

## What can **you** do to deliver Service Excellence?

### What does 'good' look like?

In Shared Services we are adopting a simple 5-point scale to define the Service Excellence 'capability maturity'. This is based on the CMMI (Capability Maturity Model Integration) maturity approach used in many areas of BAE Systems (e.g. the Safety Maturity Model).

- A typical '1' (low maturity) rating is typified by inconsistent service delivery, chaotic process control and continually re-inventing the wheel.
- A typical '5' (high maturity) score means consistent service delivery, combined with proactive-quantitative control and continuously optimising the service against what the customer expects.

By conducting self-assessment against a maturity model we can identify opportunities for improvement and look for areas of good practice to share.

### What do other companies do?

Companies recognised for Service Excellence, such as Singapore Airlines and Ritz Carlton Hotels, all have a clearly articulated vision of what it means to provide Service Excellence.

A common characteristic of 'world class' service providers is that they measure not only **service outcomes**, but also focus on **customer experiences** and their **capability** to consistently deliver what customers expect now and in the future.

**Service = Outcome + Customer Experience**

Many companies have '**planned experiences**' for hundreds of defined service requests or responses to service failures.

A powerful way to identify opportunities for improvement is to talk to 'world class' companies to generate ideas, compare cost and service levels

(so-called 'benchmarking'). In some sectors specialist consultancies or networking groups facilitate this open exchange of ideas and business intelligence.

### Resources

Various resources are available. For example:

- Shared Services Customer Management Training Courses
- SCRIA workshops to plan continuous improvement with your supplier(s)
- Peer review by colleagues in other parts of Shared Services
- Information Technology Infrastructure Library (ITIL) for IT services and projects
- Professional standards for specific specialist areas
- Business Improvement experts in Shared Services and elsewhere in BAE Systems

### Point of contact

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## Service Excellence

A framework to further enhance our Service Excellence culture to consistently meet customers' expectations

### Why Service Excellence?

Service Excellence brings together externally tested standards in Service Management with best practice from across Shared Services. This will enable the sharing of best practice across Shared Services. It also provides an opportunity to challenge the way we work and improve standards, as our customers want us to continuously raise our game.

*"I feel that we have an excellent relationship with Shared Services and hope that this will continue to improve and develop in the future."*

**Andy Start** MD & VP E&IS, Rochester in response to Annual Customer Satisfaction Survey results.

### What is "Service Excellence" and is it new?

Service Excellence is the name we have given to a framework that captures the processes, behaviours and leadership that we hope will deliver excellent service to our customers. The processes themselves are not new and include some of the key things that we do today, such as Customer Satisfaction surveys and Service Level Agreements.

Service Excellence clearly articulates how each of the elements of what we do fit together, and will underpin the adoption of a Service Excellence culture (see diagram overleaf). We are on a journey to increase our understanding of how to enhance our evolving Service Excellence culture.

### What is a Service Excellence culture?

The Service Excellence culture is about 'believing in' and 'performing' the elements of the Service Excellence framework in a consistent way, such that it becomes second nature – **it is just how we do things!**

### What does excellent service look like?

There is no single description that would fit all parts of Shared Services. It is probably easier to say what it doesn't look like. We have all experienced poor service. Ultimately, excellent service is about the behaviours and attitudes for which customers would recommend you to others. Service Excellence is about 'being easy to do business with'.

### The six capabilities of the Service Excellence Framework

- Know your customer
- Clarify expectations and commitments
- Listen to your customer
- Respond to customer's feedback and create great customer experiences
- Continuous Improvement
- Benchmarking

The underpinning ethos of Service Excellence is that you need to get close to your customers to really understand their needs and issues. Once you gain this clarity, customers will perceive Service Excellence by the consistent response to their needs and issues through exemplary behaviours. This is particularly important because our customers' needs are constantly changing.

*"I look forward to working even more closely with Shared Services in 2009 as we implement our transformation projects in response to changing MoD requirements."*

**David Allott** MD Land Systems in response to Annual Customer Satisfaction Survey results.

## Our six capabilities

### 4. Respond to customer feedback and create great customer experiences

The capability to consistently respond to issues raised by customers and keep them informed of progress; turning responses to feedback into great experiences.

- Action tracking against issues raised
- Targets and monitoring of progress on issues
- Feedback to customers on progress
- Focus on 'great customer experiences'

### 1. Know your customer

The capability to identify stakeholders in your customer community and understand their needs through pro-active engagement and consultation on new or changed services.

- Stakeholder maps
- Segmentation of different types of customers
- Engagement and consultation
- Understanding Business Continuity Plans

### 6. Benchmarking

The capability to understand how your service offering compares with similar services on the internal and external market and learn lessons from other organisations.

- Cost benchmarking
- Service benchmarking
- Networking

### 5. Continuous improvement

The capability to identify lessons learned, implement improvement opportunities and work with suppliers to do the same.

- Management of opportunities
- Lessons learned identification and implementation
- Supplier Continuous Improvement plans

### 3. Listen to your customer

The capability to capture customer feedback and measure customer satisfaction.

- Customer Satisfaction survey and analysis
- Complaints/issue raising process and analysis
- Management of service change requests

### 2. Clarify expectations and commitments

The capability to capture customer requirements, develop service offerings and clear project and service level definitions.

- Requirements capture process/documents
- Project definitions
- Service Level Agreements
- Demand forecasts vs capacity plans
- Transparent 'variable pricing' and billing

