

Managing Knowledge in Business Process Outsourcing



Business Process Industry
Association of India



Confederation of Indian Industry

Presents

Knowledge Management in the BPO
space: Opportunities & Challenges
24th Sept. 2008, Gurgaon

Looking after “Who Knows What”

AskOnline Technologies
Applying Systematic Knowledge

SIVA SAI KOLLURU

Managing Director

siva@askonline.co.in

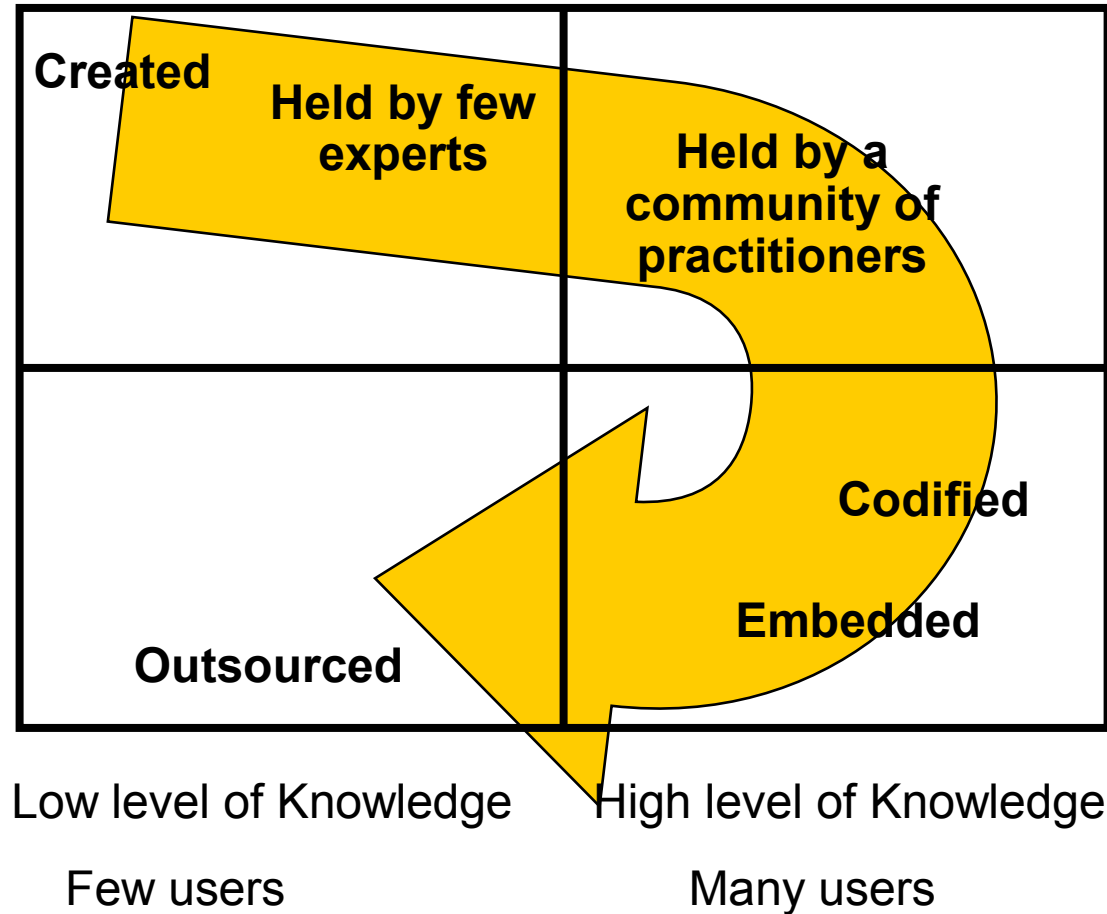
<http://www.askonline.co.in>

- **Siva Sai Kolluru**
- **Managing Director and KM Consultant**
- **AskOnline Technologies Pvt. Ltd.**
- **Up to 6 years working in Knowledge Management**
- **Over 4 years in a variety of companies and industries**

Evolution of knowledge

New
emergent
knowledge

Old
established
knowledge



- By outsourcing Business Processes, you Outsource Knowledge

- You say
 - *“We no longer need to know how to do this”*
 - *“We will hire someone to know how to do this for us”*

- This Knowledge will no longer be managed by you, but by your outsource partner

- You need to retain enough knowledge to know whether you are getting the service you need
- You need to ensure that the outsource provider has an effective knowledge management system

❑ Crucial knowledge areas include

- ❖ *Knowledge of the service (we can assume you have this, or you would not have been selected)*
- ❖ *Knowledge of the client*
- ❖ *Knowledge of the process of outsource provision*
- ❖ *Knowledge of winning outsource bids*

Plus

- ❖ *Knowledge of the contract*
- ❖ *Knowledge of the intent (both parties)*
- ❖ *Knowledge of the Implementation learning*
- ❖ *Knowledge of the transformation (to be state) & learning*
- ❖ *Knowledge of operating the system & lessons learnt*

1. Knowledge of the service

New emergent
knowledge

Old
established
knowledge

	Knowledge of the service is core competence This knowledge should be fully codified

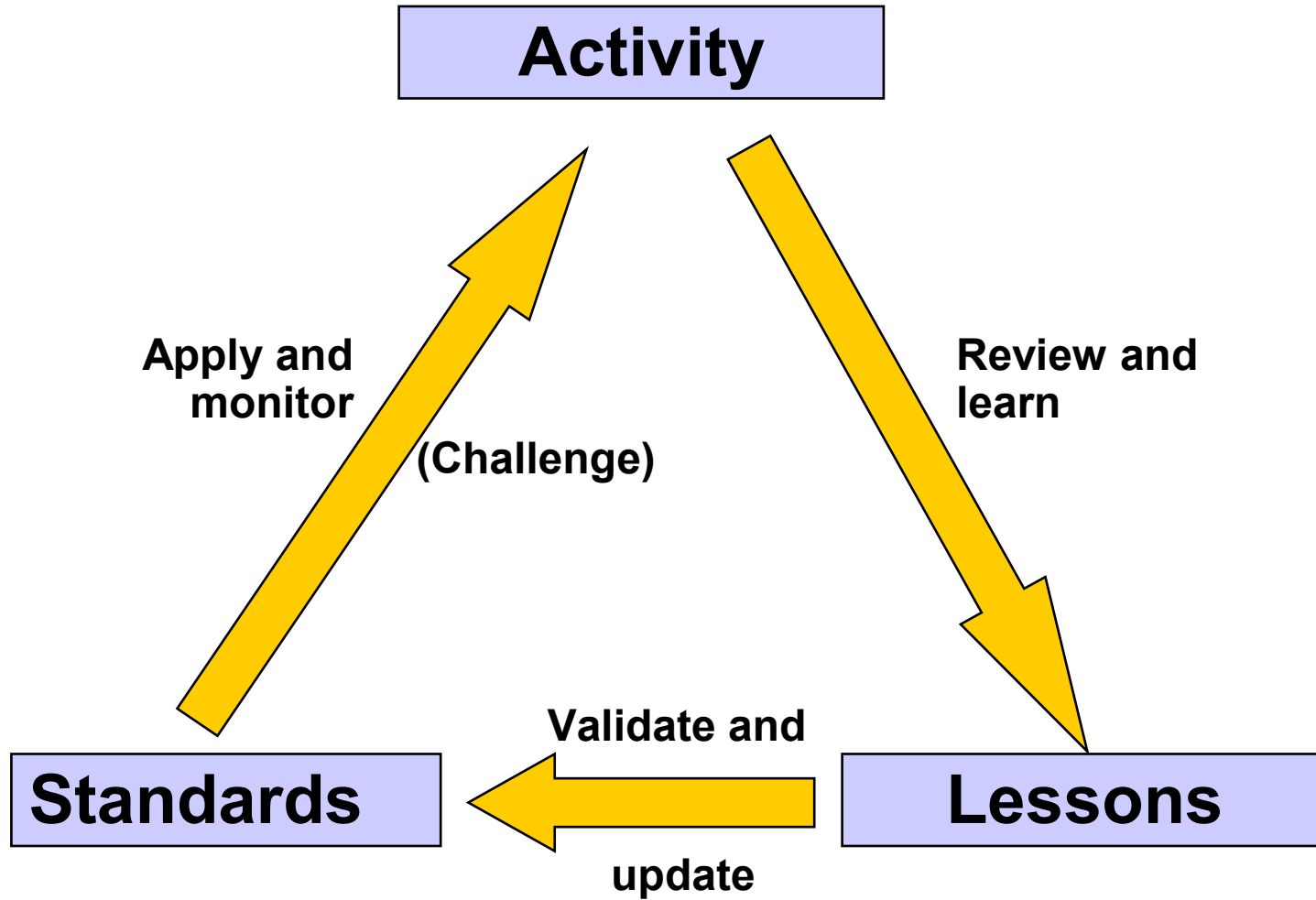
Low level of Knowledge

High level of Knowledge

Few users

Many users

Core Competence improvement



2. Knowledge of the client

New emergent
knowledge

**This is new
competence**

Learn rapidly!

Old
established
knowledge

Low level of Knowledge

Few users

High level of Knowledge

Many users

Focusing your learning

- The client expects high quality delivery of the service from day one
- They also expect you to manage them and their expectations in a professional and competent manner
- Create communities of purpose focused on learning key things about
 - *the client and their style of working and reporting*
 - *How the client wishes the service to be delivered*
 - *What you are learning about delivering the service*
 - *The training needs of your staff*

3. Knowledge of outsource provision, and Knowledge of Bidding

New emergent
knowledge

Old
established
knowledge

	This is competitive competence Develop and deploy Best Practice

Low level of Knowledge

High level of Knowledge

Few users

Many users

Example - Schlumberger

“The InTouchSupport.com system in Schlumberger is our flagship solution.

It cost \$160 million

It saves us \$200 million each year

It cuts 95% from the time it takes to answer a technical question

It provides 24x7 technical and operational support for Schlumberger technology”

Mike Atkinson

Head of KM

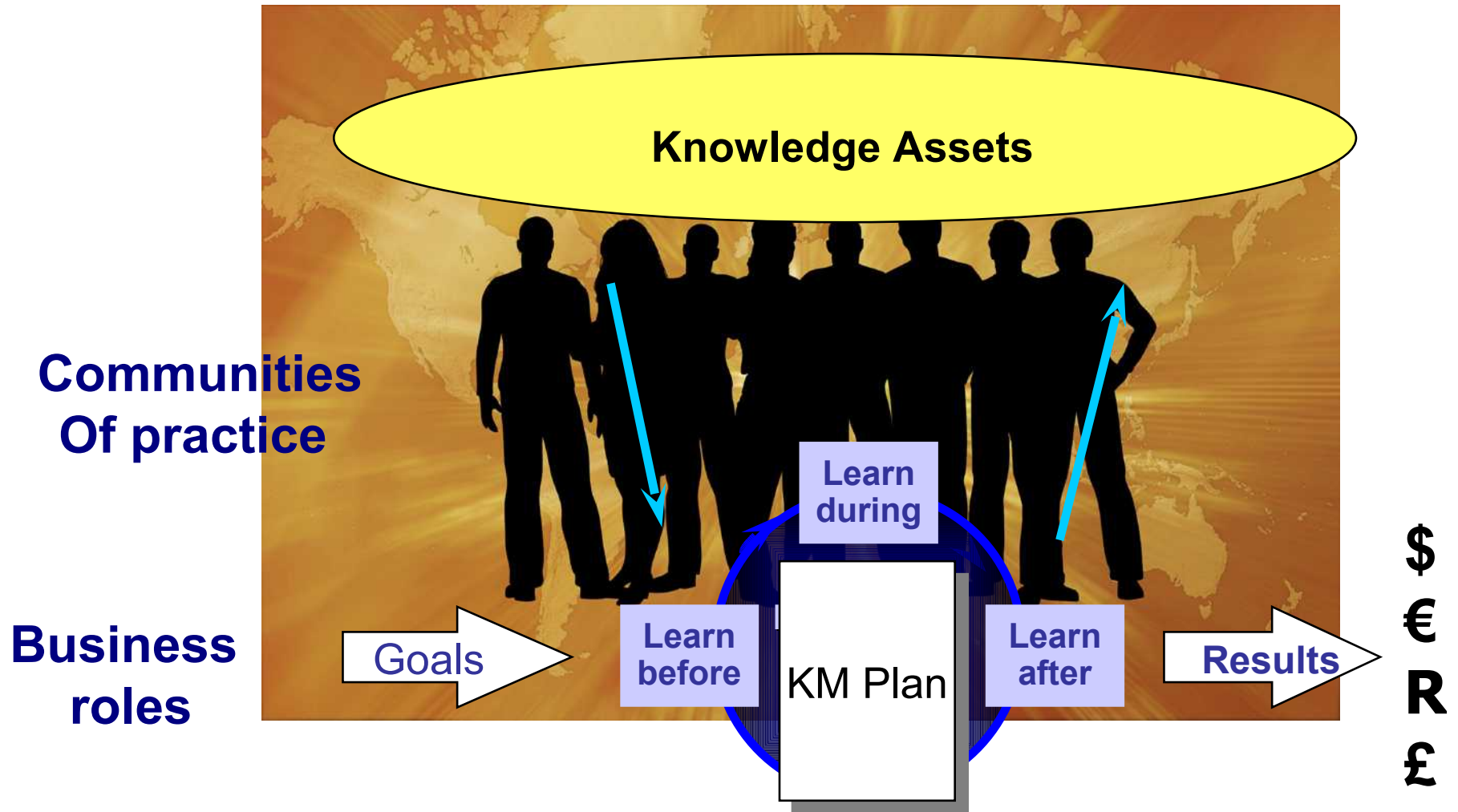
Schlumberger/Sema UK

InTouch service is built on a number of elements:

- the Schlumberger secure global network infrastructure, a single portal into the technical resource base
- technical helpdesks located at technology centres in London and Houston
- validated knowledge repository in a centralised database.



Framework



Example

- The company is a global provider of outsourced services
- It wanted to demonstrate to its clients and potential clients that it was managing its (and their) knowledge
- A knowledge plan was created identifying the key knowledge they possessed
- Knowledge assets were created for each of the key knowledge areas
- The knowledge assets were used to market their capability to potential clients and provide assurance to existing clients

- If you are going to outsource an activity create a knowledge management plan before hand

- Define what the key knowledge is
 - *What you will retain*
 - *What you will outsource*
 - *How you want it managed in future by you / provider*

- Ensure the provider's knowledge management plan is aligned with yours

- If you are going to manage an activity on behalf of a client create a knowledge management plan before hand

- Define what the key knowledge is
 - *What you will want transferred from the client*
 - *How you will want it transferred*
 - *How are you going to rapidly capture and share new knowledge as you work with the client and deliver the service*
 - *How will you manage that knowledge in future*

- Identify who will be accountable for managing the new knowledge and updating procedures and standards

Thank You!

SIVA SAI KOLLURU
MANAGING DIRECTOR
AskOnline Technologies Pvt. Ltd.
Email: siva@askonline.co.in

Level 7, Maximus Towers,
Building 2A, Mindspace Complex,
Hi-tech City, Hyderabad - 500 081
Andhra Pradesh, INDIA

Phone: +91 (040) 4033 9839
Fax: +91 (040) 4033 9898
Website: <http://www.askonline.co.in>