

multichannel knowledge management

Fast and up-to-date information regardless of the channel

Customers have become increasingly independent and demanding with regards to the products and services they want. They expect organizations to provide up-to-date and consistent information, available at any point in time, regardless of the information channel they use. The key question is how to identify customers' wishes and demands early on, provide correct and high quality information faster and in a more cost-efficient way than your competitors, and manage customers' expectations. The answer is: advancing your Multichannel Knowledge Management.

Customer experience

Many organizations nowadays realize that customer loyalty is mainly determined by the way in which a company's service is experienced. An important role in determining customer experience is how your organization reacts and handles customer requests. This is the point where organizations differ. Does a client receive the right answer straight away, does he/she receive the same answer regardless of the information channel used, is his/her request dealt with quickly, etc? Multichannel Knowledge Management (MC-KM) not only realizes a better customer experience, but it also increases the operational cost efficiency. Unnecessary customer contact will be significantly reduced and your employees will need less time to search and maintain knowledge.

Do you encounter these obstacles in your attempts to realize the ultimate experience for customers?:

- ▶ The lack of unambiguous answers to customers' questions, as each department/channel uses its own knowledge database; information is not up to date, and fragmented; employees make use of local information sources (off by heart, from paper, from email); and knowledge depends on individuals, therefore it is easily lost.
- ▶ The average time to handle customer requests is too long, as: employees make unnecessary use of colleague consultation; excessive time is needed to search for useful information; maintenance of information is executed in the line organization, where the priorities are set on line activities.

View on MC-KM

Experience has taught us that organizations' attempts to tackle the above mentioned challenges often do not result in long-term sustainable improvements. In our opinion, organizations fail to design and implement an integrated approach to Multichannel Knowledge Management and to embed the platform to support an end to end MC-KM culture.

The knowledge is then often not well organized and especially not well used by the employees. It often boils down to the discipline of individual employees. This discipline needs to be organized and facilitated.

The owners of knowledge should be enabled to capture and disclose it, whereas employees should learn how to use and apply it differently. They should become accustomed to using one common source of knowledge. Moreover, MC-KM needs to be looked upon as a continuous process in which every employee feels responsible and is held responsible for assuring its quality. Realizing these goals requires a transformational approach in changing the corporate culture, which needs to be guided properly.

Changing corporate culture is a fundamental condition for ensuring the long-term success of a transformation in MC-KM, since any transformation's success depends on the attitude and trust of the people involved.

Advancing your Multichannel Knowledge Management

Why Atos Consulting?

Atos Consulting has a proven methodology to deliver tangible results from focusing on MC-KM. We typically run a project in two phases.

Phase 1: Feasibility Study and Roadmap

We run a rapid assessment of your organization's current Multichannel Knowledge Management status, including an analysis of the way in which your employees use and manage information sources and the effect on your customers and employees. Collaborating with your organization closely, we will jointly define how your future MC-KM activities can build on your organization's strategic goals and we will design a MC-KM blueprint. The roadmap visualizes the steps to reach the goal. Furthermore, we will focus on the business benefits, which enable you to rapidly establish a business case. The business case can be used to obtain buy-in from your key stakeholders to progress the journey to excellence in Multichannel Knowledge Management, or to make a rational decision to prioritize what needs to be done now and in the future.

Phase 2: Detailed Design and Implementation

In this phase we focus on designing and implementing the MC-KM blueprint for effective and efficient MC-KM. During this phase, the following activities will be executed:

- ▶ KM processes are redesigned and implemented
- ▶ The various sources of knowledge are merged into one source of truth. Your employees will be guided in checking and revising the captured knowledge.
- ▶ KM tooling will be designed and implemented to support the blueprint and strategic goals
- ▶ All employees involved with the new working method will receive intensive communication updates and training to ensure they are fully prepared and to embed the new corporate culture.

This will result in a new KM department with new processes and instruments for using and analyzing knowledge, in order to improve the experience of your customers. It also provides a good starting point for future improvements regarding Multichannel Knowledge Management.

Multichannel Knowledge Management should be a core competence of your organization.

Our experience

Atos Consulting has broad and extensive experience in providing professional advice to many organizations and has enabled them to transform the way they deal with MC-KM. Our customers consist of organizations from the Financial Services and Telecoms Industry as well as from others. We run the global Centre of Excellence in Customer Management Solutions, and the MC-KM advisory is one of the key sub-solutions we have focused on.

Typical benefits

- ▶ Operational cost reduction by 5-10%
- ▶ Reduced average call time by 15%
- ▶ Reduced number of calls by 15%
- ▶ Reduced email processing time by 30%
- ▶ Reduced education time by 30%
- ▶ Increased first time fix by 30%
- ▶ Typical return on investment: within 12 months