Day 3.1
Business Intelligence and Knowledge Management

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Class Discussion:

Knowledge Management and

BUSINESS INTELLIGENCE

Class discussion of the following issues from the readings:

The power of acquiring and analyzing data.

The difference between structured and unstructured data.

The difference between data, information, and knowledge.

Communities of practice and sharing knowledge.

By the numbers

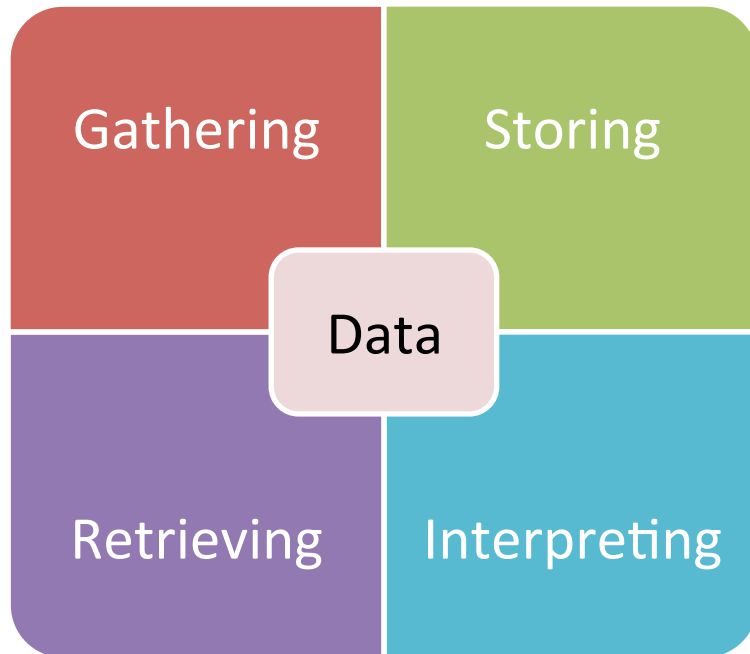**40%**
- Of decisions by managers are made by using their "gut"

61%
- Say this is because there is "no good data"

72%
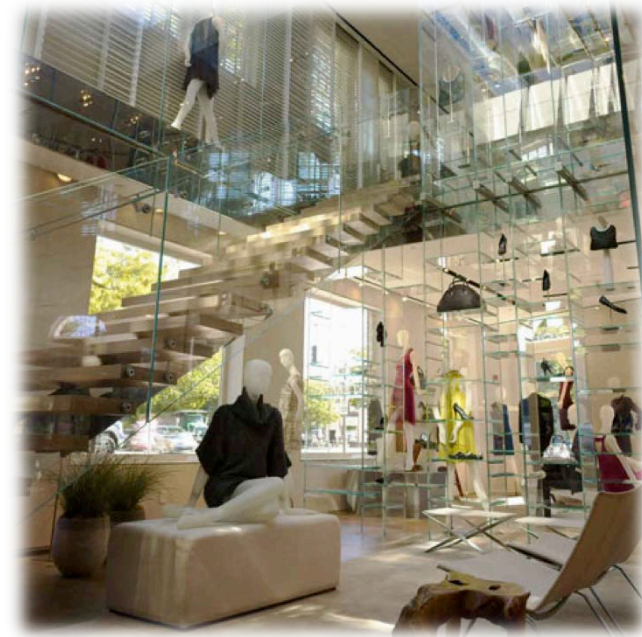- Want to increase their organization's use of business intelligence

It all starts with data

Gathering

Storing
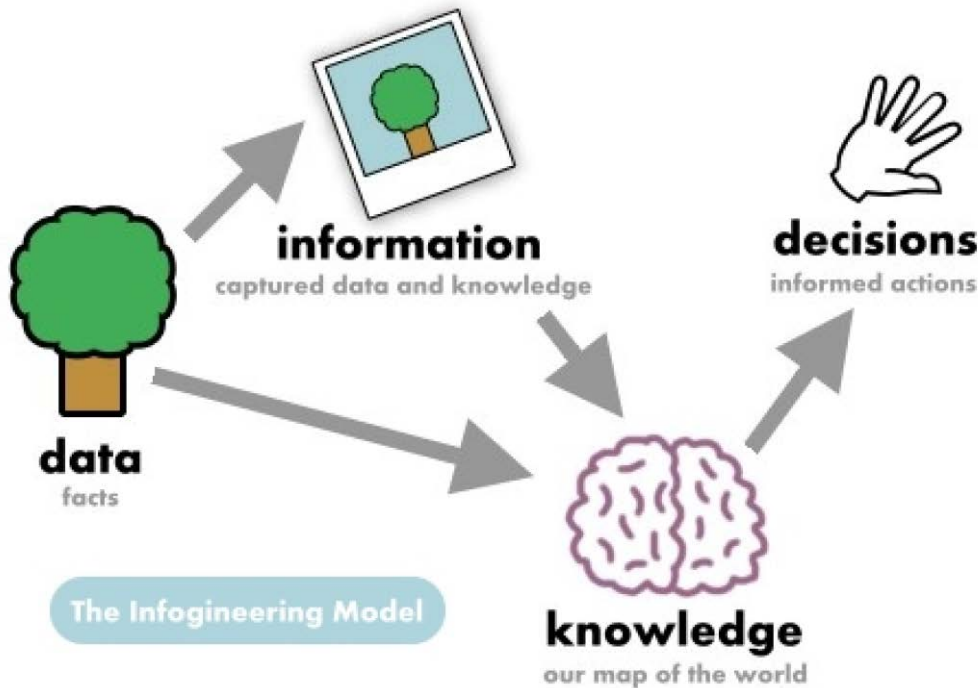
Data

Retrieving

Interpreting

Almost every business action requires at least one of these!

Business Intelligence Examples

- ## Memphis Police
  - Used historical crime data
  - Place police where and when crime was likely to occur

- ## Elie Tahari
  - Used real-time sales data "from the floor"
  - Efficiently source and distribute their inventory
  - Air shipments fell from 80% to 50%

Data, Information, and Knowledge

from http://www.infogineering.net/data-information-knowledge.htm

Definitions for these conflict, overlap, and are ambiguous. So don't panic!

- Implication: data is always right, but information can be wrong

- So in this view of the world, what is a "database"?

So according to this framework, what is...

- The fact that I'm 5'11" tall?
- My height printed on a piece of paper?
- Everyone's height stored in an Excel spreadsheet?
- The statement "kids are generally shorter than adults?"
- The understanding that height and weight are correlated?

This is all very philosophical.
In practical terms...

Data	• Raw, unorganized facts
Information	• Summarized, analyzed data • Aids interpretation
Knowledge	• Map of the world; beliefs and explanations • "Information into instructions" (Ackoff)

Communities of Practice

What do they deal in?

- Data, information, or knowledge
- Structured or unstructured

Breakout Session + Discussion:
Knowledge Management at
KATZENBACH PARTNERS

In groups, discuss the following questions:

What are the key elements of Katzenbach's knowledge management strategy? Is this a good strategy?

What are the critical challenges in Katzenbach's knowledge management? Describe both organizational and technical challenges.

What are some specific ways in which Web 2.0 technology help Katzenbach's knowledge management initiatives? Identify specific challenges, technology, and business solutions.

Videos:

Inside the mind of **GOOGLE**

No Place to **HIDE**

Watch the video and take notes on the following questions:

How does Google acquire its data? How does Google use its data?

How does ChoicePoint acquire its data? How does ChoicePoint use its data?

What responsibility do both Google and ChoicePoint have regarding the collection and storage of their data?

What are the risks to the company? To the public?