

# Capitalization of Organizational Expertise (translating expertise into business value) and Expertise Consulting Service

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## 1. About the Case Organization

Moscow Domodedovo Airport (DME) is one of the largest airports in Russia and in Eastern Europe: 29.4 million passengers per year, 222,270 airfield operations per year, 186 destinations around the world, and 50 partner airlines. Today DME employs over 13,000 office and production workers. It has almost 20 business units and they are very diverse: airfield facilities, passenger terminal, cargo, fuel, catering, concessions and even an agricultural farm.

## 2. About the Challenge

*What was the main objective, issue or problem you were using KM to address?*

At the time of this case study, we had a mature and comprehensive knowledge management system and programme. The challenge was to move beyond using KM instruments to instill a culture of expertise in our company and to motivate employees to work on building their experience and expertise in-house.

*Prior to the KM approach, how did the issue impact the business?*

We had inefficient involvement of employees in projects – company didn't know the exact levels of employees' hard and soft skills. We were outsourcing projects to consulting companies instead of using in-house expertise. We had a culture of "learned helplessness"; employees were used to working within the boundaries of tightly defined procedures and regulations and were not able to perform their work whenever the situation was out of the described procedures or out of the ordinary.

*What size group/division was impacted by the case effort?*

In the first stage we involved 319 experts from all divisions in expertise mapping and expertise verification work. In the second stage we covered all employees except seasonal workers.

## 3. What We Did

*In brief, what did you do?*

In the first stage: we conducted expertise mapping, deployed a competency verification system and developed an expertise consulting service. As a result, all employees were able to find answers to their questions by typing the question in the search field. The system returns answers if they are already available, and if not available it would connect them with the experts or people who can help them with the question. If you don't get the answer within a day the KM team as a single point of support will provide the answer from an expert to you.

In the second stage: we created a directory of "digital twin" profiles of employees, with their skills, education, work experience as a kind of summary of their expertise and experience capital. We added their activities in knowledge sharing and participation in projects in-house as an indicator of how this capital was being actualized. We implemented dynamic measurement all of these metrics.

*What methods and approaches did you use? What technologies if any?*

The Expertise Mapping System and the Expertise Consulting Service were elements of DME's KM digital workplace, which operates on SharePoint 2019. The front end was fully customized with JavaScript.

*What was innovative or particularly interesting to share about this effort?*

We did not just implement the system but we also tied the system measurements to salary bonuses. There were different tiers of salary bonuses every month based on expertise capital and the extent to which employees were engaged in sharing and developing knowledge. Because the metrics were very dynamic and real time, this motivated the employees to increase their ratings constantly before their skills and knowledge expired. This was a comprehensive digitalization project covering people, process and technology.

#### **4. Challenges and Lessons Learned**

*What hurdles or barriers did you face? How did you overcome them? Do any remain?*

Data collection for the Digital Twins component was a challenge. We did have to work hard at motivating employees to enter into the system some data which we could not get automatically, eg. courses they had taken, or hobbies. We also had to work hard at developing measurement algorithms, which could provide clear, accurate and timely information online.

*What were your lessons learned? What might you do differently next time?*

This project was founded on the already mature digital KMS, so we built on the previous lessons we had learned in earlier stages of our KM journey. Our two main insights (a) are to move gradually, start simply and to complexify the concept and the system gradually; and (b) to provide a maximum of employee digital-comfort and system usability.

#### **5. Impact and Benefits**

*What have been the business benefits of your effort so far?*

DME is now using in-house expertise and reusing the experience and practices of our company employees. It has much more efficient involvement of employees in projects, and DME is successfully actualizing its expert capital. If the expert capital is not realized into actions and projects it is a missed profit for both employee and company. It means that either each specific employee is not in the right position in the company or company isn't using his/her potential in an appropriate way. We have to identify these people and motivate them.

*What do you think were the main reasons for your progress?*

- Our KM maturity and digital maturity, which provided a strong foundation for this project. Recognition of expertise and knowledge contributions, and financial incentives.
- Excellent implementation process based on prior lessons learned.
- Digital-comfort and high focus on system usability for employees.

*What future benefits do you foresee?*

Capitalization and development of DME's knowledge further into the future is a potential benefit. We measure and rate current employee «outcomes» and try to estimate their future value for a company.

*If you don't have KM, what could happen?*

A kind of business stagnation. The company was always very stable: all the processes were determined, fixed and regulated through the digital workplace. But this management approach deprives the company of resilience when the external environment changes, it removes business flexibility, and the ability to react to market changes quickly, and innovate. Employees should be able to manage tasks and problems using their creative intellectual efforts in cases when procedures and regulations are not enough.

## **6. Next Steps**

Version control of an employee Digital Twin so that DME can start to model career development pathways, activities and projects. This can provide guidance on what employees can learn and improve and what they can work on within the company to have a high rating into the future.