



Knowledge Management Framework

EMC Consulting offers a breadth of capabilities and deep industry expertise to address business challenges. Our consultant teams can work with you to map business processes, information flows, and technology implementations to your strategic business objectives.

Challenge

For over a decade, organizations have been working to develop knowledge management (KM) programs to capture and leverage what the organization knows. While the underlying objectives may vary from improving efficiency to achieving competitive advantage, the organization as a whole benefits from a shared approach to KM—a shared understanding that enables prioritization of objectives and allocation of resources.

One pharmaceutical company struggled with developing a common understanding of knowledge management for its research and development organization. Corporate knowledge management initiatives had failed repeatedly and independent initiatives had resulted in siloed applications and redundant spending. The company engaged EMC® Consulting to devise a common value proposition and roadmap for change.

Solution

The EMC Consulting team had an appreciation for challenges facing the industry as well as an understanding of both knowledge management and organizational change. Realizing the need for a common KM definition as well as business ownership for the initiative, the team addressed the people aspect as well as the process and technology aspects of the problem.

EMC consultants:

- Analyzed the organization's culture and structure
- Analyzed existing processes for capturing, organizing, and distributing knowledge
- Assessed technology in place to support the KM objectives
- Interviewed key business stakeholders to understand requirements across the research and development lifecycle
- Identified potential champions for KM
- Provided a KM framework and overlay heat map that highlighted critical initiative areas
- Managed the process for gaining organizational acceptance of the framework
- Developed an actionable roadmap

Results

The EMC consultants identified stakeholders for critical initiatives. The company realigned resources to assure research and development lifecycle information flowed from discovery to full development and prioritized subsequent people, process, and technology initiatives.

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Take the next step

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