Future State of Acme IT Services

Improving Customer Satisfaction and Employee Satisfaction
Three Data Points...

• Company Initiative To Improve Customer Service Scores by 10%

• Last Year’s Employee Satisfaction Score of 64%

• Project *Fireside* overran budget by 17% and schedule by 20% due to resource limitations
Three Data Points...

• Company Initiative To Improve Customer Service Scores by 10%

1. Ground your proposal to some key goals that the company has.

• Last Year’s Employee Satisfaction Score of 64%

2. Use facts and indisputable data to highlight the need for action.

• Project Fireside overran budget by 17% and schedule by 20% due to resource limitations

3. Provide an example of the impact felt by the business
The Current State

• Customer Perspective:
  – Slower than desired response time
  – Unable to accommodate change quickly
  – Customers have commented that ACME employees are ‘always tired’

• Staffing Perspective:
  – Not effectively supporting business needs (or customers)
  – Quality of work is suffering; finding errors
  – Lack of focus on internal initiatives, solely supporting customers
  – Time for personal development is very limited
  – Long hours on a regular basis

• Business Perspective
  – Work exists for additional heads
  – Not building a better organization, just maintaining current state
  – Insufficient support for other internal teams
The Current State

- **Customer Perspective:**
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4. Identify the view your customers have of your organization, and what it implies for future business.

5. Provide insight into the impact the issue is having on employee satisfaction, as well as the end product quality. Examples are great.

6. When asking for resources, always tie it to business need and business impact. Keep it objective.
## Analysis of Working Hours

6 Months of hours data shows consistent ~3 head deficit relative to capacity.

- Hours worked contain minimal internal development activities.
Analysis of Working Hours

• 6 Months of hours data shows consistent ~3 head deficit relative to capacity.
• Hours worked contain minimal internal development activities.

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Heads (Cap) 17 17
Heads (Act) 20.1 19.7
Deficit 3.1 2.7

7. Use time tracking records to justify the number of people you need so it is driven from data, not opinion. As much data as you can provide, the better. Do a thorough analysis.
Acme IT Services: Improvements for Future

Current State:
- Slow Response to Customers
- Regular ‘Firefighting’ Mode
- Weakened Quality of Work
- Poor Employee Satisfaction Scores
- Consistently Long Hours

Future State:
- Turn Quotes Around in 1 Day
- Decrease Caller Hold Time by 20%
- Improved Stability; Ability to ‘Weather Storms’
- Improved Internal Development
- Improved Engagement and Morale
- Improved Work-Life Balance
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8. Compare the current state to what your objective is. Be sure to highlight benefits to both customers and the business, not just the impact on employees.
The Future State

• Customer Experience:
  – Improved response time; minimal waiting
  – ACME is able to quickly react to changes in customer needs
  – Interaction with happier employees

• Staffing Perspective:
  – Feeling like they are doing a quality job
  – Have enough time to do pursue career development opportunities
  – Able to dedicate some time to internal initiatives
  – More stability in working hours; less ‘fire fighting’

• Business Perspective
  – Improved customer retention and referrals via better customer support
  – Increased employee retention through better work-life balance
  – Focus on internal growth leads to innovation and competitive advantage
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9. Highlight the enhancements resulting from your plan, as experienced by customers.

10. Indicate the favorable impacts you anticipate on the workforce.

11. Provide talking points for the benefits you anticipate to be felt by the business. This is the ‘return on investment.’
Implementing the Future State

• Goal: To **Readily** Support the Business Needs Through Improved Responsiveness and Employee Effectiveness

• Action Plan:
  – Decrease Quoting Time to Customer By Adding 1 Pricing Specialist Focused on New Accounts
  – Improve Customer Experience with Additional Customer Service Representative
  – Decrease Lost Productivity of ‘Administrative’ tasks by Adding an Administrator to Support Entire Department
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12. As part of your plan, indicate the benefit that *each person* will offer. Do not just leave it to a general number. The more specific you can be, the better.
Future ACME IT Services Team

Key:
- Existing
- New

VP - Operations
  - Admin
  - Manager - Software
    - Sr. Programmer
    - Programmer
    - Customer Service Rep
  - Manager - Customer Support
    - Sr. Customer Service Rep
  - Manager - Pricing
    - Sr. Pricing Specialist
  - Manager - Technical Support
    - Sr. Tech Support Engineer
  - Pricing Specialist
  - Tech Support Engineer
13. Provide specifics as to where the new employees would reside in the organization. Also take care in making sure it is clear how they would relate to the rest of the staff in terms of experience level, sub team, and function.
Remaining Questions

• Can we plan for 1 week of professional development for each employee?
• What is the resourcing plan for supporting the 5-year goals?
• With new product launches coming next year, will the programming team need additional capacity?
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