

would be displayed to the CSR. This would require inverted indexing and an efficient keyword searching mechanism. One scenario where this feature would be especially useful is searching of past trouble tickets and their resolutions. Alternatively we can utilize Google's custom search engine offering for such scenarios.

In the case of self-care, voice and video search technology would be quite useful for customers who wish to directly search ringtones, pictures and movies without calling up customer care.

4.8 KM Workflow Management

A successful KM needs as much of automation as possible. Need for human intervention should be kept to the minimum. Documents that are generated are not always suited for CSR use. Some of them will have to be preprocessed and modified before a CSR can utilize them. Free text email communications should be complemented or if possible, replaced with structured communication. Extracting information out of emails and word documents may require use of advanced text processing algorithms. Automation helps in reducing delays that are inherent in human communication. A well-designed workflow management system needs to be in place for automating the flow of electronic documents and their approval and final use at CSR desk.

5. Discussion

We have seen the importance of Knowledge Management to customer care effectiveness. We started with a brief discussion of the prerequisites for KM implementation and shown what are the typical KM requirements from the customer care perspective. We covered the information structures and categories as applied to telecom industry. We have shown what all integrations can be done with KM portal and what all navigational improvements can be done within KM portal in order to reduce time taken by the CSR for accessing the relevant information, thereby improving customer satisfaction. We have also stressed on the need for KM Workflow Management for timely handling and delivery of information to CSR.

6. Future Scope

While the paper focusses on the telecom domain, the same ideas can be implemented in other industries such as banking, utilities, grocery, healthcare and travel. The author intends to implement these ideas to customer care scenarios in various industries.

7. Conclusion

Knowledge management is one of the most vital aspects for customer care effectiveness. Data and information are available all over the organization in various forms. A proper KM implementation plan is required to harness them. A well-planned KM initiative with a well-designed GUI, integrations with other systems and automated workflows can have a huge

positive impact on customer handling effectiveness and hence on customer satisfaction.

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