

ATHOC CASE STUDY—A GLOBAL PROFESSIONAL SERVICES FIRM

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— Unit's Head of Knowledge Management

Transform Knowledge into Action and Drive Multi-Million Dollar Productivity Gains

Employee Productivity Jumps as Usage of Knowledge Resources Increases Twelve-fold at One of the World's Largest Professional Services Firm

Information workers in knowledge-driven organizations face three key challenges: too much information, inability to identify relevant information, and inefficient access to the information they need most—all resulting in low adoption and usage of knowledge resources. This case study will uncover how one of the world's largest professional services firms (the “Firm”) systematically addressed these obstacles in one of its operating units using AtHoc's Proactive Knowledge solution. Upon roll-out of the AtHoc software, this operating unit enjoyed a twelve-fold increase in utilization of knowledge resources by its 6,500 employees—and \$4 million in annual productivity gains. Based on these results, the Firm has expanded the deployment of the AtHoc solution to additional operating units, totaling over 20,000 employees.

This case study reveals how the Firm leveraged role-based knowledge mapping tools, subscription services, and notifications to ensure that knowledge from any source gets where it is needed—and prompts timely, effective action.

DEPLOYMENT:

U.S. operating unit with 6,500 employees

RESULTS:

\$4M annual productivity gains achieved

- Driven by more efficient and fast access
- Strengthened by increased usage

Improved user experience and satisfaction

- 88% identified tool as highly intuitive
- 68% reported quicker access to resources
- 48% discovered new resources

Reduced training costs

- Quicker ramp-up for new employees
- Lower ramp-up of transferring employees

Effective tools for Knowledge Officers

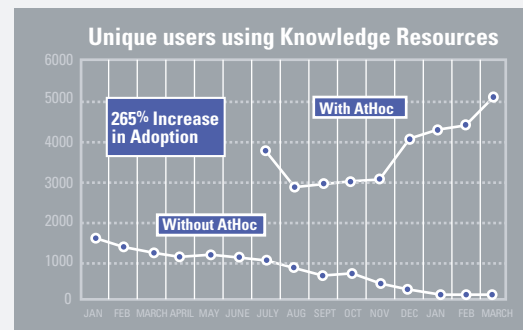
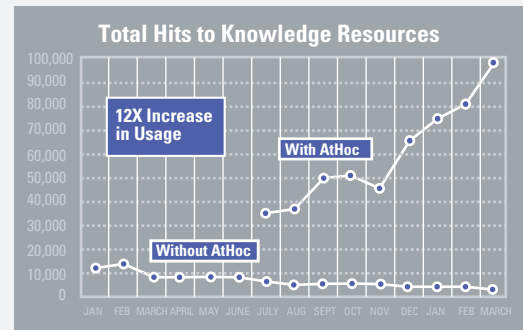
- Resource mapping tools enable relevancy
- Alerts facilitate pro-active communications

Lean deployment & low cost of ownership

- Three months for deployment
- Zero changes to existing IT infrastructure
- 1/2 FTE for ongoing support

OUTCOME:

Deployment expansion of AtHoc across additional operating units for over 20,000 employees



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“Our goal was to overcome the fragmented content structure and information overload that led to inefficiency for employees as they tried to find and navigate to the knowledge resources relevant to their work.”

— Unit’s Head of Knowledge Management

Business Situation

“Our employees are highly trained professionals whose time translates directly to revenues for the company,” explains the Unit’s Head of Knowledge Management. “To maximize our employee productivity, and therefore the Firm’s revenue opportunity, we invest significantly in knowledge resources that would enable our employees to provide the highest quality of service to customers in the most time efficient manner. These resources, which are oriented around practice groups and industries, are found in thousands of Lotus Notes databases, business applications, corporate portals and Internet resources.”

Yet employee adoption and usage of knowledge resources had remained low, preventing the Firm from realizing the expected benefits and productivity gains from its investment in knowledge. The barriers to employee adoption and usage included:

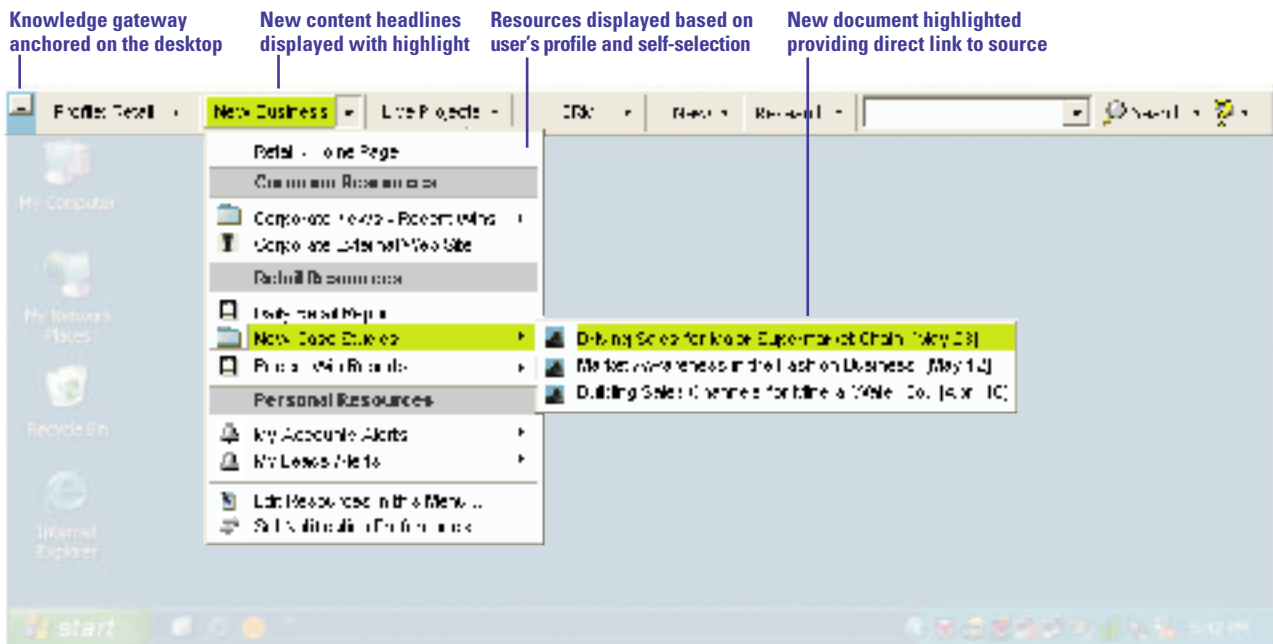
- **Information overload**—valuable knowledge gets “buried” among vast resources
- **Multiple repositories**—multiple entry points and inconsistent access methods
- **Fragmented content structure**—hinders ability to find and navigate to resources
- **Relevancy**—difficulty in identifying resources that relate to employee’s work
- **Continuously updated content**—lack of awareness to new or updated resources
- **New hire orientation period**—magnifies the need for tools that will reduce training cost and speed up adoption rates of knowledge resources

The Firm needed a proven solution to materially increase the adoption and usage of information resources by making the access to knowledge simple, relevant and efficient.

AtHoc Solution

One of the Firm’s operating unit, with 6,500 employees, implemented AtHoc’s Proactive Knowledge solution to overcome these barriers. Using AtHoc’s software they created a role-specific, work-process-oriented gateway anchored on the desktop of every employee. This knowledge gateway drives adoption and usage of enterprise resources by offering employees:

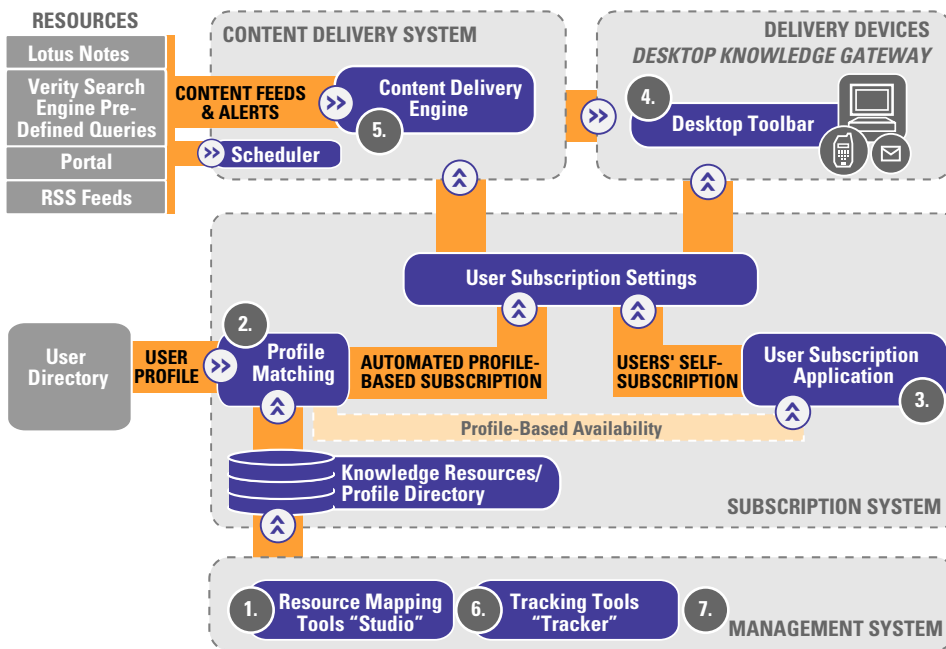
- **Relevancy**—Knowledge resources are organized and mapped according to role-based rules and personal preferences, targeted at the needs of each employee.
- **Proactiveness**—Updates and changes to knowledge resources are automatically alerted. Employees will always be current with the essential latest information.
- **Efficient Desktop Access**—Resources are anchored on the desktop, creating top-of-mind awareness and ubiquitous access to resources pertinent to doing work.



*Content changed to protect customer confidentiality

The Head of Knowledge Management describes AtHoc's Proactive Knowledge solution as "a one-stop, quick access tool to all knowledge resources an employee needs to accomplish work." Or as one of the employees expressed, "It puts the world of our firm's knowledge at my fingertips."

Deployment of AtHoc was completed in a record three months. "The AtHoc software is lean and quick to deploy, requiring no changes to our existing IT infrastructure," explained the Technical Lead. "Its flexible and versatile resource mapping tools enabled us to quickly map, organize and recommend valuable role-specific resources to employees without requiring any technical skills," he added. Ongoing support requires only 1/2 FTE (full-time-equivalent) mainly handling resource updates for nine business units.



AtHoc's Proactive Knowledge Solution

AtHoc solution description as presented above:

- 1) **Map resources** from any number of fragmented information repositories based on role-based rules and work-process. Identify mandatory, recommended and optional resources for each role. Resources are defined as Content Feeds (i.e. Sarbanes-Oxley news headlines), Alert Channels (i.e. CEO Messages), Links (i.e. Lotus databases, portal pages) or Search Engines (i.e. intranet search, web search).
- 2) **Automatically match resources to individual employees** based on their role and permissions as defined in the user directory;
- 3) **Enable employees to personalize** either by subscribing to specific resources or by switching to pre-defined relevancy profiles;
- 4) **Anchor on the computer desktop** of each employee a single knowledge gateway enabling one-stop ubiquitous access to the individual's selected resources or embedded as a portlet in a corporate portal;
- 5) **Update and communicate proactively directly to the desktop** whenever new, relevant resources become available or when new content is updated in a subscribed resource;
- 6) **Centrally track usage** of knowledge resources; and
- 7) **Centrally manage all employees' gateways** from a single back-end server.

AtHoc Proactive Knowledge solution:

- AtHoc™ Notifications Server
- AtHoc™ Desktop Toolbar
- AtHoc™ Studio
- AtHoc™ Tracker

Server Platform:

- Microsoft® Windows Server 2003
- Microsoft® SQL Servers
- Intel® Servers

Client platform:

- Windows 98/2000/NT/XP

Knowledge Environment:

- IBM® Lotus Notes
- Verity® Search Engine
- Documentum Content Management
- Vignette® Portal
- Self-developed Intranet pages

Results and Benefits

\$4 million in annual productivity gains created by AtHoc Proactive Knowledge solution

The ease of use, relevancy and proactive communication of updates made a tremendous impact on the adoption and usage of knowledge resources: 265% more employees now using resources, 275% increase in average use per employee. This translates to significant time savings compared to other ways employees were reaching knowledge, freeing up time for the unit's 6,500 employees that is now applied towards generating revenues.

Improved user experience with enterprise knowledge

Employees view AtHoc as a one-stop, quick access tool to all relevant resources needed to accomplish work.

- 88% of employees surveyed expressed satisfaction with respect to the ease of use and intuitiveness of AtHoc's Proactive Knowledge solution.
- 68% reported satisfaction with quicker access.
- 48% reported discovering new resources as a direct result of the tool.

Reduces training costs

The cost of training new employees or transferees is lessened, and the ramp-up time is shortened. By providing a single desktop gateway with all recommended resources pre-organized for the new hire or transferee, the Firm saves money on the cost of training. Each employee can now be quickly ramped-up on the availability of resources and work process as applicable to his or her line of business.

Powerful knowledge tools for Knowledge officers

Knowledge officers gain at last the ability to directly recommend resources to employees based on their role, profile and work process. Organized by firm, line of service, practice and individual levels, employees now know which resources apply to them. As resource recommendations are updated by knowledge officers, employees are automatically informed of the changes.

The total cost of ownership is minimal

Deploying AtHoc did not require any changes to the IT infrastructure or content. Flexible web-based knowledge management tools enabled knowledge officers to quickly define and map resources with practically no engineering support.

- Deploying AtHoc was completed in only three months.
- Ongoing maintenance required only 1/2 FTE (full-time-equivalent) mainly handling resource updates for nine business units.

"The results exceeded all expectations. With AtHoc, valuable resources that were once hidden become visible, accessible and actionable. The instantaneous growth of usage and adoption of knowledge resources created an immediate impact on overall productivity and enabled us to realize the potential of our investment in knowledge. In doing so, AtHoc has become core to our knowledge management infrastructure," concluded the Head of Knowledge Management.