CHAPTER 2

Defining Knowledge Management

There is no universally accepted definition of knowledge management. But there are numerous definitions proffered by experts. Put very simply, knowledge management is the conversion of tacit knowledge into explicit knowledge and sharing it within the organization. Putting it more technically and accurately, knowledge management is the process through which organizations generate value from their intellectual and knowledge-based assets. Defined in this manner, it becomes apparent that knowledge management is concerned with the process of identifying, acquiring, distributing and maintaining knowledge that is essential to the organization.

Table 2.1 What is KM?

Results-oriented definition	"To have the right knowledge at the right place, at the right time in the right format."
Process-oriented definition	"The systematic management of process by which knowledge is identified, created, gathered, shared and applied."
Technology oriented	"Business intelligence + collaboration + search engines + intelligent agents."

Source: Benjamins, V.R., "Knowledge Management in Knowledge-Intensive Organizations", Intelligent Software Components (2001).

If one considers knowledge management in the broadest context, then there are multifarious definitions of knowledge management. All these definitions hint at the same idea but each one focuses on a particular aspect of knowledge management (Table 2.1). For example, a results-oriented definition may state that knowledge management is "to have the right knowledge at the right place, at the right time in the right format." On the other hand, a

process-oriented definition may describe knowledge management as "the systematic management of processes by which knowledge is identified, created, gathered, shared and applied." And a technology-oriented definition may present a formula for knowledge management as "business intelligence + collaboration + search engines + intelligent agents."

Aspects of Knowledge Management

There are two main aspects of knowledge management, namely, information management and people management. Viewed from this perspective, knowledge management is about information, on one hand, and people, on the other.

Most entrepreneurs and managers are familiar with the term information management. This term is associated with the management of knowledge related to objects that are identified and handled by information systems. The practice of information management developed and became widely accepted when executives realized that information was an important corporate resource that could and should be managed to improve the company's competitiveness. As a consequence of the growth in the practice of information management, the concepts of "information analysis" and "information planning" developed, thus providing additional tools for practitioners.

As academics and theorists continue to reflect on the subject, information management has further developed into knowledge management. Entrepreneurs and managers have become more aware that knowledge – as differentiated from mere information – is an even more valuable resource of the organization. Consequently, the idea that processes for knowledge management must be developed in a manner similar to the management processes applied to information has gained more and more followers. This trend has resulted in a number of techniques being developed and applied such as "knowledge technology", which analyzes knowledge sources. By using these techniques, organizations are able to implement "knowledge analysis" and "knowledge planning" – in much the same manner as the application of earlier tools of "information analysis" and "information planning".

In practice, knowledge management involves, among others, the identification and mapping of intellectual assets within an organization. This basically means identifying who knows what within the company. When viewed from this perspective, knowledge management can be considered as a process of performing an audit of intellectual assets focusing on the organization's unique resources and their crucial functions. Through this audit process intelligence, value and flexibility are added to the identified intellectual assets. In addition, the intellectual assets are protected from dormancy thus making possible significant improvements in decision-making processes as well as in services and products.

But knowledge management goes beyond this level of mapping. More substantively, it also involves the creation of knowledge for competitive advantage and the conversion of large amounts of organizational data into readily accessible information. Through knowledge management latent points of congestion that hinders the flow of knowledge towards decision and action can be identified. And with the application of ICT, all the different aspects of knowledge management can function in a seamless and coordinated manner. In fact it has been shown again and again that when knowledge is managed well, there is significant reduction in the time needed to complete tasks and unnecessary duplication is greatly minimized, if not avoided.

The second aspect of knowledge management is people management. Basically, this involves the management of tacit knowledge that resides inside the heads of people. In actual practice it entails managing the knowledge that exists alongside organizational processes involving a complex set of dynamic skills, know-how and other knowledge-related capabilities. In order to effectively manage the people that possess the desired tacit knowledge, it is essential to take into consideration their cultural and social values, attitudes and aspirations, and likes and dislikes. If this can be done successfully, it can lead to the creation of new knowledge that otherwise cannot be accomplished by information management alone.

Although the importance of the two aspects of knowledge management is now well-recognized by many organizations, the full potential of knowledge management still remains to be realized. In fact not all organizations

with some form of knowledge management systems in place are aware that they have such systems. Most organizations have some kind of system for the management of explicit knowledge, whether simple or complex. However, they may not necessarily call it a knowledge management system. On the other hand, the management of tacit knowledge is not common and the current technology-based knowledge management has not developed a fully effective means for the extraction of tacit knowledge. Although tacit knowledge is at the core of organizational knowledge, it is so personal in nature that it is difficult to formalize and communicate.

Both aspects of knowledge management embody two immediate concerns: (a) to make organizational knowledge more productive; and (b) to produce benefits that are significantly greater than those envisioned. Knowledge management offers an excellent opportunity to adopt previously impossible business strategies. For example, it can open the door to the creation of an almost unlimited network that enhances the alliances and relationships with customers and suppliers. In enhancing customer relations, knowledge management makes possible the discovery of new issues and opportunities through the optimum use of knowledge assets such as contract sales and records and customer demographics and data, including customer location and contact names.

It is precisely in this manner that knowledge management can complement and enhance the impact of other initiatives of the organization such as total quality management, business process re-engineering, and organizational learning. It is evident from this discussion that knowledge management initiatives can be applied in a variety of domains to achieve superior results within almost any type of organization. And it is possible to achieve these results regardless of the level of technological availability or the market sector concerned.

Pillars of Knowledge Management

In order to more fully define and understand knowledge management, it is useful to consider knowledge management as having four pillars. These pillars are: (a) management and organization; (b) infrastructure; (c) people and culture; and (d) content management systems.

Management and organization

The first and most important pillar of knowledge management is the commitment at the highest levels of management. This commitment is absolutely essential to the success of any knowledge management initiative. Without such commitment, knowledge management initiatives are bound to fail. Sustained efforts to manage knowledge must permeate the entire organization, from the head of the organization down to the rank and file. It is also essential that managers promote appropriate behaviors among employees by setting the example.

The commitment from top management can come in two ways. Firstly, the managers at the highest levels should serve as role models by sharing and using knowledge themselves. The best way to promote knowledge management and demonstrate its strategic importance is for top management to provide adequate examples of ideal behavior and communicate clearly with all levels in the organization. Secondly, a structure to support knowledge management should be implemented, including financial, technological and human resources. One way is to create a knowledge management department and designate a Chief Knowledge Officer (CKO). This department should be given the clear responsibility for the promotion and implementation of knowledge management, led by the CKO. Its responsibilities should include the establishment of a knowledge-oriented technology infrastructure as well as helping to collect, categorize or monitor the use of knowledge. It should also be assigned the management of organizational resources such as labor and capital to enable it to pursue its objectives effectively.

The responsibility of the CKO should change once the knowledge management system has been established. At the start, the CKO should be involved in the collection and categorization of knowledge. But as the system gets more entrenched, the CKO should serve merely as a facilitator behind the scene playing the role of creating awareness, promoting further progress and monitoring improvements. There should be a conscious effort to allow knowledge to be freely created throughout the organization without too much intervention from the CKO or the knowledge management department.

Another aspect of the management-organization pillar is the management of the value chain, which is a critical enabler for knowledge management. The concept of value chain arises from the fact that organizations do not exist in isolation. They form links joined together in value chains. In these value chains every organization has customers while at the same time being a customer of other organizations. Every organization has to manage the organizational knowledge relating to its customers and suppliers. Such knowledge is generally referred to as customer knowledge, which must be generated, organized, shared and applied – in other words, managed. The main enabling practice with regard to this type of knowledge is customer relationship management. Effective management requires that a rich relationship with customers should be firmly established. In terms of the knowledge management process, this means making sure that the preferences of customers and the feedback that they provide are known to all the relevant persons within the organization.

Box 2.1 Why do we have to manage knowledge?

- Marketplaces are increasingly competitive and the rate of innovation is rising.
- Reductions in staffing create a need to replace informal knowledge with formal methods.
- Competitive pressures reduce the size of the work force that holds valuable business knowledge.
- The amount of time available to experience and acquire knowledge has diminished.
- Early retirements and increasing mobility of the work force lead to loss of knowledge.
- There is a need to manage increasing complexity as small operating companies are transnational sourcing operations.
- Changes in strategic direction may result in the loss of knowledge in a specific area.

Source: Barclay, R.O. and Murray, P.C., "What is Knowledge Management?", Knowledge Praxis, <http://www.media-access.com/whatis.html> (2004).

The management of customer relationship has two main objectives: to acquire customers and to keep customers. Advertising and promotion can attract and acquire customers. The decision to buy or not a particular product is based on the customer's perceived value and suitability of the said product. Once the customer makes a decision to purchase, customer relationship management must aim to keep the customer by conveying the message that the product's value and suitability is maintained or even enhanced. Today, new ICT applications are available to facilitate efforts aimed in this direction and help organizations to improve the ways in which they deal with and keep customers. By the application of customer relationship management it is possible to track customer records and harmonize automated customer interactions.

Once a rich relationship has been established between the organization and its customers (as well as suppliers), the knowledge generated during such relationship can be captured, organized, shared and used internally in decision-making. In this manner, the way in which the organization fits in to the value chain is greatly enhanced, thus giving it competitive advantage. In other words, customer relationship management systems contribute to the smooth operation of customer service processes and contribute to the creation of a culture that values knowledge sharing. Through customer feedback on a range of subjects, including customer preferences, product requirements, marketing strategy and competitors, new knowledge is generated, thus contributing to the attainment of the organization's overall objectives.

Infrastructure

All knowledge management systems require a certain level of technology and infrastructure support to be effective. As business processes become increasingly complex, knowledge management can be fully implemented only when appropriate information and communication technologies are available. An adequate ICT infrastructure is needed in order to better create, organize, share and apply knowledge. In this sense, ICTs are relevant enablers. Knowledge management solutions that manage both explicit and tacit knowledge must be enabled by a basic communications

infrastructure. This basic infrastructure may include, among others, a portal, a virtual workplace or an e-mail environment. The need for such an enabler is greater in organizations that are spread out in many different locations (e.g., a transnational corporation with offices or factories in many countries) since there will be need to communicate and collaborate in productive and meaningful ways across considerable physical distances.

In any knowledge management system, three principal technology infrastructures are needed. These are: firstly, the technology infrastructure needed to organize content; secondly, the technology infrastructure needed to search information, once organized; and thirdly, the technology infrastructure needed to locate appropriate expertise.

In order to organize content, information and communication technology tools are essential. The first step in organizing content is the preparation of the taxonomy or knowledge mapping. In knowledge mapping the contents of an organization are taken and the information classified in a catalogue in an orderly and systematic manner. The way in which workers in the organization think is reflected in the structure of the catalogue. The users recognize taxonomies intuitively since majority of workers apply similar mental models and use established terms in their jobs. As the knowledge management system matures, taxonomies grow in terms of quality and comprehensiveness.

There are multifarious ways to search for needed information. The library is one such source of various kinds of information. In today's world, the most preferred way of searching for information includes browsing the Internet, exploring electronic databases and seeking digitized documents. There are a host of document and content management solutions that facilitate the search for information and provide users with unique interface for accessing the Internet as well as information stored in the file servers and databases of the organization. Many technology solutions also provide navigation tools that make them user friendly. By effectively using these document and content management solutions, organizations can become more efficient by finding the needed information faster. In this manner, they

are also able to make better-informed decisions.

Table 2.2 Technology Appropriate to Knowledge Management Approach

REPOSITORY MODEL	• Internet, HTML, XML • Full text search engines • Document management systems
COMMUNITIES OF PRACTICE	• Web conferencing • Threaded discussion groups • Automated workflow • Expert Directories
CONTINUOUS LEARNING	• Learning management systems • Electronic performance support systems (EPSS) • Performance management
BUSINESS INTELLIGENCE	• Databases • Data Mining Tools • Enterprise Databases • Decision Support Tools

Source: "What is Knowledge Management?", Sun Microsystems, Inc. (2000).

Identifying and locating the relevant expertise for a given task is as important as content availability and classification. Managers make more effective decisions when they have inputs from experienced experts. The process of locating experts within and outside the organization can be greatly facilitated with the application of ICT tools. With such tools it is possible to create "people finders" that identify areas of expertise and "keyword affinities" that describe each expert. An effective searching process normally combines these two ICT tools. By gaining access to the unique knowledge of experts, organizations can enhance their competitive advantage.

People and culture

There is ongoing debate on what is the most important enabler for knowledge management. A number of management analysts contend that technology is the most important. Others consider people to be the

most important in knowledge management and argue that knowledge management initiatives that focus mainly on technology can and do often fail. Both are, of course, important to the success of any knowledge management system. But the success of a knowledge management system depends on many factors, and among the most important is the efficient management of people and culture within the organization.

People are the bearers of tacit knowledge. And the sharing of tacit knowledge is crucial to the success of knowledge management. For this reason, perturbations in the composition of the workforce can have significant impact on the organization's performance. Accordingly, the knowledge management process within an organization must take into account not only the processes and material resources but, more importantly, the people by whom knowledge is generated. This is what is known as the "people and culture" enabler in knowledge management.

People and culture as an enabler of knowledge management requires three important elements. These are: (a) the redefinition of organizational structure, (b) the corresponding human resource practices, and (c) a consistent organizational culture.

The first element, organizational structure, determines the manner by which decision is made as well as the accountability for material and human processes and resources. Organizational structures vary. They can be vertical or horizontal. Depending on the objective of the organization, one type of organizational structure may favor knowledge sharing and knowledge management practices than others. For example, in organizations where creativity and innovation are the most important assets, a horizontal structure that empowers the employees and has few layers of hierarchy will be more conducive to knowledge sharing and management.

The second element, human resources management practices, includes acquiring (recruitment), enabling (training), evaluating (performance measurement), developing (career management) and rewarding (compensation) the knowledge workers. If these practices are effectively

carried out, there will be greater impact on the knowledge management practices of the organization as well as in its efforts to create a culture of knowledge sharing among the employees.

The process of recruitment can contribute significantly to the efficient implementation of knowledge management. Effective recruitment practices include, among others, the implementation of joint programs with universities that promote research and knowledge development relevant to the organization. By refining the process of recruitment to ensure that only people with the desired knowledge and relevant experience and abilities are recruited, it would be possible to bring new and useful knowledge into the organization. In addition, such people generally integrate easily into the organization and are able to use and apply existing organizational knowledge quickly and efficiently.

Continuing education and good training practices promote the sharing of knowledge among the workforce. Training methodologies supported by ICTs, such as virtual learning and e-books and train-the-trainer techniques, can be geared towards knowledge sharing and dissemination. In the past, training is generally considered a requirement for promotion. With knowledge management, organizations today identify the knowledge that is required to meet a certain organizational objective and then design the training to make that knowledge available.

With knowledge management, performance evaluation and compensation systems are now giving increasing importance to knowledge creation and sharing. Increasingly, managers consider not only short-term performance of employees but, more importantly, their knowledge and the speed at which they learn and their contribution to the overall knowledge of the organization. The recognition of employees as experts in their respective areas of specialization is an important key to the success of knowledge management.

In order for the third element – a consistent organizational culture – to flourish, it is important to create a climate of trust and an environment of openness where continuing learning and experimentation are valued, appreciated and supported by everyone in the organization. Concomitantly,

an atmosphere conducive to maintaining motivation and the desire to share knowledge must be cultivated and maintained.

The assumptions and values that form the basis of making decisions normally shape the culture of an organization. In order to ensure wide ranging participation of employees in knowledge creation and sharing, there is need to change traditional mindsets and culture from hoarding knowledge to sharing it. This can happen only when there exists a climate of trust within the organization and when employees feel secure about their employment.

On the other hand, motivation gives individuals the desire to share their knowledge. Therefore, it is important to manage the expectations of employees and their motivation schemes. It is not enough to declare the existence of a knowledge sharing scheme but even more important is to provide means to develop their motivation to share knowledge.

Employees can be motivated both intrinsically and extrinsically. Intrinsic motivation is more difficult to induce than extrinsic motivation. Intrinsic motivation arises from within individuals and is related to the content of their work, organizational goals and the alignment of these with individual objectives. It acts as a powerful force in fostering the growth of tacit knowledge. It may be enhanced by increasing employee's participation, developing sound personal relationships, and demonstrating positive human resources management decisions such as linking reward to performance.

Extrinsic motivation can be achieved through human resources management practices such as financial compensation or promotion. Money generally provides satisfaction independent of the actual activity. Extrinsic motivation can be achieved by linking the financial motivations of employees to organizational goals and benefits. When tasks are not complex, it is generally sufficient to motivate employees extrinsically. But when tasks are complex, such as the development of a new technology or product, both intrinsic and extrinsic motivation will be required to promote knowledge sharing.

Content management systems

Content management systems include information assets both internal and external and systems that support the creation and administration of digital information. To ensure the proper functioning of the knowledge management system, programs for managing the content of web sites should be developed and implemented. At the same time, the roles and responsibilities for maintaining and updating content should be clearly delineated. There should also be a way to allow "authors" or "contributors" to provide new content in the form of articles. Content management systems also include some concepts of workflow for target users which define how content is to be routed around the system.

Source: The Knowledge Center's Organization: A Dream Quest, <http://www.systems-thinking.org/tkco/tkco.htm> (2004).

Measuring Knowledge Management

By way of a final note to more fully understand what knowledge management really is, it is useful to briefly consider and discuss the measurement of the results of a knowledge management system. Any such system of measurement must take into consideration the value of knowledge assets and the magnitude of knowledge sharing. Admittedly, such measurement is a difficult task since knowledge is generated by human beings and is both tacit and dynamic. Since the management of knowledge involves the coordination of individuals who create, share, organize and apply knowledge, measuring this management involves the tracing and documentation of the causal relationships between the application of knowledge and its creation and sharing.

One of the most difficult challenges in measuring the results of knowledge management is the assessment of the real value of knowledge assets, in particular tacit knowledge. Since tacit knowledge is usually time-specific as well as context-specific, the value of individual knowledge and intellectual capital is most difficult to assess. The challenge lies in the fact that tacit knowledge does not always lead directly to a useful application or a marketable product. Often it has only an indirect impact on the organization's effectiveness through the creation of better approaches or more effective work responses. And since it is difficult to trace the indirect impact of knowledge accurately, top management preoccupied with numbers and clear facts is not always willing to allocate a budget for investment in knowledge management.

In general, the most successful way to measure knowledge sharing is to trace the flow of knowledge among employees. The number of ideas generated in the online system and frequency of access are easy to measure. Similarly, customer satisfaction levels can be measured through surveys and feedback mechanisms. Although these measurements are simplification of what in reality is happening, they are, nevertheless, valuable proxies that contribute to providing a better understanding of knowledge flows, in particular, and knowledge management, in general.

Box 2.2 Definitions of Knowledge Management

1. Knowledge management is the collection of processes that govern the creation, dissemination, and utilization of knowledge. – *Brian Newman*

2. Knowledge management is the management of the organization towards the continuous renewal of the organizational knowledge base – this means, for example, the creation of supportive organizational structures, facilitation of organizational members, putting IT-instruments with emphasis on teamwork and diffusion of knowledge (e.g., groupware) into place. – *Thomas Bertels*

3. Knowledge management is an audit of "intellectual assets" that highlights unique sources, critical functions and potential bottlenecks which hinder knowledge flows to the point of use. – *Denham Grey*

4. Knowledge management consists of activities focused on the organization gaining knowledge from its own experience and from the experience of others, and on the judicious application of that knowledge to fulfill the mission of the organization. – *Gregory Wenig*

5. Knowledge management is a business activity with two primary aspects: (a) treating the knowledge component of business activities as an explicit concern of business reflected in strategy, policy, and practice at all levels of the organization; and (b) making a direct connection between an organization's intellectual assets – both explicit (recorded) and tacit (personal know-how) – and positive business results. – *Rebecca O. Barclay and Philip C. Murray*

6. Knowledge management is the process through which organizations generate value from their intellectual and knowledge-based assets. – *Megan Santosus and Jon Surmacz*

7. Knowledge management is the systematic process of finding, selecting, organizing, distilling and presenting information in a way that improves an employee's comprehension in a specific area of interest. – *University of Texas*

8. Knowledge management is a process with four parts that comprise a loop: knowledge is created, knowledge is captured, knowledge is classified and modified, and knowledge is shared. – *Wally Bock*

Box 2.2 Definitions of Knowledge Management

9. Knowledge management is the way that organizations create, capture and re-use knowledge to achieve organizational objectives. – *Wally Bock*

10. Knowledge management is the way organizations create, capture, enhance, and reuse knowledge to achieve organizational objectives. – *Asian Development Bank*

11. Knowledge management is a collection of activities, processes and policies, which enable organizations to apply knowledge to improve effectiveness, innovation and quality. – *UN Knowledge Management Workshop*

12. Knowledge management is the identification and mapping of intellectual assets within an organization, the creation of knowledge for competitive advantage, the conversion of vast amounts of available corporate data into accessible information and the distribution of best practices. – *Economic and Social Commission for Western Asia*

13. Knowledge management is the process through which organizations generate value from their intellectual and knowledge-based assets. – *CIO Magazine*

14. Knowledge management is concerned with organizing knowledge repositories so as to allow for easy retrieval and exchange of the information stored therein. – *Felix Weigel*

15. Knowledge management is the process of capturing value, knowledge and understanding of corporate information, using IT systems, in order to maintain, re-use and re-deploy that knowledge. – *OIC Document Management*

16. Knowledge management is a streamlined approach at improving knowledge sharing across the entire organization. – *Tenrox PSA*

17. Knowledge management is information or data management with the additional practice of capturing the tacit experience of the individual to be shared, used and built upon by the organization. – *KMTool Community*

Box 2.2 Definitions of Knowledge Management

18. Knowledge management is organizing information from disparate sources into a context that reflects the business and the decisions and processes of the business. – *Peter Novins*

19. Knowledge management is the strategy and processes to enable the creation and flow of relevant knowledge throughout the business to create organizational, customer and consumer value. – *David Smith*

20. Knowledge management is the broad process of locating, organizing, transferring, and using the information and expertise within an organization. – *American Productivity and Quality Center*

21. Knowledge management is a newly emerging, interdisciplinary business model dealing with all aspects of knowledge within the context of the firm, including knowledge creation, codification, sharing, and how these activities promote learning and innovation. – *Gotcha*

22. Unfortunately, there's no universal definition of KM, just as there's no agreement as to what constitutes knowledge in the first place. For this reason, it's best to think of KM in the broadest context. Succinctly put, KM is the process through which organizations generate value from their intellectual and knowledge-based assets. Most often, generating value from such assets involves sharing them among employees, departments and even with other companies in an effort to devise best practices. It's important to note that the definition says nothing about technology; while KM is often facilitated by IT, technology by itself is not KM. – *CIO Magazine.*

23. Knowledge Management is the systematic process of finding, selecting, organizing, distilling and presenting information in a way that improves an employee's comprehension in a specific area of interest. – *Knowledge Management Server.*

24. Knowledge Management is the broad process of locating, organizing, transferring, and using the information and expertise within an organization. The overall knowledge management process is supported by four key enablers: leadership, culture, technology, and measurement. – *American Productivity and Quality Center.*

Box 2.2 Definitions of Knowledge Management

25. Communications is human nature. Knowledge sharing is human nurture. – *Alison Tucker, Buckman Laboratories.*

26. The act of making tacit knowledge explicit. Tacit knowledge is the knowledge we each carry in our heads about how to do things, who to call and the lessons learned through experience. Making it explicit is recording in some media that allows another person to use it. The media can be a complex computer database or a piece of paper tacked over the water cooler. There are as many definitions of knowledge management (KM) as there are ways to use it. – *<http://www.moviemaven.com/ technical/definitions/gloslist.htm>.*

27. Important concepts in knowledge management include domains, i.e., fields of related concepts and terms, and ontologies, i.e., structures (typically hierarchies or networks) of interrelated terms for things, concepts, relationships, etc. in a given domain. – *Felix Weigel.*

28. A relatively new concept in which an enterprise consciously gathers and shares its knowledge to further its goals. Some components of knowledge management include data mining and data warehousing (Data Mining: The analysis data for relationships that have not previously been discovered. For example, the revenues for a particular entrée in a restaurant could, if related to other menu-item data, reveal a correlation between the purchase of a particular dessert with that menu-item. Data Warehouse: A centralized repository of operations and transaction information that is captured from diverse sources and is typically housed on a large-scale server). – *Hospitality Technology: Buyer's Guide.*

29. Knowledge Management is the process of capturing value, knowledge and understanding of corporate information, using IT systems, in order to maintain, re-use and re-deploy that knowledge. – *OIC Document Management.*

30. A streamlined approach at improving knowledge sharing across the entire organization. Accessibility of information, documents, best practice methodologies, templates, libraries, and other pertinent information. Hierarchical views of the entire organization, knowledge repositories, company policies, corporate handbook and collaboration. – *Tenrox PSA.*

Box 2.2 Definitions of Knowledge Management

31. Knowledge management is the strategy and processes to enable the creation and flow of relevant knowledge throughout the business to create organizational, customer and consumer value. – *David Smith, Unilever.*

32. Knowledge is a fluid mix of contextual information, values and experiences. For an organization this resides within employees (human capital) and represents a source of creativity, innovation and adaptability to change. Knowledge management is an explicit system to use this capital. – *Article 13 Co.*