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701 E. Chocolate Avenue, Suite 200, Hershey PA 17033-1240, USA
Tel: 717/533-8845; Fax 717/533-8661; URL-http://www.idea-group.com

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Chapter X

Real-World Optimal KM/WM System Applications

Issues

- To take a last look at creative thinking and problem finding that underlies "what needs to be done" in a typical optimal KM/WM system
- To tie in new business models with the ability of a company's decision makers to judge soundly over time
- To review computer software that is useful in optimal KM/WM system applications
- To set forth real-world optimal KM/WM system applications in the areas of corporate planning, marketing, finance, and manufacturing

Introduction

The focus of this chapter, including selected parts of Chapters VI through IX, is on the application of optimal KM/WM systems to various types of organizations in different fields. As discussed in Chapter I, some organizations are well along the way to this new type of operating mode since they have taken a *holistic*, that

is, *comprehensive, approach* while others have taken a *segmented*, that is, *functional, approach* with the idea of finally taking a comprehensive approach. Also, some organizations have taken a *functional approach* to some area of the organization that can make or break it. Hopefully, they will eventually take a comprehensive optimal KM/WM system approach. The real thrust of undertaking the development and implementation of optimal KM/WM systems is to assist a company's decision makers in judging more soundly about their decisions about what needs to be done today and tomorrow.

In this application chapter of optimal KM/WM systems, there is initially a last look at creative thinking and problem finding. Many times, a creative approach may signal the need for new business models that are more reflective of the times. Next, a review of appropriate computer software that is useful in optimal KM/WM systems is set forth. The main focus of the chapter is on effective applications in the areas of corporate planning, marketing, finance, and manufacturing. Additionally, an application is given as a holistic approach at the end of the chapter. Overall, the concepts underlying optimal KM/WM systems are found in the applications set forth in this chapter.

A Last Look at Creative Thinking and Problem Finding that Underlie "What Needs to be Done"

The materials in this chapter, like previous ones, center on the basics of optimal KM/WM systems for what needs to be done. In the process of how the organization conducts its business and why it is done, creative thinking and problem finding can be extremely helpful to decision makers for optimal decision making. Organizational business activities include corporate planning, marketing, finance, manufacturing, and human resources as well as the many relationships and interactions that exist among them. Creative thinking and problem finding help company decision makers to cut through the haze and fog of the ever-changing business environment by employing sound judgment about operations. It allows decision makers to get the big picture versus some part of it. From this improved visibility standpoint, decision makers can better assess how to do more with less. In a similar manner, this improved visibility can be applied to a company's employees, that is, the success of an organization depends on how well individual employees connect with individual customers. A person-to-person business puts employees in the middle and views processes and procedures, information technology, and knowledge-sharing systems as resources that employees may use to be more effective when dealing with customers. By