

## Xerox Case Study

Knowledge-Centered support environment lowers service costs for Xerox

### Organizational snapshot:

A leading provider of document management technology and services, Xerox Corporation is a \$22 billion company with 15,000 service employees handling 9 million customer cases annually.

### Challenge:

Xerox wanted to increase its remote solve capabilities to minimize costly on-site technical support.

### Strategy:

Xerox engaged KANA's Global Consulting Services to help identify opportunities to improve its remote problem-solving capacity. A Knowledge Centered Support pilot program was launched providing better access to knowledge and improved knowledge lifecycle management.

### Remote solutions: Bringing down the cost of "uptime"

Xerox customers worldwide rely on Xerox's products and services to run their businesses smoothly. Maximizing "uptime" of customers' printers and copiers, and getting solutions to customers quickly is therefore of the highest priority for Xerox's customer support. To keep high-quality support viable and run its support operations efficiently, the company's *Internet & Remote Services Strategy* team is continually seeking new and better ways to service customers at lower cost.



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*Regina Estes, Director, Internet & Remote Services Strategy, Xerox*

Customer problems solved remotely are far less costly than those that involve technicians on-site. But when machine parts are required, dispatches are, of course, necessary. Many problems that do not involve parts, however, also result in a technician or specialist dispatch. Remote solutions have therefore been highly sought after by the company. While Xerox's Internet & Remote Services Strategy team has achieved many successful results, continually moving the remote solve rate up, they recognized that they had reached a plateau.

Believing there were untapped opportunities to boost the remote solve rate, and that better use of corporate knowledge was the key to achieving it, Xerox sought the help of KANA's Global Consulting Services. KANA's Global Consulting Services (GCS) provides strategic consulting, systems integration and managed services, and specializes in knowledge management and multi-channel CRM.

The GCS team identified that certain "calls without parts" could in fact, be handled remotely by Xerox Customer Service Experts (CSEs). Moreover, many problems escalated to those specialists

## Results:

Remote solve rate increased and first-tier agent resolve capabilities expanded, enabling more problems to be solved at lower cost. A stabilized remote solve rate for new product launches was reached much faster, cutting a nine-month average down to four.

Further opportunities to increase remote solves and improve the customer experience have been identified. Xerox is now on track to implement KANA Service Experience Management (SEM) globally throughout the support organization, following a highly successful SEM pilot.

could actually be solved by Xerox's first-tier, or "Level-1," agents—a faster and more cost-effective solution—provided these reps had access to the relevant knowledge.

## Focus on knowledge and *just-in-time* solutions

Together, Xerox and KANA embarked on an extensive Knowledge-Centered Support (KCS) pilot program. The program involved making new knowledge available faster through an innovative content creation and quality control process. Select CSEs are trained to publish solutions directly to the knowledge base, creating content as a by-product of dealing with issues as they arise, so that valuable knowledge can be utilized much more quickly. A publishing process that previously took more than 100 days was shrunk to 3 hours, eliminating what had been a major bottleneck to getting timely information out to agents.

Metadata allows content to transcend system boundaries and makes relevant content searchable from the self-service website as well. This means that specialist knowledge, previously unavailable to first-tier agents who worked in a system separate from that used by CSEs, can now be accessed more freely, enabling first-tier response agents and online customers to accomplish more.

Content now evolves based on demand and usage. Agents at all levels of expertise are encouraged to flag knowledge gaps, and by enabling "just-in-time" content, agents can find solutions even to issues emerging in connection with new products.

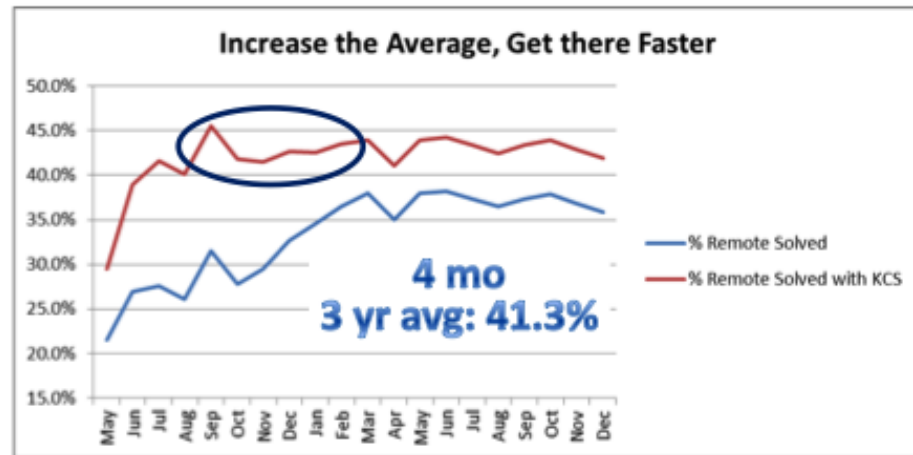
"The KCS methodology makes knowledge a key asset of the support organization," says Regina Estes, Director, Internet & Remote Services Strategy at Xerox and a member of the pilot steering committee. "The GCS team at KANA has extensive expertise in adapting the KCS methodology to industry- and business-specific needs and, in fact, helped create and develop KCS, now the industry-accepted framework for these practices."

## Knowledge-centric support. Business-forward results.

Knowledge creation and content life-cycle management are now an integral part of customer support itself, rather than a separate or additional process. Product launches, for example, inevitably involve a testing period during which it can be determined which problems can be solved remotely and which can't. Previously when a new product was launched, it would take Xerox nine months to reach a steady rate of remote solves. With KCS and knowledge directly from Xerox's CSEs, that time frame has been greatly compressed.

"The pilot not only increased the average remote solve rate from 34% to 41% for the product family tested, but reached a steady rate of remote solves five months faster," Regina says.

## Results: Cycle Time Improvement



- Now 4 months to achieve a steady state resolve rate after new product launch.
- Average solve rate over 3 years: 41.3%

“The KCS program has shown that our Level-1 agents have much more potential than we were tapping into. They just needed the right tools, that is, better access to knowledge. Agents want to solve problems. And our first-tier agents can now do so more effectively, cutting down on escalations and generating large-scale savings for the business.”

### Moving forward and arriving at Service Experience Management (SEM)

Xerox wanted to take its support operations even further—to continue to push the remote solve rate up *and* improve the customer experience. “We needed to be able to differentiate service based on the customer,” Regina explains. “Not just differentiate by product or major accounts as we had already been doing. We wanted to offer our customers a more personalized service experience.”

“Turning our attention to the *customer experience* in particular, we set out to define what we envisioned as the perfect call—where we know who the customer is when we answer the phone, the terms of their contract, how often they’ve had trouble with their equipment, and the last time they placed an order for toner.”

To achieve this kind of visibility of customers across accounts, interactions and channels, Xerox needed to integrate its existing technologies with its current systems. They also wanted to add to their channel offerings—to provide online chat and integrate their online service with their other support channels.

“SEM was the right fit for the challenges we were facing and the goals we wanted to achieve,” Regina says.

## One platform for global service delivery processes

Xerox was running KANA's email and knowledge management applications across its global operations, but determined it was the right time to upgrade to the KANA SEM platform.

Having acquired a number of companies, Xerox had many different sales channels. And each *service delivery* channel had its own system for tracking performance. "We needed the flexibility to manage knowledge repositories for distinct business areas and customer segments on the one hand, yet move to an integrated, global solution delivery process on the other. Service Experience Management enables this."

SEM leverages Xerox's existing IT investments—integrating systems, business processes and multi-channel capabilities into workflow—and provides agents access through a universal adaptive desktop. "It's an enormous advantage to have all of our service reps on the same page," says Regina.

For instance, training a new service rep takes about three weeks. Most of a trainee's time is spent learning Xerox's business processes and how to navigate various systems. In addition, whenever changes are made to a process, everyone in the call centers needs to undergo additional training. "SEM builds this right into the system," Regina says, "guiding reps through process steps as they go along. Solutions are driven by the technology rather than agent memory or skill set."

"And because SEM enables us to measure agent performance and every aspect of the customer experience, it becomes very clear what you're doing right and what you need to improve or change."

The visibility SEM provides allows Xerox to spot trending problems. "With advance knowledge of the likely cause of the problem a customer may be experiencing, we can send our technicians out armed with the replacement part likely to be needed. The customer gets their problem resolved faster and we save money."

## From SEM pilot to global roll-out

Xerox collaborated with KANA to create an extensive Proof Of Concept and SEM pilot. "We wanted to ensure that with like-for-like functionality, SEM would improve the speed, ease of use, and effectiveness of our operations—meaning that we can reduce average handle time, improve first contact resolution rates, and ultimately reduce cost," Regina explains.

"We're looking at a 12-month return on our investment, at increasing business process efficiency by 25%, and at eliminating 4% of the average handle time for 'process holds.' SEM will impact 14% of our agents' available talk time by stabilizing our infrastructure. To name just some of our findings."

“When our team approached corporate to secure funding, they immediately saw the value SEM could bring to our business,” Regina says. “Our initial proposal applied to North America, but I’m now working with management to roll out SEM globally.”