

Report On
“The Importance of Knowledge Resource Management in
Organizations for Business Development.”

By:

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Id: 17304095

An internship report submitted to the BRAC Business School in partial fulfillment of the requirements for the degree of Bachelor of Business Administration (BBA)

BRAC Business School

Brac University

June 2022

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Declaration

It is hereby declared that

1. The internship report submitted is my own original work while completing my degree at BRAC University.
2. The report does not contain material previously published or written by a third party, except where it is appropriately cited through full and accurate referencing.
3. The report does not contain material that has been accepted or submitted, for any other degree or diploma at a university or other institution.
4. I have acknowledged all main sources of help.

Name: Sumaiya Ahmed
Id: 17304095

Supervisor Name: Md. Hasan Maksud Chowdhury
Assistant Professor, BRAC Business School
BRAC University

Letter Of Transmittal

May 31, 2022

Md. Hasan Maksud Chowdhury

BRAC Business School

BRAC University

Dhaka

Subject: Submission of internship report on “The importance of knowledge resource management in organizations for business development.”

Dear Sir,

To complete a mandatory course of BRAC Business School which is BUS 400, I have prepared this internship report on “The importance of knowledge resource management in organizations for business development.” During my three months internship period I have worked with the Sales Operations team of Mokam which is a B2B Business Unit of ShopUp, under the direct supervision of Rabiul Hasan Shaheen (Business Support Manager). This internship report represents my implementation of academic knowledge in the practical field and I have completed my internship period by providing quality performance.

Therefore, I tried my best to imply this knowledge accordingly in this report. I would also be delighted to provide you with any details if needed.

Sincerely yours

Sumaiya Ahmed ID: 17304095

Acknowledgment

First and foremost, I would thank the Almighty Allah for bestowing his blessings on me and allowing me to complete my report in good health and on time. I would then like to extend my sincere gratitude to my internship supervisor Md. Hasan Maksud Chowdhury, Assistant Professor & Co. Supervisor, for his/her sincere guidance, untiring cooperation, valuable suggestions, and inspirational motivation which enabled me to overcome all the obstacles and prepare this report at ease. I am also indebted to my internship supervisor at ShopUp (Mokam), Md Rabiul Hasan Shaheen who is a business support manager. During my time at the organization, he helped me a lot to fulfill my internship objectives. I am also thankful to my co-workers who have helped me in finding some most valuable information.

Equally, I would also like to express my sincere gratitude and indebtedness to the authority of BRAC University, Bangladesh for their kind cooperation.

Abstract

After labor, land, and capital, knowledge is the most important factor in production. It is about managing and sharing knowledge for an organization's growth. Knowledge management (KM) has become increasingly important in the competitive business world for the long-term development of organizations. Knowledge management has become the most professional element in many fields of knowledge in the twenty-first century, including education, health, sociology, computer science, information and technology, economics, philosophy, psychology, artificial intelligence, and all branches of business. Organizations can improve their effectiveness and gain a competitive advantage by implementing successful Knowledge management systems. Knowledge management aids in decision-making for the benefit of a company. It leads to greater efficiency in terms of less work duplication, which leads to noticeably better performance, enhanced new staff capabilities, and better-quality decisions.

The paper contains information about the company where I have done my internship along with some insight into their management and marketing practices, their financial state and accounting principles, as well as their operation and information system implementation. It also contains information regarding what type of Knowledge management system they use and how it leads to an advantage for them.

The report also contains information regarding the impact of Knowledge management on the long-term development of the business as well as how this system helps in bringing innovation into the business. Moreover, it also discusses the findings of how KM implementation has led to an increase in productivity in the organization and its impact on future decision-making. Additionally, this paper also contains insights into the methodology that I have followed to figure out my objectives as well as the significance of my research. Finally, some recommendation has been given regarding the use of the KM system in organizations.

List Of Acronyms

KM – Knowledge Management

KMS – Knowledge Management System

TSM – Territory Sales Manager

MPS – Mokam Partner Supervisor

MP – Mokam Partner

MWS – Mokam Wholesale Shop

TFM – Territory Fulfillment Manager

FFS – Fulfillment Supervisor

LA – Logistic Associate

SS – Sourcing Supervisor

SA – Sourcing Associate

WE – Wholesale Executive

WAM – Wholesale Account Manager

MRP – Mokam Retention Partner

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CH 1 – Overview of Internship

1.1 Student Information:

Name: Sumaiya Ahmed

Id: 17304095

Program: Bachelor of Business Administration (BBA)

Major: Computer Information Management (CIM)

1.2 Internship Information:

1.2.1 Company Name – ShopUP (Mokam)

Department – Sales Operations

Address – B112, Road – 06, Mohakhali DOHS

Period – 22nd January 2022 till 22nd April 2022 (3 Months)

1.2.2 Company Supervisor Name – Rabiul Hasan Shaheen

Position – Business Support Manager

Contact – rabiul.hasan@shopup.org

1.2.3 **Job Scope** – The job that I was assigned was to deal with analyzing the sales data from different ways and perspectives to measure the performance. For example, creating reports to showcase the hourly sales, analyzing monthly achievement as well as measuring the daily and monthly performance of the field force. Moreover, my tasks were a little bit crucial as I need to deal with a large number of data so maintaining the accuracy of the data was very much essential. Additionally, I needed to communicate with the field force team daily to give them updates on their performance. If any mismatch or error is found in the reports or data, I needed to revise them figure out where the actual problem occurred, confirm the actual data from 2 to 3 sources, and make the corrections. Last but not least I need to report all my tasks to my supervisor at the end of the day.

1.3 Internship Outcome:

- 1.3.1 **Students' Contribution to the company** - As an intern at ShopUp, I contributed to the operations team by completing the tasks that were given to me. Because I worked in the sales operations department, I was able to do tasks such as report making and data analysis, which resulted in a beneficial conclusion in the end. I believe that my contributions to the organization have helped to improve that specific department and have benefited the company as a whole. I also believe that my small contribution over three months has increased ShopUp's brand value and goodwill.
- 1.3.2 **Benefits to the students** - An internship allows students to acquire a real flavor of business from the corporate sector while also gaining expertise. It is a period during which a student will be able to connect their curriculum to the real-life operations and responsibilities of an organization. We may relate outside of our assigned literature by working for a corporation, and we can learn many things that can only be learned by working for a corporate. Working with such a fast-growing firm, connecting with the employees, learning about their experiences, and, most importantly, contributing my skills and expertise to the company, will always be a pleasure for me. I could learn a lot about the genuine hardships and joys of life. Hopefully, this practical experience will aid me in advancing my profession and reaching new heights shortly.
- 1.3.3 **Problems/Difficulties faced during Internship** - It was first challenging to adjust to the new environment and people. There were several challenges in the first three weeks, with inaccuracies and inadequacies in data sets being a regular issue. Then, some of the Fieldworkers who were under-qualified refused to study and refused to adopt the new learning methods. Finally, there was a significant lack of communication between the database management and the operations team. All of these factors have made the assignment tough to complete. It took critical thought to thoroughly examine the entire work process and determine the many strategic options for resolving the issues. As a result, there were a variety of challenges.
- 1.3.4 **Recommendations to the company** – The problems or difficulties that I have mentioned above can be solved by the management with ease. I have mentioned some of the suggestions below:
- There should be proper communication between the teams and departments to keep aligned and avoid leading to errors.
 - All the data should be provided clean so that it doesn't take much time for the intern only to rectify those errors.

- The field force members should be a little bit up to the mark and qualified so that it doesn't take much time to train them.
- Finally, there should be a vertical management structure in place so that the distribution channel's primary working members may work as a collective force.

CH 2 – Organization Information

2.1 Introduction:

To complete it, I have to undertake an internship at the end of my fourth-year Bachelor's degree in Business Administration program. It is done on purpose to provide students with real-life practical experience so that they can gain expertise before beginning their jobs at various companies. With great joy, I can report that among thousands of organizations, I had the honor of interning at ShopUp Ltd., which is currently one of Bangladesh's most successful start-ups. I shall be eternally grateful to ShopUp for their teachings and training.

2.2 Overview of the Company:

ShopUp began its adventure in 2016, with Afeef Zubair Zaman developing the concept, which was joined by Ataur Rahim, Siam Ahmed, and later Siffat Sarwar. These are the people who founded ShopUp in our e-commerce business. Since 2016, ShopUp has had tremendous market success, and it is continually developing at a steady pace.

There are mainly three verticals of ShopUp such as:

- ❖ Mokam – This is a B2B e-commerce platform that helps the local retailers or shops get the products they need just with technology. Mokam started its journey in December 2019 and has spread vastly all-around Bangladesh.
- ❖ REDX – This is another vertical of ShopUp which is known to be one of the best delivery service providers in Bangladesh.
- ❖ Baki – They provide supplies on credit to small business owners or retailers making it easy for them to run their businesses.

ShopUP Business Vertical Structure

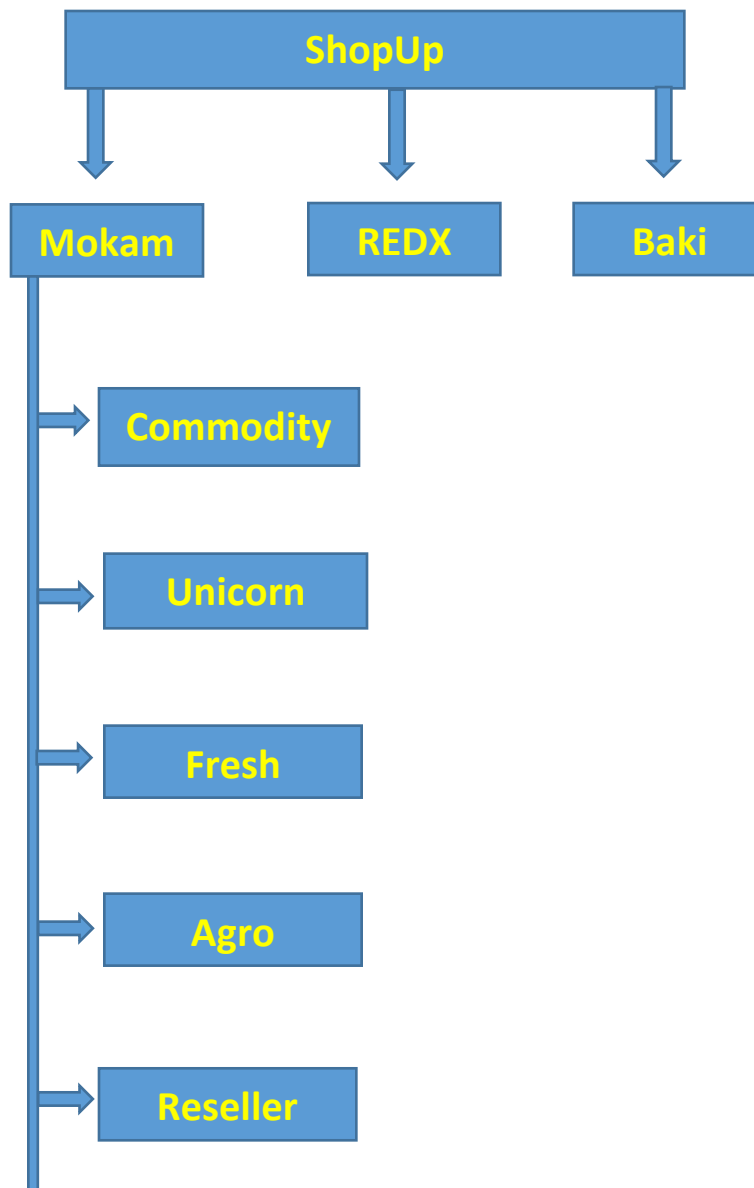


Figure 1: Business Vertical Structure



2.2.1 Vision, Mission & Values

Vision:

ShopUp's vision is to bring the e-commerce business to new heights, enriching the lives of its sellers and assisting them inconsistently developing their lives. Small businesses have always been the core component of our economy, and ShopUp not only allows micro-entrepreneurs to advance, but it also generates leaps and bounds. Hopefully, their efforts would have a favorable impact on Bangladesh's economy.

Mission:

Its mission is to provide technology to SMEs in Bangladesh. They provide easy access to B2B sourcing, last-mile logistics, digital credit, and business management tools to enable online sellers and neighborhood stores to create, manage, and grow their businesses.

Values:

Some of the core values of ShopUp are as follows,

- Pace Over Perfection – They mainly believe in the pace of work and efficiency rather than being perfectionists. As they tend to believe that perfection will come over time but time must not be wasted by depending on it.
- Do More with Less – They want to be as productive as possible with the available resources even if it is less and not enough. They mainly like to go the extra mile in case of productivity.
- Think 10X – They also have one more belief that always tries to do and think more than your capacity pushes extra hard to think more and get creative in work.

ShopUp (Mokam) Organogram

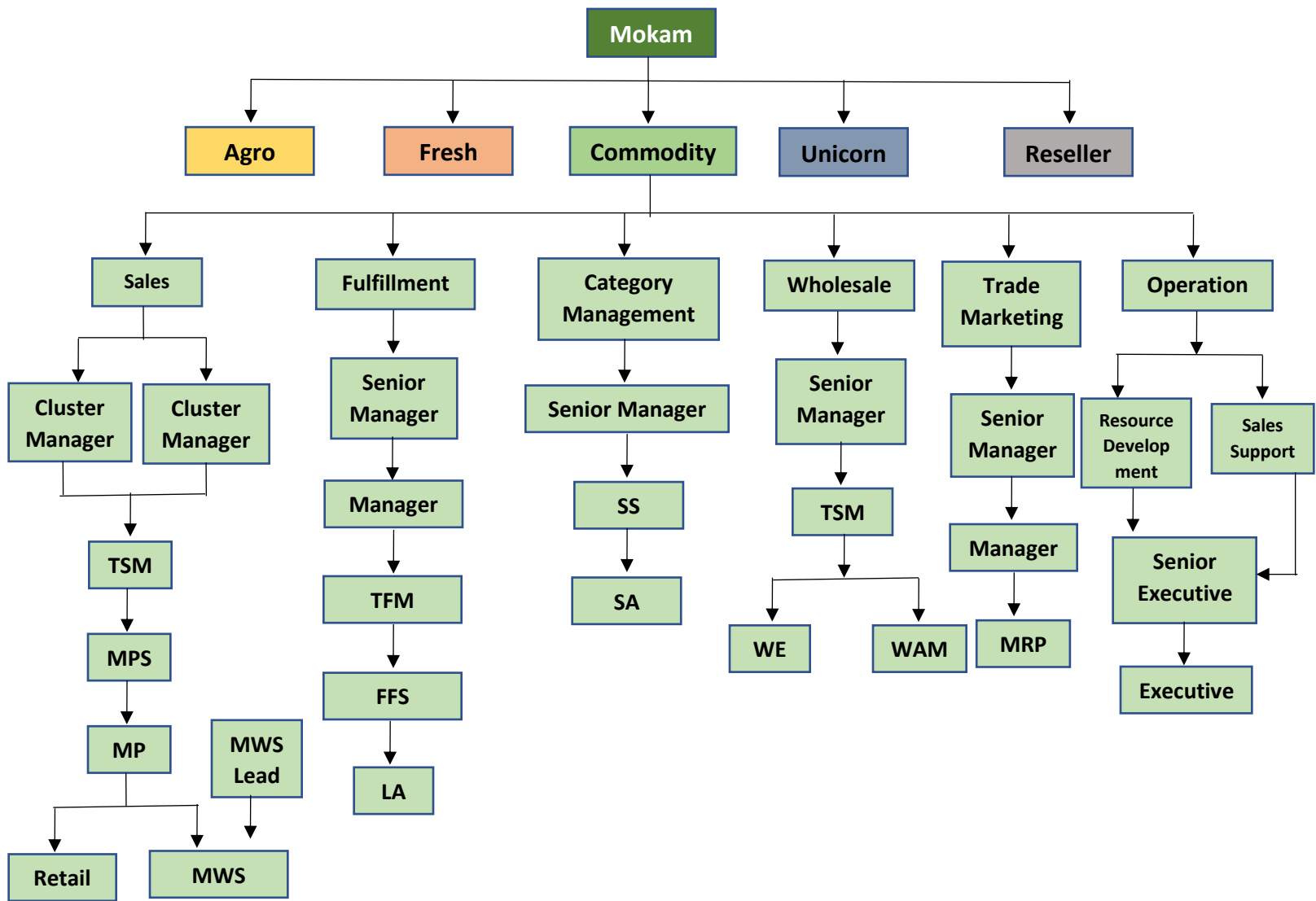


Figure 2: Organizational Structure

2.2.2 Organization Structure

The organizational structure of ShopUp (Mokam) constitutes five sub-divisions such as, Agro, Fresh, Mokam Commodity, Unicorn & Reseller. Each of them looks into a different business category. Additionally, Mokam commodity has different departments to run the entire operation which includes Sales Operations, Category Department, Wholesale, Trade Marketing & fulfillment. Each of these departments has a different role to play from their end to make the business run smoothly and achieve its goal as well as take the business to new heights.

2.3 Management Practices:

2.3.1 Leadership Style of the company – The company follows the democratic leadership style where every team member has the opportunity to share their thoughts. This creates a positive impact on the success of the company. As this is a new tech-based company so opinion from the team members leads to generating more creative ideas to improve the business. Moreover, as the goal of the organization is to bring e-commerce to new heights therefore ideas from a different perspective help in identifying the best-suited one and help in achieving its goal with more ease.

2.3.2 Recruitment & Selection Process – Firstly Requisition for employees is provided by the department head then after getting approval from the Business Unit Head CVs are being collected and they are being shortlisted according to preference. Then, the Employee Requisition form of those short-listed employees is released and called for an interview. They mainly conduct two forms of interviews physically & online depending on the situation. During the interview, candidates are asked various questions as per the needs and posts that they have applied for as well as they have to give a short excel test to judge their practical skills. After the interview, the line manager of that specific candidate chooses the most suited person as per his/her required needs. After getting selected that candidate has to follow the joining process and procedures and is being onboarded in their designated position.

2.3.3 Compensation System – ShopUp's compensation plan is designed to attract, retain, and encourage qualified and skilled personnel at all levels. Some of the factors that they take into consideration are:

- Employees Performance
- Internal salary analysis
- Current market dynamics

During the joining time employees has the opportunity to negotiate their salary with HR. Moreover, the salary architecture constitutes of Basic Salary, House Rent which is being calculated at 30% of monthly gross salary, medical allowance, conveyance, festival, and other bonuses as well. Last but not least every employee's salary is being reviewed annually and compensated as per their performance.

2.3.4 Performance Appraisal System – They mainly conduct a 360-degree performance appraisal system while evaluating any employees. First of all, the employee provides marks for themselves which is known as self-evaluation. After their performance is judged by their immediate line

managers, later on, they are also judged by their Peer members as well as the top management. Finally, after getting feedback from all angles their performance is being judged according to it.

2.4 Marketing Practices:

2.4.1 Marketing Strategy - The marketing strategy of ShopUp constitutes the 5P's of Marketing Strategy.

- **Product** – As ShopUp is a service-oriented industry so they try to provide the best available services to their customers by keeping up their needs and wants into consideration.

- **Price** – This is one of the most crucial factors of an industry that customers judge from their end. As the work of ShopUp Mokam is to source the products for the retail shops so they try their best to source the good quality products at a very reasonable market price so that they don't have a chance of losing out its customers.

- **People** – The main target customers of their business are the retailers so it is highly important that they keep them motivated and provide them the best service possible so that they remain loyal and continue doing business with us. This is why in order to attract these retailers the company provides them with coupon discounts every month to some selected retailers who can fulfill a certain number of sales. Moreover, the field workers of the company are also being provided with various kinds of incentives depending on their target fulfilled criteria so that they get motivated and try to sell more products and motivate more and more retailers to purchase from the company and help it grow.

- **Promotion** – The company does its promotion with online channels such as Facebook, and the website. They also conduct some programs and highlight the services which are provided by them. A gift-providing ceremony was held with the retailers who have achieved them so that more and more people get to know about the business and get motivated to join them.

- **Place** - This is an online service centre. Retailers can place their order goods in the app which is being guided by the field workers. Whatever products they need they provide orders to the field workers and then the field workers place that order in our app. Then the sourcing team makes sure that the products are being sourced properly and then the order is being delivered to that retailer's doorstep by the delivery team of the company.

2.4.2 Targeting & Positioning strategy – They mainly follow the micromarketing strategy as their target customers are the local retail shops in different districts of Bangladesh. They have its operations in various districts outside Dhaka as well so in order to run its operations smoothly they have maintained its positioning in such a way for those areas which are difficult to reach have the company's own warehouse where the products are sold for those specific zones are kept so that those products can be delivered in those areas with ease. Moreover, they also have a Central Warehouse in Dhaka which is being used to keep the goods for sale in different areas of Dhaka only. They have planned out their positioning in such a way so that the operation can be run smoothly as well as the cost must not be high enough. They even try to source the products from that place's local supplier so that the product delivery cost might not rise.

2.4.3 Marketing Channels - In order to reach out to its customers they contact them in person by the field force employee Moreover, they also use other channels such as Facebook, and WhatsApp in order to contact them. They mostly try to use direct contact with the customers so that they can make them understand our business properly as well as how they might be benefitted from our initiative.

2.4.4 Critical Marketing Issues & Gap – There is a huge marketing gap in their process which is they never do any sort of advertisement or promotional activities to display their services to a huge range of people. This could have helped them grow more and attract even more customers.

Disclaimer: Due to the confidentiality issue the company does not disclose its financial data due to this fact I couldn't do any analysis based on the ratios and other financial terms. The following financial analysis was done based on as much data and information as I was able to get.

2.5. Financial performance and accounting practices:

2.5.1 Financial Performance – Financial practices are one of the most crucial parts of the business if a business can't manage its investors and finances properly then the business might suffer a huge loss. As for ShopUp Mokam, they need to look after a lot of financial parts. Firstly, they need to make sure that the investors are happy to get involved in this business, then in the case of sourcing part, they need to make sure that they are getting the best products for the retailers at the best possible price.

During my 3 months of the internship period, I was given the responsibility to look after the sales. By digging a little bit in the past year's data, I found out that at the start of their business, they earned a 1.3million GMV, and then they slowly started to grow and achieved 8.6million gradually they started to rise its business and were able to achieve almost a 20.2million within a short span of time they grew at a rapid state and reached till 40.2million GMV. They are working quite harder to grow even more and spread all around Bangladesh.

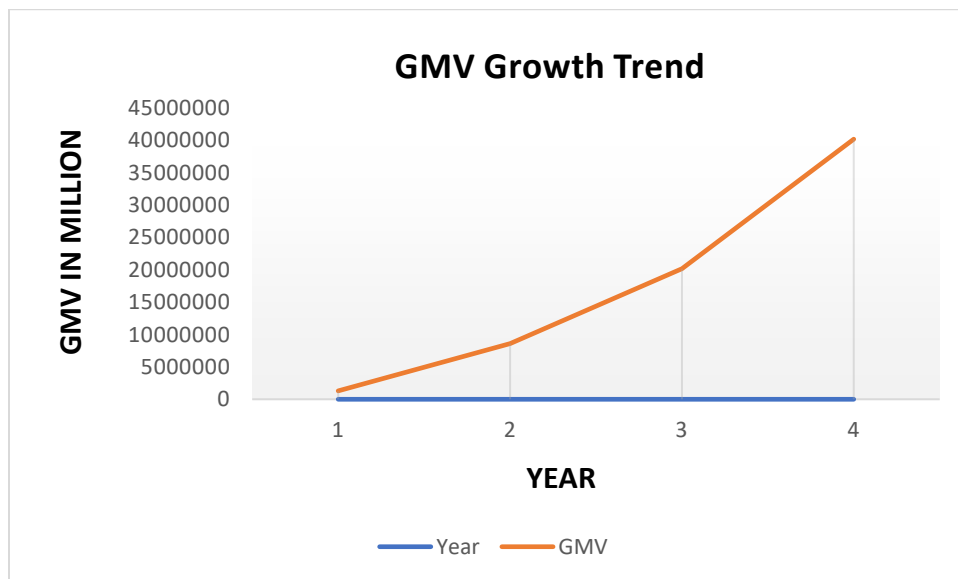


Figure 3: GMV Trend Over the year

2.5.2 Accounting Practices - They mainly follow the accrual basis of accounting as they recognised sales when the order is being placed in the app as well as they also recognize the liabilities beforehand so that they can be well prepared to pay off their expenses in time. They follow the sales basis revenue recognition method as we can see that the sales and revenue are instantly recognized when the order is being placed in our app and the sales are being recorded by a live tracker so that we can monitor the real-time sales.

2.6 Operation Management & Information System Practices:

As the company mostly uses technology, therefore, they use Excel as well as Google docs to manage and store data. The operations team looks into the daily operations of the business and sorts out any sorts of the problem which is being occurred. The company has its own data tracking information system such as Metabase where they track the real-time data as well as the number and amounts of stock available and sold. They also create different reports in Excel for the visibility of their daily and monthly performance as others as well. The company also has maintained a database in G-Docs for proper and easy access to the information. Additionally, as the field workers stay out most of the time due to market visits and sales therefore any sort of meeting or information sharing for them occurs within WhatsApp as well as google meet for important meeting discussions.

The company uses the Explicit knowledge management system. As discussed, most of the data or information's converted into a proper report format for better visibility of the performance and achievement. Moreover, all these reports are created in an automated process so that they don't have to take the hassle of recreating them every time, which saves time and increase efficiency and productivity of work.

Date	24-May-22							
Starting Hour	9							
Current Time	9:35:53 PM							
Duration	8							
Team:	Outer							
TSM Name	Retail Visit/Hour	Total Retail Visit	Retail Visit/SR	Hourly GMV/ SR	Total GMV	GMV/SR	No of Ordering SR (Today)	Below 3 Retail / Hour Visit SR
Overall	2	3425	13	1,380	2,969,688	11,040	269	239
Person - 1	1	386	10	3,559	1,138,955	28,474	40	40
Person - 2	1	102	9	3,453	303,838	27,622	11	9
Person - 3	2	335	14	334	64,208	2,675	24	21
Person - 4	1	98	11	253	18,181	2,020	9	9
Person - 5	1	196	11	338	48,704	2,706	18	18
Person - 6	1	353	11	1,594	408,035	12,751	32	30
Person - 7	2	935	18	725	295,876	5,801	51	35
Person - 8	1	114	10	821	72,216	6,565	11	10
Person - 9	1	135	10	1,102	123,411	8,815	14	14
Person - 10	2	249	14	1,636	235,623	13,090	18	15

Figure 4: Hourly Sales Report

Interpret: The above figure shows the format of the report of the hourly sales according to each Territory Sales Manager (TSM) which is being made in Excel for better visibility of the management as well as the other concerned people. Due to this advancement in technology and the use of information systems all these tasks have become easier and less time-consuming which leads to the betterment of the company and its future aspects.

TSM Performance Update (MTD)

Day Passed: 26 Day Remaining: 0
 Time Passed: 100.00%

Team	TSM Name	Monthly TGT	MTD ACH	50	20	30	Scoring				Rank (Good, Avg, Poor)
				% Against Day Passed	Conversion	Unique Visit/SR (MTD)	TGT ACH	Conversion	Visit	Total Score	
Central	Person 1	45,990,000	16,874,927	36.70%	44.30%	78.3	18.3	10	23.5	51.8	Poor
Central	Person 2	53,550,000	19,174,808	35.80%	23.90%	67.3	17.9	5	20.2	43.1	Very Poor
Central	Person 3	81,900,000	35,243,562	43.00%	41.60%	83.5	21.5	10	25.1	56.6	Poor
Central	Person 4	29,610,000	16,266,153	54.90%	56.90%	90	27.5	10	33.7	71.2	Average
Outer	Person 5	44,568,043	50,819,557	114.00%	78.10%	82.3	50	20	30.9	100.9	Very Good
Outer	Person 6	13,000,000	6,414,202	49.30%	28.90%	79.1	24.7	5	23.7	53.4	Poor
Outer	Person 7	81,225,989	23,818,787	29.30%	37.80%	59.2	14.7	10	22.2	46.9	Very Poor
Outer	Person 8	82,217,249	55,871,615	68.00%	59.50%	80.5	34	10	30.2	74.2	Average
Outer	Person 9	14,084,818	4,678,360	33.20%	35.90%	32.9	16.6	10	12.4	39	Very Poor

Figure 5: Monthly Achievement Performance

Interpret: Their monthly achievement is being measured by using a few criteria like what percentage of their target did they achieve, their unique visit to the shops, and conversion. As shown in the figure each criterion is given a weight and based on that weight their total score is being counted finally, they are ranked by Very Good, Good, Average, Poor & Very Poor based on their total marks. So, by using the MIS system the monthly performance of the TSM’s measured every month.

2.7 Industry & Competitive Analysis:

2.7.1 Porter's Five Force Analysis – Porter's five forces help to analyze the overall strategic position of a specific business sector. Each of the points in this analysis helps to figure out where the actual competition and the threat lies so that they can take actions according to it.



Figure 6: Porter's 5 Force Analysis

- **Threat of New Entrants** – Currently B2B is an emerging business in our country most of the companies are trying to bring up new changes into the business world. Moreover, anyone having the ability to invest can easily enter this sector as there are no barriers to entry. Therefore, the threat of new entrants to the company is high.
- **Threat of Substitute** – As this is a service industry therefore the substitute can be the other similar kinds of business. ShopUp (Mokam) has achieved a great deal of goodwill in the market as a startup therefore the threat of substitutes for them is quite moderate.
- **Bargaining Power of Customers** – As our main customers are the local retail shops therefore their bargaining powers are high as they can easily switch to different business sectors that provide the same kind of services or they can even directly contact the suppliers of their products. Therefore, in order to keep up with their customers, ShopUp needs to maintain a few things and provide them with the best services.

- **Bargaining Power of Suppliers** – The bargaining power of suppliers is quite low here as there are various suppliers of these daily usable products which are being sold in these retail shops therefore whenever ShopUp deals with any supplier they try to choose the best one with reasonable price of products and if any supplier demand more they can easily switch to others as there are many options of it.
- **Rivalry Among Existing Competitors** – Rivalry among existing competitors is quite high for them and there are other competitors in the market as well who provides almost similar kind of services with added innovations such as Sindabad.com. which poses a great threat for the company if they don't bring out new innovations into their business.

2.7.2 SWOT Analysis –

- ❖ **Strengths** – Some of the strengths of ShopUp (Mokam) is that they are providing the best customer services possible, they ensure that the products are being delivered within 1 day after the order is being placed. Moreover, their investment in technology brings up new innovations in the business. Their step of making the society used to the technology is one of the greatest strengths and new innovations in the society. They even set up everything in such a way that it is quite easier for these retailers to understand even if they are not educated enough. The company has designed its operations by keeping their customer in mind so that there should not be any hassle in making them understand the purpose of our business and its operations.
- ❖ **Weakness** – Some of their major weaknesses are that they are new in the market and it takes time for achieving that goodwill, they even spend less on branding and promotion which is why it is still not much known in the market. Furthermore, they have fewer training facilities for their workers which is one of the biggest needs of an organization, and sometimes workers get a little demotivated due to less pay.
- ❖ **Opportunity** – Even though there have been some competitors in the market they still have the opportunity to spread all over the country and grow their business. Moreover, they are providing incentives every month to their field force workers as well as to their customers to create goodwill into the market and achieve some loyal customers.

Sometimes they even send gifts to their oldest and most loyal suppliers to get them on hold for long.

- ❖ **Threats** – The biggest threats for them are their competitors who is trying to take over the market by bringing up new changes and innovation into the same kind of business. Additionally, anyone can easily enter into these kinds of business as there is no barriers to entry, which will lead to and increased competition in the market for them. As the customers will have more choices therefore, they can easily switch to other distribution business.

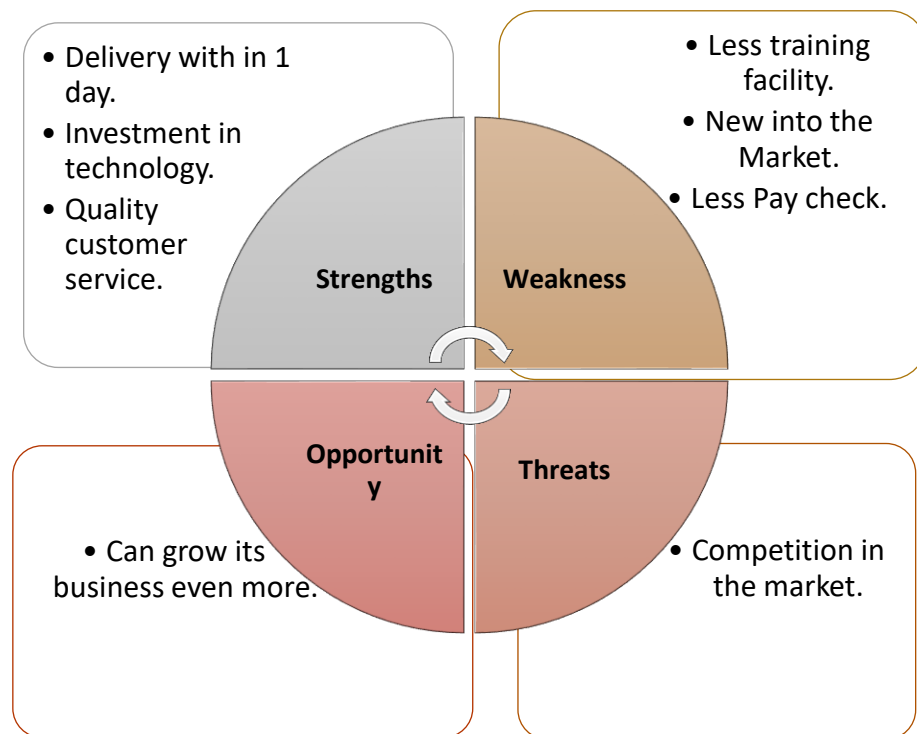


Figure 7: SWOT Analysis

2.8 Summary & Conclusions:

To summarize in this chapter, I have explained what the business is all about and talked about their management and marketing practices such as what types of leadership they follow in their recruitment and selection process and well as what marketing style do they follow. I have also explained their financial state and how did they grow over a period of time. Additionally, I have also mentioned their accounting practices and how do they maintain their overall operation, I have also talked about what types of knowledge management systems do they follow in the company and have done a competitive analysis in order to measure their current state in the market and what will be their future. To conclude this entire business operation is being made for the benefit of our local retailers so that they can even run their own businesses with ease.

2.9 Recommendations:

During my 3 months of internship, I have learned quite a great deal of things from this company moreover every person that I worked with was quite kind and helpful. However, they need to focus on a few things firstly they need to set up proper training and development for its workers especially the field force workers who work in direct contact with the market. Next, they need to highly focus on their database management system which they are gradually trying to do. Last but not least I think the company is growing quite fast and they might grow even further and bring a great change into the B2B business in our country.

Ch 3 – Project Part

3.1 Introduction:

Knowledge management (KM) is the combination tool for creating, sharing, using and managing an organization's knowledge and information. It can be anything starting from data management to any other relative information which is highly important for a company's decision making. It refers to a systematic approach to achieving organizational goals through the most effective use of information. In the 21st Century, this system has become highly effective in managing the business and achieving competitive advantage.

3.1.1 Literature Review –

According to Prachi Juneja (2015), if a company can forecast past trends and events to predict the future, this is an excellent demonstration of having the right knowledge and data to make decisions. He also stated that the key benefit of having an effective knowledge management system is that it eliminates the need to reform the work. In other words, organizations can benefit from the knowledge in the system and thus reduce the work required to repeat the same or similar activities. The third benefit of having a KM system is that it reduces the number of implementations, optimizes existing processes, reuses artifacts, and makes cross-functional expertise available for other projects, all of which result in increased productivity. Furthermore, he also added that we live in an information age, in which more information about everything and anything is available anywhere and everywhere. If errors and information overload are to be avoided, knowledge management must be done in a structured and organized manner.

Muhammad Asrar-ul-Haq & Sadia Anwar (2016) Constitutes that the reason for the increased quality of knowledge is that effective knowledge management in an organization produces many positive outcomes that push the organization to the success horizon. They also stated that knowledge sharing practices are quite low as people are not so much habituated to it or they are not aware of its benefits to the organizations. In addition, sharing and distributing knowledge is difficult due to the abstract nature of tacit knowledge and several such barriers that block the successful flow of knowledge.

It is evident the plain sight that one of the characteristics of this globalized world is the fast movement of information by the means of the internet. As a result, we are subject to knowledge-based strategies created to effectively manage and drive all forms of capital within an organization, be it human capital or financial capital. This shows that knowledge is the newest form of competitive advantage used by firms these days and as a result, knowledge resource management has become a focal discussion point of organizations all around the world in the present (Olubunmi, 2015).

The question therefore arises, how does the presence of knowledge help to create competitive advantage in order to create business development. Hebibi, Raimi & Miličićević (2019) has addressed this question by dividing the answer in four categories. The first part states that the availability of knowledge increases productivity. This is done through using the existing knowledge to outline the best business practices and rule out the ineffective ones. In the second part, the authors discuss how the available knowledge helps the organization to respond to problems and demand within a timely manner, regardless of the geographical distances. Another method of acquiring business development through the added competitive advantage of knowledge resource management is distance learning, which is done through the accumulation of all the knowledge that is put in through the various employees, to create one centralized location of accessing the resource. In relation to this third part, is the fourth category in which this accumulated information's accessibility helps educate all employees within an organization allowing them to make more informed decisions.

This being said, the adaptation to knowledge management does not come without any challenges. Imhanzenobe, Adejumo and Ikpesu (2021) state that although most organizations associate knowledge management with efficiency and effectiveness, there are many challenging aspects such as the organizational culture. Organizational culture plays a crucial role in the fluidity of information. Many organizations do not encourage this fluidity as they prefer a more formal structure. Other challenges consist of the lack of incentive for proper knowledge management and improper knowledge management structure. In addition to this, there is the limitation of being able to filter the most relevant data from the vast pool of knowledge available to the organizations.

3.1.2 Objectives - I have mainly two types of objectives in writing this report. Firstly, the Broad Objective of writing this report is to find the impact of knowledge management on the long-term development of business. Additionally, there are some specific objectives as well which are to find the impact of Knowledge Management on business decisions and to find the influence of knowledge resource management to enhance innovation in the business.

3.1.3 Significance - There are various people who will get benefitted from this research. First of all, it will help the employees of different business organizations they will learn the benefit of a proper knowledge management system and how it will help them to reduce stress and increase productivity. By implementing this process measurement of the performance as well as other tasks will become really easier for them. Additionally, this research will also benefit the students, as well as they, will get to know about this new term and its influence on the business world which will help them get ready to compete in the business world in the future.

3.2 Methodology:

3.2.1 Framework of the Report - The entire report mainly contains three distinct chapters, the first chapter is about the internship information and its outcomes, and the second chapter contains all information about the company regarding what leadership style they follow their marketing and financial practice, their operating procedures, and the industry analysis. The third chapter constitutes the project part which introduces the topic and some literature review from previous research with proper citations. It also includes the main findings & analysis part of the topic which is the importance of knowledge resource management in organizations.

3.2.2 Target Sample – The target population for my research is:

- Internal employees of the organization
- Employees from other different organizations
- Managerial level people from various organizations

3.2.3 Who are the sample – Now that I have selected my sample type the fact is who do I select among them. Firstly, I have selected a few employees from my own organization who are my close colleagues and have been working in this company from the very beginning so that I can get insight into how the operation used to run before the proper implementation of the KM system. Next, I have selected a few well-renowned organizations and got their feedback as recommended by my colleagues finally I have selected a few people from other startup companies where my friends work. Overall, I have selected these variations to get insight from an average organization's view of the KM system.

3.2.4 Sample Size – In order to conduct this research, I have done simple random sampling with a sample size of 20 respondents who work in different corporate sectors.

3.2.5 Data collection method - For the information of the report I have collected various data from different sources. Some data were collected by talking face to face with the internal employees of my organization. In addition, some studies were done from various website publications related to my topic. In short, both Primary and Secondary method of data collection was followed for information collection.

- ❖ The primary data was collected from the internal employees of the organization such as the executives and the managers of the company as well as from the employees of the different organizations by a questionnaire. Additionally, some data were collected from practical work experience.
- ❖ The secondary data were collected from articles, websites, and journals with full reference and citation. I have taken both qualitative and quantitative data from here as well.

3.3 Findings & Analysis:

In this part, I will discuss the findings of my report with the data and analysis from my survey as well as from some articles which are related to my topic. As I have mentioned before those responses were collected from employees of different organizations to know the impact of knowledge resource management.

3.3.1 Impact of Knowledge Management on Productivity –

The implementation of the Knowledge management system in an organization reduces a quite deal of work pressure as they might easily get the information into the system so they do not have to waste time looking out for information here and there. Such as, due to the implementation of the metabase system in ShopUp we can get easy access to the data and input them for performance measurement. After discussion with the managers and some executive-level people of my organization, I found out that previously before the proper implementation of the metabase system they needed to work hard and more man force was needed in order to maintain this database manually. Additionally, more time is used to get wasted on error correction. But after the proper implementation of this system, their work productivity has increased to almost 60% as they can focus on other work, and less time is wasted in getting the data. Moreover, now they can do more work with less man force.

I figured out few employees' productivity measurement before & after the implementation of Metabase and the result were as follows:

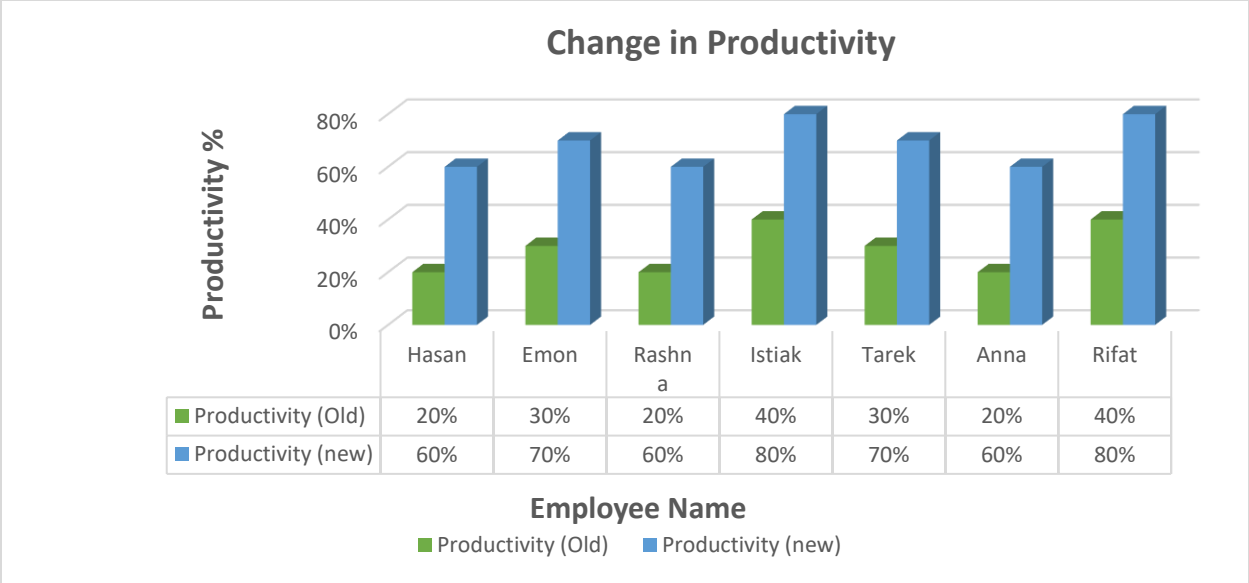


Figure 8: Change in productivity due to KM implementation

Interpret: The above figure shows the productivity percentage of a few individual employees of ShopUp (Mokam) before and after the implementation of the Knowledge Management System (Metabase) and we can see that in the case of each of these employees’ work productivity has increased after the implementation of this new system. As they needed less time to get the data and complete their tasks within less time than before.

3.3.2 Impact of KM on Future Decision Making –

Decision-making is one of the most crucial parts of a business because any wrong decision taken can hamper the business very badly. Therefore, before reaching any conclusion or giving any opinion regarding any business decision one needs to judge every aspect very precisely. Before the emergence of the KM system making any business, the decision was very much crucial as it was not easy to judge the performance and it used to take quite a great deal of time as well. But now due to the emergence of this new system, we can easily get any information and decision making has also become quite easier as we can get every detail in at the same place to judge the performance moreover, we can also easily access their past performance and based on that we can make future plans or take actions accordingly. For instance, if look into the operations of Mokam we can see that due to the use of metabase we can easily get the data in no time and judge the performance of the employees by analyzing their performance for consecutive 3 years or months of data and can take actions on them.

I have asked people about how Knowledge Management System implementation impacts their organization and they responded as follows.

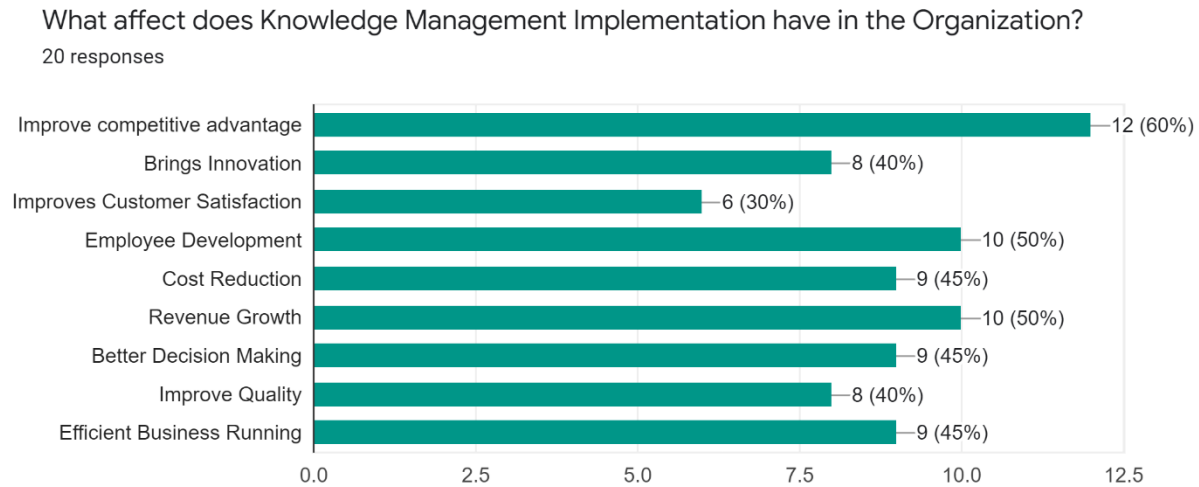


Figure 9: Impact of KM on organization

Interpret: From the above figure we can see that around 60% of my respondents said that Implementation of KM improved competitive advantage in their organization. While 45% of the respondents said that this system has led to efficient business running, better decision making, and cost reduction for them in the organization. From this, findings we can judge that KM implementation always has a positive impact on the organization.

3.3.3 Survey Findings – I have asked them several questions regarding knowledge Management use and its implications in their organizations and they responded in various ways. Here I am going to describe the questions and their responses to those individual questions.

- My 1st question was what is the knowledge Management usage stage in their company and their response is as follows:

What is the status of Knowledge Management practice in your Organization?

20 responses

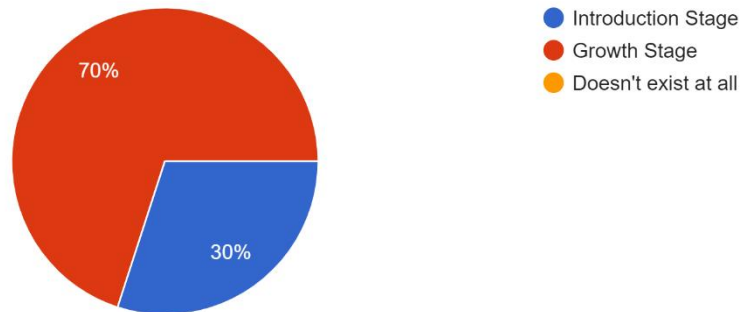


Figure 10: Knowledge Management Stage

Interpret: Around 70% of my respondents said that it is at the growth stage which suggests that this has now been a great practice in the business world for development. The rest 30% responded that it is at its introduction stage which means that they have just started implementing it for their business development.

- Next, I asked them what kind of It related difficulties they face with the implementation of this system.

What Problems did you faced in using IT for knowledge Management?

20 responses



Figure 11: Implementation of KM It Related Issues

Interpret: A high percentage of people which is almost 40% of my respondents said that the biggest problem is identifying the proper It tool for Knowledge Management system implementation. Among them 25% of the respondents find it a complicated process, additionally, 15% of them responded that this implementation of the KM system remains unsuccessful due to technical problems.

- My next question was what barriers they face in implementing a proper KM system in their organization.

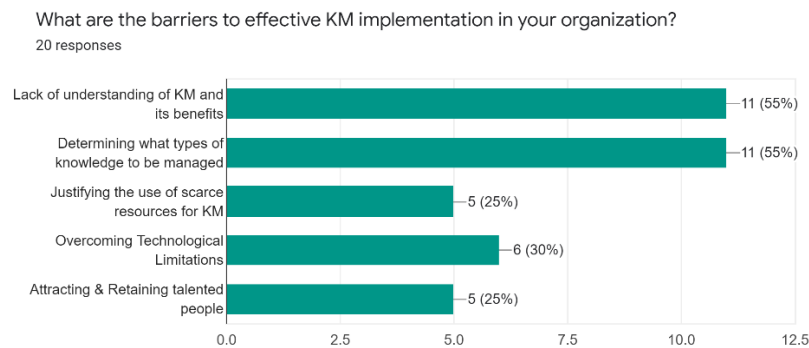


Figure 12: Barriers to Proper KM Implementation

Interpret: 55% of the respondents said that people still have a lack of knowledge regarding what the KM system actually is there are also cases about what kind of knowledge they need to maintain they are not aware of it. 30% of the respondents say that overcoming technological limitations is another barrier for KM. Among the 25% of the respondents said that in case of their companies fail to recruit properly skilled people who would be able to maintain the system properly.

3.3.4 Implementation of KM in bringing innovation –

In today's competitive world it is highly important to do something new and different in the business to capture the market. Therefore, knowledge sharing inside the organization is itself an innovative idea moreover, this KM system helps to see or figure out every important information of an organization all together that too in a very manageable way so that it helps reduce work time as well as get the workers more efficient in their job.

3.4 Summary & Conclusion:

In one word Knowledge Management is a systematic way of storing all the important information or data analyzed in a proper manner so that anyone inside the organization can get them easily which will reduce their work pressure and lead to an increase in productivity. I have covered two objectives over here such as to find the impact of KM in business decision making and how it helps in bringing innovation into the company. Additionally, I have collected samples from respondents who work in different organizations to get insight. The findings show that KMS helps to increase competitiveness of the company as well as lead to cost reduction and better decision making, however there are certain barriers to KM implementation such as determining what knowledge to be managed, overcoming technological limitation etc. Finally, this report will have a positive impact on both the company as well as the future generation people as they will get information regarding the use of the KM system & its benefits to the business. To conclude I have explained each of the survey questions that I have conducted for my research and did some analysis on how the KM system actually has a positive impact on the organization.

3.5 Recommendations:

- Alongside this metabase system I think the company should use a much more advance and analytical KMS tool such as Knowledge Work System which provides analytical & document management tool as well as it also helps to generate information and knowledge from outside of the organization as well which leads to a greater benefit for the organization.
- To overcome the barriers of KM implementation the company should first make a list of the top most important information which is needed on a regular basis. They can rank their most important to less important tasks and based on that they can implement the information needed in their KM system.
- A company should try to use MIS knowledge in order to make their work process easier and increase efficiency. They needed to automate few things like auto breakdown of the files into different parts including mailing those individual files to different personnel within no time by using the excel VBA Macro. As this helps to reduce work than manually separating the files for different personnel and mailing them individually, thus this leads to complete the tasks much faster.

Reference

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- 4) Juneja, P. (2015). *MSG Management Study Guide*. How an Efficient Knowledge Management System Leads to Greater Productivity and Synergies. Retrieved from <https://www.managementstudyguide.com/benefits-of-efficient-knowledge-management-system.htm>

Appendix (Questioner)

1) What affect does Knowledge Management Implementation have in the Organization?

- Improve competitive advantage
- Brings Innovation
- Improves Customer Satisfaction
- Employee Development
- Cost Reduction
- Revenue Growth
- Better Decision Making
- Improve Quality
- Efficient Business Running

2) What is the status of Knowledge Management practice in your organization?

- Introduction Stage
- Growth Stage
- Doesn't exist at all

3) What Problems did you faced in using IT for knowledge Management?

- Too much complicated
- Lack of identifying the proper it tool
- Unsuccessful due to technical problems
- Others

4) What are the barriers to effective KM implementation in your organization?

- Lack of understanding of KM and its benefits
- Determining what types of knowledge to be managed
- Justifying the use of scarce resources for KM
- Overcoming Technological Limitations
- Attracting & Retaining talented people

