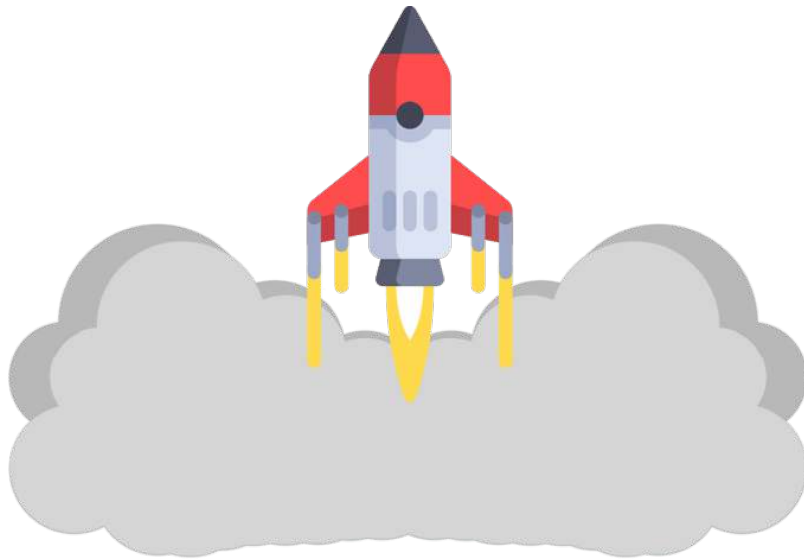


# How to Manage Customer Experience in SSC/BPO? ®

## Business Case

White paper



*You are expert in core business, we take care of the rest*



***Business Shared Service Advisory Company***

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✓ **Current situation:**

SSC sized 100FTEs is operating 2 years in Poland.  
Processes: PTP, OTC, RTR, servicing Europe in 13 languages.

Standardization processes has been accomplished on SSC side. SSC has well documented processes, lean project is in planning phase.

SLAs after learning curve are “green” on continues base

✓ **Challenges:**

Although Accuracy and Timeliness are in the line with initial expectations, Internal Customers are highly dissatisfied with SSC service.

**In consequence:**

SSC experiences significant escalations, attrition raised from 20% to 30%, staff on both sides is dissatisfied. Cost of functioning SSC increased about 20% on y-o-y basis cannibalizing standardization effect. Further processes are stopped to be transitioned until trust to the Center is recovered.

General Manager of SSC is about to leave.

**Solution:**

- ✓ **Overall objective:** Trust to the Center is regained, customer experience is measured, escalations came back to “acceptable” level, SSC comes back to day to day business and is ready for further transitions.

**I. Diagnose Phase**

**Objective of the phase is to clean emotions and start to look at the situation from big picture perspective.**

External Advisor has been hired to give guarantee of being objective, has experience in managing the situation. Both sides accepted the advisor.

**Findings:**

In this phase, it appeared that SLAs showed performance of SSC mostly. In the same time, almost no impact has been measured on retained Organization.

It has been noticed that escalations had no formal style. Communication has been done mostly through emails, progress has been tracked manually, there were no single point of contacts on both sides for resolutions.

It has been noticed that there was no formal governance structure on both sides.

On top of that User/Client satisfaction has not been measured regularly.

In consequence retained organization had a perception that all of the issues have not been solved. On top of that feedback has been collected that SSC staff is incompetent and is focused on delivering only its own KPIs.

SSC perception is that retained organization is not cooperative due to the fact that they are threaded by losing potential jobs.

It has been discovered that accuracy and timeliness is in line with definition of KPIs (on sample basis)

It has been discovered that day to day stakeholders on retained organization side were not aware about SLAs, definitions, rules of calculations. On top of that none of them had not participated in SLAs agreement phase.

## II. Plan Phase

1. Report from Diagnose phase has been shared with key stakeholders.
2. Potential plan has been shared
3. Project group has been called (SSC and retained organization common team is about to work together under the project)
4. External Advisor is guiding the project.

## III. Action phase

### 1. Governance structure has been defined.

In managing relationship, it is important to assign clear roles on both sides. Every single point of contact needs to have counterparty in SSC. Rules of structured communication have been set up and implemented.

#### **Objective of Governance structure:**

##### *Progress and transformation:*

1. Agree day to day business objectives – TL level
2. Agree operational business direction, review of SLAs, agree corrective actions – Ops Manager Level

3. Agree strategic course, review progress according to Organization level – Steering Committee level

#### *Escalations:*

1. Manage escalations in the scope of Manuals, defined processes – TL level
2. Manage escalations of exemptions, agree solutions, review of SLAs, agree corrective actions – Ops Manager Level
3. Manage strategic escalations, review progress according to Organization level – Steering Committee level

#### **2. Customer Experience is started to be measured**

1. Form of structured feedback has been introduced. Allows to grab both experience measured on the scale, as well as qualitative feedback is grabbed.
2. Feedback givers has been defined.
3. Escalation email box has been introduced – there is special form where structured feedback, mistakes are collected to be ready for corrective actions.
4. Quality team has been established. Main role in this phase is to supervise escalation resolution process.
5. Action plan and log has been introduced, progress is reported and managed.

#### **3. Attrition and satisfaction of employee's management.**

1. Retained organization is notified about all of the attritions
2. Critical roles have been defined and backed up.
3. HR run pulse meetings with the teams in SSC. Day to day needs are defined. Action plan has been done and implemented.

#### **4. Change management communication planed and introduced as continuous process**

### **IV. Effect after three months:**

- Escalations came back to the norm (dropped by 70%)
- Attrition dropped by 5 p.p. and has positive trend to come back to the norm
- Customer Experience improved from very dissatisfied to neutral
- Plan for next transitions have been unfrozen.



Managing Partner at Outsourcing Doctor project. Helps to grow SSC and BPO organizations using disruptive business models' strategy. Set up and managed international BPO center in Poland. Prior to that he was Country Manager and CFO for Central and Eastern Europe at insurance organization. Awarded as Business Center BPO Manager of the Year in Central and Eastern Europe. Graduated at Harvard Business School in Disruptive Strategy field.





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**The aim of Outsourcing Doctor** is to help organizations build and operate Business Shared Service Organization as a strategic partner to retained business which creates value added instead of being just a cost center.

**How we can help you?**

 <p><b>STRATEGY</b>          Make GBS strategy development and execution effective incl. managing BPO partnership</p>	 <p><b>CUSTOMER EXPERIENCE</b>          Improve your customer satisfaction instead of managing SLAs</p>	 <p><b>TRANSFORMATION</b>          Transform Business Shared Service from cost center to strategic value added creator</p>	 <p><b>TRAININGS</b>          Understanding innovation strategies, implementation and execution</p>
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**Why Outsourcing Doctor?**

 <p><b>Global GBS Experience</b>          4 continents          30 countries          9 industries</p>	 <p><b>Certificates</b>          Harvard Business School (Disruptive Strategies), ACCA F&amp;A Qualifications</p>	 <p><b>BPO Manager of The Year 2015</b>          Central and Eastern Europe</p>
 <p><b>BPO Strategic Global Experience</b>          5 years</p>	 <p><b>Setting up and Managing Business Shared Service Organizations</b>          2 Centers directly          5 as support</p>	 <p><b>Leadership Experience on Senior Positions</b>          29 000 hours</p>

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