Case Study

Transforming Knowledge Flow: Velion Dynamics' Digital Knowledge Network

Velion Dynamics is a mid-sized technology consulting firm headquartered in Copenhagen, employing around 1,200 people across Europe, Asia, and North America. Since its founding in 2009, Velion has built a strong reputation for delivering digital transformation and IT integration projects for clients in logistics, renewable energy, and smart manufacturing. Its success has traditionally depended on the technical expertise of its consultants and their ability to collaborate effectively on complex, multinational projects.

By 2021, however, Velion began facing growing challenges in managing and leveraging its organisational knowledge. As the company expanded internationally, it became evident that its informal, relationship-driven knowledge-sharing practices were no longer sufficient. Regional teams worked in isolation, often re-creating reports, frameworks, and client deliverables that already existed elsewhere in the organisation. This duplication led to inefficiencies, project delays, and increased operational costs.

The problem was exacerbated by staff turnover. When experienced consultants left, they often took valuable know-how with them, leaving gaps in the company's institutional memory. New hires reported that it could take up to two months to become fully productive due to the difficulty of locating relevant resources and templates. Leadership realised that Velion's most valuable asset, its intellectual capital, was being underutilised and poorly preserved.

In response, the company launched Project Axis, a strategic initiative to design and implement a Digital Knowledge Network (DKN), a cloud-based system for capturing, managing, and sharing organisational knowledge across global offices. The DKN's purpose was to consolidate information assets, enhance collaboration, and promote organisational learning.

Velion partnered with IntraCore Technologies, a European software firm specialising in AI-driven enterprise platforms, to develop the DKN. The system was structured around three central pillars:

1. Centralisation – Unify all project documentation, client data, and technical resources into a secure, searchable repository accessible from any office.
2. Personalisation – Use AI to recommend content, experts, and communities based on users' ongoing projects and areas of expertise.
3. Collaboration – Enable geographically dispersed teams to co-develop solutions and share updates through integrated digital workspaces.

Despite its promise, the rollout of the DKN revealed that technology alone could not solve Velion's knowledge challenges. Many senior consultants were sceptical about the initiative, seeing it as a distraction from client work or as a mechanism that might expose their personal expertise. Some feared losing a competitive advantage within the company if their methods and approaches became widely accessible. Younger staff were more enthusiastic but struggled with usability issues such as inconsistent metadata tagging and lagging system performance.

Technical and compliance obstacles compounded the situation. Velion's global offices operated on different legacy infrastructures, making data migration and system integration complex. The company

also had to navigate regional data protection laws, including the General Data Protection Regulation (GDPR) in Europe and data localisation requirements in several Asian markets.

To address these issues, Velion launched an accompanying organisational change programme titled "Connect to Grow." This initiative sought to realign employee behaviours and attitudes toward collective learning. Each regional office appointed Knowledge Champions, tasked with mentoring colleagues, delivering training sessions, and encouraging DKN adoption. Leadership linked participation in the DKN, such as contributing and validating content, to performance evaluations and promotion criteria.

Velion also introduced gamification and social recognition mechanisms to boost engagement. A "Knowledge Leaderboard" highlighted the most frequently accessed contributions, while contributors gained recognition through internal awards and professional visibility. Over time, these measures helped reframe knowledge sharing as a mark of expertise and leadership, rather than administrative overhead.

Within the first 12 months of implementation, Velion observed significant performance gains. The duplication of project artefacts dropped by 33%, and cross-office collaboration rose by 40%. New consultant onboarding time was reduced from six weeks to three, and client satisfaction scores improved due to more consistent, data-driven service delivery.

However, not all challenges were resolved. Offices in Southeast Asia and parts of South America continued to face network instability, limiting their access to the DKN. The company also struggled with maintaining the quality and relevance of uploaded materials. In response, Velion established a Knowledge Governance Council responsible for curating and auditing key resources. The company also deployed natural language processing (NLP) tools to detect redundancies, flag outdated content, and automate metadata corrections.

By 2024, the DKN had become an integral part of Velion's operations. Beyond being a repository, it evolved into an intelligent system that supported predictive insights, mapping expertise across regions, identifying skill shortages, and recommending cross-functional project teams. The initiative fostered a shift toward what Velion's executives described as a "learning organisation": one that continuously captures, refines, and redeploys its collective intelligence.

Velion Dynamics' journey illustrates that successful knowledge management depends as much on organisational culture and governance as on technology. Through sustained leadership commitment, iterative refinement, and attention to human motivation, the company transformed fragmented information silos into a cohesive, adaptive knowledge ecosystem, one that now underpins its global competitiveness.

Reference:

Reynolds, D. J., & Verhoeven, L. (2023). *Digital Transformation and Knowledge Networks in Multinational Firms: A Socio-Technical Perspective. Journal of Knowledge Management and Innovation*, 19(2), 74–91.