



# Business-driven Knowledge Management

Huawei Technologies Co. Ltd.  
2016

BUILDING A BETTER CONNECTED WORLD

[www.huawei.com](http://www.huawei.com)



# Huawei at a Glance



# Globalized Resource Deployment and Localized Business Operations



# Focusing on ICT Solutions and Services for Three Customer Groups



Serving global carriers



Focusing on valued industries



Serving hundreds of millions of consumers



Carrier Business  
Customers' best strategic partner



Enterprise Business  
Enterprises' best innovation partner



Consumer Business  
A brand loved by consumers

# KM is becoming the vital enabler

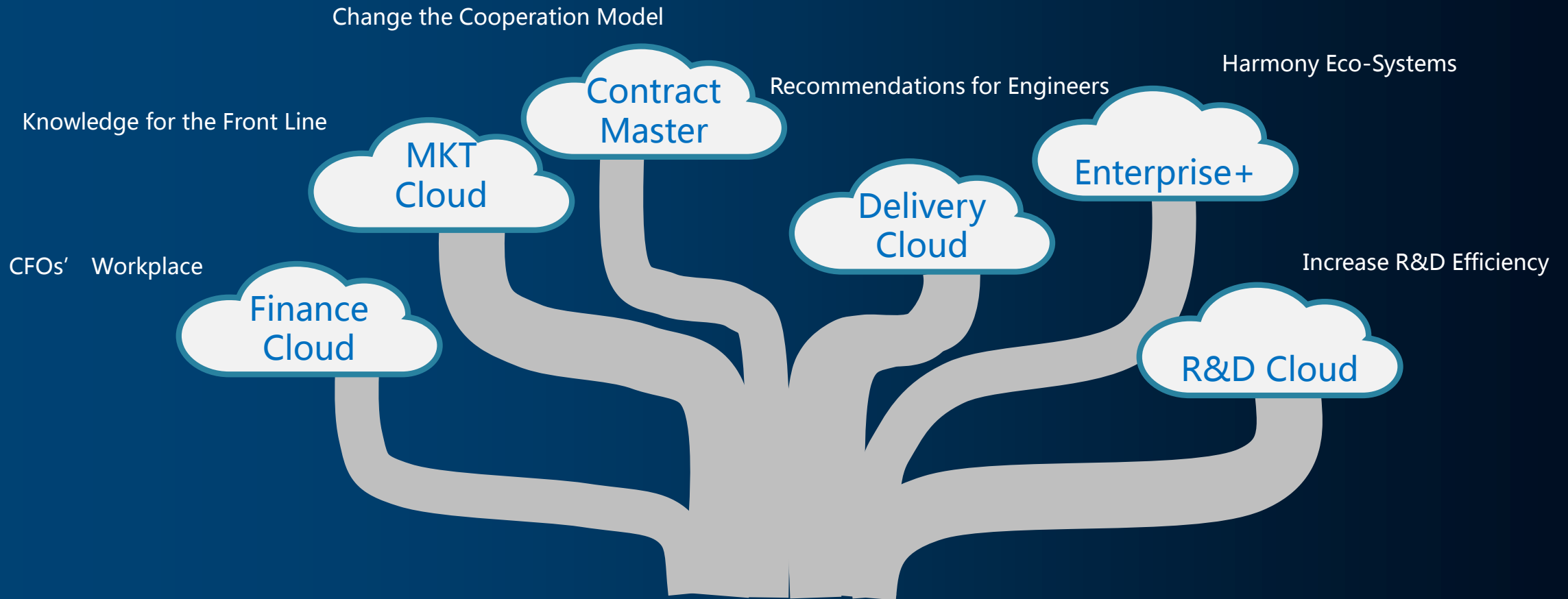
## Our Goals:

- Triple the Income before 2020 without Workforce Increase
- Enhance Marketing Capabilities to be a Strategic Partner of Customer

The Speed of Knowledge  
Creation and Transference is  
the Key Competitive  
Advantage

To Obtain and Apply Knowledge  
Quickly is the Core to Improve  
Employees' Efficiency

# KM blooming in business groups



**But it's not the same 6 years ago**

Information  
**Security**

**VS**

Information  
**Sharing**

# Requirements for sharing always exist

- I have been a PM for 10 years, but every time when I take a project it seems a totally new one.
- I always feel helpless when I have to deal with so many complex conditions and terms, and don't know whom to ask for help.
- There must be someone who has the document but I don't know how to find it.



# Huawei senior leaders say that...

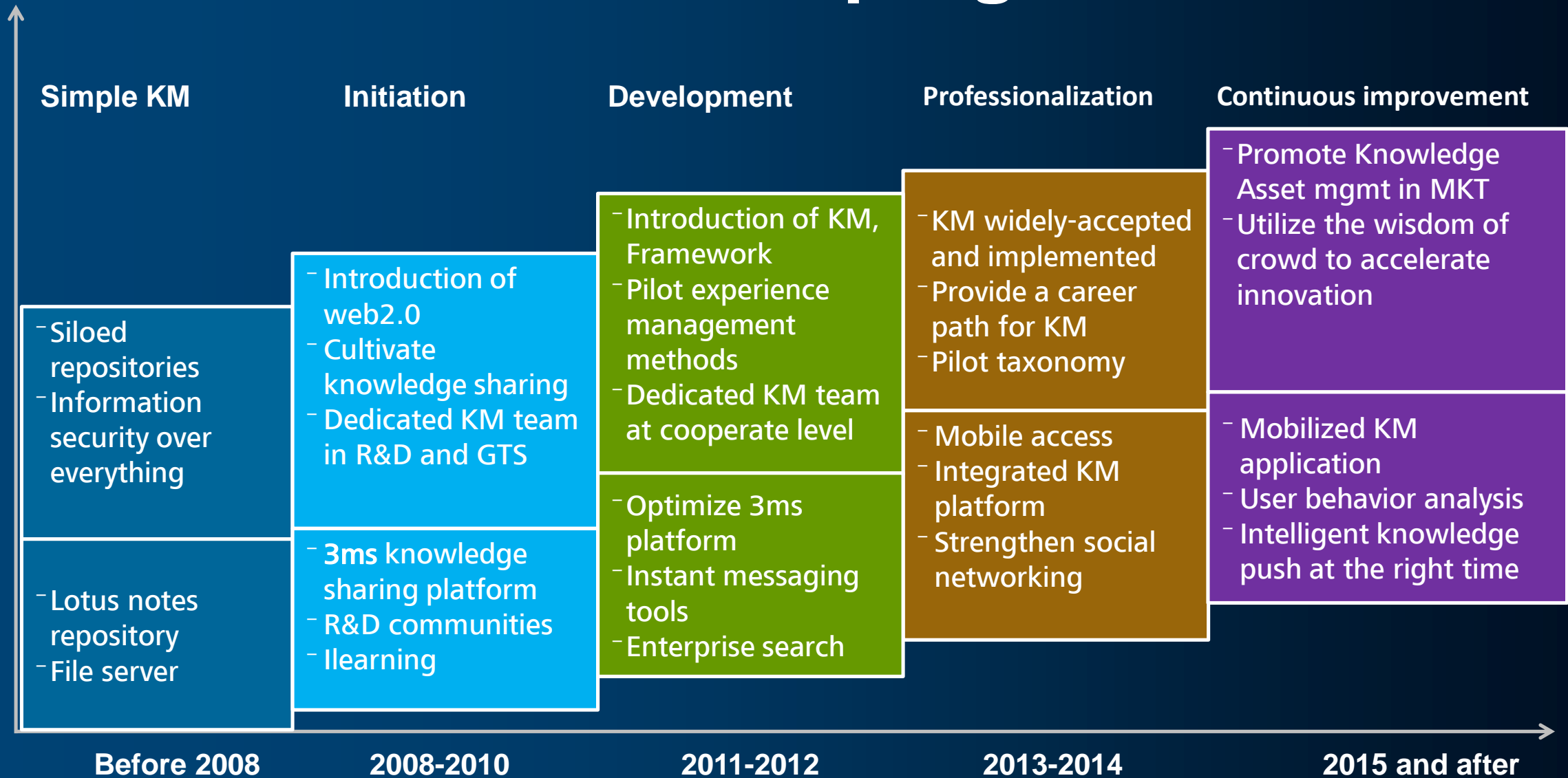


- Employees can learn more effectively and efficiently through networking with peers, than simply through the interaction with teachers...
- We encourage experts to share knowledge and experiences,...We work on developing a proper program/scheme for the best utilization of experts at the right time...

- The biggest waste in Huawei is the waste of experience...
- For every new project, we hope the novices can start their work on best practices in that area so as to achieve a more efficient result with higher quality.



# Huawei initiated KM program in 2010



# Pilot in a PDU: Insight into the Challenge



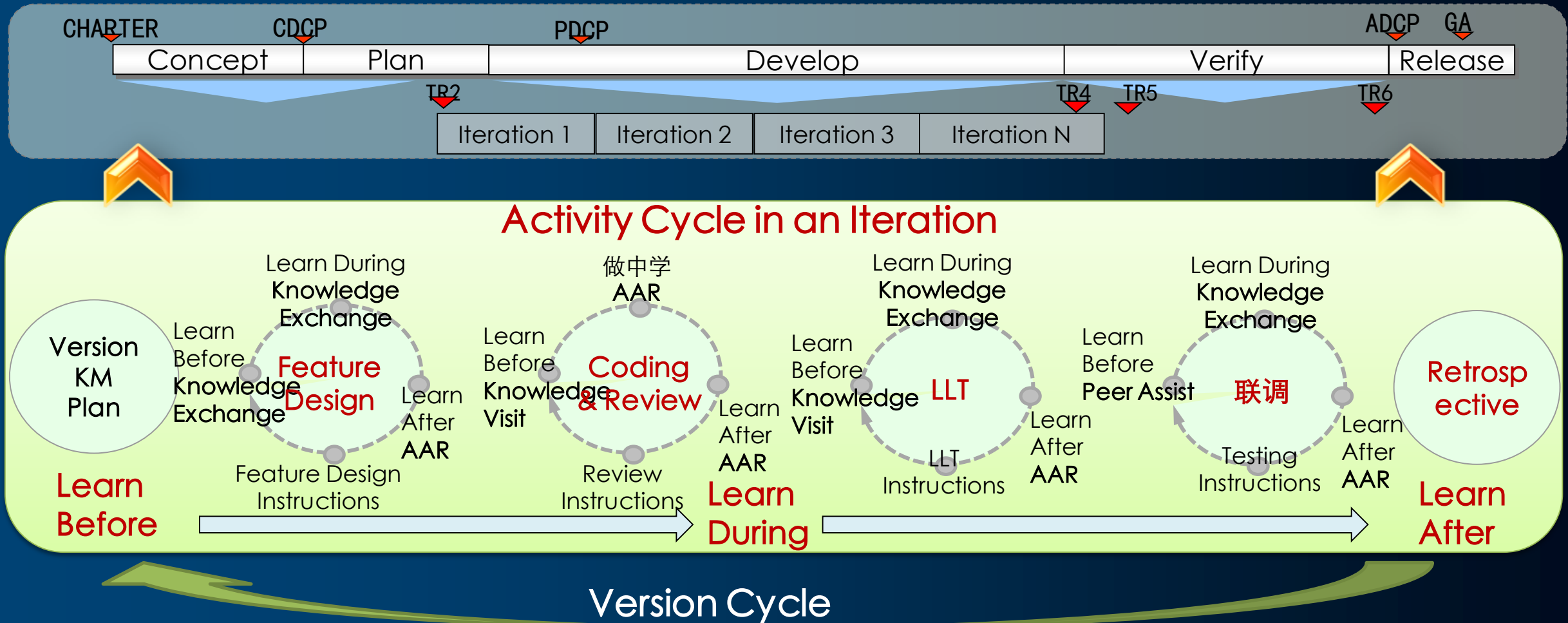
How could it be more and more effective when doing the basic activities such as software designing, coding, LLT, etc., once and once again?

Experience of version design and developing stays in the brains of experts. How could it be managed and transferred to more people? We usually have to begin from zero every time a new version starts.



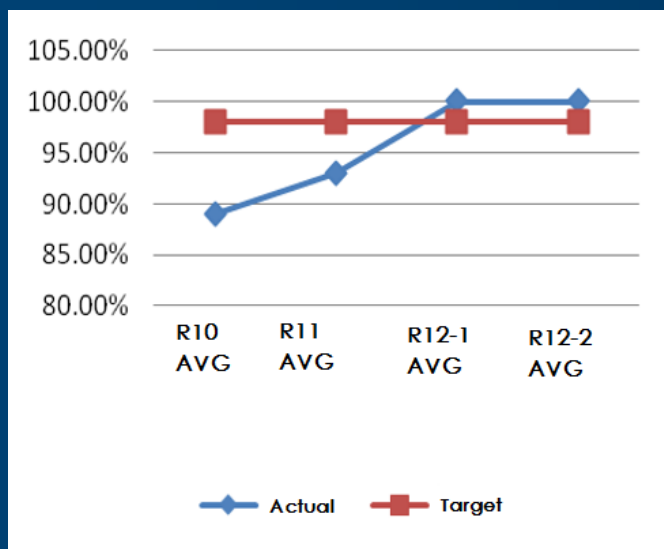
How to deal with the challenge of new coming technologies? Such as All IP, SDN/NFV, etc.

# Solution: Implement KM into R&D Process

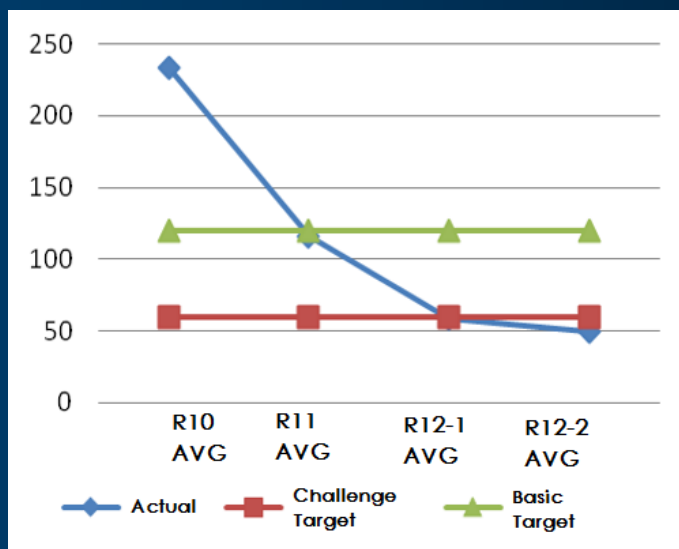


# First Success: Efficiency and Quality Improvement in a PDU

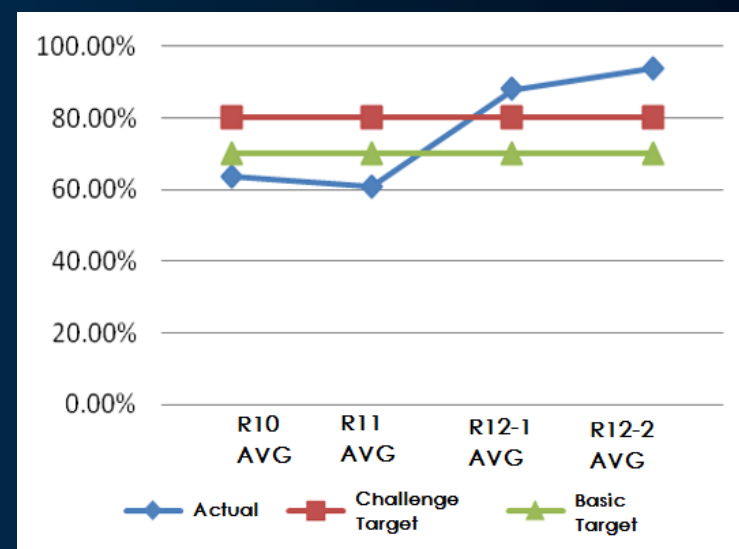
## STORY Delivery Rate



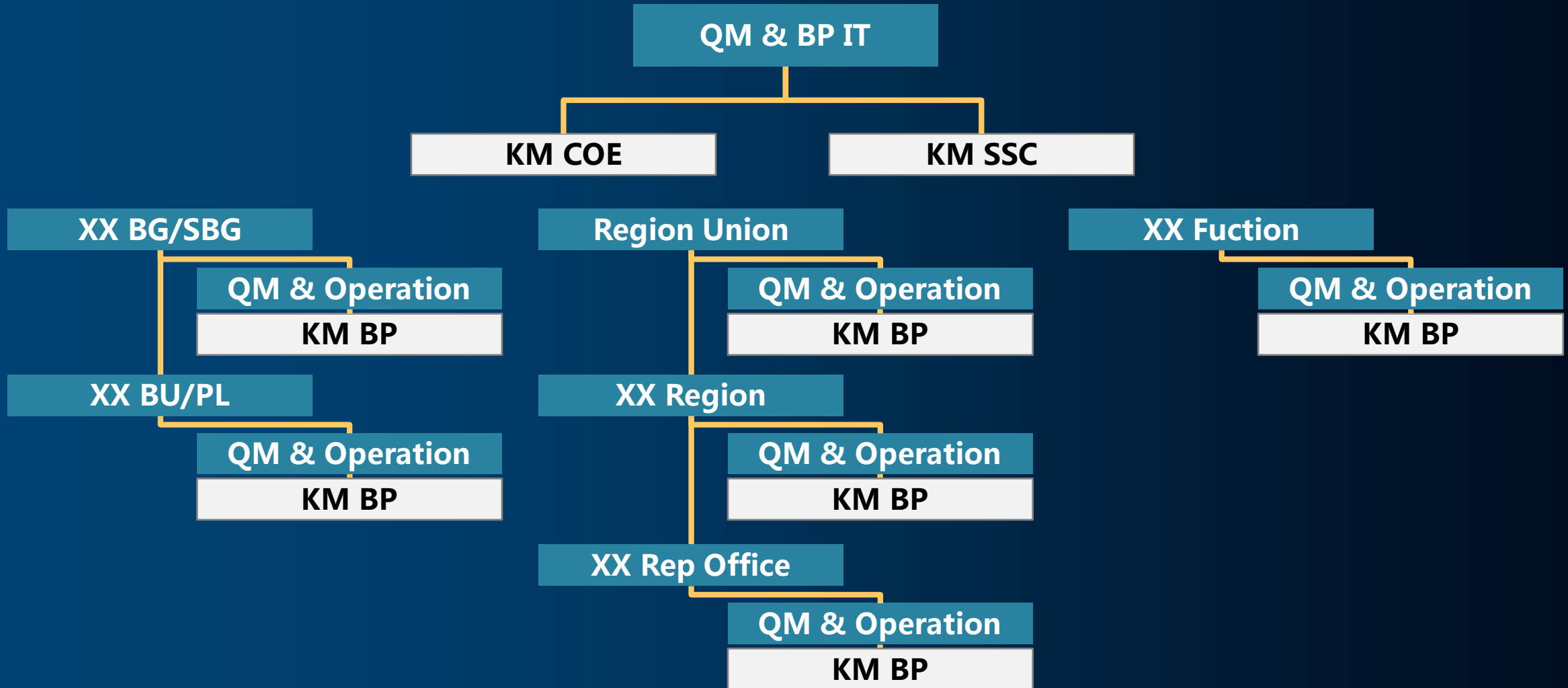
## DI Left



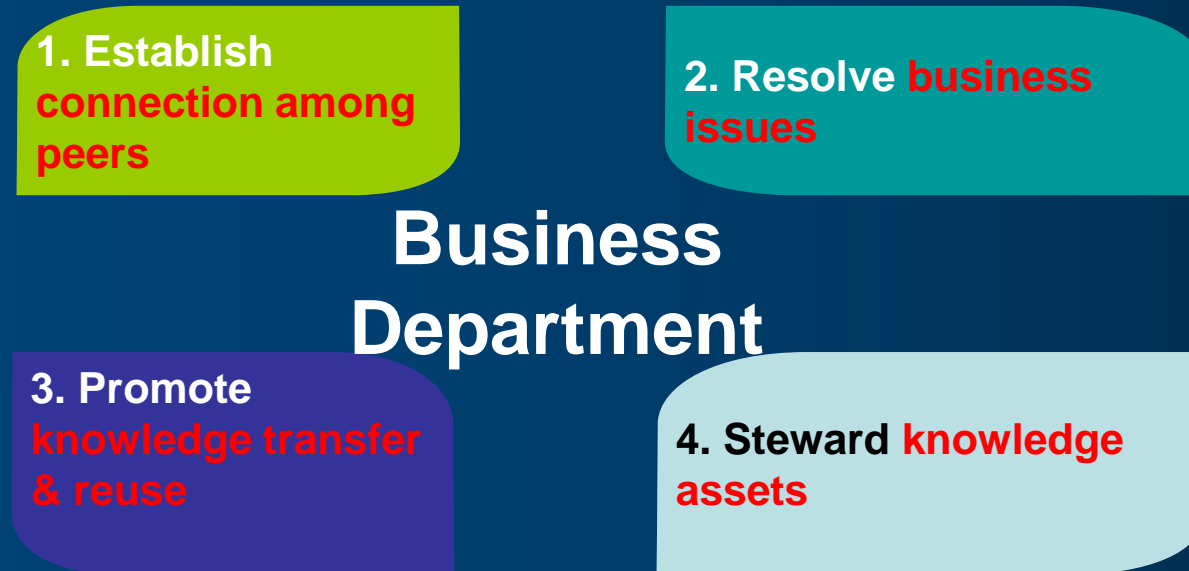
## Problem Solving Rate



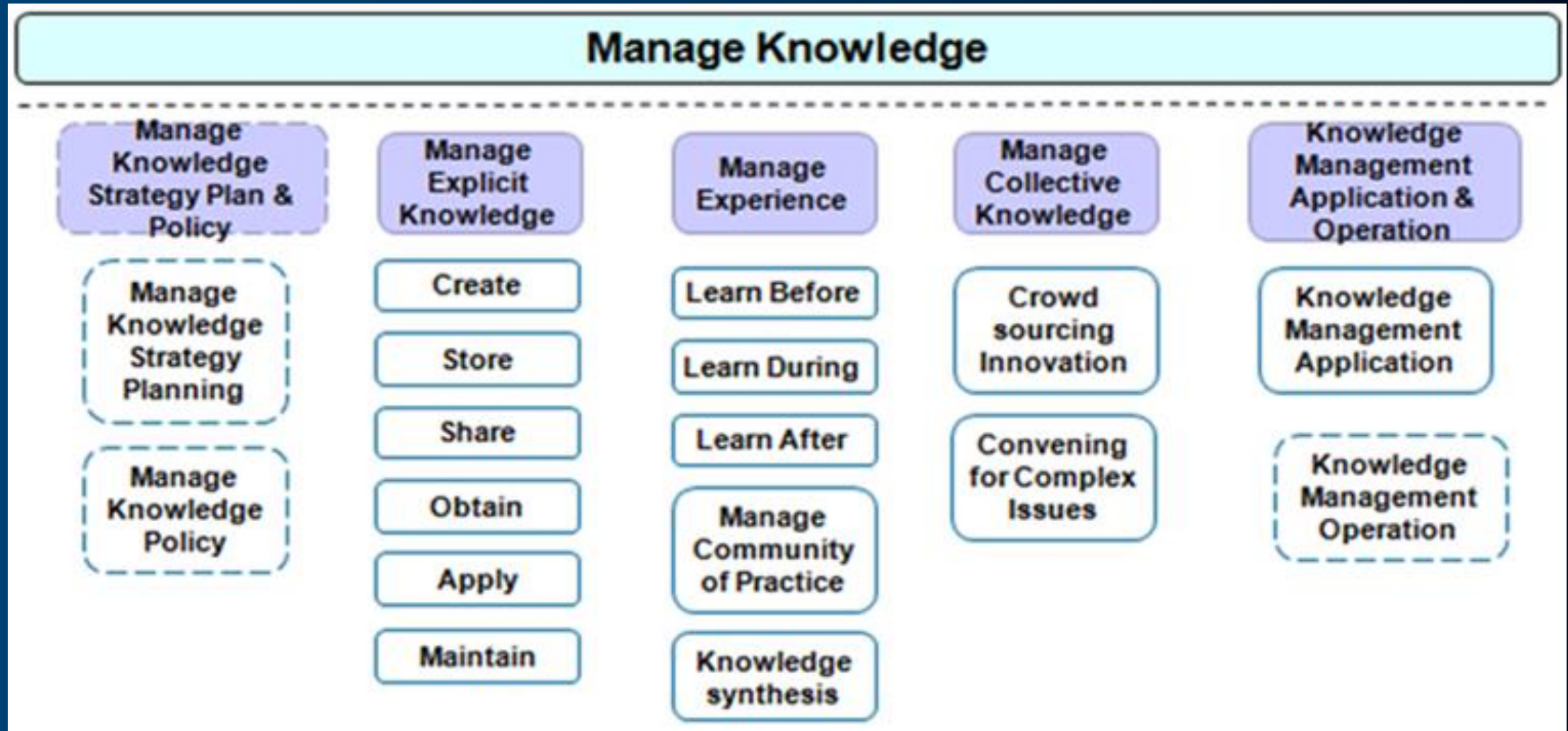
# Build Up KM Organization



# And KM Responsibilities



# Set up KM Process





# Continuous KM Culture Cultivate



 HUAWEI Knowledge Management

## Huawei Knowledge Management Architecture Propaganda Issue 2

Huawei Knowledge Management Concept & 4Architecture

Knowledge & Doc Management Dept



## A Collection of Best KM Success Stories Issue 1

Project Knowledge Management Around Me



About Stories



 HUAWEI Huawei KM Best Practices Collection


# KMer

## Volume 3


*Make best practices your practices*

# Communities Spring up in BUs


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**James Wagstaff**  
12<sup>th</sup> September to 25<sup>th</sup> September


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 **Contract Master**  
One stop collaboration platform

 **Sales Project-based Organizations**

 **Delivery Project Managers Community**  
Share knowledge, solve problems, and connect with peers. 匿

 **Create a Better Future**  
**解决方案重装旅**  
Global Solutions Elite Team

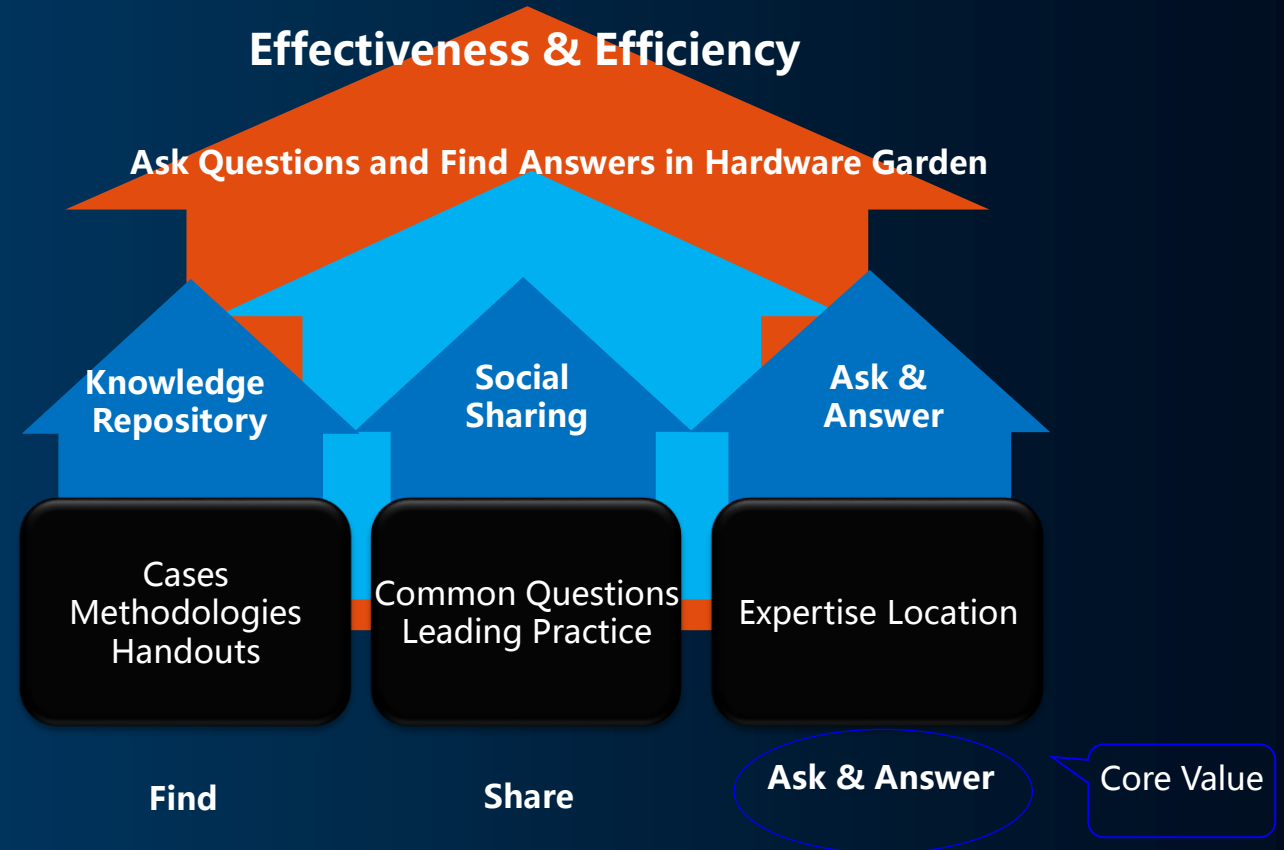
 **华为咨询社区**  
Change the way doing business with customers  
改变与客户做生意的方式

 **Hardware Garden**

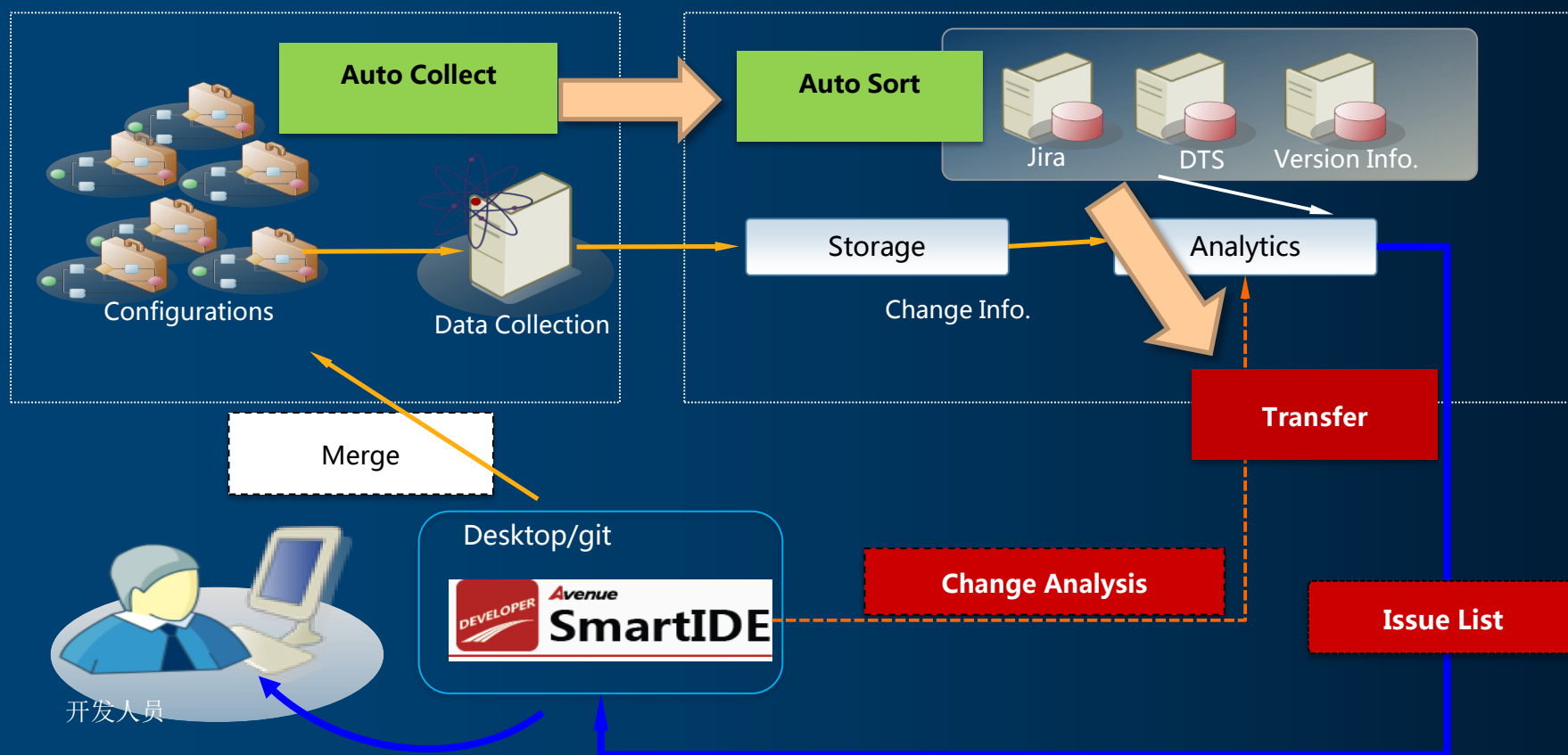
 **Fixed Network**  
**Information Camp**

# Success Story: Hardware Garden

- Peer Assist: **600+** Times
- Problem Solving Rate: **90%**
- Average answers per Question: **11**
- Average Response Time: **1h**
- **70%** Questions Closed in **3 Days**
- **85%** in **1 Week**
- Manpower Saved: **\$X Million**



# Intelligence R&D with Big Data



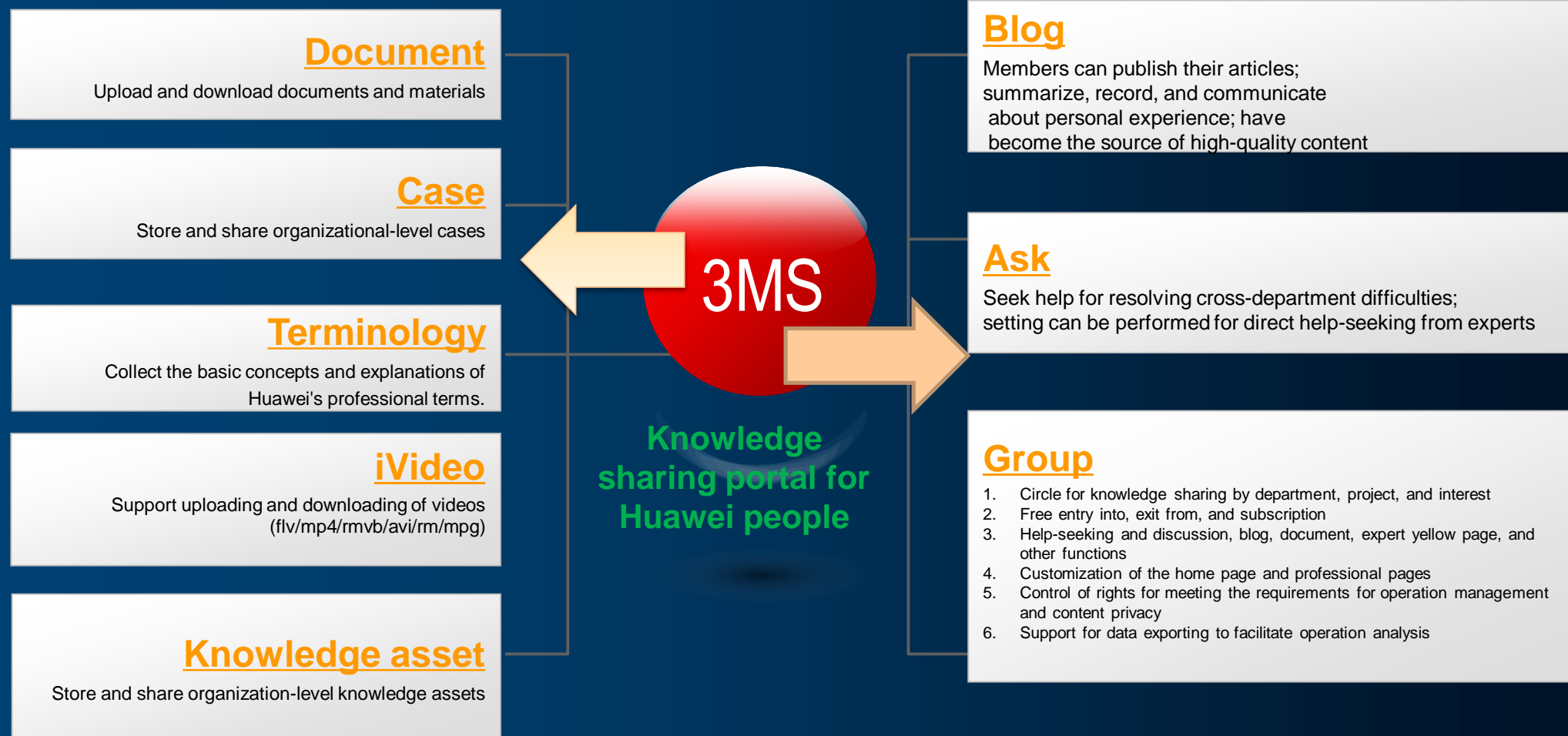
## Benefits:

- Zero code modification error
- Zero synchronization problems omission in 3 years
- 100% issue resolved in 2 years

# Experience and Lessons Learned

1. The business strategy is KM Strategy.
2. Measurable value is the must.
3. It's not to management the knowledge itself but to cultivate the knowledge.
4. The essence of KM is to establish the connections between people, knowledge and business.
5. To inspire the organization to learn and create knowledge by set up interpersonal networks.

# Knowledge Sharing Platform (3MS)



# We are on the Road



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THANK YOU

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