

## Track – KM Practitioner

### **Knowledge Management enables the transformation from a global steel supplier to a technology service provider**

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In 2018, voestalpine High Performance Metals decided to significantly invest in Knowledge Management to foster their strategy to expand into new markets.

After conducting a thorough global feasibility study involving different stakeholders at multiple locations, a hybrid KM strategy was proposed creating networks of experts and identifying valuable content for re-use supported by a KM Service Portfolio. Members of pilot “communities of Practice” (CoP) were involved in the co-design of KM Services and testing of IT platforms. Once the global IT platform was established, the global roll-out of the CoP’s started.

Simultaneously, a global governance structure was designed and implemented as well as a 3-tier measurement approach conceptualized and tested. Today, CoP’s focusing on different topics, are conducting dozens of meetings every month and have identified about a thousand documents to be accessed via their electronic “home base” on Sharepoint. A training program to raise awareness and enable understanding of KM has been initiated on a global scale. The implementation of the KM board brought an important boost in participation and professionalism. To further foster and sustain the world-wide participation in the knowledge-network is the challenge we are facing until knowledge management has become an integral undisputed part of the corporate culture of voestalpine.