



Knowledge Management Strategic Review

Exec Summary

Change Delivery Associates

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it's all in the delivery



The Challenge

The business was a fast changing organisation with complex processes that needed to be adhered to by more than 14,000 agents, the existing knowledge base was out of date, didn't support training requirements and the multi-skilling strategy being implemented to support the customer base more effectively.

Existing knowledge team were under resourced, lacking in training and investment by the management team and had been moved from department to department with no leadership or strategic plan. Any changes required funding from the operational budget leading to the management team frequently reprioritising investment for the team and the knowledge system.

The business had no clear strategy for knowledge management, with demand over and above the resource and capability of the team. There was a complete breakdown in the relationship between the knowledge management team and their internal customers, with changes being requested at the last minute leading to inconsistent information being published to the business

Ownership of change and prioritisation was non existing, there was an inconsistent business approach to project management with knowledge management an afterthought at best when it came to managing the rollout of change. There were also existing projects in-flight with key dependencies of a revised knowledge management solution putting further pressure on the team to deliver.





The Approach

- Strategic review of existing solution and capability
- Understand long term need and requirements across all relevant business areas
- Impact analysis of existing processes and procedures
- Deliver benefits model across internal and 3rd party outsource providers
- Develop new Knowledge Structure, team roles and responsibilities to ensure that the future change process was efficient, effective and met the demands of the business
- Develop and deliver programme plan and rollout strategy
- Deliver proof of concept solution, ensuring that it was scalable for the 14,500 agents across the business
- Development of benefits model aligned to the Strategic Transformation programme
- Develop a Governance model and change strategy that for the first time aligned product owners and operations teams with clear ownership and accountabilities
- Identification business owners, roles and responsibilities for handover to business as usual
- Develop programme Governance
- Develop structured change management including a business governance process





The Outcome

- Project cost(Opex) and implementation strategy agreed at Board level
- Business benefit and rollout plan completed and handed over to new permanent programme manager
- Project team, roles and responsibilities agreed and in place
- Proof of concept delivered, confirming system capability, validation of forecasted benefits and implementation strategy
- Key Stakeholder Governance in place, with communication plan in and meeting schedules agreed
- Milestone plans complete, backed by detailed project plans handed over to new permanent programme manager
- Financial trackers (Benefits and Investment Costs) completed and update process agreed and handed over to permanent programme manager.
- Governance model for change management in place, with roles and responsibilities defined and recruited across key business areas
- 1st phase of delivery completed in readiness for training and implementation

