

Infosys®

Win in the flat world

Challenges of KM in the BPO Sector

Ashwin Hoskote
Head, Enterprise Quality Group & KM
Infosys BPO Ltd, Bangalore



Business Process Industry


Association of India

Presentation at the seminar

KNOWLEDGE MANAGEMENT IN THE BPO SPACE: OPPORTUNITIES & CHALLENGES
24 SEPTEMBER 2008 ; CII : 249, SECTOR 18, UDYOG VIHAR, PHASE IV, GURGAON

The Biggest Challenge.....

.....of Knowledge Management in BPO Sector is



**lack of
knowledge
of KM**

...of a large mass of the BPO employee population

Knowledge of Knowledge Management

What is “Knowledge Management”?

Q. "But isn't it just a document management system?"

A. "Yes and no. Yes it still does document management. But it also helps you create communities"

Q. "We call that continuous improvement. Are you now saying it is knowledge management?"

A. "Why not. If knowledge management helps you improve your processes."

Q. "How is what you do at the knowledge centre different to information management?"

A. "Well instead of managing information, we manage explicit knowledge ...um.. information"

Q. "So data mining is a knowledge management technology?"

A. "Yes. The computer discovers new knowledge"

Q. "How is a knowledge editor different to ... well .. an editor?"

A. "Mmmh"

Q. "But this is Best Practice Sharing....how can it be KM?"

A. " Yes. BPS is knowledge that others can use"

Q. " I took all the trouble to write the macro...why should I upload it in the KM portal?"

A. "This macro can help others who do the same task and increase productivity"

Will the Real Knowledge Management Please Stand Up?
David J. Skyrme

Need of Knowledge Management

New Models for collaboration and personalized access to information

Social Collaboration

Knol, Facebook, Orkut, MySpace, Friendster, Hi5, Del.icio.us, Wikipedia, Wikia, Blogger, Wordpress, Flickr, YouTube, Metacafe, Ning, OpenSocial, Bebo, Flock, Neighborhoods.....

Business Collaboration

Salesforce.com, Basecamp, SugarCRM, LinkedIn, Plaxo, Zimbra, WebEx, OpenCourseWare, eBay, PayPal, Technorati, YouSendIt, Adify, AdWords, JotSpot, Vitruv, Slashdot, SharePoint, SAP, Oracle, Fast Search & Transfer, Amazon.com, BEA AquaLogic.....

Do-It-Yourself Applications Computing

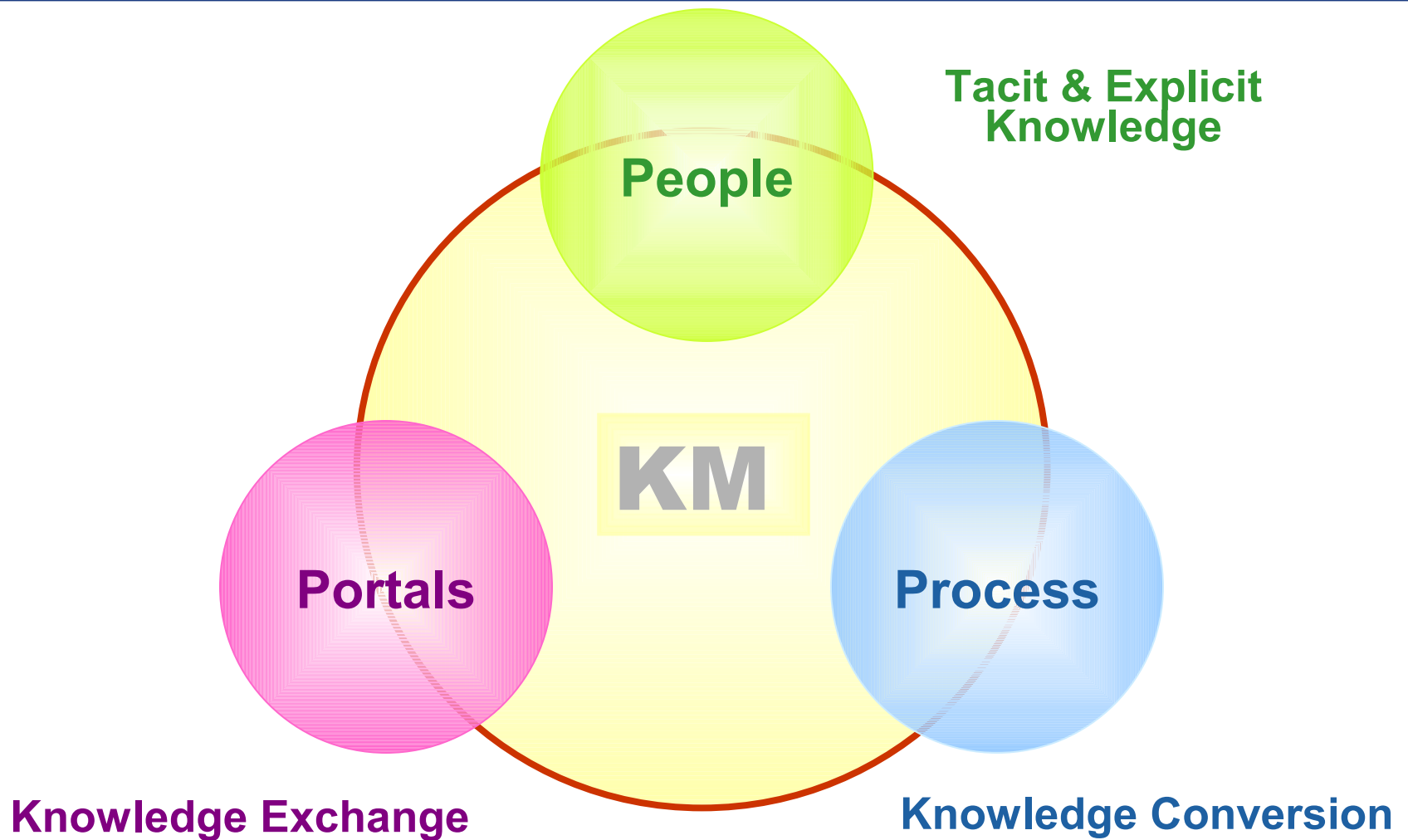
Amazon DevPay, Zillow, Clearspring, NetVibes, Kayak, Jamcracker, Yugma, Mogulus, Ustream, Spotranner, Zoho, Lulu, Yahoo Pipes, SuccessFactors, Quickbase, Rearden Commerce, Coghead, Audacity...

The New Age of Innovation
C K Prahalad & M S Krishnan

KM Survey findings

- 61% of the respondents feel that our basic values & purpose emphasize sharing of knowledge.
- 100% of the respondents feel that knowledge sharing is very important for their team to be effective.
- Only 17% of the respondents feel that the biggest barrier to sharing knowledge is engagement/functional silos.
- 50% of the respondents feel that the biggest cultural barrier to Knowledge sharing is that KM is not a part of their daily work.
- Only 5% said that Knowledge sharing was rewarded – 94% said either it is not rewarded or they did not know about it.
- Only 20% said that they knew if roles in the organization existing that were dedicated to promoting knowledge sharing.
- 39% said there was “some” linkage to their performance appraisal.
- 48% said they try to reuse existing knowledge.
- 78% said sharing learnings is part of standard work practices.
- 56% said they spend less than 10% of their time sharing knowledge.
- 46% do not want to share knowledge as client may not allow it.

The challenges from the 3 Ps perspective



People Challenges

- Diverse backgrounds
 - Industry
 - Experience
 - Education
 - Age
- Intellectual spectrum
 - Highly qualified top & senior management
 - Moderately educated middle management
 - Basic education – 85% of the organization
- Revolutionary growth
 - Range of 50% to 70% Y-o-Y
 - Mumbai Local Train syndrome
- Fostering collaboration
 - Hoarding of knowledge
 - Not invented here
 - Still not on the goal sheet/objectives
- Turnover
 - 35% to 60% attrition
 - Quick-buck mentality
 - Short-term focus
- Discipline

Process Challenges

- Organization's processes
 - **Lack of KM Policy**
 - **Documented Process for knowledge sharing**
 - **Resources for managing knowledge**
 - **Rigor in knowledge management**
 - **Measurement of knowledge reuse**
- Knowledge assets
 - **Definition of knowledge assets**
 - **Limited reusability**
- Companies within company
 - **Independent knowledge databases**
 - **Lack of a knowledge sharing culture**
 - **Melting pot of diversity**
 - **Loss of "power"**
 - **No returns or rewards**
- Client's environment
 - **Work is done on clients' network**
 - **Limited or no access to organization's network**
 - **Client has security concerns and may not allow any sharing**

Portal Challenges

- Administration
 - **Allocation of persons managing the portal**
 - **Availability of trained resources**
 - **Availability of “willing resources”**
- Expert Knowledge Base
 - **Identification of SMEs**
 - **Allocation of time for KM**
 - **KM may not be high priority**
- IP issues
 - **Resources to ensure non-violation of IP**
- Residence of portal
 - **The portal (Server/database) resides in the organization’s environment**
 - **Accessibility and security issues**
- Of-The-Shelf KM Systems
 - **Cost-Benefit**
 - **Customization...and how much?**
- Build Internally
 - **Time**
 - **Technology**
 - **Taxonomy**

Knowledge Management – Is it New to us?

Vedas

There are four Vedas, the Rig Veda, Sama Veda, Yajur Veda and Atharva Veda. Scholars have determined that the Rig Veda, the oldest of the four Vedas, was composed about 1500 B.C., and codified about 600 B.C. It is unknown when it was finally committed to writing, but this probably was at some point after 300 B.C.

Upanishads

The Upanishads are a continuation of the Vedic philosophy, and were written between 800 and 400 B.C.

Puranas

The Puranas are post-Vedic texts

Ramayana & Mahabharata

The Mahabharata and Ramayana are the national epics of India. The Mahabharata, attributed to the sage Vyasa, was written down from 540 to 300 B.C.

The Ramayana, attributed to the poet Valmiki, was written down during the first century A.D.

Bhagavad Geeta

The Bhagavad Gita, usually considered part of the sixth book of the Mahabharata (dating from about 400 or 300 B.C)

**These ancient texts are the
greatest examples of Knowledge Management**

Thank You