



Compaq Knowledge Management

Compaq Services boosts *efficiency* and *customer satisfaction* by implementing *Knowledge Management*

As one of the leading providers of IT consulting and integration services, Compaq Services is truly a knowledge organization. The challenge in being a knowledge organization is that your key asset — knowledge — exists within the minds of thousands of individuals located in hundreds of countries around the world. The task Compaq Services faced was this: how can critical information be taken out of people's heads and put into a format that can be shared and reused? In seeking a solution, Compaq Services turned to Knowledge Management (KM).

While Knowledge Management promises to let companies better leverage everything they collectively "know" by systematically capturing vital corporate information and sharing it internally across global boundaries via technology — it is difficult to implement successfully because it involves interaction among people, experience, and problems.

Learning ahead of customers

"Our goal with Knowledge Management was to leverage the intellectual assets of our people and then make them available to our customers," says Stan Garfield, Compaq's Knowledge Manager. "We had to learn how to do something and be able to repeat it. Knowledge Management has allowed us to achieve that goal. By getting data out of people's heads and codifying that knowledge, we have been able to offer our customers better quality, more consistent services around the globe."

Compaq is among the growing number of companies today that consider Knowledge Management strategic to their business processes. As such, Knowledge Management is a key focus of the overarching *Compaq NonStop*® eBusiness strategy. This strategy is founded on an architecture and solution model that provides a modular approach to building *Compaq NonStop*® eBusiness systems.

Commenting on the effectiveness of the business model that links the *Compaq NonStop*® eBusiness strategy with Knowledge Management, Patti Anklam, Information Architect for Knowledge Management Services, says, "We have deep competencies in helping people solve large, complex problems. We work across the information, solutions, and infrastructure architecture layers. This systemic approach is one of the core capabilities we bring to the table in our integration and consulting business. Our architecture methodology enables us to help customers integrate their existing

"Knowledge Management is the centerpiece of our ability to provide low risk, repeatable solutions. It enables us to unleash our creativity, build an internal culture of sharing and collaboration, and escalate our ability to quickly increase revenues and profits — all while better serving the business needs of our customers."

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systems with new solutions and applications, and develop an enabling infrastructure that can evolve over time. In fact, this architecture methodology is a prime example of how we capture and make repeatable the experience, techniques, and work products of senior technology consultants.”

Looking beyond technology

Compaq, which has had a Knowledge Management strategy in place since 1997, piloted the program in Compaq Services’ systems integration group. “A critical success factor to this effort was that we understood that Knowledge Management encompasses more than technology,” says Patti Anklam. “We’ve learned that only about one-third of Knowledge Management is about technology. Two-thirds is about people — process innovation, culture change, and behavior modification. It’s really hard, dirty work and you have to roll up your sleeves and deal with a lot of organizational issues. If you look at Knowledge Management strictly from a technology viewpoint, or expect a quick fix, the KM work will not succeed.”

The KM work in Compaq Services is indeed succeeding — bringing organizational efficiencies internally, as well as better solutions to customers.

Capturing knowledge in real time

Functionally, the Compaq Services Knowledge Management effort is managed by a core team made up of Knowledge Managers from all different parts of the world and all the functions within the organization.

In projects with its customers, Compaq Services acquires both tacit and explicit knowledge. The Knowledge Managers capture explicit knowledge — knowledge that can be articulated through step-by-step methodologies and templates, or that is exemplified in examples and actual customer documents.

According to Stan Garfield, tacit knowledge is Compaq Services’ most critical knowledge advantage. “When we solve hard problems working with a customer, we are rarely aware of our own processes and the specific skills and knowledge we had that enabled us to solve that problem. However, it is our ability to capture and share these activities that gives us the most

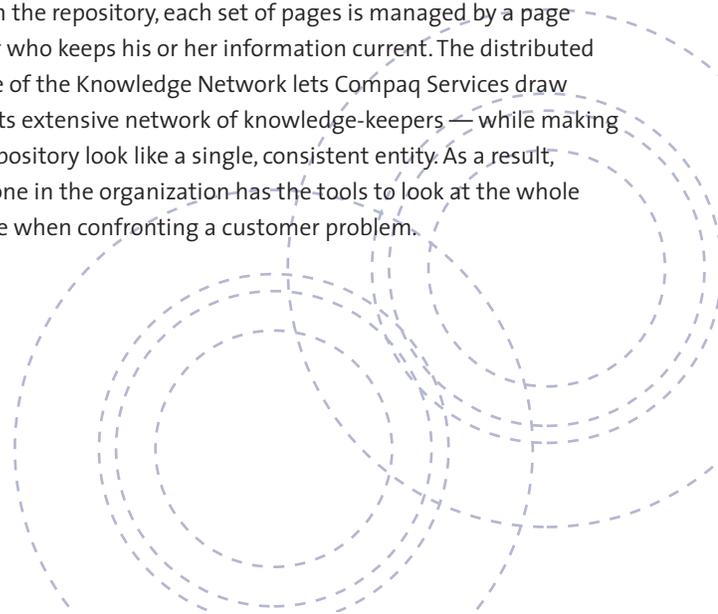
competitive advantage. Our key important intellectual capital is in the knowledge and experience of the communities of practice in Compaq Services. In other words, our value is based on what is in the heads of our people. We therefore recognize the importance and immediacy of supporting people with e-mail- and Web-based collaboration tools through which they can exchange ideas and artifacts, ask questions, receive feedback on proposed solutions, and learn together about new technologies and how to apply them to customers.”

It is this ability to capture and use experience gained from hundreds of similar projects that lowers a customer’s risk and speeds implementation.

The Knowledge Network

All tacit and explicit information is collected, organized, and categorized into the Knowledge Network, an intranet portal and knowledge repository that uses Microsoft® Site Server. This central portal provides access to a 200,000-page repository of information that is accessible worldwide. The knowledge base is replicated in North America, Europe, and Asia — and each geographical region has its own portal to provide a focus on the local business, teams, and customers.

Within the repository, each set of pages is managed by a page owner who keeps his or her information current. The distributed nature of the Knowledge Network lets Compaq Services draw from its extensive network of knowledge-keepers — while making the repository look like a single, consistent entity. As a result, everyone in the organization has the tools to look at the whole picture when confronting a customer problem.





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Knowledge Manager
Compaq Computer Corporation*

Behind the Compaq Services network, Compaq’s intranet provides a rich set of company-wide knowledge resources. The Compaq Web Information Repository provides a wealth of information for both sales representatives and service delivery consultants. This information includes product and services data, as well as marketing collateral, brochures, solutions briefs, white papers, and presentations. Sales aids such as wins, customer reference sites, and success stories are available and can be searched by such qualifiers as product, industry, geography, business solution, competition, partner, operating systems, and more. A systems and options catalog, configuration information, and Software Product Descriptions (SPDs) — in both current and archived versions — are available with just three clicks of your mouse.

Compaq’s Intranet also includes a unique internal service called Reader’s Choice, which is a worldwide content delivery mechanism for sending need-to-know information and special-interest newsletters to qualified individuals around the world. Using this service, content creators can distribute time-critical information to interest communities within Compaq based on user-defined profiles and Human Resource data feeds.

Delivering on the promise of Knowledge Management

Knowledge Management is helping Compaq Services in both its sales and delivery efforts. For example, before making a sales call at customer sites, messaging and collaboration consultants can pull all the relevant information and tools off the Knowledge Network and go to meetings backed by all the experience and expertise of the company. They are able to present all similar engagements to the customer — regardless of where they may be in the world. Because they have access to other proposals generated within the organization, they can get back to the customer with an accurate proposal in a fraction of the time it previously took.

Compaq’s service delivery effort is also benefiting from Knowledge Management. For example, let’s say that on the second day into the job, the consultant confronts a new problem

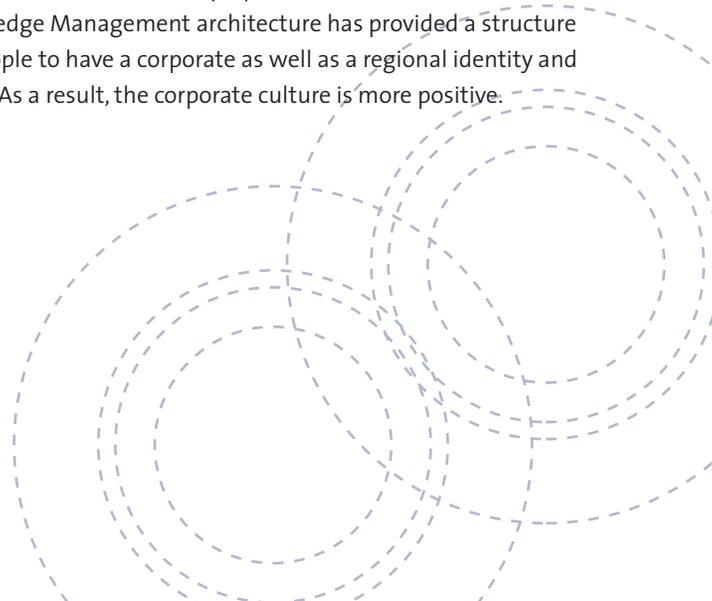
because of something unique in the customer’s environment. The consultant then sends out a message via Microsoft Exchange to a list of very senior consultants deployed globally. Within 15 minutes, he or she receives the right information to solve the problem based on receiving real-time answers from colleagues around the globe. As a result, Compaq was able to deliver a quality solution to the customer with unbelievable speed.

Transforming internal benefits into customer benefits

While the benefits of Knowledge Management are difficult to quantify, they are nonetheless compelling.

One important benefit is the ability of the Compaq Services workforce to have easy access to just-in-time information from a single source — which helps them be more effective in their jobs. If something relevant happened on the other side of the globe yesterday, they can take advantage of that knowledge today. Reference sites and customer success stories posted to the repository give consultants up-to-the-minute information that they can use to their customers’ advantage.

Community building is another benefit. Since implementing Knowledge Management, there is a greater sense of community among the worldwide Compaq Services workforce. The Knowledge Management architecture has provided a structure for people to have a corporate as well as a regional identity and home. As a result, the corporate culture is more positive.





To recap, the benefits Compaq Services has reaped from Knowledge Management include just-in-time access to the collective experience of the organization, community building, and greater efficiency. In turn, these benefits extend to customers in the form of faster time-to-solution and higher quality results.

Morale isn't the only thing that is boosted. So is productivity. The Knowledge Network reduces the time required for essential, but time-consuming tasks such as plan writing. By having access to implementation plans for similar engagements, they can write a new plan in a fraction of the time it used to take. This translates into faster time-to-solution for the customer.

The Knowledge Management implementation has also enhanced the company's ability to locate the right resources for each customer engagement and set them to the task at hand. This results in a better quality service for each customer. Avoiding mistakes benefits both Compaq and the customer. By learning from past experience — and sharing that information throughout the organization — Compaq is able to provide its customers with proven, successful solutions that minimize risk.

Replicating the success of Knowledge Management

With the success of Knowledge Management in its initial deployment in the messaging and collaboration group of Compaq Services, Compaq will be replicating its Knowledge Management model and rolling it out in other parts of the organization. The company will also bring this valuable experience to its customers as they move ahead with their own Knowledge Management initiatives. In short, learning ahead in Knowledge Management has proven to be a win-win endeavor for the company and its customers alike.

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