OVERVIEW

Study after study finds that organizations that lead in their respective industries do so by "surprising" and "delighting" their target customers in ways that they value. They focus on delivering a better customer experience than the customer's last visit – AND that is better than their competition.

The **Service Delivery System** Workshop, part of the POWER!SERVICE™ system, is designed to be a relevant and modular 2-day experience that engages Operations and Site Managers in case studies, tool application, discussion, and discovery of strategies and systems that provide them with the skills and tools for establishing their unit's full capacity to serve. The session covers the entire architecture required to deliver a customer experience that consistently exceeds customer expectations. From forecasting to labor scheduling, customer service standards and fail safe methods, the Service Delivery System represents the key components required to engineer delight. Techniques and activities are organized by Before, During, After Operations.

PREWORK

Prior to attending the workshop, participants become familiar with the Service Profit Chain concepts, complete a short assessment of their own unit's Service Delivery System that includes a Key Touchpoint 'Walk Through,' review a short case study describing the Strategic Value Vision, review a document summarizing their own company's Strategic Value Vision developed in the Executive Alignment session, read additional case studies to set the stage, and work with an online Customer Loyalty Calculator to determine the Lifetime Value of key customers.

Module 1: Welcome and Introduction

In this module, participants are briefly introduced to the payoff of the program and then introduce themselves and share their "biggest, hairiest delivery system challenge." They are also "quizzed" on their prework.

Module 2: Change Management Context

In this module participants establish that the power to growth is customer service as a differentiation. The change management model is explored as well as this key leverage point: while all customers should be treated the same, customers are different, therefore processes should be different, and hence how you serve different customers should be different.

Module 3: POWER!SERVICE™ System

Through a 'human chain" simulation, participants explore the benefits, principles, and research behind the POWER!SERVICE™ System.

Module 4: Service Delivery System

Module 4 examines how to create a learning relationship with customers, focused on exceeding customer expectations. A compelling video tees up core workshop concepts, featuring how to avoid falling of the "cliff of dissatisfaction" by ensuring that capacity to serve is aligned with demand.

Module 5: Strategic Value Vision (SVV)

Through a case study, the Strategic Value Vision's main components are explored, revealing that Service Profit Chain leaders ensure that the strategy is created for both customers and employees, and that the operating strategy and service delivery system reinforce each other. Participants review the SVV for their own organization and through discussion and interaction,, discover the key leverage to creating and maintaining effective delivery systems.

Module 6: Strategy for Success and Assessment

In this module, the relationship between culture and process is explored through the "Strategy for Success Model." Participants then share the results from their prework assessment and begin to identify their greatest opportunities.

Module 7: Service Delivery System

This module starts to break down each component of the Service Delivery System. Participants receive a comprehensive Service Delivery System tool that they will fill out throughout the program.

Module 8: "Key Results" Model

"Key Results" (Customers, Opportunities, and Times) are explored via relevant case studies. Participants review their LTV calculations from prework, and discuss the importance of knowing who their customers are and what they are worth.

Module 9: Service, Process, and Labor Standards: Staffing and Scheduling

Module 9 begins the study of "Before" operations. Through case studies, participants make the connection between service standards and service processes. By fully understanding these concepts, they are able to examine the Sequence of Service in their own organization. Operational concepts such as Service Labor Standards (staffing and scheduling), Scheduling Strategies (Job Rotation, Early Releases, etc.), Supply and Demand in a dynamic environment, Risk Taking Scheduling, and Labor Forecasting are explored through interactive simulations, video, and discussion. Using a Production Capacity Calculator and other tools, participants create staffing and scheduling plans for their own operation and build a Labor Forecasting strategy to align with key result indicators and their Sequence of Service.

Module 10: Standards, Measures, and Strategies in "Real Time"

Through real case studies, participants are introduced to "Real Time" measurement techniques as they learn about managing capacity, service standards, and results. The "Psychology of Waiting" is revealed through a real-time simulation, and the three types of waiting are discussed. In the end, the concepts are brought together by the discussion of techniques for managing results such as dealing with changes in volume that differ from forecast. They also look at ways to drive up conversion. Finally, participants integrate the best practices into an adjusted scheduling plan.

Module 11: Measuring Results

This module begins the exploration of "After Operations" strategies. Participants learn why and how to examine customer perceptions, determining how standards perform against customer value. The discussion then goes deeper into customer satisfaction measurement concepts and tools such as data integrity and the Service Delivery Issue Log. In addition, activities provide a look at concepts such as data integrity, survey methodologies, and emotional responses.

Module 12: Accountabilities

In this module, all of the concepts of service deliver are brought together in the "SMAC" Criteria. Participants study the importance of clarifying who is responsible for taking action when falling out of conformance to the standard. Also, critical success factors for establishing roles and responsibilities to support "Key Result" Customers, Opportunities, and Times are revealed.

Module 13: Service Tactics Plan

Via a case study, participants explore the Service Tactics Plan Tool, bringing together SMAC strategies and tactics for each Key Result area. This module helps participants understand how to embed triggers in the Service Tactics plan that change capacity based on variations in demand and execute on service tactics that ensure a good customer experience. To apply all the tools and techniques from the workshop, participants choose one Key Result Opportunity and create a Service Tactics Plan – complete with wait time strategies, performance ratios, and momentum.

Module 14: Reports and Visual Measurement

Through three different case studies, the module explores why and how to gather and prove with empirical data just how much value a service process adds. Participants review ways to format data that creates more meaningful insights through metrics such as Performance Ratio Calculations and Momentum, and then use the tools to apply their own scores to create a Performance Measurement and Projection. The importance of Reward and Recognition is discussed, particularly the value of Visual Measurement and different techniques for implementing it. In the end, participants build a visual measurement solution for their own work units using Before, During, and After Operations Goals and Measures.

Module 15: Summary and Best Practice Sharing

In the final module, participants share action plans and exchange feedback through group presentations.

For more information, contact:

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