

5iKM3[®] Knowledge Management Maturity Model Business Intelligence and Performance Management

A growing enterprise faces the daunting task of managing an exponential growth of information and knowledge that is often scattered, sometimes embedded, and possibly residing in many silos. Tacit knowledge, which resides in an individual based on his unique experiences and is sometimes deeply embedded in an enterprise's operational practices, is hard to codify and share. The challenge is to find ways to access and leverage these sources of information and knowledge to your enterprise's advantage. Knowledge Management (KM) helps overcome these challenges by delivering tremendous value and providing a solution to enable every person in the organization to access knowledge with the '*anything, anywhere, anytime*' paradigm. To attain business benefits derived from KM, enterprises need a strong Knowledge Maturity Model that addresses the three pillars of KM — People, Process, and Technology.

The 5iKM3 — Knowledge Management Maturity Model from Tata Consultancy Services (TCS) – has been designed to serve this very need of effectively 'managing mindsets'. Our solution assesses the effectiveness of your current KM capabilities, evaluates your enterprise from a KM maturity perspective, and provides inputs to formulate and sustain a KM program.

Overview

While KM changes the way people use processes and technology, it places a premium on managing people's mindsets by enabling employees to overcome their inherent resistance to share knowledge.

This enterprise-readiness is an important factor in KM to realize its intangible benefits. It is equally important to define the processes that encourage the capturing, storing and sharing of knowledge and at the same time provide the ability to measure the effectiveness of KM. Technology also plays a vital role in converting tacit knowledge into explicit information and preventing information silos.

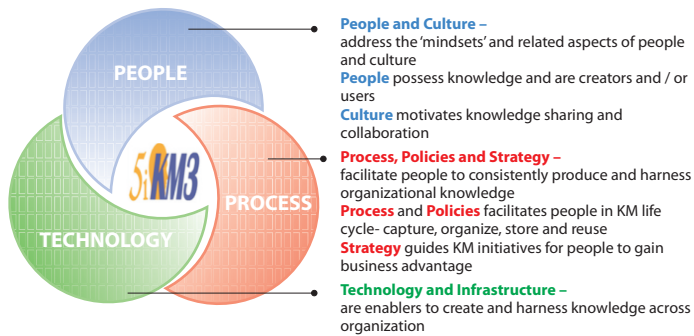
While implementing a KM solution by incorporating these three key foundation pillars of people, process and technology, one must also ensure its continuity, which makes it critical to assess the initiative's maturity. Our well-defined framework, 5iKM3, highlights five levels of maturity for benchmarking your KM program:

- **Initial** - You express an interest in adopting a KM program
- **Intent** - You realise the potential of harnessing your knowledge for business benefits

- **Initiative** - You take the first steps to implement KM through identified change management and processes
- **Intelligent** - You harness knowledge from all sources and derive business benefits, after adopting KM as a process, and draw up a KM vision and roadmap for the future
- **Innovative** - You reach the most aspired state of maturity, where KM is institutionalized and becomes part of your organizational culture and its processes are leveraged to optimize and drive business linkages

Our solution considers people's mindset, organizational culture, process rigor and flexibility, technology, and infrastructure to create a holistic picture of your KM capabilities. With well-architected templates and questionnaires, this robust framework helps identify your enterprise's current state in terms of people, process, and technology. We assess and articulate your current organizational and KM processes, benchmarking them against the 5iKM3 concept model. This helps us identify interventions for enhancements and plan a future course of action for your enterprise.

A representation of our offering in your enterprise environment



Benefits

Our 5iKM3 offering helps you leverage your knowledge with the 'anything, anywhere, anytime' paradigm, allowing you to access – *any kind of knowledge in any type or format, from anywhere in the world, at any point of time*. Our knowledge management maturity model, which is able, comprehensive, and attuned with industry needs, brings you specific benefits in terms of:

- **Comprehensive maturity overview** - Our KM solution describes each state of maturity, addresses its objective, and maps the KM initiatives with the perceived business benefits of each state.
- **Capabilities assessment** - We help evaluate your current KM capabilities in measuring its impact (both strategic and operational) on business performance.
- **Seamless rollout** - Our model allows you to spot the areas of resistance that affect the initiative and formulate change management programs to address them.

Why TCS

Our maturity model has been infused with our learning and experience in implementing similar programs for many known industry leaders. We translate these insights into business benefits, while creating KM processes that are simple and sustainable. The following credentials highlight our position of leadership in this space:

- **Commitment to KM** - Our efforts in creating and sharing knowledge have earned us the India Most Admired Knowledge Enterprise (MAKE) award consistently since 2003. The Tata Group is also a Global MAKE award winner.
- **Methodology** - We employ a well-defined methodology – SIGMARG© – which has been proven over numerous KM engagements. Additionally, the SOLAR framework helps us bring in a convergence of Knowledge Management with Performance Management.

- **Technology excellence** - We implement the technology infrastructure necessary for your KM initiatives, making us a complete solution provider.
- **Innovation and Centers of Excellence (CoE)** - Our Innovation Labs and Knowledge Management CoE focus on the latest trends in this domain. This, along with strategic alliances with KM product vendors, ensures that you have the best-fit solutions.

About Tata Consultancy Services (TCS)

Tata Consultancy Services is an IT services, business solutions and outsourcing organization that delivers real results to global businesses, ensuring a level of certainty no other firm can match. TCS offers a consulting-led, integrated portfolio of IT and IT-enabled services delivered through its unique Global Network Delivery Model™, recognized as the benchmark of excellence in software development.

A part of the Tata Group, India's largest industrial conglomerate, TCS has over 143,000 of the world's best trained IT consultants in 42 countries. The company generated consolidated revenues of US \$6 billion for fiscal year ended 31 March 2009 and is listed on the National Stock Exchange and Bombay Stock Exchange in India.

For more information, visit us at www.tcs.com.

Contact Us

To know more about TCS 5iKM3 - Knowledge Management Maturity Model, contact BIPM.services@tcs.com

All content / information present here is the exclusive property of Tata Consultancy Services Limited (TCS). The content / information contained here is correct at the time of publishing. No material from here may be copied, modified, reproduced, republished, uploaded, transmitted, posted or distributed in any form without prior written permission from TCS. Unauthorized use of the content / information appearing here may violate copyright, trademark and other applicable laws, and could result in criminal or civil penalties.

Copyright © 2010 Tata Consultancy Services Limited