



Prototyping and Deployment (T)

- Need for pilot KM deployment
- Select right nontrivial and representative pilot project ???
- Identify and isolate failure points ???
- KM System Life Cycle ???
- Avoid traps in RDI to maximize returns ???



Bottom Line

“The biggest mistake that companies often make is that they assume that the intrinsic value of an innovation such as a knowledge management system will lead to its enthusiastic adoption and use.”

Information Strategy - Synopsis

- IT Performance is dependent upon effective utilization of IT...
- IT Performance is dependent upon the strategic context of IT utilization
- Business world of ‘re-everything’ requires ‘re-everything’ IT strategy and IT design

Integrated E-Business IT Architecture supporting...

“Agile” E-Business Service Architecture



Deployment of KM Systems

- Prototyping and Pilot Deployments
- Issues of Goal Congruence ???
- Motivating KM through “exchange” ???
- Beyond data warehouses and data marts
- RID – Adapted Waterfall Model – loops ???
- Big Bang Approach to Deployment ???
- Of Relay Races and Rugby ???

From Reengineering to “Re-Everything”

OLD

NEW

Technology Focus

e-Customer Focus

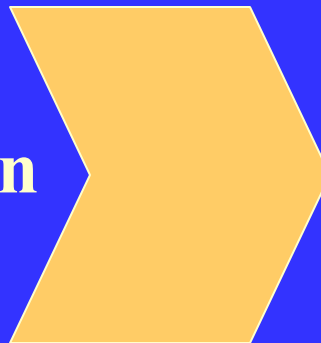
Reengineering



Rationalization



Automation



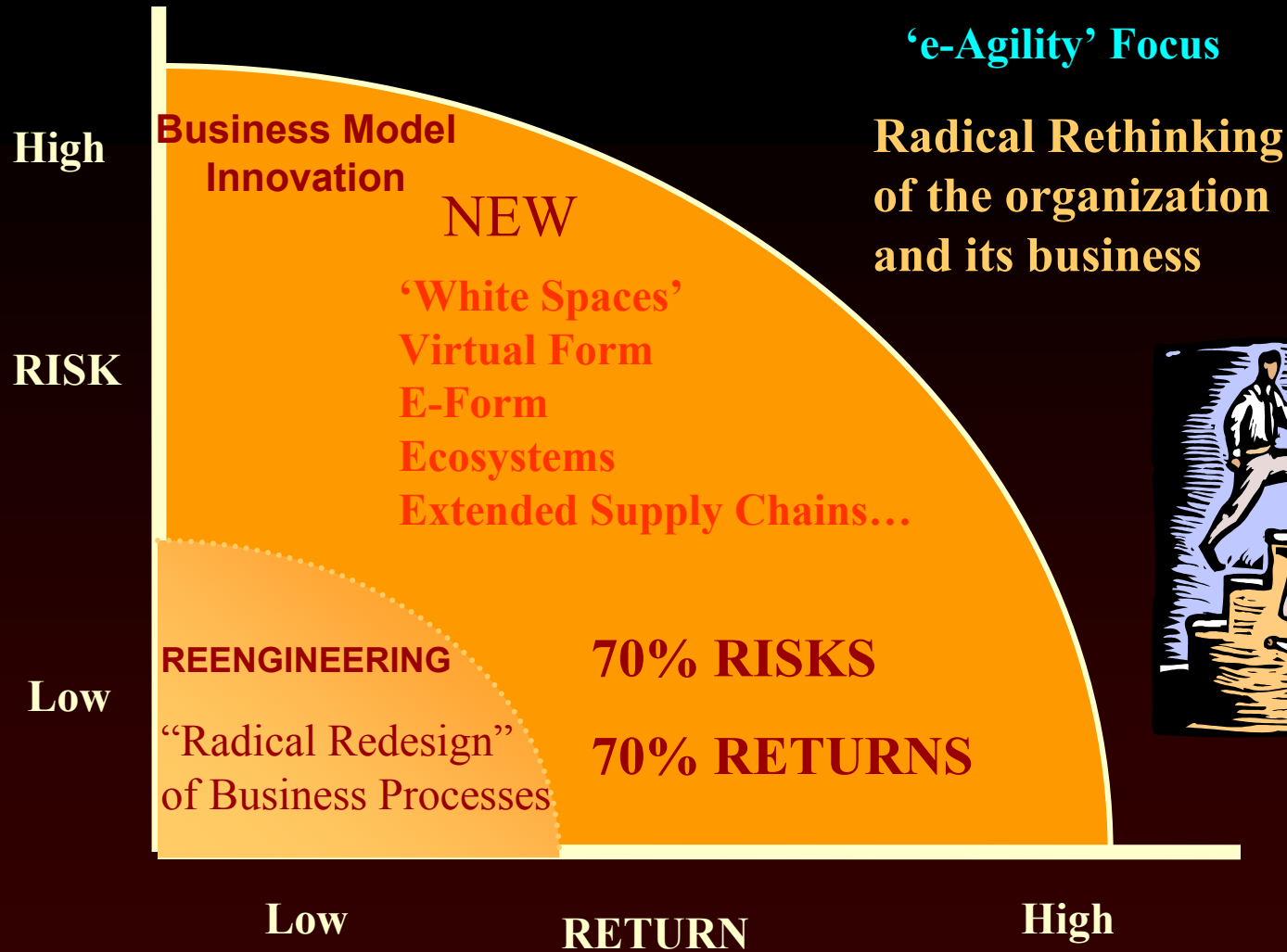
**“Re-Everything”
Business Model Innovation**

Reengineering ...IT-intensive Radical Redesign

Rationalization ...Streamlining Workflows

Automation ...Replacing humans with machines

Beyond Reengineering...

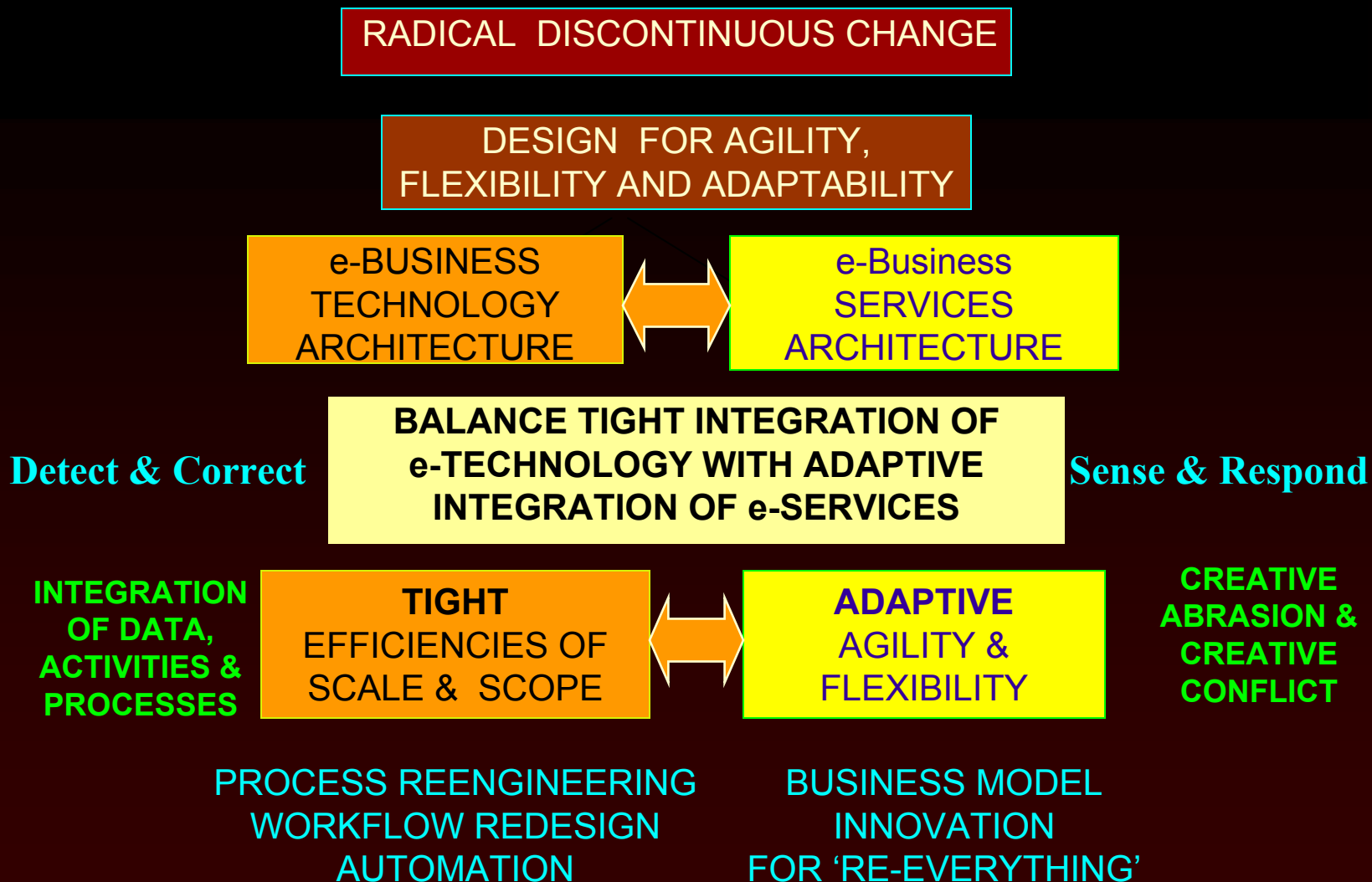




RDI Methodology and Business Releases

- Results driven incrementalism –
Measurable results
- Logistics of “Doing” – Theory vs Practice
- Business Releases and Software Releases ??
- Good Idea, need better pragmatics
- Dividing Business and Technology Releases

e-Business Model Innovation





CKO and Reward Structures (T)

- CKO – Unneeded, Desirable, Necessary ???
- CKO Title – Substance vs. Lip Service
- Various Titles – covered in D&P
- KM Leadership Roles

“Traditional roles do not address either KM or the cross-functional, cross-firm processes that underlie creation, sharing, application, and distribution of knowledge.”



Possible Responsibilities of CKO

- Championing
- Educating users and management team
- Measuring the impact of KM
- Mapping existing K
- Defragmenting scattered K ??? K vs I
- Creating Technology Channels K, I, T, E
- Integrating Business Processes and Technology
???
- Organizational Glue – Leap of Faith



CKO's Job Description

- **TITLE:** Partner - Chief Knowledge Officer
- **CLIENT:** A prestigious global professional services firm with nearly 30,000 employees that provides auditing, accounting, tax and related consulting services to clients in a broad cross section of industries. The firm achieved a ranking from Fortune magazine as the 8th best organization to work for based upon its progressive human resources programs, its values and the vision of its leadership.



CKO's Job Description

- **REPORTING RELATIONSHIPS:** The Chief Knowledge Officer will report directly to the Managing Partner of the firm and **hire, manage, and motivate** the knowledge management staff, developing the organizational structure to fully leverage Knowledge Management in the firm for impact.



CKO's Job Description

- **EDUCATIONAL REQUIREMENTS:** An undergraduate degree and advanced degree is required.
- **SUMMARY OF RESPONSIBILITIES:**
- The CKO will be responsible for leading and managing the firm's initiative to create a Knowledge Management function that will enhance revenues, profitability and client service. More specifically, the Chief Knowledge Officer will:



CKO's Job Description

- Articulate and champion the firm's knowledge management vision and the plans for achieving it.
- Build consensus within the firm's senior management team regarding the vision and priorities for the programs, technologies and supporting change management initiatives.
- Coordinate with the CIO on the architecture, design and creation of a new infrastructure and the improvement and enhancement of existing infrastructure to support Knowledge Management programs and processes.
- Hire, manage and motivate the knowledge management staff to achieve maximum impact on the firm's profitability.
- Manage the day-to-day operations of the Knowledge Management function. This includes the management of staff and oversight of the development and work integration for the Knowledge Management processes including knowledge capture, aggregation, synthesis, quality assessment, storage and dissemination.
- Coordinate with the Learning function to establish firm wide Knowledge Management training and education.



CKO's Job Description

- Monitor trends in knowledge management including process, technology and culture, to identify new methods, tools and change management initiatives that support realization of the Firm's Knowledge vision.
- Coordinate and assess new efforts to pilot and implement new processes and capabilities that incorporate feedback from user communities.
-
- Support the demonstration of the firm's knowledge capabilities in specific client and prospect meetings.
-
- Establish metrics and measurement processes that will enable assessment of the value of the firm's knowledge assets and communicate its progress to senior management.



CKO's Job Description

- **PREVIOUS EXPERIENCE & ABILITIES REQUIRED:**

- Experience in building progressive Knowledge Management programs for an organization viewed as an industry leader.
- A demonstrated track record of success in building, growing, and effectively running “best in class” Knowledge Management programs.
- Personal qualities include a high energy level, creativity, self-confidence, charisma, initiative, and an ability to build consensus as well as communicate and facilitate ideas.
- Extraordinary intellectual capabilities and impressive record of academic accomplishments
- Strong organizational and planning skills indicative of an ability to develop and lead the implementation of an enterprise knowledge management strategy with supporting processes and systems.



CKO's Job Description

Deep understanding of knowledge processes and change management initiatives required to support the development of a knowledge sharing culture.

- Strong interpersonal and leadership skills to attract, develop, and motivate a team of the most qualified knowledge professionals.
- Strong program management skills and a passion for solving business problems using technological solutions.
- Previous experience and awareness of the importance and role of external and internal content and be familiar with knowledge management tools such as the Internet; search engine and information retrieval; data mining; document management and enterprise portals and software selection.
- A polished executive presentation and superb communication skills indicative of an ability to interface effectively with and positively influence senior management within the firm.
- Effective listening skills, political savvy and results orientation.
- The vision and leadership to build a “best in class” Knowledge Management organization.

e-Business Model Innovation

RADICAL DISCONTINUOUS CHANGE

**DESIGN FOR AGILITY,
FLEXIBILITY AND ADAPTABILITY**

**e-BUSINESS
TECHNOLOGY
ARCHITECTURE**



**e-Business
SERVICES
ARCHITECTURE**

**BALANCE TIGHT INTEGRATION OF
e-TECHNOLOGY WITH ADAPTIVE
INTEGRATION OF e-SERVICES**

Detect & Correct

Sense & Respond

**INTEGRATION
OF DATA,
ACTIVITIES &
PROCESSES**

**TIGHT
EFFICIENCIES OF
SCALE & SCOPE**



**ADAPTIVE
AGILITY &
FLEXIBILITY**

**CREATIVE
ABRASION &
CREATIVE
CONFLICT**

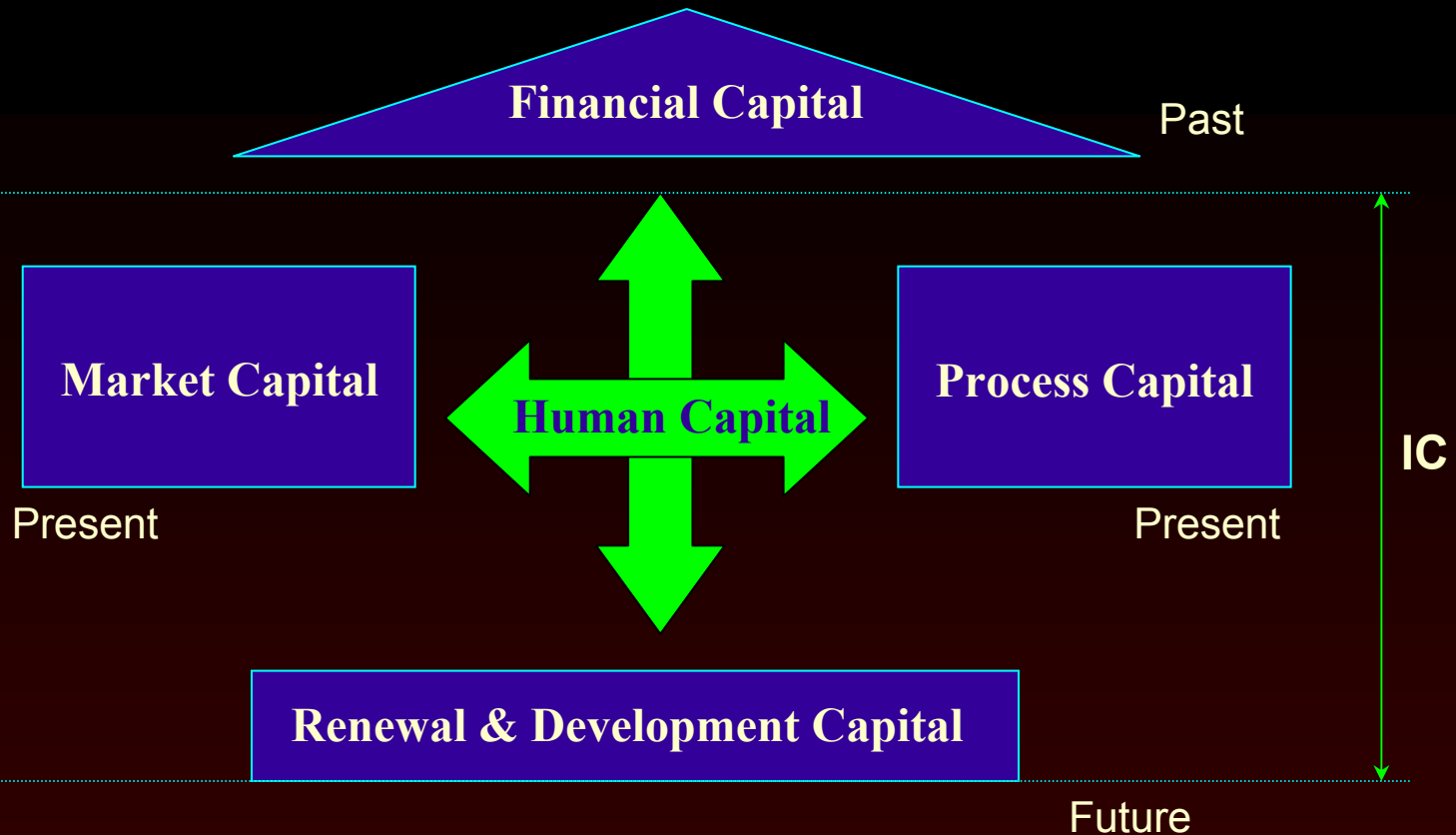
**PROCESS REENGINEERING
WORKFLOW REDESIGN
AUTOMATION**

**BUSINESS MODEL
INNOVATION
FOR 'RE-EVERYTHING'**

Metrics of KM (T)

- Final ROI and Tobin's Q
- TCO ???
- Better Way: Cost-based, Market-value based and Effect-on-income (Tangible and Intangible Gains)
- Using Too Many Metrics
- Using Wrong Metrics
- Using Metrics that are Hard to Control ???
- Balancing the Hard and the Soft Issues
- Benchmarking, QFD and Balanced Scorecard

Intellectual Capital & Financial Capital



Information & Control Systems for...

- Faster and faster pace of change
- Shift from incremental to radical change
- Shift from continuous to discontinuous change
- Shift from internal to external locus of change
- New world of business: world of “re-everything”
- Shift from reactive to anticipatory response

Shift from “Focus on Core Competencies”... to...
Creation of New Business Models and Industries

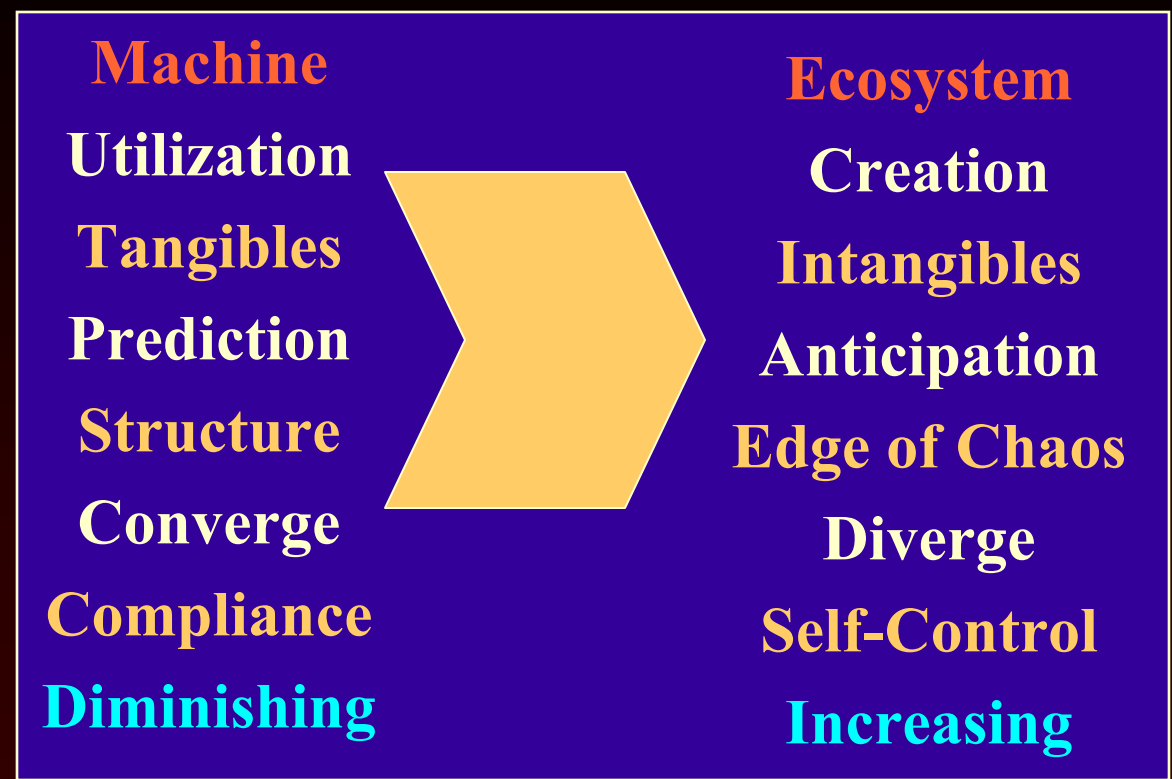
Strategic Context of IT Utilization



Metaphor
Knowledge
Assets
Strategy
Design
Role of IT
Management
Returns

'Old' Biz

e-Biz



The E-Business (R)evolution

“We’re shifting back to our natural way of doing business because of the Net. For most business history, people did business through bazaar, where the exchange of **knowledge** was the rasond’etre and the exchange of **currency and products** the by-product.”

- E-Biz? Get A Clue, *Information Week*, Feb. 7, 2000.

“To be truly successful with B2C E-business, you need a different set of skills and deliverables than what would have made you successful in the pre-Web time.”

BPR to e-Agility

Level of Change

Start From

Frequency

Time Required

Participation

Typical Scope

Risk

Primary Enabler

Type of Change

BPR

e-Agility

- | | |
|---------------------|--------------------------|
| ✓ Radical | ✓ Radical / Incremental |
| ✓ Clean Slate | ✓ Existing Model |
| ✓ One-time | ✓ Ongoing |
| ✓ Long | ✓ Short / Long |
| ✓ Top-Down | ✓ All Levels |
| ✓ X-functional | ✓ X-Network |
| ✓ High | ✓ High / Critical |
| ✓ IT | ✓ IT / Human Capital |
| ✓ Culture/Structure | ✓ “Re-Everything” |

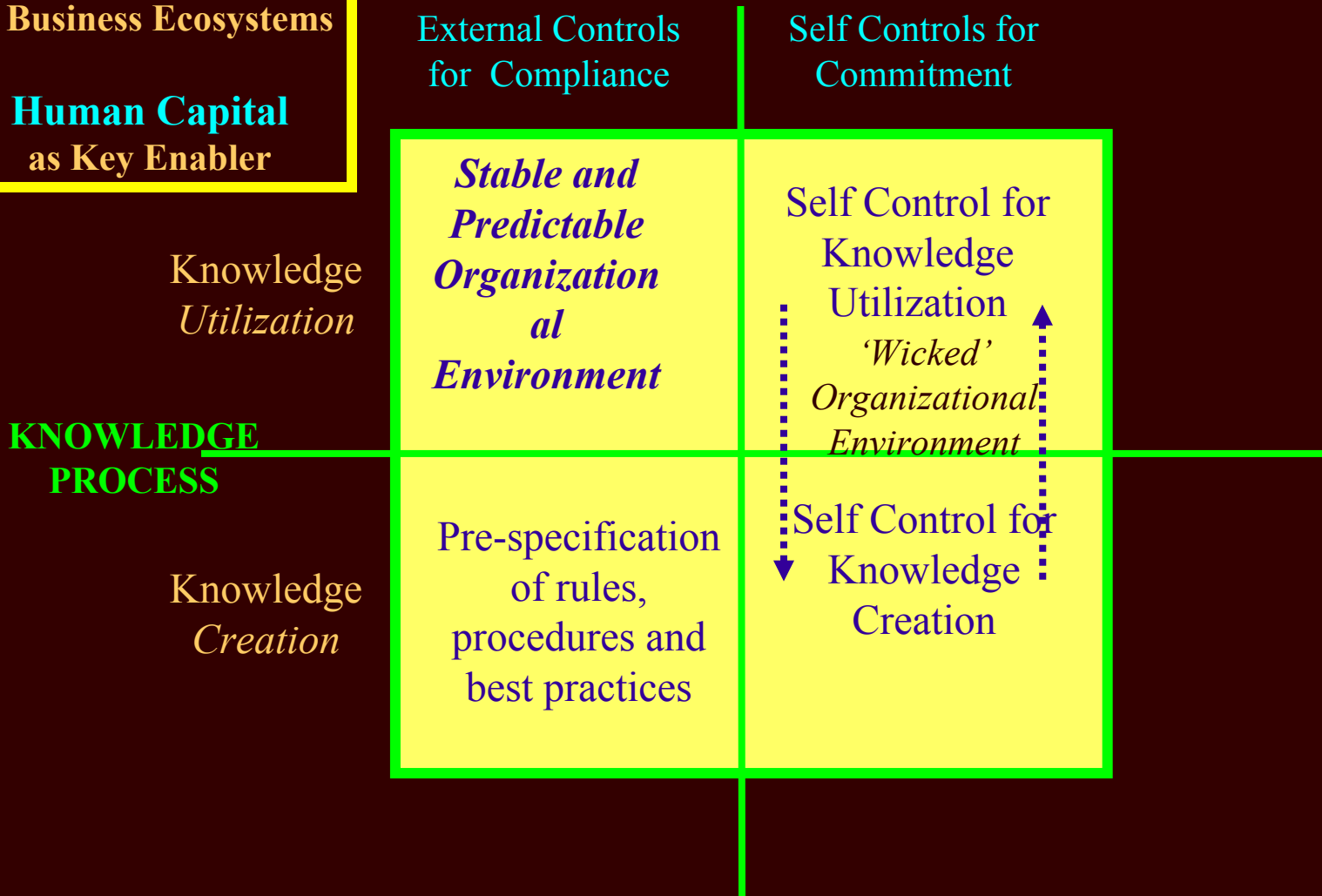
**Customer Driven
Virtual Communities**

**Supplier Coopetition
in Business Ecosystems**

**Human Capital
as Key Enabler**



FROM COMPLIANCE TO COMMITMENT



Relating Information, Knowledge and Performance

Data

MEANING*

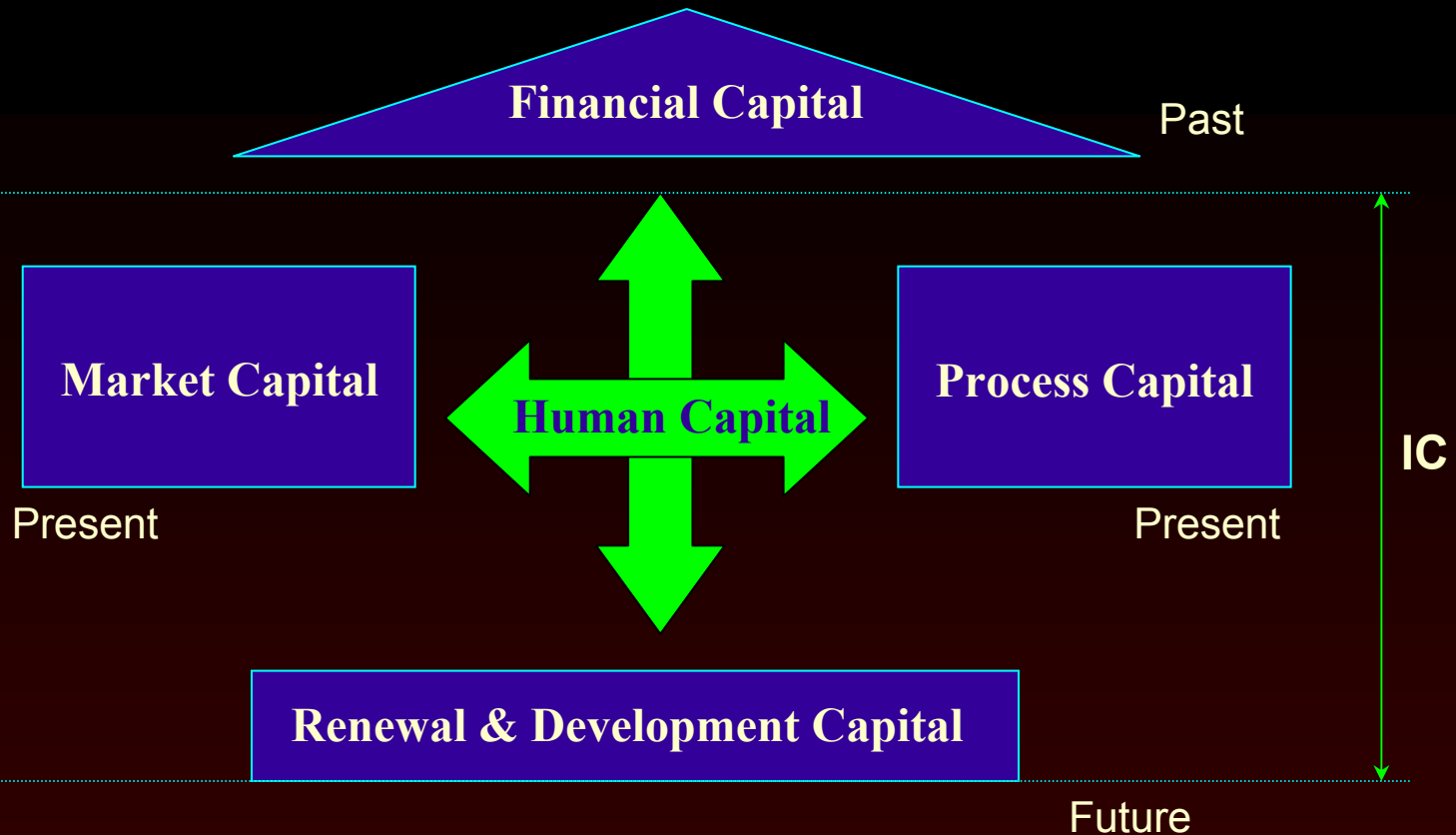
ACTION

Performance

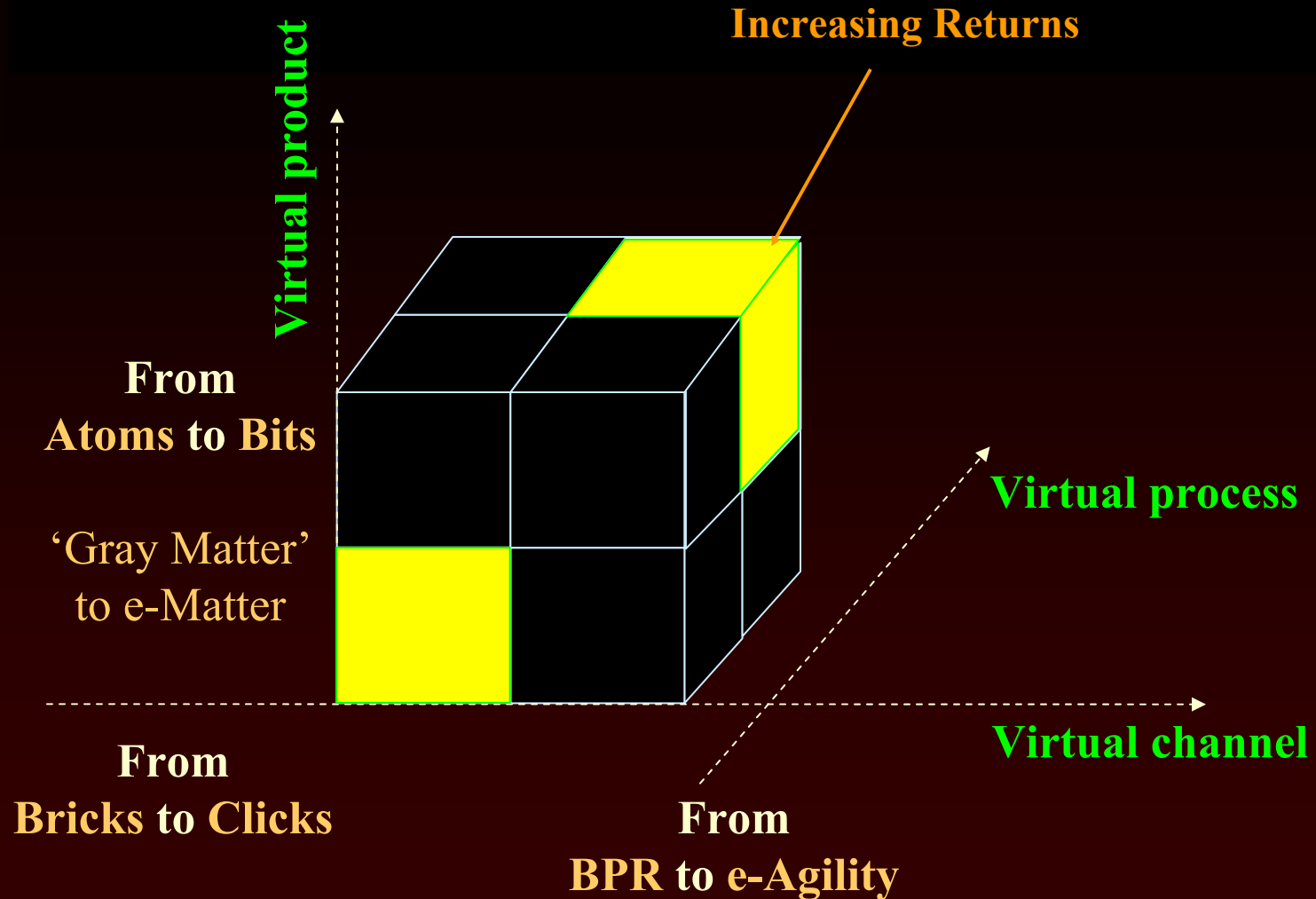
Information



Intellectual Capital & Financial Capital



Dimensions of e-Business Performance



e-Business Performance

Customer Driven

Service enhanced customization

Value Creation

Supplier driven

Mass production

Customer Driven
Virtual Communities
Supplier Coopetition
in Business Ecosystems
Human Capital
as Key Enabler



Cyber Corporation
Extended 'Chains'
Tightly coupled

Industrial Age Corp.
Vertical
Fully Integrated

Product – From atoms to bits
Channel – From bricks to clicks
Processes – From BPR to e-Agility