# KNOWLEDGE
## SOURCING & MANAGEMENT

BEST PRACTICES & TOOLS

TO IMPROVE ACCESS TO EXPERTISE

AND OPEN INNOVATION PROCESSES

*The pathway to expertise*

# THE PATHWAY TO EXPERTISE

tkc — expernova

# "KNOWLEDGE IS POWER"

*Francis Bacon*

In order to achieve a competitive advantage, companies look for solutions to access, valorize, mutualize, share, stock and capitalize on internal and external knowledge.

**Being able to think in terms of flow and exchange, knowledge network and data management constitutes a major challenge for companies.**

This White Paper will present best practices for sourcing and managing information, and to help capitalize on an enterprise's collective intelligence. It provides an approach to structure global Knowledge Management processes to enhance innovation projects.

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TODAY COMPANIES ARE AWARE THAT KNOWLEDGE IS A RESOURCE THAT NEEDS TO BE STRATEGICALLY MANAGED

*It develops their intellectual capital, increase their value and leads to competitive advantage[1]*

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**We cannot ignore the daily demands of running a company – Accessing scientific expertise and available technological capacities before the competition does, guarantees company sustainability.**

Rapidly developing areas such as client relations and innovation, company growth, the anticipation of job and function evolutions require new operating modes in the sharing of knowledge and experiences.

More than before, reacting with greater agility, effectively accessing knowledge from internal and external sources and capitalizing on that knowledge are key elements that significantly influence the success of a company.

These points have a direct impact on performance and allow firms to be more efficient, reduce costs and save time:

- Reach the right information at the right time
- Reduce the margin of errors
- Avoid conducing the same searches twice
- Access new opportunities
- Improve the quality of your Customer Experience

Company growth and knowledge sourcing go hand-in hand. For small to medium enterprises it gives them access to external knowledge they don't yet have internally, and for large companies it helps them to extend their networks to identify new technologies and be innovative[2].

**To succeed in these tasks, firms need a methodical approach and complementary tools that allow them to capture, structure, spread and update information.**

# THE PATHWAY TO EXPERTISE

Do I need to complete & validate the Information?

YES

NO

YES

NO

The Expertise

Capitalize on Knowledge

Access a Global Network

The Company Knowledge Base

Do I have the Expertise Internally?

A

B

C

D

E

F

G

Global Sourcing Tool

Fact based decision making

Reduce the margin of error

Save Time

Sourcing cost improvement
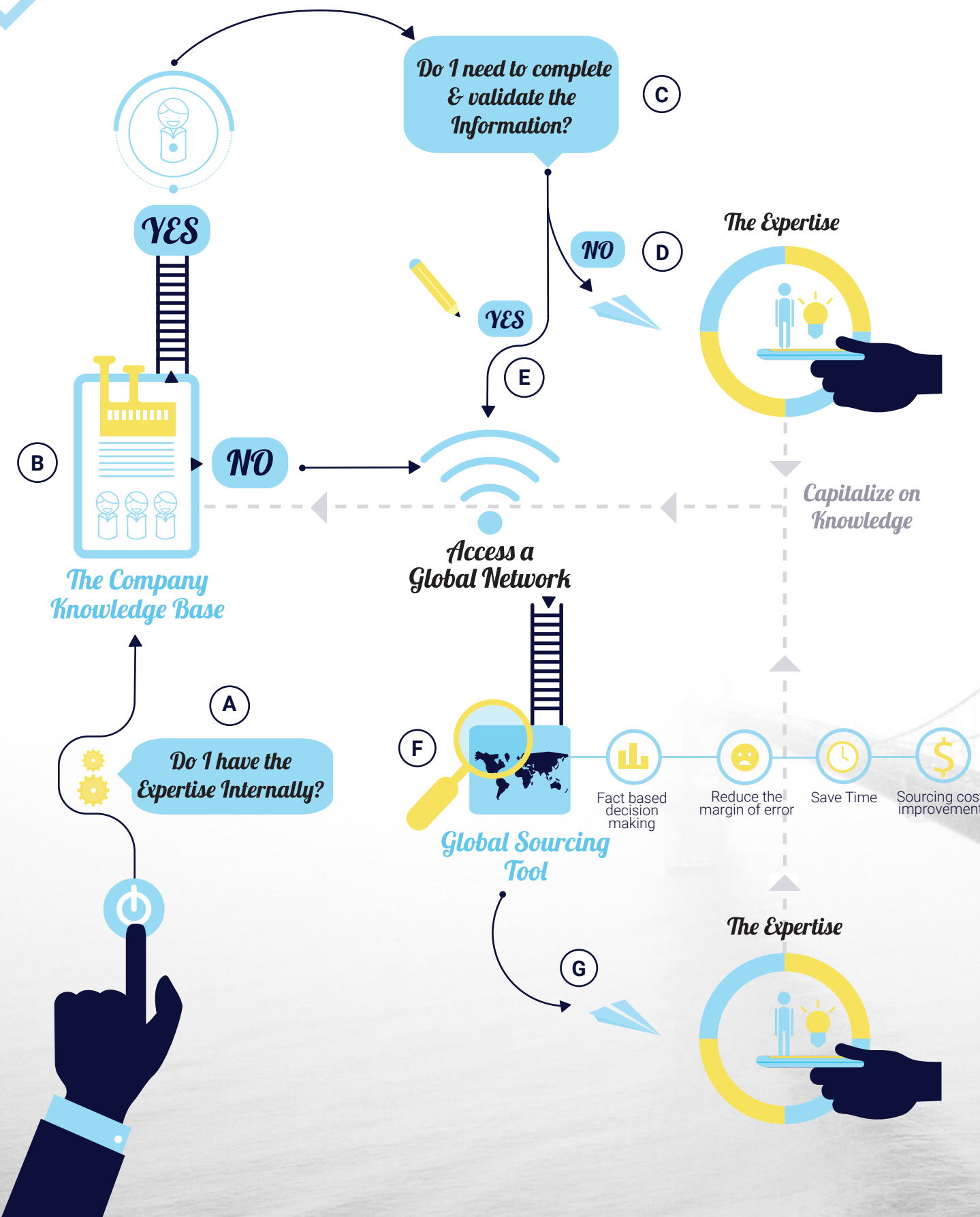
The Expertise

## Confront a fast, complex and networked world

Companies have to face new realities to find appropriate information.

In this new context searching for expertise isn't an easy task and keeping informed of the research ecosystem and the scientific and technological environment surrounding an innovative organization is becoming confusing.

Without strategies and supporting tools this process can lead to infructuous searches and costly actions.

## The Pathway to Expertise An Equipped Approach

To stay competitive companies have to capitalize on their collective intelligence by creating a knowledge capital. Being able to access the right information at the right time concede strategic advantages.

In practice companies realize that there is no 'pure' internal or external learning. They are interdependent and complementary* and circulate through the firm.
Consequently, to facilitate their management and sourcing companies adopt new tools.

## STEP 1
## Internal Sourcing

**A** Before sourcing the expertise outside the company, it is essential to verify if the expertise exist in-house.

**B** Thanks to a knowledge base indexing the company knowledge and referencing «fresh» data (data automatically updated), the company will access internal expertise in a click.

**C** Then, the company will determine if the knowledge, based on previous experiences, is sufficient enough.

**D** If it is sufficient: The company has found the internal expertise needed.

**E** If it is not sufficient: The company will have to complete its information through external sourcing process.

## STEP 2
## External Sourcing

**F** Thanks to **a cross border and intelligent searching tool** (mapping out collaborative networks, scientific and technical experts) the company will capture, in second, a complete and updated overview of the global expertise on a specific topic

**G** The company found the external expertise needed. The decision was based on fact, reducing the margin of error, saving time, avoiding additional costs.

## Final Learning Loop
All the new knowledge acquired is integrated into the company knowledge base, making it available for other employees and avoiding making the same search twice.

## 👍 ADVANTAGES

✔ It allows for choices based on facts and more confident decision making

✔ It reduce the margin of error.

✔ It gives access to the best worldwide expertise.

✔ It doesn't generate additional costs.

✔ It offers a direct and on time access to the required information

✔ It creates a learning loop permitting the integration of the new information into the knowledge base making it available for the other employees.

# 1

## KNOWLEDGE MANAGEMENT

A must have for any organization

## The meaning of first time right!

**Today, any organization that is looking to increase and improve innovation power, increase results through an efficient research and development strategy or employee engagement, is bound to discuss knowledge management.**

The opinions however on exactly what it is, let alone on how to approach or implement knowledge management are diverse.

This article aims to create a shared understanding of knowledge management to facilitate this dialogue.

As such the reader will find in this article: why it is of such value for organizations that are constantly facing the challenges of an ever changing world, an explained definition of knowledge management, some trends, and a minimum list of requirements to take into account when setting up your knowledge organization.

**Knowledge management is a must have for any organization engaged in innovating their research and development approach and respond to employees needs right the first time.**

Time is precious to all of us, so saving time (or money or frustration) for your organisation and employees has become a critical success factor for all organizations.

People want fast access to straight knowledge they understand and they can use. From this perspective we are talking about seconds, not minutes before they get irritated.

If we don't find a useful, understandable, and over all channels, consistent answer to our question first time right, through our preferred channel at the exact moment we need it, we disengage.

For organizations this means losing momentum and losing internal support and it is highly inefficient. How do you assess your organization on this point?

If you think this is a challenge, then you should continue reading.
Many organizations invest, with good reason, in advanced technologies and CRM to capture individualized demands and needs.

**To make full use of these investments, the organization has to be prepared to answer questions and capture employee feedback consistently and instantly in a new knowledge environment.**

Answering employee questions first time right

when they need the latest information has thus become a prerequisite for organizational success and a basic ingredient in an open innovation environment.

Is your organization investing in new technology to better service the employee and have you defined the role of knowledge management in this context?

**Knowledge management is much more than document management and more to the point than information management.**

So how can we describe knowledge management?

A definition of knowledge management should highlight: the organizational objective, the means needed to realize the objective, and the organizational value that it delivers.

Taking this into account, knowledge management can be described as:

A system of processes, people and technology designed and maintained for **a)** finding first time right, **b)** a correct, **c)** useful, **d)** understandable answer to a **e)** real question from an employee, that is **f)** consistent over all channels and leads to **g)** higher employee engagement, **h)** a better experience, and **i)** higher returns.

Asking for user feedback and managing it is a crucial aspect of knowledge management, in order to learn and improve continuously in those areas that really matter.

As such, knowledge management is clearly more than just managing documents or having one, or worse; multiple, information locations where information is shared.

**It has a specific employee added value that leads to long term organizational and competitive value creation: continuous improvement!**

Knowledge mana

Means

Customer question

## Knowledge Sharing
### A new trend in organizational culture

✔ Employees are willing to share knowledge and to contribute to the knowledge management process of your organization.

✔ Knowledge managers become increasingly more responsible for both the online and the contact center domain.

✔ The contribution of knowledge management for the avoidance of unnecessary contacts is growing at a fast pace.

✔ Knowledge management is the enabler for all the above mentioned trends and an important prerequisite for successful innovation.

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What is the definition of knowledge management practice in your organization?

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## Knowledge management needs to be fully implemented from an "outside-in" perspective to create organizational value.

Many organizations regard the merging of knowledge bases as a knowledge management project.

These organizations tend to keep everything (on average 30.000 pages) and spend a lot of time discussing and then managing exceptions.

The effort to do this might be justified from an information management, document management, or even a project management perspective, but not from an outside-in or employee perspective.

First of all, merging data sources in itself does not improve findability and consistency.

As knowledge articles tend to be overlapping by some extent, managing consistency becomes a bigger challenge when the scope of the knowledge base increases.

This requires an organization that works with clearly defined processes supported by technology to make it efficient.

Merging multiple knowledge bases without having your knowledge organization in place is doomed to be a short lived initiative as it will not increase user, nor organizational value.

Secondly, it is an inside-out approach, that does not involve the (internal or external) customer's perspective. In these kind of

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projects, the users of the knowledge are not involved. How could it be: checking 30.000 pages of information?

This leads to the phenomenon that we all know too well:

"There is a lot of information available that I never use, but not the knowledge that I need. Right Now!"

## Transform resources into value for your organization

At the same time the organization spends a lot of resources on maintaining something that does not fulfill its main purpose: to answer as many questions as possible as efficiently and quickly as possible and always first time right!

What if you could reassign those resources to something that does deliver value for your organization?

In order to really create value with knowledge management we, at the very least, need to take into account:

✔ Vision, mission objectives and internal support,

✔ Cross-departmental processes and breaking silo's

✔ Roles and responsibilities in the knowledge organization

✔ Actionable language of the customer/user

✔ Ask for feedback and act on it

✔ Findability and structure

✔ Technology and implementation in one knowledge base for consistent use

✔ Learning and continuous improvement.

To "forget" one of these aspects, means losing organizational value be it operational efficiency or employee engagement and empowerment.

As we are all focused on getting rid of the typical inside-out approach in our organizations, why not start implementing your knowledge organization right the first time?

# 2

# ACCESS & IDENTIFY YOUR INTERNAL EXPERTISE

Internal Knowledge Sourcing

## KNOWLEDGE MANAGEMENT IS WORTH PURE GOLD

**The business case around knowlegde management is worth pure gold.**

Organisations that implement a good knowledge organisation with good tooling experience **save-up to 33% on annual costs.**

## First Time Right

Improvement of the consistency and accuracy of the knowledge within the organisation with strong innovation driven results.

Employee satisfaction increases as frustration in not finding what they are looking for decreases. On top of that we see a significant reduction in stress for the coworkers.

## One Source

A central knowledge base, one source for all the knowledge with a clear definition of roles and responsabilities helps the organisation reach goals and KPI's.

**Rework is no longer necessary and previous experiences can more easily be re-used for future projects.**

## Easy Access and easy use

Apart from of the increase in employee productivity and satisfaction, a well organized knowledge management also leads to a decrease in training time.

**A decrease of up to 25% is measured within organisations with a strong knowledge management approach.**

Thanks to well structured knowledge management, training efforts become less important. New employees will be more productive at a quicker rate.

## Average handling time

Time is saved on searching and acquiring the correct validated knowledge.

The knowledge is structured in such a way that it can be used straight away.
This has a direct impact on the productivity of the organisation.

## Product Owner Participation

Install a knowledge driven organization with feedback from all the employees to improve the offering.

# MAP-OUT YOUR INTERNAL EXPERTISE

**Many companies struggle to find the right skills internally.**

One of the reasons for this is that measuring internal talent expertise is not an easy challenge and knowing exactly what you need is not always clear.

Regardless of the skills needed however, companies must have certain learning strategies and methods to evaluate their collective capabilities and their individual members.

In addition to this, it's unavoidably clear that to remain competitive they have to assimilate and apply external information within their own organization. To do that, they must have some existing in-house expertise to appreciate them[3].

Therefore, internal skills and knowledge are required to perform technology transfer, apply new concepts or use new equipment…

**Deploying a skills and knowledge base will help with implementation of internal expertise measurement.**

Compiling and updating individual skills (scientific works, projects…) into a knowledge base will allow for the opportunity to capture an overview of the global internal expertise capacity.

The understanding companies have of their staff skills will help them to achieve results and to not miss out opportunities.

Turning data into talent intelligence will help companies identify, order and position experts for their most suited position.

## Networks Reveal the Expert

As developed in the *Informal Networks: The Company Behind the Chart, "***The informal organization, which is the networks of relationships that employees form across functions and divisions to accomplish task fast» is a critical learning for companies**[4].

It goes without saying that it can be disrupting for company operations if they don't know how to identify a key contact in this informal organization. Communication can be blocked deadline not maintained[4]…

Additionally to this informal network, employees also have their own personal networks (not related to their professional activities) which can be of value for companies when searching for a specific expertise…

**Consequently learning how to map these social links will allow companies to pinpoint employees with essential information to benefit the organization and identify where** the team have existing relationships to leverage the level of expertise.

To map these existing internal networks, companies have to ask their employees for information on their interpersonal business communications, but they also have to be able to map their personal collaborative networks.

Survey are used to collect information about the informal organization, but to obtain data about personal networks is far more complex. Companies have to complete internal information with external data.

They can suggest to their employees that they complete their professional profile within a knowledge base, this way, we can imagine a system which allows (with the agreement of the parties involved) automatically imports collaborative networks from social networks such as Linkedin or Research gate as just two of mutiple examples…

Identifying networks through which the knowledge is spread undoubtedly contributes when unraveling where the expertise is and plays an important role for the companies' knowledge capital.

External Knowledge Sourcing

# HOW TO ACCESS THE RIGHT INFORMATION IN A FAST, COMPLEX AND NETWORKED WORLD?

# 3

## ACCESS & IDENTIFY YOUR EXTERNAL EXPERTISE

*"Research breakthroughs demand a range of intellectual and scientific skills
that far exceed the capabilities of any single organization"[5]*

They may involve learning how to use new technologies and equipment and to adopt technical expertise and business processes not already available internally[2].

Acquiring this knowledge depends on cooperation established with other organizations (universities, start-ups, scientific research centers, technology transfer offices…).

Consequently, developing an innovation network contributes building companies' knowledge-capital[6].

**Firms have to look outside their boundaries to find new knowledge. To facilitate that process, they equip themselves with sourcing tools.**

### A FAST, COMPLEX AND NETWORKED WORLD

Keeping informed of the research ecosystem and the scientific and technological environment surrounding an innovative company is becoming increasingly complex and costly. Companies are forced to face a new reality:

- ✓ The proliferation in the volume of scientific data and the emergence of grey literature
- ✓ The mushrooming of different sources of information, disseminated on a global scale
- ✓ The emergence of highly dynamic new countries and operators
- ✓ The interconnection of many different scientific fields
- ✓ A shortening of product life cycle.

In addition, economic criteria also come into play, often adding complication to the situation faced by innovative companies.

**In response to this fast pace environment, integrating an effective and unique search-tool which gives access to reliable and precise information will facilitate this external sourcing.**

# GIVE YOUR COMPANY A CROSS BORDER SOURCE OF KNOWLEDGE

## Branch out from your field of competency

**To stay innovative when developing new products and processes in a fast pace environment, companies have to source technology, scientific knowledge and look into different domains, ideas and expertise.**

" *Companies cannot generate all they need to know within their own companies so they embrace open innovation engagements to see the truly big picture and complement their core expertise with knowledge and talents at the edge of the industry boundaries. Giving companies a cross-sector solution of knowledge sourcing can lead to market spaces that could generate new opening for business[9].* "

**Andrea Mills**
**Chief Innovation officer**
SThealth Ventures

" *We have to move from a model in which Tarkett was manufacturer and retailer of high volume floor covering, to one where Tarkett offers solutions and services to its clients.*
*To provide the customer with an installation, electronics, IT, user guidance and after-sale service, we have moved from our core business and this is why we have had to acquire knowledge & technologies that we did not have previously through external partnerships and hiring new skills. Once we assess what we lack internally, we source externally.*
*For that, we launch a scouting process and a search for the right expertise[9].* "

**Richard Peres**
**Group Innovation Director**
Tarkett

## Open your organization to international information

Even if the knowledge can be localized from both national and international levels, creating innovation and generating new and quality ideas for the company, companies have to acquire new knowledge.
Staying too local when bulding new relationships and interacting can limit the conception of new innovative opportunities[7].

Therefore, to maintain an important level of innovation it is essential to source knowledge through international networks.

**International knowledge sourcing gives companies a global vision of their ecosystem on a research subject and help access the best expertise worldwide.**

## Data mean nothing without the power of an intelligent analytics tool

Nowadays, the high volume of data available is so large that it is difficult for companies to find the appropriate information and understand it.

**Big Data analytics help companies understand and access insights allowing companies make more informed business decisions.**

For most of the firms, Big Data is the new big challenge. They're equipping themselves with Data analytics platforms to increase their efficiency in product development, customer service and sales…

Many elements form Big Data analytics effort and when it comes selecting these analytical tools, organization might face difficulties.

## BEST PRACTICES

### UNMISSABLE STEPS TO EASILY ACCESS EXTERNAL KNOWLEDGE

## INNOVATION
### OPEN YOUR COMPANY TO NEW OPPORTUNITIES

## Take more informed decisions and be more confident in the decision making process

For companies to have a clear understanding of their global ecosystem when it comes to taking strategic decisions helps decision makers. It gives them the opportunity to base their strategic choices on objective analysis and face difficult situations with more confidence.

## Penetrate new networks and markets

It can be difficult for industries to penetrate new networks when far from their core domain of competence.Sourcing external information from outside their boundaries is an opportunity to connect with new networks and to acquire and enrich existing knowledge. This dynamic of integrating novelty into their core business encourage product and services differentiation and might open to new markets.

## Map out in detail an entire ecosystem surrounding a specific subject

An international searching-tool offers the opportunity to capture a global overview on a research topic and identify the expertise needed when analyzing millions of documents, secondary concepts, grouping them together and linking them to their relative experts, organization and geographic location.

## Stop playing a catch-up game!

"
**The key thing is: Replication is not innovation**

People want to study what companies are doing, believing that will help them to be successful. But the problem is that when you copy someone else's best practice, by the time you implement they are onto the next practice. You are always playing a game of catch-up. You are never really able to innovate using a replication of strategy[9]. "

**Stephen Shapiro,**
*Innovation instigator, Business advisor, keynote speaker, Author*

Find new opportunities and concentrate your effort where you differentiate. Anticipate on your competitor's next move thanks to a sourcing tool giving you a global vision of the key player's expertise. Understand collaborative networks on your research topic and concentrate your effort on finding disruptive innovation.

## Use similar R&D efforts to others

To run-over fixed R&D costs companies use complementary and identical external information on research activities to incorporate them with their own works[8]. This way, they are not wasting time and money on researching in already existing research.
The capacity of a sourcing tool in mapping out the entire technological and scientific environment surrounding a specific subject will facilitate that work.

# 1

## INNOVATE BETTER THANKS TO A SMART SOURCING TOOL

In order to map-out internal knowledge and efficiently access external global expertise, companies are now equipping themselves with sourcing tools.

These tools facilitate their work by helping to avoid fastidious data compilation processes, allowing them to take more informed decisions, access updated data and save time.

Implementing a sourcing tool it is not something to consider lightly. To help you with this task we will highlight some of the technical pre-requisites you should focus on.

The list is inspired from the Expernova Solution; an intelligent sourcing platform specialized on mapping out and analyzing global scientific and technical expertise.

The "Expernova Solution" paragraphs below illustrates the ideas we have developed.

## 1 Does my sourcing tool provide me with relevant data?

### Target sources where the information you need is!

It is essential to qualify the relevance of the information you source. This way you will be able to validate if the information you need is contained inside the data sourced by your tool. If not, make sure your tool offers you the flexibility to add new data (extract new types of documents).

**The Expernova Solution:** In order to map the scientific and technological expertise, the Expernova Solution qualifies more than 50 types of documents. (Scientific documents: Theses, posters conferences, reports….Patents…Projects). They have been defined as containing the most relevant data for analyzing scientific and technological expertise. If a new and interesting source is identified the solution is able to integrate it. This way, the solution can get closer to exhausting data, giving precise analyses of scientific and technological expertise from around the world.

### Be sure you access global, cross-domain information

The tool has to be able to collect and cross-reference millions of heterogeneous data gathered from across the globe. Thus, enlarging the chance of finding the best reply to your specific need.

If you are looking for an expertise or a technology, you will increase the opportunity to find the one which fits your need with a tool which can cover a wide range of domains and analyses numerous data bases on a global scale.

### Obtain Automatic data updates

Updating data manually is a time-consuming process. It is important to ensure that the tool allows you to access "fresh data" to obtain accurate and relevant information.

> The complexity lies in the idea of being able to obtain regular updates on the ongoing developments within the laboratories as well as the evolutions in the research teams' expertise. We tried to follow these developments manually; however we quickly realized that it was not going to be that simple…

**Philippe Spiga**
*Marketing Engineer - Laboratories Relations Manager*
SATT SUD EST (TTO)

## 2 Is my sourcing tool equipped with advanced technology?

**Is the data structured clearly? Does it allow me to compare and identify similar blocks of information? Does it exploit maximum criteria, from the documents, giving me the opportunity to sort and filter by precise characteristics? Can I create tailor made searches to reply to my specific needs and use cases?**

It is essential to give special attention to what the technology allows you to do in terms of searching as this will determine the pertinence of your results, your ability to integrate new elements and adapt the solution to your specifics needs.

## 3 Does my sourcing tool provide me with intelligent data analysis?

Intelligent analysis of data which can facilitate the reading and interpretation of your results will gain you time and reduce the margin of error.

The idea here is to choose a solution that goes beyond a simple content data base to one which can propose advanced options to help you understand your results and reply to your questions.

**The Expernova Solution:** The user of the Expernova solution has many questions such as: Who are the people and the key players in our industry with whom we should collaborate? Who are the newcomers to the market? Which ones are developing products of interest? What are the other players in my industry working on? My competitors? What are they interested in?…,
To help users understand their research results, Expernova has developed a specific feature to justify and explain exactly "WHY" an organization or an expert is relevant on a topic. It provides easy to read and access to intelligent results analyses: analysis of the expert's or organization's experience on a specific research topic, analysis of the size of their networks on the topic, analysis of their scientific and technological scope, demonstration of their best partners on the topic.…

## 4 Does my sourcing tool allow for an internal Collaborative Workflow?

Considering that we rarely work alone on a project, having in place special attention to collaborative features will encourage your team to work together.

**Can I work on a specific topic and share my results with my team or partners? Can we work on shared files? Can I capitalize on the information I have found? Can I extract my results?…**

Collaborative features transform a tool into a solution for optimizing internal processes.

**The Expernova Solution:** In the pursuit of capitalizing on knowledge, Expernova implements a bookmark feature to store, organize and prioritize (with 'favorites') knowledge for later uses (to be able to quickly re-access the information). Avoid repeating searches. The solution also offers the ability to edit results under

various formats making the transfer of information easier with the possibility to create communication support for presentations. Sharing features permit users to share their results via email or social networks…

## 5 Is the sourcing tool expansive?

A solution which fits different environments and specific needs
No matter your company size or type, the platform you choose has to be able to evolve in the same time that your structure does. The solution must be open to different types of users (individuals or groups) and remain close to your business processes.

## 6 Can you manage access and sharing rights?

**Access the solution wherever you are:** A Cloud Solution SaaS deployment provides unrivaled levels availability. It offers access to the tool through the web from anywhere on the globe.

**Secure your information:** manage different levels of access within the solution.Confidential information needs to be protected and managed by the right persons. For data security and also for privacy purposes, it is essential to manage data access with a tool that allows the management of permissions.

# 2

# A GLOBAL KNOWLEDGE BASE

## 10 STEPS IMPLEMENTATION PLAN

In order to get the best results and organizational profit now and especially in the future paying close attention to a professional set up of the knowledge organization is key.

TKC developed an advanced proven "10 Steps Implementation Plan" to implement this.

The result: a maintained knowledge base that answers the questions your users have, at all times.

## STEP 1
## SHARE A VISION

In order to successfully introduce a Knowledgebase within the organization it is necessary to get all the important stakeholders within the organization involved by creating a shared vision on Knowledge Management.
This vision contributes to deliver the goals that need to be reached by using the Knowledgebase. For example quicker and first time right answering of questions, less double work, less mistakes, less frustration.

The strategy needs to be defined to give direction to the why and how of the knowledge foundation.

## STEP 2
## SCOPE YOUR VISION

Focus on what helps you to achieve your goal and to keep what you do relevant. That's what makes your users want to use your knowledgebase.
It effects the first contact resolution, first time right and customer satisfaction in a positive way. Define a clear scope for your knowledge base.

This helps you prevent unnecessary and double work, helps you keep the knowledge base manageable and prevents the knowledge base to become polluted.

## STEP 3
## DEFINE THE STRUCTURE

Different users have different preferences for searching for information in a knowledge base, 'browsers' and 'searchers'.
Value a good structure, or taxonomy, to make sure a user (browser) can find his way to the right information.
At article level a consistent structure contributes to consistency and usability and it ensures easy maintenance of knowledge base articles from a knowledge manager perspective.

## STEP 4
# RE-WRITE THE CONTENT

Employees often lack (the correct) readable and usable information. Also most knowledge bases are filled with long and often irrelevant articles and not written in the user language. Multiple sources with an often different online source. This does not help to service the end user quickly and in one go. It leads to long searching and handling times, higher costs and the risk of sharing wrong information.

For a findable x-channel knowledge base it is necessary that the knowledge articles are related to end user's language. An article should be consistent, easy to read, findable and useful.

Train your knowledge managers in User Focused Writing and Carwash your articles to accomplish this. During the Carwash the articles in scope are rewritten based on the standardized formats. The outcome of the Carwash is rewritten knowledge articles for the different knowledge carriers in scope. The goal is to make every answer findable, usable and consistent regardless of the chosen channel.

This is an investment that is made upfront which helps to realize goals in the short term after implementation and which prevents double work..

## STEP 5
# BUILD THE KNOWLEDGE BASE

Not only content and processes are important, tooling is too.
The knowledge base needs to reflect the identity of your company. This step leads to adding the authentic company branding touch to the Knowledge base so it will really catch the user's attention.

It needs to be configured and built in such a way that the system facilitates the process.

## STEP 6
# TEST THE KNOWLEDGE BASE

Testing is key. End-users and other stakeholders will be involved. The Knowledge base is tested once the configuration is ready. Both functionality and presentation are tested.

## STEP 7
# IMPLEMENT THE KNOWLEDGE ORGANIZATION

The success of the knowledge base depends on a great working knowledge organization where roles and responsibilities are clear. The knowledge organization is the fuel for a relevant knowledge base and keeps it in good shape. It ensures a knowledge base that continuously fits the user demands. Knowledge owners are aware of their responsibilities and act accordingly. Agreements with knowledge management are documented and communicated. The KM team has a strategic position in the organization.

## STEP 8
# ENTER AND TEST THE KNOWLEDGE

Finally all previous steps come together here and result in entering the created knowledge base articles into the Knowledge base.

You will find out if it really works! When all articles are entered in the knowledge base, it can be tested. The test must prove that the articles are findable and usable. With test cases users will be asked to search information in the knowledge base based on real-life inquiries.
You will test the search engine and the logic of the Knowledge base structure you defined in previous workshops.

## STEP 9
# TRAIN YOUR WORKFORCE AND ROLL OUT

When everything is in place, the Knowledge base is ready to use. In order to give every user a kick start everyone needs to be trained on the use and the goals of the new knowledge base.
The feedback process and day to day management will be addressed during the training.

This is important to manage the expectation on the side of the end user (agent), team managers an coworkers.

## STEP 10
# CUT OVER YOUR INTERNAL SUPPORT ORGANISATION

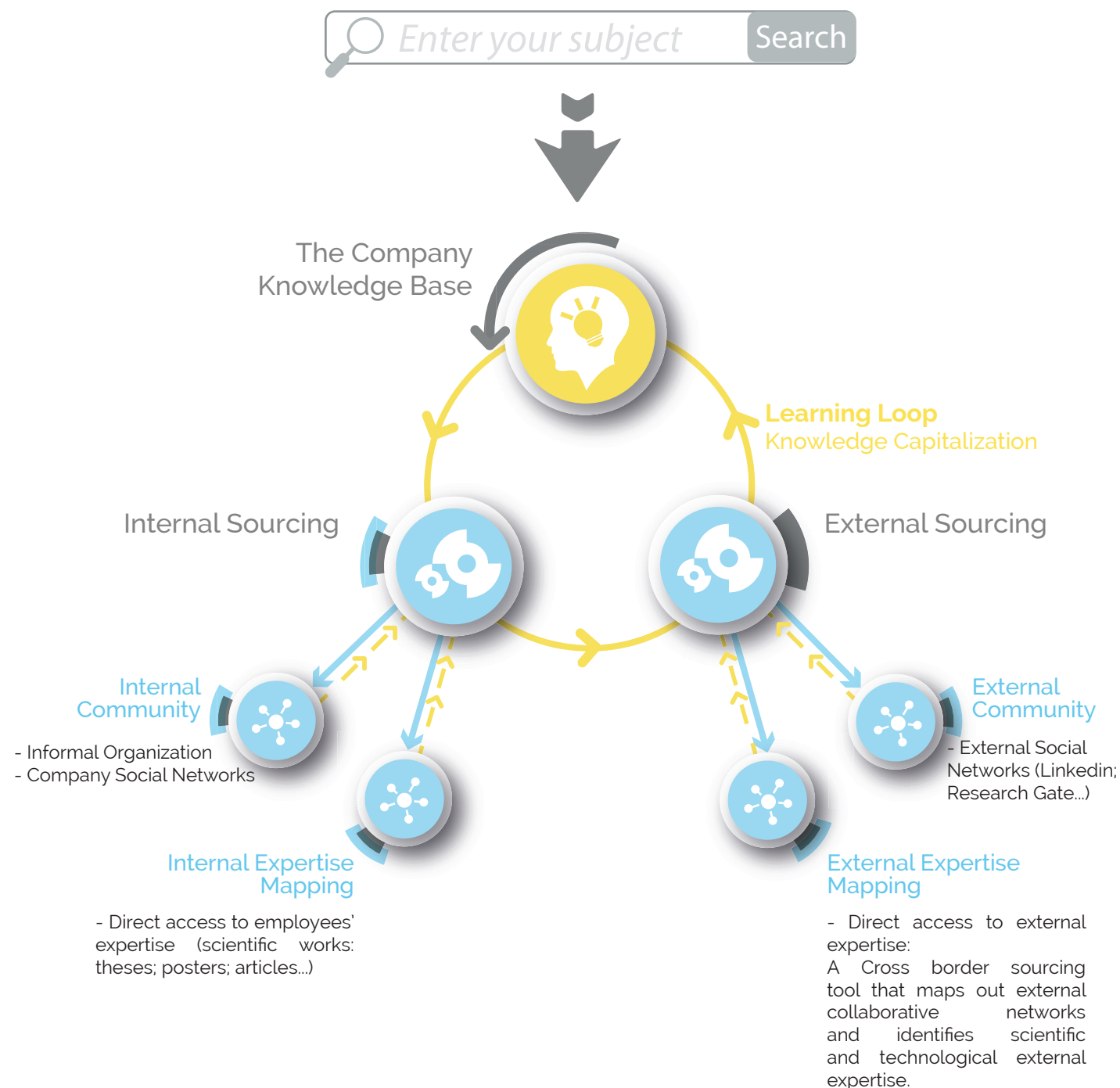In the final phase of the project a formal cut over to the support organization and the after care phase starts.

The final goal is to grant complete autonomy in order to manage the knowledge organization within your company so you can achieve your goals.

# A New Paradigm for Open Knowledge Management

# Combining a Knowledge Base with a smart sourcing tool



The Company Knowledge Base

**Learning Loop**
Knowledge Capitalization

Internal Sourcing

External Sourcing

**Internal Community**

- Informal Organization
- Company Social Networks

**External Community**

- External Social Networks (Linkedin; Research Gate...)

**Internal Expertise Mapping**

- Direct access to employees' expertise (scientific works: theses; posters; articles...)

**External Expertise Mapping**

- Direct access to external expertise:
A Cross border sourcing tool that maps out external collaborative networks and identifies scientific and technological external expertise.

# Manage your Knowledge Capital

For innovation strategy and performance, being able to manage knowledge capital is becoming a priority for any company. Knowledge provides access to new ideas, skills and expertise and reinforces the company's competitiveness. It is a new way of managing the R&D department but also customer relationships.

Nurturing an information system to sustain access to valuable knowledge (fast, accurate and relevant information) is essential for survival on the market. The companies are working on adopting a new knowledge model for development.

This White Paper highlighted that information can often be tamed and reached with sourcing technology that has to be able to map collaborative networks and source both internal and external data. A cross-border sourcing of knowledge helps reach interconnected fields and a more global open innovation system. It also completes internal information and helps gain a complete overview on a research topic.

Additionally to this sourcing tool, being equipped with a knowledge base to stock and capitalize on all the information acquired gives all employees in the company the opportunity to access the right information at the right time.

**By combining a global sourcing tool with a knowledge base solution, the company will create the perfect continuous learning loop giving quick access to knowledge and in turn helping the company take more informed decisions and to be more confident in its strategic choices.**

# REALIZED BY

**The Knowledgebase Company**

**Expernova**

The Knowledgebase Company (TKC) is an exceptional specialist in knowledge management.

We have successfully implemented knowledge management and omnichannel contact management for more than 50 large customers. We deliver consistency, prevention of double work and lean knowledge transfer with focus on first time right across all defined touchpoints within your organization.

In our proven approach we combine organizational consultancy and technical platform implementation with communication and language skills. That makes us an end to end solution provider in this area of expertise and differentiates us in the market.

We have offices in The Netherlands, Belgium and Copenhagen to service the Nordic market. Our team of enthusiastic experts has more than 10 years of hands on experience in implementing self-sustaining knowledge organizations and omni-channel CX platforms using our proven methodology.

TKC is an award winning Oracle partner with outstanding expertise in the implementation and support of Oracle Service Cloud. We were recently rewarded with the Oracle Cloud Partner Award.

Let's talk about how you can benefit from knowledge management in your omnichannel strategy and take it to the next level.

Expernova provides a smart access to Innovation Talents and Networks.

During the past 8 years, Expernova has built a global Innovation Graph, detecting and mapping more than 10 million experts and 50 million collaborations in 52 countries. Thanks to this graph, a cutting edge Big Data technology and a specialization on emerging Open Innovation processes, Expernova is disrupting Innovation Talent Management.
More than 100 Innovation leaders, both Corporate and Public, in 14 countries, use Expernova to improve their process: internal and external talent sourcing, technology transfer and scouting or competitive intelligence.

Expernova's value proposition can be described as "Network Intelligence, for informed Business decisions".The solution gives a clear vision of the expertise and the global networks on specific research topics and allows organizations to answer the most strategic questions more effectively.

Expernova is rewarded repeatedly for its innovative nature and the quality of its services, more recently during the Wordwide Innovation Challenge with the first price in the Big Data category.

Because each Innovation sourcing process is unique, the Expernova team works closely with their users to provide customizable solutions.

**Our team of specialists will be pleased to discuss your projects and give you a free online demonstration of the Expernova smart Platform:**

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# THANK YOU

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