Partial KM Roadmap Implementation in a Garment Industry Marketing Division

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Abstract. The purpose of this research is to overcome the challenges of unstructured information flow, lack of systematic documentation, and limited knowledge sharing in the marketing division of AG Apparel through partial implementation of the Knowledge Management Roadmap. Using a qualitative case study method, this research applies the initial stage of Tiwana's 10-step KM roadmap combined with enterprise knowledge infrastructure principles and the SECI model to design the conceptual framework and modelling of the Knowledge Management System (KMS). The research findings show that the proposed model has the potential to improve the efficiency of information retrieval, enable more systematic knowledge documentation, and strengthen collaboration between marketing personnel. This study shows that a contextually tailored KM framework can improve knowledge-based decision-making, drive innovation, and support the formulation of more adaptive marketing strategies in the garment industry. This study concludes that by producing a conceptual KMS model that is still at the design stage, it can offer a structured yet flexible foundation for further empirical implementation and become a reference for similar labour-intensive industries.

Keywords: Knowledge Management Roadmap, Knowledge Management System, Enterprise knowledge infrastructure, Garment Industry Marketing, SECI Model.

1. Introduction

In the era of globalization and digital disruption, the ability of organizations to manage knowledge effectively is a key factor in maintaining a sustainable competitive advantage. Knowledge is no longer seen as a passive asset, but rather as a strategic resource that must be systematically mobilized, developed, and shared across all business units(de Bem Machado et al., 2022; Nonaka & Toyama, 2003) . This is increasingly relevant for labour-intensive industries such as garments that face high pressure in terms of operational efficiency, market responsiveness, and product innovation (Özlen & Handzic, 2020). In this context, the marketing division plays an important role as the main link between the company and consumers, where a knowledge management system can support data-driven decision-making and strengthen organizational learning (Andreeva & Kianto, 2012). This research

responds to this issue by presenting a partial implementation of the Knowledge Management Roadmap developed by Tiwana (2000) in the marketing division of PT Unique Apparel Indonesia as a case study in the garment industry, thus making a practical and empirical contribution to the study of KM in the labor-intensive sector.

Although the garment industry contributes significantly to the economy in many developing countries, the sector often faces challenges in terms of efficiently managing documented and accessible knowledge(Sathsarani Silva & Jayatissa, 2025). Marketing divisions often rely on tacit knowledge stored within individuals, making strategic knowledge regarding market trends, consumer behaviour, and previous campaign experiences difficult to share and further develop(Dalkir, 2005; Nonaka & Toyama, 2003). The lack of a systematic knowledge infrastructure leads to inconsistent information flow, repetitive decision-making processes, and potential loss of knowledge assets when personnel changes occur. In the context of fast-paced and dynamic competition in the fashion industry, these issues can hinder an organization's responsiveness to market changes as well as marketing strategy innovations (Grant, 2013).

In facing these challenges, structured approaches such as the 10-step knowledge management roadmap developed by Amrit Tiwana(Tiwana, 2000) offer a systematic framework for building knowledge management systems based on organizational needs. This approach includes stages ranging from analysing knowledge infrastructure, auditing user needs, to designing and implementing technology-based solutions that support the process of creating, storing, and distributing knowledge(Jennex & Olfman, 2006). Particularly in the context of marketing divisions in the garment industry, some stages of this roadmap can be customized to address specific needs such as campaign strategy documentation, customer trend analysis, and market-based content management. By applying some of the steps of the roadmap contextually, organizations can improve the effectiveness of knowledge sharing, strengthen organizational learning processes, and accelerate decision-making based on data and historical insights(Hislop et al., 2018).

This research aims to design and implement some stages of the 10-step knowledge management roadmap to build a knowledge management system in the marketing division of PT Unique Apparel Indonesia. The focus lies on strengthening aspects of systematic documentation, ease of searching for strategic information, and improving team collaboration in knowledge-based decision making. This study not only presents a practical case study-based approach but also makes an empirical contribution to the study of KM implementation in the labour-intensive industrial sector which is still rarely explored in the literature (Dzenopoljac et al., 2018). By adopting a structured framework tailored to the real conditions of the organization, this study is expected to show how partial KM implementation can have a significant impact on the effectiveness of business processes and organizational competitiveness, especially in the marketing domain.

Although the KM roadmap approach has been widely applied in the technology and service-based industry sectors, there are limited studies that explore the partial implementation of this roadmap in the context of the garment industry, especially at the marketing division level(Bergh et al., 2025; Donate & Canales, 2012). Most studies have focused on the comprehensive implementation of KM at the scale of large organizations, while the need for an adaptive and incremental approach in medium-sized organizations in labour-intensive sectors has not been widely discussed(A.F. Ragab & Arisha, 2013). In addition, there is a lack of empirical documentation on how the initial stages of the KM Roadmap, such as infrastructure evaluation and knowledge audit, can be applied contextually to address real problems in information management and decision-making in marketing divisions. Therefore, the purpose of this research is to design and implement several stages of Tiwana's 10-step KM roadmap in the marketing division of PT Unique Apparel Indonesia, focusing on systematic

knowledge documentation, easy access to strategic information, and enhancing team collaboration. This research uses a case study method, combining qualitative data collection through interviews and document analysis, as well as system design and initial implementation to assess the practical impact of partial KM adoption. Thus, this research fills this gap by presenting a case study of the implementation of some of the roadmap stages in a medium-sized organization in the Indonesian garment industry and assessing their impact on knowledge management efficiency and marketing team collaboration.

2. Literature Review

2.1 Concept and Purpose of Knowledge Management

Knowledge Management (KM) is understood as a systematic practice to capture, store, disseminate, and utilize organizational knowledge to improve performance and support innovation. The classic definition put forward by Nonaka and Takeuchi (1995) emphasizes the management of tacit and explicit knowledge as a source of sustainable competitive advantage. Meanwhile, Tiwana (2002) and Wiig (2004) highlight KM as an integrated approach between strategy, technology, and human resources. Recent research confirms that KM should be aligned with business strategy and focus on creating real value through operational processes (Idrees et al., 2023).

2.2 Knowledge Management Roadmap

One framework that is often used in KM implementation is the 10 Step Knowledge Management Roadmap developed by Tiwana (2002). This roadmap helps organizations map the implementation stages from infrastructure evaluation, needs analysis, system design, to deployment and evaluation. Official documents from Pearson Education (Pearson Education, 2025) and practical updates from APQC (APQC, 2025) confirm that this roadmap can be adapted to the organizational context. In this study, the implementation focused on the initial six stages as a partial strategy relevant to the limited resources and priorities of the marketing division.

2.3 SECI Model of Knowledge Creation process

The SECI (Socialization, Externalization, Combination, Internalization) model developed by Nonaka and Takeuchi (1995) explains the process of knowledge conversion between tacit and explicit. Recent studies show that SECI remains relevant as a knowledge creation framework, even when integrated with modern digital technologies (Hu et al., 2023). In the context of marketing, SECI can capture customer insights, promotional strategies, and tacit experiences of marketing staff to be codified into explicit knowledge that can be reused.

2.4 Enterprise Knowledge Portal and Codification Strategy

The knowledge codification strategy emphasizes the conversion of tacit knowledge into easily accessible documents, templates, and databases. One of the main tools of this strategy is the Enterprise Knowledge Portal (EKP), which serves as the organization's knowledge integration hub. Enterprise Knowledge (Team, 2023) notes that modern EKPs not only store documents, but also provide semantic search features, metadata, and data integration across systems. This makes the EKP an important infrastructure in supporting the early stages of the KM roadmap, especially regarding knowledge acquisition and distribution.

2.5 KM Implementation in Garment Industry and Marketing Division

Research on KM in the textile and fashion sector has focused on product innovation, supply chain efficiency, and customer knowledge management (Martínez-Arroyo & Ortega-Egea, 2024). However, studies that specifically highlight the partial implementation of roadmaps in the context of garment marketing divisions are limited. This gives room for the contribution of this research to show how the partial roadmap approach and EKP integration can improve

knowledge management effectiveness in the marketing division of the garment industry in Indonesia.

2.6 Challenges, Success Factors, and Research Gaps

The literature emphasizes that KM implementation challenges include cultural resistance, technological limitations, and lack of knowledge sharing incentives (Idrees et al., 2023). In contrast, success factors include top management support, linkage of KM to business processes, and the existence of benefit measurement mechanisms. Thus, this research contributes to filling the gap in the lack of empirical studies on the partial implementation of KM Roadmap integrated with EKP in garment Marketing division.

3. Method

This research uses a qualitative case study approach to explore in depth the implementation process of some stages of the 10-step KM roadmap in the marketing division of PT Unique Apparel Indonesia. Case studies were chosen because they allow researchers to understand KM phenomena in a specific organizational context, including influencing social, technical, and managerial factors (Ramos et al, 2024; Robert, 2013). This method is relevant because the research objective is not only to design, but also to adjust the stages of the KM Roadmap to the specific needs of the marketing division of the company.

3.1 Data Collection and Analysis

The data collected in this study were obtained through interviews with employees in the marketing division to identify knowledge needs and barriers to information sharing. And also observation of the daily workflow and the use of knowledge documents. In addition, document analysis in the form of SOPs, marketing reports, and digital files that have been used in the work process.

Data was analyzed qualitatively through thematic analysis to classify knowledge needs and barriers to collaboration. In addition, gap analysis was conducted to understand the gap between the existing conditions and the needs of the ideal knowledge system. In determining the right intervention based on the KM framework, it is also necessary to map the needs of the roadmap stages.

3.2 Framework Implementation

This research was conducted by applying the 10-step KM roadmap developed by Tiwana (Tiwana, 2000). However, not all stages of the roadmap were fully implemented. This research focuses on the implementation of the first six stages, namely: 1) infrastructure analysis, 2) Knowledge Audit, 3) user needs analysis, 4) knowledge system architecture design, 5) identification of appropriate KM technologies, and 6) KM team design and Change Management Strategy. These stages were chosen because they are relevant to the basic needs of the marketing division, especially in building the initial foundation of the knowledge management system and encouraging a culture of information sharing.

Each stage was operationalized through a case study approach by analyzing the infrastructure through mapping existing IT devices and communication tools, auditing knowledge using interviews and document analysis, while analyzing user needs according to the results of thematic categorization. The results of these stages then formed the basis for the design and initial testing of the KMS.

By combining a case study approach and the KM Roadmap framework, this research ensures methodological relevance, with the case study providing in-depth contextual understanding, while the KM Roadmap provides a systematic framework that remains adaptive to guide implementation in the context of a medium-sized garment industry.

4. Results and Discussion

4.1 Initial Conditions of the Marketing Division

In designing a knowledge management roadmap, the first step that needs to be done is to know the initial condition of the business infrastructure, and the strategy in the Marketing Division of the company we are researching. This stage includes activities to analyse the current infrastructure and align Knowledge management and Business strategy. The current network infrastructure can be seen in the following figure (Figure 1).

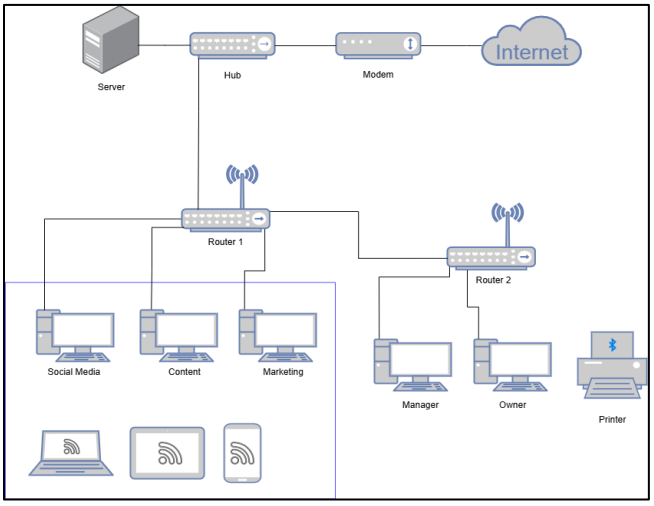

Figure 1 Existing Infrastructure

Apart from the network structure, this stage also analyses the available hardware infrastructure including ISP Connection, Operating System, Server OS, Office applications, Network devices, and other computer devices including mobile devices. After obtaining the current state of the infrastructure, it is necessary to do an initial alignment of KM with the company's business strategy.

Based on the interview results, it was found that employees had difficulty finding marketing documents, and 75% stated that data was scattered across various platforms such as google drive, cloud storage, and personal files. This shows the limitations in standardizing knowledge storage and the low efficiency of information management. In addition, field observations show that about 10% of knowledge is still in printed form, 75% has been digitized, and 15% is still tacit knowledge that is only stored in individual experiences or information discussions. This condition emphasizes the urgent need for a more structured knowledge management system.

To understand the challenges more deeply, a SWOT analysis was conducted. The results of the SWOT analysis (Table 1) show that the Marketing Division of AG Apparel faces several key challenges in implementing the KMS. These include lack of standardization in knowledge storage, fragmentation of data and tools used, competition in technology adoption, and rapidly changing market trends. This condition requires continuous knowledge updating to remain relevant and to support making the right marketing decisions.

Table 1 SWOT Analysis Result

No	Challenge	Description
1	Lack of Standardization in Knowledge Storage	The absence of clear SOPs leads to unstructured information dissemination, so knowledge is difficult to find and utilize optimally.
2	Fragmentation of Data and Tools Used	Marketing data is spread across various platforms, which makes the process of searching and managing knowledge inefficient.
3	Competition in Technology Adoption	Other companies may be faster in adopting more advanced technology to support data-driven marketing strategies.
4	Rapid Changes in Market Trends	Fashion trends are constantly changing, so the knowledge stored in the system must always be updated to stay relevant and support the right marketing decisions.

To ensure the success of AG Apparel's marketing division and support alignment with business strategy, Critical Success Factors identified include:

1. Implementation of an effective and easy-to-use Knowledge Management system.
2. Support from management in managing knowledge in the marketing division.
3. The existence of clear and consistently applied SOPs.
4. Utilization of digital technology for marketing data management.
5. Training and knowledge sharing culture encouraged in the organization.

By understanding these challenges, the KMS implementation strategy, considering the results of the SWOT analysis that has been conducted, is as follows.

1. Implement a fast and structured knowledge search system to facilitate access to information.
2. Develop and implement clear SOPs for storing and managing knowledge.
3. Organize regular knowledge sharing sessions and internal training.
4. Integrate marketing analytics dashboards for data visualization and strategic insights.

4.2 KM Infrastructure design and integration

Using web-based technology, the enterprise knowledge portal is a new approach in providing access to various information and the ability to find, create, acquire and disseminate knowledge that is important to the organization, making it a very important contribution in implementing KM strategies.

After getting the target strategy for the KMS to be developed, it is then determined what information technology can meet the needs of these users so that the KM process can function effectively. Figure 2 below show the Network architecture of the required KMS.

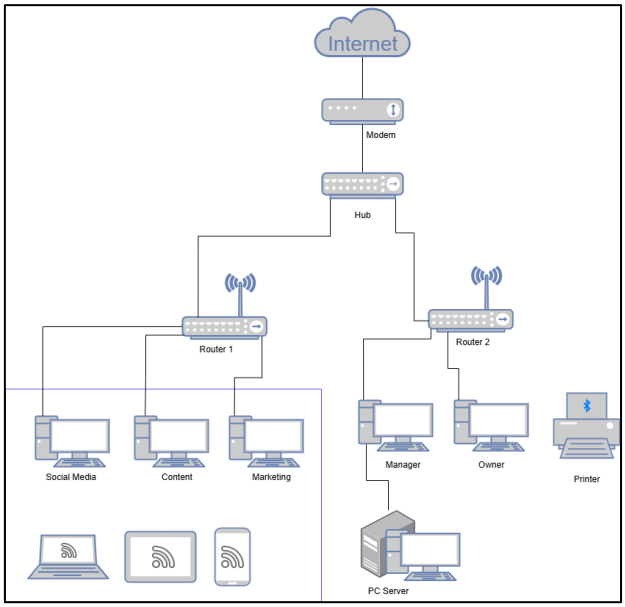

Figure 2 KM Infrastructure

From the infrastructure mapping results, the marketing team expressed the need for faster knowledge access and simplification in document search. Interviews showed that staff felt the document search process was time-consuming because files were scattered across multiple platforms. To overcome this hail, the development of a knowledge portal is proposed. Table 2 summarizes the required functions and expected features. Among these features, "Quick Knowledge Search" and "Data Visualization Dashboard" were rated as the most appropriate by users.

Table 2. Knowledge Portal Features

No	Knowledge Portal Function	Features
1	Enterprise Portal Presentation	Quick Knowledge Search and structured access by category
2	Businesss Intelligence	Data visualization & Dashboard
3	Collaboration & Communities	Discussion forums and team chats to share insight between marketing members
4	Content Management	Document management system to store and manage marketing konwledge
5	Learning	Digital training modules for onboarding and team skill development

4.4 Knowledge Gap and KM Strategy

Based on the results of the knowledge gap analysis, it is obtained which knowledge areas should be prioritized. The knowledge gap analysis prioritized three areas (Table 3).

Table 3. Knowledge Gap

Knowledge Area	Prioritization Category	Suggested Action
High	Marketing Strategy Content Management and Branding	Strategic Training and Workshop
Medium	Technology and Data Analytics	Optimizing the use of tools and further training
Low	Market & Consumer Trends SOPs and Knowledge Management	Regular monitoring, standardization, SOP documentation

To improve efficiency and accessibility, a Knowledge Management System (KMS) is needed that can accommodate the needs of the marketing team. Ideally, this system can integrate knowledge that has been documented electronically to facilitate search and utilization. Thus, knowledge can be better managed, support faster and more accurate decision-making, and increase the effectiveness of the company's marketing strategy(Atika, 2023; Durst et al., 2024; Mohammed & Jalal, 2011).

The KM strategy questionnaire confirm that the Codification approach scores 85%, while Personalization is only 15%. Thus, the main strategy in developing a knowledge management system (KMS) at AG Apparel is Codification. This indicates that the company relies more on explicit knowledge such as documents, SOPs, product designs, work manuals, and customer databases, compared to tacit knowledge sourced from individual experiences and intuition in the work process.

With the codification strategy, information technology will be used as the main tool in managing and disseminating knowledge effectively throughout the company. By focusing on document management, it means that the KMS must have the following criteria.

1. Complete Database System
2. Easy to Use for Document Search and Access
3. Integrated with the Company's Digital System

With this approach, AG Apparel can ensure that the codified knowledge remains relevant and regularly updated, while still providing room for sharing experiences and innovations derived from tacit knowledge. This will support operational efficiency, improve the company's competitiveness, and ensure that all employees can work to the best standards that have been set.

4.5 Knowledge Management System Design

This Knowledge Management System (KMS) blueprint was developed based on the empirical finding above. The main features include storage structure, accessibility, document management, database, and system integration process so that KMS can be used effectively.

Based on the results of data processing and analysis that has been carried out, the design of the Knowledge Management System (KMS) development for the marketing division of AG Apparel is prepared in accordance with the needs. This blueprint includes storage structure, accessibility, document management, and user training to ensure the system can be used optimally.

1) Knowledge Storage and Classification Structure

Serves as the centre of knowledge storage and management. Users play a role in managing access rights according to their respective roles, while documents are the core of stored knowledge. The documents can be classified through categories and tags for easy browsing and managed in various versions to record the development of knowledge over time. Each user's transaction with the document is recorded in the access log as a

trace of usage, while the feedback provided serves as a mechanism for improving the quality of the stored knowledge.

2) KMS Integration Process

For the system to run optimally following the alignment of the existing processes in the company, the following are the integration steps that will be applied.

1. Integration with Google Drive
2. Automation with API
3. Single Sign-On (SSO)

3) Flow of Knowledge Creation and Dissemination

Figure 3 illustrates the collaborative architecture in a centralized system-based knowledge management involving various related company organizational functions including Marketing, social media, Content, Designers, admin/KMS managers, and production.

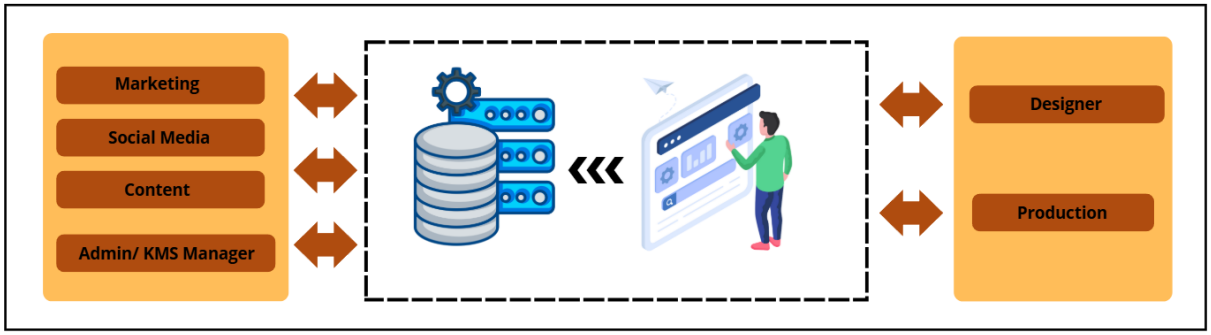

Figure 3 Knowledge Access and Contributions

This approach demonstrates the principles of knowledge management systems that support the integration of information between functionalities. In addition, it increases operational efficiency and more effective decision-making. So that organizations can encourage more effective collaboration. This design ensures that knowledge is not only stored but also continuously updated and easily accessible, in accordance with the identified reference gap issues such as data fragmentation and tacit knowledge reliance.

4.6 Discussion and Implications

Based on the results of the Knowledge Management System (KMS) blueprint design conducted in the Marketing Division, it was found that most of the knowledge needs centered on managing customer-related information, marketing campaign data, and documenting best practices from the field team. The results of information gathering found that although there is a lot of implicit knowledge among marketing division staff, there is no formal system capable of systematically documenting and disseminating it. So, this is in line with the findings of Pranata er al. that one of the main challenges of KM in customer service units is the lack of a documentation structure and the limited use of IT-based systems(Pranata et al., 2019).

The marketing division has high potential in terms of a collaborative work culture and leadership that is open to innovation. However, there are still shortcomings in information technology infrastructure and staff skills in utilizing KM digital tools. Given these conditions, a phased approach to KM implementation is needed, as done by Mitre Hernandez et all. The success of the KM Program is highly dependent on the harmonization of technology, process, and human resource readiness(Mitre-Hernández et al., 2015). Therefore, the draft blueprint that has been prepared is recommended to be used as a basis for developing internal training and prioritizing the procurement of web-based KM systems.

The KMS blueprint is potentially and significantly useful in supporting the effectiveness and innovation of activities in the marketing division. The existence of a structured knowledge repository can accelerate the onboarding of new staff, provide access to previous campaign data, and strengthen decision-making based on experience. The integration of KM in the design and innovation process can immediately improve the organization's responsiveness to changes in the business environment and customer preferences (Costa & Monteiro, 2016). Therefore, the result of implementing KMS development steps in the form of a blueprint is not only a roadmap but can also reflect the strategic readiness of the organization in making knowledge the company's main asset to achieve competitive advantage.

5. Conclusion

Based on the blueprint evaluation, the knowledge management portal designed for AG Apparel's marketing division plays an important role as a means of exchanging information between the marketing team, management, and related divisions. This system enables a more documented, structured, and well-managed information dissemination. The implementation of the Knowledge Management System (KMS) also encourages the formation of a more systematic culture of information sharing and documentation, thereby increasing work effectiveness and collaboration between team members. In addition, the process of knowledge creation and management within the marketing division can evolve through the mechanism of sharing experiences and best practices, enabling continuous updating and refinement of information. With centralized knowledge management in the KMS system, AG Apparel can ensure marketing strategies are aligned with the company's vision and mission, while increasing competitiveness in the industry. However, these findings are still conceptual because the KMS has not been fully implemented, and its success has not been tested. This research contributes to the KM literature by showing how the early stages of KMS planning can be contextually applied to the marketing division, especially in the garment industry, which has not previously been studied. Future research is focused on the implementation stage of the blueprint into an operationalized KMS system so that it can have an impact on marketing performance.

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