

CASES IN KNOWLEDGE MANAGEMENT & INFORMATION RETRIEVAL

Editors

Roslina Othman
Mohamad Fauzan Noordin
Noor Azura Zakaria



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Noor Azura Zakaria, Mohamad Fauzan Noordin and Lambensa Fateema

Abstract

People are the key element in the knowledge management setting especially the knowledgeable employees. There are precious knowledge resides in the knowledge workers which is tacit knowledge. The tacit knowledge is hard to be extracted and codified because it is placed in the employee's mind. In this case has mentioned that the front lines employees such as sales person are important to bring forward the company. This is because they are experts in the product knowledge and can be acted as consultant especially to the customers. Therefore, their knowledge and skills cannot be neglected and fairness in treating the knowledge workers should be made regardless of the organizational structure. This chapter discussed about the element that should be produced by the knowledge workers. Moreover, the approaches in managing the knowledgeable employees are outlined.

7.1 Case of Offshore Box

Siemens' Information and Communication Networks Division is a global provider of telecommunication solutions, active in more than 100 countries. The company's traditional business used to be quite simple and straightforward: it dominated its home market by means of a close relationship with a regulated national telecom monopoly. Siemens used this position to sell integrated products to other national telecoms around the world. Since mid-1990s, however, the market environment has undergone a massive transformation and the Siemens ICN business model has been superseded by wholesale market change.

Deregulation within the sector led to new types of players in the telecom market, who often cherry-picked the most interesting segments of the value chain. New competitors arrived at the scene while the pace of innovation was