



## LARGE SCALE KNOWLEDGE MANAGEMENT

### INDUSTRY/CLIENT

Leading International Vacation  
Ownership Company

### FUNCTION

Customer Service  
Sales  
Communications  
Learning & Development

### WORKFORCE IMPACT

Reservations  
Owner Service & Resolution  
Learning & Development  
Communications  
Owner Program Management

### WORKFORCE SIZE

2,000  
Role-based Content Presentation  
Concurrent Product Workforces

### TECHNOLOGY

SharePoint 2003  
MOSS 2007

### TIMEFRAME

2007-2008

### THE CHALLENGE

- Improve Customer Satisfaction rating with reservations and account/program customer service.

### THE RESULTS

- Decreased service inaccuracies by 3%; call handling time by 1.5%; escalations by 10%; customer complaints by 5%.
- Increased customer satisfaction by 3%.
- Beat ROI results: estimated at 180 days, actual at 90 days.
- Eliminated \$22.5K from the training budget for printed materials.
- Completed under budget and on schedule.

### HOW THE RESULTS WERE ACHIEVED

The business results achieved were done so by a multi-prong approach which included a technology platform and an organizational culture change. For the technology platform, we followed proven software development lifecycle processes which included vendor selection and structured design and development release cycles. The selected technology was MOSS 2007 (SharePoint) with customizations. Microsoft aided in the requirements gathering and initial design process. The development was led by internal experts with off-shore external development specialists.

The organizational culture change included a communications strategy and changes to standard operating procedures, as well as learning and development techniques. Through a combination of classroom and self-directed learning events, the workforce was introduced to the new and revised procedures, plus the tools and efficiencies offered by the new technology.

After initial launch, we continued to prove the agility of the technology and discipline by supporting business challenges quickly and effectively.

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