

# **KM:Challenges and Some Cases**

**Chicago Chapter, ARMA International**

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# KM and Corporate Reality

“The function of a business is to create a customer. This is done through **innovation** and **marketing**. Everything else is a cost.”

Peter Drucker

**New *knowledge leads to innovation!***  
**Which *leads to a competitive edge!***  
**Which *leads to revenue!***

# Knowledge Management Is . . .

“a discipline that promotes a collaborative and integrative approach to **creation, capture, organization, access, and use** of an enterprise’s **information assets** . . . includes databases, documents, and most importantly, the uncaptured, tacit experience of individual workers.”

Gartner Group (1998)

# KM is about . . .

- ❑ **For-Profit:** using **information assets** to drive **innovation** toward *new products and services* that enter the marketplace quickly and enhance revenue and competitive standing (e.g., beeper on a stick)
- ❑ **Not-For-Profit/Public Sector:** *change--* doing the right things and doing them better.

# Relevance to RIMs?

- ❑ **Information assets** are critical to knowledge development
  - What is RIM's contribution?
- ❑ There are different levels of “information assets”— the higher the level, the greater their **value for conversion to knowledge for innovation**
  - What is the level managed by RIMs?

# Relevance to RMs?

- Information of value to organizations comes from anyone and anywhere (internal and external sources)
  - Are RIMs providing all types of information from all sources?
  - Records, technical reports, books, journals (trade and professional), conference proceedings, reference books, training material & videos, Internet sites, speeches, e-mail, trip reports, newspapers, list services, gray literature, etc.

**Are we stuck in the wrong paradigm?**

# What Do Records Actually Do?

**Order**

**Request**

**List**

**Schedule**

**Notify**

**Transfer**

**Track**

**Verify**

**Route**

**Agree**

**Instruct**

**Accept**

**Certify**

**Transmit**

**Authorize**

**Record**

**Cancel**

**Acknowledge**

**They document (*past*) transactions**

# RM: In Front or Behind?

Perception is everything!



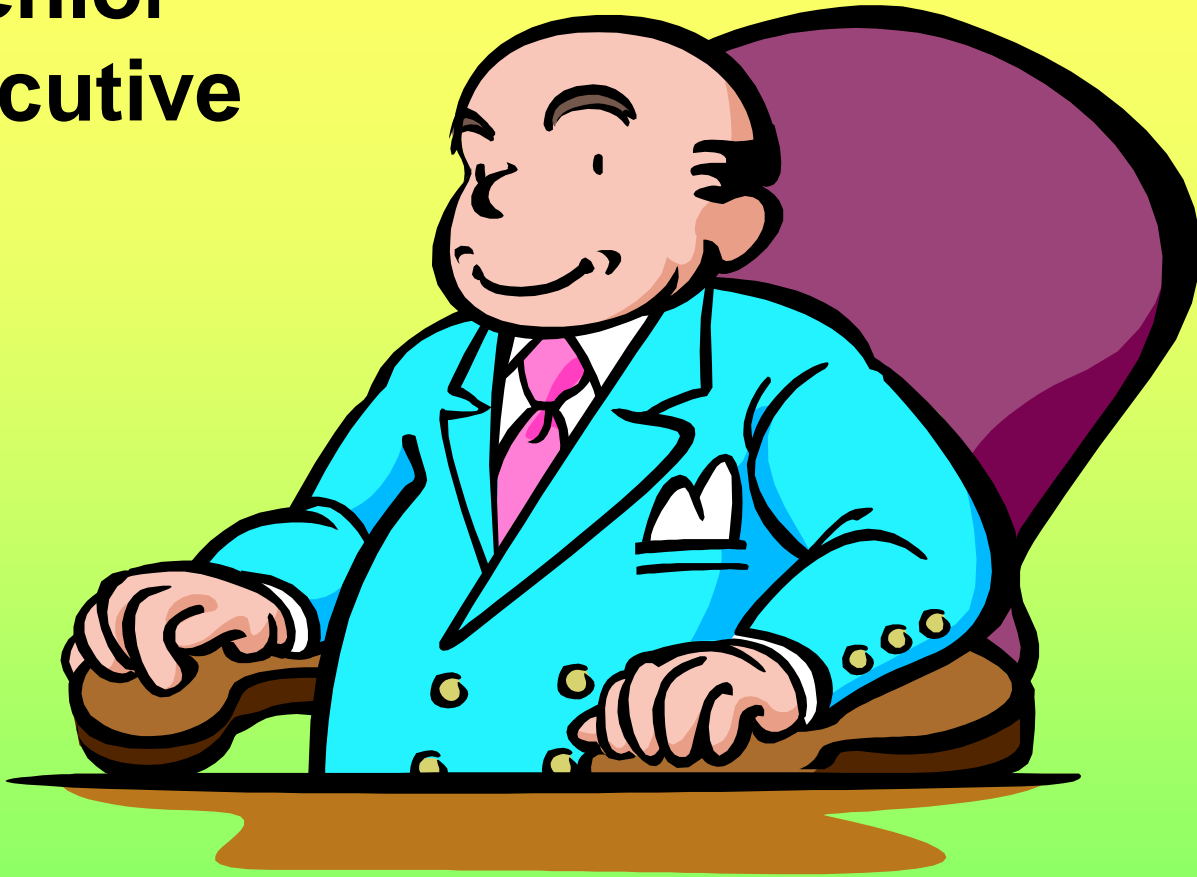
Dynamic,  
Innovative,  
Information, KM:  
**Leader End**

**Custodial End**

# Challenges <sup>(1)</sup>

- ❑ *Records* tend to be *transactional* and *evidential* rather than **transformational**
- ❑ *Knowledge* can and does come from anywhere; RIM focuses on *internal* processes and their physical byproducts
- ❑ *Records* represent feed back; *knowledge* is feed forward

# Senior Executive



“Jones, bring me some \_\_\_\_\_;  
I feel like making a decision!”

# Challenges <sup>(2)</sup>

- ❑ Too often, *managing records* is, like insurance, “a necessary evil”
- ❑ *Knowledge* is the glorious people-centered stuff of creativity, innovation, competition, revenue, success
- ❑ Which is the greater *perceived* asset: records or people?

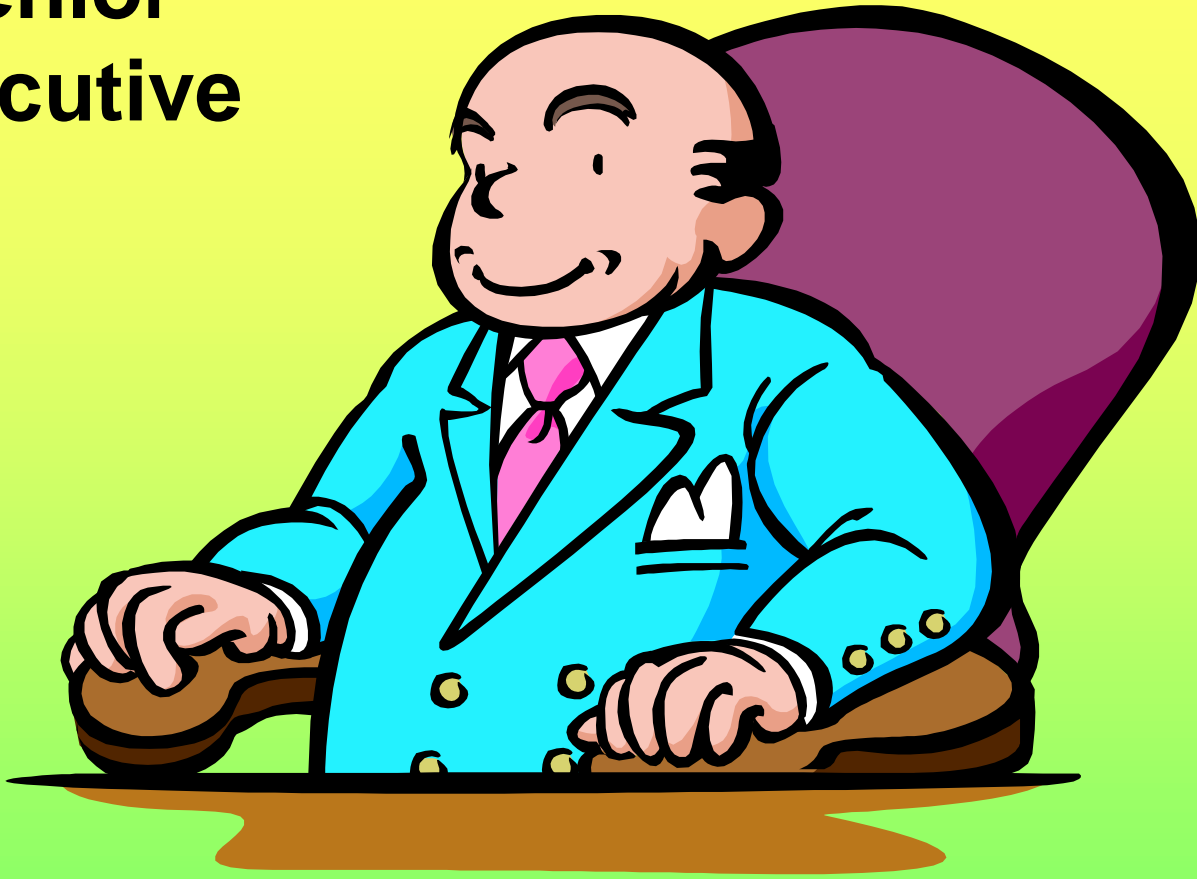
# Challenges <sup>(3)</sup>

- ❑ Limiting view: the *forms* of information
- ❑ *Records* may support some decision making; rarely has information leveragability for higher-order *knowledge* (**innovation**)
  - What can we do about that?

# Some Limiting Perspectives

- ❑ Focus on internal “records” vs. “information” from all sources
- ❑ Efficiency (RIM) vs. effectiveness (KM)
- ❑ Focus on conservation of resources (e.g., space, staff, equipment, supplies, time)
- ❑ Focus on management of physical records & documents (vs. *content*)

# Senior Executive



“Jones, bring me some \_\_\_ **files?** \_\_\_;  
I feel like making a decision!”

*Yearly Savings* on CONTENTS of ONE  
**FILE CABINET**

1 File Cabinet @ \$30.00  
 (Amortized 10 years) @ \$ 3.00  
 @ 44.75 sq. ft. of space @ \$2.00 @ \$88.00  
 Overhead and maintenance  
 for 4 sq. ft. @ \$1.50  
 per sq. ft. @ \$ 6.00

**Total Cost \$ 29.00**  
**IN OFFICE SPACE**

1/10 steel mesh section  
 @ \$22.00 @ \$2.20  
 (Amortized 10 years) @ \$0.32  
 6 cardboard cartons  
 @ \$6.15 @ \$36.90  
 (Amortized 10 years) @ \$3.69  
 1/10 of 17.5 sq. ft. of space  
 @ \$2.80 per sq. ft. @ \$0.47  
 Overhead and maintenance for  
 1/10 of 17.5 sq. ft. @ \$0.10 @ \$0.17

**Total Cost \$ 2.46**  
**IN RECORDS CENTER**

*Saved - \$ 27.00*  
**YEARLY**

EVERY time the contents of a  
 FILE CABINET are *Records*  
 TRANSFERRED to a *Center!*

17.5 sq. ft. of SPACE  
 holds the contents of  
 20 FILE CABINETS

1950

2002



# Some Limiting Perspectives

- ❑ Focus on mandated (statutory, regulatory) requirements
- ❑ Focus on policy level, procedures, audits
- ❑ Too far removed from the business of the business
- ❑ Too far removed from users—all users

# Some Limiting Perspectives

- ❑ Focus on service to departments and organization as a whole rather than people as individuals
- ❑ Difficulty in teaming/creating partnerships with MIS/IS and corporate library services

# Constaints on RIMs and Librarians

- ❑ Too passive/reactive: “here we are, waiting for you to ask for something”
- ❑ Centralized & invisible services (vs. desk-level *in-your-face services* and push technologies)
- ❑ Less willing to take risks

# Constaints on RIMs and Librarians

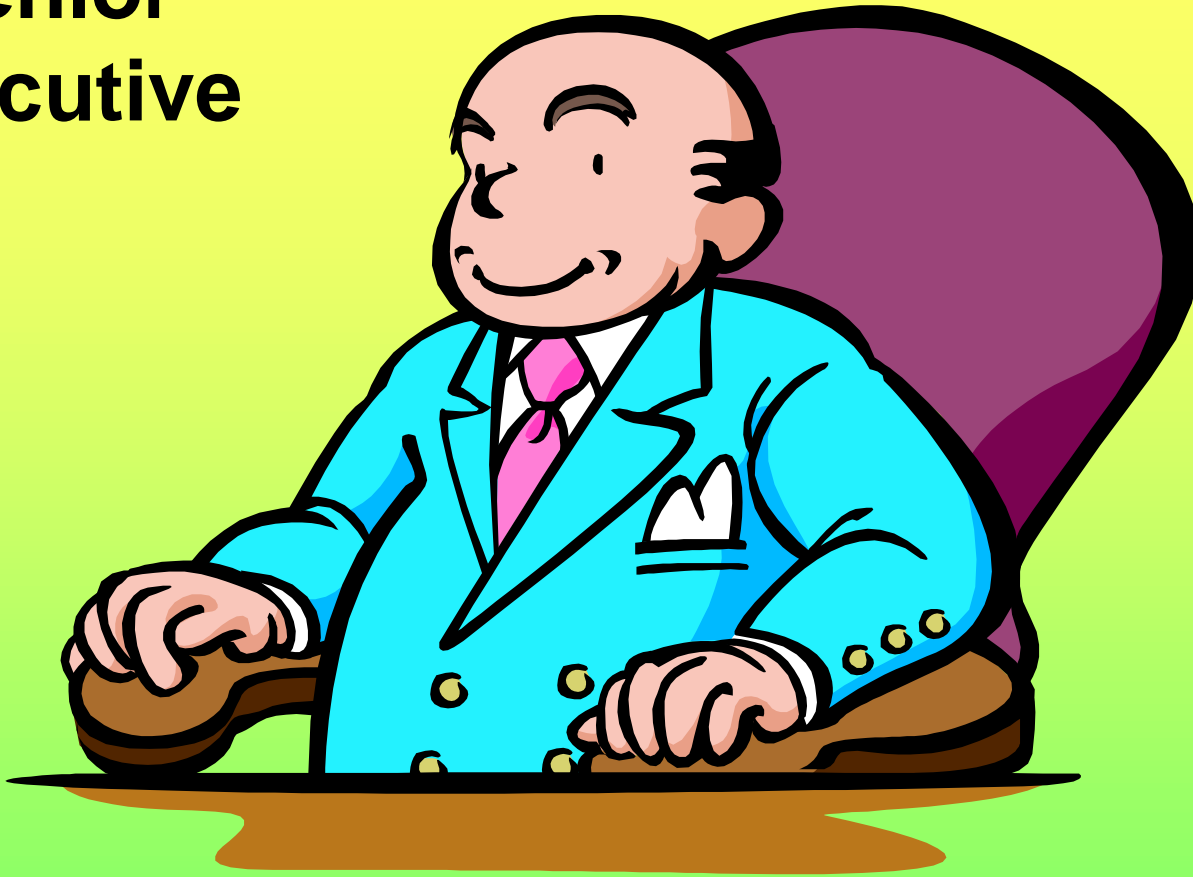
- ❑ Purveyors of static rather than dynamic information resources
- ❑ Are dispensable, can be outsourced
- ❑ Do not understand the *soft* aspects of knowledge
- ❑ Index document parameters rather than focus on content

# Constaints on RIMs and Librarians

- ❑ Must consider new taxonomies of information classification (e.g., SIC) vs. records series
- ❑ Emphasis on a come-to-where-the-information-is model (vs. information comes to you—current model)
- ❑ Deliver **documents** vs. **information** to those without time to read a book or pour through boxes of records

**Senior  
Executive**

**Who is Jones?**



“Jones, bring me some **\_documents? \_**;  
I feel like making a decision!”

# KM: It's not about . . .

- Boxes
- Files
- Records
- Records series
- Microfilm
- Mag. Tapes
- Optical disks
- Electronic records
- Fax machines
- Juke boxes
- Hard drives
- LANs
- WANs
- Wireless
- Laptops

# Do Computers Know Right Information From Wrong?

“People manage knowledge, not tools. Tools help people manage knowledge.”

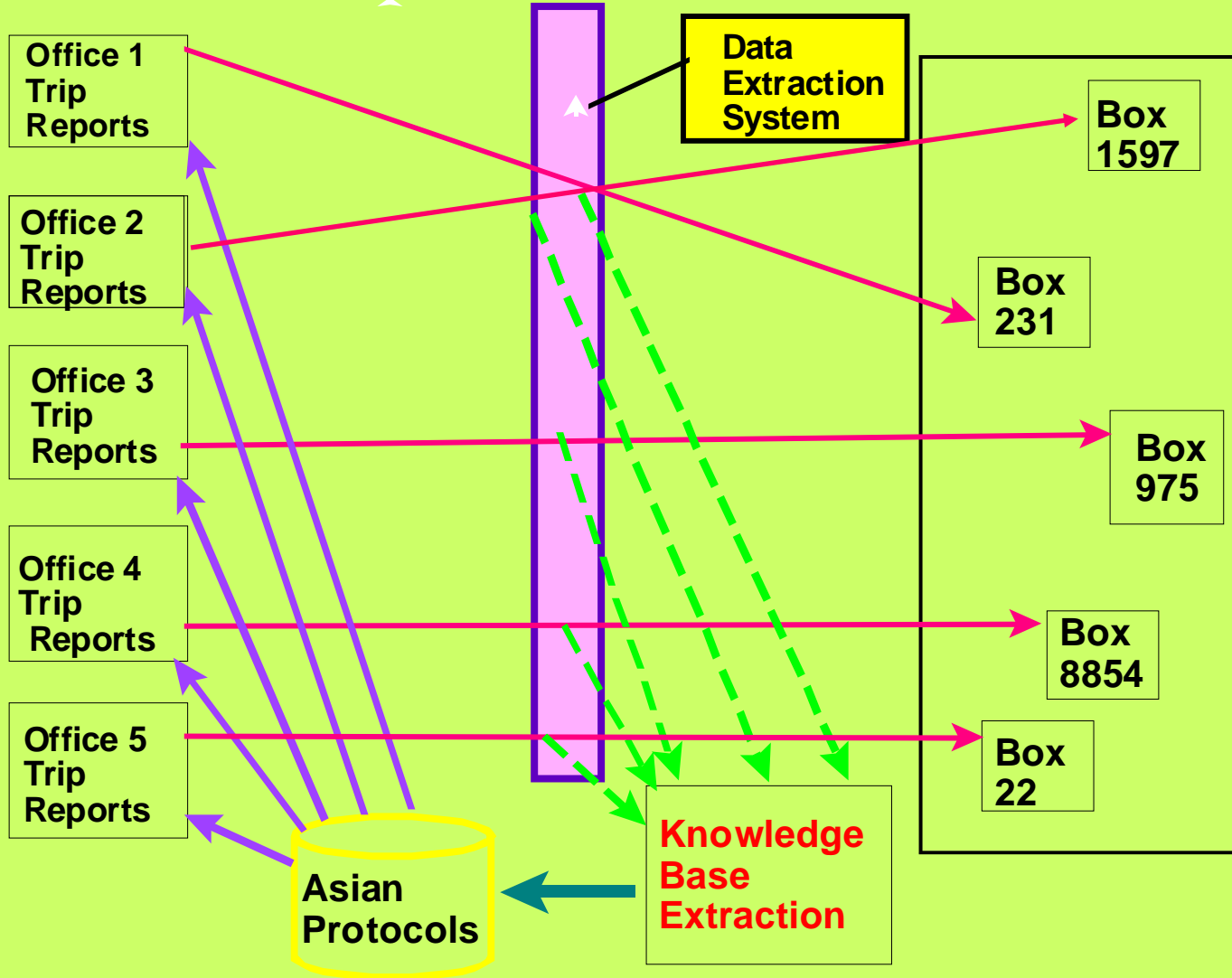
KMCI Website

“Two people make phone calls . . .”

# RIM to KM Scenario

International sales reps of XYZ Corp. need more information about the interests, cultures, and taboos of countries in which they sell XYZ's products. How can RIM at XYZ help meet this need?

# XYZ Manufacturing--International Sales Division



Pemberton's KM Distiller™

# What Can RIMs Do?

- ❑ Work to provide customers what *they* need, not what we *happen to have*--marketing is communication!
- ❑ *Re-cycle existing information resources*: a major KM strategy
- ❑ Conducting *knowledge inventories* (*who* has the knowledge, not the *records*)
- ❑ Develop criteria for *quality standards in corporate information*

# What Can RIMs Do?

- ❑ Develop *data mining, e-mail* initiatives
- ❑ *Data fusion* of discontinuous resources (e.g., reports, books, records, news sources)
- ❑ Re-define our *customer base*; e.g., *do we meet, can we meet* the **information needs** of senior managers?
- ❑ Identify *external information resources* which can be knowledge-leveraged (could come from vendors, professional and trade associations, publishers, marketing focus groups)

# What Can RIMs Do?

- ❑ Make more effective new uses of prevailing *technologies for sharing* corporate information and knowledge more widely—e.g., beeper on a stick
- ❑ *Collaborate or incinerate!* Create synergistic partnerships with others (e.g., library, IS, archives)
- ❑ *Develop those big-picture skills* for understanding strategic implications of information assets

# Trouble with knowledge management?



# **KM: Case Studies Section**

# Looking for KM in RIM: Survey

- ❑ “Records management” appears only once in 20 books on Knowledge Management
  - How come?
- ❑ Question to subscribers of lists for records managers, archivists, CRMs (c. 4,000)
  - “What are you doing in KM initiatives in your organization”?
  - Relevant answers: 2

# Who's Playing KM? (1)

- ❑ Buckman Labs
- ❑ IBM
- ❑ Skandia
- ❑ Dow Chemical
- ❑ Shell Oil
- ❑ Ford Motor Co.
- ❑ Cisco Systems
- ❑ Eli Lilly
- ❑ Eastman Chemical
- ❑ Hughes Space & Communication
- ❑ Coopers & Lybrand
- ❑ Digital Equipment
- ❑ Canadian IBC

# Who's Playing KM? (2)

- ❑ Xerox
- ❑ Texas Instruments
- ❑ Chevron
- ❑ Cigna > Novartis
- ❑ Monsanto
- ❑ Sequent Computer Systems
- ❑ PriceWaterhouse
- ❑ Maritime T & T
- ❑ MobileComm
- ❑ Unisys
- ❑ Northern Telecom
- ❑ Booz, Allen, Hamilton
- ❑ Ernst & Young
- ❑ General Electric

# Novartis (Sandoz + Ciba-Geigy)

- ❑ \$24 billion “life-sciences company”— support needed for sophisticated and diverse knowledge development applications
  - *Knowledge MarketPlace* — online Yellow Pages of corporate expertise
  - *Blue Pages* of external experts
  - *Future Watch*: technology scouts—environmental scanning, business intelligence

# Egon Zehnder International

- ❑ Executive search and management consultancy firm—33 countries
- ❑ Project: many employees; information repositories growing at alarming rate; chaos
  - Enhance retrieval via new comprehensive organization-wide indexing and thesaurus
  - Success opens the way for new projects

# Frito-Lay

- ❑ No centralized system for finding and consolidating corporate and customer information
- ❑ KM portal with natural-language search engine developed for 15-person pilot sales team with access to:
  - Sales figures
  - Sales analysis
  - Industry news, research abstracts
  - Expertise profiles

# British Telecommunications

- ❑ 90,000 employees in sales, service, marketing, systems, help desks
- ❑ They need research information and competitive intelligence on smaller competitors
- ❑ Formerly 10 librarians were trying to provide services related to this effort—couldn't keep up with ever-increasing demand

# British Telecommunications (2)

- ❑ *Intellact*, a web-based system developed in-house
- ❑ Includes *NYT* and *WSJ*, research/technical journals, Gartner Group and other analyst information
- ❑ 2,000-3,000 stories within 100 topic areas; 40 competitor profiles; regional information;

# UK Post Office (1)

- ❑ Functional hierarchies create “knowledge silos” and hoarding of knowledge for career purposes; deters innovation
- ❑ KM is contextual and requires revised management thinking about traditional approaches
- ❑ 30,000 employees needed reorganization for better communication and knowledge sharing

# UK Post Office (2)

- ❑ UK PO experiment in converting tacit knowledge to explicit knowledge
  - Recorded interviews of project staff as they reflect on the efforts and decisions of the project
  - Taped interviews > transcripts > presentations, learning documents, “job description maps”
- ❑ Lesson learned: Systems must be designed for needs and use of individuals