Knowledge Drives Co-innovation

The Role of Management Support in a Successful KM Portal Implementation

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KM is a journey
- Get it right the 2nd time
- Initiation & Sustainability
- Who to convince When
- Engage & Collaborate
1st KM Pjt in 2004: Soaking time

KM Experience
- Slow content upload
- Compliance re-use
- No business value
- Stuck after 1 year
- Limited to 1 BU
- Access issues
- Lots of ROT
- No visibility

Discovered needs
- In-time Value addition
- Sharing among silo’s
- Focus on customers
- Business expansion
- Emerging solutions
- Overcome barriers
- Quick referencing
- Pioneering spirit
- Structured info

ROT: redundant, outdated, trivial

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Foundation: the Knowledge Lifecycle

Required 10 years of fine-tuning and integration of KPI’s into Balanced Score Card to make it sustainable.

Compliance to applying standards in projects was extremely hard due to customization demands from customers.
KM is a journey

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Business Case (AS-IS)

- Services & Solutions Delivery
- Marketing & Sales support
- Sales
- Customers
- Customers
- Customers
Sponsor awareness → conversations

Why?
- Company’s doing well
- People are too busy
- We tried and failed
- Other priorities
- It works! So?
- Priorities ....

Why now?
- Market is changing ....
- Any business pain ....
- ROI: which results ....
- Efficiency targets ....
- Who will deliver ....
- How to change ....
Clear objectives of KM@Y2.0

- Maximize utilization of existing know-how within and across all operations
- Remove any barrier to support front line with up to date reference collateral
- Store and summarize value delivered in projects
  - Summary in English, Pjt deliverables in local language
- Connect Sales to reference Project expertise
  - Quickly exchange key value and lessons learned during lifecycle. Overcome IP right restrictions
- Connect Project Managers to right & up to date knowledge
  - Improved efficiency, scope increase and Lifecycle business

* Deliver results in 8 months
### Clean-up Strategy Using SOAP (Strategy On A Page)

#### What Knowledge Management is the Industry Collaboration Portal supporting?

<table>
<thead>
<tr>
<th>KNOWLEDGE</th>
<th>Functions</th>
<th>People</th>
<th>Process</th>
<th>Technology</th>
<th>Governance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Functions:</td>
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<td>People</td>
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<td>Governance</td>
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<tr>
<td>Purpose:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Benefits:</td>
<td></td>
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</tr>
</tbody>
</table>

**Test-case with outside practitioners to confirm direction, objectives and possible pitfalls.**

*(Strategy On A Page © Straits Knowledge)*

But **don’t rely on external parties.** Pick the right members for your project team.
Right skills & passion

Steering Committee (3 persons):
VP Solutions, Finance, Global Engg

Committed Visionaries

Hybrid tech/mgmt KM experience

Project Manager

Marketing, Communicator

Cross-BU coordinator

Deputy Pjt Mgr Infrastructure

Alignment with the Marketing Strategy

Design & Maintain KM Infrastructure

User representatives

Engineering

Sales

Solutions

Services

Pragmatic Passion, Realists

Development, Communicator
Getting it right: Reduce Risk of Complexity

Steering Committee (3 persons):
VP Solutions, Finance, Global Engg

Project Manager

Deputy Pjt Mgr
Infrastructure

Engineering Sales

Design Work Process: Create > Harvest > Polish > Deploy & Content Mgmt

Proof Of Concept

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Reduced complexity: easier to agree & fix design

Look & Feel:
Use familiar design,
News propagation with push-mail,
Optimize top-row space utilization,

Info Sharing:
Define clear policies for internal document sharing

Search:
decide to buy Google search, no reason to use an excuse

IP protection:
Automatic-watermarking when downloading

KM Policy
KM is a journey
- Get it right the 2nd time
- Initiation & Sustainability
- Who to convince When
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Next step: Total Company so get cross-BU help

Steering Committee (3 persons):
VP Solutions, Finance, Global Engg

Regional Managing Directors

Alignment with the Marketing Strategy

HR, MIS, Legal representatives

Cross-BU coordinator

Deputy Pjt Mgr & Infra team

Engineering
Sales
Solutions
Services

User representatives
Map old & new work processes

1. Initiator prepares business case based on success story
2. Board approval is given, global business owners approve
3. Project sponsors are assigned. Budget is allocated
4. Project team is set-up with each function represented
5. Charter, infrastructure and budget approved

6. HR, Legal and MIS all support troubleshooting and go-live
7. Review and upload with assigned access rights for re-use
8. New content owners start creation using new infrastructure
9. Content creation and sharing work process is approved
10. Project plan, scope and ROI approved

11. Present infrastructure and contents to board of officers
12. Board of officers instruct Operation managers to start using it
13. Operation managers integrate content in work process
14. Front-line staff use portal and feedback improvements
15. Operation managers use reports to analyze value of portal

16. Project Owner measures and reviews ROI yearly
17. Board of officers review KPI’s of Business owners related to KM
18. Operation managers monitor use and correct behavior
..... and their owners
### Stakeholder engagement priority & timing

<table>
<thead>
<tr>
<th>Stakeholders</th>
<th>Initial support</th>
<th>Support to Sustain</th>
<th>Importance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Sponsor(s)</td>
<td>27%</td>
<td>33%</td>
<td>Equally important</td>
</tr>
<tr>
<td>Board of Officers</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Finance</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>HR, Legal &amp; MIS</td>
<td>46%</td>
<td>11%</td>
<td>More important for initial support</td>
</tr>
<tr>
<td>Regional Business Owners</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Front-line Operation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Managers</td>
<td>27%</td>
<td>44%</td>
<td>More important for sustainability</td>
</tr>
<tr>
<td>Staff</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Stakeholders**
- Project Sponsor(s)
- Board of Officers
- Finance
- HR, Legal & MIS
- Regional Business Owners
- Front-line Operation
  - Managers
  - Staff

**Frequency of Involvement**

**Influence**

- Decision Power
- Approving Power
- Deliver the ROI
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Solve their pain, engage with them on their terms

Project Sponsor(s)  POWER TO INITIATE  Stay engaged, Make sure they play their role.

HR, Legal & MIS  TORPEDO POWER  Do your homework, think like them....

Front-line Operation Staff  POWER TO DELIVER ROI  Give’em what they need & They will deliver

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In conclusion: Key Success factors

1) **Clear Business Objective**: Get results soon
2) **Operationalize it**: start KM with a short project
3) **Map & cover all bases**: Use sponsors to enable
4) **Reduce complexity**: Cut it in pieces you can chew
5) **Not technology**: Focus on people & work process
6) **Resolve problems** of front-line, content is king!
7) **KM Policy**: Compliance and Sustainability
8) **Right project team**: Communication skills