



Integrated Workforce Experience Case Studies

CVCM GMO Councils and Boards: IWE Communities

"The [GMO] MOS IWE site helps keep our global executive staff informed and in context as they review and/or prepare for the Council and Board meetings.... We are dealing with more complexity than in the past and becoming more balanced across the globe with regional operations in four major theaters. This means we are adopting new approaches to our management operating system; the Council/Board community in IWE is a key support structure, which is valued as a single point of reference for us to keep up with all that is happening."

- Steve Williams, Director of
Manufacturing Business
Operations, CVCM

Key Benefits:

- Cross-functional and global consolidation of critical information
- Visibility to other Boards
- Reduction of communications via email

Business Value:

- Speed
- Scale
- Flexibility
- Replicability

Executive Summary

When the Cisco® Customer Value Chain Management (CVCM) Global Manufacturing Operations (GMO) reorganized to incorporate a regional operations approach, it implemented a council and board structure to help accelerate communication and collaboration across regional and central teams. They needed a place where they could come together in a virtual environment and collaborate, and chose to leverage an IWE community to host centralized information, keep members updated on events and issues, and increase transparency and alignment.

About CVCM

The Cisco CVCM organization, a global organization with more than 9000 people in 90+ locations, transforms Cisco innovation into market-leading products and an unrivaled customer experience. In 2008, Cisco combined its Supply Chain Management, Corporate Quality, and Customer Service and Support organizations to form CVCM, a new kind of organization focused on the customer experience.

CVCM teams collaborate with a global network of suppliers and manufacturing partners, as well as with other Cisco organizations such as Cisco Development Organization (CDO), Cisco Services and Sales, and increasingly with Cisco customers. This expanded mission extends Cisco's traditional manufacturing and supply chain operations into something new: the Cisco Customer Value Chain.

Business Situation and Challenge

The GMO function is a key organization within CVCM responsible for the "Make" and "Deliver" operations for Cisco. GMO's new organizational structure created a model focused on regions and manufacturing sites, moving away from its prior product-centric approach.

The reorganization of GMO (GMO 3.0) enabled the organization to scale with increasing global growth, creating a matrixed organization aligned along product and regional accountabilities. After deploying the new organizational structure, there was a critical need to allow and encourage cross-functional communications to accelerate across the regions (North America, Latin America, Europe, and Asia).

To address the new alignment, GMO created a Council and a set of Boards that augment the organizational structure, and were implemented to facilitate information sharing and alignment. Given the transition to regional operations, enabling communications to encourage decision-making across boundaries was imperative to the Council's success.

About IWE

Integrated Workforce Experience (IWE) is the Cisco internal collaboration initiative encompassing business process, culture, and technology.

IWE allows you to more effectively connect, communicate, and collaborate with people and communities, as well as share information to help accelerate growth, encourage innovation, and create sustainable productivity.

In addition, Cisco WebEx Social, the underlying platform for IWE, is our very own product, which is being sold to customers and partners.

Solution and Benefits

GMO needed a place where they could come together in a virtual environment and address their crucial communications requirements.

They chose to leverage an IWE community to:

- Host all information regarding the Council and Boards together in one place
- Keep Members updated on each board's progress, issues, and prioritized discussions
- Keep Council members apprised of board decisions
- Increase transparency and alignment (meeting minutes, presentations, upcoming agendas)

The GMO Community features include:

- Restricted community access allows sensitive information to be easily shared
- Each Council/Board has its own tab in the interface to classify information so it is easy to find, helping ensure board members stay up-to-date
- Calendar highlighting anticipated timing of all-hands meetings, as

well as other Board and staff meetings

- Individual Board/Council dashboards, which include upcoming meetings, meeting minutes, and action items
- Links to existing GMO wikis to share information quickly and easily
- Portfolio dashboard within the Community provides executives with critical information in one consolidated view

The IWE community is the support structure that helps drive GMO's management operating system, enabling true scalability for the organization. Community members are adapting well to it; they especially appreciate the visibility into different boards, and the elimination of inbox overload. The Community is a great way for executives to be aware of general information and previous/planned activities across the organization.

Looking Ahead

In the future, there are hopes to share communications from the different boards to the greater GMO community, as well as taking further advantage with the blogs and discussion forums features. New uses for the community are emerging all the time, and it is becoming a central place for executives to get the relevant information that they need for rapid decision making.

The GMO team is also working on implementing an IWE collaboration architecture, taking a thoughtful approach to deploying additional communities for GMO.



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