

## MGCG's Knowledge Management Practice

---

Knowledge Management (KM) means different things to different people but at Marcus Goncalves Consulting Group (MGCG) we believe that in all organizations knowledge is an asset and is one of the major sources of value in the business. It must be deciphered!

This means that, in a day-to-day, typical companies deal with issues that are likely to be seen as examples of "re-inventing the wheel." In different parts of the organization, different departments, professional groups are working in pockets, silos of knowledge/expertise that are not available to everyone else. If such issues are not addressed, at a business level they can ultimately affect the quality of service delivered to the customer and can also give rise to legal implications, but most significantly they can dramatically impact profit margins.



Addressing these issues is complex. Technology itself plays a part in any knowledge management solution but it is only a tool, only part of the solution. It's your people who are the key source of your organization's knowledge. Therefore any solution needs to balance the motivations and behaviors of people with the technology of the solution. MGCG's Knowledge Management consultants can help your organization to accomplish that. We can help you create an overall Knowledge Management Strategy that relies on our Delta-M methodology, which is based on Marcus Goncalves' acclaimed Knowledge Tornado concept for turning knowledge into action and bridging corporate knowledge gaps. Using such methodology and tools we can design a solution to meet your specific needs. Currently, many of our customers are focusing mainly on:

- **Knowledge Management Consultancy** - Helping you understand what you need to do to turn knowledge into measurable action that positively impacts your bottom-line, and how to approach it whether you are a large or small organization.
- **Digital Imaging and Record Management (DIRM) Consultancy** - Where DIRM is identified as an area of particular interest and there is a need to home in on the specific needs and benefits.
- **Content Management Consultancy** - If you believe you need to develop an intranet/extranet, web portal or populate your corporate website with portlets that will improve the effectiveness of your staff or you are sure there must be ways to improve the handling of web content across your organization, talk to us.
- **Value Assurance** - With all solutions, there is a need to be able to identify and measure the benefits to the business. Our Value Assurance approach helps you assess what benefits are realistic and achievable and attach a value to these.

Our Knowledge Management Practice also holds our expertise in the important areas of Process and Workflow and Business Intelligence consultancy.

## Knowledge Management Consultancy

For over a decade, MGCG has joined with clients around the world to create outstanding, break-through organizational performance. As described below, we offer assessment, training, and organizational development products and services in knowledge management. However, because we know that organizations are complex, multidimensional entities, our approach to addressing clients' needs is similarly multifaceted and versatile, relying on knowledge, project and risk management practices as well.

When entering a new client relationship, we first examine the company's needs then work with the client to choose which interventions will yield the greatest value. In a typical project, we might offer several different products or services, fully customized to meet the company's unique needs. Our team of expert consultants is prepared to work creatively together to provide the combination of services necessary to achieve exceptional results for each and every client.

### Turning Knowledge into Action

As knowledge is increasingly recognized as the only sustainable source of competitive advantage more organizations are taking a strategic approach to mobilizing knowledge in pursuit of overall business goals.

While most organizations are already involved in KM at an operational level, KM strategy is about uniting all of an organization's knowledge assets - people and skills, business processes (formal and informal), technology infrastructure and content management - to compete more effectively.

Success depends on getting people to change their behavior: to learn to share what they know, and to begin to access and reuse other people's expertise and knowledge in support of better efficiency, effectiveness and innovation.

**Success depends on getting people to change their behavior: to learn to share what they know, and to begin to access and reuse other people's expertise and knowledge in support of better efficiency, effectiveness and innovation.**

Consequently, an important role of KM strategy is to identify the key leadership and change management tasks and responsibilities that need to be considered, and also to separate out KM implementation into top-down elements (the provision of leadership, infrastructure, budgets) and bottom-up (new behaviors, workgroup technology exploitation, new skills), as well as to develop appropriate ways to measure progress (e.g. Balanced Scorecard).

### Taking Advantage of MGCG's Expertise on KM

The key steps in MGCG's approach to developing a Knowledge Management strategy are:

- Facilitated workshop with key stakeholders to establish organizational drivers, build a common language, and begin to identify key knowledge assets. Identify issues and stakeholders, scope of the task.
- Based on interviews or further facilitated events, undertake an audit of knowledge-related systems, processes and culture. "Where are we now...?"

- Build a vision for the role of knowledge in the organization - from tools and content to skills and processes. *"Where do we want to be...?"*
- Formulate a KM Strategy running across issues such as leadership, people and skills, process, technology, content management, and change management, based on the priorities and constraints identified in the investigation stage. *"How do we get there...?"*
- Implement the strategy, along with any benefits management or measurement tools associated with it.

## Digital Imaging and Records Management

All organizations need to keep records of business decisions and transactions to meet the demands of corporate accountability and to service their own information needs. A Digital Imaging and Record Management (DIRM) system enables the capture, storage, structure and retrieval of an organization's documents, including formal business records.

Potential benefits include:

- Better and more consistent development and stewardship of corporate memory
- Collaboration across workgroups and the enterprise
- Enabling clerical staff to become professional knowledge workers
- Faster decision making
- Greater access to corporate information
- Improved service to customers
- Managing information as an asset, encouraging its collection, dissemination and sharing
- Promotion of organizational learning/understanding
- Reduced cost of business operations.

## Realizing the Benefits

There is a broad range of DIRM solutions currently on the market; varying in cost, functionality, scalability and infrastructure requirements. This can be a daunting choice for organizations that have individual business drivers and existing information/system architectures.

MGCG, in partnership with MicroMuse, offers consultancy to help organizations move forward in this area. We provide a service that extends beyond the technology to providing assistance on strategy, policy, system design, implementation and managing the change.

## Planning

The planning stage is crucial to any project and DIRM is no exception. This stage sets the overall context and includes:

- Review of requirements
- Develop strategy and policy
- Review business benefits and business case for investment.

## Evaluation

Evaluating DIRM products requires detailed investigation and selection based on:

- Ease of use of the product

- Scalability within the organization
- Value for Money
- Core document management functionality
- Considering e-Business enabler issues.

## **Implementation**

There are many issues to consider and technology is only one of them. For maximum benefit, the system needs to be implemented in the context of the organization's business drivers, people and processes, as well as the information and technology environment.

Activities and skills MGCG offers include:

- Project Management
- System interface design
- Process review to exploit new opportunities
- Training
- System design to maximize knowledge management considerations.

## **Content Management Consultancy**

Content Management is the process of turning information into a viewable format for your Intranet/Extranet, by structuring the information lifecycle, from creation, through publication, to expiry. It can also provide abstracts and summaries of the original information source.

The submission, approval and renewal techniques of Content Management were once the sole concern of organizations involved in publishing. Now they are an area of focus for all organizations seeking to capture, classify, make available and - most importantly - re-use or 're-purpose' information content created by your staff.

Structuring your content into meaningful associations, using metadata and taxonomy approaches, lets organizations progress far beyond the potential of a simple search. That structure allows users to find what they are really looking for much more quickly.

In applications like CRM, personalization of information is becoming a key factor providing tailored, selective views of the relevant material. This helps your users to work more naturally with information sources.

## **Taking Advantage of MGCG's Expertise on Content Management**

The key steps in MGCG's approach to developing a Content Management solution are:

- Conduct a Content Management study to identify the people issues - what are the key interactions with information and systems? Are there any requirements for new skills?
- Conceptually build your taxonomy of information (ie. how you start to classify the information), including categories and conceptual structure, how to identify Metadata (ie. data tagging system) and Vocabulary

- Design and build your taxonomy and categories and develop the content and assign relevant Metadata
- Create a process for that management and publication of your electronic content
- Implement using appropriate change management disciplines (to manage what can often be quite startling changes)

MGCG's proven Virtual Knowledge Framework offers:

- A Content Management study approach to capture your KM requirements and turn your existing information into real content
- Performance of technology due-diligence for Content Management and additional components
- A Content Structuring process to determine the structure your system needs for content, relationships and associations and for Metadata tagging of content
- Processing for electronic publication

MGCG has considerable experience in enabling our customers to address their Content Management needs, including the provision of a managed environment for electronic creation, codification, publication and retrieval of web-based content. We offer:

- Experienced consultants, technical consultants and business analysts with deep understanding of delivering relevant KM strategies
- Proven track record in designing effective Content Management approaches
- Practiced skills, covering content development/structuring and the process and management of electronic publication
- A working corporate Content Management solution, using technologies known for their effectiveness

## Value Assurance

The problems faced by businesses in trying to justify IT projects are many and varied:

- Is the project aligned to your business strategy?
- How do you monitor IT projects within your business strategy?
- How do you ensure IT is driven by business strategy?
- How can you view IT as a business strategy enabler?
- How do you identify benefits?
- How do you measure benefits?
- How do you monitor benefits?
- How do you realize benefits?

MGCG's Value Assurance methodology is used by our IT Consultancy when working on assignments for clients. Essentially it is MGCG's unique view on Benefits Management and its objective of Benefits Realization.



## Taking Advantage of MGCG's Expertise on Value Assurance

Fujitsu's Value Assurance services operate on an end-to-end basis that provides a collection of wholly scalable processes that serve to identify structure, monitor, and measure and ultimately realize the potential benefits arising from the appropriate application of IT.

Typical services include but are not limited to:

- Seminars / workshops
- Awareness programs
- Audits / reviews
- Benchmarking against 'best practice'
- Business case development
- Portfolio management
- Value maps
- Benefit identification
- Benefit monitoring and realization
- Benefit knowledge transfer.

## Making a Difference

For more than a decade MGCG has helped organizations across all business sectors to harness the power of the latest ICT (Information, Communication and Technology) tools to deliver business solutions, both in huge world leading projects and in hundreds of smaller scale consultancy and development projects.

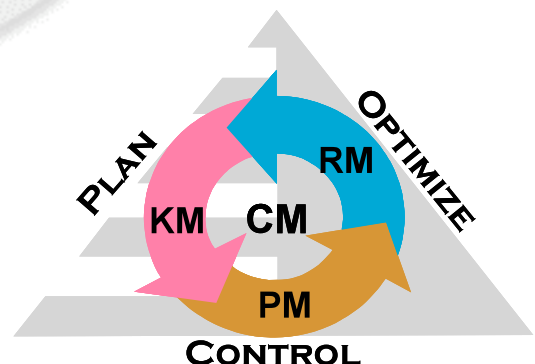
Our consultants are very familiar with the pressures facing our many customers in this time of rapid change. For example, our Value Assurance service had the following impact at one financial institution in Brazil:

*"The customer was able to justify investing over R\$2 million over two years in the new communications infrastructure, having identified that it would generate savings of more than R\$5 million over five years."*

## Delta-M Methodology Advantages

MGCG's proven Delta-M methodology offers:

- Integration of Knowledge, Project and Risk Management, monitored with Change Management practices
- Expertise in knowledge capture and exploitation techniques and processes
- Expertise in communities of practice and organizational memory and learning
- Change Management expertise at program and project level
- Measurement techniques (benefits management, Balanced Scorecard)
- Expertise in KM technologies, from infrastructure and content management to use of specialist KM tools.



## Notice the Difference

MGCG has considerable experience in enabling its customers to assess, in a holistic way, the knowledge issues facing their organization and to put in place a coordinated program based on a vision for knowledge in delivery of business objectives. We offer:

- Proven track record KM Strategy consultancy
- Skills in workshop facilitation, knowledge audit and mapping, information management and change and benefits management.
- Strong core of senior KM Consultants, Business Analysts and Project Managers.
- A community dedicated to sharing Virtual Knowledge expertise, building a knowledge base, and applying the lessons of experience.

## About MGCG

At MGCG, we select our clients carefully, and we work with the best of the best! During our 14+ year's professional experience, we have built our small, boutique-like and distinctive consulting firm by focusing on a few clients at a time. This strategy has allowed us to continually provide unrivaled attention and service to our select client partners. Among our clients are companies such as Bank of Brazil, Royal Bank of Canada, Bayer, Dupont, CSX, World Health Organization, Boston University, University of Kent at Canterbury (UK), Fleet Bank, YPF, Sun Microsystems, Shell and many others.

Turning knowledge into action one client at a time – this is the mission of MGCG. And this mission directs and organizes all of our work. Whether we are enabling our clients to design a training strategy, assist them with team development, support them with a change initiative, advise them throughout the changing process or coaching their leaders, we offer our own knowledge without restraint and join it with theirs to create solutions with real value.