



Focus. Flexibility. Crystal Clear Results.

Cisco Systems

Service and Support Advocacy KM Portal

THE CLIENT

Cisco, the leading supplier of Internet infrastructure and high-performance internetworking products

THE CHALLENGE

Exemplary customer service ranked high with Cisco, and the company created the Service & Support Manager (SSM) role to provide a single point-of-contact for large clients. This one-to-one relationship gave customers a resource that understood and even anticipated their needs—a role that benefited both Cisco and the customer.

With the goal of hiring 250 Service & Support Managers in a period of 18 months, Cisco needed to minimize their time-to-proficiency by providing new SSMs immediate access to critical information as well as orientation and reference information. Cisco also needed to leverage the expertise of their more experienced SSMs by capturing and sharing their knowledge. Finally, vital to their success was fast and easy access to all this information.

THE BUSINESS OBJECTIVES

Minimize time-to-proficiency

Orient new SSMs within 90 days of hire date by providing just enough of the right information about Cisco, the Customer Advocacy organization, and the SSM role in order for SSMs to become productive as soon as possible.

Maximize performance and sharing of knowledge assets

Provide information specific to the SSM role, such as how other SSMs handled certain customer situations, goal setting, and advice on when and how to engage other departments within Cisco.

Foster ongoing learning and communication

Provide a communication vehicle within Cisco's large geographically diverse work environment for sharing information and experiences with other team members.

THE SOLUTION

VisionCor assigned a team of consultants that included expert content developers, information architects, and a project manager. The team used VisionCor's project management methodologies to develop a project plan. Status reports, project schedules, and conference calls kept the VisionCor team in Charlotte in synch with the Cisco teams in San Jose, Chicago, New York City, and Research Triangle Park.

After a complete project and role analysis, the project was broken into three distinct phases:

Quick Hits

With new hires already in place, looking for direction, there was an immediate need for a 90-day new hire roadmap. Through interviews with existing SSMs and managers, the

VisionCor team gathered, analyzed, and organized the events and tasks required for a new SSM. Within 30 days, concise and relevant information for new hires was on Cisco's network, available to all SSMs.

Initial Development

Because the SSM role was a new and highly strategic one within the company, the VisionCor team conducted numerous interviews to assist in building consensus within Cisco on some of the aspects of the SSM role. As a result, VisionCor built an overall site map and detailed content plan. The site look and feel was designed based on content, audience analysis and the existing intranet. Information was then converted into web format.

With site navigation, graphics and an initial round of content in place, VisionCor conducted usability tests to ensure an intuitive site structure and meaningful content. Experienced SSMs tested specific scenarios to ensure maximized usability.

Core Development

With the initial content in place and tested, development and coding of the site content began. To ensure the team was still on target, the SSM role was re-analyzed and content categorization was checked based on lessons learned to date. The remaining content was gathered, developed, and coded with additional interviews conducted as necessary.

THE RESULTS

The Service & Support Advocacy Intranet site was well received within the SSM organization. "This web site is such a great resource," said an SSM for Boeing. "Everything I need is in one place. I can find what I need when I need it - without having to wait on an e-mail reply, walk around looking for someone or search through gigs of information on the intranet. Plus, after working through difficult situations, I can post my lessons learned on the site so my colleagues can learn from my experiences."

"I'm a new SSM and this web site is a gold mine of knowledge," reported an SSM for GM. "It guided me through my first 90 days, helped me build a support team, and introduced me to other SSMs. Now I'm using it to define my objectives. Basically this site just makes my job easier and gives me more time to focus on servicing my customer."

VisionCor also worked with Cisco to help the company leverage the knowledge and benefits gained from the SSM project into other areas of their organization. Record-breaking growth and razor-sharp focus on customer satisfaction could be chaotic, but the focus of VisionCor's knowledge management expertise coupled with Cisco's commitment to customer satisfaction, turned Cisco's information overload into knowledge-on-demand.

ABOUT VISIONCOR

Founded in 1990, VisionCor is a workforce learning, talent management, performance improvement, and documentation firm. VisionCor provides customized solutions and staff augmentation services to clients ranging from Fortune 500 corporations to small and mid-sized businesses. VisionCor's services include training, talent management, performance improvement, documentation, and project management to help companies implement organizational change initiatives and address their ever-changing workforce needs. Contact VisionCor at 888.299.8267, <http://www.visioncor.com>, or email at info@visioncor.com.