

Implementing Knowledge Management To Increase Business Support Department Performance At PT Samafitro

Menerapkan Manajemen Pengetahuan Untuk Meningkatkan Kinerja Departemen Dukungan Bisnis Di PT Samafitro

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ABSTRACT

The research objectives are to define the key knowledge required to increase the NPS Score. To define the strategy of improvement in knowledge management for the Business Support Department Team to reach the targeted NPS Score. This research employs a qualitative approach to explore the implementation of knowledge management in enhancing the performance of the business support department at PT Samafitro. The research identified key knowledge required to improve the NPS Score, including updated standard procedures, structured training programs, integrated knowledge management (KM) systems, and enhanced employee awareness supported by technology. To achieve the targeted NPS Score, effective KM strategies were developed across four capability areas: Strategy, People, Process, and Content Management & Technology. These strategies include establishing dedicated KM teams, conducting competency mapping, integrating KM into project management, organizing regular knowledge-sharing sessions, and upgrading technological platforms. The findings demonstrate that a comprehensive and structured KM approach significantly enhances business performance and contributes to achieving higher customer satisfaction levels.

Keywords : Knowledge Management, Business Support Performance, NPS Score, PT Samafitro

ABSTRACT

Tujuan penelitian ini adalah untuk mengidentifikasi pengetahuan kunci yang diperlukan untuk meningkatkan skor NPS. Untuk merumuskan strategi perbaikan dalam manajemen pengetahuan bagi Tim Departemen Dukungan Bisnis guna mencapai skor NPS yang ditargetkan. Penelitian ini menggunakan pendekatan kualitatif untuk mengeksplorasi implementasi manajemen pengetahuan dalam meningkatkan kinerja departemen dukungan bisnis di PT Samafitro. Penelitian ini mengidentifikasi pengetahuan kunci yang diperlukan untuk meningkatkan Skor NPS, termasuk prosedur standar yang diperbarui, program pelatihan terstruktur, sistem manajemen pengetahuan (KM) terintegrasi, dan peningkatan kesadaran karyawan yang didukung oleh teknologi. Untuk mencapai Skor NPS yang ditargetkan, strategi KM yang efektif dikembangkan di empat area kemampuan: Strategi, Sumber Daya Manusia, Proses, dan Manajemen Konten & Teknologi. Strategi-strategi ini meliputi pembentukan tim KM khusus, pemetaan kompetensi, integrasi KM ke dalam manajemen proyek, penyelenggaraan sesi berbagi pengetahuan secara rutin, dan peningkatan platform teknologi. Temuan menunjukkan bahwa pendekatan KM yang komprehensif dan terstruktur secara signifikan meningkatkan kinerja bisnis dan berkontribusi pada pencapaian tingkat kepuasan pelanggan yang lebih tinggi.

Kata Kunci: Manajemen Pengetahuan, Kinerja Dukungan Bisnis, Skor NPS, PT Samafitro

1. Introduction

For the last ten years, various sectors of the digital printing industry in Indonesia have grown tremendously. Some companies even invested in high-tech printing equipment and technology. Unfortunately, this growth has not been accompanied by sufficient human capital development to support it. Today, Indonesia's digital printing industry remains one of the top ten globally and continues to be a dynamic and profitable sector across various areas, including packaging, newspapers, and book publishing. To support its growth, the industry has

increasingly adopted the flexographic printing method. The packaging sector alone saw nearly 7% growth compared to the previous year. Despite facing global competition, the country's graphics and printing machinery sector continues to expand, and advancements in information technology offer further opportunities for growth. While China still leads the paper industry, Indonesia remains optimistic about developing core technologies that will enhance its competitiveness in the global market.

One of the industries that impacted and connected with the digital printing industry is packaging. According to GlobalData, a leading data and analytics company, Indonesia's packaging market is expected to reach 159.2 billion units by 2024, with a compound annual growth rate (CAGR) of 2.4% from 2019 to 2024. This growth is largely fueled by the expansion of flexible packaging, which is projected to grow at the fastest pace with a volume CAGR of 4.2% during the forecast period. Rigid plastics follow closely, with an anticipated CAGR of 1.9%. In 2019, flexible packaging was the dominant packaging material in Indonesia, making up 40.2% of the market, and is expected to grow to 43.8% by 2024. Other widely used materials include rigid plastics and paperboard. The food industry was the largest consumer of packaging, accounting for 44.2% of the market, followed by non-alcoholic beverages at 38.3%, and other sectors at 15.3%. This economic momentum is expected to further drive demand for industrial inkjet printers, printing machinery, parts, and consumables such as inks, make-up fluids, and cleaning solutions.

PT Samafitro, as one of the top distributor companies for printing in Indonesia, which also provided after-sales services, wants to keep their standing at the top. It means PT Samafitro should be able to work more effectively and efficiently, enhance their value for customers and develop competitive edge to drive growth and outperform their current competitor (Astragraphia) and also the new ones.

As of October 2022, based on channel scorecard provided by HP Indigo Global Business Unit team, PT Samafitro haven't reached the targeted Net Promoter Score (NPS).

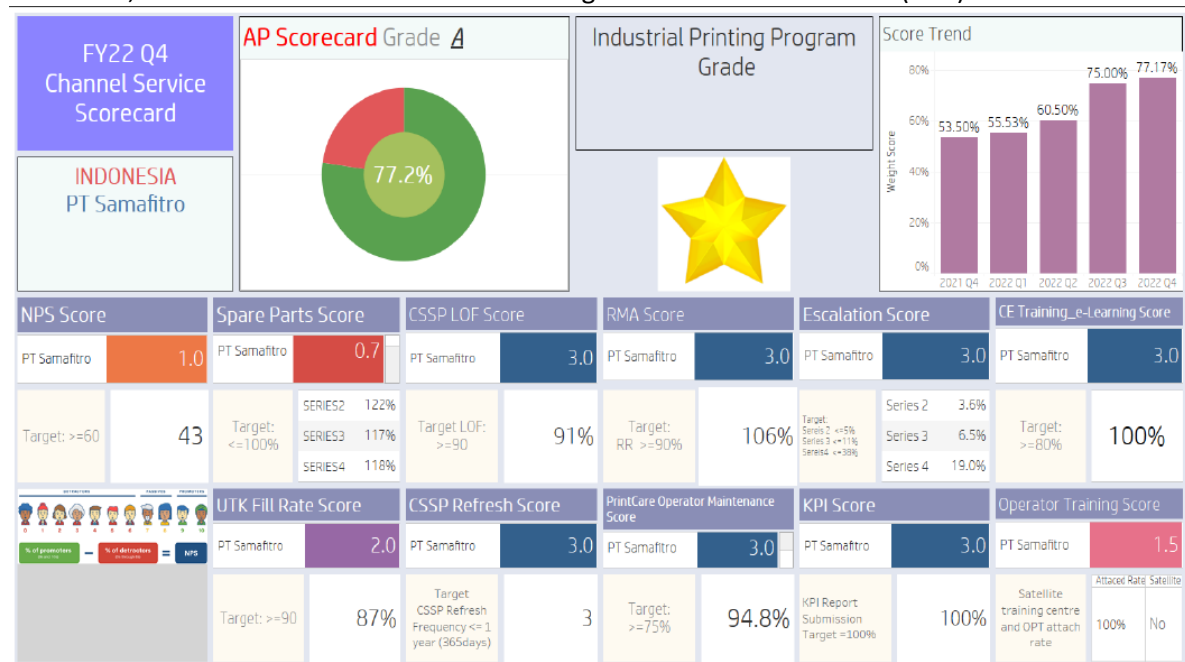


Figure 1. PT Samafitro Channel Score Card (Sources: Author, 2023)

In this case, if PT Samafitro wants to preserve their competitive position and support continuous growth, reinforce the human capital development and improve the operational processes are essential. Driving business performance is a strategic priority that demands coordinated effort and commitment from all stakeholders to be successfully realized.

Integrated knowledge needs to be carried out to fulfill organizational objectives.

This final project is to classify the key knowledge required to build the performance of the Business Support Department from Business Communication Service Division, specifically in increasing the NPS Score. The purpose also was to define an appropriate knowledge framework and develop a proposed solution for effective knowledge management implementation to reach the targeted NPS Score.

2. Literature Review

Knowledge, Information, and Data

Data, information, and knowledge are interrelated with one another, which sometimes it is hard to differentiate. To distinguish between the three concepts, simply by representing them in a hierarchy, as shown in the figure below:

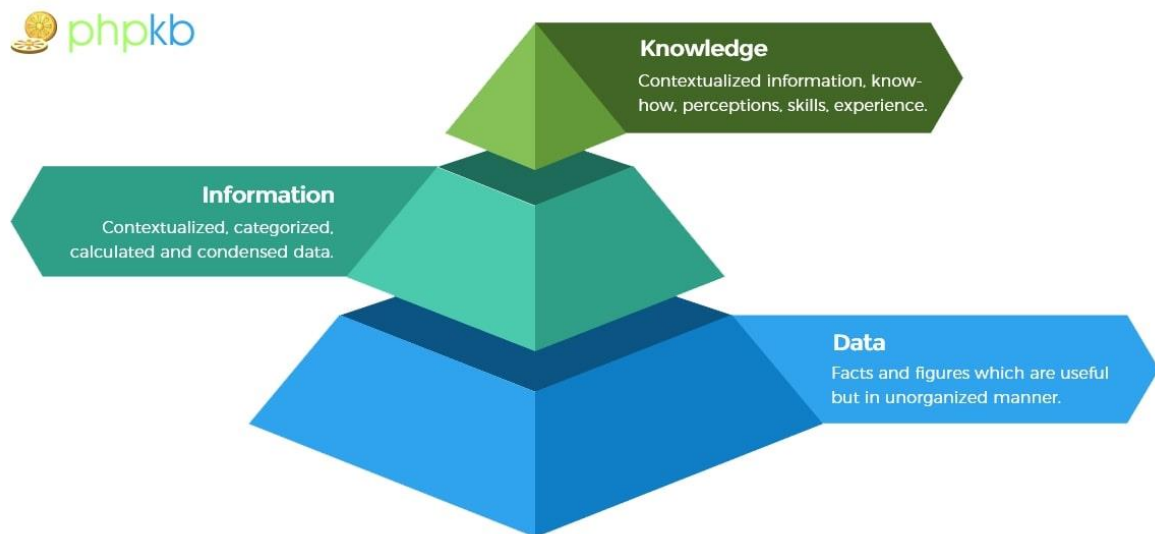


Figure 1. Data, Information and Knowledge Hierarchy

(Sources: <https://www.phpkb.com/kb/article/defining-knowledge-information-data-239.html>)

Data is unstructured facts and figures according to Thierauf (1999), while information is data with relevance and purpose (Bali et al., 2009), and knowledge is “A fluid combination of contextualized experience, values, contextual information, expert insight, and grounded intuition that offers an environment and framework for assessing and assimilating new experiences and information. It arises and is implemented inside the minds of the knowledgeable. In companies, it is often ingrained not simply in papers or archives, but also in routines, practices, and conventions” (Davenport & Prusak, 2000).

Knowledge Management

To classify knowledge, there are two ways to do (Ikujiro Nonaka, 1994):

a. Tacit Knowledge

Conceptual knowledge that is subconsciously understood and applied; forged and developed from experience; hard to be documented and usually being held by senior staffs.

b. Explicit Knowledge

Knowledge that is more articulate; easy to be documented and usually being used as reference or guidelines at work.

According to Nonaka and Takeuchi (1995), there are four models of interactions between tacit and explicit knowledge, as explained below:

a. Socialization

Conversion process from tacit knowledge to tacit knowledge, that usually been done by

sharing activities in social interactions between individuals, where knowledge is exchanged through jointly performed activities.

b. Externalization

Conversion process from tacit knowledge to explicit knowledge, which usually occurs when an individual outlines an approach for achieving a specific goal through a concept or hypothesis that is comprehensible to others.

c. Combination

Conversion process from explicit knowledge to newer explicit knowledge, It often involves organizing, integrating, and systematizing knowledge, such as compiling data from various sources into a comprehensive report.

d. Internalization

This mode refers to absorbing explicit knowledge and transforming it into tacit knowledge. This often occurs through practice and learning by doing.

Executing a process that transforms information into knowledge, thereby increasing organizational value. Technology facilitates this by converting unstructured data into context-rich, meaningful information. Over time, organization members incorporate this information into their knowledge base and utilize it to guide their decisions. Leveraging knowledge and fostering creativity can lead to innovations that add value and support business objectives.

Knowledge Management Framework

The KM Framework is designed to help organizations effectively adopt knowledge management (KM). The framework proposed by Tjakraatmaja and Kristinawati (2017), known as the Jann Model, illustrates how KM supports value creation, as shown in Figure II.3.

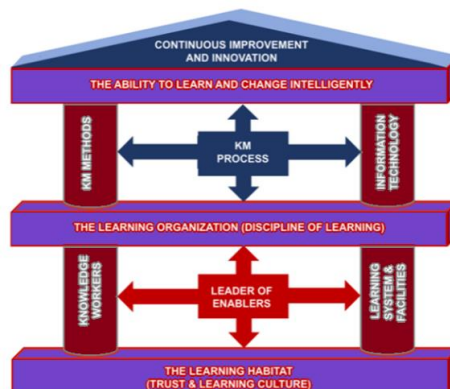


Figure 2. Jann Model KM Framework (Sources:Tjakraatmadja & Kristinawati,2017)

a. House of Learning Organization

Organizational learning is the process by which an organization gathers information through diverse methods—such as interpersonal interactions—with the aim of creating, sharing, and gaining insights from new experiences. In order for them to have an effective learning experience, organization should have good “learning habitat” which also supported by effective learning facilities (Tjakraatmaja & Kristinawati, 2017). A learning environment within an organization fosters a culture where individuals can collectively grow their knowledge by sharing and generating new ideas, which are then applied as new experiences. This habitat is crucial for an organization to have, as it encourages and motivates employees to embrace a learning culture, leading to the company’s success. There are five key components that form the foundation of the theory, outlined as follows:

1. Foundation

The Jann Model Knowledge Theoretical Framework is built on the foundation of a learning environment, which consists of two key elements: trust and learning culture.

2. Human capital component
To support employees in reaching their goals and becoming self-reliant in problem-solving, the organization must invest in developing and nurturing its workforce.
 3. The second pillar
Highlighting the importance of both the effectiveness and availability of the systems and learning resources offered by the organization.
 4. The rooftop
There are five disciplines used as indicators to assess the maturity level of a learning organization: personal mastery, shared vision, mental models, systems thinking, and team learning.
 5. Enabler
As a learning organization, it relies significantly on its leader to serve as an enabler. The leader should cultivate a learning environment and motivate others to participate, strengthening the core elements of trust, learning culture, and the learning habitat.
- b. House of Knowledge Management
- The second pillar of the Jann Model Knowledge Theoretical Framework highlights that the foundation of knowledge management is rooted in the learning habitat. The goal of knowledge management is to enhance organizational performance indicators such as productivity, profitability, and organizational development. The building components of knowledge management itself, according to Tjakraatmaja & Kristinawati (2017) consist of 3 components as follow:
1. Knowledge management process
Knowledge management is central to its own implementation, as it involves a series of activities, including identifying, creating, sharing, storing, distributing, and applying knowledge.
 2. Information technology
Technology assists human capital in more effectively and efficiently distributing and storing knowledge within an organization.
 3. Knowledge management method
Organizations use knowledge management methods as tools to facilitate the smooth execution of knowledge management processes. A wide range of knowledge management tools is available, each with its own specific purpose and function.

Knowledge Tools and Approaches

Most Knowledge Management solutions include a variety of tools and methods for uncovering, packaging, and distributing information. The APQC Knowledge Flow Process (Figure II.4) is an excellent approach for aligning KM support with business needs, as well as for considering the relevant tools and strategies.



Figure 3. APQC Knowledge Flow Process (Sources: APQC,2022)

The seven-step process describes how knowledge is transferred from its initial generation or discovery to the individuals or systems that can reuse or apply it in a different context. By aligning an organization's key KM challenges with the knowledge flow process, one can pinpoint the most appropriate tools and techniques.

This process can also generate new and improved knowledge. For instance, by fostering greater innovation, knowledge management can generate solutions that add value to the organization. The knowledge management team may leverage analytics on existing data to uncover new insights or launch a collaborative ideation process to discover, refine, and prioritize ideas from across the organization.

However, for many businesses, the greatest challenge is not knowledge creation but effective recognition, collection, and evaluation of information. There's a plethora of information circulating, but it must be accurately identified, gathered, and assessed to determine what is important and reliable. To enhance these aspects of knowledge flow, an organization might create a content management strategy to validate and structure the explicit information that employees are most likely to require. If the emphasis is on tacit knowledge, knowledge management may involve using knowledge mapping to pinpoint key areas and conducting knowledge transfer interviews to capture valuable insights from experts. Organizations that focus on projects or events may implement a lesson learned process to identify, capture, and assess experiential insights that can be applied to similar situations in the future.

Various KM solutions are available for companies aiming to convey information more effectively. Cross-functional communities and networks can frequently gather individuals to exchange knowledge on specific topics, areas of interest, or business challenges. KM teams focus on improving the accessibility and usability of information. Knowledge management portals, taxonomies, search tools, and programs that recommend relevant resources simplify the process for employees to access and utilize information in their daily tasks, without wasting time or filtering through irrelevant content.

APQC Knowledge Management Framework

There are various knowledge management frameworks to choose from. In this research, the author will use the APQC (American Productivity and Quality Center) implementation framework. The APQC KM Framework is structured into four phases, forming a cycle of continuous improvement (Figure II.5).



Figure 4. APQC Framework (Sources: APQC, 2022)

a. Call to Action

1. Define the Value Proposition: The first step in creating a call to action for knowledge management (KM) is to define the value proposition for improving the flow of information within the organization. This includes engaging with executives and thoroughly reviewing the organization's strategic objectives to assess its current and future knowledge requirements.
2. Identify Business-Critical Knowledge: Organizations generate and share vast amounts of knowledge, but not all of it is critical. To maximize resources, it's essential to distinguish business-critical knowledge from less important information. This is typically achieved by aligning the business strategy with relevant knowledge domains.
3. Align Knowledge Strategy with Organizational Goals: The organization's mission and goals should be aligned with its knowledge strategy. This alignment typically takes place at the business unit or functional area level. When KM activities are in support of strategic goals, they are more likely to receive support from senior leadership.
4. Secure Senior Leadership Support: Sustaining KM programs requires support from senior leaders. Executives enhance the credibility of knowledge-sharing and collaboration strategies by emphasizing their importance to the organization, which encourages support from middle management and employees.

Once the Call-to-Action phase is completed, we will have a well-defined value proposition that connects knowledge management to the organization's knowledge needs and strategic objectives. This value proposition, along with the prioritized key knowledge domains, will steer the focus and direction of the Knowledge Management program. Moreover, the value proposition acts as a communication tool to emphasize the potential benefits of Knowledge Management, assisting executives in recognizing how improved knowledge flow can drive better business outcomes.

b. Develop KM Strategy

1. Assess Knowledge Flow Capabilities: The first step in strategy development is to assess the organization's knowledge flow capabilities. This process helps identify gaps and prioritize key areas of focus.
2. Establish Governance Structures: Successful knowledge management initiatives are typically backed by governance structures, including a KM steering team, a core KM team, and extended teams for design, technology, and engagement. While the specifics may vary based on the organization's management structure and culture, it is essential

to have teams with well-defined roles to ensure accountability and clarify the decision-making process.

3. **Prioritize and Plan Actions:** Once priorities are set, it is essential to determine how to address them. Identify the sequence of actions required to achieve the goals and the order in which they should occur. This involves creating a detailed plan for design, implementation, and engagement.
 4. **Focus on Initial Capabilities:** In the initial phase of KM implementation, the KM core team should focus on 2-3 critical people/process capabilities after setting up the governance structure. These initial efforts should be guided by the value proposition, business case, and current situation.
 5. **Develop a Business Case:** Develop a detailed business case that outlines the scope, objectives, metrics, resources, estimated costs and benefits, as well as a timeline with milestones and approval checkpoints to define and implement the KM approach.
Upon completing the Create KM Strategy phase, we will have a clear strategy based on the company's current state, knowledge flow objectives, initial focus areas, and timeline priorities. The governance framework, priorities, implementation plan, business case, and budget will direct the KM implementation process.
- c. **Design and Implement KM Capabilities**
At this stage, it is important to form operational design teams made up of individuals responsible for defining the project's scope and design, along with those who will execute it. Additionally, designing knowledge flow processes and approaches involves creating a resource model and capabilities to ensure stakeholders comprehend what is required for effective knowledge flow. Once these steps are completed, the final task is to create a more detailed implementation plan and budget.
- d. **Evolve and Sustain**
After implementing KM approaches, there is ongoing work to be done. Leading KM programs continuously assess their objectives, enhance their services, and mature through integration. APQC's KM Capabilities Assessment assists companies in evaluating progress, identifying gaps, and prioritizing improvements. As KM programs evolve, companies must adapt their approaches to align with strategic goals, ensuring the KM portfolio remains focused on top business priorities amidst organizational and KM program changes. The result of the Evolve and Sustain phase is a strong, adaptable, and long-lasting KM program. Employees will recognize the vital role of knowledge sharing and collaboration in both individual and organizational performance, with Knowledge Management becoming an integral part of processes and operations. Seamlessly integrated KM activities within workflows will foster innovation and strengthen competitive advantage.

3. Research Methods

The qualitative research methodology offers several advantages for this study. Firstly, it allows for an in-depth exploration of the subjective experiences and perspectives of departmental stakeholders regarding knowledge management. By using qualitative data collection techniques such as interviews and observation, the research can capture rich, nuanced insights that may not be accessible through quantitative methods alone. Additionally, the qualitative approach emphasizes understanding the meaning behind behaviors and practices, aligning with the goal of exploring the underlying dynamics of knowledge management in the Business Support Department. Therefore, the proposed qualitative methodology enables a holistic understanding of the complexities involved, contributing to more contextually relevant and actionable findings for enhancing departmental performance through knowledge management.

4. Results and Discussions
Analysis
Organizational Culture Survey

Table 1. Organizational Culture Survey Initial Result (Sources: Author,2023)

Category	Parameters	R1	R2	R3	R4	R5	R6	R7	R8	R9
Team Work	Q1	75	75	75	75	75	75	75	75	75
	Q2	50	65	65	50	65	65	50	65	65
	Q3	50	50	60	50	50	50	50	50	60
	Q4	75	75	75	75	75	75	75	75	75
Team Concern	Q1	75	70	70	75	70	70	75	70	70
	Q2	50	50	60	50	50	50	50	50	60
	Q3	70	70	70	70	70	70	70	70	70
	Q4	50	60	60	50	60	60	50	60	60
Support and Appreciation	Q1	60	60	60	60	60	60	60	60	60
	Q2	60	60	70	60	60	60	60	60	70
	Q3	70	70	70	70	70	70	70	70	70
	Q4	75	75	75	75	75	75	75	75	75
Agility of Change	Q1	60	70	70	60	70	70	60	70	70
	Q2	60	70	70	60	70	70	60	70	70
	Q3	75	75	75	75	75	75	75	75	75
	Q4	75	75	75	75	75	75	75	75	75
Adaptation	Q1	60	60	60	60	60	60	60	60	60
	Q2	60	60	70	60	60	60	60	60	70
	Q3	75	75	75	75	75	75	75	75	75
	Q4	70	70	70	70	70	70	70	70	70
Improvement of the Competency	Q1	70	70	70	70	70	70	70	70	70
	Q2	75	75	75	75	75	75	75	75	75
	Q3	75	75	75	75	75	75	75	75	75
	Q4	60	60	60	60	60	60	60	60	60
Future Prediction	Q1	50	70	70	50	70	70	50	70	70
	Q2	60	60	60	60	60	60	60	60	60
	Q3	60	60	70	60	60	60	60	60	70
	Q4	60	60	60	60	60	60	60	60	60
Innovation	Q1	70	70	70	70	70	70	70	70	70
	Q2	70	70	70	70	70	70	70	70	70
	Q3	60	60	60	60	60	60	60	60	60
	Q4	60	60	60	60	60	60	60	60	60
Pride	Q1	75	75	75	75	75	75	75	75	75
	Q2	60	60	60	60	60	60	60	60	60
	Q3	60	60	70	60	60	60	60	60	70
	Q4	70	70	70	70	70	70	70	70	70

Q = Question
R = Respondent

Due to the survey being performed on a small group, author opted not to utilize a sampling method. The quantitative methodology employed involved calculating the average score for each question (Question 1 to 4) based on the responses of 9 respondents, followed by averaging these scores to obtain an overall average score for each category (Team Work, Team Concern, Support & Appreciation, Agility of Change, Adaptation, Improvement of the Competency, Future Prediction, Innovation, and Pride). The result as follow:

Table 2. Organizational Culture Survey Average Scores (Sources: Author,2024)

Category	Question 1 Average Score	Question 2 Average Score	Question 3 Average Score	Question 4 Average Score	Category Average Score
Team Work	75	60	52.2	75	65.6
Concern	70.0	52.2	62.2	52.2	59.2
Support	60	62.2	70	75	66.8
Agility	66.7	66.7	75	75	70.8
Adaptation	60	62.2	75	70	66.8
Improvement	70	75	75	60	70
Prediction	63.3	60	62.2	60	61.4
Innovation	70	70	60	60	65
Pride	75	60	62.2	70	66.8

The average scores for each category were subsequently cross-referenced with the threshold values presented in Table III.4, leading to the figure shown below:

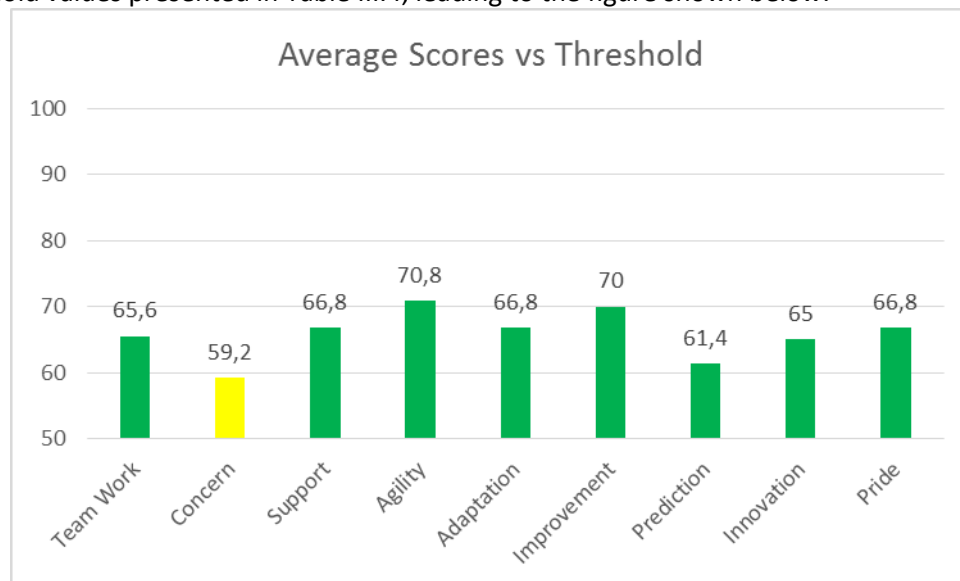


Figure 5. Organizational Culture Survey Average Scores vs Threshold (Sources: Author,2024)

Figure 5 indicated that PT. Samafitro's organizational culture is classified as weak to moderate in terms of various cultural dimensions. This suggests that the survey highlights several key points as follows:

- Team Work is generally present with functional communication and trust among team members although it is still not consistent.
- Team Concern indicates significant challenges in how employees care about, support, and relate to one another within teams.
- Support and Appreciation's score suggests that while some systems or behaviors for supporting and valuing employees exist, they may not be fully consistent, impactful, or widespread across the organization.

- d. Moderate score in Agility of Change indicates that the organization is somewhat responsive to change but may face inconsistencies, resistance, or delays in adapting to new situations.
- e. The organization score in Adaptation suggests that the organization is somewhat capable of adjusting to new conditions, but may face challenges in consistently responding to evolving environments.
- f. In the Improvement of Competency part, the organization is making some effort to enhance employee skills and capabilities, but there is room for improvement in how consistently or effectively this is done.
- g. Future Prediction suggests that the organization demonstrates some awareness of future trends and challenges, but its ability to anticipate and prepare for them is not yet strong or consistent.
- h. The organization supports some innovative activities, but there are inconsistencies in fostering, executing, or sustaining innovation across the board. It is indicated in the Innovation area.
- i. While, a moderate score in Pride suggests that employees feel somewhat positive about being part of the organization, but their emotional connection and loyalty are not deeply rooted or consistently strong.

While the organization is relatively adaptable in other categories, the lowest score in Team Concern suggests that there are lack of empathy, support, and interpersonal care among team members that can seriously impact collaboration, trust, and the overall success of Knowledge Management (KM) initiatives. Nevertheless, the highest score in Agility of Change expresses the team readiness to embrace change and consider new ideas, signaling an openness to introducing new systems or methods despite the indifferences.

APQC KM Assessment Survey

The findings from the APQC Knowledge Management Assessment survey conducted at PT. Samafitro, regarding of Implementing Knowledge Management to Enhance Business Support Department Performance, are summarized in the table below:

Table 3. APQC KM Assessment Survey Initial Result (Sources: Author,2023)

Category	Sub-category	Lvl.	R1	R2	R3	R4	R5	R6	R7	R8	R9
Strategy	Objectives	1	2	2	2	2	2	2	2	2	2
		2	2	3	3	2	3	3	2	3	3
		3	3	2	2	3	2	2	3	2	2
		4	3	3	3	3	3	3	3	3	3
		5	2	3	3	2	3	3	2	3	3
	Business Case	1	3	2	2	3	2	2	3	2	2
		2	3	2	2	3	2	2	3	2	2
		3	3	2	2	3	2	2	3	2	2
		4	2	2	2	2	2	2	2	2	2
		5	2	3	3	2	3	3	2	3	3
	Budget	1	2	2	2	2	2	2	2	2	2
		2	2	2	2	2	2	2	2	2	2
		3	2	3	3	2	3	3	2	3	3
		4	2	3	3	2	3	3	2	3	3
		5	4	2	2	4	2	2	4	2	2
People	Human Capital	1	2	3	2	2	3	2	2	3	2

Process		2	2	3	3	2	3	3	2	3	3
		3	2	3	2	2	3	2	2	3	2
		4	2	2	3	2	2	3	2	2	3
		5	3	2	3	3	2	3	3	2	3
		1	2	2	2	2	2	2	2	2	2
	Governance	2	2	2	2	2	3	2	2	2	3
		3	2	2	2	2	2	2	2	2	2
		4	3	2	2	2	2	2	2	2	2
		5	2	2	2	3	2	3	2	2	3
		1	2	2	2	2	2	2	2	2	2
	Change Management	2	3	3	2	3	3	2	3	3	2
		3	2	2	3	2	2	3	2	2	2
		4	3	3	3	2	2	3	2	3	3
		5	3	2	2	3	3	2	2	3	2
		1	2	2	3	2	2	3	2	2	3
	Communications	2	2	2	3	2	2	3	2	2	3
		3	2	2	3	2	2	3	2	2	3
		4	2	2	2	2	2	2	2	2	2
		5	3	3	2	3	3	2	3	3	2
		1	2	2	2	2	2	2	2	2	2
	Knowledge Process	2	2	2	2	2	2	2	2	2	2
		3	3	3	2	3	3	2	3	3	2
		4	3	3	2	3	3	2	3	3	2
		5	2	2	4	2	2	4	2	2	4
		1	3	3	3	3	3	3	3	3	3
	KM Approaches	2	3	3	3	3	3	3	3	3	3
		3	3	3	3	3	3	3	3	3	3
		4	2	2	2	2	2	2	2	2	2
		5	2	2	2	2	2	2	2	2	2
		1	2	2	2	2	2	2	2	2	2
	Measurement	2	2	2	2	2	2	2	2	2	2
		3	2	2	2	2	2	2	2	2	2
		4	2	2	2	2	2	2	2	2	2
		5	4	4	4	4	4	4	4	4	4
		1	2	3	3	2	3	3	2	3	3
Content Management	Content Management Process	2	2	3	3	2	3	3	2	3	3
		3	2	3	3	2	3	3	2	3	3
		4	2	2	2	2	2	2	2	2	2
		5	3	2	2	3	2	2	3	2	2
		1	2	2	2	2	2	2	2	2	2
	Information Technology	2	2	2	2	2	2	2	2	2	2

	3	2	2	2	2	2	2	2	2	2
	4	2	2	2	2	2	2	2	2	2
	5	3	4	4	3	4	4	3	4	4

R = Respondent

Lvl. = Level

Building on the quantitative methods used in the Organizational Culture survey, the APQC KM Assessment survey determined the scores by averaging the responses for each level and sub-category from 9 participants. This was followed by computing an overall average score for each category (Strategy, People, Process, and Content Management). The result as follow:

Table 4. APQC KM Assessment Survey Average Scores (Sources: Author,2024)

Categories	Sub-categories	Sub-category Average Score	Category Average Score
Strategy	Objectives	2.53	2.42
	Business Case	2.33	
	Budget	2.4	
People	Human Capital	2.47	2.33
	Governance	2.13	
	Change Management	2.4	
	Communications	2.33	
Process	Knowledge Process	2.4	2.47
	KM Approaches	2.6	
	Measurement	2.4	
Content Management	Content Management Process	2.47	2.40
	Information Technology	2.33	

As all the average scores for the subcategories and categories fall in-between the threshold range (1-2 to 3), this suggests that PT. Samafitro is neither fully implementing nor entirely overlooking the Knowledge Management (KM) process. Certain aspects of the process are established but may not be consistently adhered to or effectively utilized throughout the organization. While the organization has made initial strides toward implementing the KM process, there remains some inconsistency in its execution. The process proves to be partly effective in certain areas but requires further development and alignment with business objectives to function optimally. Table IV.4 indicates that the survey emphasizes several key points, as outlined below:

- The Strategy category, which has an average score of 2.42, represents the organization's existing KM strategy. This score implies that although a KM strategy is present, it is not completely aligned with the company's broader vision and mission. The findings indicate that the KM strategy remains in its preliminary development phase and necessitates further enhancement to align more effectively with business objectives. Within the Strategy category, the Objectives subcategory received a slightly higher average score than the other sub-category, indicating some alignment between KM objectives and business goals, but still a lack of full implementation. The Business Case and Budget subcategories scored lower average scores, showing that there is insufficient formal recognition and resource allocation for KM efforts.
- The People category received the lowest average score of 2.33, indicating significant gaps in human capital and KM leadership. This score suggests that the organization has not yet fully invested in developing the necessary knowledge management skills among employees and

leaders. The Human Capital subcategory scored 2.47, highlighting a lack of structured knowledge development and competency mapping across the organization. The Governance subcategory, which scored 2.13, suggests that there is little support from leadership in driving KM initiatives, and no clear ownership of KM responsibilities.

- c. The Process category scored an average of 2.47, indicating that while some KM processes are in place, they are not standardized or integrated into daily operations. The Knowledge Process subcategory scored 2.4, which indicates that some knowledge flow processes exist but are not consistently applied across the organization. The KM Approaches subcategory (scoring 2.6) suggests that while some formal KM methods exist, they are not yet widely implemented across all departments.
- d. The Content Management category scored 2.40, indicating that while content management systems exist, they are not fully optimized or effectively integrated into business operations. The Content Management Process subcategory scored 2.47, showing that content is being managed but with inconsistent processes. The Information Technology subcategory (score of 2.33) suggests that the IT infrastructure supporting KM is underdeveloped, with limited tools available for effective knowledge sharing and storage.

Proposed Knowledge Management Solution

To address the previously identified challenges, several key actions must be undertaken. First, it is essential to define knowledge management (KM) objectives that are closely aligned with the business goals of PT Samafitro's Business Support Department. Next, a comprehensive assessment of the department's organizational capabilities should be conducted to identify both existing strengths and areas that require enhancement among key enablers. Determining the critical knowledge areas needed to bridge these gaps is a crucial subsequent step. Based on this evaluation, a targeted KM strategy should be developed to effectively capture, manage, and leverage this vital knowledge. Finally, it is imperative to create a comprehensive KM framework that integrates People, Processes, and Technology to support the overall performance enhancement of the Business Support Department.

Business Objectives

In the face of increasing competition within the business support services sector, PT Samafitro is facing intensified pressure from rival companies. Committed to delivering exceptional services and excellent customer support, PT Samafitro places a high emphasis on client satisfaction and operational efficiency. Based on assessments, survey results, and prevailing market conditions indicating heightened competition, the company has formulated several key business objectives aimed at enhancing its operations, which include:

1. Enhancing operational efficiency to reduce the expenses linked to service delivery.
2. Enhancing the quality of support services to increase client satisfaction.

Identification of Knowledge Management Gaps

Drawing upon the findings from the Knowledge Management Capability Maturity Assessment and the Organizational Culture survey, we will identify knowledge management-related challenges across four category domains: Strategy, People, Process, and Content Management, utilizing a fishbone diagram as detailed below:



Figure 6. Fishbone Diagram – Identification of Knowledge Management Issue (Sources: Author, 2024)

Strategy

PT. Samafitro has not yet developed a thorough understanding of the significance of Knowledge Management (KM) regarding its potential to enhance the overall strategy of the Business Support Department. Critical knowledge is not consistently identified, captured, or standardized into valuable knowledge assets. The budget for KM activities remains project-specific rather than centralized, unlike other corporate initiatives. As KM is not aligned with the company's broader vision and mission, there is a low level of awareness and limited progress in KM initiatives among employees in the Business Support Department.

People

Based on the KM assessments and organizational culture survey, it is clear that individuals within PT. Samafitro's Business Support Department exhibit limited motivation to enhance their knowledge management (KM) competencies. Although a KM champion has been designated, this role does not receive adequate support from either employees or top management. Currently, KM is not linked to personal development plans, and training programs primarily focus on addressing immediate job needs rather than instilling KM values within the organizational culture. Knowledge-sharing sessions among employees are infrequently conducted, resulting in limited transfer of project knowledge. Additionally, there is a lack of formal communication regarding KM initiatives, which hinders internal engagement with KM activities.

Process

Activities in the Business Support Department at PT. Samafitro are regulated by standard procedures; however, these procedures are seldom systematically reviewed or updated. Each project tends to modify processes on an individual basis without consistently relaying updates back to the central KM system. Knowledge flow between projects remains ambiguous, and there is no established community of practice to capture and share lessons

learned throughout the organization. While the infrastructure designed to support KM is in place, it is underutilized, with employees either uncertain about how to access knowledge centers or lacking access altogether. Furthermore, the knowledge management process has not been formally evaluated to identify gaps or areas for improvement, leaving the department unaware of the full potential advantages of a mature KM system.

Content Management

Although PT. Samafitro has implemented cloud-based systems to enhance data storage and accessibility, employees do not fully leverage the available technology for Knowledge Management (KM) purposes. Data is frequently stored on personal drives, and there is an absence of structured integration between KM systems and everyday business processes. The lack of standardized procedures for knowledge documentation and retrieval hinders the effective utilization of the resource center. Consequently, the investments made in KM technology have not yet yielded the desired benefits for the Business Support Department.

Table 7. Business Objectives and Capability Gaps (Sources: Author,2023)

Business Objectives	Right Capability	Existing Capability	Capability Gaps
easing productivity to reduce service costs and improving the quality of support services to increase customer satisfaction.	Strategy: Standard procedures are regularly updated and aligned with the company's vision and mission to support business needs.	Strategy: Standard procedures are rarely updated, and the KM strategy is not fully aligned with the company's vision and mission.	Strategy: Outdated procedures and misalignment between KM strategy and corporate vision/mission.
	People: Employees' competencies are mapped and continuously developed to maintain consistent quality and productivity.	People: Employees' competencies are based on past experiences; limited desire for competency improvement.	People: Low motivation to enhance knowledge and skills; no structured competency development related to KM.
	Process: Regularly scheduled knowledge-sharing/transfer sessions are held between employees to disseminate project-specific information effectively.	Process: Knowledge sharing between employees depends on personal relationships and informal exchanges.	Process: No formalized or systematic knowledge flow embedded in KM systems.
	Content Management: Integration of all processes into a centralized, updated knowledge management system, linked to real-time	Content Management: No full integration across processes; employees often store information	Content Management: Fragmented information storage and lack of an integrated, updated knowledge

project updates.	individually; knowledge systems are not optimally utilized.	management system.
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Identification of Critical Knowledge

After identifying the capability gaps, the subsequent step is to determine the specific knowledge required to address those gaps and attain the desired capabilities. This process parallels the approach used in capability assessment. A crucial factor for successfully achieving the intended objectives is the accurate identification of essential knowledge. This critical knowledge must be relevant to the tasks at hand and capable of meeting the necessary requirements. The table below outlines the identified critical knowledge areas.

Table 8. Capability Gaps and Critical Knowledge (Sources: Author,2023)

Capability Gaps	Critical Knowledge
Standard procedures are rarely updated, and the KM strategy is not aligned with the company’s vision and mission.	<ul style="list-style-type: none">• Quality Management• Alignment of KM Strategy vs business goals• Company Strategy Development
Lack of employee competencies and motivation to enhance their knowledge and application of new or existing information.	<ul style="list-style-type: none">• Assessment of KM Capabilities• Training and Development Practices• Knowledge Transfer Mechanism
Standard flow procedures are not embedded into the KM system, causing knowledge sharing to rely on informal, personal communication processes.	<ul style="list-style-type: none">• Process Documentation and Standardization• Integration of Procedures into KM Systems• Communication and Collaboration
Lack of integration between business processes and KM, making it difficult for employees to utilize existing technologies.	<ul style="list-style-type: none">• Integration of KM and Business Processes• Technology Integration• Feedback Mechanisms

Develop KM Strategy

Once the critical knowledge areas have been identified, the research moves forward to create a Knowledge Management (KM) Strategy aimed at addressing the identified gaps. The specific details are provided in the table below:

Table 9. Critical Knowledge and KM Strategy (Sources: Author,2023)

Critical Knowledge	KM Strategy
<ul style="list-style-type: none">• Quality Management• Alignment of KM Strategy vs business goals• Company Strategy Development	<ul style="list-style-type: none">• Development of Standard Procedures• Integration with Existing Business Processes• Formation of a Dedicated KM Team
<ul style="list-style-type: none">• Assessment of KM Capabilities• Training and Development Practices• Knowledge Transfer Mechanism	<ul style="list-style-type: none">• Competency Mapping and Gap Analysis• Development of Focused Training Programs• Integration of Training with KM Systems
<ul style="list-style-type: none">• Process Documentation and	<ul style="list-style-type: none">• Establishment of Standardized

Standardization	Processes
<ul style="list-style-type: none">• Integration of Procedures into KM Systems• Communication and Collaboration	<ul style="list-style-type: none">• Integration of KM into Project Management• Regularly Scheduled Knowledge Sharing Sessions• Evaluation and Continuous Improvement
<ul style="list-style-type: none">• Integration of KM and Business Processes• Technology Integration• Feedback Mechanisms	<ul style="list-style-type: none">• Awareness Campaigns• Integration of KM with Technology Use• Establish Structured Feedback Platforms

Develop KM Initiatives

To achieve the KM objectives and goals, the creation of KM initiatives acts as a continuation of the KM implementation strategy. These initiatives should include components associated with People, Business Processes (such as policies, regulations, systems, and work procedures), and Information Technology. The initiatives recommended for this research are detailed below:

Table 10. KM Strategy and KM Initiatives (Sources: Author,2023)

KM Strategy	KM Initiatives
<ul style="list-style-type: none">• Development of Standard Procedures• Integration with Existing Business Processes• Formation of a Dedicated KM Team	<ul style="list-style-type: none">• Partner with external experts experienced in KM development to formulate improved procedures.• Evaluate and revise existing KM procedures to ensure alignment with organizational goals.• Identify and promote employees with strong KM knowledge to strengthen the KM division.
<ul style="list-style-type: none">• Competency Mapping and Gap Analysis• Development of Focused Training Programs• Integration of Training with KM Systems	<ul style="list-style-type: none">• Conduct regular employee competency assessments.• Expand training programs to close identified skill gaps.• Perform site visits to monitor employee behavior and knowledge application.• Assign Knowledge Management Ambassadors within each project to advocate KM practices.
<ul style="list-style-type: none">• Establishment of Standardized Processes• Integration of KM into Project Management• Regularly Scheduled Knowledge Sharing Sessions• Evaluation and Continuous Improvement	<ul style="list-style-type: none">• Collect, review, and analyze project methods to optimize service practices.• Organize bi-weekly knowledge-sharing sessions, mandatory for all project teams.• Regularly evaluate and improve the knowledge-sharing process to enhance effectiveness.
<ul style="list-style-type: none">• Awareness Campaigns	<ul style="list-style-type: none">• Implement Knowledge Management (KM)

<ul style="list-style-type: none">• Integration of KM with Technology Use• Establish Structured Feedback Platforms	<p>socialization programs and periodically assess employee understanding of KM processes.</p> <ul style="list-style-type: none">• Enhance system integration by updating technology platforms based on project feedback.• Conduct frequent reviews of current systems to ensure they are compatible with site-specific conditions.
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Solution and Proposed Implementation Plan

Following the previous analysis, a series of tailored solutions have been identified for each key category:

1. Strategy Segment
- Management support plays a crucial role in ensuring that the organization's KM initiatives align with its overall vision and mission. Without strong leadership endorsement, KM efforts are prone to failure. To address this, the following KM initiatives are proposed:
- a. Engage with external KM experts who possess extensive experience in building and refining KM systems. These collaborations aim to accelerate procedure development by benchmarking best practices and tailoring them to the organization's unique environment.

b. Review and update existing KM procedures to ensure alignment with corporate goals. Current procedures are outdated, which weakens implementation consistency. Regular revisions will help adapt KM practices to the specific demands of an ongoing project.

c. Identify and empower employees who demonstrate strong understanding of KM principles to strengthen the division. A well-resourced KM team is essential, requiring appropriate budget allocation to develop and sustain knowledge assets and competencies.
2. People Segment
- Although the company has appointed KM champions, these individuals have not yet gained full support across project teams. KM practices are often disconnected from personal growth initiatives, and training is conducted solely for operational requirements, not for embedding a knowledge culture. Solutions proposed:
- a. Implement regular competency assessments to monitor and address the varying skill levels across projects. By mapping employee skills, the organization can ensure the right expertise is allocated to the right task.

b. Expand and enhance training programs focused on bridging knowledge gaps. Strengthening learning and development initiatives will better align employee capabilities with business strategies.

c. Conduct on-site behavioural observations to understand real-time challenges. Since each project has unique characteristics, regularly observing employee behaviour will help fine-tune methods to enhance quality and productivity.

d. Designate knowledge agents within each project to champion KM practices. These agents will foster a knowledge-sharing culture and serve as catalysts for broader adoption of KM initiatives across teams.
3. Process Segment
- Currently, knowledge flows at PT Samafitro are informal, heavily reliant on personal relationships and inconsistently captured within systems. To institutionalize KM processes:
- a. Collect and analyze project methods to derive improved service techniques. A deeper

review beyond mere discussion can uncover more efficient practices, reduce costs, and drive productivity.

- b. Host mandatory knowledge-sharing sessions twice a week, ensuring that lessons learned are systematically transferred across teams. Regular recaps will promote innovation and prevent the loss of critical insights.
 - c. Routinely evaluate knowledge flow processes to maintain relevance and adaptability. Continuous process reviews will ensure that Knowledge Management (KM) practices evolve in line with project demands and technological advancements.
4. Content Management Segment

While PT Samafitro has centralized its knowledge assets, newly generated knowledge is not consistently integrated or updated. Additionally, technological tools are underutilized due to a lack of integration across departments. The solutions include:

- a. A comprehensive and structured socialization program should be implemented to ensure that all employees not only recognize the value of Knowledge Management (KM) systems but also fully understand their practical applications in daily operations. Regular training sessions, workshops, and assessments will help employees stay engaged and proficient in using KM tools effectively.
- b. Upgrade and integrate KM systems based on ongoing feedback from project sites. A more cohesive digital environment will streamline workflows and enhance decision-making. This real-time input will provide valuable insights into the functionality, usability, and specific needs of the employees using these systems.
- c. Continuously monitor and adapt technology tools to remain aligned with industry developments and project-specific needs. Staying proactive about system compatibility will maximize efficiency and organizational agility.

Justification of Implementation Plan

The proposed implementation plan for enhancing the Net Promoter Score (NPS) within the Business Support Department is justified based on several factors.

Firstly, the plan addresses the identified challenges and opportunities in improving NPS effectively by focusing on developing team knowledge and skills, as well as implementing an efficient knowledge management system. The agreement of relevant stakeholders is crucial in justifying the implementation plan. Stakeholders such as department leaders, team members, and IT personnel should be involved in the planning process to ensure alignment with organizational goals and objectives. Their input and approval signify that the proposed plan is endorsed by those directly affected by implementation.

Furthermore, the implementation plan would be justified through the use of statistical tools and data analysis. Before implementing the training program and knowledge management system, baseline measurements of key performance indicators (KPIs) related to NPS can be taken. These KPIs may include customer satisfaction scores, response times, and issue resolution rates. Statistical analysis can then be performed to assess the correlation between these KPIs and the proposed interventions.

Additionally, pilot testing of the implementation plan can provide further justification (Baehre et al., 2022). A small-scale trial run of the training program and knowledge management system can be conducted with a subset of the Business Support Department team. Feedback and performance data from the pilot test can be analyzed to identify any areas for improvement and refine the implementation plan before full-scale rollout.

Overall, the justification of the implementation plan for enhancing NPS within the Business Support Department relies on stakeholder agreement, statistical analysis of relevant KPIs, and pilot testing to ensure effectiveness and alignment with organizational objectives.

5. Conclusion

Based on the analysis of the situation and the initiatives discussed in previous chapters, this research addresses two main questions. First, the key knowledge required to enhance the performance of the Business Support Department Team in improving the Net Promoter Score (NPS) includes updated standard procedures for quality management and a knowledge management (KM) strategy aligned with the company's vision and mission. Additionally, standardized training programs and competency development frameworks are essential to increase employee knowledge across various projects. Clear operational guidelines and an integrated KM system are also necessary to manage project execution, data collection, and structured knowledge sharing effectively. Moreover, raising awareness and promoting knowledge flow processes, supported by integrated technology solutions, are critical to supporting core business operations. Second, the most effective initiatives for implementing KM to improve business performance are categorized into four capability areas: Strategy, People, Process, and Content Management & Technology. In the Strategy segment, initiatives include collaborating with KM experts to develop better procedures, reviewing existing KM systems, and promoting knowledgeable employees to strengthen the KM function. In the People segment, efforts focus on conducting competency assessments, expanding training to address skill gaps, monitoring knowledge application through site visits, and appointing KM Ambassadors within projects. The Process segment emphasizes analyzing project methods, holding mandatory bi-weekly knowledge-sharing sessions, and continuously improving KM processes. Lastly, in the Content Management & Technology segment, the initiatives involve conducting KM awareness campaigns, enhancing system integration based on project feedback, and frequently reviewing systems to ensure alignment with project-specific conditions. These comprehensive strategies aim to strengthen KM implementation and contribute to achieving the targeted NPS Score.

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