

How KCS Saved the Day and Four Million Dollars!: A Case Study

Liz Bunger

IT Support Knowledge Management Process Analyst, Paychex

ebunger@paychex.com

Session Description

What if the service desk could save your company four million dollars a year just by using self-service? You'd say, "Where do I sign up," right? This session, that's where! This case study-based session delves into the Knowledge-Centered Support (KCS) initiative implemented by Paychex, Inc., and details the benefits (and huge savings) they reaped in the process. You'll find out why and how they did it, what worked, where they seized opportunities, and how the successful implementation turned their service desk into an organizational anchor that led to a company-wide adoption of a KCS culture.

Speaker Background

Liz Bunger is an IT knowledge management process analyst with Paychex, Inc., where she is responsible for training within the service desk organization and managing all aspects of the knowledge management program, which includes the administration of the knowledge management tool, training, and analytics. Over the last several years, Liz has assisted multiple internal organizations with implementing effective knowledge management practices. Liz holds certifications in ITIL v3 Foundations and HDI Knowledge-Centered Support Principles, and is an HDI Certified Instructor.

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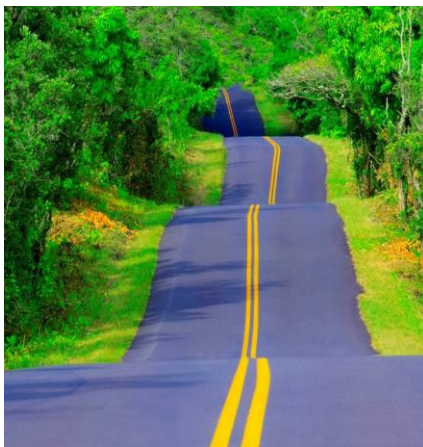
How KCS Saved the Day and Four Million Dollars!

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Too Much To Do!



Agenda



- Who we are
- Where we started
- Rollout
- Results
- Lessons Learned

Paychex, Inc.

Paychex, Inc. (NASDAQ: PAYX) is a leading provider of integrated human capital management solutions for payroll, HR, retirement, and insurance services.

- 605,000 clients
- Paychex pays one out of every 12 American private sector employees
- More than 100 locations
- 13,000 employees

IT Service Desk

- 215,000 contacts per year
- 125 employees
- Supporting 72 products



How Did We Get to \$4 Million in Savings?

- By 2012, 30% of employees used self-service at least once a month
- By 2016, 60% used self-service, 69% across all portals
- 45% of the time, people find the right article
- Average of 48,000 views per month
- Average cost per contact \$18.50 (HDI 2016 Technical Support Practices and Salary Report)

Background

- Existing knowledge scattered across shared drives, common errors, binders, tribal knowledge
- Proposed knowledge tool for years
- Simulation exercise solidified our business case



More Than Just a Tool

- Culture is key!
- Training
- Selecting the right coaches
- Make it fun



Overcoming Resistance to Change

- Senior management agreed to a decline in our SLA for the first 90 days
- Celebrate successes
- Set the right expectations and tie to performance



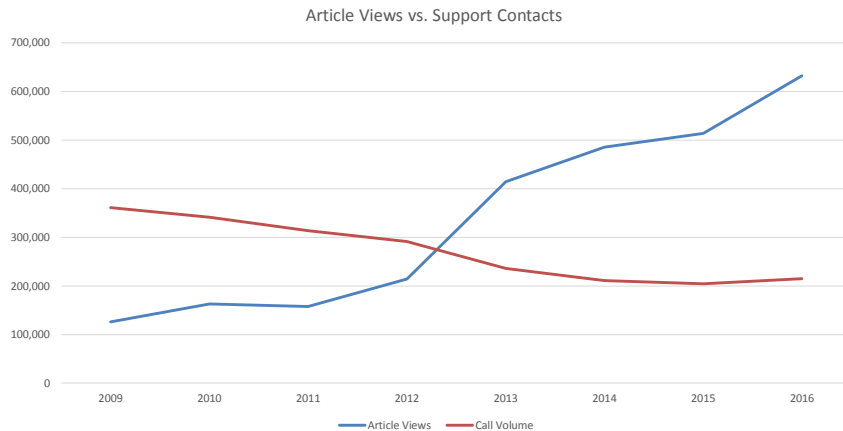
Results From Initial Rollout

- 45 days – Average Handle Time and Average Speed to Answer return to baseline
- One month – 98% of analysts believe KCS to be positive move forward
- Three months – 77% of incidents have knowledge linked

Self Service

- Nine months after initial KCS rollout
- 15% of employees visited each month in the first year
- Added self-ticketing one year after roll out
- Call volume decreased 5-8% year over year
- Able to realign headcount to proactive support practices, including Problem Management

Article Views vs. Support Contacts



More Than Call Deflection

- Problem trending – facts not feelings
- New hire ramp up time decreased up to 50%
- Customer confidence is up
- Analyst satisfaction is up



More Than Just IT

- Other groups saw our success
- Dissatisfaction with their current knowledge processes
- We were brought in as consultants
- Knowledge Council formed
- More than 20 groups throughout company doing knowledge management
- Groups following KCS are most successful

Lessons Learned for Success

Do

- Management buy in is key
- Cultivate the culture
- UFFA is key
- Report frequently enough to make it meaningful
- Keep the roadmap fresh
- Reward and celebrate success
- Make it fun!

Don't

- Make KCS a project, it's a culture
- Focus so much on the tool that you forget the culture
- Reward the wrong behavior
- Adopt auto-pilot
- Make it bureaucratic
- Think too small

KCS is a journey, not a
destination.

Contact me to share ideas:
lizpopebunger@gmail.com



Liz Bunger

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session.

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