KM Projects in Practice (DP)

- KM world of budgets, deadlines, politics, culture, leadership
- People, technology, processes, K
- KM project as unit of analysis
- 31 different projects, 20 different firms
- 4 firms visited, rest telephone interviews
- High level typology of KM projects
- Success factors for w-I-p KM projects
Types of KM Projects

- Knowledge repositories
- Improve K access
- Improve K culture and environment
- What do you think???
- How does this relate to 10-step KM???
- How does this relate to my picture of KM???
- What is the state of KM world today???
Non-Routine Increasing Returns

Dimensions of KM Performance

Lo Structure

From Hi Structure to Lo Structure

Hi Structure

From Stable to ‘White Waters’ (Speed, Range)

‘White Waters’

From Routine to Non-Routine

Non-Routine

KM for Whitewaters

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K Repositories

• External K – for CI or BI  ???
• Structured internal K  ???
• Informal internal K  ???  HP

What is the current state of above three???
K Access and Transfer

- Story of Teltech
- What was their business model?
- How did they incentivize K sharing?
- What can you learn from them???
- Where is the state of KM World today???
K Environment

- Relate to 8 stages of Bohn (T)
- Skandia and its internal audit
- Other companies – know what we know but we don’t know that we know
- External, internal, bridge goals of K processes
- Relate to CRM, ERP, SCM, etc. ???
Knowledge Ecology & e-Ecosystems

‘Old’ Biz

- Metaphor
- Knowledge Assets
- Strategy
- Design
- Role of IT Management
- Returns

- Machine Utilization
- Tangibles
- Prediction
- Structure
- Converge
- Compliance
- Diminishing

e-Biz

- Ecosystem Creation
- Intangibles
- Anticipation
- Edge of Chaos
- Diverge
- Self-Control
- Increasing

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Success and Measurement

- How much more funding for KM?
- How much use and volume of K?
- Accumulation of critical mass and top level support
- Comfort with K and KM ????
- Evidence of some ‘returns’ – financial ???

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Success Factors of KM

- K-oriented culture
- Technical and organizational infrastructure
- Senior management support
- Link to economic or industry “VALUE”
- Process orientation
- Nontrivial motivation aids
- Some level of K structure
- Multiple channels of K transfer.
Knowledge Audit and Analysis (T)

• Purpose of K audit
• Bohn’s Stages of K growth to ‘measure’
• Identify, evaluate and rate critical process K
• Select audit method
• Gather K audit team
• Audit your company’s existing K
• Identify your company’s K-spot(s)
• Choose a strategic position for KM system?
Hindsight + Insight = Foresight

• Why audit K?
• What should you do it for? When?
• Strategy, architecture, system development, R&D, People, D / I, Value, SWOT
• Knowing the direction in which KM strategy and investments should be done
Measuring K Growth

- Coffee Based Reasoning and other Tables
- See the individual forms and discuss
K Audit (Continued)

- Planning a K audit
- Conducting the K audit
- Defining Goals – specific, measurable, predictive, AND how to achieve them
- Defining Ideal State (Form)
- Audit Method
Dimensions of KM Performance

- Increasing Returns
- From Hi Structure to Lo Structure
- From Stable to ‘White Waters’ (Speed, Range)
- From Routine to Non-Routine

KM for Whitewaters

Lo Structure

Hi Structure

Stable

Non-Routine

‘White Waters’
Dimensions of e-Business Performance

- Virtual product
- Increasing Returns
- Virtual process

- From Atoms to Bits
- ‘Gray Matter’ to e-Matter
- From Bricks to Clicks
- From BPR to e-Agility

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