

Challenges Faced by a Global Organization and Their KMS Implementation

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EXECUTIVE SUMMARY

Worldwide Connectivity Solutions (WCS) is a global enterprise. The purpose of this teaching case study is to describe the process WCS followed in selecting and implementing Helpjuice as its knowledge management system (KMS). Helpjuice is an easy-to-use WCS that faced numerous challenges that impacted revenues, shareholder dividends, employee retention, and a workforce needing more experience and knowledge to complete assigned tasks. Lengthy connectivity outages have impacted emergency services, leading to record-high fines imposed by the FCC. To overcome these challenges, WCS established a team to analyze the affordability of implementing a knowledge management system (KMS). As a result of the analysis, the team recommended that WCS implement Helpjuice as their KMS. This teaching case study describes the affordability analysis, challenges, strengths, organizational culture, KMS implementation, audit process, and multicultural perspectives. Lastly, a list of discussion topics and questions is included.

INTRODUCTION

This teaching case study is based on the experience of Worldwide Connectivity Solutions (WCS) in selecting and implementing a Knowledge Management System (KMS). It does not reflect how any company should conduct its business. However, challenges similar companies experienced were taken into consideration. Details have been enhanced to show how challenges, company culture, strengths, weaknesses, opportunities, and threats affect company operations and how implementing a KMS would overcome challenges and weaknesses and improve strengths and opportunities. For several years, companies in this communication sector (see below industry analysis) have been plagued with lawsuits and FCC fines resulting from poor customer service to interruptions to emergency connectivity services.

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WCS is a global enterprise providing service across North America, Latin America, Europe, the Middle East and Africa (EMEA), and Asia Pacific that “provides high-performance, scalable, high-bandwidth connectivity worldwide” (Gross, 2022a, p. 2) services including cloud security, private cloud, multi-cloud management, network, cloud connect, voice, managed services, big data as services, public cloud, SaaS apps, Internet, phone, and TV. The team of system administrators has faced challenges in meeting goals and productivity expectations because they lacked the experience and knowledge to complete assigned tasks. A contributing factor was high employee turnover owing to quarterly layoffs based on productivity expectations.

When quarterly reviews showed that revenue did not meet expectations, leadership leveraged productivity metrics to determine where improvements were needed. Often leadership was led to believe that laying off employees would increase revenues by reducing the expenses of employee salaries. The focus was on reducing expenses as opposed to increasing productivity. The quarterly review process resulted in employees fearing layoffs, which reduced employee loyalty and created an environment where employees lacked trust in management.

Unfortunately, after layoffs, leadership realized they needed more people to provide the services WCS was committed to delivering. Leadership would then request the Human Resources (HR) department to recruit new employees to fill positions. This was an endless cycle that had repeated itself for many years before leadership decided to explore options that had the potential to increase employee retention and develop their workforce.

The quarterly review output was an environmental, social, and governance (ESG) score and report. The 2023 ESG report stated that global workforce training offered relevant videos, books, and courses for various topics, including emotional and mental health, multicultural lessons in leadership, and today’s racial landscape. WCS’s mentoring programs offer a collection of mentoring relationships that build the competencies needed by future leaders. Leadership programs were designed to provide WCS employees with tools, training, and resources to engage, influence, coach, drive change, and increase a growth mindset across the WCS employee base. Tools include workspaces conducive to productivity, communication, and collaboration, software applications (software development applications, Microsoft Office products, communication applications such as Microsoft Teams, etc.), and equipment needed to complete assigned tasks, etc. (Stoddard, 2022). Unfortunately, the report was misleading in that the workforce had time constraints that prevented them from having time to participate in and complete the training offered.

To increase revenues by improving productivity and employee retention, WCS established a team to analyze the affordability of implementing a KMS. As a result, WCS determined that implementing a KMS would support its mission and vision by providing “access to a centralized location for storing information and knowledge captured for later review and sharing” (Gross, 2022a, p. 3). After WCS implemented Helpjuice, “employees began documenting processes, network diagrams, troubleshooting guides, and lessons learned” (Gross, 2022a, p. 3) for storage and future reference.

The purpose of this case study is to describe the challenges WCS faced and how it implemented Helpjuice to support its mission, vision, business strategies, and workforce development. Further, research was conducted to identify an affordable KMS to implement, support organizational growth, and align with WCS’s strategies, mission, and vision.

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