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# New Customer Service Unit

**Goals - Functions – LCPM workflow**

**LCPM -Meeting 02/03/2007 – Zurich (CH)**



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# New Customer Relations unit:

- I. General - Rationales**
- II. New Customer Unit: Job descriptions**
- III. Services mgt workflow within an NREN**
- IV. Preliminary Planning**



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## I. NEW Customer Relations Unit: general

### 1.1 Background - Rationales:

- **MGT plan 2006-2008: strategic goal n°1**  
***Continuous & optimize answer to customer/user needs***
  - Identification of these user needs
  - Offer/develop services that meet these needs
  - Promote & stimulate adoption of (new) services
  - Within BELNET: integrated & customer oriented approach for services management portfolio – LCPM
  
- **BELNET User Need Survey 2006:**
  - BELNET = more “problem solver” than “solution provider”
  - Need for extra advise/ guidance with (new) services
  - Customer partnership in development/roll out of services
  - Play out advantage of economies of scale for R&E community



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## I. NEW Customer Relations Unit: general (2)

### 1.2 New Customer Relations unit: 5 **NEW\*** key action fields:

= *Customer oriented focus (Technology driven focus => Tech. Services Unit)*

- I. **More effort to identifying & answering (technical) customer needs**
- II. **Promotion & guidance** of/for services towards customers/users
- III. **Advise & knowledge dissemination** at customer/user base (BELNET as expert)
- IV. **Partnership with customers: think WITH customers** about (new) services=> more solution provider
- V. **Non-technical aspects of services management** at BELNET:  
Product management ?

\* On top other (Acc. Mgt, Cust. Administration, feedback & satisfaction, partner relations)



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## II. Customer Relations Unit: Functions

<b>Function name</b>	<b>Main role @ BELNET</b>	<b>FTE</b>
<b>I. Co-ordinator (CSCo) = as is</b>	<ul style="list-style-type: none"> <li>• Co-ordination CR Unit – Customer Policies</li> <li>• <b>Co-ordination service/product management NEW</b></li> </ul>	<b>1 (0,5)</b>
<b>II. Customer Relations Officers (CRO) = as is</b>	<ul style="list-style-type: none"> <li>• Not-for-profit account management</li> <li>• Identifying &amp; monitoring needs &amp; satisfaction</li> <li>• Management Partner Relations(customer groups)</li> </ul>	<b>2</b>
<b>III. Internal Customer Care Assistant (ICC)</b>	<ul style="list-style-type: none"> <li>• Support &amp; execution customer administration</li> <li>• “Internal sales” administration</li> <li>• Responsible data entry CRM</li> </ul>	<b>(+0,5)</b>
<b>III. Technical Customer Advisors (TCA)</b>	<ul style="list-style-type: none"> <li>• Technical advisors for customers/users</li> <li>• Identification technical needs</li> <li>• Input technical aspects in customer services</li> </ul>	<b>2</b>
<b>IV. Service Content Developer (SCD)</b>	<ul style="list-style-type: none"> <li>• Content manager service information sources</li> <li>• Responsible “Usability”</li> <li>• Project manager Marketing &amp; promotion new services</li> </ul>	<b>1</b>
		<b>7 (+4,5)</b>



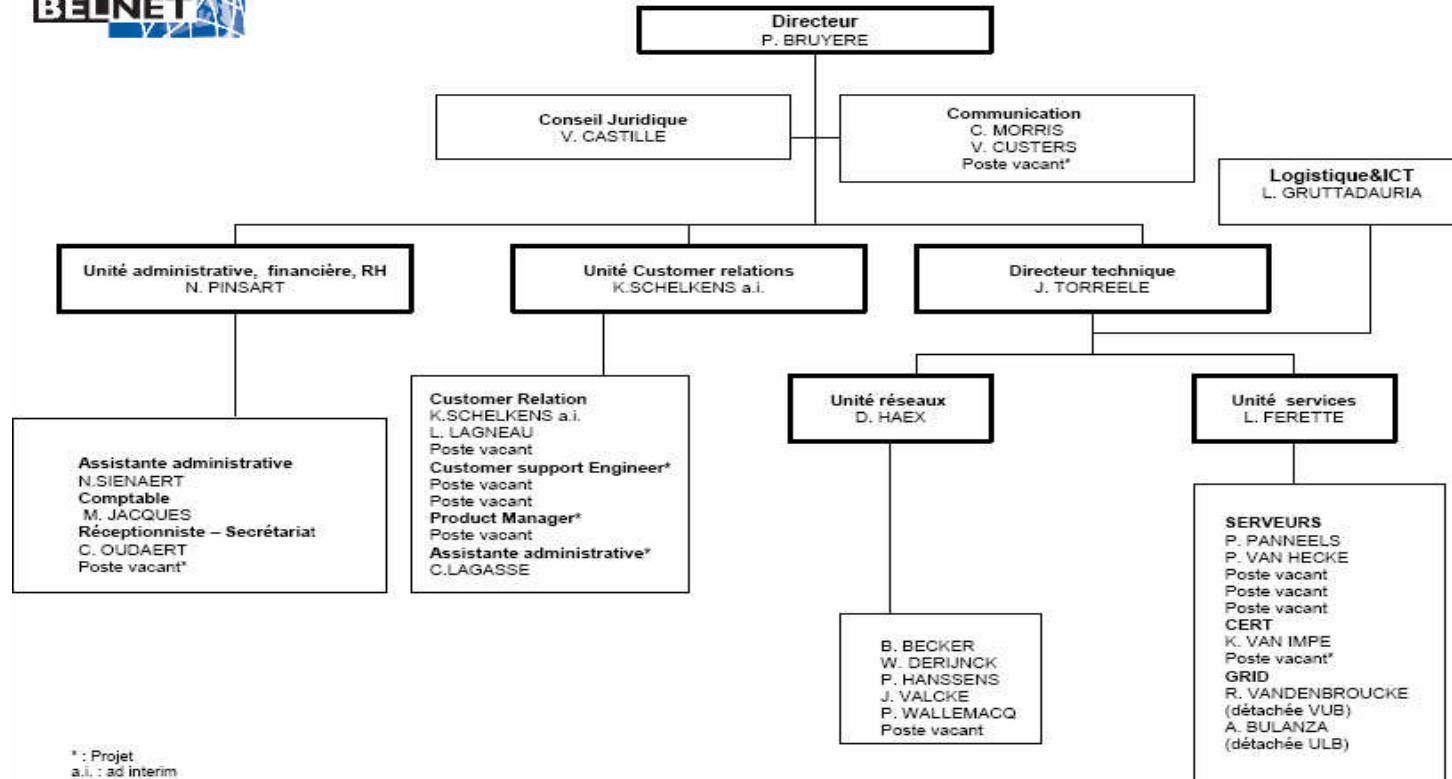
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## II. Customer Relations Unit: Functions

Within enlarged BELNET organisation...



Proposition de plan de personnel 2007

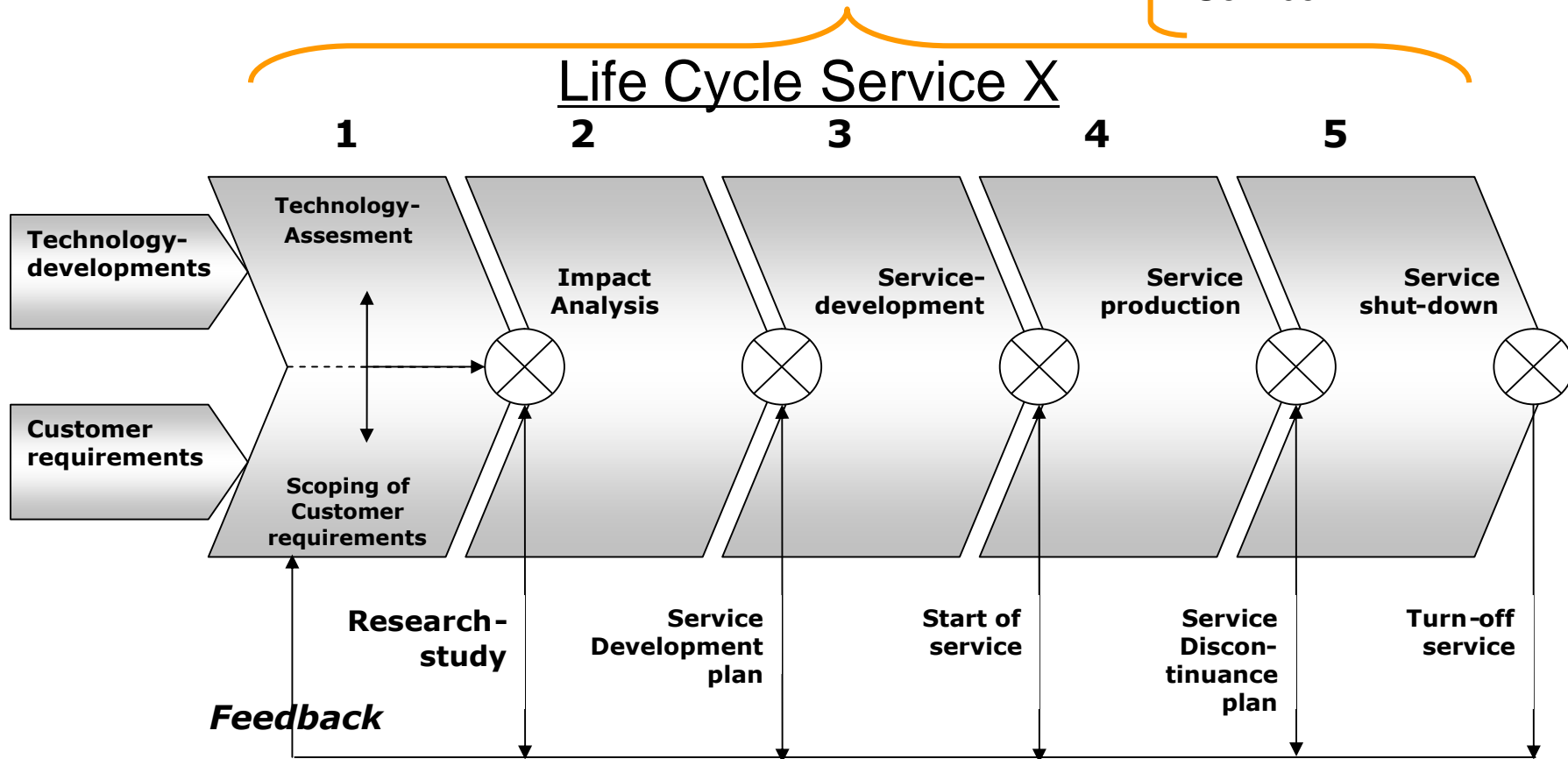


### III. Services mgt workflow within an NREN: a proposal

## THE LCPM -MODEL:

### 0. Portfolio MGT

- Service 1
- Service 2
- Service X...





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### III. Services mgt workflow within an NREN: a proposal (2)

## 0. Service Portfolio Management: “Services board”

### ■ What ?

Internal decision making & co-ordination body concerning BELNET’s services offer (for ex. Monthly meeting) & Product Management

### ■ Decision & Discussion Topics

- ✓ New ideas for services: to study or develop ?
- ✓ Status reporting /co-ordination services in development / planning
- ✓ Status reporting on services (Lifecycle)
- ✓ End services

- **Input: Services (& Networks) unit** (=> Technology assesment, tech mgt services)  
**Customer unit** (=> user needs & requirements, feedback customers)

- **Co-ordination:** Customer Relations unit - Technical Director ?

**Members:** Technical Director, Co-ordinators “Services” & “Networks”

Customer Relations, Technical Advisors and Service Content developer

*Input User board ?*

### III. Services mgt workflow within an NREN: a proposal (3)

## Phase 1: Assessment (~ ideas)

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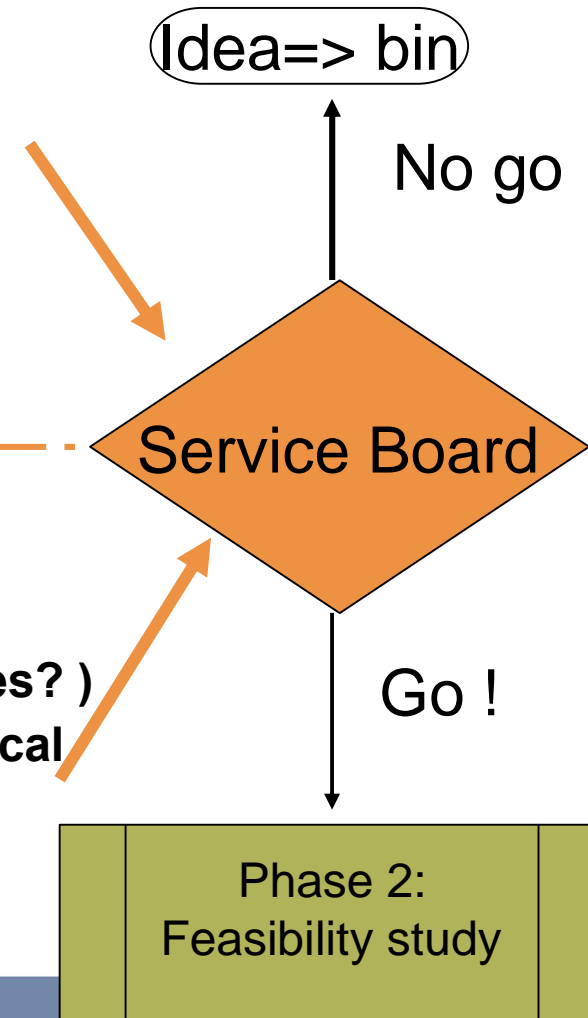
### => User needs & requirements

- CR officers (visits, survey, demands key users...) => identifying needs
- TCA (visits, survey..) => scoping requirements

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### => Technology assessment

- Services Co-or, Tech director (new technologies? )
- Service developpers, project managers (technical opportunities possibilities ? Est. Budget ? ..)



## Phase 2: Impact analysis - Feasibility study

**=> Lead feasibility study =>**

**=> Who ? Service Project Managers, Serv. Adm'ors**

- Technology scouting – available solutions ?
- Evaluation of available solutions
- Best practices ? Other NREN's ?
- In house/outsourced development ? Draft CFT ?
- Estimation cost development (€, HR, Time...)

TECH

**=> Input feasibility : "customer" aspects**

**=> Who ? TCA, SIO, CRO**

- In-depth analysis of tech user requirement (TCA)
- Scope of interest – estimation usage (CRO)
- Willingness to pay ?
- Examples of services – Other NREN's (SCD, TCA)
- Minimum usability requirements – who will the be user ? (SCD)

CUSTOMER

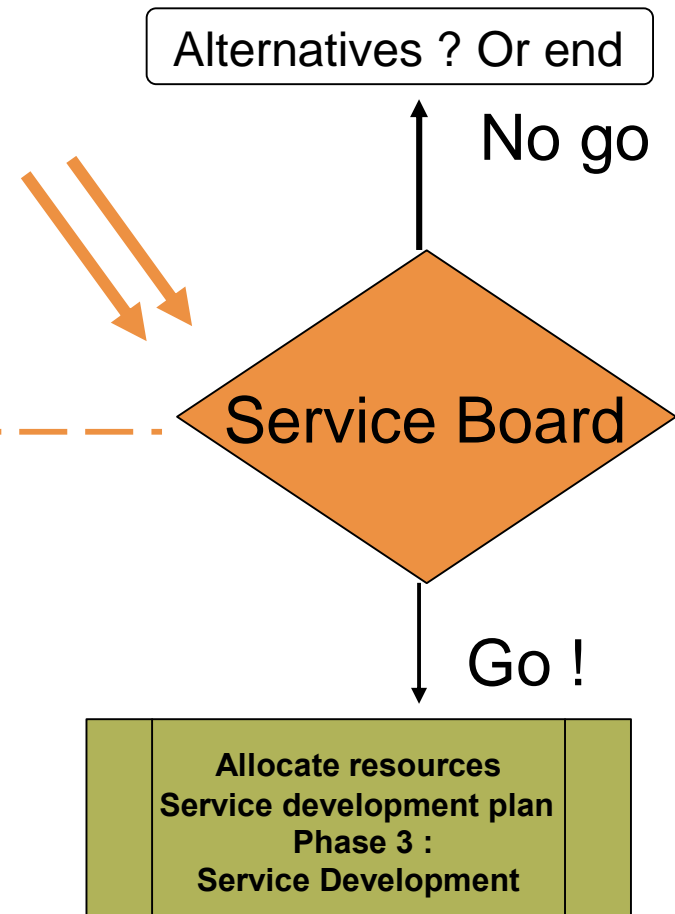
Alternatives ? Or end

No go

Service Board

Go !

Allocate resources  
Service development plan  
Phase 3 :  
Service Development





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### III. Services mgt workflow @ BELNET (5)

## Phase 3: Development : 1st of all....

### Service development plan: (coördination CSCo)

- **Service description**
  - ✓ General
  - ✓ Technical requirements (Tech Service proj. mgr)
  - ✓ User Requirements ( SIO, TCA)
  - ✓ Expected Lifecycle
- **Project planning tech development - CFT ?** (Tech Serv. Proj. mgr)
- **Service adoption planning (SIO)**
  - ✓ Usability aspects
  - ✓ User Test phase – define early adaptors (“ambassadors”) ?
  - ✓ Marketing & promotion planning (webpages portal, brochure, marketing communication)
  - ✓ Customer procedures – manuals
  - ✓ Formal customer aspects: (CSCo; CRO, SCD, TCA): Contracts - SLA?, Pricing
- **Proposal internal workflow:** implementation-Operation (CSCo)
- **Cost estimation €, HR... (over different phases)**

Approval  
Service Board



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### III. Services mgt workflow @ BELNET (6)

## Phase 3: Development

**TECH**

**CUSTOMER**

•Development/procurement

•Input usability aspects (SIO)

•Internal implementation & try-outs

•Preparation:

- Manual, Promotion doc's & webpages (SIO)
- Preparation Service pilot tests (TCA)
- Internal workflow (CSCo)
- Contract, pricing model; (CSCO, CRo, SCD)
- ...

•Pilot testing

• Organize en guide pilot tests with customers:

Not ok

OK

Feedback to Service Board

*condition*  
*!= ready for use!*  
 Phase 4:  
 Implementation





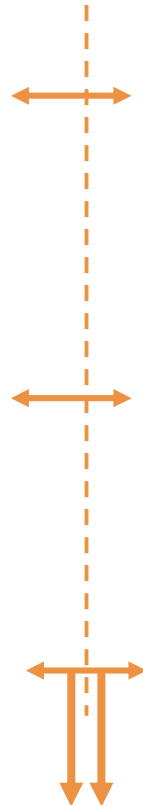
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### III. Services mgt workflow within an NREN: a proposal (7)

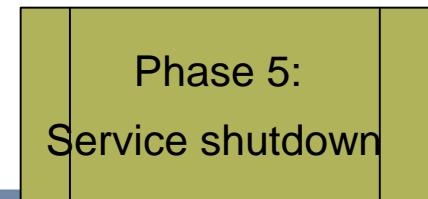
## Phase 4: Implementation/operation of service

- TECH**
- Implementation
  - Technical Maintenance
  - Status reporting (usage, tech aspects, technology)

- CUSTOMER**
- Stimulate adoption/usage of service
    - Workshop (SCD)
    - Contact early adopters !! => ambassadors ! (CRO)
    - Tech advise/hands on (TCA)
    - "Sell" -> (CRO)
  - Implement administrative & customer workflow (CRO, ICC)
  - Evaluation @ customer site:
    - CRo & TA (usage/ fine tuning...)



Negative report



### III. Services mgt workflow within an NREN: a proposal (8)

#### Phase 5: Service shut down

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#### **Service Discontinuance plan (csc<sub>o</sub>)**

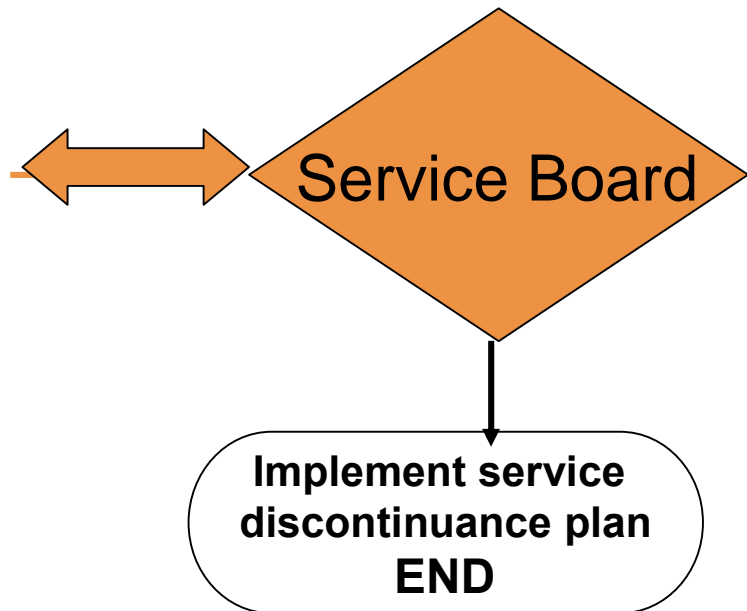
#### **=> User/ customer impact (cRO, TCA)**

- Prepare shut down from customer perspective – impact ?
- Customer communication plan (SCD)
- Need for alternatives ?

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#### **=> Technical phase out**

- Technical impact
- Technical planning
- Alternatives (new technologies ? )





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## VI. Preliminary Planning: implementation new unit & service mgt process

MAR-OCT 07	=> Recruitment staff (4 extra FTE Customer relations unit)
Mar'07 – Dec'07	⇒ start “Service board” ? (to be decided) ⇒ Implementation Service mgt workflow (tbd)
Q1 2008	⇒ New customer unit fully operational ⇒ Service mgt/lcpm workflow operational (tbd)



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