

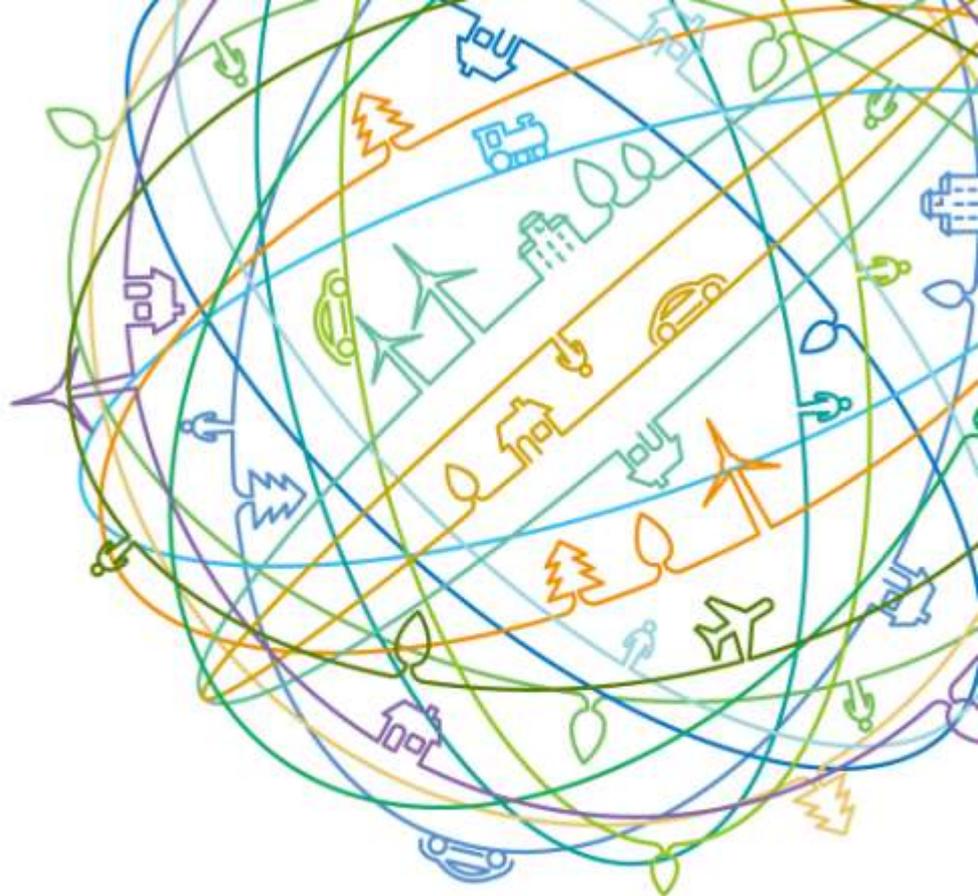
Community of Practice, Empowering Huawei.

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Building a Better Connected World



01

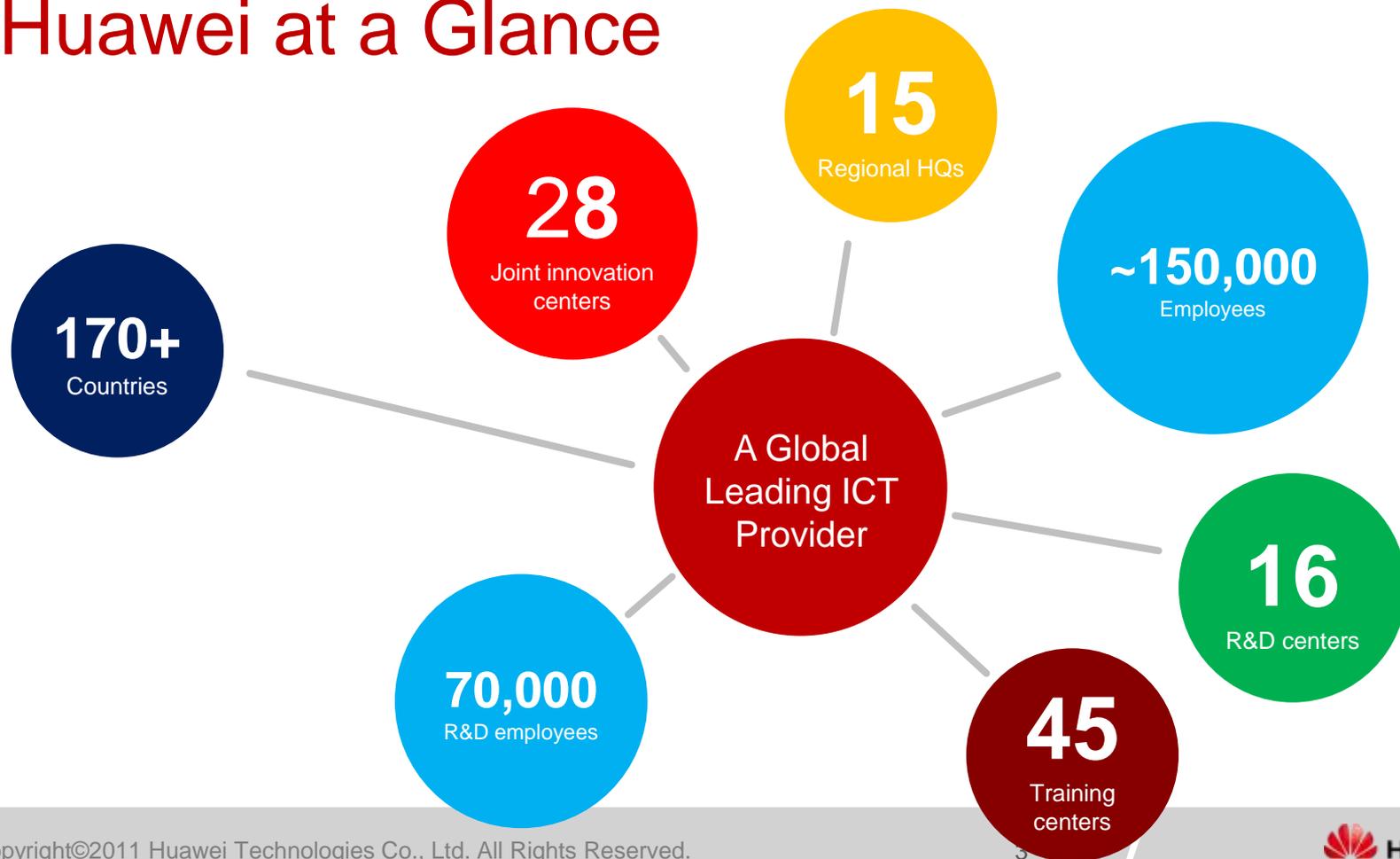
Why KM?

The challenges Huawei facing

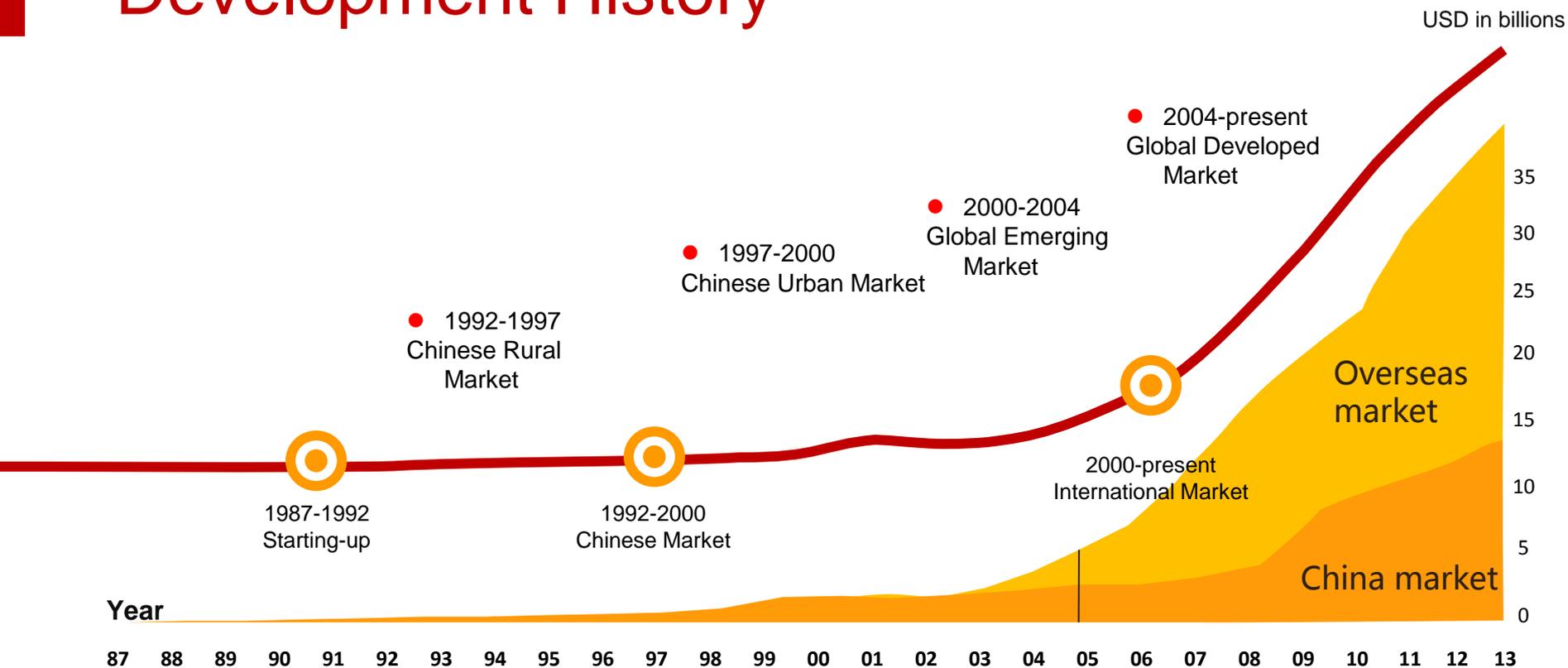
- ▶ **Challenges**
- ▶ **Solutions**
 - KM Frame
 - Journey
- ▶ **Summary**
 - Success factor



Huawei at a Glance



Development History



Core Businesses

Carrier Business



- Fixed Network
- Wireless Network
- Telecom Software
- Core Network
- Service



Serving global leading operators

Enterprise Business



- Enterprise Networking
- UC&C
- IT
- SecoSpace
- service



Focusing on value industries

Consumer Business



- Devices Business
 - Smart phone
 - Home devices
 - MBB devices
- Devices Chipset
- Devices Cloud



Serving hundreds of millions of consumers

Our Customers

77% of Carrier BG revenue from global top 50 telecom carriers



Energy Industry : 12 of Top 20 oil and gas companies



Grid Industry : 160+ power companies



Public Sector: 140+ countries including both government agencies and public sectors



Transportation Industry : 145,000+ km highway & railway



Finance Industry : 5 of Top 10 banks

Challenges

Process

No one can get the whole knowledge

People

High turnover makes it difficult to retain knowledge

Platform

Lack of centralized platform to 'store' knowledge

01

What's

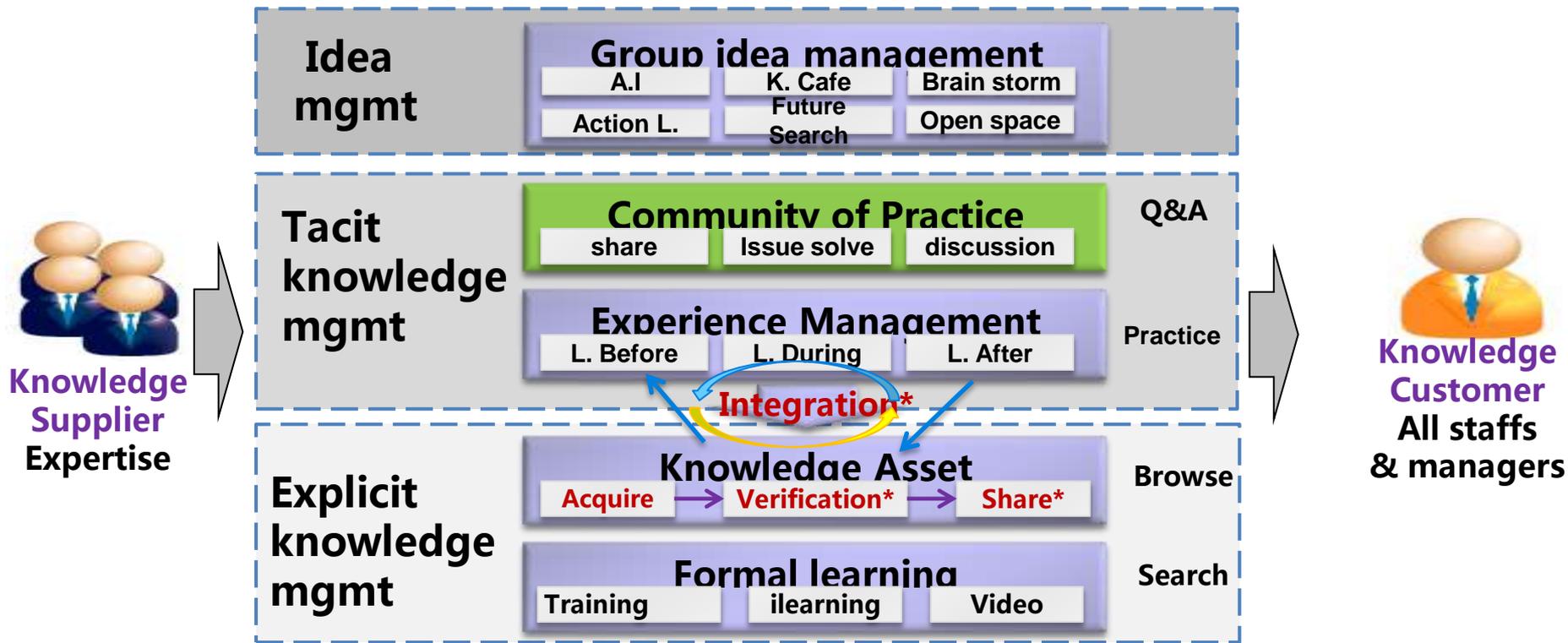
The

What's our solution & How

Huawei KM Framework and our KM journey

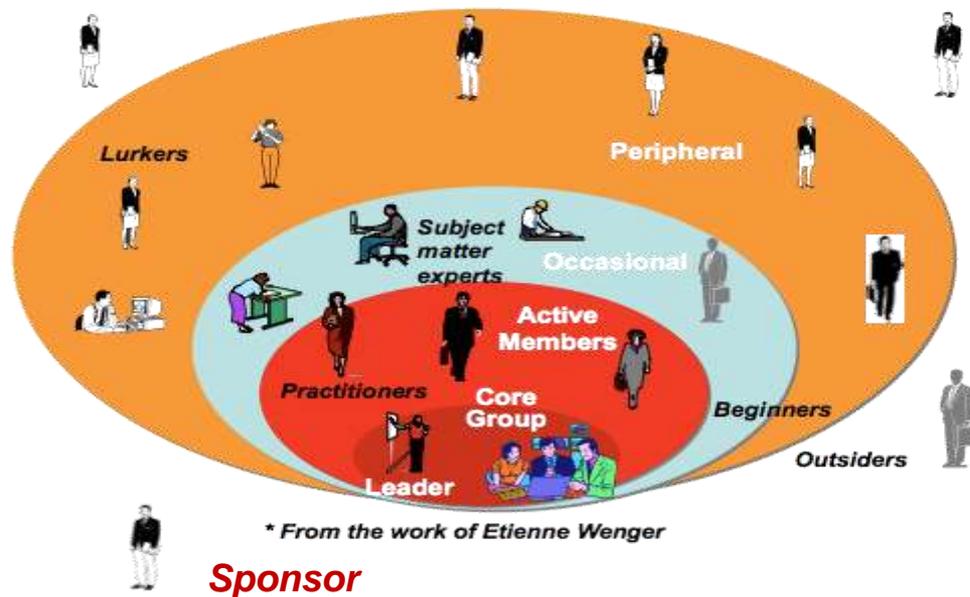
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KM Framework



What is CoP?

"Communities of practice are groups of **people** who share a concern, a set of problems, or a passion about a **topic**, and who **deepen** their knowledge and expertise in this area by **interacting** on an **ongoing** basis."
(Wenger et al 2002 p.4).



Supply Chain Community



Member : 5,951
PV : 1,500,000
Daily PV: 1,862

Voice from the user

I can learn so much from this CoP

这个平台对于我们广大合管来说很有帮助，解决很多问题，同时也可以学到很多东西，需要大大推广哈~

-曹文华、一线合管

I never expected my question can be solved so quickly!

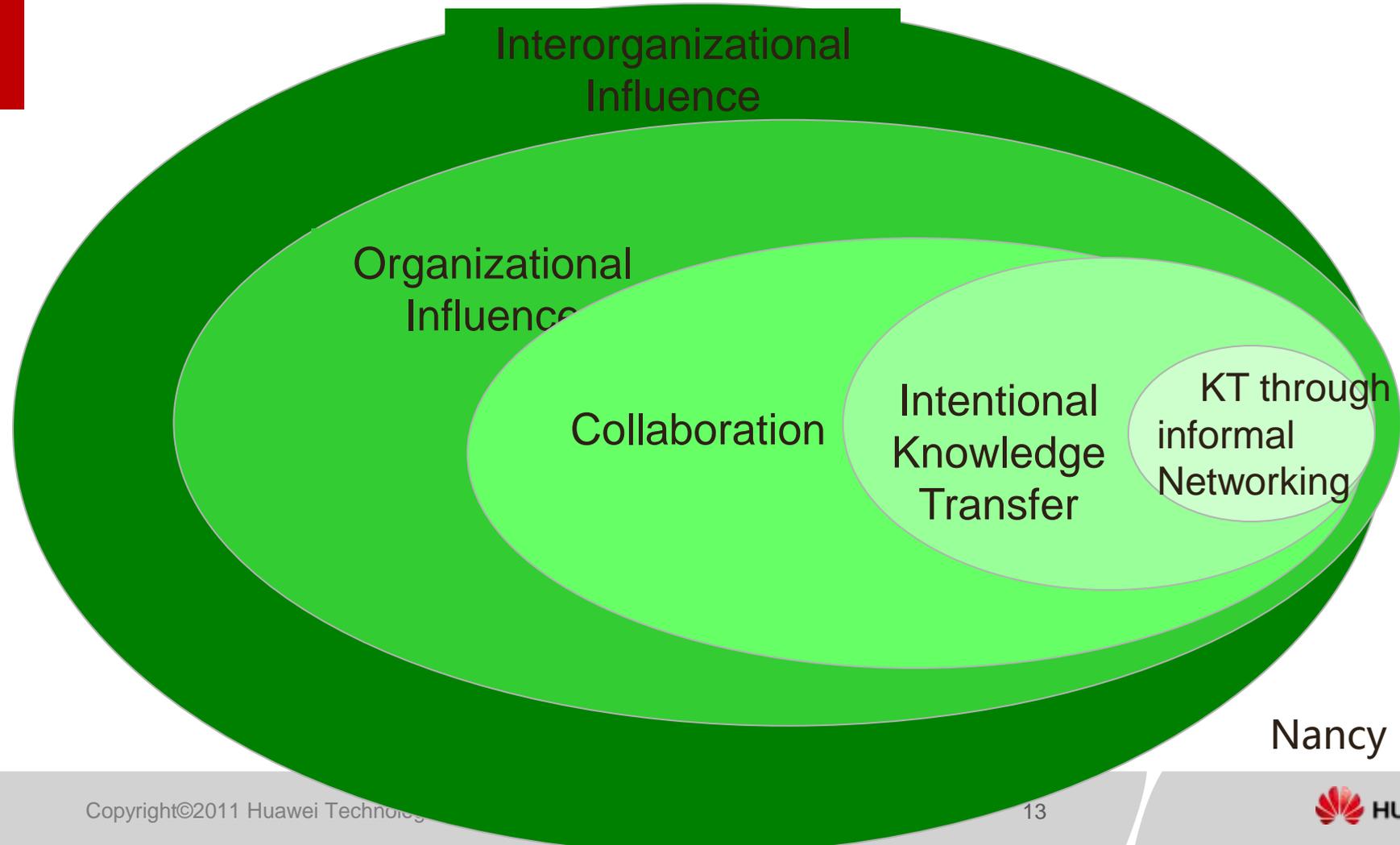
反馈此问题已咨询很多人未能解决，没想到发到社区这么短时间就解决了。以后要经常借助这个好平台。

-毛春林/印供员工

This cop is better than google!

供应链社区比百度知道更牛!

-沈汇、订单部员工



Interorganizational
Influence

Organizational
Influence

Collaboration

Intentional
Knowledge
Transfer

KT through
informal
Networking

Nancy Dixon

Offline activities- Randomized Lunch Partner



Offline activities- 'Break the book'



01

Why

The Cha

02

What's

Huawei KM

03

Summary

The success factors

- ▶ **Challenges**
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Lessons learn

Quantity > Quality

Public space > private space

Online > Offline (Face to face)

Lesson Learn- What makes CoP successful?

Business-focus

CoP must create business value

Leadership

Support from management

Belief & persistence

Trust the value of CoP

People

Leader, facilitators team

IT itself, is not a success factor!

Thank you

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The End.