

A Proposed Knowledge Management Performance and Benefit at PT Indowine

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Abstract - Knowledge is one form of intangible asset that plays a very important role in the competition experienced by the company. Awareness of the importance of managing existing knowledge is something that is sometimes overlooked by companies. In addition, it is accompanied by immeasurable natural disasters, such as the current COVID19 pandemic. The pandemic has changed all the mindsets of companies that require extraordinary strategies in the company's business flow patterns which sometimes cause internalization problems. Knowledge management is a system/tool that focuses on the form of information related to intangible material, as the process by which knowledge assets are collected and used to gain competitive advantage. Data was collected quantitatively which was adopted using a questionnaire from the KM Asia Productivity Organization (APO) framework. This study is to assess the current state of KM and develop KM plans for improvement. These conditions are based on the results of the assessment. When a company makes a large investment in an effort to collect knowledge assets, the company must measure the impact of knowledge management (KM) on the organization and believe that what it is doing is in line with the ideals (vision and mission) of the company. As an alternative to KM development, the authors use the Balanced scorecard to measure the achievement of goals not only non-financially to produce an innovation (tangible outcome) in accordance with the competencies expected by the company.

Keywords — Knowledge Management (KM), intangible asset, APO, KM Balanced Scorecard, vision mission, COVID 19.

I. INTRODUCTION

The headline of World Development Report 1999/2000: Entering the 21st Century mention that the world should focuses on two forces of change: the integration of the world economy and the increasing demand for self-government, which will affect responses to key issues such as poverty reduction, climate change, and water scarcity. The factual conditions in the business world might differ in theoretical approach. Thus, unrecovered situation from the crisis COVID-19 (Unpredicted of world war) that hit almost all sectors of the economy, one of which including companies engaged in the fermented beverage (ethanol) sector and equal competitors, of course there are challenges in business with Indonesia's stigma regarding the relationship between the fermented drink and the fundamental religious side. The pandemic is changing all mindsets. The definition of "struggle" in competition does not only focus on quality, as well as quantity. How to delivery outstanding products "massively" to the market. It takes

an extraordinary strategy. Which sometimes creates internalization issues within the company. PT. Indowine has changed the strategic pattern during the first wave of the pandemic namely, to become Stabilization and Onward Development. The company realizes and responds that a pandemic will run in the short term until a relatively unpredictable time will end, which changes the purposed company to become survive and push the limit in a healthy, and corporate balance as well, which have a Major Business Plan survival mode culture, namely: Massive, Agile, Persistence and Spirit (MAPS approach) as suggested by author



Fig. 1 MAPS approach

II. METHODOLOGY

Knowledge Drive Enterprise

According to Jann's KM Model framework, it is explained that in forming an organizational effectiveness process that emphasizes "the whole" rather than a partial approach, namely the results of the systematic interaction of all components of the learning organization. Based on the overall concept above. The important factors in the learning organization, which are organized into a "organizational building" component as follows as company goals (MAPS approach):

Method of Data Collection

The author using Knowledge Development Process for analyzing business problems based on KM steps by Tjakraatmadja (2012) and Garfiled (2007). Which have 3 phase, namely First phase (KM Project): KM Assessment, which identifies KM Gaps and Challenges as 6 steps as a follows; 1)Identify; 2)Capture; 3)Store; 4)Share/Distribute; 5)Apply; 6)Create/develop. Second phase (KM Process): create KM with objectives and KM Strategy as part of the business solution. To create KM objectives and KM strategy as a part of business solutions. Third phase (KM Planning): is the KM implementation plan to create a plan, to define knowledge flow, and to create a KM roadmap. In this study, a conceptual framework is used by providing a sufficient

theoretical background that is relevant to the business context.

KM Tools Instrument Model

The Author using qualitative research respondents are limited to internal interview and quantitative research with data methods in the form of standardized KM Assessment Readiness Levels in order to assess Knowledge Management readiness. The use of assessment in the form of a questionnaire has the advantage of obtaining data efficiently in terms of time, effort, or cost. The unbeatable and standardized questionnaire by the APO (Asian Productivity Organization) released in Japan, 1961. The Knowledge Management Readiness Levels framework is based on 7 categories, as follows: 1)KM Leadership, 2)Process, 3)People, 4)Technology, 5)Knowledge Process, 6)Learning and Innovation, 7)KM Outcomes.

TABLE 1. LEVEL OF KM BASED ON APO KM FRAMEWORK

Level	Score	Explanation
Reaction	42-83	Organization is not aware of what KM is and its importance in enhancing productivity and competitiveness.
Initiation	84-125	Organization is beginning to recognize the need to manage knowledge or may already be initiating a pilot KM project.
Introduction (expansion)	126-146	KM practices in some areas. KM is fully implemented and deployed in the organization.
Refinement	147-188	KM implementation is periodically evaluated and improved for continuous improvement in the organization.
Maturity	189-210	KM is mainstreamed or regarded as normal in the organization.

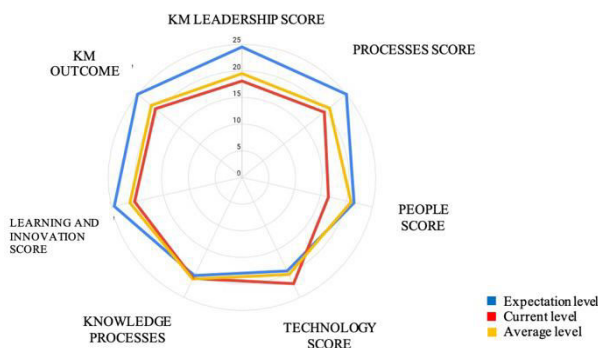


Fig. 2 Radar chart of assessment results

TABLE 2. CATEGORY LEVEL OF ASSESSMENT RESULTS

CAT	Expectation Level	Current Level	Average Level
KM Leadership score	24.5	18.14	19.56
Processes Score	25	19.71	20.89
People Score	21.5	16.57	20.94
Technology Score	19.5	22.14	20.22
Knowledge Processes	20.5	21.00	21.22
Learning and Outcomes	24.5	20.57	21.44
Total	25	20.71	21.67
	Refinement	Introduction	Introduction

TABLE 3. GAP VALUES BETWEEN CURRENT AND EXPECTED CONDITION

Cat	Item	Description	Mean of Expectation	Mean of Current	Gap	Issue business and KM Analysis
High Gap Scoring Items (Opportunities)			Gap > 1		Doing poorly (pessimist)	
leadership	4	The organization has a policy for safeguarding knowledge (i.e., copyrights, patents, KM, and knowledge security policy).	5	2.71	2.29	expectations that occur with the current conditions are not right on target and not in accordance with company expectations
	15	The organization has formal mentoring, coaching, and tutoring processes.	4.5	2.43	2.07	
process	11	The organization implements and manages its key work processes to ensure that customer requirements are met and business results are sustained.	5	3.29	1.71	
outcome	37	The organization has a history (and maintains measures) of successfully implementing KM and other change initiatives.	4.5	3	1.5	
learning and innovation	31	The organization articulates and continually reinforces the values of learning and innovation.	4.5	3.29	1.21	
Low Gap Scoring Items (Strengths)			Gap < 1		Doing well (optimist)	
Technology	24	Intranet (or similar network) is used as a major source of organization-wide communication to support knowledge transfer or information sharing.	2.5	3.71	-1.21	pessimistic about the condition of expectations by the leader, one of the factors due to the pandemic (survival and push limit), the fact that what happened in the current conditions succeeded in achieving the target and according to company expectations
Technology	19	Management has established an IT infrastructure (i.e., Internet, intranet, and website) and has developed capabilities to facilitate effective KM.	2.5	3.43	-0.93	
Technology	20	The IT infrastructure is aligned with the organization's KM strategy.	2.5	3.43	-0.93	
Knowledge Processes	25	The organization has systematic processes for identifying, creating, storing, sharing, and applying knowledge.	2.5	3.43	-0.93	
Knowledge Processes	26	The organization maintains a knowledge inventory that identifies and locates knowledge assets or resources throughout the organization.	2.5	3.14	-0.64	
Learning and Innovation	33	Cross-functional teams are organized to tackle problems/concerns that cut across the different units in the organization.	2.5	3.14	-0.64	

Data analysis was carried out through statistical and descriptive approaches. Statistical data including reliability and validity. The final pretest and questionnaire were conducted using Microsoft Excel for Mac. Descriptive statistics for maximum, minimum, mean, and standard deviation were obtained for the variables.

From the results of these data, it can be concluded that the company is able to share knowledge in daily operational activities. So, there is similarity between the results on Knowledge Processes aspect expectation levels and currents levels. To assess other aspects, the author formed an assessment based on the average value which describes the total average of the two levels and is represented by the Yellow Line on the Radar Chart.

The author found a point from the root of the problem that occurred in this company, namely in the form of a GAP between what the Leader/Decision Maker hoped/wanted and what actually happened in the field. This situation is closely related to how leaders carry out their duties and lead the company, which can be seen from the leadership aspect. Therefore, based on the data in the table 2, the author summarize that there are major Opportunities for Improvement (OFI). From the table, it is suggested that

the priority area for improvement is in the category KM Leadership Score (19.56) table 1. regarding the average level in the KM assessment with alignment with the descriptive statistical data assessment in Table 2 which shows that the People Score (2.94) with bottom point. This value explains that the KM leadership score and People score are closely related to the current condition of problems in the field at the company.

From the current and expected conditions, the gap between them is calculated. The formula for the assessment above is being subtracted that the wider the difference of score between current and expected condition, the higher the importance to improve of that condition. The gap is presented in Table 3. From the results of the gap analysis. It can be seen the highest gap category is consistent with the previous lowest score item. In addition, the results of the questionnaire show that respondents think that the current KM practice is not good shown by the knowledge drive specifically in the KM Leadership score. In another category, companies are satisfied with the value of alignment between expectations and conditions that occur in the field. Outcome category is the highest score in preparing KM practice. To be overcome potential barriers application of KM, it is necessary to conduct an evaluation of the individual questions shown necessary actions to be taken to ensure the success of KM practice. High gaps in item ratings indicate trustworthiness and requires special attention. These gaps can identify which actions should be taken as a priority. From the analysis, in essence it can be said that the constraints in building a knowledge management organization are mainly due to employees have no trust. In addition, it is also based on current conditions at PT Indowine at KM level and is supported with the perspective of the theoretical foundation from the House of Knowledge Management of Jann Model (Tjakraatmadja & Lantu, 2006) that PT Indowine needs to build trustiness and KM culture initiatives as the first priority.

In addition, in the search for interview results based on the qualitative method (interview sessions conducted by all divisions from leader-manager, Sales and Marketing, Production and warehouse, Logistics and purchasing, human resources, financial accounting) as below:

TABLE 4. INTERVIEW ACCORDING KM COMPONENT ISSUE

Issue	People	Process	Technology
Main Issue	1. Pandemic COVID 19		
	2. Corporate Strategy: Stabilization and Onward Development		
		Not ready to face multi-cultural	A pessimistic feeling from the leader-
1	Lack of Leadership	behavior workplace (habit, workflow, mindset)	manager regarding the company's technology system (IT, E-learning, Knowledge sharing)
2	Demotivation	There is no preparation of a work plan based on KPI	
3	Lack of initiatives	Lack of ability to apply advanced management knowledge (business strategy, data management, time management, Project management, performance management)	
4	Family Business		

The KM objectives should be derived and aligned with the strategic gap. This is to have an appropriate KM strategy for assuring that KM initiatives are being driven by and are supporting the organizations competitive strategy (Zack, 2009).

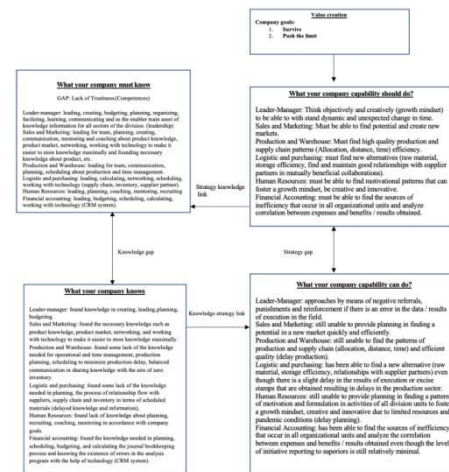


Fig. 3 Knowledge Link and Gap. Adopted from Zack, 2009.

III. RESULTS

Based on questionnaire results, challenges in starting KM at Indowine can be listed as below:

1. Pandemic COVID-19. The recovery that has not fully improved from the crisis that has hit almost all sectors of the economy, one of which is companies engaged in the alcoholic beverage (ethanol) sector and equal competitors, of course there are challenges in marketing with Indonesia's stigma regarding the linkage to alcoholic beverages and the fundamental religious side. As well as the movement of businesses on the island of Bali, which is one of the cities in Indonesia with the title of the tourism sector with the highest foreign exchange rate. The actors on the stage in the business world strive together to become complete-titers of the authentic island of the Gods. The pandemic has changed all mindsets of companies from start-up companies to multinational companies. The definition of struggle in a competition is more towards global competition with a focus on quality,

as well as quantity. How to delivery outstanding products “massively” to the market. There is a need for an extraordinary strategy which must change the pattern of the company's business flow which sometimes creates internalization issues within the company.

2. Corporate Strategy: Stabilization and Onward Development. Since 2020, Indowine has changed the strategic pattern during the first wave of the pandemic, namely to become Stabilization and Onward Development. The company realizes and responds that a pandemic will run in the short term until a relatively unpredictable time will end, which changes the proposed company to become survive and push the limit in a healthy and corporate balances as well.

Based on questionnaire results, opportunities in starting KM at Indowine can be listed as below:

- 1. New Thinking Patterns.** Realizing that human resources are a brain power, which plays a strategic role in overcoming a crisis in forming a new mindset that is not controlled by the notion of a crisis is destructive. For pessimist, “Crisis means destruction which might lead to omega.” For optimist, “Crisis means challenges which it’s risk and opportunities.” *Crisis= resurrection. (Q4 Leadership and Q15 People development).*
- 2. Environmental scanning and future asset.** Make peace with yourself regarding the current unpredictable situation and can read the environment and the trends of the times in the form of a complete, unified frame quickly and full of determination. This opportunity requires a systematic system in the preparation of scenarios that is not only grouped based on the possibility of occurrence, but is related to long-term and not short-term needs, through the Road MAP system, namely Monitoring, Analysis, Prediction. Future = Asset for creative people. *(Q11 Process, Q37 Outcome, and Q31 Learning and Innovation).*

Analysis of Business Solutions

In sharing knowledge, a KM initiative can be assumed through an approach based on the level of experience. A beginner level in acquiring a specific or specific knowledge is classified as an employee who still tends to read manually, while the practitioner level is classified as an employee who can know the basics and will ask experts to provide advice or increase in knowledge. (Piktialis & Greenes, 2008). Analyze to select the optimal solution and prove that the solution can solve the problems described below:

1. Leadership seminars. Companies in the waves of the pandemic. Which causes decrease in the sense of confidence in self-potential and mental struggles will face pressure. There needs to be an event with expert handling in developing leadership attitudes. What is expected will grow a warrior spirit that moves massively, agile, persistence and spirit. This program will cover all divisions, both leader-manager to employees.

2. Coaching and mentoring. It is hoped that guidance in the knowledge transfer process will be carried out transparently and openly to changing conditions in the company's work patterns. What can be defined as a war between the company and its own “irregularities”, which is an identification of the need for internal reform which includes improvements in terms of activities and from a work perspective and attitude by means of mentoring that is more than specific and full of agile, persistence and spirit.

IV. IMPLEMENTATION PLAN

4.1 People, Process, Technology

1. People

Leader-Manager: The leader should be a trigger and role model in all actions, attuned to survive a change that the entire corporate ecosystem does not expect.

Sales and Marketing: Sales and Marketing is a crucial spearhead in massive product distribution which is based on an agile attitude and innovative mindset in change.

Production and Warehouse: Employees with different multicultural backgrounds really need a massive problem formulation action, a balanced agile and creative attitude (allocation, distance traveled and production time)

Human Resources: Employees need an increase in professional relations outside the company with the aim of facilitating recruitment and massive and agile positive self-potential.

Financial accounting, logistics and purchasing: attitudes that are based on agile and persistence of the spirit in defining the mindset of compliance.

2. Process

Leader-manager:

- There is a need for integration in a combined pattern of win-win solutions for multi-cultural companies
- Explanation of the current situation to employees in a transparent and open manner using psychological and emotional approaches.
- Changes based on massive actions, in response to a rapid situation accompanied by positive optimism in the design of the strategy to the application of an open application for all sub-ordinates of the company which have an impact on motivation to achieve the company's expected targets.

Sales and Marketing: Data management that is less neat and less structured in the storage of information about company knowledge that is asset.

Production and Warehouse: Changes in strategy in the massive formulation of 2 interrelated divisions regarding effective productivity (balancing statements between production and warehouse with sales results through high and on target sales and marketing, so as to achieve zero inventory and profit targets)

Human Resources: Structured and scheduled data management will make it easier to store company knowledge and competencies both (employee data, legality letters, confidential reports).

3. Technology

In fact, technology and company management information systems are already good and significant. (Positive Optimism)

4.2 Knowledge Flow

Advanced Troubleshooting and Repair Methods. The Plan Do Check Act cycle (Plan, Do, Check Follow Up) is a management model developed by W. Edward Deming based on Walter Shewart's instigation for continuous improvement of processes and individuals. The PDCA assured domain authority by revealing just what your company need to know to be fluent and ready for any PDCA challenge.

TABLE 5. ANALYSIS PDCA APPROACH

Step	Capability	Knowledge
1 Plan	Annual meeting (survive and push the limit strategy)	Business Strategy
2 Do	Identify the crucial problem and preparation workplan (business strategy)	Business Strategy and Knowledge Management
3 Check	Preparation for KPIs especially regarding the cost efficiency	Performance Management and Human Capital Management
4 Action	Preparation of work plans (daily, monthly)	Project Management and Time Management

	Urgency	Not urgency
Importance	Q1 – Do First -Annual meeting for all divisions -Preparation of daily and monthly work plans -Preparation of KPIs especially cost efficiency -Preparation of formal and structured mentoring, coaching, guidance activities - Conducting disciplinary training activities with third party experts	Q2 – Do Later Formulation a cross-functional team in solving problems
Not importance	Q3 – Delegate	Q4 – Eliminate

Fig 4. The Eisenhower Matrix

The author realizes the importance of an extraordinarily effective and efficient time management. We must be able to analyze an interest that is not only for urgent purposes. With the aim of minimizing too much stress that goes hand in hand with a limited time. Therefore, the authors conclude that there is agreement in understanding as follows:

- **Importance.** Has results that lead to company goals, as an indicator that is related to the efficiency of cutting costs.
- **Urgency.** Guiding immediate attention, as an indicator in accordance with the company goals, namely survival. Handling based on the results of the interview which are categorized based on the type of work that is most crucial at the company.

4.3 Timing of Activity

Time of Activity KM roadmap plan in 1 year is presented in Fig. Consists of four stages. The first quarter focused primarily on preparing the most important parts of the KM initiative plan, namely on issues of leadership and human resources. The author provides directions for

the implementation of approach activities through the third-party Leadership Expertise. The authors suggest a role for the military in which they imply a definition in mental resilience and provide guidance on definitions of leadership for field activities aimed at triggering motivational motivations based on militant performance that are in line with company expectations.

Then proceed with a work plan in the first quarter to the fourth quarter related to Process, Outcome, Learning and Innovation, namely regarding the implementation of approach activities with the hope that the Leader must do: The Eisenhower and PDCA (Plan, Do, Check, Action) business strategy plan. All components must do: 1. Mapping (Urgency and Importance) of each division; 2. Scheduling (dashboard for one month's target plan); 3. Annual meeting of all divisions with the leadership; 4. Storing all data (Transparency); 5. Communication and feedback. The list of evaluation of KM objectives is presented in Table

4.4 Managerial Implication

In developing the theory of the Balanced Scorecard by Dr Robert Kaplan from Harvard University and Dr David Norton provides additional guidance on how companies can measure performance using a more balanced set of performance measures. Related tools can translate a company's mission and strategy into a comprehensive set of performance measures. Not only focused on achieving financial goals, but related to non-financial goals that must be achieved in order to meet financial goals. And if it is related to Knowledge Management, what needs to be achieved must be related to the context of the capability and knowledge that is owned and aligned with the company's vision, mission, and strategy.

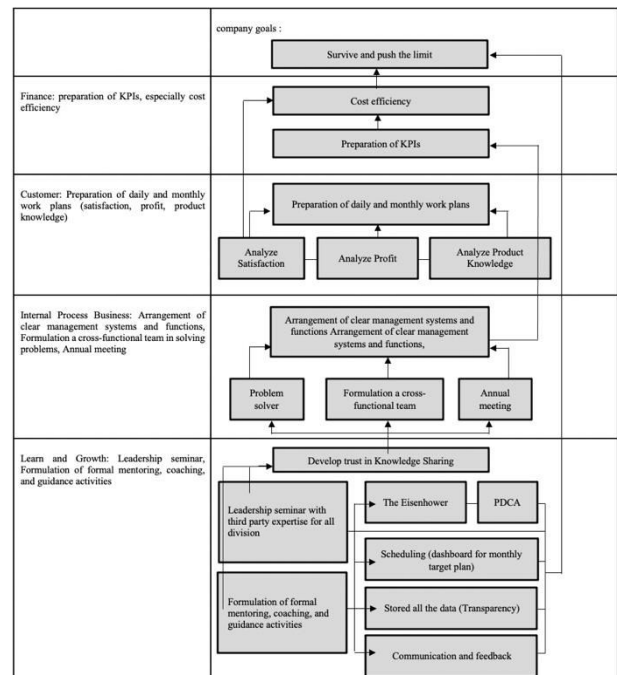


Fig 5 Link between KM Balance Scorecard with KM business strategy plan.

V. CONCLUSION

Based on the case studies above, the importance of understanding the application of Knowledge Management greatly affects performance and benefits knowledge-based companies. A good company must have three main aspects of knowledge in the movement of the flow of business it runs, namely people, technology, and processes. An extraordinary product with a well-integrated knowledge sharing system, but the lack of action by the employees, is very decisive in achieving the targets desired by the company. The importance of company internalization is defining the capabilities and what the company wants to achieve a target, although sometimes it is not adjusted to the resources it has. However, identifying what the company's conditions are like is not enough. The organization must make a plan to ensure that the company's knowledge capabilities are in line with all the resources that the company has to create a business strategy that is in line with the company's ideals. KM provides solutions for managing corporate knowledge systematically and effectively based on competencies expectation.

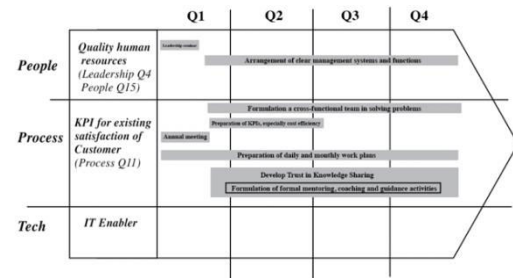
RECOMMENDATION

In the current pandemic condition, the company is experiencing changes that cause a shock. It can be concluded that Indowine has not found a future yet. The focus point right now is only for survival. While the list of management challenges, nonetheless will have a profound effect on mankind assuming to conquer them. The another importance option for encourage about a healthy and corporate balanced business workflows to fulfill the company goals; 1) Ensure that the work of management serves a higher purpose, (2) Fully embed the ideas of community and citizenship in management systems, (3) Reconstruct management's philosophical foundations, (4) Eliminate the pathologies of formal hierarchy, (5) Reduce fear and increase trust, (6) Reinvent the means of control, (7) Redefine the work of leadership, (8) Expand and exploit diversity, (9) Reinvent strategy making as an emergent process, and (10) De-structure and disaggregate the organization. The mission goals was very good but could not be seen as potential at the moment.

This study only includes 3 stages of KM implementation in organizations. The author suggests a further study in the analysis stage, namely the knowledge development stage, then KM implementation, and finally KM evaluation.

After finding a problem based on qualitative and quantitative as well as the results of the analysis of KM that occurs in the company, the author makes a km planning. Figure 5.1 describes the stages of the movement process flow in 1 year of changes in KM implementation starting from June to every 3 months quarterly according to the level of urgency of the work plan in the company and producing forecasts regarding targets in KM evaluation which can be seen in table 6.

The implementation of evaluation at each iteration is fundamental so that a corrective action is identified in improving the basic foundation of leadership in a company in all subordinates in carrying out the km initiative and measuring the company's performance after the KM initiative is carried out. Explanation in the framework of the House of Knowledge Management of Jann Model (Tjakraatmaja & Lantu, 2006), the study literature that considers only the first stage for KM, which allows companies to become learning organizations. With hope, there is a knowledge-driven company outcome with the ability to create value in accordance with company expectations.



N.B : Q1 start from June 2021

Fig 6 KM Road Map according Business Strategy plan

TABLE 6. KM OBJECTIVE EVALUATION

No	Objectives	Key Performance Indicators	Measurement Formula	Target	Initiation	Reasons
1	Leadership seminar	Leading, creating, budgeting, planning, organizing, leading, learning, communicating and for the entire team level of knowledge information for all sectors of the division (Leadership)	Leadership seminar	Carried out at the beginning of the period with a target of 80% success in forming a mental strength that is in line with company goals.	Leadership seminar	New Thinking Patterns. Building the human capital is a basic process, which places a strategic role in increasing a vision in forming a new paradigm that is not constrained by the status of a vision in the division. For example, "Vision means direction which might lead to change" for optimism, "Vision means challenges which it's not and opportunities" "Vision = innovation (Q4 Leadership and Q15 People development)
2	Sales and Marketing	Leading for team, planning, creating, communication, mentoring and coaching about product knowledge, product market, networking, and working with technology to make it easier to own knowledge maximally	Arrangement of clear management systems and function	Carried out planning and consistency in the implementation of the expected level of satisfaction and success of the company mission above 90%.	Coaching and mentoring	Environmental learning and future Asset. Make money with yourself regarding the current opportunities situation and use the environment and the results of the time in the form of a complete, useful, innovative and full of development. This opportunity requires a continuous process in the preparation of innovation that is not only grouped based on the possibility of acceptance, but is related to long-term and not short-term needs, through the Road MAP system, namely Marketing, Analysis, Prediction, Future = Asset for creative people. (Q1 Process, Q17 Outcome, Q11 Learning and Innovation)
3	Production and Warehouse	Leading for team, communication, clear production and time management, planning, scheduling	Formulating a cross-functional team to solving problems	The existence of awareness and a building mindset aims to jointly solve company problems effectively. And give appreciation for self-motivation		
4	Logistic and purchase	Leading, calculating, networking, scheduling, working with technology supply chain, (accuracy, regularity, pattern)	Preparation of KPIs, especially cost efficiency	Performed to see performance, especially cost effective and transparent, which is expected to be satisfaction and company confidence above 93%		
5	Human Resource	Leading, planning, coaching, mentoring, recruiting	Annual Meeting (Leadership and all divisions)	Is held once a year with substantial coordination in the delivery of plans, processes, final results and constructive suggestions that are known to all divisions. With a success rate above 90%.		
6	Financial accounting	Leading, budgeting, scheduling, calculating, working with technology (CRM system)	Preparation of daily and monthly work plan	Performed every 1 week to 1 month between divisions, with the aim of strong coordination and engagement in knowing the process to achieve common results.		

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