
Indian Institute of Technology Kharagpur

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

(Refer Slide Time: 00:32)



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.

(Refer Slide Time: 01:13)

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

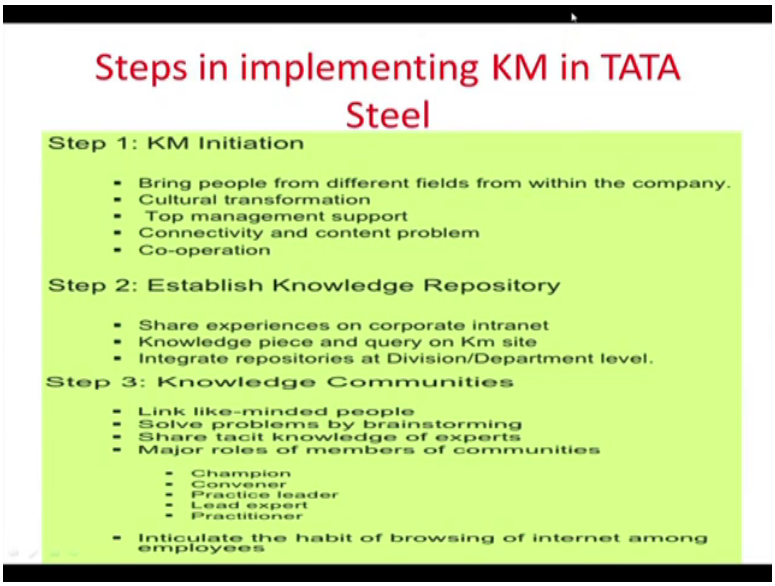
knowledge communities.

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.

(Refer Slide Time: 04:33)



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 farm, for different departments so that they can have access it, without wasting the time and resources.

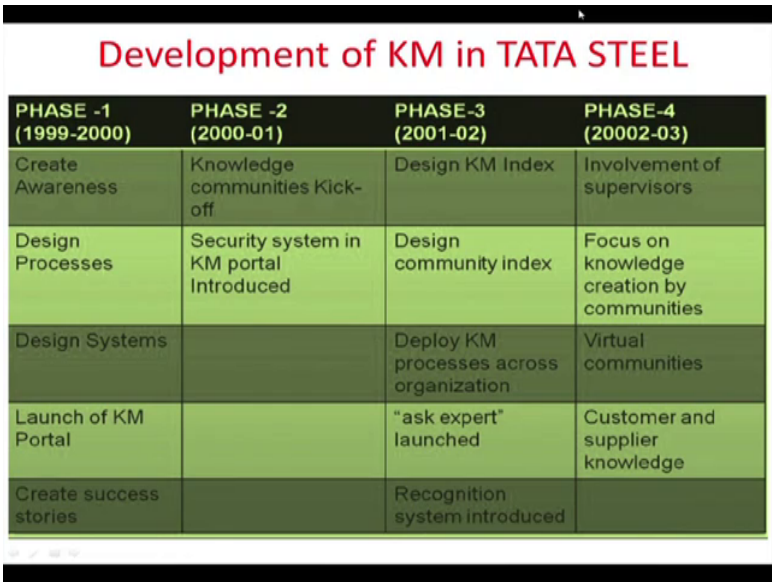
Then they have created communities alike told you that they have the try to see that how to plan to facilitate and collaborate, as they should that so that that create, is the people who are interested in such activities okay, so they have will try to see that those who want to lose were interested such 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 far 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;

(Refer Slide Time: 08:00)



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

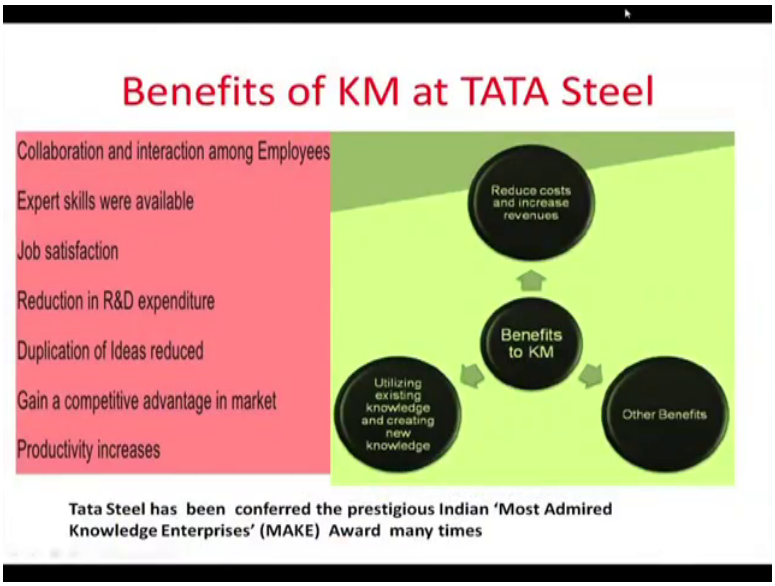
status of the repositories and the extent to which people are going to make use of it and also try to see that commodity index that what is the status of the community and that is officiating and appreciating.

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.

(Refer Slide Time: 10:37)



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.

(Refer Slide Time: 11:53)

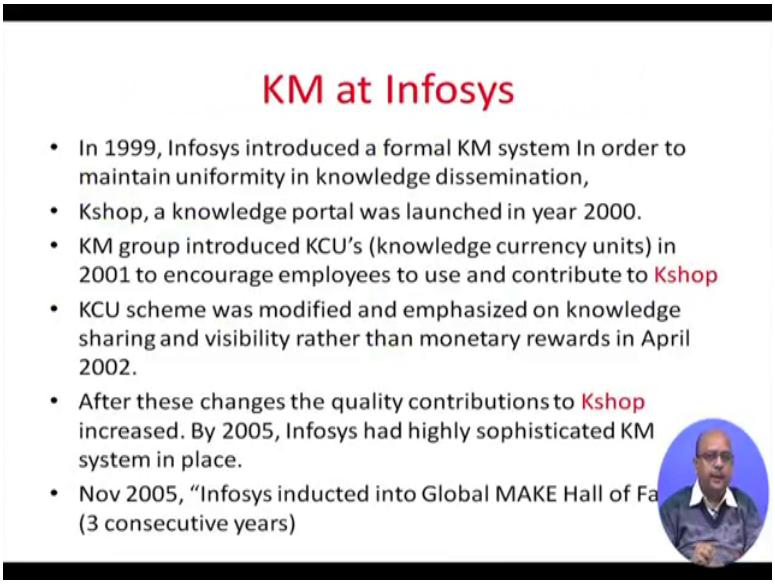
Look at this that one to use this are the Tata steel, so the what they are going to do is that the learning process with these KM repositories or KM committee, so that you can go for personal, professional growth and have also try to create intellectual capital index and they are also trying to get that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

(Refer Slide Time: 13:01)

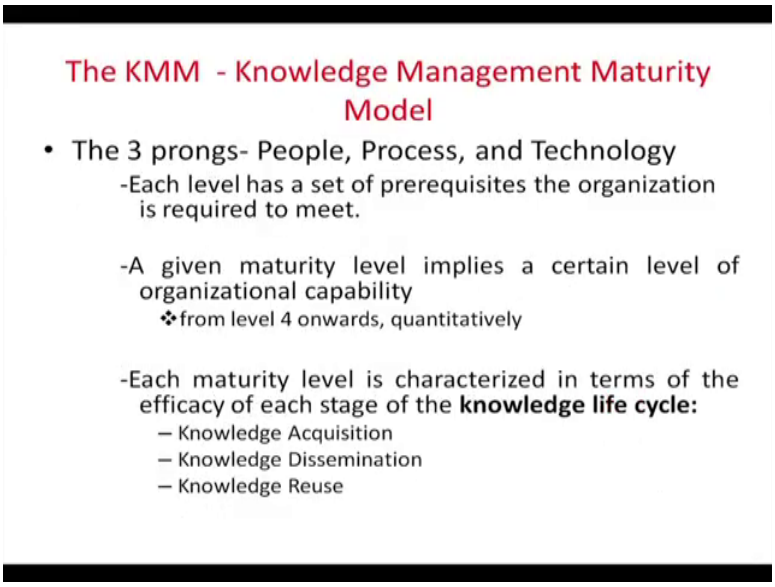


So after Tata steel, we will discuss and the entire major company which has initiated knowledge management in big way an IT company Infosys and if look at Infosys they basically started a knowledge management system way back in 1990, then they also launched last portal that is K shop in 2000 and they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

(Refer Slide Time: 14:06)

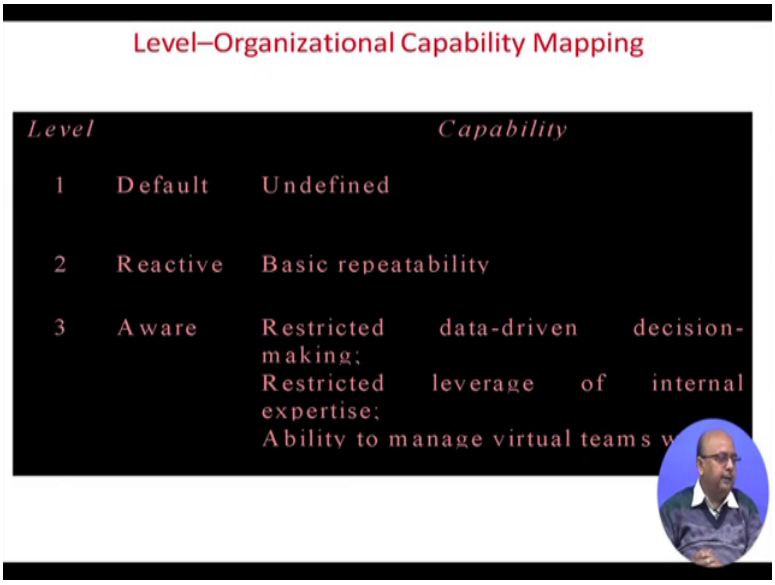


Now if look at the knowledge management system that they have adopted, it is actually they have develop the model which in my knowledge management maturity model, are which is an analog with what we call the people ability maturity model set is not exactly PCM but it is are basically related to how the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

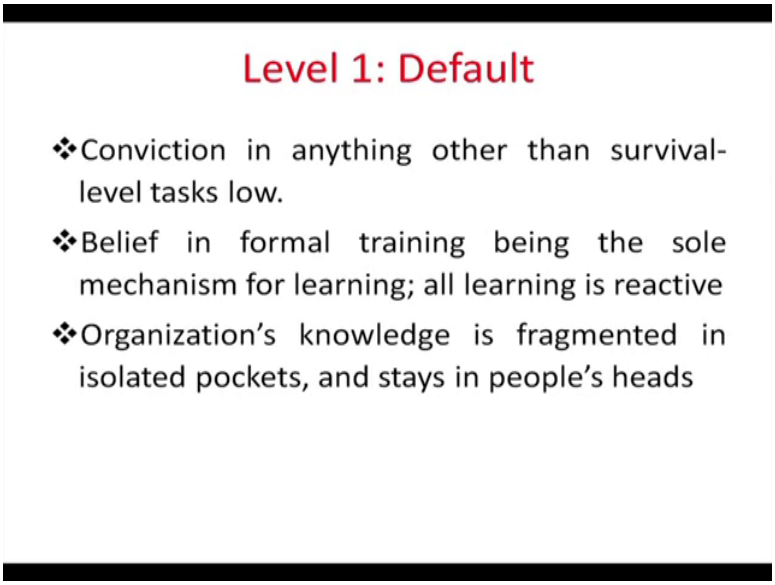
In terms of acquisition, dissemination and use visual that how are acquire knowledge, how are going to distribute knowledge and extent to which to make use of knowledge.

(Refer Slide Time: 15:12)



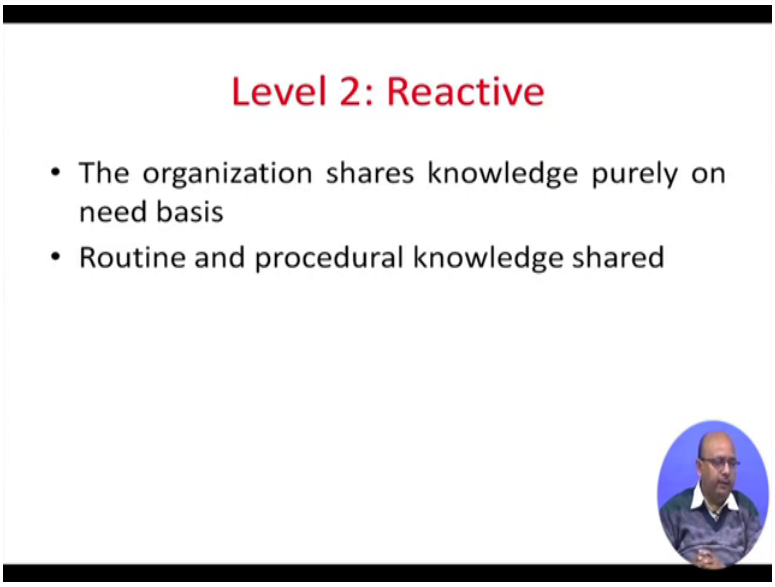
Now if look at this first it is by default and defined basically, seconded basically reactive valuable to see that the certain things that is being repeated very you and at the third stage basically you are trying to make them aware and it is this it is more restricted data driven decision-making basically 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.

(Refer Slide Time: 15:44)



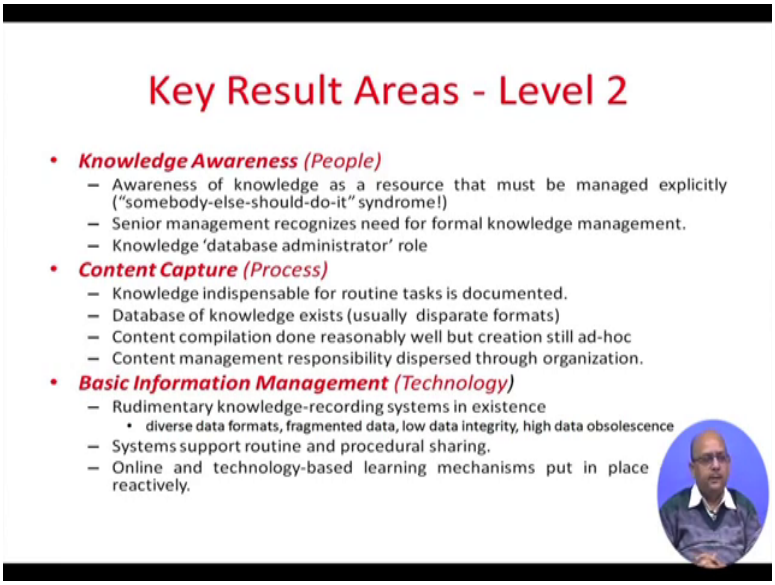
Then and then moving to the next level have to see that yes at the first level yes it is basically and thinking that the yes this is required for survival skill, so the people need to be convinced at this level and then it which trained a for the role, so that the live certain things which is very much 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.

(Refer Slide Time: 16:15)



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.

(Refer Slide Time: 16:35)

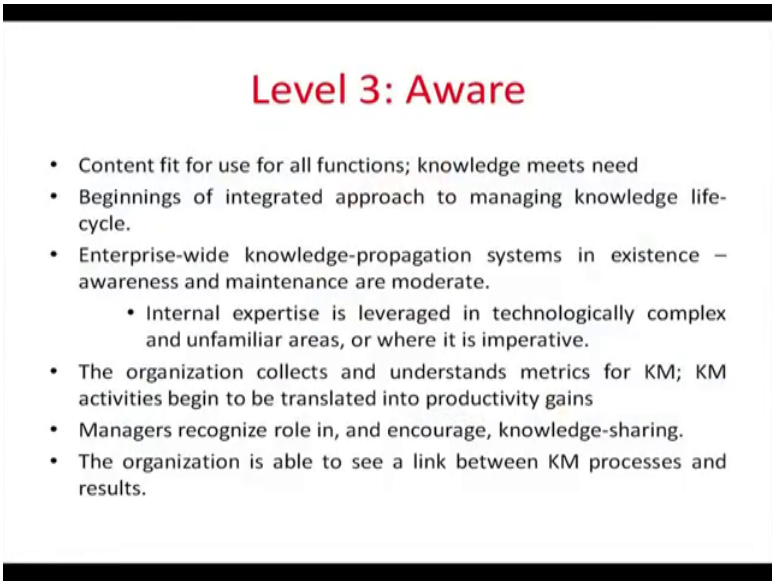


And if look at that has resulted a that was expected at this level that knowledge awareness how deployment aware of the knowledge and then you have to see that yes formal knowledge man system and then knowledge, administrated going to be in charge of the and database right, then second level the you 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.

(Refer Slide Time: 17:42)



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.

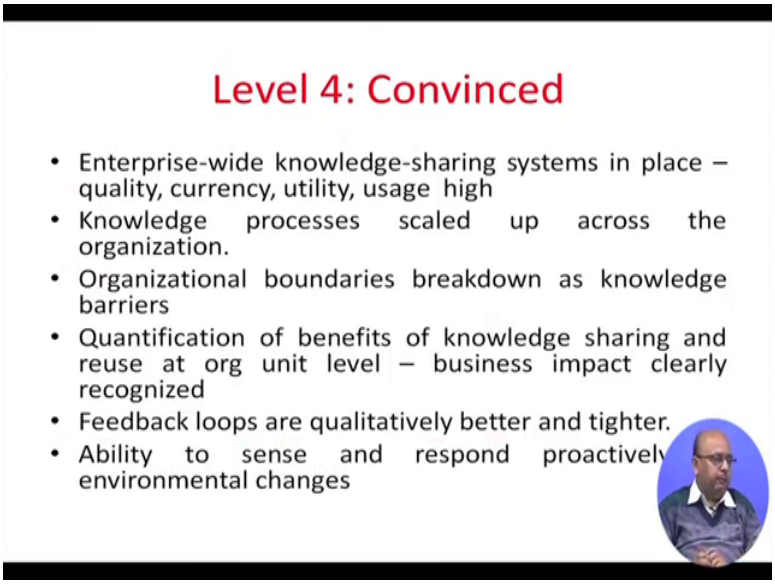
(Refer Slide Time: 18:40)

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.

(Refer Slide Time: 19:43)



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.

(Refer Slide Time: 20:44)

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.

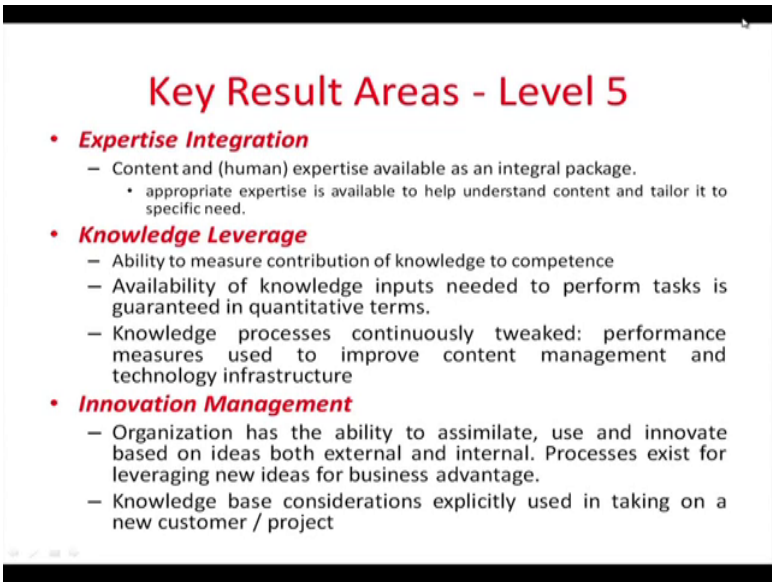
(Refer Slide Time: 21:17)

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.

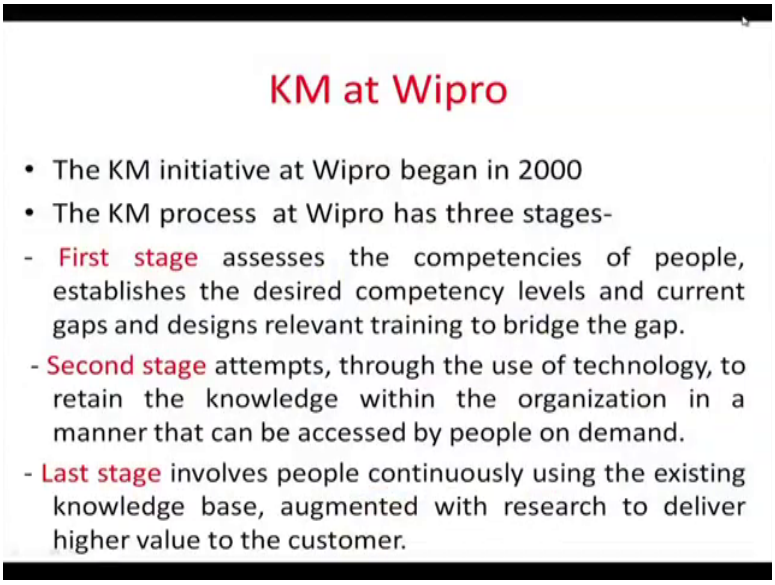
(Refer Slide Time: 21:58)



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.

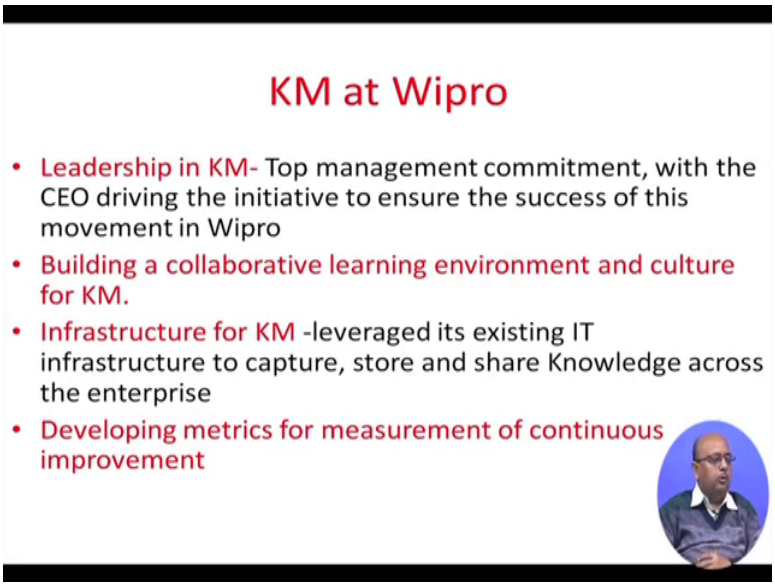
To be more creative, innovative and come out with results in terms of improvement the processes and products, so that was very, very important for the organization.

(Refer Slide Time: 22:31)



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.

(Refer Slide Time: 22:55)

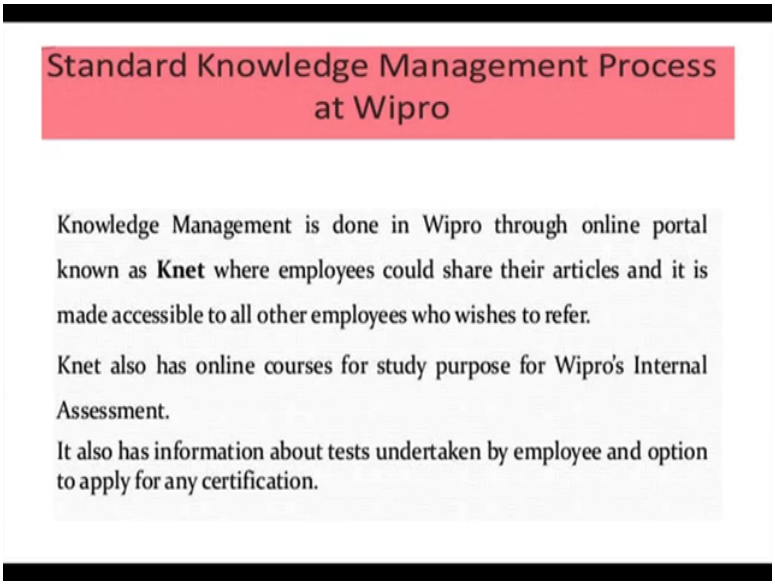


And then they also try to look at some, some other issues that how what kind of leadership would be required, so what Chief Executive Officer who will try the initiative and ultimately their try to appoint Chief knowledge Officers and have a separate knowledge management unit in the organization, then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

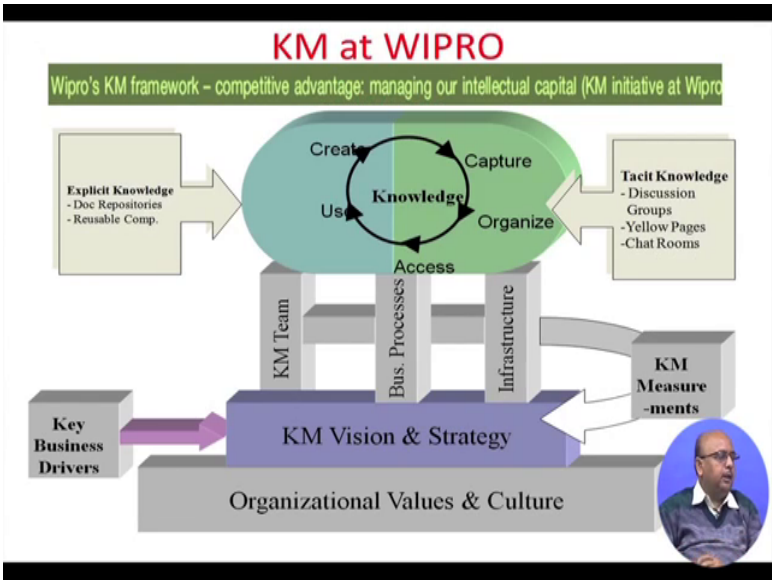
(Refer Slide Time: 23:29)



So if look at how it is done, they have online portals through which are it is an it is known as KNET through which you are going to sure anything and then it also offers courses for professional develop up end 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 far 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.

(Refer Slide Time: 23:55)



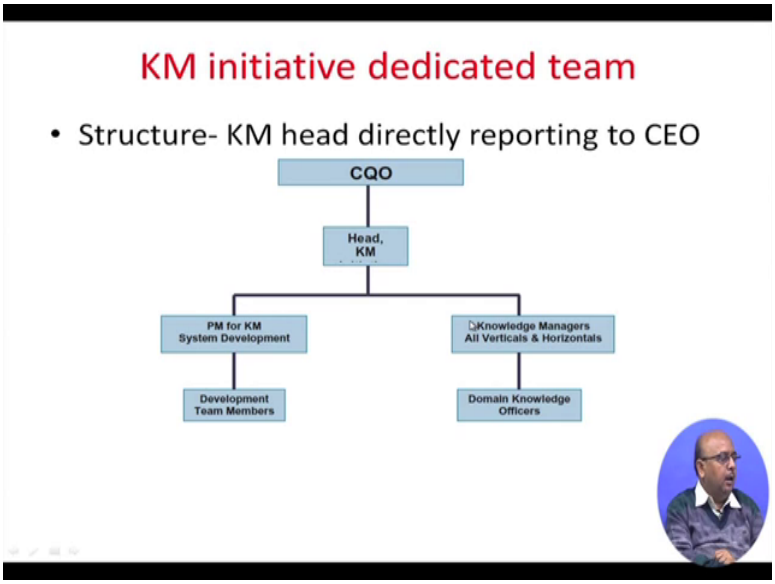
So this is how we will look at that Wipro system so they have a system what you call

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.

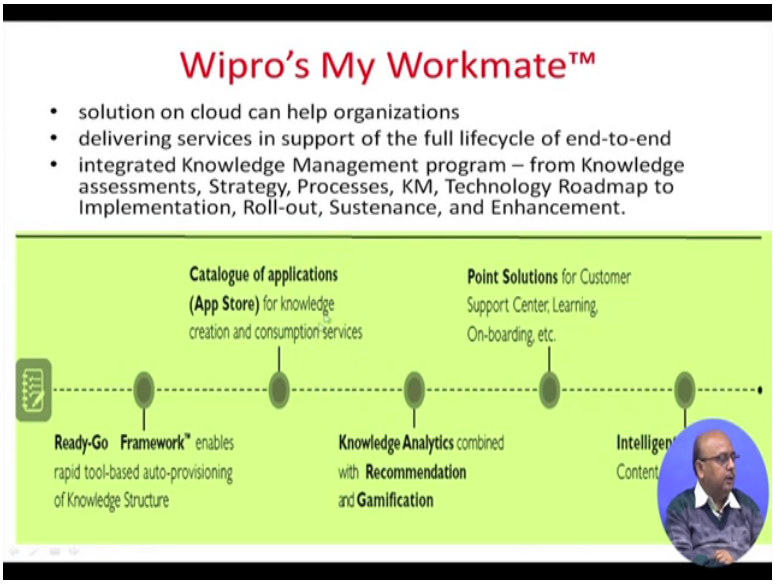
The idea is to appreciate the integrate little capital in the operation so if you start American see that if they need to have a knowledge management system with amount to use the kind of knowledge explicit as tacit in the process.

(Refer Slide Time: 24:53)



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.

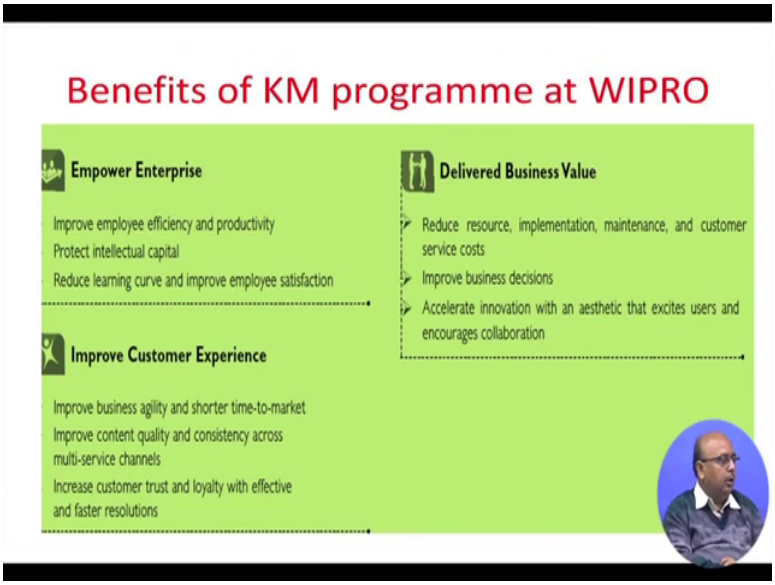
(Refer Slide Time: 25:12)



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.

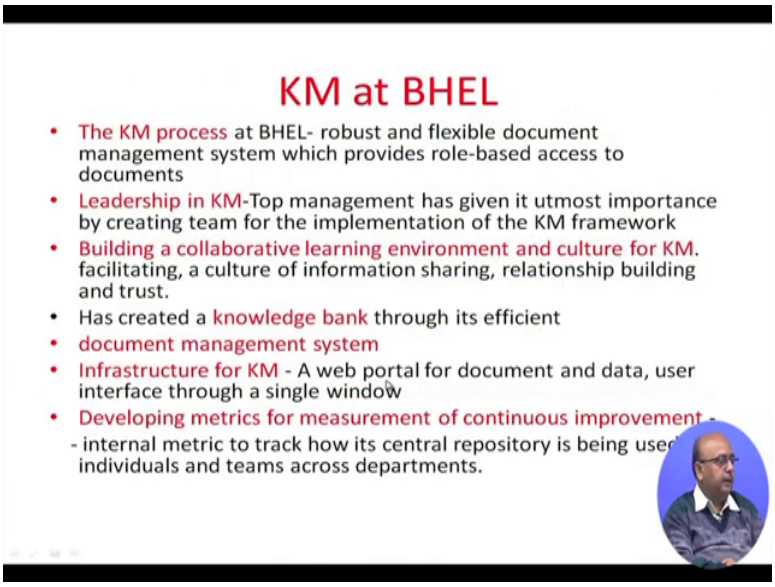
And you have intelligence search using visible to very, very useful the process right and idea is to integrate knowledge management system are starting with assessment, strategy processing, technology for its sustenance and enhancement.

(Refer Slide Time: 25:50)



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.

(Refer Slide Time: 25:59)

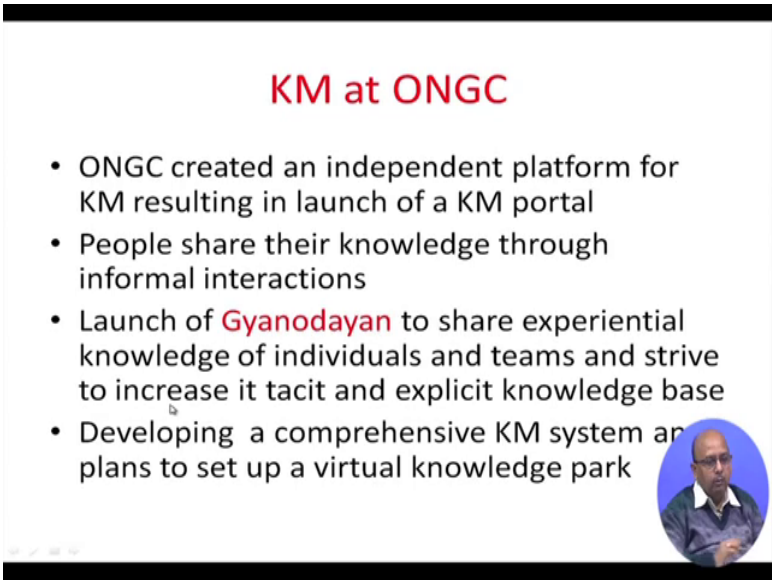


Now I am going to take another organization that Bharat Heavy Electricals Ltd are which is a public sector organization and if look at the KM process it is very robust and flexible and if you look at the BHEL they have good document management system are which wide role based access to documents, not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

(Refer Slide Time: 27:12)



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.

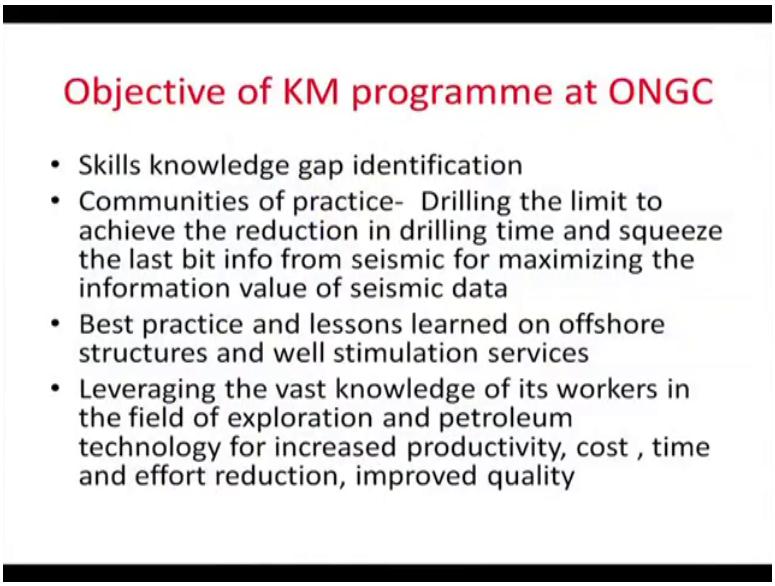
And that they have try to make it interactive through which people are ready to share the knowledge are not only firmly and also informally and they have also launched a program as which is known as Gyanodayan, the idea of launching this program or visualize to see that how are you share knowledge and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

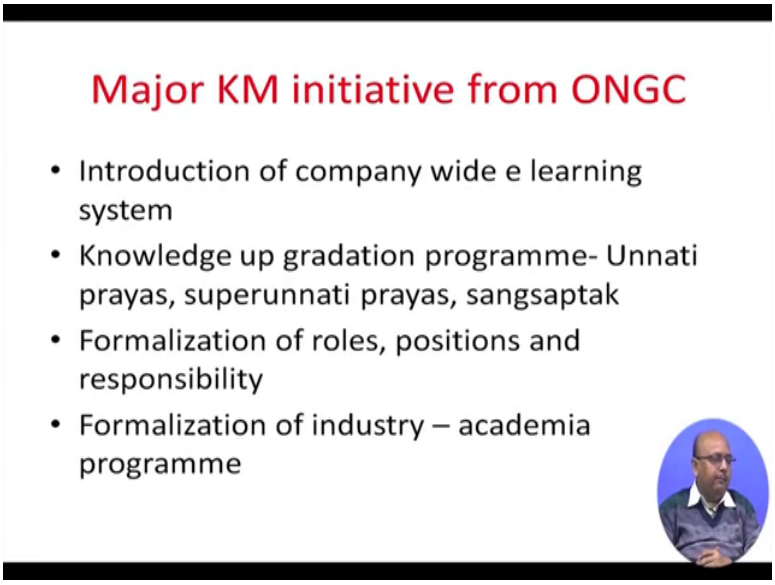
(Refer Slide Time: 29:06)



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.

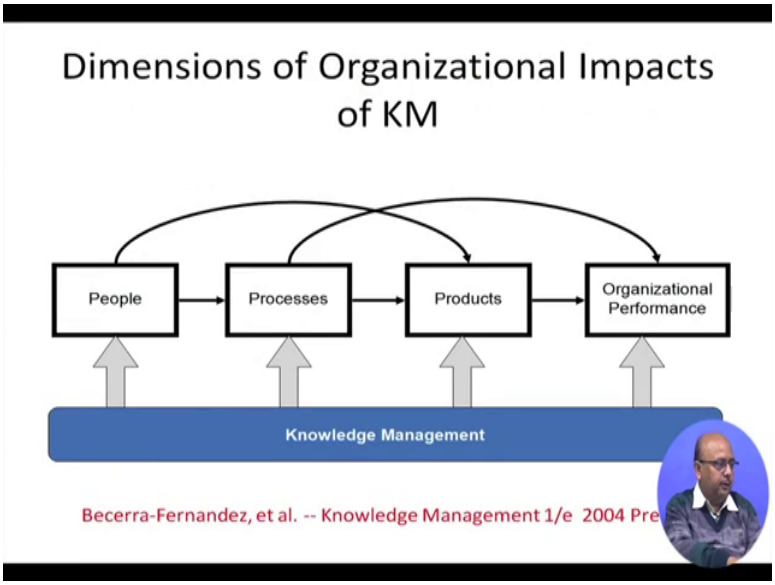
(Refer Slide Time: 30:05)



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.

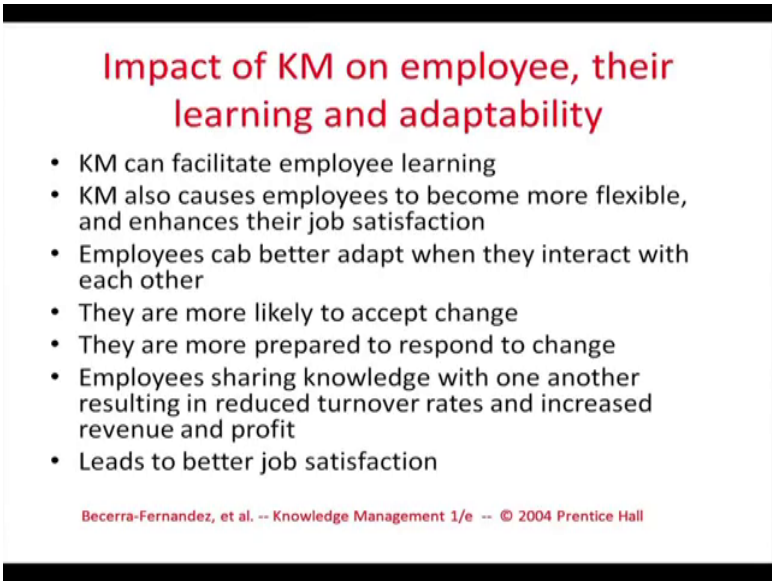
(Refer Slide Time: 30:40)



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.

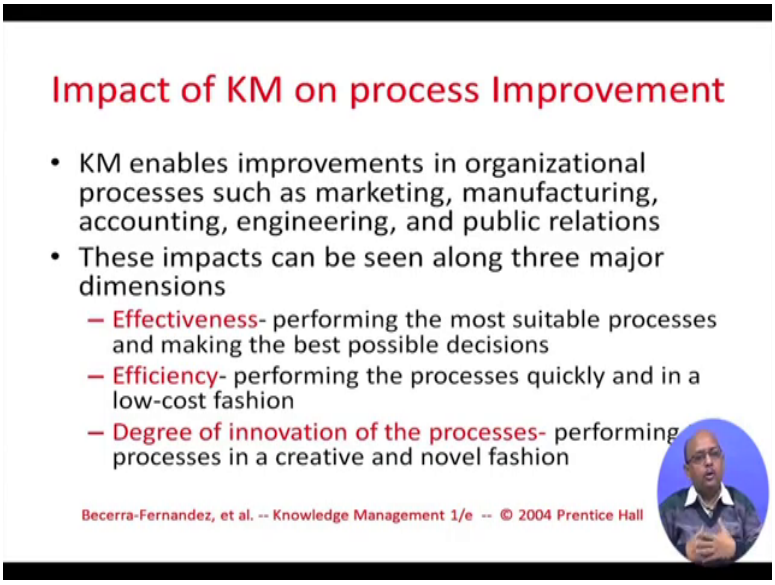
(Refer Slide Time: 31:11)



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.

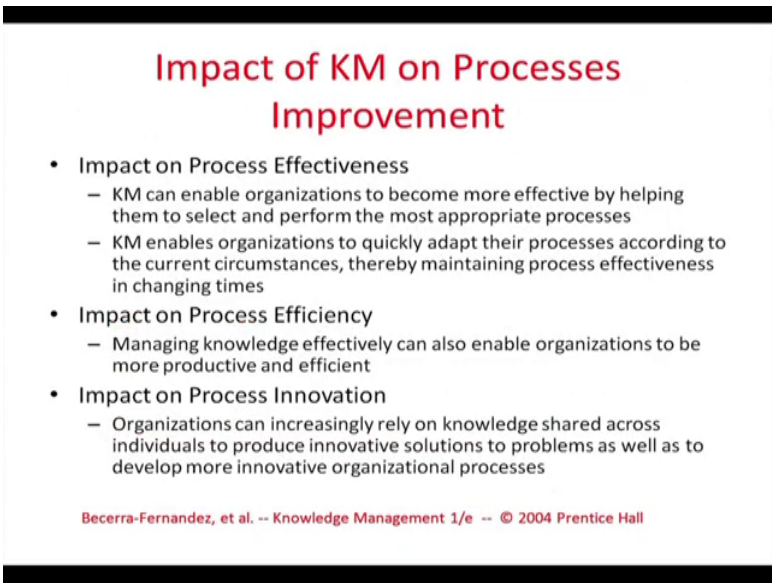
And that is how their share their knowledge with each other to reduce turnover, rates increased revenues and profit. So if you look at urban the experiences of this company and company they have been able to help it.

(Refer Slide Time: 31:49)



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.

(Refer Slide Time: 32:19)



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.

(Refer Slide Time: 32:48)

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.

(Refer Slide Time: 33:01)

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.