This thesis presents original research and implementation and test cases on building organizational memory from unstructured communication elements, using knowledge management techniques.

It comprises of completely original thoughts and ideas; single-handedly developed process models; codes and scripts built entirely by the researcher- to prototype and test the process models; case study applications of prototypes; and quantitative plus qualitative analysis of the benefits of the models. The process models and codes have been developed and tested for knowledge extraction, classification, representation and measurability of knowledge from unstructured sources.

The key objective of these process models is to develop a knowledge warehouse as an organizational memory for experiential knowledge. The importance of knowledge warehousing concepts and implementations as proposed, built, and tested though cases-in several areas of management e.g. customer relationship management, sales-force productivity enhancement, enhancing customer experience. Test-cases reflect real-world scenarios in leading organizations such as multi-national banks and food chains, retail etc., thereby embedding the practical application potential of the ideas into the models.

Knowledge management has become a critical imperative for organizational success these days. Many high-performance organizations become high-performance by stepping on to the Learning Organization phases and a learning organization becomes so by leveraging world-class knowledge management practices. Mature, stable KM practices help organizations leverage their internal tacit/experiential and structured knowledge as well as external knowledge by utilizing knowledge management systems effectively and efficiently.
This is the basic premise of this thesis. There are various techniques and process models developed and validated in this thesis. These are explained with various real-life case based examples using the case-based research methodology. This helps organizational KMSs to 1) pre-classify and the classify, 2) extract, 3) represent experiential knowledge. The ultimate benefit of these techniques will be in the KMS being used as organizational memory storing experiential unstructured, tacit knowledge in as much reusable form as possible.

The techniques of pre-classification, auto-extraction and spider-web representation together builds up the concept of Knowledge Warehousing similar in line with data warehousing where historical data is stored or archived for analysis and decision support in a subject-oriented, integrated, time-variant manner. Knowledge stored in KMSs using the techniques proposed in this thesis would keep knowledge in reusable form and will help organizations manage their experiential knowledge in an 1) integrated, 2) context-oriented (similar to subject-oriented), 3) time-variant manner (by auto-extraction the knowledge-base will keep self-incrementing itself with knowledge elements extracted from organizational experiential knowledge sources).

The benefits have been explained and analyzed both quantitatively and qualitatively. The basic premises of organizational memory, knowledge management implementations and KMSs have been explained. Further sections describe all the original contributions i.e. the techniques and models in this thesis that have been built up.