



AN ACTIONABLE APPROACH TO DRIVING STAKEHOLDER VALUE

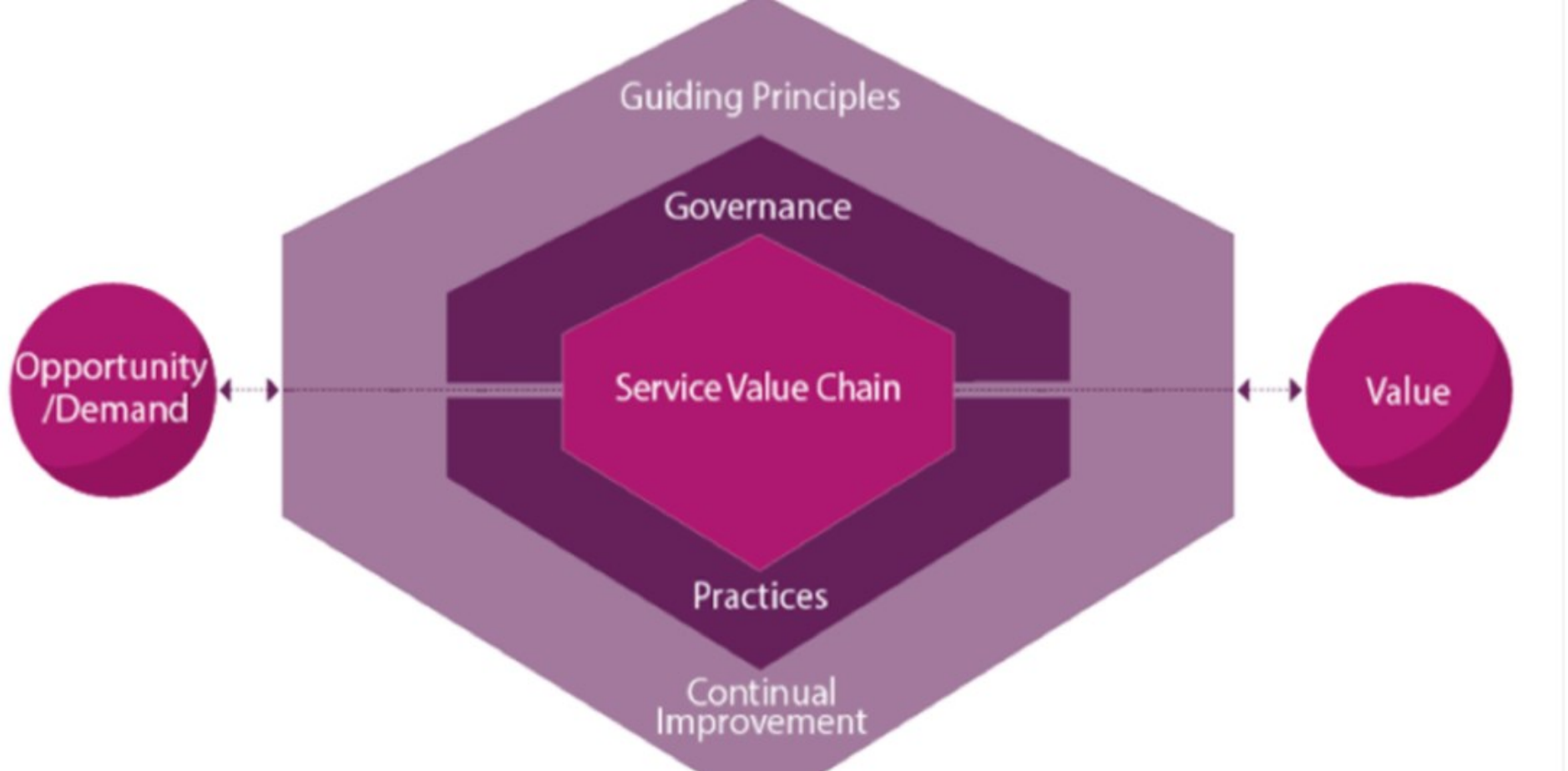
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Business Solutions Training, Inc



TODAY I'LL BE TALKING ABOUT....

- High level overview of ITIL 4 Drive Stakeholder Value (DSV) approach
- Corresponding ITIL 4 concepts and guiding principles
- Real world story on negative experience that produced multiple high customer satisfaction scores
- Learn how combining sentiment and operational data can transform experience
- See how an XLA can be the differentiator to bridge the gap between operational excellence and experience
- Share prescriptive advice on how to get started on your experience journey





ITIL 4 SERVICE VALUE CHAIN

ITIL 4 Service Value Chain

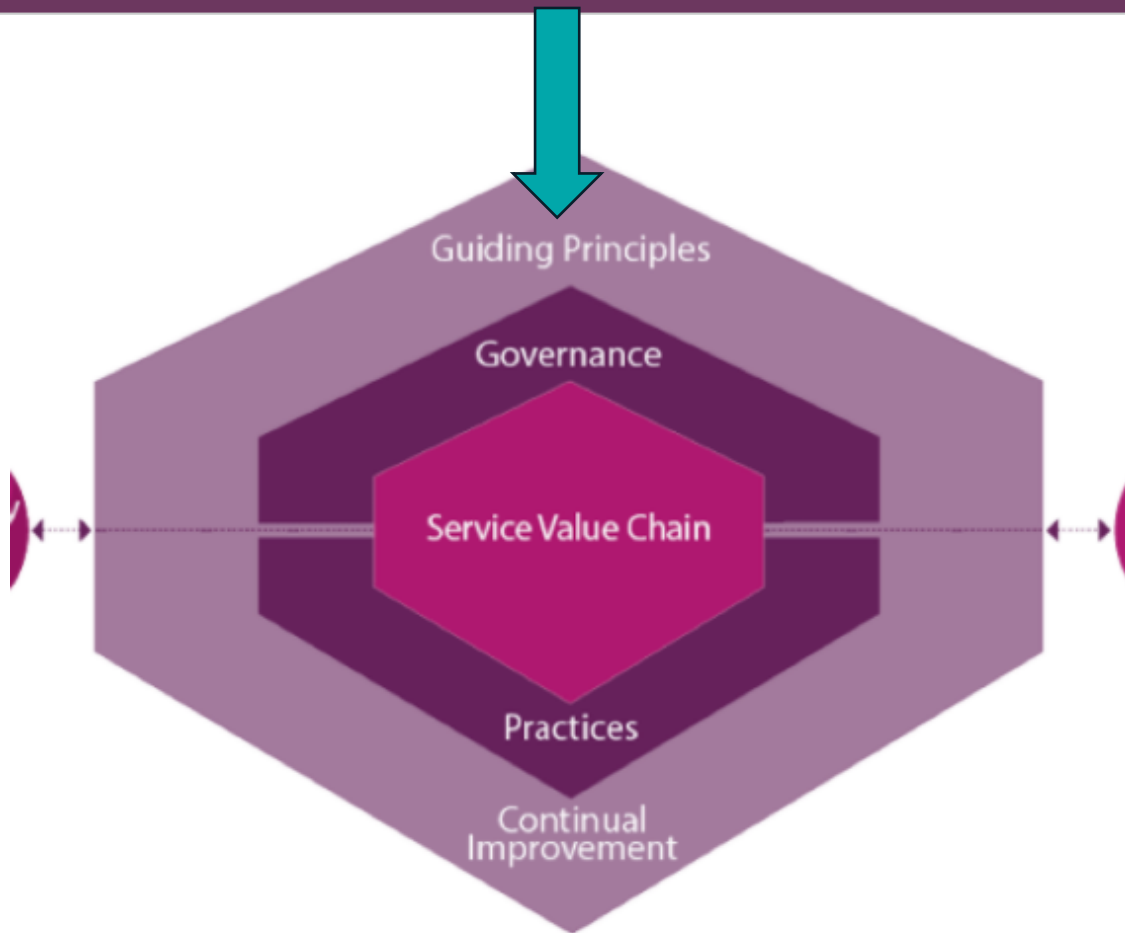


Figure 1.1 on Page 3 of ITIL Foundation.

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DRIVE STAKEHOLDER VALUE (DSV)

- Optimizing the value of the service journey for all stakeholders.
- Stakeholders contribute to co-creation of value by assisting to:
 - Define the value proposition
 - Interact in mutually beneficial relationships
 - Keep engagement channels open
 - Define demand and co-design service offerings
 - Share expectations, agree, and align
 - Co-create service experiences
 - Realize value



DRIVE STAKEHOLDER VALUE CONCEPTS



- The Customer Journey
- Understanding demand and customer needs
- Engaging through communication, collaboration, and relationships
- Design thinking
- Co-creation of value
- Realizing value



WHAT IS EXPERIENCE?

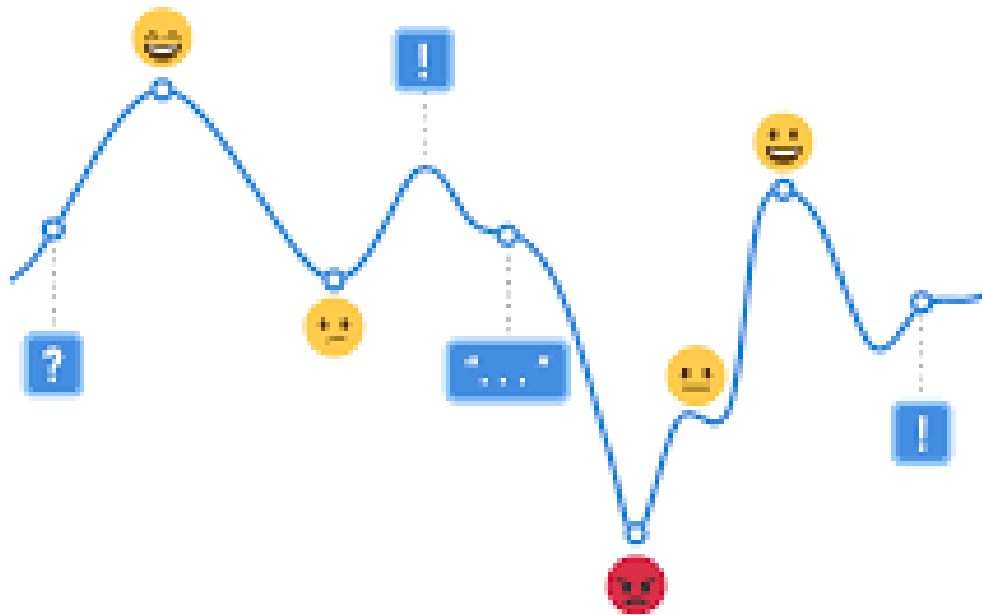


The customer experience or employee experience is the sum of the functional and emotional interactions with a service and service provider as perceived by a customer or user.

Source: ITSM Academy ITIL Drive Stakeholder Value course



Consider the Customer's Perspective



The customers' experiences are impacted by every aspect of the service or situation.

Their satisfaction is based on what is important to them and how we are impacting them personally, and in their jobs.

IT Experience Focus



Tends to be very IT-centric in measuring success.



Often focuses only on the success of support or meeting deadlines and budgetary goals.



Can be siloed in its view of the customer experience or success.

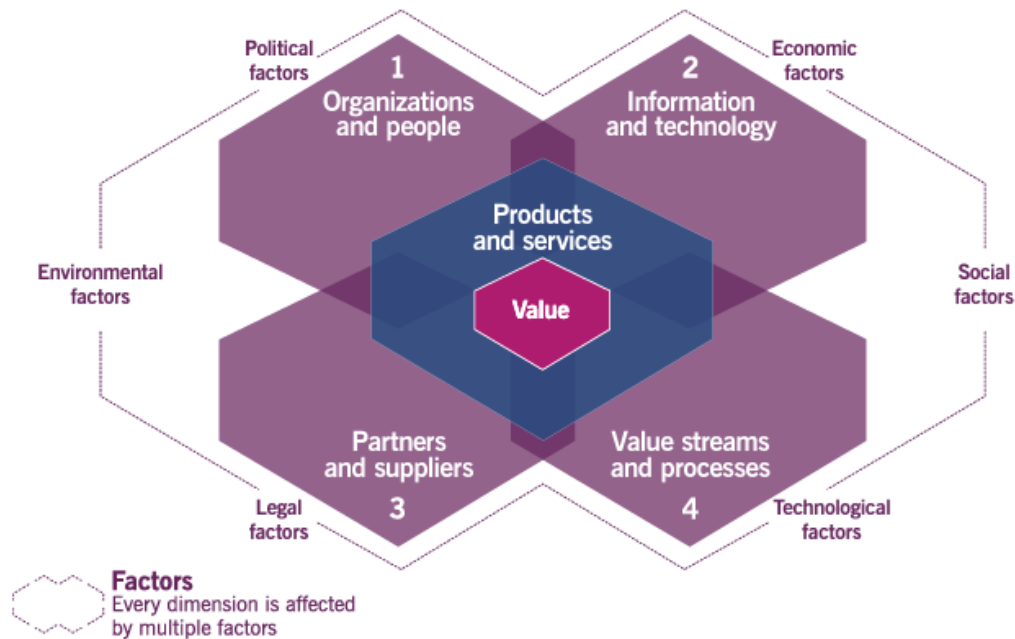
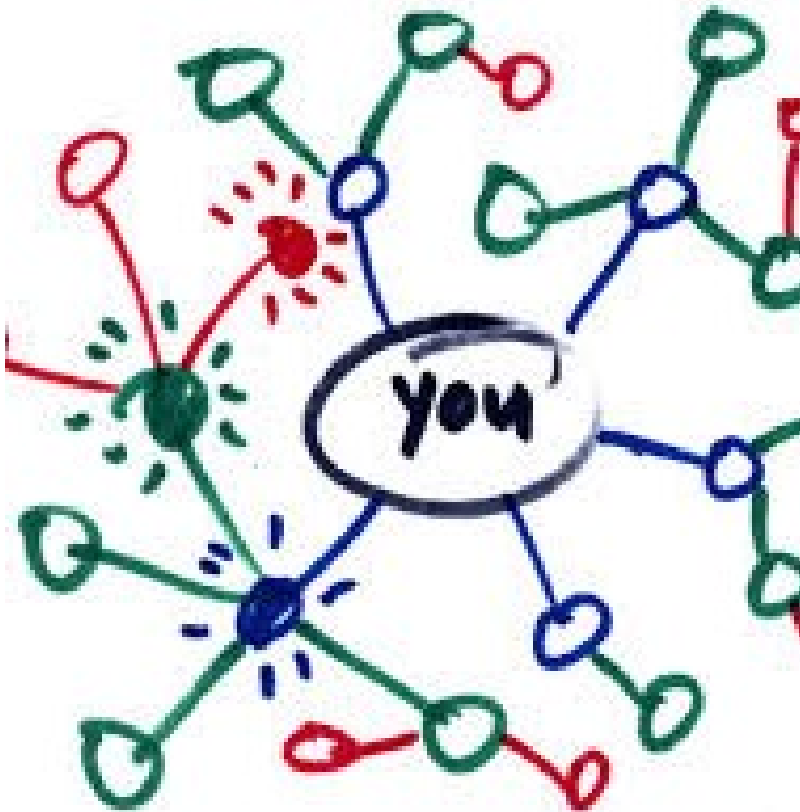


Figure 0.4 The four dimensions of service management

ITIL 4 FOUR DIMENSIONS



CONNECTING THE DOTS



To deliver Value balance:

- Organization & people (including sentiment)
- Information & Technology
- Partners & Suppliers
- Value streams and processes
- Products and services



MORE THAN A TRANSACTION

- Experience shapes people's opinions, decisions and actions
- Experience is cumulative
- Experience has consequences
- Experience is about outcomes, not steps in a process

Source: XLA Collab Essence of Experience



EXPERIENCE EXAMPLE



- ☐ Mature Processes
- ☐ Excellent Training & Resources
- ☐ Defined Escalation paths
- ☐ Well trained people with great customer service skills
- ☐ Automated and optimized processes
- ☐ Clear policies (and understood by employees)
- ☐ Multiple channels for support
- ☐ Physical stores
- ☐ Leader in market
- ☐ Successful Company
- ☐ Well-known, respected company
- ☐ Innovation & Improvement





EXPERIENCE EXAMPLE

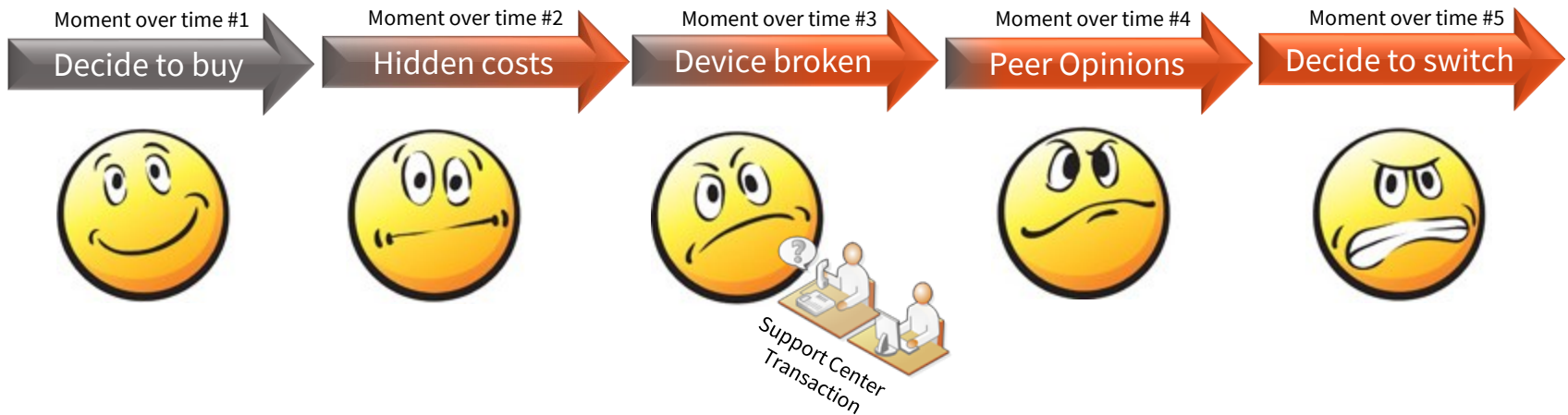
CUMULATIVE MOMENTS OVER TIME

1. Tried to buy one air pod in apple store
2. Called apple to order one air pod
 - Repair order
 - Couldn't take gift card on phone
 - Sent repair order – when trying to use gift card – redeemed it in iTunes
3. Called to try to get my gift card back and to schedule an appointment at the Apple Store – appt. scheduled successfully
4. Called to get gift card back again
 - Work around
5. Called to cancel appt. and schedule a new one
6. Called to schedule appt. - none available for air pod - wa
7. Went to store – didn't show right air pod in stock
8. Customer sat surveys



EXPERIENCE RESULTS FROM CUMULATIVE MOMENTS OVER TIME

Customer experience with mobile provider



Customer Experience

- Support Experience was great (people side of it)
- High customer effort
- High employee effort
- Higher cost to company
- Higher cost to customer
- Inconvenient
- Frustrating
- Verbal comments only way to know my dissatisfaction

My Observations

- Well-trained and knowledgeable support personnel
- Knowledge base and documented policies readily available
- Defined escalation path
- Policy is not being assessed for affect on experience
- Creates a heavier burden on stores
- Positive survey results will hide negative sentiment



DESIRED EXPERIENCE — ONE & DONE!

(WANTED LOW CUSTOMER EFFORT/TIME INVESTED)

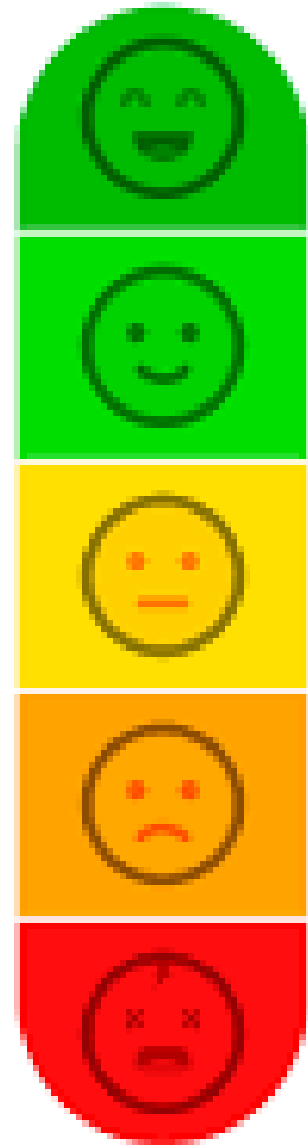


- Buy one air pod online
 - Choose
 - Pay with Apple gift card
 - Done (sent to house)
- Submit repair online or on phone
 - Repair order created
 - Pay with apple gift card
 - Done (sent to house)
- Talked to multiple people
 - Used different channels
 - Couldn't pay with gift card
 - Needed assistance in getting appointment (2 different times)
 - Couldn't get gift card credited (added \$)
 - Had to go to store



EMPLOYEE EFFORT

- Unable to do what I needed (take card, refund card, schedule appointment, sell one air pod, etc.)
- Agents had and used many resources
 - Reached out to SMEs
 - High effort
- Multiple employees involved
- A lot of time invested by each agent
- Used store resources too





WHAT WILL IT TAKE TO IMPROVE EXPERIENCE?



A DIFFERENT EXPERIENCE EXAMPLE



EXPERIENCE IMPROVED



Original Experience

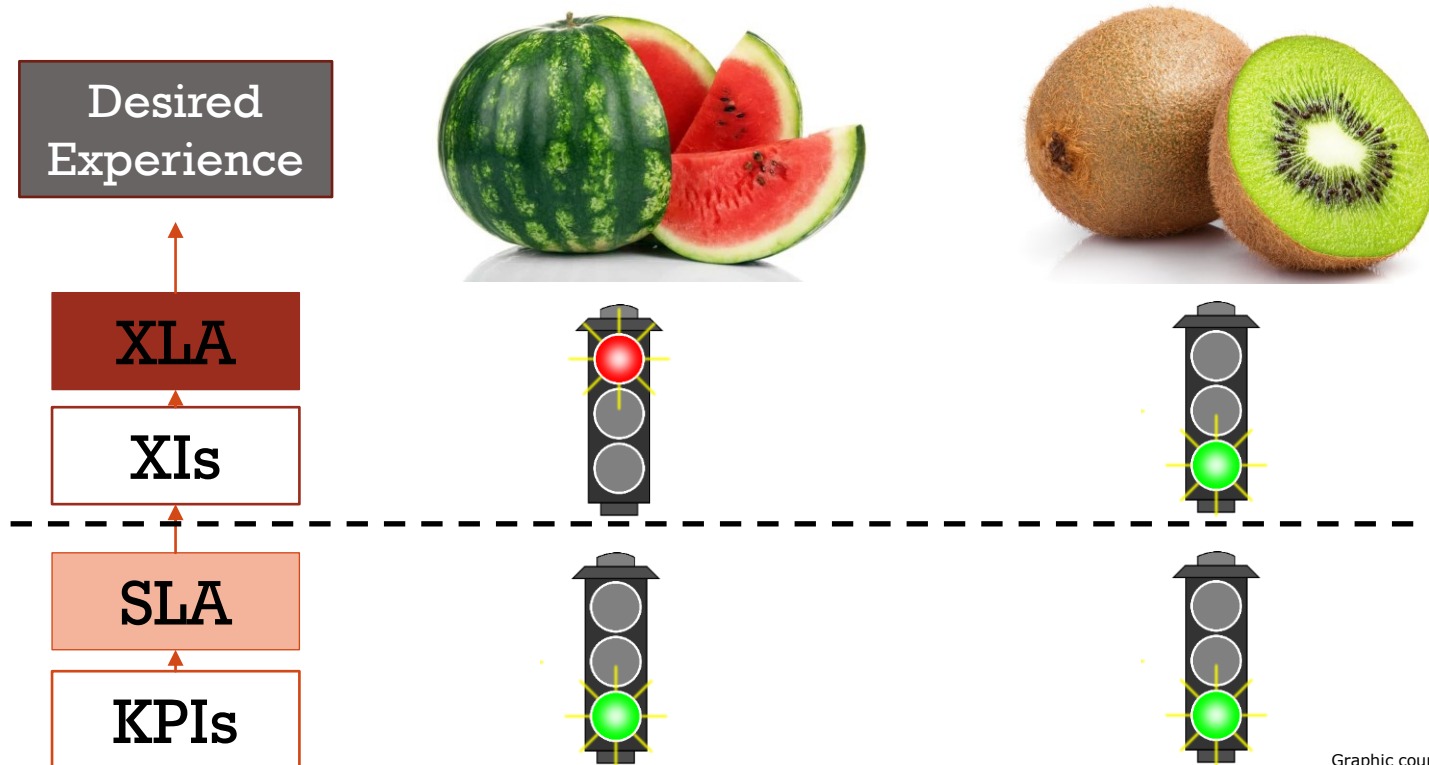
- ☐ Low customer effort
- ☐ High employee effort
- ☐ Negative employee experience
- ☐ Relied on individual employee efforts
- ☐ Impacts wait time to order for line of customers
- ☐ Could impact perception

My Assumptions

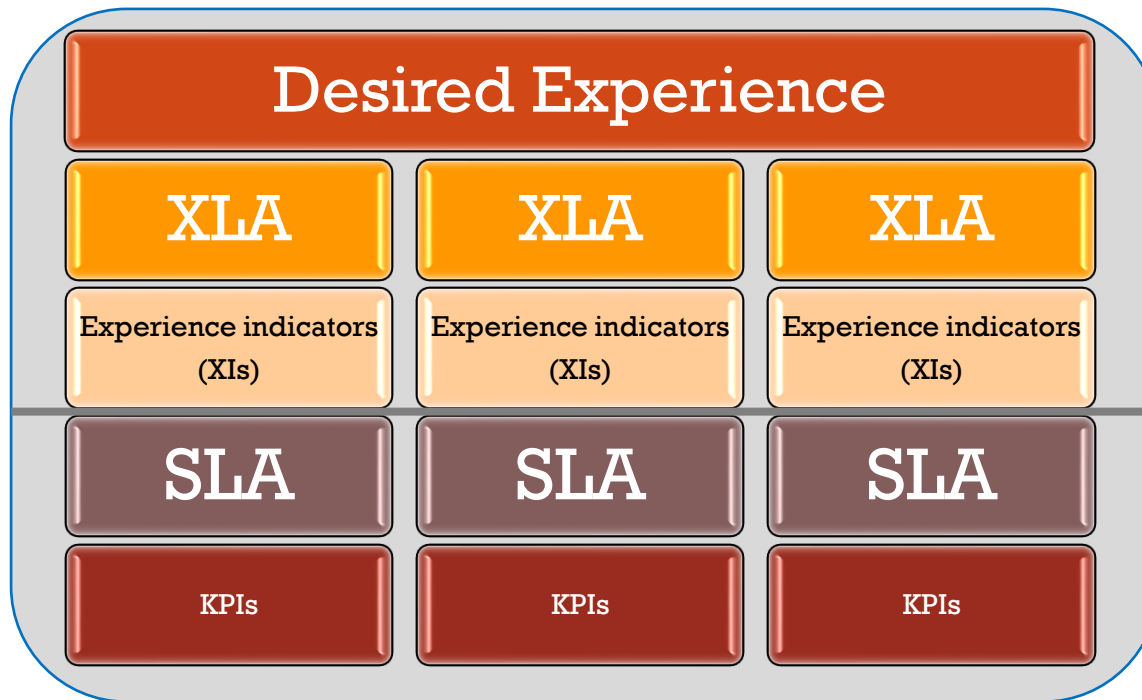
- ☐ Solicit employee feedback
- ☐ Employees are clear on their role in company's success
- ☐ EX and CX focus
- ☐ Internal partnerships
- ☐ Measuring holistically



A COMBINATION OF SLAs AND XLAs IS NEEDED



“X” SENTIMENT DATA AND “O” OPERATIONAL DATA



← **X-Data**
Sentiment

← **O-Data**
Operational





THE CUSTOMER JOURNEY



DESIGN THINKING FOR THE XLA JOURNEY

Discover

What are the experience realities now?

Dream

What needs to be done?

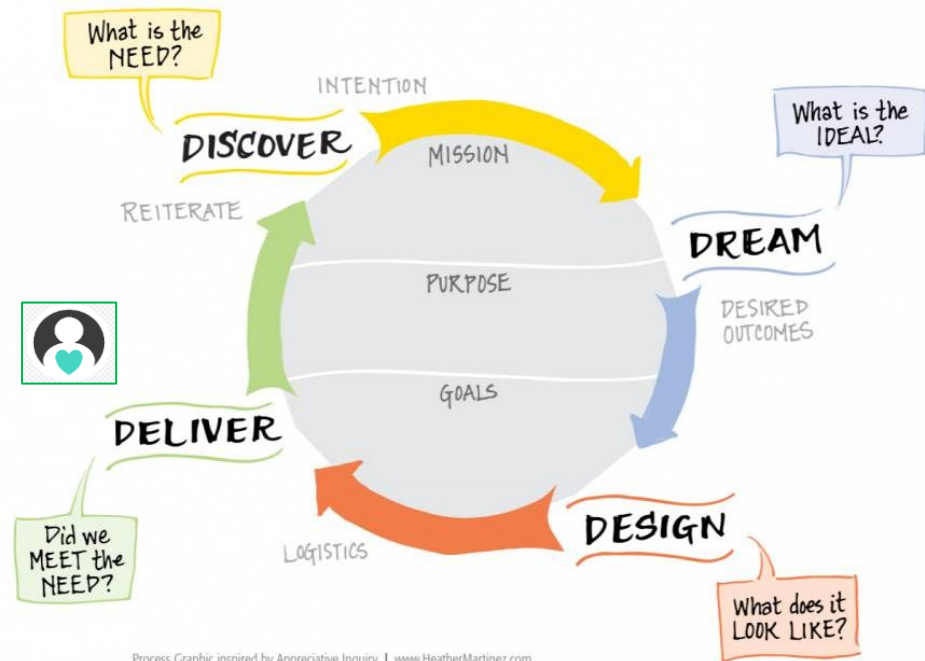
Design

How do we proceed?

Deliver

We proceed!

Focus on
Value





Start Where
You Are

IDENTIFY OPPORTUNITIES



With each touchpoint, identify what touches the customer directly

Assess how everything is working today and how these touchpoints affect the overall customer experience

Identify all feedback opportunities –create them!

Have a system for taking action on feedback

Build communication plans (in all phases)

Connect the dots – don't keep information siloed



KEEP IT SIMPLE & PRACTICAL

- What if....
 - The service desk agents “assess” sentiment within the first minute of the interaction (emotional intelligence skill)
 - Then assess sentiment at the end of the call (has it improved)?
 - Follow up with a customer satisfaction survey



Keep it Simple
and Practical

KEEP IT SIMPLE & PRACTICAL



Correlate all three

- Basic, but easy to collect
- Useful to start trending and getting a feel for today's experience
- Focuses agents on the fact that people “feel” something during interactions and drives better service at the individual level
- Helps agents to “tune in” and take an experience viewpoint
- Starts the collection of unstructured feedback
- One element of overall experience



SOLICIT THE CUSTOMER VOICE



CX Magic Button
Source: CXAccelerator

- How is it working today? How would you like it to work?
- What do you expect when...?
- How can we make your job easier?
- What is efficient/inefficient?
- How do our services currently save you time?
- Where could we help you to gain time?
- If we could change one thing that would have a large impact on ___, what would it be?

Progress
Iteratively
with Feedback

Collaborate
and Promote
Visibility

Think and
Work
Holistically





EXPERIENCE JOURNEY TIPS

- Make feedback easy and provide multiple channels (meetings, cross-functional teams, lessons learned)
- Interviews/Voice of the Customer
- Gemba Walk or work onsite with employees
- Implement Experience Level Agreements (XLAs – XLA Collab)
- Align and analyze operational data to understand end-to-end experience
- Share Feedback (X & O data)—Experience Review Meetings
 - From meetings, support interactions, and touchpoints
 - Survey and self-help comments

Optimize and
Automate



AN EXPERIENCE PERSPECTIVE

- What is the experience now?
- What is the desired experience?
- Combine Experience (X data) and Operational data (O data)
Source: XLA Collab.
- Measure beyond the survey and beyond operational data.
- Continually evolve toward growing kiwis!



THANK YOU!



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