



competition commission
south africa

**KNOWLEDGE MANAGEMENT:
SOUTH AFRICA**

**UNCTAD Intergovernmental Group of Experts on
Competition Law and Policy
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Simon Roberts

**Chief Economist, Competition Commission
South Africa**

The views expressed are those of the author and do not necessarily reflect the views of UNCTAD.

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Why Knowledge Management?

- Rapidly increasing case load
- Staff turnover and organisational memory
- No effective organisational learning from past cases
- Existing CMS becoming inadequate

Strategic Response

- Identified KM as a strategic objective in 2007
- Integrating people, process and technology
- Upgraded CMS to KMS
- Developed KM Strategy, Policy and Protocols documents

The Process



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- Evaluated CMS, identified gaps and assessed needs
- Appointed KM Co-ordinator
- Planned system upgrade and appointed developer
- Mapped out organisational workflow in consultation with staff
- Designed system to support workflows
- Customised software
- Testing for functionality and user acceptance (UAT)
- Training, rollout, change management

Key Features of the Knowledge Management System (KMS)



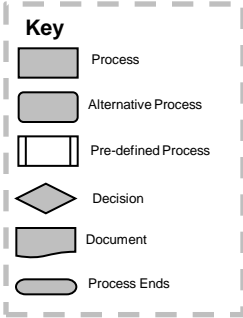
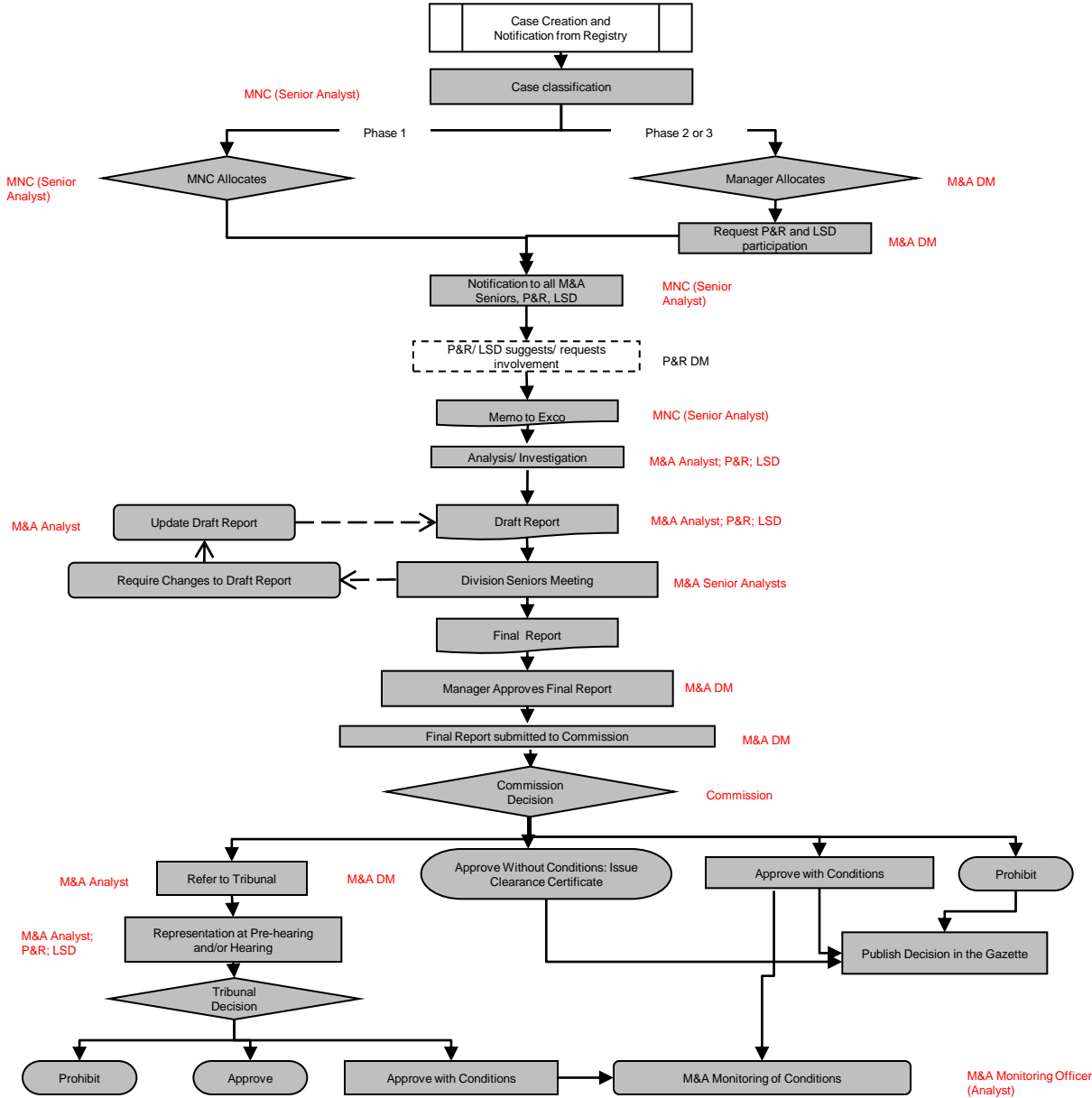
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- Workflows (case management system)
- Document libraries (documents & reports)
- Lists (calendar; events, discussion boards)
- Corporate Portal (HR, IT and finance info)

Example of Workflow Mapping: Mergers

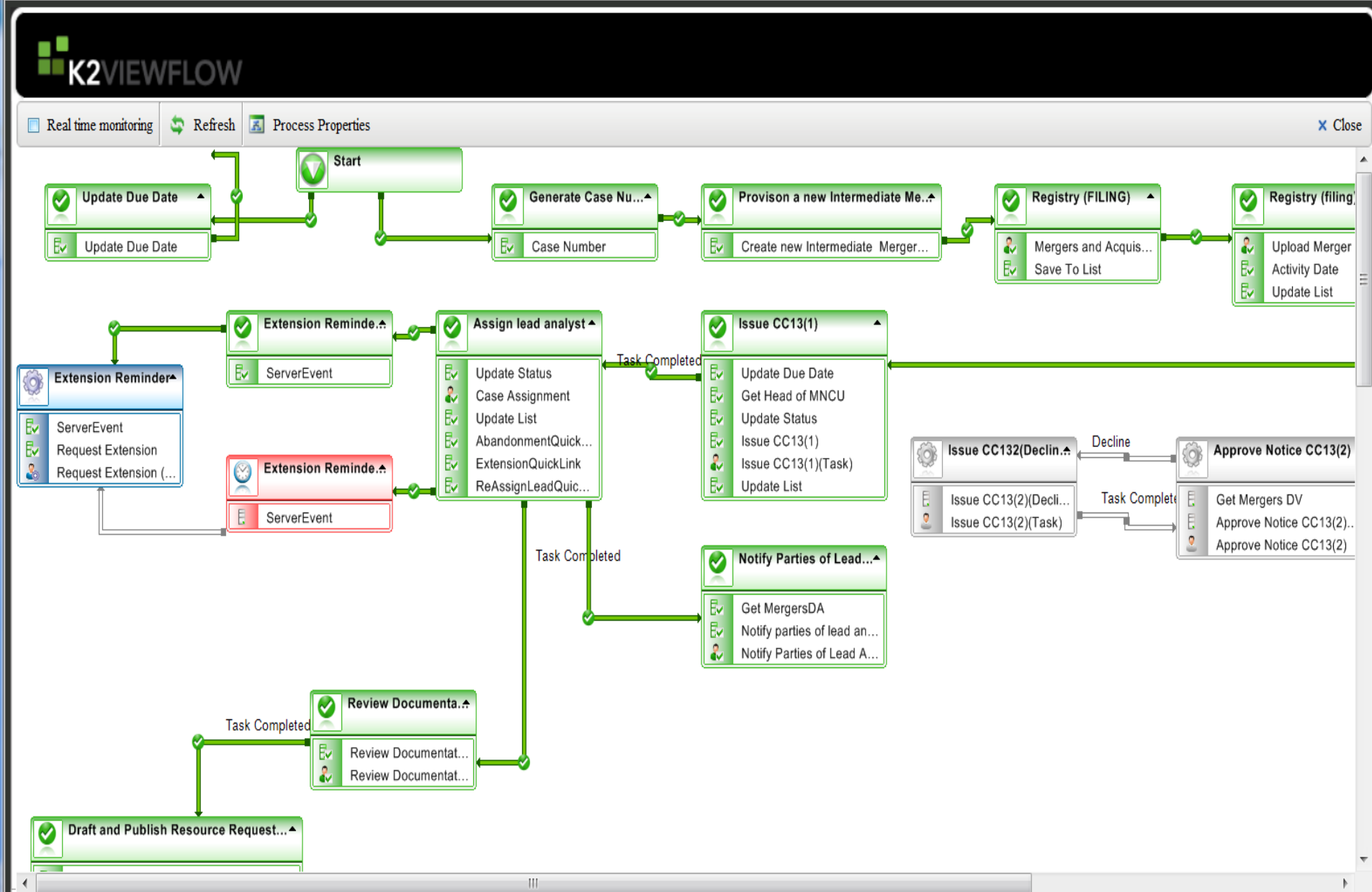


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Example of Workflow Tracking: Mergers

http://compkms/?ProcessID=1672&K2Server=Workflow:5252 - View Flow - Windows Internet Explorer



A Case Site

Browser window showing the URL: <http://compkms/DivisionalSites/MASite/Mi>. Other tabs include "K2 Workspace - Power..." and "Home - 2012Mar01...".

Navigation bar with menu items: File, Edit, View, Favorites, Tools, Help. Includes social media icons (Dell, Bing, Facebook) and utility icons (Home, RSS, Mail, Print, Page, Safety, Tools).

Header area for the competition commission south africa website. Includes the logo, the text "competition commission south africa 2012Mar0100", and a search bar with "This Site: 2012Mar0100". Navigation tabs include Home, Case List, Information Resource Centre, Commission Central, Divisional Sites, Policies Procedures Forms & Contracts, EXCO Commission & MANCOM, and Site Actions.

- View All Site Content
- Documents
 - Filing
 - Process
 - Correspondence
 - Reports
 - CC Forms, Notices & Letters
 - Government Gazette Notice
 - P & R Documents
 - LSD Documents
 - ASR Documents
 - Tribunal Record
 - Conditions Documentation
- Lists
 - Calendar
 - Tasks

Home > Divisional Sites > Mergers and Acquisitions > Mergers and Acquisitions Case Site > 2012Mar0100

Mergers Case Files

Title	Case Type	Case Status	Date Filed	Acquiring Firm	Target Firm
2012Mar0100	Mergers and Acquisitions (large) - Phase 3	Commission Finding - Approved (Unconditionally)	2012/03/05 11:02 AM	Boxer Super Stores (Proprietary) Limited ("Boxer")	The target firms under the control of Metcash Trading Africa (Proprietary) Limited

[Add new item](#)

Contact & Payment Details

Law Firm	Work telephone number	Payment Amount	Invoice Number	Payment Date
Fluxmans	011-3281835	R 350,000.00	IN006039	2012/03/05

Conditions Monitoring

Partic	Start Date	End Date	Type of condition	Status	Comments
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Case Team Members

Lead Analyst	Economist	Legal Advisor	Additional Team Members
Themba Mahlangu	Ratshidaho Maphwanyana; Genna Robb;	Nomveliso Ntanjana	

Quick Links

- Case Management System
- Case Abandoned
- Extension
- Re-Assign Lead Analyst

[Add new link](#)

Relevant Documents

There are no items to show in this view.

Tasks

Filing Library

Filing - Windows Internet Explorer
http://compkms/DivisionalSites/MASite/MACaseSite/2011May0039/Filing/Forms/AllItems.aspx
File Edit View Favorites Tools Help
Favorites Workflow COMPKMS SPStage Microsoft Exchange - Outl... BMIC Web Slice Gallery
Filing

Home
Welcome Liesl Van der Rede | My Site | My Links |
This List: Filing
Home Case Management System Information Resource Centre Commission Central Divisional Sites Policies Procedures Forms & Contracts News Search Site Actions

Home > Divisional Sites > Mergers and Acquisitions > Mergers and Acquisitions Case Site > 2011May0039 > Filing
Filing

View All Site Content
Documents
Filing
Process
Reports
Government Gazette Notice
CC Forms, Notices & Letters
LSD Documents
P & R Documents
Correspondence
Lists
Calendar
Tasks
Conditions
Meetings, Phone Calls or Faxes
Discussions
Team Discussion
Sites
Recycle Bin

Type	Name	Modified	Modified By	Case Type
	Content Type : Affidavit (2)			
	Content Type : Board minutes and Presentations (2)			
	Content Type : Company profile (1)			
	Content Type : Competitive Report (1)			
	Content Type : Document (3)			
	Content Type : Financial Statements (2)			
	Content Type : Form CC4(1) (1)			
	CC 4(1) foodcorp	2011/05/10 09:30 AM	Gavin Williams	Mergers and Acquisitions (intermediate)
	Content Type : Form CC4(2) (2)			
	Content Type : Form CC7(Mergers) (2)			
	Content Type : Merger Agreements (2)			
	Content Type : Proof of Payment (Only receipt) (1)			
	Content Type : Proof of service (1)			
	Content Type : Report prepared for the Securities Panel (1)			

Information Resources Centre

Browser navigation bar showing address: http://compkms/IRCcenter/default.aspx. Includes search, home, and social media icons.

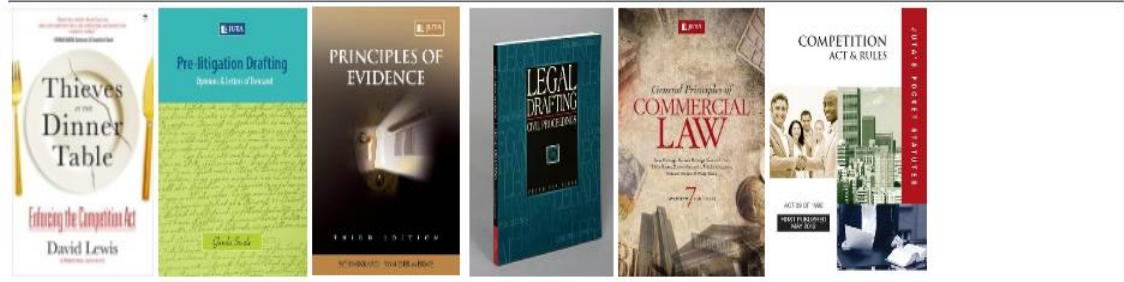
Header section for the Information Resource Centre. Includes the logo for the Competition Commission of South Africa and navigation tabs: Home, Case List, Information Resource Centre, Commission Central, Divisional Sites, Policies Procedures Forms & Contracts, EXCO Commission & MANCOM, Search, and Site Actions.

- View All Site Content
- IRC Home**
- Business and Economics
- Competition Law
- SA Law
- Human Resources Management
- Industry Publications
- Competition Amendment Bill
- IRC Catalogue
- Access Controlled Databases
- Lists
 - New Publications
 - IRC Suggested Books
 - Events
- Documents
 - Training Material
- Recycle Bin

Home > Information Resource Centre

The mission of the Information Resource Centre (IRC) is in as far possible, to bring the sources of information to the desktops of staff members. The IRC catalogue which is also given below, contains a record of all the publications held in the IRC. You may contact Annalee ex. 43257 or Ntsako ex 43099 , whenever you require training on the usage of any of the products

New Publications



Library Search



Suggest a Book for the IRC

Click here to suggest a book

Internal Site Links

Competition Law	Business and Economics
HR Management	South African Law
Industry Specific Publications	New Publications
Access Controlled Databases	IRC Communications

Core Databases





Building an enabling KM organisational culture

- Training and other Change Management initiatives are key
- Build networks of support within the organisation:
 - “Super Users” for technical support to peers and ongoing input
 - KM Champions to drive behaviours and culture; identify business issues, needs, changes
- Communicate with users regularly - formally and informally, groups and individuals
- Review performance (people and system) and take action accordingly



Benefits

- Improved information organisation and accessibility
- More efficient collaboration in cross-divisional case teams
- Move from document storage to project management (task lists, calendars, links)
- Real-time data collection
- Improved tracking and oversight – case and management level
- Supports more efficient decision-making
- Reduced induction “learning-curve” for new staff

Where are we now?



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- Fairly high levels of acceptance, but varies between divisions and individuals
- Leadership participation in practices and systems is particularly effective in increasing people's participation
- Integrating usage and updating of the KM system in the performance management process, that determines employees' performance bonuses
- Knowledge sharing has high importance and many and varied forums for doing so
- Developing structures and processes to evaluate and improve the system



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Thank you