Knowledge Management in the Information Age

Documation ‘98
“Whither KM Technology?” Panel
March 11, 1998

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Knowledge Management — The Evidence

- Articles in Forbes and HBR
- Hot new business book titles
- A conference a week
- New practices at the big consulting firms
- Dozens of new software products (and old ones “repositioned”)
- Half a dozen sessions at Documation ’98
Why is KM Happening Now?

- The fad gap
  - Deep need for business religions
- Technology creates potential
  - KM is to networked computing what payroll was to data processing
- Real business needs
  - Better, faster, cheaper
  - Flat organizations, BPR — span of control
  - Onset of the Information Age
The Information Age

- The Agricultural Age — Land
- The Industrial Age — Capital
- The Information Age — ?
  - Global competition
  - Rapid technological change
  - Changing business environments (e.g., regs.)
  - Product variety & customization
  - Innovation, short product lifetimes
  - Crowded markets, focus on customer loyalty
◆ Every aspect of the business is outsourced
  ▶ R&D
  ▶ Component manufacturing
  ▶ Assembly and testing
  ▶ Warehousing and shipping
  ▶ Sales and marketing
  ▶ Service and support

◆ What does HP bring to the business?

The Role of KM in the Information Age

- You can’t manage knowledge
  - Knowledge is an ascribed characteristic
- Knowledge management is a set of perspectives on people, information, technology & organizations
  - Applied knowledge management focuses on information systems that can help people use more information more effectively
People, Information, Technology and Organizations

- Document management
- Information retrieval
- AI - knowledge systems
- Learning organization
- Human resources dev.
- Internet/intranet tech.
- Functional perspectives like call center and sales automation
- Product data mgmt.
- Intellectual capital
- Library science
- Workflow and BPR
- Collaboration
- Teleconferencing
- Decision support
- CBT, performance support
- Data mining
- Data visualization
The Business Value of Knowledge Management

- Saving money vs. making money
- Example: Customer Relations
  - Reduce cost of call center operations
  - Better decisions, e.g., compliance with policy
  - Service quality as a market differentiator
  - Customer loyalty and customer retention
- Sometimes, you can sell the knowledge!
  - ServiceWare, Trilogy, Foundation Tech., …
Who Requires Knowledge About Product Use?

- Engineering (design, improvements)
- Product documentation and training
- Sales & fulfillment (demos, configuration)
- Call-center & field service representatives
- Marketing (competitive positioning)
- Customers (new ways to use products)
- Corporate planning and decision making
Types of Knowledge in Service and Support Operations

- products
- policy
- preventative
- problem solving
- organization
- problem history
- emergency
- personnel
- equipment
- mining
- accounting
- expertise
- attitude
- training
- suppliers
- preferences
- manufacturing
- design
- emergency
- screws
- Customers
- procedures
- product
- manufacturing
- regulations
- expertise