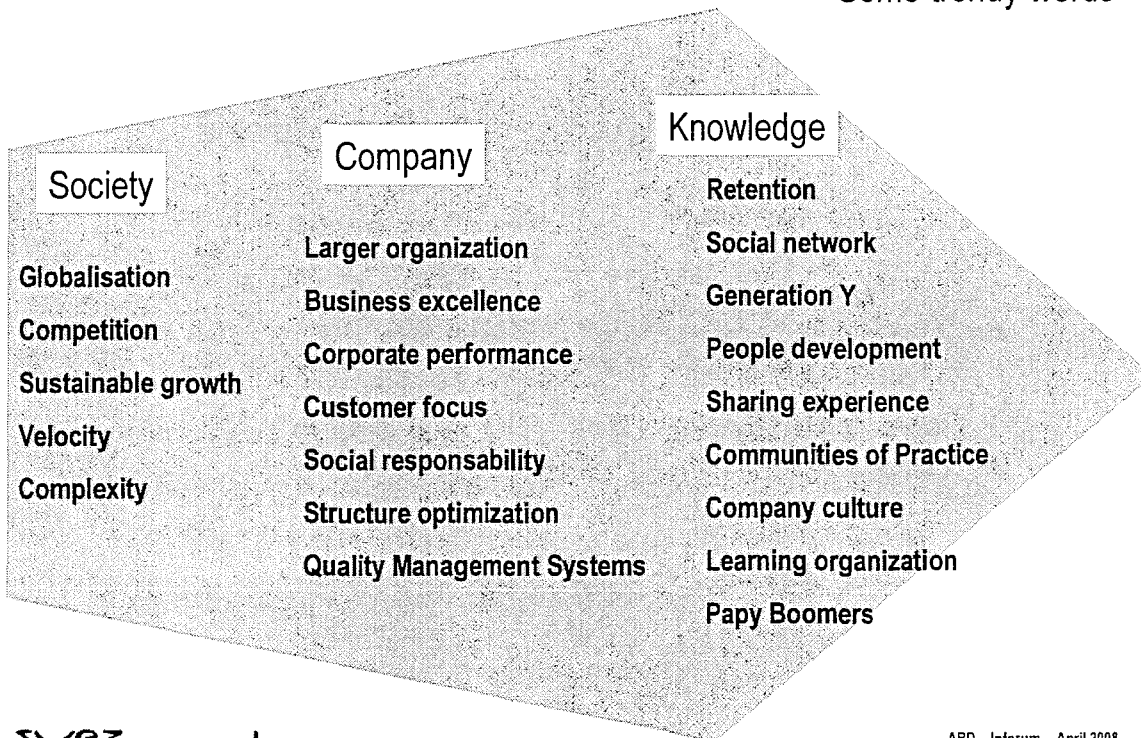


CoP: a way to collect and share Best Practices

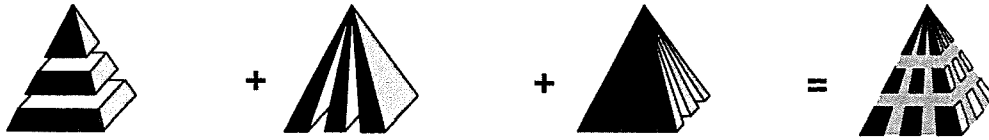
Jean-Louis Janssens
Knowledge & Communication Manager
SUEZ University



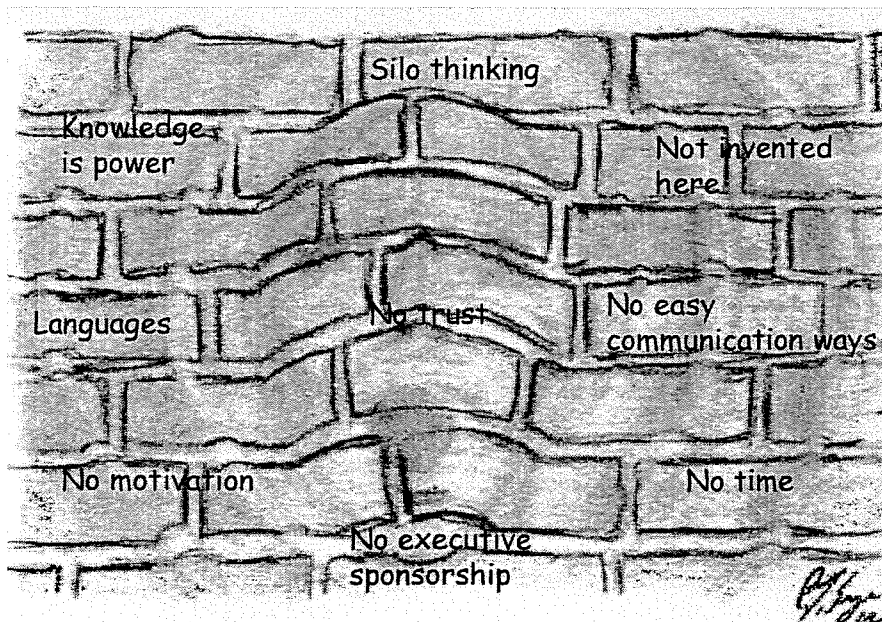
Some trendy words

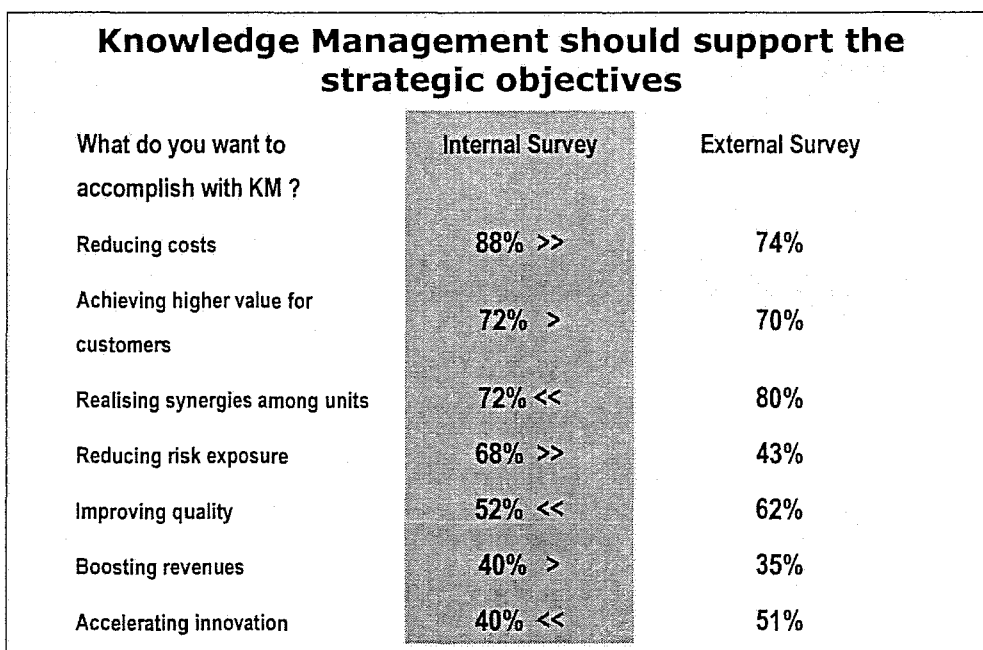
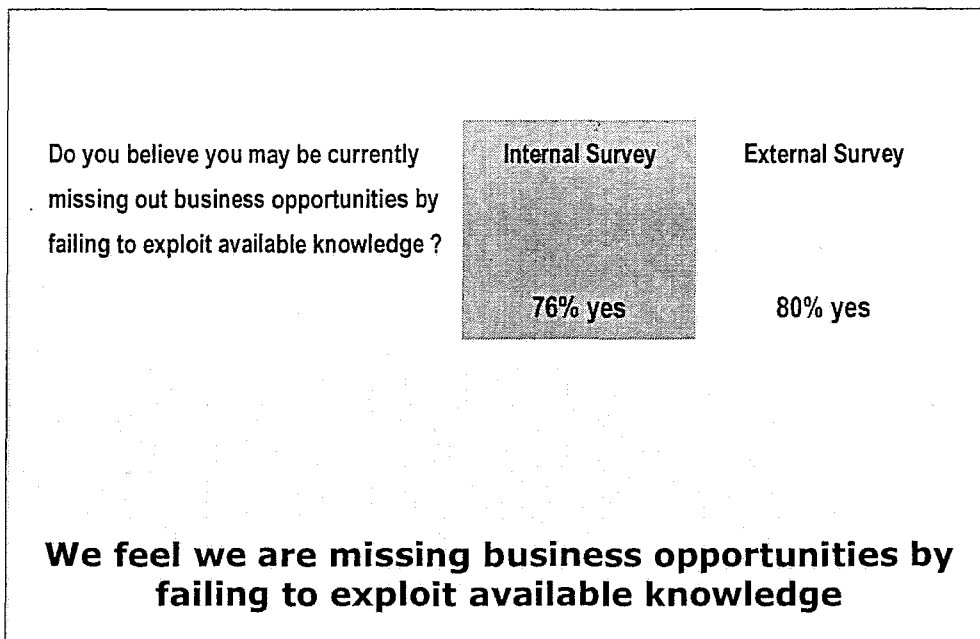


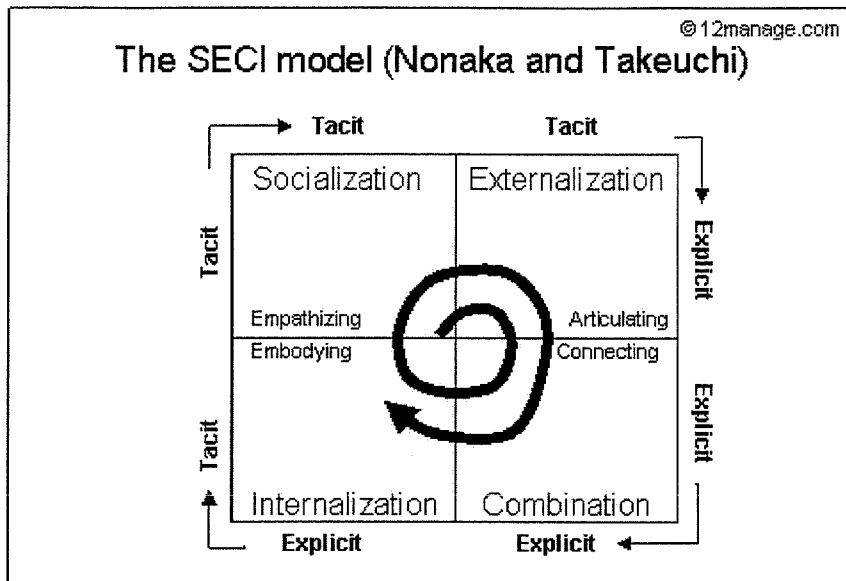
Significant obstacles



Significant obstacles







Definitions

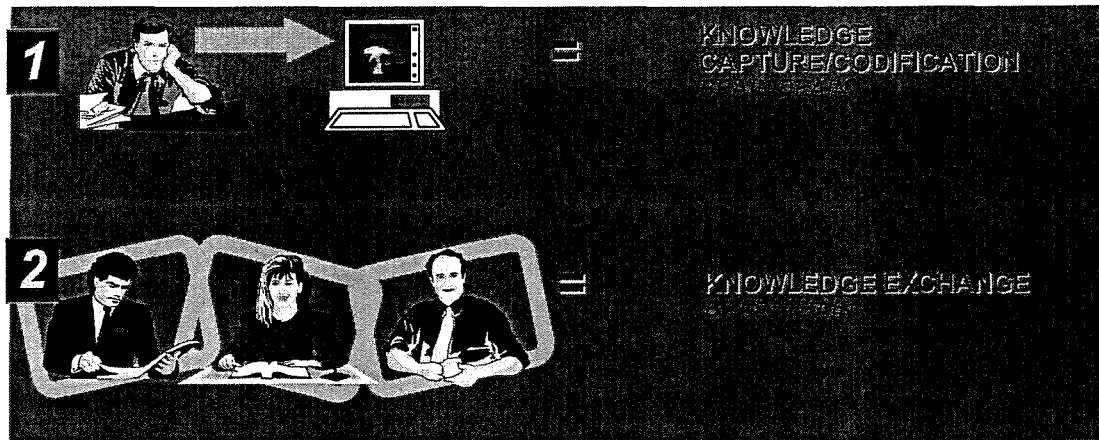
Knowledge Management is
not a goal in itself
nor the unique business issue nor the unique solution

Knowledge Management must contribute to the Corporate Objectives

A definition:

All the necessary activities to orchestrate an environment in which people are invited and facilitated to apply, develop, share, combine and consolidate relevant knowledge in order to achieve their individual and collective ambitions.

EFQM Association



ROE: SUEZ KM Journey

At the beginning, a seminar : “knowledge sharing for value creation”

- Conviction: Knowledge sharing provides a competitive advantage
 - Improve answer to customers needs
 - Reach operational excellence
 - Generate organic growth
 - Take Group’s diversity into account
- Major Obstacle: Knowledge sharing is not embedded in culture
- **As any asset:** knowledge has to be managed.
- **As any process:** knowledge management has to be optimised

ROE: SUEZ KM Journey Own approach

→ Mean

- Creation of a **CoP KM SUEZ**
- Integrated in SUEZ University

→ Preferred approach

- Brain Chain

→ Objectives

- “Sensibilize” → Promote knowledge sharing culture
- Professionalize → support existing & new networks to improve their functioning



ROE: SUEZ KM Journey Conclusion at mid-term

→ « Communities » = the most efficient, less expensive way to share knowledge

BUT

→ The development of a sharing culture is not a spontaneous process in a hierarchical organization.

→ It requires a permanent investment, otherwise it will return to the start situation – as in each change process.

AND

→ bottom-up method has limits



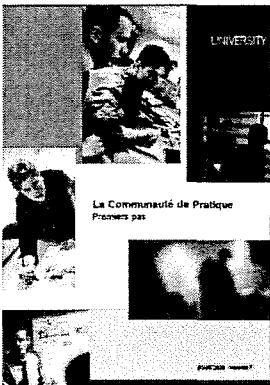
ROE: SUEZ KM Journey Tracks for a faster deployment

- Formalize sponsorship for each CoP
- Set objective on knowledge transfer for each CoP
- Extensive use of training “Leading CoP”
- Set up support for the use of the SUEZ collaboration platform
- Intensify communication



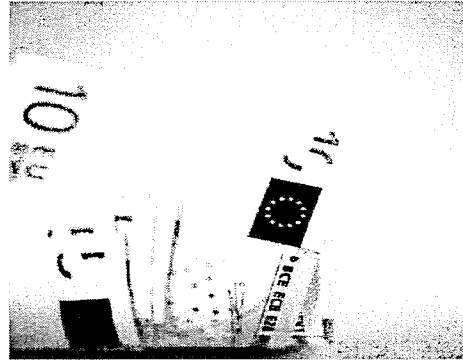
ROE: SUEZ KM Journey Delivrables and ...

- Methodology and best practices
- CoP's inventory
- Yearly KM Event
- Coaching
- Training
- Specifications for the Collaborative platform



ROE: SUEZ KM Journey ... and benefits

- Winning time
- Cost reduction
- Image improvement
- Motivation
- Innovation
- Best Practices exchange
- Knowledge transfer
- Knowledge base increase
- Access to market
- ...





Thank you for your attention

