



Knowledge Management

DNV IT Global Services - Centres of Excellence

Knowledge, like any other asset, needs to be managed pro-actively. Knowledge Management (KM) is about smart ways of working and smart organisations. People need to turn their knowledge into action! KM is not a means to an end, it is about enhancing performance. Enterprises should manage knowledge to convert it into business benefits.

We have considerable experience in the following fields, and can work with you to help you meet the challenges you face:

- The extents to which your KM practices and your knowledge strategy are holistic and to enhance the quality, access and diffusion of your organisation's knowledge.
- The orchestrating of knowledge exchange.
- Your future planning activities through scenarios.
- The challenges of the 21st century knowledge-based society utilising centres of excellence and knowledge centres.
- The creation of your organisational memory to overcome the potential loss of corporate knowledge as your staff leave and projects are completed.

Our knowledge strategy processes have been cited as best practice by CEN. We are responsible for the EFQM knowledge management framework assessment tool.

Building your knowledge strategy

Many organisations are active with KM, but creating a clear focus and ensuring the coherent orchestration of all initiatives is difficult. We have experience in creating focused knowledge strategies that build on staff possibilities and a realistic set of methods and tools.

Our Services

- To create a shared vision on the impact of knowledge areas and competencies in your business, now and in the future.
- To ensure that your crucial knowledge areas and competencies are strengthened and exploited.
- To connect KM-activities to the Key Performance Indicators and balanced scorecard
- Create an orchestrated approach to knowledge management and align these activities with your strategy.
- Be able to continuously monitor your improvements.

Your Benefit

- An insight into the knowledge areas and competencies which are perceived as relevant to your company;
- A knowledge portfolio which describes the impact of knowledge areas and competencies on your KPI's; now and in the future;
- A gap analysis between current and required fitness of these knowledge areas;
- An action plan which reflects your ambitions and priorities;
- An assessment of the fitness of these knowledge areas.

Orchestrating knowledge exchange

To ensure maximum cohesion between activities in programs and other complex arenas, we can design, support

and deliver people-centric knowledge infrastructures that optimise knowledge capture, exchange and disseminate between all stakeholders involved.

Our Services

- Realising cross-programme knowledge sharing events, ensuring that peers help each other and the latest insights are being fed into the next cycle of activities.
- Learning lessons from program activities, in order to prevent later mistakes and to speed up development.
- Making knowledge accessible throughout the entire programme and the outside world through web-based knowledge repositories.

Your Benefit

- Create 'knowledge-friendly' terms and conditions for subsidy programs.
- Map opportunities for sharing knowledge within your programme.
- Mobilise internal and external expertise for the benefit of your programme.
- Debrief project teams and dissemination of lessons learned.
- Organise peer assists across your programme.
- Strengthen the dissemination of knowledge to external stakeholders.
- Evaluate the efficacy of your current knowledge management activities.

Futures planning

To make your strategies more robust, we can help you create scenarios to test strategic options.

Our Services

- An inspiring one or two-day workshop to think the unthinkable.
- A project of 3 to 6 months with several workshops to mobilise your organisation and networks to create scenarios, generate and test strategic options.
- A scenario study with more elaborate trend research.

Your Benefit

- We deliver in a participatory and inspiring fashion.
- We ensure maximum commitment and make action planning a motivating experience.

Centres of Excellence

To help you maximise the synergies possible in your Centre of Excellence, we offer a comprehensive portfolio of services, including business case building, partner search and networking, building knowledge management processes and infrastructures, knowledge exchange with peers, organising governance structures and audits of your Centre.

Our Services

- Business case building
- Partner search and networking

- Building knowledge management processes and infrastructures
- Knowledge exchange with peers
- Organising governance structures.
- Lessons learning strategies and
- Audits of your Centre against the 7 success criteria as found in our study of Dutch CoE

Your Benefit

- Strategies are more robust.

Creating organisations with a memory

We help plan and implement processes and tools to safeguard and distribute your key knowledge assets, lessons learned and best practices, ensuring that you become less dependent on the immediate availability of your people and protect yourself from corporate amnesia. Furthermore, we design and deliver knowledge maps and web-based navigation tools to allow for easy access to the organisational memory.

Our Services

- We help plan and implement processes and tools to safeguard and distribute your key knowledge assets and lessons learned and best practices.

Your Benefit

- Become less dependent on the immediate availability of your people and protect yourself from corporate amnesia.

Key Benefits

- All of the knowledge available in the organisation is at optimum use. The best knowledge is accessible at every place and time as required.
- The internal market of knowledge producers and users function optimally.
- Crucial knowledge is successfully converted into fixed capital in the form of processes, structures and patents.
- Knowledge is used successfully in the development of innovative products, processes and services.
- Individual learning experiences (both negative and positive) are turned into knowledge and made available to the staff who can make use of them.
- Any risks regarding critical knowledge are evaluated well in advance. Strategy and knowledge policy are well aligned.

Your Contacts

Germany	Tel.: +49 (0) 40 671022 70
UK	Tel.: +44 (0) 207 3576080
	Tel.: +44 (0) 1252 627799
France	Tel.: +33 (0) 1 49 08 58 00
Netherlands	Tel.: +31 (0) 30 230 89 00
Italy	Tel.: +39 0 6 5196 2251
Sweden	Tel.: +46 (0) 46 286 3000
USA	Tel.: +1 (0) 281 721 6600
China	Tel.: +86 (0) 21 3208 4518

e-mail: itgs@dnv.com

web: www.dnv.com/itgs

For further information please contact your local DNV IT Global Services office