

## Case Study: A.T. Kearney, Inc.

### A Team-Oriented Culture Thrives with an Integrated Communication Platform

- Improved communication, collaboration and teamwork
- Integrated Microsoft and Cisco technologies
- Designed to support a key firm competitive advantage

*"Our consultants are known for their highly collaborative, team-oriented approach towards working with our clients and with each other. This initiative strategically employs technology to support and extend this distinction, and will enhance our ability to deliver global projects."*

– Kevin Rice, Global Architect, A.T. Kearney

#### Client Profile

A.T. Kearney is a global strategic management consulting company with over 2,500 employees in 34 countries. The firm was established in 1926, and provides leading organizations across all industries with expertise in both strategy and tactical implementation. A.T. Kearney specifically deals with CEO-agenda issues including mergers, technology strategy, and supply chain management.

A.T. Kearney is known for the uniquely collaborative approach it uses to develop strategic insight, improve operations, transform enterprises and deliver sustainable results. According to founder Tom Kearney, who helped establish the science of management consulting over 80 years ago, a "lone wolf" way of working has never been the way to succeed at the firm. Given the firm's history, it's not surprising that enabling a highly-interactive, working-partner style is high on the firm's short and long-term strategic agenda.

#### The Business and Technology Challenge

A venerable name in the management consulting industry, A.T. Kearney consultants are often invited to work with the executive teams of the world's leading corporations to provide advice, set strategy and help implement key global initiatives that typically rely upon information technology. As a global leader, A.T. Kearney has embraced technology as a way to facilitate and accelerate communication and collaboration internally and externally with clients.

The firm has become the global leader it is today in part because of its unique work style, which is team-based and highly collaborative. Not only do A.T. Kearney consultants work in teams, but the collaboration extends to blended client-consultant work groups. This way of working is partially responsible for the extraordinary results corporations achieve when they engage A.T. Kearney. With this work-style and focus on technology, it's only natural that A.T. Kearney desire that its own communication systems would remain state-of-the-art.

Additionally, A.T. Kearney's mobile workers are highly motivated and always on the go. They work from A.T. Kearney offices, client locations, while traveling, and from home—which could be almost anywhere in the world. A.T. Kearney was eager to implement an upgraded and integrated communication and collaboration platform that would make it easier for consultants and clients to work together. This was a strategic decision not only for the efficiencies that would result, but also to support the firm's strong commitment to teamwork.

A.T. Kearney had made thoughtful investments in Microsoft and Cisco technologies with an eye to the future. The firm's expectation was that the communication solution would build upon the infrastructure already in place, to conserve resources and minimize the adoption learning curve. Regardless of these possible constraints,

A.T. Kearney was looking for a state-of-the-art solution that would offer:

- **An expanded suite of communication and collaboration tools.** A.T. Kearney wanted to provide its workforce with all the communication and collaboration tools available including secure and integrated instant messaging (IM), presence, Web conferencing, video conferencing and telephony.
- **Complete global connectivity.** The goal of this project was to create a way for all employees, regardless of location, to connect with the people and information they need to do their best work.
- **Enhanced security to protect company information.** With new modes of communication, come new security requirements. A.T. Kearney's new communication systems would need to comply with the firm's rigorous security standards.

A.T. Kearney engaged PointBridge to plan, design and implement a Microsoft-based communication platform that would meet their requirements, leverage their existing technology and position the firm for future success. PointBridge was selected because of the firm's focus on Microsoft technology, expertise creating integrated communication and collaboration solutions, and commitment to excellence.

*"The Microsoft-based communication and collaboration platform PointBridge designed provides the A.T. Kearney workforce with the communication tools they need to stay at the forefront of their industry. It helps A.T. Kearney's management consultants do what they do best—work in teams and partner with clients to deliver strategic solutions that move businesses forward."*

– Matt McGillen, Solutions Architect, PointBridge

#### Solution

After gaining an understanding of A.T. Kearney's vision, PointBridge set to work planning and designing an integrated communication and collaboration platform that would use Microsoft Office Communications Server (OCS) 2007 to provide enhanced messaging, conferencing and telephony capabilities; and Microsoft Exchange 2007 Unified Messaging to upgrade the corporate voicemail system. Both OCS and Exchange would be integrated with A.T. Kearney's existing Cisco telephone system.

OCS offered A.T. Kearney both the functionality it required, and the ability to integrate with the existing phone system. OCS enabled instant messaging (IM), presence (the ability to instantly understand the best way to contact a colleague), Web and video conferencing, and telephony. With OCS in place and integrated with the Cisco phone system, A.T. Kearney consultants can communicate more quickly and efficiently. With busy schedules and the diverse working locations of consultants, it could be hard to reach team members. Now, A.T. Kearney workers will understand how to best contact each other, and they are able to focus on getting the information they need rather than wasting time waiting for a callback. With OCS "presence" co-workers can immediately "see" if a colleague is online or on the phone. It's then easy to send an IM with a quick question, and as an IM becomes a conversation, transfer the communication seamlessly to a call and then into a Web conference space using Microsoft LiveMeeting.

One of A.T. Kearney's requirements was to be able to schedule Web and video conferences through Microsoft Outlook and invite remote users and clients to participate. PointBridge configured an Outlook plug-in to make scheduling easy and then set up federation and Public Internet Connectivity (PIC) for remote users. Federation is a security measure that requires authentication for access to resources. However, once an individual or organization becomes a federated partner, access is instant. In addition to providing federation capabilities, PointBridge worked with A.T. Kearney to ensure all OCS local area network (LAN) and security requirements were accommodated to allow access while maintaining security.

The corporate voicemail system has been updated to Exchange 2007 Unified Messaging to further enhance anywhere access for a road warrior workforce. Now A.T. Kearney workers receive all of the relevant types of communication in their email inbox to more efficiently do their job, including faxes and voice mail. Exchange Unified Messaging enables additional communication options. Now with a mobile phone consultants can check their email, and while at a laptop they can make and receive calls.

With these new capabilities, consultants working on a project in London can see if experts in Dusseldorf or Mumbai are in the office and available for an IM. After IM'ing, consultants can immediately go to a call to flush out an important point and then schedule a Web conference to review an implementation plan with clients located on three continents. Or, if a laptop battery dies during a flight delay, it's possible for consultants to check their email for important messages via cell phone. Conversely, if a consultant's cell phone breaks while travelling, their laptop can be used to listen to voicemail and participate in conference calls.

Both OCS and Exchange were integrated with the existing Cisco phone system, which required integration to the Cisco CallManager cluster in a data center at A.T. Kearney's headquarters in Chicago. The PointBridge team was able to leverage the organization's initial investment in its Cisco phone system and fully integrate all of the OCS functionality. This helped accelerate the project's return on investment.

Part of what made the project successful, was the way that PointBridge and A.T. Kearney collaborated during the delivery process. Before implementation work began, PointBridge prepared an assessment and recommendations document to guide design. Then, PointBridge created a design document to guide the OCS and Exchange implementations and Cisco integration. Once the solution build was underway, PointBridge tested the solution with a limited pilot group of approximately 100 mobile A.T. Kearney workers before rolling it out to the company. PointBridge and A.T. Kearney then worked together to collect end-user feedback and fine tune the solution.

Knowledge transfer was an important element of this project. PointBridge and A.T. Kearney worked closely together throughout the engagement. At the end of the pilot project, A.T. Kearney had all of the necessary information and training to deploy and configure the remainder of the users in the environment.

## Results

PointBridge and A.T. Kearney both recognized the tremendous impact this initiative would have on the global company. As A.T. Kearney rolls out the functionality across its geographies, communication and collaboration will become markedly enhanced, keeping the firm at the technological forefront with regard to its communication systems.

**Global Connectivity.** A.T. Kearney has over 1,700 consultants across 34 countries and will use OCS to consolidate its communication needs onto a single platform. The design for such a large geographic reach is unique in that it uses different network connections, different country codes and addresses different user needs depending on the location. This all takes finesse and technical expertise to ensure it works seamlessly, but the real benefit is the ability to centrally monitor and deploy the services for the global distributed workforce from a single location in Chicago.

**Changed the Business Landscape.** Implementing OCS changes the way A.T. Kearney's consultants are able to work – technically and culturally. Today, with OCS mobile workers can make calls to team members, clients and colleagues from their laptops anywhere. Technically it is reliable and secure, and culturally it allows for groups and individuals to connect more easily when and where they are most available, supporting A.T. Kearney's unique working style.

**Leveraged Technology Investments.** Deriving greater value from investments is important, regardless of current economic conditions. By consolidating on a single Microsoft platform, A.T. Kearney was able to accomplish its business goals, while using technologies it already owned. PointBridge worked with A.T. Kearney to integrate the OCS platform with the existing PBX phone system. Further, moving to the Microsoft platform allowed A.T. Kearney to implement OCS and receive in a single product all of the functionality it desired, which typically would have required the installation of four to five additional products from another vendor.

A.T. Kearney was named to *Consulting Magazine's* Best Firms to Work For 2008 list. Initiatives such as this communication and collaboration project will help the firm support its strong team-based culture and achieve profound, sustainable results for global clients.

## About PointBridge

PointBridge is a consulting company that connects people to people and people to information. The company builds award-winning collaboration and business intelligence solutions with Microsoft technologies including SharePoint, Exchange, Office Communications Server and SQL Server.

PointBridge is a Microsoft Gold Certified Partner and was recently named the 2008 Microsoft Citizenship Partner of the Year Global finalist and was also recognized as the 2007 Microsoft U.S. Central Region Partner of the Year. The company was also honored in 2005 as the worldwide Microsoft Partner of the Year for Advanced Infrastructure Solutions and won the Microsoft Exchange Solution of the Year award.

**POINTBRIDGE**™  
pointbridge.com

PointBridge - Chicago  
One North Franklin, Suite 2470  
Chicago, Illinois 60606

Local: 312.334.1900  
Toll Free: 888.585.7845  
Fax: 312.334.4789

PointBridge - Wisconsin  
200 South Executive Drive, Suite 101  
Brookfield, Wisconsin 53005

Local: 262.789.2779