Implementing KM in An Information Technology Environment: A Practical Approach

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Abstract

The emergence of knowledge-based organisations has seen an emphasis shift to recognising people as the prime competitive asset and the push of management to nurture social capital within organisations. This supposedly hatches an environment of openness, trust and open communication, thereby leading to greater knowledge sharing within organisational members. A well managed knowledge management process helps to create and sustain knowledge capture, sharing and creation of new knowledge. This paper traces the development of a knowledge management framework in an information technology environment of an international bank, focussing on the process, derivation and implementation of the framework, and elicits important lessons learnt along the way.

Introduction

Continuous improvement programs are proliferating as businesses seek to sustain its competitive edge over their competition. As technologies improve, products and its associated services propel towards higher levels of sophistications to meet higher expectations of its customers. In such an environment, the foundation of competition has shifted to become knowledge-based so that the focus is shifting towards generation, storage, management and utilisation of knowledge, and management of knowledge workers to stay competitive. This has effectively created a new management evolution in the form of knowledge management. Peter Drucker (2000) noted that knowledge workers believed that they are not paid to do work from nine to five but paid to be effective. In building a knowledge framework, Johnson et. al. (1998) noted that the building of such framework “is based on the belief that individuals working with other individuals pool their knowledge not only by knowing what others know (meta knowledge) but by paying careful attention to what they do (heedful interaction) and by learning from them at the tacit level through socialisation processes”. These provide a glimpse to how organisations should manage its knowledge and
knowledge workers or let the staff self-manage, irrespective of their nature of business, in order to stay successful.

Knowledge management has acquired many different definitions. In the context of this paper, knowledge in the organisation is seen as “a fluid mix of framed, contextual experience, values, situated information, expertise and grounded intuition that provides the framework for evaluating, understanding, and incorporating new experiences and information. Such knowledge becomes not only embedded in documents or repositories but also in organisational routines, processes, practices and norms” (Tiwana, 2001). Knowledge management (KM) is the process by which the organization generates wealth from its intellectual or knowledge-based assets (Bukowitz, 1999). In order to understand KM, it is worthwhile to look at the contextual meaning of data, information and knowledge. Data is unprocessed information. When the data gets processed and have relational connection, it turns out to be information. Information in context is knowledge. When the information can be used to answer the “how” question, it becomes knowledge. Hence, when more knowledge is exchanged, more of the “how” questions get answered.

A rich body of literature currently exists detailing various organisations’ KM initiatives, best practices, benefits of KM, along with proposals of what constitutes an information organisation, a learning organisation and a knowledge-based organisation. The differing views and definitions by various researchers, practitioners and vendors as to what constitutes KM have caused some level of confusion to novice explorers of the subject. This is expected of an emerging discipline. Nonetheless, a common thread of consensus has emerged somewhat. Unlike information which is a commodity, knowledge is information in context and has to be internalized to infer meaning and understanding and externalised so that it can be applied and observed. KM is the continuous practice of the art of using knowledge in an organisation, at the individual, team and functional level so that the collective capability of these individuals can eventually be translated into the collective wisdom of the organisation.

All things being equal, the organisation’s success will hinge on its knowledge of market forces, knowledge of competition, knowledge of its customers, knowledge of its own strengths and weaknesses. If an organisation is abreast of these details, they can outdo the competition in the market place. KM is therefore about people and their interactions in organisations, its business processes, its information and technology infrastructure, and the organisation as a continuous learning organism. KM is not only concerned about managing the knowledge asset but the processes that act on them in the form of knowledge generation, knowledge storage and knowledge utilisation.

This case study contributes to a pool of existing KM literature to demonstrate how a department in the banking industry was involved in identifying, developing and implementing a KM framework. The paper describes the background of the case study, processes involved in the KM framework derivation, the resulting Intranet portal, and the lessons learnt along the way. The paper can serve as a useful reference to other departments that are embarking on KM initiatives of a similar nature in future.

**Background Of Case Study**

The case study relates to an information technology (IT) department of a multinational bank in Singapore. The bank (hereafter known as Banking Corporation Inc or BCI for short), was founded in the 18th Century and is one of the top 10 banks in terms of assets and the top 100
in terms of market capitalisation in the global banking industry. The IT department (hereafter known as IIS department), who is responsible for providing Intranet and Internet Solutions for the bank, forms part of the IT division of the Asia Pacific Head Office in Singapore. The expertise of IIS team is in the areas of workflow automation, knowledge management and content management solutions around Intranet and Internet platforms. The 30 staff strong IIS team, with average experience of 5 years in the IT industry, has counterparts based in New York, London, Frankfurt and Sydney.

At the time of the case study, the IIS department neither had a formal KM initiative nor any complete enterprise-wide portal to organize information for exchange. The team was tasked to develop a KM framework for use first within the department. This framework provides a step-by-step guide to building a complete KM Framework from conducting a survey to understand the view of the staff till such point the solution is implemented. The purpose of this study is to:

1. Investigate gaps in willingness to share knowledge and actual practise of knowledge sharing
2. Identify the cause for lack of knowledge capture in the department
3. Use the findings as the basis for the development and implementation of a KM framework to improve the overall effectiveness and efficiency of the department.

The proposed solution is expected to be populated to other parts of organisation. The Department Head gave his full support for the project and project team for the design and development of the framework. A total of 20 staff from IIS was involved in the project.

Methodology

In carrying out the project, available KM literature in three main areas was first reviewed. These included KM models, approaches to enhance knowledge sharing, and development of KM frameworks. A systematic approach to development, such as the 4-step process proposed by Boynton (1996), was found particularly useful. The process included making knowledge visible, building the knowledge intensity, developing a knowledge culture and building a knowledge infrastructure. It can be seen that building the knowledge infrastructure was seen to be a last step in the process only when the knowledge foundation have been achieved. Thus, it was particularly important during the development of such a framework to be sensitive to the needs and demands of the people involved, preparing them for imminent change, and addressing their anxiety of increased workload and new ways of work. Users buy-in and the complete support of the entire team were essential to ensure that the project does end up as one-off one-time exercise as opposed to an ongoing activity in the department. Hence, people aspects are to be fully understood and rallied behind the initiative. Following this model, the following steps were carried out to develop the KM framework:

a) Select KM Leader to lead the case study – Being members of the IIS team, the staff have a working understanding of KM concepts, albeit differing views of KM. A KM Leader is therefore important to provide the focal point to align different perceptions, help build awareness, clear misconceptions in terms of increased workload, and championing the collective efforts of the team. The IIS Department Head nominated a staff as KM leader who was given overall responsibility for the project, including selecting the project members, defining the main objectives of the project, and designing and implementing the project.
b) **Conduct training sessions to educate staff on KM** – Based on the prevailing KM awareness of the team, the KM Leader conducted one-day workshop on the concepts, practise, and success stories of KM in other organisations as well as the benefits of successful KM initiatives. This workshop enabled the team to be better uniformly informed of current KM definitions and developments, and the impeding project. It also acted as a catalyst to prepare the team for the next stages of the project.

c) **Identify KM model and conduct knowledge survey** - Based on the available KM models, Bukowitz’ (1999) Knowledge Management Diagnostic (KMD) model was chosen as the instrument for conducting the knowledge survey (or knowledge audit). The primary objective of the KMD (Problem Solving Process) survey was to bring awareness and take stock of the existing knowledge profile of the department thereby identifying the weak areas that deserves attention and action.

To do so, the 7-section KMD questionnaire was modified to suit the needs of the department rather than the whole organisation for which the original questionnaire was intended. A briefing for participants from the department was conducted to reiterate that the questionnaire was intended to assess the perceived understanding of the KM in terms of good practises, its importance, and to identify areas where such activities are lacking. Subsequently, participants completed the KMD survey in one 2-hour sitting. Upon completion of the KMD an overall score was compiled by adding the percentage scores of respective sections of each participant and then dividing the section totals by the number of participants to arrive at the average percentage score against each of the seven sections.

The survey was only aimed not only at assessing the KM readiness on various aspects of the department, but also a means to improve team members buy-in as a result of going through the process of completing the questionnaire and having the awareness of the various aspects of KM requirements.

d) **Conduct brainstorming sessions and plan to develop KM framework** – A total of 3 brainstorming sessions, each lasting between three to four hours, were subsequently conducted. In attendance in these sessions were the Department Head in Singapore, the KM Leader, 4 Project Leaders, 6 Technical Analysts and 13 programmers. The sessions were conducted with a 3 to 4 day gap in between sessions to enable team members have sufficient time to come up with suggestions. The first two sessions focussed on information requirements and the derivation of the framework while the last session focussed on the enabling technologies for implementing and supporting the proposed framework, as well as other implementation details.

In the first two sessions, the group examined the existing processes and the information flow of the department. The aim was to identify and rate all types of information requirements using the attributes “Must Have”, “Nice to Have” and “Wish List”. This enabled the most important perceived information to be prioritised for the basis for developing the framework to build, capture and make available information items in the priority list.

The third session focussed on the enabling technologies for implementing and supporting the proposed framework in the form of a portal, and to draw up the
schedule for project delivery. The session also reviewed the roles and responsibilities of team members in developing the framework and maintaining the contents of the portal past the implementation period.

e) **Present project plan to management for approval** - The survey findings and report of the brainstorming and planning sessions were presented to management for approval. The proposal included the value proposition for the project, tasks list, time frame for project development and launch, review of project outcomes and benefits at the end of six months following the project launch. The framework when realised, will result in the emergence of the intranet portal for the department. This will be used as the basis for effective gathering, capturing, sharing and regenerating of department knowledge.

f) **Develop KM framework** – Upon approval by management, this stage encompass the actual development work on the portal using the pre-defined enabling technologies identified earlier in the planning phase. The team was split into two groups and the contents identified for the portal are divided between both the groups. This is to ensure that work happens in parallel with the KM leader overseeing the overall progress of the project. On a weekly basis, the team met for an hour to discuss the progress and discuss any issues on the work for the next week. The KM leader acted as the usability expert by testing the solution developed till then. As the team was always developing applications centring Intranet, Workflow Process Automation and Discussion databases of many kind using Lotus Domino, Java, HTML/DHTML, JavaScript, XML and so on, no additional skills were required to build the solution. The cost effectiveness – both in short term as well as long term, was also considered in the choice of platform. With the availability of bank-wide Lotus Notes messaging infrastructure, rolling out the solution to more locations is not a problem. In addition, different staff was identified as different subject experts for sourcing/coordinating, editing and publishing the knowledge know-how and contents periodically. This ensures the effectiveness of the portal by making only current and relevant content available for consultation and use.

g) **Maintaining the framework and follow up actions** – Regular evaluation and feedback sessions were planned to ensure that the framework is properly maintained and to assess the effectiveness of use. Further information entities from the “wish list” also provide scope for further extension of information categories in the portal.

In summary, the methodology basically followed the path of investigating the needs of the department through a knowledge survey, developing awareness of all participants through workshops and sharing of survey findings, rallying the entire team behind the initiative, developing a realistic plan to meet the stated goals, and building the solution to turn the plan into reality.

**Findings of Knowledge Survey**

As previously mentioned, a knowledge survey was first conducted using the KMD questionnaire. Table 1 shows the results of the survey with high scores indicating good practices and lower scores indicating potential problem areas that lack synergy or emphasis in the KM processes. According to Bukowitz (1999: p18) “the organisations that field-tested the KMD had an overall average score of 55% and score for individual knowledge
management process step ranged from 30% to 70%”. Though no absolute cut off score is suggested to indicate the best practise of corporate knowledge, the upper score of 70% or above is considered to imply a good KM practise. The KM Leader presented the results of the survey to the team and it was observed that this result exhibited similar averages given by Bukowitz.

<table>
<thead>
<tr>
<th>Corresponds to</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tactical</td>
<td></td>
</tr>
<tr>
<td>Get</td>
<td>57</td>
</tr>
<tr>
<td>Use</td>
<td>80</td>
</tr>
<tr>
<td>Learn</td>
<td>56</td>
</tr>
<tr>
<td>Contribute</td>
<td>45</td>
</tr>
<tr>
<td>Strategic</td>
<td></td>
</tr>
<tr>
<td>Assess</td>
<td>47</td>
</tr>
<tr>
<td>Build / Sustain</td>
<td>63</td>
</tr>
<tr>
<td>Divest</td>
<td>67</td>
</tr>
<tr>
<td>Average Score</td>
<td>59.30</td>
</tr>
</tbody>
</table>

However, before sharing these results with team members, the KM Leader asked the team to list the KM practices and knowledge sharing processes that were already evident in the department and deemed working well in the current environment. This was aimed at starting the survey findings sharing process on a positive note. Using an average threshold value of 60%, the team chose to focus on the sections of “Get”, “Learn”, “Contribute” and “Assess” to explore how these aspects could be improved and incorporated in the solution.

Reasons for these low scores in these areas were discussed in the first brainstorming session. One of the primary reasons for low “Get” score was the lack of systematic capture of sufficient information. Although a lot of information of information was exchanged within team members and across teams in the regular work environment, there was a lack of conscious effort to act and classify some key data into a central repository so that these can be readily shared. This had a connection with the low “Learn” score in that staff that may find such information useful or reusable do not get them in time, or are simply unavailable. This in turn leads to unproductive effort of having to source for the same information again.

The third low “Contribute” score had the interesting contradiction in the intent and practise of “wanting to share”. To inspire knowledge sharing and contribution is a key but complex aspect of successful KM. Participants felt that the failure to share or contribute resulted from a lack of time to submit their know-how, ideas, and experience.; difficulty in expression (i.e. where to start and what to state); and clash of priorities due to actual work taking precedence over contribution.

The fourth low “Assess” score indicated the extent in which the department’s assets can be leveraged to create value for the clients and the department. Assessment required the organisation to define its mission-critical knowledge and map current knowledge-based assets against future knowledge needs. For example, the number of issues faced by each customer using the solutions provided by the department over a given period indicates the quality of work done by the whole team. Ability to capture and analyse the count and the trend in the issues reported would help the department derive actions required to further improve its quality.
Designing the Solution

Working around the areas of the weak scores and keeping in view of the good practices, the project team derived a detailed project plan to develop the KM framework to address the areas of concern. A number of key issues were addressed in this process. Some salient ones include the following:

- Identification of the information generators and the type of information generated. Information is generated by different organisational members holding different roles in different departments. Likewise, the information generated is consumed and used by others in other departments. The understanding of information flow through the use of the Operational Flow Diagram provides a clear indication of the points of information origination and the people involved in them. Figure 1 shows an example of a partial Operational Flow Diagram used in the project.

![Figure 1: Operation Flow Diagram (Partial list)](image)

- Identification of information units that are useful and deciding upon the level of information needs that must be captured. This basically pertains to the question of “What are the information needs and the extent of information required?” Through the aid of the information flow diagram, a systematic review of information and information needs can be elicited. At the same time, it was recognised that the granularity of information captured can make or break the process so that information of immediate use to internal organisational members and clients would be captured. Examples of these include project statuses, effort spent against budgeted, various project performance ratios, and some technical details of projects.

Information was also assessed along the two dimensions of codification (the degree in which data can be codified) and product observation (the degree to which know-how can be observed). Working down from the “Must Have”, “Nice to Have” and “Wish
List”, information was prioritised for portal development and population. An example of a partial list of “Must Have” items is shown in Table 2.

Table 2: Implementing Knowledge Fragments – Must Have Items (Partial List)

<table>
<thead>
<tr>
<th>KF</th>
<th>Coverage</th>
<th>Measurement / Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clients</td>
<td>Proposals &amp; effort estimation Budget utilisation/status</td>
<td>Soft: Project review and Staff satisfaction</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Hard: Project health tracking with key performance indicators (Ratios)</td>
</tr>
<tr>
<td>Problem</td>
<td>All issues raised</td>
<td>Soft: Number of visits</td>
</tr>
<tr>
<td>Reporting</td>
<td></td>
<td>Hard: Support ratio</td>
</tr>
<tr>
<td>Documentation</td>
<td>Design document User manual Project plan</td>
<td>Soft: Ability to share the documents with clients (&amp; their IT teams)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Soft: Clarity &amp; exhaustiveness of test cases</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Hard: Efficiency Ratio – Staff satisfactions &amp; Support ratio</td>
</tr>
<tr>
<td>Techniques</td>
<td>Exhaustive test plan &amp; test cases Code base Application Development Tips</td>
<td>Soft: Clarity and coverage of test cases</td>
</tr>
<tr>
<td></td>
<td>Trouble Shooting</td>
<td>Hard: Quality ratio &amp; Support ratio</td>
</tr>
</tbody>
</table>

- Organisation of information for accessibility. - Steps were taken to ensure that needed information was organised in the most effective manner to support accessibility and to protect confidentiality. This was achieved by dividing the portal into two zones: an internal zone for staff in the department, and a partner zone for all internal clients.

- Hardware/software solution for portal development. - As the team’s area of work was primarily involved with the development of workflow, knowledge-based applications and intranet solutions (sites/portals), the decision on these technical aspects were relatively simple. The existing Domino messaging solution and corporate networks were selected and used for hosting the solution.

- Project team scheduling for portal development and content population. - The project was carried out in parallel with other normal work activities. Two days per week were basically set aside by the team to concentrate on portal development. Likewise, staff identified as subject experts also spent two days per week to gather and co-ordinate appropriate content for inclusion and update to the portal. From conception to the implementation, the project took 4 months of which 2 months were spent in developing the solution.

- Design of assessment metrics and follow up actions. This was an important aspect of the project to gauge the usefulness of the project and to ascertain how well the project objectives were met. A hit-count statistic to measure the hit counts within the intranet site was incorporated in the system to identify the patterns of usage. A questionnaire
survey to elicit users’ feedback was planned at regular 6 monthly intervals. To ensure quality contents, all contents submitted would carry a review or expiry date irrespective of the nature of information. An “escalation-point” process was implemented to ensure that the content editor would be alerted during expiry dates so that these may be reviewed and appropriate action taken. Such alerts would be forwarded to the next person on the chain in cases when the content editor is unavailable to process the information.

Review of Implemented System

The developed KM framework comprises an intranet portal with two separate segmented zones of navigation, namely, the client zone for internal clients, and the internal zones for the IIS department. Figure 2 shows the broad categories of subject categories that are currently available including access control information.

![Figure 2: Structure of intranet portal: Client zone](image)

Figure 3 shows the site’s home page that provides the primary navigation control to the rest of the site. The user interface adopts the corporate standard “look-and-feel” and other features such as the menu structure, banner design and size, corporate colours, font type and size for text, and so on.
One of the key outcomes of the KM framework is the wealth of product information focussed on customers. The details covered had two sets of information that customers often look for. One set of information is the status and the details of their current project with the team. This information is available only after logging into the portal and each client sees project details pertaining to him/her. By integrating the project development life cycle of the team with the portal, status of project, milestones achieved, key documents generated, burn rate (money spent till date) against the total budget, key performance indicators (project statistics) and so on are made available to the clients. The second set of information is concerned with details on each of the other solutions that are available from the previous projects as well as a weekly update on the teams work.

Figure 4 shows sample screens of ‘What is happening’. This feature provides the clients with the system releases on a weekly basis. Clients, apart from knowing the happenings in the department, can also click on each of the item to learn more about the solution.
Figure 4: What is happening (Client Zone)

Figure 5 shows information on one of the solutions the team had developed earlier in terms of overview, functions, a tour of the solution, and so on. By integrating the task of creating the contents as part of each new project, a web front end that speaks volumes for the team has been achieved.

Figure 5: Products (Client Zone)
Discussion and Lessons Learnt

Before starting any KM project, it is important for the team and the management to understand what is KM and what it is not. Without clearing the myth surrounding KM, any KM initiative is likely to get mired in lots of wasted effort with no tangible end result. A number of such myths are examined along with how the project team carefully avoided them from the inception of the project.

The first and common myth is the adoption of the “One-size-fits-all” approach. Organisations emulating exactly what an industry leader is doing for their own organisation is walking along a path for almost sure failure as a result of different organisational mechanisms in play. No two organisations are the same. Furthermore, KM should not be considered as a separate function of an organisation but as integral part of day-to-day work. If considered otherwise, various activities like collection, formation, distribution and re-use of information in order to capture the knowledge in the minds of the individual in visible form will result in a daunting task. KM strategies implementation should be tailored for specific requirements and conditions. It should be realistic and relevant to staff that need and assesses the information. Eliciting a clear knowledge map and requirements is an important first step in developing a successful KM framework. Hence, the initial brainstorming sessions to map the departments functions and the interaction with the clients were important activies in the project to identify the contents that go into the KM framework.

Another common myth is the “More the merrier”. On the contrary, relevancy and consisnensness of information is key to the success of KM solutions. From our experience, we found that clients found it useful to view information relating to their current and previous projects with the team to be most useful when they try to analyse their success in doing projects with the department. By providing just sufficient information such as what was the total budget, how the budget was spent in executing the project and so on, they were able to analyse the efficiency factors – as and when they wanted. In other words, it does not warrant spending an enormous amount of money and time to develop a portal that provides each and every bit of information relevant to the company to be accessible by staff. Carrying out an information-knowledge audit and determining what information content to be developed and maintained will create a system that is far more useful and productive than attempting to make all information available to all staff due to the vast amount of redundant information that is likley to exist in such a scenario. Additionally, having more information than necessary also impedes the speed of access to relevant information and often causes confusion to users.

A common third myth is that KM is an IT solution: KM is very much based on human capital to collectively yield the capability to excel in the current business as well as innovate to create future winning strategies. This depends largely on the collective quality and wisdom of people in an organisation and the ideas generated by them. Though IT plays a crucial role in enabling knowledge sharing across the organisation to be better facilitated, the very idea of creating and sharing knowledge begins first among the minds of the people much after which a suitable IT solution is discussed.

Apart from avoiding the myths some of the other important lessons learnt include the following:
a) Among other factors, attempting to obtain the complete or highest possible buy-in of the team, management, customers and other stakeholders is viewed as a critical success factor in such KM initiatives. As proven by the model of many charitable organisations, there is nothing stronger than the will of a volunteer. Once the stakeholders are bought into the idea, other factors and ensuing tasks such as workload, schedules, creative design, development, information population, maintenance and use, and so on, becomes part of the integrative activities to make the project a success. In this case study, the project was initiated only after the full support of the managers and top management. With the work planned without hinderance to the departments regular projects and use of available technologies and skills, the investment was relatively low in comparison to the stated objectives of the KM project. By having regular progress updates, project kick-off and KM solution launch presentations, management was roped in very early in the project and constantly kept aware of developments, milestones, and subsequent performance measurements.

b) It is also pertinent to consider the usefulness of each piece of information that goes into building the framework for its shelf-life, effort required to keep it up-to-date and relevant, and whether it is actively sourced and used as part of the everyday process of work. Considering these aspects of the content helps to settle for capture and sharing of information with realistic schedules.

c) There is a need to plan carefully the work schedules and work commitments of the team members along the various project stages to facilitate in the design and development of the KM framework. It is absolutely necessary to reassign some of the work assigned earlier to those who take up KM responsibilities (e.g. building, contributing or publicising) in order to get the best commitments and results from the team. Otherwise, once the initial momentum dies down, people would tend to get busy with their routine tasks thereby impeding the success of such special projects.

d) A final important consideration pertains to the choice of the right IT platform to host the solution to support current and future needs as well as fit into the organisation’s overall IT infrastructure. Huge technology investments may result in the project being blamed for insufficient Return on Investment (ROI) and/or not meeting the requirement of the knowledge framework. In this case study, Lotus Domino was chosen as the platform for development. This was based on the widespread acknowledgement of Lotus Notes as one of the best tools for KM and the availability of the platform within the organisation on every employee’s desktop. As a side note, Lotus Notes has also been used extensively by Ernst & Young and KPMG for their KM solutions.

Conclusions

To the team and the department, this project has been one of very rewarding experience from the start to rollout. The very idea of building a complete framework from scratch, possibilities for improvements in future, expected results out of the projects are some of the key reasons for the excitement of the project among participants. The pressures of regular work alongside the KM framework development was one of the major challenges that need to be constantly monitored and tweaked in order to keep the project moving.
Other key reasons for the success of the project were the clearly stated objectives, proper planning of all necessary steps, timely involvement of staff concerned and regular communication. By treating the project with similar status as a client project ensures that due importance and commitment was accorded to the project. Another supporting factor was the real value perceived out of successful implementation – a platform to share the departments’ information both internal and client project specific with all interested parties.

Most often, projects have a clear start date and end date with clear makers to denote successful project completion and delivery. However, building a KM framework is only part and first step on an ongoing KM initiative that extends well into the future. Constantly assessing, identifying new and sustaining regular content contributions in the portal are some key challenges in future. Finally, a number of additional features are expected to be added to the portal. This include the inclusion of a subscription feature whereby client can subscribe to news and documents on topics or subjects that they are interested in, and a “digital dashboard” to present all client project related information organised. The information will cover both quantitative information such as project budget utilisation and monthly allocations and quantitative information such as issues raised on the live solutions and inquiries raised for future considerations.

References


