



Designing Knowledge Management to Sustain Differentiation Business Strategy at CV Fel & Co International

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ABSTRACT: This research addresses CV Fel & Co Company's knowledge management challenges in achieving high product quality and uniqueness in the leather goods industry. This thesis focuses on Designing a Knowledge Management (KM) framework to address the knowledge-related challenges faced by CV Fel & Co International, a renowned fashion industry company specializing in producing high-quality leather-based fashion products under the brand name Kias Leather. A combination of primary and secondary data collection methods is employed to achieve this objective. The primary data collection method involves conducting interviews with the CEO and production manager of CV Fel & Co International, providing valuable insights into the specific knowledge-related issues faced by the company. The secondary data is obtained from reliable sources such as industry reports, scholarly articles, and websites, enabling a comprehensive understanding of the knowledge management landscape in the leather goods industry. This research adopts a goal-oriented analysis approach, focusing on the KM Process model, which encompasses People, Process, and Technology. The KM Process model provides a framework for effectively managing knowledge within the organization. By aligning people, processes, and technology, CV Fel & Co International can foster a culture of knowledge sharing and collaboration, facilitating the creation and utilization of valuable knowledge assets. Additionally, the SECI model is utilized to support the conversion of explicit knowledge into tacit knowledge, promoting continuous learning and innovation within the company, by conducting a comprehensive analysis of CV Fel & Co International's issues from the company like the increasing number of competitors so the company needs a breakthrough to sustain a differentiation business strategy, human resources require special expertise and can be categorized as old and have knowledge needs and gaps, and lack of standard operating procedures (SOP). A KM Roadmap is developed as a comprehensive solution based on a thorough analysis of CV Fel & Co International's challenges. The KM Roadmap outlines strategies and actions to effectively manage knowledge and bridge the identified knowledge gaps. It emphasizes the importance of aligning people, processes, and technology to support knowledge sharing and collaboration within the unique context of the leather goods industry. The KM Roadmap includes initiatives such as establishing communities of practice, implementing knowledge-sharing platforms, conducting regular knowledge transfer sessions, and fostering a learning culture through training and development programs. Furthermore, this thesis proposes integrating knowledge management practices into CV Fel & Co International's business processes, specifically focusing on product design and execution and employee training and development. By embedding knowledge capture, dissemination, and utilization within the existing processes, CV Fel & Co International ensures that knowledge about design trends, branding strategies, and customer preferences is systematically incorporated into product development and production, enhancing the brand's reputation and customer satisfaction. This integration enables the seamless flow of knowledge throughout the organization, improving product quality, increased innovation, and enhanced employee expertise. In conclusion, this research proposes a comprehensive KM framework, supported by the KM Roadmap and integrated business processes, to address the knowledge management challenges faced by CV Fel & Co International. By implementing these solutions, the company can enhance its knowledge management practices, bridge knowledge gaps, and sustain a differentiation business strategy in the competitive leather goods industry.

KEYWORDS: Fashion Industry, Goal-Oriented Analysis, Integrated Business Process, Leather Goods, Knowledge Management, KM Process, KM Roadmap, SECI Model

INTRODUCTION

Companies face intense competition in today's global business environment, and achieving sustainable differentiation is crucial to maintain a competitive advantage (Kuncoro W et al, 2018). CV Fel & Co International must continuously innovate and



produce high-quality products that meet the market's changing demands to sustain its competitive advantage. CV Fel & Co International is a company that specializes in producing leather-based products such as bags, belts, and other accessories under the brand name Kias Leather. One strategy that the company can implement is knowledge management. Knowledge management enables companies to manage their knowledge resources and leverage them to create competitive advantages. Knowledge is one of the main instruments of competition in current and future markets (Nazarizade & Azizi, 2018), contributing to increasing organizations' implementation of knowledge management initiatives (Alavi & Leidner, 2001).

Knowledge management is the process of creating, sharing, using, and managing knowledge and information within an organization. It involves developing a culture of learning and innovation, capturing and preserving knowledge, and using it to improve organizational performance. By implementing knowledge management, CV Fel & Co International can generate, maintain, and optimize the company's knowledge and experience, which can help it strengthen its differentiation business strategy. The differentiation business strategy is a strategy that aims to create unique and superior products or services that customers perceive as different from those offered by competitors. By implementing knowledge management, CV Fel & Co International can effectively manage its knowledge and experience, thus producing high-quality products with innovative designs that meet market demands. Moreover, knowledge management can improve the efficiency and effectiveness of the company's operations, enhancing its performance and market position. The findings of this research can help the company to improve its products' quality and sustain its differentiation business strategy.

BUSINESS ISSUE

The company faces difficulties assuring the sustainability of its differentiation strategy even though it strives to be known for the distinctiveness of its leather products and promote value. The business must deal with issues like escalating customer expectations, shifting market trends, and the ongoing need for innovation as it works to lead its sector. To maintain market relevance, generate new design ideas, and continuously improve its products, the corporation must engage in research and development. Manufacturing leather items that satisfy the highest quality standards and have unique qualities that set them apart from rivals calls for a committed focus on product development and design. With the increasing number of competitors in the market, the company needs to find a way to sustain its differentiation business strategy to stay competitive. These insights will guide the product development process and allow the company to create specialized solutions that appeal to its target market.

Table 1. The Competitors (Source: Interview with CEO, 2023)

No	Competitor's
1	Kenes Leather
2	Bucini Leather
3	Vanilla Leather
4	Sasa Bag
5	Revele Leather

The knowledge and abilities of the company's staff play a significant role in its ability to produce high-quality leather-based products. Therefore, it is essential that the business take action to solve this problem, such as by creating training programs to enhance their knowledge and abilities in creating high-quality leather-based products. Younger employees are often reluctant to ask questions and seek advice from older colleagues, resulting in a lack of knowledge sharing and persistent knowledge gaps. This gap is particularly prominent in the production of leather goods, as it is tacit knowledge that cannot easily be conveyed through one-off interactions or passive observation. In order to close this knowledge gap and facilitate effective transfer of knowledge within the organization, CV Fel & Co Companies must implement a strategy that encourages knowledge sharing and collaboration across generations. This includes building a culture that values and encourages continuous learning and making employees feel comfortable asking for advice and sharing knowledge. Another problem faced by companies is the lack of standard operating procedures (SOPs). In addition, without appropriate SOPs, business processes may not be able to identify and resolve problems in the production process, which can result in inefficiencies and wasted resources. To ensure consistency in the production process and enable companies to identify and resolve any problems that may arise quickly, it is important for businesses to establish and implement standardized operating procedures.



Table 2. The Competitors (Source: Interview with CEO, 2023)

Age Group	Craftman
16-30	6
31-50	4
51-65	7
Total	17

To solve this problem, the business must concentrate on ongoing innovation, product development, and design to guarantee the greatest quality and originality in all of its leather goods. Additionally, creating a strong brand will support the business' differentiation strategy and aid in its ability to compete in the market. Additionally, creating a strong brand will support the business' differentiation strategy and aid in its ability to compete in the market. The business must invest in training and development programs, update and streamline its SOPs, and foster a culture of knowledge sharing to address these difficulties with human resources and SOPs. By doing this, the business can improve the knowledge and abilities of its staff, increase operational effectiveness, and guarantee reliable, high-quality manufacturing procedures. In the end, these initiatives will help maintain the differentiation business strategy and the distinctiveness and value proposition of the company's leather goods in

LITERATURE REVIEW

The definition of knowledge is actionable information or relevant information available in the right place at the right time, in the right context, and in the right way (Tiwana, 2000). According to Liebowitz, knowledge is information that has been organized and analyzed so that it can be understood and applied to solve problems or make decisions (Liebowitz, 1999). Knowledge is information organized and analyzed to make it understandable and applicable to problem-solving or decision-making. Based on the two opinions above, then knowledge can be interpreted as relevant information that has been organized in the right context and analyzed in a way that is correct so that it can be understood and applied to solve problems or make decisions.

According to Nonaka and Takeuchi, companies in Japan succeed due to their organizational expertise and experience in knowledge creation. (Nonaka and Takeuchi, 1995). Knowledge creation is achieving a synergistic relationship between tacit and explicit knowledge, which transforms tacit knowledge into explicit knowledge through a social process. Tacit knowledge is someone's difficult knowledge formally communicated to others. For example, skills, insight, and intuition gained from experience. Explicit knowledge is formal knowledge easily explained to individuals or groups, such as mathematical formulas, laws of specifications, and so on. Tacit knowledge that depends on skills is minimal. Otherwise, explicit knowledge does not arise spontaneously but is initiated from tacit knowledge (M. Syamsul Maarif, 2003).

Data, information, knowledge, wisdom (DIKW) is a model conceptualized by Russell Lincoln Ackoff. Ackoff is a management consultant and former professor at the Wharton School specializing in operations research and organization theory. His article formulated what is now commonly called DIKW for the first time in 1988 as a speech to the International Society for General Systems Research. According to Jonatan Hey, the DIKW hierarchy's origin (Data, Information, Knowledge, Wisdom) first appeared in the Knowledge Management and Information Science domains (Jonathan Hey, 2004). Although references to hierarchical DIKW are made by Zeleny (1987) and Ackoff (1989) in the field of Knowledge Management, the closest reference is to the original reference to T.S. Eliot, who appeared in Futurists by Cleveland (1982). There's an exciting thing about Eliot or Harland. Previously the data was not in the information, knowledge, and wisdom hierarchy but was added to by others. Since people proposed data (D) additions to the hierarchy (IKW), Ackoff included understanding (and some using intelligence) in the pre-wisdom level, and Zeleny proposed enlightenment as the final stage beyond wisdom.

The term knowledge management, which is widely known in the business world, is the management of resources to capture, store, disseminate, and use the knowledge possessed by the organization to make the organization better from time to time (Nonaka and Takeuchi, 1995). According to Groff & Jones, knowledge management is tools, techniques, and strategies for storing, analyzing, organizing, enhancing, and sharing business experience (knowledge management is taken as tools, techniques, and strategies to retain, analyze, organize, improve, and share business knowledge management (Groff & Jones, 2003). Whenever it resides in databases, on paper, or in people's heads and distributing it to wherever it can help produce the most significant payoff). Based on the opinions of some of these experts, it can be concluded that knowledge management is a tool, technique, and strategy for obtaining



a collection of corporate experiences and then analyzing, organizing, and storing them in a database for later dissemination to make the company better from time to time. According to Becerra-Fernandez the solution to implementing KM properly is to pay attention to three main aspects: KM Processes, KM Systems, and KM Infrastructure (Becerra-Fernandez, 2010).

People, process, and technology commonly referred to as the "knowledge management pillars" are interdependent components of an organization that support management. The organization must inspire its people to be incorporated into and fully cognizant of the processes as well as to seek out continuous improvement by using the most suitable technology to do so. Through system thinking and the continuous learning process, each of the KM Pillars' components needs to be effectively integrated and have a shared objective (Chan, 2017). Pillar of People is their cognitive minds impact how they use Knowledge Management Strategies and Applications to process, validate, and create ideas gathered from various sources. Pillar of Process Knowledge is triggered from a person's repository and externalized in many formats, such as debate, engagement, and knowledge sharing because tacit information is sometimes referred to as having a complicated nature and residing in people's minds. These procedures enable employees to explain and communicate knowledge in intelligible formats in addition to assisting businesses in locating and acquiring knowledge from a variety of sources. Pillar of Technology When it comes to acquiring, codifying, indexing, updating, and sharing knowledge across employees, technology needs to be able to support knowledge management by facilitating employee communication and collaboration. It is commonplace to use communication and collaboration technology to support knowledge management to guarantee the greatest essential tool for making it easier for staff members to acquire, codify, index, update, and share knowledge.

Nonaka and Takeuchi (1995) theorize that knowledge is dynamic and can change its form between tacit and explicit. Nonaka's Spiral of Knowledge is one of his best-known theories on organizational knowledge formation. The main purpose of developing this model is to provide an overview of the different types of knowledge creation that take place within an organization. Types of knowledge are formed from the results of social interactions between individuals and other individuals within an organization through specific media. The results of these interactions help maximize knowledge management, application and sharing. The SECI model proposed by Nonaka and Takeuchi can be viewed as a cycle of transformation of existing knowledge forms within an organization. The interaction is expressed in four phases of knowledge conversion, which is illustrated in the figure below.



Figure 1. SECI Model (Source: Nonaka & Takeuchi, 1995)

Porter (1996) states that companies can outperform their competitors only if they can establish sustainable differences. This means companies need to offer more value to their customers, or create comparable value at a lower cost, or both. However, Porter (1996) argues that most companies today compete on the basis of operational efficiency. Porter explained that operational efficiency is necessary but not sufficient. Operational efficiency means performing similar activities better than your competition. On the other hand, strategic positioning aims to perform activities differently from competitors or similar activities differently (Porter, 1996). Differentiation is one of Porter's key business strategies (Reilly, 2002). Differentiation means developing a unique product or service. A differentiation strategy is a strategy in which an organization seeks to differentiate itself from its competitors through the quality of its products and services.

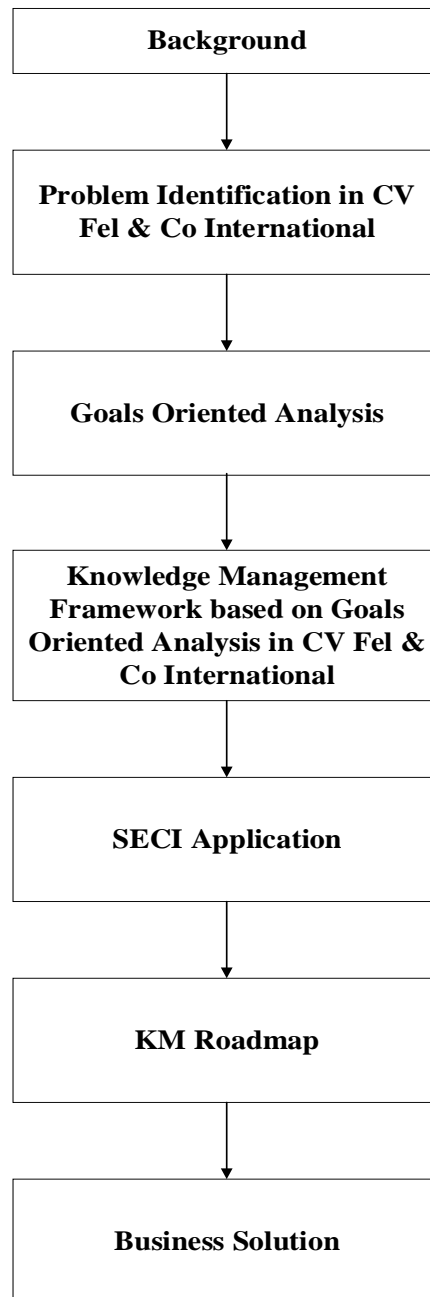


Figure 2. Conceptual Framework

A conceptual framework for this research has been created based on the diagram. This analysis involves identifying the goals and objectives of the company, as well as the specific knowledge and skills required to achieve those goals. This framework involves creating, sharing, and managing knowledge within the organization to support achieving the company's goals. The SECI model can be applied to the knowledge management framework developed in step 3 to facilitate the creation and transfer of knowledge within the organization. By identifying the goals and required knowledge and skills, developing a knowledge management framework, applying the SECI model, and creating a roadmap for implementation, the company can sustain its differentiation business strategy and remain competitive in the market.



METHODS

Data Collection Methods

Interviews with the CEO and production manager of CV Fel & Co were used to gather primary data. Interviews are conducted as part of the data collection process to gain valuable insights from key stakeholders such as the CV Fel & Co Company CEO and production managers. These interviews are a primary way to gather first-hand information and better understand the challenges and opportunities in the company's manufacturing sector. The interview process includes scheduling her one-on-one interviews with the CEO and production manager who have significant knowledge and expertise in company operations, strategy, and production processes.

Table 3. Classification of Data Source & Objective

Data Types	Method	Stakeholder	Objectives
Primary Data	Semi-Structured Interview & Field Observation	CEO of CV Fel & Co International	1. Business Overview 2. Business Analysis 3. Business Strategy 4. Knowledge Management
Primary Data	Semi-Structured Interview & Field Observation	Production Manager of CV Fel & Co International	1. Production Procedure 2. Knowledge Management Practice

In this way, author aim to identify knowledge gaps, outdated expertise, and challenges related to SOP that may impact for ability to sustain business differentiation strategy. In addition, their valuable contributions help formulate potential solutions and strategies to improve the performance and competitiveness of the production sector. Through interviews with key stakeholders, including his CEO and production manager at CV Fel & Co Company, author gain valuable insight into the specific challenges and opportunities within the manufacturing sector. These insights play a key role in developing effective business solutions that enable companies to maintain their business strategies to differentiate and remain competitive in the market. Secondary data, such as product information and production processes, can be obtained from websites and platforms like YouTube.

Data Analysis Methods

In order to analyze the data gathered from various sources, including interviews, a goals-oriented analysis approach will be employed. A goal-oriented analytical approach is applied to analyze data collected from various sources, including interviews. This approach focuses on identifying company goals and aligning analytical processes with those goals. The goal-oriented analysis is performed using the Knowledge Management (KM) framework, specifically the People, Process, and Technology (PPT) model. Analytics provide insight into employee strengths and weaknesses by assessing existing expertise and identifying knowledge gaps. In this case, it concerns evaluating current production processes, including applying standard operating procedures (SOPs). Finally, the technology component of the PPT model includes an evaluation of the tools, systems, and technologies used within an organization to facilitate knowledge management. Data analysis is the evaluation of existing database systems or other technology platforms used to store and share knowledge within production departments. By applying his PPT model within a goal-oriented analysis, the analytical process provides a comprehensive understanding of the people, processes, and technologies associated with knowledge management in the production sector of CV Fel & Co Company.

RESULTS

Goals Oriented Analysis

In this study, data were obtained to analyze the evaluation of the issues from the company. Data was obtained by conducting interviews with the CEO and Production manager of CV Fel & Co International. Based on the interview and field observation conducted, this information was extracted to goals oriented analysis.

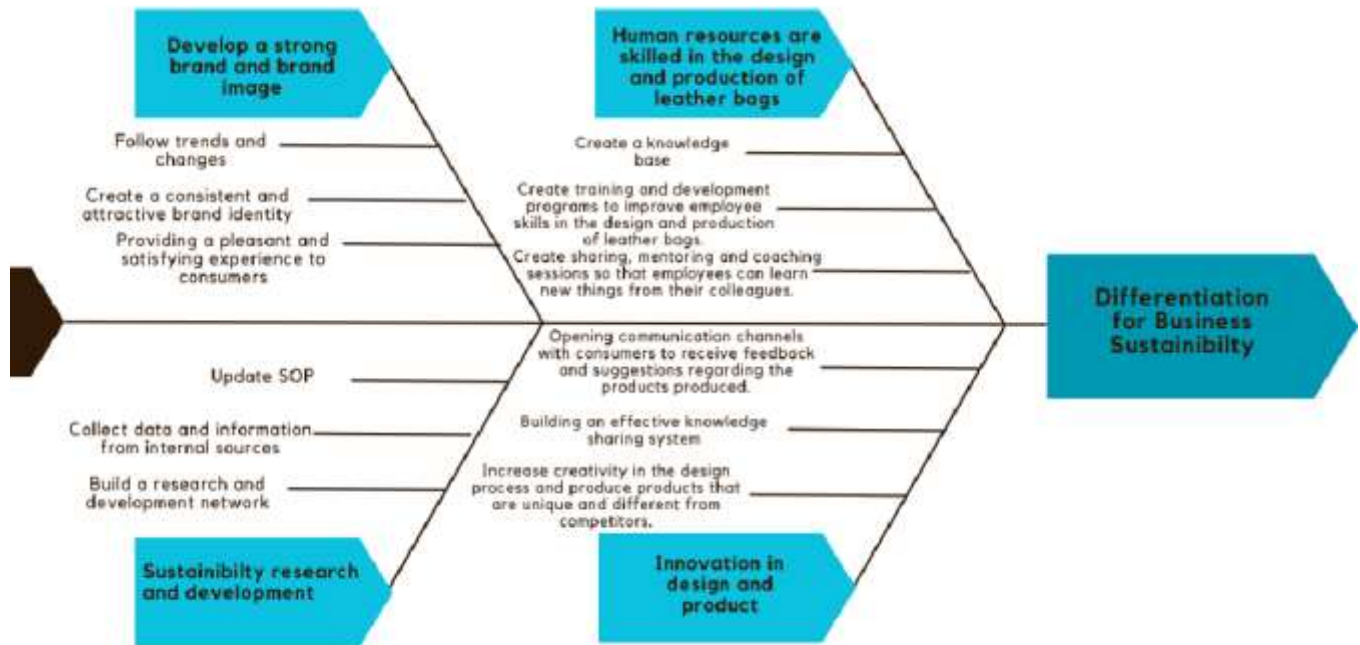


Figure 3. Goals Oriented

To sustain the differentiation business strategy, a goals-oriented analysis is needed to identify the underlying causes of the knowledge gap among employees and the lack of standard operating procedures. Human resources are skilled in the design and production of leather bags. The statement refers to the goal of maintaining the company's differentiation business strategy: producing high-quality leather bags with unique designs. To achieve this goal, the company needs to address the knowledge gap among its employees, who are skilled in the design and production of leather bags but need to improve their skills to keep up with the competition continuously. Employees can access this knowledge base to improve their understanding of the company's operations and enhance their skills in designing and producing leather bags. Innovation in design and product is a crucial element in sustaining the differentiation strategy of a business. This process allows the company to gain insights into consumer needs and preferences, enabling it to develop innovative products that cater to those needs. By collecting and analyzing customer feedback, the company can integrate it into the product development process and ensure that the products they produce are tailored to the needs of their customers. By creating a system that facilitates and encourages knowledge exchange among employees, the company can ensure that its employees are constantly learning and developing new skills. The company needs to increase creativity in the design process and produce products that are unique and different from competitors. This process requires the development of a structured and efficient design process that enables the company to create new and innovative products quickly. To create a strong brand, it is crucial to understand the needs and preferences of the target market. Once market needs and customer preferences are understood, it is important to create a brand identity that is consistent and attractive. Additionally, collecting and addressing customer feedback can help to improve the overall experience and build a strong brand reputation. Sustainability research and development is an important goal for businesses that want to maintain their competitiveness and differentiate themselves in the market. This involves conducting research and development activities to identify opportunities for sustainable innovation and improve existing products or services to become more environmentally and socially responsible. Updating SOPs is also important in sustaining differentiation business strategy. This process helps companies to remain competitive in the market and stay on the cutting edge of sustainable business practices. Collecting data and information from internal sources is an essential step in the research and development process. Companies need to have a comprehensive understanding of their operations, products, and services to identify areas for improvement. By collecting data and information from internal sources, companies can identify opportunities for sustainable business practices and develop innovative solutions to reduce their environmental impact.



Knowledge Management Process Analysis

	Action	Sub-Action	Critical Knowledge	KM Objectives	KM Framework		
					People	Process	Technology
Differentiation for Business Sustainability	Human resources are skilled in the design and production of leather bags	Create a knowledge base	Knowledge base	Increase knowledge and understanding	CEO, Management, Operator	Identifying, gathering, storing, and sharing critical knowledge	Database system
		Create training and development programs to improve employee skills in the design and production of leather bags.	Product Design Knowledge Skill	Improve employee skills and knowledge in the design and production of leather bags	HR, Operator	Utilizing and sharing knowledge among departments and stakeholders involved in the production of leather bags.	Design Software Database system
		Create sharing, mentoring and coaching sessions so that employees can learn new	Best Practice Communication	To facilitate learning among employees and build a culture of continuous learning.	HR, Operator	one-on-one mentoring sessions, group training sessions, or knowledge	Database system Internal Knowledge System

Figure 4. Knowledge Management Process for Human resources are skilled in the design and production of leather bags



	Action	Sub-Action	Critical Knowledge	KM Objectives	KM Framework		
					People	Process	Technology
Differentiation for Business Sustainability	Innovation in design and product	Opening communication channels with consumers to receive feedback and suggestions regarding the products produced.	Customer Relationship	Increase understanding of customer needs and behavior	Marketing	Collect and analyze customer feedback and integrate it into the product development process.	Database system Digital platform
		Building an effective knowledge sharing system	Knowledge Management Organizational Behavior	Improve innovation and product or service quality	CEO, Management, Operator	Build systems that facilitate and encourage knowledge exchange	Database system
		Increase creativity in the design process and	Product Innovation Trend Analysis	Improving the product development process	R&D Department	Employees develop a structure and	Software design Newest machine

Figure 5. Knowledge Management Process for Innovation in design and product



	Action	Sub-Action	Critical Knowledge	KM Objectives	KM Framework		
					People	Process	Technology
Differentiation for Business Sustainability	Develop a strong brand and brand image	Understand market needs and customer preferences	Market Research Consumer Behavior	Collect and analyze data about markets and customer preferences	Marketing Department R&D Department	Designing a knowledge management system to collect and manage data about markets and customer preferences	Digital platform
		Create a consistent and attractive brand identity	Consumer Behavior Product Design	Build a knowledge base on effective branding and brand identity strategies	Marketing Department R&D Department	Implementing industry best practices related to branding and brand identity.	Database system Digital platform
		Providing a pleasant and satisfying experience to	Customer Experience Consumer Behavior	Capture and share customer feedback to improve product	Customer, Marketing	Implement system for customer feedback to be forwarded to relevant department,	Digital Platform Database System

Figure 6. Knowledge Management Process for Develop a strong brand and brand image



	Action	Sub-Action	Critical Knowledge	KM Objectives	KM Framework		
					People	Process	Technology
Differentiation for Business Sustainability	Sustainability research and development	Update SOP	Product Design Production Technology	Optimizing the use of the latest technology in the leather bag industry	Production Management	Implement a structured knowledge management process, by creating the latest SOP documentation and updating SOPs regularly	Database system
		Collect data and information from internal sources	User experience design Database management	Build the structure and well-organized knowledge management database.	R&D Management	Establish operational processes and standards to collect, manage, and utilize data and information in the company.	Database system
		Build a research and development network	Project management skills Knowledge of	Building a strong research and development	R&D Management	Implement an effective and efficient research	Database system

Figure 7. Knowledge Management Process for Sustainability research and development



The Implementation of SECI Approach

<p>Socialization</p> <ul style="list-style-type: none"> • One-on-one mentoring sessions, group training sessions, or knowledge-sharing forums where employees can present their projects and share experiences. • Utilizing and sharing knowledge among departments and stakeholders involved in the production of leather bags. 	<p>Externalization</p> <ul style="list-style-type: none"> • Identifying, gathering, storing, and sharing critical knowledge • Collect and analyze customer feedback and integrate it into the product development process. • Implement system for customer feedback to be forwarded to relevant department, by creating database system that collect information from customer. • Implement a structured knowledge management process, by creating the latest SOP documentation and updating SOPs regularly.
<p>Internalization</p> <ul style="list-style-type: none"> • Employees develop a structured and efficient design process based on SOPs that have been designed. • Implement an effective and efficient research and development process by learning individually using database system. 	<p>Combination</p> <ul style="list-style-type: none"> • Build systems that facilitate and encourage knowledge exchange using database system. • Designing a knowledge management system to collect and manage data about markets and customer preferences. • Establish operational processes and standards to collect, manage, and utilize data and information in the company such as uploading video to database for processes leather. • Implementing industry best practices related to branding and brand identity.

Figure 8. SECI

By conducting interviews, observations, and knowledge-sharing sessions, the company can identify valuable insights, best practices, and lessons learned from experienced employees. Moreover, CV Fel & Co International should implement a structured knowledge management process by creating and regularly updating standard operating procedure (SOP) documentation. SOPs serve as explicit knowledge resources that outline standardized procedures, guidelines, and best practices for various tasks and processes within the company. By creating the latest SOP documentation and ensuring regular updates, the company can externalize important knowledge related to operational processes, quality standards, and customer service protocols. As a result, the company can enhance its knowledge base, improve decision-making processes, and drive continuous improvement and innovation, ultimately contributing to its success in the competitive leather goods industry. This system can serve as a centralized platform for employees to store, access, and contribute to explicit knowledge resources such as documents, reports, guidelines, and best practices. By effectively organizing and analyzing this explicit knowledge, the company can make informed decisions about product design, branding

strategies, and market positioning. For instance, CV Fel & Co International can uploading videos documenting the various processes involved in leather production to database, ensuring that explicit knowledge about these processes is captured and shared effectively among employees. By studying successful branding strategies and incorporating them into the company's practices, CV Fel & Co International can leverage explicit knowledge from the industry to enhance its own brand positioning, image, and recognition. By implementing these strategies of combination, CV Fel & Co International can effectively utilize explicit knowledge to enhance its operations, decision-making processes, and overall performance. The company can leverage its employees' collective knowledge and experiences, integrate market insights into its strategies, and adopt industry best practices to strengthen its brand and competitive position in the leather goods industry.

BUSINESS SOLUTION

KM Roadmap



Figure 9. KM Roadmap

The results are integrated into the KM roadmap once the analysis is completed using the people, process and technology (PPT) framework. This roadmap serves as a strategic plan to help companies achieve their goals of differentiation for business sustainability. The KM Roadmap describes the steps and initiatives needed to improve knowledge management practices within the organization. It includes various aspects such as knowledge assessment, knowledge strategy development, technology implementation, organizational culture and change management, knowledge sharing and collaboration, and continuous improvement and measurement. By implementing the KM Roadmap, the company hopes to optimize its knowledge base, fill knowledge gaps, and leverage knowledge to differentiate itself in the market. This roadmap highlights the importance of aligning people, processes and technology to support sustainable differentiation and drive business success through a systematic approach to knowledge management; organizations can improve their capabilities in areas such as employee skill development, leveraging

customer insights, innovation and effective knowledge sharing. Fostering a culture of collaboration and continuous learning helps companies reach their full potential and differentiate themselves in a competitive business environment.

Integrated Business Process for Sustain Differentiation Business Strategy

This approach ensures that all aspects of the business, from operations to marketing to customer service, work together and work in harmony to achieve the goal of differentiation. This framework recognizes the critical role played by people, processes, and technology in achieving effective knowledge management and driving sustainable differentiation in business strategies. This agility is critical to maintaining differentiation as it enables companies to continuously innovate ahead of their competitors and respond to changing customer needs. Another benefit of integrated business processes is increased efficiency and effectiveness of operations. This enables cross-functional collaboration, agility, operational efficiency and improved customer experience, all of which help differentiate and maintain a competitive edge in the market.

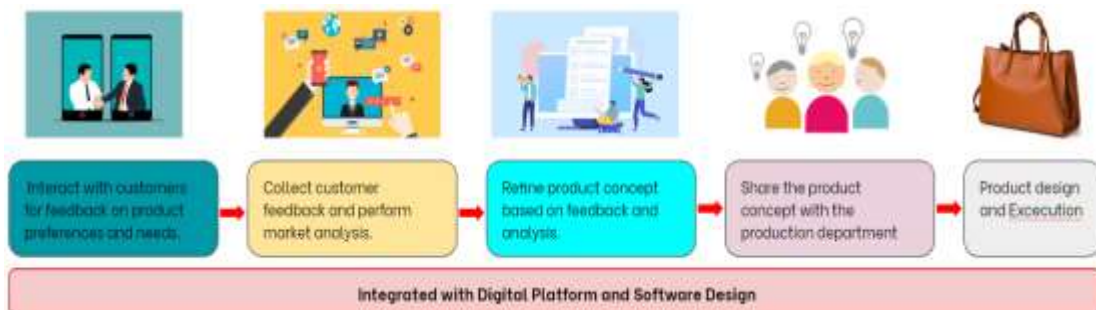


Figure 10. Business Process Simulation for Product Design and Execution

The integration of a digital platform and software design enables efficient data analysis and yields actionable insights for decision making. Finally, product design is performed using digital platforms and software tools that enable efficient manufacturing processes. Integrating a digital platform and software design into every stage of the business process enables the company to run seamlessly and efficiently. This integration improves customer engagement, data analysis, product design, communication and manufacturing processes, ultimately leading to competitive advantage and sustainable differentiation in the market.

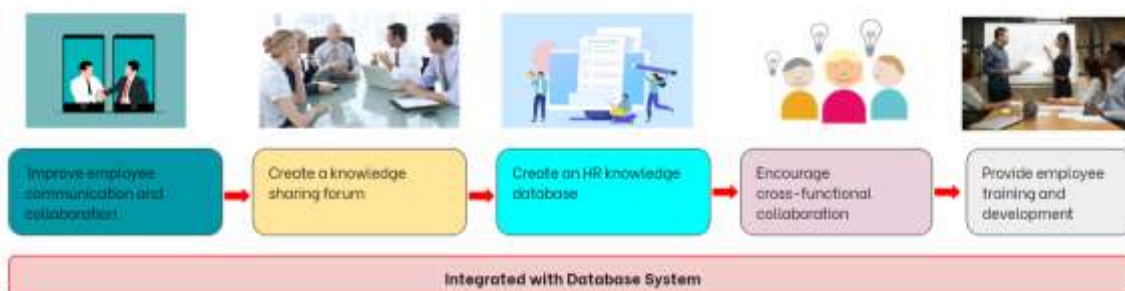


Figure 11. Business Process Simulation for Employee Training and Development

The company can use cloud technology to integrate a simple database system to improve its business processes and promote a culture of knowledge sharing and collaboration. By deploying a cloud-based database system, employees from different departments can access and share information in real-time, breaking down silos and promoting cross-departmental collaboration. Integrated database systems play a key role in facilitating this collaboration by providing a common platform for employees to access shared documents, collaborate on projects, and track progress. The company improves business processes and fosters a culture of knowledge sharing and collaboration by using cloud technology to integrate simple database systems. This integration streamlines communication, facilitates knowledge sharing, centralizes HR information, facilitates cross-functional collaboration, and supports employee training and development.



CONCLUSION

In summary, to support CV Fel & Co International's differentiated business strategy and increase its competitiveness in the fashion industry, it is necessary to implement knowledge management practices in addition to adopting the KM Roadmap and Integrated Business Processes is important. Developing a KM roadmap helps organizations identify key knowledge areas, set goals and objectives, and design a strategic plan that defines the actions and timelines required to implement knowledge management initiatives. This research highlights the importance of knowledge management in addressing the challenges faced by CV Fel & Co International in achieving high product quality and uniqueness in the leather goods industry. CV Fel & Co International's capabilities are further enhanced by integrating knowledge management practices into its business processes, particularly in product design and execution, employee training and development. Overall, the proposed KM framework, supported by a KM roadmap and integrated business processes, provides CV Fel & Co International with a strategic approach to addressing knowledge management challenges. With these solutions in place, the company can effectively manage its knowledge assets, close knowledge gaps and maintain a differentiated business strategy in the highly competitive leather goods industry. Through its proposed knowledge management initiative, KM roadmap and integrated business processes, CV Fel & Co International will be able to differentiate itself in the highly competitive fashion market, achieve sustained growth and thrive in its business.

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