Implementing Intelligent Swarming

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Disruption 1: Customer Needs
Disruption 2: The Market
Disruption 3: The Net Generation
Shifts Happen....
We changed things a bit.
Step 1: Transform From Escalation to Collaboration
Step 2: Earn Reputation Bragging Rights!

- Gamification
- Net-Generation
- Intrinsic Rewards
Step 3: Evolve The Culture

Change Agile

Inspired and Empowered
Step 4: New Behaviors
What does it look like?
Support as a Network + Intelligent Swarming
Delivering an Industry-leading Customer Experience
Built for the Future, Here Today

“Intelligent Matching”
Connects customers with the experts and knowledge to solve their problem

“Collaborative Engagement”
Global network of experts solving problems through dynamic teaming and swarming

“Knowledge through Collaboration”
Systematically created, refined, and reused, naturally in the workflow

Global Network of Content and Expert(s)

“Reputation & Gamification”
Encourages participation, drives quality content and recognizes experts’ contributions

“Integrated Workflow”
Single environment where experts can do their job without using multiple tools
What does success look like?
What Does Success Look Like?

A flexible, collaborative, knowledgeable workforce, built on trust, that add value to each other and customers

Build and Retain Talent
Keep Support Engineers interested, focused and growing

Active Trusted Content
Timely, relevant, valuable, consistent
It’s about People & Process

technology/tools are enablers, NOT the solution
Process Design Methodology

- Understand your business objectives and goals
- Conduct workshop with SMEs and cross-functional team members
- Complete baseline review of processes as they are currently defined ("Should-be") and as they are actually being practiced in reality
- Define systems impacts and requirements
- Create current state, or “As-Is,” process flows
  - Levels 1-4

- Prioritize processes based on what’s important to the customer and business
- Conduct workshop with SMEs and cross-functional team members to define desired operational workflow
- Align new processes to industry best practices and company standards
- Create the desired future state, or “To-Be,” process flows
  - Levels 1-4

- Analyze gaps between “As-Is” and “To-Be” environment
- Analyze and identify failure points and major gaps
- Identify opportunities to standardize policy and procedures
- Enable optimizing tools
- Create gap analysis document
- System & process improvement recommendations

- Drive and facilitate decisions for the enablement phase
- Design of operational governance model
- Provide business requirements guidance for systems enablement
- Implement metric overlays that include KPIs to monitor processes, systems, behaviors, and adoption
- Engage change management resources to facilitate process change implementation

AS-IS PROCESS ASSESSMENT
- Current State

TO-BE PROCESS DESIGN
- Future State

GAP ANALYSIS

PROCESS ENABLEMENT
Right Knowledge Worker, Right Work, Right Time

Unlocking the Full Potential of Cisco Resources
It’s So Simple…

- Get the work to the right person
- Connect that person to other smart people
- Capture what they do and reuse it
- Do it all in the workflow!

EASY!
The Technology and Architecture

Force.com (Salesforce Service Cloud)
  • Case Management
  • Collaboration launch point
  • Single workflow tool
Lithium
  • Collaborative platform
  • Knowledge capture and reuse point
DROOLS Business Rules Engine
  • Intelligent Matching engine
  • Business controlled
Create a profile for your resources:

• What They Know
• How Well They Know It
Get The Work To The Resource

1. What Skills Are Required?
2. Who Has the Skills?
3. What is their availability?
4. What are they doing right now?
5. Deploy the Resources
6. What Was the Outcome?

Customer Phone Calls
Service Request
Collaboration Requests
Knowledge Creation*
Professional Services Engagement*

*Future Capability
Value/Risk/Relevance: The eHarmony Moment

**Value Variables**
- Contract Type
- CCIE
- High or Non Tier
- Country/Region
- Time of Day/Day of Week
- Tech/Sub-Tech/Problem Code

**Risk Variables**
- Severity
- Solution
- Active CAP

**Relevance Variables**
- Geographic Center
- Direct vs. Outsourced
- Shift Time
- Tech/Sub-Tech/Problem Code Skill(s)
- Workload
- Owners %
- Age %
- Status Change %
- Complexity %

**What Skills?**
- GET
- PSS
- CSC VIP
- Contract Value
- Loyalty Score

**Who Has the Skills?**
- Experience with Customer
- Languages
- Certifications
- Customer Management and Communication Skills
- Growth Flag

**What is their availability?**
- Owners %
- Age %
- Status Change %
- Complexity %

**What are they doing right now?**
- Experience with Customer
- Languages
- Certifications
- Customer Management and Communication Skills
- Growth Flag

**Deploy the Resource**
- Deploying the right resource based on the matched skills and availability

**The BRE makes a business decision**
- The Business Resource Expert (BRE) makes a business decision based on the matched skills and availability.
Connect Them To Other Smart People

Step 2 - Use this form to broadcast a question to all users skilled in a particular tech, sub-tech and problem code

1. Select Urgency
   - Urgent: Specific Expertise needed immediately
   - Non-Urgent: Specific Expertise not needed immediately
   - Engineering: Engineering Expertise needed. Response depends on Business Unit and Product

2. Describe the Need
   - -- Select One --

3. Target Expertise
   - Your target audience should be skilled in the following area:
     - Technology: LAN Switching
     - Sub Technology: Cat3560E, Cat3750E (Dual 10GE)
     - Problem Code: Software Failure

These changes will not affect the Service Request.
Capture What They Do and Reuse It

Leverage collaborative interactions to generate knowledge
Do It in the Workflow

Tools enable the processes so make it simple and streamlined.
WARNING: Culture Change Required

• Change Management is THE critical piece
• Anti-bodies will continue
• Persistence pays off
• It’s Not All Rainbows and Puppies
What Didn’t Go So Smooth

• Matching Rules: What does the business REALLY want?
• Management changes = restart on buy-in
• Tools focus vs. process focus
• Hyper-optimized vs. Out-of-the-box