Industrialized IT-Services: Principles –

From Voice of Customers to the Service Model

Dr. Helmut Steigele

Agenda

- **Service and the Voice of Customer**
- **Transforming the Voice of Customer into Service Model**
- **Bricks and sequence of a Service Model**
- **What is after the Service Model**

Voice of Customer - Definition

- **Using the Voice of the Customer means**

    - A detailed understanding of the customer's requirements
    - Key input for the setting of appropriate design specifications for the new product or service
    - A highly useful springboard for product innovation.
    - Designing a requirements-catalogue which is critical to quality (CTQ)
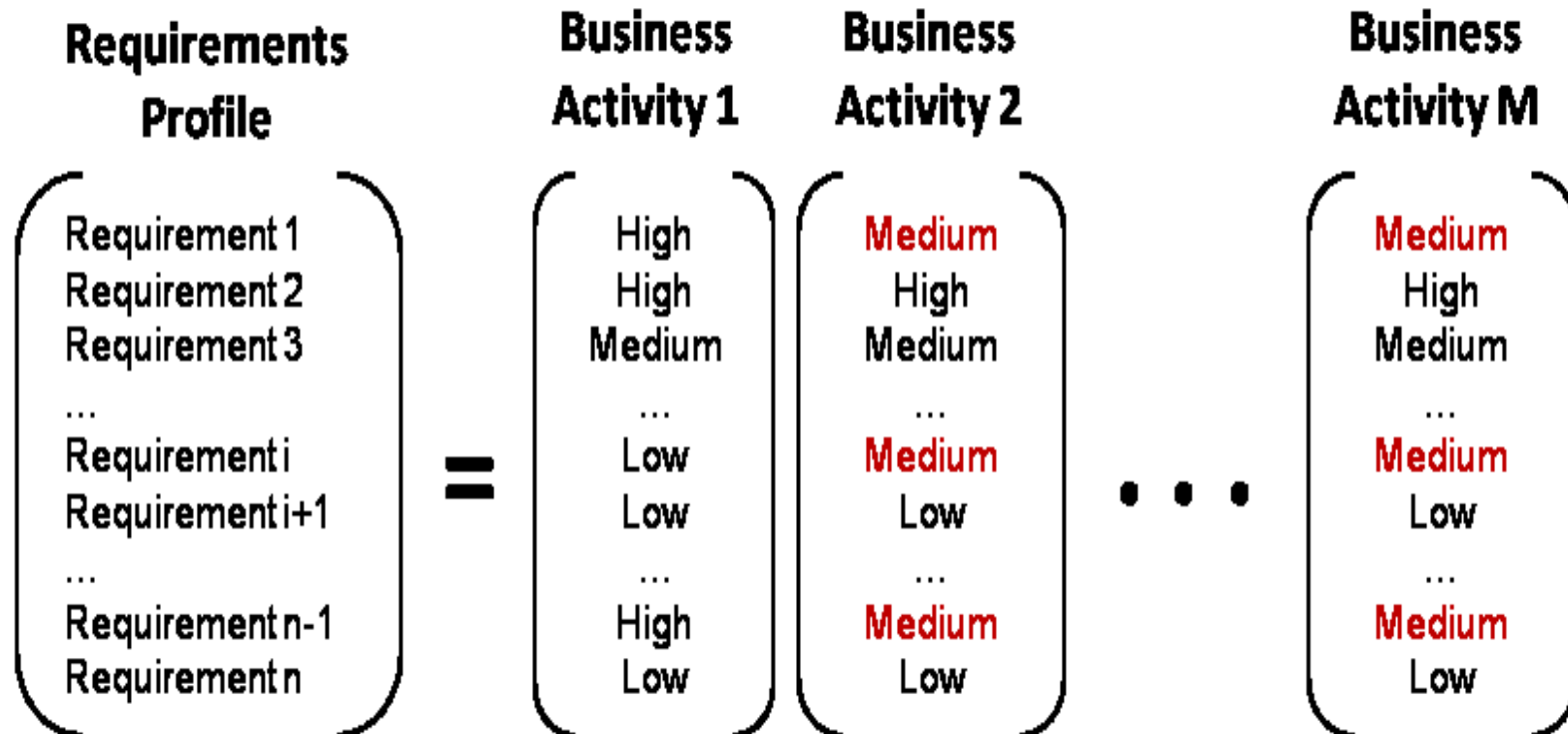
Behind the VOC

- The perception of service quality is an emotional one for a customer

  – Which of my issues have been solved?

  – What was exciting?

  – What was expected?

  – The emotions behind could be

    - Alleviation
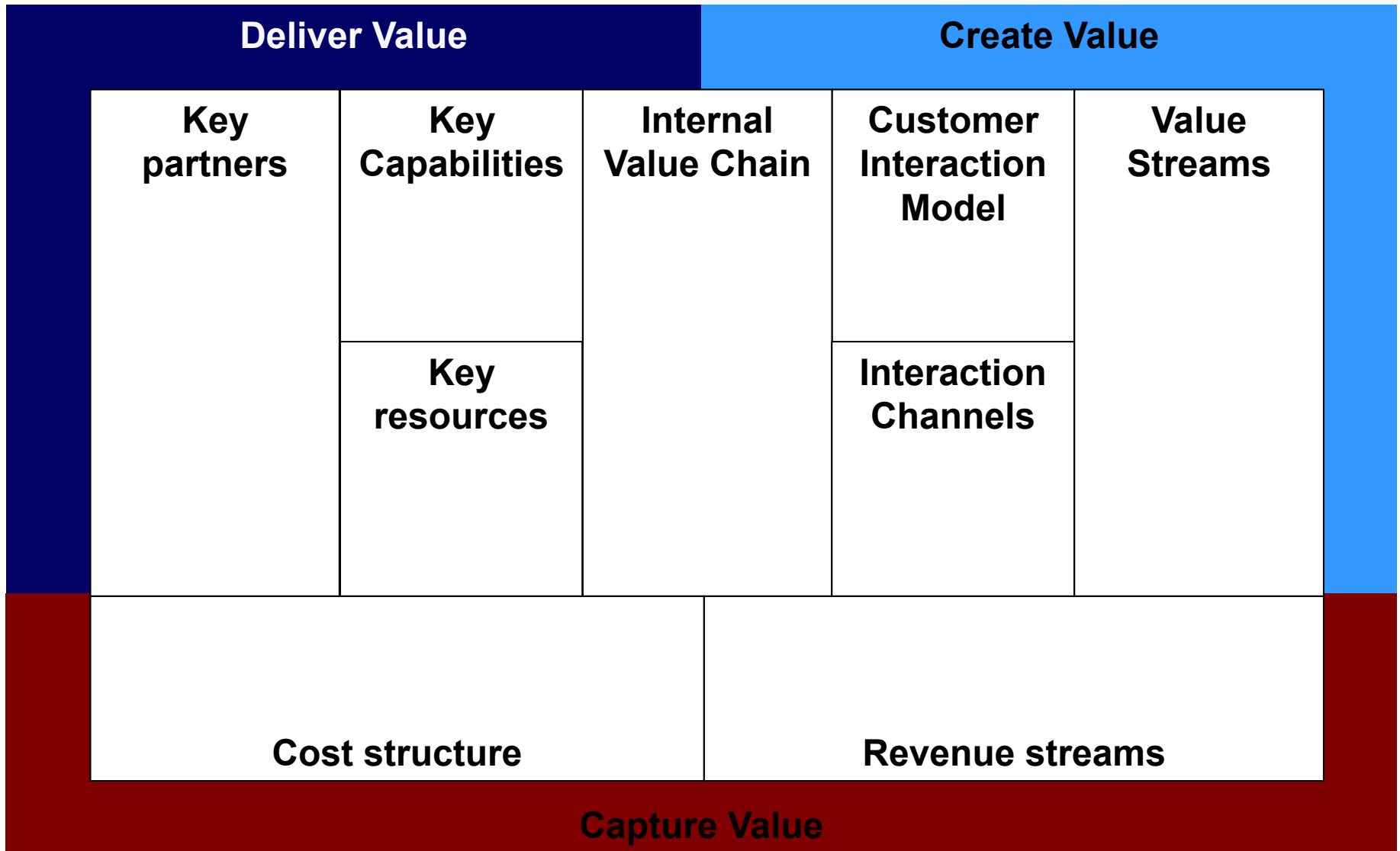   - Excitement
    - Attestation
    - trust

Designing services means adressing emotions and maintaining a target level of recurring emotional experience

Patterns of Business Activity

Patterns of Business Activity capture and structurize the non-structured Voice of Customer

Agenda

Knowledge for Servicemanagement and Sourcing

Service Model – Details

Deliver Value			Create Value	
Key partners	**Key Capabilities**	**Internal Value Chain**	**Customer Interaction Model**	**Value Streams**
	Key resources		**Interaction Channels**	
Cost structure			**Revenue streams**	

Capture Value

Source of Inspiration: www.businessmodelgeneration.org

Service Modelling – Sequence

Cascade IT

Deliver Value			Create Value	
Key partners 7	**Key Capabilities** 5 / **Key resources** 6	**Internal Value Chain** 4	**Customer Interaction Model** 2 / **Interaction Channels** 3	**Value Streams** 1

Cost structure 8

Revenue streams 9

Capture value

Knowledge for Servicemanagement and Sourcing

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Cascade IT

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Knowledge for Servicemanagement and Sourcing

Service Model – Details

Cascade IT

Deliver Value	Create Value

Value Streams
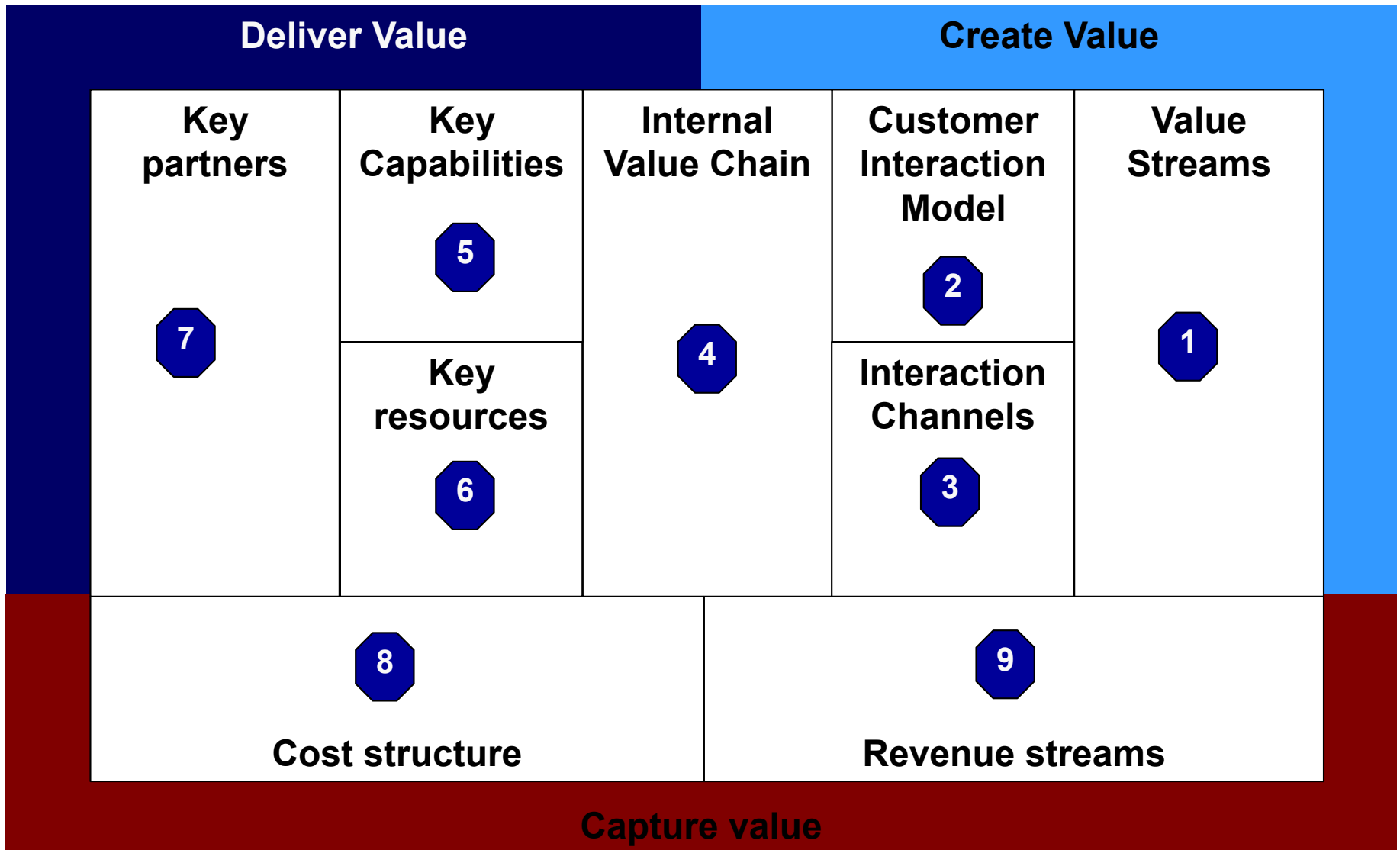
- Who should use the service?

- When should it be used?

- Where should service be consumed?

- Where should it be requested?

- In which way should it be used?

- In which frequences will it be used

- Which obstacles should be eliminated for the customer?

- Which new possibilities should be possible for the customer?

streams

Capture value

Knowledge for Servicemanagement and Sourcing

Service Model – Details

Deliver Value

Create Value

- Where are the interaction points of our customers?

- How can a customer interact actually with us?

- How can he express his demand?

- Which information should be changed

- What is format and content of our answers?

- For which customer segment which interaction model?

- What cost is behind the models?

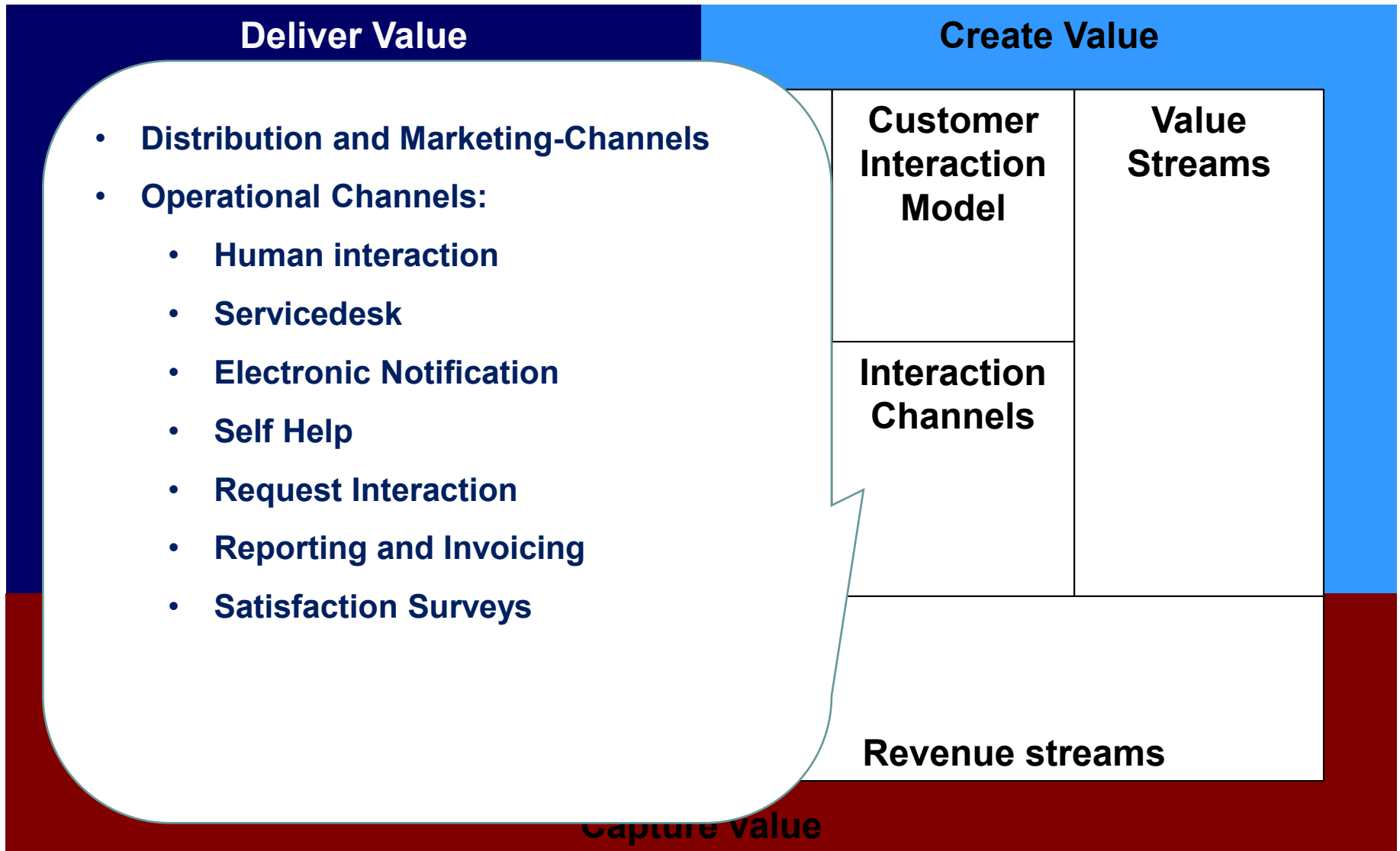| Customer Interaction Model	Value Streams
Interaction Channels	

Revenue streams

Capture value

Source of Inspiration: www.businessmodelgeneration.org

Knowledge for Servicemanagement and Sourcing

Service Model – Details

Deliver Value

Create Value

Customer Interaction Model	Value Streams
Interaction Channels	

- **Distribution and Marketing-Channels**
- **Operational Channels:**
  - **Human interaction**
  - **Servicedesk**
  - **Electronic Notification**
  - **Self Help**
  - **Request Interaction**
  - **Reporting and Invoicing**
  - **Satisfaction Surveys**

Revenue streams

Capture Value

Source of Inspiration: www.businessmodelgeneration.org

Service Model – Details

Deliver Value

- **Value Stream between customer and us?**
- **At which point, which issues of the customers are solved?**
- **What is the outcome?**
- **How can we guarantee deviations from expected outcome?**

Internal Value Chain

Create Value

- **Values for the customers:**
  - **New possibilities**
  - **Alleviation experience**
  - **Raised process performance**
  - **Assurance of result**
  - **Personal agenda support etc.**

Capture value

Source of Inspiration: www.businessmodelgeneration.org

Service Model – Details

Deliver Value		Create Value
Key partners	**Key Capabilities**	
	Key resources	

- **How to govern the service**
- **How to organise the interaction and responsibilities**
- **Which processes are needed**
- **Which Knowledge and Experience should be shared**
- **Which skills should be established (People)?**

Cost structure

Capture value

Source of Inspiration: www.businessmodelgeneration.org

Service Model – Details

Cascade IT

Deliver Value	Create Value

Key partners

Key Capabilities

- **Finance**
- **Applications**
- **Infrastructure**
- **Information**
- **Headcount (People)**

Key resources

Cost structure

Capture value

Source of Inspiration: www.businessmodelgeneration.org

Service Model – Details

Cascade IT

Deliver Value

Create Value

Key partners

- **Who?**
- **What?**
- **When?**
- **Where?**
- **How critical?**
- **How much Results Control?**

Cost st...

Capture value

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Service Model – Details

Deliver Value

Create Value

- **Cost Structure (which elements)?**

- **Cost Frequence (how often they occur)?**

- **Cost Drivers (which inputs drive the cost)?**

- **Cost Allocation (which activity costs how much)?**

Cost structure

Revenue streams

Capture value

Source of Inspiration: www.businessmodelgeneration.org

Knowledge for Servicemanagement and Sourcing

Service Model – Details

Cascade IT

Deliver Value	Create Value

- **What should be paid?**
- **How?**
- **How often?**
- **How much?**

Cost structure	Revenue streams

Capture value

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What after establishment of service model

- Capability Mapping for Establishment of overall service Architecture
- Business Cases
- Service Portfolio and Service Catalogue
- Service Design Packages
- Invokation of Servicelifecyle upon ITIL®

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Sources of Inspiration ☺

To read, to adapt and for verification

- IT-Production in the 21st century

- The IT-Factory

- Richard D'aveni (Hypercompetion) and Eisenhardt and Brown (Competing on the Edge)

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