

Knowledge is key

to Unlocking Top 7 Challenges of Global
Support Organizations



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Table of Contents

03	Introduction
04	#1: Complexity of Managing Global Services
06	#2: Multi-Channel Delivery of Support
09	#3: Lack of Cross-Functional Internal Team Coordination
12	#4: Multi-Cultural, Multi-Language Support
14	#5: Limited Customer Success with Self-Service
17	#6: Inability to Maintain Relevant Knowledge
20	#7: Inconsistent Customer Experience
22	Case Study: The Customer Care Center at Volvo Car Sweden
25	Conclusion

Introduction

Companies face a rapid pace of change in the global market. Knowledge management is a key success factor to innovate strategies and deliver exceptional services on a global scale. But knowledge is often embedded in functional silos with an overall lack of coordination. A company's ability to share knowledge is shaped in the corporate culture.

Customer interactions are a critical source of knowledge for companies but represent only one aspect of the complete knowledge value stream. Executive management must prioritize efforts across the knowledge value chain and align those efforts with the strategy of the company. A robust knowledge strategy should align customer knowledge captured through transactions and relationships and internal knowledge captured across service and support teams with the improvements in products and services.

Technology is connecting consumers with companies across multiple different channels. Organizations capture knowledge about customers, from customers, and for customers. As part of a global delivery strategy, companies need to include customers into the knowledge value stream strategically.

Companies can no longer afford to be stuck in out-of-date ways but instead, respond and react to customer's demands for highquality and personalized experiences. A company's success depends upon its ability to engage in a knowledge management strategy that focuses on the information exchanges of all stakeholders in the knowledge value stream.

How can an organization ensure that knowledge is shared and used to improve products and services, power innovation, and drive competitive advantage? This white paper identifies seven strategies for knowledge management that target the everyday challenges of a global service and support organizations.



CHALLENGE #1: Complexity of Managing Global Services

The result of a customer's purchase of a product or service is two primary points of value: the customer's consumption of the product or service and the provider's increase in revenues or profits. However, the purchase represents only one aspect of the relationship. The knowledge management value stream begins much sooner when a customer starts the discovery process by visiting a company website or reading a product review and continues throughout the relationship between the consumer and the company. The data gathered about customers is more valuable to a company than the sale itself.

To manage global services successfully, knowledge is critical in developing appropriate strategies that not only identify the needs of the customer but also align the products and services with the customer's needs. By

analyzing, studying, and comparing knowledge, the organization is more likely to identify and take advantage of opportunities in the market. According to a study completed by American Express, 62% of consumers agree that service insight and knowledge is key to a good customer experience. The more a company knows about customers, the more likely that services are managed and delivered to meet customer's needs.

Risk Factors

The problems with global delivery are with complexity. 89% of customers will choose a different company after having a poor customer experience, and they will not come back (Harrison Interactive). With multiple channels, multiple products and services,



differences across counties, laws, and regulations, managing delivery in a global market is becoming increasingly complex. And customers are becoming more demanding of service providers: 51% of customers believe a business needs to be available 24 hours a day, 7 days a week (Techcrunch). It is not enough for a company to react to changing trends in the market; 69 % of global customers also prefer brands that offer proactive notifications and services (Apiant).

Global service providers have an even higher risk without substantial input from customers across the entire service delivery. Without data-driven strategies, providers are likely to experience loss in customers, loss in revenues, and lack competitiveness in the market.

Data-driven Customer Strategies

To combat the complexity of global delivery, an organization needs to have a highly-collaborative environment where teams share knowledge across functional silos and geographical boundaries. The stronger the customer-centric culture of the organization, the more likely the organization will develop a 360-degree view of the customer's needs, wants, and expectations and empower significant improvements in customer satisfaction.

A global delivery organization requires a strategy that focuses on the cultivation of collective knowledge across organizational boundaries.

All new business systems will incorporate continuous intelligence using real-time context data to improve decisions. With advancements in technology, the use of artificial intelligence and machine learning can help service organizations to analyze historical trends, predict future trends, improve products, and target the right customers to increase market shares.

Collective intelligence is potentially transformative for service providers, and in today's market and fast pace of change – it is instrumental to long-term survivability.

*89% of customers
will choose a different
company after having
a poor customer
experience and they
won't come back*

(Source: Harrison Interactive)

Risk Factors

The loss of connection with customers who use multiple channels is a significant risk to organizations. To the customer, the disjointed transaction results in repeating information, repetitive work, and longer resolution times. Behind the scenes, the business processes are siloed and separate. Additionally, without a consolidated view of the customer experience across channels, the business can also lose visibility into the potential opportunities for additional value-added actions.

The complexity of managing unified support across multiple channels is significant. A service provider should ensure that new channels are added only if the new channel can be successfully integrated into the existing support processes and infrastructure.

Interconnected Digital Channels

Ideally, if an organization can afford to implement a fully integrated system that unites all desired support channels – the result can help to avoid the frequent lack of consistency in the customer experience. However, not all organizations can afford to throw out what they have today and instead can elect to unify channels through manual processes or expensive integration of diverse systems.

To do this effectively, the organization must carefully plan how to integrate multiple systems in the support processes and ensure that all staff are trained in how to use the interconnected channels.

One solution is to combine multi-channel customer data with your internal data to create a 360-degree view of the customer experience. A federated approach will give the service provider the needed visibility into the end-to-end customer experience, even though different channels and functional groups may use different systems. Easing the transition between channels of support and maintaining the context and customer history across channels will increase customer loyalty and increase selling, cross-selling, and upselling.

9 in 10 consumers want absolute omnichannel service and they expect a seamless experience when moving from one communication method to another

(Source: NICE inContact)

Once a federated view into the complete customer experience is created, the service provider can then begin to pursue adding artificial intelligence and machine learning to analyze the customer data and help the service provider to gain valuable insights and trends. AI technologies help companies to collect data from every interaction and gain useful insights and use that information to improve the overall customer experience. The use of chatbots, for example, is also well suited to an environment where knowledge is consolidated across systems – ensuring that one source of knowledge is used to train the chatbot on common requests and interactions.

Internet of Things (IoT) is a new channel of data not only about customers and products but also about how customers are using products and should be integrated into support model as an essential method of data collection to drive proactive support. The service provider can use the data gathered to automate fixes for issues identified from connected devices proactively, including scheduling maintenance, notifications when replacement parts are needed, and automation of scheduled events.

As the organization embraces advancements in diversifying channels with artificial intelligence and IoT, new channels will require a seamless handoff between AI to human agents without starting over. Again, information from one channel must be provided to other channels to ensure the customer feels as if it is one interaction – otherwise, they will be less likely to use self-service and AI virtual assistants for future needs. For the service provider to put omnichannel and customer experience at the forefront of your organization’s support strategy, a federated view of the customer experience is required.



CHALLENGE #3: Lack of Cross-Functional Internal Team Coordination

Another significant challenge of the global service provider is a lack of coordination across functional teams, geographical boundaries, and diverse infrastructures. Businesses expect higher value from support services instead of operating as a cost center, which requires greater efficiencies across the organization and sharing collected knowledge more effectively. While an organization may understand the benefits of cross-functional coordination, changing the culture to embrace the necessary changes is a significant challenge.

In the knowledge economy, the organizations that are achieving advancements in innovation

and ousting traditional brick and mortar companies have strategies that focus on knowledge as the core asset of the organization. For the service provider to gain insights to drive strategies, the knowledge value stream requires the exchange and flow of information among all stakeholders. The knowledge across the value stream is needed to guide and support the development of new competencies while overseeing and managing the existing delivery of services.

In most service providers, data is fragmented and siloed, and little thought is given on how to maximize the value of data when implementing a



new product or service. An expanded view of the customer experience across cross-functional teams and channels – the ability to see the whole service delivery from the different perspectives of all stakeholders is invaluable and must be part of every teams' core performance requirements. From the customer's perspective, customers expect to have access to knowledge across functional teams and are often frustrated when going to a service organization's website and not finding the answers they need. The knowledge does not belong to the organization but instead belongs to the customers who generate it and those who benefit from using it. A knowledge management strategy should engage customers and stakeholders to engage in actively contributing and enable the stakeholders in using knowledge.

Risk Factors

If an organization does not break down functional silos and begin capturing knowledge across the service and delivery lifecycles, the risks are higher costs and loss of critical knowledge needed to serve customers. Additionally, the customer experience can suffer when customers are required to work with multiple teams, often with significant delays in getting a resolution.

Co-Creation of Knowledge (Customers, Support, Functional Groups)

A global service provider must build knowledge management into the core values of the company. The co-creation of knowledge across subject matter experts and user communities is a game-changer for service providers. The service provider should focus on developing explicit connections between business values and knowledge management strategies. Most service providers have some strategy to retain transactional knowledge from interactions with customers. The focus of knowledge management should be on both support and business knowledge but also should include knowledge contributed from customers in online communities.

75% of cross-functional teams are dysfunctional

(Source: Harvard Business Review)

Senior management must also be involved in the knowledge management co-creation processes to prioritize opportunities identified from analysis of gathered knowledge, develop supporting strategies, and to eliminate the barriers to organizational change. Co-creation of knowledge identifies knowledge sources about customers, for customers, and from customers. From a richly diverse collection of knowledge assets, the service provider can not only understand how to provide support to customers more effectively but also can use the knowledge to exploit new opportunities. The benefits of a successful knowledge management strategy are operational effectiveness but also can drive the improvement of existing services and the introduction of new services aligned with customer needs.

The co-creation of knowledge should span across customer relationship management, product development, and service and support teams. Improvements in existing services are possible when knowledge management is KM integrated into and aligned with the product development lifecycle. Product teams contribute

to the internal support team's knowledge systems and improve products to align with customer needs.

From a broader perspective, knowledge management should also be connected to the organization's content management, document management, training and skills development, learning management system (LMS) courses, and corporate communications. Knowledge content linked to the corporate LMS for development and improvement courses will not only help internal teams to learn the required skills but also can be used to help customers learn how to use products and services more effectively.

Customer participation in knowledge sharing communities can help to shorten development time, control costs, and reduce uncertainty in the innovation process while customers gain in innovations that meet their expectations and needs. The company must be trusted by the customer for information exchange to occur. Customer feedback from support interactions and comments in online communities are invaluable insights for the product development teams. The complete customer experience would ensure that knowledge is co-created during interactions with customers, with product development teams about customers, products, markets, and suppliers, and with customer relationship teams about customer's purchase history, usage, and present and future needs.

CHALLENGE #4: Multi-Cultural, Multi-Language Support

A word of caution for global service providers, do not underestimate the complexity of being global. Linguistic diversity emerges as one of the significant challenges to the operations of multinational service providers. The notion that one language fits all could impoverish innovation and creativity, leading to monocultural and standardized patterns of thinking, and stifles continuous learning. It is a costly mistake for global service providers to ignore large populations of different language speaking customers.

Service providers are challenged with understanding what processes and procedures can be globally implemented and what practices would be locally responsive. Language diversity is often approached in an ad hoc way rather than being a deliberate plan and part of the service provider's overall strategy. It is necessary to permit customers and users to contribute knowledge in languages other than English. Providing knowledge and resources in one language, limits the number of users of the materials immediately, no matter what language is chosen. The lack of diversity negatively impacts the brand of the service provider.

Additionally, when corporate communications are only issued in one language, corporate

communications not understood by customers globally. Using one language will result in an inability to communicate with and engage the entire customer community. When customers feel that their needs are not understood, they will complain. A study by Freshworks shows that 46% of global customers voice their appreciation or displeasure of service experiences on social networks, thus creating a negative image of the brand.

Risk Factors

When a company lacks diversity and inclusion of multiple languages and cultures, the result is a loss of new customers and poor retention of existing customers. 33% of customers who abandoned a business relationship last year did so because personalization was



lacking (Accenture). Service providers must balance the delivery of global services with the ability to meet local customer needs. By providing multiple languages, the service provider personalizes the experience on a worldwide scale.

Create an Inclusive Support Community

Linguistic diversity should be viewed as a competitive advantage rather than a problem for a knowledge-based society. The service provider should embed diversity and inclusion across the organization and within the business strategy. Focus first on creating a minimal framework of diversity and inclusion for the virtual customer support community.

Companies should provide an interactive platform for active communication with customers, an easy to use virtual community that promotes customer participation in knowledge exchange. The easiest way to create diversity and inclusion is to provide knowledge sources in multiple different languages and invite collaboration across different cultural communities.

A virtual community provides customers a platform for sharing information, increases customer's knowledge of products and services, and helps to answer questions. When customers are part of a community, it will increase the customer's sense of empowerment, which then increases their willingness to participate. Implementing multiple languages in an online community takes time and includes the development of new processes, management of knowledge in multiple languages, and using a system that provides an interface and suitable translation capabilities. The goal is to seek progress, not perfection in diversity and inclusion efforts.

A multilingual community support model affords a plurality of perspectives and ensures that products and services are seen through different prisms across the diverse customer base. The benefits include an increase in customer satisfaction and engagement, better informed global market decisions, fostering innovation and creativity globally and locally, and greater financial success for the service provider. Internally, the knowledge captured by customers from a global market will increase collaboration across problem-solving and decision-making, consider more options and perspectives, avoid groupthink, and build better stronger relationships with customers.

CHALLENGE #5: Limited Customer Success with Self-Service

Customers have problems describing their issues, choosing the right solution, and following the directions provided when using self-service portals. Providers overwhelm customers with complexity, and this challenges both the support organization and customers to get the total value of the services and products provided.

Self-service success rates have traditionally held steady at around 40% (Aptean). Customers are at a loss of how to describe their issue correctly, resulting in poor search results, and often do not recognize the correct resolution even if it is at the top of the search results. Self-service

sites are often overwhelming to customers with a complex user interface that results in the inability of customers to achieve success. Incorrect display/difficult to navigate, search results unhelpful, slow load time, and site not reachable are the top complaints of customers when using self-service sites (SuperOffice).

Service providers need to improve the overall customer experience while still focused on cost reductions but often face difficulties in implementing new technology solutions to enhance self-service and automation.



Customers have high expectations for self-service, and service providers struggle to meet those expectations. When self-service does not result in a successful outcome, the customers will often return to contact service providers via the phone. 85% of companies believe that incorporating AI solutions into self-service will improve customer services and improve net promoter scores (BrandGarage) but are challenged with successfully engaging in implementing new AI-driven systems.

Risk Factors

When service providers develop new ways of providing support and services to customers through self-service, if those efforts do not effectively engage customers, the result is a failure of adoption and impact on customer satisfaction. Often service providers lack the skills or knowledge to implement new methods of self-service, which also can contribute to implementation failure of new systems. All these issues contribute to a poor customer experience and potential loss of customers.

AI-Driven Self Service

76% of global customers prefer to first try to solve issues on their own before contacting support (Freshworks), and 91% of customers

would use an online knowledge base if it were available and tailored to their needs (Zendesk). The key to success is following established user interface guidelines and accepted practices in use today with popular search engines such as Bing and Google.

The most important part of self-service is simplifying the user interface. The service provider needs to provide an interface that directs the customer to appropriate resources with 1 or no clicks. Gone are the days of providing as much information as possible to deflect a high volume of transactions. Instead, self-service portals provide a quick and swift way to find and use the most common resources -targeted toward those interactions that customers can be most successful within self-service. In addition to simplifying the user interface, the service provider should also simplify knowledge for use by customers by

Self-service success rates have traditionally held steady at around 40%

(Source: Aptean)

ensuring that the knowledge is written in the customer context, and thus easy to use and easy to find.

Service providers should enable customers to find knowledge easily not only by improving keyword searches, simplifying the customer interface – but also by using artificial intelligence, machine learning, and automation. By 2025, an estimated 95% of customer interactions will be supported by AI technology (Servion Global Solutions). Conversational AI and personalization can deepen the relationship with customers. AI-based solutions can help service providers to learn more about customers to enhance personalization and

learn from, predict future, adapt, and automate customer interactions.

AI can transform the customer service organization to be more customer-centric and effective in serving a diversity of customer needs. The introduction of artificial intelligence into the search engine to increase the odds of users finding the correct solutions. Use AI to search for and improve knowledge discovery using NLP to understand the intent of customer queries, and machine learning to optimize relevancy of search results based upon customer profile, history, and context.

Additionally, artificial intelligence can automate the common pre and post-sale inquiries such as routing requests, order status, returns and exchanges, tracking packages, product suggestions, pre-purchase questions, marketing, and scheduling appointments with customers.

By 2025, an estimated 95% of customer interactions will be supported by AI technology

(Source: Servion Global Solutions)

CHALLENGE #6: Inability to Maintain Relevant Knowledge

Systems are now gathering more data than ever, but support staff often lack the ability to provide enough context to data across vast business processes and systems. Inaccurate information may lead to poor customer experiences as customers try to use knowledge that is out of date or support staff to help customers with solutions that do not result in resolutions.

For knowledge systems to be useful, knowledge must be under constant review and improvement to ensure that customers will find accurate solutions in real-time. If self-service makes it too hard to find knowledge, too hard to use knowledge, and knowledge is not relevant or contextually aware, the customer experience will suffer, and the adoption of self-service will be limited. The inaccuracy of information will also require more work to clean up datasets before introducing new technologies such as artificial intelligence.

Risk Factors

Non-relevant or inaccurate knowledge in an organization will result in a poor return on investment for knowledge management efforts. The lack of quality will impact decision making and potentially lead to strategies that are flawed or difficult to achieve positive results. The culture of the organization must be changed

to ensure that everyone owns all knowledge. Without efforts to maintain relevancy, the overall success of the service provider and customers will be impacted.

Measure What Matters to Drive Results

A change in culture is required to maintain the relevancy of knowledge. Everyone must own all knowledge, and knowledge management practices must be embedded in both support and business processes. The service provider should encourage the adoption of a single source for knowledge assets, not personal or team stores. The knowledge base should be linked not just within the support tools but



also into the customer relationship management system and other key business systems. Finally, connecting the knowledge base into the product development and release cycle will ensure that when products and services are updated, knowledge is also updated, and non-relevant knowledge removed.

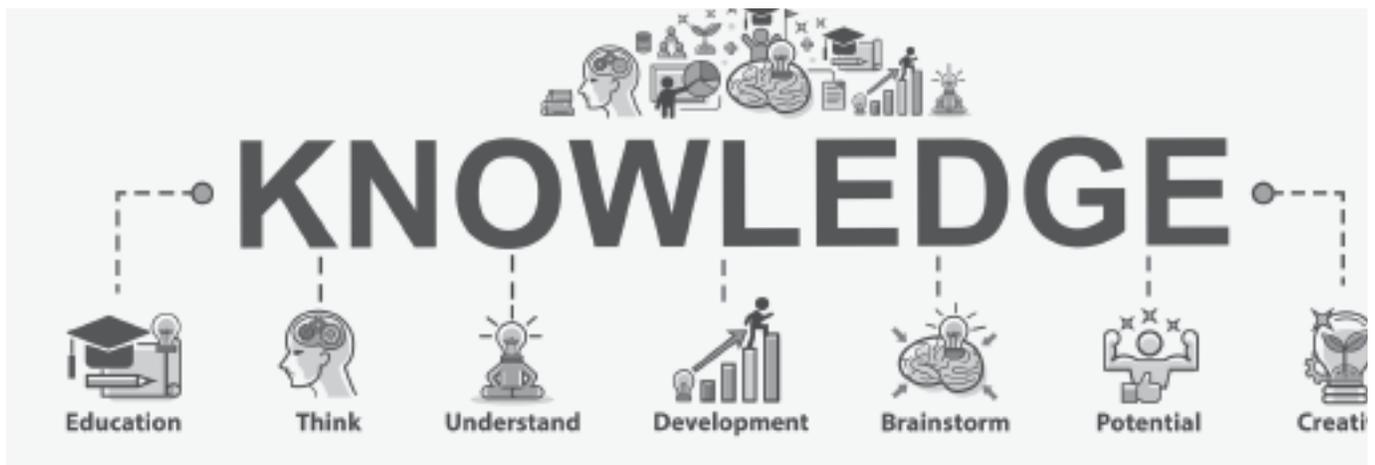
To ensure the cultural change and adoption of knowledge management practices, all staff should undergo knowledge management training on both the knowledge management system and its use within workflows. The service organization should also actively solicit feedback on the effectiveness of knowledge management practices and ensure that knowledge management practices are under continuous review and improvement.

Ultimately the goal of a company-wide knowledge management strategy is to

demonstrate value to business and customers. Measurements of value will define the impact on business outcomes and provide insight into improvements in the overall customer experience.

Leaders should align customer service analytics with broader customer experience initiatives by identifying the CX key performance indicators supported by customer service analytics. Measurements with knowledge management initiatives include determining adoption rates, knowledge trust scores, training completion rates, % of support knowledge vs. business knowledge, net promoter scores or customer satisfaction, and how knowledge views impact support interactions.

From a customer perspective, additional metrics and analysis need to be identified to understand self-service adoption and success rates.



Customer success can be tracked by trending website hits or customer logins, % of KB views compared to support team interactions (assisted support), and clickstream data and analysis can help to visualize customers interactions, evaluating user clicks, event sequences, and click transitions – to help understand user behavior patterns. In addition to analyzing customer behaviors when using self-service, the service provider should also track the metadata collected within systems and use the information to drive improvement in the user experience. Unique customer visits can be traced back to an IP address or by using cookies and java servlets. If user registration is required to use self-service, then each self-service experience can be tied to a specific customer, and that data can then be used to build a better, more personalized customer experience.

Leaders should align customer service analytics with broader customer experience initiatives by identifying the CX key performance indicators supported by customer service analytics.

CHALLENGE #7: Inconsistent Customer Experience

The global service provider supports the complexity of business processes with the diversification of company services across different business units. Disconnected systems and organizational silos contribute to a lack of maturity of overall customer experience. Data collection is isolated to business units and not easily shared across functional-unit boundaries. Scattered customer history data stored in different systems such as CRM, ERP, and other proprietary systems – for support staff to use the information requires longer call times and increased costs as they search for information stored in multiple systems to answer a customer’s query.

87% of buyers believe companies need to provide more consistent experiences (PWC), and 55% of adults admit they place more value on a positive experience with a brand than on the product purchased (Lithium). Inconsistencies in data stored across multiple systems within different business processes across the organizational, functional silos result in inconsistent customer experiences. 56% of customers have stopped doing business with a company after just one bad experience (Freshworks)

Risk Factors

Inconsistent customer experience can lead to customer dissatisfaction and customer defection. With today’s global market and

advancements in technologies, there is an increase in market competition and a need to keep pace with the pace of change. Service providers have a much higher degree of risk with high competitive pressure, shorter product life cycles, and rising customer expectations. These heightened risks all demand knowledge management integration.

Integration of Information Systems Across the Business

87% of organizations agree traditional experiences no longer satisfy customers (Accenture). A connected suite of solutions will help service providers to understand the customer experience across the complete experience.



It is necessary to integrate information systems across functional groups, support processes, and aligned with product development lifecycles. By ensuring a single knowledge management system is integrated into processes across functional groups, the organization has the information needed to deliver a consistent customer experience across channels and devices.

Reliable customer data that is collected and integrated into a singular information source can help you create proactive, personalized experiences that set your organization apart from the competition. The service provider can use knowledge to drive an enhanced understanding of the customer and to drive future product development, marketing, and customer relationship building. The data collected about customers over the complete customer experience should be viewed as more important than the sale of the product or service.

A major complaint of customers is that they do not have access to the same knowledge and answers consistently across all channels. To overcome this challenge, the service provider must have a knowledge management system that can be used to provide consistent

knowledge integrated across all channels. Create a centralized hub of customer data to support decision making with both historical and real-time data sources. Strategies and improvements based upon a singular data source of reliable customer data will result in improvements in the customer experience, customer retention, improved customer satisfaction, and enhanced cross-selling and up-selling.

55% of adults admit they place more value on a positive experience with a brand than on the product purchased

(Source: Lithium)

CASE STUDY: The Customer Care Center at Volvo Car Sweden

Executive Summary

Volvo Cars is a well-recognized car brand with a long history of building premium cars with a focus on safety and innovation. Volvo Cars continues to grow faster than any other car manufacturers in Europe, China or the United States.

About the Customer Care Center

The Customer Care Center at Volvo Car Sweden is responsible for answering all the questions of its customers, Volvo Car owners and the distributors who serve end customers, by way of several channels, including phone, email, chat, social media and Volvo On Call. Its mission is to give its customers an extraordinary brand and service experience that creates an unforgettable contact and a long-term relationship with each customer.



The Situation and the Challenge

The biggest challenge at the Customer Care Center is the great range and variety of the questions it receives and the rapid and growing flow of information. Agents need to be able to get hold the right information and knowledge more quickly to be able to help the customer in time.

The Customer Care Center did not have a structured way of handling issues so as to ensure getting fast, accurate answers to customers. Knowledge became old very quickly, and it was hard to see if the knowledge was up to date and if it was trustworthy and relevant. Most of the time agents would ask colleagues who had the expertise and whom they trusted more than the knowledge they had stored.

The Solution

The Customer Care Center at Volvo Car chose to digitize the way they handled knowledge with a specialized Knowledge Management Software, BMC Helix Knowledge Management by ComAround. The software is fast, easy to use, intuitive, and searchable, making it easy to find the right answers.

From the start they focused on getting everyone from the Customer Care Center and the management team at Volvo Car Sweden onboard. Everyone needed to have the same view of what the benefits are for the company of Knowledge Management and BMC Helix Knowledge Management and to understand what their common goal is. Coaching has been very important for change behaviors.

The Customer Care Center has established processes and a common standard for knowledge creation. Everyone must always go through BMC Helix Knowledge Management before asking other colleagues for answers. A question whose answer cannot be found in BMC Helix Knowledge Management should only be asked once.

The Result

With BMC Helix Knowledge Management the Customer Care Center at Volvo Car Sweden has been able to speed up the provision of answers to customers, and it always has access to the latest, most accurate information and knowledge.

They're seeing a clear trend for improved customer satisfaction (Net Promoter Score (NPS) and Customer Satisfaction Index (CSI)) and an increased solution rate in each case.

They have enjoyed the feedback in BMC Helix Knowledge Management which has allowed them to pursue better value for colleagues and customers. Onboarding new employees in the Volvo Customer Care team is easier and faster with all the relevant and up-to-date knowledge being available from day one.

“BMC is quick-thinking, shows initiative, and is quicker to keep up with developments than we are.

This is all impressive, and we especially appreciate their responsiveness”

Pia Johansson, Senior Manager
Customer Care Center, Volvo Car Sweden

The Future

The Customer Care Center at Volvo Cars is aiming to expand Knowledge initiative across the Nordic region and globally and to automate the Knowledge Management workflow with artificial intelligence (AI), augmented reality (AR) and voice recognition, as well as integrate BMC Helix Knowledge Management with other company applications to obtain the full potential benefit of Knowledge Management.

In the future Volvo Cars would like to continue its success story with BMC in the evolution of its customer journey. They would like to implement a Knowledge Management method with the help of BMC expertise that will take it to the next level.

Recommendations

The Customer Care Center at Volvo Car Sweden recommends using a specialized Knowledge Management Software, establishing processes and routines for Knowledge Management, clarifying the purpose and benefits and agreeing on a goal with the management team as well as with the Customer Care team. They also recommend having a customer- oriented mindset for knowledge creation, so that it will be findable and relevant to customers.

“We want to continue our close co-operation with BMC going forwards. They are the key to success and continuing our journey in a positive direction.”

Niklas Byvik, Product Manager
Accessories – Communication & Education Specialist
in the Customer Care Center at Volvo Car Sweden

Conclusion

Knowledge gathering and sharing over the lifecycle of a relationship with a customer provides valuable insight to companies to assist with better management of global services and support. While gathering data is essential, the organization must be prepared to develop a strategy and execute that strategy to improve the overall customer experience with better products and services. Customer needs are identified, and improvements are prioritized by senior management and aligned with growth strategies within the market.

About BMC

From core to cloud to edge, BMC delivers the software and services that enable over 10,000 global customers, including 84% of the Forbes Global 100, to thrive in their ongoing evolution to an Autonomous Digital Enterprise.

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