

Kapitel 5

Geschäftsprozessorientiertes Wissensmanagement

5.1 Motivation

5.2 Business processes management (BPM) as basis for
knowledge management

5.3 Knowledge management integrated in Workflow-management
systems

5.3.1 Example - Smart Task Support

5.4 KM as basis for Business Process Improvement/Reengineering

5.5 Conclusion

5.1 Motivation

- Knowledge management is declared as very important management+IT activity in **almost all** organisations
- Knowledge management projects are started in **many** organisations
- ROI (Return Of Investment) of knowledge management projects are accounted only **some** of those organisations

=> Problem is that tasks of KM projects are not well (enough) integrated into achieving business goals of an organisation

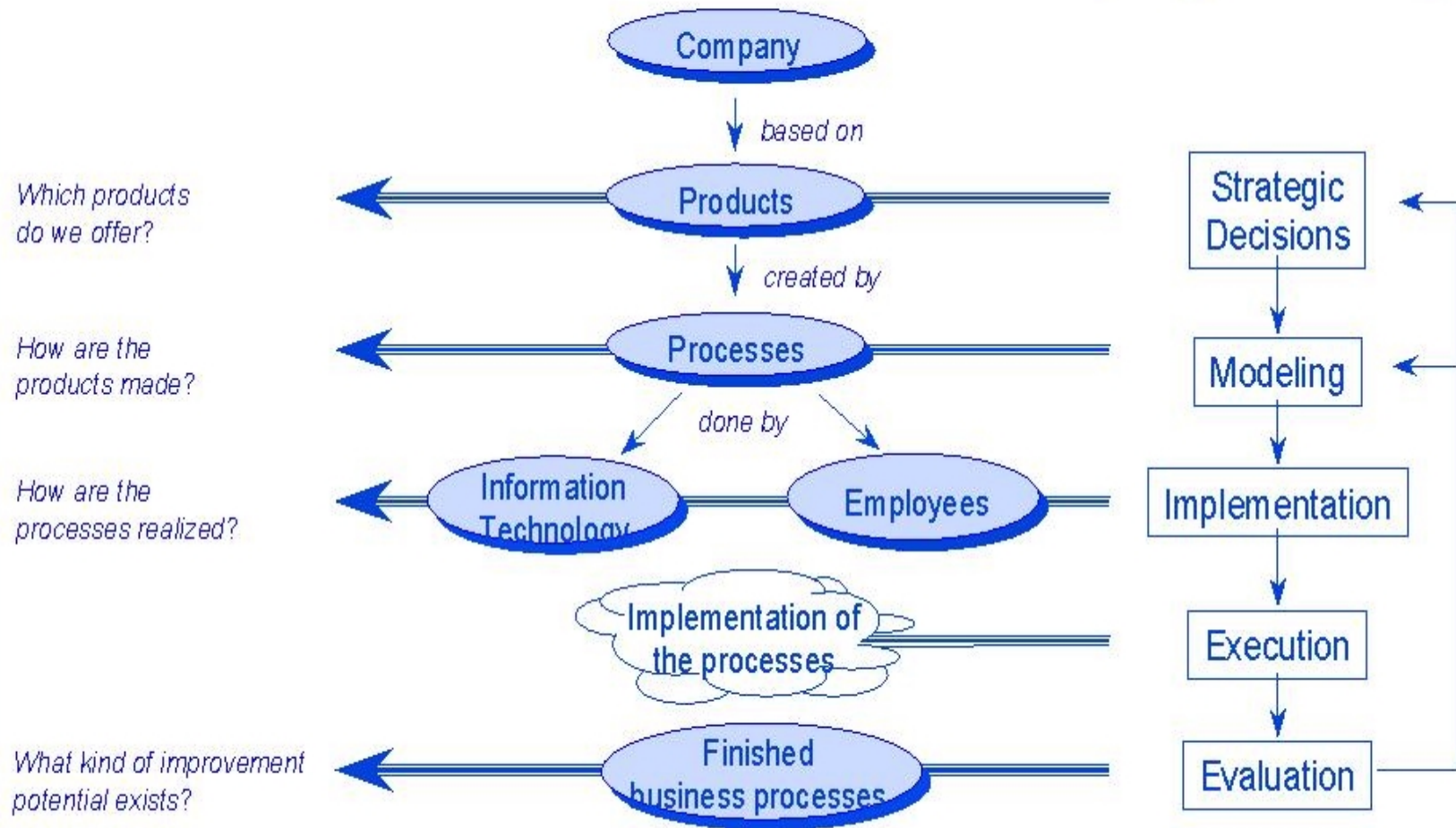
Motivation

- Business goals are realised in business processes
- Business process is a structured, measured set of activities designed to produce a specified output for a particular customer or market (Davenport, 1993)
 - It implies a strong emphasis on how work is done within an organisation, in contrast to a product focus' emphasis on what.
- Business processes are based on key competencies of an organisation and are therefore a source of knowledge in an organisation.
 - knowledge is especially important when it is suitable for business process improvement/reengineering

=> Knowledge management processes have to be integrated into business processes (knowledge is generated, acquired, used, evaluated in the context of a business process, i.e., business goals)

What is BPM - repetition

BPMS-METHODOLOGY: PRODUCT/PROCESS-PHILOSOPHY [Karagiannis, 1994]



BPM & KM

Three styles of integration:

- Business processes management as basis for knowledge management
 - Knowledge management processes (according to Probst), are organized around planing and implementation of business processes

- Knowledge management integrated in Workflow-management systems
 - Knowledge management processes has the support function in a WfM system (e.g. access to knowledge relevant for solving actual task)

- Knowledge management as basis for Business Process Improvement/Reengineering
 - Knowledge management provides knowledge for modelling, optimisation and automating of business processes

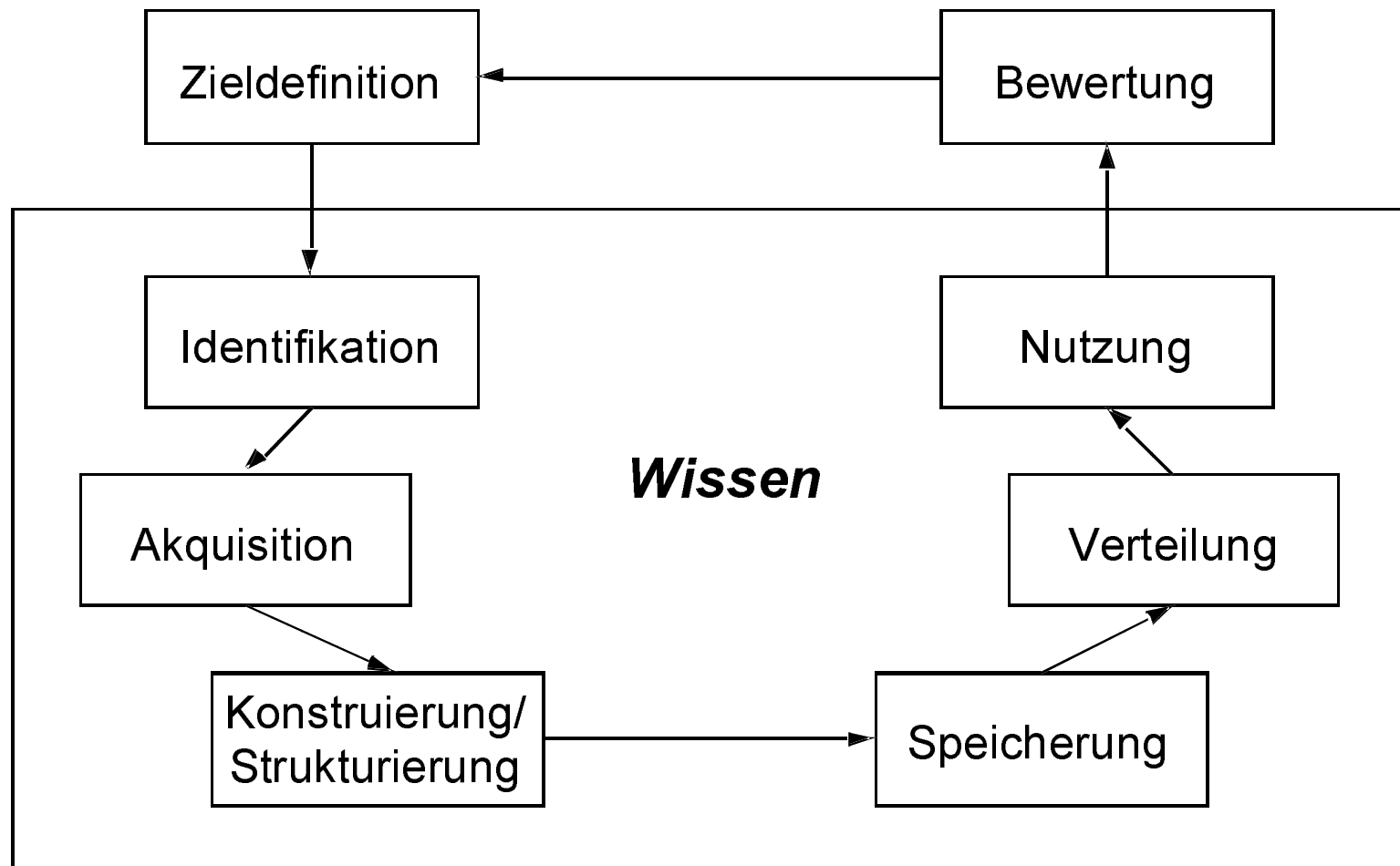
5.2 Business processes management as basis for knowledge management

- Activities in business processes are connected to some knowledge and require more or less working experience
 - Using knowledge in a process activity leads not only to better performances of that activity (time, money, quality), but also to better fulfilment of the goals of the process as whole
 - Knowledge is useful when it adds value to a business process
 - This knowledge should be subject of an integrated KM system
 - KM system should be responsible for creating, acquiring, delivering and evaluating such high-valued knowledge
- => KM processes should be aligned to processes of planing and implementation of business processes (strategic management and process management)

Business processes management as basis for knowledge management

■ Primäre Aufgaben des Wissensmanagements

vgl. [Probst et al. 1997]



BPM as basis for KM

■ Defining the goals of the KM system

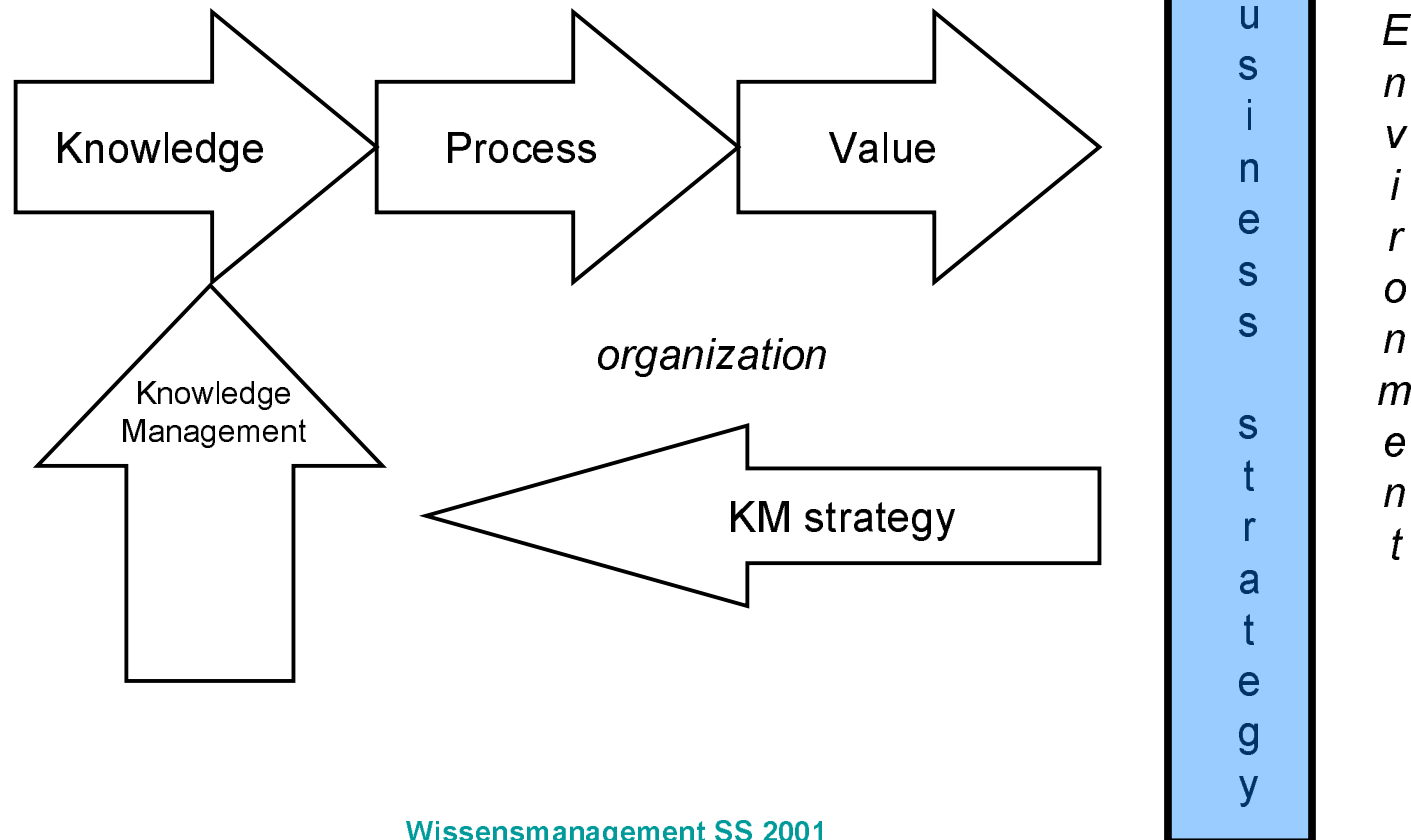
- top-down analysis of the vision of the organisation
- identification of the strategic and operational goals
 - strategic goals have to be aligned with organisational objectives
 - e.g. “using knowledge to ensure competitive advantage of the organisation”
 - operational goals have to be integrated in business process management
 - e.g. “acquiring knowledge to enable better performance of the business process”

BPM as basis for KM

Defining the goals of the KM system - Example I

CommonKADS methodology

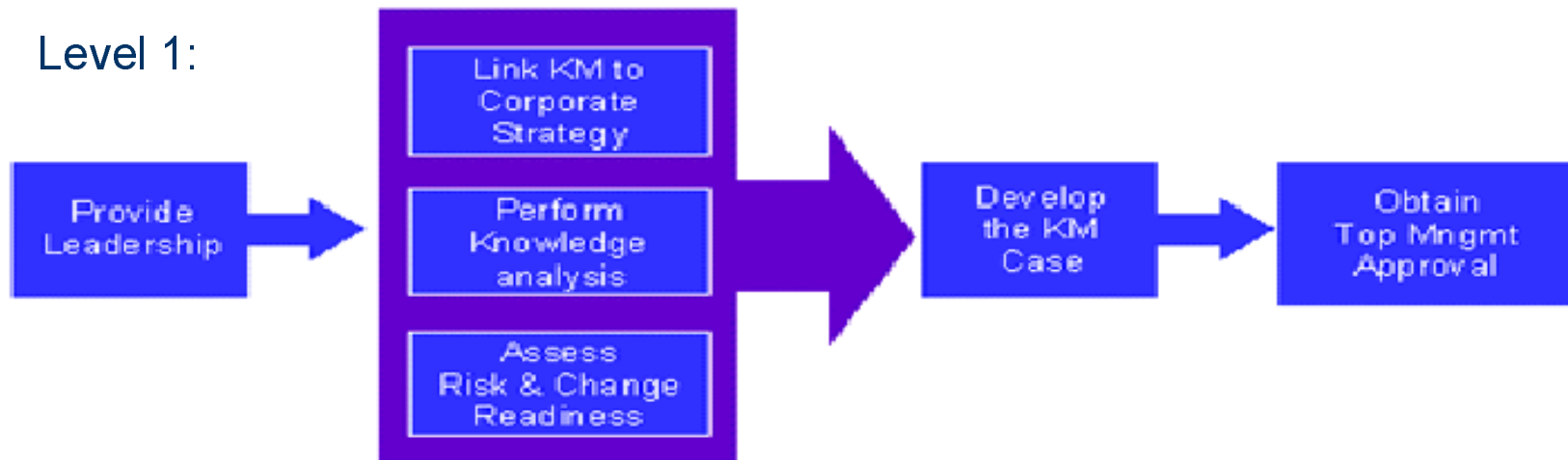
- KM strategy is derived from the business strategy
- KM strategy is evaluated using its effects on the business strategy



BPM as basis for KM

Defining the goals of the KM system - Example II

Know-Net KM-Method (Mueller, H.,J., Abecker, A., Maus, H., Hinkelmann, K., 2001).

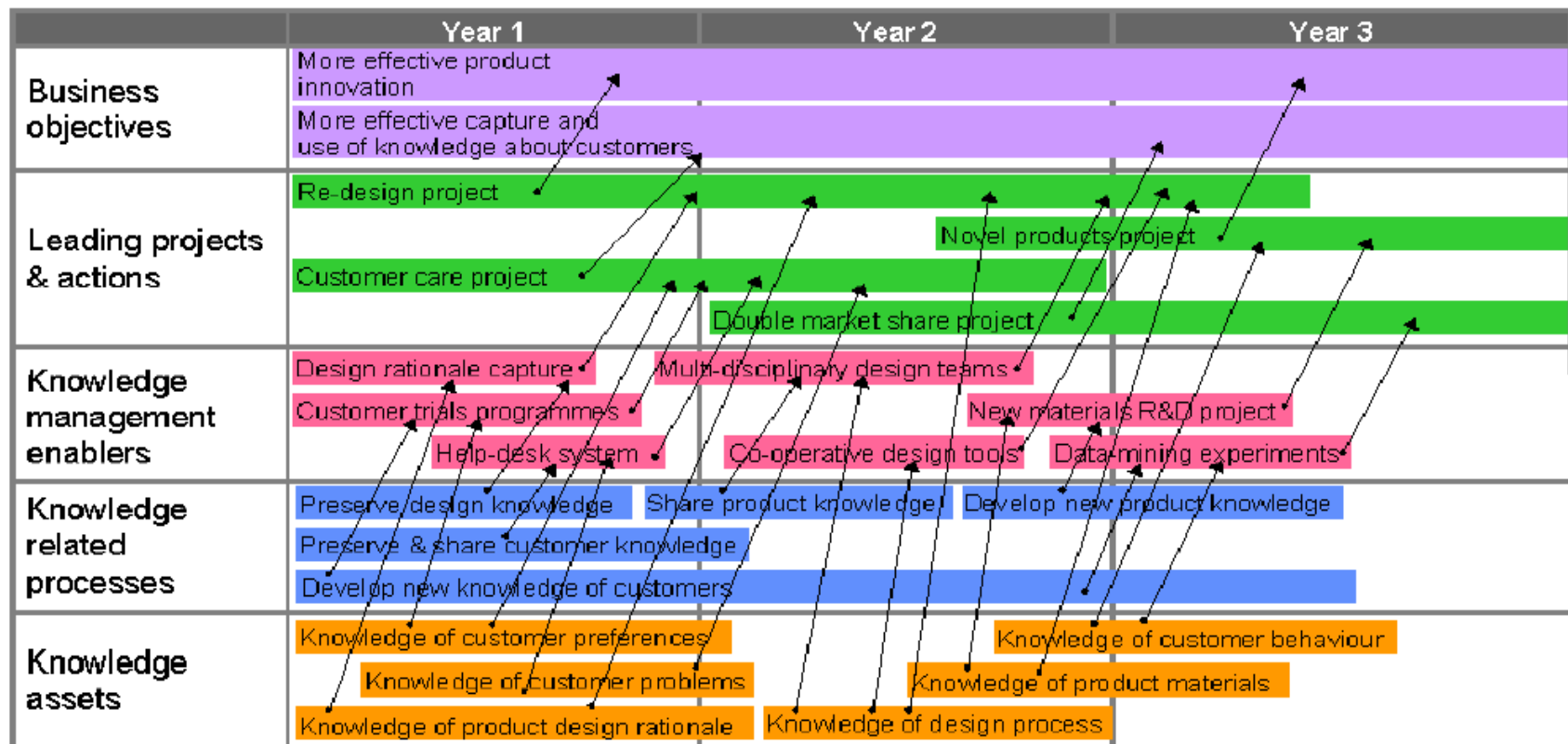


Step 2: Link KM strategy with corporate strategy	Organize workshop / conduct interviews Analysis <ul style="list-style-type: none"> o identify vision, strategy, and objectives o identify critical success factors o link strategy to critical success factors, improvement needs, key people and pocesses Select the key business area and process of focus
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BPM as basis for KM

Defining the goals of the KM system - Example III

Knowledge Asset Roadmaps (Macintosh, A., Filby, I. & Tate, A., 1998).



BPM as basis for KM

■ Identification of knowledge

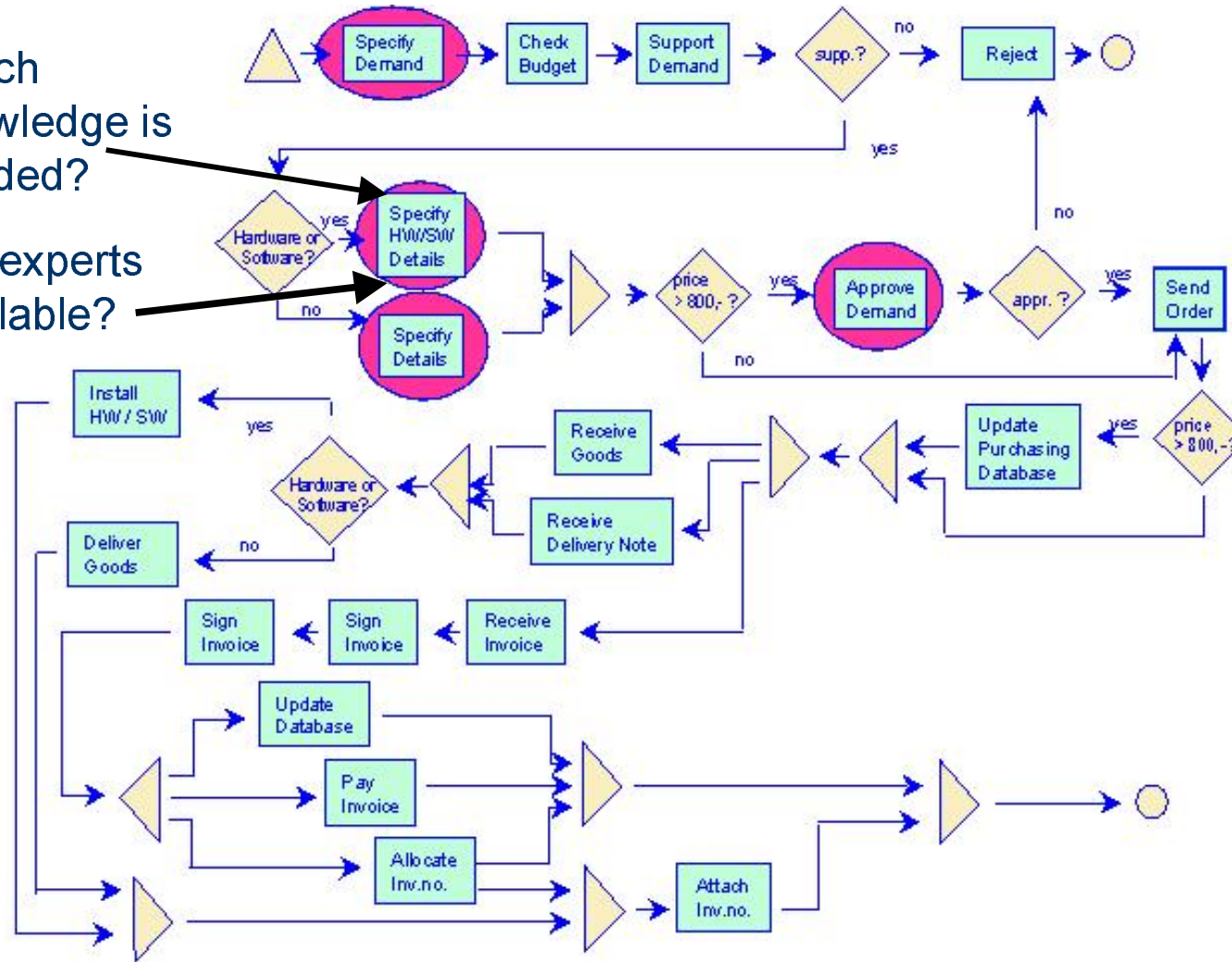
- focus on a business process which should be improved (according to business goals)
- analysis of process entities (people, documents, activities) in order to find suitable knowledge resources
 - knowledge intensive activities (tasks)
 - the main complexity of process is hidden in a few activities
 - critical expertise
 - wicked problems
 - small number of experts
 - time-/place- unavailability of experts
 - fluctuation of experts
 - CommonKADS example: Worksheet OM-4 - knowledge assets analysis

BPM as basis for KM

Identification of knowledge intensive activities

Which knowledge is needed?

Are experts available?



From (DFKI, 1999)

BPM as basis for KM

1. Context is defined (business process)
2. Content is defined (potential useful knowledge)

=> „operational“ KM is started

- Acquisition of knowledge
- Structuring of knowledge
- Storing of knowledge
- Sharing of knowledge

The most frequently used association to a KM system.

Only from this viewpoint a regular e-mail system can be KM system

BPM as basis for KM

Example of “operational” KM

Context: purchasing process

Content: knowledge about HW/SW requirements

Acquisition

Knowledge resources:

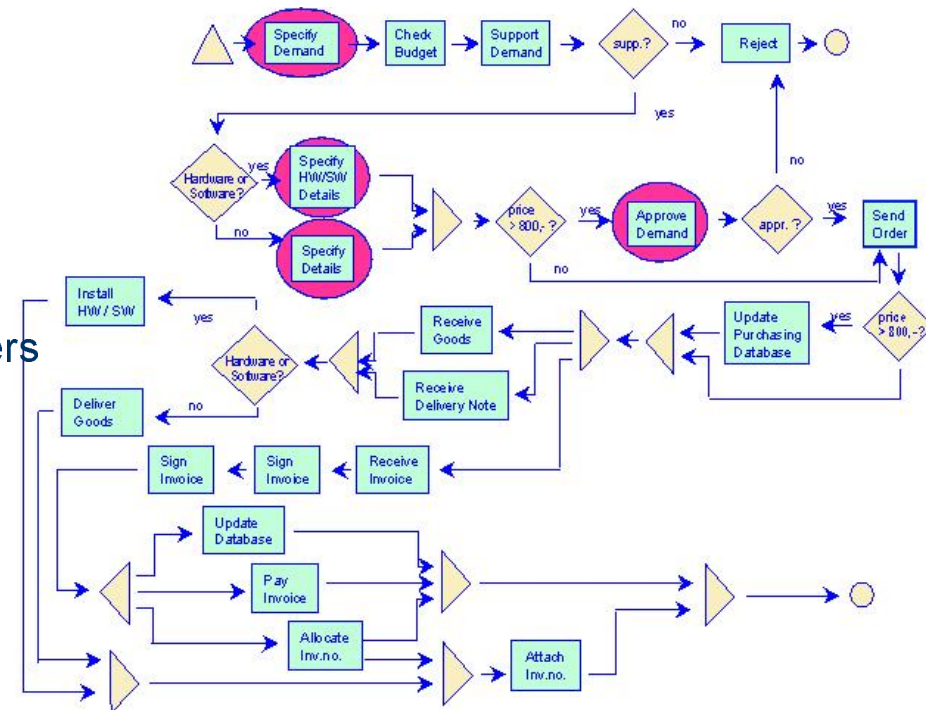
- IT knowledge
- experience
- past cases
- knowledge about suppliers

Structuring/Storing

- indexed documents

Sharing/Retrieval

- IR system



BPM as basis for KM

■ Using of knowledge

- Knowledge is used to add value to a business process in order to achieve business objectives
- Only knowledge in action can be evaluated

■ Evaluation of knowledge

- Evaluation is performed on the level of (business/KM) objectives/goals and needs measurement
 - Is used knowledge aligned with defined strategic and operational KM goals
 - Is used knowledge valuable for fulfilment of defined business objectives
- Evaluation is starting point for redefining old or defining new KM strategy

BPM as basis for KM

Conclusion

- Knowledge management is a business process
 - It is the process through which firms create and use their institutional or collective knowledge
- All types of business process analysis could be applied for knowledge management processes, e.g.
 - strategic management = defining goals of KM system
 - process management = identifying potential useful knowledge
 - continuous improvement = evaluating knowledge from the point of view of business objectives

5.3 Knowledge management integrated in Workflow-management systems

- The goal of the WfM: To manage the flow of work such that the work is done at the right time by the proper resource
- KM support for Workflow Management system could be promising
 - knowledge is treated as another resource (machine, material) needed for process execution
- Knowledge management system enables access to task-specific knowledge in a workflow-management system

KM integrated in WfM system

Approach:

- Model the overall business process with a conventional BPM or workflow tool
 - treat knowledge as a resource in the activity
- For knowledge-intensive tasks extend the respective workflow activity by generic queries to be posted to KM system
 - answers should help to perform those tasks
- During workflow enactment instantiate the generic queries, try to answer them through the KM and actively deliver the answer to user

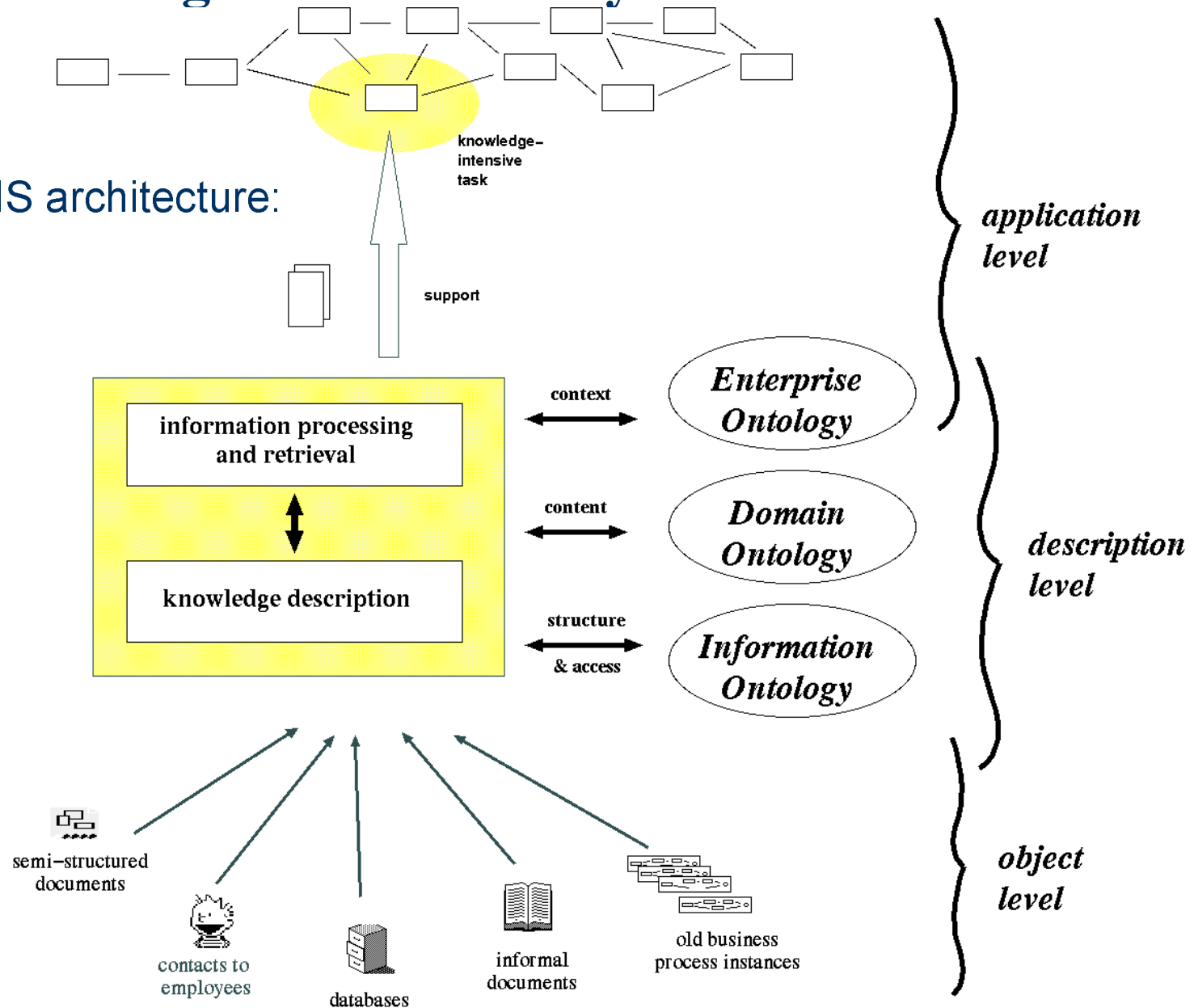
KM integrated in WfM system

Example: OMIS (Abecker, A., Bernardi, A.,
Hinkelmann, K., Kuehn, O., Sintek, M., 1998)

- central idea: knowledge can be viewed as information linked into the application context (workflow)
- requirements: access to multiple heterogeneous knowledge sources
- enabled through comprehensive knowledge description using several formal ontologies (information, domain, enterprise ontology)
- benefit: active knowledge delivery integrated into business processes (by WfM system)
 - explicit representation of context

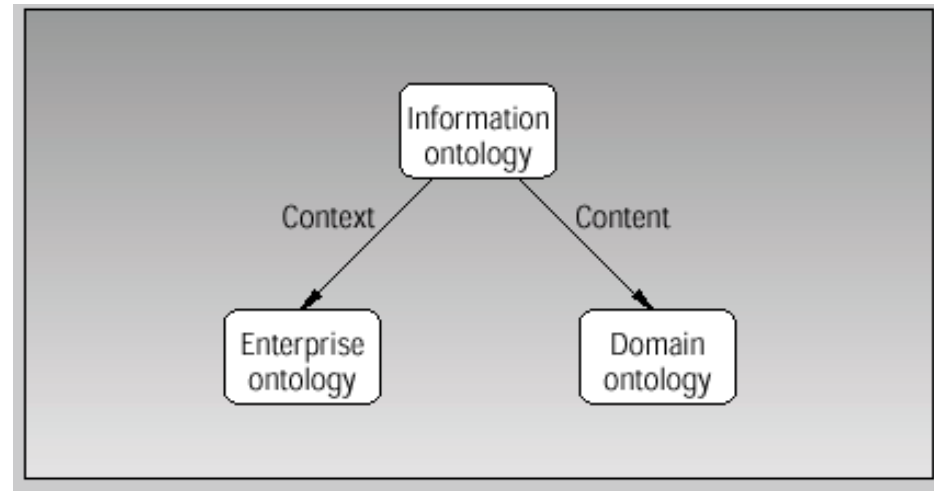
KM integrated in WfM system

OMIS architecture:



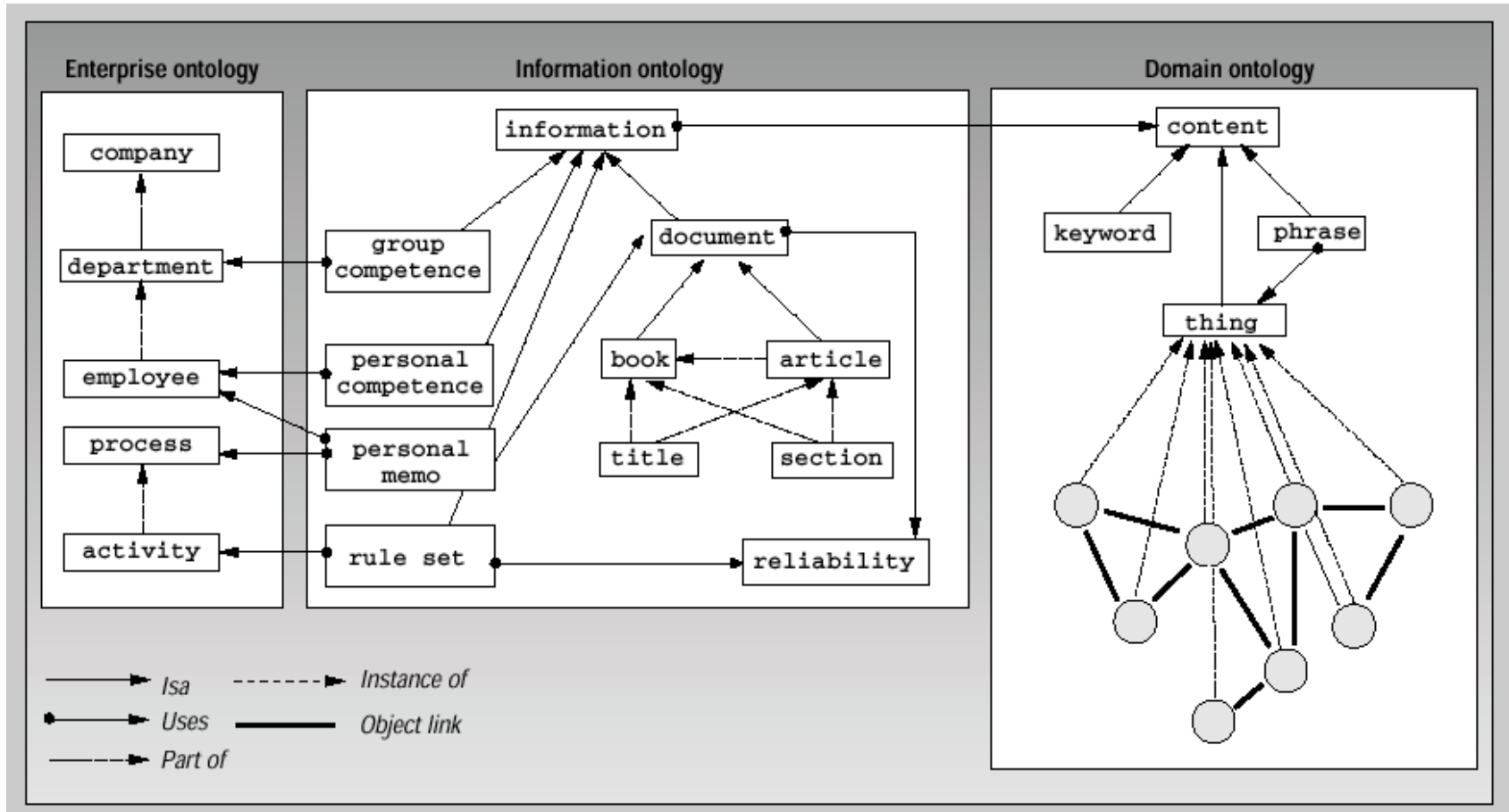
KM integrated in WfM system

OMIS ontologies:



- **information ontology:** contains generic concepts and attributes that apply to all kinds of information (the timeliness, the author, the reliability of information)
- **domain ontology:** models the content of information sources (domain specific)
- **enterprise ontology:** expresses information context in terms of the organizational structure and the process models

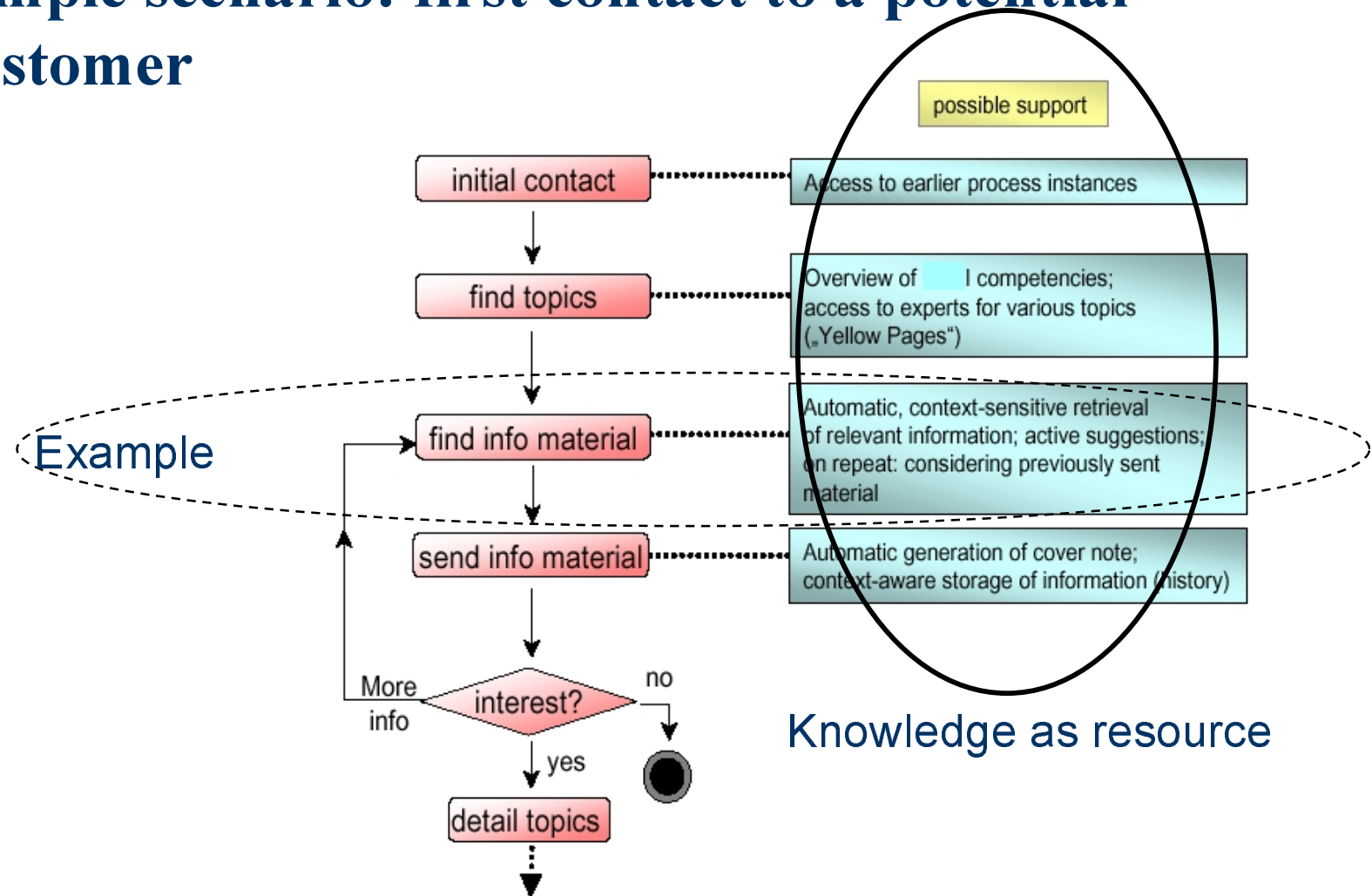
KM integrated in WfM system



Example of Enterprise, Information and Domain ontology in OMIS

KM integrated in WfM system

Simple scenario: first contact to a potential customer



A simple workflow with possible support for knowledge-intensive tasks

KM integrated in WfM system

Example: Find info material

The screenshot displays a web application interface for finding information material. It consists of two main windows: an 'Input mask' and an 'Information browser'.

Input mask (Left Window): This window is titled 'find info material'. It contains several input fields for user data:

- company= We need knowledge Inc.
- department=
- contact person=
- interest=
- topic[1]= knowledge management
- topic[2]= KnowMore
- topic[3]= ESB
- topic[4]=
- topic[5]=
- material[1]= Imagebroschüre DFKI GmbH
- material[2]= Imagebroschüre FB IM & DA (with 'accept' and 'dismiss' buttons)
- material[3]= Project-Kurzbeschreibung Elektronisches Störungsbuch
- material[4]= Project Flyer Electronic Fault Recording (with 'accept' and 'dismiss' buttons)
- material[5]= Lösungskurzbeschreibung Corporate Memory (with 'accept' button)
- material[6]=
- material[7]=

 A 'Warning: Applet Window' message is visible at the bottom.

Information browser (Right Window): This window is titled 'KnowMore results - Netscape'. It displays the results of the search, including:

- Project KnowMore Results** header with the DFKI logo and 'German Research Center for Artificial Intelligence GmbH'.
- Recommendations** section with a list of materials:
 - material #5 = Lösungskurzbeschreibung Corporate Memory (recommendation)
 - material #4 = Project Flyer Electronic Fault Recording (recommendation)
 - material #3 = Project-Kurzbeschreibung Elektronisches Störungsbuch (recommendation)
 - material #2 = Imagebroschüre FB IM & DA (recommendation)
 - material #1 = Imagebroschüre DFKI GmbH (recommendation)
- Documents** section with a list of documents:
 - Project-Kurzbeschreibung Elektronisches Störungsbuch (publicRelations)
 - Project Flyer Electronic Fault Recording (publicRelations)
 - Lösungskurzbeschreibung Corporate Memory (publicRelations)
 - Zukunft-der-Arbeit-Buchbeitrag: Wissensmanagement: Pflege und Nutzung des intellektuellen Kapitals eines Unternehmens

Annotations on the image:

- User inputs:** A circle highlights the 'topic' and 'material' input fields in the 'Input mask'.
- Answers:** A circle highlights the 'material' input fields in the 'Input mask'.
- Information browser:** An arrow points from the 'Recommendations' and 'Documents' sections of the 'Information browser' to the 'Answers' circle in the 'Input mask'.

KM integrated in WfM system

Example: Find info material

- Workflow engine starts activity “Find info material”
- The system takes the inputs from user and finds out if some element of OM is relevant to the inputs
- Corresponding answers are inserted into user input mask
 - answers are ordered according to their relevance computed by retrieval function
- The user is free to accept or dismiss the suggestions or to select different material according to personal knowledge
- Hyperlinks to selected materials appear in Information browser
- The system keeps tracks of the solutions and the workflow
 - it records the results automatically together with the relevant contextual information
 - context-aware support: in repeated “finding info material” information from earlier activities are taken into account

5.3.1 Example - Smart Task Support

■ Problem definition

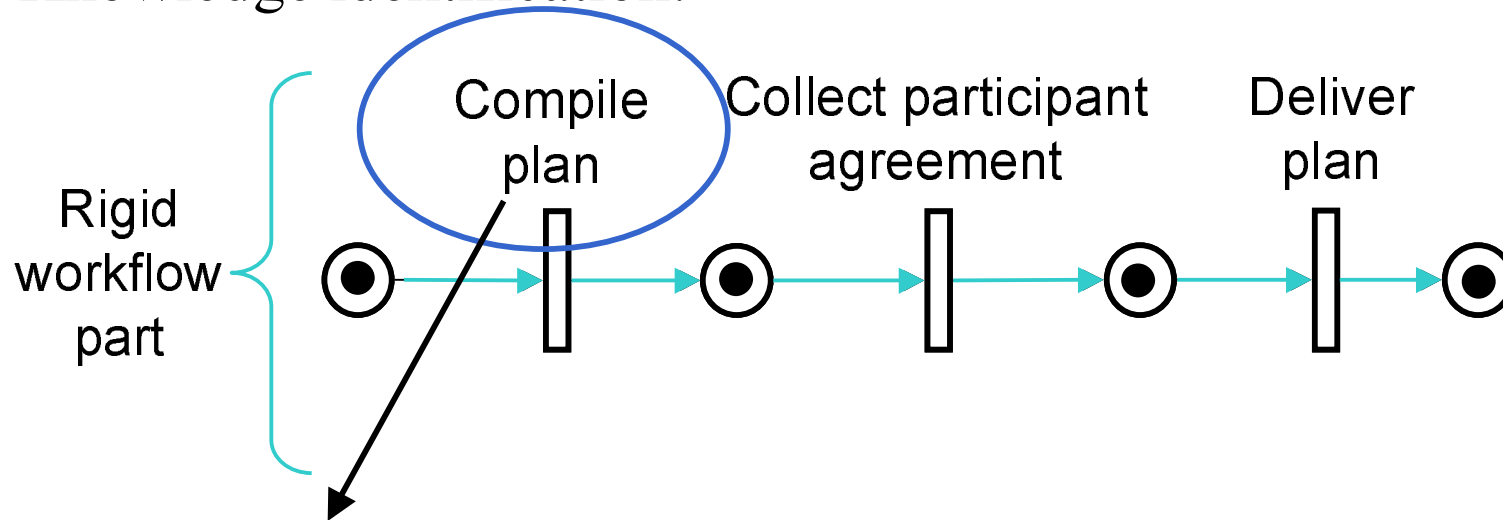
For the given project-planning process introduce KM-support which enables better time/quality performance
(i.e., reduce planning time and/or improve quality of the product)

■ KM Analysis (KM processes)

- KM goal: better time/quality performances
- Knowledge identification: identify knowledge intensive activities in the given process
- Knowledge acquisition: relevant knowledge
- Knowledge storing: suitable for access
- Knowledge sharing: access that knowledge
- Knowledge usage: used in project-planning scenario
- Knowledge evaluation: knowledge is evaluated by considering time/quality performance of the redesigned process

Project-planning business process

Knowledge identification:



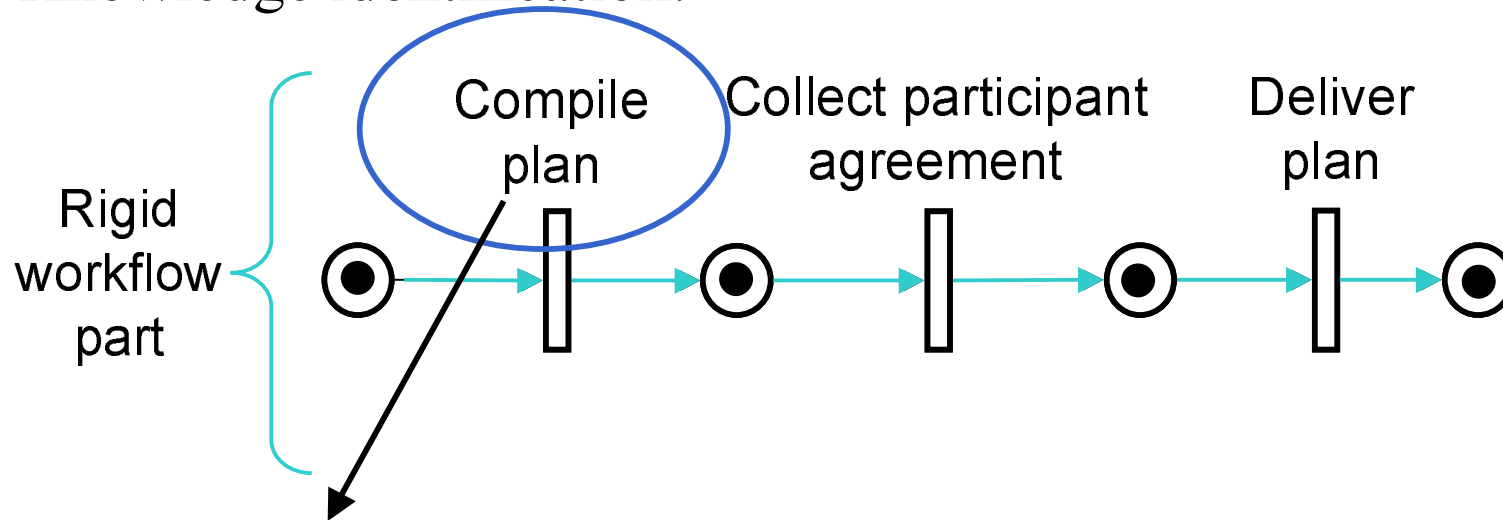
Knowledge intensive task:

- weakly structured
- no available expert
- knowledge is distributed among various sources
- many constraints (skill, experience, time)
- has strong effect on the quality of project-plan

Meta knowledge: How to identify knowledge intensive task

Project-planning business process

Knowledge identification:

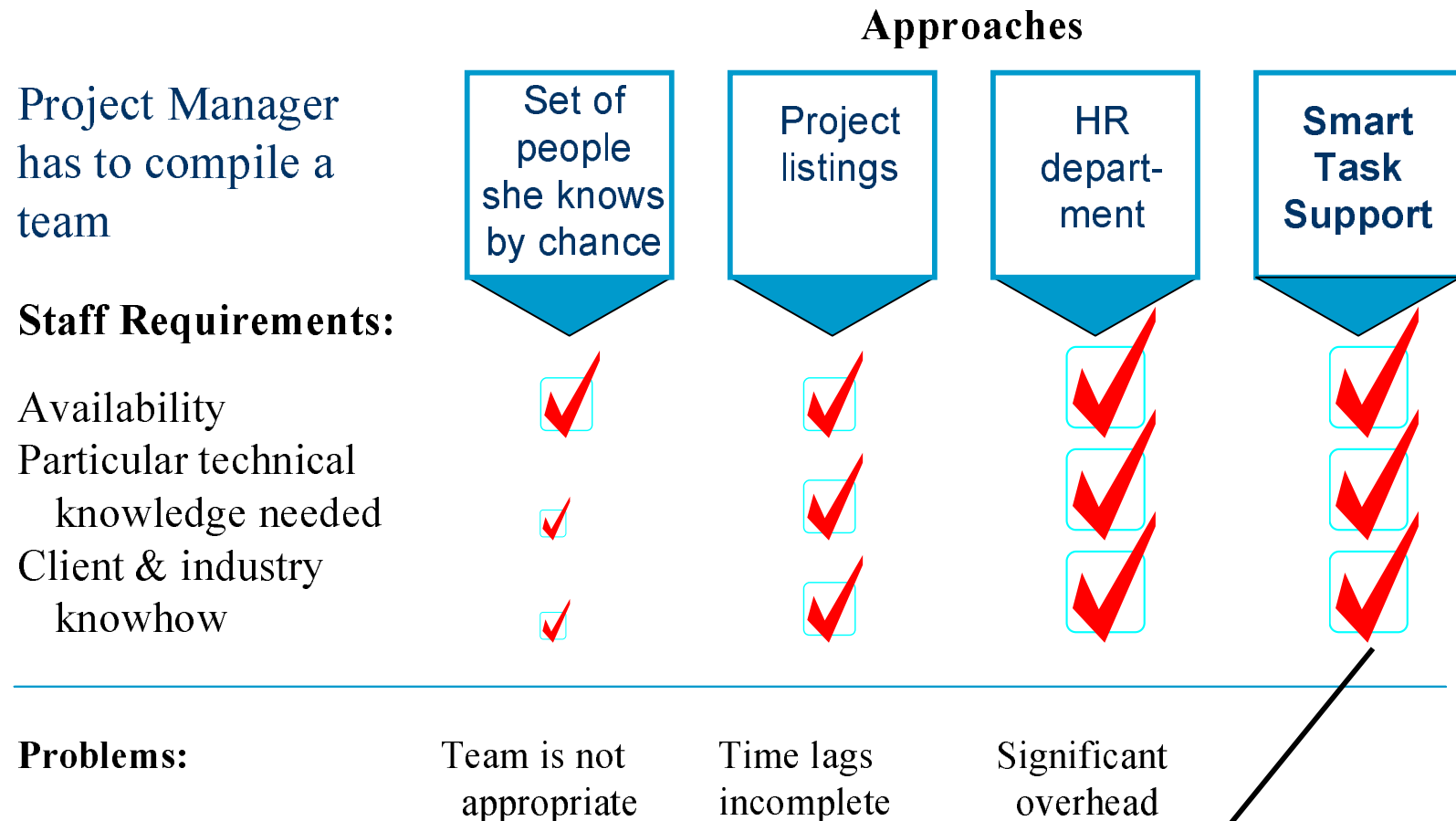


Knowledge sources:

- employee pages
- skill-database
- past project web pages
- customer reports
- notices

Meta knowledge: How to identify knowledge sources

Project-planning business process: Compile plan

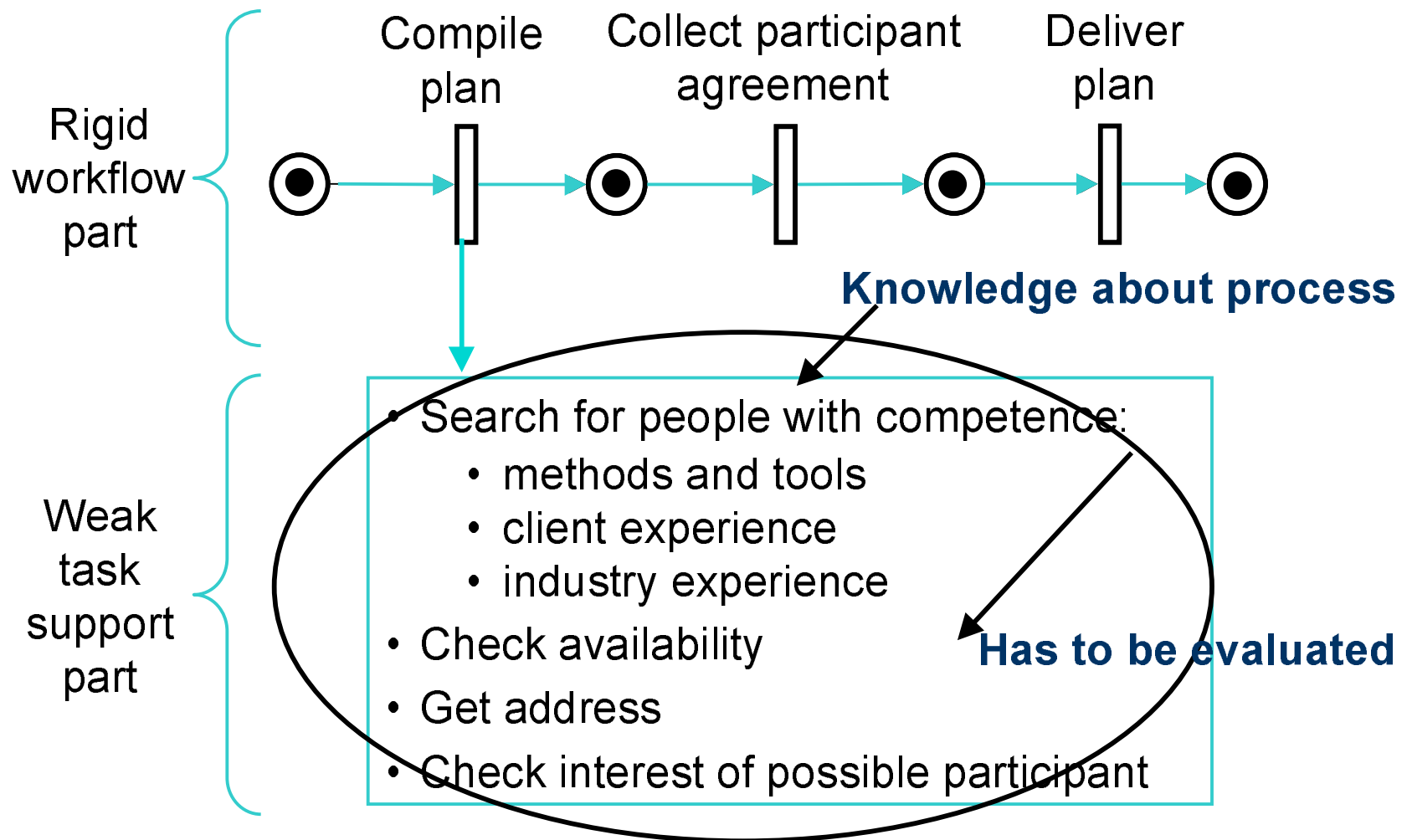


=> Project Manager decides to use SmartTaskSupport

Meta knowledge: How to decide which approach to use

Project-planning business process

Knowledge acquisition



Meta knowledge: How to acquire this knowledge

Project-planning business process

- Workflow modelling of a business process:
 - distinguishes two levels:
 - upper level:
 - captures rigid parts of a workflow
 - lower level:
 - captures **weakly structured** part of a workflow
 - upper level sets **context** for lower level task

„Operative“ KM

Design rationale for “operative KM”

- Support knowledge worker in performing **weakly structured** tasks
 - integrate support in business process
 - collect distributed knowledge and make implicit knowledge explicit
 - do not distract knowledge worker by a collection of new tools
 - do not overwhelm knowledge worker with huge amount of information, provided support has to be concise and directly relevant

Metaphor: Intelligent Assistant



Pull: answer questions at a particular point of work

Push: active proposition of reasonable questions and pre-fetch corresponding answers

KM Scenario: Assumptions

- Project manager compiles a plan with common project planning, spreadsheet or text processing software
- Information is drawn from knowledge available in the intranet:
 - project pages
 - personal homepages
- Ontobroker:
 - provide ontology for given domain and business tasks
 - provide annotated documents linking semi-structured documents with the ontology
 - exploit inference engine to derive additional facts

KM Scenario: People and Project pages



Project - Ontolce - Netscape

Ontolce

Bringing Knowledge Management to [Nordic Life](#), [Spitzberge](#)

Nordic Life's problems stem from its distributed setting in a virtually uninhabited area, just no getting through 50m cliffs of ice and snow. Nordic life decided to make it only to inuits and greenlanders, but also to the inhabitants of the Sahara, the Amazon, the West. A key component in its strategy of divesting its current cash flow is the use of working... beyond...

The task... the part...

Steffen Staab - Main - Netscape

Senior researcher

[Knowledge Management Group](#), [AIFB](#), [Karlsruhe University \(TH\)](#)

Research: [Topics](#) (Knowledge Management, Natural Language Processing, etc.)
[Upcoming Event - AAAI Spring Symposium 2000: Bringing Knowledge to Business Processes](#)
[Projects](#)
[Publications](#)

Teaching: [Knowledge Management seminar SS 99](#)
[Topics for Master's Theses \(Angebote für Diplomarbeiten\)](#)

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Rudi Studer, Institut AIFB, Uni Karlsruhe (TH) - Netscape

Datei Bearbeiten Ansicht Gehe Communicator Hilfe

Zurück Vor Neu laden Anfang Suchen Guide Drucken Sicherheit Stop

Lesezeichen Adresse: <http://www.aifb.uni-karlsruhe.de/Staff/studer.html>



Rudi Studer

Funktion:

2.30 Uhr nach Vereinbarung
[Sekretariat](#)

of (Gebäude 11.40)

re [Hinweise für Besucher](#).

matik und Formale Beschreibungsverfahren

Steffen Staab, staab@aifb.uni-karlsruhe.de, Last changed: April 14th, 1999

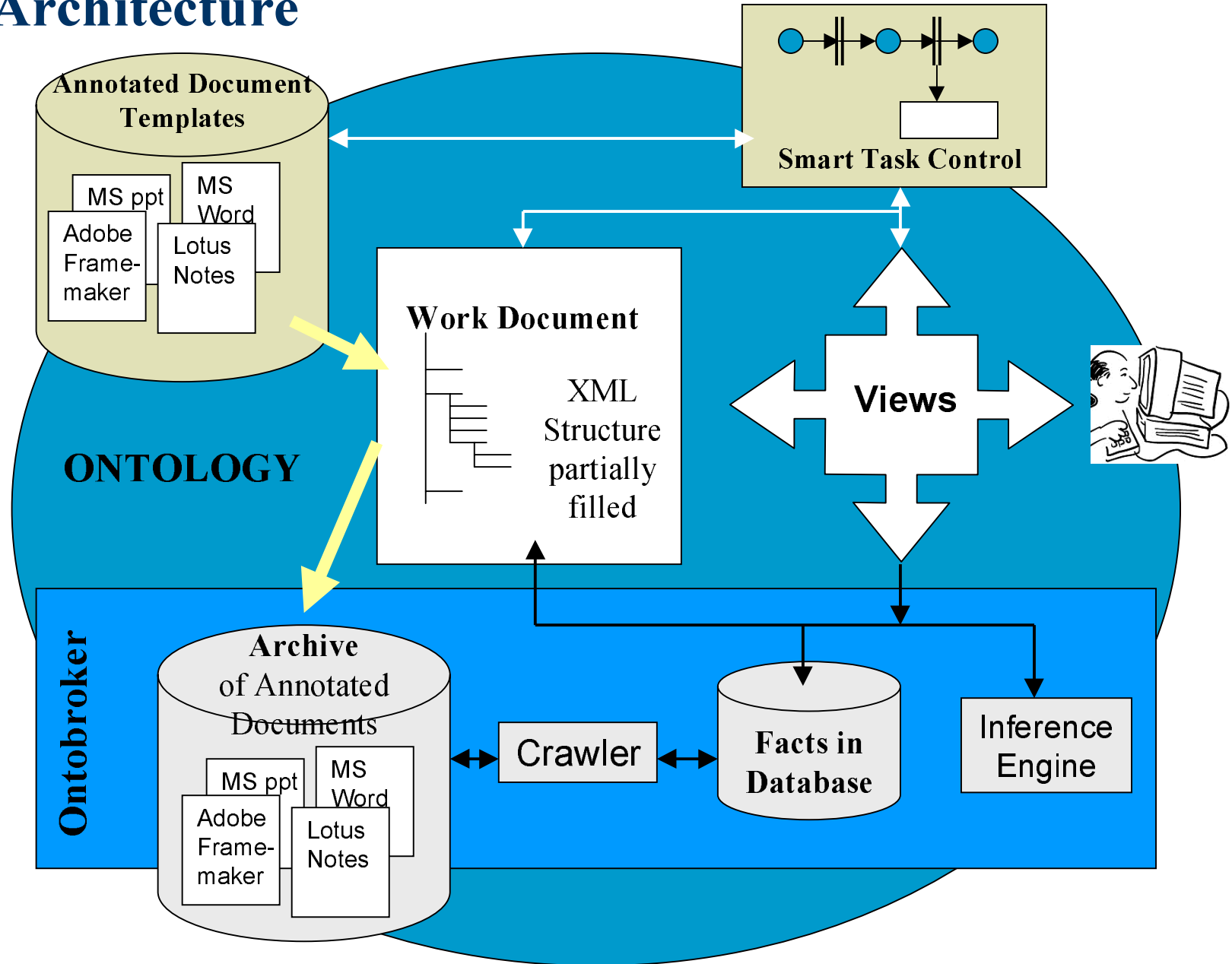
Dokument: Übermittelt

Start C:\home\vip... Steffen Staab - ... Inbox - Netscape-Dr... Re: [Fwd: Präsentati... Kalender - Microsoft... Microsoft PowerPoint... Rudi Studer, Inst... Inbox - Netscape-Dr... Re: [Fwd: Präsentati...

System Architecture

- **Ontology** is backbone for all system components
- **Ontobroker** provides
 - annotated documents
 - crawler
 - fact database
 - inference engine
- **annotated document templates** provide linkage between business documents and ontology
- current work document (partially filled template) represents task(s) to be performed
 - defines queries for the Ontobroker system depending on which fields are filled in
- **smart task control** defines context for providing views and delivering context specific information

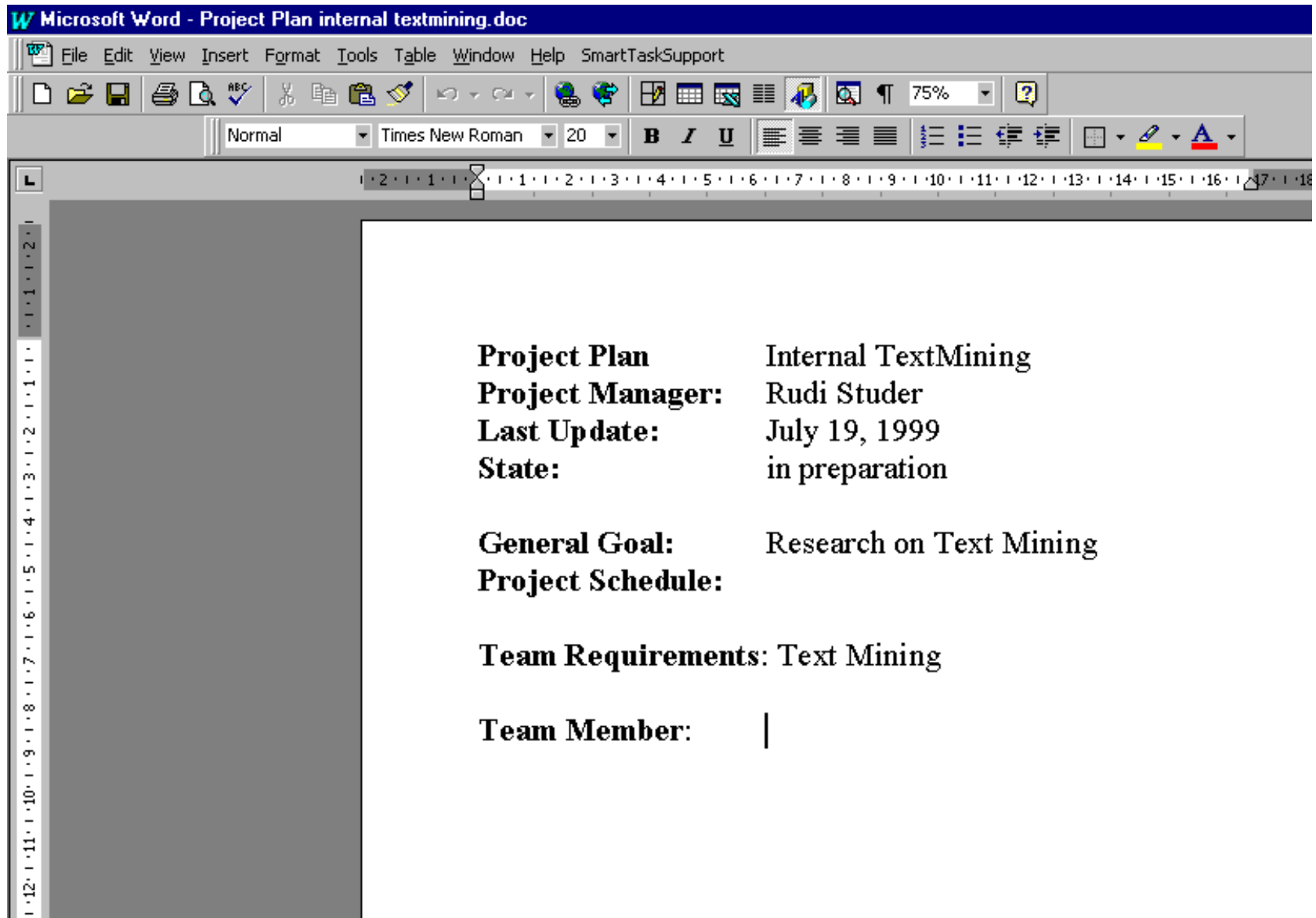
Architecture



OntoIce-Ontologie (Wiederholung)

Konzepte	Beziehungen	Regeln
Object []. Person :: Object. Employee :: Person. Manager :: Employee. Consultant :: Employee. Project :: Object. Company :: Object. Manufacturer :: Company. FinanceComp :: Company. Insurer :: FinanceComp. LifeInsurer :: Insurer. Bank :: FinanceCompany. Location :: Object.	Person [firstName ==>> String; lastName ==>> String; email ==>> String; phone ==>> String; participantOf ==>> Project; hasCompExperience ==>> Company; address ==>> Location] Project [projectname ==>> String; projectgoal ==>> String; client ==>> Company; member ==>> Person; leader ==>> Person].	FORALL Proj1, Pers1 Proj1 : Project [member ->> Pers1] ↔ Pers1 : Person [participantOf ->> Proj1]. FORALL Pers1, Proj1, Comp1 Proj1 : Project [member ->> Pers1, client ->> Comp1] → Pers1 : Person [hasCompExperience ->> Comp1].

Business Documents



Project Plan Internal TextMining

Project Manager: Rudi Studer

Last Update: July 19, 1999

State: in preparation

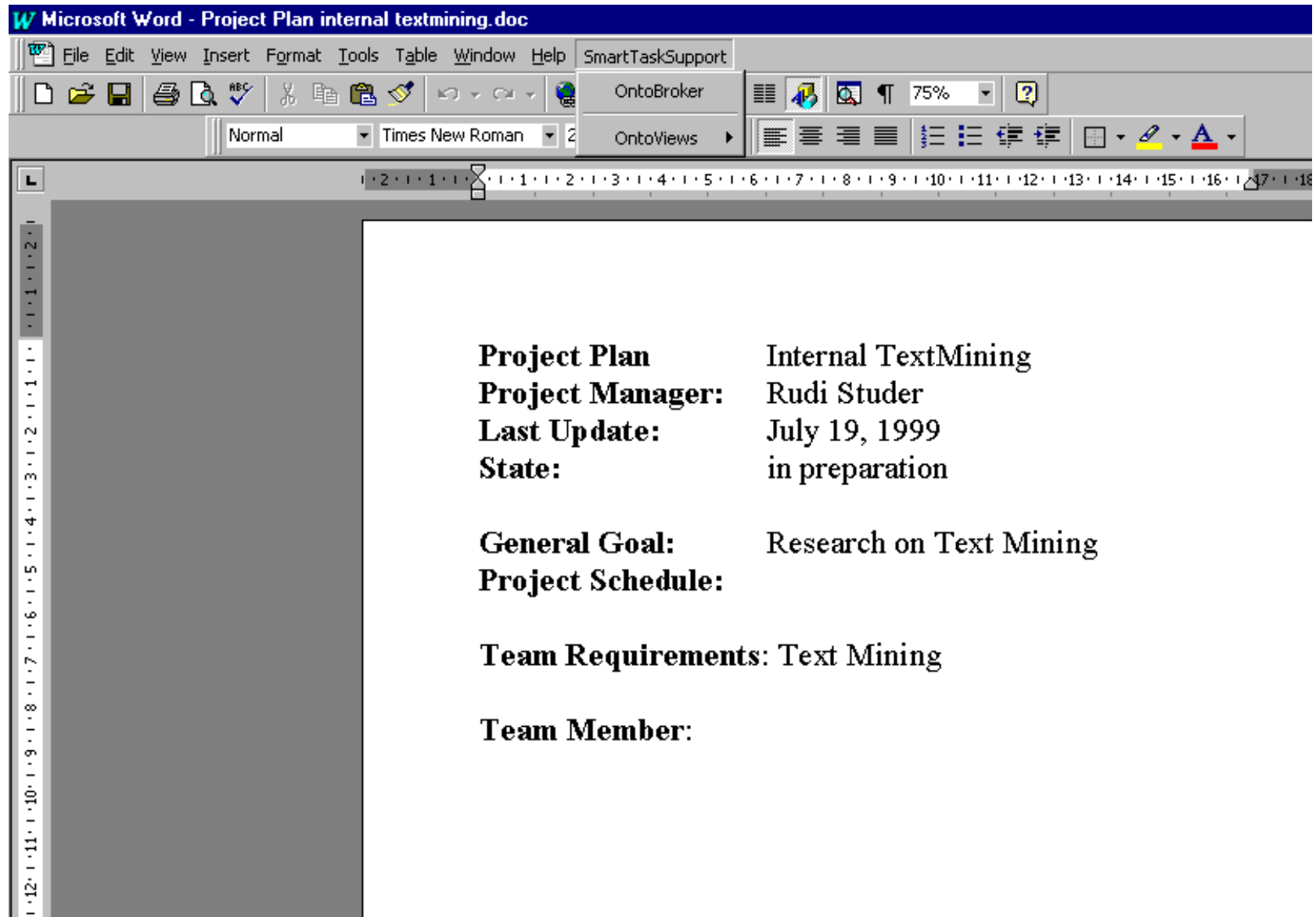
General Goal: Research on Text Mining

Project Schedule:

Team Requirements: Text Mining

Team Member: |

Business Documents



Project Plan Internal TextMining

Project Manager: Rudi Studer

Last Update: July 19, 1999

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Project Schedule:

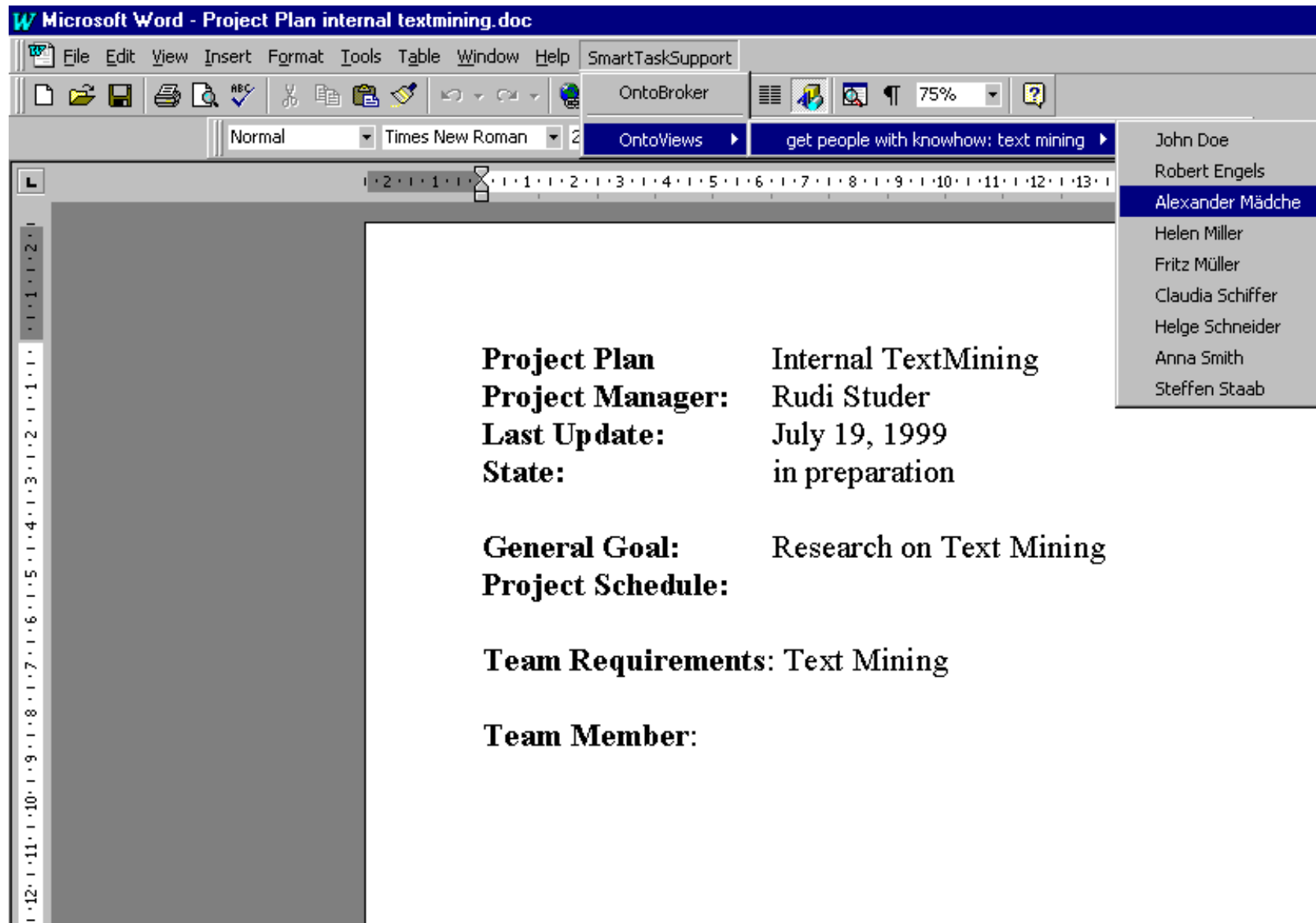
Team Requirements: Text Mining

Team Member:

Example: Context-dependent queries

- Team is configured
- team members should have know-how in "Text Mining"
- "Intelligent Assistant" offers collection of **task relevant** queries (views), i.e. context as set up by document determines the offered queries
 - ask for persons with text mining know-how
- selected query is executed and Ontobroker delivers the corresponding answers
 - user may select a person from the offered list

Business Documents



The screenshot shows a Microsoft Word 2000 window titled "Microsoft Word - Project Plan internal textmining.doc". The menu bar includes File, Edit, View, Insert, Format, Tools, Table, Window, Help, and SmartTaskSupport. The toolbar contains various icons for file operations and editing. The status bar at the bottom shows "Normal", "Times New Roman", and "75%". A right-click context menu is open over the document text, displaying a list of names: John Doe, Robert Engels, Alexander Mädche (highlighted), Helen Miller, Fritz Müller, Claudia Schiffer, Helge Schneider, Anna Smith, and Steffen Staab.

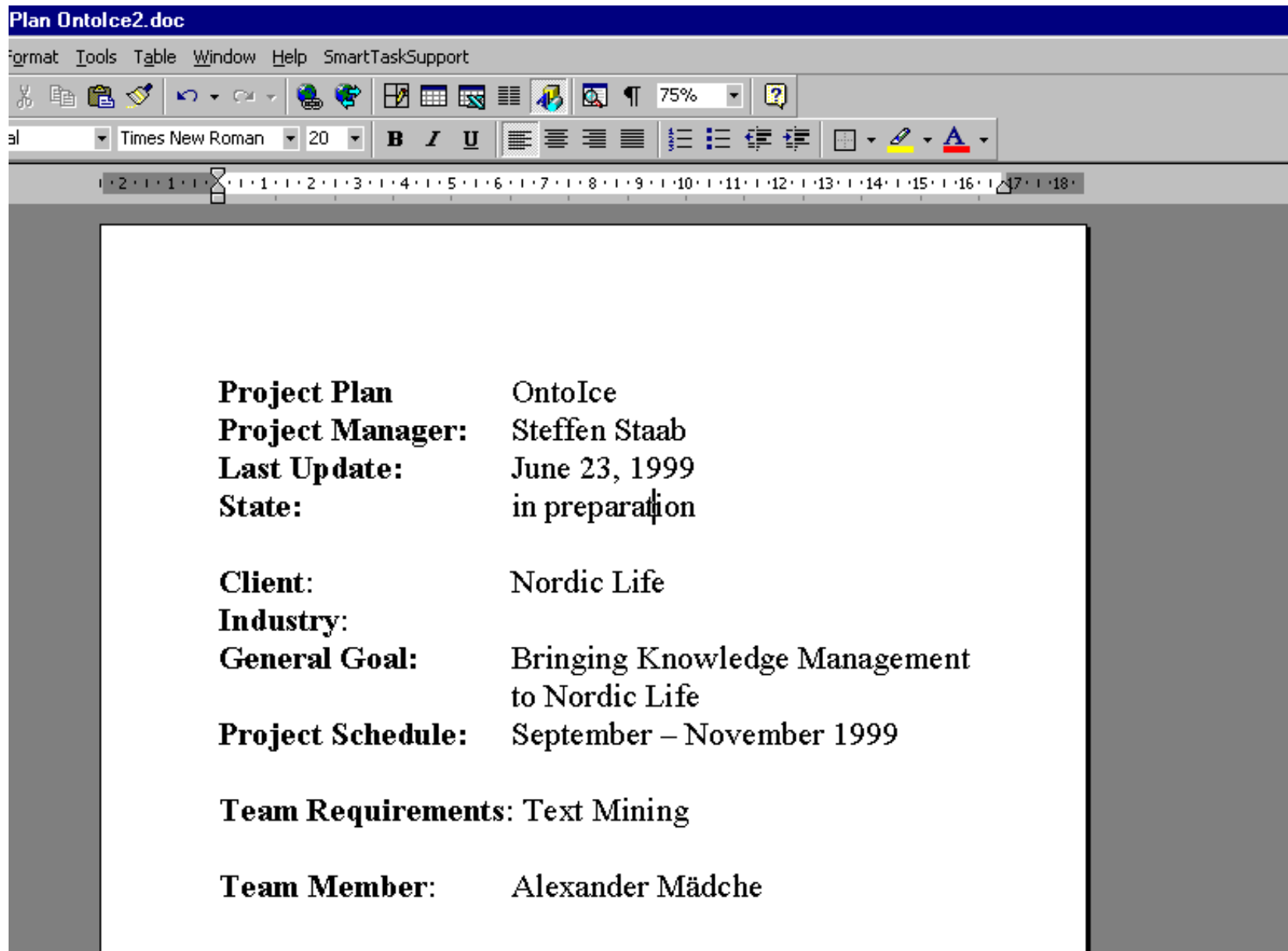
Project Plan Internal TextMining
Project Manager: Rudi Studer
Last Update: July 19, 1999
State: in preparation

General Goal: Research on Text Mining
Project Schedule:

Team Requirements: Text Mining

Team Member:

Business Documents



Project Plan OntoIce

Project Manager: Steffen Staab

Last Update: June 23, 1999

State: in preparation

Client: Nordic Life

Industry:

General Goal: Bringing Knowledge Management
to Nordic Life

Project Schedule: September – November 1999

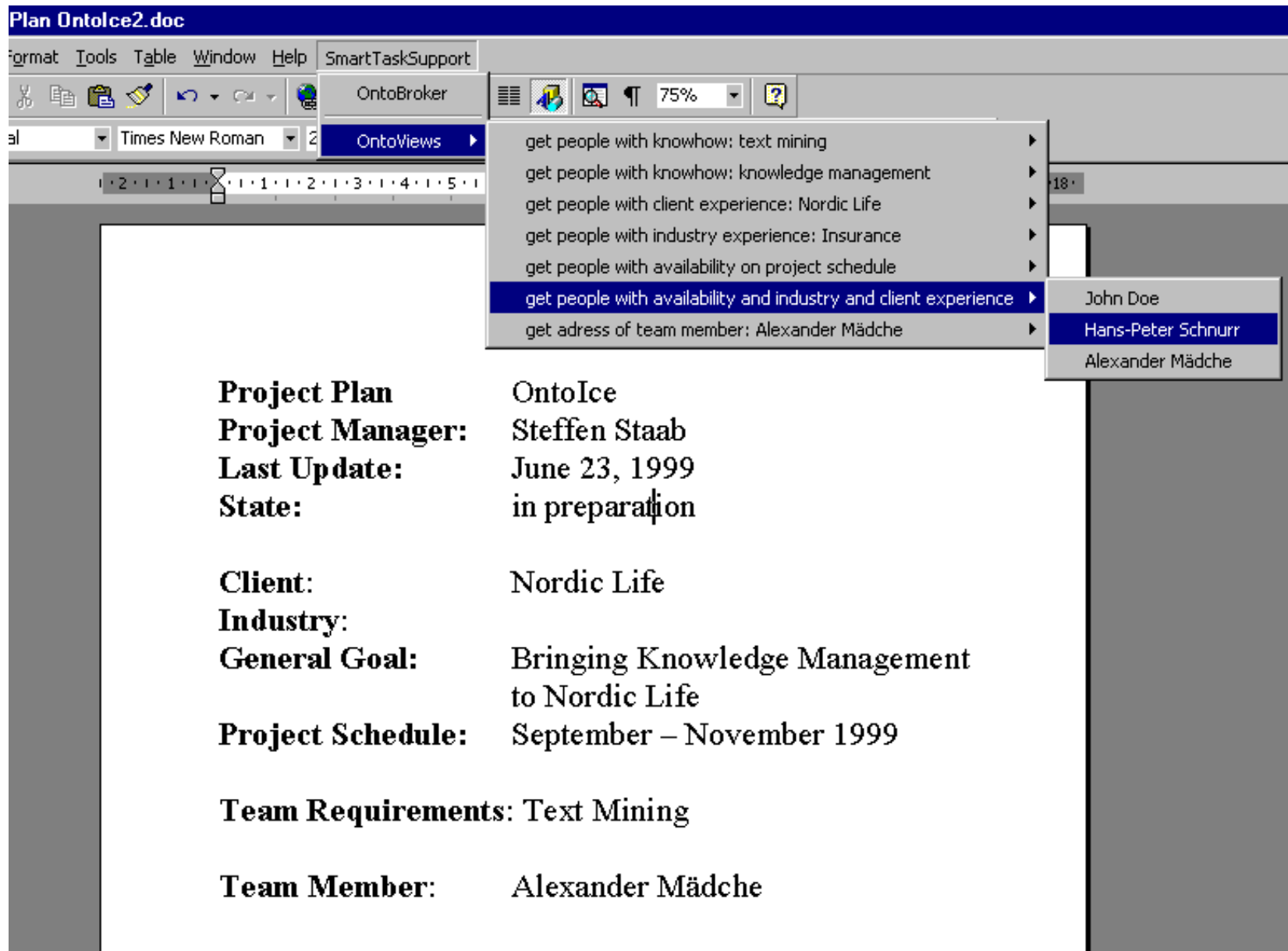
Team Requirements: Text Mining

Team Member: Alexander Mädche

Example: Context-driven adjustment of views

- Offered views are adjusted to the status of the partially filled template
 - reflect also the project schedule as well as client experience
- selected query is executed and delivers up-to-date answers

Business Documents



The screenshot shows a software application window titled "Plan Ontolce2.doc". The menu bar includes "Format", "Tools", "Table", "Window", "Help", "SmartTaskSupport", "OntoBroker", and "OntoViews". The "OntoViews" menu is open, displaying a list of actions: "get people with knowhow: text mining", "get people with knowhow: knowledge management", "get people with client experience: Nordic Life", "get people with industry experience: Insurance", "get people with availability on project schedule", "get people with availability and industry and client experience" (highlighted), and "get adress of team member: Alexander Mädche". A sub-menu for the highlighted item shows three names: "John Doe", "Hans-Peter Schnurr" (highlighted), and "Alexander Mädche".

The main content area displays a project plan with the following details:

Project Plan	OntoIce
Project Manager:	Steffen Staab
Last Update:	June 23, 1999
State:	in preparation
Client:	Nordic Life
Industry:	
General Goal:	Bringing Knowledge Management to Nordic Life
Project Schedule:	September – November 1999
Team Requirements:	Text Mining
Team Member:	Alexander Mädche

Project-planning business process

Knowledge evaluation:

- Used knowledge has to be evaluated:
 - is the goal of KM system achieved:
 - shorter planning time
 - higher quality
 - requires measurement (quality, time)
 - quality of project-team could be obtained from project home page
- Possible evaluation:
 - knowledge about business activity “compile plan”
 - project-manager’s knowledge about deciding which approach for project-planning to use
 - meta-knowledge about
 - knowledge identification
 - knowledge acquisition

Example - Smart Task Support

Discussion

- There are two kinds of knowledge:
 - knowledge about business process (how to organise a business process)
 - meta-knowledge about knowledge processes (how to perform a knowledge process)

- KM Analysis (KM processes)
 - KM goal: better time/quality performances
 - Knowledge identification: identify knowledge intensive activities in the given process
 - Knowledge acquisition: which knowledge is useful
 - Knowledge storing: suitable for access
 - Knowledge sharing: how to access that knowledge
 - Knowledge usage: used in project-planning scenario
 - Knowledge evaluation: knowledge is evaluated by considering time/quality performance of the given process

How to identify ?

How to acquire ?

How to use ?

How to evaluate ?

5.4 KM as basis for Business Process Improvement/Reengineering

- Identification and effective implementation of business processes is the key task of an organisation.
- In dynamically changing environments business processes are a matter of continuous change (BPI/BPR)
- Knowledge management provides knowledge (documents, case base, experience base) for optimisation of business processes
- Goal: incorporate learning process into Change Management efforts

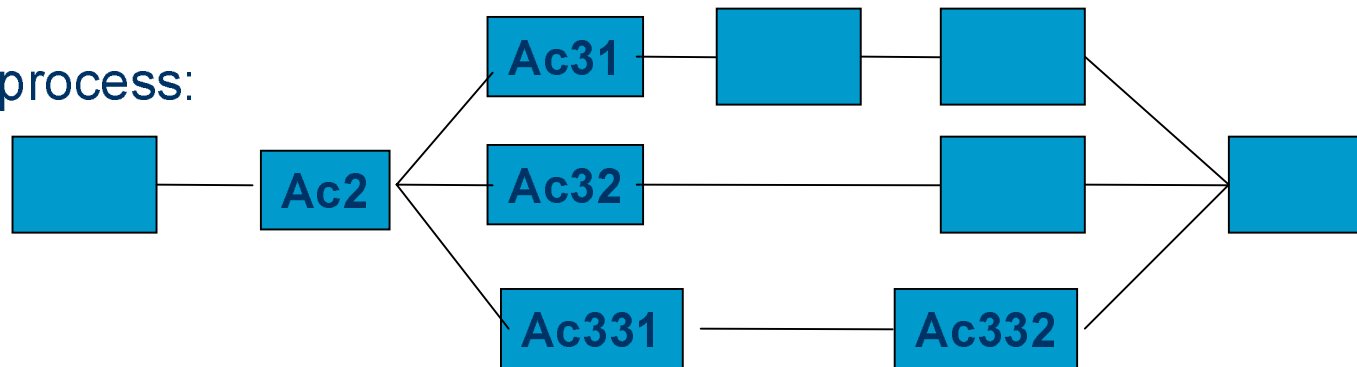
KM as basis for BPI/BPR

- Goal of a such KM system is to manage knowledge for improvement/reengineering of business process in order to achieve business objectives
- Useful knowledge is knowledge about process structure and process parameters
- This knowledge could be obtained from process handbooks and by analysis of measured process parameters
- Knowledge is used to analyse weak steps in process organisation
 - basis to redesign/reengineer process
- Knowledge is shared by similar business units
- Knowledge is evaluated by the improvement achieved in performing the business process

KM-BPR example: redesign a process to achieve better quality of the product

Knowledge identification: knowledge about process parameters

As-Is process:

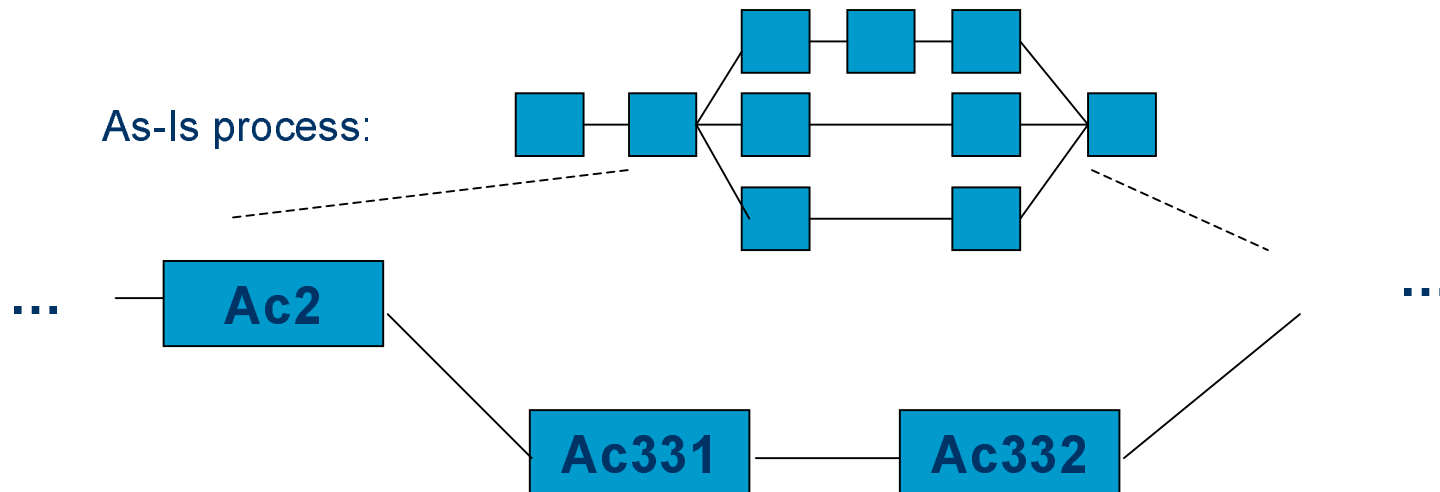


Measurements of the process parameters:

Activity	...	Ac2	Ac31	Ac32	Ac331	Ac332	Product Quality
Process No11121		2 sec	3 sec					High
11122		2 sec			5 sec	10 sec		Low
11123		4 sec		6 sec				High
11125		3 sec			4 sec	6 sec		Low

KM-BPR example

Knowledge acquisition (knowledge about relations between process activities)



Using some knowledge discovery techniques new knowledge about given process can be generated:

IF succ(Ac2, Ac331) and succ(Ac331, Ac332) THEN

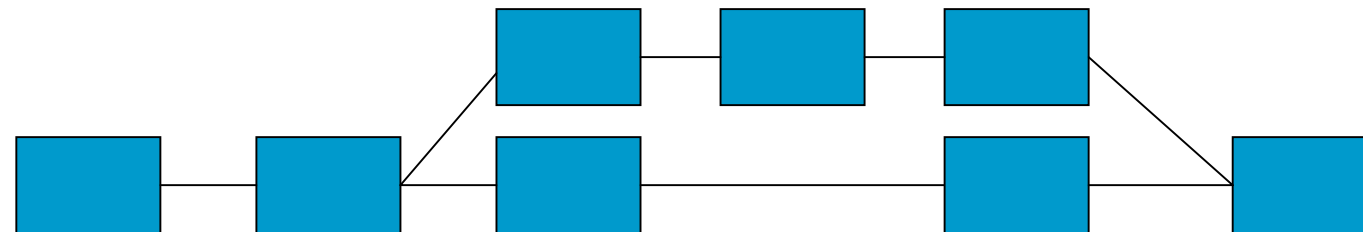
QualityOfProduct = low

KM-BPR example

Using of knowledge

This knowledge could be used to redesign the actual process chart (As-Is) in the case of the production of high-quality products

Redesigned process (for high-quality products)



=> acquisition of new knowledge (knowledge about process)

IF customer requires high-quality products THEN
 use redesigned process

KM-BPR example

Knowledge sharing/reusing:

- New knowledge (about process structure and activities) can be shared by similar production units, which have the similar “quality” problem
- New knowledge (about process) - redesigned process chart - can be considered in similar business units in order to achieve similar business goals

Knowledge evaluation:

New knowledge has to be evaluated in some period of time in order to verify correctness/importance of knowledge

- on the process level (operative goals)
- on the business level (strategic goals)

In this phase selected KM strategy can also be evaluated

Knowledge management as basis for BPI/BPR

Conclusion

- Knowledge management could be applied for managing knowledge about business processes in order to enable business process improvement
- Such knowledge has to be evaluated by analysing achieved improvements in business process, from the point of view of business objectives
- Benefits of this approach are twofold:
 - managing knowledge about processes and
 - managing meta-knowledge about KM processes, e.g.
 - knowledge about knowledge generation/acquisition by mining process data,
 - knowledge about using new knowledge,
 - knowledge about sharing process-redesign knowledge

5.5 Conclusion

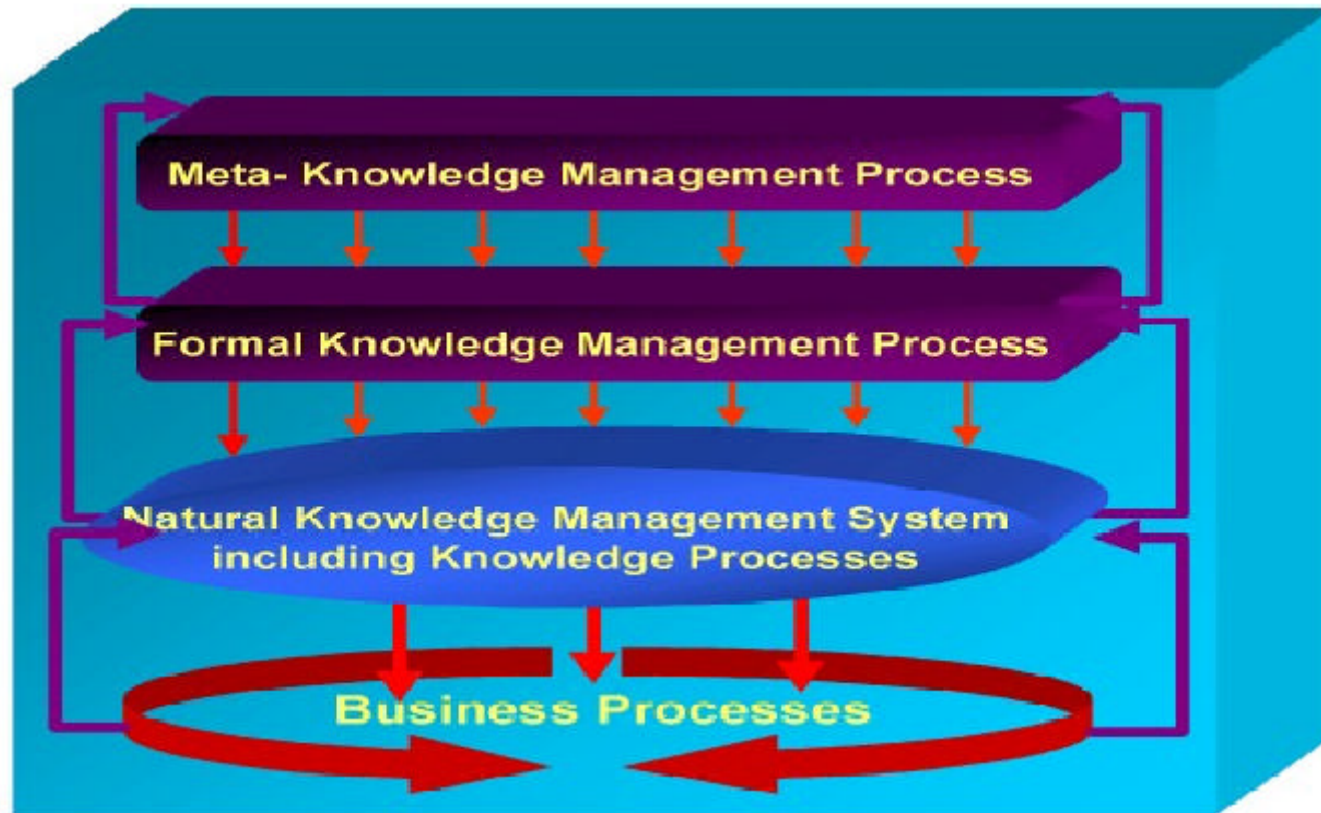
- In an increasingly complex and uncertain world, organisations are having:
 - to react to intensifying competition and
 - to sustain their advantage in a global marketplace through the faster improvement of their products/processes
- Such competitiveness is dependent on harnessing to best effect the knowledge resources available in the organisation, both tacit and explicit

Conclusion

- Both initiatives (KM and BPM) are oriented toward similar optimisation tasks (Quality, Efficiency, ...)
- Both initiatives should be considered in the rectangle: people, culture, organisation and technology
- Both initiatives require extensive Change Management approaches
- Both initiatives requires wide organisational analysis (organisational objectives, critical success factors, process management, analysis of used technology, ...)

Conclusion - Future work

- KM & BPM integration leads to METAPRISE - Knowledge Innovative Organisation



(Firestone, J., 2000).

Conclusion - Future work

- A Metaprise is an organisation that has implemented an authoritative and formal Knowledge Management Process that
 - not only manages knowledge processes,
 - but also manages itself and
 - its own rate of innovation

- The Metaprise therefore contains at least two legitimated levels of process activity above the knowledge process level:
 - the first analyses and manages what occurs at the fundamental knowledge process level of interaction
 - and the second does the same at the knowledge management process level of interaction as well

- In short, the Metaprise is the knowledge-managing, knowledge-innovating organisation