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iVelocity KnowHow
Case Study of Knowledge Management

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1. PURPOSE AND AUDIENCE

This case study aims to inform Telstra people and others about the iVelocity KnowHow knowledge management programme – about what it is, how it came about and how it's success has been achieved. It aims to be readable as a stand-alone document and it also serves as part of the KnowHow Blueprint to provide background and context for those trying to apply KnowHow approaches in their own businesses.

The intended audience for this case study is Telstra people and others who want to understand more about the application of KnowHow tools and techniques and are seeking a practical approach to their own Knowledge Management journey.

2. ORGANISATIONAL BACKGROUND

'Information Velocity', or 'iVelocity', was launched in February 2000 as a start-up business inside Telstra with a mission to drive a significant and rapid increase in sales of Telstra's emerging solutions (products and services). In the last few years Telstra, Australia's largest telecommunications company, has aggressively launched many new products and services in both Australia and overseas. A large proportion of these solutions is delivered in partnership with other telecommunications, media, entertainment or Information Technology companies.

iVelocity is part of Telstra Retail's Business Sales unit. This unit is responsible for around $6.7 billion annual revenue from government, corporate, and small & medium enterprise customers. Much of this revenue still comes from Telstra's more traditional telecommunications products such as voice telephony access services, point-to-point data services and long distance although this is declining in line with increased competition. iVelocity's role is to rapidly increase sales revenue of new products and services such as eCommerce, ASP, portals, market exchanges (B2B/B2C), hosting, internet and data. In achieving this, the iVelocity sales force does not have direct

responsibility for specific customers. This responsibility lies with the bulk of the Business Sales force (approximately 1,800 people) who are account staff and communications consultants organised along industry and customer lines. iVelocity's specialist sales force (approximately 70 people) are predominantly sales solutions specialists who support the business sales force in the sales process.

It is iVelocity's novel approach to how they support the sales processes that makes this a worthy case study. Central to that approach is iVelocity's stated mission:

To provide the RIGHT piece of information to the RIGHT audience with the RIGHT level of security at the RIGHT time.

This case study explores iVelocity's approach and the keys to their success despite a high degree of organisational change and technology and process limitations.

3. KNOWHOW JOURNEY

Until October 1999, the nine different business groups that were to form iVelocity were sitting in various parts of Telstra, each focused on a narrow range of products or services, with little or no co-ordination or consistency between them and the sales force. None of these groups, individually, were in a position to adequately address the needs of the sales force. These groups were brought together in October 1999 under the 'specialist sales' banner, led by Michael Ossipoff. The combined group now had critical mass and a substantial amount of subject matter expertise but still, there was a need to harness and focus this.

Michael Ossipoff and a few key leaders performed a strategic assessment of the group – looking at core capabilities of the different groups, deciding what they want the specialist sales organisation to do for the business, and re-designing the organisation based on these strategic goals. The new organisation was formed with three key areas:

- iVelocity Sales: Specialist sales teams

- iVelocity KnowHow: Knowledge engine

- iVelocity Plus: Consultancy

Prior to the formal launch of iVelocity in February 2000 there was a programme of broad communication and consultation (both internally and with all relevant business managers across Telstra) about the planned new organisation. The discussion generated a lot of ideas about how to structure and deliver specialist sales knowledge. An internal competition to pick the name was held and the name 'Information Velocity' was chosen. The consultation was successful in generating both internal and high level support. Following Group Managing Director-level sign-off in December 1999, the leadership team worked quickly to re-organise the business and organise a high

impact launch campaign. Despite some stakeholder concerns about timing and relevance the launch road-show and other communication mechanisms (such as an Intranet site) went ahead as planned.

The role of KnowHow is to rapidly build and transfer knowledge to the sales force about emerging products, services and business solutions including eCommerce, ASP, Portals, Market Exchanges, Hosting, Internet and Data. In doing this KnowHow is responsible for all the knowledge processes and tools that enable the rest of iVelocity to focus on developing necessary expertise and packaging and delivering knowledge.

Whilst the concepts for each of the media types were generated early on, it was resource availability that dictated the pace of development and launch timing. After the first three months KnowHow's current complement of eight staff had been gathered. Interestingly, all of the staff found themselves drawn to KnowHow because of strong alignment with their own career directions, a degree of dissatisfaction with the way things currently worked and excitement about the potential of iVelocity. Additional resources (such as internal or external consultants) were co-opted or hired whenever possible.

A real mix of personality types and varied skills and experiences strengthens the KnowHow team. The group includes people with skills and experience in media, publicity, communications, education, authoring and Web development. In addition, some of the team have a strong background in technology that enables them to work with Subject Matter Experts in developing the more detailed content required for some of the delivery media.

A crucial first step for KnowHow was the conduct of an audit of the knowledge capabilities and needs within iVelocity. The aim was to establish a baseline of current knowledge practices and resources, perform a gap analysis against the vision of where the organisation needs to be, and to formulate recommendations on processes and tools including document templates and the like. The audit involved email surveys, focus groups, interviews, and peer review of documents. The substantial amount of pre-existing quality material that was uncovered led directly to the development of the iStore knowledge base (document management system).

The first set of KnowHow deliverables were launched in June 2000, including the Intranet site, iRadio – feature-style audio CD, iStore – knowledge base, iKnowItAll – fun quiz, and 2HoursOfPower – sales focused training. (Refer to the next section for full descriptions.) Some of these services were operational before the formal launch.

The remainder of KnowHow's current deliverables were launched ninety days later in September 2000, including a revamped Intranet site, more and better 2HoursOfPower, Web Lessons – interactive on-line training, Web Lectures – on-line audio and visual presentations, and The Drum – prioritisation and communication tool.

The Drum, in effect the unifying piece of the KnowHow methodology, ties everything together and drives the choice of topics according to business priority and selection of media types (2HP, iStore, etc.) to deliver those topics.

Throughout this developmental period there has been a strong and continuing focus on meeting commitments, clearly segmenting audiences/participants, teaming, broad communication, seeking feedback and responding to it by amending their services. These cultural elements are considered to be integral to the success of KnowHow.

4. OVERVIEW OF KNOWHOW PROGRAMME

4.1 KNOWHOW MEDIA

The KnowHow programme of knowledge management initiatives cover a wide range of media appropriate for different learning styles and content requirements.

4.1.1 IRADIO

'iRadio' is a feature-style 'radio' program delivered on audio CD to the sales force every 6 weeks. The content mainly consists of interviews with key Telstra people involved in the development and delivery of new products, services or emerging solutions. Customer case studies are also featured, as is information about new iVelocity services.

Delivery on audio CD hits a real sweet spot for the target audience because most of them spend time in company cars driving between customer appointments, office and home. The CD format allows them to turn this dead time into knowledge time. Broader access is enabled through delivery of the same audio content over the Intranet.

4.1.2 ISTORE

'iStore' is an on-line library providing the sales force with fast access to key sales tools covering emerging products and services. Tools include Quick Hits, Customer Proposals, Customer Presentations, Qualification Tools, Case Studies and Capability Documents, etc.

Critical to the success of the iStore is that every item is quality controlled through rapid peer and other reviews that assess the content for timeliness, accuracy, relevance, currency and consistency. Every item is periodically re-assessed and updated if necessary. It is this process that ensures that the credibility of the iStore in the eyes of the sales force. The iStore web interface currently receives around 6,000 clicks per day.

Another key factor is that the user interface on the iStore supports a variety of ways for users to quickly access the information they are after. Every item is classified according to business solution area, product/service, and tool type. Users can navigate through a hierarchy based on any of these classification types depending on what's on their mind. In addition, full-text searching is also available. Thus the user may use different retrieval styles depending on their own preference. In addition, the interface provides a document preview prior to the user downloading it so that the user can check that the item is indeed what they require. Users can also subscribe to receive notification of updates to a particular document, classification, or even the entire knowledge base.

4.1.3 2HOURSOFPOWER

'2 Hours Of Power' (or '2HP') is an intensive, interactive sales-focused knowledge transfer session on a specific topic, led by a technical subject matter expert. The first hour is instructor led delivery of the required knowledge and the second is role-play practice of selling the solution.

The two-hour time limit really serves to focus the knowledge transfer and skill development. In addition, it is generally easy for the sales force to find two hours to gain knowledge about a significant new product or service.

4.1.4 WEB LESSONS

'Web Lessons' are modules of on-line, interactive learning on Telstra's emerging solutions delivered on-demand to the sales force via the Intranet. Each module employs a high degree of user interactivity. Practice sessions throughout the course allow learners to test their

knowledge of the information rich content. To maintain user interest, elements of fun and competition have been integrated into the interactive components. Web Lessons focus on both the sales and technical areas of a solution that are relevant to both Telstra's sales account staff and communication consultants. The online format allows users to learn at their own pace at a time that is convenient for them. In addition a lesson can be exited partway through, and restarted from the same point at a later time.

4.1.5 WEB LECTURES

'Web Lectures' are audio and visual presentations on Telstra's emerging solutions delivered on-demand to the sales force via the Intranet. Each lecture consists of a slide-pack and associated audio feed. The user is able to speed or slow the pace of delivery to match their learning style. The content of a Web Lecture is usually based on a 2HP course.

4.1.6 IKNOWITALL QUIZ

'iKnowItAll Quiz' is a monthly quiz where the sales force can test their knowledge of emerging products, services and solutions and win fantastic prizes. Not only that, but winners get broad recognition across Retail Business Sales. Relevant learning material is included with the quiz. The quiz is timed and the questions are hard enough to ensure that contestants have absorbed the required knowledge. The quiz is presented in a fun and lively format.

Many in the sales force are motivated to participate in iKnowItAll because it represents an opportunity for additional financial and peer recognition that motivates many to learn about the topics in question.
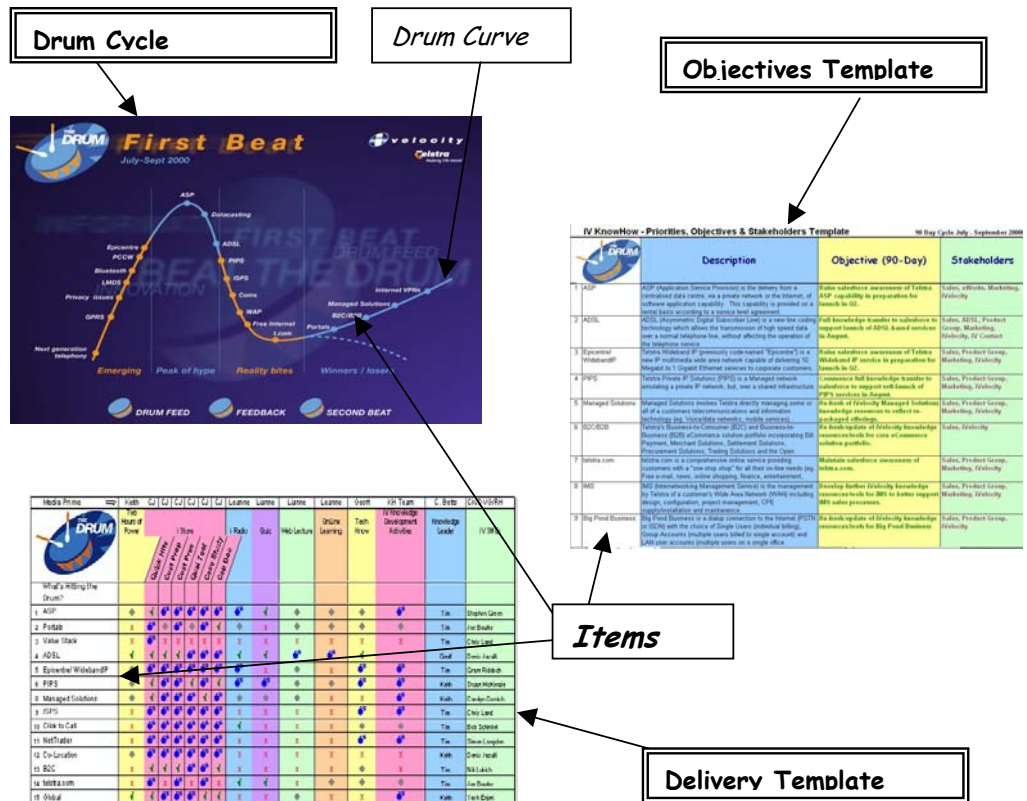
4.1.7 IKNOW

'iKnow' is different from the other KnowHow media because it's focus is purely internal. It is developed and distributed in email fortnightly to

all iVelocity staff. Essentially it's a knowledge transfer mechanism to inform people about sales successes, staff changes, recognition / reward announcements, developments in KnowHow, fun items, etc. iVelocity managers also use it to provide regular informal commentary

4.2 KNOWHOW PLANNING

'The Drum' can be thought of as the nerve centre of the KnowHow programme of knowledge transfer. It is a set of processes and tools that enable the KnowHow team to establish and communicate their priorities on a quarterly basis and to manage delivery against those priorities. The Drum process uses the Drum Curve as a visual tool for rapidly identifying business priorities and then maps these (using an Objectives Template and a Delivery Template) to specific knowledge needs and deliverables.

A purpose-built software tool (the Drum Tool) is used to develop and capture the above outputs during a facilitator-led workshop (the Drum Workshop) of key iVelocity team members. The Drum Workshop is held in a conference room with data projection facilities for the Drum Tool and/or on-line via a data conference. The outputs are then widely

socialised and communicated. Draft and final outputs are published on the Intranet (in the Drum Room) along with regular progress reports against planned deliverables. The Drum Room also provides a feedback mechanism for anyone to comment on the priorities or associated deliverables. The Drum will be used right across Telstra Retail throughout 2001 as a 90-day management and communications tool.

4.3 KNOWHOW ROLES

Delivery of the KnowHow programme depends on a variety of people performing roles within the KnowHow process.

4.3.1 KNOWHOW MEDIA PRIME

Each type of media has an assigned KnowHow Media Prime who holds responsibility for the overall management and co-ordination of all activities involving that media type. This role provides a level of strategic overview of the content and delivery approach for that media type including alignment, consistency and timing within the media type and with other media types. The role is also responsible for setting success measures, establishing feedback mechanisms and the continual improvement of that media type. For example, the iStore Prime administers the knowledge base, reviews new content for consistency and adherence to templates, and receives feedback submitted by iStore users online. In some cases (e.g., 2HP), administration of the media requires more resources than the media prime.

KnowHow Media Primes are part of the KnowHow team within iVelocity.

4.3.2 KNOWLEDGE LEADER

Each topic (also known as "drum item" or "drum subject") is assigned a Knowledge Leader who holds responsibility for the overall management and delivery of the defined activities for that quarter for that topic. This role ensures linkage and consistency between media types for that topic. Knowledge Leaders are responsible for all communication with external stakeholders such as product groups. For example, for the launch of ADSL, the assigned Knowledge Leader managed the delivery of 2 Hours of Power training sessions to 1800 people, iRadio segments, and over two-dozen iStore documents.

To date all Knowledge Leaders have always been part of the KnowHow team but the expectation is that certain Subject Matter Experts will be able to take on the Knowledge Leader role.

4.3.3 SUBJECT MATTER EXPERT

All knowledge creation for the KnowHow process depends on Subject Matter Experts. Subject Matter Experts are assigned to specific products or services or emerging solutions. This role is responsible for ensuring all content in their area of expertise is accurate, up to date, timely, and well targeted and focused for the media type and audience.

For example, one Subject Matter Expert interviewed for this case study developed the 2 Hours of Power training course on ADSL as well as a lot of the iStore ADSL documents.

Subject Matter Experts have an additional responsibility and that is to review content created by their peer experts.

It is important that Subject Matter Experts creating content for different media types do so from knowledge and expertise developed as sales specialists working with the rest of the sales force day-in day-out. So far, Subject Matter Experts have been drawn from the sales specialist roles within iVelocity as well as from within KnowHow itself.

4.3.4 TEAM LEADER (OF SUBJECT MATTER EXPERTS)

Team Leaders of Subject Matter Experts are required to allocate and commit staff time to knowledge creation and review activities within the context of Telstra's performance review process. They are expected to manage knowledge outcomes as they would any other required work outcome. In order to achieve this, Team Leaders need a strong level of understanding and commitment to the KnowHow process.

To date, all Team Leaders are iVelocity staff.

4.3.5 REWARD AND RECOGNITION ADMINISTRATOR

This role administers the system to reward and recognise knowledge management contributions. Tasks are assessed and KnowHow points are awarded, based on a points system developed by KnowHow, at the end of each 90-day period. Points are collated and forwarded to the team leader for inclusion in Subject Matter Experts' performance reviews and compensation plan.

This role is part of the KnowHow team.

4.3.6 KNOWHOW LEADER

The KnowHow Leader is the leader and champion of the KnowHow process responsible for the on-going management and development of the KnowHow team and process and media types. The role requires a strategic view and broad communication across the corporation about the KnowHow and its impact on Telstra. Initially the role was very hands on while the team was being established with a lot of creative input into the development of KnowHow. The role is not one of day-to-day management but is rather a leadership role that is required to clear any organisational barriers that may get in the way of the KnowHow activities.

Individual members of the team operate in a fairly autonomous way, with little need for day-to-day management. Weekly reporting and team meetings (by audio conference) are used to co-ordinate activities, with regular updates to the Delivery Template.

4.4 RECOGNITION AND REWARD

The recognition and reward of contributions to knowledge management initiatives is a key element in the KnowHow programme. KnowHow have developed a set of processes and templates for establishing and managing individual objectives and targets for knowledge management behaviours. The aim is to encourage, support, recognise and reward required behaviours.

iVelocity Subject Matter Experts now have 20% of their individual, at-risk pay based on their knowledge contributions. Each contribution is awarded points depending on the difficulty and time commitment required for that contribution. For example, developing a new 2HoursOfPower course is awarded more points than a peer review of a colleague's draft technical White Paper. All contributions are recognised and are awarded points. The Reward and Recognition Administrator awards points, collates totals and forwards these to the Team Leaders for inclusion in performance reviews.

In addition to inclusion in the formal performance management system there are also regular awards in recognition of special effort in both Sales and KnowHow activities (for example, an iVelocity team watch or a David Jones voucher).

5. MEASURING THE SUCCESS OF KNOWHOW

At this stage it is difficult to identify substantial and direct linkage between iVelocity's activities and increases in revenue for new products and services. However there is a substantial body of (mostly anecdotal) evidence to support the view that iVelocity has been a roaring success.

5.1 FEEDBACK ON MEDIA

KnowHow conducted a formal audit of it's media during December 2000 and January 2001 including both quantitative and qualitative research methods. The audit results indicate varying levels of support for and use of the tools as well as highlighting areas for improvement.

5.1.1 IRADIO

iRadio was the most popular of KnowHow's media, with 95% of respondents indicating that they and their colleagues listen to the program. The feedback was exceptionally positive – those who listen to it, love it. However, a large proportion of staff are not aware they can listen to iRadio from the iVelocity intranet site. A large number of people outside of mainstream sales force are also looking to receive iRadio.

iRadio – how would you describe it to your work colleagues?

- *"A CD full of upbeat interviews highlighting emerging technology and strategic direction. Insight into Senior Management Team. Interesting. Different. Innovative."*

- *"A brilliant audio CD of interesting interviews and product information. Entertaining and educational. Great way of getting new information to sales force."*

- *"A self paced mechanism for learning new technologies and getting inside the minds of Telstra managers I'd otherwise have very limited awareness of. Aids my understanding of what's abreast in business units outside my own."*

5.1.2   IKNOWITALL QUIZ

Regular quiz players provided highly positive feedback. There were significant perception problems that discouraged a large number of potential players (for example, individuals playing multiple games using different employee number aliases and teams registering as individuals). The prize pool was the major motivation for playing. Non-regular players cited "lack of time" as major reason for not returning to play again. Regular players who decided they were out of the running for the major prize decided not to play again until a new quiz commences.

iKnowItAll Quiz – how would you explain it to your work colleagues?

- *"Absolutely fantastic concept. Innovative educational tool. Funky. Well designed."*

- *"Interactive quiz testing knowledge of Telstra's emerging solutions. Offers great prizes."*

5.1.3   ISTORE

Those interviewed were impressed at the ease with which they could access iStore and source Telstra's best product information. Respondents viewed iStore as Telstra's superior product information database and rated iStore document quality as excellent. Respondents rate iStore search facility as requiring improvement. They appreciated the benefit of being able to access high quality documents created by iVelocity's Subject Matter Experts and tailor them for their customers. Responses strongly suggest iStore is being used right across the sales force.

iStore – how would you explain it to your work colleagues?

- *"Where you find the latest information/references on Telstra's data suite."*

- *"Repository for emerging technology information."*

- *"iVelocity website dedicated to housing standard templates / proposals / presentations."*

5.1.4   2 HOURS OF POWER

This rapid face-to-face knowledge transfer medium was considered the most 'effective' of KnowHow's media. Participants overwhelmingly endorsed the format, particularly the opportunity to apply the learnings in the second hour. Participants viewed the session as an "exceptional return on investment". However, implementation of the medium has been shown to need more rigour, for example, participants believe in-session administration needs to be streamlined to avoid eroding learning time. Respondents rated both facilitators and slide packs as excellent.

2HP knowledge transfer sessions – how would you describe them to a colleagues?

- *"Excellent emerging technology overview."*

- *"Informative. Practical learning of emerging Telstra solutions."*

- *"Insight to future Telstra applications and how to sell them."*

- *"Short, sharp solution training session."*

- *"Valuable knowledge."*

- *"Easily understood information about new Telstra applications."*

- *"Opportunity to discuss and workshop new solutions."*

- *"Excellent information sessions."*

- *"Compressed learning about emerging technology."*

5.1.5   WEB LECTURES & WEB LESSONS

Accurate feedback on the web lessons and web lectures mediums proved scarce. Recollections of attempting both were very hazy. The few respondents who were able to describe and assess the mediums were highly positive.

Web Lectures – how would you explain it to your work colleagues?

- *"Convenient. Self paced learning."*

- *"An iVelocity SME talking to a set of PowerPoint slides – online."*

- *"15 minute technology overview."*

Web Lessons – how would you explain it to your work colleagues?

- *"Sophisticated. Highly professional. Self-paced. On-line training."*

- *"Quality reference material with multiple choice questions assessing understanding."*

- *"Telstra's best attempt at on-line learning. Content excellent."*

5.2 ESTIMATES OF THE VALUE OF KNOWHOW

An internal review of KnowHow developed the following conservative estimates of the monetary value of KnowHow.

- Enabling sales force to find quality information faster – save 15 minutes per week for each of 1000 sales workers equates to around $1M per annum.

- Minimise the duplicate creation of sales tools – save 4 hours per month for each of 1000 sales workers equates to saving of almost $4M per annum.

- Alignment of knowledge creation activities across Telstra – avoid a single duplicated training development equates to approximately $5M per annum.

5.3 COMMENTS FROM INTERVIEWS

Part of the research for development of this case study included interviews with various people in Business Sales. When asked about benefits of the KnowHow approach, responses included:

- *"Absolutely brilliant. Seen a lot of guys in Telstra with a lot of knowledge locked in their heads. Never transferred to paper before."*

- *"Definitely driven more sales. For example, with Private IP material. To date Telstra has had 40 or 50 new sales worth much more than the planned $4m for the first year. Solution selling on new level."*

- *"Many cases of increasing sales, speeded adoption, improving service."*

- *"Main benefit is speed. Reacting very quickly. ADSL training within one month to 800 and then another 700 next month. Fast but still very thorough."*

6. TECHNOLOGY SUPPORT

The KnowHow team have used technology in a variety of innovative ways to meet the particular needs of their audience. Indeed, technology has only been used when there is a clear match with specific business goals. The specific products and suppliers are not important to this case study. There are a variety of products that could have met the business goals and iVelocity have consistently chosen the least cost option

whether it be leveraging existing infrastructure or utilising external service providers.

The important technologies used to good effect by KnowHow include:

- Audio recording and production onto audio CD and streaming audio formats (for iRadio).

- Web server with effective content management tools including subscription and user feedback mechanisms (for Intranet site, the Drum Room, and the iStore).

- Standard office productivity applications – word processing, presentation, etc. (for development of content for iStore, 2 Hours Of Power and other media types).

- Web based e-Learning facilities (for Web Lessons).

- Streaming presentation and audio (for Web Lectures).

- Multi-media development tools (for the iKnowItAll quiz).

- Custom Windows application development (for the Drum Tool).

- Voice and data conferencing (to allow remote participation in the Drum Workshop).

In many cases, iVelocity's exploitation of the above technologies to support their goals has been without the support of internal IT providers. Telstra's IT has generally been designed with a focus on business management and operational tools and the support of knowledge processes has been lacking.

During the period described by this case study Telstra's IT model has moved from a centralised to a federated approach. Business units such as Retail now have significantly increased direct control over the IT systems used to support their business and the support of KnowHow's IT needs should improve.

7. LESSONS LEARNT

The iVelocity KnowHow experience has illuminated the following important principles that are likely to apply to any knowledge management initiatives:

Be Business Driven

This is a truism for any business activity but nevertheless the iVelocity team's energy and creativity is fuelled by their shared vision of how critical their activities are to the future of Telstra and their understanding of the specific role they have in creating these business outcomes. The manager of iVelocity has led with this vision on a daily basis.

Focus on Audience

The team's primary focus is always on getting knowledge into people's heads in order to enable them to make better decisions, improve responsiveness to customers, increase innovation in business relationships, etc. They ask themselves – How well do we best reach these people? What different approaches can we use? How are we doing? What can we improve? A number of KnowHow staff have come into the team directly from the Business Sales workforce, and use their knowledge of sales force needs to sharpen this focus.

Teaming and No Secret Knowledge

From day one, iVelocity has been established with a strong teaming culture with high levels of trust and shared ownership of outcomes. The manger of iVelocity has said "we have no secret knowledge" meaning that everything they have or know is to be shared with everyone else, no exceptions.

Consider the Entire Knowledge Lifecycle

The KnowHow approach is successful and sustainable because in the design of each media type they have considered the entire lifecycle of knowledge from initial *discovery* or *creation*, through *organisation*, *access* and *use*, to *maintenance* and finally *retirement*. The iStore is the prime example of this.

Start Small, Think Big

The knowledge management literature states that successful initiatives start small and then improve iteratively towards the vision and iVelocity KnowHow is no exception. The team started with iRadio and iStore and grew from there. Finally inventing The Drum to tie it all together into a repeatable process.

Think Programme, not System

To really deliver knowledge into the sales force iVelocity created a variety of mechanisms that suit different learning styles and motivations. Each mechanism supports, and is supported by, others. A single system could not have delivered the same results.

Human And Organisational Issues are More Important than Technology

The majority of KnowHow effort went into human and organisation issues (such as motivation and behaviour, work processes, organisational structure, communication, measurement) rather than technology. Technology is an important enabler, but not a driver.

Measurement and Feedback

iVelocity have considered measurement and feedback from day one. Novel approaches to the measurement of the success of the iStore and other media types have been developed. Quantitative and qualitative

metrics have been assessed. Every tool or process has a 360° feedback cycle to enable continual improvement.

Focus on Knowledge Behaviours

The implementation of the recognition and reward system is seen as one of the most crucial elements of the KnowHow approach. The forging of a strong alignment between what people want to do, what they are asked to do and what they are paid to do really provides the power plant that enables the KnowHow approach to keep delivering.

Execution is Everything

Knowledge transfer requires trust and credibility. iVelocity consistently makes commitments and meets them. The sales force are depending on iVelocity more and more each day as the level of trust in iVelocity increases. iVelocity's credibility will continue to grow so long as they continue to provide high-quality, timely knowledge transfer in a way that meets the sales force's needs.

No 'Out of the Box' Technology Solution

No single technology solution could have met iVelocity's needs. The team creatively applied available products and services to create, manage and deliver content where appropriate for their audience. The business problems that knowledge management tools and techniques can assist with differ between business units and organisations; and so should solutions if the specific business needs are to be met.

Knowledge People

At the heart of the success of the KnowHow approach is the team itself. The team was assembled mostly from a group of people that found themselves drawn to KnowHow, rather than actively recruited. It is the common interest and focus on knowledge development that enables a seemingly disparate group to function as an effective team. The members of the team are all able to function in an autonomous way, allowing the team leader to focus on external issues and leading the team more by vision than hands-on management.

8. TIMEFRAME FOR KNOWHOW DEVELOPMENT

KnowHow believes it's knowledge management programme can be successfully replicated in other areas of Telstra or in other organisations with an approach broadly as follows:

First Step to Building KnowHow (+30 days)

1. Understand strategic intent.

2. Audit organisational knowledge capability – content, people, systems & processes (gap analysis).

Establish the Environment to KnowHow (+30 days)

1. Define leadership commitment to knowledge enablement processes, systems & behaviours.

2. Select and establish or invent knowledge delivery mediums, depending on organisational requirements & learning style preferences.

Build the delivery Framework for building, capturing & sharing KnowHow (+30 days)

1. Begin with strategic intent. Everything should tie back and be tested against this.

2. Populate the Drum via Drum Workshop. Focus key stakeholders within the organization on identifying and prioritising specific 90-day objectives.

3. Fill the Objectives template. Identify who needs what knowledge & when – match knowledge needs of stakeholders with the deliverables.

4. Fill the knowledge Delivery templates in line with knowledge needs and identify who's responsible for delivery.

9. FUTURE PLANS & CHALLENGES

iVelocity will continue to be challenged by the tension between the need to provide a high-level of personal service (responsive assistance with sales activities) whilst maximising leverage of the available skilled specialists for the benefit of as many sales personnel as possible. One of the ways this tension manifests is in some consultants' current dissatisfaction that product communication channels have been consolidated through iVelocity.

There are many other challenges facing iVelocity including keeping up the momentum, continuing focus on the right products and services in the face of market and organisational churn, increasing focus on solutions selling, and strengthening feedback mechanisms to the point of influencing product and service development.

Implement Audit Outcomes

The audit of KnowHow media provided the basic input for a KnowHow planning workshop held in January 2001. The workshop outcome is a detailed improvement plan for each medium and these will be implemented over the next 90 days. Common across all the media are plans relating to improving KnowHow's direct relationship with Account Directors to ensure that sales teams understand how to access and use the knowledge deliverables available, and to ensure that KnowHow is meeting the specific needs of each sales team. In addition, some media primes will be enhancing measurement processes and feedback loops, and improving administrative and quality control attributes of their media.

Expansion and Commercialisation

iVelocity's success has had its rewards but it has also created pressure to expand their scope into additional product and service areas, and to support knowledge transfer within additional Telstra business units, and even to help Telstra customers and partners to KnowHow. These pressures represent risk for iVelocity through dilution of focus and purpose. One major response to this is the current development of the KnowHow Blueprint that aims to package iVelocity's experience for commercial re-use within Telstra and with external organisations. The commercialisation of KnowHow is a major focus area moving forward.

Technical Platform

Many KnowHow media are delivered on older or unsupported technical platforms. Increased usage of media, expansion of scope and commercialisation all highlight the need to deliver KnowHow in a scalable, consistent and reliable way and the technologies used must support this goal. iVelocity's challenge is to place their IT needs firmly on the agenda of Telstra Retail's IT programme and ensure that appropriate focus and resources are provided.

New Medium and Improved Tools

February 2001 will see the launch of 'iFlicks' a new medium that delivers digital assets to the sales force for dramatically enhanced presentations. iFlicks contains a large number of short multimedia 'stings' (or clips, with video, animation and audio) along with a presentation builder that the sales person can use to deliver a high-impact message in just the way they want. The presentation builder also allows the seamless inclusion of PowerPoint presentations within the iFlick presentation.

Also under development are improved tools to assist the sales force in assessment of opportunities for emerging solutions. That is, a template which, when completed, will give the sales person a clear view on whether or not a particular solution (e.g., TPIPS) is right for a particular customer, based on business type (e.g., financial services) and size.

Enhance Measurement of Value

KnowHow will continue to enhance measurement mechanisms. Michael Ossipoff has a stated goal to be able to complete the statement that KnowHow contributes \$$x$M in revenue to Telstra Retail and costs only \$$y$M to achieve this.

In a very real sense, the iVelocity KnowHow journey will never be a finished work. The KnowHow programme of knowledge management activities will continue to undergo regular refinement and reinvention.