

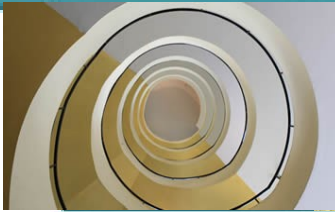
Knowledge Management

UE17CS342

Project Title : Case study on GE Healthcare's KM
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Introduction:GE Healthcare

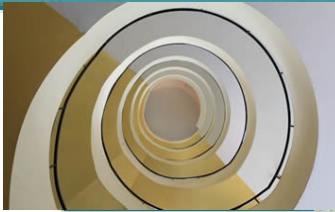


GE Healthcare



CT Scanner

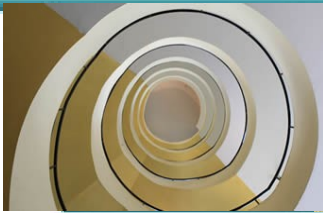
- GE Healthcare operates as a subsidiary of General Electric.
- Manufacturer of **diagnostic imaging agents and pharmaceuticals for imaging modalities that are used in medical imaging** procedures.
- Vision: Enable a new **EARLY HEALTH** model which ensures earlier diagnosis ,per-symptomatic disease detection and disease prevention
- Mission:GE Healthcare enables clinicians to make faster, more informed decisions through intelligent devices, data analytics, applications and services



GE and Knowledge Management

- GE's focus is on **tacit knowledge exchange** for GE's engineering workforce.
- **KM approach** used: Working within and across businesses to connect employees and drive business value.
- **PowerU** – The Networking, Knowledge-Sharing App
- Reasons why knowledge management is critical to an organization:
 1. It is an organization's only appreciable asset.
 2. Knowledge work continues to increase.
 3. Employees with the most intellectual capital are also usually the most portable, so it is critical to retain their knowledge.

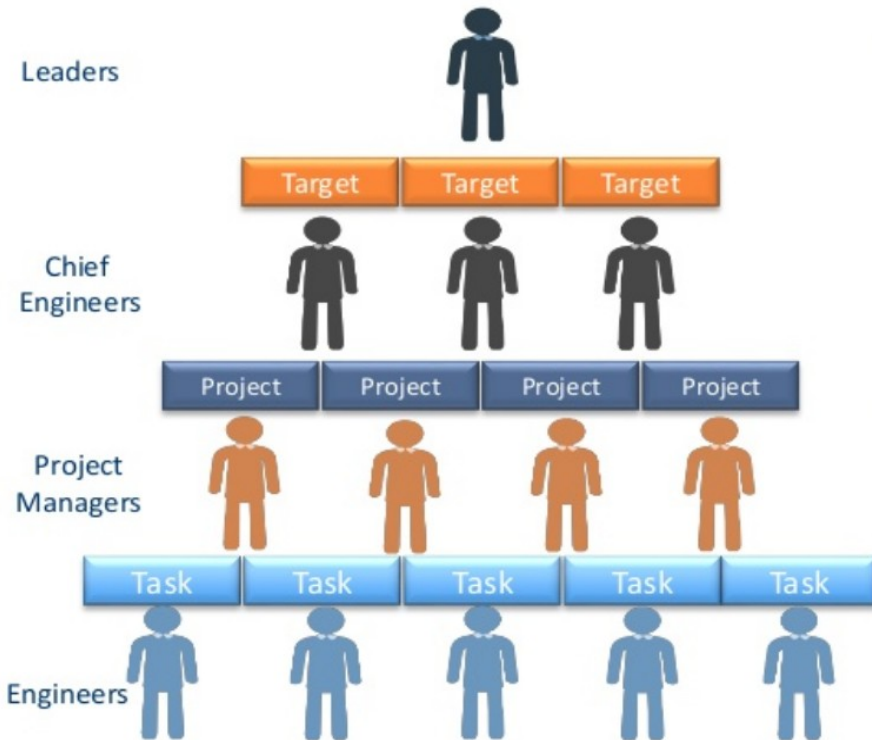




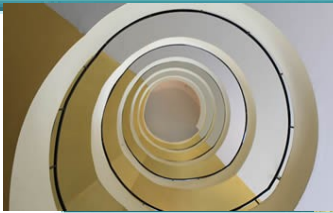
Foundation Module

We support Teams, but COMMUNITY is KEY

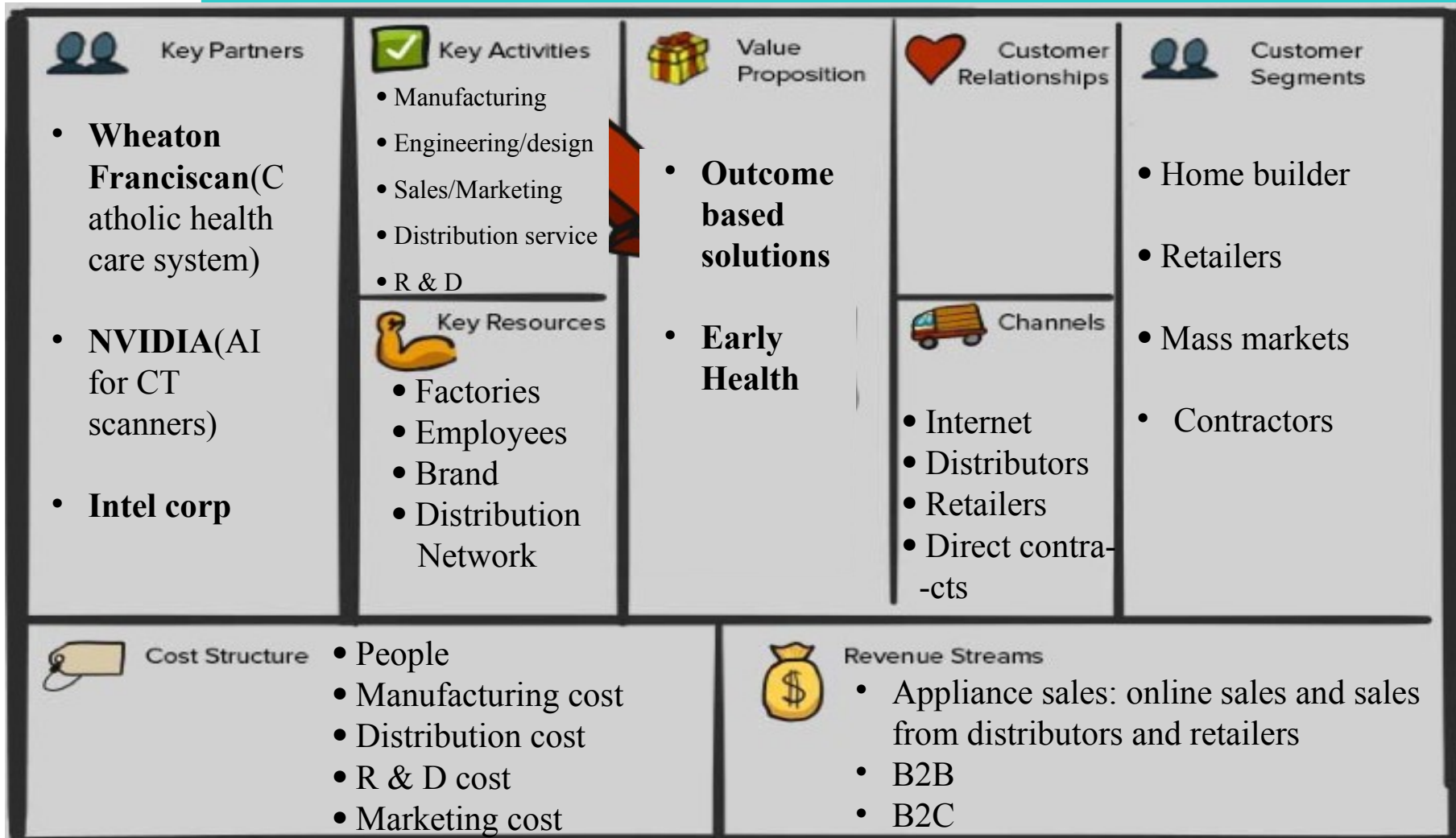
Foundation
Module –
GE Communities

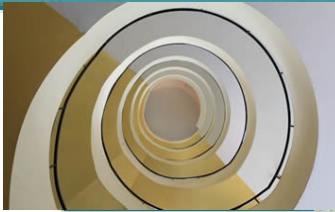


We ensure each GE Community has the Right Membership



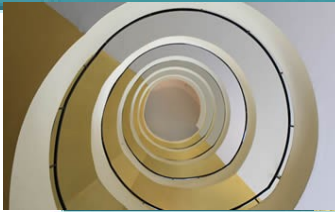
The Business Model Canvas



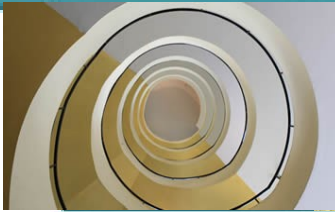


GE Financial : Knowledge in Action

The vision of retired CEO welch is to transform the organization into superior knowledge network

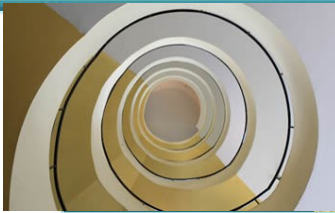


- Organizational culture has a direct and immediate effect upon the participant's willingness to share and use organizational knowledge. Organizations that reward a “knowledge is power” culture need to radically transform to embrace a knowledge sharing culture.
- In the financial service industry Knowledge is the most valuable asset for organizations.
- The vision for business units is to share their core competencies to increase profitability



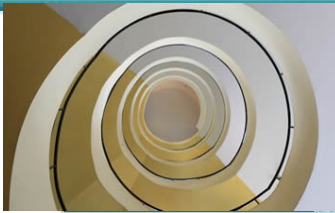
Success factor

- Identify the types of knowledge required to support the corporate strategy.
- Identify individual employee's skills and expertise.
- Store existing knowledge in a structured manner.
- Collect and retain external knowledge and information.
- Store all knowledge in indexed and inter-linked knowledge repositories.
- Implement a knowledge sharing network.
- Integrate the knowledge network into the decision-making process.
- Create new knowledge promoting research and development.



Support Central

- Support central is a single entry portal designed to give all employees 24x7 access to a large array of knowledge repositories and a directory of topic experts. This includes access to reports, white papers, cases, forums and chats.
- The main objectives of support central are
 - Gather frequently used information and make it available to every employee.
 - Offer interactive multi-media training.
 - Provide each business with the ability to manage and maintain unique knowledge repositories.
 - Save employee time and money when searching for information.
 - Gain competitive advantage by capitalizing on existing knowledge within the corporation.
 - Achieve cost savings for all GE businesses.



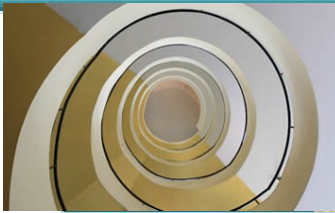
Strategies

Short-Term strategy:

1. Implement Support Central across all GE businesses worldwide.
2. Create useful communities (often called communities of practice) to handle specific business processes.
3. Develop customized Support Centrals to meet local needs, particularly in regards to language and culture.
4. Accommodate third party experts into island communities.

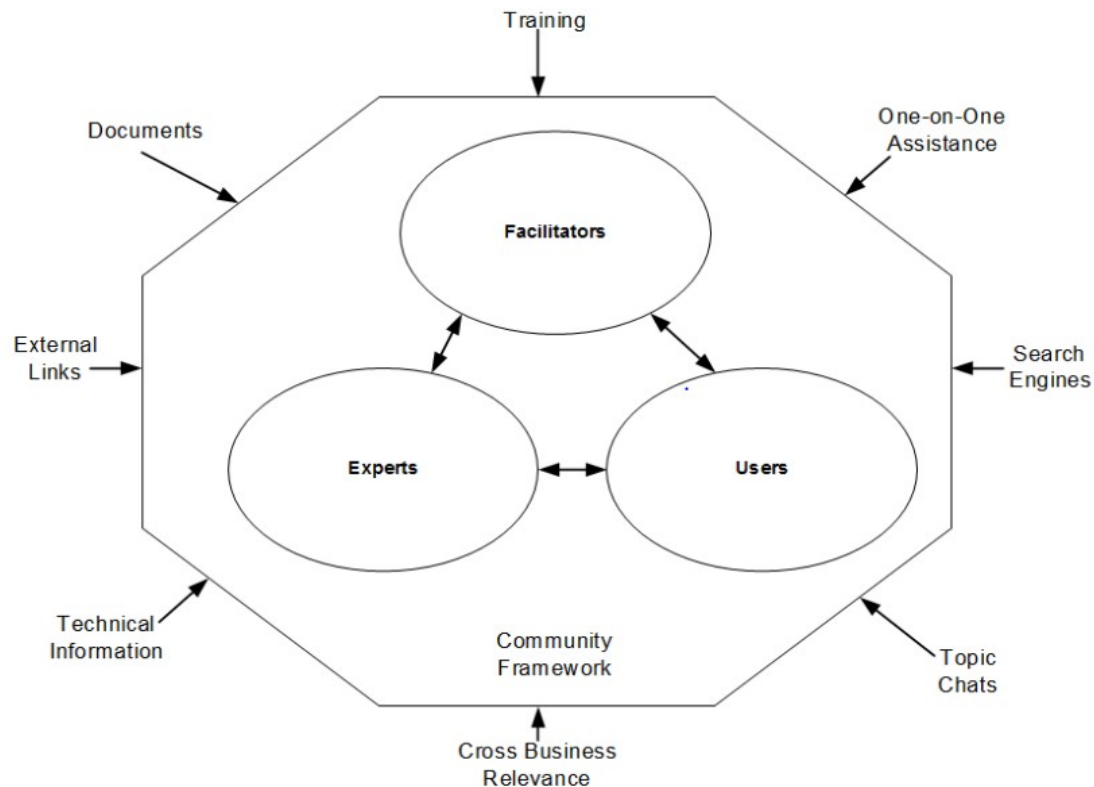
Long-Term Strategy:

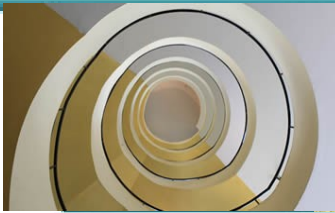
5. Create a user-friendly central library that will improve the way GE does business.
6. Integrate all documents and applications to streamline information access.
7. Increase service to vendors, suppliers and customers and ultimately achieve cost savings.



Knowledge Sharing Model

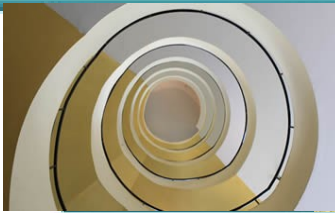
1. Following is a model for knowledge sharing throughout a multi-business multi-national corporation:-





Knowledge Sharing Model

1. This whole community framework focusses on reinforcing a culture of support, sharing knowledge and finding answers by incorporating internal communities and the islanding communities in the free flow exchange of information and ideas.
2. Thus the framework illustrates a Support Central Community Framework
3. Support Central :-
 - It is a community of self managed set of people, thus, facilitators, users and experts are responsible for content management which is an important step to keep the knowledge updated.
 - Consists of a series of Oracle databases and an application server running Websphere Enterprise Edition.
 - It is accessed via Internet browsers like Thunderstone(was selected because of its ability to manage over 100 different document types) and does not require special software (other than common plug-ins).
 - Support Central supports a multi-language training environment for business units and information technology support teams to facilitate the delivery of on-line training worldwide. Some of the training supported includes:
 - Employee Reinsurance Corporation Digitization Certification
 - GE e-Business training
 - Virtual Master Black Belt for GE appliance repair
 - Unigraphics for Manufacturing



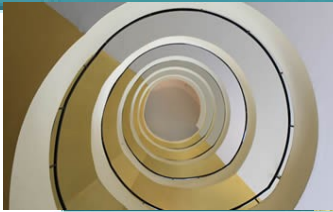
Knowledge Sharing Model

To create a community within Support Central, six steps are required:

1. Pre-registration - users are defined to the system.
2. Plug-ins - three plug-ins are required to index Word documents.
3. Brainstorm community ideas/assign contacts.
4. Assign roles - each business unit is required to assign a facilitator, co-facilitator and experts (a minimum of three experts are required to form and maintain a community).
5. Create an on-line community - the facilitator is responsible for posting relevant documents and links for the community.
6. Launch the community.

2. Three levels of security exists :-

1. Community level- Users defined as direct users or island communities (remote access users).
2. Document level- Facilitators control who has access to what document through the user's profile
3. Case level- Cases are issues, questions, or areas of analysis initiated by users. Cases can be secured by facilitators, experts or users.



Knowledge Sharing Model

1. It has met with wide-spread acceptance. The numbers is the proof to that.
 - There are over 165,000 registered users.
 - more than 1,300 communities.

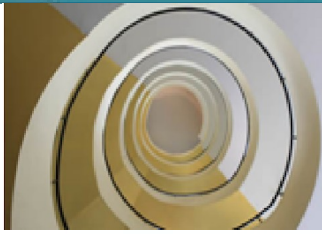


Discussion and Conclusions

“Good business leaders create a vision, articulate the vision, passionately own the vision, and relentlessly drive it to completion.”

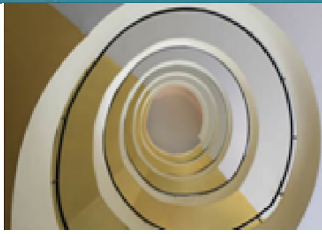
—Jack Welch, former CEO of General Electric





Discussions

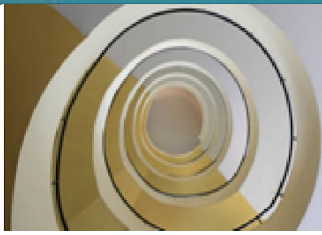
- GE is a multi-billion dollar corporation that has embraced knowledge management implementation through the use of portals as a means to support a continuous process improvement culture.
- Support Central utilizes a hybrid strategy of personalization and codification to effectively support the needs of over 160,000 users.
- It has proven to be an effective implementation of Jack Welch's vision to embrace Internet technologies as the means to transact business.
- In addition to cost savings, it has supported the transformation of a corporate culture into a knowledge sharing organization.



Discussions

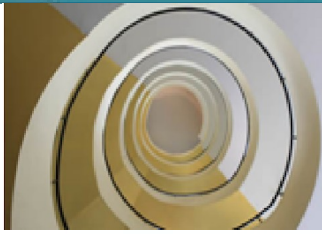
- Knowledge management as a concept has been defined in several ways using numerous technologies.
- Dynamic organizations find methods to effectively support their tasks in a manner that is embraced by the vast majority of the employee population.
- Support Central has had dynamic growth since its initial implementation, demonstrating its widespread acceptance within GE.
- Additionally, one of the significant challenges of managing a knowledge management system is to ensure that there are processes and procedures in place to keep knowledge current.





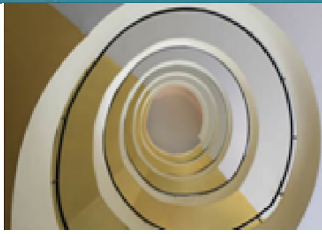
Discussions

- The implementation of Support Central has resulted in the definition of a model for supporting a knowledge management community framework.
- It defines the tacit and explicit components needed to effectively implement a knowledge management strategy that consists of personalization and codification components.
- The community framework is significant because it represents a large-scale knowledge management implementation that provides up to date answers to a vast array of questions and links knowledge experts to specific user cases directly and immediately.



Conclusions

- Knowledge management promises to have major impacts on how organizations function. This is evident from the GE case described here.
- GE leverages its knowledge, in a global sense, to create major returns. Depending upon the field, such returns on investment ranges from 5 to 25, approximately annually.
- Mitre Corporation conducted an audit of the effectiveness of their KMS. Mitre invested about (U.S.) \$8 million for a two year return of over \$60 million (Turban, et al., 2001).
- These impacts are available to astute firms, governments and international agencies.
- The technology for transferring knowledge is readily available, and affordable.



Conclusions

- If an organization's or a country's culture is ready to share, such systems and methodologies can have deep impacts.
- Care must be taken. Sometimes limits are imposed by law, based upon culture. For example, the People's Republic of China has an "Information Law" that, roughly stated, indicates that each agency must buy information from each other agency, regardless of the consequences for not having shared information.
- Such information recovery laws will inhibit the development and use of knowledge management systems, and restrain nations economically for years to come.
- It is critical for countries, as for organizations, to reach a state of readiness before a successful KM effort can be begun.

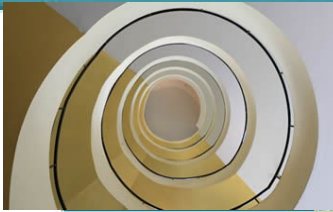




Conclusions

- GE has demonstrated that knowledge management systems can have an immediate impact, and financial benefit to international organizations that have a willingness to embrace a knowledge sharing culture.
- It is our hope that countries do the same to promote strong economic development.





Thank You
stay safe

