

Service Management

Mihai Pascadi

C5,6

APQC – the basis for our entire following discussion

ABOUT APQC

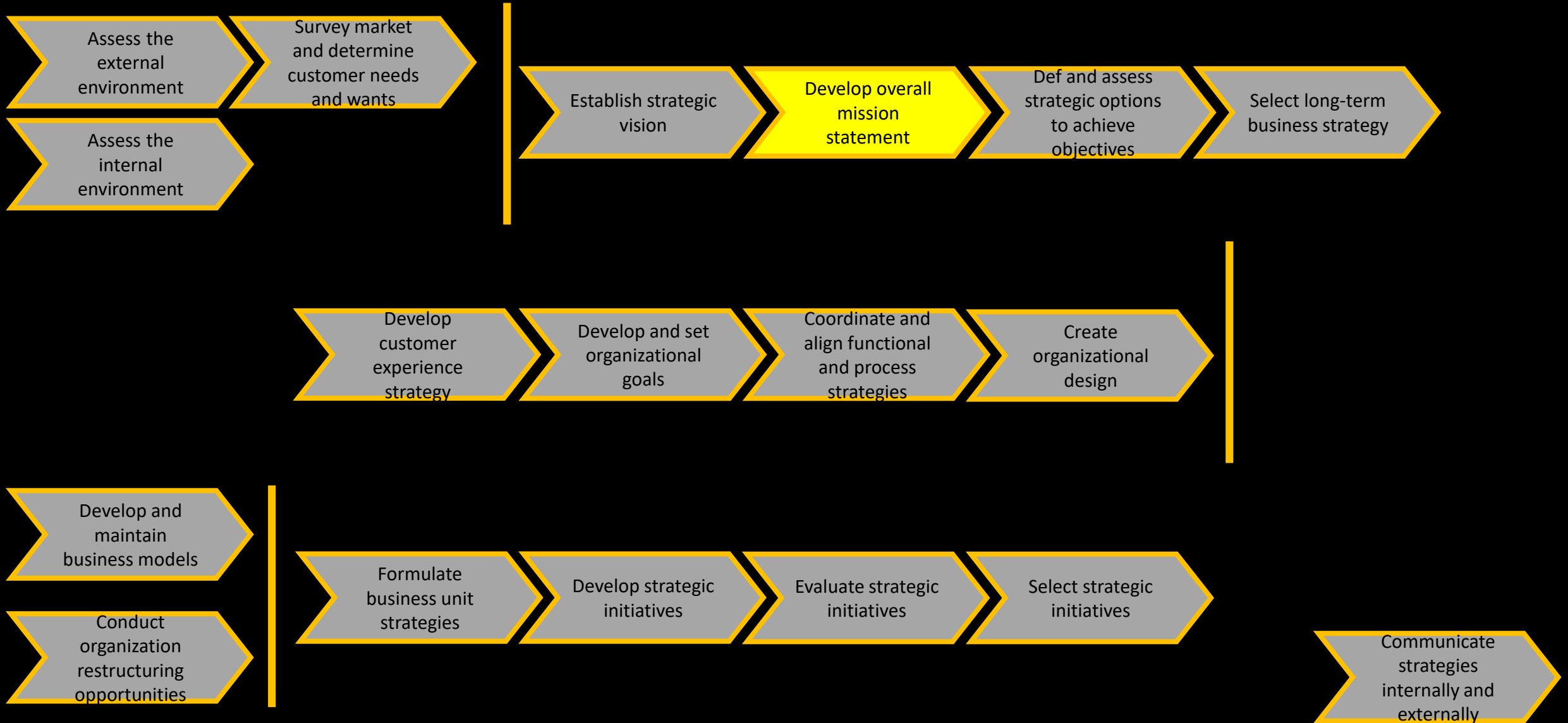
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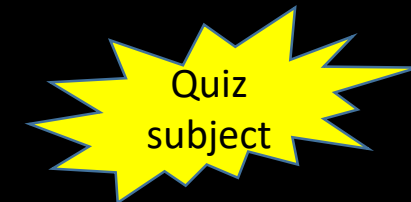
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The Strategic Planning Process





Develop overall mission statement

Establishing a general, **compact** statement that concisely underscores the mission of the organization.

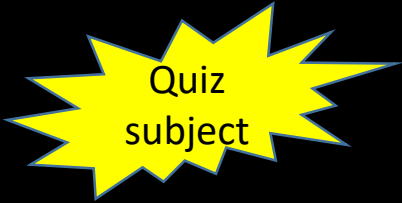
Define and communicate a clear and succinct mission statement, which encapsulates how the organization aims to proceed in order to Establish a strategic vision.

Solicit critical inputs from senior management and strategy executives, and collaborate with marketing or personnel from allied functions.

Develop overall mission statement - steps

1. Define current business
2. Formulate mission
3. Communicate mission

Define current business



Quiz
subject

Defining the status quo relating to the de facto core of what the business is.

Reflect over the fundamental essence of what the business accomplishes (**results**) and the manner in which it operates (**method**).

Look beyond the obvious solution capabilities to delineate capacities that form the basis of the business engine.

Involve senior executives and management personnel and possibly professional services providers.

Define current business

- No exercise

Formulate mission

Outlining actionable objectives

that effectively **set a course to fulfill the organization's vision.**

In this fundamental activity, articulate certain goals or targets in broad but practicable terms to reach long-term objectives.

Formulate mission – Helpful questions

Quiz
subject

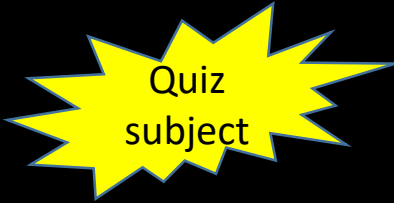
- What is the fundamental **reason** of existence for the company?
- What is the **purpose** of the enterprise?
- Which is the place (on the **market**)?
- Which would be the addressed target **market**?
- Which is the service **concept**?
- What **operating** strategy would the company adopt?
- Which delivery **system** would be used?
- What **challenges** are there on the market:
 - Low entry barriers
 - Product substitution
 - Limited opportunities for economy of scale,
 - Etc.

Concise Mission
Statement

Formulate mission

- Find on the internet a mission statement for a company in your sector.

Communicate mission



Quiz
subject

Developing and executing a **communication strategy** to convey the mission statement.

Create a universal communication strategy and appropriate delivery channels, with the objective of leveraging the latter to execute the former.

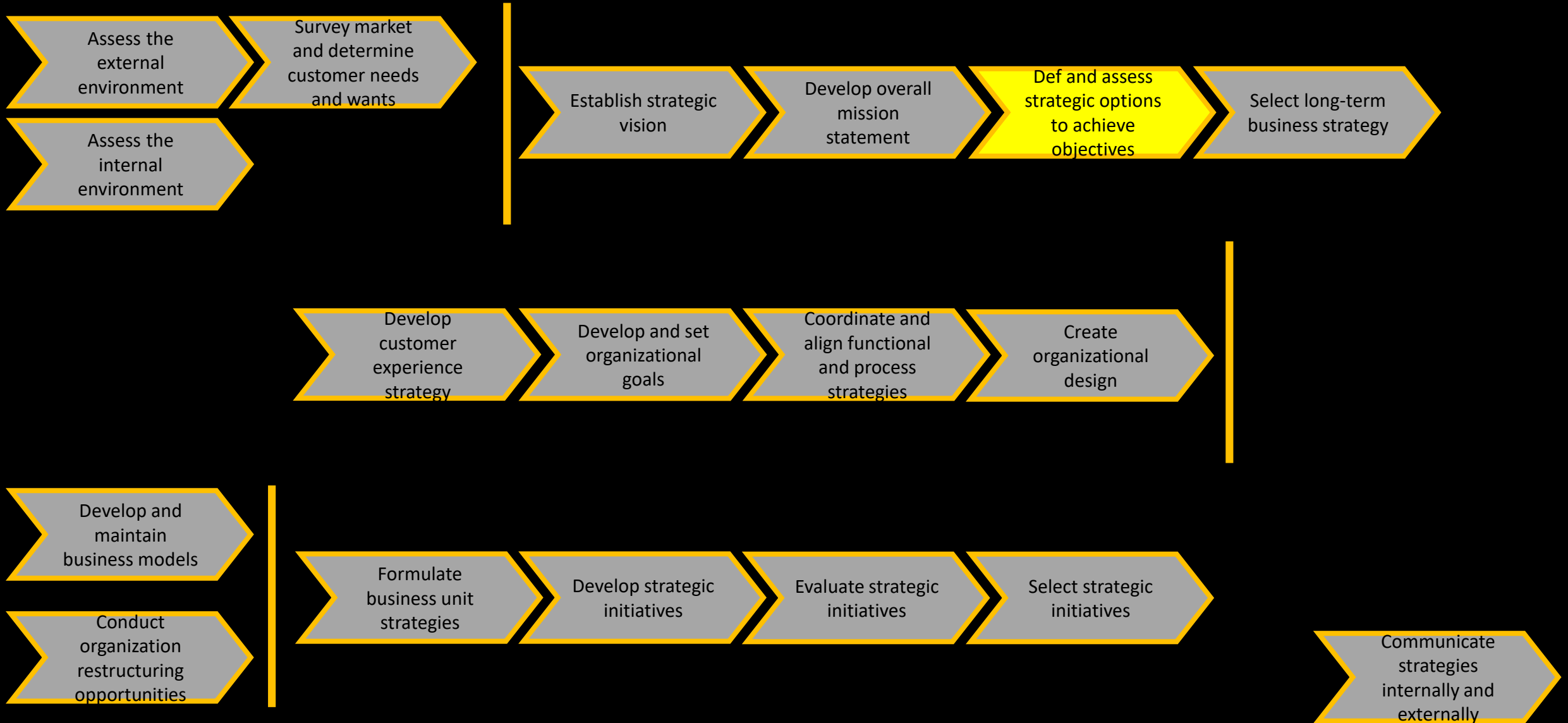
Convey the inherent message of the mission to all stakeholders, including **employees, customers, and the public**.

Ensure collaboration between senior strategy personnel and the communications/marketing team.

Communicate mission

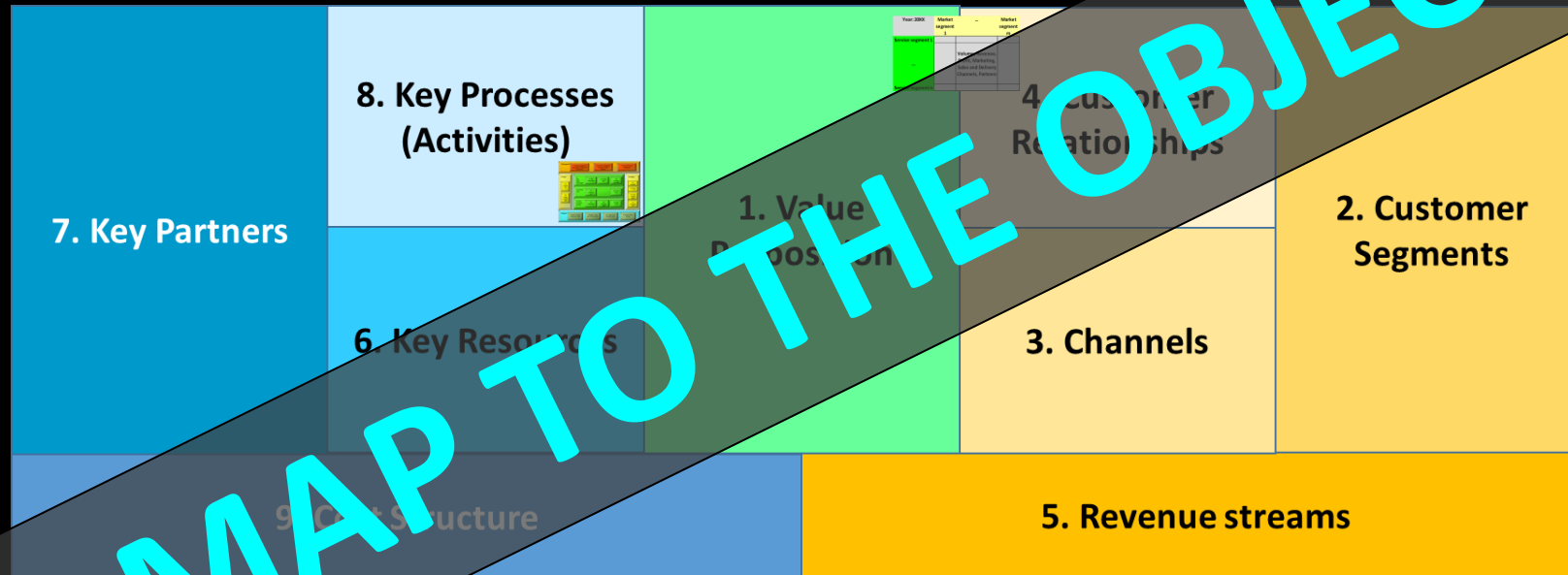
- For the chosen Mission:
 - Establish the target audience
 - Establish the channel – communication vehicle
 - Conceive – adapt the message

The Strategic Planning Process



Define and evaluate strategic options to achieve the objectives - steps

THE BUSINESS MODEL



Quiz subject

Year 2003	Market Segment	Market Segment
1	1	1
2	2	2
3	3	3
4	4	4
5	5	5
6	6	6
7	7	7
8	8	8
9	9	9

1. Value Proposition

2. Customer Segments

3. Channels

4. Customer Relationships

5. Revenue streams

6. Key Resources

7. Key Partners

8. Key Processes (Activities)

9. Cost Structure

The logical order in developing the Business Model chapters would be the one marked in **RED**.

Define and evaluate strategic options to achieve the objectives - steps

THE BUSINESS MODEL OBJECTIVES TYPES

Metrics for
other key
processes

Reach,
Fidelity
Growth

8. Key Processes
(Activities)

4. Customer
Relationships

2. Customer
Segments

Specs,
Volumes

7. Key Partners

6. Key Resources

1. Value
Proposition

3. Channels

Number,
Segments

Specs,
Volumes

9. Cost Structure

5. Revenue streams

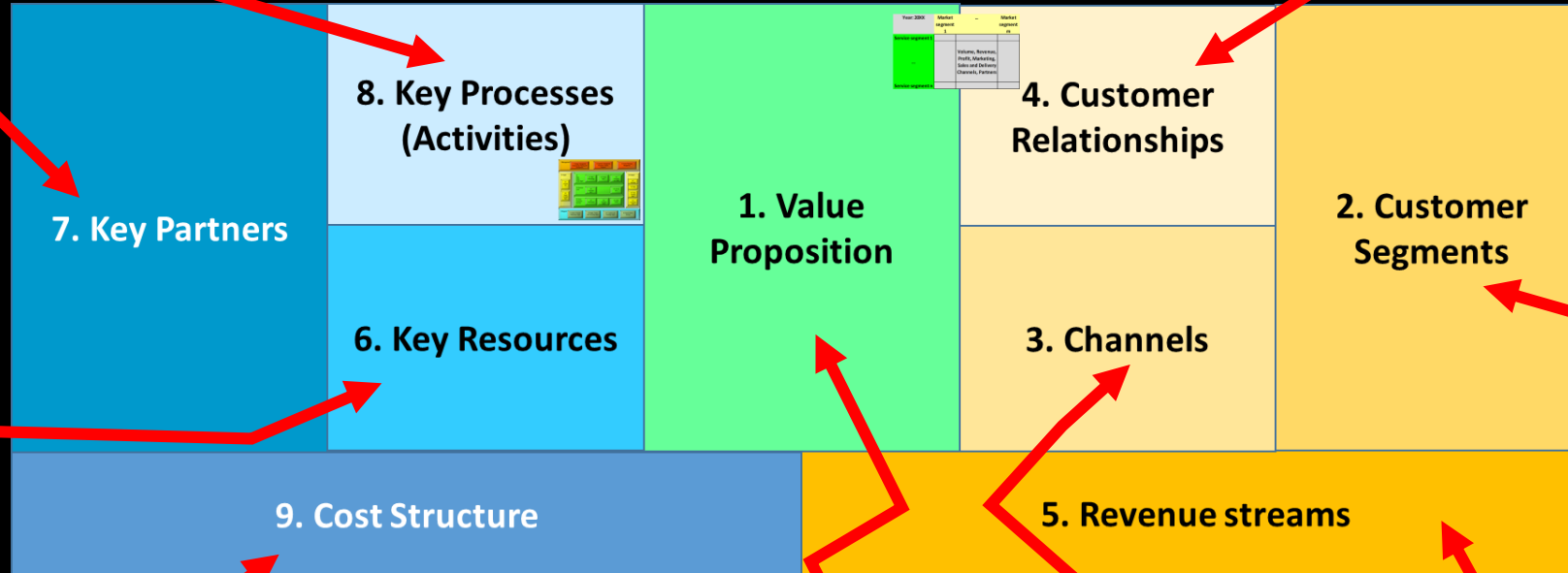
Quiz
subject

Direct,
Indirect, D&A,
Taxes

Specs,
Volumes

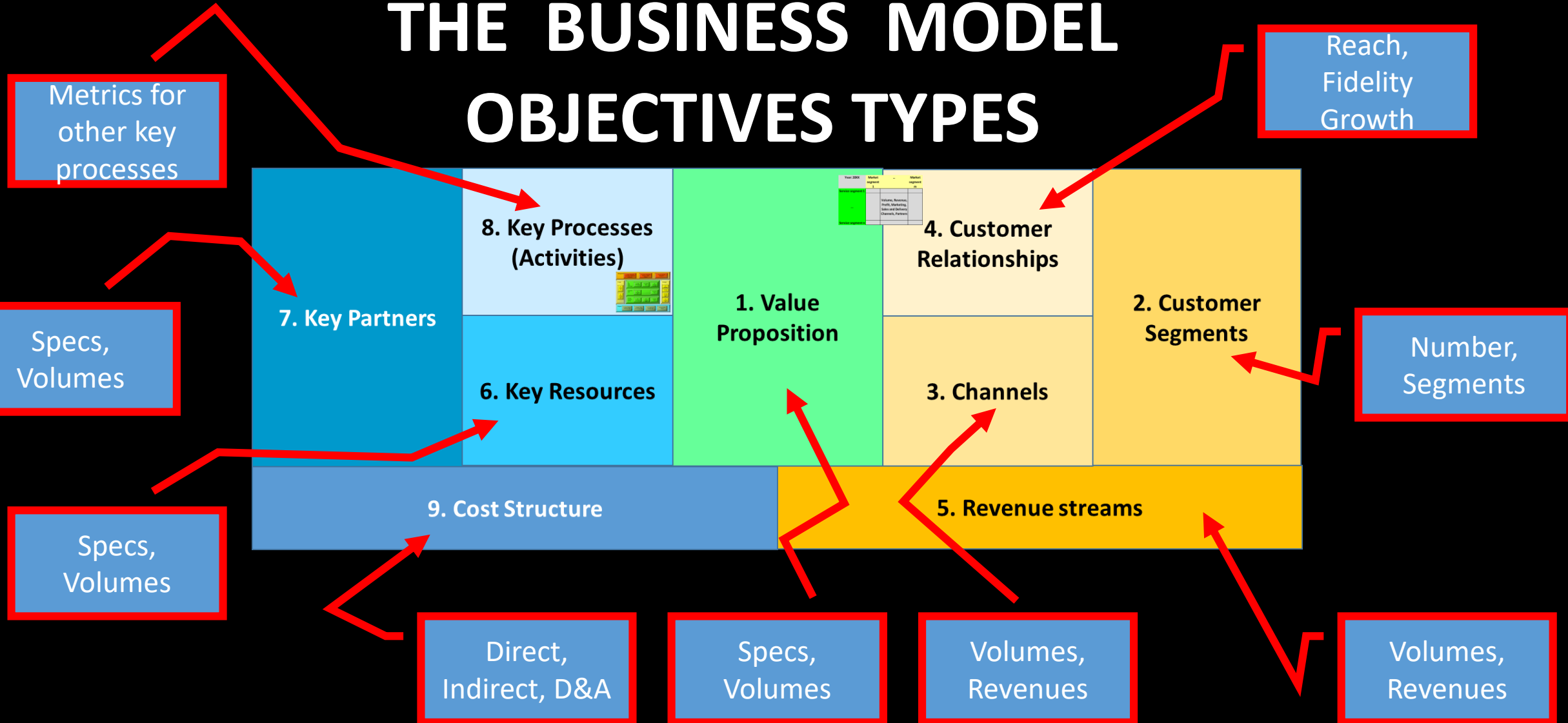
Volumes,
Revenues

Volumes,
Revenues



Define and evaluate strategic options to achieve the objectives - steps

THE BUSINESS MODEL OBJECTIVES TYPES



Define and evaluate strategic options to achieve the objectives

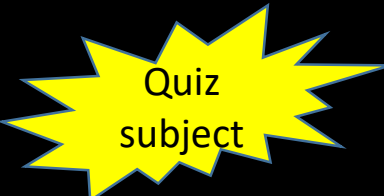
Assessing sets of strategic **decisions** designed to drive the organization's long-term objectives.

Identify various strategies concerning core **functional** areas.

Appraise strategic options in light of auxiliary decision frameworks that ensure smooth **functioning**, the advancement of functional **efficiencies**, and vitality.

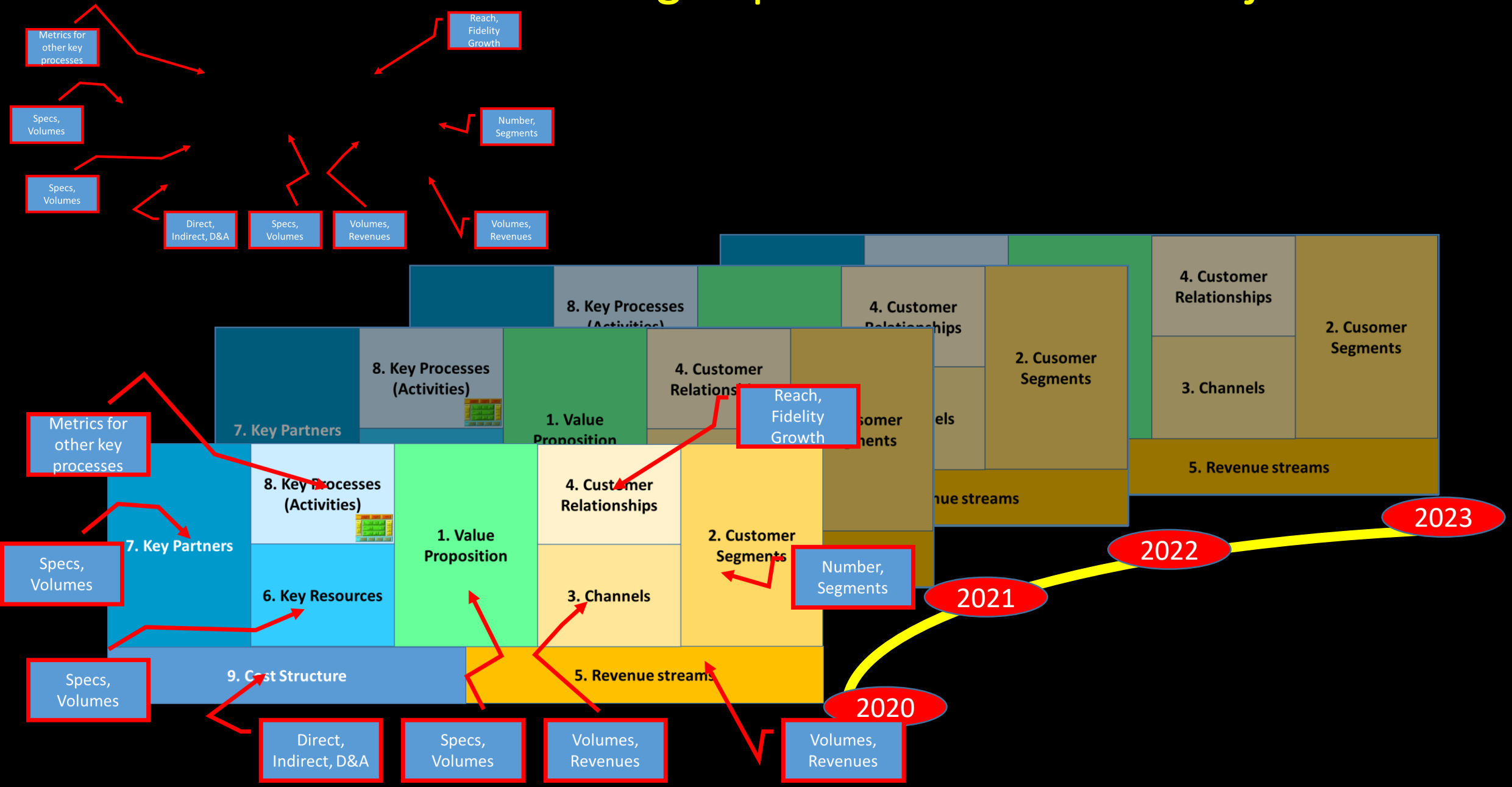
Involve senior management executives, especially strategy and/or business unit personnel, with need-based consultative assistance from professional services providers.

ROADMAP TO THE OBJECTIVES



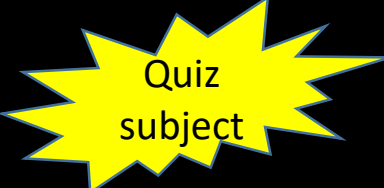
Quiz
subject

Define and evaluate strategic options to achieve the objectives



Define and evaluate strategic options to achieve the objectives - steps

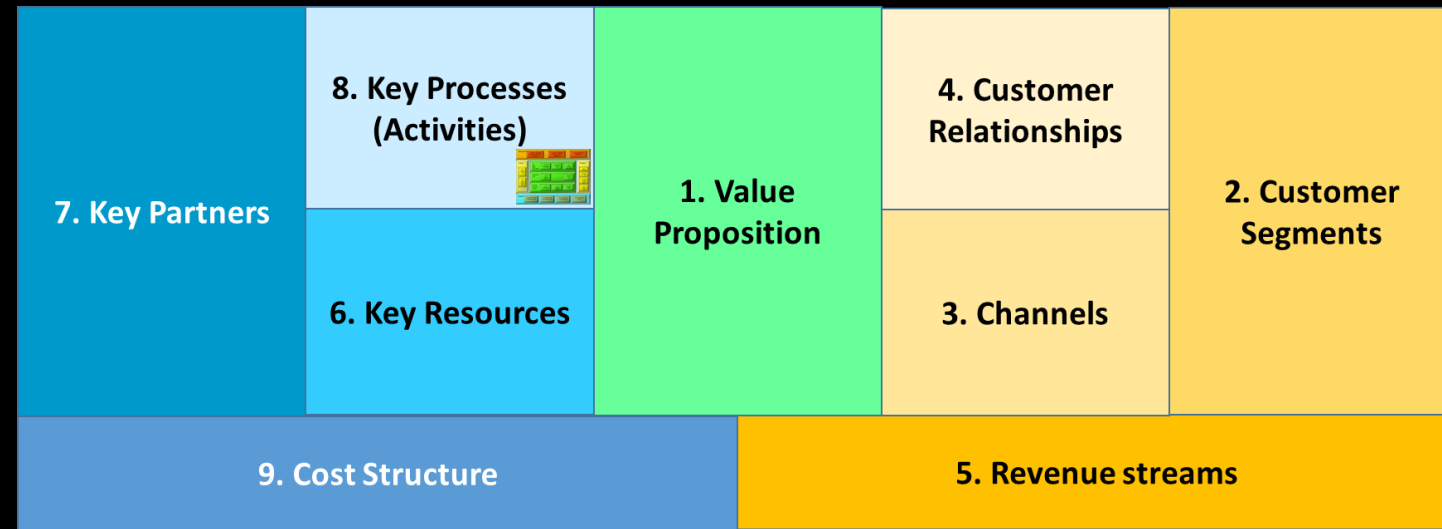
1. Select partnerships and relationships to support the extended enterprise
2. Identify implications for key operating model business elements that require change
3. Identify implications for key technology aspects
4. Develop B2B strategy
5. Develop service as a product strategy
6. Develop B2C strategy
7. Develop partner/alliance strategy
8. Develop innovation strategy
9. Develop shared services strategy
10. Develop lean/continuous improvement strategy



Quiz
subject

Define and evaluate strategic options to achieve the objectives - steps

1. Select **partnerships** and relationships to **support** the extended enterprise
2. Identify implications for key **operating** model business elements that require **change**
3. Identify implications for key **technology** aspects
4. Develop **B2B** strategy
5. Develop service **as a product** strategy
6. Develop **B2C** strategy
7. Develop partner/alliance strategy
8. Develop **innovation** strategy
9. Develop **shared** services strategy
10. Develop lean/continuous **improvement** strategy



Select partnerships and relationships to support the extended enterprise

Supporting the

- design,
- manufacture and
- distribution of product and services through the extended enterprise model.

This is concerned with the strategic decisions on

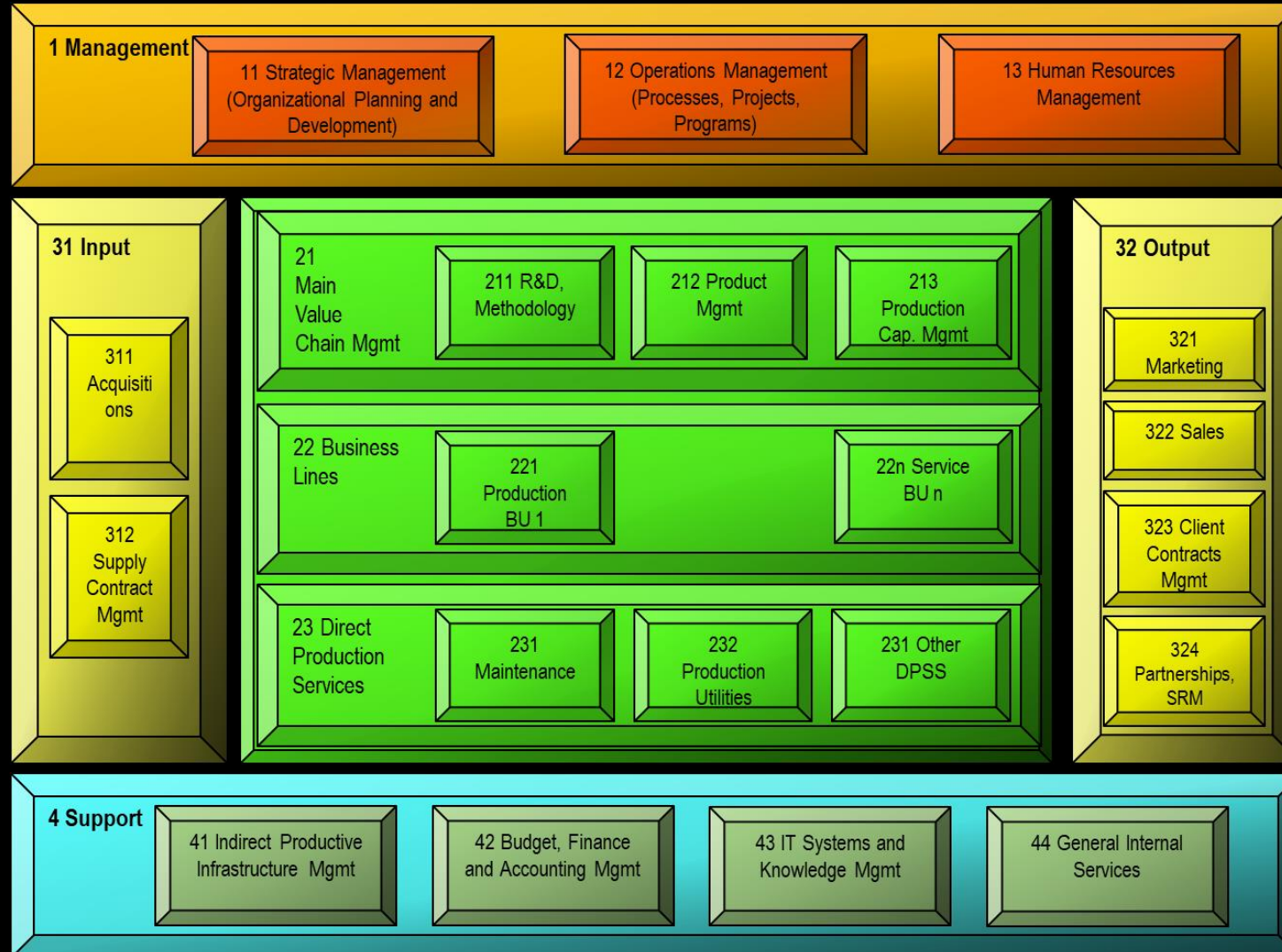
- make vs buy,
- in house or out sourced.

Senior Executives map out how they want to run their business.

Make strategic choices as to whether to buy in components / sub-assemblies, run their own distribution fleet or contract out, own their dealerships or franchise out, etc. Strategize with partnerships. Collaborate design consideration at strategy level for automotive and procurement act within the Target Operating Model set at strategy level.

Select partnerships and relationships to support the extended enterprise

- What would a company in your sector usually outsource ?



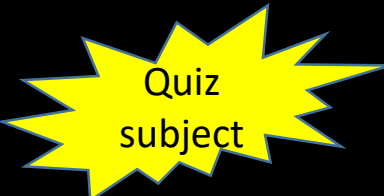
List of partnerships,
contents and
objectives >>>
contracts

Identify implications for key operating model business elements that require change

Determine impacts of elements such as

- staffing,
- skills,
- training,
- new markets,
- technology,
- or policies

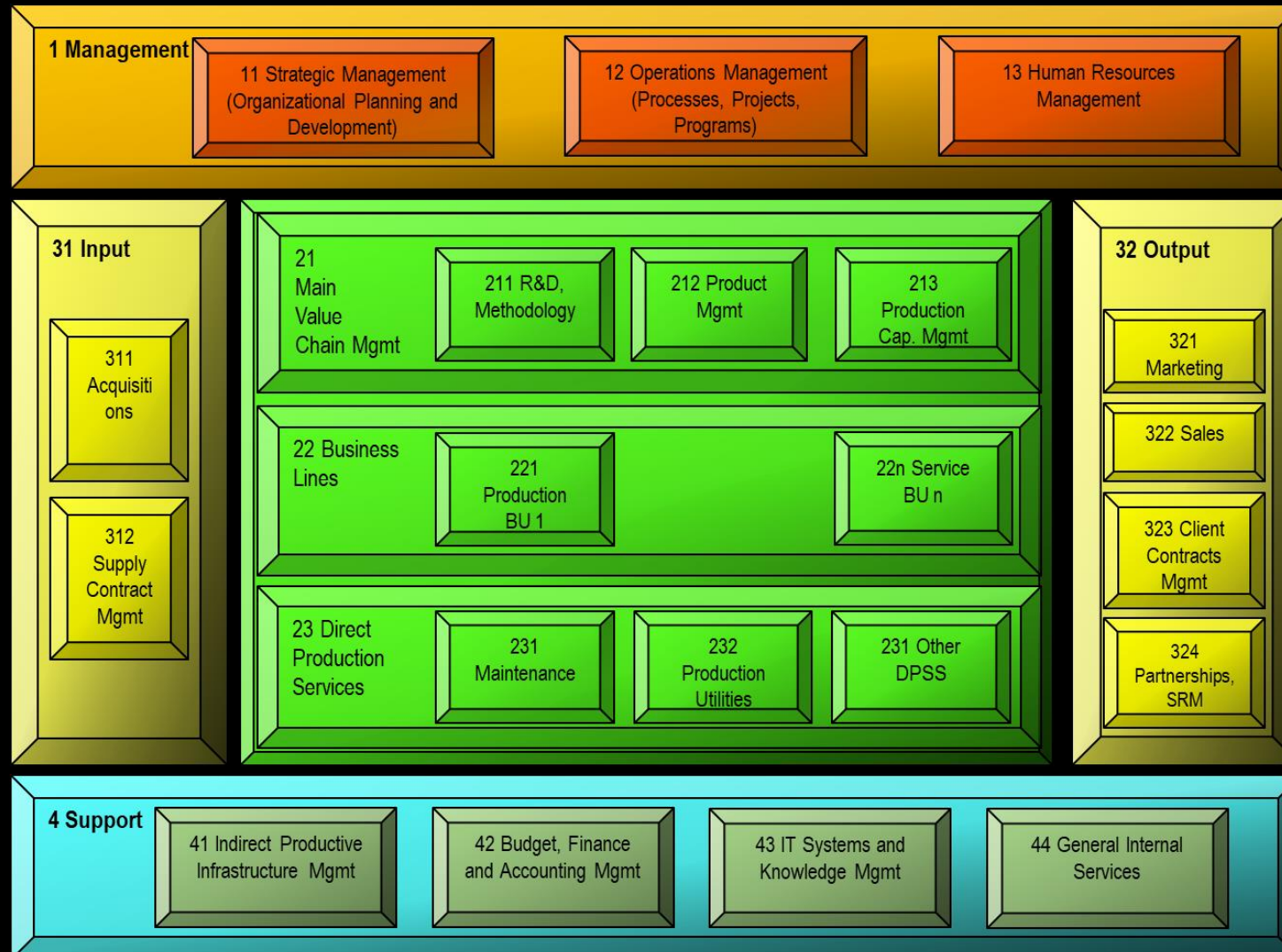
within operating model which needs change.



Quiz
subject

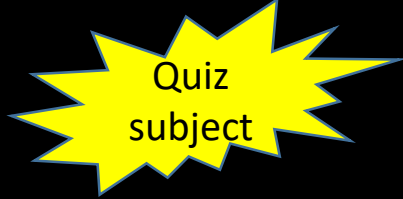
Identify implications for key operating model business elements that require change

- No exercise



Functions that
require change,
description

Identify implications for key technology aspects



Quiz
subject

Determining key factors for **technology**

- ROI,
- benefits,
- architecture, etc.

$$\text{ROI} = (\text{Net Profit} / \text{Cost of Investment}) \times 100$$

The ROI calculation is flexible and can be manipulated for different uses. A company may use the calculation to compare the ROI on different potential investments, while an investor could use it to calculate a return on a **stock**.

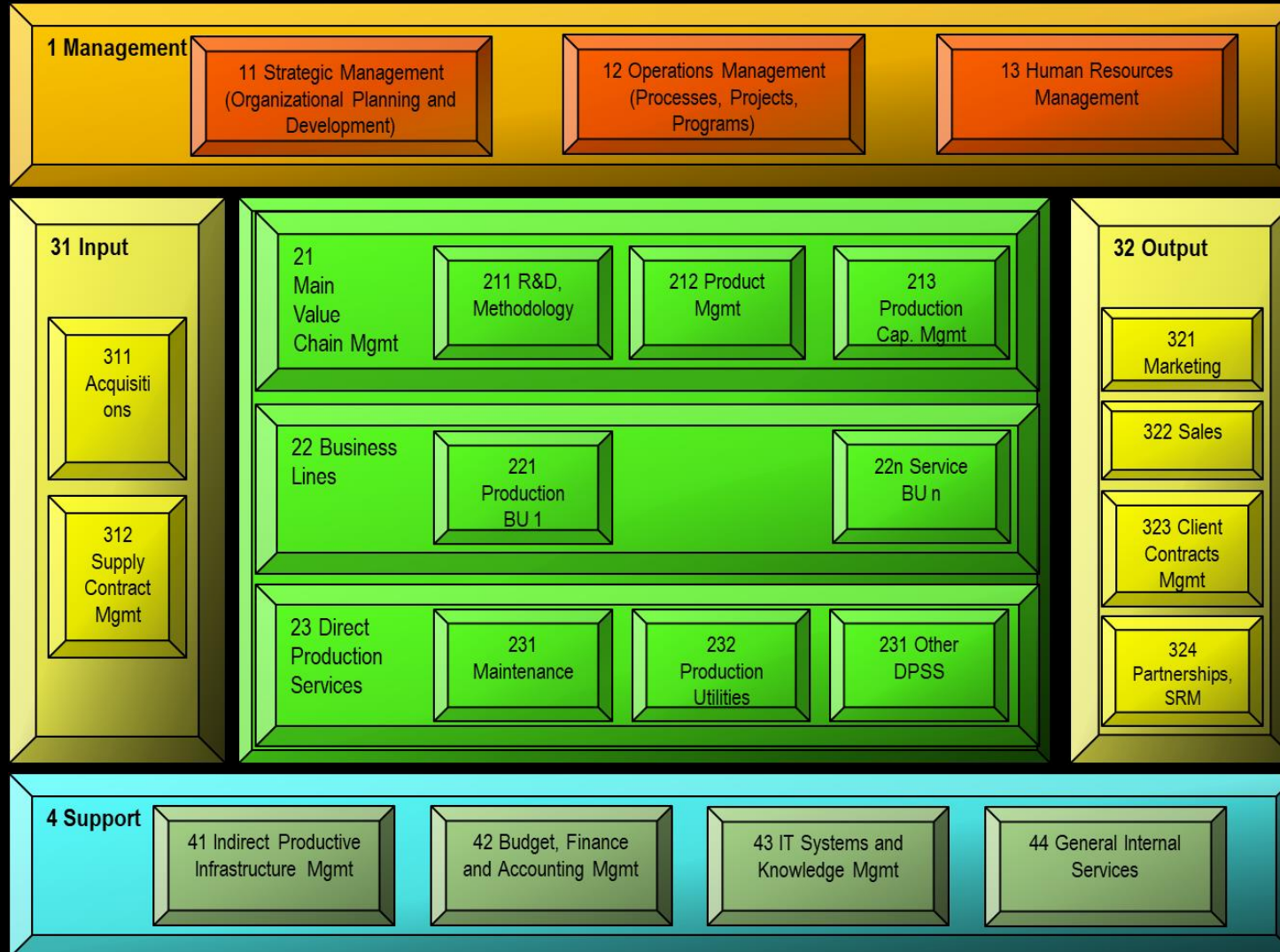
For example, an investor buys \$1,000 worth of stocks and sells the **shares** two years later for \$1,200. The **net profit** from the investment would be \$200 and the ROI would be calculated as follows:

$$\text{ROI} = (200 / 1,000) \times 100 = 20\%$$

The ROI in the example above would be 20%. The calculation can be altered by deducting **taxes** and fees to get a more accurate picture of the total ROI.

Identify implications for key technology aspects

- Imagine key technology aspects that may change in your sector



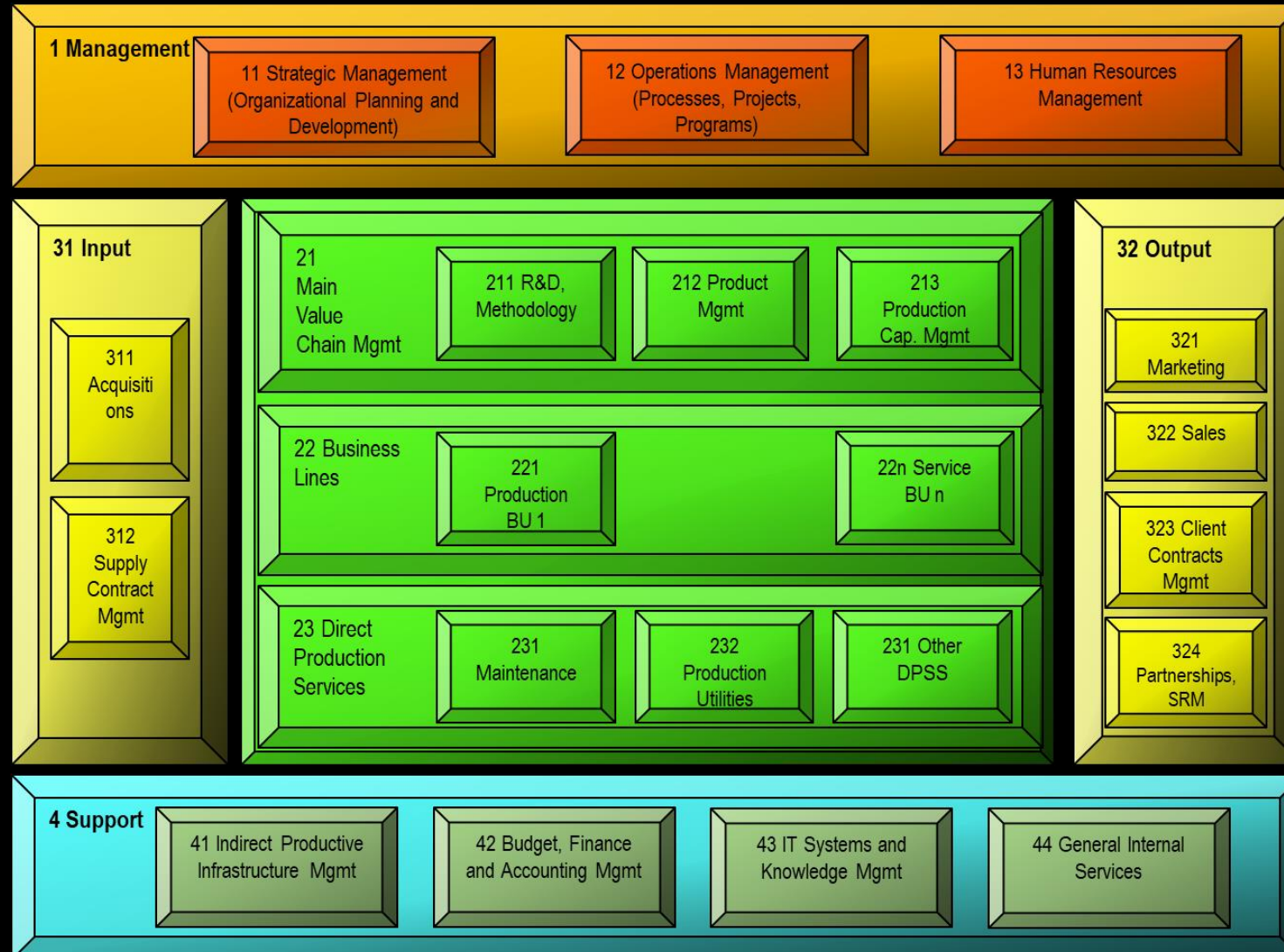
List of technology projects to be applied (SBT)

Develop B2B strategy

Defining a long term plan of action and **roadmap** to achieve business to business objectives and goals.

Develop B2B strategy

- What do you think such a roadmap may include ?



See the GTM model

Develop service as a product strategy

Defining objectives related to business and delivery models to **productize** service.

Develop service as a product strategy

- What do you think that productized service means?

Services features

1. **Intangibility** - Can not be touched (not physical objects), can not be returned
2. **Perishability** - Services last for a specific time and cannot be stored like a product for later use
3. **Inseparability** – From the service provider
4. **Heterogeneity** – Difficult to standardize the deliverable / quality
5. **Ownership** - No transfer of ownership as for goods
6. **Simultaneity** - The moment of delivery = moment of consumption
7. **Quality measurement** - Difficult to rate-quantify
8. **Nature of demand** – fluctuant, abnormal, sudden, seasonal, situational, dependent
9. **Participation** - Customer's participation in the value-creation process
10. **Customized / Taylored / Personalized** – specific for the Customer's needs (specifications)
11. **Quota in the Added Value** – How much of the product is a pure good and how much is it a service

Develop service as a product strategy

Quiz
subject

- What do you think that productized service means?

Services features

Still a service

1. Intangibility - Can not be touched (not physical objects), can not be returned
2. Perishability - Services last for a specific time and cannot be stored like a product for later use
3. Inseparability – From the service provider
4. Heterogeneity – Difficult to standardize the deliverable / quality
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11. Quota in the Added Value – How much of the product is a pure good and how much is it a service

Develop service as a product strategy

Quiz
subject

- What do you think that productized service means?

Services features

A product that replaces a service

1. **Intangibility** - Can not be touched (not physical objects), can not be returned
2. **Perishability** - Services last for a specific time and cannot be stored like a product for later use
3. **Inseparability** – From the service provider
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11. **Quota in the Added Value** – How much of the product is a pure good and how much is it a service

Develop B2C strategy

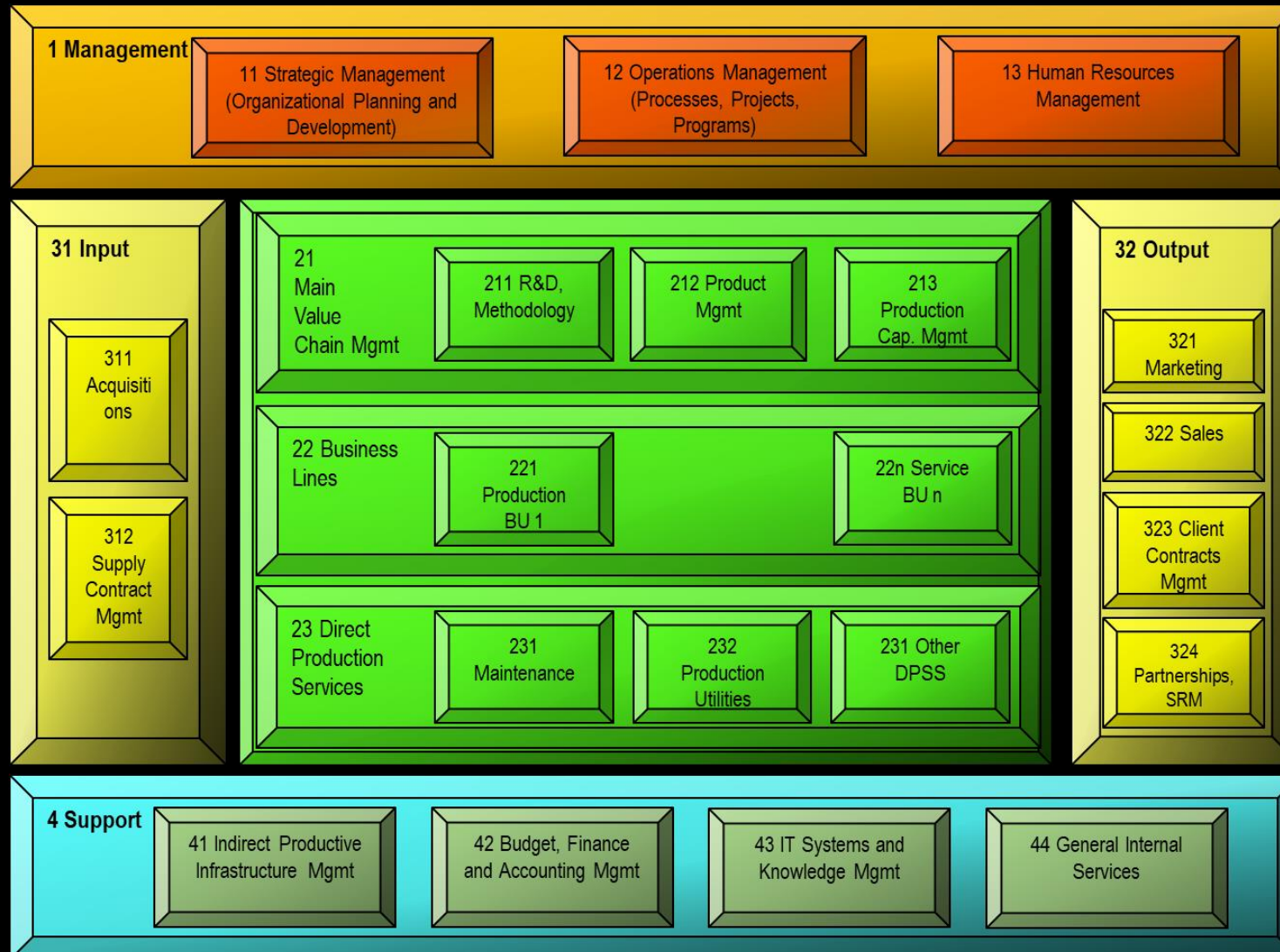
Defining a long term

- plan of action and
- roadmap

to achieve business to consumer objectives and goals.

Develop B2C strategy

- What do you think such a roadmap may include ?



See the GTM model

Develop B2B and B2C strategy – the “Go-to-market” matrix

The diagram illustrates a data model structure with three main components: Service Segments, Market Segments, and Years.

Service Segments (Left): A vertical stack of segments labeled "Service segment 1", "...", and "Service segment n".

Market Segments (Middle): A grid structure where each row corresponds to a Service Segment and each column corresponds to a Market Segment. The columns are labeled "Market segment 1", "...", and "Market segment m". The cells contain data points such as "Volume, Revenue, Profit, Marketing, Sales and Delivery Channels, Partners".

Years (Right): A vertical stack of years labeled "Year: 20XX", "2020", "2021", and "2022".

Relationships:

- A yellow curved arrow points from the "2020" year label to the "2021" year label.
- A yellow curved arrow points from the "2021" year label to the "2022" year label.
- A yellow curved arrow points from the "2022" year label to the "202" year label.
- A yellow starburst shape labeled "Quiz subject" is positioned near the "202" year label.

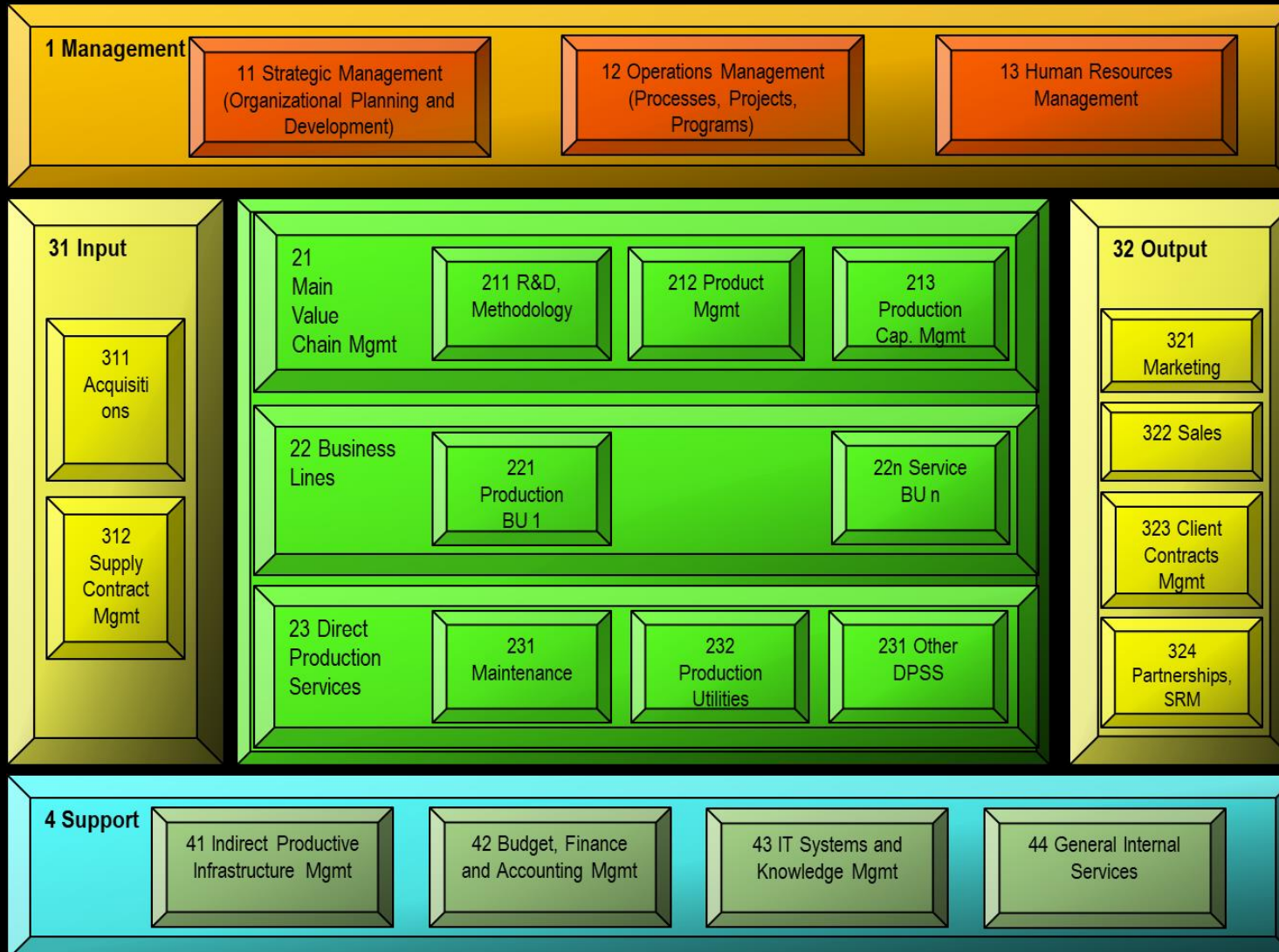
Develop partner/alliance strategy

Defining direction and plan objectives for partnering with other companies **to deliver product/services**.

Focus on creating a vision and strategic objectives, and culminate in creating measures for strategic alliance or partnership.

Develop partner/alliance strategy

- With what function would the partners interact most?



What types of services shall be delivered with which partners

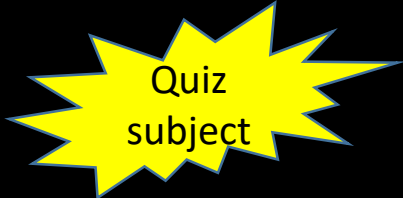
Develop innovation strategy

Developing a plan and vision to encourage advancements in technology or services.

Create a roadmap for changing or innovating the business model to make business operations more competitive.

Set up new R&D services for changing or bringing

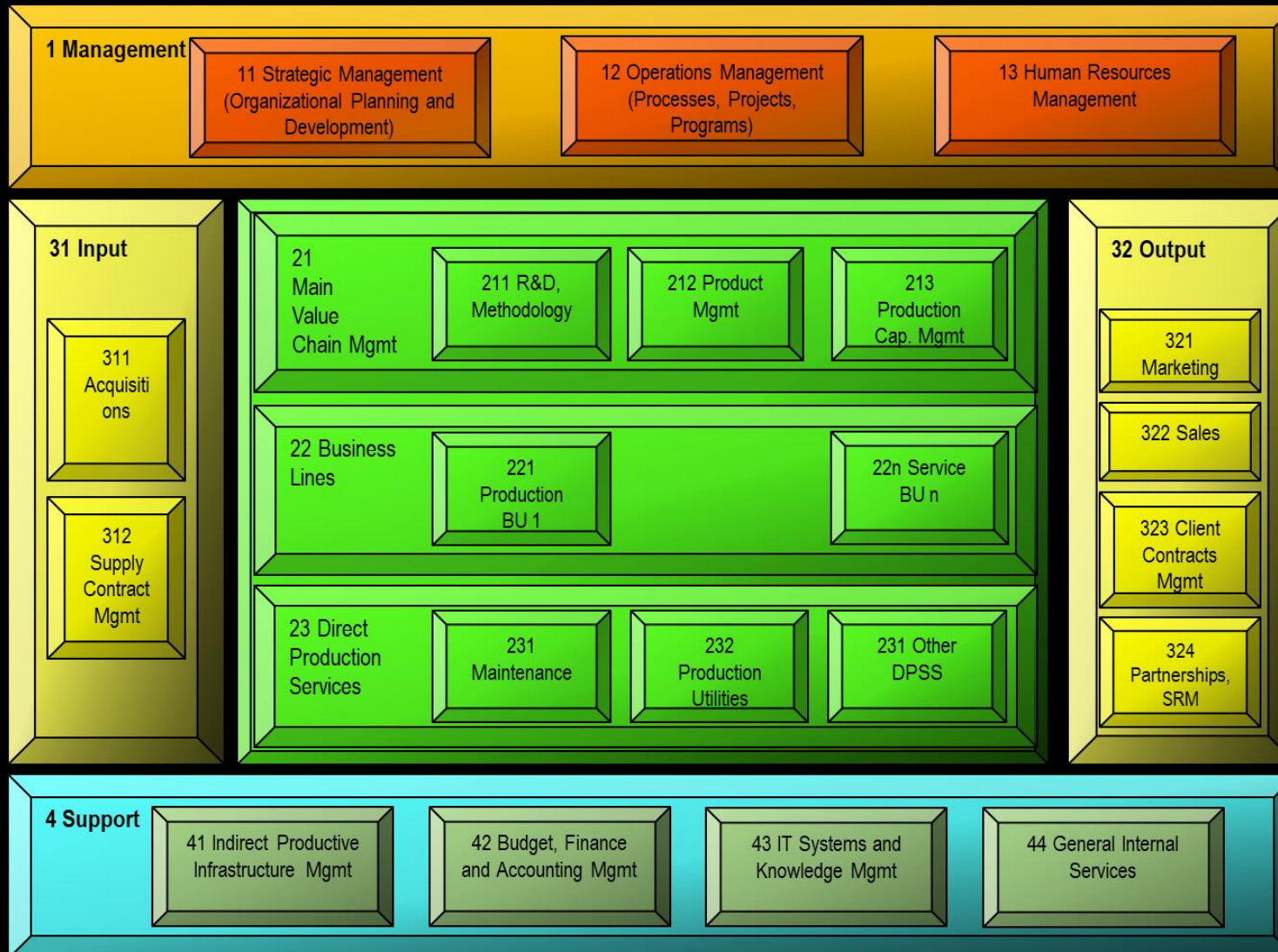
- new value propositions,
- services,
- production processes, and
- invention of technology not previously used by competitors etc.



Quiz
subject

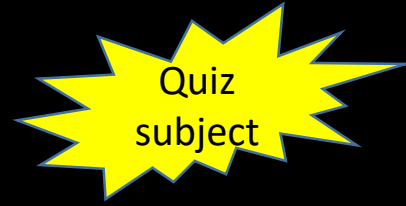
Develop innovation strategy

- Which function(s) should develop mostly the innovation strategy?



Innovation projects
(SBT)

Develop shared services strategy



Charting a **plan** to leverage

- internal services and
- support functions

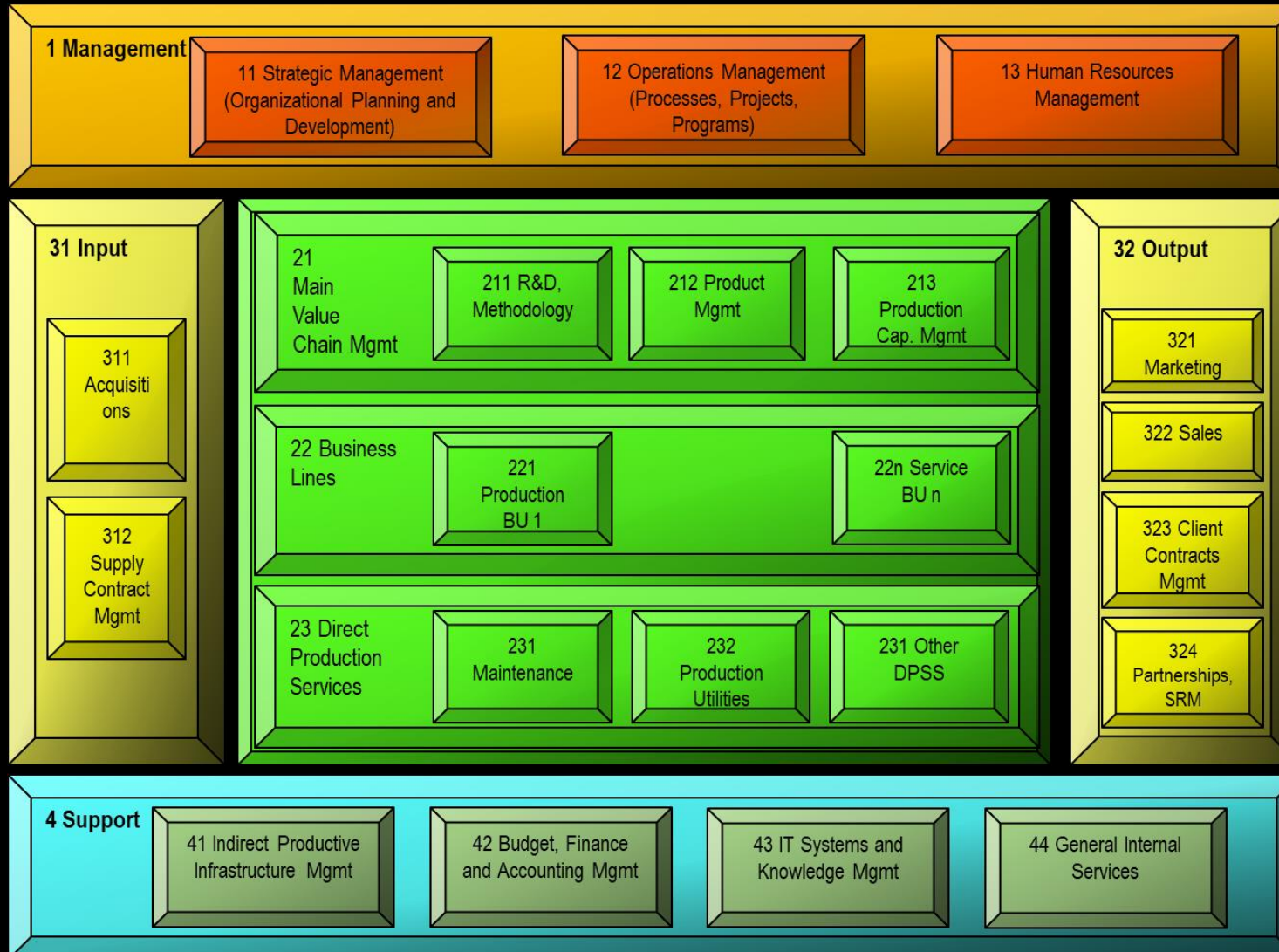
throughout the organization.

Delineate a framework of parameters and criteria to selectively filter service areas for inclusion among the organization's common resources.

Arrange the organization's functional areas to create **efficiencies of scale** in the delivery of internal services.

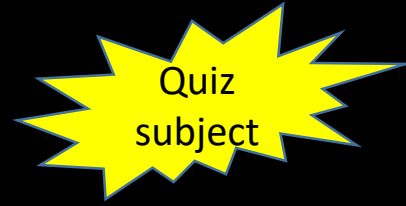
Develop shared services strategy

- Which functions (internal services) could become shared services?



A new functional structure with shared services

Develop lean/continuous improvement strategy



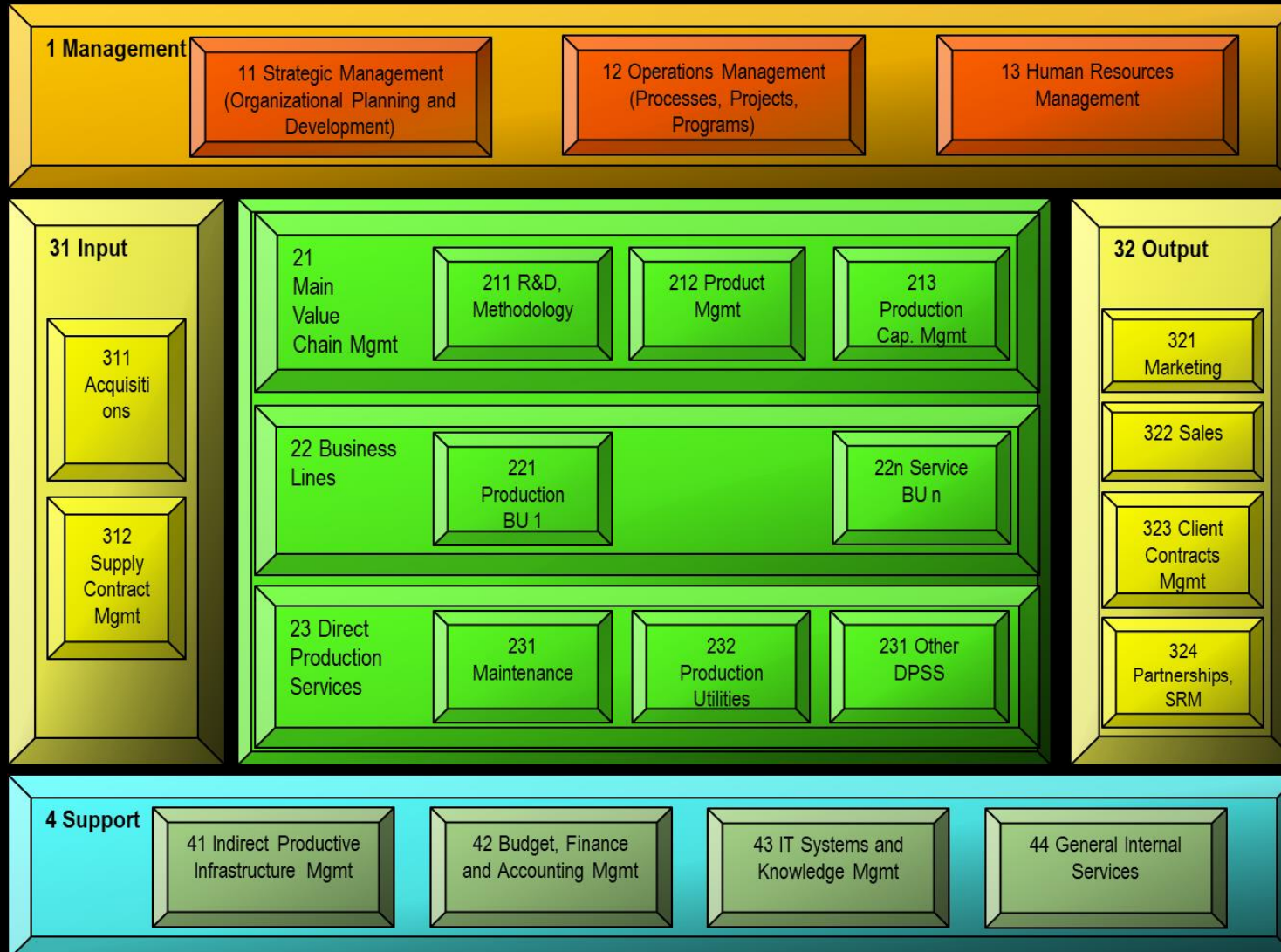
Developing strategies for the

- optimization of **processes** and the
 - improvement of **functional** areas
- in order to improve the bottom line.

Create a road map of decision choices that would allow the organization to continuously enhance process efficiencies and advance performance standards.

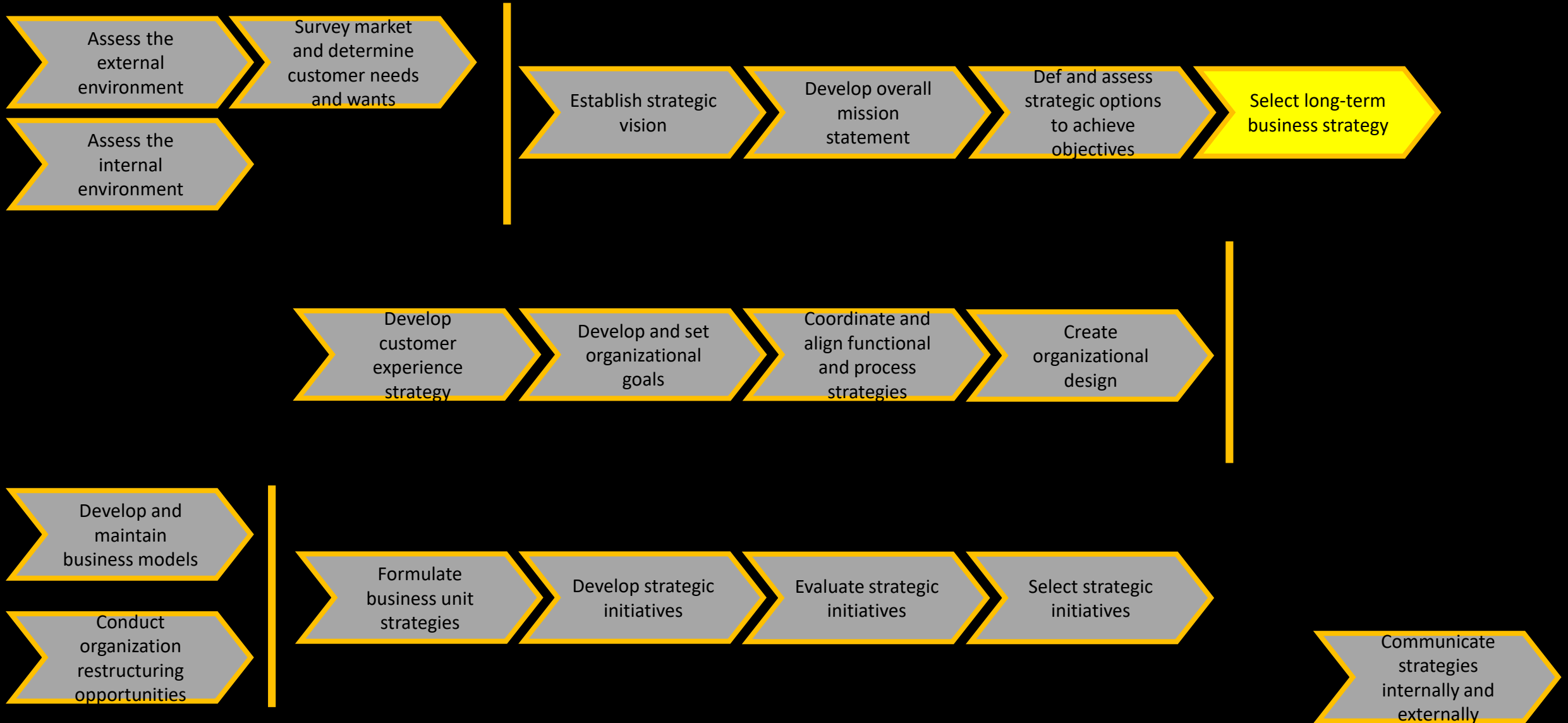
Develop lean/continuous improvement strategy

- Which functions do you think would be in charge of continuous improvement?



Continuous improvement processes identified and in place

The Strategic Planning Process



Select long-term business strategy

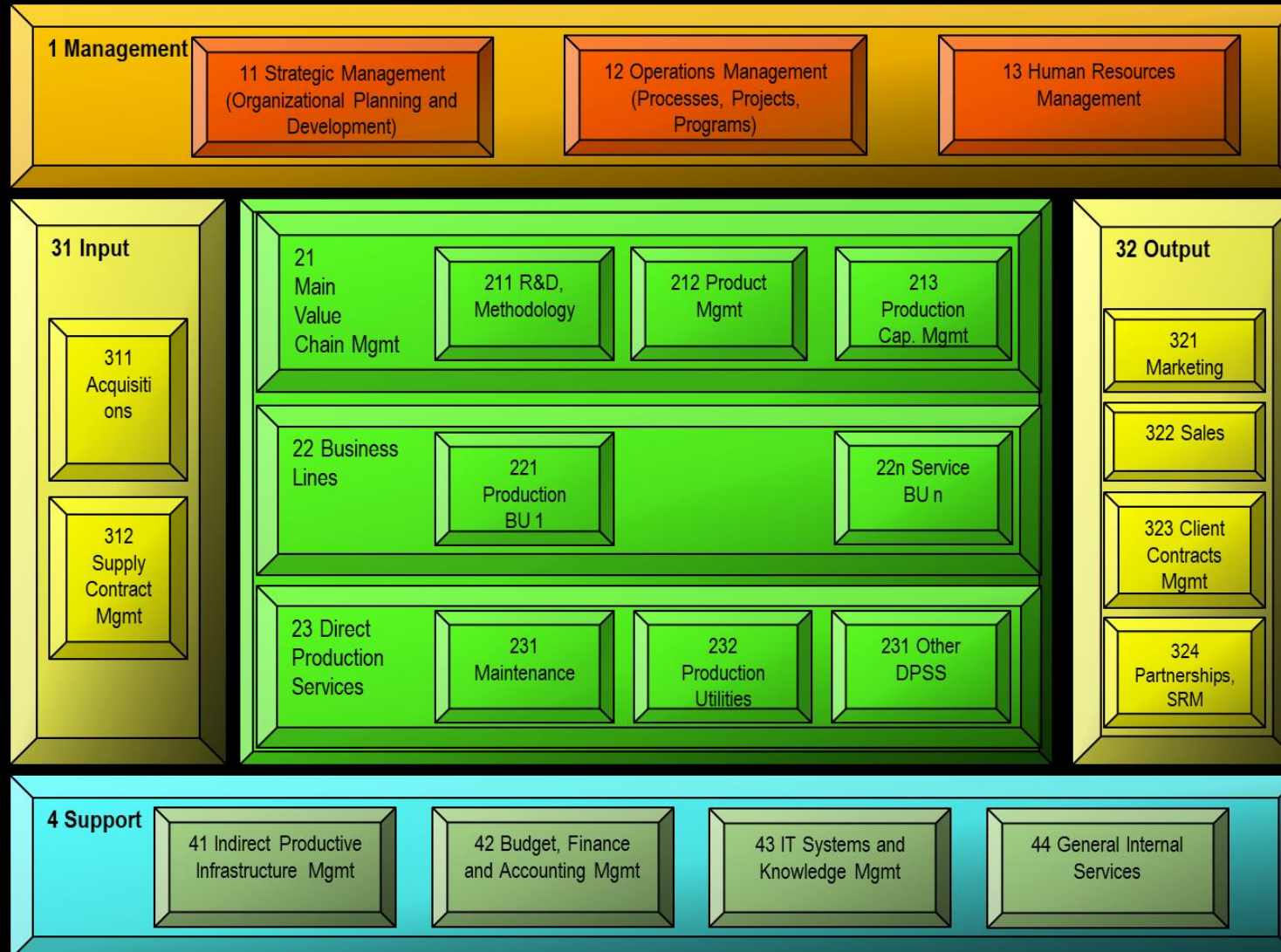
Embracing a strategy for the achievement of business goals over the **distant** future.

Espouse **one** of the strategic options for realizing its mission over the long term.

Enlist senior management executives, comprising strategy and/or business unit personnel.

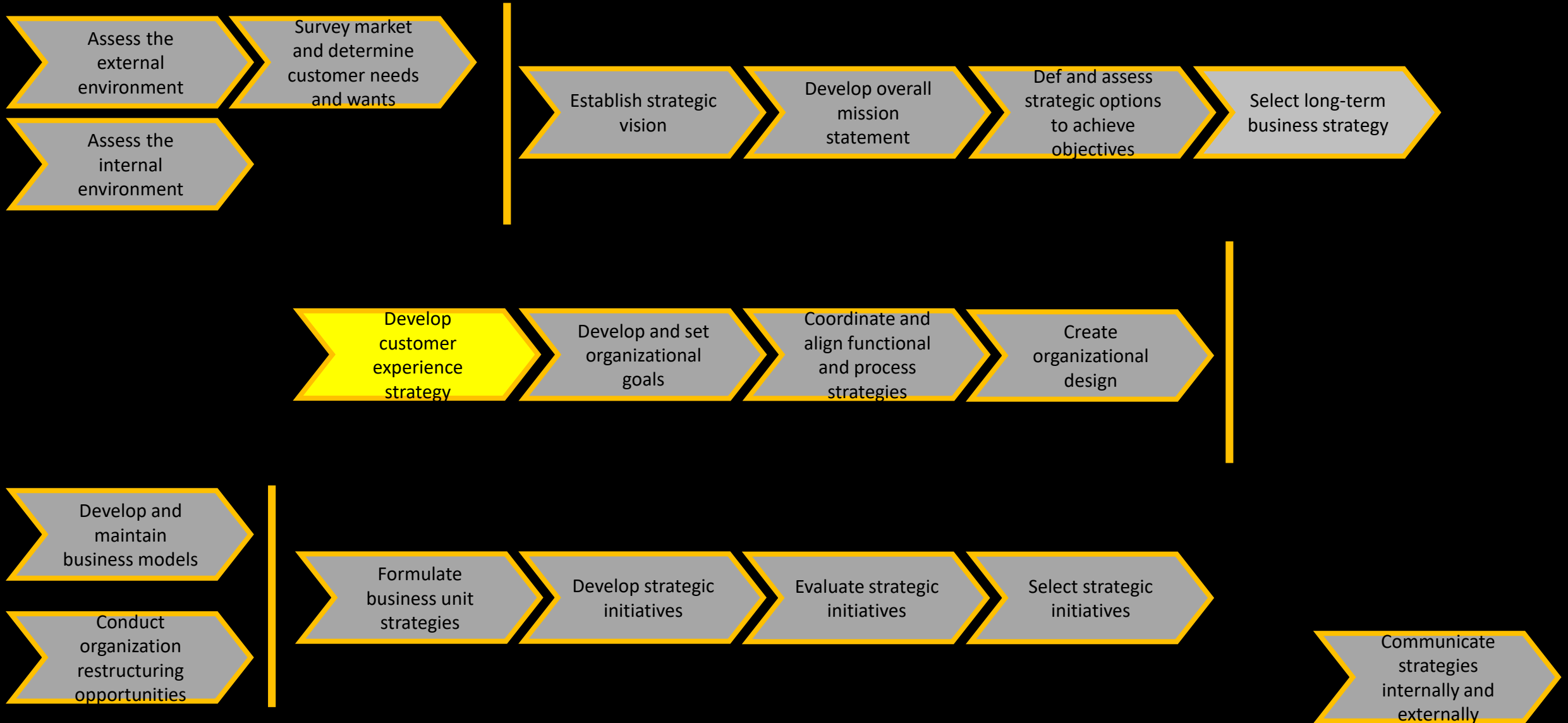
Select long-term business strategy

- How should your company (in your sector) look in the long-term view ?

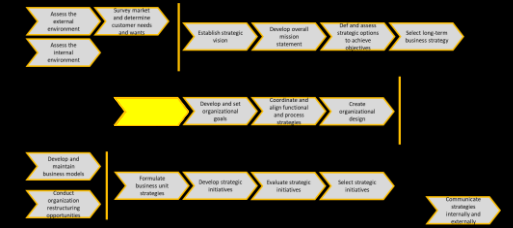


A general description of the company's offer, position, ops&tech and role in the market

The Strategic Planning Process

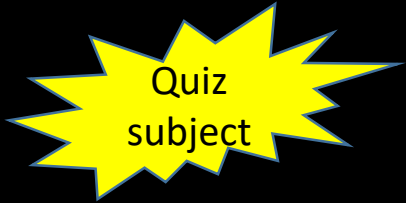


Develop customer experience strategy



Defining a roadmap to meet **customer expectations** while considering how it will affect the business.

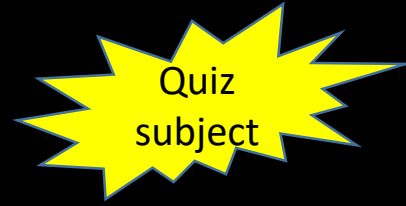
Develop customer experience strategy



Quiz
subject

- Identify and review customer touchpoints
- Assess customer experience across touchpoints
- Perform root cause analysis of problematic customer experiences
- Design customer experience
- Define and manage personas
- Create customer journey maps
- Define single view of the customer for the organization
- Define a vision for the customer experience
- Validate with customers
- Align experience with brand values and business strategies
- Develop content strategy
- Design customer experience support structure
- Identify required capabilities
- Identify impact on functional processes
- Develop customer experience roadmap to develop and implement defined capabilities

Assess customer experience



Measuring customer feedback

- in regard to product and services effectiveness
- based on overall satisfaction.

The data to be analyzed is collected through

- surveys,
- customer responses, and
- feedbacks based on the delivered products/services.

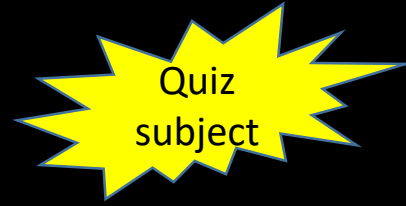
Assess customer experience

Design a form in order to>
measure customer feedback

- in regard to product and services effectiveness
- or
- based on overall satisfaction.

1. Did you like it ?
2. Would you buy again ?
3. Would you recommend it to someone else?

Identify and review customer touchpoints



Creating methods to gauge customer

- experiences,
- expectations, and
- suggestions.

Review both **liked** and **disliked** areas of product/services to be delivered.

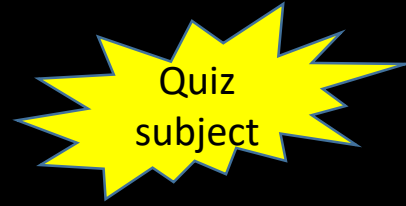
Evaluate touchpoints based on the nature of product/service in the market e.g.,

- **billboards**,
- **web** sites,
- direct **mail**,
- service **calls**,
- etc.

Identify and review customer touchpoints

Choose a service organization touchpoint and propose criteria to evaluate it.

Assess customer experience across touchpoints



Evaluating customer

- experiences,
- expectations, and
- suggestions

in both liked and disliked areas of the product or services.

Analyze all modes of communication, human and physical interactions, or customers experience during the relationship lifecycle with your organization.

Evaluate the **gaps/further development/alterations** to the existing product/service to attain better customer response.

Assess customer experience across touchpoints

No exercise here.

Perform root cause analysis of problematic customer experiences

Quiz
subject

Analyzing the core reason for the customer

- experience/
- feedback/
- response

about the product/service to take considerable action for better customer experience.

<https://www.lucidchart.com/users/login>

Perform root cause analysis of problematic customer experiences

Perform root cause analysis on one of your personal negative service related experiences.

Try to use on one cause the 5 whys technique

<https://www.lucidchart.com/users/login>

(Re) Design customer experience

Creating a design of how customers interact with the business

by analyzing data captured through various customer interaction and customer involvement.

These will be captured through various channels such as

- customer satisfaction surveys,
- feedback forms,
- product reviews,
- targeted studies,
- observational studies, or
- voice of customer research.

Design customer experience

Draw an inovative customer interaction process related to getting a service (5-7 steps) in your industry.

Define and manage personas

Identifying a set of characteristics that define the

- demographic and
- behavioral patterns of the customer.

Further, use **persona** scoring to design your marketing strategies around personas, and measure and optimize your interactions with the contacts classified by a certain persona.

Define and manage personas

No exercise here

Create customer journey maps

Creating a story of the customer's experience:

- from initial contact,
- through the process of engagement and into a long-term relationship.

The goal is to teach organization about the customer.

Create customer journey maps

Brainstorm the main milestones for engaging, closing and then engage long-term.

Define single view of the customer for the organization

Defining parameters to show

- aggregated,
- consistent, and
- holistic representation

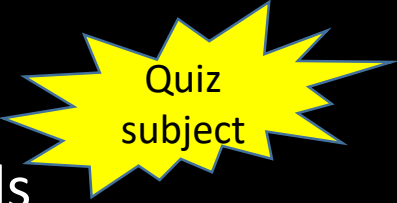
of known data about customers.

Define key parameters which enable the tracking of customers and communications across every channel.

Define single view of the customer for the organization

No exercise here

Define a vision for the customer experience



Quiz
subject

Establishing a direction and vision on how the organization behaves towards customers in a consistent, effective way.

The key attributes for customer experience vision consists of

- **emotional** connection,
- **commitments** and **expectations**,
- compelling **value proposition**, and
- ease of understanding the organization's **behavior**.

Define a vision for the customer experience

1. IKEA

“Our business idea is based on a partnership with the customer.”

2. WholeFoods

“Our customers are the most important stakeholder in our business.”

3. Intel

“Delight our customers, employees, and shareholders by relentlessly delivering the platform and technology advancements that become essential to the way we work and live.”

4) Microsoft

“...We consider our mission statement a promise to our customers.”

5) Intuit

“We put customers at the heart of everything we do.”

Define a vision for the customer experience

Develop a Vision statement for customer experience in your adopted industry.
Remember:

- The key attributes for customer experience vision consists of
- emotional connection,
- commitments and expectations,
- compelling value proposition, and
- ease of understanding the organization's behavior.

Validate with customers

Creating a **process to validate** the sales process and the assumptions that underpin the business model.

Understand if the products/services have a repeatable, scalable business model around that product/service.

Validate with customers

No exercise here.

Align experience with brand values and business strategies

Aligning and defining a

- relevant,
- differentiated, and
- credible

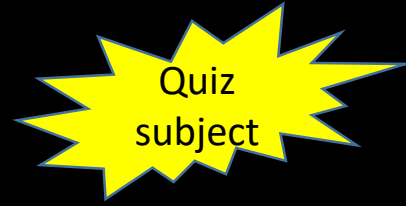
value proposition for the brand.

Align experience to ensure that the product and service quality is consistent with brand promise and business strategies.

Align experience with brand values and business strategies

No exercise here.

Develop content strategy



Planning,
development, and
management of **content** written or in other media.

Getting the right

- content to the right
- user at the right
- time through
- strategic planning of content
 - creation,
 - delivery, and
 - governance.

Develop content strategy

No exercise here.

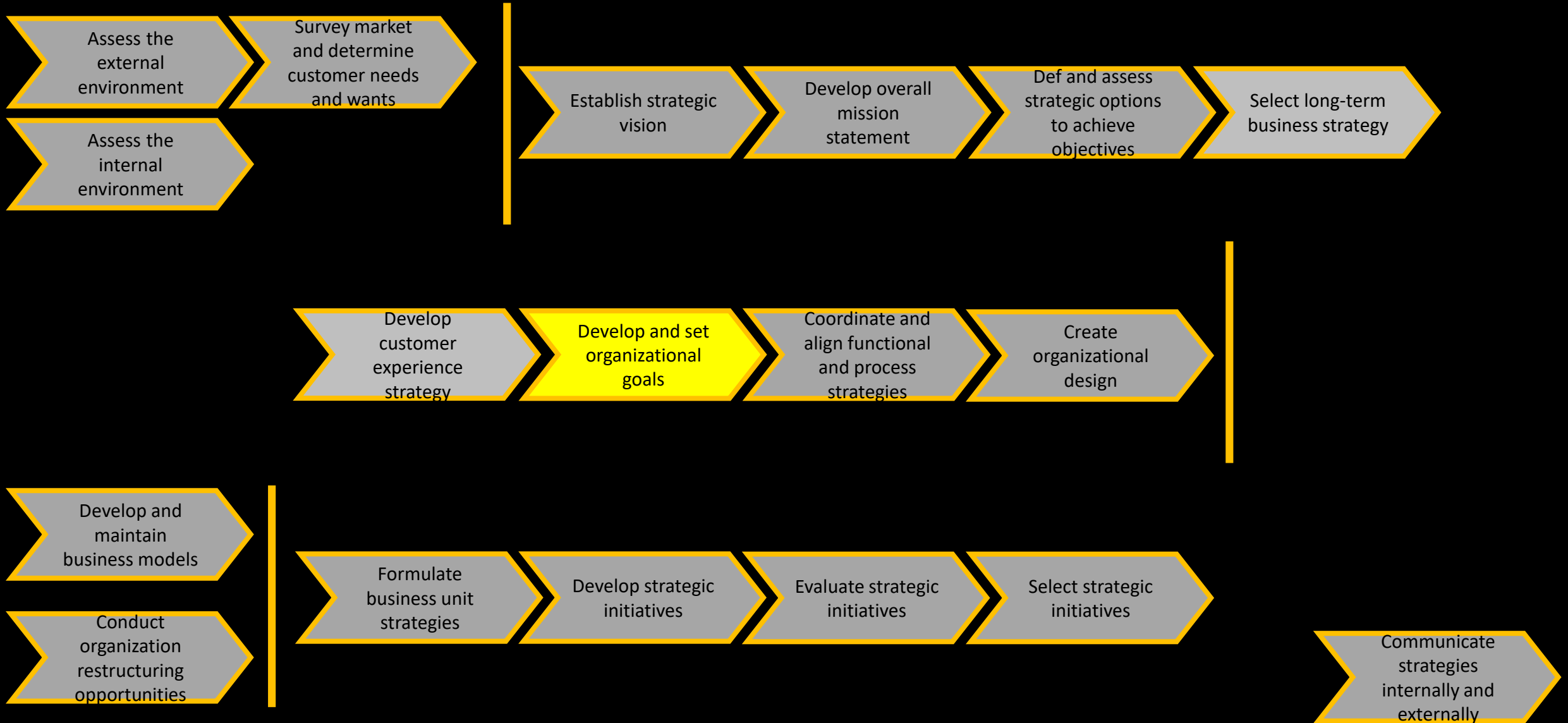
Design customer experience support structure

Creating a roadmap for
customer experience support (**infrastructure**)
with an overall approach,
process flow, and
impact timeframe.

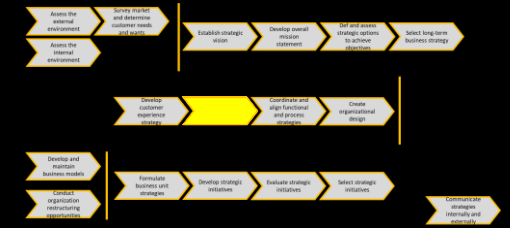
Design customer experience support structure

Based on the “Design customer experience” exercise, imagine the support structure needed in the process (people, ... etc). Use the Ishikawa diagram for this too !

The Strategic Planning Process



Develop and set detailed organizational goals



Developing **overall goals** for the organization that help in accomplishing its mission.

Formulate organization-wide targets in the near to middle term, which will accumulate and propel the organization to realize its long-term objectives, as outlined in Develop an overall mission statement.

Enlist business unit heads or equivalent personnel, in close collaboration with senior management executives.

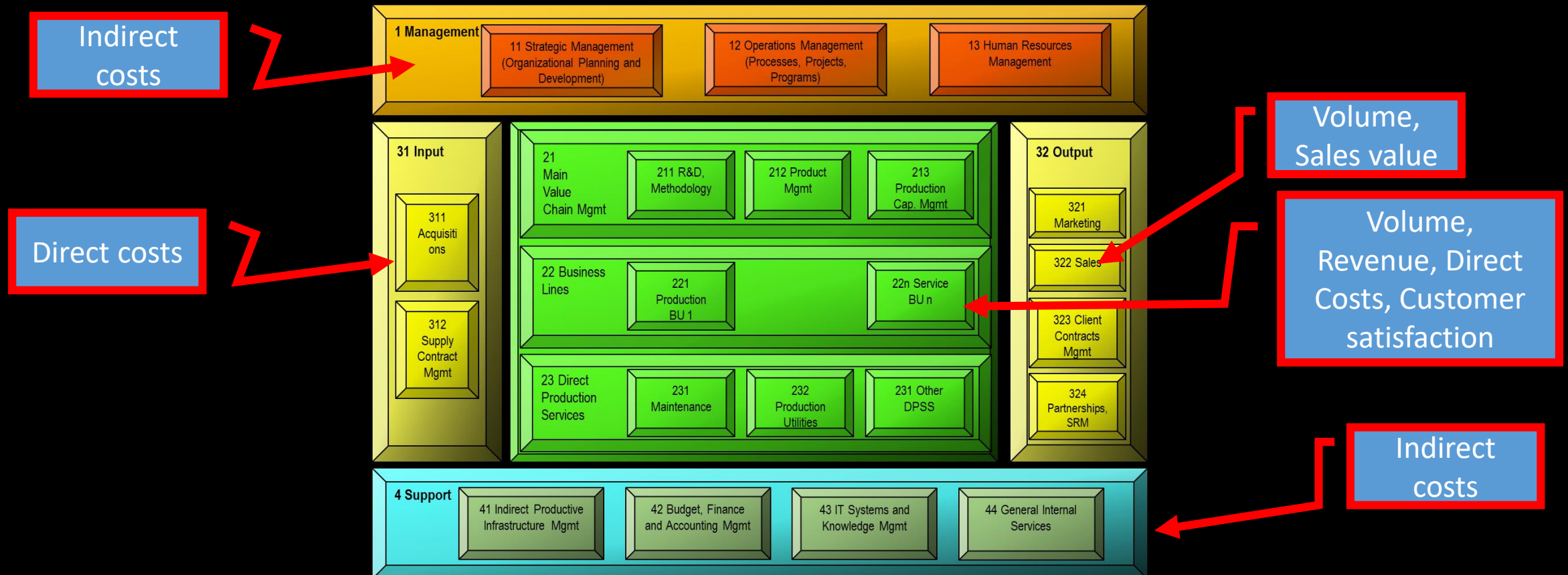
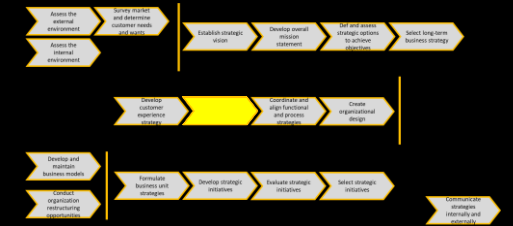
Quiz
subject

Develop and set detailed organizational goals

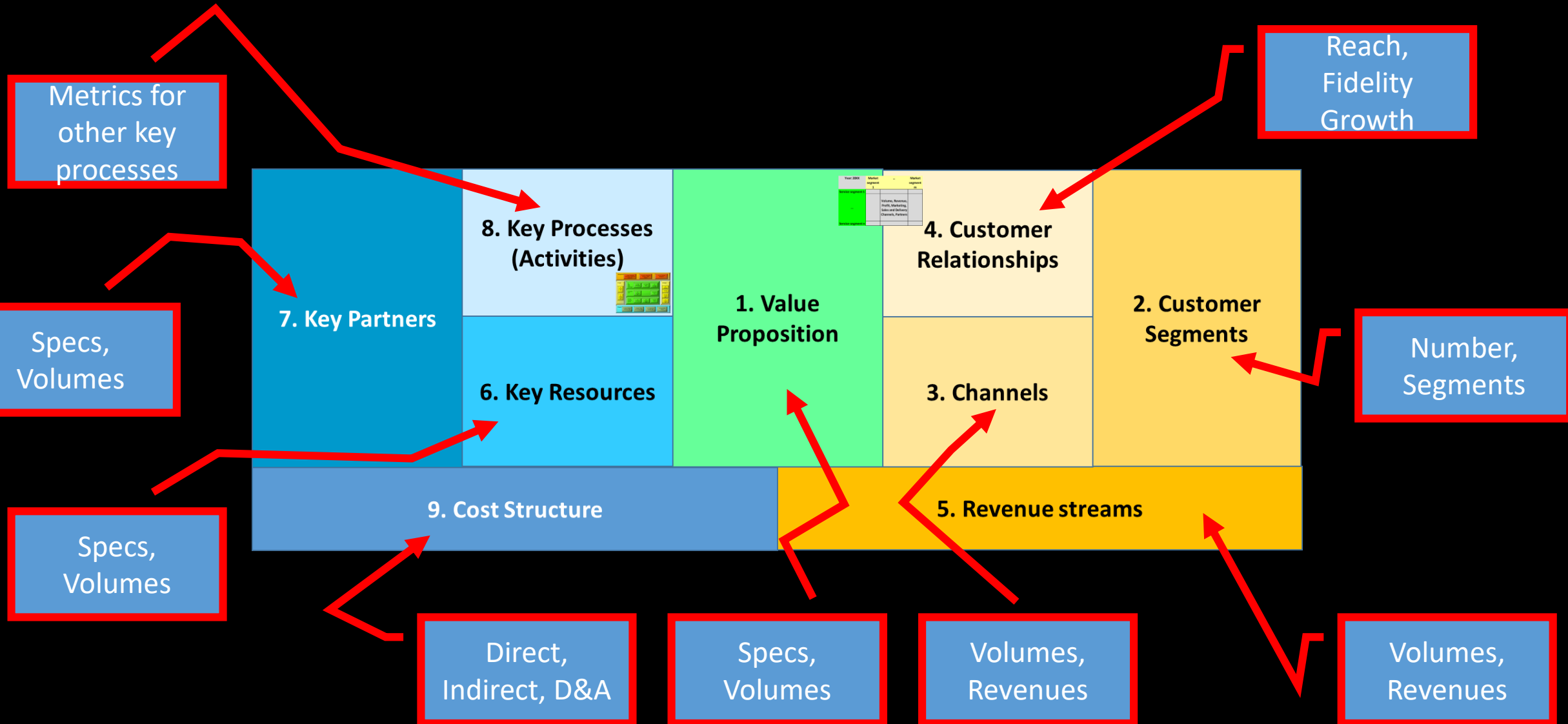
Identify organizational goals

Establish baseline metrics

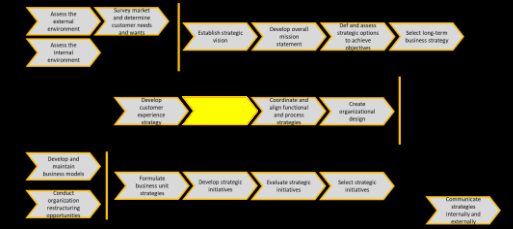
Establish process to monitor performance against goals



Develop and set detailed organizational goals



Establish baseline metrics

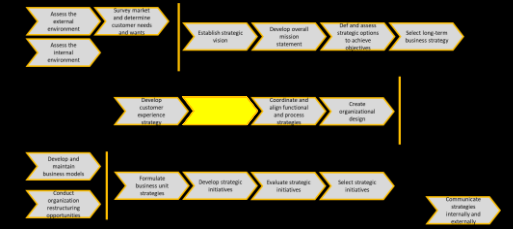


Establishing baselines that provide standards for assessing performance.

Create metrics and KPI's for various functions/processes/activities based on organizational goals.

Quiz
subject

Monitor performance against goals



Defining methodology and frequency of assessment for measuring and monitoring performance of various

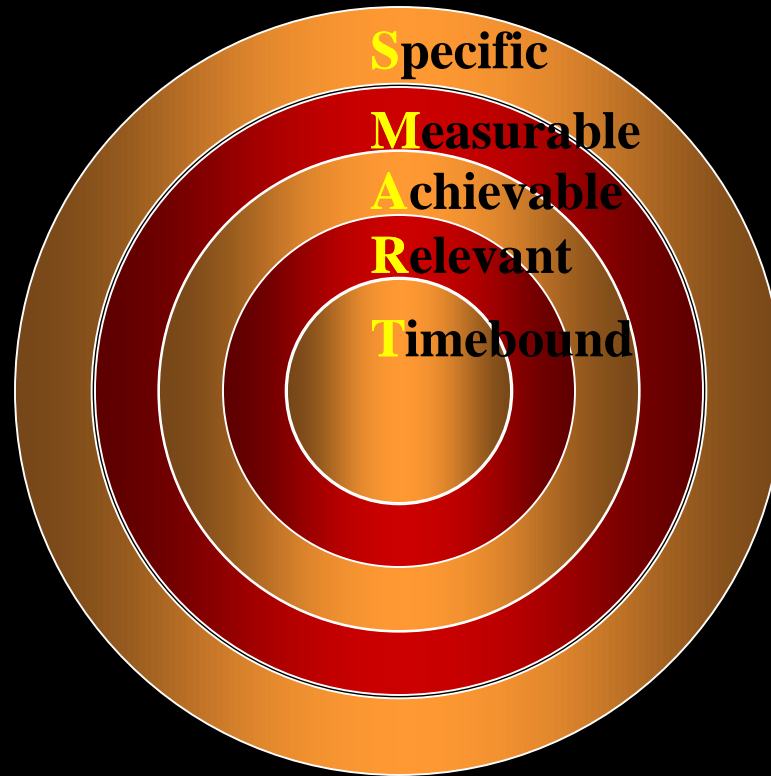
- functions/
- processes/
- activities

against standard set goals.

Quiz
subject

Objective

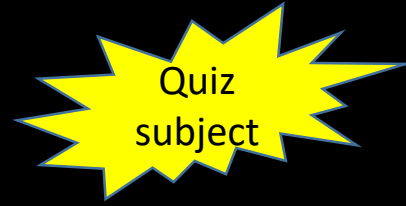
Quiz
subject



Wcgm ?

SMART

Objective



- Specific
 - Measurable
 - Achievable
 - Relevant
 - Timebound
 - Extensible
 - Rewarding
-
- [NASA Bush Transcript](#)
 - [MP4\President Bush announces new space initiative.mp4](#)

Develop objectives for

- A process of your choice

Quiz
subject

Objectives refer to:

Effectiveness

Criteria related to

- approach and
- execution

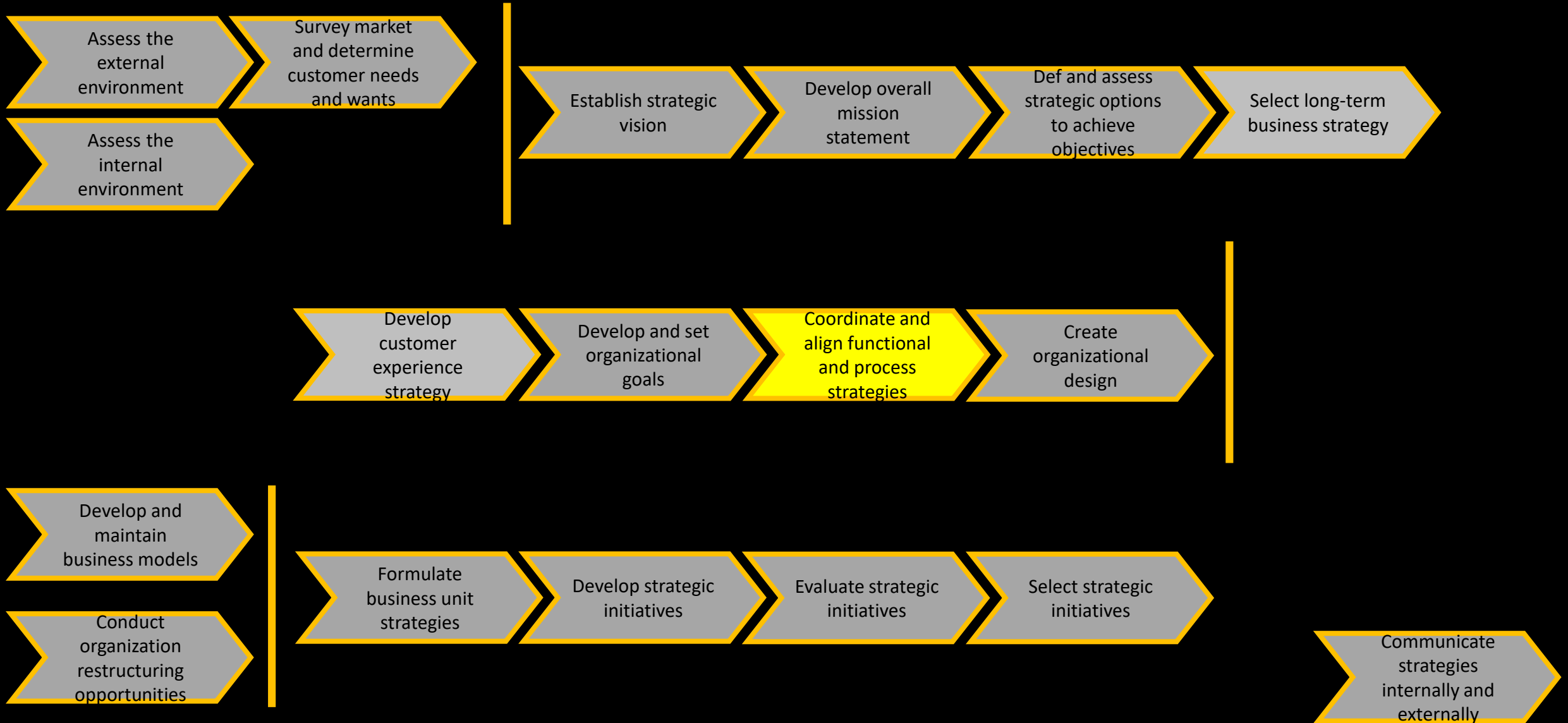
Result related criteria
(Functional specs)

Efficiency

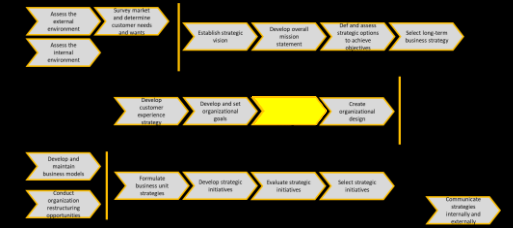
Time related criteria

Budget related criteria

The Strategic Planning Process



Coordinate and align functional and process strategies



Aligning the approach and method of

- individual units,
- departments,
- systems, and
- operations

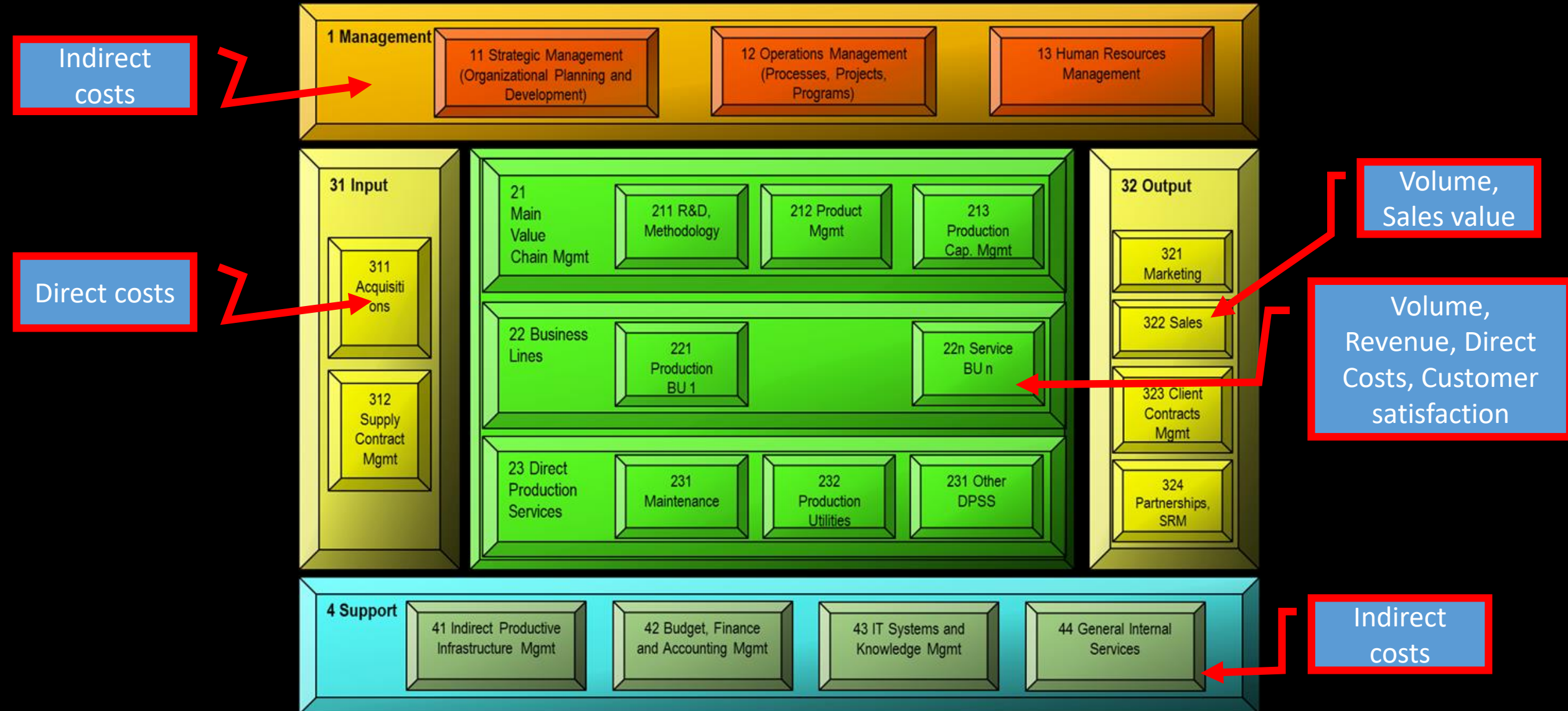
within the organization, in accordance with the larger strategic course adopted.

Employ the organization's strategic path to guide the functions, divisions, and operations.

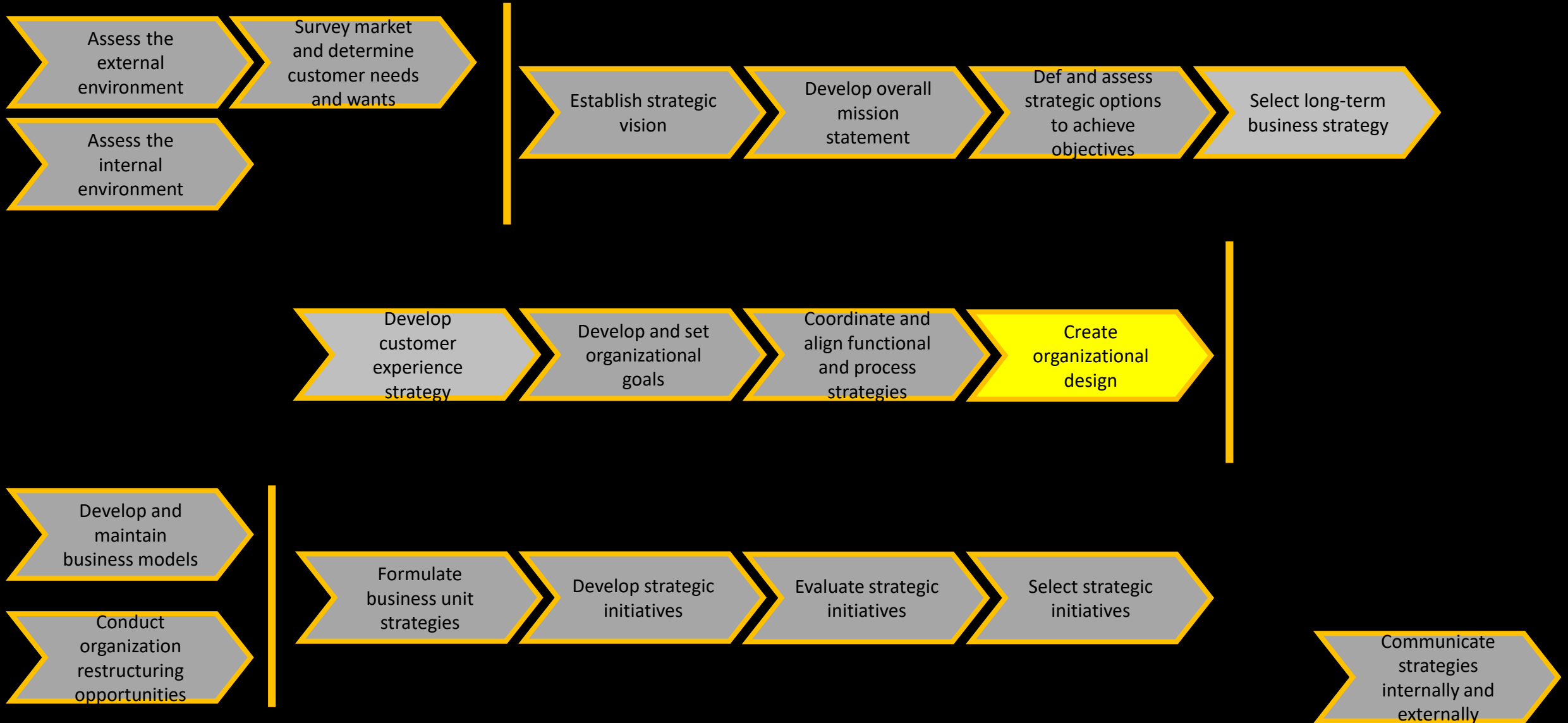
Calibrate the plan and method of each functional area, as well as the processes therein, to Select the long-term business strategy.

Quiz
subject

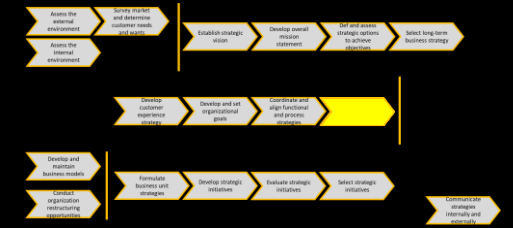
Aligning the interests brings operational alignment



The Strategic Planning Process



Create organizational design



Develop a new framework for molding the organization's various **processes** into a coherent and seamless whole.

Formulating a design for the organization's **resources** that allow it to meet its objectives.

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

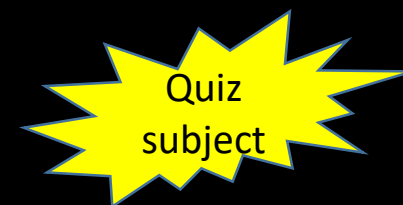
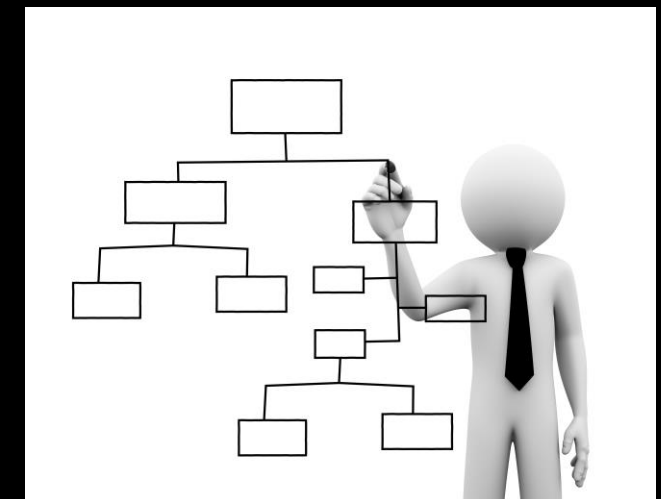
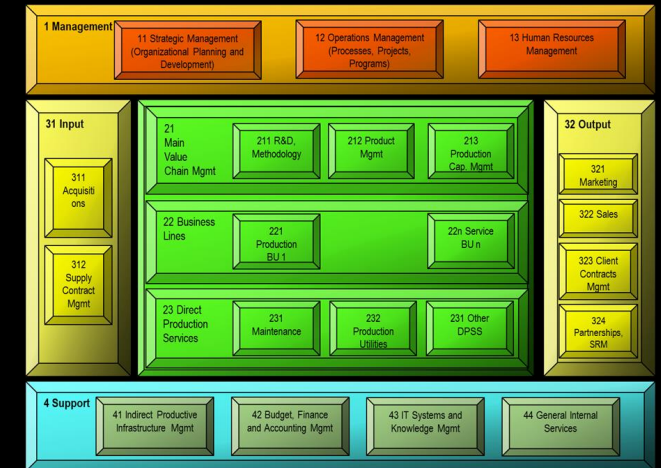
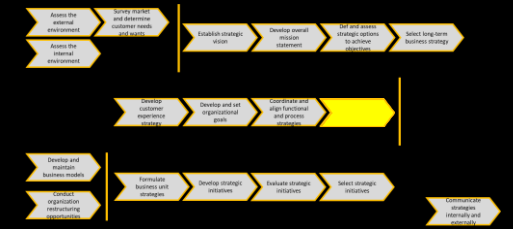
Perform organization redesign workshops

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



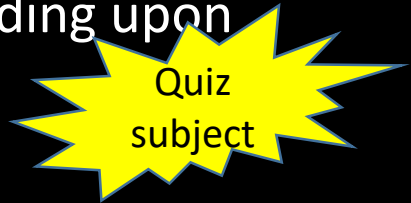
Evaluate breadth and depth of organizational structure

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

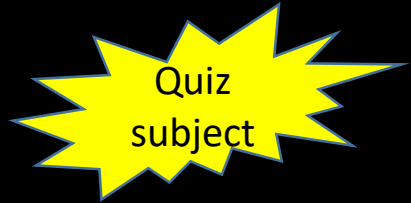
Perform job-specific roles mapping and value-added analyses

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.

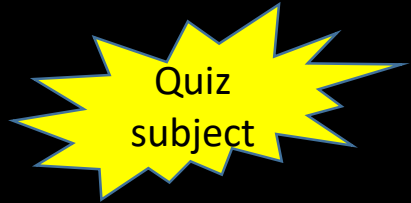


Quiz
subject

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.



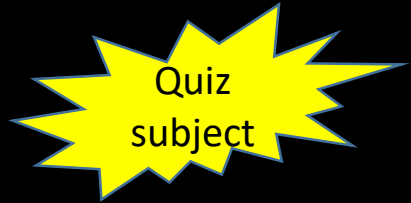
Quiz
subject

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.



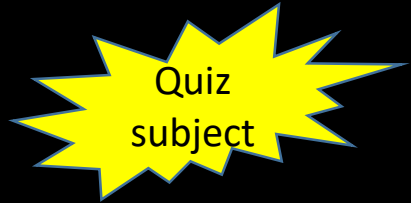
Quiz
subject

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

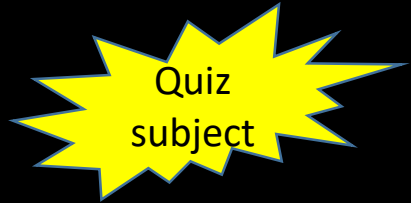
Develop role analysis and activity diagrams for key processes

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.



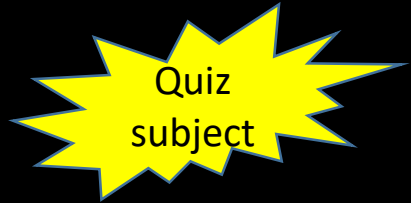
Quiz
subject

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.

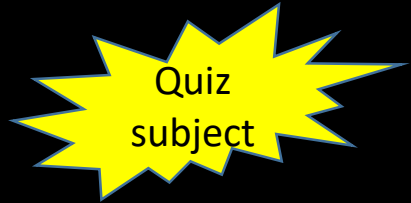


Quiz
subject

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 .)



Quiz
subject