

Title of Case:

Knowledge Sharing in CLP Power Hong Kong Limited (CLPP)

Presenter's Name, Position and Organisation:

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The Background and Purpose of the KM Effort in the Case

Founded in 1901, the CLPP is one of the leading power companies in the world. Throughout the years CLPP has grown to become a conglomerate of companies with a portfolio of over 30 generation assets and retail businesses in different countries in Asia Pacific Region.

In Hong Kong, CLPP operates a vertically integrated electricity generation, transmission and distribution business, which is regulated by the HKSAR government. Being the largest supplier of electricity in Hong Kong. CLPP supplies electricity to approximately 80% of Hong Kong's total population and has installed generation capacity of 6,908 megawatts, and a transmission and distribution network of some 12,958 kilometers.

With over 100years experience in utility industry, people who have worked there for decades have built up amount of knowledge. The principle asset of CLPP is its people who are the repositories of knowledge in the working of the utility industry. Thus, CLPP have been developed a very comprehensive knowledge management program to retain critical knowledge, heading to a knowledge-led organization. Therefore, it is valuable to share this wonderful case in this cafe.

What CLPP Did

As different business groups may have different KM focus, several KM teams have formed under different business groups (e.g. Power System Business Group and Marketing & Customer Services Business Groups) for project implementation. But they are also working on the same KM mission, retaining critical knowledge within the business group in order to sustain the corporate competitive edge. In the past few years, their KM programs covered the following items:-

- 1) Knowledge Management Audit for Power System Business Group
- 2) Community of Practices for operational safety
- 3) Sharing Clubs for customer knowledge sharing and capturing
- 4) Knowledge Management Portals for knowledge storage and diffusion
- 5) Knowledge Elicitation for critical corporate knowledge
- 6) KM Promotion Program, such as newsletter, KM seminar, experience sharing session

Lessons Learned

The biggest challenges that they are facing in this project are users' buy-in and program ownership.

Thus, our lessons learned in this project are as follows:-

- A simple, straightforward tools – It is easy to gain buy-in and accelerate the adoption rate
- Small scale pilots expanded in response to a positive take-up are more successful than large-scale “big bang” deliveries
- Incentives program is the power of KM program
- Embedding a train-the-trainer program in the implementation stage – it can nurture the KM competence level within the organization as KM is a continuous journey (everyone is KM Manager)

Impact and Benefits

In Hong Kong, we only have two power utility services providers. The labour replenishment is a big challenge for CLPP. Thus, the benefits of KM can accelerate the competence development of individual staff and develop an organizational memory for knowledge retention. KM program also helps to enhance the quality of customer services by sharpening their services knowledge and nurturing experience sharing culture through face to face KM events as well as online discussion forum.