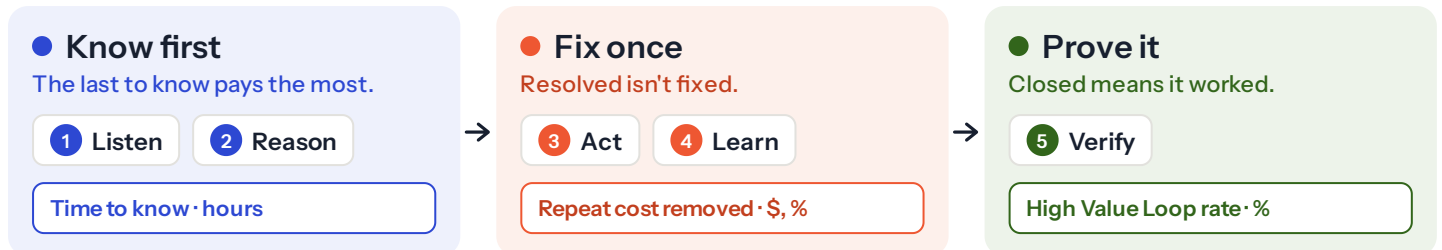


Know, Fix, Prove

A framework for customer problems that stay fixed

Know, Fix, Prove is a customer service framework in which a problem counts as handled only when the company knew first, fixed it once at the source, and proved on its own data that the fix held. It runs as a five-stage loop and reports three numbers: time to know, repeat cost removed and High Value Loop rate.



The loop runs 1 to 5. If Verify finds the outcome was not met, the loop stays open and goes back to Reason.

The five stages

STAGE	DEFINITION	OWNER	EXIT TEST	MOVES
1 Listen	Every customer signal captured with a timestamp: conversations, surveys, public feedback.	Head of CX insights	Every channel in scope feeds the record; the first mention of any issue can be found by date.	Time to know
2 Reason	Signals grouped into one issue with a cause, a value and a candidate owner.	CX operations analyst	A named owner outside service accepts the issue; a high-value loop opens with outcome, test and window written down.	Time to know
3 Act	The customer's request handled now, and the cause changed at the source: the article, policy, product or process.	Frontline lead; issue owner	The change at the source is live and dated; customers get the right answer while it ships.	Repeat cost removed
4 Learn	The change recorded and reused, approved by a person, with who, what and when.	Knowledge manager or QA lead	A named person approved the change on record; the next contact is answered from the updated source.	Repeat cost removed
5 Verify	The outcome registered when the loop opened, tested on the company's own data after the test window.	Someone who did not do the work	The window has ended, the test ran on company data, and the result is signed.	High Value Loop rate

The three numbers

NUMBER	FORMULA	UNIT	OWNER	CADENCE
Time to know	From the first customer signal to the issue raised with an owner.	Hours	Head of CX insights	Monthly
Repeat cost removed	Sum over loops closed on outcome of (repeat contacts at baseline minus repeat contacts after the fix) x cost per contact. Every channel; 8-week baseline adjusted for seasonality.	\$ and % of cost to serve	CX leader; finance signs the baseline	Per loop; quarterly
High Value Loop rate	Value of high-value loops closed on outcome / value of all high-value loops whose test window has ended.	%	CX leader; graded by someone else	Quarterly

Terms

Loop. The work opened on one customer problem, with an owner, a desired outcome, a test and a test window.

Test window. The fixed period after the fix in which the outcome is tested, set when the loop opens.

High-value loop. A loop whose value is above a threshold set in advance; every loop above it counts.

Desired outcome. The result the loop must produce, written down when it opens and never chosen after the fact.

Baseline. The 8 weeks of contacts on the issue before the fix, in every channel, adjusted for seasonality.

Repeat. The same customer back on the same issue, or a known issue reaching new customers after its loop opened.

Builds on closed-loop feedback (Bain, Net Promoter System), failure demand (John Seddon), *The Best Service Is No Service* (Price and Jaffe, 2008) and DORA's named metrics. New here: the outcome registered at the start, and repeat cost in money.

Closed means it worked: a loop counts as closed only when the outcome registered at its opening happens, tested on your own data.