



## Knowledge Management

A Case Study by Diane Jacobsen  
curiosita, LLC  
January 2011

**Background:** A major Automotive Manufacturer had over time (mostly due to organic growth) created multiple content repositories in almost every functional area of their business. Many of these data repositories and web sites were designed without a strategy, master plan or consistent standards. The result is that Sales, Customer Service, Marketing, Engineering, and Product managers have a difficult time accessing and acquiring accurate and trusted information, and have no way of knowing which version of the truth is the most recent or cogent. Not only is the accessing of good, managed information key to a company's performance, but the costs involved of the wasted management time, poor Customer Service numbers, care and maintenance of multiple information sources can easily impact the bottom line and skyrocket out of control.

For example: the Customer Service desk had 87 separate sources available to them to answer customer questions. Of these sources: 70% were accessible on a number of individually managed web sites, 20% within applications or internal data bases, and 10% were buried and "maintained" by a single subject matter expert (SME).

**Desired Solution:** Access to everything in one place with a "Google like" search interface and function. Design the system to have a single point of management and control, while still allowing for a multiple group of users to have timely and consistent access.

**Design Approach & Testing:** Utilizing the design thinking process *context phase*, the team worked closely with Customer Service representatives to understand the current process and barriers to call resolution including the identification of all content sources; prioritizing the top 20, then rapidly developing low fidelity prototypes of the user experience.

Then, the *ideation phase* created a user-centered design in order to consolidate the information into a single dashboard experience. Prototypes of these design concepts were created as low fidelity prototypes for evaluation by multiple end-user groups, adjacent stakeholders, and executive sponsors. In addition, the process created a robust taxonomy, controlled vocabulary, and metadata model to ensure consistent data formatting, tags with access to source, version, and improve findability using search technology:  
To ensure adoption of this new solution, the team developed a Organizational Change Management (OCM) plan aimed at all affected stakeholders, which included a communications plan, a training plan, and a phased development and deployment strategy. This approach was designed to providing the most appropriate content (of greatest value) that resulted in raising the completion percentages of Customer Service calls within the first contact.

# Knowledge Management Case Study Packet Of 5

**Paul Gray**



## **Knowledge Management Case Study Packet Of 5:**

**Knowledge Management** Klaus North, Gita Kumta, 2025-05-05 This textbook on knowledge management draws on the authors more than thirty years of research teaching and consulting experience The first edition of this book brought together European Asian and American perspectives on knowledge based value creation The second edition included digital transformation s impact on knowledge work and management This third edition features substantial updates to all chapters reflecting the implications of digital technology on knowledge work and knowledge management with special reference to Artificial Intelligence In particular it addresses three new topics blending human and machine intelligence critical thinking and ethical use of knowledge and managing knowledge for sustainable development The book is intended not only for academic education but also as an essential guide for managers consultants trainers coaches and all those engaged in business public administration or non profit work who are interested in learning about organizations in a knowledge economy Given its wealth of case studies examples questions exercises and easy to use knowledge management tools it offers a true compendium for understanding and implementing knowledge management initiatives

**The Complete Guide to Knowledge Management** Edna Pasher, Tuvya Ronen, 2011-02-08 A straightforward guide to leveraging your company s intellectual capital by creating a knowledge management culture The Complete Guide to Knowledge Management offers managers the tools they need to create an organizational culture that improves knowledge sharing reuse learning collaboration and innovation to ensure measurable growth Written by internationally recognized knowledge management pioneers it addresses all those topics in knowledge management that a manager needs to ensure organizational success Provides plenty of real life examples and case studies Includes interviews with prominent managers who have successfully implemented knowledge management structures within their organizations Offers chapters composed of short theoretical explanations and practical methods that you can utilize based primarily on hands on author experience Taking an intellectual journey into knowledge management beginning with an understanding of the concept of intellectual capital and how to establish an appropriate culture this book looks at the human aspects of managing knowledge workers promoting interactions for knowledge creation and sharing

ICICKM2008- 5th International Conference on Intellectual Capital, Knowledge Management and Organisational Learning Dr Kevin O Sullivan,

**The Essentials of Knowledge Management** John S. Edwards, 2016-04-29 This book reviews the field of Knowledge Management taking a holistic approach that includes both soft and hard aspects It provides a broad perspective on the field rather than one based on a single viewpoints from Computer Science or Organizational Learning offering a comprehensive and integrated conception of Knowledge Management The chapters represent the best Knowledge Management articles published in the 21st century in Knowledge Management Research Practice and the European Journal of Information Systems with contributors including Ikujiro Nonaka Frada Burstein and David Schwartz Most of the chapters contribute significantly to practise as well as theory

The OR Essentials series presents a unique cross section of high quality research work fundamental to understanding contemporary issues and research across a range of Operational Research topics It brings together some of the best research papers from the highly respected journals of the Operational Research Society also published by Palgrave Macmillan **The Project Management Tool Kit** Clay Durr, Deborah L. Duarte, 1999 Knowledge Management Irma Becerra-Fernandez, This book serves as a complete introduction to the subject of Knowledge Management KM and incorporates technical as well as social aspects concepts as well as practical examples and traditional KM approaches as well as emerging topics Knowledge Management Systems and Processes enhances the conventional exposition of KM with an in depth discussion of the technologies used to facilitate the management of knowledge in large and small organizations This includes a complete description of the theory and applications of the various techniques and technologies currently in use to manage organizational knowledge The discussion of technology is at a level appropriate for the typical business administration graduate student or corporate manager Special features Includes case studies of actual implementations of KM systems including details such as system architecture Contains numerous vignettes describing practical applications of KM initiatives at leading firms and governmental organizations Provides a balanced view of knowledge management while incorporating benefits and controversial issues and both technology and social aspects Extremely current making extensive use of latest developments in and examples from the field of KM Written by two proficient and recognized researchers in the field of KM

**ICICKM2010-Proceedings of the 7th International Conference on Intellectual Capital, knowledge Management and Organisational Learning** Eric Tsui, *Knowledge Management Systems* Ronald Maier, 2013-03-14 Information and knowledge have fundamentally transformed the way business and social institutions work Knowledge management promises concepts and instruments that help organizations to provide an environment supportive of knowledge generation sharing and application Information and communication technology ICT is often regarded as the enabler for the effective and especially the efficient implementation of knowledge management The book presents an almost encyclopedic treatise of the many important facets concepts and theories that have influenced knowledge management and integrates them into a general knowledge management framework consisting of strategy organization systems and economics The book also contains the state of practice of knowledge management on the basis of a comprehensive empirical study and concludes with four scenarios of the successful application of ICT in knowledge management initiatives **The Palgrave Handbook of Knowledge Management** Jawad Syed, Peter A. Murray, Donald Hislop, Yusra Mouzoughi, 2018-05-11 This international Handbook provides a comprehensive overview of key topics debates and issues within the now well established field of Knowledge Management KM With contributions from a range of highly skilled authors diverse and multi disciplinary approaches towards KM are explored in this fantastic new reference work Topics covered include performance ethics sustainability and cross cultural management making this an equally important read to academics and practitioners working

in areas such as technology education and engineering By analysing how the field of KM has developed over the years as well as presenting new methods to be implemented in the workplace this Handbook outlines a research agenda for the future of organisational learning and innovation *Dynamic Leadership Models for Global Business: Enhancing Digitally Connected Environments* Smith, Peter A. C., Cockburn, Tom, 2013-01-31 As global business systems are becoming ever more complex and they continue to grow and expand it is increasingly more difficult to stand out as an effective and efficient leader *Dynamic Leadership Models for Global Business Enhancing Digitally Connected Environments* describes various models on how to become an outstanding leader in today's rapidly growing global business environments This book seeks to provide positive instruction which illuminates a practical path to becoming a successful leader in such large and competitive markets The approach is consistent with any existing leadership development program or it may be undertaken as an individual initiative **ECKM2007-Proceedings of the 8th European Conference on Knowledge Management** Dan Remenyi, 2007 *Beyond Knowledge Management* Jay Liebowitz, 2016-04-19 Although knowledge management KM has already helped numerous organizations achieve competitive advantages many organizations have yet to embark on their knowledge management journey Geared for executives and senior managers *Beyond Knowledge Management What Every Leader Should Know* is concise and easy to read It looks at 10 areas where organi **ECSM2016-Proceedings of the 3rd European Conference on Social Media** Christine Bernadas, Delphine Minchella, 2016-06-21 *Knowledge Management in Tourism Industry* Dr. Shaheeda Banu. S, 2020-11-20 Introduction to Research As the Title of the research itself indicates that the research is into the study of Knowledge managements inputs building KM perspectives specifically into the challenging service sector Indian tourism and would lead into KM applications and implements and its impact on service management in general The research has been conducted at Mysore one of the world famous tourist destination in Karnataka to have the study based on international customer base The study would like to assess the level of awareness understanding of the importance of KM the level of implementation with or without technology support which can be used as a strategic HR tool in the hands of tourism players and their employees especially those in hospitality industry like five star hotels resorts with their add on services like guides tourist cabs vans buses etc to deliver world class customized services to capture bigger market and market themselves through word of mouth brand building to the remote corner of the world *Manager's Guide to Making Decisions about Information Systems* Paul Gray, 2005-09-12 The sign of a smart IS decision The sign of a smart decision about information systems isn't based on technical details alone it's based on how well that decision contributes to the overall success of the business If you want to make your firm's investment in IS really pay off you need to approach IS from a truly managerial perspective Now with Paul Gray's *Manager's Guide to Making Decisions About IS* you'll learn how IS can help the organization as a whole and how to make key decisions on whether to undertake upgrade or decommission large software systems You'll also learn about the capabilities of IS such as the many uses of a data warehouse and using IS to gain

competitive intelligence See the big picture The Manager's Guide to Making Decisions About IS first focuses on big picture issues such as hardware software and the Internet strategic uses of IS aligning IS with the business types of applications and inter organizational systems Make decisions on big ticket applications Gray then provides you with essential knowledge that will help you make informed decisions on big ticket applications including electronic commerce enterprise requirements planning ERP customer relationship management CRM data warehousing knowledge management and business intelligence Explore current IS issues Finally the Manager's Guide to Making Decisions About IS examines the IS issues that managers are currently facing in today's business including outsourcing systems integration supply chain people issues mergers and acquisitions infrastructure and privacy security and ethics Armed with this knowledge you'll have the confidence and understanding you need to sign off on IS decisions that will have a valuable impact on your organization

Knowledge Management in Practice Anthony J. Rhem, 2016-08-19 This evidence based book provides the framework and guidelines that professionals need for working with the contemporary explosion of data that is creating opportunities and challenges to all phases of our society and commerce Larry R Medsker Research Professor in Physics and Data Science The George Washington University Knowledge Management in Practice is a resource on how knowledge management KM is implemented It provides specific KM methods tips techniques and best practices to gain competitive advantage and the most from investing in KM It examines how KM is leveraged by first responders the military healthcare providers insurance and financial services companies legal firms human resources departments merger and acquisition M A firms and research institutions Essential KM concepts are explored not only from a foundational perspective but also from a practical application These concepts include capturing and codifying tacit and explicit knowledge KM methods information architecture search KM and social media KM and Big Data and the adoption of KM Readers can visit the book's companion website KM Mentor [www.KMMentor.com](http://www.KMMentor.com) where they can access Presentations by industry leaders on a variety of topics KM templates and instruction on executing KM strategy performing knowledge transfer and KM assessments and audits KM program and project implementation guidance Insights and reviews on KM tools Guidance on implementing and executing various KM Methods Specialized KM publications A private secure collaboration community for members to discuss ideas and get expert answers and advice

ICIE 2018 6th International Conference on Innovation and Entrepreneurship Dr. Denise A. D. Bedford, Dr. Elias G. Carayannis, 2018-03-05 These proceedings represent the work of researchers participating in the 6th International Conference on Innovation and Entrepreneurship ICIE 2018 which is being co hosted by Georgetown University and George Washington University and is being held at The University of the District of Columbia UDC on 5-6 March 2018

**13th International Conference on Intellectual Capital Knowledge Management & Organisational Learning ,**  
The 8th International Conference on Knowledge Management in Organizations Lorna Uden, Leon S.L. Wang, Juan Manuel Corchado Rodríguez, Hsin-Chang Yang, I-Hsien Ting, 2013-09-06 The proceedings from the eighth KMO conference represent

the findings of this international meeting which brought together researchers and developers from industry and the academic world to report on the latest scientific and technical advances on knowledge management in organizations This conference provided an international forum for authors to present and discuss research focused on the role of knowledge management for innovative services in industries to shed light on recent advances in social and big data computing for KM as well as to identify future directions for researching the role of knowledge management in service innovation and how cloud computing can be used to address many of the issues currently facing KM in academia and industrial sectors Knowledge Management, Organizational Memory and Transfer Behavior: Global Approaches and Advancements Jennex, Murray E.,2008-12-31 This book captures an in depth knowledge base on the most current and useful concepts applications and processes relevant to the successful management of knowledge assets Provided by publisher

Eventually, you will unconditionally discover a further experience and feat by spending more cash. still when? get you believe that you require to acquire those every needs considering having significantly cash? Why dont you try to acquire something basic in the beginning? Thats something that will guide you to comprehend even more something like the globe, experience, some places, similar to history, amusement, and a lot more?

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