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      HYPOTHESES

      RESEARCH METHODOLOGY

      RESULTS & DISCUSSION

      FINDINGS

      RECOMMENDATIONS/SUGGESTIONS

      CONCLUSIONS

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KNOWLEDGE MANAGEMENT STRATEGY AND ACTION PLAN FOR SUCCESSFUL IMPLEMENTATION

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ABSTRACT

In the global era, competition and competitive advantage are the two common elements in any organization. Organizations that create their own dynamic capabilities are better able to sustain competitive advantage. Organizational dynamic capabilities are abilities to integrate, build, and reconfigure internal and external competencies to address rapidly changing environments. Knowledge management initiatives can play an important role to help integrate organizational resources. An organization that implements an effective knowledge management (KM) program should see a substantial payoff: Reducing duplicated work increases productivity; leveraging past experience improves quality; and tracking customer behaviors enhances customer service. In practice, this has not always happened. Many companies have invested millions, even billions, of dollars on KM technology and received little in return. After researching and reviewing numerous KM initiatives, comparing those that succeeded with those that failed, the answer becomes clear: KM isn't simply about technology. It's about people. The benefits of knowledge management can be tremendous, but getting the most from a KM initiative is no easy proposition. This article explores required stages of implementation of Knowledge Management and explains the action plan with steps to attain success, and explains them to be followed as essential during knowledge management implementation irrespective of the nature of the business as a strategy and action plan.

KEYWORDS

Knowledge Management, Strategies, Competitive Advantage, Initiative, .Action Plan, Technology.

INTRODUCTION

The primary objectives of KM initiative in any organization are to enhance the performance of the people along with the organization. It is not mere knowledge sharing but also valuable bi-product of the process, by explicitly designing and implementing tools, processes, systematic approaches, structures, principles to improve the decision making with indirect improvements in identifications, capture validations and transformation of knowledge relevant for decision making. Days are gone in the level of understanding but today we have significant number of the tools, methodology, methods to handle knowledge, to analyze it flow in organisation, way to improve the flow, opportunities to utilize up and way to observe. Today, with the help of Knowledge Management, ample number of tools, crisp methodologies, methods to provide ability to blend and various approaches to knowledge management are available to organization to enjoy competitive advantage. This progress gives strength to organization to handle and tackle real business problem as an easy going. Thus, KM becomes a solution provider to business problem with drastic difference; it got growing recognition to apply knowledge management to handle any business issues and progress. Apart from that is helps to create, user friendly technologies to handle information with collaboration and access, but KM cannot be measured quantitatively but either impact gauged. Thus, KM is systematic approach to make decisions where and how to invest.

KNOWLEDGE MANAGEMENT

KM can be defined as information practices and learning strategies, which is accepted in organizations as a set of practices, that helps to improve the applications and use of data and information during decision making. KM in any organization can be implemented by hiring a Chief Knowledge Officer (CKO) to improve information sharing, similarly as a system to support staff involved in the organization with help of technology, to enhance the information flow, to enhance evaluation of outcomes, to improve learning strategies and to develop a framework for the betterment of the organizational growth. To commence a project for the application of knowledge towards knowledge sharing also Knowledge Management can be implemented, to understand and estimate the long term effects of learning system.

KM APPROACH

Organisation are system not machines, in organizational development the machine model describes different inputs for specific process into outputs, may be not accurate or useful in understanding the complexity of the functions. Similar, to eco system rejuvenate them according to season, organizations can also rejuvenate themselves through knowledge they create the process to pass to others the methods to utilize in exchanging, and the relationship that they poster among them. Organisation share knowledge to employees both internally and externally. There are challenges while sharing information and knowledge. Technology can help to generate data, information and knowledge depends upon the people involved.

To facilitate such knowledge sharing in organisation, it has to focus towards HR policies information policies, group dynamics, departmental cooperation and organizational incentive structure. Also, in the aspect of pressure from external environment, dynamic customer expectation, expectation of regulating authority, community supports and dynamics. So, KM can build such as a customer centered approach that can be viewed complex system. So, KM can be thought of as either framework or an approach, which will enable to develop a set of practice to collect and share as what they know and implement which can improve the present and future outcomes. In balancing information culture and technological culture there are three resources named people, process and technology which can enable the organisation to utilize and share the information effectively and efficiently.

PEOPLE

It is transparent to understand knowledge can be managed only by people not by the system but organisation can prepare policies and promote practices, to make people share and knowledge. Only Knowledge Management create an environment where people can share knowledge with others what they know and what they learnt. Because of such policies in recent days people share their knowledge because it makes their job more rewarding and effective, those groups build image, mutual trust, tools, expert system and artifacts, to utilize for the future learning which has been extended for research also, knowledge management seeks to poster these types of practices called Communities of Practice (COP).

PROCESS

In organizations processes exists whether or not people to chose to participate in or pay attention to them. In every organisation information flow is affected due to various reasons such as sharing patterns, procedures, policies, incentives, salary slabs and many other work practices. Knowledge Management help to establish robust processes that people get the information they need, when they need it, where they need it, and to whom they need it. Thus, KM practices helps to promote those processes towards informed decision making.

TECHNOLOGY AND INFORMATION SYSTEMS

Technology should be recast as important and necessary contributor to the effectiveness of the organisation. Technologies in Knowledge management are accessible to target user group and promote the tracking and exchange of information across the department within the organisation. Similarly Knowledge Management is an approach that can inform wide range of practices within that and can improve the values. Knowledge Management integration is matter of proper alignment among people, process and technology. An organisation without understanding the present organizational level and human patterns of knowledge sharing among the people involved are not reaching the destination even though, they have invested the latest technology. Thus, sound investment in information sharing processes but no effectiveness means for tracking outcomes are tying the hands of their employees. Improved outcome as decision making enhanced creativity and innovation 360 degree communication are the outgrowth of organisation. Thus improving student outcomes is the promise of knowledge management, where the ultimate beneficiaries are organization with their customers as a whole.

PRACTICAL ASPECTS OF KM

There may be pros and cons about the key elements of Knowledge Management and the most effective way to implement its practices. There are some practical suggestions for Knowledge Management implementation in organizations holds good for any organization: more effective decision making about work processes program improvement, student outcome mainly. Though practical suggestions are build on the vocabulary and practices of the organizational context. Focus on people and their needs and go where the energy exists, make explicit the work processes and pattern of the information flow, make sure technology is on board but do not let it steer the ship, improve organizational learning and outcomes don't settle for procedural tinkering expect an interactive process that endures overtime and consider the larger picture.

STRATEGY AND ACTION PLAN

To start a KM initiative, an organization should have a focus on targeting a value proposition with a specific business need. Focus may be towards product excellence of an existing or new product by accelerating time-to-market, customer care, and effectiveness, customer's loyalty by marketing, selling to, and providing services to customers more effectively and efficiently. Knowledge Management can be applied for the purpose of achieving operational excellence through savings, process improvements, and new capacities. By identifying such focus areas organization must form a framework or must frame their approach. Many studies and best practices in organization about Knowledge management road map can be completed in terms of stages of KM implementation. These different stages can be used as a road map to understand as a KM journey for an organization. These stages may explore how other organizations handled such similar situation and challenges; learn best practices to be followed to proceed further. Identifying and understanding the issues, seeing the signposts of problems and opportunities and knowing the tools and tactics of others can help at any stage.

Learning from others provides opportunity to avoid old mistakes and new trial and error but provides opportunity to make new mistakes not repeated those others and avoid old trial and errors.

The following Knowledge Management implementation stages are each designate from a Knowledge Management expert or champion can intrude any stage according to his need, as different parts of the organization move at different speeds and various clients fall into places. Organization those who are well aware of the pre-requisite of knowledge sharing can start from stage 2 where an organization simply wants to share knowledge in there business knowledge management as the solution to a problem. Some organization may pass through quickly by learning from easily adaptors and barely stepping to notice they have made to a new level of implementation.

STAGE 1: STARTING

Organization has to identify crucial area of problem with in the organization with help of Knowledge Management implementing team because identifying the problem itself is half of the solution. So team should establish a connection with a real business problem. Start invest on the relevant technology, the team have to prepare the most essential picture and relevant stories to explore the problem as a story. In this stage with inspiration the team involved should have the fire to manage knowledge as a starter. The team should have clear vision about knowledge, capture and use provided in the management supports effectively. An expert who is going to handle knowledge management should be a senior manager possessing vast experience and capable to search for opportunity to share to vision to others find opportunities demonstrate the value of Knowledge Management to the entire organization pervasively. Primary assignment to the expert who is leading knowledge management implementation should make the concept of knowledge management a real by clearly defining concepts, data handling story telling, connecting, with other initiatives and benchmarking. Here the challenges to the expert will be preparing tangible picture and clear understanding about Knowledge management to all the collogues and employees irrespective of the cadre. This should be related to personal level, real issues, opportunities and value, Surrounding as a goal to connect. An expert should avoid theoretical connection at this stage.

In this stage an expert should be capable to understanding other like minded personalities to join in this common cause. So that the effort is not reduced to a single unit, it will help them to get connected and learning about what they know and what they don't know as a present scenario of the organization related to Knowledge Management. As an end of this stage the expert should be capable to chart out the pros and cons or opportunity to show the value and relevance of knowledge management o any organization. Therefore, with the help of the entire above, if the expert is crated a completely rational or vision, engaged fellow staff members, for the common cause fixed as knowledge management implementation. If not already an executive should be included at least now to strengthen the objective, Thus, this is a stage one end with a conclusion explore knowledge management in a more deliberate way.

STAGE 2: DEVELOPING

At this stage organization should be able to provide a staring committee and cross functional Knowledge Management, core group with domain knowledge, the team will develop a strategy and executive with pilot initiative with detractive resources. The primary task in this stage is preparing first iteration of KM implementation strategy be determines how its relevant with business and to commence pilot study evaluate the concept which needs working together a cross function Knowledge Management task force.

In any organization, there will be a core group with cross functional representative to identify executor capable to execute and identify resource support to the team. They should have an objective to test and learn how KM practice and principles can be applied in a selected focus area. In such a sway the member should be skilled to facilitate and capable employees to discover in a new way of work.

STAGE 3: DESIGN AND LAUNCH

At this stage organizations should facilitate, design thing to provide evidence of Knowledge management business value by conducting pilot study and capturing lesions learnt, these pilots will be more effective and efficient one. In this stage, implementation of KM initiatives formally marked. Here the executive support impacts this speed which an organization can implement an effective KM or knowledge retention initiatives. Here the approach should be top down approach with significant involvement to employers with designed implement. In this stage a mandatory policy should include with the flexibility of reach business unit, to adopt policy to how it is work. Always its wise to begin with focused pilot effort.

In this stage pilots are important to leverage learners and address change management issues, pilots should be selected as much as the organization support, here the challenge is identifying a pilot team which is quick and visible with tangible and measurable results. It sis not only the pilot there tam members or group members should be there under them, who have interest and involvement to reveal what the learnt, where continuous encouragement is more essential, to share any failure with knowledge management core group and executives. Finally, the information learners to learnt maximum from the pilot should be transferable to similar and relevant situation or business environment in an organization. Therefore, the primary objective of this stage is, capture lessons learnt in such a way early initiatives proved with success, wrathful invention for expansion right team to be involved and tools can be handled.

STAGE 4: EXPANSION

With evolving vision developing an expansion strategy should be the primary objective of this stage. Under this stage along with well defined governance and roles proper communication should be established market the strategy with balanced set of measures. Decision regarding the future of knowledge management can be proceeds in any one form of the three ways

Expert and support the Knowledge Management efforts where a strategy to proceeds and budget is required. Improve the existing effort for maintenance of the initiatives back to the business or functions like it. And, don't do anything where the employees will offer revert to prior behavior.

At this stage organization should understand and remember to create an expansion strategy and identify and allocate the sources with appropriate communication about the strategy and rationale to the organization with defense mechanism through the knowledge management core group.

STAGE 5: INSTITUTIONALIZE

At this stage, logical conclusion of full enterprise wide deployment should be engaged. Senior Managers should incorporate Knowledge management into the business Model. As an impact of the organizational structure is realigned evidence of KM competency becomes part of the formal performance evaluation. Budget, and rewards for performance evaluation, is involved, while the Knowledge core group continuously should monitor and measure the progress. This is a typical stage, where unless knowledge management is embedded in the business model, the organizational structure is realigned, and evidence of KM competency becomes part of the formal performance evaluation.

CONCLUSION

The practice of Knowledge Management provides the opportunity for people to build on that energy called management strategy to improve decision making such as: Organizing efforts, sharing resources, information, and knowledge bring about improvement. Knowledge Management practices are promising and appropriate. Information sharing induce the people at every level to contribute, to participate, to involve, to interact, to grow and to learn while learning. Pointing out or importing what one learns and knows to others is more tough and rewarding still. Knowledge Management is not the only single solution that will bring about change, but it merely offers a set of practices and values where some may be relevant to reach their goals. It is what Knowledge Management matters over the long run are vision, fashion, leadership and persistence.

Therefore, organization should have interest and involvement in information sharing practices at all level is being forced to respond to increase calls for accountability. Thus, the organization at different level is in need of information strategies to transform knowledge into effective decision making and action. Thus Knowledge Management can help by providing tools and values for that to happen. Thus, this study explores the role and responsibilities' of senior leaders and realistic expectations for that execution the knowledge management implementation plan. This study explains the basics of knowledge management including the stages of implementation, roles as an action plan to be followed during implementation in any organization is as important for its success as a key factor. Any Organization can provide a major contribution to the technological and conceptual growth but only proper knowledge management implementation is the only solution and can provide real growth in the global era according to the speed of technological growth, where implementation with strategies and road map will provide assured success.

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