



CONSORTIUM FOR
SERVICE INNOVATION.

Measurement Matters

The Benefits and Organizational Measures of KCS Or Implications of Successful eServices

Charleston, South Carolina

April, 2008

Greg Oxtan

goxtan@serviceinnovation.org

www.serviceinnovation.org



Topics

- What is the Consortium?
- Characteristics of a mature KCS environment
- The KCS journey – a few key concepts
- Phases of adoption and evolution of the benefits
- The implications of a mature KCS environment
 - New measures
 - Intelligent Swarming (collaboration)
 - A social shift
 - The leadership challenge



CONSORTIUM FOR
SERVICE INNOVATION.

Board of Directors

- LaVeta Gibbs – *Cisco*
- Rob Schauble - *HP*
- Lori Brownell – *Microsoft*
- Mike Lyons – *Novell*
- Mike Runda – *Intuit*
- Brad Smith - *Symantec*
- Greg Oxtan – *the Consortium*



You Know you are “Doing KCS” When . . .

- 90% of customer consumable content is published to the web within minutes of when it is known
- 85% of the time Customers use self-service before opening an incident
- 85% of the time customers find what they need through self-service
- The work in the support center shifts from mostly **known** to mostly **new**
- Time to resolve and cost per incident go up while total support cost go down
- Support process shifts from an escalation model to a collaboration model (no more tiers)



We are citing actual data points from “best in class” experience – but there are no absolutes

“Actual mileage may vary.....”

- Based on the customers and products you support
- And, the ability of your organization to embrace change

But... don't be too quick to opt-out!

- The principles, practices and benefits apply to any information intensive support activity



The KCS Journey...

A few Key Concepts

- Content; context, completeness and timeliness
 - *Integrate knowledge capture and maintenance into the problem solving process*
 - Key to improving user self-service
- Driving improvements in the customer's environment
 - Patterns, clusters and trends in the KB (customer experience)
 - Root cause identification and removal (cross functional)
- New Vs Known, two distinct processes
 - **New**; fix it once and treat as known
 - **Known**; self-service, automate and/or remove
- Transformational measures
 - Cross functional, customer focused measurements

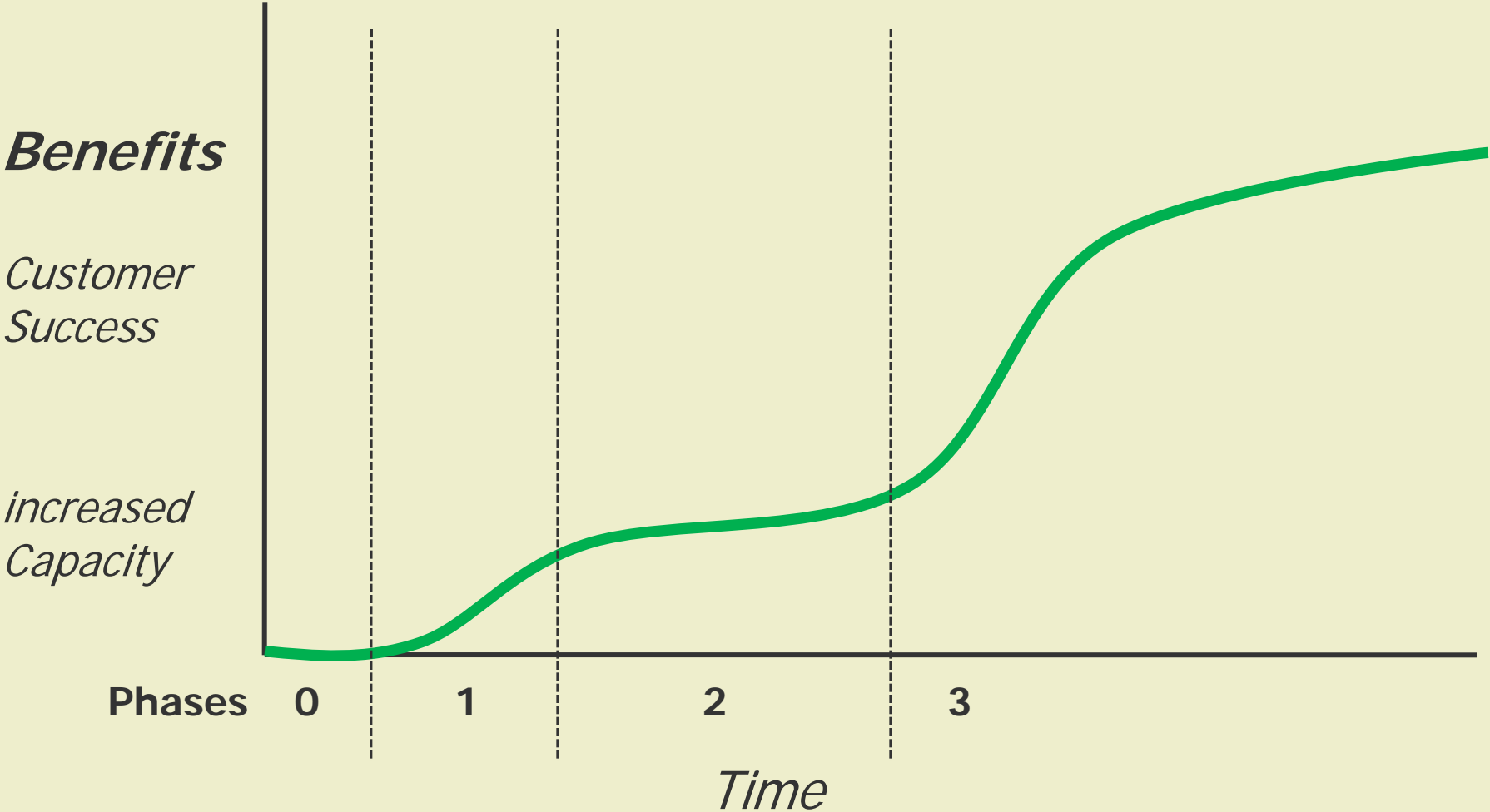


Phases of Adoption

- *Assumption:*
 - 1st . Adopt KCS in the support center
 - 2nd Deliver knowledge through self-service model
- Phase 0 – Planning and Design
- Phase I – Adoption
 - Training
- Phase II – Proficiency
 - Coaching and learning
- Phase III – Leveraging the Knowledge Base
 - Deliver knowledge through self-service
 - Improve the environment/products based on the KB
 - Good knowledge practices changes everything!



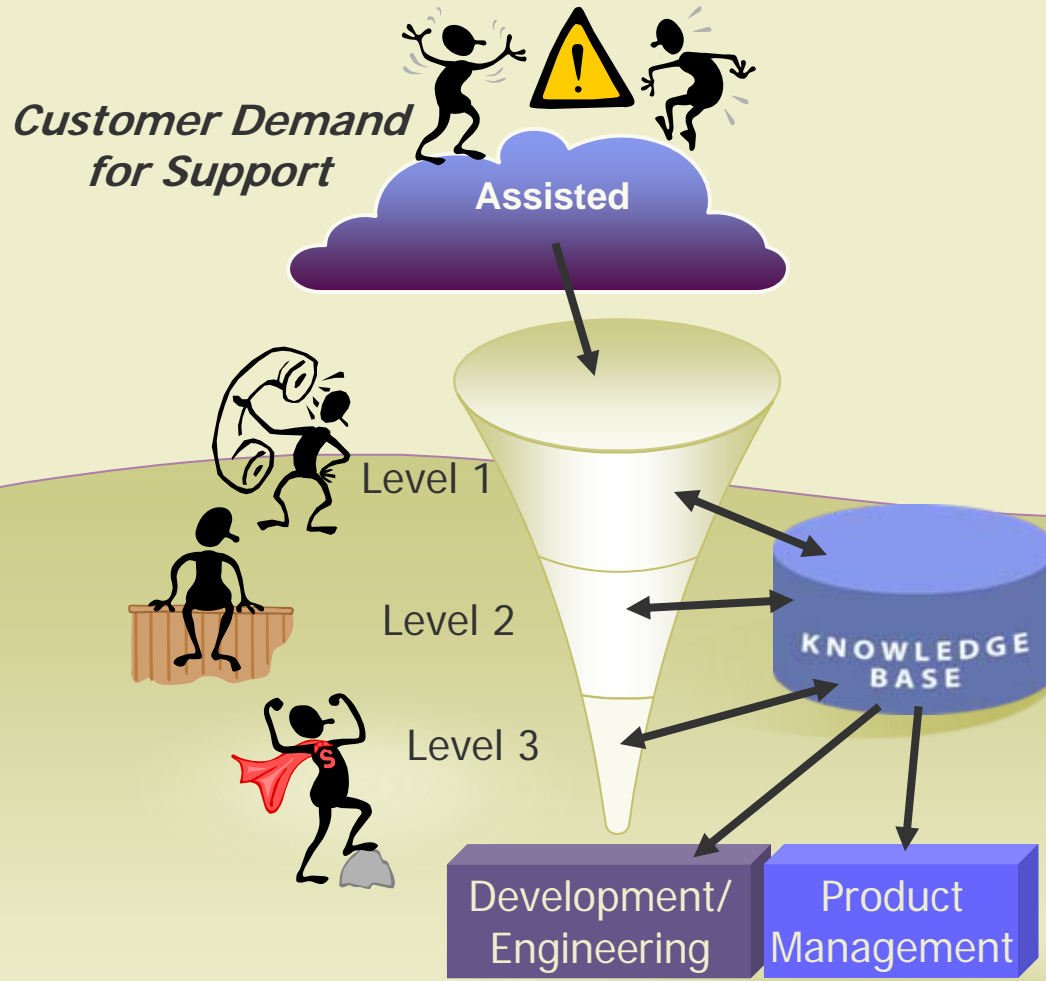
Phases of Adoption





CONSORTIUM FOR
SERVICE INNOVATION.

Phase I & II- Create a Knowledge Base



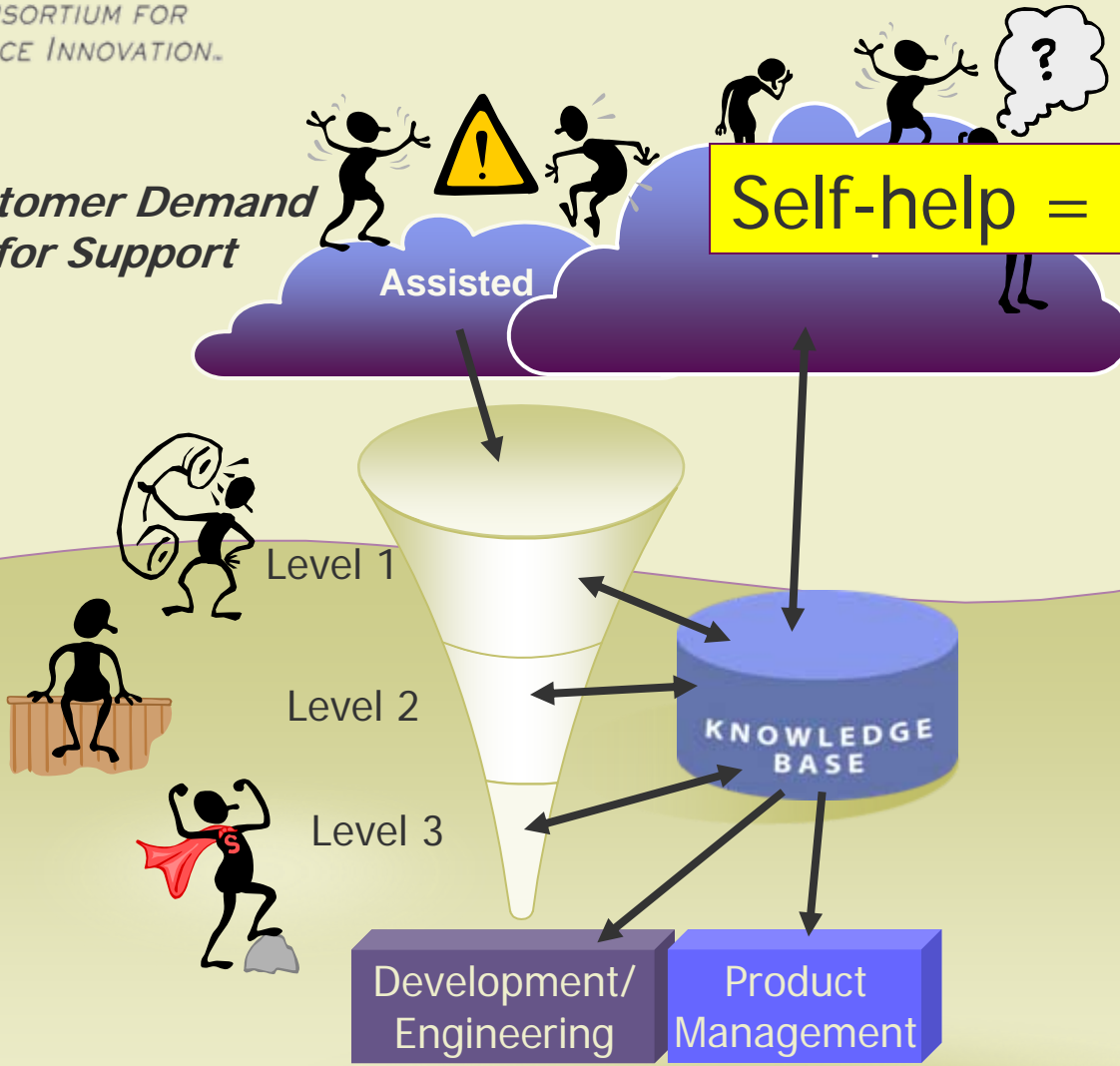
- *Fix it once, use it often!*
- *KCS methodology; create and maintain knowledge as we solve issues*
- *Patterns in KB used to identify product improvements*



Phase III - Customer Access To the KB

CONSORTIUM FOR
SERVICE INNOVATION.

Customer Demand
for Support



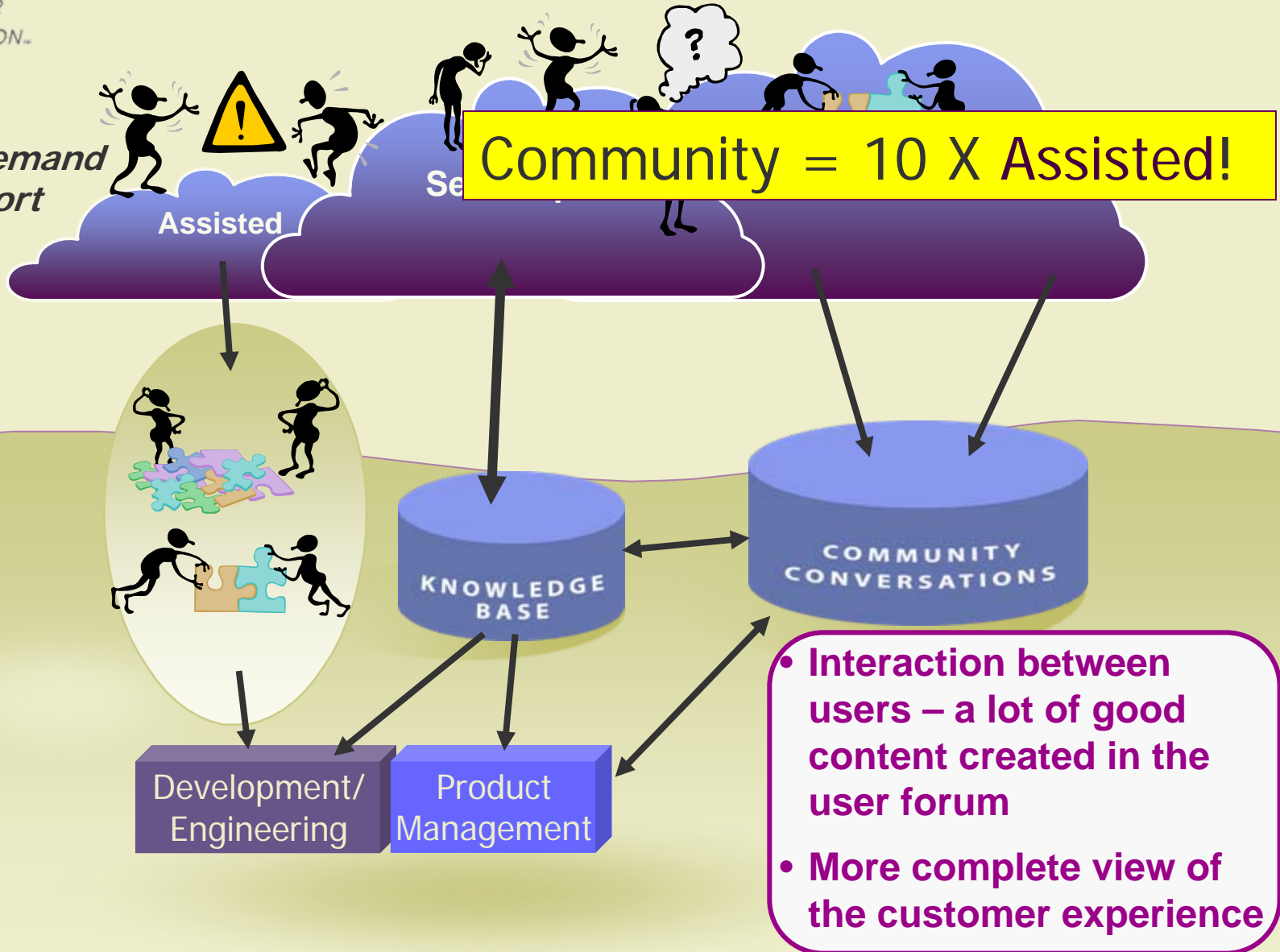
- KCS creates Just-in-time content in the context of the users
- Make most of what we know available to customers
- Customer success with self-help; solve known issues without calling
- And, they will use the web for a *lot* more issues than they would call about



Acknowledge the User Community

CONSORTIUM FOR
SERVICE INNOVATION.

Customer Demand
for Support





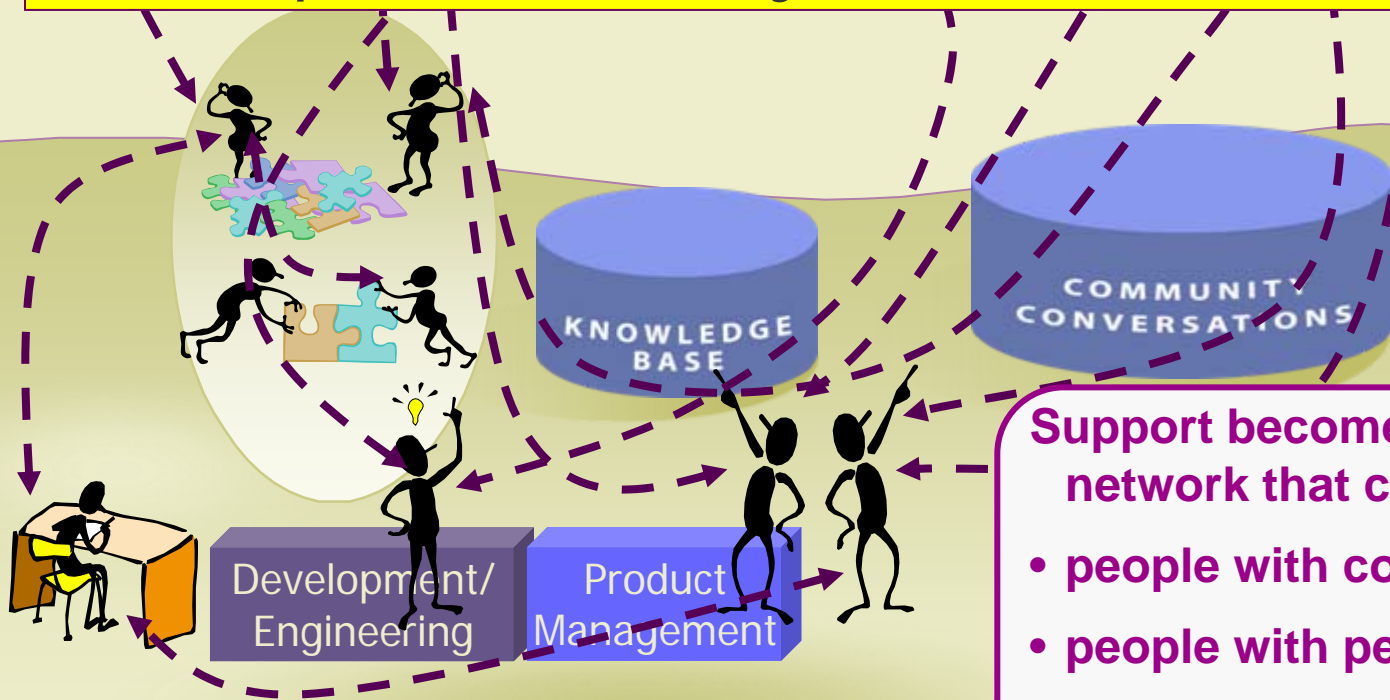
Phase IV - It's a Network!

CONSORTIUM FOR
SERVICE INNOVATION.

Customer Demand
for Support



Self-help + Community = 20 X Assisted!



Support becomes a network that connects;

- people with content
- people with people

In a highly relevant way



Why do eServices?

- Goal of support = Customer success and productivity
- Self-help – solve 10 times as many issues...
At a fraction of the cost!
- Better data to Prod. Management and Development about patterns of customer experience
 - Increase the completeness of our understanding of the customer experience (by 10 fold)
- eServices puts support in a highly leveraged role
- KCS is the enabler



Success Factors for eServices

- Context
 - Content in the context of the customer
- Completeness/timeliness
 - 90% of what is known in on the web in minutes
- Navigation (portal design)
 - Choices on how to access information (FAQs, search, table of contents)
 - No dead ends
- Marketing
 - The build it and they will come model doesn't work

(see ASP's web site criteria www.asponline.com)



Phase 0 – Planning and Design

- Executive sponsor buy in
- First draft of KCS adoption deliverables
 - Content standard
 - Workflow
 - Technology map
 - Performance assessment model
 - Communications plan
 - Adoption road map



Phase I - Adoption

- Key focus and indicators
 - Ratio of known to new incidents
 - Participation rate
 - % of incidents closed with solution linked
 - Solution quality index
 - Sampling and scoring solutions
 - Competency profile
 - % of support analysts at KCS II and III



Phase II - Proficiency

- Key focus and indicators
 - Cost per incident (goes down)
 - Resolution capacity (goes up)
 - Average work minutes to relief or
 - Incidents/analyst/month
 - Percentage first contact resolution (goes up)
 - Time to proficiency for new employees and new technologies (drops dramatically)
 - Time to publish (90% in 90 minutes)



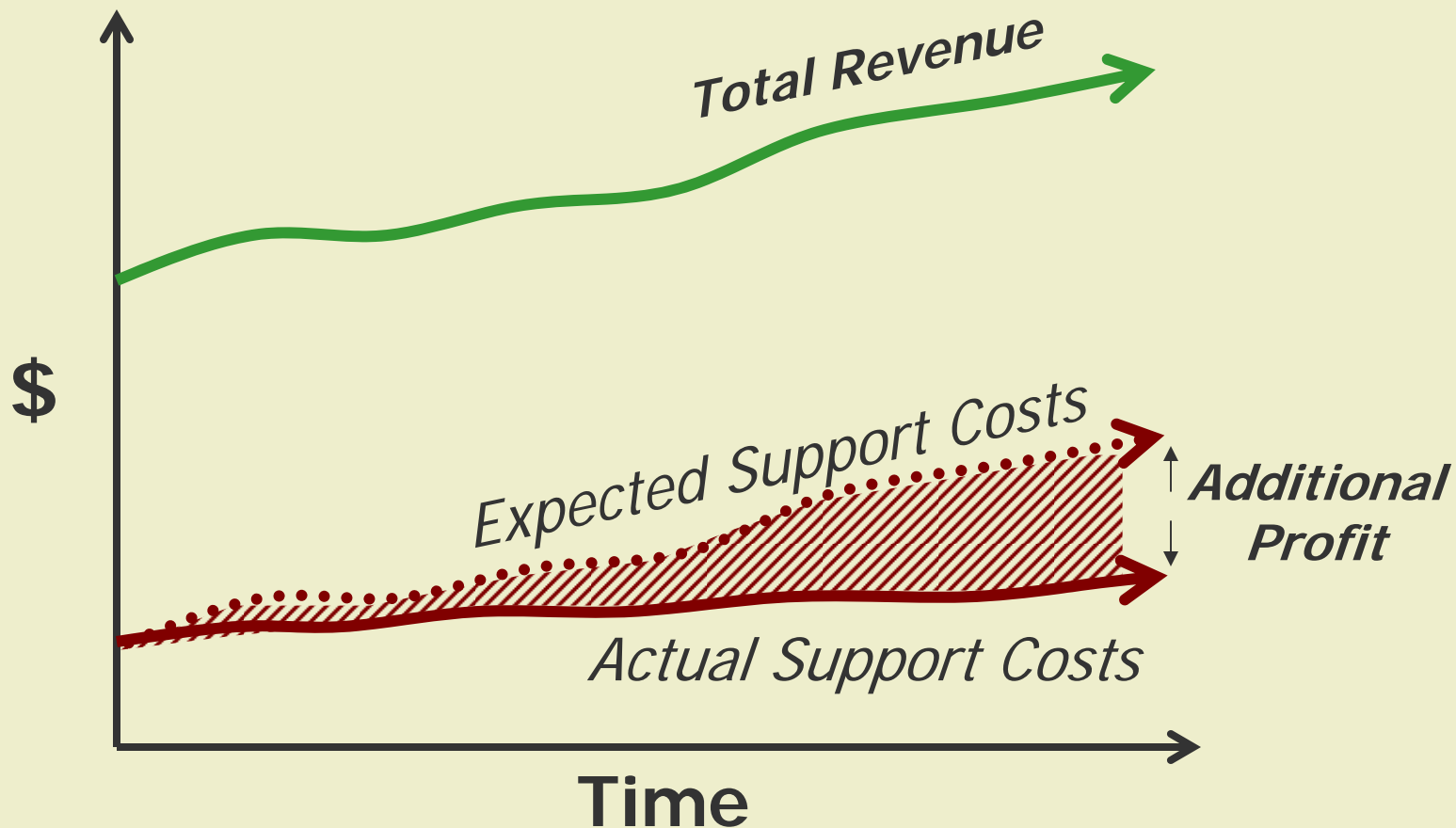
Phase III - Leverage

The point of transformation or ...
changing how we think about success...

- Cost per incident....Will go up!
- Resolution capacity... Will go down!
 - Average work minutes to relief ...will go up!
 - Incidents/analyst/month will ...go down!
- Percentage first contact resolution... Will go down!
 - Unless we change how we allocate people to work
- But – total support costs will be down and customer success will be up



Top level Indicator of Support's Contribution





Phase III - Leverage

- Key focus and indicators (*some new measures*)
 - Support cost as a ratio to users/revenues/licenses
 - Customer loyalty (emotional connection)
 - Renewal rate; new product or upgrade adoption rate, willing to refer others
 - Customer satisfaction (transaction based)
 - Speed to resolution; first call resolution
 - Employee satisfaction and loyalty
 - Employee turnover rate
 - Self-service use (% used first)
 - Self-service success (% success)
 - Issues resolved without assistance

Phase III – Leverage (cont)

- Ratio of known to new incidents
- Product Improvements
 - Number of Requests for Enhancements (RFEs)
 - % accepted by product development
- Time to cure
 - Remove the cause from the environment
- User time to adopt new products or upgrades
- Cultural health – collaboration health



A few Implications

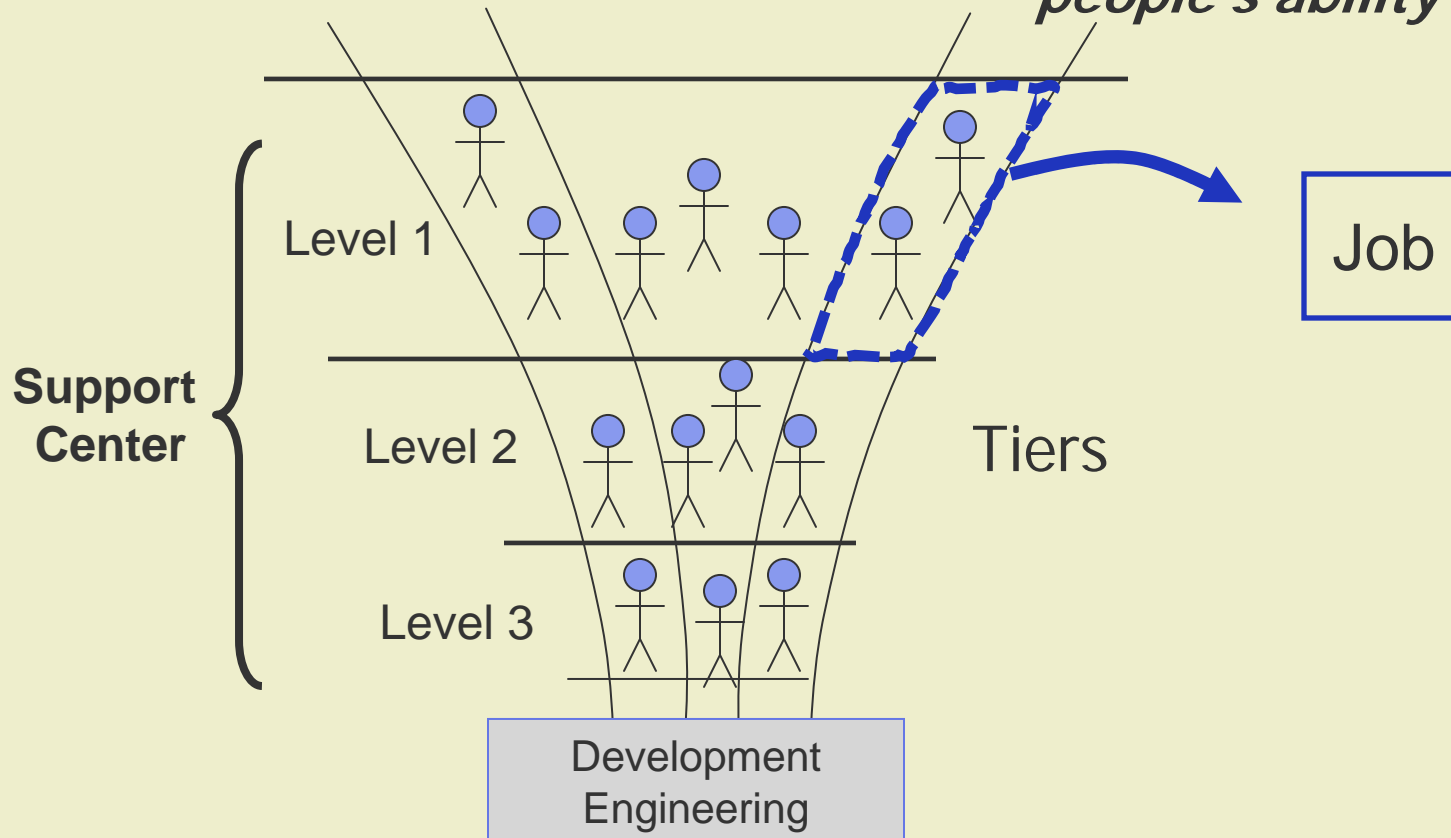
- We can not measure the value support creates inside of support! New measures...cross functional
- As work shifts from mostly **known** to mostly **new** we have to rethink how we align people to work
- Capitalizing on the talent and skills we employ?
- Social shift – an end to the cast system within support?
- Less *managing* and more *leading*
- Leadership challenge . . . all of the above!
- Its not about events/transactions it is about **value**



Queues and Tiers

Queues

Compartmentalized roles and responsibilities limits people's ability to contribute



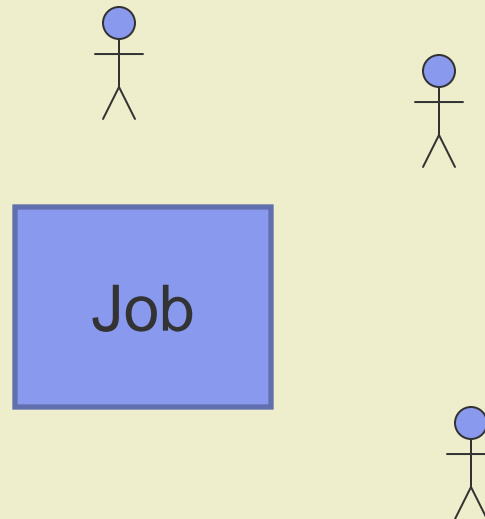


CONSORTIUM FOR
SERVICE INNOVATION.

The Crying Shame of Queues and Tiers

*A job description;
skills and
responsibilities*

*What people are
expected and
allowed to do*

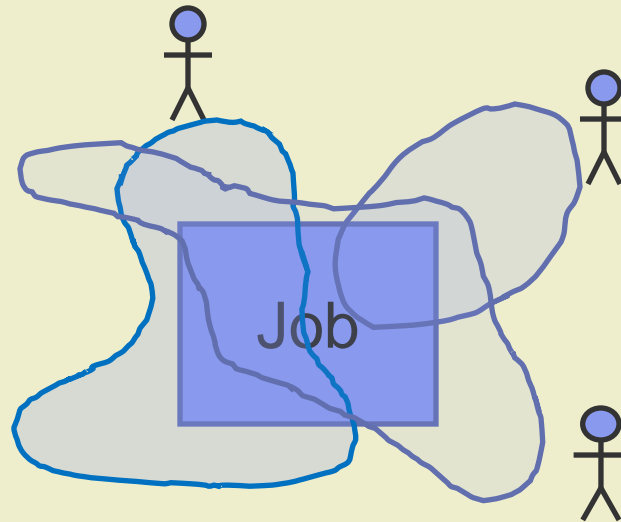




The Crying Shame of Queues and Tiers

*A job description;
skills and
responsibilities*

*What people are
expected and
allowed to do*



*The scope of skills
possessed by
multi-talented
human beings*

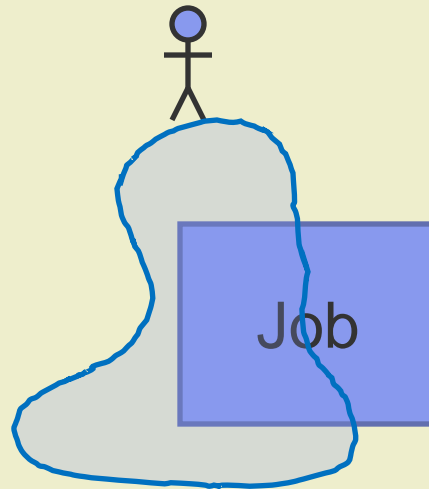
***Crazy assertion: Standardized job descriptions utilize
less than 50% of the talent and skill we employ***



The Crying Shame of Queues and Tiers

*A job description;
skills and
responsibilities*

*What people are
expected and
allowed to do*

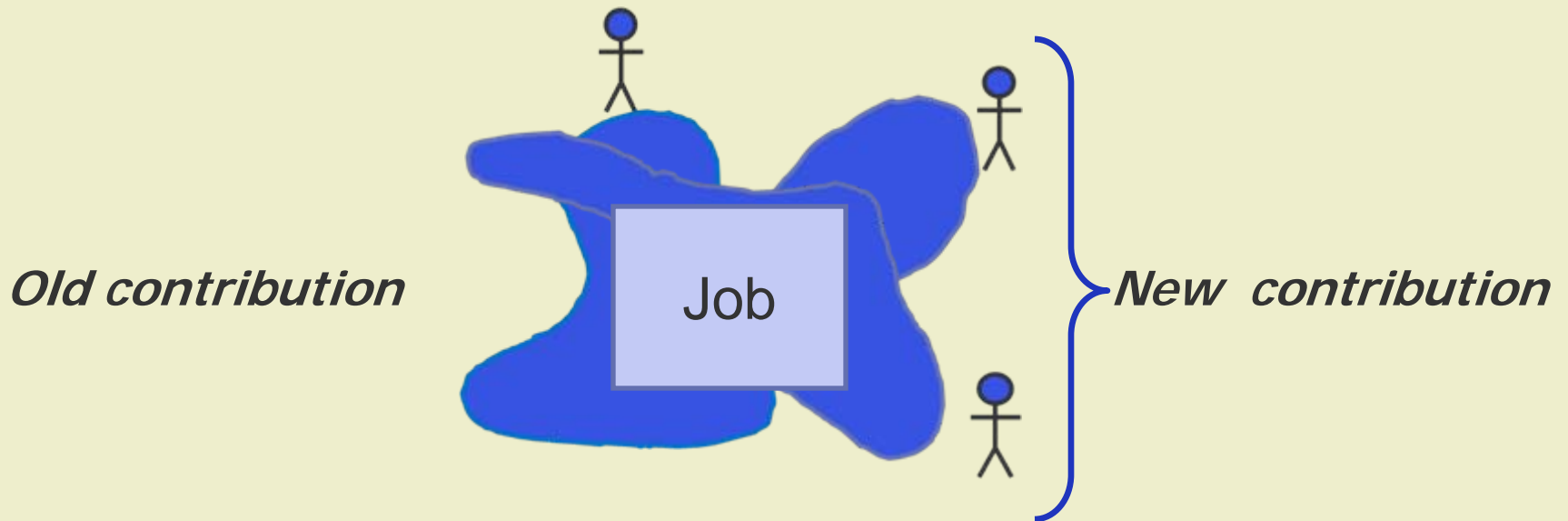


*Scope of skills
possessed by multi-
talented human
beings is seldom a
perfect fit*

***Crazy assertion: Standardized job descriptions force
people into roles they aren't good at***



Unbounded Contribution

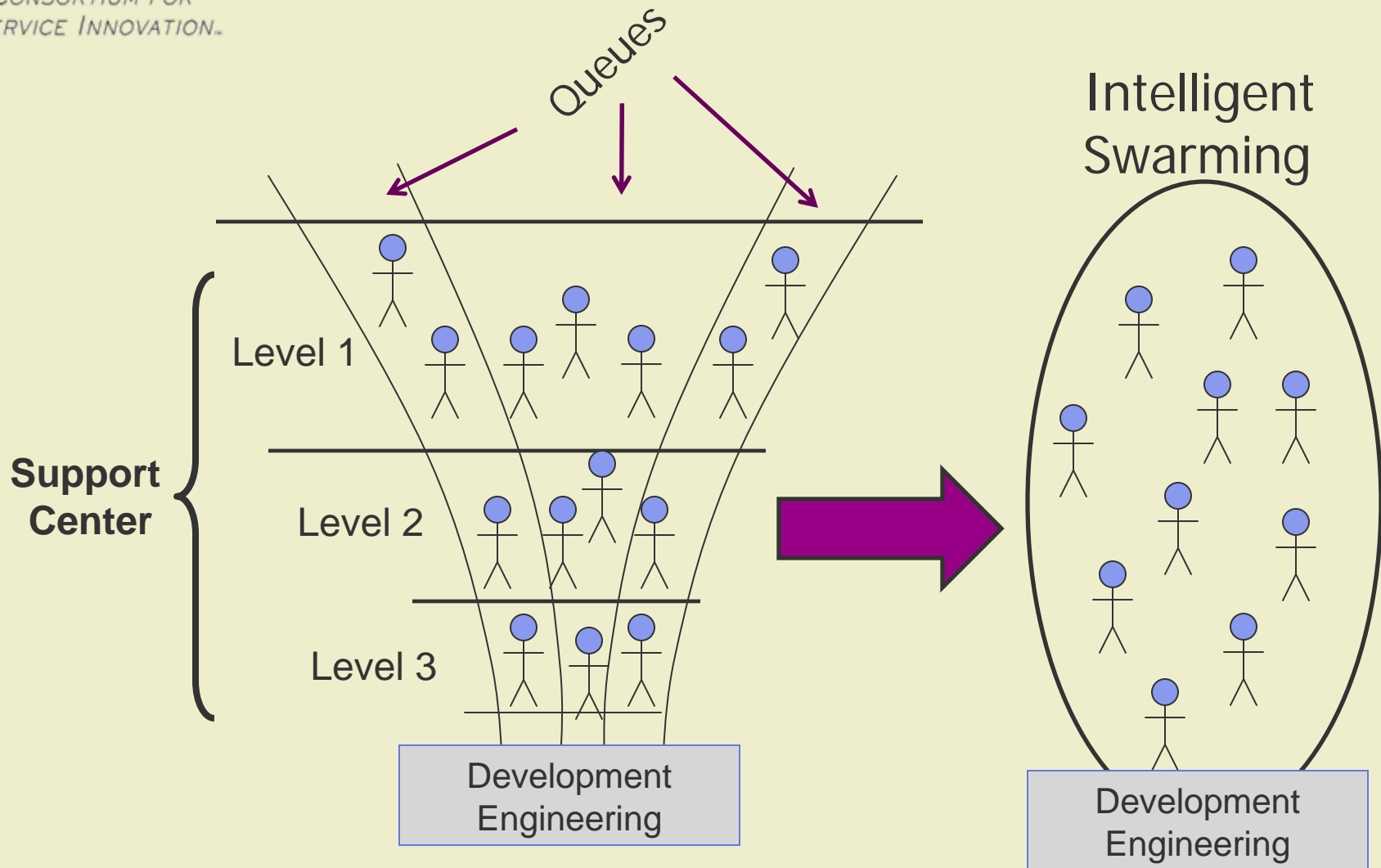


Crazy assertion: Collaboration with unbounded contribution will yield faster more creative solutions for new problems, and happier employees



What's Different?

CONSORTIUM FOR
SERVICE INNOVATION.





Beyond KCS - Swarming

- Collaborating rather than escalating to solve problems
 - Swarming rather than streaming
 - A single team of diverse skills and talents
- The context of the problem dictates who should work on it.
 - If the problem is well defined, the product area(s) identified ...than specialists should be working on it
 - If the problem is not well defined ...a generalist should work on it and bring in the right specialists as the problem is understood.

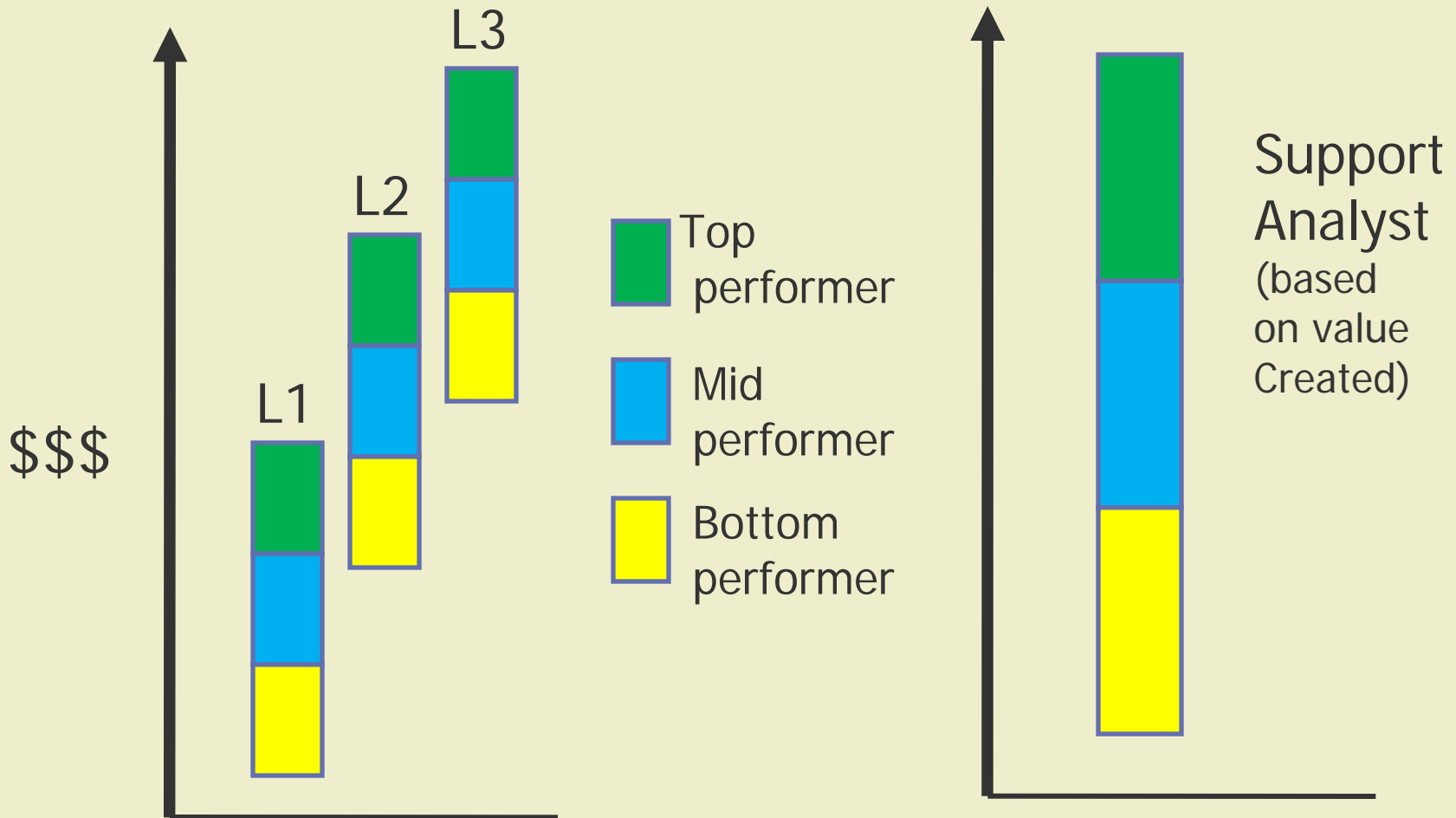
Beyond KCS – Social Shift

- Re-thinking job descriptions;
 - The “job” scope aligns with the individual’s skills
 - People work on things based on their unique set of skills and talents
- Re-thinking compensation;
 - People are compensated based on the value they create
 - A really good generalist can make as much as a really good specialist!



CONSORTIUM FOR
SERVICE INNOVATION.

Salary Ranges



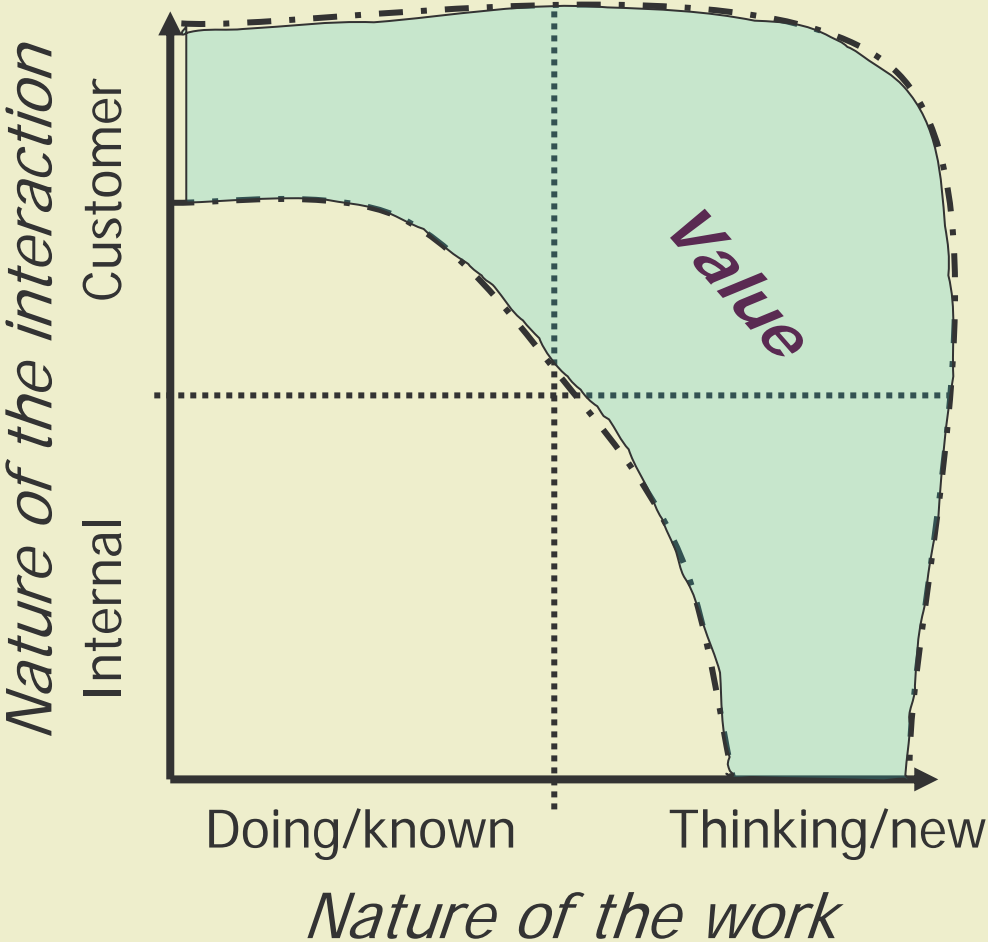


The Leadership Challenge

- KCS is transformational ... it changes how we think about and manage support
 - People;
 - Motivation, roles, performance assessment, compensation, teams,
 - Process
 - Measurements
 - Structure
 - Knowledge

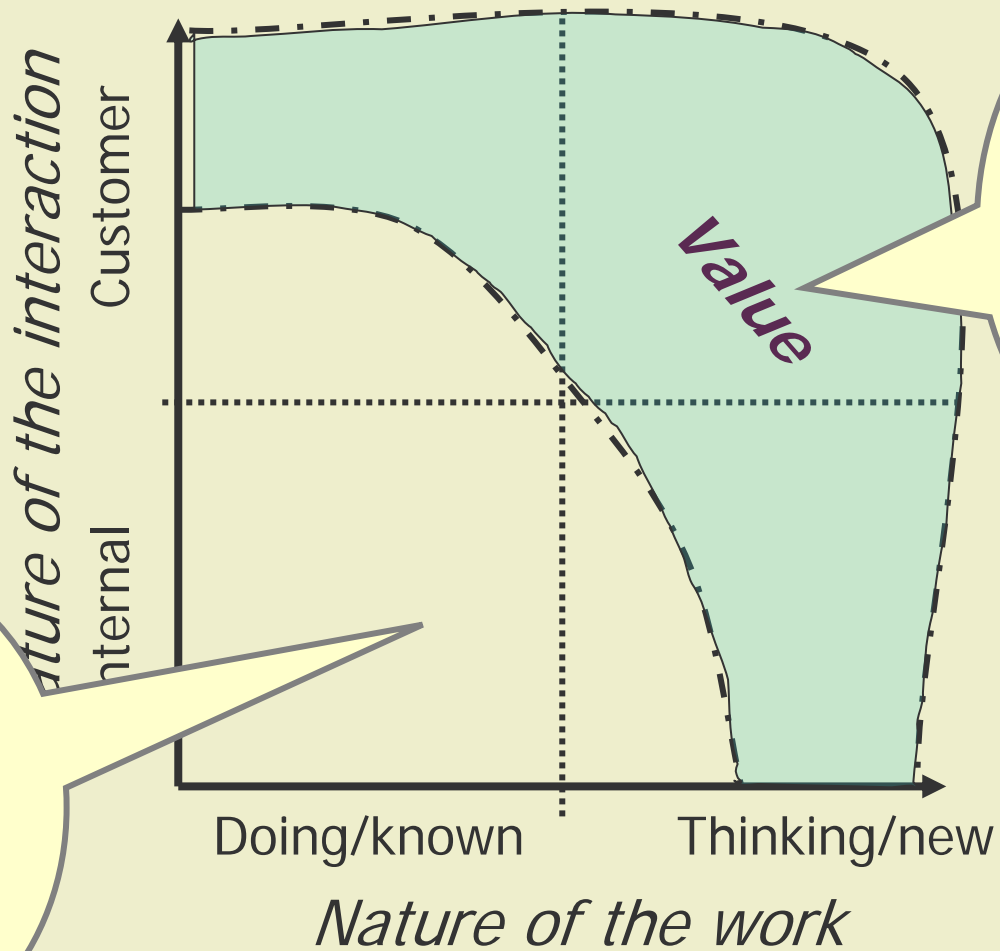


Value Model





Differentiation in the Knee of the Curve



Requires
learning
creativity
innovation
understanding
and, is the
differentiator

Predictable
Repeatable
Outsourcable
Automatable
And...
becomes a
commodity



References

- Consortium web site www.serviceinnovation.org
 - [KCS Practices Guide V4.0](#)
 - [Measurement Matters – KCS Benefits and Measures](#)
- Books
 - [Now Discover Your Strengths](#) – by Marcus Buckingham
 - [Transforming Performance Measurement](#) – by Dr. Dean Spitzer
 - [Wikinomics](#) - by Don Tapscott
 - [The Medici Effect](#) – Frans Johansson



CONSORTIUM FOR
SERVICE INNOVATION.

Measurement Matters . . .

KCS is Transformational!

Greg Oxtan

goxton@serviceinnovation.org

www.serviceinnovation.org