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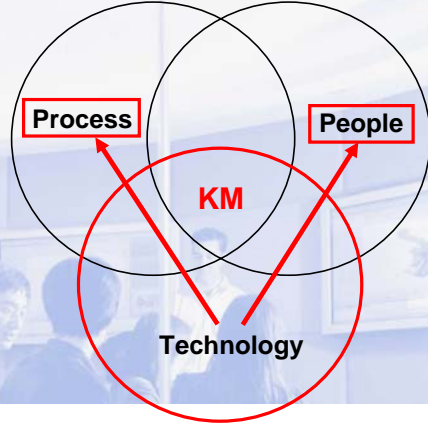

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How librarians can leverage on advances in KM Technologies to become Knowledge Centres

Professor Eric Tsui
 Department of Industrial & Systems Engineering




An appropriate balance of people, process & technology is the key to success in KM




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Common KM projects with a strong dependence on technologies

- Knowledge Audit
- Taxonomy
- Search
- Collaboration System(s)
- Portal
- Electronic Document Management System (EDMS)
- Knowledge Communities
- E-Learning
- Intelligent System(s)
- Intranet / Extranet
- Blogging / Weblogs / RSS Readers / Wikis



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Observations on the role of libraries and librarians in the knowledge economy

- **Libraries have evolved from providers of collections to providers of access**
- **Librarians need to extend from being providers of information services to providers of *professional and consulting* services**


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Observations on the role of libraries and librarians in the knowledge economy (cont.)

Advances in online databases, digital libraries, search engines, public collaboration tools and communities, enhanced content services, ...

Are librarians as a profession at threat?



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Observations on the role of libraries and librarians in the knowledge economy (cont.)

Key Librarian skills

- **Research skills** *Many large organisations are still unfamiliar with research methods and major sources of content*
- **Technology-savvy** *Often confronted with a set of disparate KM systems*
- **Content identification, classification, selection, and publishing** *Scarcity of information classification skills*
- **Digital Asset Management**



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Definition of an Enterprise Information Portal (EIP)

“Enterprise Information Portals” (EIPs) are applications that enable companies to unlock internally and externally stored information, and provide users a single gateway with personalized information needed to make informed business decisions.”

Shilakes and Tylman, Merrill Lynch

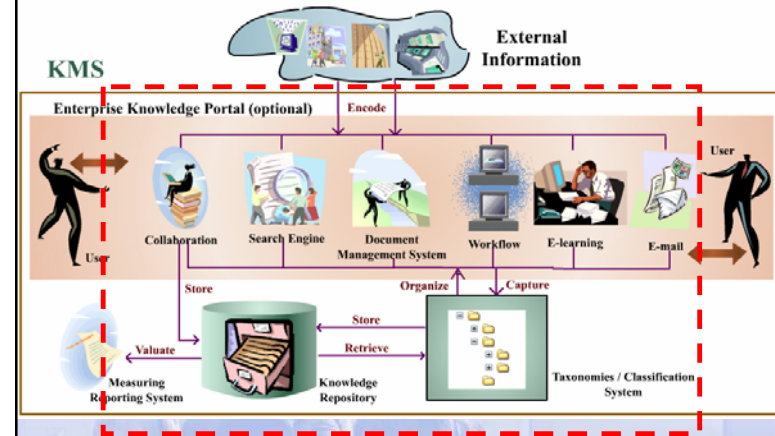


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A Knowledge Management System (KMS)



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My Home | Welcome, kmuser2 | My Account | Log Off | Help | Search: Everywhere

My Pages | My Communities | Directory | KM Workshop

KM Workshop
Community Workspace

Inside this Community

Community Workspace | E-Learning | Community Members and Knowledge Directory | Edit This Community

KM Workshop 03/12/2004 08:00 AM

Project Selector

Select Projects
New Project
Manage Project Templates
Restore Projects

Choose the projects you want to see. Collaboration Server portlets in this Community display information from the selected projects.

Project	Status	End Date
KM Workshop	0%	..

Community Documents

Upload File | Manage Documents

Summary view. 10 most recent documents

Document	Checked in	Checked In by
Q2 2003 Plumtree White Paper, Three-Page Overview of Vision.doc	3/11/04	APAC(Liiva)gatalim

Community Task Lists

New Task List | Manage Task Lists

Task List	Status	End Date
KM IT Readiness Task	0%	..
KM Organizational Readiness	0%	3/31/04

Community Discussions

New Discussion | Manage Discussions

Discussion	Last Modified
KM Metrics	3/11/04

Community Discussion Messages

New Discussion | Manage Discussions

View: Messages | Mode: Discussion

KM Workshop Launch

Welcome ALL
Executive Portal

Track | Company Quick Search

Dow Jones Interactive CustomClips
CustomClips Alerts | Setup Folders | Refresh | Help

Your Folders

- Advertising, Asia Pacific
- Banking, Australia and New Zealand
- Energy, Australia and New Zealand
- Metals and Mining, Australia/New Zealand

Sales by Region

Northeast	\$135
Southwest	\$1,600
Southeast	\$3,700
Northwest	\$5,158
Central	\$8,048

Budget by Department

Development	\$2,342,897
Head Office	\$168,825
Manufacturing	\$328,764
Operations	\$1,037,798
Sales	\$2,859,574
Shipping	\$1,381,895

Healthy Living

Folders

HLW Sales | Human Resources
Western Region | Sales Collateral | HR Line Manager Cer

Major types of portals

- Internet/Public Portals
- Personal Portals
- Enterprise/Corporate Portals
 - Enterprise Information Portals (EIPs)
 - Enterprise Knowledge Portals (EKPs)
 - Enterprise Application Portals (EAPs)
- Project Portals
- Mobile/Wireless Portals
- Government Portals
- **Library Portals**
- Consumer Portals
- Customer Portals
- Partner Portals (“Portnals”)
- Industry Portals (“Vortals” e.g. Wealth Management, Education)
- Net-markets (e.g. “E-Knowledge Marketplace”)

Definition of an Enterprise Information Portal (EIP)

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Shilakes and Tylman, Merrill Lynch

Characteristics of a library portal

- **A single gateway**
 - Consolidation of links to various databases & libraries
- **Access to applications**
 - Consistent look & feel for all internal & external applications
 - Loan, Catalogue, Research request, Info capture & dissemination etc.
- **Knowledge Sharing & transfer**
 - Document/Information Repository
 - Synchronous & Asynchronous communications
- **Collaborative Work**
 - E-Polls, Online surveys, Saved Searches / Bookmarks
 - Process & Workflow management
- **Aggregation of relationships**
 - Linking together information providers and users

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Future of Search Technologies

Amazon to Take Searches on Web to a New Depth

By JOHN MARKOFF
Published: September 15, 2004

PALO ALTO, Calif., Sept. 14 - *Amazon.com*, the e-commerce giant, plans to take aim at the Internet search king *Google* with an advanced technology that the company says will take searches beyond mere retrieval of Web pages to let users more fully manage the information they find.

A9.com, a start-up owned by Amazon, said in a briefing here on Tuesday that it planned to make the new version of its search service, named A9.com, available Tuesday evening. The service will offer users the ability to store and edit bookmarks on an A9.com central server computer, keep track of each link clicked on previous visits to a Web page, and even make personal “diary” notes on those pages for viewing on subsequent visits.

June 2004
<http://www.intelligenceal.com/showArticle.jhtml?articleID=20660068>

Download Copernic Enterprise Search 3

Dear KMWorld NewsLinks subscriber, please read proceeding to the download. The installation process of the system will be up and running in a matter of minutes.

Consumer and Enterprise Search: Not an Exact Match

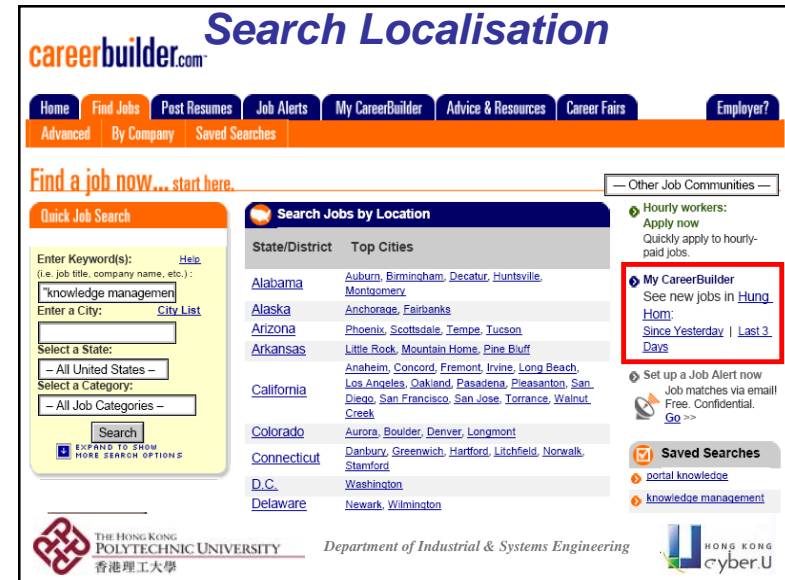
Vivisimo

Clustered Results

- “knowledge management system” (24)
- Technologies (2)
- Project (1)
- Architecture (1)
- Tools (1)
- Intranets (1)
- Conferences (1)
- Web-Based Knowledge Management (1)
- Document and knowledge management system (1)
- Knowledge Management Solutions (1)
- University School Of Information (1)
- More

Future of Search Technologies (cont.)

- “Federated Search”
 - Integrated desktop, enterprise & internet search
- Intelligent personalisation/localisation
- Increasingly dependent on user-configurable taxonomies
- Search by popularity
- Search by association
- Collaborative Filtering i.e. Saved searches, social bookmarks (e.g. deli.cio.us)



careerbuilder.com
 Search Localisation

Home Find Jobs Post Resumes Job Alerts My CareerBuilder Advice & Resources Career Fairs Employer?

Advanced By Company Saved Searches

Find a job now... start here.

Quick Job Search

Enter Keyword(s): [Help](#)
 (i.e. job title, company name, etc.):
 "knowledge management"

Enter a City: [City List](#)

Select a State:
 - All United States -
 Select a Category:
 - All Job Categories -

EXPAND TO SHOW MORE SEARCH OPTIONS

Search Jobs by Location


State/District	Top Cities
Alabama	Auburn, Birmingham, Decatur, Huntsville, Montgomery
Alaska	Anchorage, Fairbanks
Arizona	Phoenix, Scottsdale, Tempe, Tucson
Arkansas	Little Rock, Mountain Home, Pine Bluff
California	Anaheim, Concord, Fremont, Irvine, Long Beach, Los Angeles, Oakland, Pasadena, Pleasanton, San Diego, San Francisco, San Jose, Torrance, Walnut Creek
Colorado	Aurora, Boulder, Denver, Longmont
Connecticut	Danbury, Greenwich, Hartford, Litchfield, Norwalk, Stamford
D.C.	Washington
Delaware	Newark, Wilmington

Other Job Communities —


- Hourly workers: Apply now. Quickly apply to hourly-paid jobs.
- My CareerBuilder** See new jobs in [Hung Hom](#): [Since Yesterday](#) | [Last 3 Days](#)
- Set up a Job Alert now. Job matches via email. Free. Confidential. [Go >>](#)
- Saved Searches
 - [portal knowledge](#)
 - [knowledge management](#)

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Social Bookmarks (deli.cio.us)


 deli.cio.us

[login](#) | [register](#) | [about](#) | [popular](#)

social bookmarks

most active

- web
- design
- blog
- programming
- css
- software
- music
- javascript
- ajax
- reference
- tools
- linux
- art
- news
- blogs

» deli.cio.us is a social bookmarks manager. It allows you to easily add web pages you like to your personal collection of links, to categorize those sites with keywords, and to share your collection not only among your own browsers and machines, but also with others.

» Once you've registered for the service, you add a simple bookmarklet to your browser. When you find a web page you'd like to add to your list, you simply select the deli.cio.us bookmarklet, and you'll be asked for information about the page. You can add descriptive terms to group similar links together and add notes for yourself or for others.

» You can access your list of links from any web browser. Your links are shown to you with those you've added most recently at the top. In addition to viewing by date, you can also view all links with a specific keywords (you define your own keywords as you add the links), or search your links for keywords.

Future of Taxonomies



CONVERA
 THE POWER TO DISCOVER
 Search and Discovery for Commercial Enterprises and Government Agencies

RetrievalWare.8

Search:

ENTERPRISE SEARCH AND CATEGORIZATION SOLUTIONS

Gartner
 CONVERA IS RECOGNIZED AS A LEADING VENDOR IN GARTNER'S 2003 SEARCH ENGINE RANKING.

Factiva Partners with Verity
 Factiva and Verity, Inc. have announced an agreement that will help global enterprise customers organize their intellectual capital assets.

Clustered Results

- » ["knowledge management system"](#) (24)
- » [Technologies](#) (23)
- » [Project](#) (15)
- » [Architecture](#) (11)
- » [Tools](#) (15)
- » [Intranets](#) (9)
- » [Conferences](#) (9)
- » [Web-Based Knowledge Management](#) (7)
- » [Document and knowledge management system](#) (6)
- » [Knowledge Management Solutions](#) (12)
- » [University, School Or Information](#) (4)
- » [More](#)

entrieva
 SemioTaxonomy
 Jumpstart Your Way To Value

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Future of Taxonomies (cont.)

- Development and maintenance of a corporate taxonomy (to guide information classification, retrieval and the search engine)
- Meta-tagging of documents
- Corporate decision to adopt an off-the-shelf taxonomy, manually build or automatically generate one from scratch
- Articulations between industry-specific, taxonomies, proprietary and corporate taxonomies



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Social Networking tools

Main Page

From Wikipedia, the free encyclopedia.

Welcome to Wikipedia, a free-content encyclopedia in many languages. In this English edition, started in January 2001, we are working on 372,593 articles. Learn how to edit pages, experiment in the sandbox, and visit our Community Portal to find out how you can edit any article right now.

Other languages
Sister projects
FAQ

Browse : [Culture](#) | [Geography](#) | [History](#) | [Life](#) | [Mathematics](#) | [Science](#) | [Society](#) | [Technology](#)

More categories - [Article overviews](#) - [Alphabetical index](#) - [Other category schemes](#)

Today's featured article



Cyclone Tracy was a tropical cyclone that devastated Darwin, Australia, on 24–25 December 1974. It was recorded by *The Age* as being a "disaster of the first magnitude... and without parallel in Australia's history." It killed 65 people and destroyed over 70 percent of Darwin's buildings, leaving over 20,000 people homeless. Most of Darwin's population was evacuated to Adelaide, Whyalla, Alice Springs and Sydney, and many never returned to Darwin. The town was subsequently rebuilt with newer materials and techniques. Cyclone Tracy, due to its severity, has entered into Australian popular culture in a way that no other meteorological event had before, or has since.

Recently featured: [Roche limit](#) – [George III](#) –

In the news



- **Israeli armed forces** withdraw from the northern Gaza Strip, ending the 16-day **Operation Days of Penitence**.
- **Zimbabwean** opposition leader **Morgan Tsvangirai** is found not guilty of treason.
- **Abu Bakar Bashir**, a controversial Indonesian Muslim cleric, is charged with involvement in the 2002 **Bali terrorist bombing** and a bomb attack in Jakarta in 2003.
- **Prince Norodom Sihamoni** is named the new King of Cambodia, succeeding his father King Norodom...



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Organic Communication (J. Imber, Portalsmag, 2004.)

BOVINE BLOGOSPHERE

The Stonyfield Farm blogs are promoted on the company's internet portal site. A quick click takes users to a hyperlinked list of the blogs and descriptions of their respective subject areas.

Each Stonyfield blog follows standard blog formatting and is XML-enabled so that visitors can receive automatic content updates. Content is updated once a day.

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legend and decided he idea urpose: talizing

WWW.PORTAL



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Advantages of RSS tools

- User-driven PULL capability
- Highly customisable e.g. source, content, frequency, detail
- Almost like a "self-compiled electronic newspaper"
- Sources can be corporations or individuals, moderated or raw
- Classification improves as XML and RDF become more pervasive
- A truly bottom up approach



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Challenges for Information Professionals

(Adapted from Coulson-Thomson, C. (2000); *The Information Entrepreneur, Changing Requirements for Corporate and Individual Success, 3M Active Business Unit.*)

- How to capitalise on the opportunities being created by the increasing availability and accessibility of information and knowledge?
- How to identify new market opportunities for distinctive information and knowledge products and services?
- How to perform knowledge management processes competently at the personal, group and enterprise levels?
- How to leverage on emerging technologies to link relevant people and organisations together?
- How to compile E-Learning objects for knowledge capturing and sharing especially around Problem-based Learning (PBL)?
- How to create new “knowledge channels” by leading and managing networked organisations and virtual teams?



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http://www.csc.com/aboutus/lef/mds67_off/uploads/P2P_KM.pdf

Technologies for Personal and Peer-to-Peer (P2P) Knowledge Management*

Eric Tsui

Financial Services, Computer Sciences Corporation (CSC), North Sydney, Australia and
School of Business Information Technology, RMIT University, Melbourne, Australia

The great majority of the Knowledge Management (KM) and search tools on the market are server-based enterprise systems. As such, they are often designed top-down, centralised, inflexible and slow to respond to change. There has been numerous articles published on the role of IT and KM systems in organisations but there is a lack of research into KM tools for individuals and serverless KM tools/systems. By adopting a bottom-up approach, this research focusses on tools that assist the Individual Knowledge Worker (IKW) who, in today's competitive knowledge-based society, has a constant need to capture, categorise and locate/distribute knowledge on multiple devices and with multiple parties. Furthermore, knowledge sharing between IKWs often extend across organisational boundaries. As a result, personal KM tools have very different characteristics to the enterprise KM tools mentioned above. At the group level, the impact of Peer-to-Peer (P2P) computing on Knowledge Management has been specifically identified as file sharing, distributed content networks, collaboration, and search. Potential applications for P2PKM systems include, among others, E-Learning in higher and distance education, real time collaborations and battle simulations in defence, collaborative product development, business process automation, and E-business payment systems. By including key findings from earlier work recently completed by the author and others on the landscape of enterprise KM systems, this paper presents a holistic view of the (commercial) KM technologies at three key levels of focusses – individual, group and organisational. This paper concludes with critical issues and the impact of PKM and P2PKM technologies on enterprise computing.

Keywords: Knowledge Management Tools, Portals, Collaboration, E-Learning, Intelligent Agents, Search, Personal Knowledge Management, Peer-to-Peer, Organisational Memory, File Sharing



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How to create value for your organisation?

1. Identify appropriate sources of content that can add value to an organisation's growth
2. Major contributor to taxonomy, information classification and records management projects
3. Establish a Digital Library for your organisation
4. Produce high quality research
5. Hold seminars and broadcast updates on topics of prevailing interest
6. Leverage on emerging technologies to collaborate with your “customers” and peers
7. Active participation in online communities

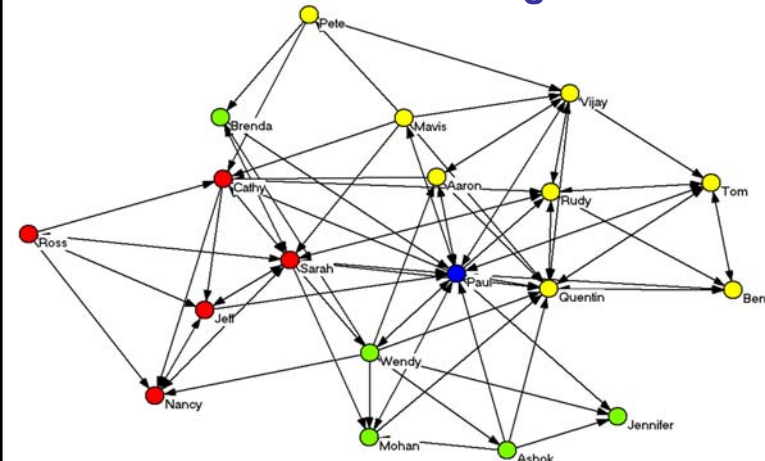


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A Social Network in an organisation



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Knowledge Centres

CFO.com | **PROPHIX** | THE RETURN TO THE BOTTOM LINE

FINANCIAL RESOURCES FOR FINANCIAL EXECUTIVES

Making a Market in Knowledge
For companies and their employees alike, knowledge is power -- and profit.
The McKinsey Quarterly, McKinsey & Co., August 13, 2004

Just like people, companies in today's economy find that their primary source of competitive advantage increasingly lies in the unique proprietary knowledge they possess. Companies and individuals may have equal talent and access to public knowledge, but the secret value that comes with unique understanding provides a real edge. The bond trader who is the first to understand an opportunity to arbitrage securities across two different markets can earn extraordinary returns until other traders figure out the secret. A company thoroughly familiar with how to compete in a particular geographic market -- China, say -- has huge advantages over competitors lacking that familiarity.

Put simply, there is great value in sharing, across a whole company, proprietary insights into customers, competitors, products, production techniques, emerging research, and the like. In practice, of course, companies find it far more difficult than do individuals to take advantage of all this knowledge. An individual's knowledge is self-contained, always available. But in companies -- including small ones -- it can be hard to explain the valuable knowledge in the heads of even a few hundred employees, particularly if they are scattered in different locations. In a large, diverse company, the task expands to cover thousands of highly educated professionals and managers spread across a variety of specialties, locations, even countries. But difficult as it may be to profit from this dispersed knowledge, the power that such high-value information yields can dwarf what individuals on small teams, however brilliant or effective, can accomplish.

Highly skilled management
These companies have long been reasonably proficient at distributing knowledge by using technology no more advanced than the telephone and the fax machine. In the past decade, as advances in communications, software, and computers opened entire new possibilities for sharing knowledge rapidly and affordably, many leading companies, academic, and management consultants came to believe that the future belonged to those companies that could manage knowledge. The purpose of creating all of a company's proprietary knowledge to base on every problem to solve it faces led executives to invest billions of dollars in what came to be called knowledge management.

Of course there was progress. But if the goal was to use a company's best proprietary knowledge to solve every problem it faced, knowledge management, as generally applied, has been largely a failure. Most companies have tried one of three approaches to managing knowledge, with mixed success. Indeed, many companies have tried all three.

1. **Build it -- they will use it.** Some companies have relied exclusively on big investments in document management, intranets, and other technology solutions, believing the approach to be enough to let employees access knowledge and share it. The three sources of documents at large companies, which have grown exponentially, are: the three sources of documents at large companies today is overwhelming, and many such documents are out of date, poorly written, or otherwise difficult to access. Even a diligent search by a determined knowledge seeker is likely to produce only a few valuable, easy-to-read snippets.

2. **Take it from the top.** Companies with large corporate staffs try to push knowledge to users, often via internal web sites. The effort can be worthwhile when the sites are, for example, to distribute the ideas messages about best practices approaches or new product features. Still, the limitations of any central planning approach apply. Do the people using the documents know what knowledge seekers really want, or are they guessing? How do content producers rate assets? Do most corporate staffs even know who the experts are? The typical result: knowledge pushed out in this way is not very valuable to most frontline employees and certainly not to those with the best skills and knowledge.

SELLING EXPERTISE TO THE HIGHEST BIDDER


Creating the right incentives for best practice repositories

By David H. Britt, Korea Sultani and Rick Bontis, McMaster University

There's nothing more that asking an employee to add a document to a corporate knowledge repository. If anyone has successfully motivated and prepared a document, the personal and financial systems require the employee will seek out the documents if only:


The character of knowledge, however, introduces particular problems into matters. It is: 1. Unlike most tangible goods, knowledge grows when it is shared and it is not consumed. 2. There is high probability that by spreading that knowledge, and thereby making it available to the rest of the organization, it will add to the bottom line in general organizational capital.

Avoiding costly mistakes
Knowledge creation under the current model is not a simple matter. It is a complex process and requires a lot of time and resources. The main KM pitfall is the lack of incentives to push people to create and share their knowledge. If you build it, they will come? The most common mistake is to think that if you build it, they will come. The most common mistake is to think that if you build it, they will come. The most common mistake is to think that if you build it, they will come.



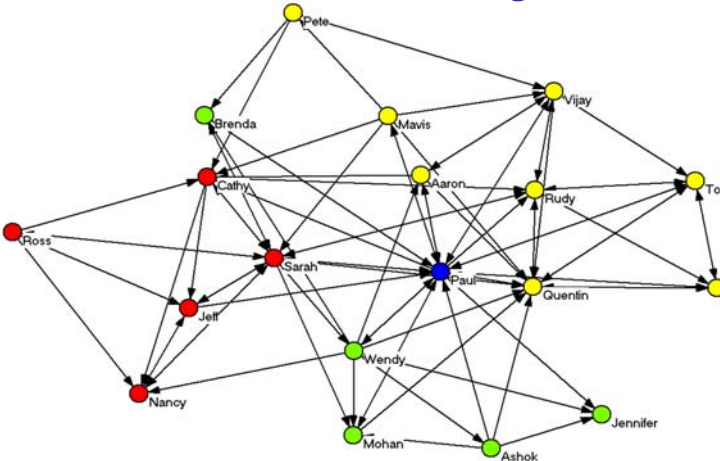
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Larry Prusak on the role of librarians in the Knowledge Economy


“Next time you’re in the market for help, consider bringing aboard a librarian...”

Prusak, Lawrence. Hiring Outside the Box. CIO Magazine. July 1, 1995.
http://www.cio.com/archive/070195_end.html



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The Hong Kong Polytechnic University Microsoft Enterprise Systems Centre



Business Automation Lab.



Knowledge Solutions Lab.



M-Commerce Demo. Unit



Logistics & Simulation Lab.

Digital Factory

Virtual Design

Digital Hall

Virtual Manufacturing Simulation

Sponsors: PTC SolidWorks EDS

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How librarians can leverage on advances in KM Technologies to become Knowledge Centres

Professor Eric Tsui
Department of Industrial & Systems Engineering

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