





# Success, Failure, Disaster: Cisco Measures Top Tasks

Bill Skeet

Digital Technical Support Customer Experience

Service Industry Summit: October 28, 2015

# What is customer experience?

## Why is customer experience important?

## How do you manage digital customer experience?

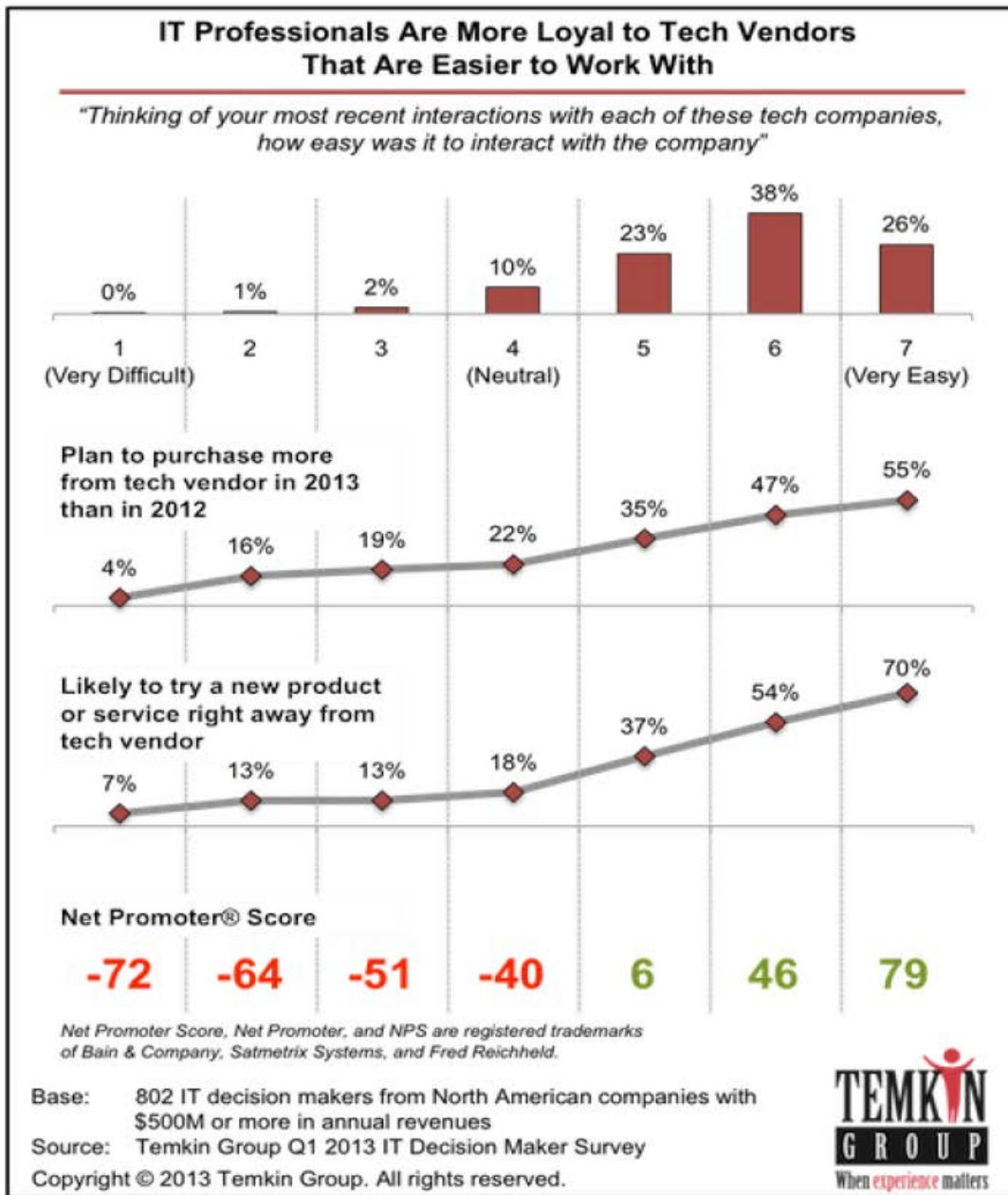
# What is customer experience?

Customers' thoughts, emotions, and perceptions about their interactions with a company.

-Forrester

# Why is customer experience important?

A: What's good for the customer is good for the business.



Easy to do business with  
= Customer Loyalty

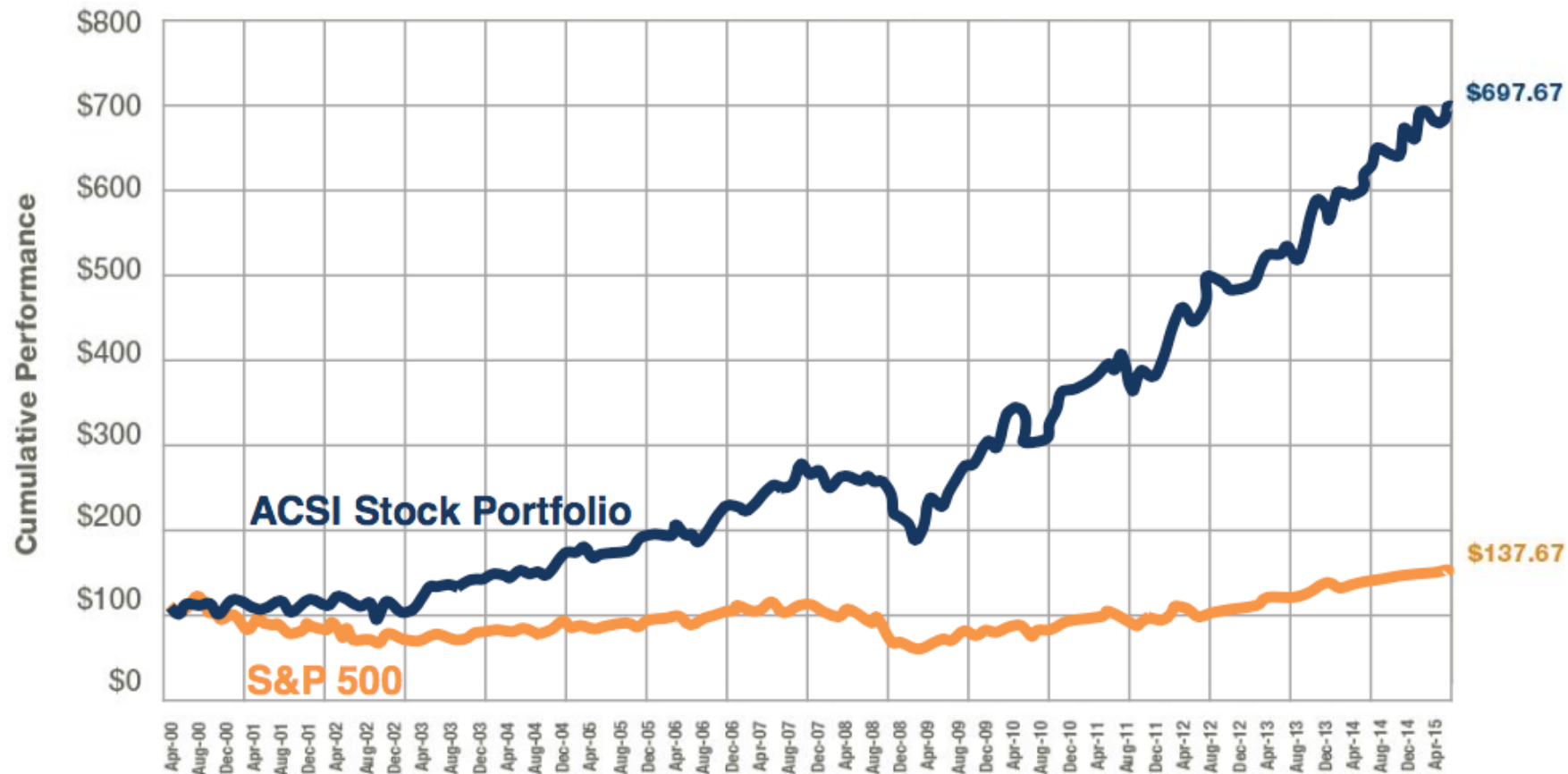
Customer Loyalty

= Customers are more likely  
to *buy more and stay longer*  
= Good for Business

Temkin Group 2013  
IT Decision Maker Survey

# ASCI: Satisfaction, Expectancy, Performance

## Customer Experience Leaders Outperform the Market



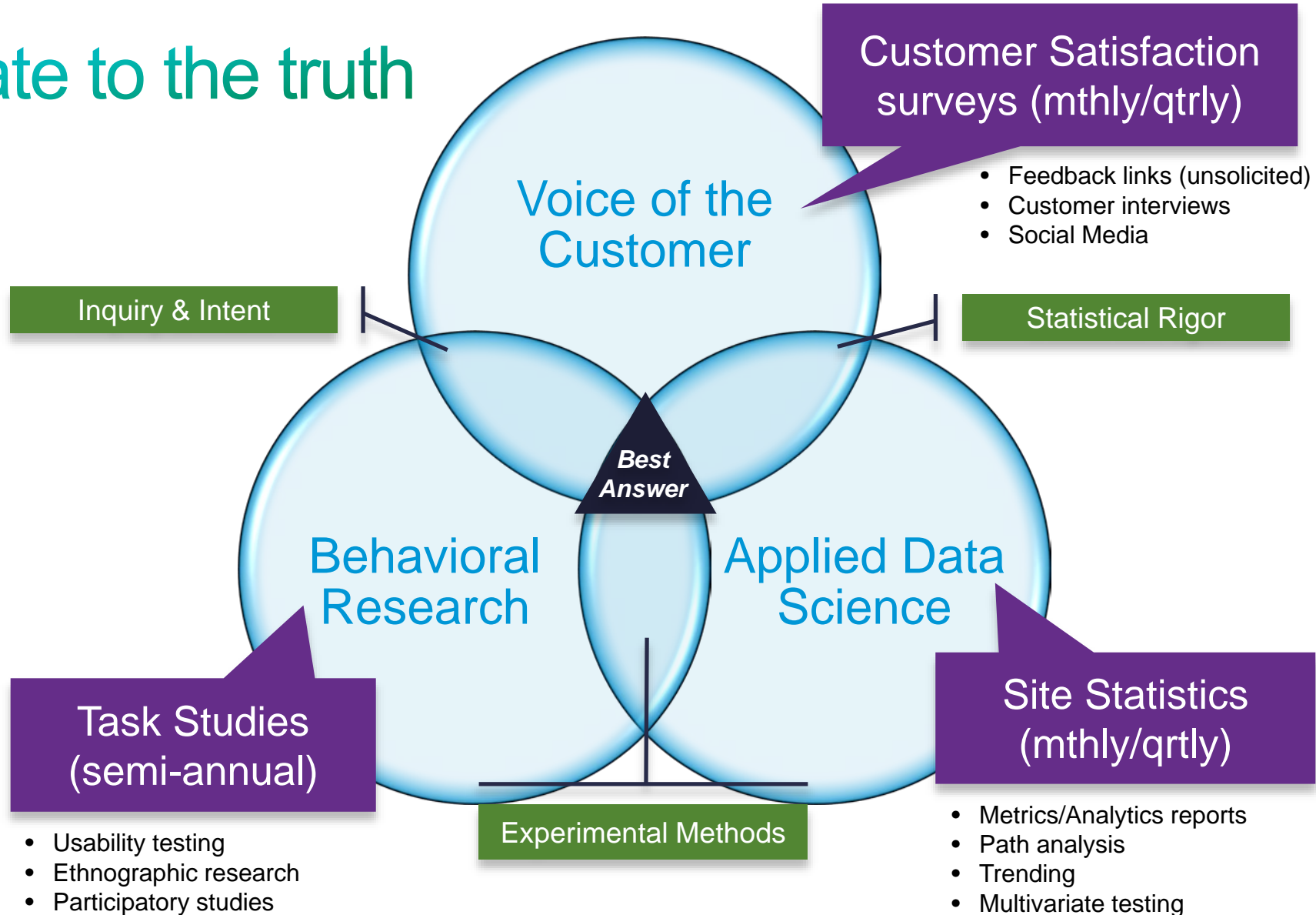
@kerrybodine

Source: American Customer Satisfaction Index

# How do you manage the customer experience?



# Triangulate to the truth



# Top Task Testing: Terminology

- **Top Tasks**

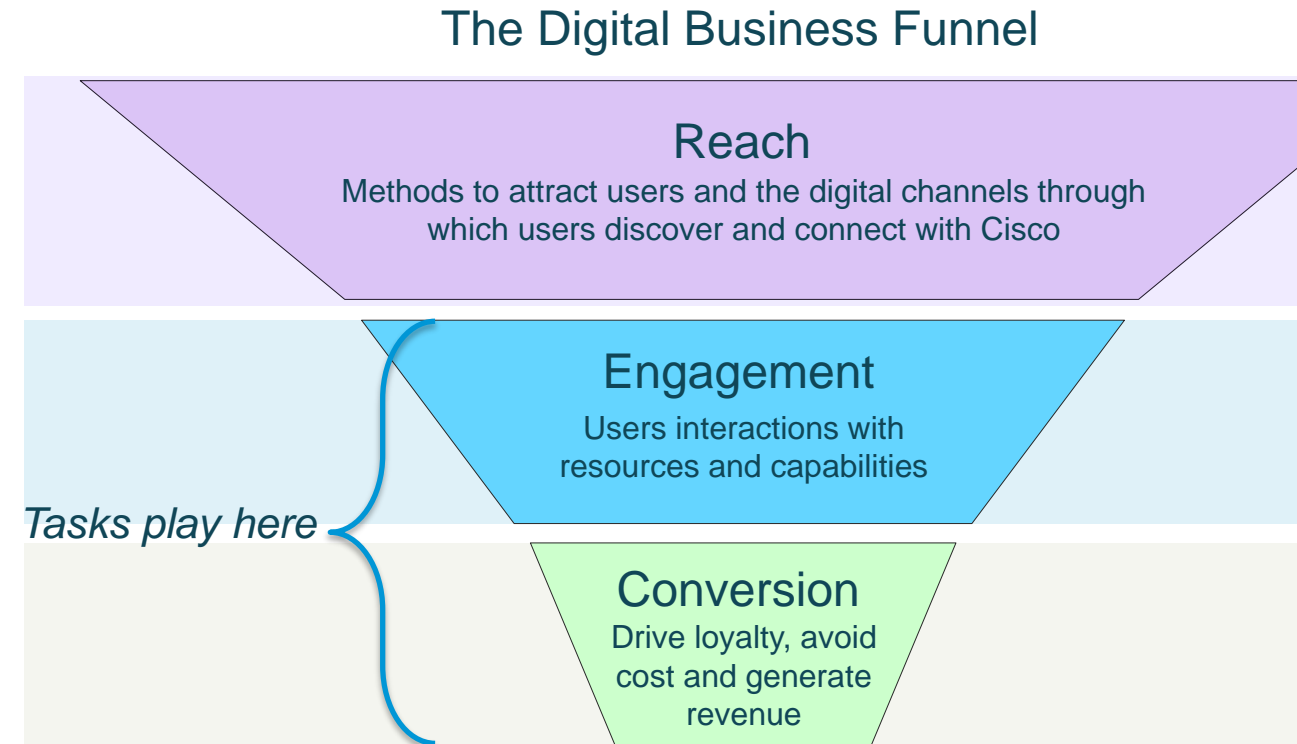
The reason people come to the site

- **Task Performance Indicator (TPI)**

A score for task effort

- **Task study / TPI test**

Based on principles of usability testing

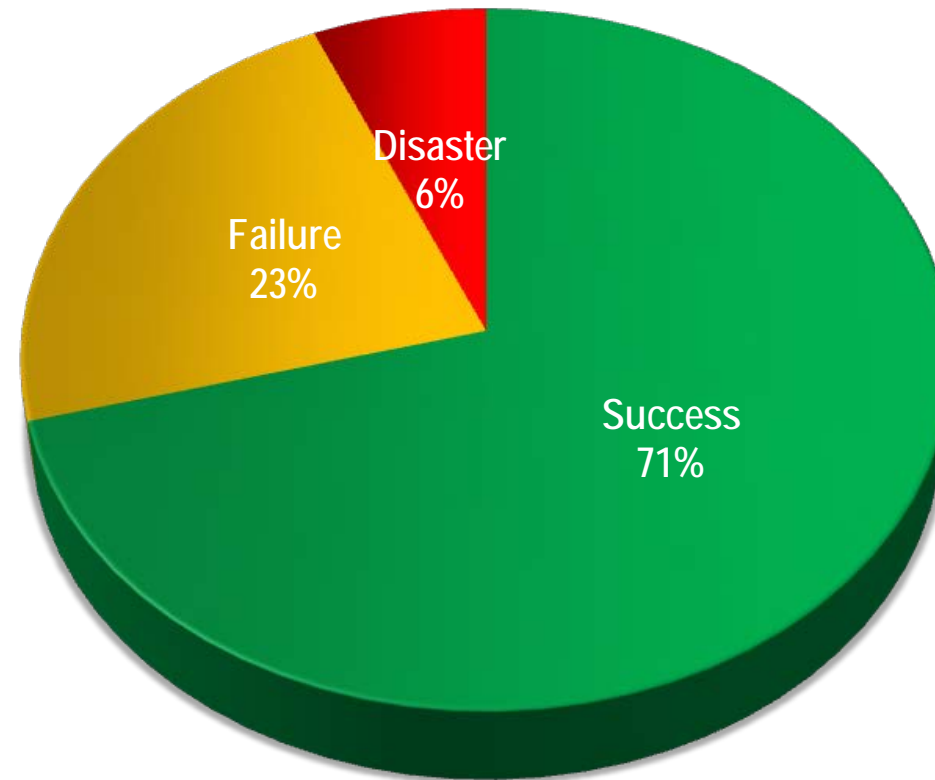


# Why test tasks?

1. Tasks are about utility. They serve a purpose and draw users to a site.
2. Tasks serve the customer. They define customer “expectations.”
3. Task testing reveals impediments. It’s the key to “ease of use.”

The TPI score provides a quantitative measure of the site’s experience. This can be used as a *benchmark* and allows managers to set *goals*.

# How **easy** is it for customers to complete top tasks on Cisco.com?



Cisco.com Overall task performance

# TPI Overview: How we test the top tasks

- **Identify the Top Tasks for the Site**

Conduct a Top Tasks Survey with representative users  
Analyze survey results to identify Top Tasks  
Create Test Tasks

**Do this once**

- **Determine the performance of the top tasks**

Recruit subjects for test  
Conduct TPI test  
Analyze results and tally the TPI score

**Do this routinely**

- **Drive action and improvements**

Deep dives with teams responsible for parts of tasks  
Make changes/improvements  
ITERATE (test again to validate results)  
Set goals!

**Do this continuously**

# Identify the Top Tasks for the Site

# Survey to determine Top Tasks

- Internal teams create list of top tasks
- Determine the audience to be surveyed
- Respondents rank tasks
- Results summarized and Top Tasks emerge

Top Tasks are the most popular, most common and most important tasks, according to the users of the site.

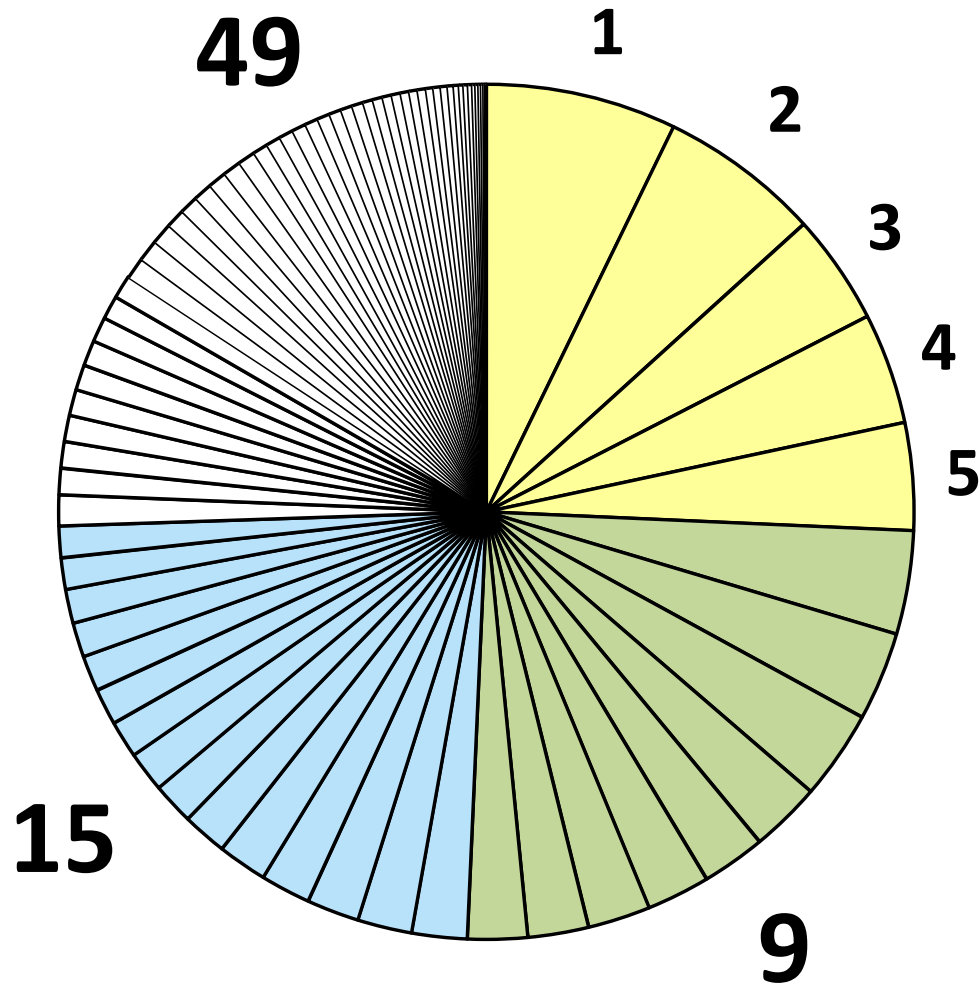
Tasks		Total Vote
1	Download software, firmware, drivers, patches, updates	2664
2	Configure / set up a product (tech guides, notes, how-to's)	2267
3	Troubleshooting (bug fixes, diagnostics, guides)	2185
4	Install / upgrade / migrate (tech guides, notes, examples)	1610
5	Support (TAC) service requests (case creation, tracking)	1514
6	Maintain / operate (tech guides, notes, examples)	1316
7	Network design (tech guides, notes, examples)	1316
8	Service, support options available for my product	1043
9	Product and technical communities (troubleshooting, developer, learning)	813
10	Support alerts (new drivers, patches, software, security)	797
11	Networking certification requirements (CCIE, CCNP, CCNA)	767
12	Talk / chat online with a support person	632
13	Compatibility / interoperability (software, hardware, version)	628
14	Training (courses, calendar, locations)	561
15	Products by specific technical requirements (capacity, bandwidth, dimensions)	460
16	Pre-purchase technical information (datasheets, whitepapers, requirements)	447
17	Solutions to match business needs (work remotely, improve productivity, secure my business)	436
18	Networking certification status, maintenance and renewal	420
19	Warranties	416
20	Configure a product or service for the purpose of researching or ordering	392

# Tasks Voting Trends

Tasks		491 Voters	983 Voters	1474 Voters	1966 Voters
1	Download software, firmware, drivers, patches, updates	8%	8%	9%	9%
2	Configure / set up a product (tech guides, notes, how-to's)	9%	8%	8%	8%
3	Troubleshooting (bug fixes, diagnostics, guides)	7%	8%	8%	7%
4	Install / upgrade / migrate (tech guides, notes, examples)	6%	6%	6%	5%
5	Support (TAC) service requests (case creation, tracking)	6%	5%	5%	5%
6	Maintain / operate (tech guides, notes, examples)	4%	4%	4%	4%
7	Network design (tech guides, notes, examples)	5%	4%	5%	4%
8	Service, support options available for my product	3%	4%	3%	4%
9	Product and technical communities (troubleshooting, developer, learning)	3%	3%	3%	3%
10	Support alerts (new drivers, patches, software, security)	2%	3%	3%	3%
11	Networking certification requirements (CCIE, CCNP, CCNA)	2%	2%	2%	3%
12	Talk / chat online with a support person	3%	2%	2%	2%
	Compatibility / interoperability (software, hardware, version)	2%	2%	2%	2%

Top 25%
26-50%
51-75%



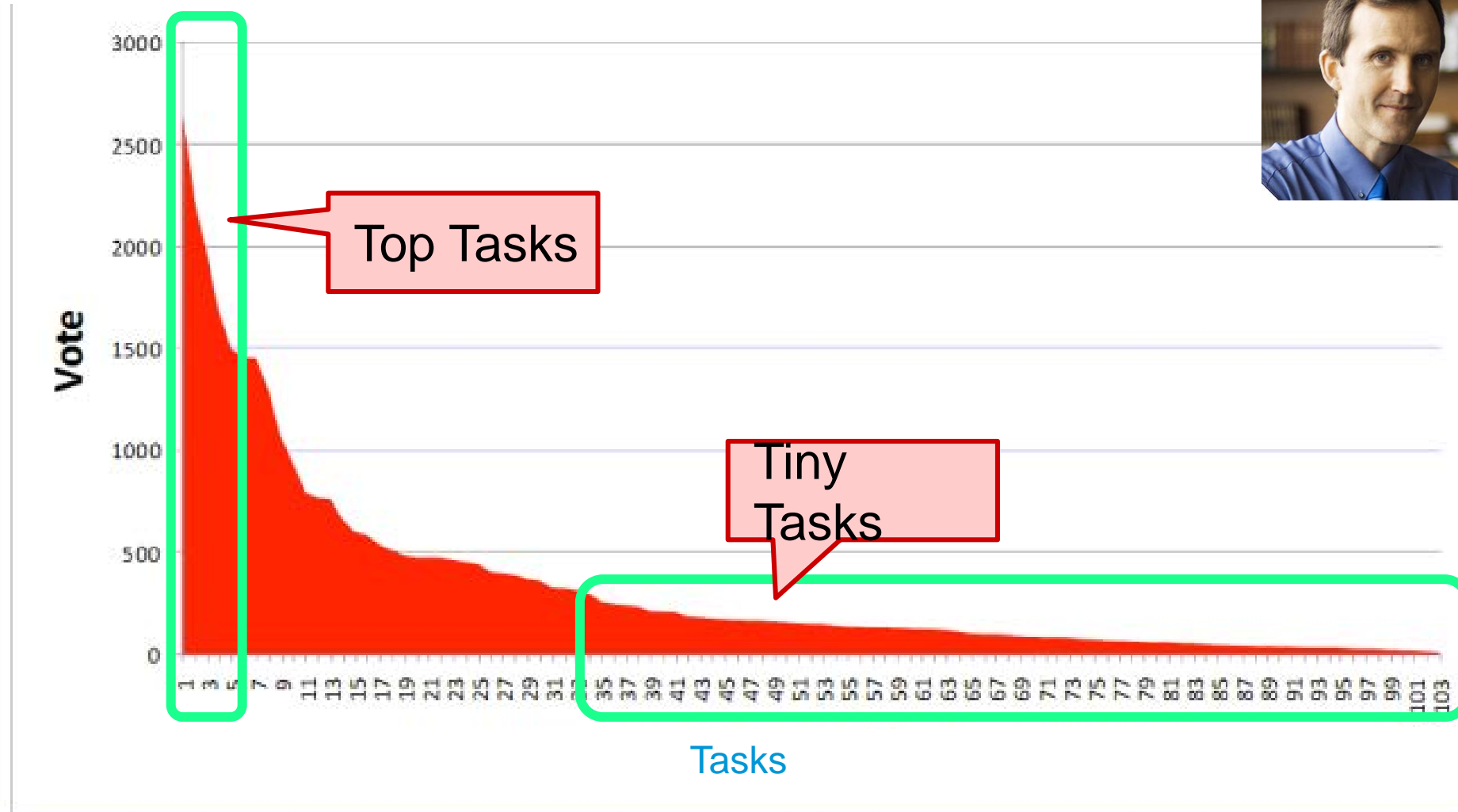


## Cisco.com Results – 2014

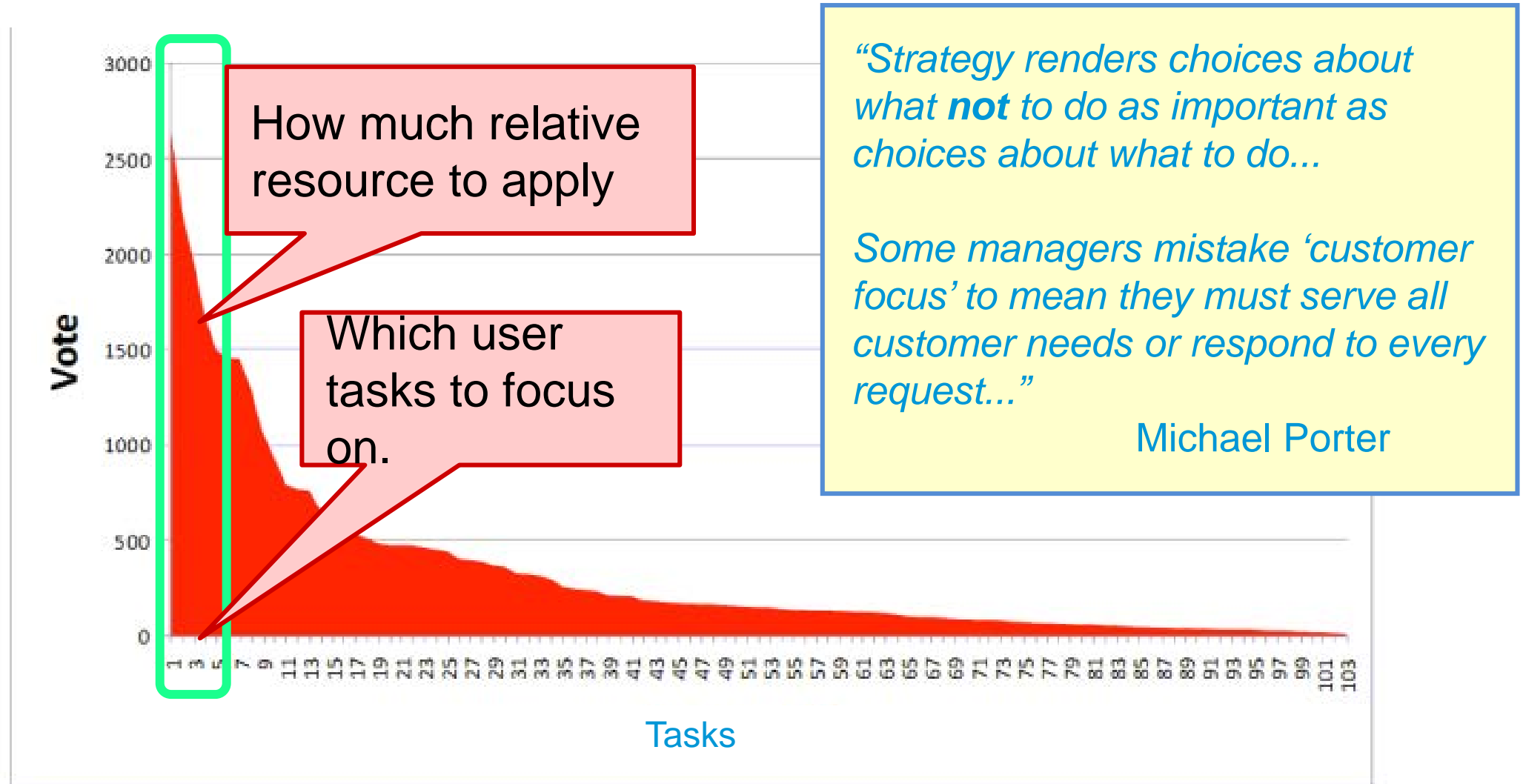
1. Download software, firmware, drivers, patches, updates
2. Configuration, set up, deployment
3. Pricing
4. Specifications / data sheets
5. Contact support / support requests (open, check status, escalate)

The Top task has as many votes as the bottom 26 tasks

# The 'long neck': Users' priorities



# The 'long neck': Management focus



# Create Concrete Tasks

- Teams with SMEs collaborate to create specific or concrete tasks based on top tasks.
- Real world: Task details are in the words of a customer and seems typical
- Tested – we know it can be completed and we know the answer
- These are \*not\* trick questions, rather they are essential.

## Examples of Concrete Tasks

Obtain the latest firmware for your WRVS4400N Router – VPN v2.0.

Obtain version 3.1.06079 of the AnyConnect Secure Mobility Client software (web deployment package for Windows users) for distribution from your ASA device.

Find documentation describing how to adjust the amount of time a client can sleep and wake up without having to re-authenticate on a 2504 Wireless LAN Controller running version 7.5 software.

During installation, you are unable to get your Cisco Catalyst 2960-8TC-S Switch to connect to your network. Report the problem online. Serial Number: FOC1638V497

# Determine performance of the site



# Tasks and task studies

A TPI study asks 15-18 subjects to perform 10-12 tasks.

TPI testing is performed remotely, on the live site.

TPI tasks are designed to represent the most important, typical tasks.

*Sample task: Find Bug Information*

*“Your 7600 router crashed after entering the “show mpls forwarding with owner ...” command. Determine if there are any workarounds for this known issue.”*

# Sample Methodology

- 13 top tasks were given to 19 participants

Size of business: 11 Enterprise, 8 SMB

Frequency of being on website: 10 daily, 6 weekly, and 3 monthly

Relationship to Cisco: 9 Partners, 10 customers

Test sessions lasted 50-60 minutes

Testing conducted remotely via Webex (recorded)

Discussion was minimized during a task to get a reasonable estimate of the time to complete each task

Scored SUCCESS, FAILURE, or DISASTER (when people thought they had completed the task successfully but were seriously wrong)



# What a TPI test looks like

Cisco Wireless LAN Controller Configuration Guide, Release 7.5

## Managing Web Authentication

Downloads: [This chapter](#) (PDF - 1.66MB) [The complete book](#) (PDF)

### Contents

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**Managing Web Authentication**

### Obtaining a Web Authentication Certificate

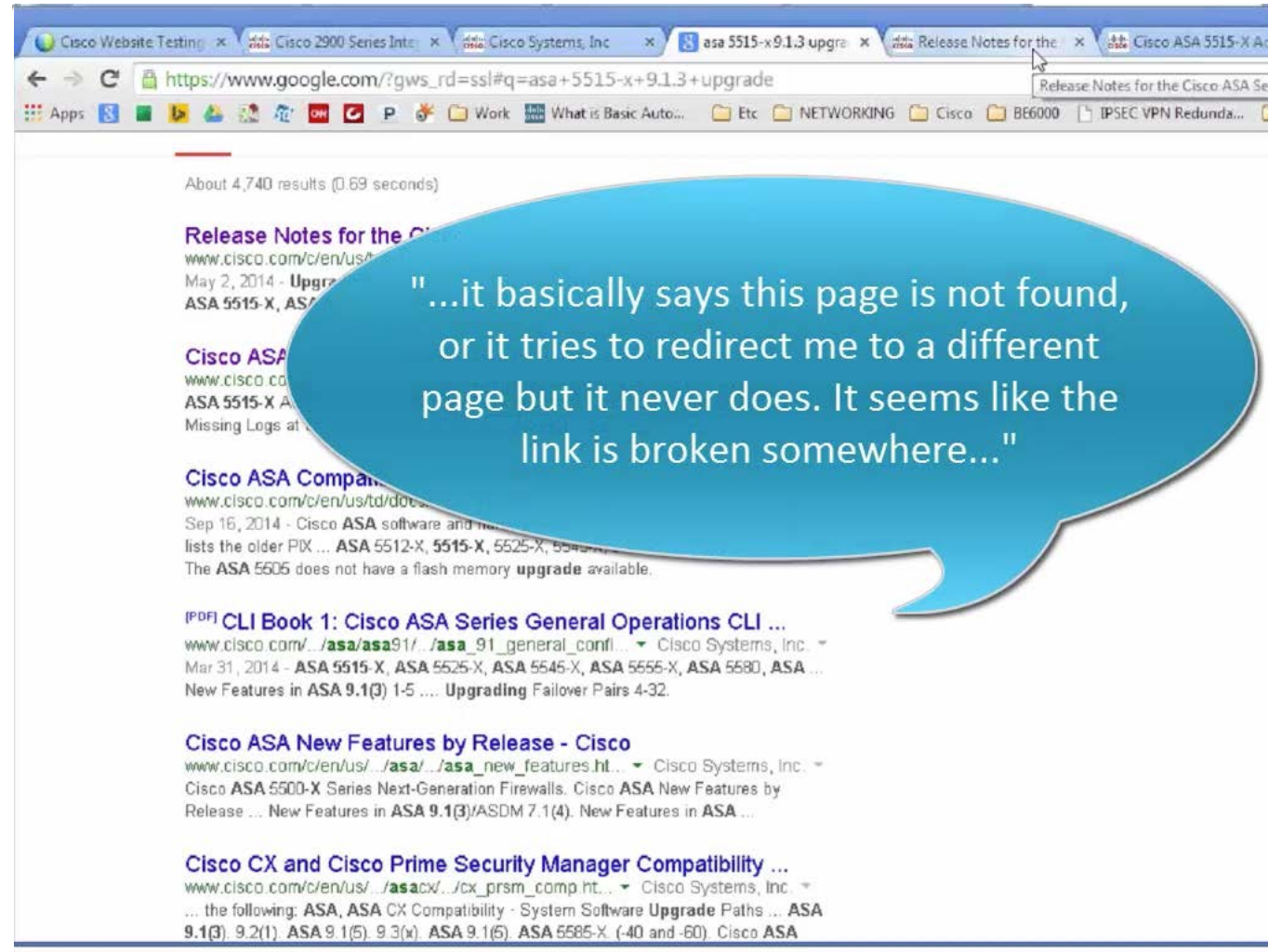
#### Information About Web Authentication Certificates

The operating system of the controller automatically generates a fully functional web authentication certificate, so you do not need to do anything in order to use certificates with Layer 3 web authentication. However, if desired, you can promote an authentication certificate, or you can download an externally generated SSL certificate.

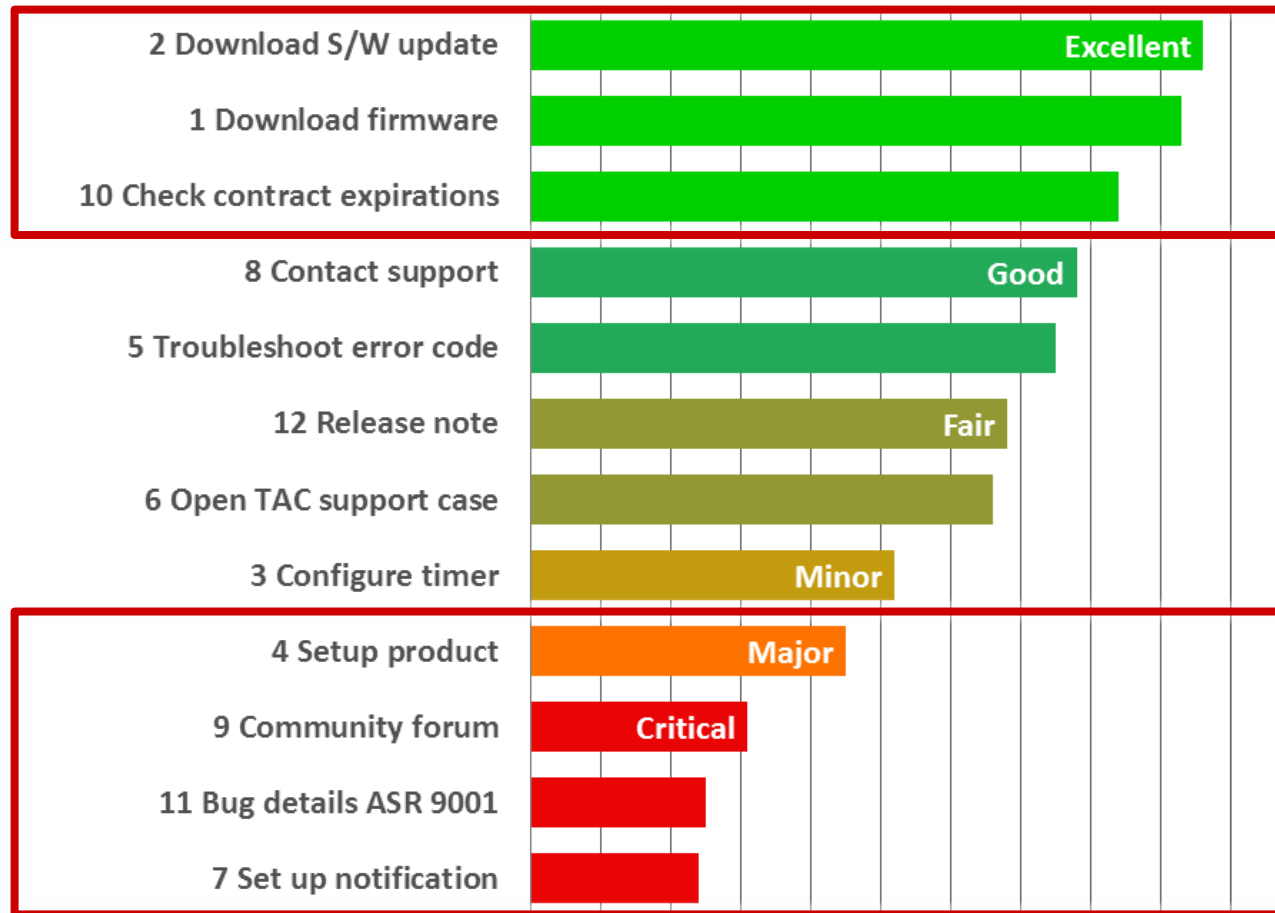
"I could search an entire PDF a lot easier for keywords. I don't know if there's an easy way to search the web interface..."



# What a TPI test looks like



# Task Performance Indicator (TPI) by Task



**TPI = 61**

Fair

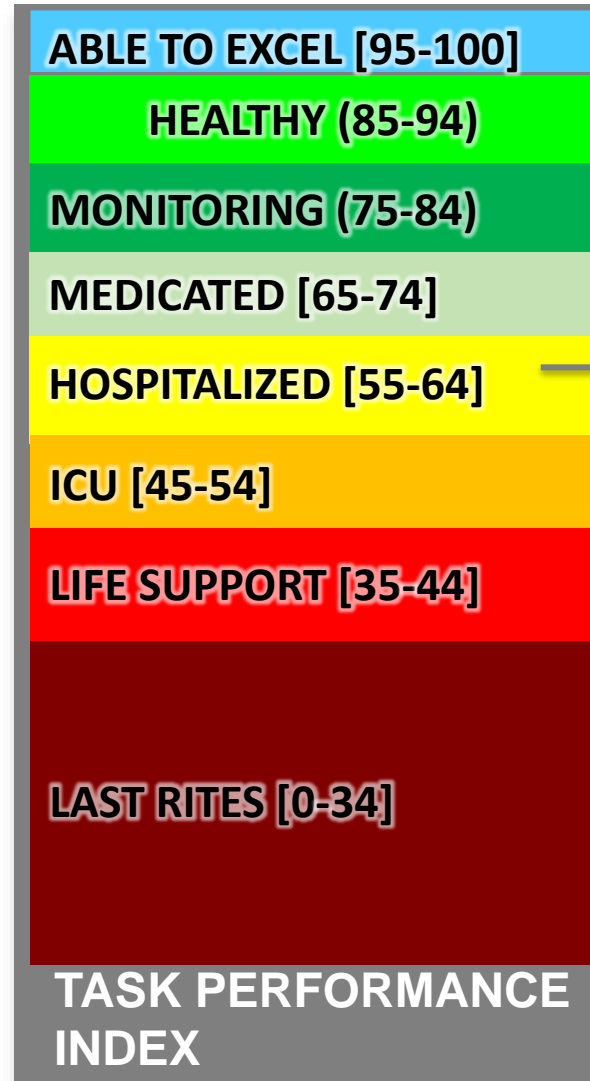
0 10 20 30 40 50 60 70 80 90 100

TPI: Task Performance Indicator (max = 100)

# Drive Action and Improvements

# Turning Results to Action

TPI was first performed at Cisco in 2010 with a “top tasks” survey.

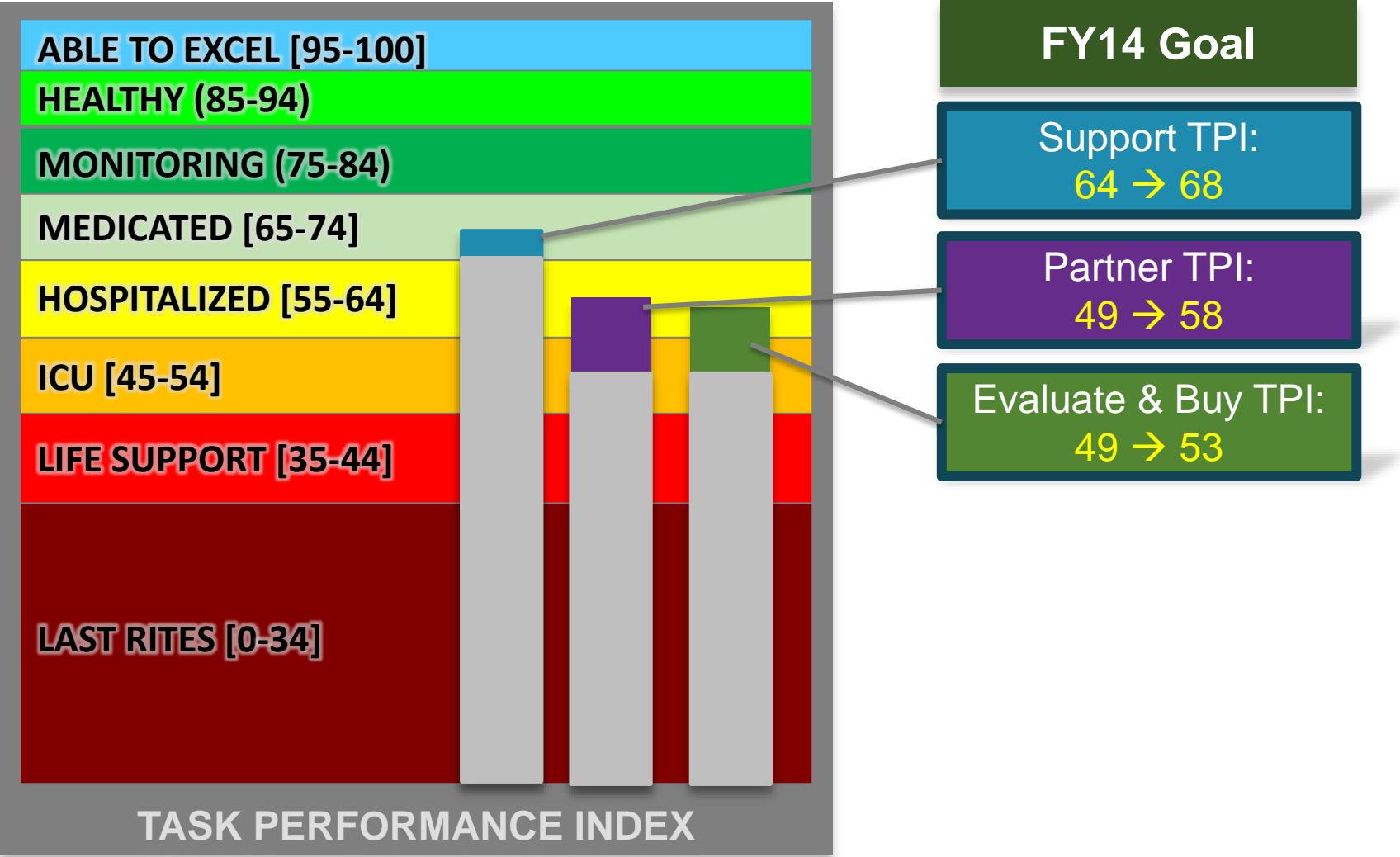


The TPI score is easy to understand

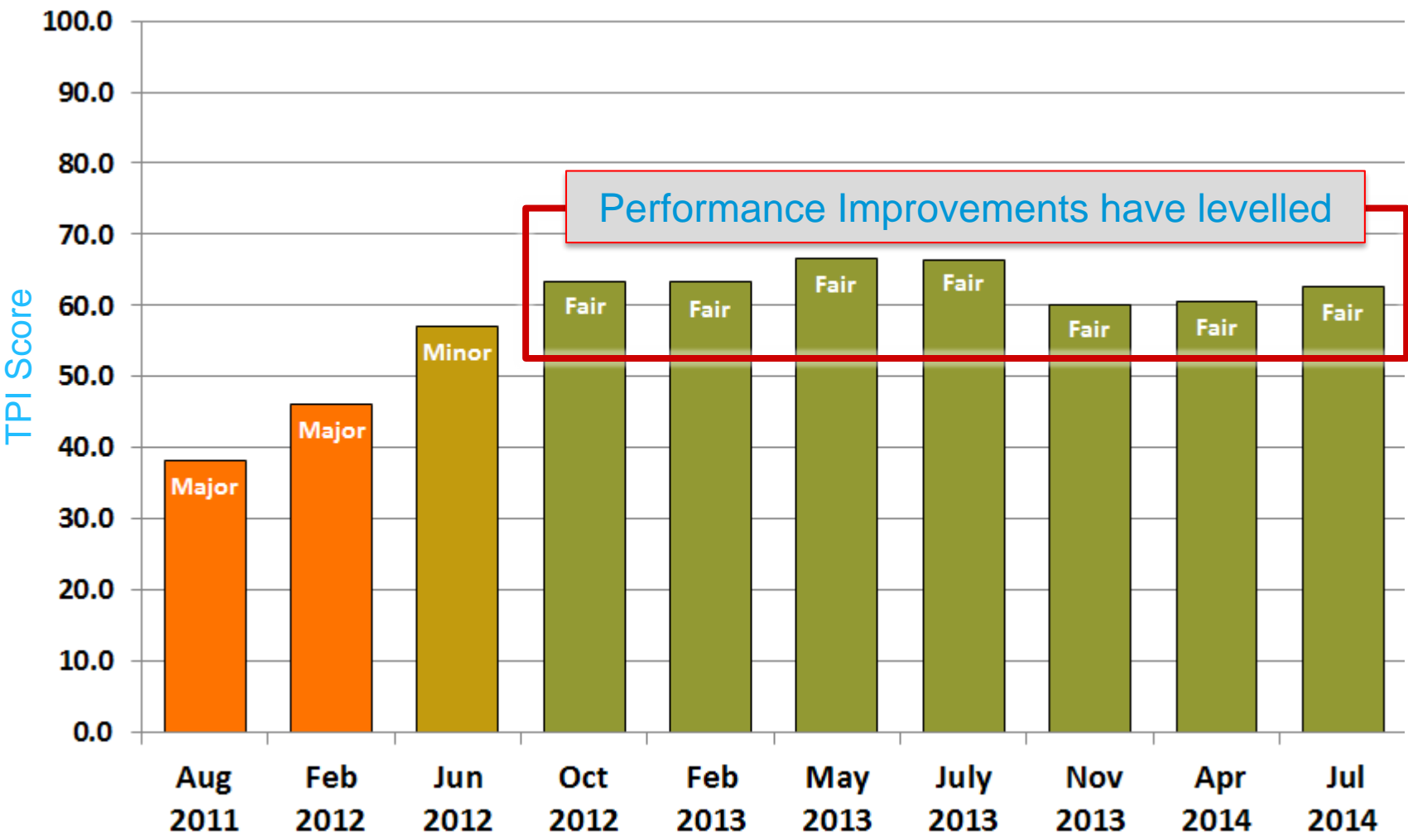
TPI = 61



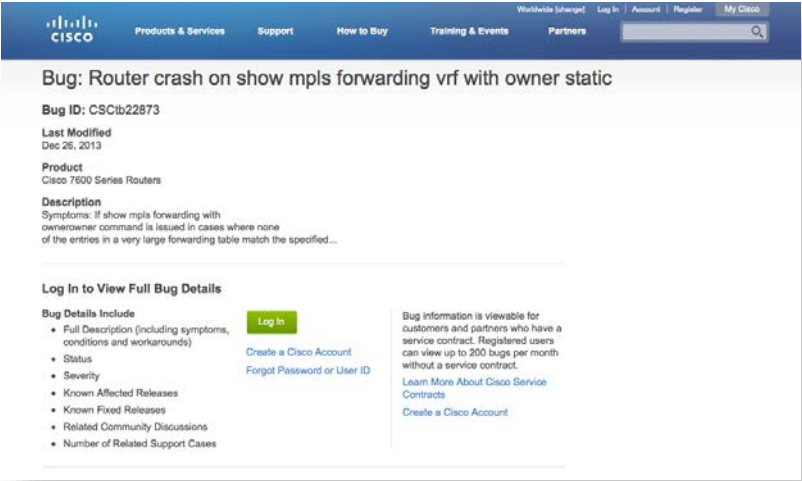
# Digital Experience Measures & Goals: TPI and EoDB



# TPI Scores Over Time – For 9 Consistent Tasks



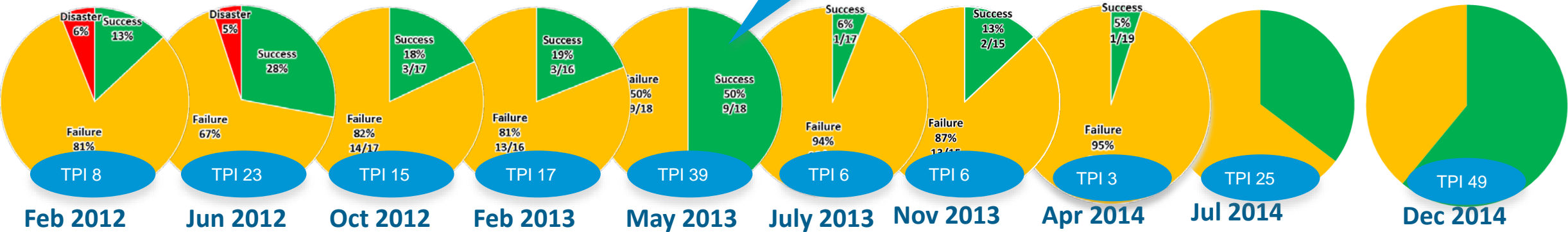
# Turning Results into Action



We monitor Top Task performance on an ongoing basis

Ran a pilot test to simulate a possible solution. It worked!

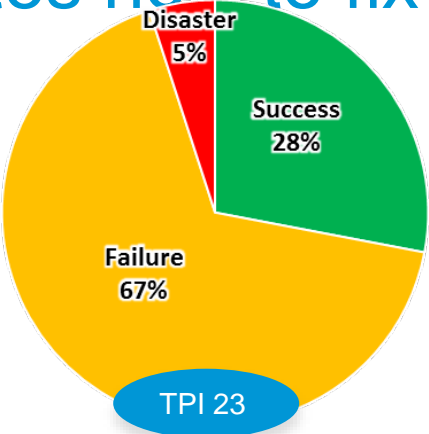
Bug Task Success Rate Comparisons 2012 - 1014 2015 TPI Goal: 55



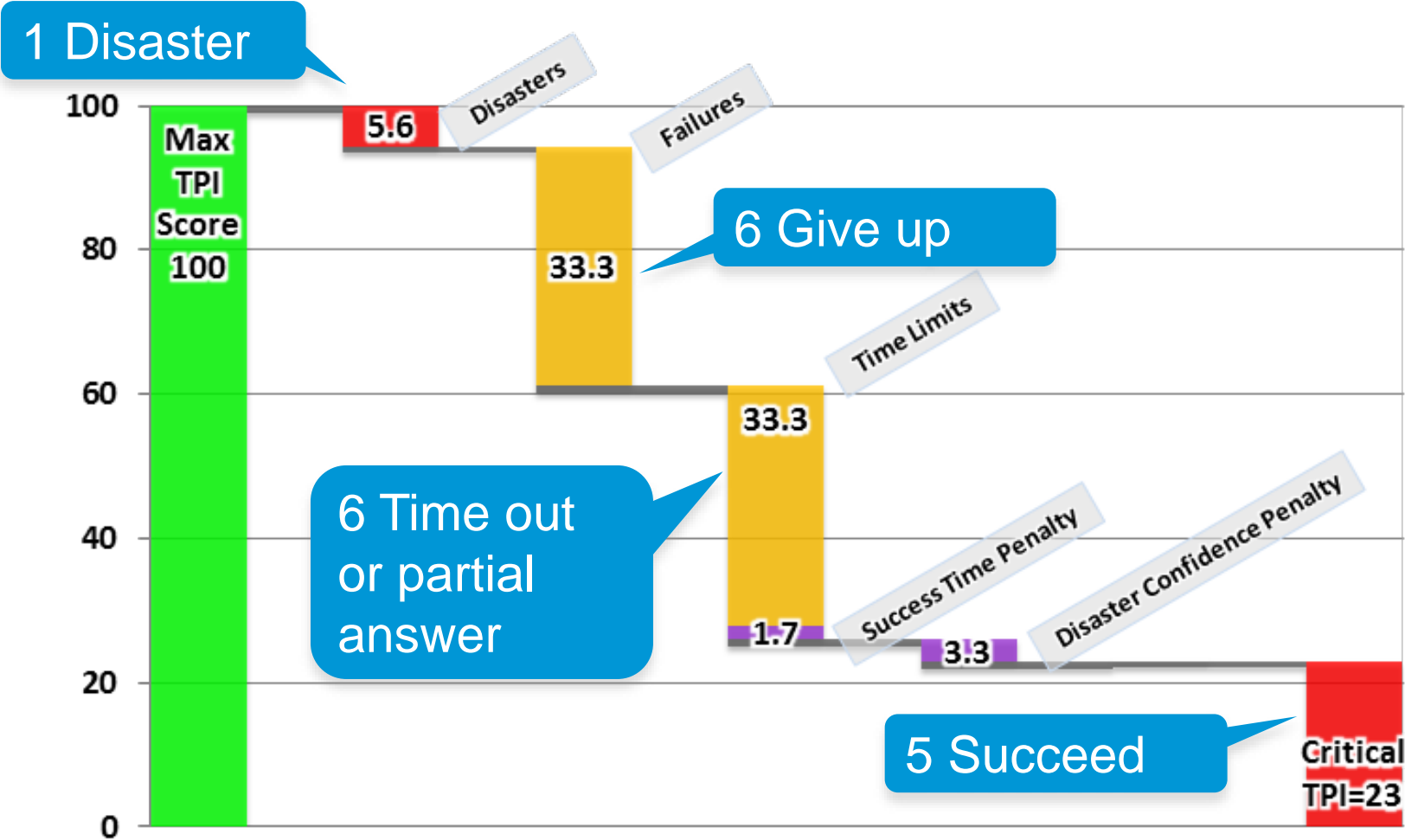
# Turning Results into Action

## JUNE 2012 Bug Task - 18 Subjects

Top Tasks Management diagnoses what is wrong and clearly indicates how to fix it.



Jun 2012





# Method to Remediation

13/18 failed or disaster

5/18 successful

*All 13 failures were due to the user's attempt to search:*

→ Cisco.com site search (8 failures)

→ Google (5 failures)

**If we fix SITE SEARCH, 13/18 (5 successful + 8 more)  
should succeed**

# Method to Remediation

**If we fix SITE SEARCH, 13/18 (5+8) should succeed**

**If 13 succeed we predict: Task Performance Score increases to 70**

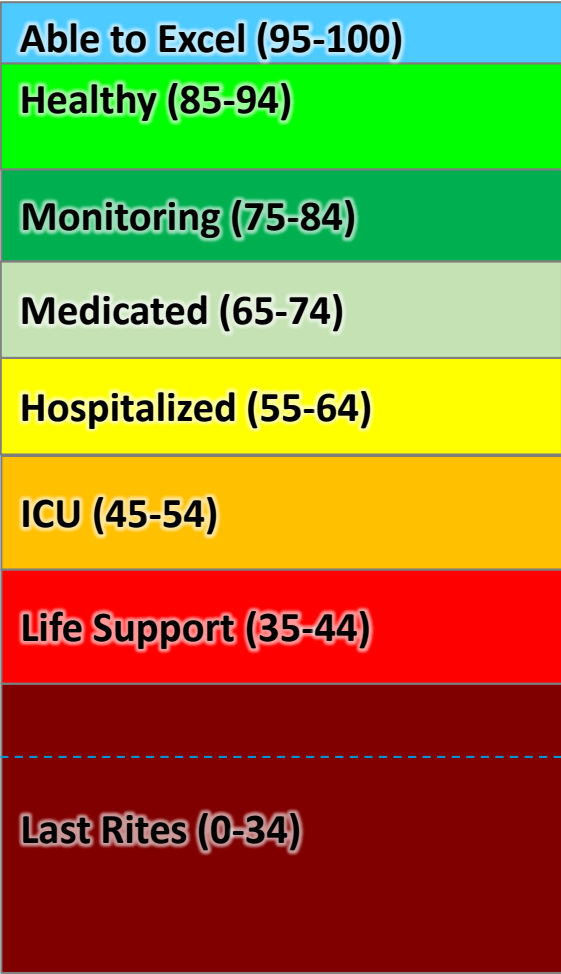
Assumptions:

Increase success rate to 13/18 participants

Limiting the additional incremental penalties (e.g. excessive success time and disaster confidence) to be ~2-3

# Task Performance Score Correlates with Action

Top Tasks scoring is predictable and statistically reliable.



FY15  
Task Performance  
Target = 

 Original Score = 23



Thank you.

