The world’s largest consumer electronics specialty retailer, Best Buy sells home office products, consumer electronics, appliances, software and entertainment products, including media, music, and movies. At the beginning of 2002, Best Buy had about 480 stores in 46 states and opens about 60 new stores a year. Revenues grew at 27 percent for the most recent 12 months. Best Buy recently acquired Seattle-based Magnolia Hi-Fi, a small specialty retailer, and the Musicland Group, which operates 1,300 music and video retail stores under the Sam Goody, Suncoast, On Cue, and Media Play names. In November Best Buy acquired Future Shop, Canada’s leading consumer electronics retailer. In August 2001 the company announced it would begin its first international expansion of Best Buy stores by opening 65 stores in Canada over three or four years. Collectively, the entire corporate umbrella of existing and acquired business units is referred to throughout this case study as the “extended enterprise.” The term “retail” refers to only the Best Buy-branded stores.

The Best Buy stores have about 50,000 employees. Including subsidiaries, the Best Buy extended enterprise has approximately 80,000 employees. Revenue should be about $19 billion at the end of the 2002 fiscal year, and profits are at record levels.

OVERVIEW OF KNOWLEDGE MANAGEMENT INITIATIVE

Best Buy has a young and mobile work force that sells to and services a rapidly changing mix of high-tech and trendy products. With a vision of becoming a true learning organization, Best Buy developed an enterprise knowledge management strategy that originally focused on communities of practice, but in less than two years has evolved to encompass a broader array of retained knowledge, best practices, and tools that surround and support the communities, known as the employee toolkit.

Best Buy wants to be the “employer of choice,” and its knowledge management initiative contributes to that objective. High turnover is an unfortunate reality in retail. Turnover in the Best Buy stores averages about 93 percent per year, which is usual for sales associates in a retail environment. It creates a constant challenge to bring
new associates up-to-speed quickly and make up for the loss of people and acquired knowledge when they leave. Best Buy’s rapid growth accentuates the problem, as experienced employees are quickly promoted to new positions.

The goal of knowledge management in Best Buy is to create a replicable community of practice methodology (concerning people, process, and systems) to launch and sustain enterprisewide communities of practice within a sales category (such as computers or mobile installation), across all the stores. Even though the work force would rapidly change, the value proposition went, the knowledge of the community would remain and grow. The knowledge a sales associate gained from being part of a community of practice would also help he or she become productive faster (a “smart friend to customers” in the jargon of Best Buy), increase sales, and perhaps even reduce turnover. When an employee did leave, the insights, “tips,” and knowledge shared by that associate would remain the knowledge of the community and Best Buy.

Starting with three pilots in 2000, Best Buy created a replicable methodology for communities of practice that expanded to all of Best Buy’s stores nationwide (via six large communities) and is now expanding to the extended enterprise (corporate and other business units). The communities are now provided a complete employee toolkit that includes training, tracking, and product information to accelerate associates’ sales proficiency and reduce “time to competency.” Best Buy developed a balanced scorecard measurement system for retail knowledge-sharing activities and results.

**KNOWLEDGE RETENTION STRATEGY**

Knowledge retention and reuse is a major objective of Best Buy’s knowledge management strategy. Best Buy uses APQC’s Road Map to Knowledge Management Results: Stages of Implementation and is now in Stage 4, expansion. The design and deployment process will be described in terms of those stages.

**Stage 1: Getting Started**

Best Buy’s interest in knowledge management and retention originated in a desire to become a learning organization and avoid the mistakes of the past by learning from them. In 1999 Brad Anderson, now chairman and CEO of Best Buy, challenged executives to find a way to make the concept of the learning organization real in a fast-moving retail environment. In November 1999 a cross-functional task force, headed by then-Vice President of Technical Services Rich Christensen and senior vice President of Human Resources Nancy Bologna, contacted APQC and asked for best practices in knowledge management based on APQC research. Best Buy hired Allen Meyer to head up a new KM Program Management Office to rapidly develop and execute a knowledge management strategy. Dave Mulligan joined Meyer as the manager of the knowledge management design and development team.

**Stage 2: Develop Strategy and Select Pilots**

In order to develop a strategy, Best Buy created a steering committee of senior executives to authorize, guide, and fund the initiative; a cross-functional advisory
board to guide the design and execution; and the KM Program Management Office to coordinate all activities. Each of the pilots had a core design team, made up of a project leader from the KM Program Management Office and representatives from the community. Core design teams are required for all communities.

Formed early on, the Best Buy steering committee, comprised of senior executives, adopted six guiding principles to direct the strategic approach and tactical decisions for all knowledge management-related efforts.

1. Knowledge management efforts will support Best Buy’s commitment to being a learning organization.
2. Knowledge management efforts will contribute to positive economic value for Best Buy.
3. Knowledge management will support Best Buy in being customer-centric and the retailer of choice.
4. Knowledge management efforts will support Best Buy’s goal of being the employer of choice.
5. Knowledge-sharing tools must be ridiculously easy and enticing to use.
6. If it doesn’t make the lives of associates and customers easier, Best Buy shouldn’t do it.

These guiding principles are a framework to guide the advisory board, management at all levels, and knowledge management pilots and communities in the initial stages.

The Best Buy vision for knowledge management has evolved. Initially, it had two components: to share best practices and lessons learned, by drawing on the collective knowledge of the enterprise, and to get the right information to the right people at the right time. (When an associate is standing in front of a customer is their most receptive moment.) With experience, the vision has expanded with two more components: to improve access to communications, best practices, learning content, and performance management information for all associates and to provide a central source for employees.

The initial steps in the knowledge management strategy were to:
- create new capacity to find and share knowledge (i.e., build replicable methodologies based on the best knowledge management practices),
- learn how to leverage knowledge sharing for business results through pilots,
- look for quick wins and a sustainable advantage,
- successfully launch a variety of knowledge management pilots, and
- expand successful knowledge management approaches to new issues and areas.

The pilot communities of practice would be the proof of concept for the knowledge management strategy and, if successful, would lay the foundation for future expansion. The advisory board reviewed best practices from other firms and their own experience with successful past projects in Best Buy and developed six criteria for selecting the initial knowledge management projects and communities:

1. be important to Best Buy’s business,
2. have the potential for demonstrable results,
3. have suitable amount of “pain” or gain to motivate change,
4. have an executive champion or sponsor with resources to support the project,
5. create lessons about knowledge management that would be transferable, and
6. be a valid test of knowledge management in Best Buy.

Stage 3: Design and Launch Knowledge Management Initiatives

The advisory board selected three pilot communities to test the knowledge management strategy.

1. A community of sales associates shared tips and best practices for selling Microsoft Network (MSN) contracts and complete solutions, along with products. This pilot was conducted in two districts only, in order to compare sales performance to other districts. The goal was to accelerate sales of this special offer.
2. Mobile Installation associates responsible for installing car audio equipment formed a community. This was a nationwide pilot involving all mobile installation bays. The goal was to reduce costly installation errors and increase customer satisfaction by sharing experiential knowledge not contained in manuals and making the technical manuals easily accessible online.
3. Members of the third pilot were personal computer (PC) technicians responsible for in-store computer service. This was also a nationwide community, with the goal of reducing repair costs.

The pilots were launched with extensive communication to participants and management at all levels. Management leadership and endorsement were very visible at the small group trainings and on-site meetings to launch the pilots in the summer of 2000.

The results of the Microsoft Network pilot were compelling. Application use and activity soared during the pilot period. Employees were contributing and using the community knowledge, and more than 700 sales ideas were submitted by employees to the MSN and Complete Solutions community of practice.

Employee knowledge and selling behavior also changed. MSN secret shopper survey results found that in a participating district, the number of associates offering a MSN rebate to customers improved from 70 percent before the pilot to 100 percent after pilot deployment.

Sales figures reflected the knowledge transfer and use. From pilot launch in mid 2000 through the end of the calendar year, the growth rate in the number of MSN units sold per day per store outpaced the company average. In December 2000 one pilot store outperformed the company average by 4.2 ISP units/store/day. Each ISP contract sold contributed $55 to Best Buy's gross margin.

The Mobile Installation results were also impressive. Claims per unit declined, as did damage claims, which added credence to the perception that employees were using the knowledge of their peers to avoid costly mistakes.
Service center repair costs also declined, but it was less clear if this was a result of the PC technician CoP activities, due to measurement problems and a restructuring of the services organization to fold it into the retail reporting structure.

Stage 4: Expand and Support

The pilot results were evidence of the value of retained and used knowledge to the future of Best Buy and convinced management that communities of practice were a viable business approach to knowledge capture, retention, and sharing. In the fall of 2000 management then tasked the KM Program Management Office to enhance and standardize the methodology for designing, launching, and staffing communities, including the processes for identifying and managing knowledge so that it could be rolled out to a much broader group of communities in the stores, and to integrate the knowledge management communities into a larger “employee toolkit” concept. The KM Program Management Office became part of a larger enterprise portal group, directed by Tom Bauer, and Ted Jirele assumed the role of the knowledge management team leader and manager.

The next six large, retail communities were formed: appliances, computers, digital imaging, home theater, mobile, and wireless. Corporate communities have also been formed in marketing and community relations, and plans are underway for communities for management (the leadership community), media, merchandizing, inventory management, store technicians, and loss prevention. Expansion of knowledge management and the employee toolkit to the extended enterprise (Musicland and Future Shop) is also underway.

IDENTIFYING CRITICAL KNOWLEDGE AND NEEDS

Many of the methods for identifying and organizing relevant content were created during the CoP pilot initiatives and continue as new communities are formed. Two major activities are involved in identifying valuable knowledge for communities: define the knowledge and where it is located or can be accessed and then organize, deliver, and update it.

The first step by the KM Program Management Office, when a new community is authorized to form, is to create a design team of community stakeholders and members to define the content they need to start with. The goal is to “prime the pump” by providing the community with magnet content right. The KM Program Management Office Content Manager Jim Moore and his content engineers have a variety of content gathering tools to elicit content. These tools include the retail interview guide, which identifies how associates get information immediately, what kinds of information they find most useful, and what other information they would like to have. Interviews are conducted in the stores and with managers and gatekeepers, who are the subject matter experts in that particular product category. Some existing, explicit content is generated by Best Buy, and some content comes from external sources, such as vendors or technical manuals.
The next step is to map the content by identifying the sources of the desired content (e.g., databases and departments) and the individuals who currently manage it. The KM Program Management Office determines how to make that content available to the community and ensures that the information can be maintained and refreshed accurately.

The third step is to present the design team and a sample of community members with simple, inexpensive mock-ups of what the community site would look like, what information it would contain, and how they would access it. Product information turned out to be the organizing principle, or “taxonomy,” for community content, whether supplied by the gatekeepers, product information from vendors, or tips and feedback contributed by the community about how to help customers use the product or decide which product will meet their needs. Feedback significantly enhances the content and how it is organized and presented.

The content management process also involves monitoring the content on an ongoing basis to see how much is being added, from what sources (including community members), and additional content needs. This is a role that the community gatekeepers perform, using statistics and reports created for them by the content manager and the KM Program Management Office.

CAPTURING AND TRANSFERRING KNOWLEDGE IN COMMUNITIES

The Best Buy communities of practice are intended to facilitate the flow, capture, and reuse of knowledge. This includes gathering best practices and lessons learned from members such as sales ideas, product information, and discussions and feedback. Identifying and capturing valuable knowledge to seed a community is only the beginning. The community members and the gatekeeper are partners in the ongoing process of refreshing and expanding knowledge.

As stated earlier, the gatekeeper serves as the community leader, a subject matter expert that provides information and validates tips before they are published, and the community’s advocate to corporate. The community gatekeeper ensures the tip has enough information to be actionable and is consistent with best practices and policy. The gatekeeper may also seek out other experts to validate the tip before it is published. Gatekeepers coach their community members on how to write good tips and encourage stores and associates to add more knowledge to the community.

The 18 gatekeepers represent different disciplines, which report to sales development. The gatekeeping team is responsible for developing cross-functional partnerships and processes to align company initiatives with retail resources. Gatekeepers for the knowledge management communities manage information flows and also perform the following activities:

• act as the communication liaison between retail process managers and sales associates in the communities,
• validate tips and ideas from the community,
• publish frequently asked questions and news,
• answer questions and provide feedback,
• publish links and training materials,
• provide a consistent message to field associates,
• identify additional knowledge needs of sales associates,
• manage the flow of critical knowledge to stores,
• coordinate retail communications,
• support training initiatives,
• support the development of store standard operating processes, and
• represent all retail disciplines.

Gatekeepers serve as the managing editors of their groups. They are required to act on tips within 48 hours of submission and can send it back to the associate with feedback or put it into a pending category while seeking out more information. The KM Program Management Office content manager and developer created publishing and administrative tools so that gatekeepers can publish relevant content directly to the community.

SUPPORT STRUCTURES AND CHANGE MANAGEMENT
The knowledge management governance structure is headed by a steering committee, which provided the initial funding and set the knowledge management direction. This role is now played by the designated knowledge management sponsor, a senior vice president of retail, and the director of the knowledge management and enterprise portal initiative. The KM Program Management Office manager manages all CoP development and the knowledge management team.

The advisory board is a cross-functional group of upper middle-level managers and directors who advise the KM Program Management Office on direction and deployment. The retail organization has partnered very closely with the KM Program Management Office and serves as the customer and implementation arm of knowledge management.

Community design teams create the goals, measures, and process for gathering and sharing best practices for their communities. The KM Program Management Office manages the design and development to address community needs. The gatekeeper plays the sustaining role of community leader.

The KM Program Management Office
All of the activities of the governance structure and the design and development process are coordinated and supported by the KM Program Management Office, which consists of the director, manager, content manager and engineers, project leaders, and developers. At the height of developing all the CoP applications, more than 30 people worked in the KM Program Management Office by leading the design teams, identifying content, and creating the ongoing processes for content management. In addition to consultants and contractors with specific areas of expertise, there are currently nine full-time or contract members of the KM Program Management Office.
Information Technology to Support Knowledge Retention

Best Buy has a large information system organization that designs, develops, and deploys custom applications, as well as maintains all of Best Buy’s business systems. The development of the knowledge management initiative has been a very successful partnership between information systems and the retail organizations; both its information systems and retail operations are accountable for the success of knowledge management, and the needs of retail drive the continuing development of communities and the employee toolkit.

The information systems organization, through the KM Program Management Office, developed the initial CoP application to support the original three pilots. The community application was designed in-house, based on extensive input from users. The goal was to create a replicable platform and application for communities of practice across Best Buy.

In less than a year, with a budget of $3 million, the information systems organization and KM Program Management Office built the infrastructure, created and deployed the pilot communities, refined the applications and tools and processes, and developed the support to roll-out enterprise wide communities. The information technology platform can be replicated quickly, but the content and safeguard process take longer to establish. The look and feel of a community site is standard, but the colors and other features change to create a community identity and reflect the nature of their content.

The KM Program Management Office has continued development to expand functionality and become part of the employee toolkit. The office developed the following applications:

• a community of practice application;
• the KnowledgeZone application, which captures tips and ideas and provides feedback;
• a product information tool for accessing detailed product information; and
• a CoP administrator tool, which is the gatekeeping tool to manage the community.

The internally developed, Web-based CoP application is available through the Plumtree portal to all stores and corporate offices. The administrative tools were also built in-house and designed so that gatekeepers and store managers could publish directly to communities of practice. Product information is housed in SQL databases. Document management systems are also home-grown, although research is underway to determine if a corporate document management system should be purchased.

The key features of the CoP application are:

• a scalable, reusable application that gives a common look and feel across all Best Buy communities;
• simple navigation;
• personalized log-in;
• the ability for community members to easily submit tips;
• a feedback function so associates can respond and reply to tips;
When an employee logs on to a computer in the store, the system refers to the employee ID and store number to recognize that employee’s community. Conducting a search on a topic or product will return a list of tips from other community members, FAQs, current store promotions and rebates related to that community, and relevant training materials. Within the KnowledgeZone, employees can submit tips, give feedback, and see a list of the top tips for the recent month. Employees also have access to content from other communities. For example, a computer associate can answer a customer’s appliance question by logging on and accessing the appliance community.

The community of practice is designed with the following best practices in mind:

- Information and tools should be relevant to one’s job.
- Content should be easy to navigate through.
- Mission-critical tools need to be easily accessible.
- System interfaces should be customized to meet a group’s needs.
- A gatekeeper understands the business and actively contributes to the Web site with rich, dynamic information.
- Knowledge sharing and collaboration need to be actively enabled.

The CoP site is named RetailZone. This central source allows associates to access more information without information overload. RetailZone enables sales associates to access the following:

- product information,
- rebate information,
- training materials,
- vendor Web sites,
- announcements,
- SOP Online,
- national calendar,
- the CoP KnowledgeZone,
- comparison data,
- online testing,
- company news,
- bulletin boards,
- daily tasks, and
- factory warranties.

The KM Program Management Office provides the tools, design, project management, content management, and consulting services for the Web site. The community sponsor provides the budget and staff needed. If a group in Best Buy doesn’t need the interactivity and tacit knowledge transfer of a community (i.e., the ability to contribute knowledge from members and feedback and leadership from the gatekeeper), the KM Program Management Office can also just provide the technology application and consulting advice to create a site in a matter of days. For
example, when Best Buy acquired the Musicland Group, information systems was able to create a public community Web site within two days so that all questions could be answered, surveys could be completed, and rumors could be addressed.

Change Management

Best Buy has found the keys to successful implementation.

• Adhere to guiding principles, including making associates' jobs easier and providing them with a comprehensive tool and access to knowledge.
• Integrate knowledge sharing and use into the daily routine of associates.
• Management and executive sponsors should participate in role modeling and encouragement.
• Community sites must contain rich, interesting content that is refreshed on a regular basis.
• Subject matter experts, or gatekeepers, must be engaged to define solutions, present best practices and act as mentors for the community.
• The community members must have access to community-generated messages.
• Dedicate communication and attention to change management.
• Assign accountability.

Extensive communication preceded and accompanied the introduction of the knowledge management communities, using videos shown to all employees (produced internally and featuring employees from the pilots), management briefings, store meetings, and Best Buy's weekly articles in Retail Weekly. The internal Change Implementation Team, which has members in each region, helped with national initiatives. Change Implementation Team members were briefed and trained so that they could assist store managers and employees to understand the value and actively use the community.

One of the major objectives of knowledge management and the employee toolkit was to incorporate community knowledge into an associate's normal work flow. In the most mature community, Mobile Installation, associates cannot access the technical manuals and diagrams they need to install car stereo equipment without first accessing the knowledge base to check for relevant tips, alerts, and “hazards.” Hazards are tips from peers or the gatekeeper about a potentially expensive or hazardous mistake that was learned in the field. Once it is learned anywhere in Best Buy, it is available to every mobile installer so they can avoid that mistake.

Unlike the Mobile Installation community, associates in the other communities are not required to access the community before they can do their jobs, but the most dynamic and magnet content resides there. The search application ensures that when associates search for product information, which they must have in order to do their jobs, they are also delivered community knowledge in the form of tips relevant to that product or selling situation.

To ensure the quality and relevance of community knowledge, no community can form without a gatekeeper and an executive sponsor. Communities are funded by
the sponsors, who must make a business case for the community, which ensures that the community has an advocate at the highest levels accountable for results.

Rewards and Recognition

Best Buy is a commission-free environment and, to be consistent with this approach, does not offer specific incentives to employees to contribute to the community. The management of Best Buy wants knowledge sharing and reuse to be part of the workflow and embedded in the culture as a learning organization.

Why do associates contribute to and use the knowledge of their community? Employees receive two major benefits for their participation: recognition and improved performance. The recognition has been the opportunity to see their ideas published, with their name listed as the contributor, and to see the feedback and ratings their ideas get from peers and gatekeepers. An internal retail newsletter, Retail Weekly, features the top tip of the week with a picture of the contributor. Various contests are occasionally run to encourage contribution and use of tips, with prizes such as CDs and a laptop for “top contributor of the year.”

In addition to recognition and fun, associates who participate in the community are able to do their jobs more effectively, which contributes to satisfaction, as well as improved scores on their personal performance scorecards.

MEASUREMENT AND RESULTS

Best Buy is a measurement-driven organization. Scorecards are used to measure almost every activity and for every store. So it was natural to use measures for the knowledge management initiative, especially considering the high cost of creating the community approach and access points in all stores. During the pilot phase, the KM Program Management Office collected measures of community activity and sales increases for the MSN pilot and measures of cost reduction for Mobile Installation and PC technicians.

For the national roll-out of the six retail communities, the retail organization assumed the responsibility for measurement. With the help of the KM Program Management Office and external advice, it is implementing a balanced scorecard approach. The purpose of the balanced scorecard approach is to provide a method to show the link between knowledge behaviors and processes with business results.

Measures have been developed for each of the four categories in the balanced scorecard: behavioral, process, customer results, and financial results. Behavioral measures include usage reports, number of tips authored, the number of times the tip receives feedback, and the amount of content added by the gatekeeper. Measures to assess the improvement in processes include store assessment scores, measures of the change in associates’ knowledge about products, scores on the employee survey (Viewpoint), turnover, and reduction in training costs. Customer-related measures include returns and exchanges, measures of customer loyalty, and the number of complaints sent to the call center. Financial results that should be impacted by these process and customer indicators are gross margin and the gross margin return on labor.
Behaviorally, knowledge management community activity has been impressive since the CoP application rolled out in 2000. There have been approximately 31,000 total item submissions, of which 11,000 are tips. Of these, 4,369 have been published, 589 are pending or being reviewed, and 1,977 have been sent back to employees as a direct reply. In addition, 3,295 items have been deleted because they were considered redundant or expired.

Over time, these behavioral changes should increase customer loyalty, employee satisfaction, and sales and decrease turnover and training costs. Sales have increased, and the pilot results would indicate that this is partly a result of the knowledge management initiative. Turnover has declined; this was a goal of the knowledge management initiative, but it is too early to see if this is a result of the changing economic conditions or a long-term effect.

CHALLENGES AND LESSONS LEARNED

Because of the vision of senior management, a sound strategy, the involvement of stakeholders from the beginning, and the resources available through the KM Program Management Office, Best Buy has faced fewer challenges than other organizations less convinced of the business value of knowledge sharing and retention. Even so, retaining focus on knowledge management is a challenge as it becomes more incorporated into the way work is done. It is easy to “forget the recipe” and for the next generation to think that knowledge sharing will continue to happen without support.

There are challenges because of the scale of Best Buy’s initiative. When the decision was made to take knowledge management out of the pilot phase and implement it across the retail organization, it became apparent that issues of access to computers was a barrier for associates on the store floor. One of the biggest and most expensive technical challenges faced by Best Buy is access: when the pilots launched in 2001, most of Best Buy’s existing stores had only three access points in the store. While there are obviously many computers in a store, access required the computers to be linked to the Internet via high-speed connections and capable of accessing the CoP application. When the pilots made it clear how much knowledge management and the employee toolkit could produce in sales results and savings, Best Buy made the investment to increase access to between 12 and 20 points in a store. All new stores are now designed with this access, and older stores have been retrofitted. This lack of access will continue to be a challenge as knowledge management and the toolkit expand to the extended enterprise.

Another challenge is ensuring that the large number of groups inside Best Buy that want communities understand the requirements and costs. No community starts without a gatekeeper assigned, and the change management and budget requirements must also be met.

The challenges Best Buy did not face are also noteworthy. Senior management has been committed from the beginning to funding and leading the expansion. Technology is always a challenge, but the partnership of the internal IS organization, the KM Program Management Office, and the retail organization has been a model for
subsequent initiatives. Another challenge not faced was the need to train employees how to use computers because Best Buy has a young work force.

The KM Program Management Office and retail executives have captured 10 lessons learned throughout the two years of their knowledge management journey.

1. To decrease deployment time, a dedicated knowledge management team needs to partner with the business community. A central knowledge management group is one way to retain knowledge about knowledge management.
2. Knowledge management pilots require active executive support.
3. Useful, magnet content is a critical success factor.
4. Let the community and business leaders design their sites.
5. Don't forget to measure and report, because executives listen to data.
6. Continue to interact with executives to monitor how the corporate strategy evolves.
7. Deliver real, tangible benefits to daily work.
8. Technology is only an enabler, not the reason for knowledge sharing. Focus on the message.
9. A communication strategy needs to be defined at each stage of knowledge management implementation.
10. As the needs grow and knowledge management proves itself, other sustaining resources need to be added (e.g., content managers, editors, gatekeepers, and trainers).

Best Buy had seven objectives for its knowledge management and retention strategy.

1. Bring new hires up-to-speed more quickly and reduce time to competence.
2. Build a knowledge-sharing culture.
3. Provide newer/younger employees access to more experienced/knowledgeable employees.
4. Bring new leaders up-to-speed more quickly.
5. Retain valuable knowledge as employees transfer from one job to another inside the organization.
6. Retain knowledgeable employees as full-time employees.
7. Redesign education and training programs or curricula.

All of these objectives appear to be on the way to being achieved. The next step is to expand the knowledge management capabilities to the extended enterprise.