



## COMPANY CASE STUDY

# Incubation & Development of New Product and Support

### Overview

One of the most important characteristics of Google customer support operations is the ability to tightly integrate with both Product and R&D organizations. This document specifically follows the birth and evolution of a successful incubation support model that took place over the course of 12+ months. We will look at the preparation, research, Implementation and after thoughts during this critical time.

### Timeline



### Deployment

Deployed a team of Executive Management, Middle Management, Recruiting, and support staff from Austin, TX, to Mountain View, Ca.



### Training

The original objective of training in MTV was to grow with proper personnel and culture while providing proximity to engineering as to gather real-time product feedback from agents and customers.



### Transition

After 9 months in MTV, OneSupport successfully achieved confidence in our ops, abilities, agents communication, reciprocity, and effective feedback, all of which led to begin operations in TX.



In 2013, a Google business unit sought to design and implement a customer interaction that would deviate from the industry standard to be recognized as a superior experience. Described as a noteworthy and comprehensive customer support strategy specifically sculpted for their one-of-a-kind product and customer base. The philosophy was with a unique product that showed superior innovation would be strongest with the introduction to the market if the customer experience became a differentiator and spoke for itself.

What was asked of OneSupport was something that had not been successfully completed in the past with any Google business units and the existing vendor network. While viewed by many as a daunting task we accepted this challenge with optimism and an abundance of ideas about how this plan can have a favorable outcome.



The original formula consisted of hand picking a team to send out to Mountain View to be close enough to the engineers that real time feedback and answers were accessible. This catered to our agility and ability to revise processes and implement a better experience, however that capacity was seen as fit. This team consisted of; VP of operations, Quality Assurance specialist, Team Leaders, other leadership roles as well as agents that were selected in a joint effort by TNI and Google Business Unit leadership (Video applications were submitted and screened).

While settling into life at MTV, as traction built, we deployed a recruiter from OneSupport to join the team to grow with the agent staffing needs. Our recruiter worked closely with the Google BU resources to fill initial training classes and transitioned into handling 100% of duties once calibrated.



After the agent profile was configured, assessed and positions were offered to join the new team it was the initial training and continued education that separated this Google BU's customer experience. The original objective of training in MTV was to grow with proper personnel/culture and to provide proximity to engineering to gather real-time product feedback from agents and customers to maximize cohesiveness and the user experience. Something that was unique to this team was that product specialists had access to customer support. Typical meetings included round tables and individual agent meetings to discuss customer feedback and product improvement opportunities. This proved to be extremely beneficial.



As we look back to the beginning of the timeline the operations team was handcuffed when stepping onto campus as SecOps limited the tool set our team was so familiar with back home. Our operations team had to start over. So, we created WFM: a) Scheduler application, b) Employee HR pages (contact info, performance statistics, schedules, etc.), c) Performance Dashboard, d) Salesforce historical analytics engine, to name a few. Then we found ways to leverage OneACD and drew from Salesforce.com for ticketing and CRM.

With continued growth and the initial plan of moving support off campus (back to Texas due to cheaper wage and cost of living - 20% difference roughly) the mentality began to shift. This shift was due to the success of our operations team achieving: confidence in our ops, abilities, agents, communication reciprocity, effective feedback, etc.

Off-site transition: OneSupport manages three call center facilities in Central Texas (Austin, TX and San Marcos, TX) that have all passed SecOps review. These facilities have dedicated work spaces (some being the entire center) for Google operations/support. OneSupport handles call volume for various Google engagements in Texas via OneACD and TNI's Avaya system depending on engagement telecom requirements.

One of the most important aspects of the off-site transition was the personnel transplant that took place. We transplanted TL's, Trainer's, and QA Specialists from MTV to TX to help recreate culture so as to not digress on all that was achieved during the incubation period on campus. This transition was well received and embraced by not only the Google support teams but company wide. Re-creating an exciting culture that was easily contagious and well adopted allowed our team to create a synergy that could be compared with the proximity of those back on campus.

As months rolled by with multiple locations, in multiple states, of a cohesive support team we ramped up to 150% of the original staff needed. This growth successfully morphed our teams into a 2 to 1 ratio: Texas to MTV. With the growth and acceptance of this young product the footprint of this specific Google BU began to grow and so did our support expectations. As we not only serviced all US based customers but we also supported the new customers in the UK, something we had done before and we were excited to embrace.

As this ongoing partnership continues this Google BU has found comfort and confidence in our abilities, proactive feedback, and continuous communication as we strive to sculpt the product satisfaction level and customer experience.