Managing Knowledge:
A Practical Web-Based Approach

- Introduction – Retooling for the Information Economy
- Getting Started
    - Strategy: Audit, Content Portfolio, KA, ROI
    - Profiling – Whom? How? (Day in the life of…)
- Organizing Around Knowledge
    - Storyboarding Knowledge
    - Mapping the Knowledge Network
- Knowledge Architecture
    - Hiring People
    - Mobilizing **Content**
    - Building the Technical Architecture

Professional Intellect: Know What to Care Why

- 'Care-Why' – W - Insights

- 'Know-Why' – K - Expertise

- 'Know-How' – I - Experience

- 'Know-What' – Data – 'Bookish knowledge'

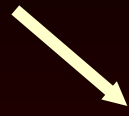- Motivation, commitment, intrinsic nature of K-W

"The wise see knowledge and action as one.”

– Bhagvad-Gita

"No amount of sophistication is going to allay the fact that all your knowledge is about the past and all your decisions are about the future."

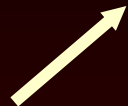# Relating Information, Knowledge and Performance

Data

Information

MEANING* ⟶ ACTION ⟶ Performance

e-Business Models

- ## Storefront Model
  - product catalog, shopping cart, payments, merchant server, shopping malls, …

- ## Auction Model
  - bidding, selling, reverse auction, identification, product information, ratings, community, …

- ## Portal Model
  - horizontal portals, vortals, community sites, …

- ## B2B, B2E, P2P, …

- ## Dynamic Pricing Models
  - name your price, comparison pricing, demand-sensitive, bartering, rebates, free products and services, …

4Cs of E-Business Models

- Commerce
  - Shopping, purchasing, payment, **transaction**
- Content
  - inform, get feedback, Q&A, opinions, ratings, rankings
- Community
  - learning, sharing, interaction, fun, **'addiction'**
- Control (Interactivity)
  - configure, compare, comment, communicate, …

10-Step Road Map

- Identify Knowledge Critical to your Biz
- Align Business Strategy and KM???
- Analyze K existing in Your company
- Build upon, not discard, existing IT $$
- Focus on Process, and Tacit, not only Exp..
- Future-proof, Adaptable KM Architecture
- Results Driven KM System

10-Step Road Map

- Reward Structures, Leadership and Culture

- ROI and Knowledge Metrics

- Learn from war stories

- Why Not the "M" Word??

Knowledge Audit
Of Context*, Content***, People**

- Success factors for your organization*

- Relevant Business Cycles*

- Points of Action in these Cycles* - ILPs

- Who will Use the Content?**

- Important content at these points?***

- Contrast: K-Value-Chain

Knowledge Audit for Business Objectives

- Content – combination of D, I, K
- What is the Content About?
- Business Strategy as driver of KM strategy
- Identification, Packaging, Delivery ???
- KA identifies scope of investment in:
  - People
  - Content
  - Technology
- Profiling – Matching I and P Needs
- Most Important Question ???

Align KM and Business Strategy

- K drives S, and S drives KM ??

- Business Strategy BS and systems development SD (K vs IT)

- 'raise' KM to BS and 'pull' BS to SD

- SD – isolate from predictions (How??)

- K-based SWOT and create K maps

- Gaps, codify, personalize, sell, diagnose, validate

Storyboarding Knowledge

- Identify Strategic Business Cycle

- Map Information Leverage Points (I to A)

- Identify the People* at these Points

- Select Content Necessary to Act at each ILP

Who Needs What Information and
When They Need it

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

- **<u>REPORTING RELATIONSHIPS:</u>**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.

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- Support the demonstration of the firm's knowledge capabilities in specific client and prospect meetings.

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- 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

- **<u>PREVIOUS EXPERIENCE & ABILITIES REQUIRED</u>**:

- <u></u>   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-Biz (R)evolution

Customer Driven
Virtual Communities

Supplier Coopetition
in Business Ecosystems

Human Capital
as Key Enabler

FROM COMPLIANCE TO COMMITMENT

|	External Controls for Compliance	Self Controls for Commitment
Knowledge *Utilization*	***Stable and Predictable Organizational Environment***	Self Control for Knowledge Utilization *'Wicked' Organizational Environment*
KNOWLEDGE PROCESS		
Knowledge *Creation*	Pre-specification of rules, procedures and best practices	Self Control for Knowledge Creation

e-Business Performance

Customer Driven
Virtual Communities

Supplier Coopetition
in Business Ecosystems

Human Capital
as Key Enabler

Customer-driven
e-Markets

E-Business
Ecosystems

Customer
Driven

Service
enhanced
customization

Value
Creation

Supplier
driven

Mass
production
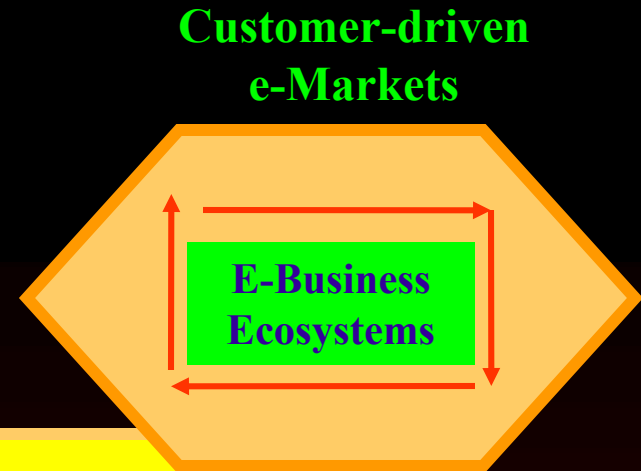
Cyber Corporation

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**

Mapping the Knowledge Network

- To visualize your company's K and begin assigning responsibilities to people who maintain different kinds of K.
  - Identify the Content Centers
  - Add Content Satellites
  - Staffing and Assigning Ownership*

Knowledge Architecture

- Types of Personnel, CKO, CLO

- K Analysts, K Authors, Extended Team

- Avoid "Index Everything" Mentality

- Common Vocabulary, Ontology, Taxonomy, XML, etc.

- Content Genres, Ownership and Audience

Technical Architecture

- Interface – Universal view of the enterprise
- Access – Information Protection & Security
  - Firewall, Authentication, Challenge-Response
- Intelligence – Personalization, Profiling
  - Personalization, Search, Agents
- K Applications
  - Calendar, Yellow Pages, DSS, CSCW, DM, SFA
- Transport – Network & Data Transport
  - Web Architecture, Streaming, VC
- Repositories
  - Data Warehouses, Legacy Systems, DMSs

Content Distribution – P2P Style

- "Businesses that can create a community around peer-to-peer networks or find ways to leverage the raw computing power on corporate or public networks may be building the Web's greatest offshoot."

  - *InfoWorld*, Sep. 1, 2000

CRM & Knowledge Management

"CRM is rapidly evolving from being a technology-centric project to a business-value effort. And companies are moving from viewing customers as exploitable income sources to treating them as assets to be nurtured. This is a critical trend that represents the use of knowledge-management practices to build long-term customer relationships." *Information Week*, May 15, 2000

From Reengineering to "Re-Everything"

OLD

NEW

ERP / BPR
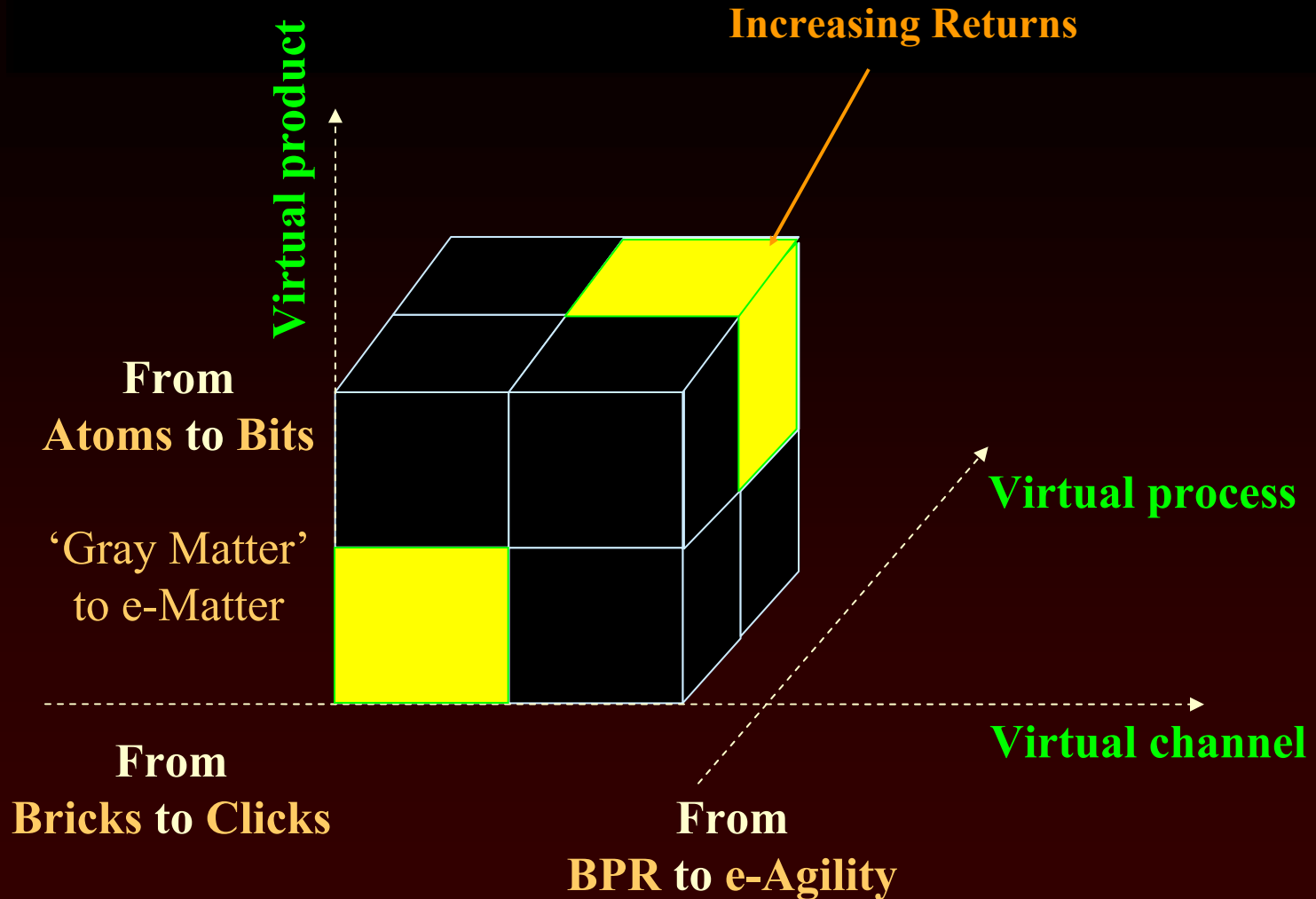
Inter-Enterprise

Reengineering

Rationalization

Automation
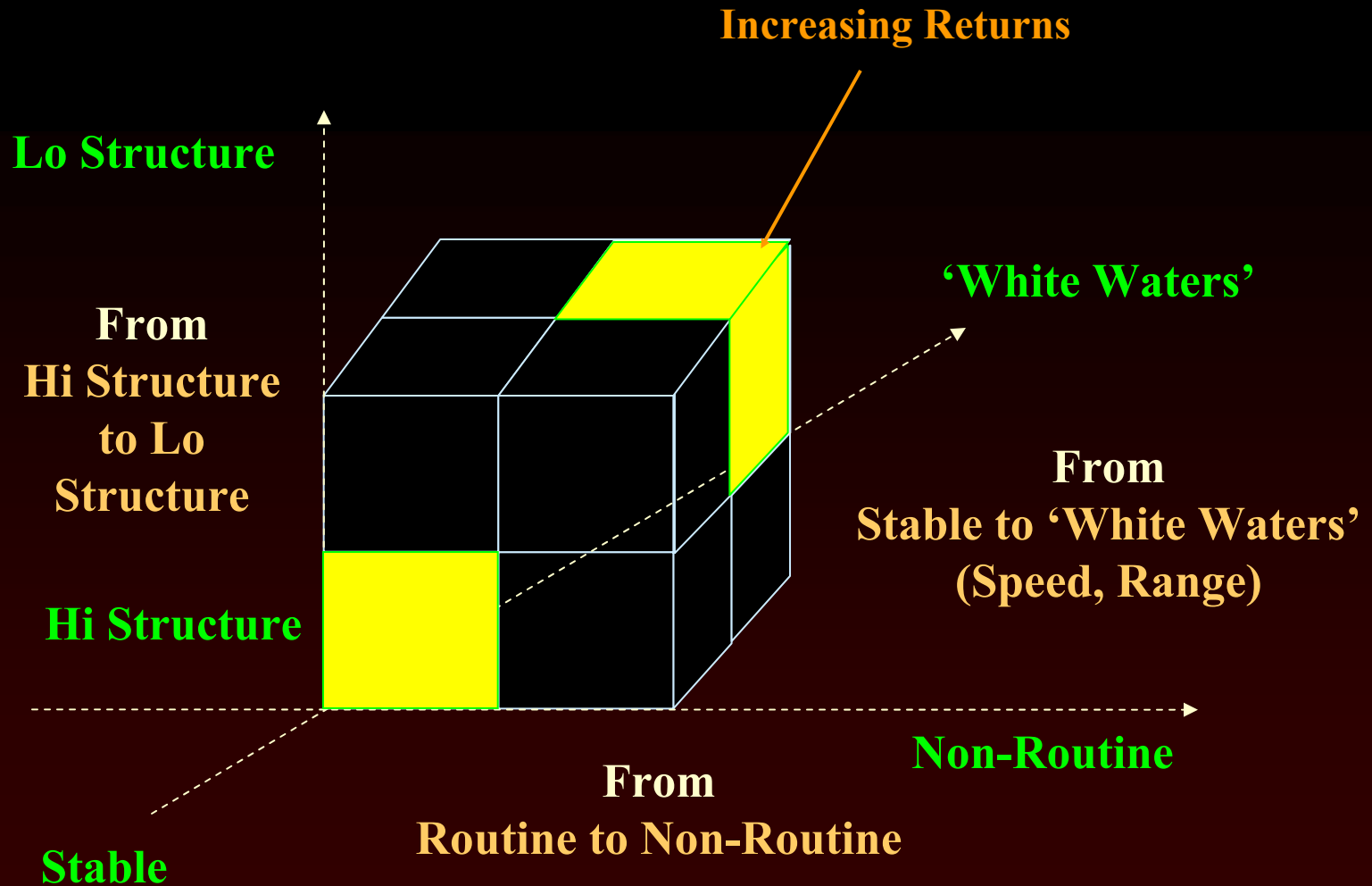
"Re-Everything"
Business Model Innovation

- Internal Business Processes … Inter-enterprise decisions
- ERP ………………. Post-ERP – CRM and SCM
- Componentization of ERP Systems
- ERP ………………. EAI, ASPs, Meta-ASPs

Dimensions of e-Business Performance

Virtual product

Increasing Returns

From Atoms to Bits

'Gray Matter' to e-Matter

Virtual process

Virtual channel

From Bricks to Clicks

From BPR to e-Agility

Dimensions of KM Performance

Increasing Returns

Lo Structure

From Hi Structure to Lo Structure

'White Waters'

From Stable to 'White Waters' (Speed, Range)

Hi Structure

Non-Routine

From Routine to Non-Routine

Stable

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."

- Cluetrain Manifesto, in *Information Week*

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