

reusing knowledge and experience

Critical lever for profitable growth in a global organization

In the IT Solutions & Services Industry, reuse is a key enabler to improve quality of services and solutions. It can drive operational efficiency, and equip workforce with client specific contextual knowledge in addition to their technology competencies. It can also encourage innovation, helping to forge sustainable partnerships with clients, and providing you with unique competitive edge.

Harnessing the fourth production factor

Unrelenting competition poses a major challenge to sustained growth for businesses across the world. Rising costs and elevated customer service expectations are also constant inhibitors. In the IT industry, on the one hand the increasing commoditization of services and solutions is leading to high cost pressures. On the other hand, emerging technologies pose a challenge of keeping the workforce well-equipped with required competencies.

Further, IT companies' clients are embracing 'digital solutions' in various parts of their businesses, and in order to meet expectations, IT suppliers not only need technology experts but also experts who understand the client's business as well as its technology. So how do IT companies differentiate, and achieve profitable success in such a tough environment?

The most effective IT companies today are those that constantly help their clients take up digital transformation, and demonstrate 'tangible' business impact on the client's top-line and bottom-line. This is easier said than done. To do so successfully, IT companies today are

continuously evolving their delivery models, using offshoring, hiring graduates fresh from university, and rapidly enhancing technology skills and industry competence by hiring domain experts. But is that sufficient to meet all of IT company's challenges? Certainly not!



Knowledge is now widely recognized as the fourth 'production factor' for business, after manpower, equipment, and capital...

The next big lever is the knowledge in the minds of their employees, who are constantly learning and adapting in different customer situations. The ability of IT companies to successfully diffuse this 'mission-critical' knowledge across the whole organization is a key differentiator. This also helps IT companies to cut down the reinvention which often occurs as they grow in multiple geographies.

Not only does constant reinvention affect costs and profitability, it means lessons learned from customer experience in the past cannot be applied to future services and solutions. It inhibits opportunities to build greater customer intimacy and innovation through knowledge-to-knowledge interaction with clients.

McKinsey says that employees spend 20% of their time looking for the information they need to do their jobs. That's one full day out of every work week that is wasted!

Atos recognized the opportunity much earlier than most of its competition, and initiated a centralized knowledge Reuse program designed to bring operational efficiency and enhanced customer intimacy.

Atos Consulting & Systems Integration (C&SI) business' Tier1 program aims to increase operating profits from 6.4% in 2014 to 10% by 2016. The Reuse program is proving to be a key lever for achieving this strategic target.

The Reuse framework and the solution developed by Atos is applicable and highly replicable for Atos' clients. Atos internal deployment of Reuse is a testimony that Atos could help its clients in driving reuse across their global organizations and help them improve their profitability, service quality and intimacy with their end customers.



How does Atos manage its reusable knowledge?

The reuse framework is implemented in all Atos C&SI business units through a strategically managed Reuse Knowledge Management program.

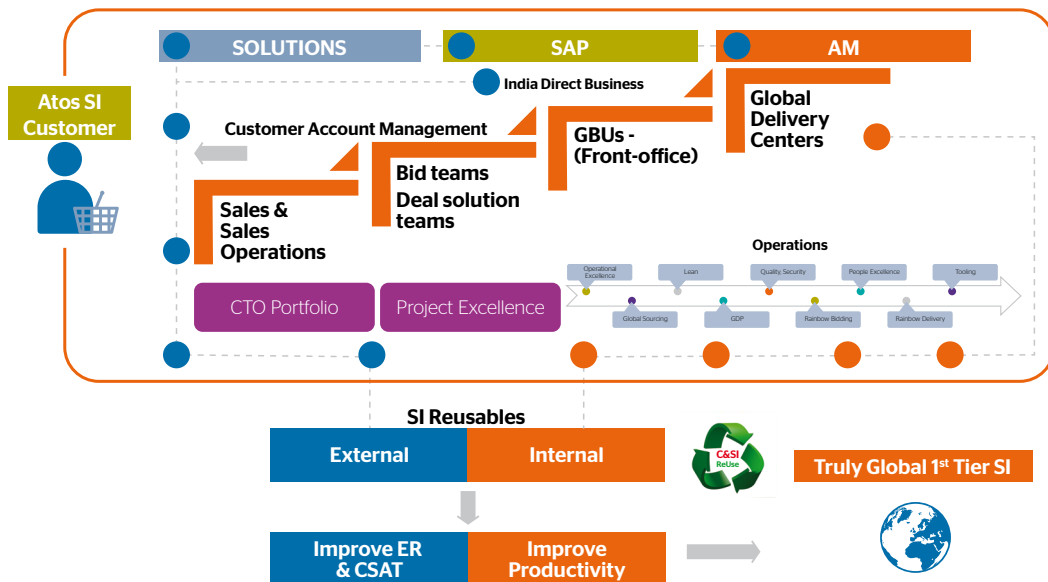
The program focuses on high impact and mission-critical 'reusables' such as domain process maps, solution kernels, architectural designs, business KPIs, concepts and frameworks applicable in pre-sales, portfolio, bid management, transition, delivery, risk management and operations.

The Reuse program focuses on building a framework adaptable for all markets, practices and processes across the C&SI business value chain. Deployment in a target group is initially top-down, but after setting up the reuse system, it reaches out to all country organizations to bring more reusables, more traction to reuse, and provide feedback.

A Reuse strategy seamlessly couples ECM based tooling with the social reuse process. This ensures efficient ways to connect knowledge seekers with experts and experienced colleagues and their reusables. The ultimate goal is to provide business teams with validated and proven knowledge at the time of need, and in the form they can use with minimum hassle.

This brings a spiralling effect on the credibility of the reuse platform through formal and informal communication channels. The combination of smart process, efficient tool, social reuse community, dedicated roles, business centric KPIs, and strong governance, are key differentiators for Atos when building sustainable competitive advantage through the knowledge of our own people.

When the central KM solution is implemented for a business unit, it is designed with an objective to reuse collated and validated knowledge. This results in reduced efforts, improved productivity, higher confidence, and improved ability to take calculated risks throughout the delivery chain. These reuse KM solutions help Atos business technologists to execute their responsibilities more efficiently.



We do things **only Once** with **best possible** quality and then we **ReUse*** them



Fig.1. The Reuse program framework

Atos C&SI Reuse Framework

The Atos central C&SI Reuse Framework is the backbone of all reuse KM solutions implemented in various business units i.e. practices and markets to drive their reuse initiatives.

Adaptable and adoptable

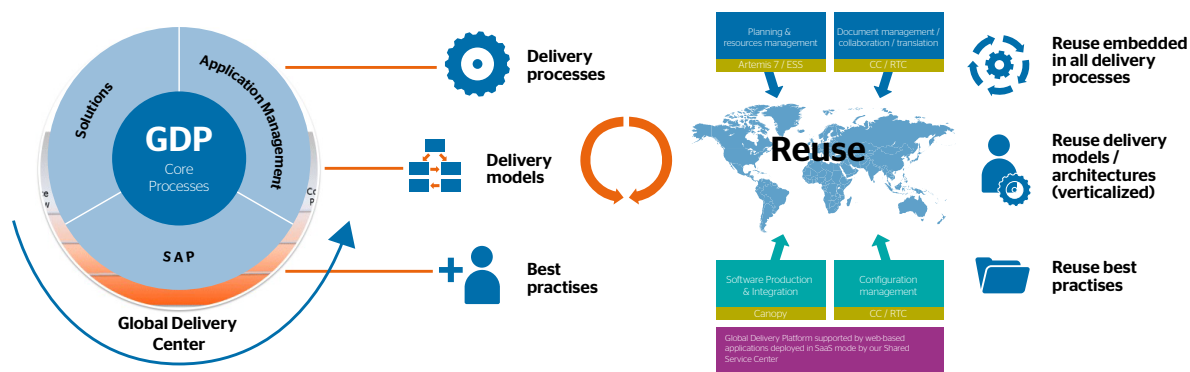


Fig.2. Reuse in delivery processes a true differentiator

The selling point for the framework is its ability to be adopted across business units, including specific customer accounts. Based on the size of the customer business, the framework can be adapted specifically for the customer management team, with global reusable components.

The global framework is an umbrella model designed and implemented by customer management teams across Atos C&SI. Specific key accounts have the need to customize the framework to suit their delivery process. For these key accounts, the framework is tailored to meet their needs, with most of the parts being reused.

The Reuse program encompasses three stages as part of the framework, implemented across all business units: design and development, deployment, and sustenance and growth. These are industrialized processes designed meticulously to take into account the dynamics of Atos' business units and management teams for key customers.

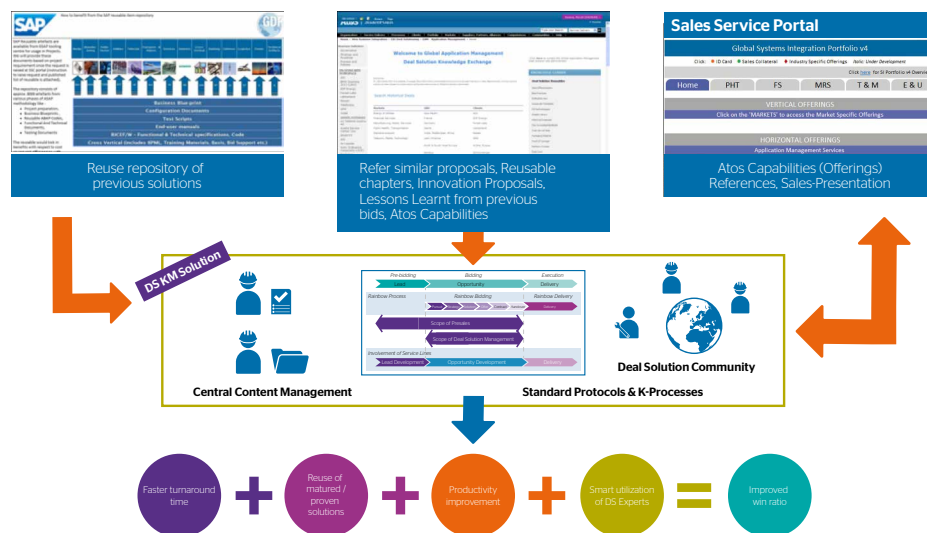


Fig.3. An example of customized framework

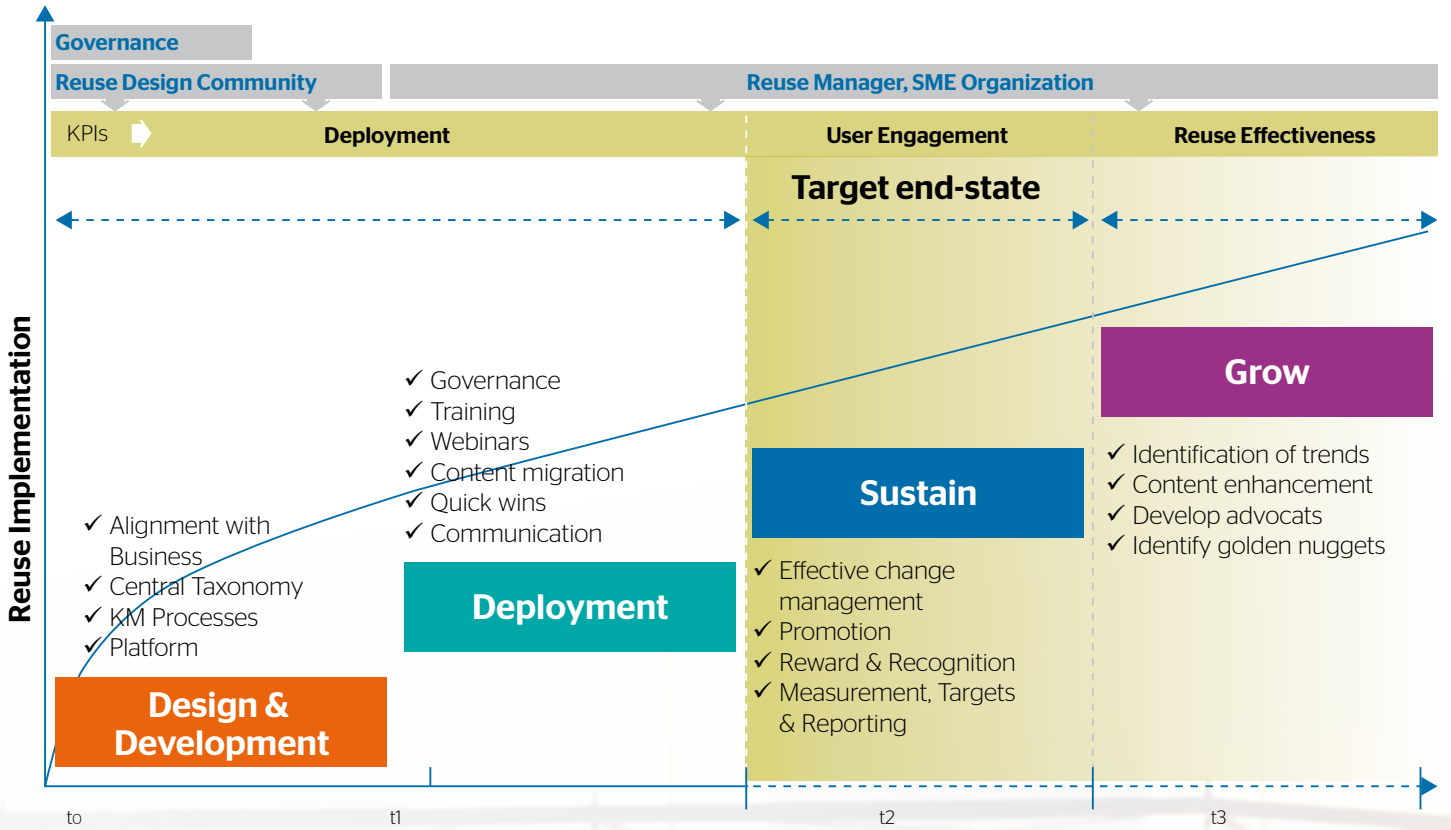


Fig.4. Reuse implementation



Atos C&SI Reuse: design and development of the Reuse KM solution

Every business unit has its own functioning areas and targets. The type of reusable assets to be managed and maintained are therefore also driven by the specific requirements of each business unit, in order to facilitate its decision making process. This determines the design for the centrally controlled taxonomy and KM processes for each unit.

A Reuse design community is formed, comprising business representatives and KM experts, to create a design which fits the current and future needs of the business unit. The taxonomy is designed in phases, with a specific focus on mission critical assets as a priority in the first phase.

The most important part in design and development is to address specific needs of the business units (GBU / markets / practices), and to incorporate their taxonomy into the reuse structure.

While the taxonomy is standardized at the top level, there is flexibility to accommodate business units' specific needs.

The screenshot shows the Atos SharePoint interface for the Reuse KM Solution. The top navigation bar includes 'Atos | SharePoint' and various menu items like 'Organization', 'Service Delivery', 'Processes', 'Clients', 'Portfolio', 'Markets', 'Suppliers, Partners, Alliances', 'Competences', and 'Communities'. The main content area is titled 'REUSE KM SOLUTION' and features a search bar and filters. Below this, there are two tables: 'HIGHEST RATED REUSABLES' and 'NEWEST REUSABLES'. The 'HIGHEST RATED REUSABLES' table lists assets such as '121218 Integrated Manufacturing_MMES_RPH_S4_SCG.xlsx' with a rating of 5 stars. The 'NEWEST REUSABLES' table lists assets like 'Reusable Asset Overview' and 'Regeltablelle fuer Defaultwerte in der CIF-Schnittstelle'. A right-hand sidebar titled 'Market Reusables' lists various categories like Agile, Application design, Architecture Map, etc.

Important in designing the taxonomy and reuse process are various restrictions in sharing reusable knowledge, driven by Atos security and privacy protection policies, and customer agreements.

The design process involves configuring the ECM platform, enabling a self-help model for target beneficiaries, and building community support.



Social methods are the traditional form of sharing and reusing knowledge, and this is valid even in today's technologically enhanced world. Designing the social platform is therefore an integral part of this phase, in order to proactively address the knowledge needs of the workforce and provide a vital component in the change management process.

Connecting people across the global organization also helps to make it easier to work across operational borders, thus bringing the global workforce together. The social reuse process is catalyzed by a formally defined and implemented 'reward and recognition policy', which helps to boost sharing and reuse among our workforce.

Right is an example of the social reuse process at work (Fig.5).

The dissemination process is the connectivity of knowledge to its seekers. The connection between systems and people is a very important aspect of reuse.

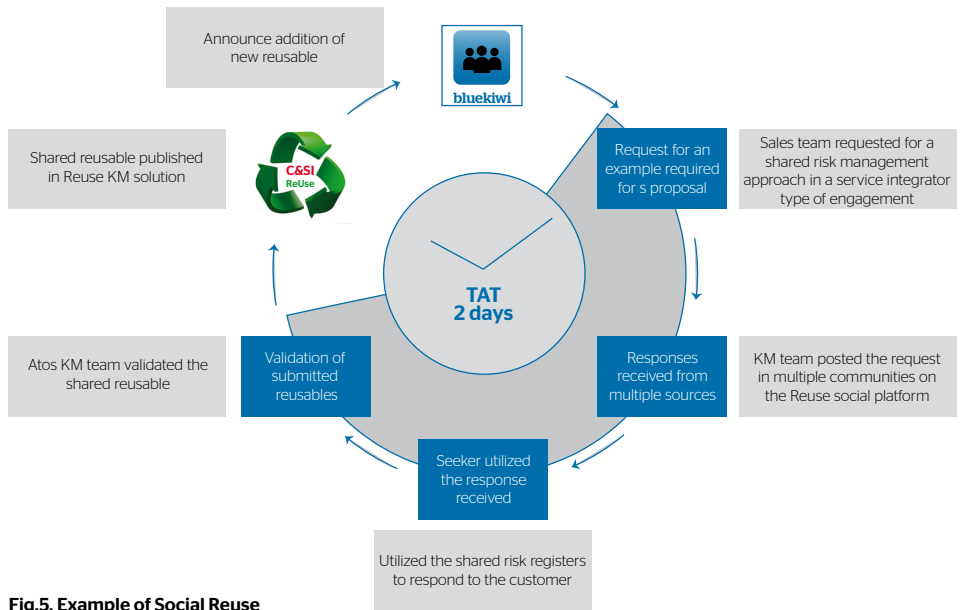


Fig.5. Example of Social Reuse

Atos C&SI Reuse: deployment

The key enabler for deployment in the business unit or customer account is the Reuse Manager, who ensures focus on driving the reuse design to implementation.

In the implementation phase, the ECM platform is configured based on the designed taxonomy, and pilot projects are conducted to involve the target users during the early stages.

An important part of the Reuse Framework is mining reusable content from business generated assets in the central KM repository. The Reuse Manager builds a team of subject matter experts (SME) to ensure the authenticity, validity and security of the reusable assets, and to inspire user confidence.

In one such instance, the KM team along with one market SME were able to extract more than 250 high quality reusables. These reusables defined the mapping between the domains and solutions which can be offered to our customers.

The validated assets are then promoted through the wider KM community. A typical concern of many experts is about communication and awareness of what is available for reuse. The Reuse Manager drives communication in appropriate knowledge forums to promote reusability, and minimize reinvention.

Thanks to a carefully managed deployment process in Atos - C&SI business units, there are more than 10,000 highly reusable mature solutions collated from various sources and campaigns. Some of these solutions are mined by experts through account mining workshops and reused in proposals to Atos customers as proven solutions. Many of them are collated from best practice, in project reviews conducted over a number of years.

The reuse process is seamlessly embedded into the business process. Within the lifecycle of the delivery and sales process, reuse components are identified by a mature 'debriefing' process, which analyzes client projects and bids at

pre-defined intervals to extract reusable knowledge and advise on existing assets - in order to improve the reuse service and enrich the reusable database. Identified opportunities from the debriefing process are also analyzed for qualification as portfolio elements.

Deployment is backed by training sessions and webinars, to help the workforce understand the processes and potential of reuse.

Effective communication is key to ensuring that information is percolated to all levels of the organization. The social platform also provides important feedback on reusables and the process.

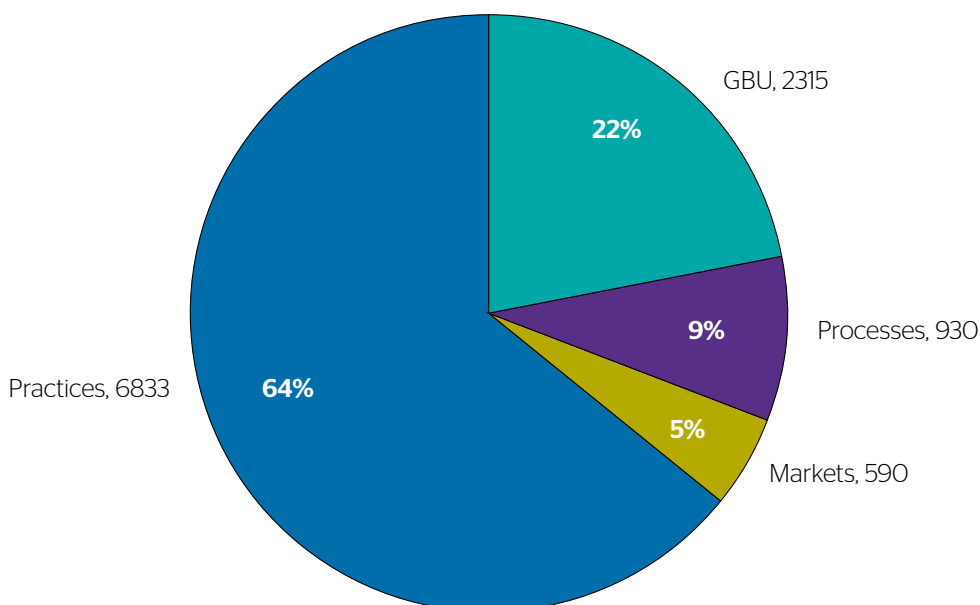


Fig.6. Distribution of reusables as on September 2015

Atos C&SI Reuse: sustenance and growth

Once implemented, the most critical activity is to assess and measure the effectiveness of reuse and its contribution to process efficiency within the business unit. Equipped with reports on user engagement metrics and KPIs, the Reuse Manager identifies trends and implements positive actions.

Periodic assessments are planned and executed by Reuse Managers. The kind of questions that are most important in the assessments are: is it sufficient to create processes, governance, frameworks, organization and infrastructure to achieve target benefits by reusing knowledge? Theoretically, it could be, but in practice, reusing knowledge is highly dependent on the promotion of what is available for reuse and linking it to benefits to the workforce.

An effective change management program is an important engine for the Reuse program, with governance jointly provided by the

Reuse Manager from business units and the KM organization. Effective change management is necessary to sustain usage of the Reuse KM solution and uphold the stakeholders' business interests. The Reuse Manager demonstrates benefits to stakeholders in customer satisfaction ratings and productivity gains. Confirming and maintaining the interests of the stakeholders is of prime importance in justifying investments in reuse.

Although content quality is the main driver for business users to reuse knowledge, its promotion is also critical. Identification of golden reusable nuggets, invited speakers to advocate the program, and success stories to communicate are the kind of promotional activities which continuously grow usage and reusable content.

The social platform is also an effective tool to drive promotion of reuse among the workforce.

Through managed social promotion, the Atos user base for reuse content has steadily increased, and the quantity and quality of reusable assets improved. In the middle of 2015, 500 registered users were actively engaging on the social platform. A number that has since been steadily growing.

Promotion of reuse is implemented top-down (process adherence) and bottom-up (incentivization). To promote and motivate users to contribute reusable content and utilize existing assets, the KM organization has implemented a reward and recognition policy, in line with the organization's corporate policy. Each month, knowledge champions are chosen, based on their contribution and usage of reusable content. It has proved to be an effective mechanism to induce the culture of knowledge contribution and sharing.

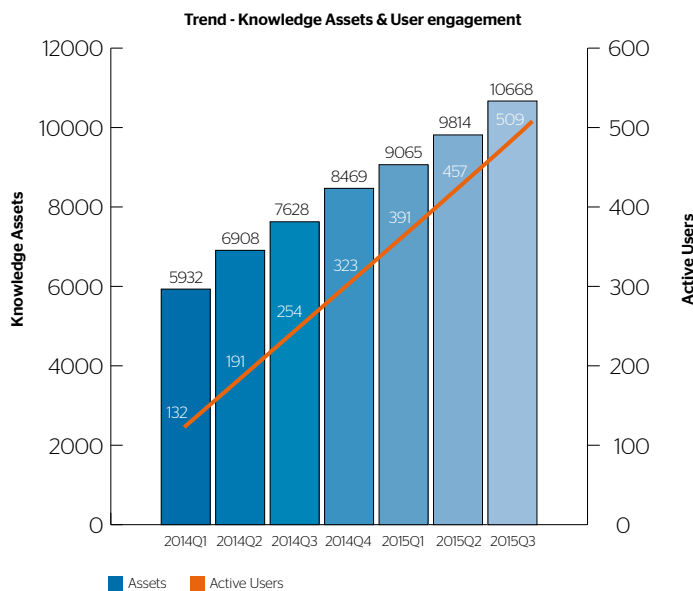


Fig.7. Regular Webinars & K-sharing sessions resulting in increased user engagement

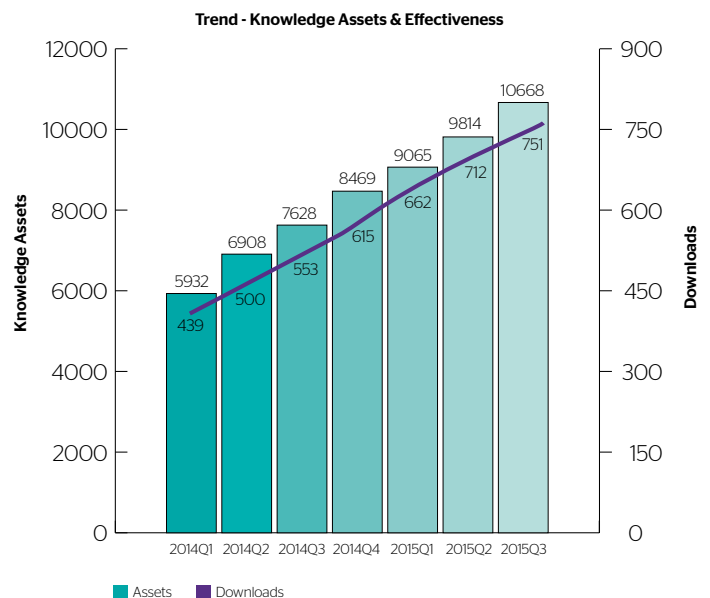


Fig.8. Strong SME organization to maintain content quality and validity



Well defined and proven organization reuse capability

Reuse is a powerful lever to maximize operational efficiency, but it requires careful planning and strong processes, a robust platform, strong management commitment, and high quality content. The Atos Reuse program is successful because we have developed the capabilities to deliver it, and supported it with good governance and corporate commitment. Reuse is a part of our business strategy and a critical success factor for our global organization.

Conclusion

Most important for a well-defined and proven Reuse strategy:

- ▶ All business units are involved, with strategy and approach bought-into by BU heads, and with a commitment to implement
- ▶ Atos' corporate ECM platform is an important enabler for the program
- ▶ The social reuse process is a strong enabler for the change management processes required to drive effective and faster adoption of reuse across the organization
- ▶ As a result of the well managed program, the reuse system has collated a rich set of highly reusable and mission critical assets
- ▶ The reuse community is rated as five (highest rating) based on internal surveys of user engagement for Q1 2015
- ▶ The impact of the program is measured, tracked and reported as pre-defined KPIs, and therefore establishes a strong connect with the business benefits
- ▶ The most important driver is the role of the Reuse Manager within a strong KM function, who must be an evangelist for building, designing, implementing and promoting reuse in the organization.



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About Atos

Atos SE (Societas Europaea) is a leader in digital services with 2014 pro forma annual revenue of €11 billion and 93,000 employees in 72 countries. Serving a global client base, the Group provides Consulting & Systems Integration services, Managed Services & BPO, Cloud operations, Big Data & Security solutions, as well as transactional services through Worldline, the European leader in the payments and transactional services industry. With its deep technology expertise and industry knowledge, the Group works with clients across different business sectors: Defence, Financial Services, Health, Manufacturing, Media & Utilities, Public Sector, Retail, Telecommunications and Transportation.

Atos is focused on business technology that powers progress and helps organizations to create their firm of the future. The Group is the Worldwide Information Technology Partner for the Olympic & Paralympic Games and is listed on the Euronext Paris market. Atos operates under the brands Atos, Atos Consulting, Atos Worldgrid, Bull, Canopy, and Worldline.

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