knowledge17

WORK at LIGHTSPEED™

Do Your KB Metrics Tell a Compelling Story?

JENNIFER DELL-ERNSTROM
IT KNOWLEDGE MANAGER
NetApp

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servicenow

Speaker Introduction



NAME: Jennifer Dell-Ernstrom

TITLE: IT Knowledge Manager and Process Owner

FUNCTION: IT Service Operations

COMPANY: NetApp

EXPERIENCE: 5.5 years at NetApp; 6 years in EMEA with IT Services Operation / Shared Services Operations

EXPERTISE: KCS Practices v5 and v6 Certified Knowledge Manager

ACHIEVEMENTS: YOY growth in Unique Viewers: 48%; YOY growth in KB articles: 8% (Feb 2017 data). Successful de-customization of Knowledge Base workflows back to Out of the Box

CURRENT PROJECTS: Implementing Article Quality Index as key element to content quality control

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My Company



NAME: NetApp

INDUSTRY: Data Management and Storage

INDUSTRY LEADER in oil & gas, media & entertainment, financial services and healthcare industries

Creator of ONTAP, the world's #1 branded storage operating system

#1 in converged infrastructure capacity shipped

#1 in data replication software FY16 revenue: $5.55 billion

Fortune 500 Company

12K+ employees, 150+ locations, 50+ countries

5 data centers, 52 PB data center storage, 5,348 servers (75% virtualized)

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Agenda

- Introduction to IT Knowledge Base at NetApp - Context
- Metrics - Challenges
- How storytelling can help
- Examples and Demo
- Key Takeaways
- Q&A

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IT Knowledge Base at NetApp

WHAT METHODOLOGY?

Knowledge Centered Services (KCS)

www.serviceinnovation.org

HOW MANAGED?

Mix of Managed Service Providers (MSP) and employees

CULTURE THAT REWARDS LEARNING, COLLABORATION, AND SHARING

WHO?

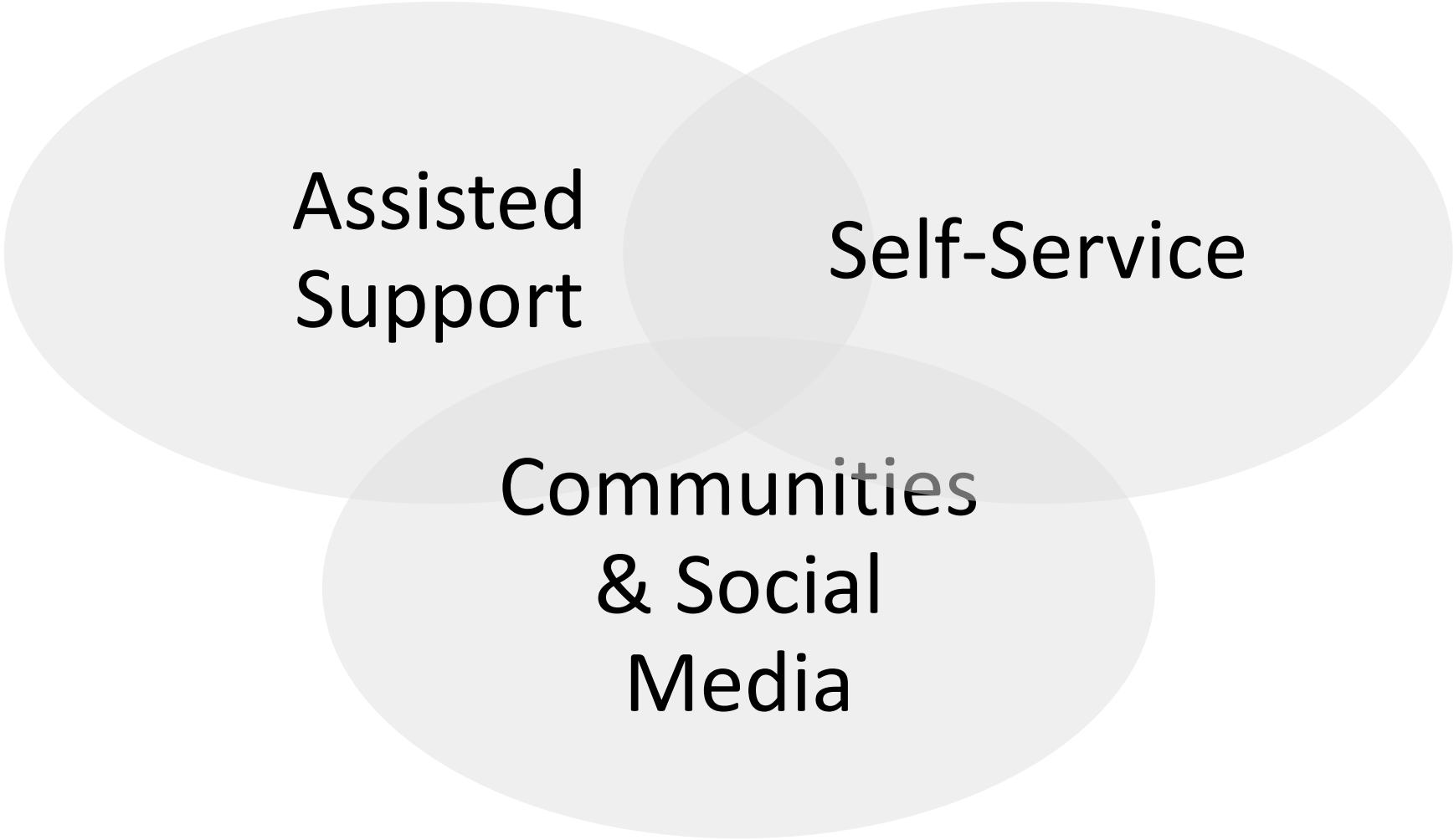
1 FTE Sunnyvale

0.3 FTE MSP Chennai

175 Authors

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Challenges – Measuring Demand for Support



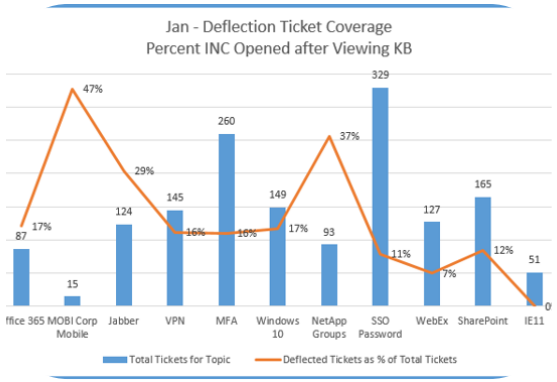
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Challenges – Measuring Demand for Support

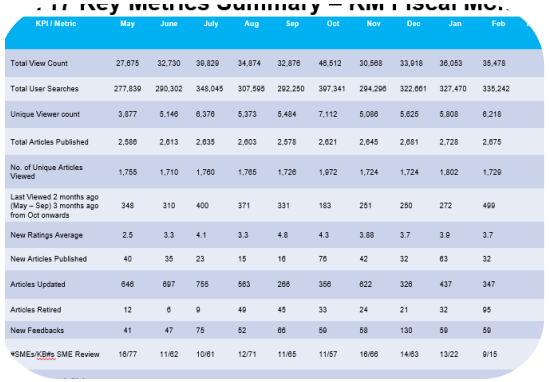


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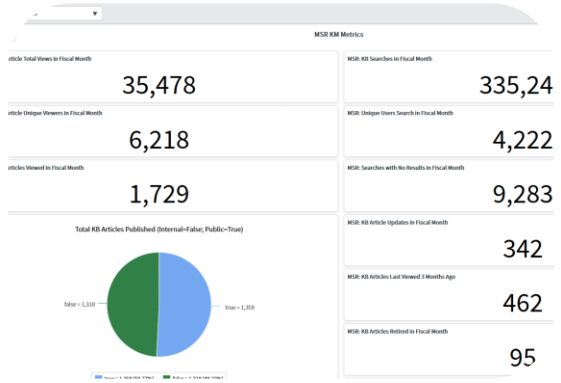
Challenges – Metrics Presentation Options Abound



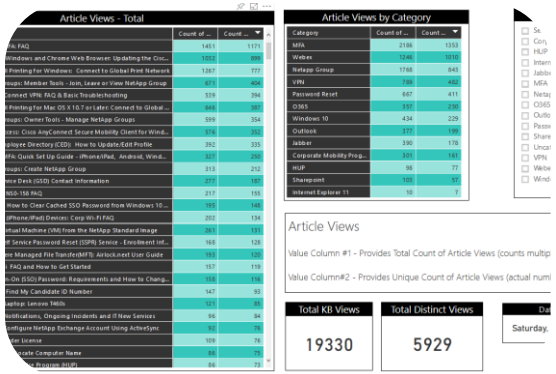
Excel



PowerPoint



ServiceNow Dashboard



Power BI

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Challenges – The KPI Conundrum

KB View Count

- KB Article Views
- Unique Viewers (participation rate)
- Types of Viewers
- Types of Articles Viewed

KB Use Count

- Tickets % with KB articles attached
- Use Count % by Support Groups

KB Search

- Total searches
- Unique user searches
- # no search results found

Process related

- # Created, Published, Updated, Retired
- Time to publish
- Article Quality Index (AQI)
- Submissions related
- Feedback and Ratings related

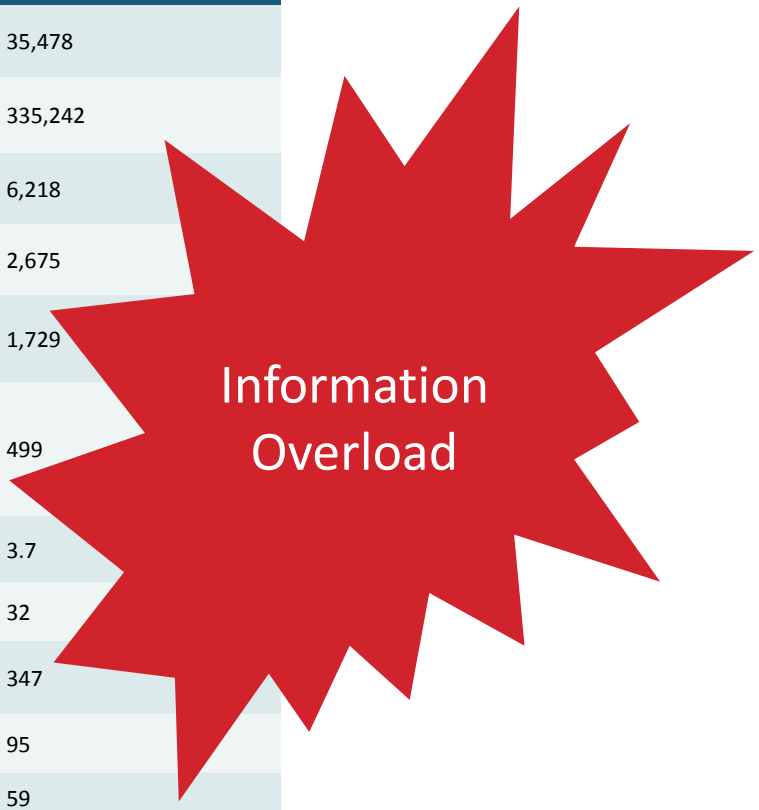
Support/Self Service

- Self Service use rates
- Ticket deflection to self service by topic areas
- First Contact (L1) Resolution Rates
- Time to resolve case
- New employee ramp time
- CSAT

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FY17 Key Metrics Summary – KM Fiscal Month

KPI / Metric	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
Total View Count	27,675	32,730	39,829	34,874	32,876	46,512	30,568	33,918	36,053	35,478		
Total User Searches	277,839	290,302	348,045	307,595	292,250	397,341	294,296	322,661	327,470	335,242		
Unique Viewer count	3,877	5,146	6,376	5,373	5,484	7,112	5,086	5,625	5,808	6,218		
Total Articles Published	2,586	2,613	2,635	2,603	2,578	2,621	2,645	2,681	2,728	2,675		
No. of Unique Articles Viewed	1,755	1,710	1,760	1,765	1,726	1,972	1,724	1,724	1,802	1,729		
Last Viewed 2 months ago (May – Sep) 3 months ago from Oct onwards	348	310	400	371	331	183	251	250	272	499		
New Ratings Average	2.5	3.3	4.1	3.3	4.8	4.3	3.88	3.7	3.9	3.7		
New Articles Published	40	35	23	15	16	76	42	32	63	32		
Articles Updated	646	697	755	563	266	356	622	326	437	347		
Articles Retired	12	6	9	49	45	33	24	21	32	95		
New Feedbacks	41	47	75	52	66	59	58	130	59	59		
#SMEs/KB#s SME Review	16/77	11/62	10/61	12/71	11/65	11/57	16/66	14/63	13/22	9/15		
NEAT KB Search (Unique Viewers/Tot View Count)	7/17	7/26	10/16	12/34	13/28	8/13	4/9	5/7	6/8	4/8		



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Challenges – Performance Measures & Process Maturity Level



Plan/Design KB

- Assess current state/gather baseline
- Build tools
- Set expectations



Adopt KB

- Train pilot team
- Use coaching
- Validate tool and tweak



Proficient KB

- Trend analysis
- Justify continued support



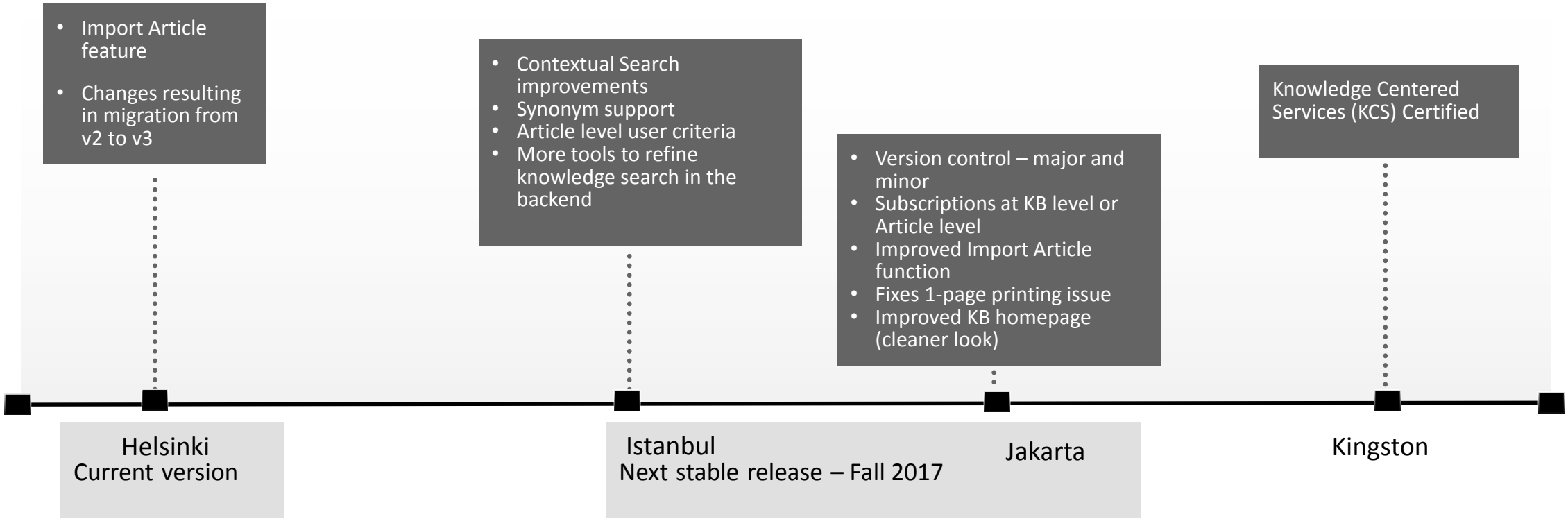
Leverage KB

- Deliver additional value to org

REFERENCE: “KCS Measurement Matters” http://library.serviceinnovation.org

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Challenges –
Releases are New Opportunities to Re-evaluate Metrics



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ServiceNow Releases

New Opportunities to re-evaluate

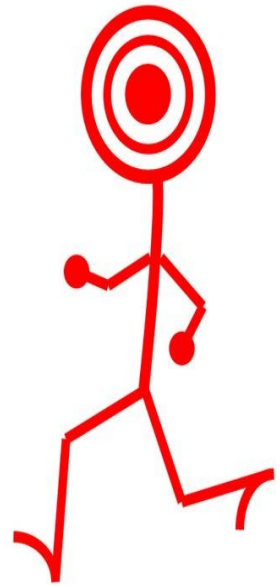
De-customized: New Fields!
Removed 12 Fields!
Simplified workflow!



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Lots of Challenges!

- Demand is dynamic
- Many presentation options



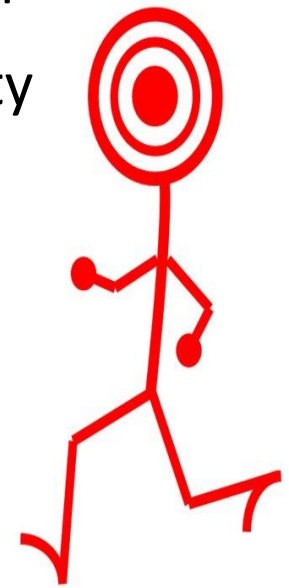


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Lots of Challenges!

- Demand is dynamic
- Many presentation options available
- So much data to choose from
- Focus depends on maturity level
- New releases > new functionality





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What Can Help? Metrics Framework Example

Baseline

- Know your baseline measurement – where you started, perhaps at 0

Actual

- Measure ongoing
- Example: 50% L1 Service Desk KB usage

Targets

- Set targets
- Example: 85% L1 Service Desk KB usage

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What is a Story?

- Adds meat to a skeleton
- Engages at a human level, not just on a mathematical level.
- Know your audience!
- How do you know if you are engaging someone?
  - You are confronted with questions, doubts, musings
- How do you know if you are successful?
  - Other people repeat your story!
  - Testimonials

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Metrics Approach

Metrics to report to Management

- Sent monthly and use fiscal months. Format was PowerPoint, now Power BI
- Highlights and Analysis provide storytelling opportunity

Metrics to manage KM processes, support workload, and quality

- ServiceNow Dashboards. Use calendar months

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Examples – the Good, the Bad, and the Ugly

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Executive Summary

Knowledge Management

Overall Health		
Area	Status	Trend
KM		↑

Service Review Items

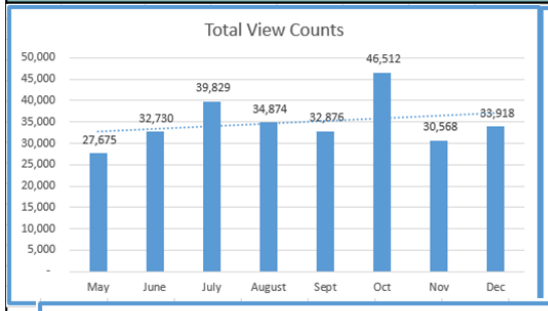
- **KB Articles Published in FM December:** 32
  - 24 Internal Articles. Examples:
  - 8 Public Articles Examples:

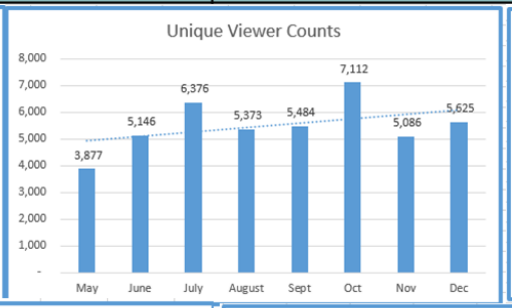
T KB Articles - December 2016 (fiscal month

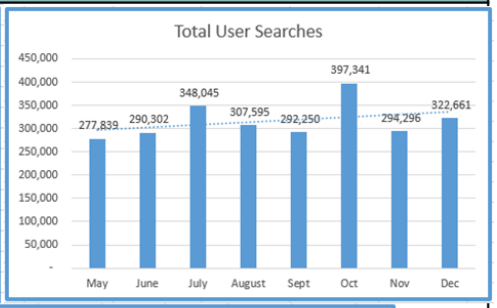
- **SME Ageing Report sent to 150 SMEs** – SMEs use this report to help them manage their content
- **Thank You Recognition to Adalberto Torres, L2 Desktop** – active engagement in KB content improvements and focus on improving the customer experience

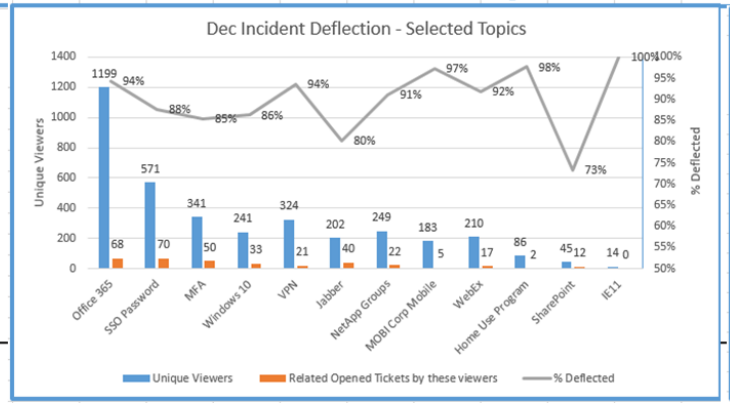
Service Improvement Initiatives

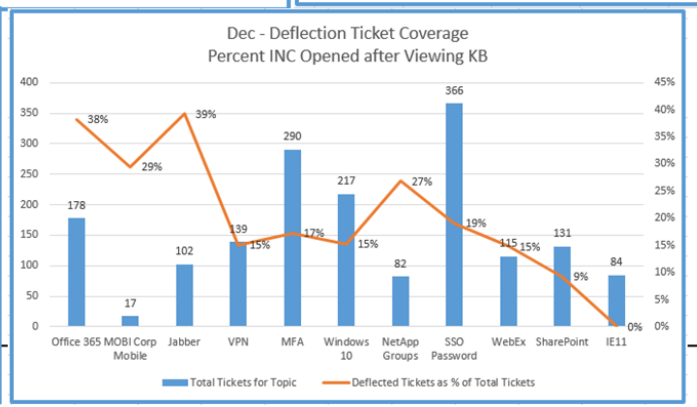
- **Build SN OOB Dashboards to enable L2 Teams and KM to access / drill down on performance metrics to identify improvement areas.**
  - Competed: Business Analytics Knowledge Dashboard, GTM and ProdOps Knowledge Dashboard, Knowledge Feedback, Knowledge Submissions, Knowledge MSR and ITIL Dashboards
  - In progress: Oracle ERP Support Knowledge Dashboard
- **Incident Deflection Goals**: Expand topic areas, shift resolution left to L1 and L0, and increase share of total incident coverage.
- **ServiceNow project to decustomize KM module**: Planning has started; target is April release











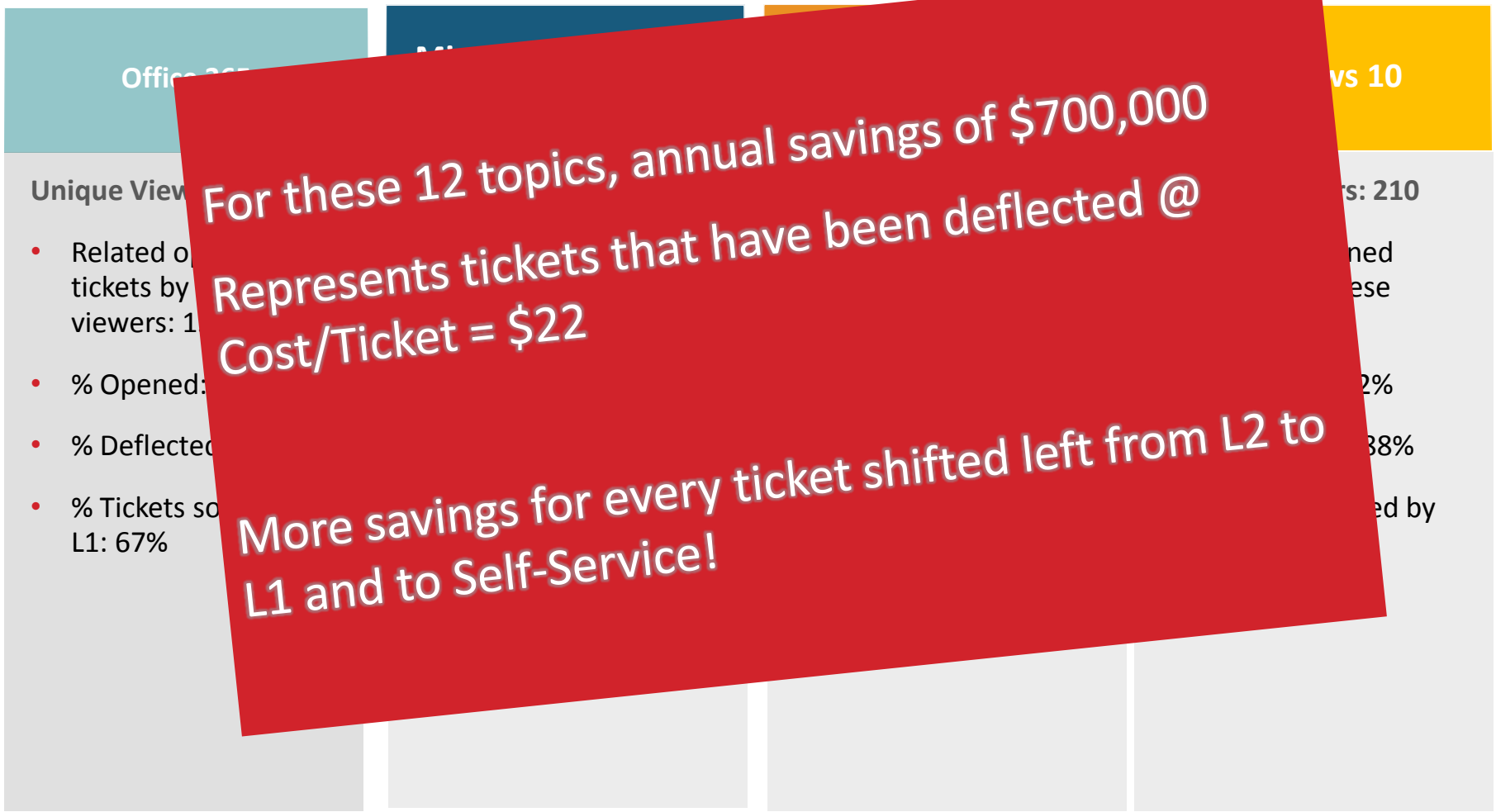
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Incident Deflection Analysis – January

Office 365	Microsoft Home Use Program	MFA	Windows 10
Unique Viewers: 319	**Unique Viewers: 98**	**Unique Viewers: 373**	**Unique Viewers: 210**
• Related opened tickets by these viewers: 15 • % Opened: 5% • % Deflected: 95% • % Tickets solved by L1: 67%	• Related opened tickets by these viewers: 0 • % Opened: 0% • % Deflected: 100% • % Tickets solved by L1: NA	• Related opened tickets by these viewers: 41 • % Opened: 11% • % Deflected: 89% • % Tickets solved by L1: 100% Includes NextGen MFA KB content	• Related opened tickets by these viewers: 25 • % Opened: 12% • % Deflected: 88% • % Tickets solved by L1: 48%

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Incident Deflection Analysis – Cost Savings



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KM Content Health Focused Metrics – ServiceNow Dashboard

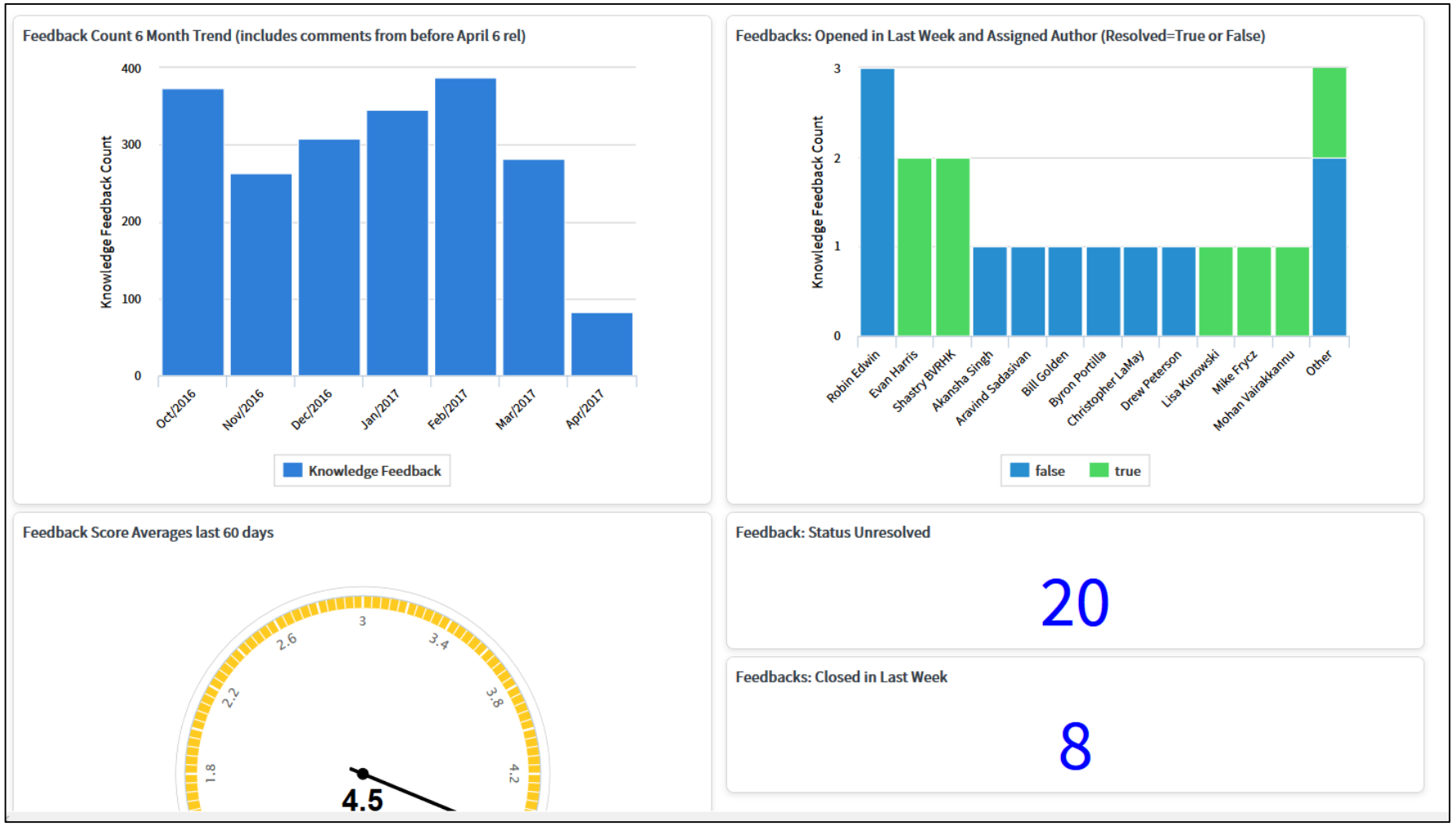
SUBMISSIONS DASHBOARD



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KM Content Health Focused Metrics – ServiceNow Dashboard

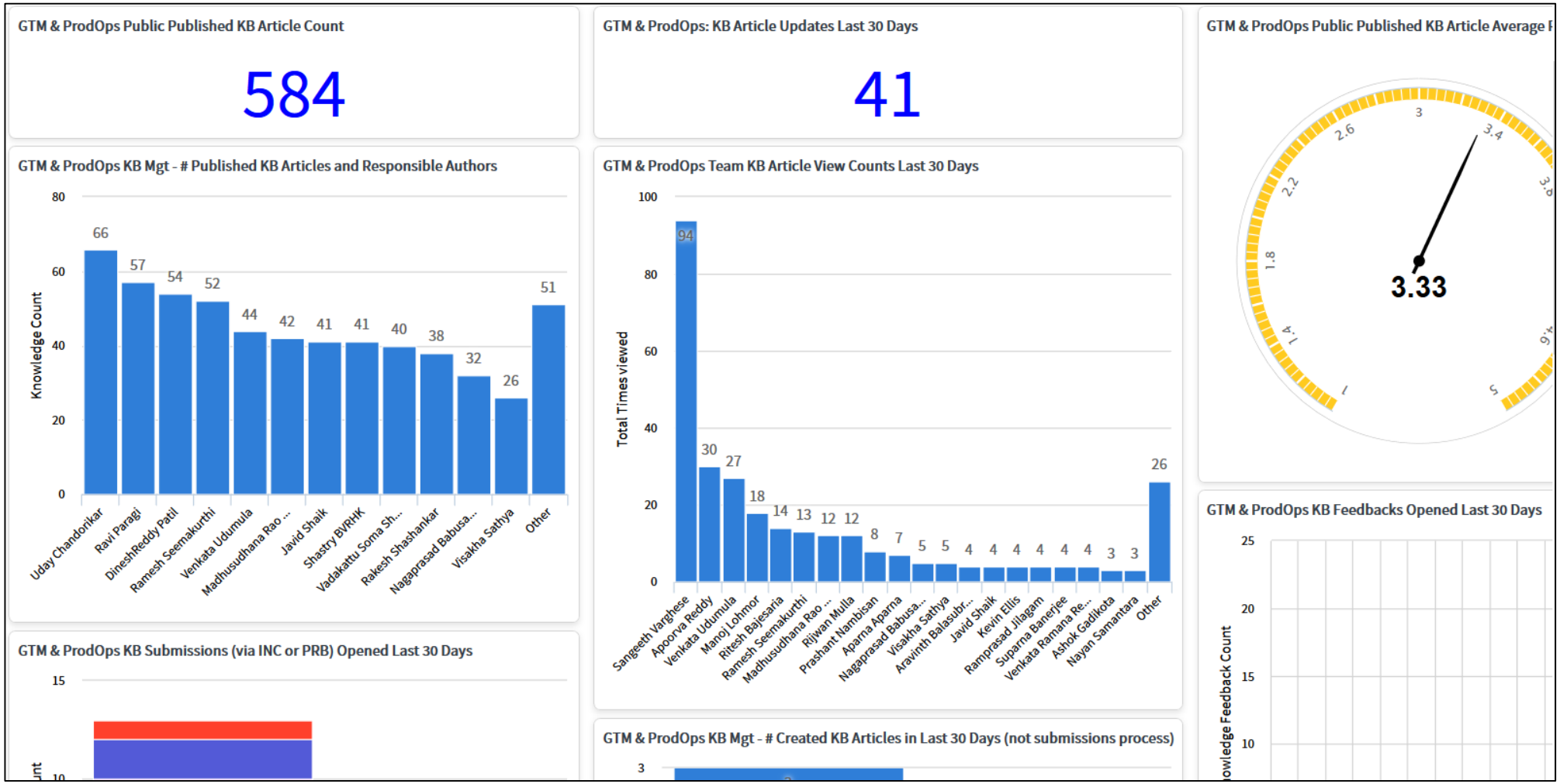
FEEDBACK DASHBOARD



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KM Content Health Focused Metrics – ServiceNow Dashboard

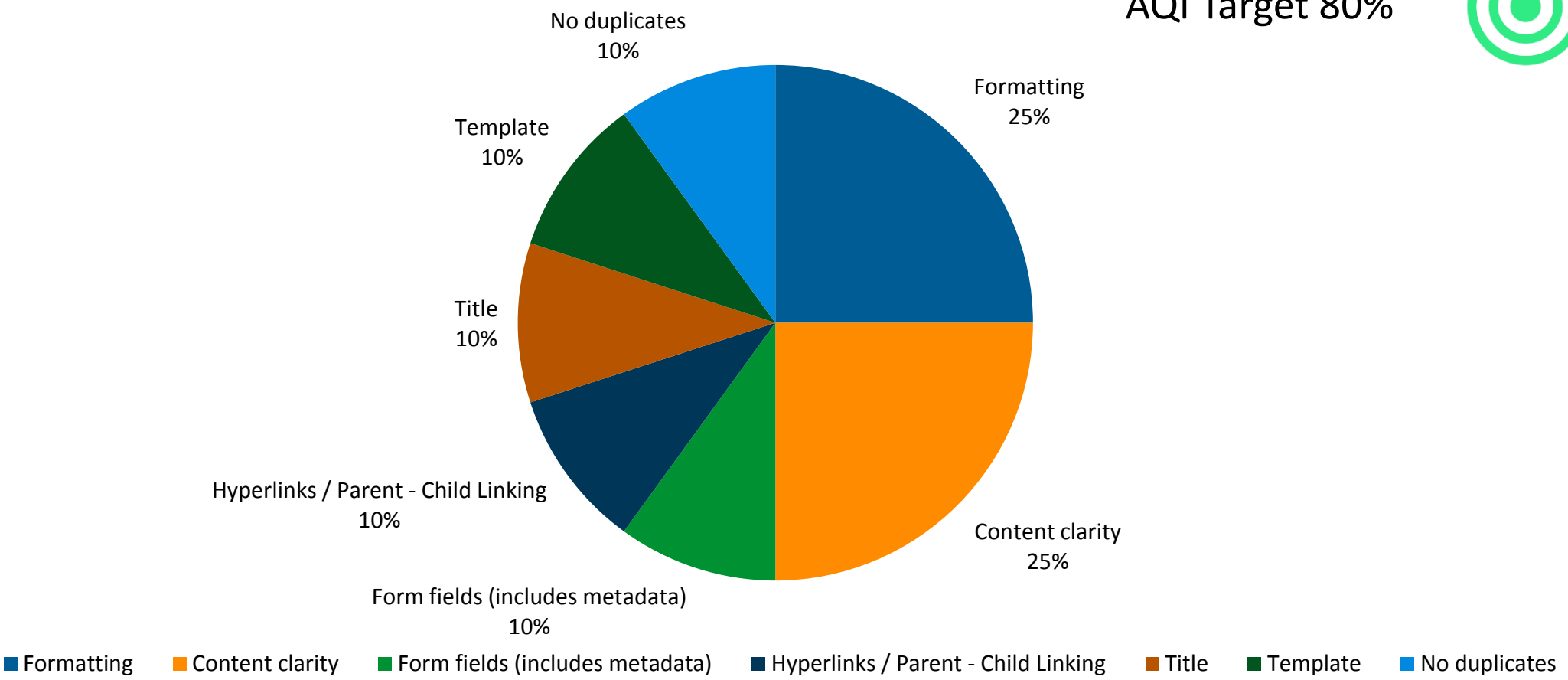
L2 TEAM DASHBOARD



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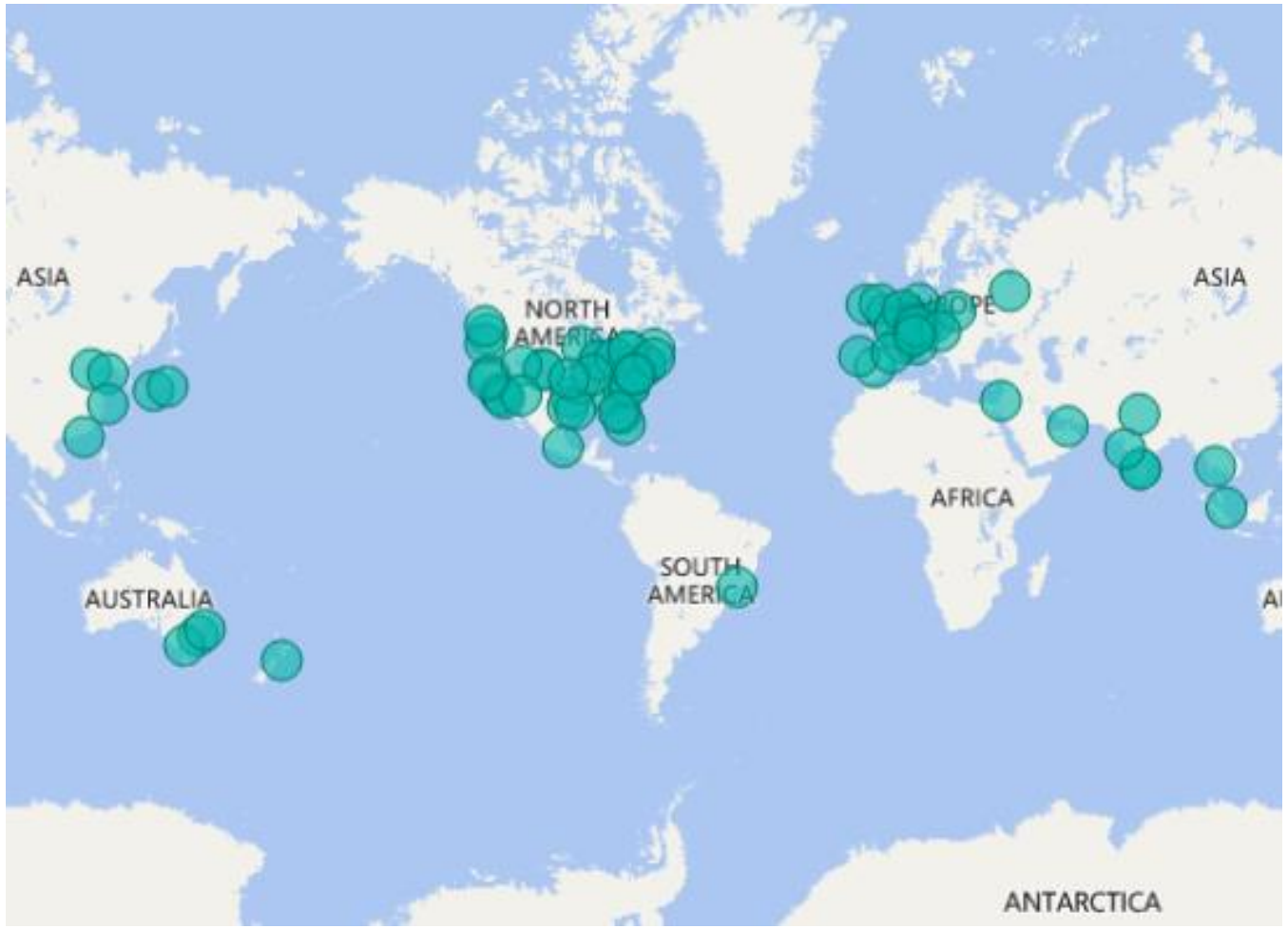
A Story in the Making… Article Quality Index (AQI)

AQI Target 80%



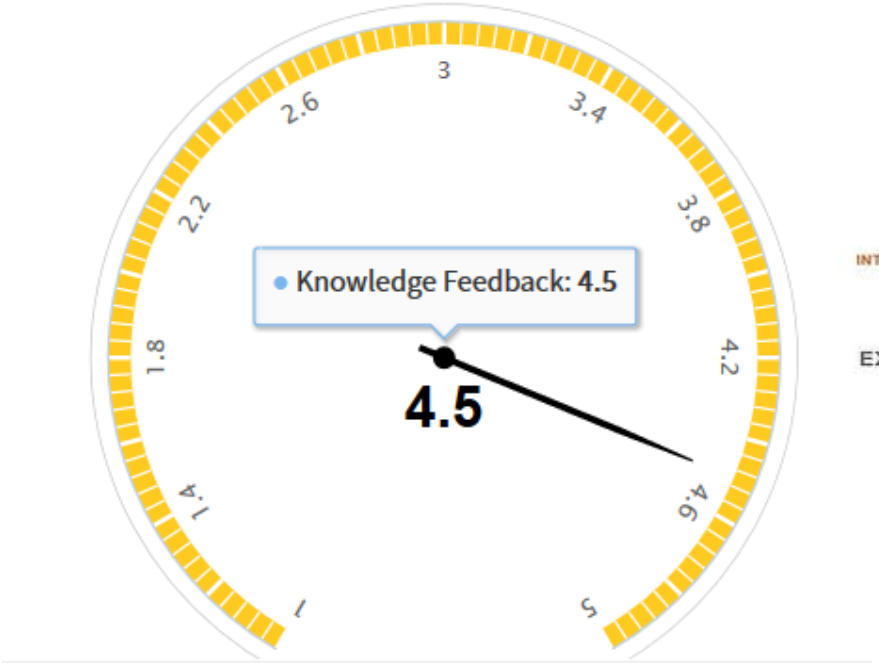
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Dashboard Demo – ServiceNow and Power BI



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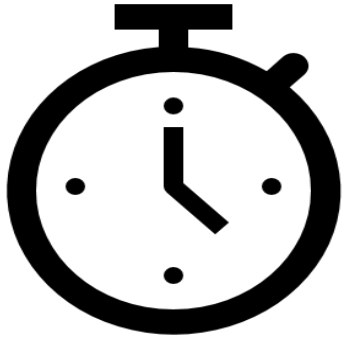
Lessons Learned



Short, Visual, Large



Experiment



Dashboards save time

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Top Takeaways

1

Telling stories with metrics can drive desirable change and lead people to imagine a different future

2

No ultimatums! Story must have a happy ending!



3

Metrics focus is dependent on many factors and shifts over time

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Thank You

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Q & A

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Take the Survey

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Thank You

Jennifer Dell-Ernstrom

IT Knowledge Manager

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