

Wissensmanagement

Übungsblatt 2

CommonKADS methodology

(Besprechung in den Tafelübungen am 28. Mai und 4. Juni 2001)

Prof. Dr. Rudi Studer

Dipl.-Ing.-El. Nenad Stojanovic

Sommersemester 2001

© Institut AIFB, Universität Karlsruhe

Aufgabe

Nach dem CommonKADS-methodology die Vorlesungsfolien (2. Kapitel) gelesen haben, sollen Sie die folgende Probleme mit dieser Methodolgie analizieren.

1. Social Security Service

Problem-opportunity context

In The Netherlands, the administration of a range of social security benefits is carried out by municipalities. The most important ones are general assistance benefits. The latter category is an 'end-of-the-line' type of benefit, in the sense that if no other regulations apply, a person may ultimately appeal to this type of benefit. At the time of the project, in the municipality of Amsterdam approximately 60,000 people were supported by these general assistance benefits. In order to qualify for this financial assistance, each applying individual is screened in great detail. The rules for this are written down in or can be derived from several volumes of laws and regulations. In Amsterdam, a considerable backlog in dealing with (the growing numbers of) clients had accumulated over the years. This led to long queues in the offices, as well as long elapse times between initial client intake and final decision. At the level of the directorate of the responsible municipal service, this backlog created concerns over the efficiency of the work being done. Moreover, the clients themselves started to complain about the delays, and these complaints found their way into the local media. In this context, the secretary of the directorate suggested the use of knowledge systems to help reduce the backlog. It is highly important to stress the initial hypothesis because it shows how crucial modelling organizational features is. Briefly, the initial problem/opportunity formulation was:

Because the applicable laws and regulations are so complex, it takes a long time for the staff involved to reach a decision. If we can assist these people with a knowledge system that stores the needed legal decision-making knowledge, the decision process can be speeded up, so that more clients can be served in the same time and the application backlog will be significantly reduced.

Hinweise:

Nur Organizational modeling (OM1-OM5)

2. Ice-Cream Product Development

Ice cream production involves deep knowledge about an amalgam of delicate product structure and properties, about sophisticated production processes and last but not least, about consumer preferences that are often local and change over time. In a successful ice cream business, these very different knowledge areas have to be strongly intertwined. Catering for the ever-changing consumer interests in addition requires a steady stream of new ice cream products that appear on the market in a timely fashion.

Ice cream thus represents a tough knowledge management challenge.

Knowledge management system should make an environment to prevent loss of skills due to retirement, and new functionalities of existing conventional IT support systems. As a fundamental principle, this knowledge project must have active and direct support from the (in this case, ice cream) business itself.

Hinweise:

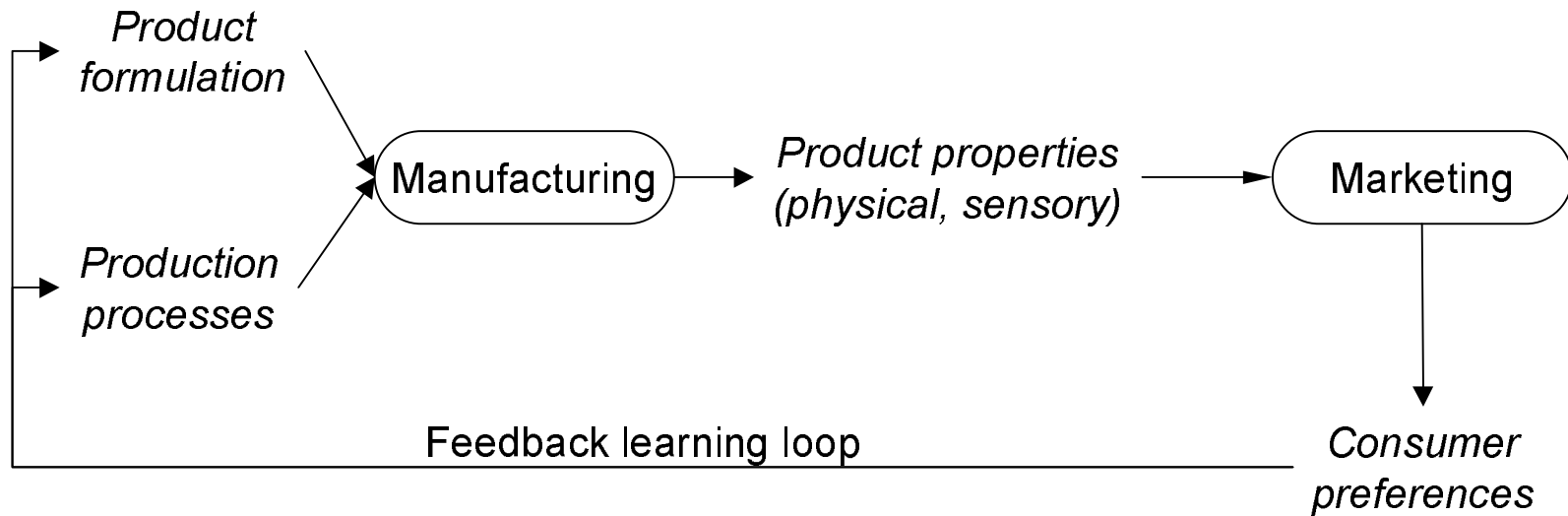
- a) Organizational and task modelling (OM1-OM5, TM1-TM2, OTA-1)
- b) Als Basis soll das folgende Worksheet OM1 „*Problems and Opportunities*“ dienen, in denen das Ziel des Wissensmanagementsystems anhand von vorhandenen Wissensdefiziten und möglichen Lösungen skizziert wird.

Appendix

Organization Model	Problems and Opportunities Worksheet OM-1
PROBLEMS AND OPPORTUNITIES	<ul style="list-style-type: none"> * Speed-up time to market of new ice-cream products * Leverage associated knowledge across functions and sites
ORGANIZATIONAL CONTEXT	<p>Vision and strategy:</p> <ul style="list-style-type: none"> * Achieve a situation as depicted in the next slide <p>External factors:</p> <ul style="list-style-type: none"> * Local and changing consumer preferences * Variety in relevant national legislation * Branding issues * Strong international competition <p>Major value drivers:</p> <ul style="list-style-type: none"> * Fast-moving alignment with local consumer markets by new product introductions
SOLUTIONS	<p>Solution 1: Upgrade current IT systems for product development</p> <p>Solution 2: Develop new functionalities through knowledge systems (e.g., assessment, processing support)</p> <p>Solution 3: Let specific solution direction be the result of a stakeholder-driven process</p>

Worksheet OM-1: Problems, organizational context and possible solutions for the PARIS ice-cream project.

Appendix



A vision for ice-cream knowledge management, seen as an organizational learning feedback loop.