SOUTHERN AFRICAN KNOWLEDGE MANAGEMENT SUMMIT

Connect, learn & innovate

IDC CONFERENCE CENTRE, SANDTON

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SUMMARIES

WORKSHOP: CHANGE MANAGEMENT IN A KM PROJECT

DR ANDREW KOK & RICO PLAATJES, WESTERN CAPE GOVERNMENT

Change Management is the discipline that guides how we prepare, equip and support individuals to successfully adopt change in order to drive organizational success and outcomes. – Prosci

This workshop will aim to give the attendees a better understanding of the concepts of change management, what it is and how it can be used to make a success of knowledge management projects. Attendees can expect an interactive workshop where participation from the audience will be encouraged. Ample opportunities for sharing ideas and examples from the workplace will be given. The workshop will provide short presentations on the theory of change and change management and will be followed by short group sessions on practical experiences.

THEORY: An overview will be given on what change management is, why it is necessary, how to manage resistance to change, the change process, critical success factors (ADKAR) and lastly how to reinforce the change.

TOOLS: Group sessions will be used to discuss possible tools that can be used to instill change. Sessions will be on how to get the buy-in from Top Management, what communication platforms can be used for change, how training will contribute to making change happen and which forms of recognition can be used.

PRACTICE: The facilitators will use practical examples from their award-winning initiative to show case what can be done.

WORKSHOP: CONTENT AND CONVERSATIONS: SUPPORTING KNOWLEDGE SHARING AND RE-USE IN A GLOBAL CORPORATE ENVIRONMENT

RETHA PRINSLOO, DIMENSION DATA

I will share our approach to redesign an existing knowledge portal to take it to the next level of maturity. It is a tool to enable not only sales teams but other audiences as well. We not only adopted a new platform but also addressed the information architecture and interface design to create a new user experience, including our in-house social platform in the mix.

We will unpack the considerations to deliver a scalable solution and some of the lessons learnt along the journey. The session will include practical exercises to share and map some of your own knowledge requirements or solutions. Business requirements always evolve and our knowledge management solutions must keep up so we'll wrap up with ideas for future enhancements.

WORKSHOP: KNOWLEDGE HARVESTING AND TRANSFER

REFILOE MABASO, ANNA SANFILIPPO & THAMI MAGELE, ATNS

Creating a viable approach for retaining reusable knowledge is a challenge for KM Practitioners. The objective of this workshop is to deliberate on how KM Practitioners can enable and support their organizations to retain reusable knowledge from:

•   Retiring employees

•   Subject Matter Experts

•   And resigning employees.

The challenge comes with the mapping and implementation of the reuse alongside capture. KM Practitioners with the support of business and HR are meant to determine what knowledge is to be captured for reuse and consumed in the future rather than concentrating on the capture of any knowledge and insight.

Capturing of all business-critical knowledge from departing employees is constrained and inhibited by barriers of time, business culture, diversity or individual willingness.

The question then is when is the right time to start the knowledge capture?

WORKSHOP: A CASE STUDY OF IMPACTFUL KM IMPLEMENTATION AT A DEVELOPMENT FINANCE INSTITUTION

KHOLANE CHAUKE & TEAM, IDC

Development Finance Institutions (DFIs) are knowledge intensive and their mandate is wider than the commercial banks. The IDC has been instrumental in implementing the country's industrial policy, and continues to play a catalytic role to attract other industry players, funding gaps in the market and risk funding aimed at the development of entrepreneurs. It also seeks to grow the economy, tackling unemployment through the creation of sustainable economic opportunities while contributing to an inclusive economy funding black industrialists, women and youth owned enterprises. It employs the best minds in the country with backgrounds in CAs, Engineering, Dealmakers and Project Developers.

KM Implementation at IDC started in 2005, triggered by the loss of the critical technical knowledge and experience as its employees resigned and retired. At the time there were no directory or a tracking system of skills and expertise available in-house, which made it difficult to optimise on its business. As potential coaches and mentors left, so was the corporate memory -newly appointed employees had to redevelop solutions. Given the uniqueness of the IDC's mandate, there was a need to train operational staff in-house (IDC Way) as there is no suitable formal course offered by any institution. Knowledge Management was thus positioned as the solution to tackled this challenge but was to be implemented as a project; but having seen the benefit the IDC decided to form a fully-fledged KM unit.

Consequently, by 2011, key knowledge networks have been identified through SNAs, experts identified and knowledge harvesting conducted- but the business started questioning how the knowledge harvested is actually translated to actual learning and impact on the knowledge sharing behaviour. In 2012, the KM Strategy was reviewed specifically targeted at the following:

• The repositioning of KM to focus on practical and impactful implementation within IDC's operations and ensure that knowledge (tacit and explicit) is owned by the business, which includes encouraging content ownership;

• Ensure "One version of the truth" which includes establishing a single, authoritative repository (knowledgebase) where all IDC's important documents and records are to be found. This includes designing and implementing processes and procedures to enable knowledge to be identified or created, captured, reviewed, updated, shared, preserved and deleted under suitable controls;

• The increased focus on proactive harvesting and sharing of knowledge, and lessons learned to assist IDC to increase its depth of knowledge of its Business Partners (clients) and to codify a standardised best practice;

• Broadening the accountability for the sharing of knowledge through the appointment of a Knowledge Champion and reactivate the purpose-drive Communities of Practices; and

• Develop and promote a knowledge-sharing and learning culture by all which facilitated the easy access, free-flow of material and development of best practice methods and processes;

We are looking forward to sharing our KM implementation journey (2005- date), focusing on the implementation of the FIVE basic instruments, i.e. Knowledge Management Framework, Configuring Socio-Technical KM system architecture, Developing Standardized processes for knowledge and knowledge management, business- driven knowledge strategies implementation and leading an inter-disciplinary KM support organization.

ARTIFICIAL INTELLIGENCE IN KNOWLEDGE MANAGEMENT: THREAT OR OPPORTUNITY

CARL WOCKE, MERLYNN INTELLIGENCE TECHNOLOGIES

Artificial intelligence at its core is primarily a data driven exercise where new insights are derived through analysis of vast data sets. Complex machine learning algorithms are thrown at historical data to try and uncover knowledge that has somehow been missed. An additional perspective to knowledge and knowledge discovery could be that knowledge might well exist within two main forms; namely data and human expertise. The first wave of mainstream artificial intelligence is focused towards data. There is consensus building that the 2nd wave will be towards human expertise. In understanding artificial intelligence and its relevance to human expertise one needs to explore key concepts around expertise. Discussion points include amongst others:

- Expertise is something that is learnt and that is by nature tacit and not explicit.
- Expertise resides within the subconscious and is not readily definable in terms of underlying heuristics.
- A philosophical perspective on expertise being that if an expert was to be able to fully explain their expertise then they would no longer be an expert.
- Expertise is not governed or constrained by historical data validation. The expert most often sees things ahead of what is being identified in data. The expert as an early warning device.
- Empathy and ethics manifest far easier within the human expert than within data.
- Organisations use standardised processes and systems with expertise playing the role of key differentiator.

The next generation of artificial intelligence will be about cloning and scaling individual human expertise. This allows expertise based logic to be embedded into systems where systems will act and react much the same as would a domain expert. This in turn also allows organisations to scale and magnify their differentiation in the market place by sweating the asset of expertise. One of the biggest challenges an organisation will face is the bottleneck around access to its top performers attention. Artificial intelligence has the potential to not only remove this but to create limitless supply back into the organisation.

PEOPLE, PROCESS AND TECHNOLOGY IN THE FOURTH INDUSTRIAL REVOLUTION

DR DEONIE BOTHA, SEBATA MUNICIPAL SOLUTIONS

Technology will change the way people perform work and hence the operating model of organisations will need to be re-evaluated and adjusted within the foreseeable future. Bhalla, Dyrcks and Strack (2017) state: "a tidal way of change is coming that will soon make the way we work almost unrecognizable to today's business leaders. In an age of rapidly evolving technologies, business models, demographics, and even workplace attitudes – all shifting concurrently – change is not only constant but also exponential in its pace and scope." These changes are resulting from the Fourth Industrial Revolution and its emphasis on technological innovation and digital productivity.

Schwab (World Economic Forum, 2017) continues by describing the extent and nature of the Fourth Industrial Revolution: "In its scale, scope and complexity, what I consider to be the fourth industrial revolution is unlike anything humankind has experienced before. We have yet to grasp fully the speed and breadth of this new [fourth] revolution. Consider the unlimited possibilities of having billions of people connected by mobile devices, giving rise to unprecedented processing power, storage capabilities and knowledge access. Or think about the staggering confluence of emerging technology breakthroughs, covering wide-ranging fields such as artificial intelligence, robotics, the internet of things, autonomous vehicles, 3D printing, nanotechnology, biotechnology, materials science, energy storage and quantum computing, to name a few.

In addition to the above the Boston Consulting Group (2107) published a foresight report in which twelve forces were identified that will radically alter the operating model of organisations. In this report it is stated that: "Together, these [twelve] forces will revolutionize the way that work gets done in companies and will compel leaders to rethink even the most basic assumptions about how their organisations function. They will need to discover new ways of organizing, performing, and leading, along with new

approaches to recruiting, developing, and engaging employees. All this in organisations with limitless data, open boundaries, employees and machines working side by side, and, rapidly evolving employee value propositions" (Bhalla, Dyrcks & Strack, 2017).

It is stated that the Fourth Industrial Revolution will primarily affect the following four organisational areas:
- Customer expectations – how customers are served;
- Product enhancement – digital capabilities, durable and resilient, predictive maintenance;
- Collaborative innovation – new forms of collaboration;
- Organisational forms – new business models, different skills and talent.

Traditionally, all of the above-mentioned four areas have been enabled and supported by Knowledge Management. Because of the profound impact of the Fourth Industrial Revolution on organisations, people and work processes it is critical to reflect on the manner in which Knowledge Management is practised in organisations. And even more importantly on the relevancy and value of Knowledge management in an age where people are seamlessly connected through ubiquitous technologies. In future data will be generated by sensor-enabled technologies and analysed by powerful business analyses tools that will inform decision making in the workplace.

What will the role of Knowledge Management be in a world where individuals are increasingly being made redundant becomes of the ability of robots to perform both repetitive but also highly complex work. What contribution can and should Knowledge management make in an age where thousands of devices are connected in the cloud and are able to perform both simple and complex tasks without any or limited interaction with their human counterparts. A world where a refrigerator can inform a driverless car to stop at the nearest supermarket to collect fresh food or where a voice recognition enabled device can perform financial transactions without any human intervention.

There are various definitions and theories on the meaning, characteristics and design principles of Knowledge management. Essentially, Knowledge management is the "the deliberate and systematic coordination of an organization's people, technology, processes, and organizational structure in order to add value through reuse and innovation. This is achieved through the promotion of creating, sharing, and applying knowledge as well as through the feeding of valuable lessons learned and best practices into corporate memory in order to foster continued organizational learning." (Dalkir, 2005).

Many knowledge management strategies and initiatives have been implemented to focus on the processes of creating, capturing, organising and leveraging the information and knowledge of individuals. But, whilst Knowledge managers focused on the aforementioned, the technology component of the people, process and technology "alliance" became skewed and to a large extent technology now dictate the way forward with regards to how we manage the knowledge of people and the work processes performed in organisations. The question that needs to be answered is how Knowledge management can remain relevant in an era in which knowledge is now the result of data captured in a variety of systems that connect technologies. And an era in which tacit knowledge has become slightly less "valuable" or rather valued as decisions will largely be based on rational or scientific decision making as opposed to recognition-based or intuitive decision making that results from previous experience, stories and mental models.

Some of the most prevalent aspects that Knowledge Management will need to support in the Fourth Industrial Revolution organisation are as follows:

- Identifying and leveraging the skills and competencies that robots cannot "learn";
- Identifying and "contracting" sources of knowledge or crowd resourcing;
- Localising global knowledge;
- Smart organisations and continuous access to knowledge and creating employee-centric hubs;
- Sourcing of relevant data and ensuring that data are clean prior to analyses;
- Ascertaining the relevancy and the value of capturing and sharing experience;
- Social innovation and sustainability of knowledge;
- Social networks and empowering the global employee;
- Ensuring that devices are connected to the Internet of Things and that knowledge can be created from the connectedness of devices; and
- Ensuring the safety and privacy of employees.

From the above it is evident that the manifestation of Knowledge Management will change radically in the Fourth Industrial Revolution organisation. What will the relevancy be of codification and personalization strategies in an environment where information becomes redundant within seconds and employees are no longer tied to organisations with and employment and psychological contract? Change is imminent and Knowledge management need to evolve or subside into the realms of cyberspace.

CREATING A CULTURE OF KNOWLEDGE EXCHANGE WITHIN AND BEYOND UNICEF

DR NIMA FALLAH, UNICEF

The international development sector is first and foremost a knowledge industry. Knowledge management (KM), knowledge exchange (KE) and mutual learning are essential in understanding what does and does not work in development. Using that knowledge to support replication and scale-up of interventions is critical. One of the key priorities identified in UNICEF's recent "Efficiency and Effectiveness" process was to establish a systematic approach to KE which harnesses and makes easily and globally available our tacit knowledge (knowledge based on experience) and expertise in order to support the programming, operations and advocacy of UNICEF and our partners. The Knowledge Exchange Unit (KEU) was established in the Division of Data, Research and Policy in UNICEF New York HQ to lead and support this process. A primary focus of the KE initiatives is to support UNICEF staff and partners - especially field-based staff - to find and use knowledge effectively to improve their day to day work.

The KEU, together with KM specialists in UNICEF regional offices, develop tools and techniques to support effective online and face-to-face KE, and support the organisation to use them through providing training and sharing good practices. In addition, the KM team attempts to (a) promote organisational culture change through advocacy and practice, and through embedding KE into the everyday work of the organisation, (b) develop organisational policies, guidelines and standards for KE, (c) monitor and evaluate the effectiveness of KE in UNICEF to demonstrate its value, and (d) work closely with IT unit to develop corporate online tools and platforms for KE.

The presentation will also highlight the UNICEF Knowledge Exchange Toolbox, which was developed to help UNICEF staff and partners to plan and implement successful knowledge sharing events. A successful

event is one that creates or shares significant practical knowledge – knowledge that is relevant for achieving results. This may be academic or technical, or it may be 'know-how', based on experiences of how to achieve results in a particular context, or how to address specific challenges. The Toolbox is for anyone who needs to make effective decisions, facilitate or guide effective decision-making processes, or manage or coordinate group work in development that requires the knowledge of multiple persons to succeed.

In addition to the global KM/KE activities, a regional case study - UNICEF's Programme Monitoring and Response (PMR) Initiative - will be presented. The key objective of the PMR Initiative, launched by UNICEF Eastern and Southern Africa Regional Office (ESARO), is to enhance programme performance through a combination of strengthening real-time monitoring of community health and nutrition services, social accountability, evidence-based programme adjustments, and citizen feedback loops, and peer-to-peer learning within and among countries. The initiative has an integral KE component to strengthen knowledge sharing and foster continual learning by UNICEF, government staff, national communities and other partners in implementing countries. This case study explores the challenges of sustaining a Community of Practice (CoP) in the development context, and examines the link between theoretical analysis – organisational routines - and actual practices in terms of managing CoPs in an international organisation, UNICEF. Key success factors, challenges, and lessons learned in the context of implanting a KE strategy are identified and will be presented.

ENRICHING KNOWLEDGE NETWORKS - SYNERGIES BETWEEN SOCIAL NETWORK ANALYSIS, COMMUNITIES OF PRACTICE AND KNOWLEDGE MAPS

DR RONEL DAVEL, SARS

The constructive management of existing knowledge and the access to and development of new knowledge has become essential to organisations. Since tacit knowledge can often not be captured or documented, knowledge is frequently created and shared through social interaction within organisations. Relationships are thus fundamental to knowledge creation and knowledge transfer and the various forms of social networks existing within organisations play a primary role in leveraging these relationships. This study followed the socialisation philosophy as reflected in the works of Nonaka and Takeuchi (1995) and Hansen et al. (1999), where the creation and sharing of knowledge occurs primarily by way of social interaction between individuals. The said interaction typically occurs within informal networks, also known as knowledge networks.

Social network analysis (SNA) provides a logical approach to discover, review and verify knowledge sharing processes within these networks. Of late there has been growing awareness regarding SNA as an instrument to plot knowledge and expertise as well as to confirm the character of connections in informal networks. While these works focus primarily on connections between SNA and Communities of Practice (CoPs); or relations between SNA and knowledge maps, this study intended to outline a method for organisations to strengthen their social capital by analysing, shaping and reinforcing their knowledge networks, thereby enhancing the manner in which they share and create knowledge.

Subsequently this study endeavored to investigate how knowledge networks can be improved as a result of synergies between SNA, CoPs and knowledge maps. The researcher attempted to illustrate that cultivating synergies between SNA, CoPs and knowledge maps will enable organisations to produce stronger knowledge networks and ultimately increase their social capital.

In an attempt to resolve this undertaking, the following objectives were identified:

- Establish the level of interaction with the actual experts in knowledge networks by linking key network positions with the experts pinpointed in knowledge maps.
- Determine whether any correlation exists between the levels of CoP participation and network positions held by individuals.
- Investigate how the establishment of CoPs and the distribution of knowledge maps could influence knowledge network structures, specifically in terms of cohesion, cut-points and hubs.
- Examine in what way CoPs can influence network connectivity considering whole-network assessments.

An attempt to demonstrate how synergies between SNA, CoPs and knowledge maps enable organisations to produce stronger knowledge networks and ultimately increase their social capital, resulted in the creation of a process map. Figure 1 below offers a simplified illustration of this process map.
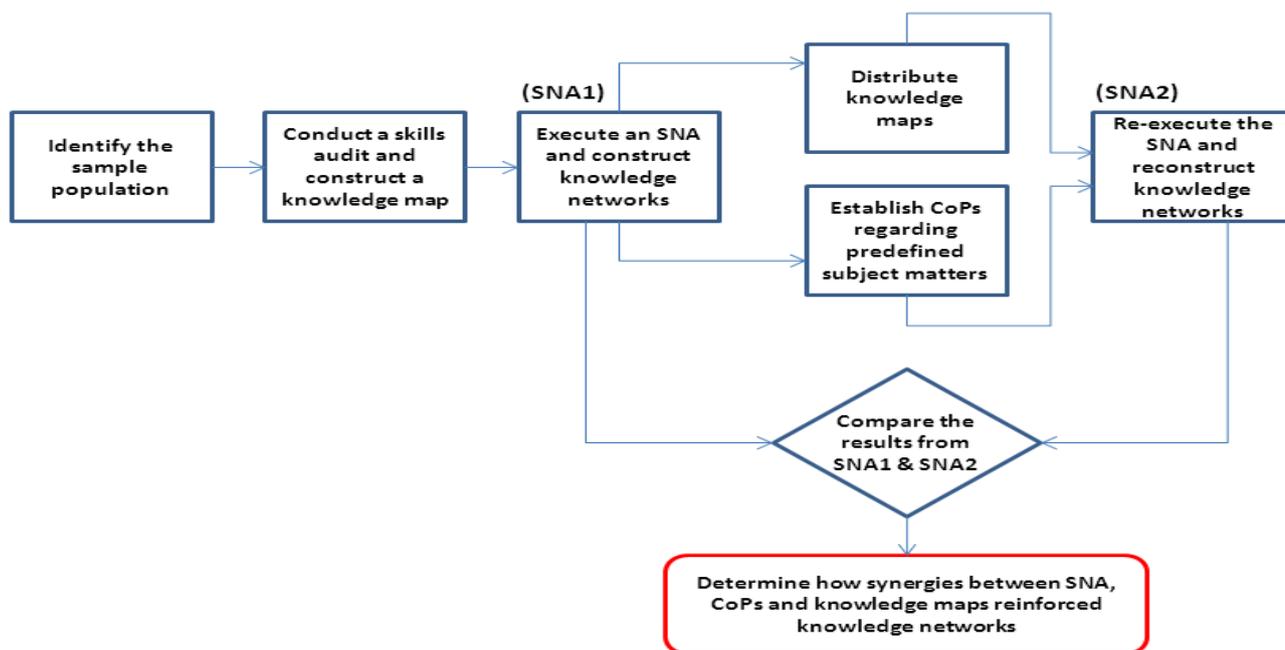

Figure 1: Process map established to address how knowledge networks can be improved as a result of synergies between SNA, CoPs and knowledge maps

While assessing CoPs and knowledge networks, various similarities emerged: both stem from social learning principles; both deal with the significance of boundaries, peripheries, linkages and interfaces; and both focus on an element of participation and the leveraging of knowledge sharing. Associating knowledge maps (in terms of expertise) with CoP participation and knowledge network positions will thus enable organisations to integrate underlying expertise as well as to confirm that the correct sources are being approached for information. Besides, relating knowledge maps to CoPs and knowledge networks will facilitate effective knowledge transfer within organisations – more trust will develop between members

and organisations will be able to ensure that the correct people form part of specific CoPs. Moreover, SNA can assist organisations to uncover and develop existing CoPs and to establish new ones. Conversely, organisations can deploy CoPs in an effort to improve the transfer and sharing of knowledge within knowledge networks.

It is anticipated that this research will enable organisations to enrich their knowledge networks and expand their social capital by building on the process map that was developed and implemented in this study.

HOW BIG DATA AND SOCIAL MEDIA SURFACE KNOWLEDGE IN INFORMAL AGRICULTURE MARKETS
CHARLES DEHWA, KNOWLEDGE TRANSFER AFRICA

To the extent agriculture remains a fundamental socio-economic activity in the majority of African countries, Information and Communication Technologies (ICTs) are catalysts for progressive outcomes. However, there are signs that the transformative potential of ICTs is within social media and big data. Everything else may be considered digital 'lipstick', beyond which African smallholder farmers and agricultural value chain actors are more interested in solutions to their bread and butter challenges. Information is no longer enough if it does not lead to better lives.

Bringing experience from Zimbabwe's informal agriculture markets, this presentation shows how big data and social media are making a difference in the agriculture sector. Major highlights include:
- How big data and social media are inspiring and influencing food demand and supply models
- How digital platforms are moving from being providers of information to aggregators of food demand and consumption patterns.
- How big data and social media guide targeted agricultural financing.
- How big data and social media steer farmer characterization.
- How big data and social media reveal the intersection between formal and informal markets, leading to the evolution of a hybrid economy.

The presentation will conclude by elevating the power of developing collective market wisdom together.

UNKNOWABILITY AND THE LEARNING ORGANISATION
ALISON JACOBSON & BARBARA DALE-JONES, THUNDERBAY COLLECTIVE

If your organisation is hiring more knowledge workers than ever before, and the ratio between blue collar and white collar workers is shifting, then previous models of management no longer apply. This is also the case with models of knowledge management. What to do in times of increasing uncertainty and is this finally the rise of the learning organisation?

FROM MANAGING KNOWLEDGE TO ORGANISATIONAL LEARNING - PRACTITIONER REFLECTIONS
KUBESHNI GOVENDER-JONES, BLACK EARTH CONSULTING

I came to the practice of knowledge management through a series of coincidences, broadly amounting to being at a confused place, at a complicated time. Over a decade ago knowledge management had just started to find receptive ground in the public service and at the level of local government, there were a handful of enthusiastic voices sounding more like evangelists than practitioners. Today I find myself constantly seeking inspiration to understand why – after the best efforts of a lot of smart people - reflections of knowledge management practice in the South African public sector have more 'lessons' to share, than better practice to offer. I grapple with the effort it still takes to 'convert' government leaders on the need to be knowledge oriented and why convincing public servants to embrace tools to manage the intangible is still such a difficult and often thankless job. These humble reflections advance a few conspiracy theories and some 'left field' models in the hope of supporting the unpredictable human spirit toward the lifelong pursuit of learning.

MENTORSHIP WITH IMPACT FOR NEW PROFESSIONALS
BENNIE KOTZE, DATACENTRIX

The terms "knowledge", "learning organisation", "mentorship" mean different things to different people in different circumstances. Therefore, this case study contextualises the development of new recruits in a fast-evolving consulting services industry. Knowledge of the subject matter, tools, technologies and methodologies for newly appointed recruits are critical since consulting is the business of "selling knowledge".

Internships are important developmental tools as professional learning experiences that can hugely benefit the organisation providing the internship as well as the interns themselves. Unfortunately, in many cases, internships become an administrative exercise where at the end of month 12 of the programme, there will be a flurry of activities around the question of permanent employment being offered or not due to a lack of consistency in empowering the individuals over the internship period.

During 2016, Datacentrix partnered with OpenText to develop a number of interns over a 12-month period. The initiative was well organised, well-coordinated and sufficient funds were deployed to ensure development and learning experiences. The interns were provided with professional, in-house, personal training and mentors. Since Datacentrix is a platinum partner of OpenText in Africa, the technology training was done by senior OpenText and Datacentrix trainers from the UK and South Africa. Between formal education sessions, the interns were deployed on projects to work with more experienced consultants in implementing OpenText solutions at Datacentrix customers in Gauteng, Western Cape and KwaZulu-Natal. The latter, provided the interns with the opportunity to apply knowledge in their future trade right from the start. Weekly meetings were held to monitor, collaborate, discuss and exchange ideas (including sharing of project experiences between the members of the group).

The results were impressive and during this session, the approach, execution and value of the exercise will be presented.

EMPLOYEE-DRIVEN INNOVATION MANAGEMENT: TRANSNET FREIGHT RAIL CASE STUDY

AKHONA DAMANE, TRANSNET

Transnet Freight Rail (TFR) has over 150 years of rail operations and technology experience since the inauguration of its first railway track in Durban on the 26 June 1860. Over these years TFR has led innovative discoveries of ground breaking railway technologies and solutions some of which have been implemented around the globe. In 2013 Transnet launched its ambitious Market Demand Strategy (MDS) which seeks to position the company as one of the Top 5 in the world. This comes with unwritten expectations such as leading global change towards technological advancement of the industry. It is noteworthy that most of the leading railway companies have aggressive Research, Development and Innovation (RDI) strategies.

Historically, TFR has had a vibrant culture of invention and innovation which resulted in countless number of patents being registered and new devices, rail technologies and products being introduced to the industry at large. Over the years, this passion for widespread innovation died a silent death even though there are efforts by R&D units. At the forefront of the TFR Knowledge Management (KM) strategy is to revive the culture of organisation-wide innovation. In this context, knowledge management focuses on providing access to and the reuse of existing knowledge (and innovative ideas) as well as mechanisms for gathering new knowledge by using information technology tools. It is argued that enterprises could use knowledge creation processes when pursuing innovation capabilities.

TFR adopted the employee-driven innovation as advocated by the Danish Labour Union Confederation commonly known as LO. LO (2007) elaborates, "Some organisations adopt a centralist approach to innovation. In this case, contributions to the innovation process rest with key staff with responsibility for research and development oriented activities in close cooperation with the top management. However, some organisations adopt a broad approach to innovation involving employees in the development of new products and/or work processes. In general, employees can play an important part in the creation of innovation, one reason being that they possess experience-based knowledge such as new knowledge on customer needs, new ideas conceived at the production plant, etc. In other words, employee-driven innovation is bottom-up instead of top-down."

The presentation also clarifies the connection between knowledge and innovation within the context of Transnet. This includes:

- Subject Matter Experts, grey beards, newly on-boarded employees and recent graduates have a collective wisdom / knowledge or intellectual capital that must be exploited to create value and new products/services/process within TFR.
- New Information Products (and ideas) from various physical and virtual discussion forums are a testament of innovation potential.
- Physical knowledge assets (eg Railway Heritage artefacts, Corporate Library resources, etc) carry enormous potential for new service/product creation.

The approach undertaken includes the following steps:

1. Identification of Innovation opportunities (Strategic Innovation Areas)
   - Sustainable Energy | Improved Operational Efficiency & Productivity | Maintenance and Support Services | Financial Sustainability|Improved Employee Experience |Introducing DISRUPTIVE new unrelated product or services
2. Ideas campaigns
3. Ideas processing
4. Concept formulation
5. Innovation projects

TOWARDS INFORMATION GOVERNANCE IN SOUTH AFRICA AT A NATIONAL LEVEL: A PROPOSED INTEGRATED FRAMEWORK
PAUL MULLON, COR CONCEPTS INFORMATION MANAGEMENT CONSULTING

Information Governance (IG) is an emerging discipline, spanning many aspects of Information Management. At present, IG presents a number of challenges:

•   It has not been clearly defined yet, and current definitions are those proposed by various vendors with a vested interest in aligning IG to their area of expertise or commercial product set. Current proponents; Logan (2010), Blair (2016), Veritas (2016), IBM (2016), Haselkorn (2016), AIIM (2017), EDRMS (2011) present IG as Records Management, Information Management, Enterprise Content Management, Privacy (Data Protection), Freedom of Information, Corporate Governance, Information Risk, Information Security and e-discovery. All of these are important, yet none should be superior to the others.

- At an organisational level, initiatives focus on one of these aspects, often conflicting with the other elements, and are initiated due to some immediate business challenge, such as the introduction of the Protection of Personal Information Act, 2013 (Data Protection or Privacy legislation) in South Africa.
- In most organisations, records management is poorly implemented, and IG is seen as a "new" initiative, in an attempt to overcome management resistance to records management's poor reputation.
- Countries create policies and legislation on the same IG aspects, and these initiatives are conducted in the same disjointed manner. As within organisations, records management or Information Governance is often not seen as important or strategic enough at a country level, and as a result becomes subservient to other national initiatives.

This presentation presents an Integrated Information Governance framework at an organisational level, comprising, key success factors, required instruments, principles, and a proposed list of elements or disciplines which should be managed in a cohesive manner. A definition of IG is proposed which highlights a multi-disciplinary and integrated approach.

An approach is then explored regarding how this can be elevated to a national level, so that the same disciplines are included in National policy and legislation. This then filters down to organisations in a way that facilitates efficiency, lack of duplication, and leads to management commitment to implementing sound IG programmes, including records and archives management.