



To truly create, retain, leverage, reuse, measure and optimise the use of the knowledge assets the Know-Net tool includes a centralised **Knowledge Server** that receives explicit knowledge objects from all the business processes performed in the organisation into a

knowledge object store; maintains and develops explicit knowledge objects in one central place, avoiding duplication and fragmentation of knowledge; and allows for enterprise wide navigation, searching, filtering and dissemination of explicit knowledge objects.

Features of the Know-Net tool

Centrally managed categorisation of documents. The tool enables the accurate categorisation and indexing of both internal and external information. Supports multiple categorisation that is centrally administered using the Know-Net Ontology Editor.

Advanced Search Capabilities. The Know-Net search facilities go beyond full text search to provide: a browsable metadata schema; graphical search based on classification categories, in a manner which exploits the human's excellent ability to remember and deal with visual structures; immediate feedback in search result, supporting "iterative refined" search.

Collaboration. The Know-Net tool allows users to collaborate on-line at real time using Video and Audio Conferencing (using Lotus Sametime technology) or at their own pace using multiple asynchronous collaboration facilities.

User notification mechanisms. Knowledge workers do not have much time to spend seeking new items of importance that are

being added to the system, on a daily basis. Know-Net provides user notification services, which allow knowledge workers to quickly ensure that they are fully informed and up to date. This concept is based on the KM "Share Model" where a knowledge worker can go to look for something when he/she wishes, as opposed to the "Send Model" where all new notifications are "pushed" through e-mail to all users.

Know-Net can link to any other Notes based application to its Navigators, including for example, Lotus Team Room and Lotus Learning Space.

ABOUT US

The Know-Net approach, method and tool have been developed by the following companies:

PLANET

the leading management consultancy company in Greece.

KNOWLEDGE ASSOCIATES

an international UK-based KM consultancy company.

DFKI

the German Research Center for Artificial Intelligence.

INSEAD

through its Centre for Advanced Learning Technologies (CALT).

ICCS

the Greek Institute of Communication and Computer Systems of the National Technical University of Athens (NTUA).

UBS

the Credit Risk Valuation Department of the leading universal and asset management bank.

GOOCH WEBSTER

the UK firm of Chartered Surveyors and Commercial Property Agents.

FACHHOCHSCHULE BEIDER BASEL

through the CIM-Zentrum Muttenz (CZM).

Knowledge is a strategic source of competitive advantage for any company wishing to thrive in the new millenium. However, managing and leveraging knowledge is a hard and complicated task.

Know-Net cuts through confusing theory and hype to provide companies with practical advice and tools on how to tap their most vital asset.

KNOW-NET IS A TOTAL KNOWLEDGE MANAGEMENT SOLUTION.

Know-Net is built around a **knowledge-networking approach** that is a unique fusion of the knowledge-as-a-product (content) and knowledge-as-a-process (context) perspectives to knowledge management. Our approach covers the full web of leadership, processes, structures and tools, that enable building a knowledge-based organisation.

Know-Net offers a **modular, phased method** that guides companies through the journey of managing knowledge for business advantage. Our method facilitates the mobilisation, planning, design, deployment and measurement of concrete knowledge management initiatives.

The **Know-Net tool**, a fully scaleable intranet-based knowledge management software system, is tightly integrated to our approach and method. The tool supports knowledge workers and knowledge system administrators alike and integrates state-of-the-art content management, collaboration and communication facilities with advanced search and retrieval facilities.

Know-Net has been successfully trial-tested in three **user companies**: a financial services firm; a chartered surveyors company; and a management consultancy.

Know-Net

KNOWLEDGE MANAGEMENT WITH INTRANET TECHNOLOGIES

The Know-Net software tools, consulting methodologies and techniques have been developed by the Know-Net Consortium within a Research and Development project partially funded by the participating companies, the European Commission (Esprit research project EP28928) and the Swiss BBW.

A PHASED APPROACH TO KNOWLEDGE MANAGEMENT

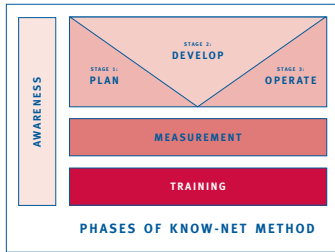
Know-Net's view is that knowledge management is not an abstract proposition for the future. Its full realisation is a long-term goal, but implementing the practical solutions that are available today is not a case of following the latest management fad; it is a vital aspect of world-class management.

Know-Net supports companies to design, develop, implement and measure their knowledge management competencies.

To this end Know-Net has developed a phased approach to fully implementing Knowledge Management in an organisational setting.

Know-Net's services aim to help companies move from determining the value of knowledge management activities to defining an integrated solutions path that builds capability. Included in these services are high-level consulting on the concepts and components of knowledge management (people, processes, and technology).





The Know-Net phases of a knowledge management initiative are the following:

Awareness about the benefits of knowledge management and its relationships to strategic as well as operational and day-to-day issues in the corporate environment.

Plan refers to the Knowledge Management Strategic Planning phase. In this phase a company determines the vision and readiness for a knowledge management initiative and the scope and feasibility of the project.

Develop is the phase in which an organisation transforms itself to a knowledge intensive company based on the company-specific KM value proposition derived in the Plan phase. Here, the structure and the design of a holistic solution (that covers processes, people and technology) are iteratively developed, tested and reviewed.

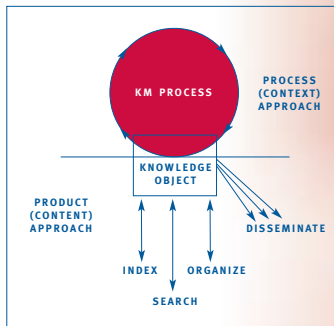
Operate is the phase in which an organisation rolls-out a

company-wide implementation plan with a holistic approach to KM.

Measure provides consistent support for measuring the creation, sharing and use of knowledge assets within the company.

Training of both the knowledge workers to the new processes and technologies as well as of the staff to take up new knowledge-related roles (e.g. CKOs, knowledge analysts).

The Know-Net method is modular so that an organisation can choose to start at different levels depending on its readiness and needs.



KNOW-NET INTEGRATES PRODUCT AND PROCESS VIEWS

Companies implementing knowledge management initiatives typically follow one of the following approaches:

- knowledge as a product (which places emphasis on content); and
- knowledge as a process (which places emphasis on context).

The product emphasises the **content dimension** and focuses on knowledge assets, their creation, storage, and reuse. In this perspective "Knowledge=Objects" that can be identified and handled in information systems. Information technology support of the product view is often based on document management systems. Examples are lessons-learned archives and best-practice databases.

The process view emphasises the **context dimension** of knowledge and views knowledge management as a social communication process. In this perspective "Knowledge=Process", i.e. a complex set of dynamic behavioural actions that are constantly changing. Information

technology support usually includes groupware and collaboration tools, real-time chats, video-conferencing, shared document editing, workflow etc. Such tools are used to facilitate and improve knowledge sharing and collaboration processes.

Know-Net's approach integrates both approaches by providing both:

- the appropriate context (i.e. which databases, discussion threads, organizational and work processes as well as cultural changes must be established) as well as
- sophisticated indexing, retrieval, and active delivery mechanisms which exploit knowledge content plus formalized context information (e.g. in the form of document meta data describing document history, discussion context, etc).

Know-Net's view is that **the Knowledge Object is the common unifier and lowest common denominator of a holistic KM system incorporating and integrating process and content.**

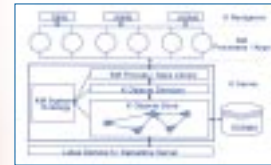
THE KNOW-NET TOOL

The Know-Net tool is fully scalable, from supporting and enabling a small team of knowledge workers, as a project and/or pilot – to supporting and enabling a Global Enterprise Wide Knowledge Management System.

Architecture of the tool

The tool has three fundamental elements and associated components: the Knowledge Navigators; the KM Processes/Applications and the Knowledge Server.

The different knowledge navigators support the varying needs of the users of the system. For example, the professional/knowledge worker needs a pragmatic and highly practical Navigator. We have called



this navigator the 'Knowledge Worker Navigator' (KWN). On the other hand, a Chief Knowledge Officer for example is interested in the design and implementation of a KM solution; such issues are part of the 'Strategic Knowledge Navigator' (SKN). Finally, in order to support the administrator of the system the tool also includes the 'Systems Administrators Knowledge Navigator' (KSAN).

The Know-Net tool is equipped with a number of **Knowledge Management Processes / Applications**. Some examples of the applications available as 'plug-in modules' to Know-Net are:

- Who's who – a 'yellow pages' directory of the organisation
- Objectives – an application that captures, maintains and shares the Organisations Values, Vision, Mission and Objectives
- Contacts – an application that supports the sales process, including client relationship tracking, proposals repository, presentations repository and sales-focused discussions
- Bid-management – an application that embeds the KM process into an automated Bid Management Process
- Innovation – an application that provides an automated creativity and innovation system
- Capital – This application captures performance and intellectual capital measures, in a simple form, and analyses them into human capital, structural capital and customer capital reports.