

(RESEARCH ARTICLE)



A Conceptual Framework for the Indian BPS industry's Modern Virtual Knowledge Transfer.

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Abstract

Especially after Covid, knowledge sharing across the globe is a competitive advantage. Business Process Services (BPS) projects from Western countries, particularly the United States and Europe, have greatly increased in India. The business process outsourcing (BPS) sector has switched to emphasis on contemporary virtual knowledge transfer for the seamlessness of business service to their clients due to

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travel restrictions, post-covid demand and supply impact, and fiscal effect. Today's BPS organisations are aware of how to apply their knowledge and how quickly they can provide As-IS services before learning something new, whether this occurs during the creation and application of innovations or during business development activities for project expansion, studies have been conducted in this area to look at the knowledge transfer process in the organisation. Despite this, the BPS sector continues to struggle with timely client value addition and efficient knowledge transfer. When the services are rendered utilising poor, cheap skills, these qualities are extremely fascinating. This article offers a conceptual framework for knowledge transfer in order to meet the competitive challenge of today's BPS organisations for successful knowledge transfer.

Keywords: Knowledge Management; Knowledge Transfer; Business Process Services (BPS) Industry; Value Creation

Introduction

The information economy era has encouraged organisations to compete and use technology to develop into start-up businesses in the present. To compete in the global economy, everyone struggles and requires more than just technology. The knowledge assets varied greatly; typically, they heavily relied on intangible assets like knowledge workers (KW). The company needs to constantly monitor its capacity for learning new things. Furthermore, it is typically challenging to convey the information. The significance of knowledge transfer for an organization's competitive advantage has received a lot of attention from

researchers. This issue prompted research into its application and implementation in BPS organisations.

Knowledge Transfer: Since knowledge has evolved into an indispensable asset for businesses, it is the secret to success in all spheres. Facts, connections, experience, skills, and insights are organised into knowledge, which leads to action. In fact, just like with some types of active learning, the flows of KT may be incredibly quick and circulatory. Information is the KW's creative source, and the effectiveness of their job depends not just on their capacity to produce, share, and use information, but also on how they apply it inside the organisation. While knowledge does in fact belong to the individual, it is also the right of the organisation where the job is done for the individual to profit from the intellectually based assets. As a result, learning becomes a crucial activity in developing knowledge capacity. An essential step in raising a company's performance is individual training for new team members and resources. Diverse views as to why it is still challenging have documented numerous models of KT. According to Parent, Macdonald, and Goulet (2014), knowledge can be viewed as experiences, contextual comprehension, value-added information, or insights based on frameworks of understanding that exist in people's or groups' minds and must be managed by themselves in the form of tacit or explicit knowledge at the time of the event. According to the authors, integrating activities such as knowledge generation, transfer, application, storage, identification, and acquisition is better for the organisation than conducting each activity separately.

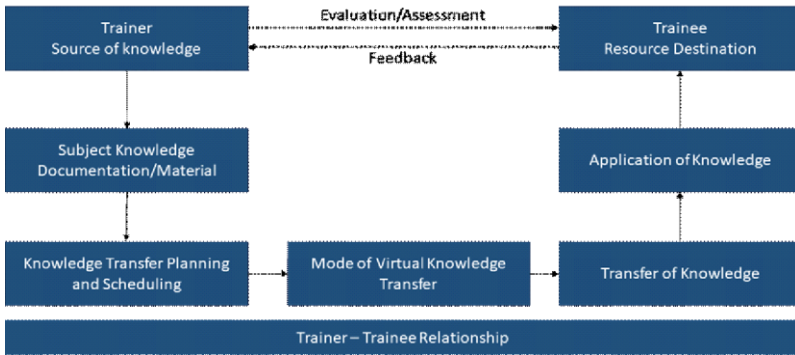
Business Process Services (BPS) Industry: The fastest-growing sector of the ITES (Information Technology Enabled Services) market in India is business process services (BPS). The expansion of the Indian BPS industry has been attributed to a number of factors, including economy of scale, business risk mitigation, cost advantage, utilisation enhancement, and better competency. The practice of outsourcing business processes to India began in the middle of the 1990s and has since expanded significantly. Among rival markets throughout the world, including Australia, China, the Philippines, and Ireland, India is currently the preferred destination for BPS firms. The low cost of labour and India's vast talent pool of knowledgeable, English-speaking experts are attributed with contributing to the BPS growth there.

Knowledge transfer is the foundation of every business process services (BPS) initiative. If knowledge transfer is done correctly, it can also discover opportunities for process reengineering, including standardisation, optimisation, and automation. This will ensure that business processes are seamlessly transferred.

Knowledge Transfer Framework: A successful knowledge transfer from the trainer to the trainee will be influenced by the conceptual framework for the BPS industry knowledge

transfer that is presented below.

Conceptual Framework of Virtual Knowledge Transfer



The trainer is the sender or source of the knowledge that will be sent to the trainee, who will be the recipient or resource destination of the knowledge that is received from the trainer. Only one trainer is identified in the overall process flow of knowledge transfer, and it is that trainer's responsibility to begin the documentation or preparation of the knowledge materials, which are thought to be an essential component that must be shared with the trainee before the training begins. By the time the trainee participates in the knowledge transfer session, they will have a thorough understanding of the process thanks to this. In the BPS sector, learning outcomes and the documenting of process knowledge play a larger role in the smoothness of operations. When the materials are prepared, the trainer should develop a thorough strategy and schedule for the training that includes a to-do list for the trainer and learner to discuss during the knowledge transfer sessions. The trainer must then choose a delivery method for training in today's virtual world, which may include shadowing sessions,

video recording of the entire process, or any of the video communication platforms like MS Teams and Webex. The actual knowledge transfer session begins once the training materials, timetables, and mode of training platform identification are prepared, and the student begins learning about the subject or procedure from the trainer. The trainee will begin putting the knowledge they have learned to use during the training session, testing its applicability as they go. The trainer will make an effort to evaluate the trainee's domain knowledge during the training sessions or schedules using a variety of assessments, including verbal quizzes, situational evaluations, on-the-job production in test environments, and other conventional evaluation mechanisms. On the other side, the learner will also be requested to provide feedback so that the trainer can assess the success of the training sessions. Networking, or the relationship between the trainer and trainee, will be crucial to the success and smoothness of the knowledge transfer throughout the entire process.

Conclusion: In order to prevent training ineffectiveness from negatively affecting the organization's financial health, talent management, customer satisfaction, and brand reputation, the BPS industry is growing quickly and manages dynamic business in today's competitive environment. Finally, this conceptual framework's implications will shift the burden of the BPS companies' new process transition issues on their resources and the time needed to continue the process.

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