

IAF BUSINESS INNOVATION SYMPOSIUM (E6)
Strategic Risk Management for Successful Space & Defence Programmes (4)

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KNOWLEDGE MANAGEMENT AS MITIGATION OF STRATEGIC RISKS

Abstract

A major strategic risk in knowledge-based organisations is linked to the loss of core knowledge, i.e. the ensemble of data, information, expertise and know-how which is needed to implement their tasks and to ensure their competitiveness in their marketplace. Public and private organisation are facing the need of mitigating that risk, that may impact their strategic and operational objectives. Knowledge Management practices, processes, methods and tools are therefore applied across the entire organisation to mitigate the risk of knowledge loss, being it technical, scientific or managerial. Identify and preserve the critical knowledge of an organisation making it accessible for the benefit of future employees is a major step forward in securing the continuous improvement and the maintenance of competitive positions. This paper will show how the different causes and consequences linked to knowledge loss at ESA can be mitigated by actions implemented at any level of the organisation. A complete picture including concrete examples will be given with the objective of allowing private and public actors to find inspiration and common elements to counter a major strategic risk that is the loss of core knowledge for the organisation. The paper will in particular address measures related to the identification of core knowledge, its retention, its preservation and organisation as well as its exploitation within the Agency. Concrete examples of processes, methods and tools adopted or planned to be adopted by the Agency will be presented, including test cases and pilot projects, demonstrating how they are aiming at reducing either the likelihood of occurrence or the severity of consequences of risks linked to the loss of core knowledge.