

**BA (Hons) Leadership and Management Skills for the
Workplace**

Module:

**Knowledge and Information Management Skills for the
Workplace**

Individual Report:

**Role & Extent of Knowledge and Information Management in
Contemporary Organisation**

Student Name: Akos Ludovic Ioan Molnar

Student Number: 2030659

Module Code: BMSW 5106

Lecturer's Name: Md Kalam

Table of Contents

Introduction	3
Tesco and Knowledge Management (KM).....	4
The participants in the KM of Tesco	5
Evaluation of the KM approaches of Tesco	7
The incentives to participate on KM activities and the necessity of investing on the Knowledge project.....	8
The incentives to participate on KM activities	8
Incentives for investing in knowledge projects	9
The potential challenges and opportunities related to maximizing the use of KM system at Tesco	10
Identification and distribution of new sources of knowledge	12
Management of operating cost and legal requirements	14
Plan to promote KM system at Tesco for the best use	15
Conclusion	17
References	18
Poster Presentation	19

Introduction

Knowledge Management is the systematic process of capturing, organizing, storing, sharing, and applying organizational collective knowledge and information assets. It enhances decision-making, foster innovation, improve problem-solving, and promote collaboration to explore strategic objective of an organization (Davenport, 2021). It uses strategies, tools, and technologies to facilitate efficient knowledge creation, dissemination, and utilization among employees and stakeholders. KM is a dynamic aspect of modern organization management. In consideration to the significance of KM, this report aims at exploring different aspects of KM at Tesco. It will outline the key participants, evaluate the KM approaches, outline the incentives to participate in KM activities, explore the potential challenges and opportunities related to the KM system, and discuss how new sources of knowledge can be identified and distributed at Tesco. Then it will discuss how operational cost and legal requirements will be managed and prepare a plan to promote the KM system to make the best use of it.

Tesco and Knowledge Management (KM)

Tesco is the largest British multinational grocery and general merchandise retailer. It has a glorious history of over 100 years. Tesco operates in a wider range of stores including supermarkets and hypermarkets, offering groceries, clothing, electronics, and more. Tesco has history of embracing KM practices to enhance its operations and customer experiences. In this dynamic world, it has scope to improve its KM system. In the late 20th century Tesco began to recognize the value of managing and leveraging its vast pool of internal knowledge. Tesco focused on the ways to optimize its processes and strategies. This marked the initiation of their KM efforts on a relatively informal scale (Tesco, 2023).

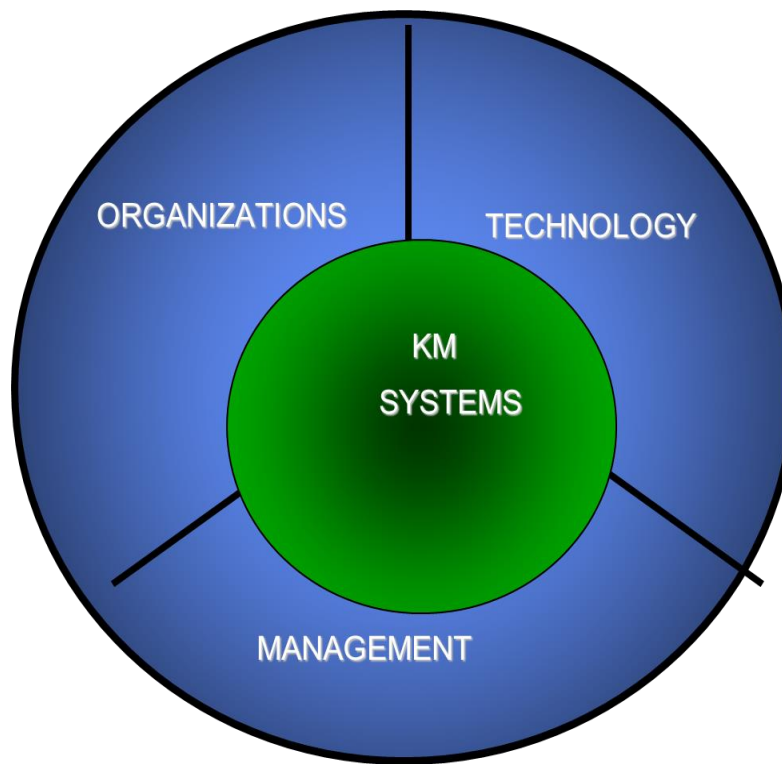


Figure: KM as a system at Tesco (Zack, 2020)

In the early 2000s Tesco has recognized the need for a structured approach. It has begun to implement sophisticated KM systems and technologies to facilitate the capturing knowledge sharing environment and human resource management. It has created internal digital platforms and databases to enable employees to access valuable information swiftly. This allowed employees to make informed decisions, share best practices, and collaborate across departments and locations. The company also invested in training programs to educate its staff on the importance of KM and how to effectively use these tools. The company established global

communication channels and knowledge-sharing forums to facilitate cross-border collaboration. This improved efficiency and empowered local teams to adapt strategies based on shared insights (Tesco, 2023).

However, there are room for improvement for ensuring the accuracy and relevance of shared knowledge. They need to address language and cultural differences and integrate emerging technologies into their KM framework. Besides, emergence of the global economy, transformation of industrial economies, emerging digital firm and transformation of the business enterprise are also reveling scope for the improvement of KM system at Tesco (Davenport, 2021).

The participants in the KM of Tesco

The collection and contribution of knowledge are not limited to any specific group. KM involves a collaborative effort across the entire organization. These participants span across various organizational levels and functions for creating a dynamic ecosystem of knowledge exchange for organizational success. However, some key participants are discussed here with their contribution.

Participants		Contributions
1	Employees at All Levels	At the heart of knowledge management in Tesco are its employees, spanning from front-line staff to top executives. Employees contribute knowledge through their day-to-day experiences, customer interactions, and operational insights. Their firsthand observations and expertise provide valuable information that helps shape strategic decisions, improve processes, and enhance customer experiences. Employees also benefit from the knowledge shared by others allowing them to learn from best practices and adapt to changing circumstances (Spender, 2019).
2	Store Managers and Supervisors	Store managers and supervisors play a crucial role in both contributing to and collecting knowledge. They gather insights from employees on the ground, collating feedback, challenges, and innovative ideas. These insights are then communicated upwards and across the organization, guiding decisions related to product assortments, inventory management, and customer engagement strategies. Store managers

		also ensure that frontline staff members are informed about new practices, policies, and product updates (Ruggles, 2018).
3	Data Analysts and Researchers	The collection and interpretation of data is an integral part of knowledge management at Tesco. Data analysts and researchers contribute by extracting insights from customer purchasing patterns, market trends, and performance metrics. Their analysis provides valuable information that informs decision-making, shapes marketing campaigns, and helps Tesco stay attuned to customer preferences. Data-driven knowledge allows Tesco to respond proactively to changes in the market (Wigg, 2021).
4	Customer Service Representatives	Customer service representatives are vital contributors to Tesco's knowledge base. Through interactions with customers, they gather feedback, address concerns, and collect insights into customer preferences. This knowledge is essential for tailoring products and services to meet customer needs effectively. By sharing this customer-centric knowledge across the organization, Tesco can make informed decisions about product offerings, customer support strategies, and service enhancements (Nonaka, 2019).
5	Cross-Functional Teams	Collaboration among cross-functional teams is essential for effective knowledge management. These teams bring together individuals from various departments, such as marketing, operations, and IT, to address complex challenges and opportunities. By sharing their diverse expertise, cross-functional teams contribute to a holistic understanding of issues and the development of innovative solutions. This collaborative approach ensures that decisions are well-rounded and aligned with Tesco's overall strategy (Spender, 2019).

These stakeholders contribute and facilitate seamless knowledge exchange to create a culture where insights flow freely enabling the company to adapt, innovate, and thrive in the competitive retail industry.

Evaluation of the KM approaches of Tesco

The KM approaches of Tesco have played a significant role in its success. A critical evaluation of the KM approaches of Tesco is given below:

The KM approaches of Tesco has enhanced its decision-making. It collects and analyzes customer data, market trends, and operational insights for making informed decisions. It also encourages innovation by fostering an environment where employees can share ideas and best practices. Hackathons and idea-sharing platforms of Tesco promoted creativity and derived continuous improvement in processes. KM efforts also help the company tailor its offerings to customer preferences (Davenport, 2021). Capturing and utilizing customer feedback has led to increased customer satisfaction and loyalty. The structured KM systems ensured that valuable knowledge is retained even when employees leave the company. This prevents knowledge gaps and ensures a smooth transition of responsibilities. KM practices of Tesco also facilitated collaboration across different departments and levels of the organization. For example, cross-functional teams of Tesco share their expertise and work together to address complex challenges for more holistic solutions and integrated approach to problem-solving. Besides, the use of data analytics and insights from KM contributes to its competitive advantage. Using KM approaches it has become more competitive to market changes, customer preferences, and industry trends. So, the KM approaches of Tesco has directly contributed to the success of Tesco (Tesco, 2023).

However, the KM approaches of Tesco have some limitations and brought some challenges. It can result in knowledge overload. Sometimes, Tesco accumulates vast amounts of data and knowledge. It makes things difficult for employees to filter through and find relevant information. Besides, Tesco operates in various countries with diverse cultures and languages. Transferring knowledge across different regions is complicated. As a result, ensuring the accuracy and quality of shared knowledge can be challenging. Inconsistencies and inaccuracies in shared information could lead to misguided decisions (Knowledge Management Institute, 2023). This can hinder its success. Alongside that integrating new technology for KM results in technical challenges and require significant investments in terms of time, resources, and training. There may also have resistance to change for implementing KM practices for employees who are accustomed to traditional ways of working. Some might view sharing knowledge as time-consuming and disruptive. It can slow down the adoption of new KM tools and processes. There is also privacy and security concerns. Mishandling sensitive information could lead to legal and reputational risks. Tesco has already faced several legal suits due to privacy and security issues of customer

data. So, addressing these issues are essential for Tesco to continue leveraging KM as a driving force behind its growth and competitiveness.

The incentives to participate on KM activities and the necessity of investing on the Knowledge project

Over the year KM activities have been proven as effective tools for ensuring sustainable success and exploring competitive advantages. They bring tangible benefits by fostering a culture of learning, innovation, and improved decision-making. As a result, it has become crucial for organizations in the 21st century to participate in KM activities and invest on knowledge investment (Gupta, 2020). Some of the key aspects are discussed here:

The incentives to participate on KM activities

The key incentives to participate on KM activities are discussed here:

KM can enhance decision-making and problem solving

Effective KM enables Tesco employees to access relevant information quickly. When employees have access to comprehensive and accurate knowledge, they can analyze situations more thoroughly and make strategic choices that align with goals. This improves operational efficiency and supports the growth. For example, if a store manager needs to optimize shelf space for products having access to historical sales data, customer preferences and market trends through a KM system can facilitate informed choices. The store manager can easily solve these issues that is effective and efficient (Hansen, 2019). As a result, it improves inventory management and brings higher customer satisfaction.

Skill development and retention

Participating in KM activities encourages continuous learning and skill development among employees. Tesco can implement mentorship programs where experienced staff guide newcomers for sharing industry insights and best practices. This helps new employees adapt faster and feel valued. As a result, it increases their likelihood of staying with the company. 'Step into Tesco' was this kind of KM program that helped employees build skills for career growth (Tesco, 2023).

Employee empowerment and ownership

Participating in KM activities empowers employees to take ownership of their roles. When employees feel their opinions and contributions are valued, they become more engaged and committed to their work. This sense of ownership drives higher motivation and efficiency.

Efficient collaboration and knowledge sharing

Investing in KM fosters collaboration by breaking down silos within the organization. Tesco can establish platforms where employees from different departments share insights and experiences. For example, a marketing team member who discovers a successful promotion strategy can easily share it with colleagues across regions. It can lead to consistent and effective marketing efforts (Gupta, 2020).

Customer-centric approach

Participating in KM activities helps employees understand customer needs and preferences better. With access to customer feedback, insights and market trends, employees can tailor their interactions and offerings to provide an exceptional customer experience. This customer-centric approach aligns with core values of Tesco and strengthens customer loyalty (Alvi, 2019).

Innovation and adaptation

Knowledge Projects enable Tesco to stay competitive in a rapidly evolving retail landscape. Collecting and analyzing data from various sources, Tesco can identify emerging opportunities and adapt its strategies. For example, when Tesco introduced its mobile app, it capitalized on the growing trend of online shopping. This enhanced customer convenience and boosting sales (Nonaka, 2019).

Risk mitigation and compliance

Effective KM systems help Tesco manage risks and ensure compliance with regulations. Centralizing important information and policies, the company can respond promptly to regulatory changes and ensure that employees are following proper procedures. For example, when new food safety regulations are implemented, Tesco swiftly updated its practices and communicate them across the organization for risks management (Gold, 2021).

Incentives for investing in knowledge projects

Investing in knowledge projects offers numerous benefits to organization. A well-executed knowledge project can lead to a seamless and engaging customer experience. For example, the

investment in a user-friendly online platform and mobile app by Tesco has enabled customers to browse products, make purchases, and track orders easily. This convenience encourages repeat business and positive word-of-mouth referrals. Besides, knowledge project like implementing advanced data analytics and predictive modeling can offer insights into customer preferences and behaviors (Knowledge Management Institute, 2023). This can result in targeted marketing campaigns and personalized shopping experiences. Investing in KM can equip Tesco with the agility to respond to changing market trends swiftly. Tesco can use its KM capabilities to identify trending products and adjust its product offerings accordingly. Besides, knowledge projects can also optimize internal processes by reducing inefficiencies and costs. For example, knowledge project like data analytics ensure optimal inventory levels and minimizing wastage. Knowledge projects also empower employees by providing them with the tools and information needed to excel in their roles. Foer example, the investment in training programs by Tesco helped employees stay updated on industry trends and best practices (Gold, 2021). It boosted their confidence and overall performance. So, participating in KM activities and investing in knowledge projects offer several incentives for Tesco to align with the organizational objectives and long-term success.

The potential challenges and opportunities related to maximizing the use of KM system at Tesco

Maximizing the use of KM system at Tesco presents both challenges and opportunities. The major challenges and opportunities are discussed here.

Challenges

- The emerging of global economy poses challenges to Tesco as it operates in various international markets. Every global market has distinct cultural, legal, and economic landscapes. Harmonizing knowledge management across diverse regions can be challenging due to differences in language, culture and regulatory variations.
- Transformation of the business enterprise demands a flexible KM approach that accommodates changing organizational structures, collaborations and partnerships. But ensuring a flexible approach can be very difficult (Gupta, 2020).
- Implementing a new KM system might face resistance from employees who are accustomed to traditional ways of working. They might perceive knowledge sharing as time-consuming or disruptive to their established routines.

- Despite the presence of a KM system, isolated pockets of knowledge might emerge where certain teams or individuals withhold information.
- Ensuring the accuracy and quality of the shared knowledge can be challenging. Incomplete or inaccurate information can lead to misguided decisions or ineffective solutions (Gold, 2021).
- The emergence of digital firm is also posing challenges. The rapid adoption of digital technologies presents challenges in terms of data security, information overload and ensuring seamless integration of digital tools into KM practices.

Opportunities

- Embracing digital transformation can provide Tesco with real-time insights and analytics. Tesco can gain deeper insights into customer behavior, supply chain optimization and personalized marketing strategies.
- A well-implemented KM system can equip Tesco with the agility to respond rapidly to changing market conditions. Real-time access to information allows the company to make data-driven decisions (Knowledge Management Institute, 2023).
- A robust KM system can foster collaboration across diverse teams. This collaboration leads to enhanced innovation as cross-functional teams work together to develop creative solutions and adapt to evolving market demands.
- Tesco can leverage its KM system to monitor shifts in consumer preferences and industry trends, enabling the company to anticipate changes and tailor its offerings accordingly.
- Implementing localized KM strategies that accommodate cultural nuances and language preferences can enhance collaboration and adapt KM practices to specific market contexts.
- By utilizing its KM system to gather and analyze customer feedback, Tesco can better understand customer preferences and tailor its products and services accordingly. This customization results in an improved customer experience and heightened customer loyalty (Ruggles, 2018).
- An effective KM system empowers employees by recognizing their contributions and providing opportunities for professional growth. Engaged employees are more likely to be invested in Tesco's success.

- A comprehensive KM system helps capture and retain critical knowledge from experienced employees for ensuring a smooth transfer of expertise.

Identification and distribution of new sources of knowledge

Identifying and distributing new sources of knowledge is crucial for maintaining competitiveness and success. Tesco can utilize a strategic approach to achieve this. The approach has several stages. These stages are described below:

Actions	Identification	Distributions
Market research and trend analysis	Conduct thorough market research to identify emerging trends, customer preferences, and gaps in the market. This can involve analyzing customer feedback, monitoring industry publications, and staying attuned to competitors' offerings (Alvi, 2019).	Share the findings of market research with business partners, clients, and stakeholders through presentations, reports, and targeted communication. This demonstrates Tesco's commitment to understanding the market landscape and tailoring its offerings accordingly (Devenport, 2021).
Cross-functional collaboration	Foster cross-functional collaboration among different teams within Tesco, including product development, marketing, and sales. Encourage brainstorming sessions and idea-sharing platforms to generate new product and service concepts (Gold, 2021).	Collaborate with business partners, clients, and stakeholders in the ideation and development process. Seek their input and involve them in co-creating solutions that address their specific needs. Regular updates on progress and outcomes should be shared to keep them engaged.
Customer feedback and insights	Collect and analyze customer feedback through various channels such as surveys, focus groups, and social media interactions. Extract insights about customer pain points, desires, and suggestions.	Communicate the outcomes of customer feedback analysis to business partners, clients, and stakeholders. Demonstrate how Tesco is actively listening to its customers and using their input to shape

		new products and services (Gupta, 2020).
Innovation hubs and hackathons	Establish innovation hubs or host hackathons that bring together employees, business partners, clients, and stakeholders to brainstorm and prototype new product and service ideas.	Showcase the outcomes of these events, highlighting the innovative concepts that emerged. Engage participants in conversations about how these concepts could be developed further and integrated into Tesco's offerings.
Early adopter engagement	Identify key business partners, clients, or stakeholders who are open to innovation and early adoption of new products and services (Hansen, 2019).	Offer exclusive previews or beta testing opportunities to these early adopters, allowing them to experience and provide feedback on the offerings before the official launch. Their insights can guide final refinements and create a sense of partnership.
Networking events and showcases	Participate in industry events, conferences, or trade shows where Tesco can showcase its new products and services (Spender, 2019).	Invite business partners, clients, and stakeholders to these events, providing them with firsthand experience of the offerings. Facilitate networking opportunities to discuss how these innovations align with their objectives.

Management of operating cost and legal requirements

The two most crucial aspects of management are the management of costs and management of legal requirements. The two aspects are also crucial for effective management of KM system at Tesco. Thus, the management approaches of operating costs and legal requirements are discussed below:

Managing operating costs

Financial management techniques will be applied to manage the operating costs of the KM system. Firstly, it will use budget allocation technique by allocating a dedicated budget for the development, implementation, and maintenance of the KM system. It will ensure that this budget covers software licenses, hardware, training, updates and any unforeseen expenses. Then it will apply cost-benefit analysis technique. It will conduct a thorough cost-benefit analysis to understand the potential returns from the KM system (Gold, 2021). It will also assess how the system will impact productivity, decision-making and innovation. This analysis can justify the allocation of resources. In this era of technological evolution, it will also consider cloud-based KM solutions that offer scalable pricing models. Cloud solutions can reduce upfront infrastructure costs. Finally, it will regularly monitor and analyze the system usage and performance to identify inefficiencies (Wiig, 2021). This monitoring can lead to optimizing resource allocation and reducing unnecessary costs.

Management of legal requirements

Effective management of legal requirements are crucial to ensure legal compliance and avoid any kind of legal incidences. To ensure the legal requirements, firstly it will ensure that the KM system complies with data privacy laws and regulations such as GDPR or HIPAA. Then it will implement robust access controls to ensure that only authorized individuals have access to specific types of information (Zack, 2020). This safeguards sensitive data and prevents unauthorized usage. It will also define guidelines for the ownership and sharing of intellectual property within the KM system. It will develop clear terms of use and policies for using the KM system. These documents will outline acceptable behavior, content guidelines and consequences for non-compliance. The engagement with legal expert will help to review the KM system implementation and policies. Their input can help address any legal concerns and ensure alignment with applicable regulations. Finally, it will conduct periodic audits to ensure that the KM system adheres to legal requirements and internal policies (Gold, 2021). As a result, it will ensure proactive compliance with the legal requirements.

Plan to promote KM system at Tesco for the best use

The effective promotion of KM system is essential for creating a culture of knowledge sharing and management at Tesco. This plan outlines a comprehensive strategy to promote the KM system at Tesco. This plan aims to facilitate the effective utilization of the KM system by engaging stakeholders at all levels within the organization.

Stakeholder analysis and segmentation

Firstly, it is required to conduct a thorough analysis to identify the diverse stakeholders. The key stakeholders at Tesco includes employees, business partners, clients, suppliers, etc. Every stakeholder segment has different level of impact on the KM system. As a result, segmentation is required. So, it is required to segment these stakeholders based on their roles, responsibilities and interaction levels with the KM system. This segmentation will allow effective communication and engagement strategies to address specific needs and concerns (Zack, 2020).

Developing clear communication strategy

Effective communication is considered as the pillar of success. So, it is essential to develop a well-defined communication strategy that conveys the value, benefits, and functionalities of the KM system to each stakeholder segment. It can craft key messages that highlight how the KM system enhances collaboration, decision-making and innovation. For effective delivery, it can utilize various communication channels such as emails, intranet, newsletters and town-hall meetings. These may ensure consistent and widespread messaging (Gupta, 2020).

Leadership endorsement and engagement

Leadership and management is a crucial driving force for the success of an organization. To achieve the best result of KM, it is essential to secure active endorsement and participation from leadership team. It might include top-level executives and department heads. This might help to leverage their influence to implement the KM system. It will also emphasize the strategic importance of the KM system. It is also essential to encourage leaders to actively use the system, share their knowledge and showcase its impact through success stories and case studies. Their involvement will set a precedent for others to follow (Wiig, 2021).

Training and interactive workshops

The success of any program depends of effective training and development. As a result, it is crucial to organize comprehensive training sessions and interactive workshops tailored to different stakeholder groups. These sessions should focus on hands-on learning, showcasing practical use cases and guiding participants through the KM system. Workshops will help provide step-by-step instructions on creating, accessing, and sharing knowledge. It is also essential to empower stakeholders to navigate the system confidently (Alvi, 2019).

Providing recognition and incentives for motivation and success

Intrinsic motivation is considered as the driving force workplace performance. Recognitions and incentives drive intrinsic motivation. To explore the best outcomes of the KM system, it needs to implement a recognition and incentives program that rewards active engagement and contributions to the KM system. The application of Need Hierarchy Theory can play a crucial role here. Rewarding program can include badges, certificates or even small rewards to acknowledge their valuable participation (Nonaka, 2019). Besides, highlighting and celebrating top contributors showcase the impact of knowledge sharing and encourage healthy competition.

Conclusion

The commitment of Tesco to effective KM has positioned it as a frontrunner in the retail industry. Tesco has cultivated a culture of knowledge sharing and collaboration through KM. This report outlined the key participants, evaluated the KM approaches, outlined the incentives to participate in KM activities, explored the potential challenges and opportunities related to the KM system, and discussed how new sources of knowledge can be identified and distributed at Tesco. The historical background showcases evolving approach to managing information and learning from its experiences. Despite remarkable successes, there remain challenges including global economic shifts and the transformation of business enterprises. However, these challenges also present opportunities for Tesco to refine its KM strategies. The plan to promote the KM system to make the best use of it can proactively address potential challenges and capitalize on emerging opportunities in the competitive global retail landscape.

References

- Alavi, M., Kayworth, T. R., & Leidner, D. E. (2019). An empirical examination of the influence of organizational culture on knowledge management practices. *Journal of Management Information Systems*, 22(3), 191-224.
- Davenport, T. H., & Prusak, L. (2021). *Working knowledge: How organizations manage what they know*. Harvard Business Press.
- Gold, A. H., Malhotra, A., & Segars, A. H. (2021). Knowledge management: An organizational capabilities perspective. *Journal of Management Information Systems*, 18(1), 185-214.
- Gupta, A. K., & Govindarajan, V. (2020). Knowledge flows within multinational corporations. *Strategic Management Journal*, 21(4), 473-496.
- Hansen, M. T., Nohria, N., & Tierney, T. (2019). What's your strategy for managing knowledge? *Harvard Business Review*, 77(2), 106-116.
- Knowledge Management Institute. (2023). What is Knowledge Management? Retrieved from <https://www.kminstitute.org/resources/what-is-knowledge-management>. (Accessed August, 8, 2023)
- Nonaka, I., & Takeuchi, H. (2019). *The knowledge-creating company: How Japanese companies create the dynamics of innovation*. Oxford University Press.
- Ruggles, R. (2018). The state of the notion: Knowledge management in practice. *California Management Review*, 40(3), 80-89.
- Sponder, J. C. (2019). Making knowledge the basis of a dynamic theory of the firm. *Strategic Management Journal*, 17(S2), 45-62.
- Tesco Plc. (2023). Our History. Retrieved from <https://www.tescopl.com/about-us/our-history/>. (Accessed August, 8, 2023)
- Wiig, K. M. (2021). *Knowledge management foundations: Thinking about thinking - How people and organizations represent, create, and use knowledge*. Schema Press.
- Zack, M. H. (2020). Developing a knowledge strategy. *California Management Review*, 41(3), 125-145.

Poster Presentation

Knowledge Management (KM) System in practice at Tesco

Module: Knowledge and Information Management Skills for the Workplace | Student: L. I. Molnar | Student Number: 659 | Module code: ISW 5106 | Lecture's name: Kalam

Better KM system A 'better KM system' involves guiding all stakeholders on a comprehensive journey for elucidating the significance and scope of the KM system. This is achieved through practical illustrations showcasing how minor adjustments can yield significant enhancements (Dalkir, 2021).	Promoting the knowledge -sharing culture Tesco need to cultivate a robust knowledge sharing culture by establishing an internal platform for collaborative discussions and information exchange. They need to encourage leaders to actively participate and endorse knowledge sharing. They also need to organize regular knowledge-sharing events, webinars, and workshops, showcasing success stories. Tesco also needs to provide training on effective communication and collaboration skills.
Connecting people To connect people Tesco leverage KM tools and technologies to optimize knowledge flow. These tools are: - Document Management Systems - Data Analytics and Business Intelligence Tools - Collaboration and Communication Platforms - Expertise Locators and Social Networking Tools	Connecting people to the tools Tesco can integrate a unified platform that harmonizes with existing systems for streamlined knowledge processing. Using Single Sign-On (SSO) stakeholder can access tools. The platform connects with the organizational email, calendar, and project management systems promoting a cohesive workflow (Dalkir, 2021).
Purposes of KM tools - DMS streamlines knowledge creation and sharing by providing a centralized repository for storing, organizing, and accessing documents. - Data analytics and business intelligence tools analyze data patterns to extract insights aiding informed decision-making. - Collaboration tools like intranets, chat applications, and project management software facilitate real-time interaction, idea exchange, and team coordination (Bukowitz, 2020). - Expertise locators help identify subject matter experts within the organization, connecting individuals seeking knowledge with those possessing relevant expertise.	Commercialization of knowledge Commercializing accumulated knowledge involves strategic approaches. Offer personalized insights to suppliers for targeted product development and marketing strategies. Develop a subscription-based loyalty program that grants customers access to premium insights and discounts. Licensing intellectual property like generates revenue from external entities. It needs to consider market needs by diversifying revenue streams and maintain a balance between proprietary insights and external collaboration (Alavi, 2021).
Connecting people to the information Tesco created an intuitive knowledge ecosystem by integrating a user-friendly interface with personalized dashboards (Tesco, 2023). Accessible via desktop and mobile devices, the system offers role-based permissions to ensure data security. The main screen prominently displays search functionalities with advanced filters for targeted results. AI-powered recommendations for related content ensure innovative connections. Regular training webinars empower users to explore advanced features (Alavi, 2021).	Implement the KM system at Tesco To implement the KM system at Tesco it needs to begin by conducting a thorough assessment of existing resources and infrastructure. Leverage open-source or cloud-based solutions to reduce upfront costs. It should emphasize user training and documentation to maximize system utilization and foster a culture of employee participation in knowledge sharing for reducing reliance on extensive technology investments (Bukowitz, 2020).

References

Alavi M., & Leidner, D. E. (2021). Knowledge management and knowledge management systems: Conceptual foundations and research issues. *MIS Quarterly*, 25(1), 333-366.

Bukowitz W. R., & Williams, R. L. (2020). *The Knowledge Management Handbook*. Prentice Hall.

Dalkir K. (2021). *Knowledge Management in Theory and Practice* (2nd ed.). MIT Press.

Tesco PLC. (2023). *Our Approach to Learning and Development*. <https://www.tescopl.com/sustainability/planet/people/our-approach-to-learning-and-development/>. (Accessed August 8, 2023)