



CoP: a way to collect and share Best Practices

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Some trendy words

Society

Globalisation

Competition

Sustainable growth

Velocity

Complexity

Company

Larger organization

Business excellence

Corporate performance

Customer focus

Social responsability

Structure optimization

Quality Management Systems

Knowledge

Retention

Social network

Generation Y.

People development

Sharing experience

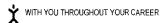
Communities of Practice

Company culture

Learning organization

Papy Boomers

JUNIVERSITY



Significant obstacles







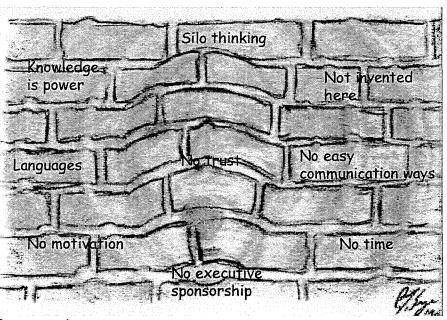






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Significant obstacles



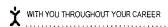
SUCZ UNIVERSITY * WITH YOU THROUGHOUT YOUR CAREER

Do you believe you may be currently missing out business opportunities by failing to exploit available knowledge?

Internal Survey External Survey
76% yes 80% yes

We feel we are missing business opportunities by failing to exploit available knowledge





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Drivers

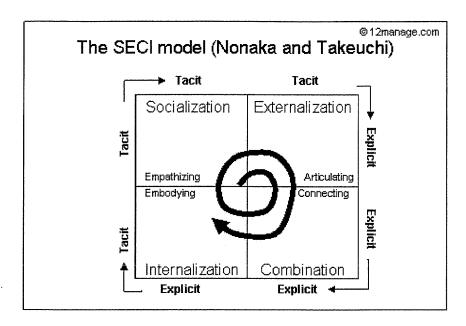
Knowledge Management should support the strategic objectives

| What do you want to accomplish with KM? | Internal Survey | External Survey |
|---|-----------------|-----------------|
| Reducing costs | 88% >> | 74% |
| Achieving higher value for customers | 72% > | 70% |
| Realising synergies among units | 72% << | 80% |
| Reducing risk exposure | 68% >> | 43% |
| Improving quality | 52% << | 62% |
| Boosting revenues | 40% > | 35% |
| Accelerating innovation | 40% << | 51% |

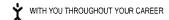


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Knowledge creating process







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Definitions

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

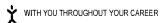
Knowledge Management must contribute to the Corporate Objectives

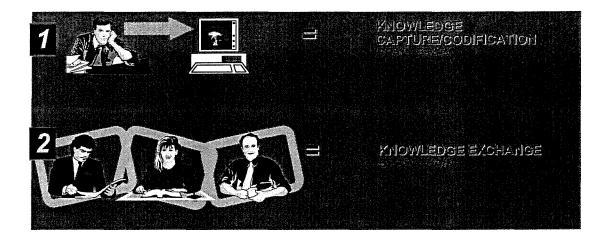
A definition:

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.

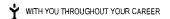
EFQM Association









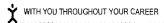


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ROE: SUEZ KM Journey At the beginning, a seminar : "knowledge sharing for value creation"

- → 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

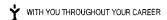




ROE: SUEZ KM Journey Own approach

- → 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





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ROE: SUEZ KM Journey Conclusion at mid-term

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



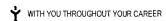
BUT

- → 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

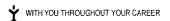




ROE: SUEZ KM Journey Tracks for a faster deployment

- → 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





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- La Communeuté de Pratique Pransers pas
- → Methodology and best practices
- →CoP's inventory
- →Yearly KM Event
- →Coaching
- → Training





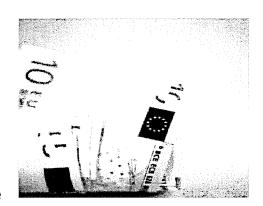


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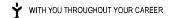
ROE: SUEZ KM Journey ... and benefits

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

→...

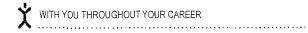












Thank you for your attention

