KNOWLEDGE MANAGEMENT CORE PROCESSES

TEAM 35

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AGENDA

1 Recap: Knowledge & Knowledge-Based View 3

2 The Pasadena Management Consulting Case 5

3 Discussion Questions 19

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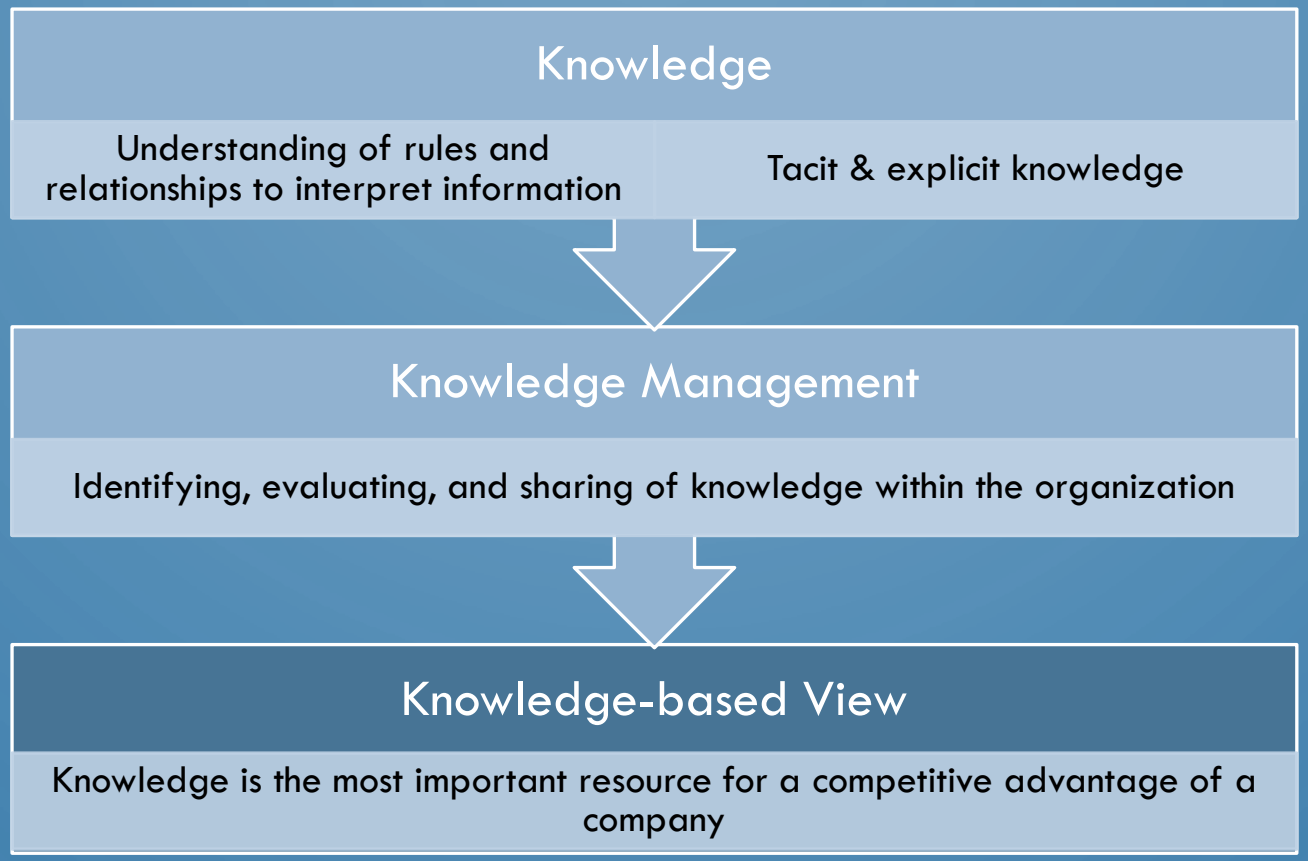
KNOWLEGDE & THE KNOWLEDGE-BASED VIEW



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2.1 PMC at a Glance 6

2.2 KM-based Problems of PMC within the Core Processes of KM 8

2.3 Advantages & Disadvantages of the Possible Solution for PMC 16

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PMC AT A GLANCE

Base facts	Company culture	Motivation for IMKM
• Young consultancy company • Small compared to competition • Creating systems and solutions for technology firms • Image as "thought leader" • Located in Los Angeles	• Highly skilled employees • Confederation of independent consultants • Limited interest in sharing knowledge • Focus on revenue growth	• Focus on larger projects with larger teams • Growth makes managing company knowledge more attractive

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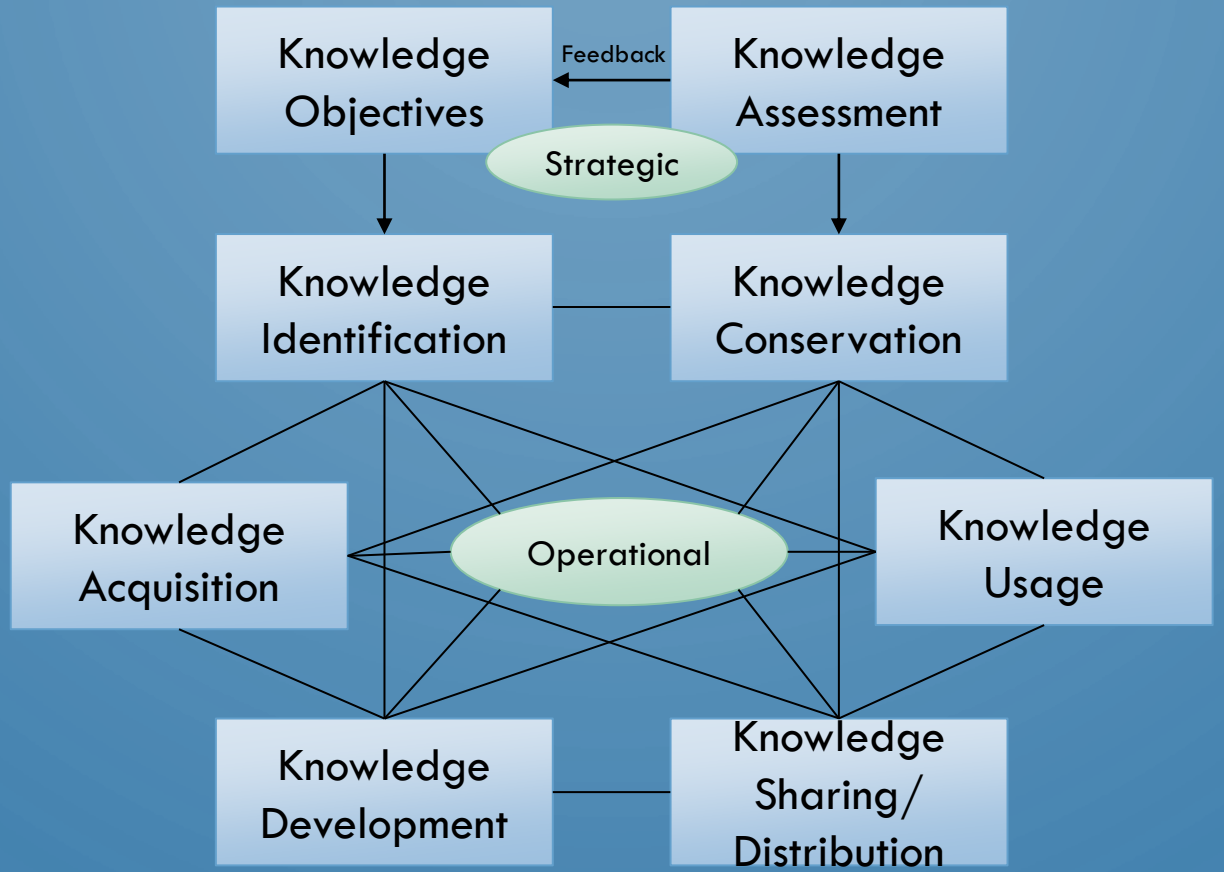
CORE PROCESSES OF KNOWLEDGE MANAGEMENT



CORE PROCESSES OF KNOWLEDGE MANAGEMENT

	Knowledge Objectives	**Knowledge Identification**
Definition	What knowledge is important now and in the future to gain a competitive advantage, where is it needed?	What and where do we have existing knowledge – ensure transparency.
PMC	Which kind of knowledge does PMC need to scale up more efficiently?	Lacking transparency of knowledge between the individual consultants

CORE PROCESSES OF KNOWLEDGE MANAGEMENT

	Knowledge Acquisition	Knowledge Development
Definition	Which knowledge should be acquired from external partners?	How is new knowledge built up within the company?
PMC	Should external partners have access to the Crowdsourcing tool?	Individual consultants don't share new ideas and only operate alone.

CORE PROCESSES OF KNOWLEDGE MANAGEMENT

	Knowledge Assessment	**Knowledge Conservation**
Definition	Is knowledge management efficient and is it worth the benefit?	Store and manage knowledge so that it is not lost
PMC	When implementing a KM tool, how do we measure its ROI? Is it worth the effort?	What happens to knowledge after a project is over?

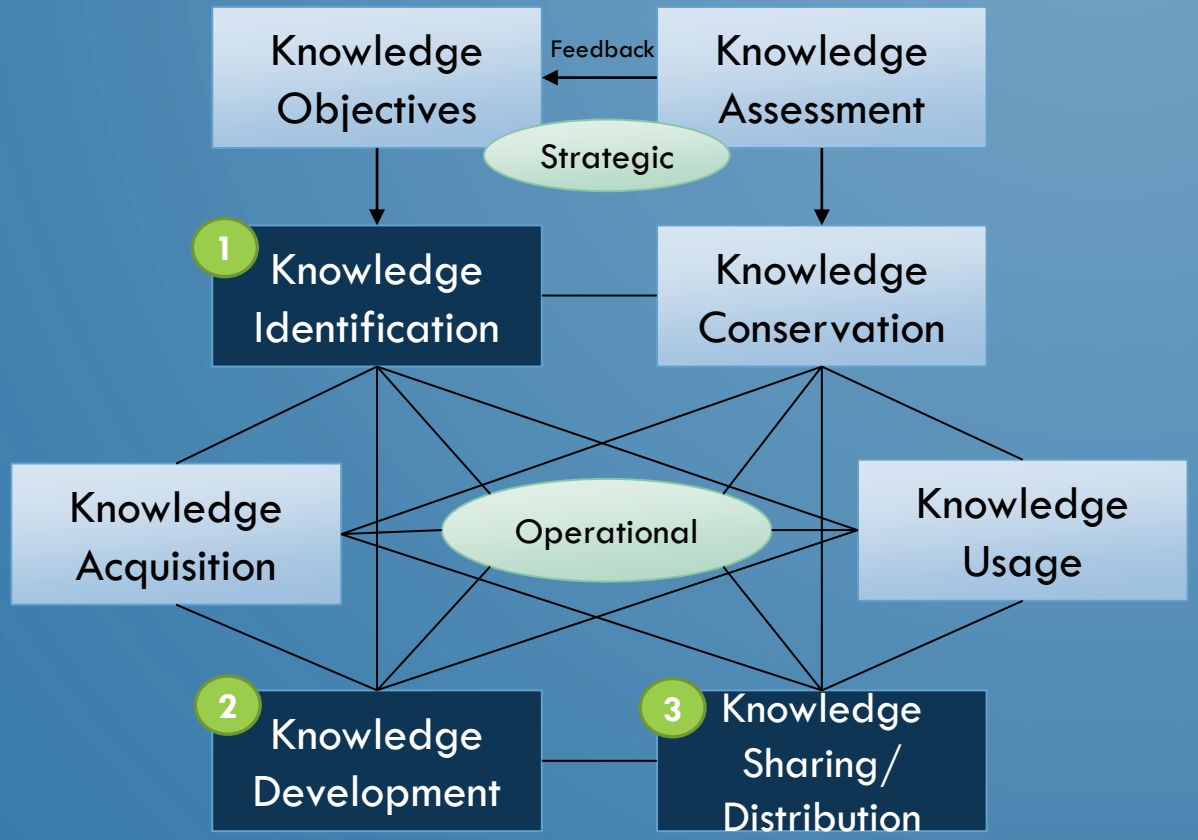
CORE PROCESSES OF KNOWLEDGE MANAGEMENT

	Knowledge Usage	Knowledge Sharing
Definition	Is knowledge efficiently used?	Getting knowledge to the right people within the company
PMC	Transforming knowledge into a easy to use format for other consultants to use	How can consultants profit from similar projects of other consultants?

KNOWLEDGE MANAGEMENT-BASED PROBLEMS OF PMC

- Need a knowledge-based competitive advantage to be a “thought-leader” in the consulting industry
- PMCs consultants have tacit knowledge
- PMC faces geographic dispersion of its consultans → limited ability to draw on a broad basis of knowledge and ideas
- Knowledge Management has only received limited attention by PMC

KM-BASED PROBLEMS OF PMC WITHIN THE CORE PROCESSES OF KM



1. Identify existing knowledge of PMC consultants
2. Create new knowledge & ideas through communication within PMC
3. Make the knowledge of the consultants accessible to PMC

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GRAPEVINE

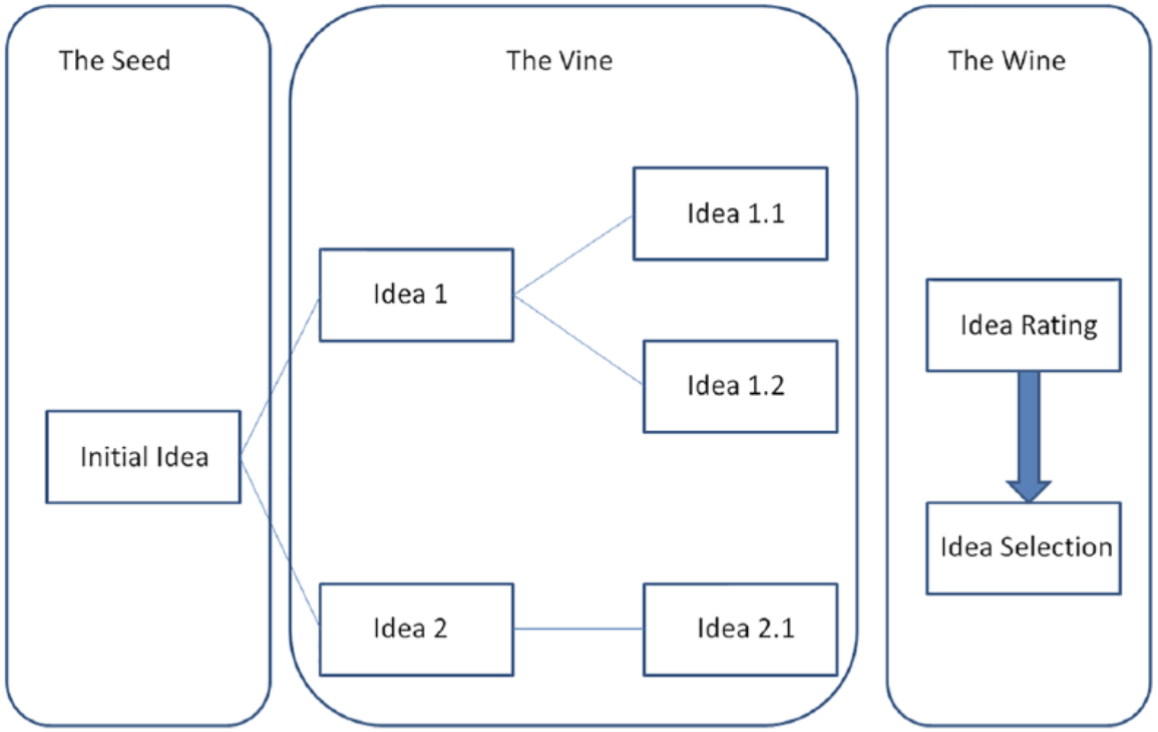

Figure 1. Grapevine overview.
Source: Adapted from Gottsman (2007).

ADVANTAGES & DISADVANTAGES OF THE POSSIBLE SOLUTION

Advantages

- Distribution of work to the eager ones
- Mangers can lead the direction through seeds
- Community driven approach with input from various departments of the company
- Thrives at scale

Disadvantages

- Needs to have high participation rates
- Same problems within different seeds
- Different perspectives on the relevancy of problems
- Diffusion of the discussion
- Is this approach feasible to find disruptive/incremental innovations?
- Thumbs up and down as a ranking method?

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DISKUSSION QUESTIONS

- Is Grapvine a good solution for the KM-based problems of PMC?
- What other solutions for the KM-based problems of PMC would you suggest?
- What are other examples of Enterprise Social Networks?

SOURCES

- O'Leary, D. (2020). Driving innovation using enterprise crowdsourcing, in Journal of Information Technology Teaching Cases 2020, Vol. 10(1), pp. 2–10