

**FULL SPECTRUM IT** An Interactive Symposium



# **Building KM that Works**

Doug Kalish

**Genentech**

# Why KM has a lousy reputation...

**To be useful, KM has to:**

- cross functional boundaries
- engage the largest community
- capture and link to the broadest knowledgebase
- improve business process

**To be successful, KM has to:**

- be departmental
- address a targeted audience
- collect and index limited assets
- not require behavioral change

# Components of KM

**KM = systematic use of content, applications, communities and process to improve business performance**

**Content** - The explicit knowledge needed to enable business processes, including structured and unstructured forms, like databases, documents, and multimedia

**Application** - Processes and technology for interacting with people and content. Examples including training, publishing and search

**Communities** - Groups of people who turn to each other for knowledge and fun

**Process** - Techniques that encourage the use of content, applications and communications throughout an organization, like incentives for knowledge sharing

# KM in the Pharma/Biotech Value Chain

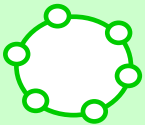
	Research	> Development	> Regulatory	> Production	> Sales & Marketing	> Distribution
Challenges	<ul style="list-style-type: none"> <li>• Knowledge overload</li> <li>• Sharing resources</li> <li>• Supply expense &amp; availability</li> <li>• Attracting strong partners</li> <li>• Promote collaboration</li> </ul>	<ul style="list-style-type: none"> <li>• Investigator recruitment</li> <li>• Subject recruitment &amp; retention</li> <li>• Aggregating &amp; sharing info</li> <li>• Dataflow management</li> <li>• Therapeutic focus</li> </ul>	<ul style="list-style-type: none"> <li>• Time-consuming forms</li> <li>• Security barriers to centralized documentation</li> </ul>	<ul style="list-style-type: none"> <li>• Supply chain inefficiencies</li> <li>• QA tracking</li> <li>• Global communication</li> <li>• Data management</li> <li>• Third party partners</li> </ul>	<ul style="list-style-type: none"> <li>• Detailing is slow &amp; inefficient</li> <li>• DTC is difficult &amp; imprecise</li> <li>• Build brand fast</li> <li>• Extend market value of drug</li> <li>• Personalization</li> </ul>	<ul style="list-style-type: none"> <li>• Drugs' negotiation and placement on insurance formulary</li> <li>• Getting drugs distributed quickly &amp; efficiently</li> <li>• Visibility to purchasing behavior</li> </ul>
Solutions	<ul style="list-style-type: none"> <li>• Knowledge base as an asset</li> <li>• eLearning</li> <li>• Database solutions</li> <li>• Virtual community of scientists</li> <li>• Intranet</li> <li>• Partner extranets</li> <li>• Collaboration tools</li> </ul>	<ul style="list-style-type: none"> <li>• Web recruitment of subjects and investigators</li> <li>• Enabling clinical trials management</li> <li>• CRM (investigator support and trial participant support)</li> <li>• Data Capture</li> <li>• Compliance tools for protocol completion</li> </ul>	<ul style="list-style-type: none"> <li>• Workflow management tools</li> <li>• Electronic marketplace (requests for proposals)</li> <li>• Electronic submission</li> </ul>	<ul style="list-style-type: none"> <li>• Dashboard</li> <li>• Database solutions</li> <li>• Customized manufacturing</li> <li>• Collaboration partners</li> </ul>	<ul style="list-style-type: none"> <li>• Electronic Detailing</li> <li>• Web DTC</li> <li>• Relationship/ Care sales force automation tools</li> <li>• Physician workflow applications</li> <li>• CRM (physician and patient)</li> <li>• Learning &amp; video-interactive presentations (multi-media)</li> <li>• Disease management</li> </ul>	<ul style="list-style-type: none"> <li>• Online catalog &amp; ordering</li> <li>• Auto-replenishment</li> <li>• Online data tracking &amp; exchange</li> <li>• Optimizing distribution &amp; logistics</li> <li>• Leverage distribution partners</li> </ul>

# KM Indicators - Individuals

Individual

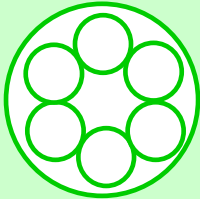


Department  
Project team



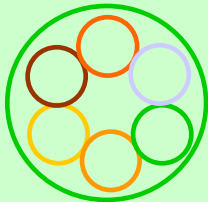
- Why does it take me so long to find that [expert, document, file, spreadsheet]?

Enterprise



- Why can't I see content relevant to me where and when I want to see it?

Extended  
Enterprise



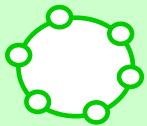
- Why should I collaborate and transfer my knowledge to others - what's in it for me?

# KM Indicators: Project Team

Individual

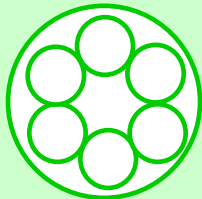


Department  
Project team



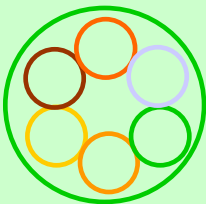
- How do I create a departmental portal for my group that can improve our work practices and reuse documents and data?

Enterprise



- I can't wait for the IT department to build my portal - how I get a portal builder tool to do it myself?

Extended  
Enterprise



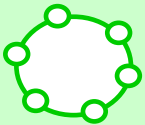
- How can we establish communities of practice that can leverage our expertise across diverse locations and roles?

# KM Indicators: Enterprise

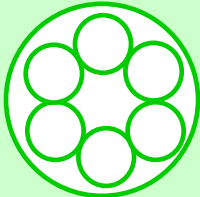
Individual



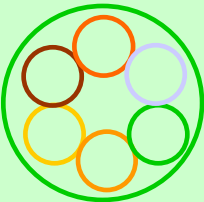
Department  
Project team



Enterprise



Extended  
Enterprise



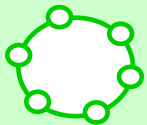
- How do we retain the intellectual capital embedded in our people (and prevent it from walking out the door)?
- As a global enterprise, how can we create an architecture that supports different user needs globally, regionally and locally?
- It's costing us millions to support redundant and proliferating content... why do users still complain they can't find anything on our intranet?

# KM Indicators: Extended Enterprise

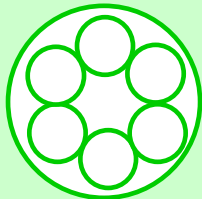
Individual



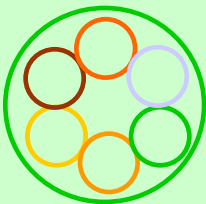
Department  
Project team



Enterprise



Extended  
Enterprise



- **Why do our Customers understand more about our business than our people do?**
- **Why do we spend significant time answering tactical and repetitive questions when we should be cross-selling and adding more value in those conversations?**
- **How can our partners, customers and our people collaborate virtually?**




# Intranet Web Pages

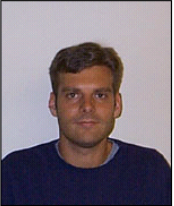
Company Projects People Knowledge Culture QuickLinks Site Map ? Feedback

Search For: People by Name With Keywords: blair GO What's Indexed

search Can't find what you're looking for? Send mail to [km@scient.com](mailto:km@scient.com) Help on

### Colleague Information for Michael Blair

Name: Michael Blair  
System Name: mblair  
Department: Professional Services  
Innovation Center: Applications IC  
Sponsor: Randy Von Feldt  
Date of Hire: 1/19/98  
Title: Leader-App Architect  
Office: Scient Dallas  
Birthday: 11/25  
( [Click for office location](#) )  
 [resume](#) (last updated: 6/22/99 11:50:12 AM) Scient Colleague ID#8



HR DB

Company Projects People Knowledge Culture QuickLinks Site Map ? Feedback

Search For: People by Name With Keywords: blair GO What's Indexed

search Can't find what you're looking for? Send mail to [km@scient.com](mailto:km@scient.com) Help on

### Project Participation

Project Code	Description	Hours in ScientES
PR9201001B	Project 92 Architect/Engineer	1193
SCNT01704	IT Apps - Web Site	572
FUNB01001B	Technology Assessment for Virtual Bank	434
SCNT01701	IT Apps - Time & Expense System	371
TELX01001E	Ver 0.5 Engineering	192
TELX01001A	Ver 0.5 Architect	133
TELX01002A	Ver 1.0 Architect	87



Projects DB

# Corporate Portals – so 2003!


Company Projects People Knowledge Culture QuickLinks Site Map ? Feedback

Search For: People by Name With Keywords: blair GO What's Indexed


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TELX01001E	Ver 0.5 Engineering	192
TELX01001A	Ver 0.5 Architect	133
TELX01002A	Ver 1.0 Architect	87

### Technology Profile

*Vignette StoryServer*  
*Sun Java*  
*Perl*  
*Sun JavaScript*  
*Netscape Communicator*  
*Macromedia DreamWeaver*  
*Allaire HomeSite*  
*Microsoft (Product) ASD (Active Server Pages)*

### Scient Zone Contribution

Search for knowledge shared by Michael Blair.

- Deliverables ( 19 )
- Engagement Resources ( 18 )
- Engagement Summary ( 14 )
- Knugget ( 2 )
- New News ( 5 )

← HR DB

← Projects DB

← Skills DB

← Documents DB

# Enterprise Knowledge Management – making Portals Useful

- **Single corporate data model: single definition of employee, client, role, skill, project “objects” throughout the enterprise**
- **Open architectures**
- **Standard protocols**
- **Merging of internet, intranet, extranet**
- **Integration of internal and external data**
- **Cross functional boundaries**

# HyperPortal

Company Projects People Knowledge Culture QuickLinks Site Map ? Feedback


Search For: People by Name With Keywords: blair GO What's Indexed


search Can't find what you're looking for? Send mail to [lm@scient.com](mailto:lm@scient.com) Help on s

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← Navig Rost

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### Technology Profile

*Vignette StoryServer*  
*Sun Java*  
*Perl*  
*Sun JavaScript*  
*Netscape Communicator*  
*Macromedia DreamWeaver*  
*Allaire HomeSite*  
*Microsoft /Dmdurte) ACD (Active Server Danec)*

### Scient Zone Contribution

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- ▶ Deliverables ( 19 )
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- ▶ Knugget ( 2 )
- ▶ New News ( 5 )

## Corporate Data Model

HR DB

Projects DB

Skills DB

Documents DB

# All Employees in a Role

Company Projects People Resources Culture My Links Site Map Feedback

Search For

Colleague Roster

With Keyword:

GO

## The Many Faces

### Choose a user to view

[ [view roster](#) | [view faces](#) ]

#### View

- ▶ [By First Name](#)
- ▶ [By Last Name](#)
- ▶ [By Colleague Start Date](#)
- ▶ [By Colleague Role](#)
- ▶ [By Office](#)
- ▶ [By IC](#)
- ▶ [By Department](#)

#### Update

- [My Foreign Language/Experience Skills](#)
- [My Personal Info](#)
- [My Resume](#)

#### Search

- [People Experience and Interests](#)



Abbey Shee  
Applications Architect



Ackie Kamijo  
Applications Architect



Alex Kovalchuk  
Applications Architect



Andy Bihain  
Applications Architect



Basel Salloum  
Applications Architect



Bernard Lin  
Applications Architect



Bernie Woo  
Applications Architect



Bob Flenner  
Applications Architect



Brad Buck  
Applications Architect



Brian Calder  
Applications Architect



Brian Coyle  
Applications Architect



Burton Rhodes  
Applications Architect



Darrell Rials  
Applications Architect



Davender Babbar  
Applications Architect



David Chan  
Applications Architect



Dimitri Panagiotou  
Applications Architect



Don Hamm  
Applications Architect



Dorian Logan  
Applications Architect



Doug Todd  
Applications Architect



Frank Zhou  
Applications Architect

# Integrated Employee Data

Address <http://home/> Links

Company Projects People Resources Culture My Links Site Map Feedback Search For Colleague Roster With Keyword: Will Clark Go

## Colleague Roster

**Jump To:**  
[Colleague Info](#)  
[Contact Info](#)  
[Interests](#)  
[Projects](#)

**View All**  
[by First Name](#)  
[by Last Name](#)

**Update**  
[My Personal Info](#)  
[My Profile](#)


**Search**  
[People](#)

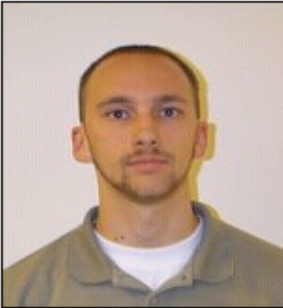
### Colleague Information for Will Clark

[← Navigate Roster →](#)

Name:	Will Clark
System Name:	wclark
Department:	Technology IC
Sponsor:	Janet Jaiswal-Adams
Date of Hire:	8/2/99
Title:	Assoc-Developer
Office:	San Francisco
Birthday:	9/21

( [Click for office location](#) )

 [resume](#) (last updated: 3/15/00 3:53:56 PM)



Scient Colleague ID#536

### Contact Information

Email:	<a href="mailto:wclark@scient.com">wclark@scient.com</a>		
Office Number:	415/591-3876	Office Number 2:	408-543-5441 (SNW)
Home Number:		Home Number 2:	
Pager Number:		Pager Pin Number:	
Off Site Number:		Cell Number:	415/235-9418
Fax Number:			
Calling Card Number:			

### Experience and Interests

Local intranet zone

**Peoplesoft**

**Resume**

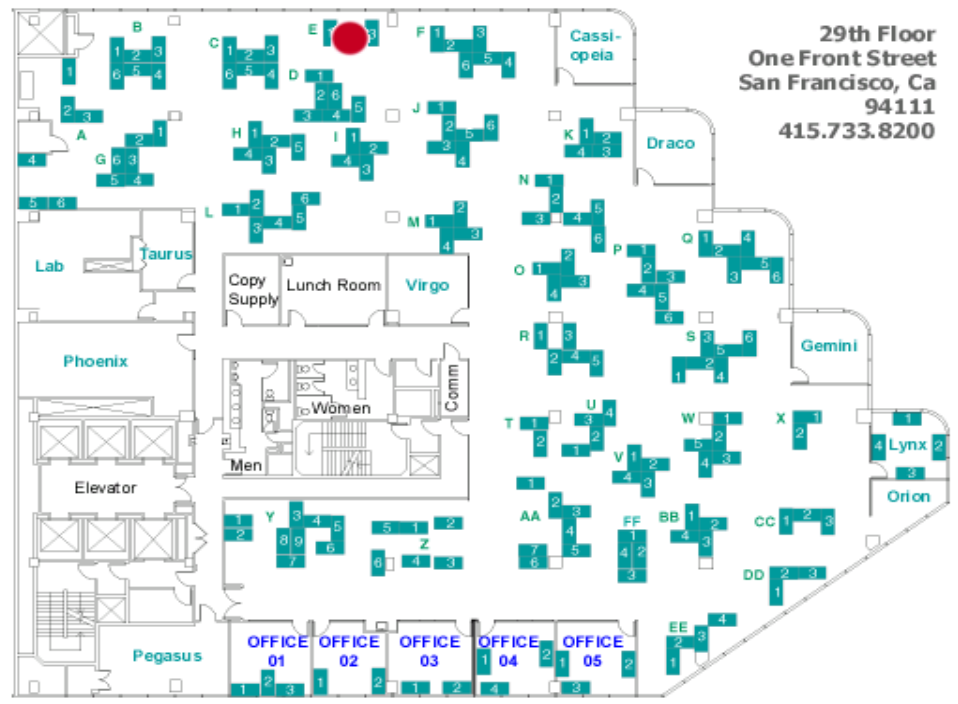
**MS Outlook**

**Location**

# Office Location

## Office Locator

<Select Floor> Find Conference Room: < Select Conference Room > Find the office of: < Select Name >



( Click on a location for more information )

### Location SFD29E2 Details

Occupied By:



**Will Clark**  
415/591-3876  
alt. location: SVH04

### Location SFD29E2 Maintenance

Add Occupant:

Delete Occupant(s):

Will Clark

**Update Information**

# Integrated Employee Data, Cont'd

Address <http://home/> Go Links

Company Projects People Resources Culture My Links Site Map Feedback ?

Search For

Colleague Roster

With Keywords:

will clark

GO

## Colleague Roster

### Jump To:

[Colleague Info](#)  
[Contact Info](#)  
[Interests](#)  
[Projects](#)

### View All

by First Name  
by Last Name

### Update

[My Personal Info](#)  
[My Resume](#)

### Search

[People](#)

## Experience and Interests

Previous Companies: Deloitte Consulting, The Analytic Sciences Co., Metrica Co.  
Home Page: [www.ee.princeton.edu/~wpzclark](http://www.ee.princeton.edu/~wpzclark)  
Hobbies & Interests: High-end audio & video, sports cars and auto racing, motorcycles and motorcycle racing  
Favorite Saying: Creativity is allowing yourself to make mistakes. Art is knowing which ones to keep. - Scott Adams  
Favorite Food(s): breakfast cereal (I'm a connoisseur), sushi, oatmeal raisin cookies  
Hometown: San Antonio, Texas  
Alma Mater: Princeton

## Project Participation

Project Code	Description	Hours
SILV01004I	Engineer - Implementation	727.5
MIGH01001C	MightyWords Billable	550
SCNT01510	Ongoing Training Attendance	278.5
MIGH01001A	MightyWords Design & Engineer	231.5

## Technology Profile

*AltaVista* Alta Vista Search  
*ATG* Dynamo Commerce Server  
*Oracle* Oracle 8, 8i  
*Oracle* PLSQL and SQL  
*Oracle* Designer 2000  
*Oracle* Oracle 8

Profile Database

Billing System

Vendor Database



# Employee Skill Sets

[Company](#) [Projects](#) [People](#) [Resources](#) [Culture](#) [My Links](#) [Site Map](#) [Feedback](#) [?](#)

Search For

Colleague Roster

With Keyword: Will Clark



## Colleague Roster

### Jump To:

[Colleague Info](#)  
[Contact Info](#)  
[Interests](#)  
[Projects](#)

### View All

[by First Name](#)  
[by Last Name](#)

### Update

[My Personal Info](#)  
[My Resume](#)

### Search

[People](#)

## Oracle- Oracle 8

Relational Database

Scient Experience

[+ update](#)

Colleague Feedback

### Internal Contacts

Alfred Lee  
Chenn Sanganithy  
Darrell Riels  
Dave Wright  
Desi Molina  
Eyal Bitansky  
Feng Gu  
Gagan Bhalla  
Gerd Schmidt  
Gerry Williams  
Greg Jungman  
Igor Ocheretyanny  
Jim Kenyon  
Ketan Gandhi  
Lee Burch  
Micah Sherr  
Peter Ioannou  
Rajesh Kandaswamy  
Rajesh Venkateswaran  
Ray Stirbei  
Shafique Ahmed  
Shetu Yama  
Simon Remordina  
Todd Hirayasu  
Tom Moore  
Will Clark  
Yiyun Chen  
Yung Chen

### Project Usage

No Project Usage for this product.

### Client Usage

No Client Usage for this product.

# Links to Another Profile

[Company](#) [Projects](#) [People](#) [Resources](#) [Culture](#) [My Links](#) [Site Map](#) [Feedback](#) ?

Search For

Colleague Roster

With Keyword: david wright

GO

## Colleague Roster

### Jump To:

[Colleague Info](#)  
[Contact Info](#)  
[Interests](#)  
[Projects](#)

### View All

[by First Name](#)  
[by Last Name](#)

### Update

[My Personal Info](#)  
[My Resume](#)

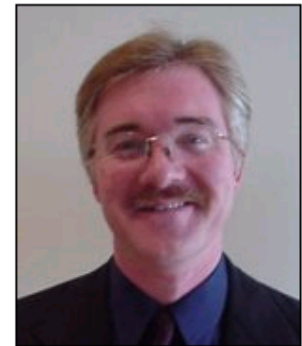
### Search

[People](#)

## Colleague Information for Dave Wright

◀ Navigate Roster ▶

Name:	Dave Wright
System Name:	dwright
Department:	Technology IC
Sponsor:	Steve Martello
Sponsored Colleagues:	Alex Kovalchuk Anbu Govindarajan Blossom Woo Brian Guan Christian H. Schiller Christophe Pettus David Chen Eric Chen Ivan Perez-Armendariz John Mar John Owens Joshua Siegel Karen Yang Kashif Qayyum Mohit Doshi Nat Peterson Robert Burleigh Scott Laplante Seth Polansky Tim Howe Todd Volkert
Date of Hire:	3/13/00
Title:	MD-IC Manager
Office:	San Francisco
Birthday:	12/14



# Products Linked to Projects, Employees

The screenshot displays the 'Scient' website interface. At the top, there is a navigation bar with buttons for 'Company', 'Projects', 'People', 'Knowledge', 'Culture', 'QuickLinks', 'Site Map', and 'Feedback'. A search bar is present with the text 'Search For People by Name' and a 'With Keywords:' field. Below the navigation bar, a banner reads 'Welcome to the Scient Zone' with the date 'Wednesday, November 10, 1999 6:06:25 PM' and a 'Hot 100!' badge. The main content area is titled 'Product View' and includes a 'View:' dropdown set to 'Products' and a 'Search By:' dropdown set to 'Product Name'. A search button with the 'Scient' logo is also visible. On the left side, there is a 'Product Groups' section with an 'Expand All' link and a tree view of categories: Application (1), Infrastructure, Data Infrastructure (1), Collaborative Filtering (10), Content Management (6), Content Publishing (14), Data and Application Distribution (2), **Data Warehouse/OLAP (6)**, Decision Support/EIS (15), Document Management (5), Hierarchical Database (2), Knowledge Management (7), Object-Oriented Database (1), Relational Database (11), and Search Engine (8). The 'Data Warehouse/OLAP (6)' category is highlighted with a red dashed border. The main content area features a 'Product Info' section for 'Hyperion Software Essbase', with 'Product Groups: Data Warehouse/OLAP' and 'URL: http://www.hyperion.com/essbaseolap.cfm'. Below this is a 'Product Versions' section for version '4.1', with links for '[ Add Evaluation ]' and '[ Add Usage Info ]'. A green box with a black border and the text '... and specific product information' has an arrow pointing to the 'Product Info' section. At the bottom, there are sections for 'Scient Experience', 'Internal Contacts' (listing John Mar, Kevin Carlson, Lawrence Lau, Shri Ranganathan, and Stan Clark), and 'Project Usage' and 'Client Usage' (both with update links).

**Product View** View: Products Search By: Product Name Go

**Product Groups**  
↑ Expand All

- ⊕ Application ( 1 )
- ⊖ Infrastructure
  - ⊖ Data Infrastructure ( 1 )
    - Collaborative Filtering ( 10 )
    - Content Management ( 6 )
    - Content Publishing ( 14 )
    - Data and Application Distribution ( 2 ) [ Add Version ]
    - Data Warehouse/OLAP ( 6 )**
    - Decision Support/EIS ( 15 )
    - Document Management ( 5 )
    - Hierarchical Database ( 2 )
    - Knowledge Management ( 7 )
    - Object-Oriented Database ( 1 )
    - Relational Database ( 11 )
    - Search Engine ( 8 )

**Product Info**  
**Hyperion Software Essbase**  
Product Groups: Data Warehouse/OLAP  
URL: <http://www.hyperion.com/essbaseolap.cfm>  
[ Update Info ]

**Product Versions**  
4.1  
[ Add Evaluation ] [ Add Usage Info ]

**Scient Experience**

**Internal Contacts**  
John Mar  
Kevin Carlson  
Lawrence Lau  
Shri Ranganathan  
Stan Clark  
[ Update Contacts ]

**Project Usage**  
[ Update Project Usage ]

**Client Usage**  
[ Update Client Usage ]

... and specific product information

# Challenges: Finding the Experts

- Technology and skill profiling (manual)
  - maintenance problems
  - self-profiling issues (can be self-policed)
- Inferred expertise profiling (automatic)
  - from email (**privacy red flag!**)
  - from time and expense logs
  - from workproducts

# Methodology Tools

Scient Approach Guide - Microsoft Internet Explorer

Scient Approach Guide

Search For  GO Glossary PDF ?

## Approach Overview

- Conceive
- Architect
  - Scope
  - Design
- Engineer
  - Detailed Design
  - Construct
  - Test
  - Deploy
- Operate
  - eSolution Management
  - eBusiness Management

## Scient Approach Overview

Conceive Architect Engineer Operate

Conceive Scope Design Detailed Design Construct Test Deploy eSolution Management eBusiness Management

Scient Approach

### Introduction

The Scient Approach is the delivery methodology or framework used on Scient projects.

It is the structured organization of our work effort, and provides a prescription of our work objectives and deliverables. It is intended to serve as a recommended baseline for conducting our projects, but which allows flexibility and customization on an as-needed basis for specific engagements.

It is intended to be particularly valuable and serve as a guide for the uninitiated, i.e. professional services staff new to Scient or participating in their first Scient project.

The Scient Approach is designed to allow Scient to achieve the following:

- Differentiation from our competitors.
- Helps us produce consistent high quality deliverables

# Project Start-up Kits

The screenshot shows a web application interface. At the top, there is a navigation bar with buttons for 'Company', 'Projects', 'People', 'Knowledge', 'Culture', 'QuickLinks', 'Site Map', '?', and 'Feedback'. Below this is a search bar with a dropdown menu set to 'People by Name', a 'With Keywords:' input field, a 'GO' button, and a 'What's Indexed' button. The main content area has a blue header 'Architect Module'. Below this is a section titled 'Overview' with a 'Download Now' button. The text describes the Architect Module's purpose and contents. A second section titled 'What does it have?' lists the included documents.

**Overview**

The Architect Module is to be used in conjunction with the Basic Start Up. The module provides an overview of the Architect Stage and the two phases associated with this stage: Architect\_Scope and Architect\_Design. These overview documents contain descriptions of deliverables, tasks, and activities in the each phase as well as the overall stage. There are samples and templates that accompany the related tasks and activities for each phase. After you have extracted the attached zip file, you will see a list of folders and a Document Directory Excel file. This file acts as the table of contents for this module and includes the list of file names and their location in this structure.

**Download Now**

**What does it have?**

- Architect Approach Guides, Samples and Templates:
- Approach Guides for each task in Architect\_Scope and Architect\_Design
- Samples and Templates broken down by Task
- Table of Contents for Architect\_Scope and Architect\_Design documents
- Glossary

# Making Search Work

- **Task-specific datasets**
- **Matching terms**
- **Related terms**
- **Alternate name search**
- **Highlighted links**
- **Related entities**
- **Categorized results**

[All](#)
[Approach Resources](#)
[Client by Name](#)
[Expertise](#)
[News & Analysis](#)
[People by Name](#)
[Policies & Procedures](#)
[Product Information](#)
[Project Information](#)

what you're looking for? Send mail to [km@scient.com](mailto:km@scient.com)

**Matching Terms:**  
 'javascript'  
 client-side javas..  
 java applets

**Related Entities:**  
 Authors [Next>>](#)  
 Bret Sommers  
 Seth Fox  
 Steve Ariana  
 Fyez Tabch  
 Bobby Beckmann  
 Christopher Lochhead  
 Francesco Paola  
 Parik Rao  
 Jonathan R. Wilner  
 Wendy Jones

[Next >>](#)  
[cfm welcomejava](#)  
[java applet](#)  
[java bean proxies](#)

**Related Terms:**  
[server](#) [servers](#)  
[html](#) [integration](#)  
 add selection to current search

- Results for **java** ([Expand/Contract Search Results](#))
- ◆ **Resumes** (found: 76)
  - ◆ [Approach Documents](#) (found: 75)
  - ◆ [Discussions](#) (found: 75)
  - ◆ [Projects](#) (found: 691)
  - ◆ [Products Database](#) (found: 466)
  - ◆ [Products Database \(internal sources\)](#) (found: 7)

Result Pages For Resumes: [1](#) [2](#) [3](#) [4](#)  
 ▶ [Harint Gandhi](#) by Fyez Tabch



# scient search

Can't find what you're looking for? Send mail to [km@scient.com](mailto:km@scient.com)

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- Francesco Paola
- Parik Rao
- Jonathan R Wilner
- Wendy Jones
- Landon Clark
- Basel Salloum
- Keith Krueger
- Ketan Thakker
- Kevin Yee

- ▶ Clients
- ▶ Approach Phase

- [xfrm welcomejava](#)
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  - [servers](#)
  - [integration](#)
- add selection to current search

[sume of Jonathan R Wilner](#) by Jonathan R Wilner

[sume of Ketan Thakker](#) by Ketan Thakker

[esph L](#) by Jocelyn Luk

[sume of Bobby Beckmann](#) by Bobby Beckmann

[sume of Peter B Randolph](#) by Peter B Randolph

[ash Marda](#) by Vikash Marda

[sume of Brian J Lee](#) by Brian J Lee

[f Peter B Randolph](#) by Peter B Randolph

[rda](#) by Vikash Marda

▶ [Resume of Brian J Lee](#) by Brian J Lee

▶ [Resume of Feisal Mahmood Jaffer](#) by Feisal Mahmood Jaffer

# Corporate Communities

Company Projects People Resources Culture My Links Site Map Feedback

Search For

Colleague Roster

With Keywords: david wright



## Health and Wellness

Innovations for Life

Home | Help | Contact Admin | Approve Items

### Health & Wellness



#### Scient Health & Wellness

The H&W Zone is a forum for sharing and communication among H&W affiliated colleagues.

### What Is H&W

A section to help familiarize you with Scient's Health and Wellness Business Unit

- Formation of Health and Wellness BU Announced Internally  
Effective July 1, Scient will be forming a new global business unit focused on Health & Wellness - A "spin-in" from our existing Enterprise Business Unit.

The Enterprise BU has successfully inc...

- Scient Health & Wellness 101 - BU Backgrounder  
A backgrounder in Scient Health and Wellness available for public dissemination. Includes brief overview of Scient focus areas, clients, and principals.
- Scient Strategies in H&W  
Scient's take on H&W activities. (POV)

More...

### Health & Wellness News

Where BU members post and share health and wellness news.

- PACIFICARE: Health Plan to Offer Electronic Disease Management System from Global Med Technologies  
(Contributed by Tom Berard 8/22/00)
- Health and Wellness BU Briefing - 8.17.00  
Includes RnD and Pharmaceutical Industry white-papers. (Contributed by Kevin Yee 8/17/00)
- Merrill Lynch discussion of Healthcare Materials Management Conference  
Brief industry discussion on healthcare materials B2B exchanges and supply... (Contributed by Sue Dubach-Reinhold 8/17/00)
- ePulse, E\*Offering newsletter on eHealth sector, 9 August 00  
Includes discussion of health industry B2B consortiums (Contributed by Sue Dubach-Reinhold 8/14/00)
- Medical Information Management News, Bear Sterns, August 2000  
Includes discussion of IPO pipeline & atmosphere for eHealth startups (Contributed by Sue Dubach-Reinhold 8/14/00)

More...

### Library & Reference Archive

Research Reports and In-Depth Industry Knowledge

#### Research References and Reports - General [5]

- Harris Interactive: 10,000 Patient Survey
- Merrill Lynch Hospital CIO Survey, June 2000
- Gomez Report : Identifying, Capturing, and Serving the eHealth Customer

#### Primer and Readings - eHealth [5]

- A.G. Edwards Digital Health Care Industry Report
- Intel Health Initiative Research Reports and Presentations
- Industry Standard HC Report 2000, Diagnosis : Revolution

#### Primer and Readings - Genomics/Genetics [6]

- The Ethics of Genetic Testing

### H&W Events and Conferences

A place to share and display upcoming events

- Sat, September 23 - Thu, September 28  
American Health Information Management Association - Chicago, IL
- Mon, October 2 - Thu, October 5  
Windows on Healthcare VI (Microsoft Healthcare Users Las Vegas, NV)
- Tue, October 17 - Thu, October 19  
eHealthcare World Conference - Amsterdam Amsterdam

### H&W Information Portal

A guide to selected health and wellness information services

Online Sources [5]

Email Subscription/Push Sources [7]

Pharmaceutical Links [1]

Patent/Intellectual Property Links [1]

### Sales & Operations (BU Only)

Visible only to BU members, these are internal resources for operations.

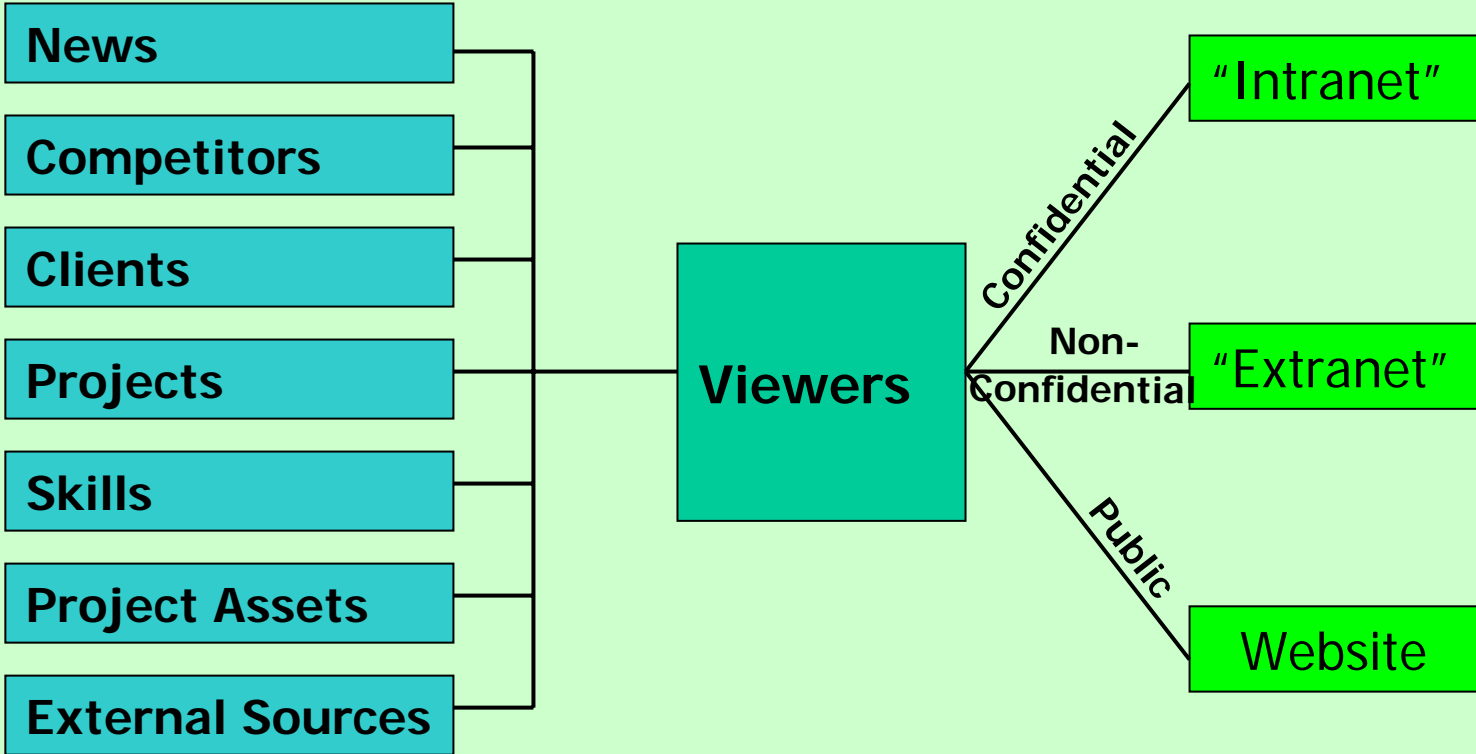
#### Sales Leads Profiles (Works-In-Progress) [7]

- CareCore Lead Sales Profile
- Genzyme Lead Sales Profile
- NewCoGen (Applied Genomic) Lead Sales Profile
- NutriLogics Lead Sales Profile
- Reprosexmed Sales Lead Profile

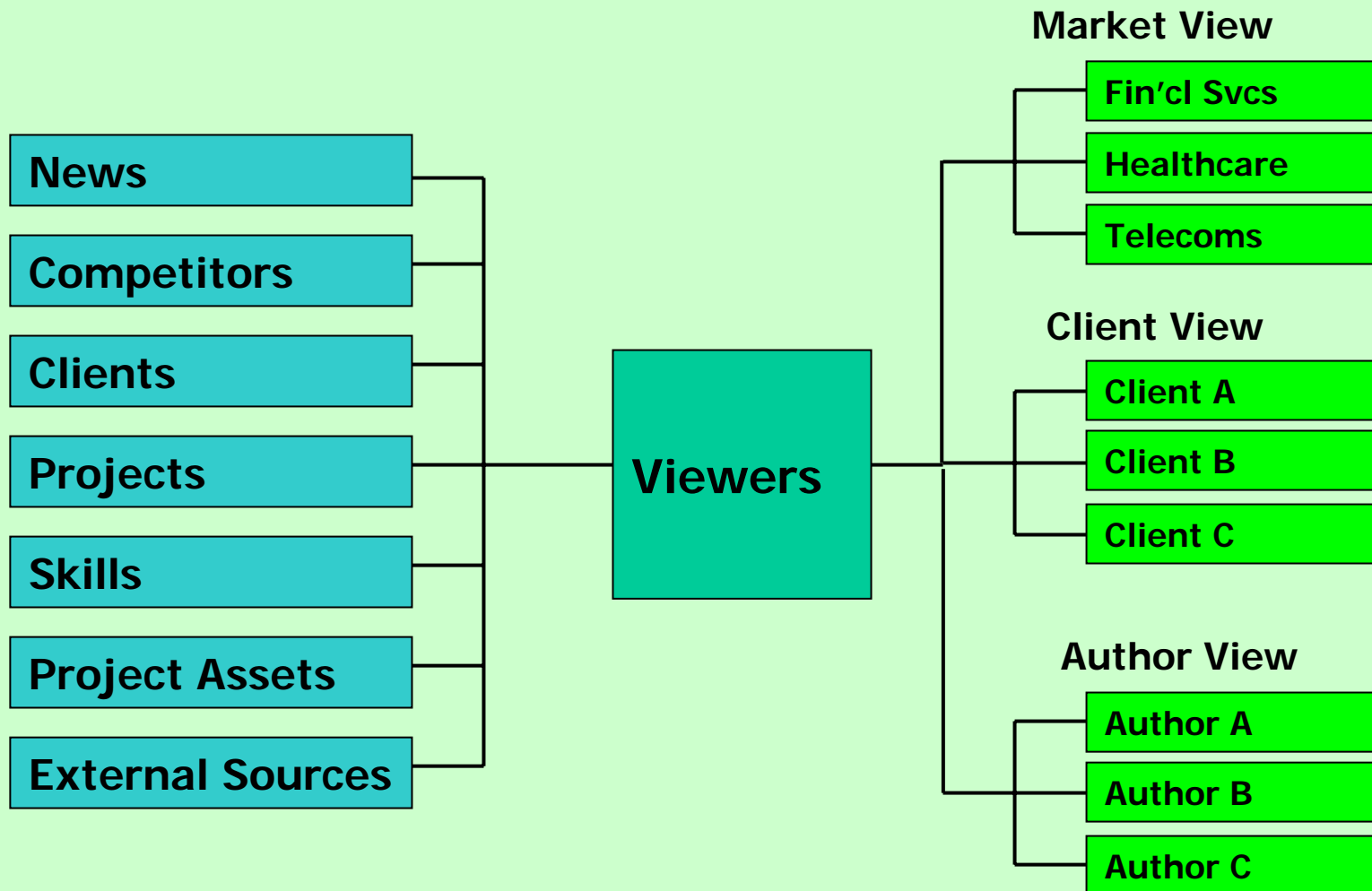
# What Should IT's Role be in Creating Communities?

**Build an enabling infrastructure  
and get out of the way...**

# The Intranet, Extranet, and Website represent different levels of access, not different databases



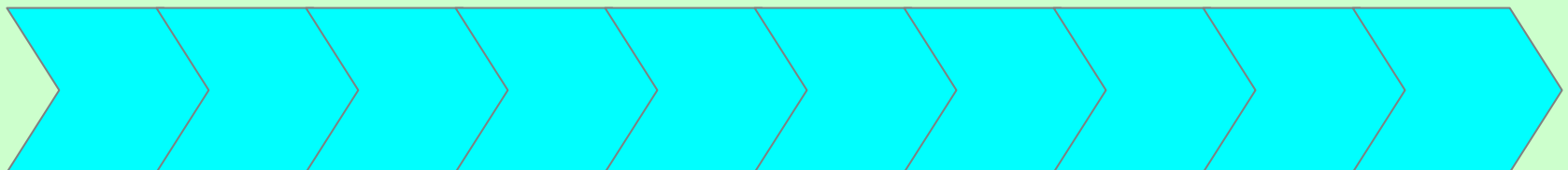
# Use of the knowledge determines the view



# A value chain approach allows you to find potential for leverage

- Examine the value chain of your organization
- Find the chokepoints
- Evaluate whether KM can make a difference
- Sign up the stakeholders in advance

Gene Sequencing    Target ID    Target Validation    Lead Discovery    Pre-Clinical    Clinical Phase I    Clinical Phase II    Clinical Phase III    Manufacturing    Distribution



# 1. Start with the **tasks**, not the data:

- Find an expert
- Get help on a particular technology or product
- Learn about a particular business or industry topic
- Get up to speed on an ongoing project
- Staff a project
- Answer a question regarding company policies and procedures
- Learn about a client, target, competitor, or vendor

## 2. Build a Content Strategy based on flows of knowledge

### LEVERAGE

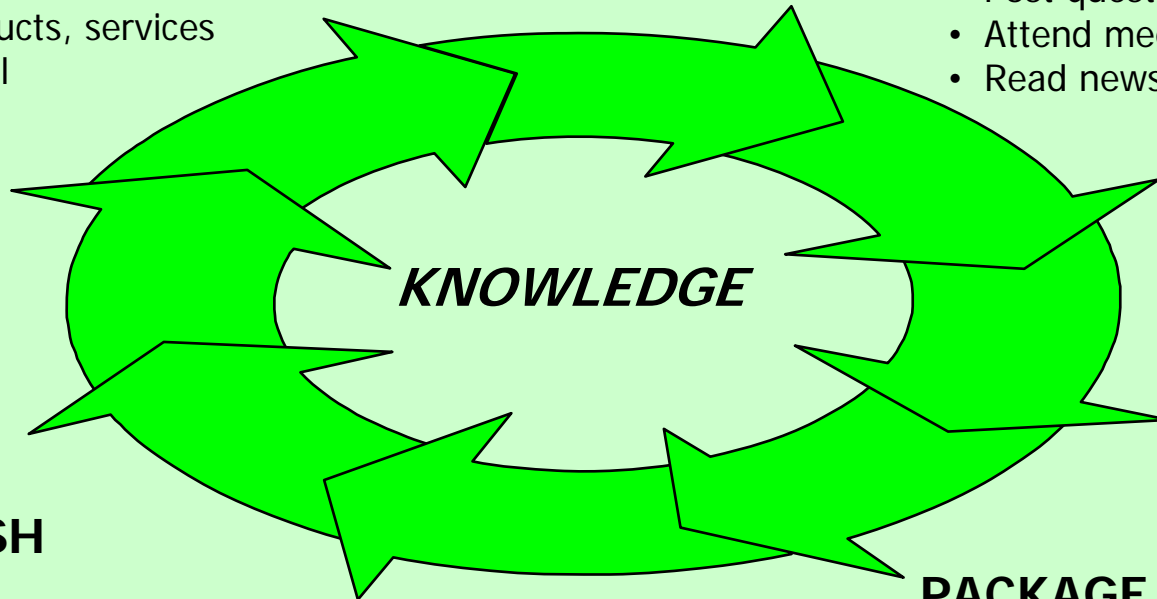
- Create new products, services
- Cross-sell, up-sell
- Build brand

### CREATE

- Learn from customers, training
- Identify best practices
- Perform internal research

### COLLECT

- Post questions to discussions
- Attend meetings/seminars
- Read news



### PUBLISH

- E-mail
- Learning materials
- Call center/help desk
- Intranet
- Extranet/Public site

### PACKAGE

- Analyze data
- Categorize information
- Refine taxonomy/vocabulary
- Ensure consistent formats



# 3. Develop an **applications strategy** integrating multiple technologies

## **Search**

Full-text intranet search

Metadata-enabled search

Skills search

Mail and local data search

Multimedia search

## **Subscription**

Change notification

Customizable frequency

Customized form of notification

Routing to groups

Delivery over multiple platforms

## **Team support**

Threaded discussions

Group scheduling

Shared whiteboards

Annotation

Collaborative filtering

•Personalized interface

•Occasionally connected users

## **Repository**

Sample documents

Internal training resources

External knowledge sources

Document management

Integration with imaging/OCR

## **Methodology support**

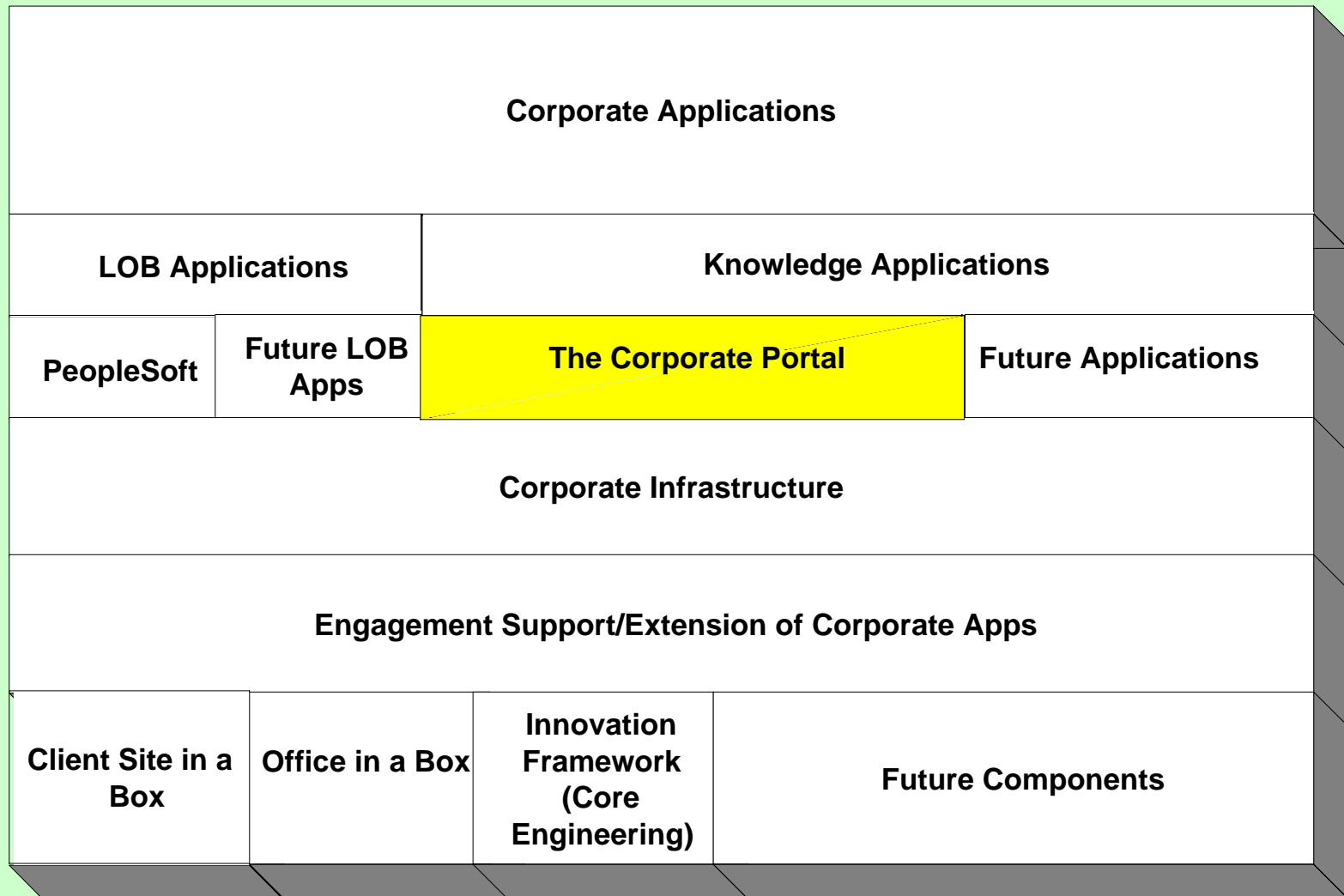
Resources on Intranet

Project management

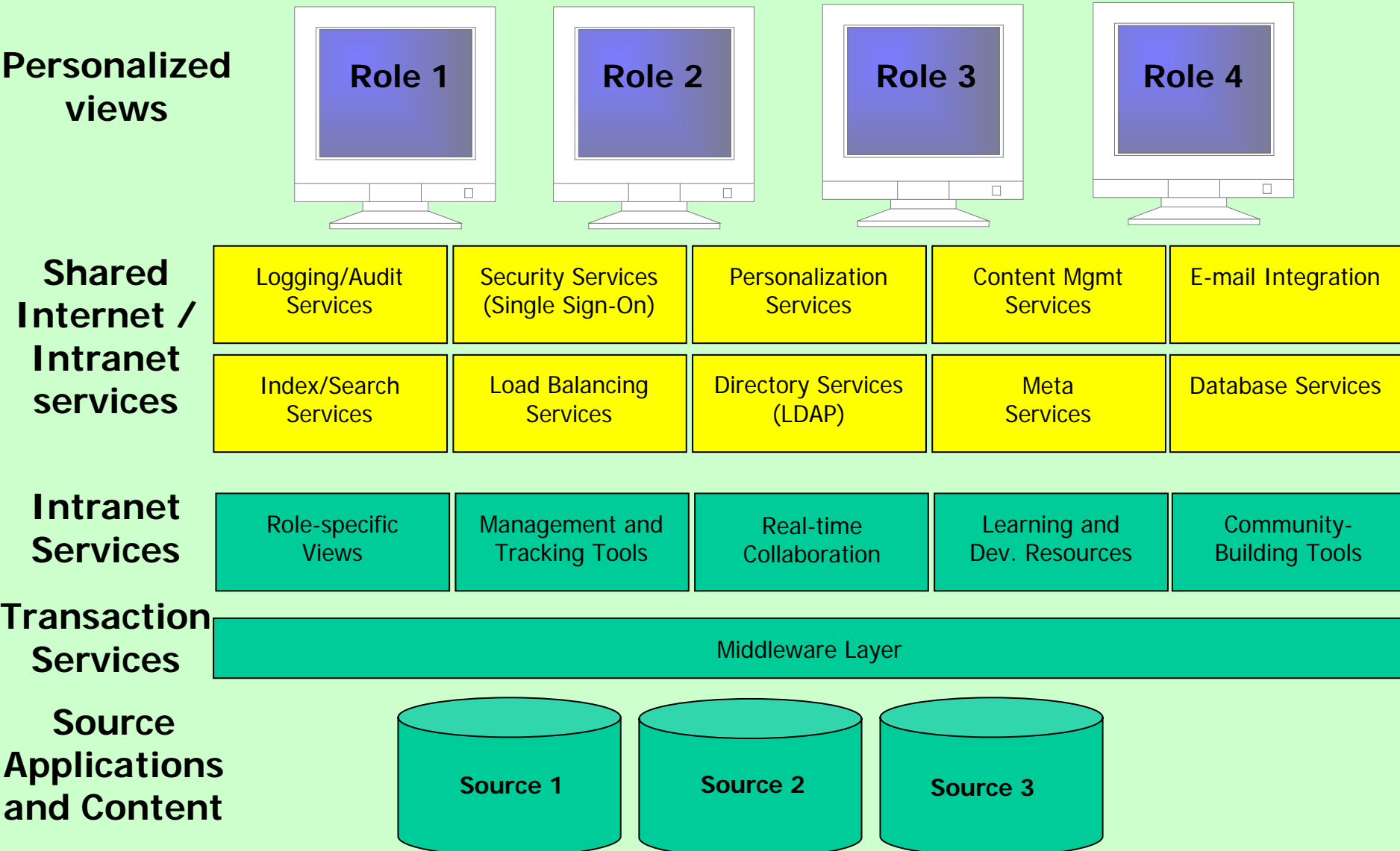
Workflow support

Database support

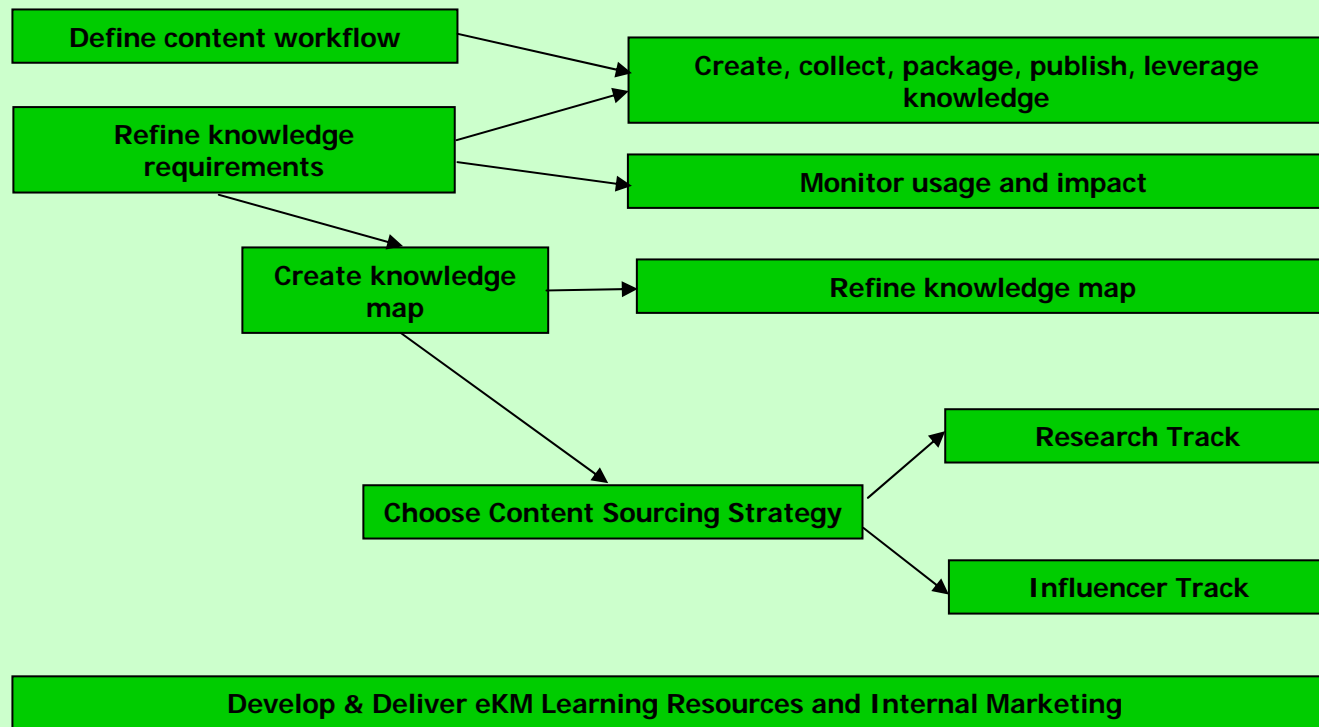
# 4. Identify **points of integration** with pre-existing and planned systems



# 5. Create the technical architecture



# 6. Establish governance and organizational processes



# The Knowledge Value Chain Approach – for KM that Works

- **Develop a knowledge sharing infrastructure**
- **Understand the sources of value in your organization**
- **Find the knowledge bottlenecks**
- **Make the stakeholders agree on the value in advance**
- **Agree on the metrics in advance**
- **Engineer behavior as well as technology**
- **Communicate your successes**

**FULL SPECTRUM IT** An Interactive Symposium



# **Building KM that Works**

**Doug Kalish**

Slides available at <http://doug.kalish.com>

**Genentech**