Management Practices Standardization
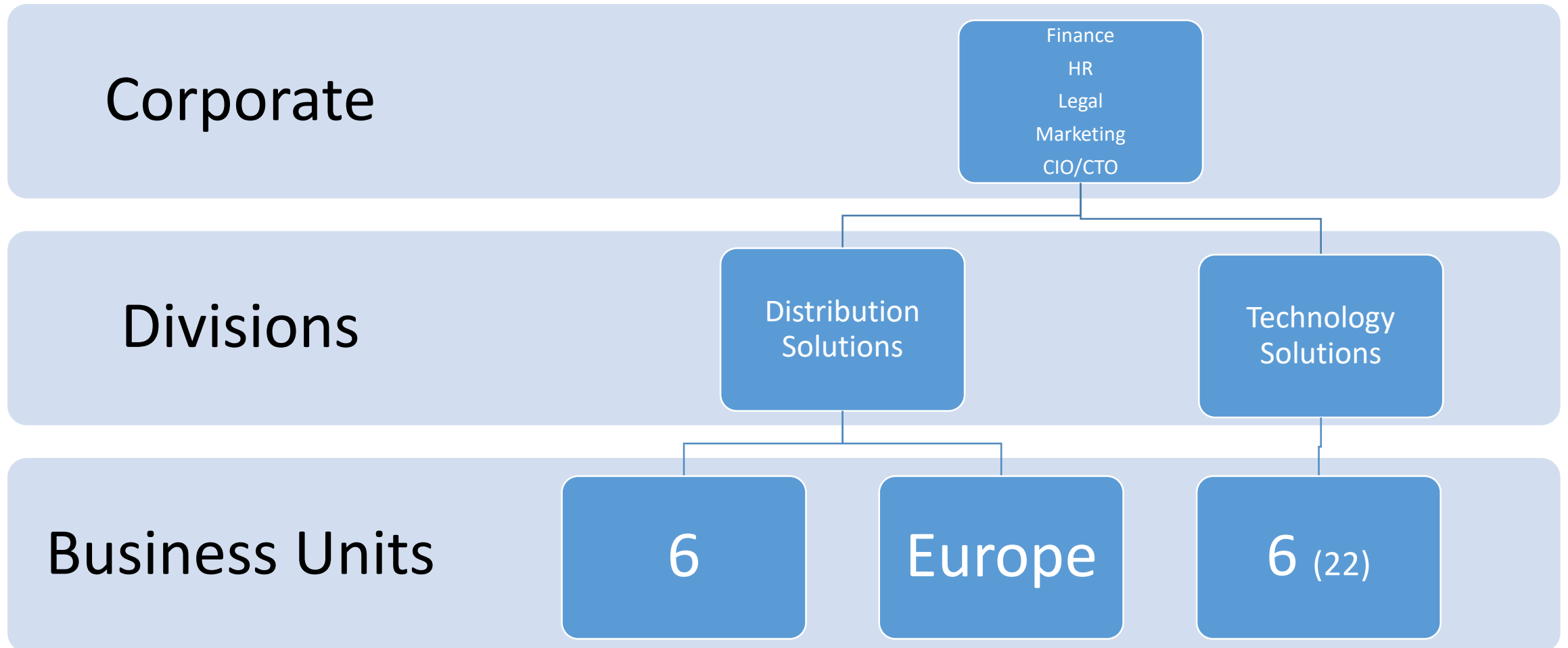# SCP Support Standard

October 6, 2016

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Service Executive Leadership Certification Project Statement:

Demonstrate how the SCP Program has driven service delivery and quality improvement through SCP audits over the past five years. At the completion of this project, the benefit is for improvement trends and observations to provide leadership a clearer understanding of the sustained value and effectiveness of the SCP Program in providing a basis for standardization.

Company at a glance

Corporate		Finance HR Legal Marketing CIO/CTO
Divisions	Distribution Solutions	Technology Solutions
Business Units	6 — Europe	6 (22)

Project Analysis

Project Scope

- *9 technical support centers across 14 locations*
- *SCP Program participants*
- *Participants ranging from 2 to 16 years in program*
- *SCP audits from prior 5 years*
- *Notes and reports from 37 audits*

Analysis Process

- *SCP Program Dashboard – SCP performance, CSAT, KLAS*
- *Excel – element, criterion and overall scores from prior 5 years*
- *Excel – documented improvements year over year*
- *Subjective observations of market changes, service transformation or other significant operational changes.*

SCP Participation Culture Profiles

Participation Culture Profiles

Active Participant

- Utilize audit feedback for inclusion in strategy and improvement initiatives

- Accept identified gaps as opportunities

- Desire to achieve continued strong scoring performance

- Communicate understanding of the value

- Maintain a regular audit cadence

- Strong executive sponsorship

Participation Culture Profiles

Reluctant Participant

- Fewer strategic and performance improvements link to the audit feedback

- Tend to pick "low hanging fruit" for improvement

- Score trends are not valued

- Frequently question the value

- Are more likely to postpone audits

- Lagging executive sponsorship

Participation Culture Profiles

New Participant

- Utilize audit feedback to identify low hanging fruit for improvement opportunities

- Accept identified gaps as opportunities

- Leverage the standard to mature programs, processes and performance

- Leadership executive sponsorship can vary and does impact the likelihood of sustained participation during initial 3 year maturing cycle.

Analysis results

SCP Program Dashboard - for the prior 7 quarters

- Demonstrates that there is a link between
    - SCP performance
    - CSAT
    - KLAS performance

- The better an audit score and performance against the industry benchmark   - the more favorable KLAS "Quality of phone/web support" trending

- The weaker an audit score and performance against the industry benchmark - the less favorable KLAS "Quality of phone/web support" trending

- Although not all non-participants are known, of those that are, CSAT and KLAS performance is typically not at the same level as certified centers

Analysis results

SCP Scoring Analysis

- Demonstrates that there is a link between strong SCP performance and continuous improvement velocity

- Active culture participants demonstrate significantly more completed quality initiatives and overall improvements

- Reluctant culture participants demonstrate that as focus shifts away from the SCP Standard, performance in Planning and Strategy, Customer Feedback, Total Quality Management and Performance Metrics significantly degrade in scoring

- New culture participants demonstrate that during early engagement in the program that CSAT can be improved as well as other metrics

Analysis results

Other improvement themes

- Leverage SCP Standard to provide a road map when multiple centers are newly brought into a single organizational model

- Leverage SCP Standard to accelerate the onboarding of a new acquisition

- Leverage SCP Standard to innovate into new markets such as SaaS

- Provides a stable foundation when a center frequently changes business units due to evolving business fluxuations

Summary

- Clear relationship between data and SCP participation/value

- Participants culture directly affects SCP value proposition

- Standardization provides a roadmap for consistency
  - Process
  - Metrics
  - People competencies
  - Functional requirements
  - Management practices

- Adherence to standard can sustain operations during times of change and transformation

Thank You

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