

## Integrated Workforce Experience Case Studies

### IT Organization: IT Regional Leadership Community

Enterprise social platform enables two-way collaboration, consistent flow of information and communications, and greater productivity across corporate IT and regional IT teams globally.

#### Executive Summary

##### Business Situation and Challenge:

- Improve outbound communications and flow of information between IT corporate and regional IT teams in global regions
- Solution operationally and technically feasible to implement and maintain

##### IWE Solution and Benefits:

- Consistent, quality content; single source of truth for priority content
- Timely pipeline of outbound IT communications relevant to regional IT teams
- Two-way collaboration capabilities; asynchronous platform enables offline collaboration, reducing the need for meetings
- Accountable ownership model facilitates questions, issue tracking and resolution, accelerates productivity

##### Looking Ahead:

- Build and pre-fill content; establish next-level process and governance
- Increase awareness and collaboration within global IT virtual team
- Collaborate with other IWE communities

#### Business Situation and Challenge

Timely, consistent communications are critical to the success of Cisco's global region IT model. In this model, IT shares important information, such as roadmaps and global content from IT service owners, infrastructure owners, and other corporate stakeholders, with regional IT leadership and their teams in Cisco's four global regions: Asia Pacific, Japan, and China (APJC); Europe, Middle East, Africa, and Russia (EMEAR); Latin America; and the U.S. and Canada (Americas).

Traditionally communication between these groups has been relationship-based (e.g., between a regional IT leader and IT service owner) and most often done through email.

"The team knew that change was needed, and collaboration would be at the heart of it," says Robert Roffey, director of strategy and planning, Regional IT. "When WebEx Social was deployed, we had the opportunity to harness the power of collaboration. So we started building our process around it."

"We needed a solution that would flatten the globe," adds Jim Robshaw, IS director, Connected IT Services, U.S. and Canada. "By that I mean a solution that would take time zones off of the 'excuse list' for collaboration."

In January 2012 the IT Regional Leadership team introduced a new way to manage information flow offline that would provide all IT stakeholders globally with consistent, predictable communications, and be operationally and technically feasible to implement. The

solution? The team launched the IT Regional Leadership (ITRL) community on Cisco's internal enterprise collaboration platform, the Integrated Workforce Experience (IWE), powered by Cisco WebEx® Social.

"The community was designed with a complete business plan re-architecture that was built around IWE," says Robshaw.

#### IWE Solution and Benefits

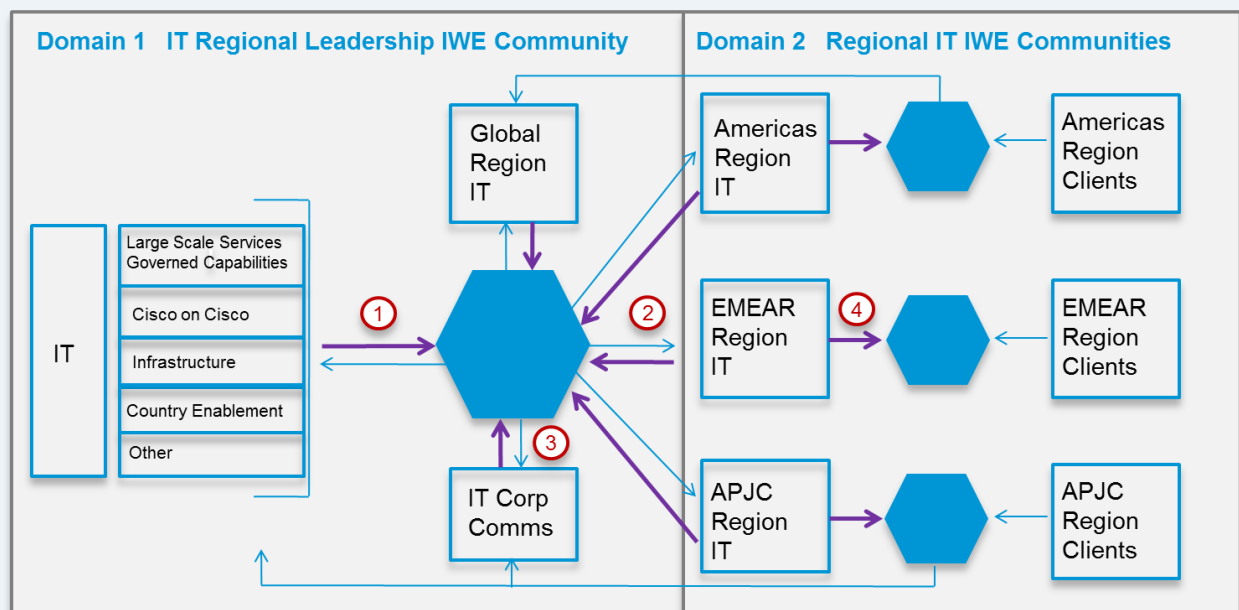
Architects of the ITRL IWE site chose a hub design that would consolidate relevant, cross-regional input and make it accessible to IT service owners, regional IT leaders, and their teams. The new IWE community provides an intelligent source of information out to the regions and back to corporate IT. The bidirectional information flow occurs among two main "domains," as depicted in Figure 1:

- Domain 1: information sharing and collaboration between global IT and IT service owners (corporate IT) and the regional IT teams. The IT services are those critical to doing business in the regions. For example, large scale services and governed capabilities (e.g., product lifecycle, supply chain, and order management; customer care; legal entities, software enablement and entitlement, access management), and infrastructure services (e.g., data center computing and storage, network services, mobility).
- Domain 2: information sharing and collaboration between the regional IT teams and their business clients in each region.

Essential global and regional IT content and outbound communications, such as IT service roadmaps, metrics, and executive messages, is centralized through the ITRL IWE site. Region-specific information is funneled into regional IWE communities for regional IT leaders to share with their teams and business clients in the region. Client feedback is captured in the process and pushed back to corporate IT. This information flow and accountable ownership model not only helps to ensure timely, consistent communications and alignment among the corporate and regional IT teams, but also facilitates stakeholder collaboration and questions, ideas, and issue resolution within the community.

"In the IWE community, we have a streamlined, more effective communication flow between the IT groups, service owners, corporate teams, and leadership and clients in region," says Stephane Halle, senior manager, Field Enablement Services. "Before, these groups were working pretty much in silos."

**Figure 1** IT Regional Leadership IWE Site High-Level Value Chain and Information Flow



1. Push key content to IT Regional Leadership IWE site (e.g., roadmaps, IT communications, global content from IT services areas such as strategic objectives, metrics, contacts).
2. Pull content. Push feedback.
3. Pull regional-relevant content as required (e.g., region IT strategy, projects, contacts).
4. Push regional-relevant content to business clients in the region.

When implementing the IWE site, the IT Regional Leadership community owners established and adhered to several guiding principles:

- Create value by making connections between and across all the IT services (corporate) and regional IT teams, and engaging stakeholder collaboration.
- Ensure that the client experience in IWE is owned by those closest to the client, that is, the regional IT leaders and teams.
- Seek the best exposure points for community content.
- Promote a truly global environment in IWE. For example, the IT Regional Leadership team did not want the community to center on content and communications solely from Cisco corporate headquarters.

- Leverage IWE best practices and lessons learned from other Cisco teams.
- Establish information design consistency and user rules of engagement in the community.
- Consider change management implications. For example, the team realized early on that content tagging would be a critical component of the community, and educating users about tagging would be essential for success.
- Drive traffic to IWE.
- Establish ongoing coordination and alignment of processes across the IT Regional Leadership team.

To validate the effectiveness of the IWE site in meeting user requirements and business objectives, the IT Regional Leadership team defined several use cases and immediately started building out the highest-priority scenarios. Following are two of the team's top use cases and initial observations.

### **Use Case 1: Multiple IT Users in Different Regions Need Access to the Same Information**

A project manager in EMEAR region IT is looking for the services roadmap to share with business clients in the region. Meanwhile, an IT analyst in the Americas region, APJC region, and Latin America IT is looking for the same roadmap.

#### **Before the IWE site:**

1. Each regional IT user has to identify the appropriate service owner to contact.
2. The service owner receives multiple requests for the same information.
3. The service owner emails the roadmap to the individual requesters.
4. If applicable, the regional IT users have to adapt the roadmap before sharing it with their local business clients.

**Solution:** Share information relevant to each region via a single post in a common environment.

#### **After the IWE site:**

1. Relevant information, such as roadmaps, project portfolios, etc., is collected by the service liaisons.
2. The service liaisons create a post with the relevant information in the IT Regional Leadership community.
3. All regional IT users navigate to the IT Regional Leadership community to get the information.

In this scenario, service owners do not get multiple isolated requests for the same information. Regional IT users do not have to spend time looking up contacts, initiating requests via email, and adapting information for business clients in their region (if applicable).

### **Use Case 2: Diverse Project Team Wants to Collaborate and Share Knowledge on Specific Topics**

A team of IT service owners, regional IT leaders, and users in APJC region IT wants to share pain points and lessons learned during a recent high-profile project.

#### **Before the IWE site:**

1. Individuals from the different teams send large attachments via multiple emails to multiple recipients for the same project.
2. The process for gathering pain points and lessons learned is a back-and-forth series of individual emails to key stakeholders and subject matter experts. Region-specific information is culled and shared manually.

**Solution:** Provide a common environment to share information relevant to each region via posts, with functionality for contributors to collaborate and provide their input collectively.

#### **After the IWE site:**

1. Community owners are piloting three subject-focused discussion forums in IWE, with a limited number of members from the IT services and regional IT teams, along with IT Delivery and Services, Quality Assurance, and Competency Center teams.
2. The entire project team has been using the posts and discussion forums to share ideas, collect feedback and lessons learned, and brainstorm on solutions to ease the pain points.

This scenario gives users an instant, unified environment for collaboration and knowledge sharing. Multiple emails (with cumbersome attachments) to multiple recipients on the same project are eliminated.

## Looking Ahead

In the near term, the IT Regional Leadership team is focusing on the following IWE areas.

Build and pre-fill content, and establish next-level process and governance within the ITRL site:

- Complete buildout of the first two use cases and assess how the community is satisfying these scenarios.
- Verify initial process; roles, responsibilities, and accountability; deliverables, format, user needs, etc.
- Recommend governance model
- Perform ease of use analysis
- Research IWE technology and features roadmap
- Develop user experience design strategy
- Establish baseline goals and metrics

Increase awareness and active collaboration within the global region IT virtual team:

- Drive education and communications campaigns
- Identify and build out additional use cases
- Gather feedback from users and make modifications

Collaborate with other IWE communities:

- Identify additional exposure opportunities for content
- Seek additional partnerships or cross references with operations-related and other communities
- Build feedback partnership with product engineering.

### About IWE

Integrated Workforce Experience (IWE) is an internal Cisco collaborative initiative that encompasses business process, culture, and technology.

IWE allows employees to more effectively connect, communicate, and collaborate with subject matter experts, colleagues, and communities, as well as share information to help accelerate growth, encourage innovation, and create sustainable productivity.

WebEx Social, the underlying platform for IWE, is Cisco's own product that is being sold to customers and partners.

## For More Information

To read additional case studies about Cisco's implementation of IWE powered by Cisco WebEx Social, visit [http://www.cisco.com/web/about/ciscoitnetwork/collaboration/iwe\\_powered\\_by\\_cisco\\_webex\\_social.html](http://www.cisco.com/web/about/ciscoitnetwork/collaboration/iwe_powered_by_cisco_webex_social.html)

To read Cisco IT case studies about a variety of business solutions, visit Cisco on Cisco: Inside Cisco IT [www.cisco.com/go/ciscoit](http://www.cisco.com/go/ciscoit)

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