London Business School

# Shaping self-service for the future

Kate Sandall

#### About London Business School

One of the world's top business schools

Founded in 1964

Over 2,000 degree students from 109 countries

10,000 professionals on Executive Education programmes

100+ faculty from 31 countries

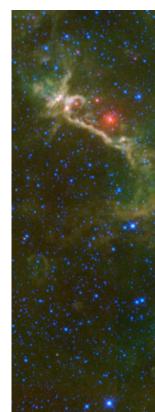
44,000 alumni across 155 countries



At London Business School, we strive to have a profound impact on the way the world does business, and the way business impacts the world.



#### About me



25+ years in IT



Primarily Service Desk focused

When I grow up I want to be an astronaut



#### About IT



#### Currently SupportWorks

Switching to Hornbill Service manager Manual processes 800 desktops, 200 laptops + students, alumni, faculty

3000 calls per month, 6 SDAs (+2)



London Business School

# Unexpected item in the bagging area!

Why **IS** self-service so popular?

#### Who is Self Service really designed for?

Quicker!

Cheaper!

Shorter queues!

Customer Empowerment!



London Business School

# Why is LBS implementing self-service

Is it for our benefit, or the customer?

#### Why is LBS implementing self-service?

Who really benefits?

- Call volumes are high
- Visibility of call status to customer
- Allows 24x7 logging
- Calls directed to the right analyst or team
- Improved information capture
- Alternative support channel
- $\odot$  Lowers the cost of support
- Analysts spend more time on resolutions or complex issues
- ${\rm \circ}$  Empowers the customer

Transferable lessons

- $\circ$  Deliver what you promise
- Provide the customer with control over the process
- Don't deliver frills with no value
- Cultural considerations are critical
- Consider which transactions you switch to self-service
- $\circ$  Get the technology right
- Provide alternative methods of contact
- Make sure the customer leaves feeling like they've had a good experience

London Business School

# How do we get people to use it?

And how do we get them to keep coming back?

#### Getting customer engagement

How do we encourage adoption?

# **OStrategic alignment**

- Demonstrate business value
- Customer modelling
- o Customer engagement in design
- Customer experience
- $\circ \, \text{Messaging}$
- Knowledge Management

## Strategic alignment

## **ODemonstrate business value**

- Customer modelling
- o Customer engagement in design
- Customer experience
- $\circ$  Messaging
- Knowledge Management

## Strategic alignment

Demonstrate business value

# **OCustomer modelling**

- Customer engagement in design
- Customer experience
- Messaging
- Knowledge Management

#### Fred, Finance Faculty

Goals & Values Providing a good teaching experience & receiving positive student feedback. Producing valuable research, increasing chance of tenure. Getting research & books published.	Challenges and Pain Points Heavy workload, limited time filled with teaching, research & travel commitments. Needs us to operate to his schedule, not vice versa. Has to rely on technology he is not quite comfortable with to deliver a 21 <sup>st</sup> Century teaching experience.	Who are the users?
Use Habits Irregular user of technology. Infrequent caller to the Service Desk. Tends to log incidents rather than service requests. Teaching-associated so generally high priority. Visits must be arranged to his schedule.	Objections Doesn't have time to train for new business processes or IT systems. His requirement is urgent – self service will be slow. Too busy to waste time trying to figure out an online form, would rather have his assistant call.	

#### Sally, Staff member

Goals & Values Providing great, efficient and timely support to the Faculty for whom she is responsible. Handling student enquiries efficiently Easy and efficient ways of making requests to IT and other departments with whom she collaborates	Challenges and Pain Points Heavy workload, limited time, time- critical commitments. Relies on multiple systems to be available at all times. Expected to be able to provide status updates and reassurances	Who are the users?
Use Habits Constant user of technology. Frequent caller to the Service Desk. Logs a lot of service requests and incidents, many on behalf of other people. Incidents can be on behalf of other people, and if teaching-associated then high priority.	Objections Doesn't have time to train for new business processes or IT systems.	

- Strategic alignment
- Demonstrate business value
- Customer modelling

# **OCustomer engagement in design**

- Customer experience
- $\circ$  Messaging
- Knowledge Management

- Strategic alignment
- Demonstrate business value
- Customer modelling
- o Customer engagement in design

# **OCustomer experience**

Messaging
Knowledge Management

Stages
Initial consideration
Engagement
In progress
Completed
Evaluation

### Questions

- What questions or concerns do they have at this stage?
- What information do they need to answer/address their questions?
- What action/outcome do we want from the customer at this stage?
- What channels is the customer using to get information at this stage?

- Strategic alignment
- Demonstrate business value
- Customer modelling
- Customer engagement in design
- Customer experience

# Messaging

Knowledge Management

- Strategic alignment
- Demonstrate business value
- Customer modelling
- Customer engagement in design
- Customer experience
- $\circ$  Messaging
- **oKnowledge Management**

# The future?

References

**Internet Retailing:** Who Needs Humans? Half of shoppers prefer to use self-checkouts Paul Skeldon. 19/09/2018