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Knowledge Centered Service (KCS)

## About this eBook

The purpose of this eBook is to provide a basic understanding of KCS, or Knowledge Centered Service.

If your eyes glaze over when you hear about tacit and explicit knowledge or if the double loop makes you loopy, this eBook is for you.

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# What is KCS

## KCS—Knowledge Centred Service

- Focuses on knowledge as a key asset of the organization implementing it.
- Provides a Service Delivery methodology and set of practices for consistently capturing information in a way that is both structured enough to be useful, and dynamic enough to suit the rapidly changing environment of technical support.
- Its methodology is to integrate use of a knowledge base into the workflow.



# Why do you need a methodology?

When you're undertaking any process that involves multiple steps and multiple people, it's helpful to adopt a systematic way of working. It steers you in the right direction and helps you achieve your goals.

When you follow a methodology, you know which tasks are required, when to perform them and how to complete them. A methodology ensures that things are done correctly and consistently. Through a structured and repeatable process, you can apply the same approach each time.

Whether you're an expert or a novice, a methodology helps you complete tasks faster than before.



# Why KCS?

KCS not only improves customer satisfaction, but it also improves employee satisfaction and increases efficiencies and productivity throughout the enterprise. Companies that use KCS for support:

Improve  
productivity &  
efficiency



Increase their  
first-call  
resolution rates



Reduce  
average  
call time



Increase both  
customer and  
employee satisfaction

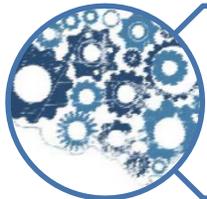


The greater the complexity of the knowledge,  
the greater the benefit of KCS.

# Goals of KCS



Create content, or knowledge, that is useful for customer service and support



Evolve the knowledge to keep it current



Develop a knowledgebase of the organization's collective knowledge

**KCS advocates collaboration and sharing to achieve these goals.**

# Most of all, KCS is about people

## KCS focuses on beliefs, behaviors and buy-in.

### IT MAINTAINS THAT:

1. *People are the source of knowledge*
2. *People use and maintain the knowledge*



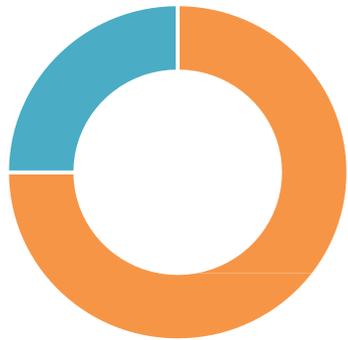
# KCS promotes teamwork



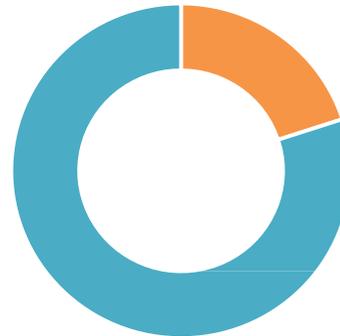
For KCS to work, companies need to shift their value proposition and KPIs. Instead of valuing output, people who possess the knowledge, it should value input, people who **share**, are **willing to learn**, and **help others learn**. *These are the new champions/heroes in the organization.* This encourages the values of collaboration, sharing, improving and using knowledge.

# Agents become the Knowledge Engineers

The best people to create the knowledge are the ones who use it every day: the support agents. When agents – rather than Knowledge Engineers – create the knowledge, it's done **faster and cheaper**, and **more usable knowledge** is created.



Support Agents  
The agents will capture **70-80%** of what's known.

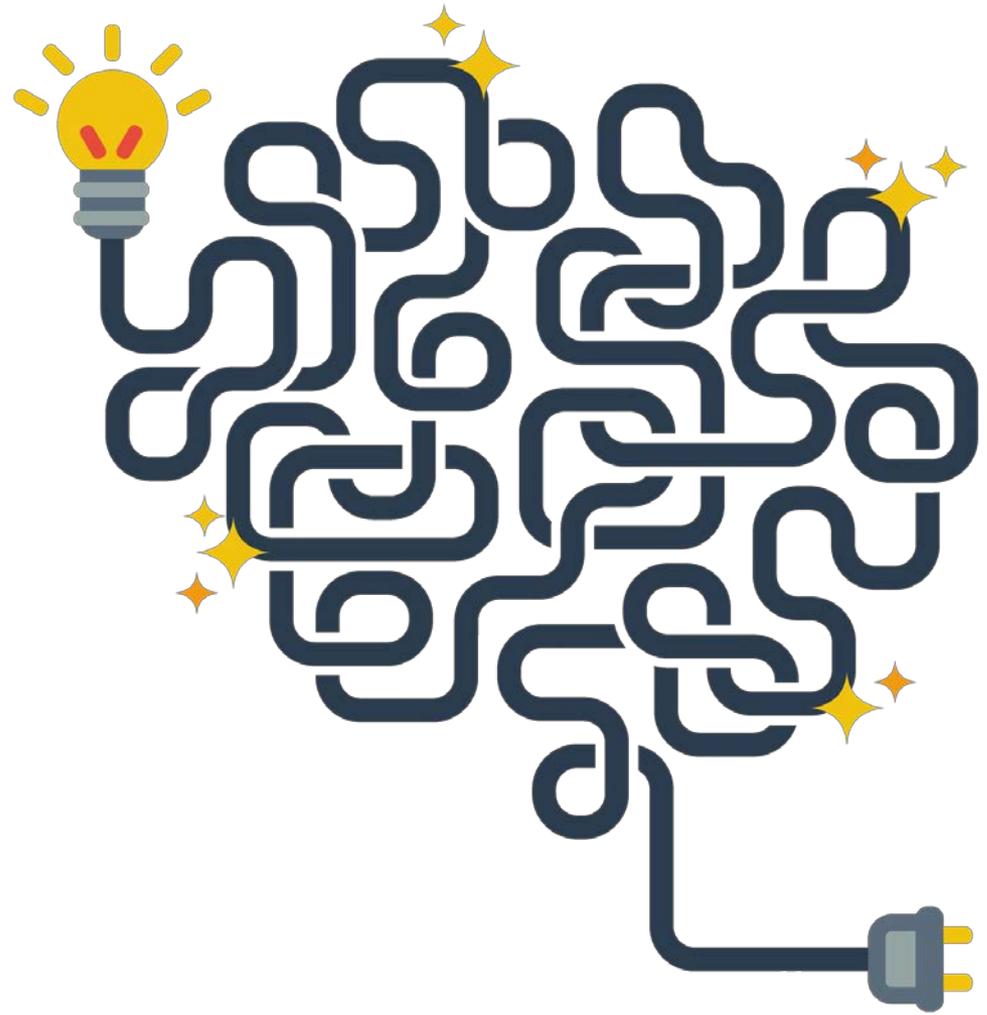


Knowledge Engineers  
Only **20%** of the knowledge gets captured, and the process is costly and slow.

*(Source: The Consortium for Service Innovation)*

# KCS becomes the way we solve problems

KCS isn't something you do *in addition* to solving problems. KCS is the method you use to populate your knowledgebase and keep it healthy.



# KCS in summary

(Identify, Review, Revise)

## The KM content continuum

Identify, Review, Revise

Providing infrastructure

**Creating and acquiring**  
Collection processes,  
roles/responsibilities, culture

Capturing, purchasing, filtering, analyzing,  
synthesizing tangible and experiential knowledge

**Storing and deploying**  
Access, content architecture,  
collaboration

Developing customized knowledge repositories  
so information can be accessed in real time, in  
the correct format, cost effectively

**Applying and adding value**  
Glocalisation, teams, leadership;  
learning; knowledge sharing

Developing by-products of our work and reusing/  
leveraging content to help our people succeed  
Creating an interactive learning environment  
where people transfer and share what they know  
and apply it to create new knowledge

**Assessing and maintaining**  
Contextual, usability, relevance

Maintaining the content lifecycle and keeping  
content current and of the highest quality

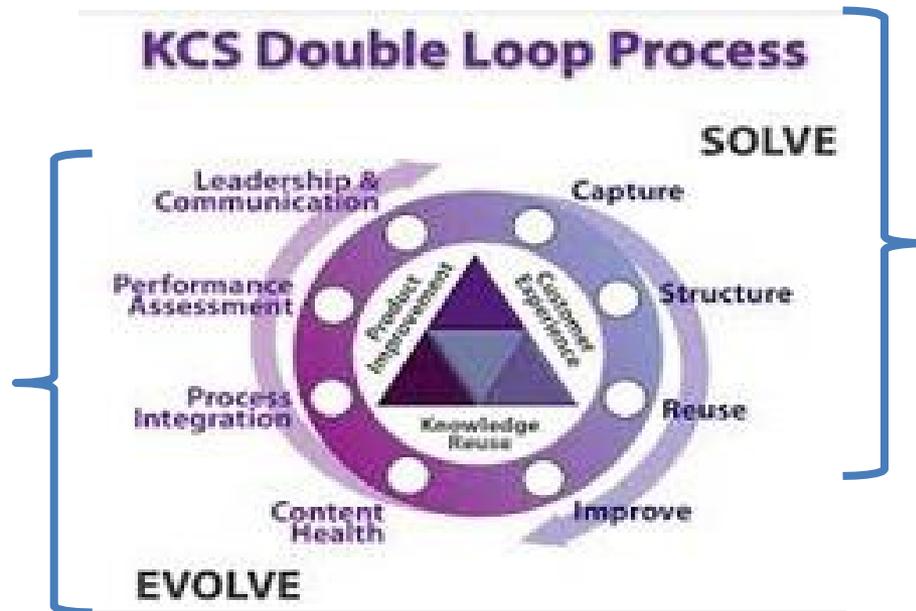
### Governance

Key measures, roles/responsibilities, learning, performance management

# Double-loop process

If you've ever looked into KCS, then you've probably seen this image. But what do these loops mean?

The Evolve loop indicates what the organization needs to focus on

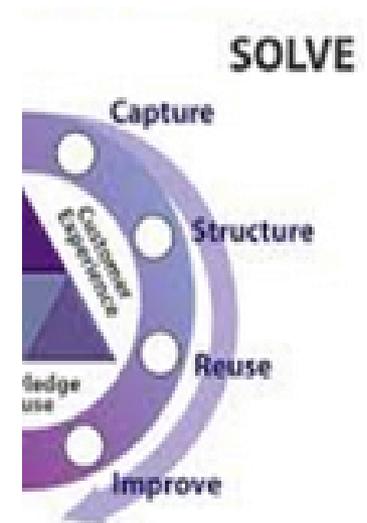


The Solve loop indicates support agent behavior that should become habit

# The Solve loop in a nutshell

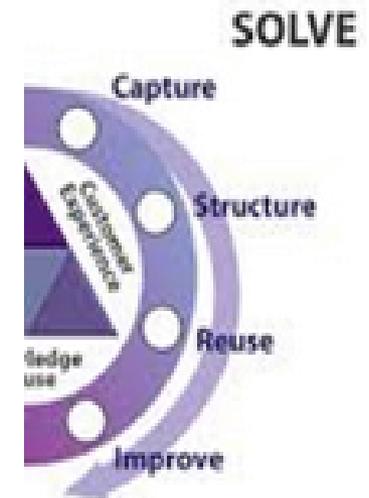


In an ideal KCSworld, agents develop articles just-in-time while resolving incidents if a solution doesn't already exist in the knowledgebase. "Search early, search often" is a mantra of KCS, meaning to always search the knowledgebase before creating an article. This avoids duplication, increases reuse of existing articles and eliminates unnecessary work.



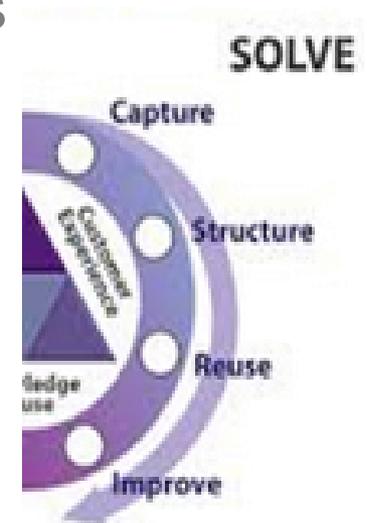
# The Solve loop in a nutshell

If a new knowledge article is required, the agent captures the ticket data and the answer, if it is known, and structures it in a way that makes it easily findable and reusable by other agents or by the end-user/customer in the case of self-service, such as by adding search terms. If the answer is not known, it is still useful for the agent to create the article for completion later.



# The Solve loop in a nutshell

Every time agents interact with a customer they should apply the UFFA principle (Use it, Flag it, Fix it, Add it) to improve the solutions. This means they should use existing solutions, flag anything that needs addressing, fix whatever they can and add the updated solution to the collective knowledge. UFFA is extremely empowering: it encourages agents and other employees to be personally accountable for and take ownership of the collective knowledge.



# The Evolve loop in a brief



The Evolve loop provides a systematic process for continuous improvement of the knowledge and the organization.

Through the analysis of patterns (for example, identifying useful knowledge, recurring issues, etc.) the

Evolve loop not only helps determine which content has high value, but also indicates areas in the organization's products or services that can use improvement. In this way, KCS helps inform Development, Sales and Marketing, promoting tighter cooperation between departments.



# Critical success factors for adoption

FOR KCS TO WORK, THE ORGANIZATION NEEDS TO CHANGE ITS THINKING.

**Management buy-in** is a pre-requisite for any successful KCS initiative. If management doesn't embrace KCS, the results you're achieving will drop off in 6-8 months.

**Trusting people** to do the work is a very empowering approach to creating and maintaining knowledge. Give knowledge workers the responsibility and accountability for knowledge creation, and they'll take ownership of the knowledge.

Since we're changing the way people work, **KCS coaches** play an important role in KCS adoption.

**Make sure people understand** the big picture and benefits of why you're asking them to change their behavior and they will feel like a part of the process.

**Assemble a small group of agents** to determine the workflows. KCS works best when you involve the people who will be doing the work.

Change the way you measure people's contribution. To succeed with KCS,

**metrics need to be value-based.**

For example, don't reward people for publishing more articles; reward them for publishing *useful* articles.

# Technology as a critical enabler

While processes and people are the most important part of KCS, having the right tools and functionality can go a long way in achieving KCS success. Knowledge management software compliant with KCS can automate processes and workflows to keep you on track.

## 1. INTEGRATION

Does your knowledge management software integrate with your CRM or ITSM to automatically capture information from cases or tickets and pull it into a new knowledge article?

## 2. TEMPLATES

Predefined templates ensure that knowledge is structured in the most useful way.

## 3. APPROVAL CYCLE

Can we define an approval cycle for knowledge, and it progresses from WIP, Draft, Approved to Published and can be searched in any mode.

## 4. REPORTING

Extensive reporting and analytics provides information on performance, processes and knowledge-base health.

# Keep KCS going strong

Our world keeps changing, new projects compete for attention and key staff moves on. Before you know it, what was a very successful KCS implementation starts to stumble and standards drop.



# Important steps you should take to sustain KCS long-term



1. Make sure agents can see the impact of their contribution to the knowledgebase through reuse reports, self-service success and improvements to other offerings.
2. Coaches are key. Managers need to work closely with the KCS coaches and value their work, particularly their feedback and concerns regarding the staff they coach, and they should be given enough time to carry out their coaching tasks.
3. Tie KCS metrics into knowledge workers' annual review.
4. Use a tool that supports the Solve and Evolve loops.
5. Integrate case management and knowledge management.
6. Require KCS accreditation for your knowledge workers.
7. Periodically review whether the team is creating knowledge for the right types of issues.
8. Re-energize the knowledge program with events such as retraining, and share analytics around knowledge quality.
9. Never stop marketing. For example, publicize internally which articles got the most views and who created them.

# A few of the ways workflows and best practices conform to KCS processes



CAPTURE	STRUCTURE	REUSE	IMPROVE
<ul style="list-style-type: none"><li>• Role-based permissions conform to KCS guidelines</li><li>• Through our inline integration with the case or ticketing system, information is automatically pulled from the open ticket or case into the relevant fields of new knowledge articles</li><li>• Is there an Intelligent Knowledge Builder that starts creating new articles on topics for which a solution isn't found</li></ul>	<ul style="list-style-type: none"><li>• Configurable templates structure the knowledge so the most important information is included in the knowledge article</li></ul>	<ul style="list-style-type: none"><li>• Search results include draft, federated and unstructured sources of knowledge, to provide the most relevant results and increase knowledge reuse</li><li>• Guided navigation assists in the search to bring results that were most helpful to others regarding similar issues</li></ul>	<ul style="list-style-type: none"><li>• Knowledge is improved by easily adding comments or edits to solutions</li><li>• Feedback is flagged and highlighted for review</li><li>• We incorporate knowledge from other sources, such as forums and federated knowledge</li><li>• Formats such as video and decision trees add value to solutions</li></ul>

# Typical results

KCS users find that they solve cases and incidents faster and achieve other improvements:



## Disclaimer

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### Warning

The information contained in this document is dated material.

Major events may have occurred since original publication that might alter the accuracy of the information contain within.

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