

BSB + partner, Consulting Engineers

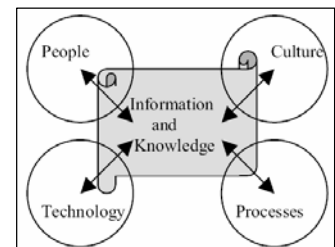
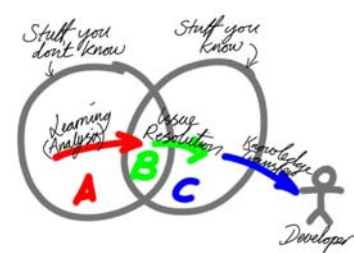
Knowledge Management (KM) for SME and NGO

Introduction

The consultants have bombarded company executives with “keywords” such as the matrix organization, total quality management, downsizing, organizational learning, team-building, cultural change, management information systems, bench marketing, ISO 9000 certification, the balanced scorecard, business process reengineering, enterprise resource planning or customer relationship management. Whereas some of the mentioned ideas were successfully integrated into every day business of thriving companies, others have just been management fads and fashions, or even disasters.

Business Intelligence (BI) focuses on computerized methods and processes to improve strategic, tactical, and operational (including financial) decisions using data, information, and knowledge from multiple sources. Accurate understanding of the internal and external context of the company and applying experience and predictions to make the correct decisions at the right time are essential for each company which wants to strengthen its position on the market.

KM has a lot of facets (see figure) and is strongly related to the social, environmental and economical situation, which is constantly changing.



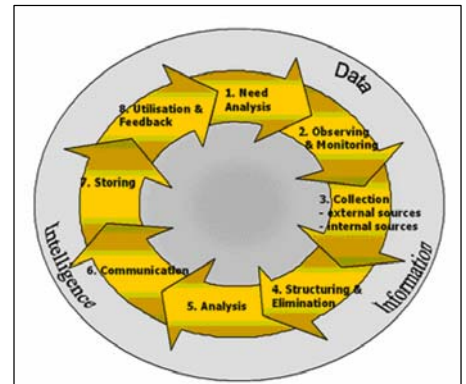
Challenge

CEO around the world are facing the following questions:

- What competitive advantages does KM implementation offer to my company?
- Which existing systems and business approaches can be utilized?
- What are the main organizational changes we are facing?
- What information and data do we need/want to capture?
- Where are the wanted information and data stored?
- Who needs access to them?
- How to transfer information and data into knowledge?
- What is the role of information technology?
- Can we create shared knowledge without information overload?
- What is the cost benefit ratio?



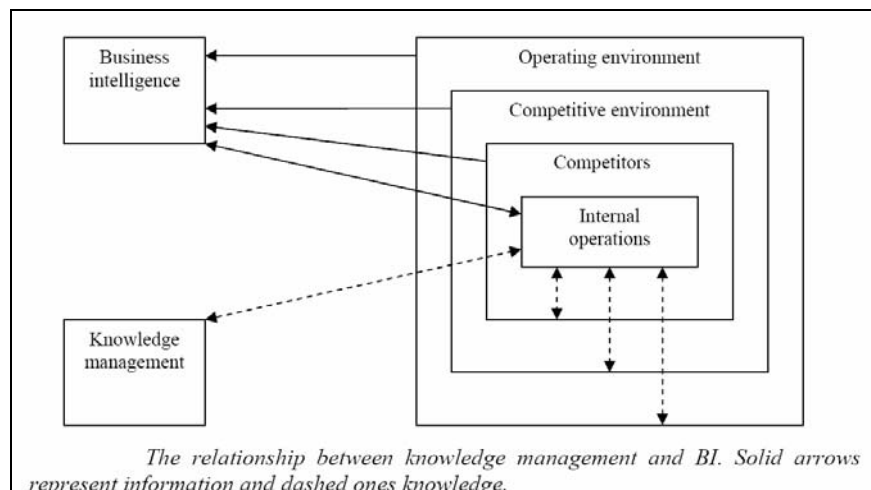
BI is a process, a performance management framework thus a cycle – consisting of setting goals, analyzing progress, gaining insight, taking action, and measuring the outcome only for the cycle to start over again. (see figure)



Strategy

Next steps planned in our strategy to implement knowledge management are:

- to identify the classes of information and data that individuals in the company possess;
- to identify where these data and information are stored;
- to identify most effective ways of pulling out data and information from their source;
- to identify most effective ways of transforming data and information into knowledge.



Implementation

Implementation of a KM system requires three parameters:

- Automatic organization of the system and people as sources of knowledge and confidentiality issues;
- Business processes where knowledge is used;
- Existing technology as information system.

References

Switzerland Introducing KM in a nuclear regulatory authority	Dr. Kahlert et al. 2003
Switzerland Introducing KM and dissemination of technical know-how in project management and project development	Dr. Kohli et al. 2004
Armenia Introducing KM and dissemination of technical know-how in seed quality management for local NGO	Wetterwald 2004/05

