

## Virtual Campus Delivers Knowledge on Demand, Improving Business and Education Models at Credit Suisse

### Executive Summary

**CUSTOMER NAME**  
Credit Suisse

**INDUSTRY**  
Financial Services

**CHALLENGES**

- Support and enable Credit Suisse's One Bank strategy
- Meet increased demand for training in a climate of cost pressures
- Satisfy a younger generation's self-paced learning style

**SOLUTIONS**

- Deploy multichannel, "blended-learning" content to replace some classroom courses
- Integrate learning better in day-to-day business workflows
- Identify and implement best practices, while eliminating duplication

**RESULTS**

- Realized cost savings, increased
- Accelerated "on-boarding" (the time it takes new hires to become effective in their jobs will increase productivity)
- Increased up-selling of sophisticated products through effective knowledge transfer
- Estimated savings are a conservative US\$3M to \$5M per year

### Business Challenges

Credit Suisse, an international financial services group headquartered in Zurich, understands that innovation is a journey, not a destination. In 2005, the company's business school launched an innovative, blended-learning approach—mixing traditional classroom-based delivery methods with new media and technology, such as putting tests online.

By the following year, however, Credit Suisse recognized that it had to take its vision further. Demand for training was growing 30 percent year-over-year, but mounting cost pressures did not leave room in the budget for training. Increasing evidence also indicated that a new generation of recruits who were used to accessing the Internet at their own pace and convenience believed that instructor-led training in classrooms was frustrating and inflexible.

In addition, Credit Suisse announced its corporate One Bank business strategy to increase collaboration and share expertise across the group, and to realize annual benefits totaling US\$2.5 billion. The One Bank initiative aims to take advantage of skills and relationships between Credit Suisse's investment and private banking arms to enhance customer service and revenue. It would also further the concept of shared services such as human resources, IT, and training. For the strategy to be successful, though, the bank's culture would have to change and in that change, training would play an important role.

### Solutions

To help influence a change in culture, Credit Suisse launched the Credit Suisse Business School in 2004. Not only would the school encourage a cultural change, it also would provide a center of excellence and promote the development of learning throughout the group. Recognizing that it would be impossible to scale its existing delivery model without more manpower and a bigger budget, the business school analyzed the training that was being delivered, and by what means. It discovered that there was a difference between the courses it offered in Switzerland and those



it offered elsewhere in the world; students outside Switzerland had different needs based on their culture, and some courses were developed to accommodate those markets. While about 48 percent of all programs in Switzerland were delivered as blended learning, only 3 percent of all programs that were delivered to other regions worldwide used blended learning. Also, of the 2,800 instructor-led training courses held annually, more than 800 were aimed purely at knowledge transfer—a process the business school believes is well suited to e-learning.

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Siegfried Hönle  
Managing director and  
head of the Credit Suisse  
Business School  
Credit Suisse

The school also wanted to acquire new, innovative ideas and understand best practices from companies around the world, and sought help from the Cisco Internet Business Solutions Group (IBSG). Consultants from IBSG had advised the Credit Suisse Business School to develop its original blended-learning approach in 2004. This time, Credit Suisse invited an IBSG consultant to join the Virtual Campus steering committee, underlining the value that Credit Suisse placed on its collaboration with Cisco.

In a series of workshops, including a three-day visit from a senior-level team from the bank, at Cisco's Executive Briefing Center in San Jose, California, the team and its Cisco counterparts explored and developed a new vision of how knowledge could be delivered to staff at the “front line,” using IP-based technologies and media such as video. That vision is embodied in the school's concept of the Virtual Campus, an approach to knowledge transfer that not only offers a range of blended-learning courses, but also an online repository of resources that can be “pulled down” or “pushed to” people whenever they need it, wherever they are, and to any device.

Using advanced technologies, Credit Suisse can virtualize its training operations worldwide, removing duplication, leveraging best practice, and reducing costs, explains Siegfried Hönle, managing director and head of the Credit Suisse Business School. “But more importantly,” he adds, “we can deliver the tiny segments of learning to people...that will enable them to better serve customers and, therefore, maximize revenue opportunities.”

The following example helps illustrate Hönle's point. An investment manager from the bank about to visit the CEO of a large company might need more information about a sophisticated financial product. In the past, that product's terms and conditions might have been the only information available. In the future, the Virtual Campus could deliver to the manager's mobile device key features and benefits of the product and how they might address a CEO's typical concerns, and provide a case to help secure the sale. The Virtual Campus could even take the manager through a short video-on-demand role-playing exercise as the manager travels by taxi to the meeting.

## Business Value

In presenting its vision to the steering committee, the Virtual Campus project team explained the significant business benefits that would come from accelerating the bank's value propositions, such as shortening sales lead times following new product launches, disseminating best sales practices, and "on-boarding" (a term used to measure the time it takes new hires to become effective in their jobs).

"The need for training is increasing in an evermore complex financial world. The Virtual Campus will enable us to deliver new, flexible learning methods, with increased collaboration that leverages the knowledge of our experts wherever they are."

Markus Simon  
Director and head of  
Virtual Campus  
Credit Suisse

The business value combined with industry-proven benchmarks pointed to benefits including several millions of dollars in additional revenue. Just as important, the analysis highlighted that the adoption of best practices throughout the group would also reduce the risk of a potentially costly litigation, or other penalties, resulting from a failure to protect data or meet compliance regulations. The shift from classroom to self-paced training would also free up more than 10,000 work-days for advisers and front-line staff—days that could be used to serve clients better. In addition, the Virtual Campus would create a cultural change in learning. Based on the team's analysis, the steering group approved four pilot projects.

The first pilot focused on technical training within investment banking. Each year in London at the beginning of August, Credit Suisse takes about 60 potential new financial analysts through an in-depth, three-month training course. On-demand videos are made of some of the knowledge-transfer on-boarding sessions and repurposed as online modules, replacing one week's worth of classroom-based training with 10, 1-hour tutorials. Benefits of the videos include a reduction in the costs to deliver training materials, an increase in the ability of the delegates to review material on demand, and an improvement in operational flexibility as the content is made available for new hires any time, anywhere, thereby enabling them to generate revenue quickly.

Performance management is an important element of Credit Suisse's One Bank strategy. In another pilot, the business school used multichannel learning to support the fast rollout of the bank's Web-based system, MyPerformance, to 45,000 employees globally. MyPerformance is an online staff appraisal tool developed by the bank's human resources department to underpin the culture and skills necessary to achieve the One Bank strategy. To help people understand and use the tool, the business school developed two learning programs employing different channels including system simulation, an e-learning tutorial, and performance support tools. One program, which was accessed more than 20,500 times, provided an interactive demonstration of MyPerformance; the other program helped managers conduct performance reviews with their staff. The speed and effectiveness of this e-learning approach would not have been possible using classroom-based training methods.

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Prem Tadipatri  
Director, Corporate  
Systems  
CTO, Group Credit Suisse

Operational excellence is one of the bank’s five global core initiatives, and use of the Six Sigma business methodology is an important area of its expertise; the methodology has delivered benefits exceeding \$100 million in the last three years. Another pilot stored VoDs on the bank’s intranet portal to help train 300 Six Sigma Black Belts (experts who have successfully led three Lean Sigma projects delivering benefits worth more than \$1 million). A traditional solution, conducting workshops with 15 participants per workshop would have tied up a Six Sigma Master Black Belt’s valuable time for 20 days to run each workshop. The pilot required only one day to create the content. Furthermore, the pilot eliminated both the expense—amounting to \$.5 million—of running classroom-based workshops, and the environmental impact caused by delegates having to travel.

Another innovative pilot proved the value of delivering “nuggets of learning” to mobile devices. The idea was to give managers a brain-teasing exercise. Once solved, they could apply the fundamentals of the exercise to real-life business situations. In one exercise, math and statistics learning materials in the form of puzzles were sent to managers’ mobile devices as part of an “advent calendar” prior to the days leading up to Christmas. The pilot proved the value of delivering learning to mobile devices and is being used in a series of podcasts for managers. The podcasts cover various aspects of leadership—from how to define objectives to designing and assigning jobs—and are based on talks about the principles of leadership by Professor Fredmund Malik of the St. Gallen Management Center, a leading provider of management consulting and education. The initiative proved popular, with managers downloading between 800 and 2,000 podcasts every month.

Markus Simon, director and head of the Virtual Campus, summarizes what they learned from the pilots: “Feedback from people was that they particularly loved the self-paced nature of this style of learning. We have a new generation of people used to learning in different ways: in concentrated, short bursts. The need for training is increasing in an evermore complex financial world. The Virtual Campus will enable us to deliver new, flexible learning methods, with increased collaboration that leverages the knowledge of our experts wherever they are.”

## Next Steps

Following the success of the pilots, the Virtual Campus will be fully implemented by 2009. By the end of that year, 50 percent of all training globally will be based on blended concepts, with 10 percent offering delegates multichannel delivery options that suit them. Around half of all short-term, classroom-based courses will be replaced with e-tutorials, contributing to an estimated cost savings of \$2 million per year.

Another benefit of the project is the increased cooperation and teamwork it is prompting among the business school, its internal customers, and the group’s IT department.

Prem Tadipatri, director, Corporate Systems and CTO of Group Credit Suisse, explains: “The value of collaboration across all the group’s functions is recognized, and with it, the role of technology—from content delivery, to unified communications, to video, to presence-aware applications. The Virtual Campus sits within our overall vision of the Credit Suisse virtual community, where we can help to integrate one initiative with another, such as the Virtual Campus with human resources’ iDrive initiative supporting employee development.”

That broader vision underlines the bold thinking behind the Credit Suisse Virtual Campus. “The Virtual Campus is a cornerstone in laying the foundation for a lot of future initiatives,” says Simon. “On it, we can build a broad range of tools and techniques that take advantage of new technologies, and ways of collaborating and sharing learning without the barriers of time or place. The virtual campus will enable Credit Suisse and the Business School to keep pace with our customers’ ever-changing needs in an ever-changing and complex business environment.”

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#### More Information

The Cisco Internet Business Solutions Group (IBSG), the global strategic consulting arm of Cisco, helps CXOs and public sector leaders transform their organizations—first by designing innovative business processes, and then by integrating advanced technologies into visionary roadmaps that address key CXO concerns.

For further information about IBSG, visit <http://www.cisco.com/go/ibsg>

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