



Knowledge Management Projects in Practice

WK-8


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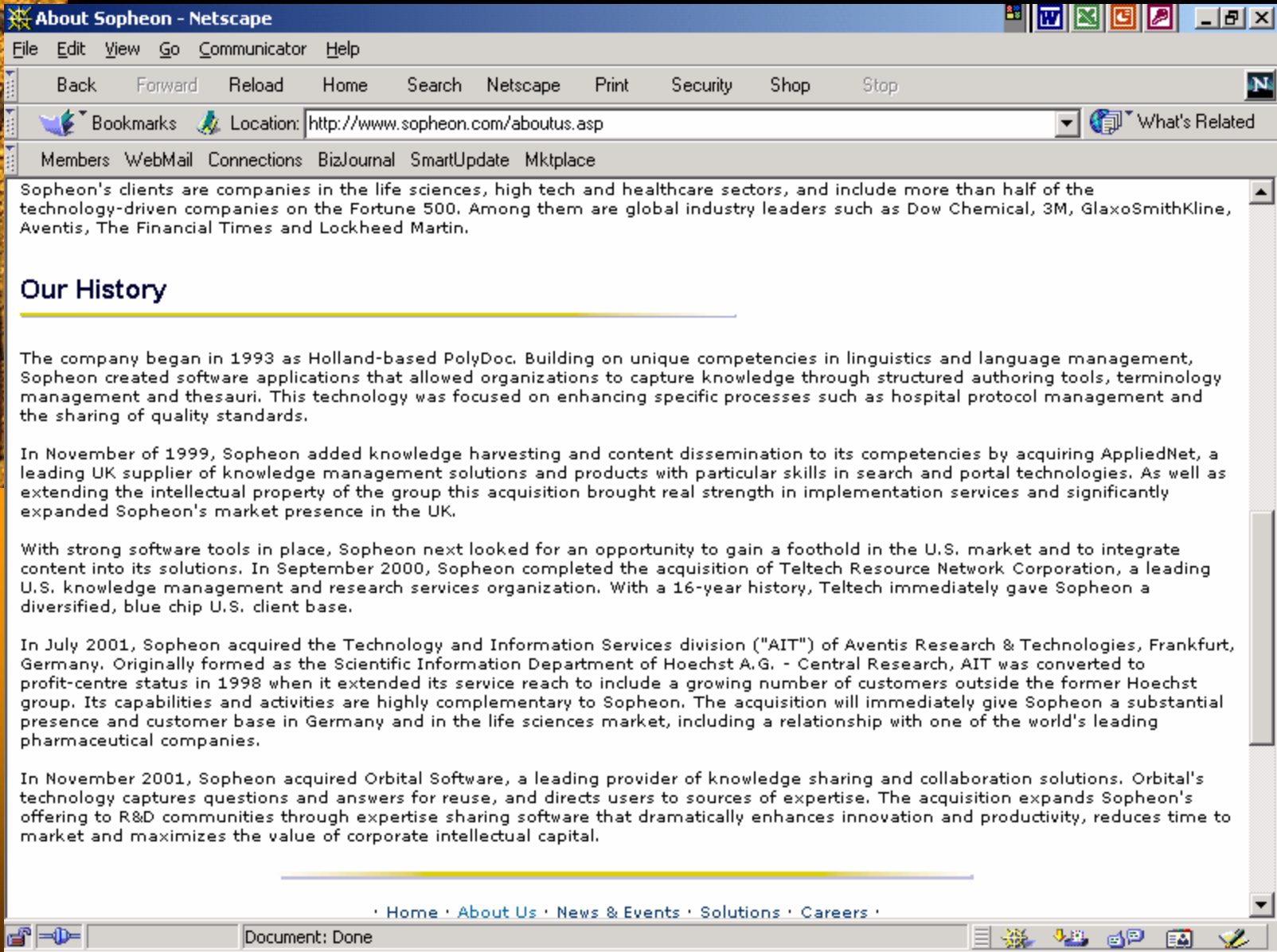
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Sopheon's clients are companies in the life sciences, high tech and healthcare sectors, and include more than half of the technology-driven companies on the Fortune 500. Among them are global industry leaders such as Dow Chemical, 3M, GlaxoSmithKline, Aventis, The Financial Times and Lockheed Martin.

Our History

The company began in 1993 as Holland-based PolyDoc. Building on unique competencies in linguistics and language management, Sopheon created software applications that allowed organizations to capture knowledge through structured authoring tools, terminology management and thesauri. This technology was focused on enhancing specific processes such as hospital protocol management and the sharing of quality standards.

In November of 1999, Sopheon added knowledge harvesting and content dissemination to its competencies by acquiring AppliedNet, a leading UK supplier of knowledge management solutions and products with particular skills in search and portal technologies. As well as extending the intellectual property of the group this acquisition brought real strength in implementation services and significantly expanded Sopheon's market presence in the UK.

With strong software tools in place, Sopheon next looked for an opportunity to gain a foothold in the U.S. market and to integrate content into its solutions. In September 2000, Sopheon completed the acquisition of Teltech Resource Network Corporation, a leading U.S. knowledge management and research services organization. With a 16-year history, Teltech immediately gave Sopheon a diversified, blue chip U.S. client base.

In July 2001, Sopheon acquired the Technology and Information Services division ("AIT") of Aventis Research & Technologies, Frankfurt, Germany. Originally formed as the Scientific Information Department of Hoechst A.G. - Central Research, AIT was converted to profit-centre status in 1998 when it extended its service reach to include a growing number of customers outside the former Hoechst group. Its capabilities and activities are highly complementary to Sopheon. The acquisition will immediately give Sopheon a substantial presence and customer base in Germany and in the life sciences market, including a relationship with one of the world's leading pharmaceutical companies.

In November 2001, Sopheon acquired Orbital Software, a leading provider of knowledge sharing and collaboration solutions. Orbital's technology captures questions and answers for reuse, and directs users to sources of expertise. The acquisition expands Sopheon's offering to R&D communities through expertise sharing software that dramatically enhances innovation and productivity, reduces time to market and maximizes the value of corporate intellectual capital.

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Share price performance in the last 12 months

(Data updated to 22 October 2002)

Source: Thomson Financial



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One Year

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as of 21-Oct-2002



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What Clients Say

[Sopheon Due Diligence Helps Biomet Assess Joint Venture Opportunity](#) (PDF, 147kb). Looking for objective, reliable research, Biomet turned to Sopheon.




"Sopheon's research portal for Armstrong is a state-of-the-art way for our employees to find answers to business and technical questions. It blends the speed and economy of a 'search-on-your-own,' Web-based portal with the skills and know-how of the Sopheon research staff and network of experts."

**Jo Tyler, Vice President of Organizational Development
Armstrong**

[Ericsson Connects its workforce with Organik](#) (PDF, 42kb). Ericsson's need to address the business critical challenges of rapid growth, time to market and organizational fragmentation warranted the need for a coherent knowledge management solution. Read the full story here

[Information Co-Sourcing Key To Adding Value At Glaxo SmithKline](#) (PDF, 146kb). Sopheon's flexibility opened the door to a workable solution.



"Access to Sopheon's experts is like having an unlimited staff to keep me abreast of current and new technologies and to act as sounding boards for discussions in areas that fall outside my area of expertise."

**William Ryszytiwskyj, Development Associate
Corning, Inc.**

"Sopheon's research helped reduce our lead time for a new business venture from 12 months to four."

**Richard Salomone, Director
3M**

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Epitaph: Ex-Post Analysis: Orbital / Sopheon

- Knowledge management is the ongoing creation, capture, preservation, and management of information. This gives employees, customers, partners, and companies the resources needed to be more efficient and productive. ?????

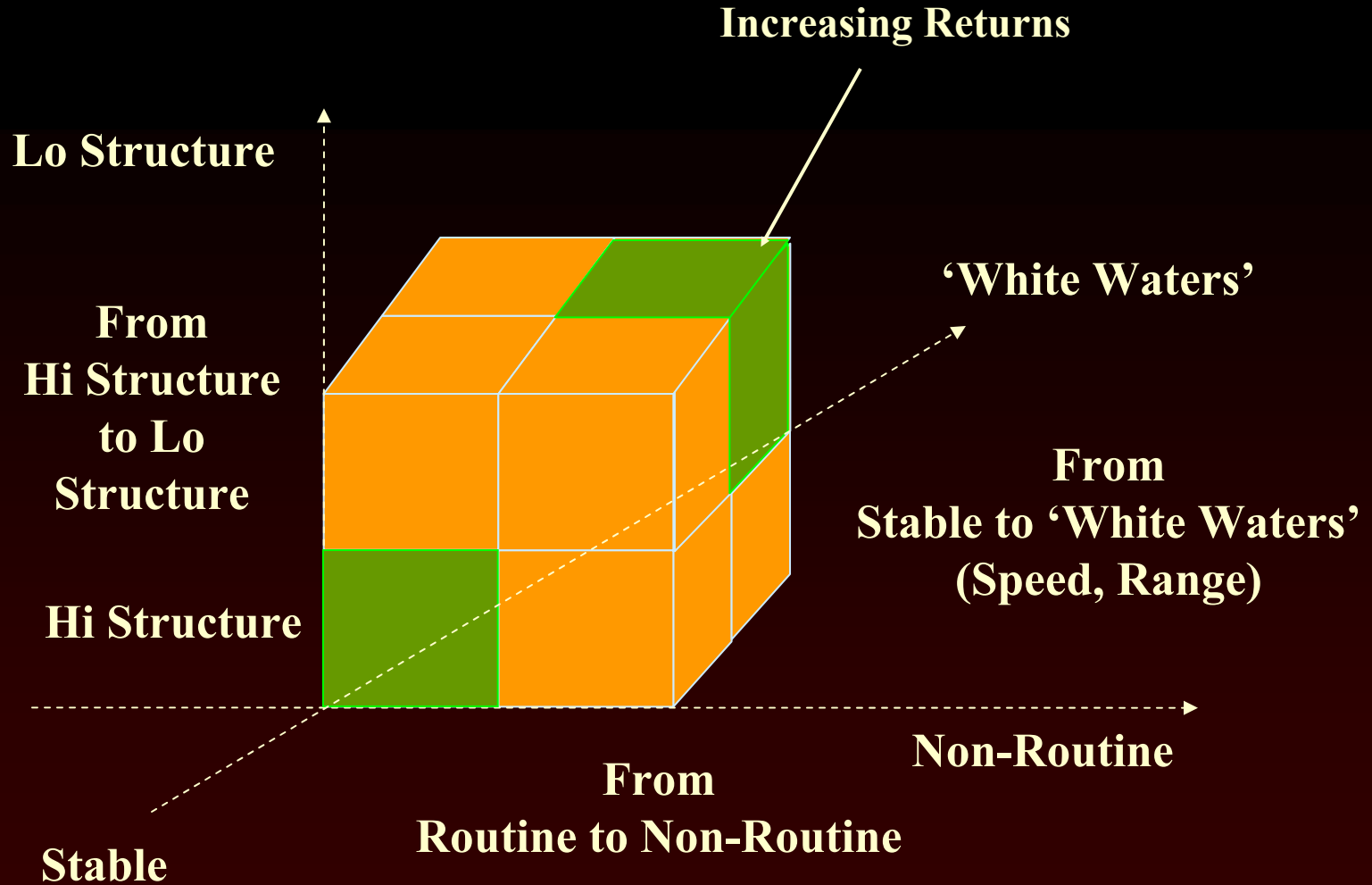
KM Projects in Practice

- 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 the Performance Oriented Paradigm of KM
- What is the state of KM world today???

Dimensions of KM Performance



K Repositories – K as “it”

- External K – for CI or BI
- Structured internal K
- Informal internal K
- Extracting Tacit K – Community solutions and lessons learned solutions (discussed in previous sessions)

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

- 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.

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 ???



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.



10-Step / 4-Phase
Phase 2 and Step4

**Audit Existing Knowledge Assets
and Systems**

KMT-8



Knowledge Audit – Recommended Approach

- Determine **Where You Are**
 - Existing CVPs and BVPs
 - Existing K Processes
 - Existing K-Inputs and Resources
- Determine **Where You Want to Be**
 - Desired CVPs and BVPs
 - Desired K Processes
 - Desired K-Inputs and Resources
- Determine How to **Bridge the “Gaps”**

Cap Gemini Ernst & Young UK - Knowledge Management - Netscape 6

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The Knowledge Audit

Knowledge Audit

- What is it?
- What's involved in it?
- The Knowledge Challenge

The journey of a thousand miles starts with a single step

The transformation to the Knowledge-driven enterprise is a long and complex journey, but it starts with one vitally important step: the creation of a Knowledge Vision and Strategy.

Cap Gemini Ernst & Young can help organisations take this first step with an Audit of their current knowledge strategy, systems and processes. The **K-Audit** service, delivered by Cap Gemini Ernst & Young with the support of Microsoft, will help organisations ask questions such as:


- Does your organisation frequently re-invent, processes and business content?
- Do your people know where to look and how best to access important information and knowledge?
- Are key decision making processes clearly articulated and effectively implemented?
- Do you have a broad base of skills and expertise, but find it hard to share this

Testing the Waters: Harvesting Knowledge Through Internal Audit - Netscape 6

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Testing the Waters: Harvesting Knowledge Through Internal Audit

Terry Puchley, Global Knowledge Manager, Internal Audit Services

*Reprinted from PricewaterhouseCoopers' original Web Journal, **re:Business***

Corporate power, profitability, and success all can be linked to one word: knowledge. Companies that best recognise and exploit the vast stores of knowledge disbursed throughout their operations have seized a crucial competitive advantage.

They understand that they must erase the lines of departmental division if they are to establish an effective Knowledge Management system. And Internal Audit is well on the way to achieving this goal. Author Terry Puchley makes the case for merging Knowledge Management systems into Internal Audit to achieve the best results -- throughout and across business lines.

Learn about the case for merging Knowledge Management systems into Internal Audit to achieve the best results -- throughout and across business lines.

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The Knowledge Audit

Knowledge Audit

- What is it?
- What's involved in it?
- The Knowledge Challenge

What is it?

A K-Audit is a study, carried out by Cap Gemini Ernst & Young consultants with the support of Microsoft technologists, that helps you to understand the real knowledge drivers for your business, the technology platforms you need to fully exploit these drivers, and how to link the two effectively through the way your *people* use them.

K-Audit documentation

PDF, 780k
(Adobe Acrobat required)

MSWord
(zipped, 70k)

For example, ask your self today:

- Do you have an Intranet? Do you know if it is delivering any business benefit?
- Do you have E-mail? Do all your people connect to it? Are they fighting a constant mail overload battle?
- Do you have document management? How many documents in your electronic library are out of date?
- Do you have a global view of your people's skills? How easy is it to form teams or locate experts quickly?

The answers to these questions involve a complex analysis of the way *people*, *technology*, *process* and *content* interact. This is what Knowledge Management is about - *recognising* meaning and value and the *means to exploit it* in your business.

A K-Audit will help both identify and understand the key issues and opportunities, and show a way forward.

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1 **KNOWLEDGE AUDIT**
Jay Liebowitz
R.W. Deutsch Distinguished
Professor of Information Systems,
UMBC; (LIEBOWIT@UMBC.EDU)


2 **What Do You Hope to Learn?**

- Further background on KM processes and the role of the CKO in the organization
- Knowledge management methodology
- Knowledge audit process
- Practical advice about knowledge audits

3 **Knowledge Management Process**

- Developing new knowledge
- Securing new and existing knowledge
- Distributing knowledge
- Combining available knowledge
- Important element -- Connectivity

4 **"What is a CKO?" (Earl and**



KNOWLEDGE AUDIT

Jay Liebowitz
R.W. Deutsch Distinguished
Professor of Information Systems,
UMBC; (LIEBOWIT@UMBC.EDU)

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Knowledge Audit
First Important Stage of KM
Without a Knowledge Audit Your KM is Likely to Fail

The K-Audit will give an insight into the company's current knowledge health
it will allow for the mapping of knowledge resources within the company

how well knowledge is being captured and managed
*
how well business processes support knowledge sharing

[Try our 2 Minute Sample Online-K-Audit](#)

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Portal Wars

Conduct a knowledge audit to clarify your portal plans

By Claudia Willen

The enterprise information portal (EIP) market is expanding, as more vendors toss their portal-building tools into the ring. Many solutions are leveraging XML as the fastest way to aggregate content originating in a wild variety of sources, applications, and platforms. Oracle is offering a five-day portal solution in its FastForward Enterprise PortalRPM (rapid pre-configured model), complete with content and services partners to help you come within shouting distance of the five-day deployment goal. IBM is launching EIP 7.1, based on its DB2 Universal Database, which includes limited-use editions of WebSphere Application Server and MQSeries Workflow. Other emerging portal contenders are Sequoia Software, which recently announced XML Portal Server 3.0, Verity Inc. with Verity Portal One, and Inxight Softwares Categorizer and Summarizer portal tools derived from technology developed at Xerox PARC (Palo Alto Research Center).

The reason for the accelerating activity in the portal world can be traced to optimistic estimates from analysts at Merrill Lynch and Summit Strategies predicting an EIP market in excess of \$14 billion by 2002. A recent GigaFlash report from the Giga Information Group entitled Portal Market Poised for Shakeout reveals that application integration and application server vendors are entering the EIP market, traditionally dominated by knowledge management (KM), DBMS, and business intelligence (BI) vendors.

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Knowledge Audit and Analysis

- 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 ?


Problems!!!!

- Progression from
 - High dependence on **Tacit K** of few
 - **Art**
 - Highly **subjective** and depends on Tacit K
- To
 - Both **Explicit** and **Tacit K** are **shared** and **easily accessible**
 - **Science**
 - **Repeatable** and **Robust Methodology** capable of **handling variations**

Table 2 Some Effects of Knowledge Stages

Knowledge at Stage ...	1	2	3	4	5	6	7	8
Nature of production	Expertise based		←————→			Procedure based		
Role of workers	Everything		Problem solving			Learning and improving		
Location of knowledge	Workers' heads		Written and oral			In databases or in software		
Nature of learning	Artistic		Natural experiments			Controlled experiments, simulations		
Nature of problem solving	Trial and error		Scientific method			Table look-up		
Method of training new workers	Apprenticeship, coaching		←————→			Classroom		
Natural type of organization	Organic		Mechanistic			Learning oriented		
Suitability for automation	None		←————→			High		
Ease of transfer to another site	Low		←————→			High		
Feasible product variety	High		Low			High*		
Quality control approach	Sorting		Statistical process control			Feed forward		

*R. Jaikumar, "From Filing and Fitting to Flexible Manufacturing: A Study in the Evolution of Process Control" (Boston: Harvard Business School, working paper, 1988).



Bohn's Framework is About “Process Knowledge”

- Technological knowledge, i.e., knowledge about how to produce goods and services
- The level of knowledge that a process has reached determines how a process should be controlled, whether and how it can be automated, the key tasks of the workforce, and other major aspects of its management.
- Primarily about Model 1 – Efficiency and Optimization – “Doing Thing Right”

Problems!!!! – Show and Tell!!!

- Most companies are at stage 2 or 3 ???
- To manage knowledge effectively, a company must progress to stage 5, 6, and 7 ???
- Stage 8, although desirable, has proved extremely difficult to reach....
- Stage 8 – has no need for KM or K managers...

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8-Stages of Knowledge Growth – Are They???

Is This Model Upside Down (D-K or K-D)

1. Can Tell a Bad Process
2. Created a List of Variables
3. Can determine the significance of variables
4. Can Now Measure Variables
5. Repeatable Methodology or Recipe
6. Repeatable Methodology + Localized Adaptability
7. A Formal or Informal Model
8. Perfect Knowledge – Highly Routinized, Structured and Predictable Processes with Zero Uncertainty

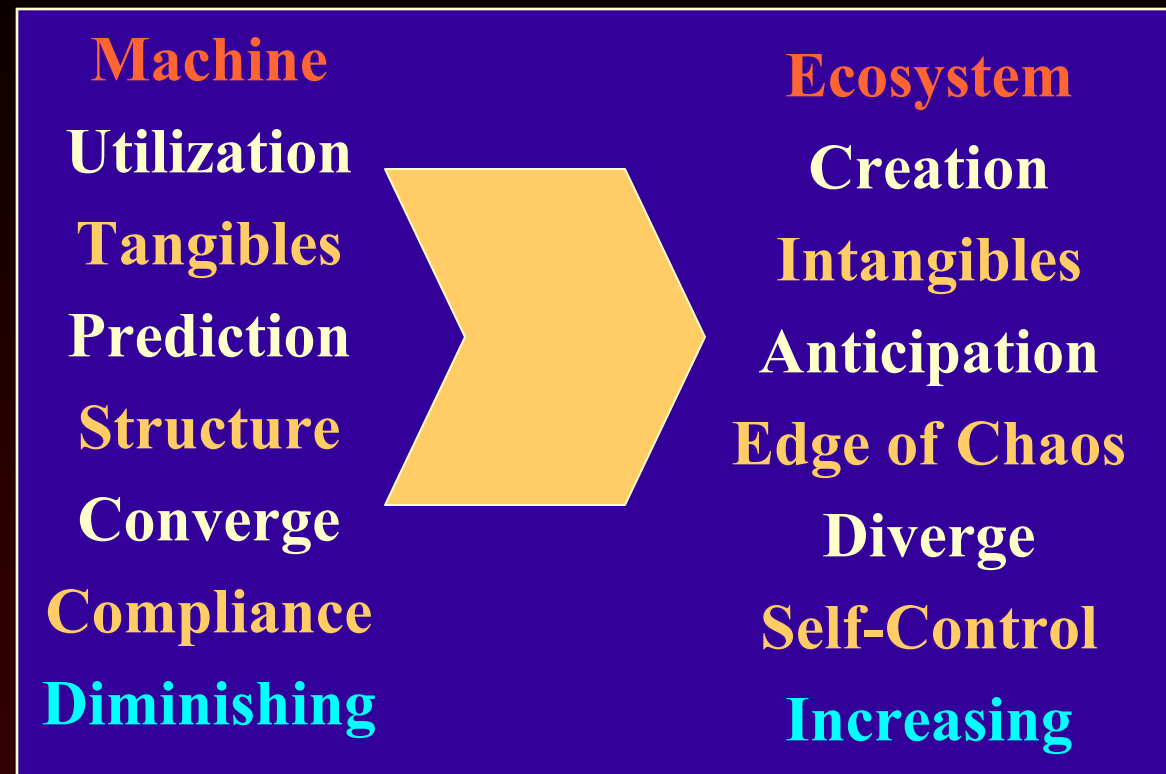
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Knowledge
Assets
Strategy
Design
Role of IT
Management
Returns

'Old' Biz

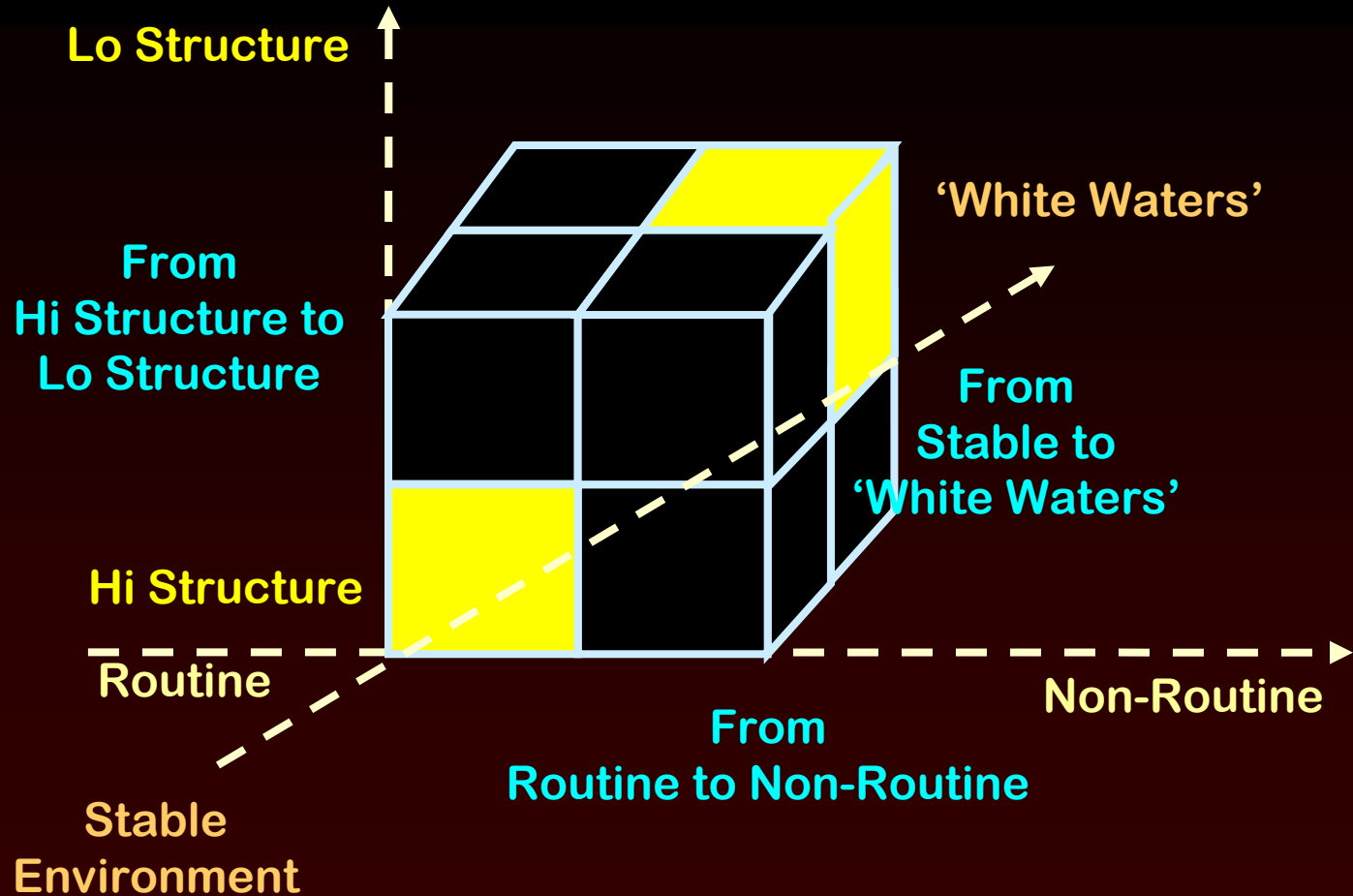
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Leveraging Smart Technologies* and Smart Minds**

Routine, structured **info processing** for stable environments*

Non-routine, unstructured **sense making** for dynamic environments**



From Reengineering to “Re-Everything”

Stable Business Environment

Reengineering



Rationalization



Automation

Harvest the Given Business Logic

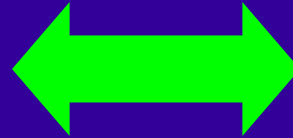
Dynamic Business Environment
“Re-Everything”

Innovative CVPs

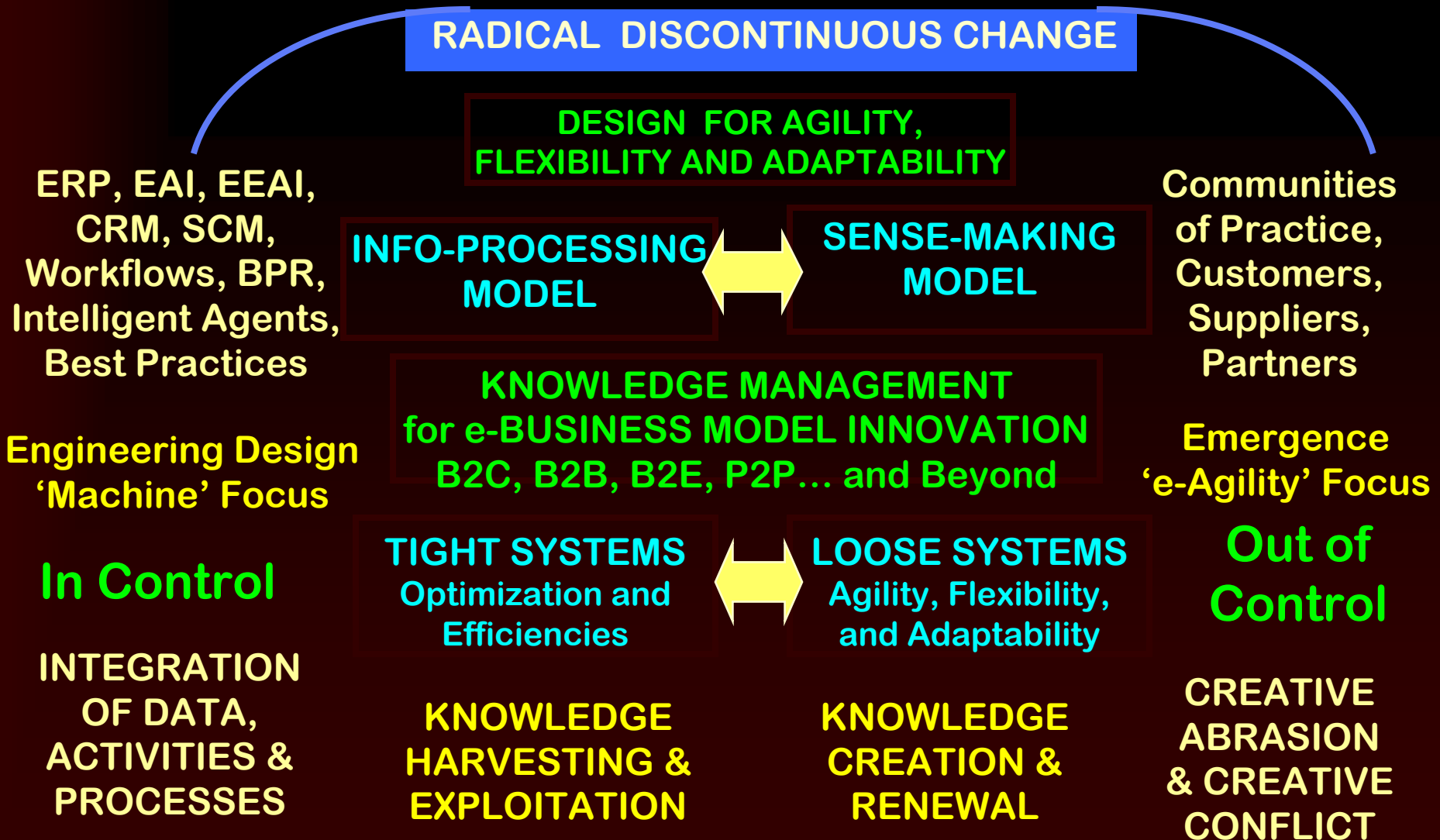
Innovative BVPs

Adapt the Programmed Logic to Deliver the VPs

Rethink the Given Business Logic



Managing Knowledge for e-Enterprise Performance





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

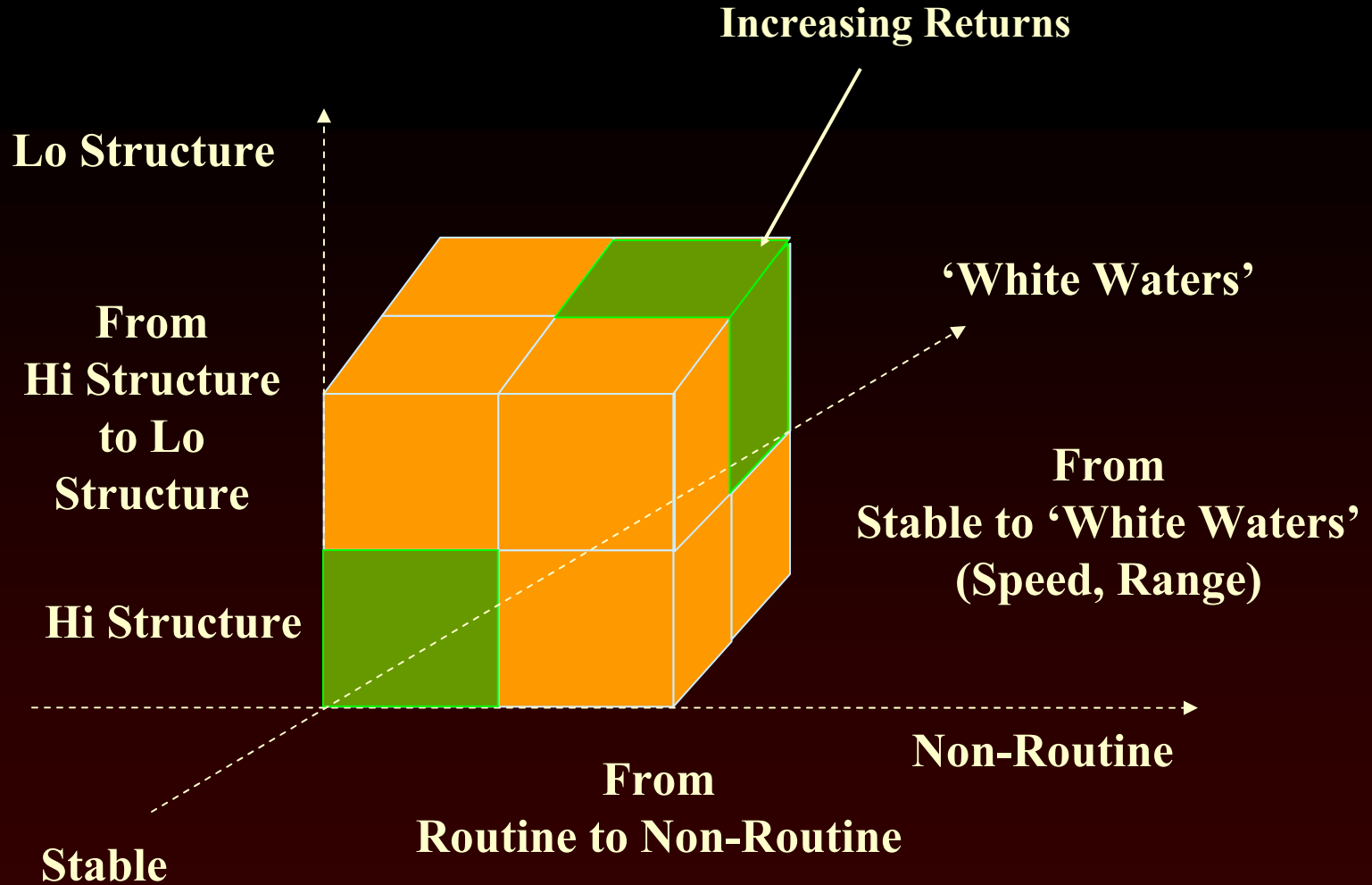
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K Audit (Continued)

- 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



Dimensions of e-Business Performance

