

Now on Now: Implementing Knowledge-Centered Service (KCS®) helps us deliver a 52% faster time to relief for customers

ServiceNow Knowledge Management and KCS speed knowledge sharing and case resolution

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Moving from a transaction mindset to resolve customer issues faster

As a cloud company, ServiceNow strives to provide excellent technical support to its customers, whether it's a password reset or release upgrade. Sharing knowledge among our technical support engineers (TSEs), customers, and partners is critical to our success.

As the company grew, creating and curating knowledge became a major challenge. In the past, knowledge was stored by individual TSEs in email, intranet sites, note, documents, and often just in their heads. Little formal knowledge sharing was occurring within teams or between teams, even in the same region. In addition, each region supported its own customers, creating silos. TSEs were solving the same issues over and over; more than 60% had been seen before and already solved but the resolutions were not captured in a findable, reusable way.

As our case volume increased, we needed better ways for customers and partners to find answers quickly. We decided on a fresh start to improve efficiency by initiating a formal knowledge program that we could scale to accommodate our fast growth.

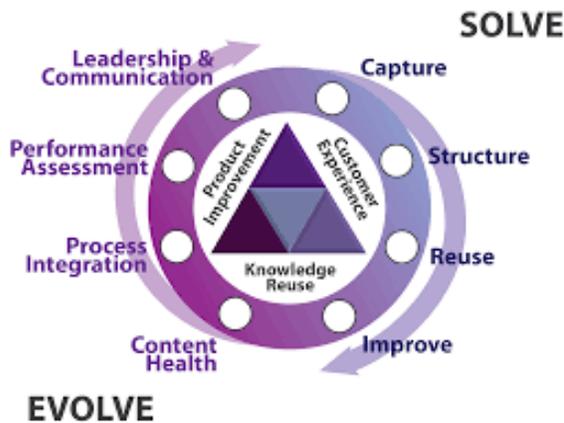
Our business requirements included:

- Developing a single, cross-collaborative centralized knowledge base shared across the globe
- Increase the findability and consumption of relevant knowledge so that customers, partners, and TSEs could find answers and resolve issues faster
- Empower TSEs to create content at the time a solution is proposed instead of later so knowledge is not lost
- Employ a content curation approach where all TSEs were responsible to flag out of date content and experts could update articles real-time
- Help new hires get up to speed faster on ServiceNow products using the Knowledge Base (KB)

The project required us to review the impact on people, process, and technology.

Organizational change came first. We created a global support organization, where support delivery followed the sun and was not regional or customer-specific. We embraced [ServiceNow Knowledge Management](#) as our platform to manage knowledge sharing on a global scale and became KCS v6-verified for [ServiceNow Customer Service Management](#). In 2018, we began

transitioning to Knowledge-Centered Service (KCS®) as an industry best practice to capture knowledge and drive efficiency.



KCS is integral to the ServiceNow self-service strategy that enables customers to self-solve issues faster, and, when they need it, get assistance from a ServiceNow TSE. When combined with ServiceNow Knowledge Management, KCS enables us to move our entire Technical Support organization from a transactional mindset to one focused on resolving issues as quickly as possible.

Over 15 months, the entire global Technical Support organization was trained on the new KCS methodology.

KCS involves two main concepts:

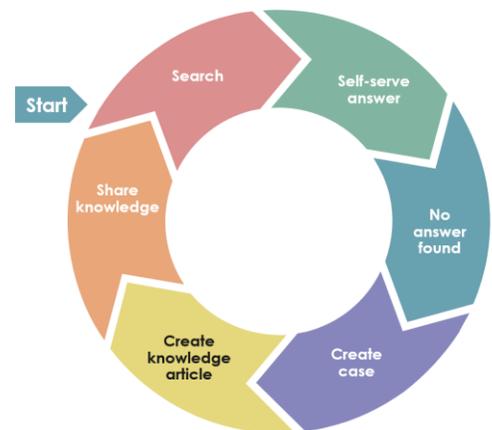
- The Solve loop that defines how to capture, structure, reuse, or flag/fix knowledge
- The Evolve loop that defines curation and retirement. We had to easily identify which articles to invest in, which to update, and which to archive.

Adopting a KCS mindset

In the past, a small subset of the global team wrote KB articles; a multi-step approval process delayed content availability by weeks and curation to remove outdated or duplicate content was an issue. Information was used only by those who created it which wasn't efficient or scalable.

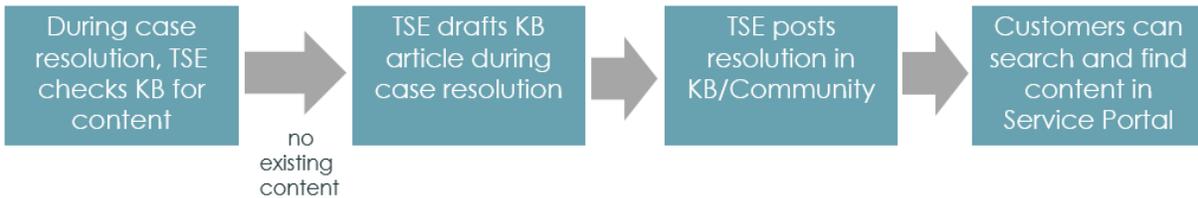
We adopted a KCS process that works like this:

1. Customers search for answers to questions or issues on the [ServiceNow Service Portal](#). Relevant articles are displayed via search.
2. If customers don't find an answer, they submit a case. At the time the case is opened, more KB articles are displayed to customers.
3. When the TSE is assigned the case, machine learning is used to locate KB articles that may contain relevant content.
4. If no KB articles address the issue, TSEs are empowered to update existing content or create new content.
5. Once the solution is accepted by the customer, a process starts where the relevant information from a case is copied into a draft article..
6. TSEs are empowered to publish the article in the KB and defines who can see it. The article is automatically posted in the KB and is searchable in the Service Portal, [ServiceNow](#)



[Community](#), and from search engines such as Google and Bing (if the content has been made public).

KB article publication process



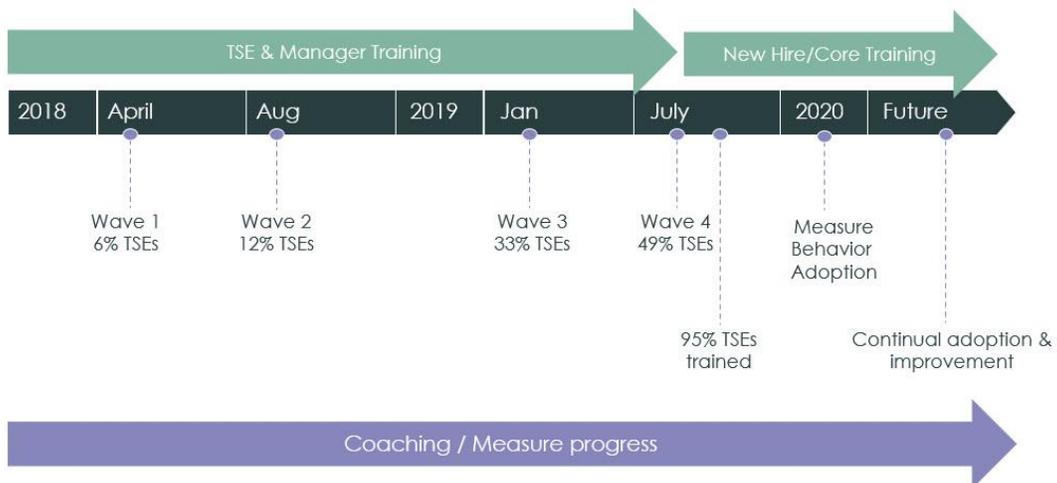
Through tight integration between case management (CSM), knowledge and portal, new content from the KB is brought into customer search, customer case submission, and TSE case assignment. Since the program started, we have seen an:

- 87% increase in attach rate of KB articles to cases by TSEs
- Over 10,000 new KB articles created in the past year
- Cases with attached KB articles are solved 66% faster

Training Global Technical Support

ServiceNow Global Technical Support operations consists of more than 500 TSEs. KCS training was rolled out in multiple waves, from April 2018 through July 2019. The size of each training group doubled as our process was refined and the training and coaching team could scale.

KCS adoption timeline



The investment in KCS required a change to our cultural mindset. This change started at the grassroots level with a small group of KCS champions who participated in the Wave 1 rollout. We selected this group from people known as early adopters who welcomed change. They designed the new process and suggested improvements to the Knowledge System configuration for page layouts, workflow, and approval processes.

KCS coaches conducted training with the Wave 1 TSEs, who were selected because of their enthusiasm and understanding of the benefits of KCS. After initial training, every TSE was required to create one article within two days of the course so we could assess how much had been learned.

KCS coaches play a major role in the overall process adoption. They assess the quality of the KB content created by the KCS candidates by using the AQL feature. They monitor candidates' progress, including assessing their ability to create quality articles against a content standard and follow the KCS workflow. Each coach is assigned up to five TSEs from his or her team. The coaching period lasts two to three months as the candidates become contributors. After they reach the Contributor status, they can publish immediately, without additional approvals.

Candidate to Contributor



We believe that if we trust TSEs to communicate with our customers during the problem-solving process without any peer review, we should also trust them to create good content consumable by everyone. To help with this shift, we began measuring article attach quality, a metric that gives manager and coaches actionable data to coach TSEs in content writing. It makes it easy to find contributors who may need more training.

Using the Article Ownership Group feature, we also built an AI model to assess the reputation of an article. Captured metrics include how many times an article was attached, viewed, created a deflection, was last updated, etc. We use this information to retire any articles that are not adding value to the knowledge ecosystem.

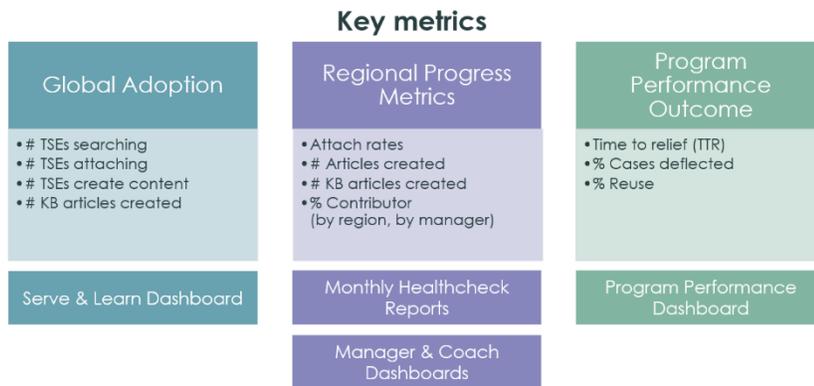
Next steps include adding videos in the KB for areas with a high volume of cases. We continually monitor our search engine optimization (SEO) to find unauthenticated content and verify that it is relevant and searchable. Over time, we are also finding more opportunities to use AI and machine learning to automate our knowledge capture, sharing, and curating.

Measuring our success during the journey

Key benefits: Customers



We closely track our performance to see progress and address issues immediately. We identified key metrics around three areas: global adoption, regional progress, and program performance. The metrics ensure we continue to deliver excellent customer support while striving for continual improvement.



We measure our progress using these reports:

Monthly Healthcheck Report. Generated for each region, these reports feature key metrics in a heatmap format. Global Technical Support leadership can quickly see the progress and status of the KCS program in several key areas and decide what areas need improvement.

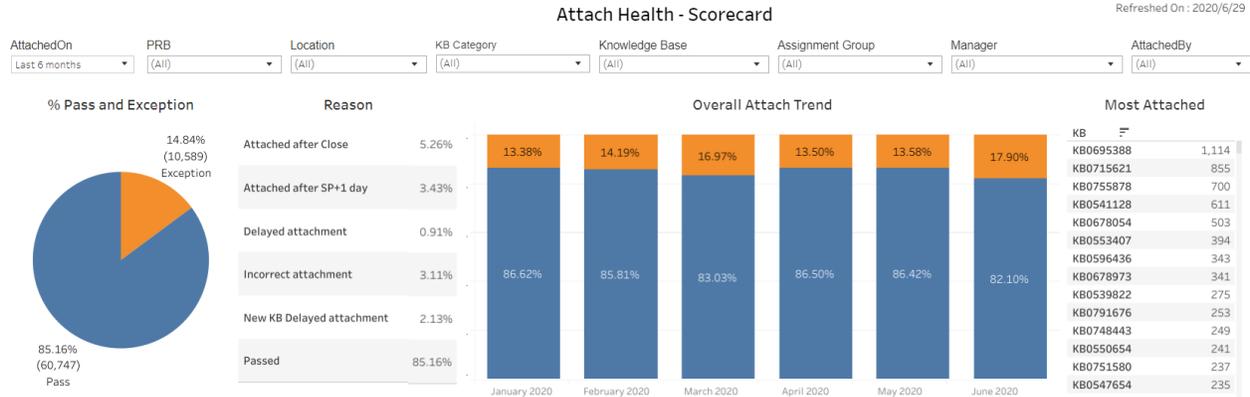
Health Check - Attach Rate & Missed Opportunities Refreshed On: 2020/6/28

Trend By: Case Assignment Group: Manager: Director:

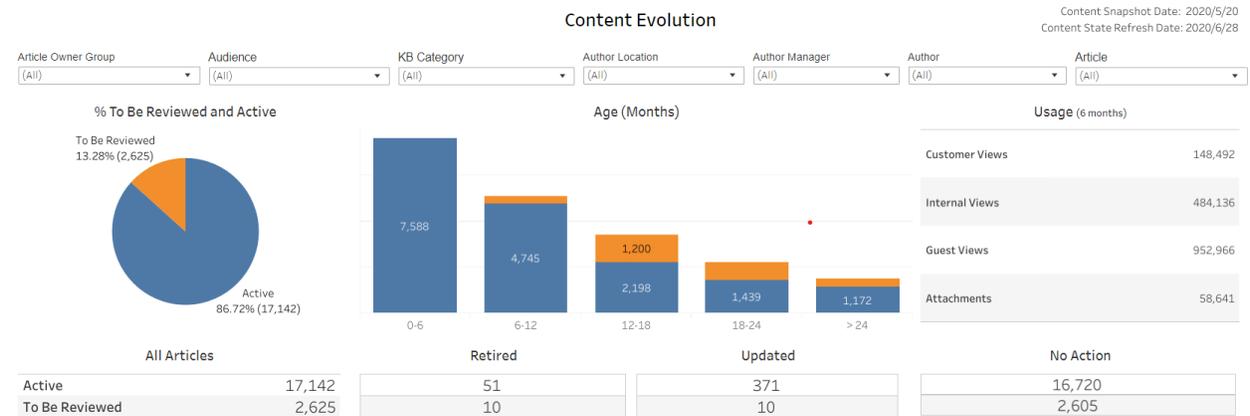
Attach Rate					% Change In Attach Rate				
Regions	2019/Q3	2019/Q4	2020/Q1	2020/Q2	Regions	2019/Q4	2020/Q1	2020/Q2	
AMS	38.16%	44.54%	51.49%	55.79%	AMS	16.72%	15.62%	8.35%	
APJ	47.19%	48.69%	55.92%	71.59%	APJ	3.19%	14.84%	28.02%	
EMEA	39.84%	51.78%	57.65%	61.00%	EMEA	29.98%	11.33%	5.80%	
HYD	50.05%	55.06%	63.01%	66.04%	HYD	9.99%	14.44%	4.82%	

Attach Quality Dashboard. This dashboard helps us monitor TSE process adoption. It highlights when a TSE (Technical Support Engineer) attaches an article after a case is closed or creates a new article more than 10 days after the case is closed. It also checks that a TSE is not attaching

administrative articles or landing pages as a way to game an individual attach rate. We can filter by subject matter expert groups, geographic region, location, and manager.



Content Evolution Dashboard. This dashboard calculates a KB Score based on engagement, that is the number of internal users attaching and viewing the article and how many customers engaging in it. This score helps us flag the least used articles for review and curation. We can generate reports by subject matter expert groups, geographic region, location, and manager.



What we learned along the way

Looking back, we have learned three lessons that we apply in our ongoing assessments of our progress:

- **Measure behavior.** We do this by measuring how much content is being attached to cases, including new and existing content. Then we look at the quality: How many views did the article get? That tells us if it helped anyone.
- **Measure progress from candidate to contributor.** How long does it take for a TSE to contribute relevant content? We are always looking at ways to shorten this learning cycle through training and feedback, especially for new hires.

- **Include everyone in the content generation process.** Small groups slow down knowledge sharing. By making sure knowledge is captured and shared quickly, customers, TSEs, and even new hires can obtain relief much faster than in the past.

Embracing early product releases

Technical Support works closely with the Knowledge Management product development team to integrate KCS process requirements into the ServiceNow Customer Service Management application. We have imprinted our product experience into the product development lifecycle, including recommending useful enhancements, such as a single button to convert new content to a KB article. We have implemented new features such as the AI similarity feature that uses machine learning to help TSEs find similar KB articles and case and problem records with one click.

KCS drives faster issue resolution

The overall result is that the volume of cases being submitted by customers is dropping because knowledge is easily findable and consumable, even as our customer base grows. Automation of our knowledge sharing process has been critical to this success. Job satisfaction is improving as TSEs are solving more complex issues and eliminating common and repeat issues. The contributor certification speeds up new process adoption. With Customer Service Management running on the Now Platform, knowledge can be instantly and automatically shared across regions and geographies and accessed via the Service Portal, [Service Catalog](#), Product Documentation, [Knowledge Base](#), [Virtual Agent](#), and Community.

About ServiceNow

ServiceNow is making the world of work, work better for people. Our cloud-based platform and solutions deliver digital workflows that create great experiences and unlock productivity for employees and the enterprise. For more information, visit: www.servicenow.com.

Now on Now is about how we use our own ServiceNow solutions to work faster, smarter, and better. With Now on Now, we're achieving true end-to-end digital transformation. To learn more go to the Now on Now [website](#).