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Integrating KM into Business Strategy

APQC's 13th Annual KM Conference
"The New Edge in KM"

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Introductions

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MetLife – Business Unit
Customer Service & Operations in MetLife's Institutional business unit

- KM has been deployed for 5 plus years
 - Document Management
 - Intranet, Collaboration, and Innovation
 - Procedural documentation, job aids, and other job related information; standalone and integrated into applications and intranets

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Agenda

Integrating KM into Business Strategy Enables Achieving Sustainable Success
It's all about alignment and impact, but how?

Approach – Plan for it

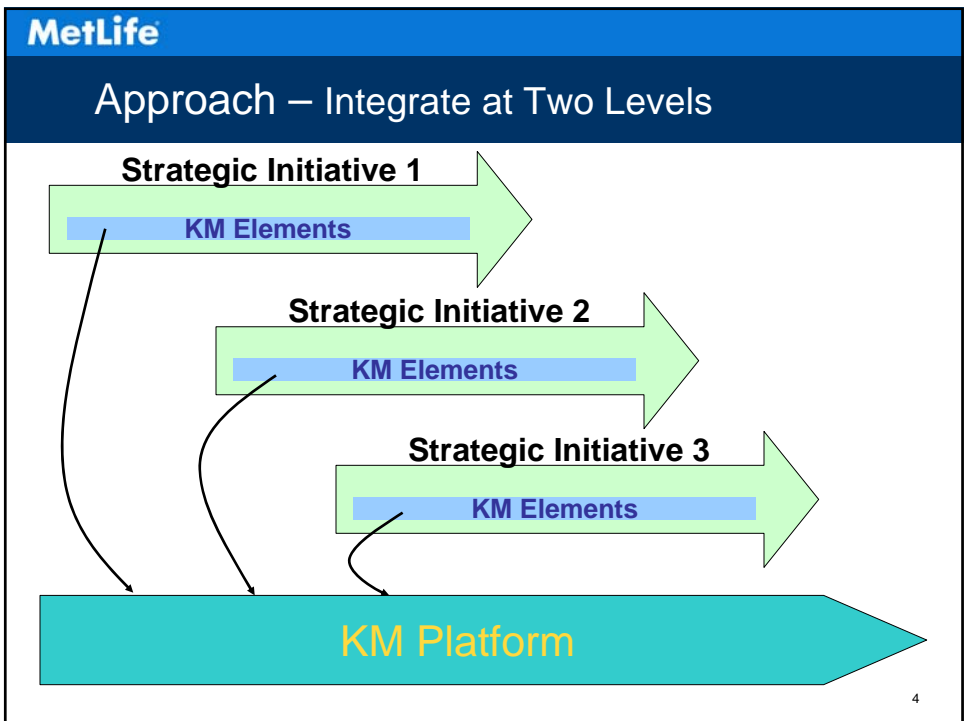


Governance – Ensure it

Metrics – Show it

Budget/Resources – Commit to it

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Approach – Plan for Sustainable Success

Problem: Conceptual buy-in is achievable, but . . .
it can be difficult to get buy-in on KM only initiatives

Problem: Leadership views KM process, & tools as impressive, but . . .*it can be a challenge getting the funding*

Solution: Focus on KM strategic alignment in two dimensions

1. Integrate KM into strategic initiatives/projects
 - The Hook: Other strategic initiatives already have highest priority and budgets. Where does KM fit?
 - Make KM critical element of all initiatives, much like training
 - Add KM into Project Management Office processes and tools
 - Develop a KM checklist for project scoping/planning
2. Manage KM platform to enable business strategy
 - The Hook: Connect platform to achieving strategic initiatives
 - Ensure platform can support strategic initiatives
 - Maintain and expand platform elements




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Approach – The KM Checklist Objectives

<p>Build an understanding of importance/impact of KM on the business; macro & initiative/project levels</p>	<p>Identify high-level scope for the KM elements that enable initiative/project success</p>
<p>Provide opportunities for KM Team to provide consulting for initiative/project leads</p>	<p>Advertise the KM Team & its services</p>



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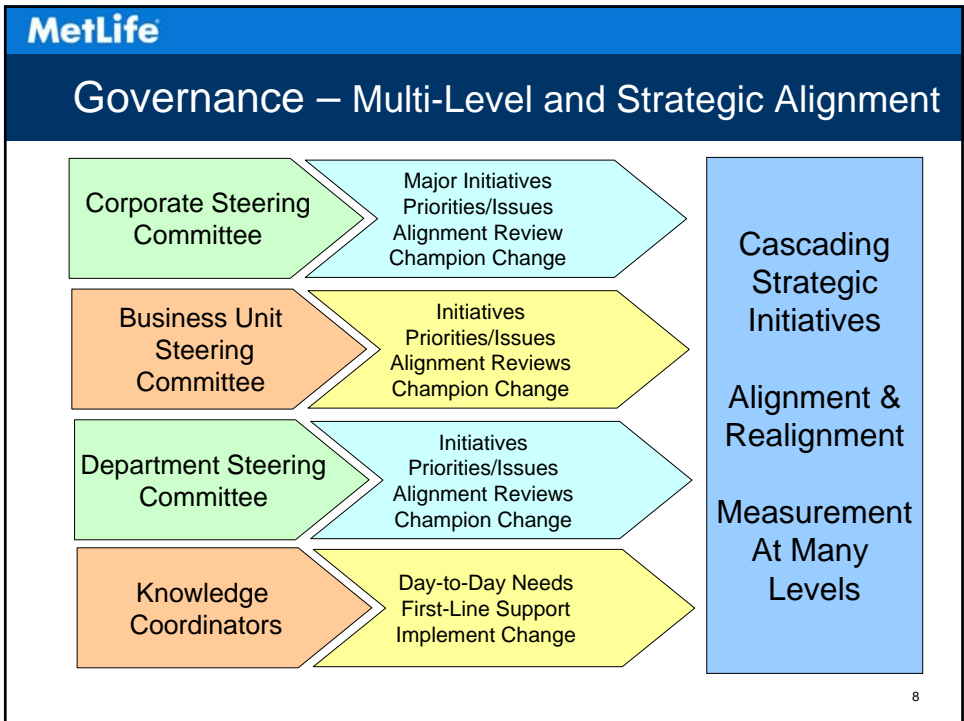
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Governance – Ensure it

- Representative
 - Structure multi-level, inclusive, and cross-organizational committees/teams, but keep it small
 - Make decisions and recommendations, set priorities, and champion KM
 - Create formal charter, roles & responsibilities, profiles
- Strategic
 - Align and integrate KM strategy with business strategy
- Focus
 - Ensure continuous focus on integrating KM into the business strategy
 - Make adjustments to stay aligned
- Measure
 - Establish process to measure and show success
 - Track and report out results; adjust strategy and tactics as needed



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Metrics – Show it

- Metrics are essential to show success
 - How well is integrating KM with business strategy working?
 - What is the impact?
 - Two levels of metrics
 - KM-Only metrics
 - Perception type: satisfaction, perceived time saved, etc.
 - Quantifiable type: Usage levels, number of CoPs, number of innovations, etc.
 - KM's impact on business metrics
 - Show direct or indirect impact on business metrics
 - What is KM's share of the overall metric?



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Budget/Resources – Commit to it

- Commitment is best demonstrated by budget
 - Strategic initiatives are fundamental to all business and need budget
 - Integrating KM into strategic initiatives greatly increases the probability of funding for KM
- Resources do not always mean budget
 - Strategic initiatives often “borrow” resources
 - There is a quantifiable cost but somehow it does not require a budget, rather commitment from the business units
 - What would the answer to these two questions be?
 - I need 4 hours a week from 10 associates for
 1. A KM project, lead by me (KM Team Leader)
 2. Strategic initiative ABC lead by the VP of Sales



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Summary

- Integrating KM into Business Strategy Enables Achieving Sustainable Success
- Four critical elements to achieve integration
 - ▣ Approach – Plan for it
 - ▣ Governance – Ensure it
 - ▣ Metrics – Show it
 - ▣ Budget/Resources – Commit to it



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Questions



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