Knowledge on the Move
Knowledge Management at Raiffeisen Informatik

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Knowledge Management at R-IT

- Overview Raiffeisen Informatik
- Basic concepts
- Strategic orientation
- Structural foundation
- Projects in planning

- The individual measures to be taken
The Austrian IT Services Provider

Experience in providing IT Services for more than 40 years
Our IT Services

- 3,000 Server
- 20,000 Clients
- 40,000 km Networks
- 520 TB Storage
- 300 m. A4 printed pages p. a.
- Several Data Center locations
Largest Austrian IT-Provider

(Source: IDC Austria Competitive Profiles and Analysis of Leading IT Services Players 2008)

R-IT total turnover 09
Raiffeisen Informatik Group

27 Locations
3,000 Employees
Turnover 2009: 1.2 Billion Euro

Outside of Europe:
- China
- Südafrika
- Kasachstan
Knowledge and information management – where is it indispensable?

- Knowledge intensity of process
  - Pharmaceuticals
  - Natural oil production
  - Automobiles
- Knowledge intensity of product
  - Scientific research
  - Consulting
  - Electronics
  - Software development
  - Telecommunications
  - Transportation
  - White goods
  - Food
  - Entertainment
  - Magazines
  - Magazines

Source: H.F. Karner
Business dimensions

- strategy
- culture
- staff
- structure
- technology
- processes
Strategic alignment

- Workshop on knowledge and information management held by the strategy team in 2003
  - Upgrading customer knowledge
  - Broadening product knowledge
  - Breaking down sequential nature of workflow
  - Promoting knowledge exchange

- On the basis of strategic company goals
Define goals

- Deriving knowledge objectives from vision and strategic objectives
- Evaluating contribution to business objectives
- Measurement: key indicators (TOP level) knowledge survey as of 2007 (control of knowledge objectives)
Knowledge Group (KG)

- Basic idea: across-the-company network – members of all divisions (13 people)

- Task/objective: to consider existing knowledge and information flows, in-depth development and implementation of measures in work groups on the basis of strategic goals

- Modus operandi: Knowledge Group meetings, work group meetings, planning workshops,...
Derivation of measures
Embedding knowledge management in the processes

- Development of a mentoring programme for functions with specific responsibilities (e.g. person responsible for contracts) – keyword: helping hands
- Initial steps towards supplementing the process management system already in place with knowledge processes
- Overhaul of across-the-company competence models for process owners (e.g. what are project managers authorised to do?)
- Inclusion of tasks from processes in the individual job descriptions
- 2008: first knowledge process
Incentive systems for knowledge exchange

- **Game competition:**
  - Creation of a virtual knowledge platform (similar to the forum)
  - Support by an INTRANET application which counts bonus points for each employee – “Hall of Fame”
  - Collection of prizes/awards
  - End in September 2005 – approx. 150 employees participated.

- **Organisation of a knowledge bazaar:**
  - Who needs what for work/private life?

- **Training trainers – Seminar for providers in the knowledge bazaar**
Organisation of “Who’s Who”

- Objective: creation of an across-the-company knowledge provider map
- Internet application to identify employees, their functions and competencies (project work, customer groups, responsibilities, etc) annual targets, certificates, training courses, etc…
- Employee data linked from operative user systems
- Going live with an employee event
- Annual addition of new functions to the application
Using WIKIs

- Glossary
- Important terminology specific to the company
- Abbreviations
- Commonly used terms
- Project and product names with a brief description
- Training materials
- Description of departments
- Manuals
Knowledge communities

- Development of ideas to promote information exchange across products and organisational units
- First pilot test with Lotus Notes (Development/Operations/Support/Sales)
- 2005: Set-up of organisational conditions for knowledge communities concerned with products and customers
- 2006: First knowledge communities
- 2007: Across-the-company customer forums
- 2008: Knowledge communities for strategic topics
Measuring and fostering a knowledge culture

- Annual in-house trade fair for all employees
  - Introductory presentation by managing director
  - Presentations on current measures and best practices
  - Info corners providing information on the various measures
  - Gifts for visitors/buffet
  - Followed by an informal chat
- Internal marketing
  - Newsletter on current events
  - INTRANET article
- Knowledge game
  - Awards for employees who regularly impart knowledge of their own accord
Knowledge culture survey

**Objective**
- Survey on knowledge and information at Raiffeisen Informatik

**Procedure**
- Approx. 200 respondents each time
- Results are published for all employees
- Management discussion and measures
Motivating managers

- Lending support to managers for knowledge exchange within their teams
  - Content: e.g. motivation, methods, possibilities,…

- Procedure
  - Interviews with managers with a good knowledge exchange track record
  - Summarised in paperback format
Personal knowledge mgmt seminar

- Topics
  - Fundamentals of knowledge and information management
  - Identifying knowledge, defining (knowledge) objectives, checks and evaluations
  - Knowledge acquisition and development
  - Imparting knowledge/information and maintenance
  - Use of knowledge and securing the learning process
Creation of across-the-company knowledge fields

- Categorisation of all strategically relevant knowledge areas and fields existing within the company
  - Which knowledge fields will be important in 10 years’ time?

- Fundamentals of knowledge management
  - Which knowledge fields do we want to support through knowledge communities?

- Basis for planning technical career paths
  - In which areas do we need specialists?

- Fundamentals for expert search
Developing a knowledge survey

- **Objectives**
  - Development of a measuring instrument to evaluate the knowledge management initiative
  - Medium for the communication of the strategy and knowledge objectives to employees, customers, owners and partners of R-IT
  - Control instrument for further activities

- **Procedure**
  - Obtaining best practices – selecting methodology/systematic approach
  - Mapping of strategic objectives, knowledge objectives with measures and activities
  - Definition and survey of indicators
  - Formulation and publication
Personal benefits for our employees

- Easier access to relevant information and knowledge provided by colleagues
  - Short term: Who's Who, expert search, search engine
  - Medium term: Knowledge bazaar, knowledge communities
- Skills
  - Development of new skills through active networking
  - Increased “relationship capital”
- Avoidance of redundancies
  - Reduced “duplication” – more time for the essential
- Knowledge and communication culture
  - Enhanced motivation to impart information to others
  - Knowledge game, KNOWiT, knowledge communities, ...

Sharing knowledge means enhancing the common knowledge base!
How to get involved

- Participation through active involvement in new activities and projects!
  - Get involved with peer groups to help implement specific measures
  - Get involved with/set up a knowledge community

- Participate using available instruments!
  - By filling out the expert profile (basis for career progression)
  - Attend the internal training course on personal knowledge management
  - Make offers/requests for specific knowledge – Knowledge Bazaar
  - Provide ideas
  - Give feedback on current activities
Other important points....

- **Networks**.....
  - Connecting activities with PE activities  
    (internal training course for personal knowledge management)
  - Various connections with internal projects
  - Creating internal peer groups that support the development and implementation of measures.

- **Internal**...
  - Internal marketing
  - Creating our own INTRANET navigation ("knowledge base")
  - Involvement in external networks
  - Ongoing meetings in the knowledge group (hourly/daily)
Thank you for your attention!