Information and Knowledge Management at the IOC

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Organisation of this Presentation

- INFORMATION
  - INFORMATION MANAGEMENT

- KNOWLEDGE
  - KNOWLEDGE MANAGEMENT

- BENEFITS FOR AN ORGANISATION
- IM AND KM IN THE BUSINESS
- TECHNOLOGY

- BUSINESS CASES
- OLYMPIC GAMES KNOWLEDGE MANAGEMENT
- IOC INFORMATION MANAGEMENT DEPARTMENT
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Definitions
part 1

What is Knowledge?
What is Information?
Some Definitions

“Knowledge Management has proven very difficult to define. It is about capturing, creating, distilling, sharing and using know-how. That know-how includes explicit and tacit knowledge. Know-how is used as shorthand for know-how, know-what, know-who, know-why and know-when. It’s not about books of wisdom and best-practices, it’s more about the communities that keep know-how of a topic alive by sharing what they know, building on it and adapting it to their own use. It is not a snapshot of what is known at a single point in time, but an evolving set of know-how kept by people who regularly use it.”

Extract from “Learning to Fly” by Chris Collison and Geoff Parcell.

“Passing on tips of a trade”

Proposal

• Knowledge is a multidimensional resource, with the following characteristics:
  - Captured as information in containers
  - What flows between people
  - Contributes to organisational learning
  - Know-how, skills, capability and expertise
  - An asset, intellectual property,
  - New ideas and innovation

IOC Technical Manual on Information Management (June 2007)
Key Concepts

- **Know-how**: personal experience that leads to expertise in a given field
- **Best Practices**: enterprise experienced business cases considered to best respond to a given scenario
- **Collective Knowledge**: fact that a group usually knows more than an individual
- **Tacit Knowledge**: non-formalised educational information
- **Explicit Knowledge**: formalised educational information
- **Culture**: fact that culture (or context) have an impact on information and knowledge creation and dissemination
Definition of Information

An information can be:
- Oral
- Written (paper or electronic)
- On film or photo medium

Information:
- Human Interpretation of facts or data

An information is used for:
- Taking decisions
- Creating new information
- Analysing (the past, the present)

It is an element of knowledge that can be represented via conventions, to be processed, communicated, preserved.
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Information Management

- Focuses on the current strategic information needs of an organisation in a comprehensive way.
- Supports and coordinates the creation of information, internal and external sources of information, the communication of information, the organisation of information, and information policies and practices.
- Is an established professional body of theory and practice.
Information Management

Life cycle management: from its creation to its destruction.

Status management (public, internal, confidential, secret) and evolution of this status.

Management of information medium and its identification.

Information

Rules and tools
Supporting Services

- Library and Research
- Records Management
- Archives Management
- Document Management
- Content Management
- Information Architecture
- Information structuring and analysis
- Training
Knowledge Management

- Is the creation and support for a knowledge enabled organisational culture that respects and rewards the sharing and use of knowledge across an organisation and with its stakeholders.
- Focuses on cultivating communities and conversations as well as value adding to information stores, to support the sharing of ideas, innovation and complex knowledge.
- Is about learning, continuous improvement and improving business activities.
• Information management at the **operational level** is about deploying techniques and methods to collate, organise, structure and retrieve information.

• At a **tactical level** it is about identifying needs and assessing activities with a view to improving individual and organisational information processes.

• Integrated or **strategic information and knowledge management** operates from a broad enterprise-wide perspective.
Benefits for an Organisation

Why implement Information and Knowledge Management strategies within an organisation?
Quotes to Think About

“Information is power”

“Information is the only material that gains value if you share it”
Increased operational efficiency

- Integration of information management solutions/systems
- Financial gains and time/cost savings
- Maximisation of expertise
- Support policy and strategy formulation
- Improved decision-making and business processes
Greater coordination of staff and resources

- Minimisation of duplication of effort
- Decrease in ‘reinventing’ the information wheel
- Control of document creation and version control
- Support for collaboration and shared authoring of core documents
Identification of critically important corporate information

- Provision of centralised corporate decision making resources to ensure informed decision-making
- Efficient retrieval of information within the totality of the data available
Increased competitive advantage

- Identifying information assets
- Manage and leverage knowledge assets and corporate intellectual property
- Monitoring and scanning of the external environment
Risk mitigation

- Information is secure and tracked
- Support disaster planning
- Availability of accurate, appropriate and current information
- Maintaining evidence of authorisation and approval
- Maintaining evidence of activities and actions
- Good corporate governance
- Meet regulatory and legislative requirements
Building a knowledge culture

- Processes for turning information into knowledge via learning and continuous improvement
- Preservation of information for future uses and learning
- Recognition and participation in sharing information and knowledge
- Support the corporate, personal and collective memory
Application of Information and Knowledge Management concepts to the business world
Managing Knowledge and Information as assets of an organisation, and capitalising on it
Introduction

• Within an organisation every “worker” creates, stores, disseminates and uses information.
• It is the way in which information is created, organised, retrieved, disseminated and managed that makes it useful.
• Information management is a foundation for the effective transfer and use of knowledge.
• Systematic, coordinated and professional management of information allows it to be effectively identified, shared and utilised to achieve organisational outcomes.
Challenges

• It is not uncommon in organisations that the levels of IM occur in isolation or in separate operational functional areas.
• This leads to duplication of effort and inconsistent information and data.
• Challenge for any organisation is to plan for effective implementation of the range of information ‘practices’ by increasing coordination and alignment between them.
Strategic Challenges

• It involves coordinating and planning information and knowledge activities to ensure that they are aligned to the goals and objectives of the organisation.
• Fundamental to this approach is the acceptance that information and knowledge are important assets and resources that need to be professionally managed, as is the case for other resources such as finance, infrastructure and human resources.
How does it work

- An organisation must recognise and explore the synergies between its related areas of information creation, collection, storage and retrieval.
- Combining or reinforcing the links between these components maximises the use and reuse of information and supports the achievement of operational excellence.
- Organisational information needs to be easily accessible, so that it becomes an ingredient in informed decision-making and evidence/legacy of past action.
**How does it work**

- Information repositories and information flows within organisations and between its stakeholder organisations are diverse, complex and multidimensional.
- Managed information resources and flows are a vital foundation for developing knowledge organisations, able to identify and maximise the effectiveness of their intellectual capital or knowledge.
Importance of the context

- Information and knowledge management are contextual.
- Understanding the elements of the internal and external information environment of an organisation is fundamental to designing and implementing effective, integrated strategic information and knowledge management.
How to

- Formalisation methodologies
- Transfer of Knowledge and Education processes
Key Concepts

- Environment - Culture
- Capitalisation
- Business Processes
- Infrastructure
- Learning Organisation
Key Learnings

• Information and Knowledge Management are enterprise-wide strategies, that need top-level support
• ROI
• Ressources
How the IOC implemented a ground-breaking knowledge transfer programme for the benefit of organising committees and bid cities
• **Facts 1 – IOC and Organisers**
  - IOC own rights on a brand and a product, which is franchised to Games organisers (the OCOG)
  - As such, IOC does not have a responsibility on the organisation of the Games, but on the protection of the quality of that product

• **Facts 2 - Specificities of an OCOG**
  - An OCOG is an organisation with a limited life-span (7 years), with one business objective.
  - OCOGs are per se prone to re-create business practices that previous OCOGs have already been through
KM and the Games product

- Objectives of a KM Programme for the Games:
  - Reduce organisational risks
  - Reduce organisational costs and complexity
  - Enhance productivity
  - Maintain and improve quality of the product
  - Improve service levels to stakeholders
- Decision to create a specific Knowledge Transfer programme for organising committees to support these objectives
- Access also given to Bid Cities
History of the Programme

Sydney 2000 Games
Launch of a programme to assist OCOGs in Games preparation

2000

Olympic Games Knowledge Services
Creation of an external company to service OCOGs and other clients

2002

Olympic Games Knowledge Management Programme (OGKM)
Integration of OGKS/IOC activities within IOC and creation of an in-house programme

2005

Strategic Review
Complete review of the Programme strategy to better align with client needs

2006

Strategy Implementation

2007
OGKM part of the Games Management Framework process

**Define Framework**
- Olympic Charter
- Host City Contract
- Technical Manuals

**Evaluate**
- Games Debriefing
- Official Report
- Olympic Games Impact
- Final CoCom Report

**Monitor**
- Coordination Commission
- Master Plan
- Game Readiness
- Integrated Plan (GRIP)
- Project Reviews
- Integration

**Assist**
- OGKM Services
Framework and organisation

Process owner: Olympic Games Dept, supported by Information Management and Technology

CAPTURE
- Raw Info, Statistics, Pictures, Testimonies
  - Conduct Interviews, Collect documents

ANALYSE
- Methods, Reports, Videos
  - Formalise
  - Refine
  - Index

MANAGE
- Database, Knowledge Center
  - Operate Platform

DELIVER
- Seminars, Coaching Workshops
  - Organise Seminar
  - Act as Expert
  - Assess

CLIENTS
Components of the OGKM Programme

- Workshops and Seminars
- Knowledge Database (Extranet)
- Observers’ Programme
- Secondment Programme
- Advisor Database
- Games Debriefing
Layers of Games Ops Contents

- Obligations
  - TM Obligations
  - Host City Contract
- Tools
  - Master Schedule
  - Services Track Sheet
  - Terminology
- IOC Capitalised Information
  - Technical Manuals
  - OGKM Workshops / Services
- OCOG Refined Information
  - Debriefing
  - Official Reports
- OCOG “Experience” Information
  - TOK
  - OGGI Reports and Data
  - VTOK
- IOC / OCOG Information
  - GRIP
- IOC “Experience” Information
  - Post-Games Reports

In blue: information currently available on the OGKM Extranet
How the IOC organised its Information Management function (where the sources of information sit within the IOC)
Missions

• To guarantee the availability of information related to the Olympic Movement for the IOC administration and the Olympic Family

• To answer to information requests in order to assist IOC departments to take decisions and/or create contents

• To define methods, procedures and tools of information management in order to assist the IOC departments in the execution of their responsibilities.
Information and Knowledge Management at the IOC

Creation and Evolution

IOC AND DEPARTMENT CLIENTS

1. CREATION OF CONTENT ANALYSIS
2. ACQUISITION MANAGEMENT CONSERVATION
3. DOCUMENT MANAGEMENT

EXPERTISE MANAGEMENT
From Information to Knowledge Management

ACQUISITIONS ➔ CREATION ➔ EXPERTISE

INFRASTRUCTURE

GAMES IM FUNCTION
OGKM

Information and Knowledge Management at the IOC
Questions and Answers
Thank you for your attention!