IMPLEMENTING KNOWLEDGE MANAGEMENT IN SCOTTISH ENTERPRISE

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Scottish Enterprise (SE)

- Scottish Government's development agency
- Established 1991
- Integrated network comprising SE national and 13 Local Enterprise Companies (LECs)
- 'To help the people of Scotland create and sustain jobs, prosperity and a high quality of life'

Why Knowledge Management?

The challenge of the knowledge economy:

- For business
  - pace of change, globalisation, technology
- For individuals
  - lifelong learning, downsizing
- For governments
  - innovation, enterprise

First Steps

- Insight from others
- Establishment of knowledge development group
- Initiatives from Business Information Centre
- Senior management buy-in

Senior Management Paper

- Why we need to change
- Positive business benefits
- SE as a knowledge organisation
  - is this something we should aspire to
- What we need to deliver this vision
  - not a detailed action plan, much already in place
  - acquire, store, share, use

SE Response

- SE to become an exemplar knowledge organisation
- SE to become an exemplar e-business

Challenges

- Scale of business transformation
- Clear corporate leadership
- Ownership of change
- Co-ordination of initiatives
- Communications
- Appropriate organisational structures
- Skills and people resources

Opportunities

- Service to customer
- Learn more about our customers needs
- Adapt rapidly to market changes
- Ability to deliver more with 'the same'
- Cost savings
- Wider reach

Early Lessons

- Lip service makes genuine buy in harder
- Play down the IT side
- Assume nothing !
- Need to have staff buy-in

Staff Buy In

- Leadership
- Empowering end users
- Knowledge Competition
- 'What's in it for me'
- Network involvement
- Different methods of managing knowledge
- Allowed, able and willing

Skills Required

- Information literacy
- Computer literacy
- Information management
  - Acquisition
  - storage and retrieval especially codification
  - dissemination
- Networking
- Communications