

Knowledge management in the service industry

On 2–6 August 2004, Mongolia hosted the APO seminar on “Knowledge Management in the Service Industry” in Ulaanbaatar for 23 participants from 14 APO member countries. The objective was to study the implementation of knowledge management in service organizations and the critical issues involved. The opening session was graced by the Mongolian Vice Minister for Industry and Trade O. Erdenee. The seminar was inaugurated by Dr. Pagvajav-Un Shurchuluu, APO Director for Mongolia and Chairman and CEO of the National Productivity and Development Center of Mongolia, who described knowledge management as a systematic process of connecting people to each other and to the information they need to act effectively. “Knowledge management initiatives are intended to enhance performance through the identification, capture, validation, and transfer of knowledge,” Dr. Shurchuluu explained. He further commented that three vital elements are involved in improving service productivity: people, working methods, and customers.

The seminar adopted an interactive approach to encourage knowledge sharing among the participants. They were divided into three teams to



Seminar participants

deliberate on major points covered in the seminar: benefits of knowledge management; barriers to its implementation; and innovative ideas for its successful adoption. Among the barriers identified were a lack of awareness of knowledge management, inadequate knowledge on the subject, and a less than conducive work culture. The participants felt that a fundamental prerequisite for implementing knowledge management would be the inculcation of a culture of knowledge sharing within and among organizations and countries. 🌐