



Knowledge Management Software

Case Study:
SERCO / SHOP DIRECT



Knowledge Management significantly improves the call handling process

Serco delivers call centre efficiencies to online retailer, Shop Direct.

Established in November 2005 as a result of the merger of the former Littlewoods and Shop Direct companies, the brands now include household names such as Very, ISME, Woolworths.co.uk and Littlewoods.

Highly trained contact centre staff

Shop Direct operates Call Centre's in Aintree, Bolton, Crosby, Newtown, South Africa and India, operated by Serco. These call Centre's handle thousands of queries every day from customers - for example in connection with refunds, deliveries, promotional information and credit account queries. With such a diverse range of issues to deal with, Shop Direct had created an in-house system called 'NEMO' which detailed the processes that agents should follow in dealing with these queries.

The NEMO system was an excel based flat file system where updates and subsequent publishing were difficult and time consuming.

Serco identified the need for a new system to improve the creation and maintenance of this business critical tool. With no search facility available from the existing system, Serco needed a tool which would allow easy configuration of the processes (in excess of 1500) with the addition of a natural language search facility. Serco already had an established partnership with Knowledge Powered Solutions (KPS) and after a number of evaluations using the existing information held in NEMO, selected KPS to provide a 'Knowledge Management' system.

The KPS system would allow Serco to create 'Decision Tree' based content, whereby the steps required for each process could be configured using a simple editor. Agents would only be presented with the relevant steps for each process, dependent on the selections made, rather than being presented with the entire process, as they had been with NEMO. This would significantly improve the call handling process for both experienced and new staff. As these processes are held in the knowledge management system, Serco quickly realised the additional benefits of using the new tool.

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“The **KPS system** would allow Serco to create ‘**Decision Tree**’ based content.”

SHOP DIRECT

very.co.uk littlewoods.com isme.com kps.com WOOLWORTHS.CO.UK

serco

Bringing service to life



“The **possibilities** for **gaining** really **useful insight** into our operation are **endless.**”

When they feel...
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Using the ‘Decision Tree’ to audit behaviour

It would now be possible to audit trail access to information - so every time an agent searched or navigated to a process, this would be captured by KPS. For compliance purposes, Serco also required an audit trail of which path agents had taken through a process; this was now possible and a report was provided to detail this information. Being able to report on all interactions with the knowledge base was a benefit which Serco were quick to exploit. With no Management Information (MI) possible with the NEMO system, Serco were now able to see which processes are used most often and whether there was any variance dependent on shift times or geography.

Cath Pearson, Change Manager within Serco, commented, “We’ve never had the facility to produce this MI until now, the possibilities for gaining really useful insight into our operation are endless”.

Implementing a knowledge management system, rather than just a process repository, also meant that Serco were able to manage the flow of important information to agents, using the tool to distribute bulletins to the relevant teams.

A new template was created to allow the team managers to create bulletins as ‘required reading’ tasks which were immediately made available on the agents search home page, again with full audit trail on who had both received the bulletin and also marked it as ‘Read and Understood’. This powerful feature would mean that agents were always up to date with the information they needed to handle the diverse range of queries.

“This facility is a real ‘value-add’ for us. Having all the information for our agents in one place, with true management of that information, dramatically improves efficiencies”, remarked Cath.

Quick to implement, fast to create efficiencies

After only 3 months of implementation, Serco had configured all required processes and were ready to go live. Rollout was across all 6 sites and after a day’s training, agents were using the system to handle customer queries.

Cath also commented that “we are delighted to have come so far and at such speed due to the quick implementation time for this tool. I am excited by the KPS knowledge management system and its limitless application. The team is looking forward to analysing the metrics that can be gained from this tool, which will allow for continuous improvements”.

The key benefits include; being able to quickly update and add new processes, manage the flow of important information and audit all interactions. The addition of the Knowledge Management solution has improved the efficiency of the Contact Centre operation while supporting staff to provide outstanding service levels to customers.

Knowledge Powered Solutions (KPS) offers knowledge management software (Universal Knowledge) that helps organisations deliver operational efficiencies and at the same time improve customer services by providing immediate access to information at the point of need. Benefits include significant increases in productivity, reduction in operational costs, reduced training times and increased speed to competency for agents. Customers and stakeholders receive consistent answers to their queries and issues for improved service quality.

Universal Knowledge is being used as a business critical tool within help/service desks, call/contact centers, web self-service and shared service operations around the world (UK, USA, Canada, Australia and Middle East). It is empowering agents to deal with a wider number of queries and enabling end users to self-serve 24 x 7. Universal Knowledge enables organisations to capture and share their knowledge and expertise through a simple, easy to use end user interface.

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