

An integrated approach for succession planning and knowledge management

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Abstract

In today's competitive world, intellectual assets and knowledge contribute to the success of organizations, so employees that have critical knowledge of organization are very valuable. On the other hand, in ever changing environment Succession is an event that sooner or later confronts all businesses, so organizations should have a plan to capture and transfer knowledge of more experienced people to potential successors. This paper suggested integrated approach for succession planning and knowledge management to prevent loss of valuable knowledge of organizations. For this purpose, literature reviewed and explored the link between succession planning and knowledge management. Then based on literature and expert views, an integrated model of succession planning and knowledge management was developed. For validity of the model questionnaire tool used and results indicated respondents agree with most components of the model.

Keywords: *Succession planning, knowledge management, knowledge transfer, knowledge retention*

1. Introduction

The importance of knowledge as a critical resource is accepted by most of researchers. Knowledge has become the most important strategic factor of firms (Spender, 1996) and essential for creation of competitive advantage (Kogut and Zander, 1992; Grant 1996; Spender 1996; Conner and Prahalad, 1996; Teece, 2001). So firms have to find ways to manage knowledge properly. Today Organizations are becoming more knowledge intensive, they are hiring “minds” more than “hands”, and the needs for leveraging the value of knowledge are increasing (Wong, 2005).

One of the important prerequisites needs for knowledge management is the ability to attract employees with knowledge that can be applied within the organization, and to retain those who contribute to the knowledge capital of the organization. Organization should be able to provide employees a clear career path, and personal development programs with regard to the interests of employees for attracting and retaining these valuable employees. Succession planning initiatives can meet the above needs. Because, one of the main purpose of succession planning is preparing employees that have vital and key knowledge of organization (Becker 2009).

This brief discussion indicates the link between knowledge management and succession planning. This research focus on illustrating connection between knowledge management and succession planning. In addition, the paper provides an integrated model of succession planning and knowledge management. For this purpose, Studies that pointed the link between knowledge management and succession planning collected and reviewed, then based on the literature and interview with experts, components of the model were identified and finally integrated model of succession planning and knowledge management were developed.

2. Literature review

Succession Planning

In the past decade, effective succession planning and management has become more important to both business and industry (Kesner & Sebora, 1994; Leibman, Bruer & Maki, 1996; Rothwell, 2005) and scholars (Giambatista et al., 2005). Rothwell (2005) suggests that leadership crises draw attention to the need for a systematic approach for leadership identification and development. As a result, succession planning and management becomes attractive in the face of problems such as delays in filling critical positions, a lack of qualified internal candidates, departure of talented employees to further career goals, or failure of internal replacements in new leadership roles within the organization (Neefe, 2009; Rothwell, 2005).

According to Kimball Succession planning is defined as "a dynamic, ongoing process of systematically identifying, assessing and developing leadership and management talent: and assessing, developing and recognizing 'key contributors' to meet future organizational strategic and operational needs". Succession planning is no longer limited to top managers, nowadays need to successor for every job in the organization is evident, specially, with more involvement of employees to the organization and distribution of decision making to empowered employees across organizations (Farashah et al, 2011). Succession planning is the key to success. Without it, the wealth of knowledge amassed by staff over the years would be thrown away. Lose the experience and the company loses its reputation for quality (Govender 2010).

Succession planning provides organizations with a method to address issues such as the close to retiring employees and staff turnover. In today's aggressive market it is very important for organizations to take steps to attract, develop and retain employees that have the potential to be strong leaders (Govender, 2010).

According to Trow (1961) there is a strong association between planning for the loss of key talent and subsequent profitability. Companies that have identified and trained a successor appeared less likely to suffer a period of financial difficulty while a new employee in a key post becomes acquainted with the company.

Some business trends cause the boom of succession planning more than before. Demographic trend in workforce toward aging and decrease in supplying workforce, tight labor markets (Busine and Watt, 2005; Naris and Ukpere, 2010); changes in values and attitudes of new generation workers toward demanding more independent, and flexible job with more training and learning opportunities (Cascio, 2010); shifting the source of competitive advantage from tangible assets to tacit knowledge stock to the minds of employees (Barnet and Davis, 2008) which needs a mechanisms in place to avoid the risks of lost valuable human resources and ensure continuity; rapid changes in environment and need to quick responses from inside which requires dynamic and complex leadership capability (Busine and Watt, 2005) are examples of these trends and consequences.

Review of literature about succession planning typically Refer common concepts such as: replacement planning –to plan who will replace which key leaders in the firm; talent management– selection of candidates for future leadership but not for a specified position but for forming an acceleration pool of appropriate candidates; and career development–helping managers to plan their future in the organization by themselves and be ready for taking responsibility (Dehghanpour Farashah, 2011).

Elements of Succession Planning

Literature in the 1980s and 1990s discussed the basics of succession planning. Later research by Fulmer and Conger (2004), Kesler (2002), Leibman et al. (1996), and Rothwell (2005) identifies essential components of a successful succession planning and management system. An analysis of the recent

literature establishes the presence of ten elements of an effective succession planning management process. The ten elements identified through the synthesis of the literature include the articulation of expectations via organizational commitment; transparency of the process; assessment of organizational needs; establishment of knowledge, skills and abilities; assessment of individual talent; development of individual growth plans; individual feedback; accountability; evaluation of process; and integration of process throughout the organization. Rothwell (2005) indicates that succession planning and management has an overall goal of creating a pool of potential leaders for vertical or horizontal advancement, which helps ensure the continuity of focus and the achievement of strategic goals. "Succession planning and management should support strategic planning and strategic thinking and should provide an essential starting point for management and employee development programs"(Neeffe, 2009. Table 1 provides the relationship between the ten elements of succession planning and the literature.

Table 1. Elements of an Effective Succession Planning Processes

Elements of Succession Planning	Conger and Fulmer 2003	Kesler 2002	Leibman, Bruer and Maki 1996	Rothwell 2010	Ley (2002)	Farashah et al (2011)
Organizational commitment with articulation of expectations	√	√		√	√	√
Assessment of organizational needs	√			√	√	√
Establish knowledge, skills, and abilities		√		√	√	√
Assessment talent		√		√	√	√
Develop individual growth plans		√		√	√	√
Individual feedback		√		√		√
Accountability	√	√		√		√
Evaluation of process	√	√			√	√
Transparency of process	√	√		√		
Integration of process	√	√	√			√

Knowledge and knowledge management

The existence of knowledge management is being recognized as the foundation of organizational success in the 21st century (Collins, 2001; Wiig, 2002). This influential phenomenon has emerged with the transition from a traditional industrial economy to a knowledge economy. Therefore, knowledge management is fairly new concept only recently introduced to business management and human resource circles. Business success is starting to rely less on tangible assets and more on knowledge assets. Under the label of knowledge management is a set of managerial activities aimed at identifying and valuing the knowledge assets of the organization by leveraging these assets through creating, sharing and using knowledge (Christie 2005).

For definition of knowledge management, typically scholars first try to illustrate what is knowledge? As the view of Davenport and Prusak (2000. p.5) knowledge is a fluid mix of framed experiences, values, contextual information, and expert insight that provides a model for evaluating and incorporating new experiences and information .

Smith (2001) proposed knowledge as a human, highly personal asset representing the pooled expertise and efforts of networks and alliances. Knowledge is a valuable intangible resource that should be managed dynamically by any organization seeking to gain competitive advantages (Birkinshaw and Sheehan, 2002; Zyngier, 2006).

The definition the knowledge isn't unique, but a more accepted one proposed by Nonaka et al (2000) which defined it as a dynamic concept caused by people and organization interactions. After knowledge definition, knowledge management concept must be noticed. According to Gao, Li and Clarke (2008) knowledge management is a more complex concept than knowledge. Knowledge management designed to provide strategy, process, and technology to increase organizational learning (Satyadas et al, 2001). Knowledge management is getting the right information to the right people at the right time (Davenport and Prusak, 1998).

Albers and Brewer (2003) defined knowledge management as the process of knowledge creation, acquisition, incorporation, allocation, and application to advance the operation efficiency and competitive advantage of an organization.

In other definition KM is systematic management of organizational knowledge which involves the process of creating, gathering, organizing, storing, diffusing, use and exploitation of knowledge for creating business value and gathering competitive advantage (Cheng and Choi, 2005).

Magnier-Watanabe and Senoo (2008) defined knowledge management as the process for acquiring, storing, diffusing and implementing both tacit and explicit knowledge inside and outside the organization's boundaries with the purpose of achieving corporate objectives in the most efficient manner.

Knowledge Management encompasses the managerial efforts in facilitating activities of acquiring, creating, storing, sharing, diffusing, developing, and deploying knowledge by individuals and groups (Zheng et al, 2010b. p. 764).

Knowledge Management Processes

According to Ramachandran et al (2009) knowledge management processes included of three to eight ones in former studies. KM is the process of implementing, sharing, distributing, creating, and comprehending the knowledge of an organization (Gottschalk, 2002).

Albers and Brewer (2003) mentioned KM as the process of knowledge creation, acquisition, incorporation, allocation, and application to advance the operation efficiency and competitive advantage of an organization.

According to Dafous and Kah (2006) proposed, knowledge management processes consisted of knowledge Production, Codification, Storage/Retrieval, Sharing and Use. Acquisition and knowledge Creation, Organization and Maintenance of knowledge, Dissemination and Use of knowledge are processes pointed out in Supyuenyong et al (2009) studies.

Liao et al (2010) indicated that knowledge management main processes included of Creating, Sharing and Exploiting of knowledge. Also Jafari and Maleki (2013) stated in their review paper around KM process models, there are five processes of KM that mentioned more than others in literature which contained of knowledge creation/generation, knowledge acquisition /capturing, knowledge storage, knowledge sharing/dissemination and knowledge utilization/application. Basically knowledge management main processes refer to knowledge creation, sharing and application.

Knowledge Creation

For increasing competitive advantage, an organization should have processes which acquire new knowledge for it to apply. One of the ways to achieve this purpose is to create, generate, develop and build knowledge internally. These terms, which are relatively similar in meaning, refer to the process of deriving new and useful insights and ideas. Internally, knowledge may be created through conducting research and development or via individual learning. (Wong and Aspinwall, 2004)

According to Zaim (2006) all healthy organizations generate knowledge. Ramachandran et al (2009) argued that knowledge creation occurs through discovery based on internal or external sources. Knowledge creation and generation refer to knowledge assets development in an organization in functional and operational boundaries and need to power for developing new applications of existing knowledge and new untapped talents exploitation (Liao et al, 2010).

Knowledge Sharing

Dyer and Nobeoka (2000) defined knowledge sharing as the activities that help communities Of people to work together, facilitating the exchange of their knowledge, enhancing organizational learning capacity, and increasing their ability to achieve individual and organizational goals. As Cummings (2004) definition knowledge sharing refers to the provision of task information and know-how to help others and to collaborate with others to solve problems, develop new ideas, or implement policies or procedures.

Knowledge Application

One of the most processes knowledge management is knowledge use and application. Finally, new knowledge captured and created should help organizations created values and improve services and products, if not it will be an enormous waste of resources. Knowledge application happens when knowledge is applied to new situations where academics can learn and generate new knowledge (Ramachandran et al, 2009). Papers are accepted only in English. A typical article will not exceed 5,000-6,000 words not including notes, figures, tables and references. Papers that greatly exceed this will be critically reviewed with respect to length. The Title should be a brief phrase describing the contents of the paper. The Abstract should be informative and self-explanatory, briefly present the topic, scope of the work and point out major findings and conclusions. The Abstract should be 150 to 300 words in length. Following the abstract, about 3 to 6 keywords should be listed. You can find more details in the following sections.

The Link between Succession Planning & Knowledge Management

According to definition of knowledge management (KM) and succession planning (SP) the link between these two concepts is understandable. But this section, show connection between SP & KM using literature.

Some scholars directly use the term of succession planning and knowledge management or knowledge transfer together and others indirectly pointed the link between SP and KM. A few examples are mentioned below.

Pritchard and Becker (2009) present research as "Succession Management as a knowledge Management Strategy". This paper focused on railway industry in Australia, scholars believe that innovation is a key factors for success of this industry and stated companies that have the ability to attract, retain and engage talent are more competitive. Although they declared "Technical staff shortages, and the imminent retirement of the baby boomer generation, are two labour issues that industry has to face". The findings of this research indicate that the aims of succession management in the rail industry are attraction and retention, and organizational continuity. Although, succession management has great potential to be a tool for collecting and disseminating knowledge, this was not an overt emphasis of succession management in the rail industry. Lastly, succession management provides the structure for innovation by

explicitly addressing ways to capture knowledge which is necessary particularly for Exploitation, but will also contribute to capacity for exploration.

In other study entitled "Knowledge management and succession planning in SMEs" clearly scholars mentioned the link between KM and SP (Durst and Wilhelm, 2012). As Durst and Wilhelm (2012) suggested, there is a close connection between knowledge management and succession planning. Having suitable measures in place to tackle the challenge of turnover or long-term absence is important. As well as this study implies "It is important to highlight the link between knowledge management and succession planning because it can cause immense direct and indirect costs. If companies, particularly SMEs fail to tackle the problem of knowledge attrition it may strongly affect their survivability. Against the background of changing demographics, this problem might be even worse.

In the paper as " The Impact of Knowledge Management Process on Succession Planning: Experts Views" researchers investigate the link between knowledge management processes as creation, transfer and application with succession planning Elements(Barzinpour.F, Mousavi.H, Maleki.M, 2013) This study proved the link between KM and SP using questionnaire tools.

Coleman (2013) in her thesis as "A Phenomenological Study of the Knowledge Transfer and Succession Planning Experiences of Senior Leaders Retired from the California Community College System" studied the mechanisms that help capture and transfer knowledge of baby boomers. This study believed that knowledge management and transfer could be a means of succession planning (figure 1).

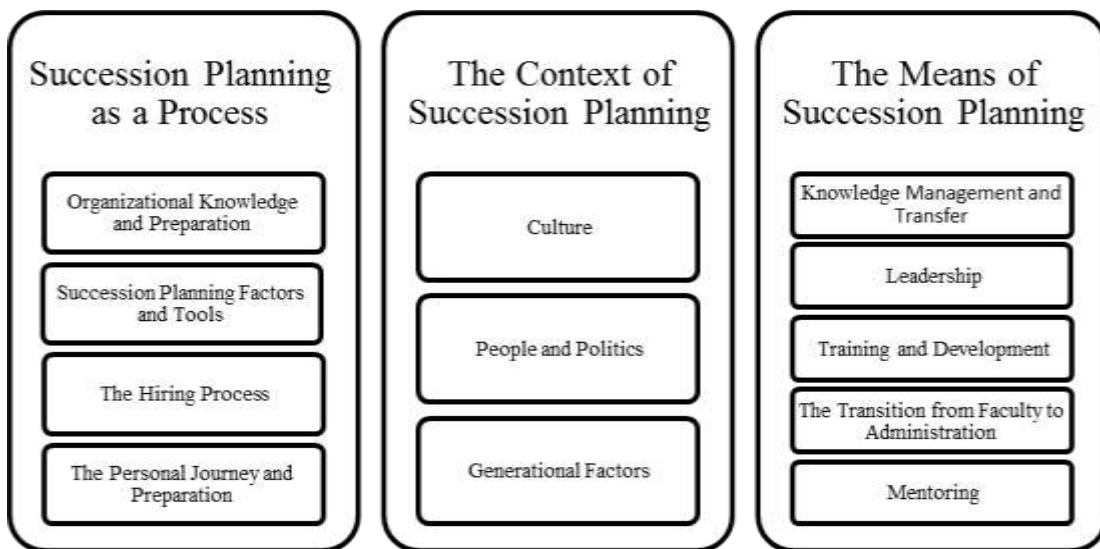


Figure 1. Findings of Coleman research (2013)

As mentioned, some scholars indirectly pointed the relation between KM and SP, Rothwell (2004, 2011) introduce the term technical succession planning. He believes that technical succession planning is a tool for capturing and transferring high professional knowledge of organization. Technical succession planning, unlike its traditional counterpart succession planning, unlike its traditional counterpart talent management, is the process of systematically attracting, developing, deploying, and retaining the gifted knowledge workers. A knowledge worker is usually understood to mean an individual who is hired for special expertise or talent in work that requires extensive educational preparation. Figure 2 show roadmap of technical succession planning that developed by Rothwell.

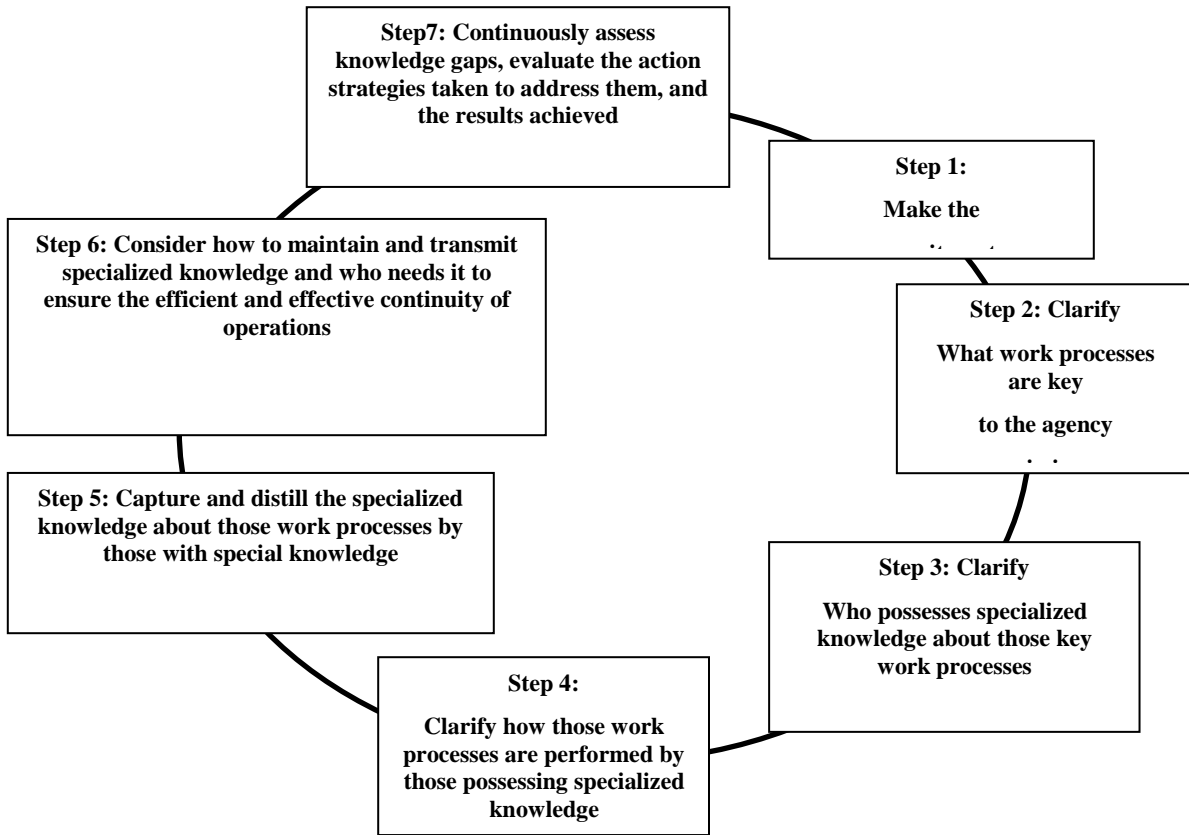


Figure 2. A Roadmap to Guide to Technical Succession Planning(Rothwell 2004)

3. Methods

The main purpose of this research is indicating the link between SP and KM by developing integrated model. For this purpose qualitative method was used. First, the literature related to KM and SP reviewed and explored the link between KM and SP. Based on information collected and semi structured interview with experts that familiar with HR and KM, elements of the suggested model specified. After presenting primary model via using questionnaire tools, validating of the model was done. The questionnaire involved 11 questions that 3 of them were open ended questions and 8 of them were 5 point Likert-ratings. The open-ended questions served the purpose of enlightening the authors on more general information, whilst the Likert scale questions evaluate elements of presented model. After confirming validity of questionnaire by 3 experts, target population identified. Questionnaires distributed to Managers or researchers that familiar with SP and KM. Finally 25 responses collected that 15 of them were organization managers and 10 of them were university researchers that consisted professors or master students. Statistical analysis was done with SPSS software. Cronbach's Alpha was used to measure the reliability of the questionnaire. The analysis tests the extent to which a set of items can be used to measure a single latent variable. Table 2 show Cronbach's Alpha is above 0.70, which indicates that the information is highly reliable.

Table 2 .Reliability Statistics

N of Items	Cronbach's Alpha(α)
8	0.734

Presentation of Integrated Model of SP & KM

As mentioned the main purpose of this research is presenting integrated model of SP and KM. The model that show in figure 3 consisted 4 components as: enablers, inputs, outputs and processes of SP and KM.

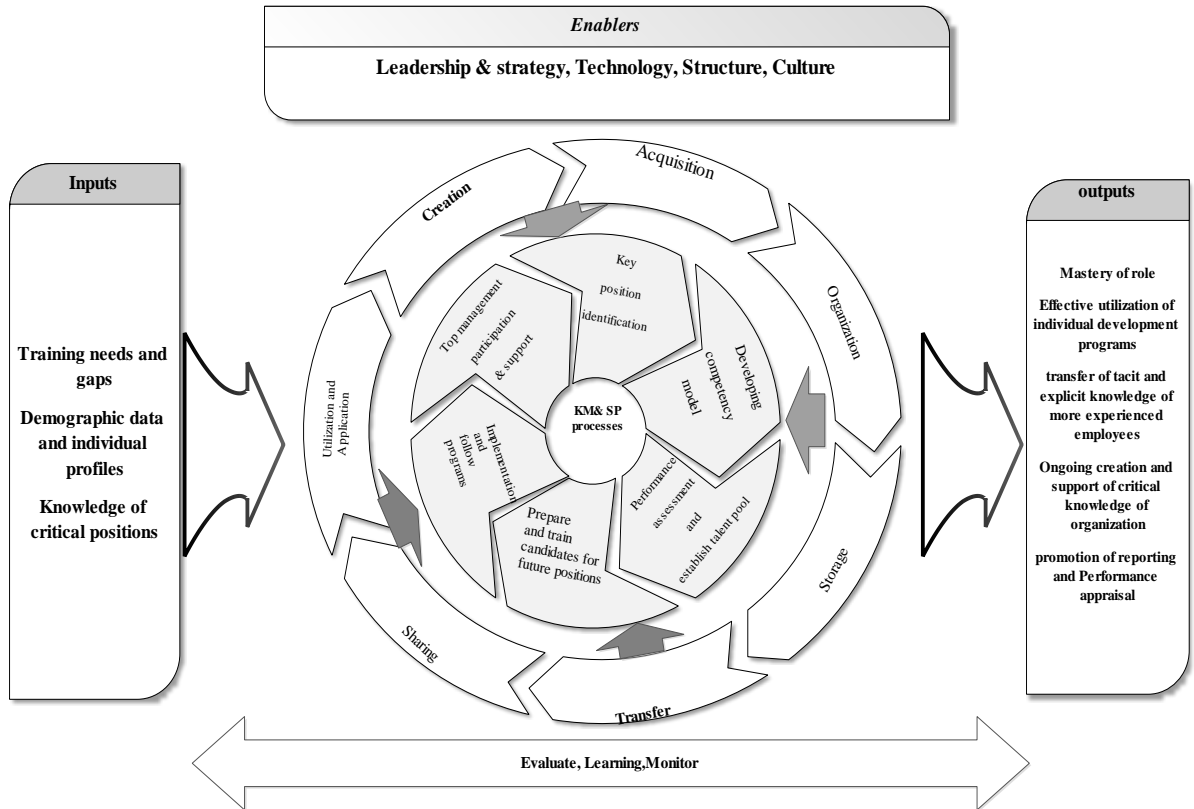


Figure 3. An integrated model of SP and KM

Enablers

Enablers, also characterized as influencing factors, can facilitate activities related to SP and KM; literature reviewed and identified mutual enablers that facilitate SP and KM proceedings. Enablers presented in model include: leadership and strategy, technology, culture and structure.

Leadership and strategy

One of the most important factors that researchers' emphasis to successful succession planning and knowledge management is integrating with strategic planning. If KM and SP programs documented as objectives of organization, support of KM and SP considered as a duty of leadership and track the programs.

Technology

Information technology plays a crucial role in removing the boundaries to communication that often inhibit the interaction between different parts of the organization. The important role of information technology is its ability to support communication, collaboration, knowledge seeking and enable collaborative learning (Ngok, 2005) that very important in succession planning to transfer knowledge of experienced employee to less experienced. So information technology has an active role and is a key enabling factor in knowledge management major (Davenport and Prusak, 1998). Information technology that is a part of effective knowledge management and succession planning can be classified into two types: communication technologies (emails, video

conferencing, electronic bulletin boards and computer conferencing) and decision making technology (decision support systems, expert systems and executive information systems) (Allameh et al,2011).

Structure

The structure of an organization can be defined as the formal relationships and allocation of activities and resource among people. Knowledge-based structure can facilitate SP and KM programs. Knowledge-based structure refers to the extent of an organization's structural disposition toward encouraging knowledge-related activities. The structures must be possible to encourage these vital interactions, as well as to give the firm the ability to adapt to an ever-changing environment (Sanchez & Mahoney, 1996).

Culture

Organizational culture is a set of values, beliefs, norms, meanings and procedures shared by organization members (Robins, 2001). Organizational culture shaped by the means of organization members, organization moral standards, by the employment rights given to employees, and by the type of structure used by the organization to run the organization. Like organization structure, organizational culture shapes and controls the behaviors in the organization. Organizational culture affects individuals' respond to different situations and their interpretation of organization surrounding environment Organizational culture is a very important factor in effective knowledge management. An effective organizational culture can have a stimulating role by providing a suitable environment for knowledge exchange and supporting the knowledge activities (Janz and Prasamphanich, 2003). An organization must have a powerful culture in which values, trust, openness and sociability to stimulate people's interaction and knowledge sharing (Ngok, 2005). According to researchers findings, collaboration, trust and incentives are three major dimensions of of organizational culture (Allame et al, 2011).

To guarantee a successful changeover, organizations should build a culture of powerful leadership whereby individuals show effectual leadership at all levels. The results of enhancing and strengthening leadership capacity throughout the organization, enables a highly successful transition thus reducing dependency on a single employee.

Inputs

Training needs and gaps

HR professionals should understand the strengths, areas for development, aspirations, and career interests of their key employees in order to close training gaps and fulfill particular needs.

Knowledge of critical positions

one of the first steps to sharing valuable knowledge of organization is identifying that what knowledge is critical for successful of organization. HR specialists have to defined critical positions clearly and indicate that where critical knowledge of organization to capture and transfer is.

Outputs

Implementing integrated system of SP and KM expected some direct and indirect benefits such as:

Mastery of role

If employees participate properly in KM and SP programs, they could gain more experiences and information about their positions and roles.

Effective utilization of individual development programs

If development programs integrate with SP and KM system, it is clear that who should know what and every people get training that really needed.

On-going creation and support of critical knowledge of organization

After identifying key knowledge and trying to acquisition and transfer to right people, in fact organization support from valuable intangible assets.

Promotion of reporting and Performance appraisal

Since for implementing succession planning performance assessment have an important role to select appropriate candidates, reporting and evaluation system should present valid information to decision makers.

4. Data analysis

As table 3 shows, 28 percent of respondents are between 25 and 30, 12 percent between 30 and 35, 20 percent between 35 and 40, 16 percent between 40 and 45, and 24 percent are above of 45 years.

Table 3. The age distribution of respondents

Age level	Frequency	Percentage
25-30	7	28 %
30-35	3	12%
35-40	5	20%
40-45	4	16%
Above 45	6	24%
Total	25	100 %

In this section total distribution of each of 8 questions in questionnaire proposed (Table 4).

Table 4. Frequency of questions for model validity

Number of question	Questions description	Strongly disagree	Disagree	medium	Agree	Strongly agree
1	Suitability of inputs			5	14	6
2	Suitability of outputs			1	14	10
3	Suitability of enablers			3	7	15
4	Usability for organizations		5	11	7	2
5	Comprehensiveness the elements (inputs, outputs, processes, enablers)				16	9
6	Relation between KM and SP		4	3	13	5
7	Practical aspect		3	3	16	3
8	Comprehensiveness and completeness of the model	1	1	8	9	6

For examining normality distribution of data used K-S test. The null hypothesis is that the data is normally distributed and the alternative hypothesis is that the data is not normally distributed. The Results in table 5 indicated that data has not normal distribution, because significant level of test is below 0.05. So Binomial test used to indicating that respondents are agree with questions or not. For this purpose the answers divided in two groups. Group one were respondents that select medium and lower (disagree and strongly disagree), and group two were answers that selected agree and strongly agree.

Table 5. One-Sample Kolmogorov-Smirnov for normality test

		Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8
N		25	25	25	25	25	25	25	25
Normal Parameters ^{a,b}	Mean	4.04	4.36	4.48	3.24	4.36	3.60	3.76	3.72
	Std. Deviation	.676	.569	.714	.879	.490	1.000	.831	1.021
Most Extreme Differences	Absolute	.284	.337	.367	.248	.409	.215	.374	.208
	Positive	.284	.337	.233	.248	.409	.166	.266	.160
	Negative	-.276	-.270	-.367	-.192	-.264	-.215	-.374	-.208
Kolmogorov-Smirnov Z		1.418	1.683	1.834	1.238	2.044	1.077	1.868	1.040
Asymp. Sig. (2-tailed)		.036	.007	.002	.093	.000	.196	.002	.230
a. Test distribution is Normal.									
b. Calculated from data.									

The results of binomial test are shown in table 6. Based on results observed in table 6 80 % of respondents agree with inputs provided in model. 96 % of answers include item of agree and strongly agree for question 2 that related to outputs of the model. 88 % of respondents agree with entity of enablers. Only 36 % of respondents agree with question 4 that related to usability of the model for organizations. 100 % of respondents agree with components of model included: inputs, outputs, enablers and SP and KM processes. 72 % of respondents agree with question 6 that indicated the model show relation between KM and SP as well. 76 % of respondent agree with practical aspect of the model, and finally, 60 % of respondents agree with Comprehensiveness and completeness of the model.

Table 6. Binomial test for validity of the model

		Category	N	Observed Prop.	Test Prop.	Exact Sig. (2-tailed)
Q1	Group 1	<= 3	5	.20	.50	.004
	Group 2	> 3	20	.80		
	Total		25	1.00		
Q2	Group 1	<= 3	1	.04	.50	.000
	Group 2	> 3	24	.96		
	Total		25	1.00		
Q3	Group 1	<= 3	3	.12	.50	.000
	Group 2	> 3	22	.88		
	Total		25	1.00		
Q4	Group 1	<= 3	16	.64	.50	.230
	Group 2	> 3	9	.36		
	Total		25	1.00		
Q5	Group 1	<= 3	0	.00	.50	.000
	Group 2	> 3	25	1.00		
	Total		25	1.00		
Q6	Group 1	<= 3	11	.28	.50	.043
	Group 2	> 3	14	.72		
	Total		25	1.00		
Q7	Group 1	<= 3	6	.24	.50	.015
	Group 2	> 3	19	.76		
	Total		25	1.00		
Q8	Group 1	<= 3	10	.40	.50	.424
	Group 2	> 3	15	.60		
	Total		25	1.00		

Briefly, validation results of the binomial test indicates that the overall model has been approved and validated by experts, of course, question 8 and 4 of the questionnaire based on the practical aspect of the model and usability of model for organizations, the experts agreed less than other questions.

4. Results and Discussion

As Wilhelm and Durst said" It is important to highlight the link between knowledge management and succession planning because it can cause immense direct and indirect costs" so the study's aim is introducing integrated approach of SP and KM.

The study findings demonstrate that succession planning and knowledge management have some mutual contents that scholars pointed out in recent decade, but few researchers directly work on the issue. This research based on relation between SP and KM provided integrated model. The aim of presenting the model is indicating that organization could implement KM and SP projects based on relative objectives. Validation of the model indicate that experts agree with most of item given. Since integrated approach for SP and KM is a new concept and no model developed before, so experts doubted about usability of model for organizations. For practical aspect of research and implementation of integrated SP and KM in organizations, each company based on own needs should plan a program to cover succession planning and knowledge management goals.

From practical point- of –view organizations should considered some points. The most important thing that obtained from interviews is participation and support of top management. For successful implementation of SP and KM strategy of organization should clearly support the programs.

Other important issue that seem critical for success is culture of organizations, because of critical role of communication, high level of knowledge-based culture needed.

In future researches, advantages of integrated implementation of KM and SP can be studied. also more discussion needs about of how companies can implement KM and SP. Considering lack of models for integrated KM and SP researchers and scholars will be considered this problem and develop appropriate integrated models .

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