

## **ABSTRACT**

Recognizing that KM is a complex undertaking involving people, process, and technology, there is increasing need for a coherent and comprehensible set of principles and practices to guide KM implementation. PT XYZ a manufacturing company have implemented knowledge management to some extent. During 2018 the company lost about 400 employees due to mass resignation and recruited 200 new employees. This events cause some concerns to PT XYZ. To be able to compete in the market the company wanted to know the level of their current knowledge maturity level and what program can the company do to improve it. An Assessment must be made to answer the formulated problem.

This research will use the APO-KM assessment tools to measure the company knowledge maturity level and to develop KM implementation program to improve knowledge maturity in PT XYZ. APO measures in 7 key categories which are: (1) KM Leadership; (2) Process; (3) People; (4) Technology; (5) Knowledge Process; (6) Learning & Innovation; (7) Knowledge Outcomes. The result of APO questionnaire will be compared with the KM Maturity Model with a goal to determine which level of the current maturity that the company have. The level of the maturity will determine the KM Objective to improve its level which leads to choosing which KM Initiatives to take. KM pilot program plan will be developed based on the KM Initiatives that was taken.

This study found that KM maturity level in PT XYZ is in refinement level. To improve its knowledge maturity level, several factor need to be improve are: (1) Support from top management; (2) Organized system for better managing crisis situation; (3) Small team performance; (4) IT infrastructure. This study proposed KM initiatives program such as: (1) Knowledge café and Community of Practice implemented with storytelling; (2) Creation of Collaborative Virtual Workspace; (3) Implementation of VOIP in knowledge portal.

Keywords—APO-KM Assessment Tools, Knowledge Management, KM initiatives program, Maturity Level.