

CASES IN KNOWLEDGE MANAGEMENT & INFORMATION RETRIEVAL

Editors

Roslina Othman
Mohamad Fauzan Noordin
Noor Azura Zakaria



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Noor Azura Zakaria, Mohamad Fauzan Noordin and Roslina Othman

Abstract

Prior to knowledge management implementation, a comprehensive study and strategic plan must be conducted by the organization to ensure the smoothness and success of the implementation. Comprehensive and thorough study of the organization's process and operations must be done before stepping into the next stage of planning. There are two cases provided in this chapter that discusses on the failure of knowledge management implementation. Without proper plan of knowledge management implementation, many entities will be affected and tarnished. How to avoid such problems and failure is discussed in this chapter. Firstly, the key component in the knowledge management is discussed. Additionally, strategic plan approach is given to increase the understanding prior to knowledge management plan development.

5.1 Case of Pharmaceutical Company

An American-owned global pharmaceutical company which specialised in high margin "lifestyle" drugs aimed to accelerate its internal drug development processes through overt knowledge management initiatives. The management committed a substantial amount of political and financial resources to implement three forms of KM projects, namely, "lessons learned", "warehouse" and "electronic cafe' ".

"Lessons" was a highly structured debriefing exercise conducted by each workgroup at the end of a major drug development process. It was intended as a method to archive corporate lessons and to prevent the loss of operational knowledge in the drug development process. "Warehouse" was