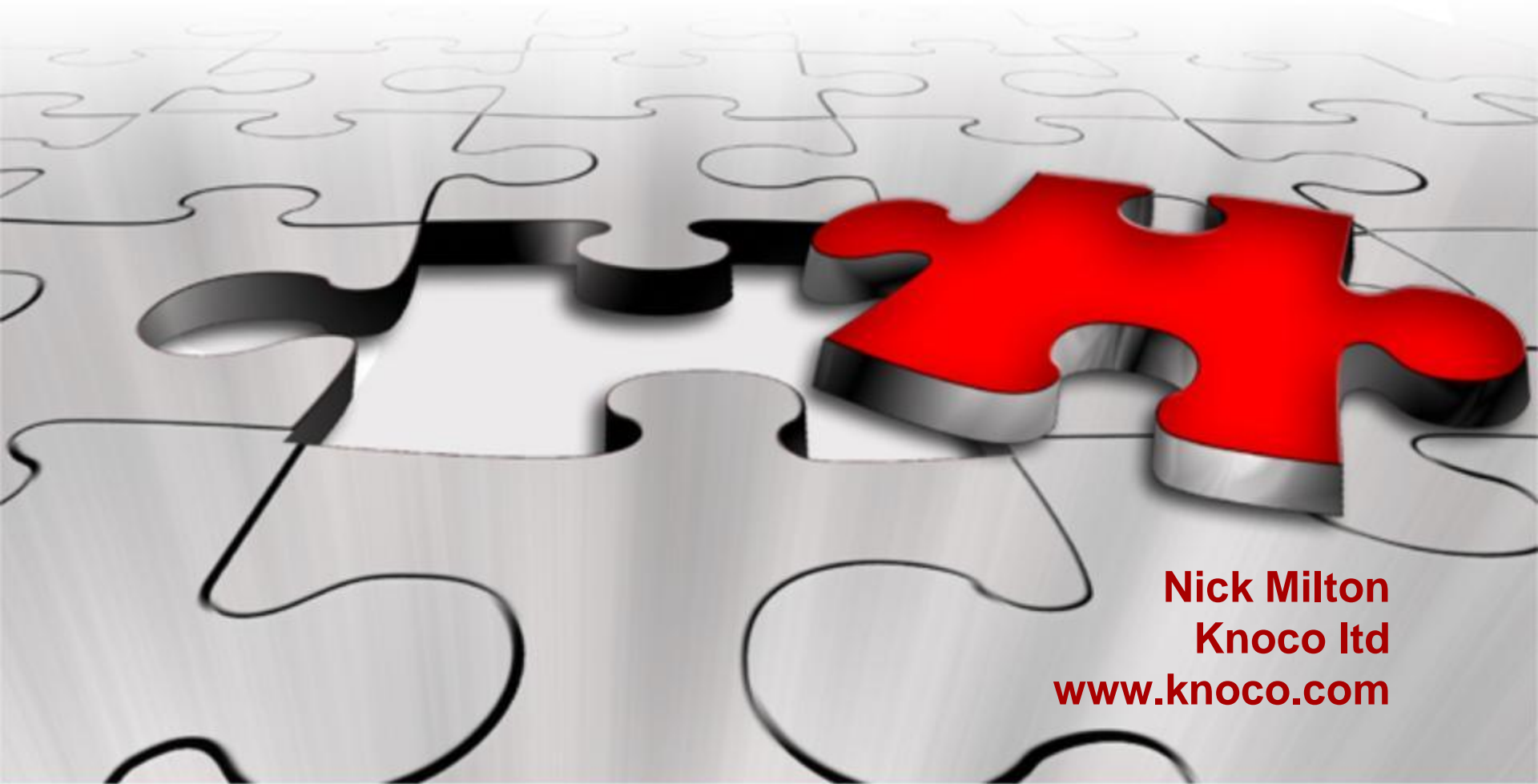


Planning and Delivering a Successful Knowledge Management Pilot Project



**Nick Milton
Knoco Ltd
www.knoco.com**

Who am I?



- Nick Milton
- Geologist by training
- KM consultant by vocation
- Director of Knoco Ltd
- 7 years working KM in BP
- 10 years as consultant to a variety of companies and industries
- Based in England

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Align your pilot to business goals

“Most successful knowledge management applications
addressed a ‘life or death’ business situation
addressed an existing business issue

Successful cases answered two questions at the outset -
What business objective am I trying to achieve?
How can I apply existing knowledge?”

Teltech research survey

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Potential pilot areas

Something business-critical, which is new to (one part of) the organisation

Repetitive activity, where continuous improvement is needed

An area of activity which is carried out in several locations, and where performance levels vary

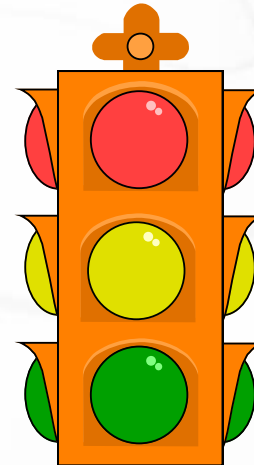
An area of the business which is “stuck” due to lack of knowledge

Selecting a pilot

- Does it have measurable impact on our business?
- Does it have strong support?
- Can others use the knowledge?
- Can we do it?

No Yes

	<input checked="" type="checkbox"/>
	<input checked="" type="checkbox"/>
	<input checked="" type="checkbox"/>
	<input checked="" type="checkbox"/>



Examples

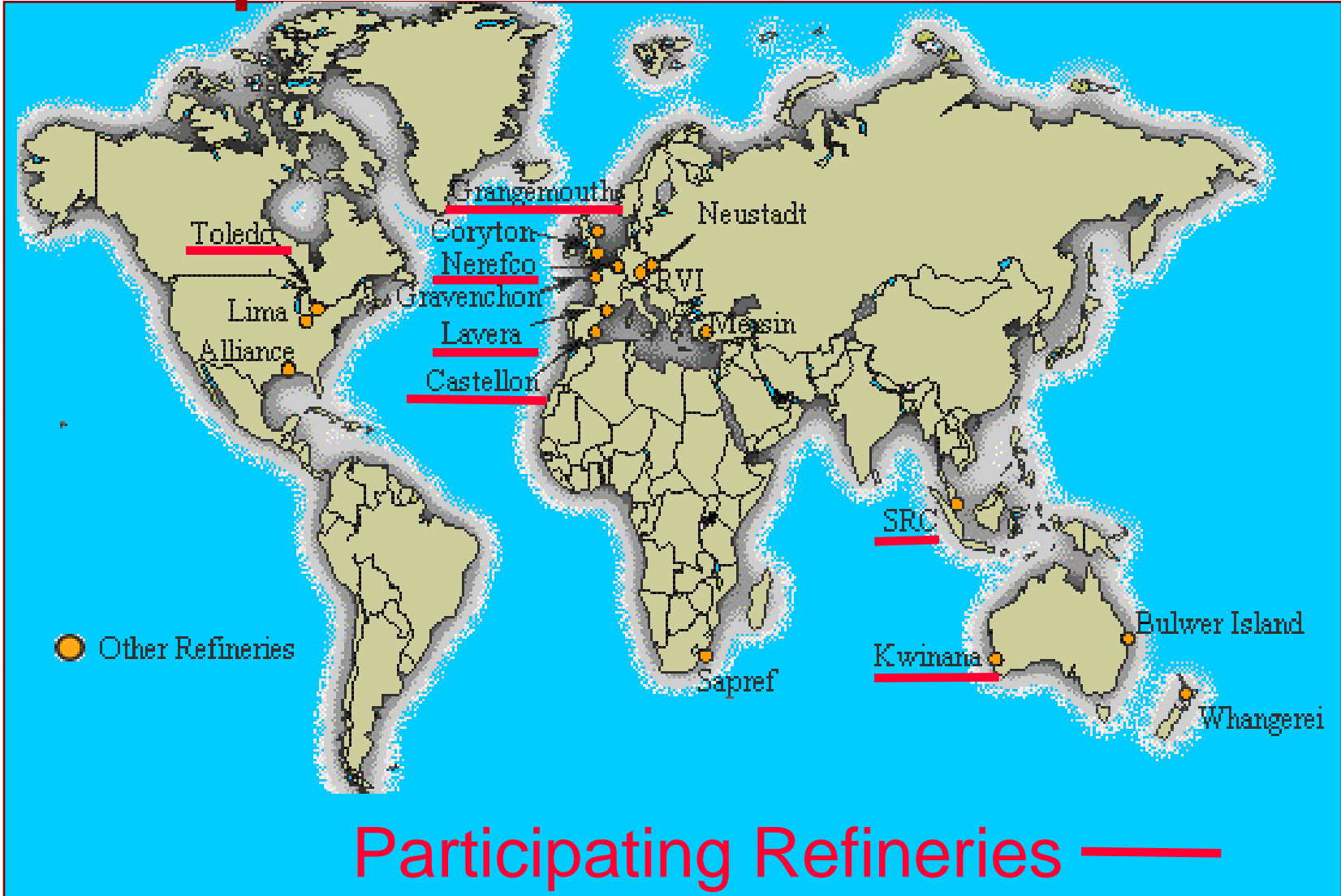
BP Refineries

Mars New Markets

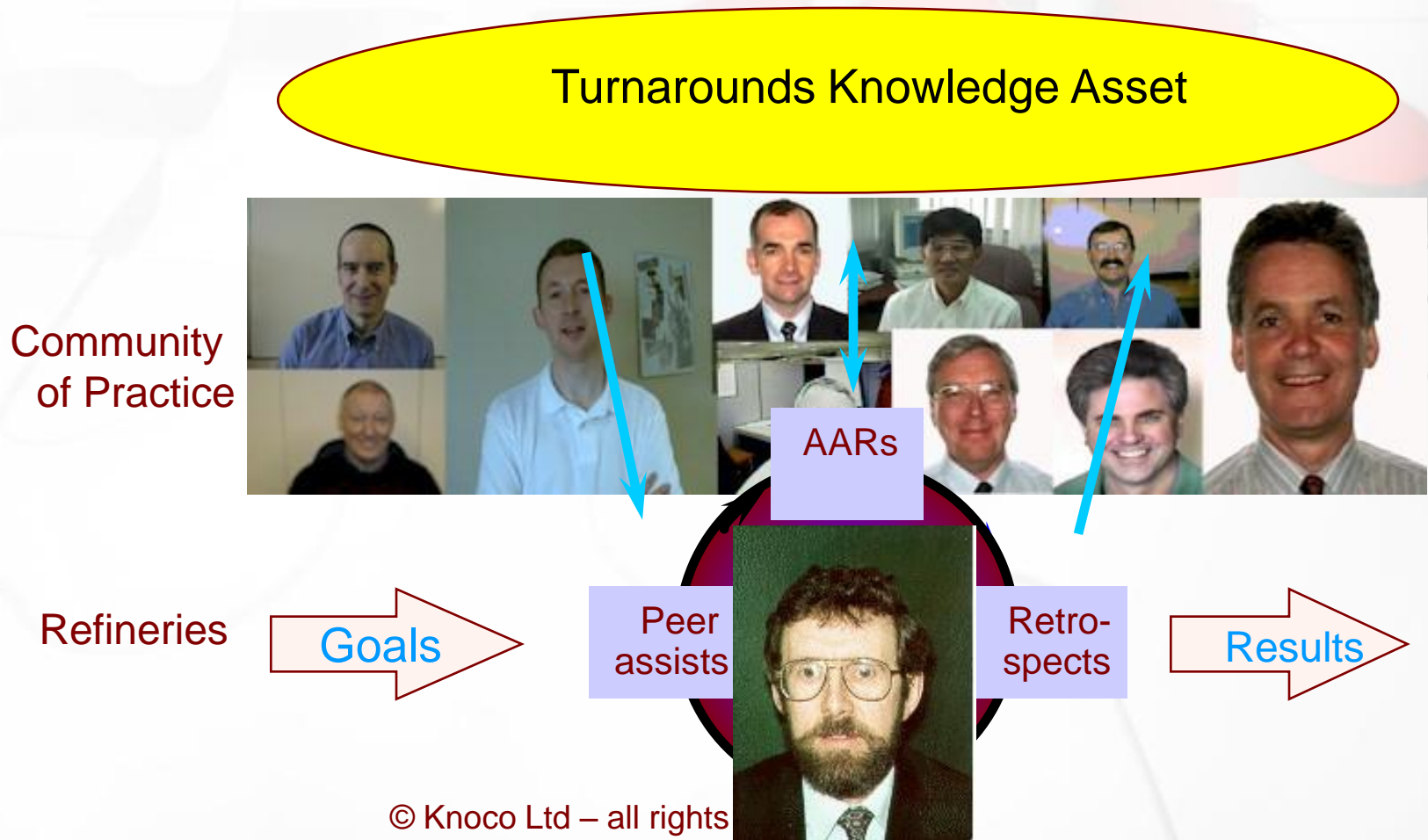
KPC Inspection and Corrosion

UK government IDEA

Oil refineries in the BP Group



KM Model applied to Turnarounds Pilot



Nerefco Refinery

“... we finished 9 days shorter than the previous one with 20 percent less cost and an extension of the turnaround interval from 4 to 4.5 years. Value - \$9.6 million”

Operations Manager

Mars New Markets

“In 2004, the Mars, Inc Presidents identified a challenge in our newer markets in the developing world.

These are markets where the bulk of consumer spending occurs in small local shops.

We wanted to achieve a step-change in the number of small retail outlets which sell our products, and so drive a rapid increase in sales in these markets.

The challenge covered 12 markets, in which there are approximately 12 million shops, and 3.5 billion potential consumers of Mars products”



Uploaded on [January 7, 2008](#)
by [Meanest Indian](#)

The solution

Knowledge Sharing Network – the New Markets Global practice group

meets every 6 months, face-to-face, hosted by one of the markets.

The meetings are focused on sharing, learning lessons, and discussing

Meeting structure

Learn
before

- How can we help the local market?

Learn
during

- Knowledge show and tell

Learn
after

- What have we learned from the last 6 months?

The results

In the 5 years this network has existed, sales in the small retail channel in the 12 markets have trebled and the percentage profit has more than doubled, adding around \$250 million to the bottom line.

“Whilst it would be unfair to claim this was entirely due to knowledge sharing, the GPG members themselves clearly point to the ideas and lessons they have gained from others as fundamental to their success”.

An oil company in the Arab world

Highly siloed

The same activity happening in many sites

Reinventing the wheel happening all the time

2008, piloted 6 communities of practice

Delivered 7 case studies of delivered value

2010, piloted 4 more

Delivered 24 more case studies

Inspection and Corrosion CoP



Within 18 months, 5 examples of best practice transfer

1. Coating contractor certification

2. Remote monitoring of transformer rectifiers

3. Ammonium Bisulphide

4. Corrosion coupons

5. Inspection contractor prequalification



\$US 170,000

\$US 30,000 - \$300,000

Improvement & Development Agency (IDeA)

Communities of practice for local government

Welcome | My Home | Communities | People Finder | Help Font size: A A Gary Colet | Logout

Welcome to Communities of Practice

Connect to Collaborate to Innovate

This is a community platform supporting professional social networks across local government and the public sector. It provides a secure environment for knowledge development and sharing through online communities of practice.

- Find out more
- Want to create a community?
- Communities of Practice training



Common shared space for all users

The hub is a shared community space for all registered users to post content that may be of interest to other registered users, and is not tied to any thematic domain.

Explore community hub

Announcements

Service Message
You now have the option to select from Tiny Urls or Full Urls when receiving email alert notification. For more information please select the [Help](#) link

Information Message
Everyone ♥'s a sharer!
We've launched a new initiative across CoPs to encourage more of you to share your knowledge and expertise with each other - *Everyone ♥'s a sharer!* You can read more about the campaign from the [help section](#).

Information Message If you are changing job there is no need to delete your profile and set up a new account, just edit your existing details and save the changes. To know how to change your profile check out our [Help](#) section.

Communities

New **Featured** Most active

- Making the most of an older population**
Started: Jan 2010 | 20 members
The making the most of the older population community of practice takes forwards the key work themes of the Future of the Third Age Working Group.

Find a community

Go

People finder

What will I find?

Networking across local government

- Wikis
- Blogs
- Forums
- News feeds
- Events
- Libraries

Find a community by tag

apprenticeships collaboration
commissioning community
conference confidence consultation
data development employment
engagement equalities equality
event events guidance guide
health improvement
innovation knowledge
learning management meeting
minutes performance photo
policy presentation procurement
recruitment research **skills**
social_media strategy talent toolkit
training workforce

View more tags

IDeA CoPs

Communities of practice for local government

Welcome | [My Home](#) | [Communities](#) | [People Finder](#) | [Help](#) Font size: [A](#) [A](#) [A](#) | Logged in as: Gary Colet | [Logout](#)

Workforce Matters

WINNER CoP of the year awards in the effective facilitation team category
The **workforce matters community** provides news, support, advice and innovation, combined with practical solutions to support a wide range of workforce issues within local government, with the aim of sharing knowledge and improving service delivery. Topics covered include talent management, workforce planning, organisational change and skills. This community also supports sub-communities covering specific subjects such as apprenticeships and employee engagement.

[Find out more](#)

Want to become a member of this community?
[Apply to join this community](#)

About Communities of Practice





This is a community platform supporting professional social networks across local government and the public sector. It provides a secure environment for knowledge development and sharing through online communities of practice.

Community activity

Member visits last month: 277
Total contributions last month: 133

MEMBERS
1326

Overall activity

 553 Forum topics	 43 Wiki articles	 346 Library items	 234 Events posted
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Who to contact ?





Lead organisation: **Improvement and Development Agency**
Lead facilitator: [Martin Stein](#)

Tag cloud of items in this community

Tag cloud Sub communities (6)

apprenticeships careers **development** diversity efficiency
engagement leadership management motivation **recruitment**
retention **skills** skillsforlife skillssharing succession planning talent
talentpools

[Feedback](#) | [Help](#) | [Terms and Conditions](#)



IDeA CoPs

Communities of practice for local government

Welcome | My Home | Communities | **People Finder** | Help Font size: **A A A** Logged in as: Gary Colet | Logout

People Finder

Search Find People by Expertise

You are here: [People Finder](#) > Search

Find People of interest

Enter the search attributes to find people that you would like to contact or connect with

Choose search options

First name:
Last name:
Job title:
Local authority:
Organisation:
Keyword(s): (Use commas to separate keywords)

Region:



<input type="checkbox"/> East Midlands	<input type="checkbox"/> East of England
<input type="checkbox"/> London	<input type="checkbox"/> North East
<input type="checkbox"/> North West	<input type="checkbox"/> South East
<input type="checkbox"/> South West	
<input type="checkbox"/> West Midlands	<input type="checkbox"/> Yorkshire and the Humber
<input type="checkbox"/> Northern Ireland	<input type="checkbox"/> National
<input type="checkbox"/> Wales	<input checked="" type="checkbox"/> Scotland
<input type="checkbox"/> International	

Find matching people

Find people by expertise

- asset management | best value |
- communications |
- community strategies |
- customer services |
- e-government | education - adult |
- education - children | efficiency |
- geographical information | health |
- horizon scanning | housing |
- human resources |
- learning and development |
- neighbourhood renewal |
- organisational development**
- performance management**
- planning | political management |
- procurement | project management |
- race equality & diversity |
- rural issues | scrutiny |
- social services |
- sustainable development |
- transport |
- workforce / succession planning

[View more tags](#)

Feedback | Help | Terms and Conditions  

Stages of a Pilot

- 1 - Creating Awareness
- 2 - Scoping and Terms of Reference
- 3 - Tailoring the Framework
- 4 - Delivering the Benefits
- 5 – Telling the story

1. Creating Awareness

Meet with the business unit management team

Talk using business language not KM speak

Find out what the critical business issues are, and identify the “hook”

Identify the advocates, and get them to talk on your behalf

Listen, listen, listen

2. Scoping

Who is the sponsor?

What organisational outcome do they need?

Who will lead the pilot?

What is the critical knowledge to be addressed?

Where is it?

Who needs it?

How do we best get it to them?

What are the steps to making this happen?

Who are the stakeholders, and how do we get them onside?

What roles, processes, technologies are needed?

What are the risks?

What are the deliverables?

3. Tailoring the Framework

New roles and
accountabilities

New technologies

New processes

New governance
procedures

Connecting, and
collecting

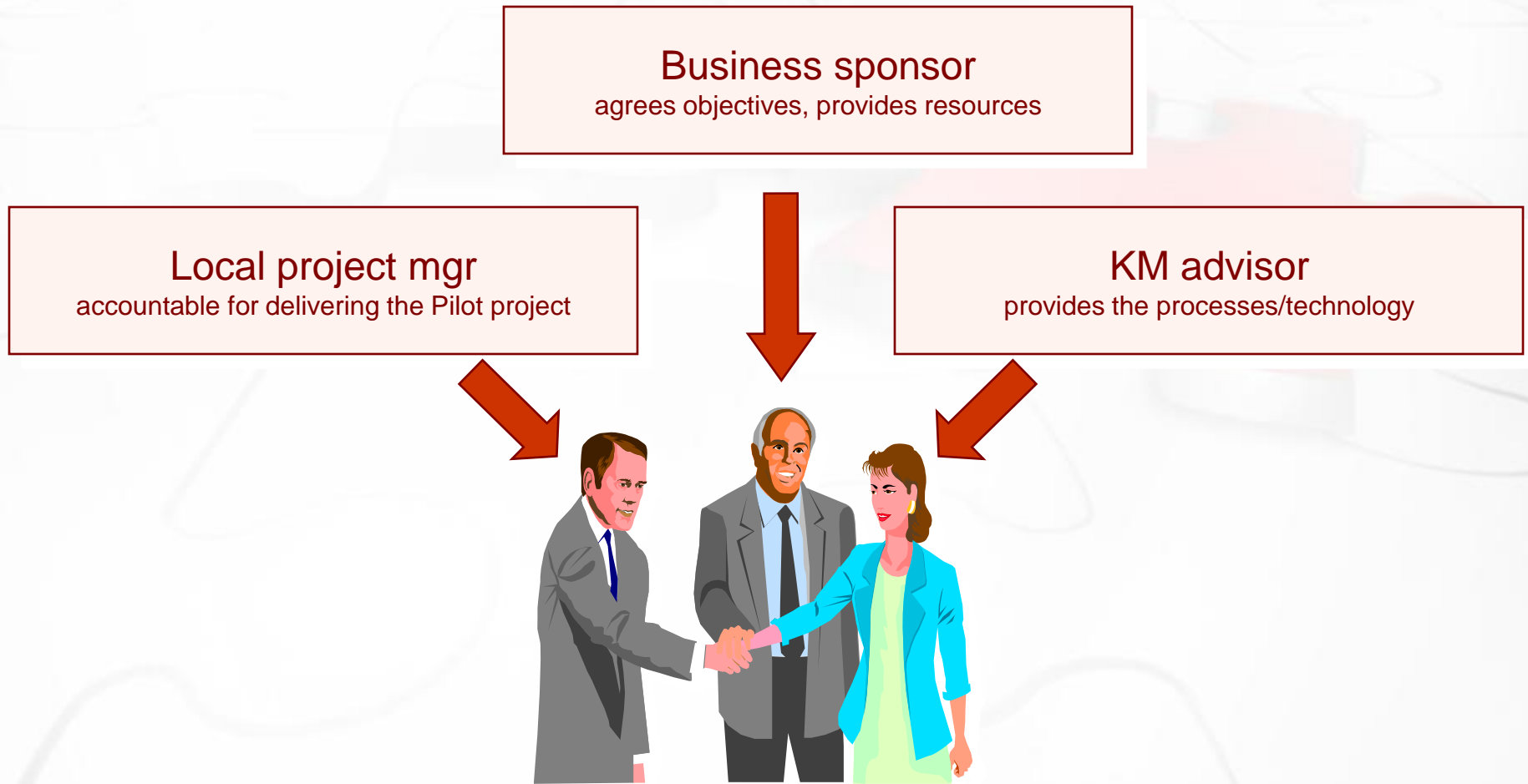
Tacit and explicit

Push and Pull

Learning before,
during and after



3 main roles



4. Delivering the Benefits

Find the business benchmark

Work closely with the business team

Coach, support, mentor, train

Help people to capture and share

Help people to reuse

Help to lower the barriers

Monitor what's happening

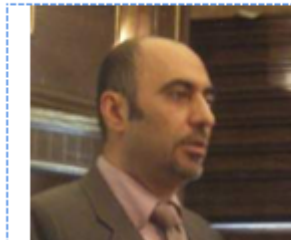
**Look for evidence of performance
beyond the benchmark**

Benefits Measurement

Added Value

<input checked="" type="checkbox"/> Money saved (Estimated value KD)	<input checked="" type="checkbox"/> Work simplified	<input checked="" type="checkbox"/> "Learning before"
<input checked="" type="checkbox"/> Saved time (Estimated value days)	<input type="checkbox"/> Work avoided	<input checked="" type="checkbox"/> Faster implementation
<input type="checkbox"/> Rework avoided	<input checked="" type="checkbox"/> Resources shared	<input checked="" type="checkbox"/> Improved productivity
<input checked="" type="checkbox"/> Better decisions	<input checked="" type="checkbox"/> Resources reused	<input type="checkbox"/> Improved satisfaction
<input type="checkbox"/> Travel avoided	<input type="checkbox"/> <u>Worksteps removed</u>	<input type="checkbox"/> Behaviour change
<input type="checkbox"/> Improved safety	<input checked="" type="checkbox"/> Reduced business risk	<input type="checkbox"/> Morale improved
<input type="checkbox"/> Reduced emissions	<input type="checkbox"/> Reduced health risks	<input type="checkbox"/> Energy saved
<input type="checkbox"/> Better quality	<input type="checkbox"/> Customer satisfaction	<input type="checkbox"/> Enhanced reputation

Contacts



5. Tell the story



Any Questions?



email

Nick.milton@knoco.com

website

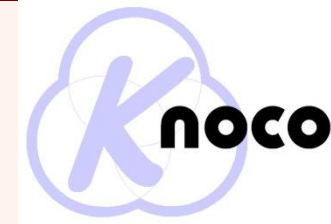
www.knoco.com

blog

www.nickmilton.com

More from Knoco Ltd.

Global experience in Knowledge Management since 1992



Increasing profits through Knowledge Management

Knoco helps organisations of any size manage their knowledge assets by designing knowledge management strategies, starting knowledge management initiatives and providing essential knowledge management toolkits. Knoco's know-how, honed by working with world leaders in knowledge management, helps clients in any sector improve performance and increase profitability.

From strategy to implementation – services you need

Knoco's knowledge management consultancy services enable organisations to harness and deploy knowledge held right across the enterprise. Knoco's comprehensive learning programme includes knowledge management training courses and workshops

Long-term sustainable value from Knowledge Management

Sustaining Knowledge Management beyond the initial honeymoon period is frequently a challenge. Knoco helps you develop a sustainable knowledge management framework - of roles, accountabilities and performance monitoring - that ensures long term value delivery.

"I'd very much recommend Knoco Ltd as knowledge management consultants. Their expertise is second to none and their pragmatic, considered approach really helped to embed knowledge management at our company.

They challenged our thinking on many occasions and were an integral part of establishment of a knowledge sharing culture.

I'm very proud to have worked with them and learnt a great deal from the experience".

Knoco Client

"I truly do not know where I would start if it wasn't for your excellent templates and guides that you guys offer- and for free as well!

You are doing a good work and I find the subjects you write about to be well research, well tested and really just so practical and relevant.

I truly appreciate all the efforts you take to assist knowledge managers like myself."

Knowledge Manager

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