

# The KCS Continuum

	Pre-KCS	KCS (adopting)	KCS v5 (current)	KCS v6 (next version)	KCS vN (Adaptive Org)
Business Model	<p>Primary focus on company</p> <p>Little customer presence</p> <p>Proprietary</p> <p>We know what they need</p>	<p>Customers as sales targets (consumption model)</p> <p>Thinking about open source concepts</p> <p>Read customer feedback but use automated responses</p> <p>Consistency valued and maintained with policies and processes</p>	<p>Standards convey expectations</p> <p>Private responses to customer feedback</p> <p>Take action when customers scream</p> <p>Partnerships established with small numbers of customers engaged in advocacy groups</p>	<p>Engage customer advocacy groups in product and service definitions</p> <p>Customer feedback public and visible</p> <p>Customer communities established</p> <p>Listen to customer's needs and provide customized/personalized services</p> <p>Cross LOB collaboration</p>	<p>Cross-vendor collaboration (federated networks)</p> <p>Value determined by customer health and success</p> <p>Relationships valued over process compliance resulting in highly personalized interactions</p> <p>Collective wisdom</p>

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	Major themes	Recent Discussions	Upcoming Discussions
Business Model	<p>Focus of the business</p> <p>Customer presence and engagement</p>	<p>Use of WebStorm @ Mentor Graphics</p> <p>Long Term Social Media Strategy</p>	<p>How to kick off a Voice of the Customer Program</p> <p>Utilizing the leadership framework to build a business strategy</p> <p>Strategies to enable enable/promote cross-organizational collaboration</p> <p>Practices and echniques for a customer centered-organization</p>

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<b>People</b>	<p>People are interchangeable and a means to an end</p> <p>Position in hierarchy predetermines power</p> <p>Reputation defined by position and volume of output</p> <p>Hierarchical decision-making</p> <p>External motivations reward doers and ranks them by output</p>	<p>Employees trusted to capture knowledge but not publish it</p> <p>Constrained by role, "you are an X"</p> <p>Reputation begins to be defined by output and knowledge contributions</p> <p>Limited self-selection of roles</p>	<p>People can't be interchanged easily due to growing specialization</p> <p>Employees trusted to capture and publish knowledge</p> <p>Emerging team orientation</p> <p>Intrinsic motivation begins to be utilized to ensure that people align to their interests/passions</p>	<p>Matrix management techniques in place</p> <p>Visibility to relevant work and the ability to opt-in for some scenarios and some people</p> <p>Reputation-driven</p> <p>Manage to the exceptions</p> <p>Both thinking and doing rewarded</p> <p>Collaboration network includes customers and other vendors</p> <p>Heavy use of collaboration and teaming</p>	<p>Aligned to purpose, not task</p> <p>Roles very unique and self-constructed</p> <p>Visibility to work granted to all and opt-in model utilized</p> <p>Thinking and good decision making rewarded</p> <p>Collaboration network includes customers and other vendors</p> <p>Ability to influence determined by leadership qualities</p>

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People	<p>Trust levels of customers and employees</p> <p>Decision-making process</p> <p>Visibility to the work and the ability to participate (opt-in)</p> <p>Rewards and recognition align to value</p>	<p>Success through Empowering</p> <p>How to Implement Swarming</p> <p>Motivation and Engagement Models</p> <p>KCS Academy and the Certification Program</p> <p>Engaging Late Adopters</p> <p>KDE Role and the B Loop Process</p> <p>Social Network Analysis to identify Coach candidates</p>	<p>Ideas/approaches to pilot swarming</p> <p>Mechanism to create and maintain dynamic, people profiles</p> <p>Requirements for a successful Opt-in model</p>

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Measures	<p>Contributions evaluated by measuring outputs at the activity and transactional level</p> <p>Organizational specific goals/measures</p> <p>Know the customer from the cases they log</p> <p>Examples: # cases closed, # bugs logged</p>	<p>Contributions evaluated by measuring transaction-level outputs including knowledge-related transactions</p> <p>Measure adherence to policy/process to determine quality and value to reinforce consistency</p> <p>Know customers from SRs and knowledge they use</p> <p>Examples: # solutions created, # reviewed, # feedbacks, customer satisfaction, cost per call, backlog</p>	<p>Contributions measured by transactions as well as usage and customer feedback as value indicators</p> <p>Use new versus known ratios to determine web success</p> <p>Know customers from cases logged, knowledge used and what they tell us</p> <p>Examples: web success including community utilization, customer loyalty, content effectiveness, customer satisfaction, team successes</p>	<p>Replacing transaction/activity metrics with those associated to customer health indicators</p> <p>Share goals/objectives/measures across organizations and teams</p> <p>Employee health and quality of life indicators</p> <p>Examples: more sophisticated content effectiveness indicators, employee stress, health of customer's systems, customer and employee loyalty</p>	<p>Cross-vendor reliance exclusively on employee health and customer health and success measures</p> <p>Examples: Brand recognition, content adoption, UI effectiveness, time to idea implementation, time to problem elimination, product usage efficiency, time to complete software upgrades, time to return to stability after health issue arises, new feature utilization</p>

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Measures	<p>Operational measures (processes)</p> <p>Customer focused measures</p> <p>Business success measures</p> <p>Measurement sophistication (cross-functional measures)</p>	<p>Value of Content @ Symantec</p> <p>New Versus Known Study</p> <p>Measuring self-service use and success</p>	<p>Update the strategic framework to include stronger organizational alignment</p> <p>Symantec and Oracle's Content Effectiveness Scorecards</p> <p>How to introduce customer health and success measurements</p> <p>Measuring collaboration, teams and cross-functional shared objectives</p> <p>Continuing the work on a model to measure who is creating value - for individuals and teams</p>

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<b>Process and structure</b>	<p>Process reinforces linear hierarchies which exclude customers</p> <p>Innovation happens only when it aligns to the process</p> <p>Heavy change management processes keeps them static and slow to change</p> <p>Policies and processes reinforces consistency</p> <p>Likely to utilize tiered support model</p>	<p>Very structured knowledge capture and publish process</p> <p>Emphasis on consistent process and use process change management as people change management</p> <p>Customer feedback managed through rigorous process</p> <p>Might see elimination of some tiers of support</p>	<p>Utilize structured coaching process to enable publishing</p> <p>Trust conveyed through certifications and validation reviews</p> <p>Might see total elimination of support tiers</p> <p>Early utilization of team collaboration including for knowledge capture</p>	<p>New content and improved content immediately visible</p> <p>Customer content contributions accepted and customer feedback visible</p> <p>Rapid and increasingly personalized responses to customer needs</p> <p>Utilization of preemptive support based on customer health indicators</p> <p>Flexible process frameworks</p> <p>Swarming enabled with manually designed teams</p> <p>Social media enabled</p> <p>Predictive modeling used to identify exceptions</p>	<p>Culture of immediate problem elimination</p> <p>Self-organizing teams that come together to meet a need and disband when that need is resolved</p> <p>Fluid, highly adaptive and very tolerant of change to process</p> <p>Process framework flexible so that it adapts to allow personalized interactions</p> <p>Fluid and highly personalized roles</p> <p>Customer fully embedded in all processes</p> <p>Innovation is integrated into the culture and happens real time</p>

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<b>Process and structure</b>	<p>Boundaries, collaboration reach, relevance and diversity</p> <p>Presence and influence (internal to external)</p>	<p>Discussion on Swarming</p> <p>Social Media Framework</p> <p>Conveyer Belt Publishing Model @ Symantec</p> <p>KCS 5.0</p> <p>KCS with Outsourcing Partners</p>	<p>Implementing Social Media in support; how and when to listen, learn, influence and engage</p> <p>Designing an integrated multi-channel support model</p> <p>Continuing work on theSwarming practices and techniques</p>

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<b>Technology</b>	<p>Proprietary</p> <p>Multiple user interfaces</p> <p>Multi-year development timeline</p> <p>Heavy requirements gathering process that requires multi-organizational silos</p> <p>Technology innovation follows this multi-year timeline</p> <p>Little to low user input to requirements</p> <p>No personalization enabled</p>	<p>Limited and manual personalization</p> <p>Separate applications but with a unified access point</p> <p>Users not involved in development process until UAT when changes are difficult to make</p> <p>Single source search experience</p>	<p>Multiple applications, users are the integration</p> <p>Early users involvement in the development process, includes UAT</p> <p>Technology solutions only responsive to the survival needs of the users</p> <p>Search experience includes multiple sources</p> <p>Manual profiling for customers and employees</p> <p>Employee profiles typically used for case routing</p> <p>Social media technology enabled include RSS feed and chat</p>	<p>Application integration becomes invisible to the end users</p> <p>Multi-source search experience that includes people in the search results</p> <p>Rapid development process with early crowdsourcing</p> <p>Dynamic and automated customer profiles</p> <p>Integrated social networking tools</p> <p>Highly personalized experience for end users based on dynamic profiles</p> <p>Multi-lingual translation capabilities</p>	<p>Pre-emptive diagnostics</p> <p>Knowledge integrated into customer system information</p> <p>Knowledge objects dynamically built based on customer needs and profiles</p> <p>Heavy use of open source code to facilitate crowd-sourced development and nearly on-demand functionality</p> <p>Technology works on any device anywhere</p> <p>Easily configurable/customizable for each user</p>

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<b>Technology</b>	<p>Closed loop user participation in the design and development process</p> <p>Timeliness and responsiveness of technology to user needs</p> <p>Integration of dynamic profiles to personalize the experience</p>	<p>Prototype of Integrated User Interface</p> <p>User interface design requirements</p>	<p>How to implement crowd sourcing into your tools development cycle</p> <p>Discussion on who owns IT and does it matter?</p> <p>How to implement the capture of dynamic profiles for users</p> <p>Creating multilingual knowledge solutions and machine translation</p>

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<b>Knowledge Assets</b>	<p>Knowledge known captured only in case files</p> <p>Nothing shared with customers</p> <p>Might see utilization of an internal knowledge base</p>	<p>Break fix knowledge captured from cases and inserted into the knowledge base</p> <p>Might see some portion made visible to customers after extensive review process</p>	<p>Knowledge solution expands to include break-fix, consultative objects and includes the profiles of people</p> <p>Expansion of customer visible knowledge base</p>	<p>Account profiles and install base knowledge enables pre-emptive delivery</p> <p>Knowledge solution expanded to include customer-generated knowledge</p> <p>Integration of knowledge assets to provide personalized knowledge solutions</p> <p>Multi-lingual knowledge solutions</p>	<p>Knowledge assets integrated into product experience</p> <p>Utilize dynamic profiles to connect people to people and people to knowledge</p> <p>Cross-vendor knowledge sharing and knowledge access</p>

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<b>Knowledge Assests</b>	<p>Increasing customer visibility and participation</p> <p>Utilization of dynamic profiles to personalize the experience</p> <p>Integration of knowledge into product experience</p>	<p>Conveyer Belt Publishing Model @ Symantec</p> <p>Swarming and people profiles</p>	<p>How to prepare your knowledge assets for integration or how to tag your knowledge assets to enable dynamic reuse based on customer intent</p> <p>Engaging the customer in the content development and maintance process</p>