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# Knowledge Management and Knowledge Management Practices in KIBS SMEs

TAL  
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# Knowledge management



- Knowledge management (KM) is the process of **identifying, organizing, storing** and **disseminating** knowledge within an organization.
- When knowledge is not easily accessible within an organization, it can be incredibly costly to a business as valuable time is spent seeking out relevant information versus completing outcome-focused tasks.

Source: Photo by [CDC](#) on [Unsplash](#)

Source: <https://www.ibm.com/topics/knowledge-management>



## What is knowledge management?

"Knowledge management is a discipline that promotes an integrated approach to identifying, capturing, evaluating, retrieving, and sharing all of an enterprise's information assets. These assets may include databases, documents, policies, procedures, and previously un-captured expertise and experience in individual workers." – the definition provided by the Gartner Group.

Knowledge management can help organizations in achieving better results, saving money and time. It is one of the concepts gaining more and more attention, especially in the era of COVID-19 and remote work, where all the traditional activities related to knowledge, like knowledge sharing or knowledge dissemination are more difficult to be carried out.

# A graphic map of Knowledge Management

	COLLECTING (STUFF) & CODIFICATION	CONNECTING (PEOPLE) & PERSONALIZATION
<b>DIRECTED INFORMATION &amp; KNOWLEDGE SEARCH</b>	Databases, external & internal Content Architecture Information Service Support (training required) data mining best practices / lessons learned/after action analysis (HARVEST)	community & learning directories, "yellow pages" (expertise locators) findings & facilitating tools, groupware response teams (HARNESS)
<b>SERENDIPITY &amp; BROWSING</b>	Cultural support current awareness profiles and databases selection of items for alerting purposes / push data mining best practices (HUNTING)	Cultural support spaces - libraries & lounges (literal & virtual), cultural support, groupware travel & meeting attendance (HYPOTHESIZE)

From: Tom Short, Senior consultant, Knowledge Management, IBM Global Services  
(Note however the comments below under "Tacit.")

Source: <https://www.thehumancapitalhub.com/articles/Knowledge-Management---Everything-You-Need-To-Know>

- This graphic was developed by IBM for the use of their own KM consultants.
- It is based upon the distinction between collecting stuff (content) and connecting people.



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## A graphic map of Knowledge Management

From the perspective of organizations, there are various dimensions and activities related to knowledge management. For KIBS companies, it is important to codify knowledge in a form that can be presented and shared with others within the organization. The companies can use various tools for that, for example best practices, lessons learned or after action analysis. It is also important to make it possible for employees to easily find the knowledge or expert they need in a given moment. For this purpose, the firms can use directories, findings and facilitating tools, or response teams.

Another important dimension of knowledge management is people. Taking into account that most of the valuable knowledge is kept in the heads of employees, it is important to create appropriate culture supporting knowledge sharing and cooperation. For this purpose, organizations might use not only physical places like libraries and lounges, meetings, etc., but also virtual environment with groupware or collaboration tools.

# Knowledge management practices

1. Identify your goals
2. Create a knowledge sharing policy
3. Share knowledge across the organization
4. Appoint a knowledge management implementation person
5. Lead by example to bring a cultural shift
6. Incentivize employees



Source: Photo by [Scott Graham](#) on [Unsplash](#)



## Knowledge management practices

### 1. Identify your goals

The purpose of the knowledge management initiative should be well-defined.

### 2. Create a knowledge sharing policy

A formal knowledge-sharing policy is vital to ensure that information gathered stays in the company irrespective of employees leaving the company.

### 3. Share knowledge across the organization

A key benefit of knowledge sharing is gaining from the experience of other people and departments in the organization.

### 4. Appoint a knowledge management implementation employee

Ideally, this person should understand the company and the objective of the knowledge management initiative and guide its implementation. If an organization cannot afford to allocate or recruit a full-time employee, they can utilize an existing employee.

### 5. Lead by example to bring a cultural shift

Rather than dictating employees to use the knowledge management system, it will work well if the top management leads them by example.

### 6. Incentivize employees

It might help to motivate employees to participate in the knowledge management strategy. They can be incentivized with rewards, recognition, benefits, or bonuses.

Source: **What Is Knowledge Management? Definition, Process, Examples, Strategy, Best Practices, and Trends**, <https://www.spiceworks.com/collaboration/content-collaboration/articles/what-is-knowledge-management/>

## Sources and find out more!

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- Zieba, M., „Critical Success Factors for Knowledge Management in SMEs in the KIBS Sector”, [https://www.researchgate.net/publication/267868042\\_Critical\\_success\\_factors\\_for\\_knowledge\\_management\\_in\\_SMEs\\_in\\_the\\_KIBS\\_sector#fullTextFileContent](https://www.researchgate.net/publication/267868042_Critical_success_factors_for_knowledge_management_in_SMEs_in_the_KIBS_sector#fullTextFileContent)
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More about the project:  
[knowmanproject.eu](http://knowmanproject.eu)

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