



*Research In Motion*

# Better Faster: BlackBerry's Transformation to Superior Support

## SCORECARD

- time-to-resolve decreased by 39%
- problem definition quality increased by 96%
- escalations to Software Development decreased by 35%
- customer satisfaction climbed 23 points

**CHALLENGE:** BlackBerry Premier Support (BPS) is Research In Motion's (RIM) premier support organization, deploying a highly trained staff to address the most critical customer concerns. In order to keep pace with RIM's rapid growth and changing customer expectations, BPS needed to develop and implement a service strategy to meet two specific objectives:

1. Address customer needs even better and strengthen the value proposition for Premier Support
2. Work more predictably, consistently and efficiently to continually exceed customer expectations

**SOLUTION:** After BPS had acknowledged its challenges, it concluded that it needed a clear and effective service strategy and vision for what it needed to achieve. Naturally, the first — and relatively easy — statement was that BPS wanted to be “a world class organization that delivered top-notch service to its customers”. This seemed like an obvious goal (after all, who aspires to be mediocre?), but what would “world class” look like, and how would BPS know that meant the same thing to everyone in the organization? In order for transformation to be successful, BPS required a set of guiding principles and common processes to help everyone on the team work in unison towards a common goal.

RIM conducted extensive research in order to identify the best way to meet these objectives. This research included talking to KT clients who had already embarked on this transformation, observing KT in action at other clients, talking to other consulting firms, and assessing and testing KT's methodologies. Once RIM had selected KT as its partner to deliver the transformation required, BPS worked with KT to develop a service strategy that provided greater focus around its key customers,

services, processes, structure, capabilities and metrics. This strategy formed the basis for a sustainable culture change towards a high performing, world class organization. With service strategy as the primary business driver, KT helped BPS design solutions that would make the most impact, both strategically and financially.

The BPS service strategy identified a number of areas for improvement in both structure and process which needed to be addressed and resolved to complete the transformation. As BPS implemented solutions to strengthen these areas, it once again partnered with KT to address its process gaps. KT subsequently implemented KT Resolve<sup>SM</sup>, its gold standard solution for service and support organization. KT Resolve<sup>SM</sup> incorporates ITIL-recognized best practice troubleshooting methodology, supported by the integration of business processes and a model for coaching and performance system to maximize return on investment and sustain culture change.

Initial resistance to KT troubleshooting quickly subsided as BPS personnel realized how the KT process allowed them to communicate and strengthen organizational thinking and behaviours — *which many personnel already practiced individually* — around critical customer issues, transforming what was an inconsistently applied 'unconscious competence' into a consistently applied 'conscious competence'.

KT enhanced the implementation of the program by developing a performance system to support culture change, integrating critical thinking methodologies into an online support tool for easy use by support staff, providing on-site coaching and support, and integrating project schedules across all five global support centers. KT-certified BPS personnel delivered KT troubleshooting training internally, while KT-trained BPS coaches applied their advanced skills to mentor and support their colleagues. In addition to monitoring progress throughout the engagement, *KT analyzed and presented well-documented results that actually became the new benchmark for service excellence and would be sustained by the practices now firmly embedded at BPS.*

**RESULTS:** Change was significant and rapid. Within six months:

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BPS enthusiastically noted these significant improvements in communication and praised the integrated performance system, processes and software tooling that supported the rapid changes.

Key to the program's overall success was the strong management support that is essential to any culture change. Open, two-way communication about the implementation effort and the use of positive feedback helped to build widespread program support. Finally, the integration of a focused service strategy, strong project management and continuous monitoring and control ensured that this initiative exceeded its objectives.

