

## CASE STUDY

# RUCKUS

Converged wired and wireless enterprise networks

### About Ruckus

RUCKUS provides converged wired and wireless enterprise networks that simplify life for IT, while enabling them to deliver exceptional user experiences. Acquired by CommScope in 2019, the company's service and support organization has undergone significant operational and organizational change as the two organizations merged teams. Despite those changes, the group is a mature, highly functioning organization that successfully strives to meet customer expectations.

### Challenge

Ruckus' service and support team was effective and impactful, based on its customer satisfaction score (CSAT). The groups were humming along, often surpassing industry benchmarks.

Still, leadership saw an opportunity for continuous growth and improvement. Following a series of organizational changes and acquisitions, over time the groups became siloed, leaving opportunities for synergy and commonality unaddressed. While each team was doing well based on its individual metrics, leadership wanted to boost the overall customer experience. Managers, however, were often too busy with their day-to-day tasks to step back and holistically evaluate operations with a strategic eye toward growth in a timely manner.

*After meeting with the Klever Insight team, Ruckus' service and support leadership agreed to undergo an assessment to reveal the data-driven strategy for next steps.*

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## RUCKUS: Success Means Measuring What Matters

**Solution**

Ruckus chose a hands-on approach in its engagement with Klever Insight, wanting managers and team members involved in the process. The engagement began in November 2020 with an assessment of the organization's performance, as perceived by its employees.

Klever Insight developed the assessment methodology through years of research. Over time, as the Klever Insight team worked with many groups to assess their organizational capabilities, they found that focusing on the usual suspects—people, process, and technology—wasn't enough to give them a sense of what organizations could achieve. After much trial and error, Klever Insight identified three additional areas critical to creating a holistic view of an organization's capabilities: measures, culture, and leadership. They created a short, simple employee survey of 14 questions that takes less than three minutes to fill out. The responses reveal an organization's "Service DNA." Klever Insight's team views employees' input through different lenses, each providing data and a critical perspective about what works and what doesn't.

**Klever Insight Assessment**

Ruckus' assessment results were interesting. While the team was focused on the customer, there was an opportunity to focus more on employees. While traditional HR measures like attrition and career pathing were addressing base needs, leadership saw the potential to align values and implement metrics that reflected those values. Similarly, while they had a strong knowledge-sharing program in place, it leaned heavily on improving efficiency of the teams and case management. The Klever team believed the process could be shored up by employing a knowledge-first approach that better supported employee effort.

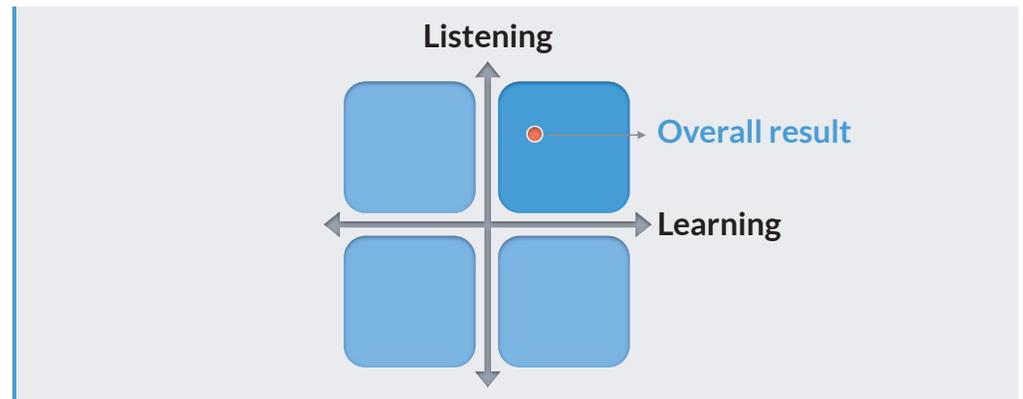
Klever Insight's assessment showed that team members, especially those working on the front line with customers, felt they understood customer needs and could work together to deliver on expectations. Additionally,

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respondents said the organization did a good job of listening to and learning from customer, employee, and business feedback—something that only highly functioning organizations do well.

**Klever Assessment Analysis: Listening and Learning Lens**



This independent analysis confirmed leadership's hypothesis that the team needed to address a rapidly shifting organizational and customer environment. They wanted to empower team members to think strategically and act independently.

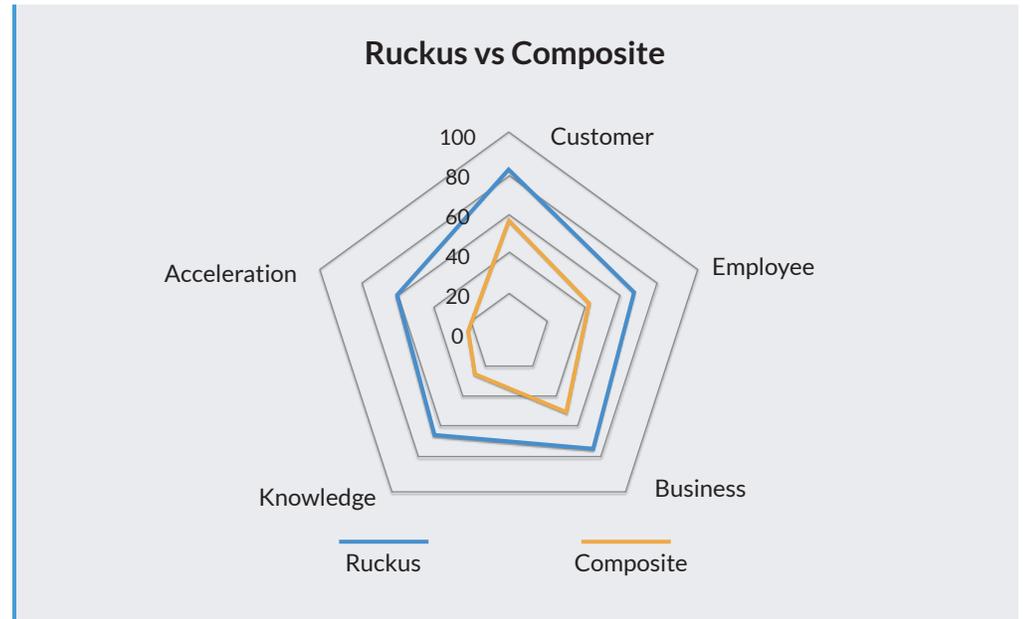
Based on the assessment results, Klever Insight advised Ruckus to rethink its metrics before making changes to processes.

*“Though it was challenging in the beginning, it was an incredible experience to take a step back and look at our metrics purely based on customer experience, as well as through the lens of the entire organization, rather than just our daily routine of case management.”*

~ Ruckus team member

The Klever team analyzed the results against its benchmark of other organizations and, based on their strong results as well as the size of the organization, suggested a powerful technique to help Ruckus transform its business by measuring what matters.

**Klever Assessment Analysis: Measures Lens**



**The Metrics Accelerator**

Following the assessment, Ruckus began Klever Insight’s two-month Metrics Accelerator program. The goal was to find metrics that would help the team be more collaborative and successful. Klever would coach the team through the steps of iteration, keeping them on track and holding them accountable. Together, Klever would help Ruckus choose the right measures, map out a phased approach for adoption, build a project plan to support the roadmap, and develop and execute a communications plan to ensure buy-in among all stakeholders.

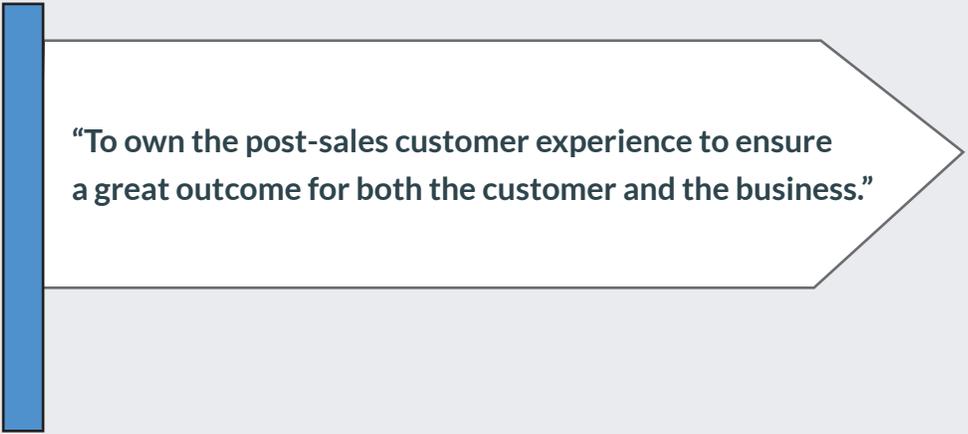
The Ruckus team chose to identify the best metrics for measuring success against the Customer, Employee, and Knowledge categories. The 18 team members were divided into three groups, each one focusing on one of the three areas. One person served as the project manager for the overall group, with a lead named for each team. Rather than keep existing teams intact, the three accelerator teams were cross-functional, representing diverse roles, customer focus, styles, and viewpoints.

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Klever Insight led the group through a series of structured brainstorms that allowed them to meet remotely during pandemic quarantine. The guided discussions ensured all team members had a voice, helping achieve buy-in from the entire team when decisions were made.

Before determining metrics for success, it was important for the Ruckus team to define what success meant for them. Klever Insight helped them create a “guidepost statement” that encapsulated their mission; the statement would offer guidance when team members were unsure about what to do next. The discussion helped all team members understand where they wanted to go as an organization. This is incredibly important for teams that encourage managers and team members to think both independently and strategically. In the end, the team chose:



**“To own the post-sales customer experience to ensure a great outcome for both the customer and the business.”**

Just as the guidepost statement helps team members make good choices throughout the workday, guiding principles do the same for team leaders. Klever Insight helped Ruckus define the management style and the work environment they desired by choosing guiding principles that foster a more collaborative, strategic workplace. Once these principles are in place, teams and managers can use them as a checklist for evaluating potential metrics. If a proposed metric doesn’t align with the guiding principles, it’s probably not a measure that is going to motivate team members to do their best.

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In these discussions, the teams were challenged to overcome long-held ideas. These included the importance of the CSAT score over most other metrics. Additionally, many of the guiding principles they considered were completely new ways of thinking for some individuals in the group. Previously they had put goals on activities, such as responding to a certain number of emails or calls in a time frame, and feedback on performance was presented as grading, not guiding. In short, they had adopted many of the status quo behaviors that are common in a service and support setting.

The three groups agreed those old measures didn't fully support the new guidepost statement or guiding principles, but they weren't sure which metrics would serve them best. Klever jumpstarted the discussion by suggesting measures defined by the [Open Customer Metrics Framework \(OCMF\)](#) as a starting point. The groups talked through each potential new measure, aligning them with the guiding principles, until they discovered which would help them meet their organization's goals.

The group chose ideals outside their comfort zones:

- Simple to explain
- Team-based, not activities-based
- Do what is right for the customer and not what is right for us internally
- Guiding not grading
- Fact not opinion
- Support the behaviors you want to see
- Get common understanding
- Measure technical skillset periodically for engineers

With these principles and the new guidepost statement in mind, the teams took a closer look at existing metrics to validate which were truly important. First, they reviewed the goals for the service and support organization. Next, they aligned those goals with the areas of focus

highlighted in the Klever Insight assessment, then with the new guidepost statement and guiding principles. When they did this for their existing metrics, they found existing objectives incomplete and lacking guidance for behavior for which there were no clear policies. The team felt the existing metrics could be improved by adding clearer perspective and identifying misalignment among the goals, the measures, and their processes.

*“Setting a guidepost statement and guiding principles, then aligning our metrics to them, was a great exercise, and the information shared by Klever Insight helped shape our thoughts around the customer experience.”*

~ Ruckus team member

In the end, they narrowed their focus to a handful of new metrics for knowledge, employees, and customers.

**The knowledge measures included:**

- Level Zero Solvable – The percentage of incidents resolved by the support organization that could have been resolved by the customer using self-service.
- Time to Publish – Publish most of what you know for customers, quickly, and it will dramatically improve customer success with self-service.
- Ratio of New to Known – Identify opportunities to reduce knowledge worker time spent on known issues and accelerate the resolution of new issues.
- Time to Competency – A modern measure that asks “do your peers trust you to do critical work independently?”.

**The employee measures included:**

- Employee Effort/Time to Competency – Working in concert with the related knowledge measure, this shows how easy or difficult it is for the average knowledge-worker to feel confident in completing their assigned

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tasks in the prescribed time interval.

- Employee Satisfaction – Much as customer feedback demonstrates how satisfied they are with service and support, employee feedback shows how satisfied workers feel in their roles and the organization.
- Employee Attrition – Track retention and turnover for patterns that can help identify issues that need to be addressed.

**The customer measures included:**

- Customer Effort Score – the level of effort customers exert to resolve their issues
- Net Promoter Score – the likelihood a customer will recommend your product and services
- FCR/FDC – the percentage of issues resolved in either the first contact or within X hours of contacting support
- Percentage of Customer Feedback Accepted – The percentage of customer feedback on our products and services that we accept and implement

*“It wasn’t easy: It took 19 meetings and offline work totaling around 24 hours, but it was worth it.”*

~ Ruckus team member

## Results

At the start of the accelerator, team leaders said they would gauge success of the journey through the following criteria:

- *Did the teams have a sense of ownership of the outcome?*
- *Did the Accelerator raise the thinking of the teams?*
- *Are they headed in the right direction?*
- *Will the new measures drive customer experience?*
- *Will the teams be able to deliver the solution?*
- *Some metrics are hard, will teams be able to deliver them?*

In the end, the Ruckus team could confidently respond “yes” to all these

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questions. More importantly, the exercises won the buy-in of all involved, helping them adopt a customer- and employee-first approach, as well as a more effective mindset around measuring team performance and success.

One long-time Ruckus engineer and manager told the Klever Insight team, “Four months ago, I would have said CSAT was the most important thing,” but after reviewing the group’s new guiding principles, he understood a team-based portfolio of measures was more important than the singular CSAT score. The group came to realize the CSAT kept them from understanding how other groups within service and support were working. The teams never saw a holistic view of the overall support organization or the customer’s perception of it. Once they talked about what they did and how they were measured, they had a better understanding. While Ruckus will continue to measure the CSAT score, the team agrees they won’t base every executive-level decision on it.

**What’s next?**

Ruckus believes the team has chosen the right metrics, which will help transform the organization to work together and enhance its customer experience.

*“As a leader, I found it incredibly enabling for the team to work through the exercises to fully understand in their bones the goals of the organization and what they contribute to it,”* says Damien Holloway, Vice President Global Customer Services & Support, Ruckus Networks Business at CommScope. *“The thought exercise generated significant buy-in to our strategy, because the team wasn’t just told something, but rather developed their own insights, surfacing thought leadership from the trenches and identifying future leaders.”*