

# Repositioning KM in the Pandemic

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## 1) About the Case Organization

Securities Commission (SC) Malaysia is a capital market regulator whose role includes regulating the Malaysian capital market, protecting investors and developing the Malaysian capital market. It has a staff strength of 700 employees.

## 2) About the Challenge

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

- i) Connecting people with external information sources
  - Prior to the pandemic, information sources such as reports, research, news and updates from services that the organisation subscribed to were only visible from within our network.
  - These information sources are of high value to our users as they were explicitly requested by the end users.
- ii) Connecting people with internal corporate information
  - Internal Information was scattered in multiple locations and difficult to find previously and there was limited access from outside of the intranet.
  - Finding this information may take a lot of time away from completing a task.
- iii) Liberalising the internal communications process
  - The internal communications role and capability was previously “centralised” with high dependency on “push” method via email and little “pull” strategy due to limited tool availability.

The COVID-19 pandemic and the need to work from home made these challenges more difficult. KMD took the effort to accelerate and enhance our digital transformation through several projects to address the above issues. The initiatives are explained in the next section.

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

- i) KM service delivery effectiveness was impacted.
  - Recurring requests from staff for readily available information such as where and how to access various information sources and login credentials.
  - The team would even get requests during weekends and/or after working hours for key information.
  - There were bottlenecks in certain processes raising risk of process failure.
- ii) Low awareness on the availability of internal information and communications.
- iii) Work disrupted or had to wait due to limited accessibility from outside of the organisation’s intranet.

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

The whole organisation was impacted.

### 3) What We Did

a) *In brief, what did you do?*

- i) We enhanced the knowledge platforms – Knowledge Hub & Internal Portal.
- ii) We implemented process enhancement and change management in particular to improve the internal communications process

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

- i) Knowledge Platforms – we improved the accessibility of information and search capabilities. More user-friendly, self-service information-finding, accessible from any devices, independent of the office network (K-Hub).
- ii) Process enhancement – we decentralised internal communications, and digitalised manual processes.
- iii) Change management– we issued a series of communications using infographics to educate staff on the new way of working – this included how to be effective while maintaining mental and physical health, awareness on Covid-19 and how to stay safe.
- iv) Technology – Library platform and SharePoint

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

Staff can now access information from anywhere on any devices.

### 4) Challenges and Lessons Learned

- *What hurdles or barriers did you face? How did you overcome them? Do any remain?*
  - a) We had to implement this while also coping with and adapting to working from home – no face-to-face interactions with vendors/developers, difficult to monitor and get updates (especially at the beginning).
  - b) Introducing new technology – getting buy-in from staff, getting them to start using and becoming familiar with the solution.
- *What were your lessons learned? What might you do differently next time?*
  - a) Project management – to monitor more closely and get regular updates/reviews from vendors/developers.
  - b) Engage with relevant stakeholders early in the project to get more inputs to the solution.
- *What advice would you give to another organization attempting a similar project?*
  - a) Understand and articulate clearly your requirements.
  - b) Closely & regularly monitor and track the progress of the project to ensure the output is aligned to the requirements.

### 5) Impact and Benefits

- *What have been the business benefits of your effort so far?*
  - a) Increase in information usage and consumption.
  - b) Reduced number of repetitious queries on how to gain access to resources.
- *Could these benefits have come from other causes? How do you know your effort made a difference?*

We have had positive feedback from staff and examples of how staff have been helped.

- *What do you think were the main reasons for your progress?*
  - a) We had been working on these initiatives for a while and so we were prepared when the pandemic hit.
  - b) We had strong support from management.
  - c) We had been working on meeting pain points for a while and understood the demand from the stakeholders.
  - d) Teamwork – good communications with vendors.
  
- *What future benefits do you foresee?*
  - a) Improved stakeholder experience.
  - b) Support for business continuity and improved time to knowledge for new staff.
  
- *If you didn't have KM, what could happen?*

The SC functions could not have been executed effectively during the pandemic.

## **6. Next Steps**

*Briefly describe what you/ the organisation intend to do next in this area. Do you/they intend to build on or extend the work you have done in this project?*

We intend to continuously enhance the usability and functionality of the knowledge platforms to better serve our stakeholders. This could be done through bench-making & bench-learning with other peer organisations.