

KNOWLEDGE MANAGEMENT IN ACTION

Three Scenarios



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Contents

Knowledge Management: An Overview	1
Today's Lotus Knowledge Management Products	3
Three Knowledge Management Scenarios	6
The Buy Side	6
The Sell Side	9
The Inside	13
Bringing More Power to Knowledge Management	15
An Ongoing Commitment to Knowledge Management	16

This white paper provides three business scenarios that highlight Knowledge Management in various industries. These real-world scenarios highlight the overall areas where Knowledge Management increases market share, improves customer retention, enhances innovation, reduces cycle times, and helps identify new opportunities.

Knowledge Management: An Overview

At Lotus, we define Knowledge Management as *a discipline to systematically leverage information and expertise to improve organizational responsiveness, innovation, competency and efficiency*. Developing these key qualities has strategic importance for any organization, and offers clear benefits when applied to more specific business challenges. With Knowledge Management, you can:

- Reduce operating costs
- Increase organizational effectiveness
- Defend or increase market share
- Improve customer retention
- Innovate faster and reduce cycle times
- Identify new opportunities ahead of competitors

Knowledge Management generates increased productivity by creating synergy and context between the three elements that are at the core of every organization:

- *People* (colleagues, customers, partners, suppliers, and others)
- *Places* (virtual workspaces such as customized portals, teamrooms, chat rooms, and threaded discussion databases)
- *Things* (all of the content your organization depends on — authored by people, managed by systems, and stored for easy retrieval)

Knowledge Management enables these assets to be applied to business problems with speed and efficiency — raising productivity, streamlining processes, fostering innovation, increasing organizational effectiveness, and ensuring maximum competitiveness.

An opportunity to see Knowledge Management in action

While the benefits of Knowledge Management are clear, it can have diverse meanings within different organizations. This white paper describes three business scenarios that show how organizations use Knowledge Management to work faster and smarter. These scenarios are set in specific industries, but the overall themes hold true for a wide range of industries. After all, Knowledge Management is an important part of any successful company.

Taking concepts and making them real

Through these scenarios, we will highlight real-world examples of the five key components of Knowledge Management. These five technology pillars include:

- Expertise
- Knowledge Transfer
- Collaboration
- Knowledge Discovery
- Business Intelligence

By transforming these concepts into actual scenarios, this white paper is intended to increase your understanding of Knowledge Management. Other related white papers are available that explore Knowledge Management and our integrated suite of Knowledge Management products and solutions in more detail. These white papers are available at www.lotus.com.

Today's Lotus Knowledge Management Products

This section describes the integrated Knowledge Management products and tools available from Lotus and IBM. Each product adds value by delivering one or more of the five KM technology capabilities.

- Lotus K-station

Lotus K-station is a browser-based collaborative portal, or access point, through which individuals can acquire, share and transfer business knowledge. K-station gives both users and developers the unique ability to rapidly create personalized, Web-accessible team workspaces within the portal. Online awareness and real-time chat capabilities are also available throughout the portal, so you can easily see who's online, connect with them instantly and get answers fast.

- Lotus Discovery Server

The Discovery Server provides expertise profiling and location; sophisticated content cataloging and retrieval; and comprehensive search and knowledge audits. The server crawls through structured and unstructured content in order to extract, organize, and store the data that may be relevant to a given business task. The server also tracks relevant end user activity, identifying those individuals who may be best suited to address the task. The server was designed to be used as a rich backend service to Lotus K-station or as a stand-alone Knowledge Management solution for any other corporate portal.

- IBM Content Manager

Today you are managing an ever-increasing volume of digital content. IBM Content Manager is a robust cross-platform datastore for all types of content — images, computer output, documents, and rich media — that enables rapid integration of e-content into your core business processes.

- IBM Enterprise Information Portal

The IBM Enterprise Information Portal (EIP) enables the business user to rapidly access, manipulate and deliver content through a rich set of development components and services. Personalize data queries, search for highly specific needs, and utilize relevant results — from across an unrivaled number of IBM and non-IBM data sources.

- IBM Mindspace Solutions

IBM Mindspace Solutions is an innovative family of services and technologies designed to help you make e-learning part of your organization. IBM Mindspace Solutions provide comprehensive, reliable e-learning solutions that generate measurable results. We offer planning and design services, content development, as well as management and support. IBM's experience in designing and delivering effective e-learning solutions is unequalled in the industry.

- Lotus Domino

The Domino Server Family is an integrated messaging and Web application platform that companies use to deliver secure, interactive e-business applications and a rock-solid infrastructure for messaging and collaboration. A cornerstone to any KM initiative, Lotus Domino gives you the foundation for building knowledge and collaboration applications.

- Lotus Domino.Doc

You need a way to manage the multitude of documents your organization creates and receives. Domino.Doc automates and expedites the collaborative process of creating and using proposals, reports, presentations, white papers, budgets, and more. Domino.Doc facilitates group authoring and editing, document review and approval, managing user access, and archiving. Create a living library that helps your organization discover what you already know.

- Lotus Domino Extended Search

Domino Extended Search provides parallel, distributed, heterogeneous searching capability across Notes domains, legacy data stores, and the Internet — within the Notes and Domino environment. The result is single-point access to a variety of data stores without incurring the cost of a new, central index or additional storage.

- Lotus Domino Workflow

Develop, refine and manage your business workflow processes. Create workflow applications quickly, then easily update them to match your changing organizational needs — all with a visual, point-and-click interface. Monitor business processes throughout your organization to ensure knowledge is distributed and actions are initiated.

- Lotus LearningSpace

LearningSpace 4.0 is the complete learning management and delivery system that lets you seamlessly integrate your course content, whether you create it yourself or purchase it from leading providers. You can mix and match delivery methods in a single course — including self directed, asynchronous, or real-time collaboration. When you choose LearningSpace 4.0 you get a comprehensive software platform that lets you create, manage, and deliver e-learning that changes the way your business learns and works.

- Lotus Notes R5

Notes R5 is a powerful Internet messaging and collaboration client that includes full standards support. Customizable and lightweight, Notes R5 gives you the power to work the way you want, anywhere you want. Notes R5 delivers new and unprecedented search and navigation capabilities that help you quickly and easily find what you're looking for and adapt it to your needs. Your e-mail, calendar, Web links, discussions, and teamrooms are at your fingertips on one screen through an easy-to-use, customizable interface.

- Lotus Records Manager

As companies become more dependent upon electronic — instead of paper — records, and documents that are signed electronically, companies are taking advantage of all the functionality and benefits of electronic records management. The only unified solution on the market today, Lotus Records Manager provides effective lifecycle management of e-records.

- Lotus QuickPlace

Point, click, collaborate. QuickPlace is a self service Web tool that enables the creation of an online team workspace — instantly! Structured for participation and productivity, teams utilize QuickPlace to centrally communicate and organize ideas, content, people and tasks around any project or ad-hoc initiative. Browser-based, no special training or client software installation is required. Meet your deadlines, meet your objectives, meet in QuickPlace.

- Lotus Sametime

A stand-alone, real-time collaboration software solution that makes it easy for you to find coworkers, partners, customers and suppliers online — and communicate with them regardless of where they're located. With one click of the mouse you can move from instant messaging to an online meeting where you can share live documents and applications. Sametime provides a comprehensive application development platform for creating real-time enabled business applications allowing users to work more efficiently and effectively.

Three Knowledge Management Scenarios

There are many examples of how organizations use Knowledge Management. We created the following scenarios to illustrate the three broad areas where Knowledge Management fills a vital role:

- *The buy side.* Situations where your organization needs to use Knowledge Management to improve or streamline the way you acquire materials, services, or information from outside groups — such as members of your supply chain.
- *The sell side.* Situations where Knowledge Management improves the way you interact with customers (either B2B or B2C).
- *The “inside.”* Situations where Knowledge Management helps you leverage all of the information and expertise within your own organization.

Our three scenarios are intended to help raise awareness of the many ways that Knowledge Management can bring you the key benefits highlighted earlier — improved organizational responsiveness, innovation, competency, and efficiency. While our three scenarios describe interactions within fictional organizations, they are based on our experience with similar customers throughout the world.

The Buy Side

An automobile manufacturer responds to a public relations crisis and averts a supply chain emergency

Recently one of the world’s best-known automobile manufacturers found itself in the spotlight when the tires on one of its best-selling vehicles were recalled because of the danger of blow-outs and the concern for public safety. Because of the high number of incidents involving vehicles equipped with this particular tire, several high-profile consumer reports and subsequent testing by regulatory agencies led to a recall of the tires.

As the news media publishes front-page stories about the recall, executives at the company are already moving quickly to resolve public relations issues that revolve around the crisis. They quickly discover that they have another emergency on their hands. They now need to work with the tire supplier and their distribution channels to locate the right replacement tires to allay customers’ fears. They also need to ensure that enough new tires are available so that production and sales can continue uninterrupted. Luckily, they have a Knowledge Management system (linked to their production management system) that holds a wealth of knowledge on every member of its supply chain.

Within hours of the recall, the automobile manufacturer and its dealers — along with the tire supplier and its distributors — have turned to Lotus Sametime to hold critical, real-time discussions about their needs. Engineering provides precise specifications for the replacement tires. Dealers provide key forecasting data about replacement demand. Manufacturing prepares the necessary production change orders across the plant sites.

And the executive team provides key direction to the entire team, keeping everyone involved in the process aware of what is being done. With Sametime, progress moves ahead quickly. Remote members of the team log in securely from their laptops, thanks to Sametime's encryption capabilities.

The ability to respond quickly

The Sametime discussion helps the auto manufacturer determine what it needs. But now its challenge is to find the right tire — and as quickly as possible. To discover this knowledge, the team turns to Lotus Notes, which serves as the heart of its Knowledge Management system. Within the system, they find an extensive database of information about various tires available from their supplier. By comparing their needs with the products available, they narrow the field to three possible tires.

The system provides information that goes beyond product specifications for each tire. For example, they can access “soft data” such as its plant managers' opinions of each product. In this way, the Knowledge Management system serves as a corporate memory — capturing business intelligence that helps the auto manufacturer make the right decisions as it moves ahead. After all, supply chains are constantly evolving.

A centralized resource for decision making

All told, less than a day has passed since the announcement of the recall. To make a final decision and capture all of the resulting information about the selection process, the team establishes a Lotus QuickPlace, a central, secure workspace that the entire team can share. This QuickPlace serves as a repository for all communications with the tire manufacturer, enabling all members of the team to access the most current documents. In the past, making a change of this level would have required travel and meetings and conference calls — all time-consuming methods of collaborating not possible given the urgency of this current supply chain crisis.

Collaboration that enables quick action

The powerful workflow capabilities of Lotus Notes create a seamless decision-making workflow among the auto manufacturer's top executives, the legal department, and manufacturing. While all three tires meet the manufacturer's needs, one has a clear advantage — higher reliability. Another Sametime discussion cements the choice and executives contact the tire manufacturer to place an order.

Now that the selection process is complete, there is still key work to be done, as identified by the team during frequent Sametime discussions. The manufacturing lines are still operating at full speed, but the backlog of tireless SUVs is starting to fill storage facilities. A shipment of tires is on its way to each plant, but the appropriate assembly units need to be trained to install and test the new tires. Plus, dealers have to be trained to answer customer concerns and questions.

E-learning puts training in the hands of those who need it most

Traditionally, this training might take place at headquarters, requiring assemblers to take time off work for training, and incurring major expenses. But fortunately, the auto manufacturer's visionary corporate training department has invested in an e-learning solution that enables assembly personnel to take courses right on the factory floor. Plus, this system serves as the foundation for a dealer training solution that keeps every dealer informed.

This powerful e-learning solution is fueled by Lotus LearningSpace 4.0 — part of the IBM Mindspan Solutions family of e-learning technologies and services. The IS group — working closely with the manufacturing group — quickly develops a LearningSpace 4.0 module that covers all aspects of the new tires. Assemblers learn online in a rich learning environment that includes audio, video, presentations, animation, and other elements that help them master the installation and testing of the new tires. During the hour-long training, they ask questions, get responses from experts, and establish a new series of procedures to be used at all manufacturing plants. All key knowledge is transferred to the assembly groups in a way that they find intuitive and compelling. And the dealers are equally informed about every aspect of the new tires.

When the tires arrive via rail the next day, each production plant is ready to install them and get its backlog of SUVs out of the storage lot and onto the showroom floor. The auto manufacturer quickly ties its external PR group into the QuickPlace, transferring key knowledge for the PR group to present to the press. Not only has it kept production moving ahead without delays, but it has also chosen a tire that is significantly more reliable.

A chance to move more quickly

Knowledge Management enables this manufacturer to respond quickly and decisively to a supply chain challenge — one that might have paralyzed less capable organizations. The cumulative effect of the various Lotus technologies is clear. With a complete Knowledge Management solution, the manufacturer was able to move quickly to turn a crisis into an opportunity — ensuring uninterrupted manufacturing and keeping cycle times low.

Applying this scenario to your organization

You may never face a supply chain crisis like the one described here, but if your organization buys products or services, it may have supply chain challenges similar to those faced by the automobile manufacturer we have described here.

- Do you need to manage your supply chain more efficiently?
- Do you have a method of managing all the volumes of data that exists about your supply chain?
- Do groups within your organization need to collaborate to make important buying decisions?
- Is it important that you move quickly to make these decisions?

- Do you feel confident that your supply chain contains the best possible vendors?
- Are you able to identify new vendors quickly and efficiently?
- Does your supply chain management strategy tap all of the technologies available to make your operation as efficient as possible?
- Are there areas where e-learning could help your organization train members of its supply chain?

Knowledge Management and “the buy side”

Knowledge Management enables a new level of supply chain management — one that puts you in control. During normal times, you can locate and transfer knowledge and expertise that keeps your operation running smoothly. And during a crisis, Knowledge Management becomes even more important to supply chain management.

The Sell Side

Knowledge Management helps a bank respond to the needs of its customers

With information flowing in and out from a multitude of customer touchpoints, many organizations lack a unified way of managing what they know about their customers. They need to integrate unstructured data such as voice mails and faxes with structured data from Business Intelligence (BI) applications and their own organizational knowledge. The goal is more personalized service, resulting in more satisfied and loyal customers and long-lasting customer relationships.

A satisfied customer returns time and again and encourages others to purchase your products and services, while one dissatisfied customer can deter 10 others from ever considering you. The Web era raises new challenges for managing customers. Solving this challenge is increasingly important when the competition is only a mouse click away.

Knowledge Management supports key customer initiatives

Knowledge Management plays a key role in customer relationship management (CRM) initiatives. We support CRM initiatives with technology that integrates Business Intelligence — one of the five technology pillars of Knowledge Management — and that brings greater personalization and interaction to the environment. The result? A more satisfying e-commerce experience for customers.

Consider a hypothetical consumer named Michelle, who is looking for a home mortgage. She goes to the Web site of First National Bank, and opens a home mortgage application form. She provides some basic information about herself, and begins to fill out the application. Statistically, the bank’s chances of turning Michelle into a buyer are slim. According to Giga Information Group, the number of online shoppers grew by 37 percent in 1999, but Web sites only converted 2 percent of all shoppers into buyers. Many consumers find e-commerce to be confusing, impersonal and/or difficult to manage. A recent New York Times study on e-commerce indicated that between 33 and 66 percent of customers bail out of transactions before they are completed.

Identifying high-value customers and responding to their needs

First National's odds are much better than average, however, because they have implemented powerful collaborative technology to provide the right level of service to the right customer at the right time. One of those technologies is Lotus Sametime. With its patented place-based awareness, Sametime enables the bank to be aware of prospective customers at their Web site and respond to them in different ways.

If Michelle were looking for a commodity product, the bank might choose to greet her with an automatic instant message and direct her to databases or FAQs. But by the Web pages she is visiting, the bank can tell that Michelle is looking for a sizable mortgage. Also, First National's integrated Knowledge Management system recognizes that she is a commercial customer of the bank.

Helping customers by transferring knowledge

Because of Michelle's high-value profile, the bank assigns her a live customer service representative named Paul, who specializes in residential mortgages. Michelle can easily contact Paul at any time by clicking on a help button displayed on her screen. With live help, customers can ask questions, get support, and learn more about products instantly, which makes them more likely to buy and to return for repeat purchases.

Michelle is trying to decide whether to pay two points in exchange for a lower rate, so she clicks the help button. After reviewing Michelle's account profile, Paul sends an instant message telling her he is available to provide assistance. This message pops up in a window on Michelle's screen. Michelle replies that she is having trouble figuring out how many payments it will take until the lower rate pays for the points. Using Sametime's screen-sharing technology, Paul is able to take control of Michelle's browser and co-navigate her to a spot on the bank's site where he can do this calculation and show her the pros and cons.

Now Paul brings Michelle back to the mortgage application and helps her through it step by step, answering any questions she has about the various information required. He suggests that she might want to participate in an online mortgage seminar — a webinar — that First National is holding. She can tune in live or view a rebroadcast at her convenience. Paul could also suggest that she join a public or private user group to have online discussions about mortgages. These are all ways that the bank transfers knowledge to this key customer, helping her make her decision.

Collaboration — one of the pillars of Knowledge Management

First National Knowledge Management systems are helping Paul as well, by putting him in touch with the resources he needs, and by allowing him to save everything in the Sametime Log so that he can share a record of the conversation with other team members. Once the application is completed, Lotus Domino Workflow automatically assigns responsibilities, generates due dates, and begins to route Michelle's application to the appropriate people at the bank. At any point in the cycle, First National's customer service staff can see who has approved the application, who still needs to act on it, even on whose desk the application sits at that moment. The efficiency of this process management enables the bank to respond more quickly than some of their competitors.

Creating a centralized solution for collaboration

A mortgage application is a complicated transaction that traditionally requires numerous phone calls, physical meetings, faxes, overnight mail and courier deliveries. To better manage the process, Paul instantly sets up a Lotus QuickPlace for Michelle. This central and secure, shared workspace enables her to send and receive messages, and also pick up and drop off documents like credit reports, home assessments or title searches. If she wishes, Michelle's attorney and real estate agent can also use the QuickPlace. Each person can post, view and edit any document at their convenience, be it 2 PM or 2 AM. The QuickPlace also provides check-in/out of documents, tracks revision history and automatically notifies users when new postings or edits have been made. If they work offline, the QuickPlace will be automatically updated the next time they log on. Michelle says that she doesn't have QuickPlace software. "No problem," Paul replies, "any browser is sufficient."

Harnessing internal information and expertise

So the bank's team can better serve Michelle, Paul also establishes an internal "private" QuickPlace where he will collaborate with Michelle's commercial lending officer and the management team on the possibility of obtaining a better rate by using some of her corporate real estate as collateral. In the internal QuickPlace, Paul and his associates can post internal documents, hold meetings and document their decisions. As with the Sametime messaging logs, QuickPlaces can be saved, so the bank is continually feeding its BI system in a cycle that results in an ever-more-complete view of its customers.

Now Michelle has another question. For estate planning purposes she might want to have a trust own the house. Would that make it more difficult to refinance the mortgage at a later date? Paul admits that he is not an expert in that area, but the bank's Knowledge Management system quickly locates a person who can answer the question. Using the awareness capabilities of Sametime, Paul sees that this person is online and available to speak with Michelle. She joins the conversation and answers Michelle's question in real time — providing the expertise that is one of the five pillars of Knowledge Management.

Facilitating a successful customer interaction

Michelle needs to get back to work, so she thanks Paul for his help and signs off. Over the next couple of days, while she is collecting the information she needs to provide — the home inspection, a copy of the Purchase and Sale Agreement, etc. — the Lotus workflow application keeps things moving smoothly at First National Bank.

The following Monday, Paul gets a voice mail message that the loan is almost ready. He is at the airport and is preparing to board his flight for a business trip. Once on board, Paul takes out his laptop computer, on which he has a local copy of Michelle's QuickPlace. When he arrives at his hotel, he goes online to receive his e-mail and the QuickPlace automatically updates. Paul notices that the bank's legal department has made some small changes in the standard mortgage document. Because they use Lotus Domino.Doc, those changes have been automatically updated in all of Paul's templates, so there is no need for him to modify Michelle's agreement. Paul telephones Michelle and tells her the loan has been approved and that she has qualified for a lower rate because of her commercial assets. All the details are on her QuickPlace.

Better customer relationship management via Knowledge Management

A few days later Michelle is approved at the same interest rate by another financial institution, but she decides to do business with the bank because the process has been so efficient and so personal. First National Bank was able to offer things that no one else could, and it helped them earn the business. And, because First National now has an expanded account profile on Michelle, they are better able to serve her account and proactively suggest new ways to assist her and also customers with a similar profile. Knowledge Management has benefits for Michelle, as well as First National Bank, because it's much more profitable to retain loyal customers than it is to try and sell new ones. As a result of numerous experiences like this, First National Bank feels that their investments in Knowledge Management have been justified.

Applying this scenario to your organization

You may not be in the financial services business, but if your organization sells products or services, it probably faces many of the same challenges described in the scenario above.

- Do you need to respond to customer inquiries more quickly?
- Do you want to gather all of your customer information in one easy-to-access resource?
- Can you locate internal expertise quickly and efficiently?
- Do your customers (B2B or B2C) get the kind of responsive service that ensures a long-term relationship?
- Do you have a method of identifying key customers and singling them out for special attention?
- Have you taken your customer relationship management strategy to the Web?
- Does your technological infrastructure provide the capabilities that foster a closer connection with your customers?

Knowledge Management and “the sell side”

In these cases and many more, Knowledge Management plays a key role in fostering the seamless interaction between you and your customers — building a new level of customer connection. As a result, you can maximize sales today, and build customer loyalty far into the future.

The Inside

A hospital taps Knowledge Management to collaborate and leverage all of its internal expertise

One of the pillars of Knowledge Management is expertise — centralizing it, accessing it, sharing it, and using it. Few situations are more crucial than locating medical expertise. Consider Central Massachusetts Hospital, a major teaching hospital west of Boston. A 76-year-old male patient arrives at the hospital exhibiting flu-like symptoms that have lasted for more than three days. During an initial examination, the hospital emergency room physician begins to suspect that this patient may have West Nile Virus, given the duration of the symptoms, the patient's age, and his place of residence — on the banks of a pond where birds infected with the virus have been found.

Knowledge Management puts expertise in action

After the examination, the physician turns to the emergency room PC and quickly searches the hospital's Knowledge Management system — based on Lotus Notes. The physician locates a wealth of information about recent flu epidemics, including on the West Nile Virus. He discovers that there have been several cases that appeared to be related to the virus, but were determined to be advanced cases of flu. He accesses the authorized clinical information and procedural instructions that enable him to conduct a more thorough examination.

After this examination is complete, the physician quickly uses Sametime to identify the epidemiologists, internists, infectious disease specialists, and others within the hospital who have expertise in this area. Although it is late in the day, Sametime quickly locates a multi-disciplinary team to examine the relevant clinical data and proceed with differential diagnosis and treatment options. Given the large size of the hospital, many members of this team will not have an opportunity to examine the patient. But all can offer their clinical opinions, collaborating to provide the best possible care that leverages all of the hospital's in-house expertise.

Bringing knowledge together for better results

The information the team supplies consists of internal documents, images, articles from journals, and more. That night, the hospital establishes a QuickPlace to hold all of the documents and updates contributed by the team. More than simply storing this information, QuickPlace enables the high level of collaboration necessary during the diagnostic stage. Team members also pull in experts from New York, who all gain seamless access to the QuickPlace via their laptops. Since patient confidentiality is key in this case, QuickPlace's security features are important, and keep information safe.

A follow-up Sametime discussion among the team the following morning enables all members of the team to contribute their thoughts based on the latest testing. Based on the patient's lower temperature, quick response to IV fluids, and other factors, the team is leaning toward a diagnosis of flu, rather than West Nile virus. However, they realize that their decision is important, and they pursue all avenues of treatment, using Sametime for efficient collaboration — enabling them to come to consensus faster than convening a traditional meeting.

Quick response to requests for information

Meanwhile, the press has heard about the patient, and the hospital switchboard is flooded with requests for information. Central Mass. Hospital's internal spokesman is included in the Sametime discussion and provided access to the QuickPlace — quickly transferring key knowledge to the PR group and hospital executives. Now that they are up to date on the latest progress and internal discussions, they can respond knowledgeably to all requests for information. Meanwhile, the clinical team's work proceeds uninterrupted.

A chance to leverage internal expertise

The diagnosis of flu proves correct. The patient's condition improves throughout the week and he is discharged five days after being admitted. But Knowledge Management doesn't stop here. All relevant treatment information is included in the hospital's Notes-based clinical Knowledge Management system and becomes part of the hospital's best practices database. In this way, everyone at the hospital learns from the knowledge gained during this high-profile clinical event. For Central Mass. Hospital, Knowledge Management meant keeping the quality of care high — even in unusual situations — by enabling rapid sharing of specialized expertise.

Applying this scenario to your organization

Leveraging internal expertise may not be a life-or-death situation for your organization. However, it affects the health of your bottom line. After all, Knowledge Management enables organizations to work smarter — no matter what the industry. While the knowledge within your organization will vary, you may face some of the same challenges.

- Do you need to capture the expertise within your organization?
- Is it easy for people within your organization to connect with colleagues who have special expertise, knowledge, or insights?
- Are there pockets of knowledge that need to be shared with the larger organization?
- Do you rely on internal expertise to make key business decisions?
- Is it important for various groups within your organization to collaborate and share their expertise?
- When people leave your company, does their expertise leave with them?

Knowledge Management and the “inside”

Knowledge Management lets your organization benefit from the knowledge of many — no matter where they are. It captures expertise and makes it available to all who need it, whenever they need it. And with Knowledge Management, you can be confident that your organization is working smarter and faster — enabling it to respond more effectively to any and all challenges.

Bringing More Power to Knowledge Management

As our three scenarios show, Lotus and IBM provide a range of solutions that enable efficient Knowledge Management — on the buy side, sell side, and inside. Our commitment to Knowledge Management includes continually innovating and creating new solutions that address the challenges of Knowledge Management. For example, the most recent additions to our Knowledge Discovery System (KDS) include:

- **Lotus K-station.** A knowledge portal that organizes content, applications, and people for both individuals (Personal Places) and communities (Community Places).
- **Lotus Discovery Server.** A sophisticated solution that probes an organization's combined knowledge and discovers the relationships between People, Places, and Things so that they can be applied to specific business challenges.

These solutions serve as key elements of the overall Lotus and IBM Knowledge Management strategy, providing complementary capabilities that can be used separately or integrated seamlessly.

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In short, Lotus K-station and the Lotus Discovery Server take Knowledge Management to the next level with a full suite of advanced capabilities. Since these solutions are compatible with Lotus Knowledge Management technologies, they leverage even more power from your investment in Knowledge Management.

For more information on Lotus K-station or the Lotus Discovery Server, go to www.lotus.com/km.

An Ongoing Commitment to Knowledge Management

At Lotus and IBM, we believe in the power of Knowledge Management. Together, we have the resources to address the entire Knowledge Management process, from design to implementation. Our organization includes many of the world's leading Knowledge Management experts, who bring their insights to your organization. As part of our commitment, we created the IBM Institute for Knowledge Management (IKM) — a consortium of over 30 companies, all focused on developing state-of-the-art, practical Knowledge Management methodologies. And we use knowledge networks and software communities as integral parts of our own organization.

A full spectrum of Knowledge Management solutions

As our three scenarios show, Knowledge Management can mean different things to different organizations. Thousands of businesses in diverse industries are already tapping the power of Knowledge Management to raise responsiveness, innovation, competency and efficiency. Shouldn't yours?

To find out more about Lotus solutions for Knowledge Management, visit www.lotus.com/km.

