Service Management

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APQC – the basis for our entire following discussion

ABOUT APQC

An internationally recognized resource for process and performance improvement, APQC helps organizations adapt to rapidly changing environments, build new and better ways to work, and succeed in a competitive marketplace. With a focus on productivity, knowledge management, benchmarking, and quality improvement initiatives, APQC works with its member organizations to identify best practices; discover effective methods of improvement; broadly disseminate findings; and connect individuals with one another and the knowledge, training, and tools they need to succeed. Founded in 1977, APQC is a member-based nonprofit serving organizations around the world in all sectors of business, education, and government. APQC is also a proud winner of the 2003, 2004, 2008, 2012, and 2013 North American Most Admired Knowledge Enterprises (MAKE) awards. This award is based on a study by Teleos, a European based research firm, and the KNOW network.
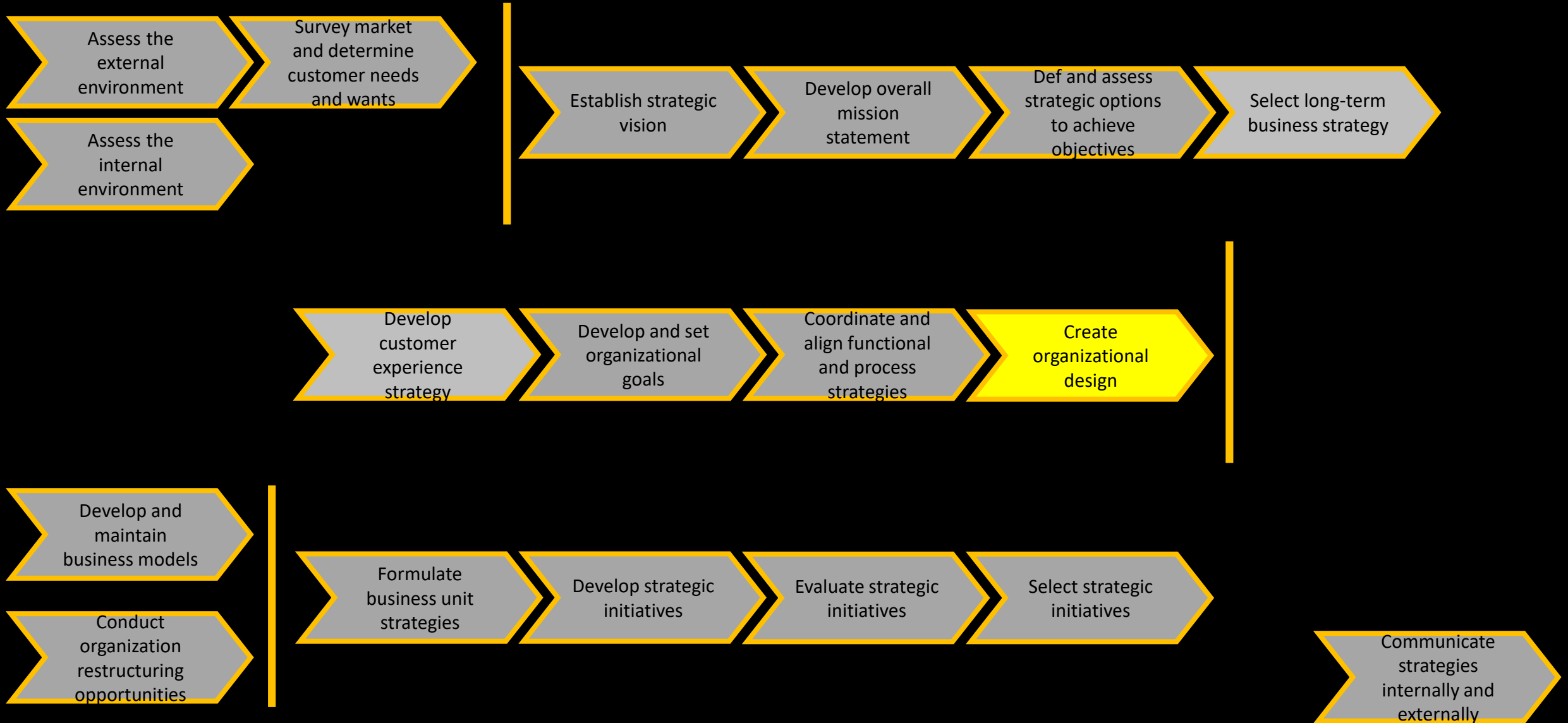
C7,8

The Strategic Planning Process

Assess the external environment

Survey market and determine customer needs and wants

Assess the internal environment

Establish strategic vision

Develop overall mission statement

Def and assess strategic options to achieve objectives

Select long-term business strategy

Develop customer experience strategy

Develop and set organizational goals

Coordinate and align functional and process strategies

Create organizational design

Develop and maintain business models

Conduct organization restructuring opportunities

Formulate business unit strategies

Develop strategic initiatives

Evaluate strategic initiatives

Select strategic initiatives

Communicate strategies internally and externally

Create organizational design

Evaluate breadth and depth of organizational structure

Perform job-specific roles mapping and value-added analyses

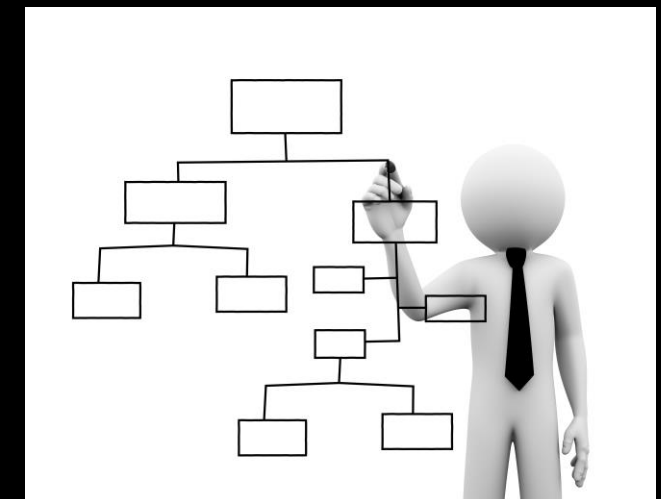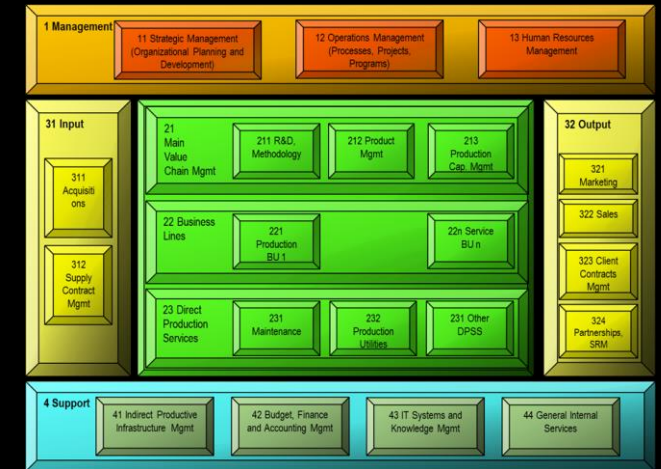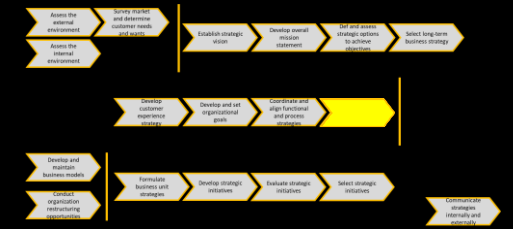Develop role activity diagrams to assess hand-off activity

Perform organization redesign workshops

Design the relationships between organizational units

Develop role analysis and activity diagrams for key processes

Assess organizational implication of feasible alternatives

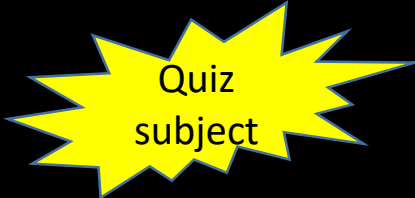Migrate to new organization

Quiz subject

2

Evaluate breadth and depth of organizational structure

Evaluating the structural makeup of the organization,

including pertinent features of and associated synergies among constituent elements.

Examine the organization's architectural framework,

paying close attention to the individual elements, the relations among them, and the conjoint and co-acting forces therein.

Analyze functions and processes, as well as work-related positions.

Scrutinize various relevant characteristics associated with each of them, depending upon the scale, scope, and type of organization.
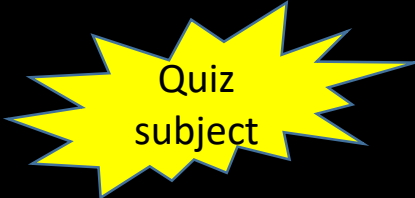
Quiz subject

Perform job-specific roles mapping and value-added analyses

Appraising

- job-specific roles within the organizational chart and

- their hierarchical architecture.

Analyze a map of work-related roles within the organizational structure.

Examine the value added by the positions associated with jobs to be performed and how they stack up within the organization's operations.

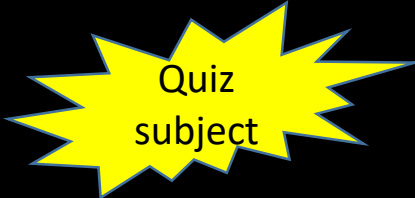Quiz subject

Develop role activity diagrams to assess hand-off activity

Examining the constituent exercises and undertakings within a work-related position for the purpose of effective delegation.

Deconstruct job-specific roles into activities and visualize the relations among them, with the objective of assigning responsibilities to the appropriate personnel.

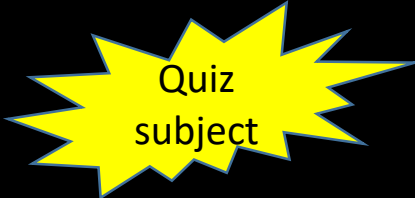Quiz subject

Perform organization redesign workshops

Organizing workshop sessions to adopt organizational redesign.

Communicate the organizational structure and mapping of responsibilities against job roles in order to facilitate an effective understanding among personnel.

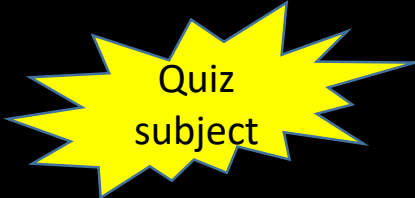Use a collaborative process that may include participative workshop sessions.

Quiz subject

Design the relationships between organizational units

Fleshing out the connections and dependencies among the various units of the organization.

Delineate the relationship among business units or process frameworks within the organization, in terms of activities, synergies, and shared resources and responsibilities.

Formalize relationships among business units so that any mutual coherence is clearly understood and can be attended to.
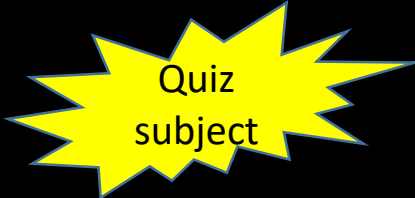
Quiz subject

Develop role analysis and activity diagrams for key processes

Creating an understanding of the fit between job roles and organizational processes in order to properly place personnel.

Deconstruct key processes into constituent activities, and examine job-related roles.

Take cues from Develop role activity diagrams to assess hand-off activity.

Map appropriate positions against these important processes, which in turn expedite the deployment of staff members.
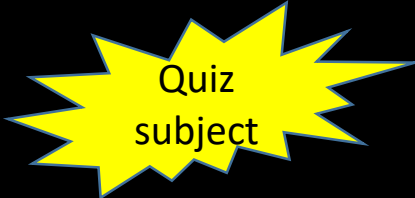
Quiz subject

Assess organizational implication of feasible alternatives

Probing the repercussions of all practicable organizational design options.

Analyze the significance and impact of workable organizational structure options.

Closely examine the long-term impact of these frameworks over the functioning of the organization.

Quiz subject

Migrate to new organization

Embracing and ratifying a new organizational structure.

(Assume the new framework to be the best fit through Assess the organizational implications of feasible alternatives .)

The Change Management Curve

Stage 2

Denial

Solution embraced

Stage 6

Productivity

Shock

Searching solutions

Stage 5

Anger

Resistance

Stage 1

Stage 3

Stage 4

Time

2

Simple

https://www.simple-bpm.ro/soft/consulting

The Strategic Planning Process

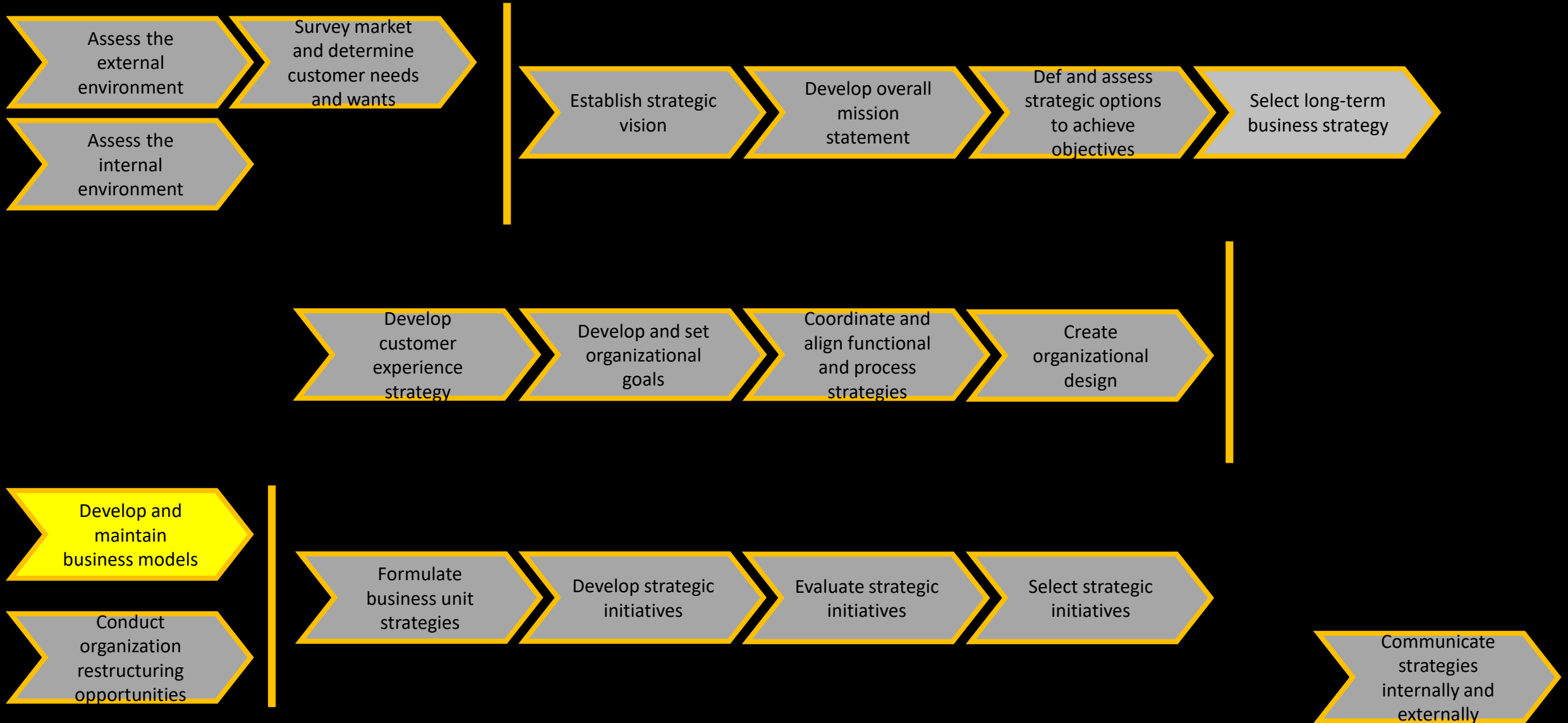Assess the external environment → Survey market and determine customer needs and wants

Assess the internal environment

Establish strategic vision → Develop overall mission statement → Def and assess strategic options to achieve objectives → Select long-term business strategy

Develop customer experience strategy → Develop and set organizational goals → Coordinate and align functional and process strategies → Create organizational design

Develop and maintain business models

Conduct organization restructuring opportunities

Formulate business unit strategies → Develop strategic initiatives → Evaluate strategic initiatives → Select strategic initiatives

Communicate strategies internally and externally

Develop and maintain business models

Assemble business model information

Secure appropriate approvals

Identify integration points with existing models
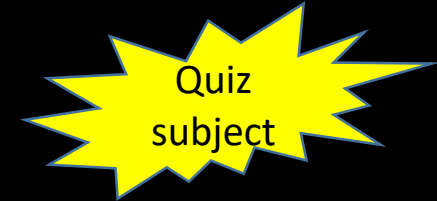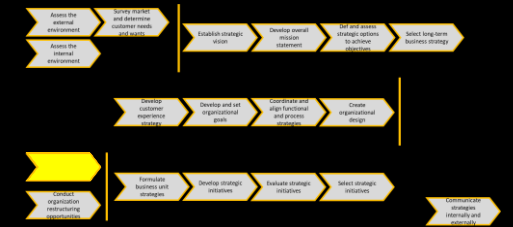
Adopt the business model

Establish business model maintenance parameters
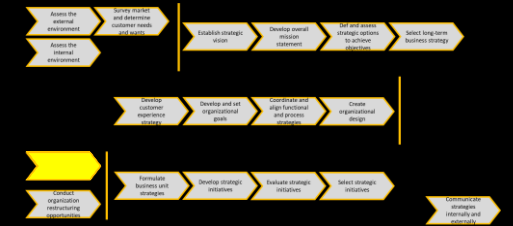
Accept business model feedback parameters

Prioritize and manage incoming feedback

Update existing models

Establish business model governance

Quiz subject

1

Establish business model governance

The 4 Control Loops

Self control	-	Self
Monitoring	-	Direct supervisor
Reporting	-	Concerned management teams (Management Analysis)
Audit	-	Auditors - > Concerned management teams

Prediction - Reaction

Procedures

Rules

Decision making mechanisms

4 eyes principle

Beneficiary – proposes

Technical responsible – technically approves

Financial sponsor – approves based on financial criteria

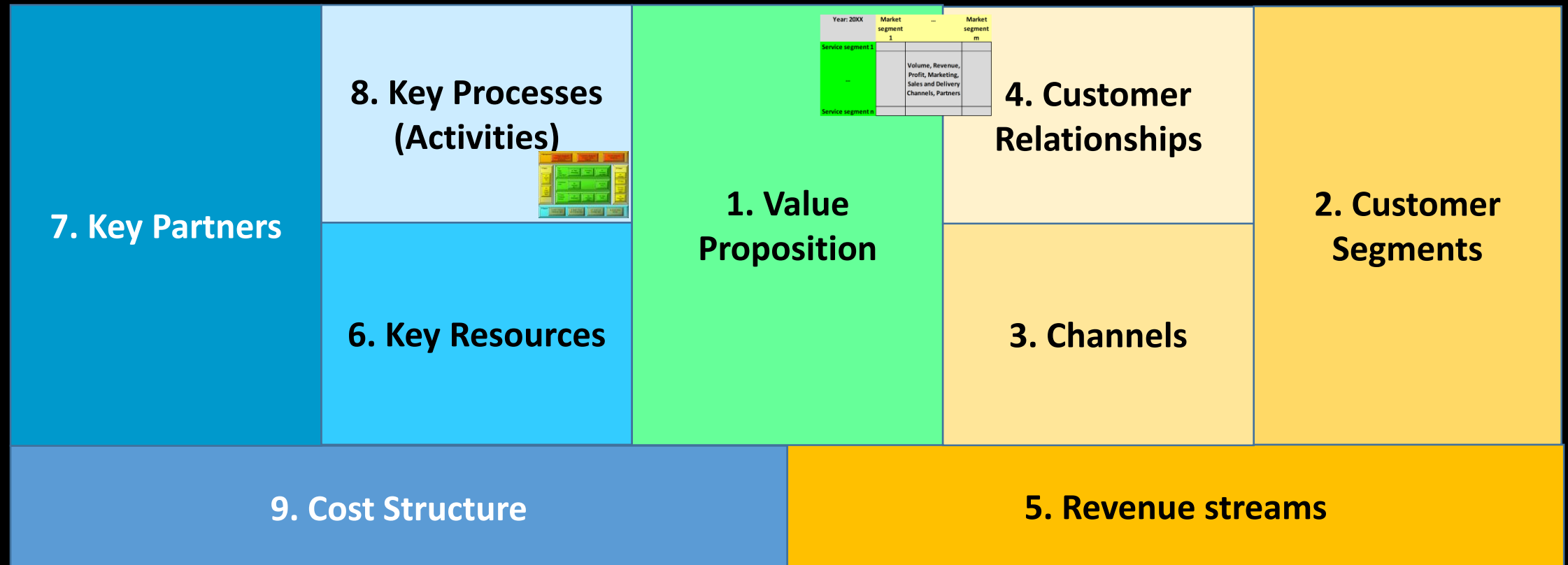Quiz subject

2

What is a business model ?

- Split into 9 teams; Make a 3-5 ideas brief on each of the 9 chapters (1 chapter by team) based on the below short video

| 7. Key Partners | 8. Key Processes (Activities) | 1. Value Proposition | 4. Customer Relationships | 2. Customer Segments |
| | 6. Key Resources | | 3. Channels | |

9. Cost Structure **5. Revenue streams**
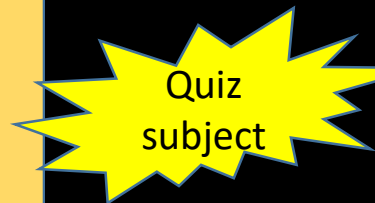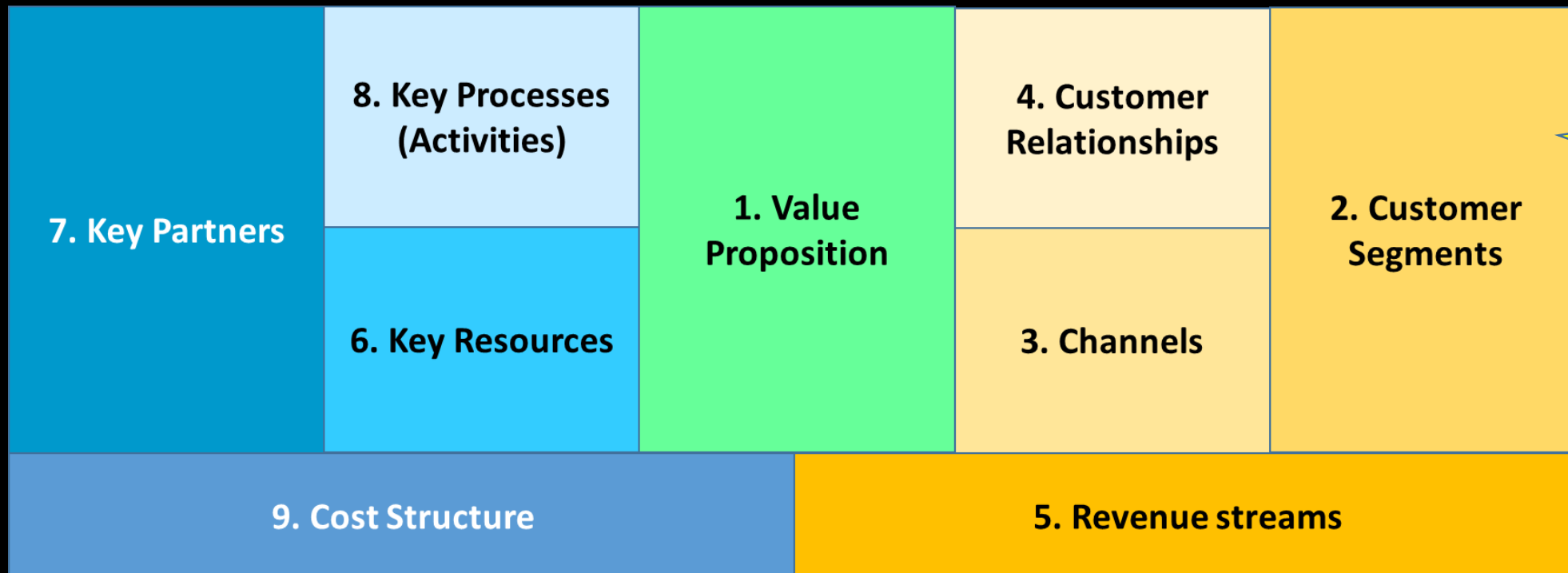
Let's develop a business model

- Hotel
- Credit institution
- Tourism agency
- Private school
- Mobile phone operator
- Insurance company
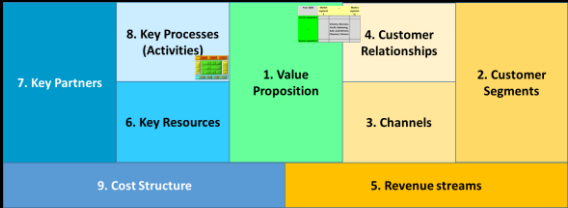- Health Care provider
- Retail company
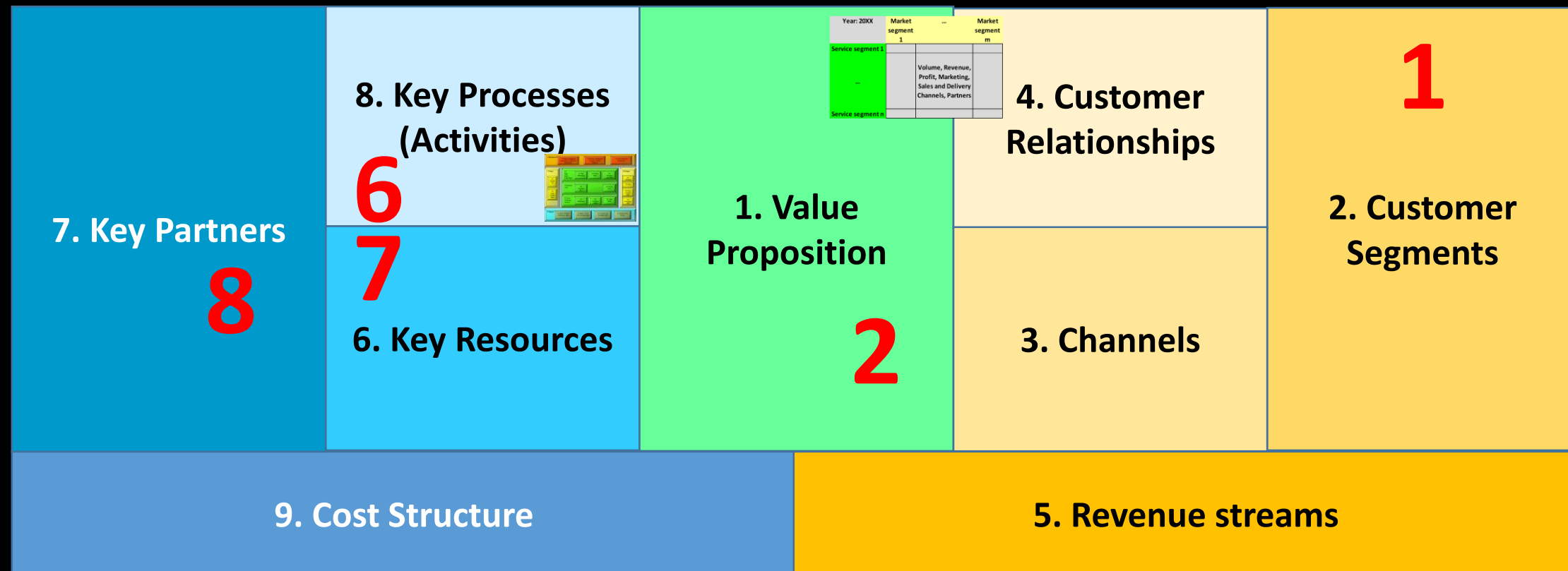
Let's develop a business model

- Draw the Business Model Canvas (on page 1)
- Draw the Go-To-Market model (on page 2)
- Later - draw the Business Process Table (on page 3)

Year: 20XX	Market segment 1	...	Market segment m
Service segment 1			
...		Volume, Revenue, Profit, Marketing, Sales and Delivery Channels, Partners	
Service segment n			

7. Key Partners	8. Key Processes (Activities)	1. Value Proposition	4. Customer Relationships	2. Customer Segments
	6. Key Resources		3. Channels	

| 9. Cost Structure	5. Revenue streams

Quiz subject

2

1. Customers & Customer Segments

- Make a list of customer needs to be fulfilled by your company.

- Who would be your Customers ? Classify them by segments using relevant criteria (such as: age, gender, revenue level, education, residence, etc.)
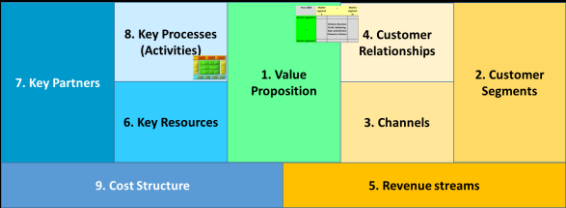
- Make a list of Customer Segments

Year: 20XX	Market segment 1	...	Market segment m

5

Quiz subject
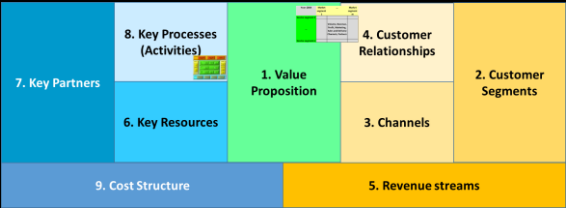
2. The Value Proposition

- List the key services your company would deliver your customers.
- Classify the services into service segments
- Identify for each Features, Advantages, Benefits

Year: 20XX	Market segment 1	...	Market segment m
Service segment 1			
Service segment n			

Quiz subject

3. Channels > Delivering your services

- How to deliver the services ?

- Make a list of the Sales and Delivery Channels

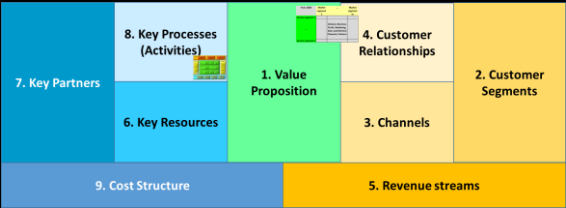| Year: 20XX	Market segment 1	...	Market segment m
Service segment 1			
...		Delivery Channels, Partners	
Service segment n			

5

Quiz subject
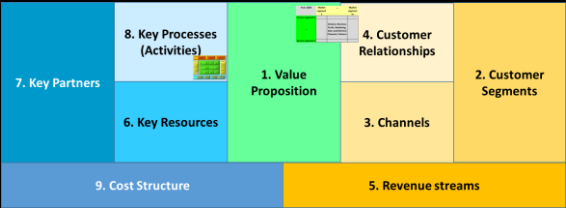
4. Customer relationships

- Identify the main activities (processes, tools)
- through which you would:
  - Get your customers
  - Keep your customers
  - Grow your customers

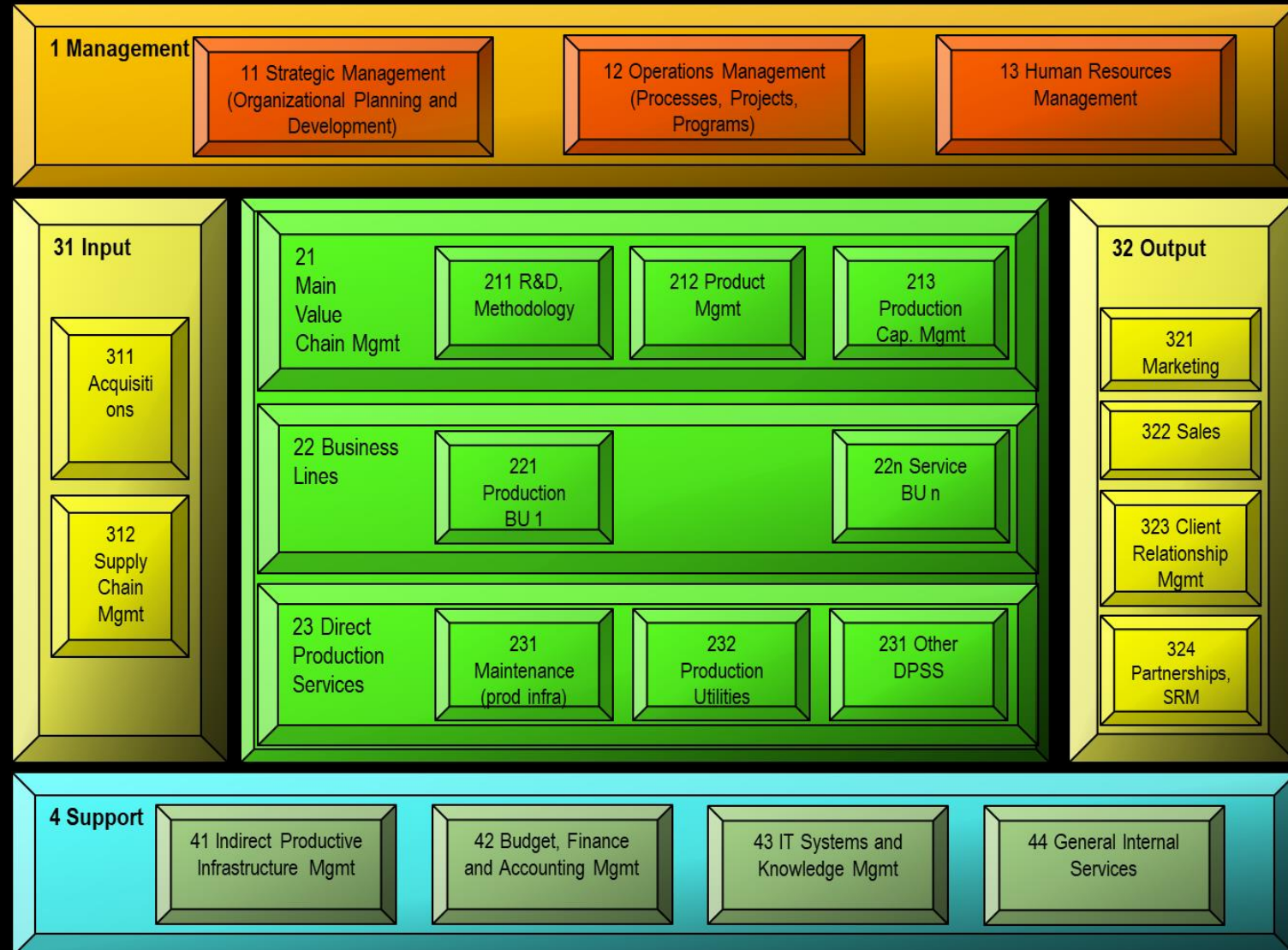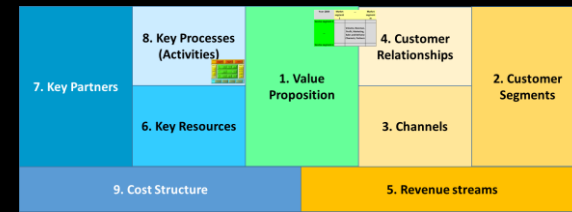| Year: 20XX	Market segment 1	...	Market segment m
Service segment 1			
...		Marketing, Sales Delivery Channels, Partners	
Service segment n			

Quiz subject

5. Revenue streams

- Where are the money coming from?
  - By customer segments
  - By service

- Specify which customer segment is targeted with which service

Year: 20XX	Market segment 1	...	Market segment m
Service segment 1			
...		**Volume, Revenue, Marketing, Sales Delivery Channels, Partners**	
Service segment n			

5

Quiz subject

6. Key Processes

- What are the processes on the MVC ?

- What other key processes would you consider ?

- Make a list of the key processes

5

Quiz subject

Eo7,8