

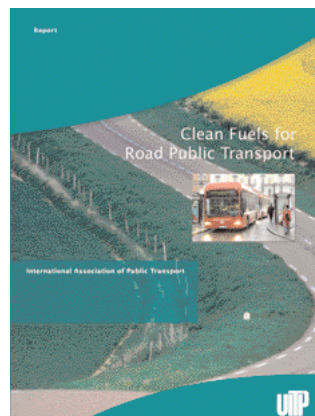
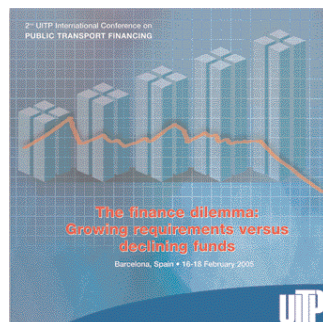
Knowledge management at UITP adding value for members

Mohamed Mezghani, Director, Knowledge and Membership Services Department, UITP, Brussels

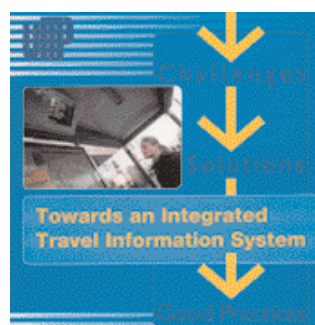
The sum total of knowledge accumulated by the 2500 members of UITP constitutes a vital strategic resource for developing the association and positioning UITP as THE global reference in mobility and public transport. However, in order to create added value from this resource, it is vital to develop a knowledge management policy aiming to improve the reactivity of UITP and its members while, at the same time, meeting membership expectations. Recent years have seen the pursuit of this approach as well as the expansion and diversification of UITP's member services.

It is generally accepted that there are two types of knowledge. Firstly there is explicit knowledge, which is made up of information and easy-to-express know-how: guidelines, handbooks, plans, databases, etc. - formalised knowledge. To tailor these tools to reality, it is necessary to add elements derived from the various experiences and expertise of each member, which is known as tacit knowledge: a member's know-how, tricks of the trade, best practices, lessons learned from a failure, etc. In this context, knowledge management is the process through which an organisation generates added value from its intellectual capital – the knowledge and know-how of its members. This process entails:

- **Finding and generating knowledge:** identifying sources of information and persons who possess the expertise being sought, and creating the conditions for extracting this knowledge.
- **Enhancing knowledge value:** channelling this knowledge into the development of the organisation by making it more accessible, sharing it,



Output from commissions and committees together with UITP's other publications add value to the knowledge generated by UITP bodies



disseminating it and using it to create new knowledge.

- **Assessing and updating knowledge:** assessing and updating knowledge, standardising it and enriching it with feedback from experiences and external knowledge as these become available.

UITP took these three central planks into account when developing its structure and members services. UITP's committees and commissions - regional, modal, sectoral or thematic committees or commissions or working groups - are at the heart of knowledge generation. More often than not, it is in the committees that the need to acquire a particular kind of knowledge arises and brainstorming takes place to identify potential sources of information or expertise. UITP's structure is made up of 37 standing committees, commissions or groups with some 600 active members. Supplementing these are project working groups that run for a set period, initiated either by UITP (e.g. MCD, SORT) or external bodies such as the European Commission (e.g. COUNTERACT, ERRAC, MODURBAN).

Many different services play a part in adding value to the knowledge generated by the bodies within UITP. Events (conferences, workshops) are a place where members can network and exchange experiences and knowledge. They also provide a forum to disseminate the output of UITP committees and commissions, alongside Public Transport International and UITP's other publications (core briefs, guidelines, reports, etc.). Adding value to knowledge is also achieved through advocacy activities, which tap into members' expertise in specific fields. Official positions (focus papers), press releases and other declarations all play a part, each one adding depth to the messages UITP members send to politicians and journalists.

Recent years have seen the development of services to harness the tacit knowledge of UITP members. Tacit knowledge is innate or acquired know-how and experience, which repre-

UITP training programmes One facet of knowledge management

Sarah Foulon, Training Programme Manager, Knowledge and Membership Services Department, UITP, Brussels



UITP's experience in training is very recent as it launched its first-ever Training Programme for public transport executives only in 2002. The success which it has enjoyed from the very outset is proof that the training caters for a very real market need. The mobility sector has evolved rapidly in recent years. In parallel, the professional knowledge and competences of the people responsible for planning, administering, operating and maintaining a public transport network have also changed. To take up this new challenge, UITP has designed a training programme enabling UITP member executives to improve their general knowledge of the mobility sector and topical public transport issues. These include globalisation and liberalisation, sustainable mobility, fares, contractual relations between operators and authorities, integration, quality management and marketing, not to mention security, rolling stock innovations, passenger information and electronic ticketing.

For the fourth consecutive year, UITP is organising a training course in three modules, each running for three days and comprising presentations on the theory and

international case studies (based on concrete results as well as group workshops fostering exchanges of experiences between participants themselves and with instructors). A technical visit to the host's network completes the programme. Prior to each module the participants are given a thematic dossier containing relevant references for the topic. These are then compiled onto a CD-Rom which is presented to all participants at the end of each module.

In order to guarantee quality training, UITP invites mobility professionals to join its team of instructors. These experts offer a wealth of practical experience as well as different backgrounds and cultural approaches. This helps to reinforce the international dimension of the course beyond even the geographical diversity of the participants. The lessons are therefore provided by UITP member transport professionals to UITP member transport professionals, and concentrate mainly in real-life examples.

In the meantime, further initiatives have been created in order to more closely meet demand. UITP has set up regional and thematic training programmes. Regional training courses cater in particular for the needs of a region, e.g. training involving bus network operation and maintenance in Africa, or training on relationships between public transport authorities and operators in the new Member States of the European Union. Thematic training courses are currently being developed. These include a marketing training summer course. The target audience differs therefore depending on the training: young executives, middle management or even senior executives working in areas as diverse as operations, planning, PT organisation, maintenance and finance, not to mention marketing and human resources.

As well as contributing to improving the knowledge of our members, these diverse initiatives help to reinforce UITP and the network of contacts it provides. Above and beyond purely professional exchanges, genuine links are being forged. Proof of this is the creation of the 'class of...' network (alumni), created at the request of participants. This meets once a year to discuss topical issues and continue exchanges of experiences between professionals in the sector. Without doubt, these young managers of today will become the sector's leaders and the active UITP members of tomorrow.

Please send any questions or comments to sarah.foulon@uitp.com copy to editor@uitp.com

Translated from the original French version

CORPORATE MANAGEMENT

sents greater added value. Training activities (see previous page) are a good example of how this knowledge can be captured. Whether targeting a particular topic - e.g. summer marketing course - a region - e.g. bus fleet operation and maintenance in Africa - or more generally - e.g. programme for managers - interactive and structured training in small groups provides an unrivalled opportunity to share knowledge. It also makes it possible to reach out to categories of members who previously struggled to find their place within UITP, such as young executives and middle management. Study trips round off this range of training activities. Since their launch in 2002, some 320 members and 50 instructors have taken part in these activities, all of them UITP members.

Knowledge evolves over time. In a topical sector such as public transport, it is vital to gain regular intelligence on this evolution and for the latest knowledge to be readily available. Building on the success of the MCD I and II projects, UITP is taking up this challenge and creating a mobility and public transport observatory, a knowledge centre for sector-related statistics and indicators. Importantly, it will facilitate benchmarking activities among members. The UITP Congress and Exhibition every

two years have become regular, un-missable fixtures for UITP members to keep abreast of the latest knowledge and developments in the sector. Alternating the venue throughout the different regions promotes knowledge dissemination outside Europe. The latest of these UITP services, the 'Peer Review', involves visiting a network or analysing a transport policy, making an assessment and drawing up recommendations for improvement. This service is provided at the request of a UITP member and the assessment is performed by other members - a perfect illustration of UITP's added value in action.

We cannot talk about knowledge management without mentioning Mobi+. More than an on-line bibliographical resource, Mobi+ is a portal for exclusive use by UITP's members for accessing the majority of knowledge produced by UITP members: congress and conference proceedings, thematic dossiers, articles, statistics, etc. plus bibliographical references to non-UITP documents. Mobi+ is the visible arm of UITP's Information Centre that permanently monitors information on public transport.

Whereas only a few years ago UITP members did not question the return on their UITP membership investment, this is no longer the situation today.

Caught up in day-to-day concerns about their company's survival, and bombarded from all sides by national and international industry federations, UITP members are primarily seeking something in return for their UITP subscription. Against a backdrop of the public transport sector's development and globalisation, access to knowledge and exchanges of experiences have become a necessity. UITP is embracing this challenge by turning knowledge management into real added value for its members.

*Please send any questions or comments to
Mohamed.mezghani@uitp.com
copy to editor@uitp.com*

Translated from the original French version

YOU WILL FIND THE FOLLOWING ARTICLES AND PRESENTATIONS FOR FURTHER READING ON THE UITP ELECTRONIC LIBRARY, MOBI+ :

WWW.UITP.COM/MOS

The integration of human resources and marketing to ensure a customer-oriented approach, Commission of Human Resources, Commission of Marketing and Product Development; UITP Core Brief, 2002

Using a business information management system to improve efficiency and manage change, ANDERSEN Jesper; UITP Congress - Roma, 2005, Expo Forum Session 5

Balanced Scorecard approach in a public transport company, HOFLINGER Peter, MAYER Reinhold; UITP Conference - Barcelona 2005, n° Session 5

Presentations at the UITP Workshop on Balanced Scorecard, Madrid 2005

Balanced Scorecard at VVM De Lijn, MINNAERT Eddy

Balanced Scorecard at Wiener Linien, CZIPERTIS Beatrix

BSC presentation in Madrid, SCHMIED René

How to develop a Strategy map, SCHMIED René

Identification of the right BSC initiatives / projects, VAN AUDENHOVE François-Joseph

The BSC Model, DONNA Giorgio

The measuring system in the BSC, FISCHER Alexander

The steps of the BSC-Perspectives & Strategy, SZENTGYORGYI Tamas

Why introduce a BSC: "our point of view" / The Company's point of view, BONFANTI Gabriele



Contact:
thierry.marechal@uitp.com