



Customer Spotlight

SCP Professional Service Standard Drives Customer Focus and Delivery Efficiencies



FileNet's Field Delivery organization was the first Enterprise Content Management (ECM) company to achieve certification under the Service Capability & Performance (SCP) Professional Service Standard. The standard provides FileNet with a framework for operational excellence that enables the Field Delivery organization to make significant improvements in service delivery practices, customer focus, and attainment of revenue targets. The enhanced business views provide the ability to quickly identify areas of improvement while providing their customers with the highest levels of quality with services delivery.

Company Profile

Headquartered in Costa Mesa, Calif., FileNet, an IBM Corporation, helps organizations make better decisions by managing the content and processes that drive their business. FileNet's ECM solutions allow customers to build and sustain competitive advantage by managing content throughout their organizations, automating and streamlining their business processes, and providing a spectrum of connectivity needed to simplify their critical and everyday decision making.

The Challenge

FileNet's Field Delivery organization consistently received high marks from customer surveys, however, competitive price pressures and resource scheduling created challenges. Bill Kreidler, Senior Vice President, Technical Operations and Support, made the decision to adopt the SCP Professional Service Standard to address these issues.

"We strive to achieve world-class delivery of implementation and customer support services, and we expected to breeze through the SCP certification audit with ease," said Ron Benson, Vice President, Field Delivery North America. "Going through the certification process enabled us to uncover information that was available to us in a lot of different locations. We found out we had information we didn't know we had."

Benson also noted that although they were very good at developing metrics for customer satisfaction, they didn't have a system in place to document their processes, and follow up procedures fell through the cracks. In some cases, the information that was supplied from the sales team to the internal implementation team was incomplete, resulting in a slower process than necessary. "In North America we have eight different districts and as a result of going through the SCP Standard's process, we discovered that we didn't always behave the same way across all districts," he explained.



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“The SCP Professional Service Standard certification process continues to drive customer focus and delivery efficiencies.”

The Solution

After implementing the SCP Professional Service Standard, FileNet created the Operational Reporting Database (ORDB), which contains everything that has a delivery aspect to it. All eight districts now deliver and report using exactly the same methods, allowing the Field Delivery organization to streamline processes and run more efficiently.

“By looking closely at the transition [process] from sales to the implementation teams, we learned there were pockets of the country that were doing this really well, and other areas that needed to improve. And since we now have project data, this was made obvious to us. This was proof that effective transition was a key to the success and the profitability of the project. We’re now doing operational reporting on aspects of delivery that we had never looked at before,” said John Foley, Director of Field Operations, Southeast United States.

Foley explained that with multiple types of products engaged in a single project, depending on the types of products involved, time consumption trends are different. With the help of the ORDB, his organization started seeing trends they were not aware of previously. What they didn’t realize before was that there were efficiencies they were not taking advantage of, due to a lack of operational data gathering.


Although the data was available before the ORDB was introduced, it was not easily accessible, nor reported consistently throughout the organization. The ORDB generates a comprehensive picture for management to make better decisions.

Access to Productivity Data Streamlines Processes and Boosts Morale

A key component of the ORDB is staff productivity reporting, which shows how much time people are spending in internal meetings or traveling. Foley, whose area is very geographically dispersed, found that the ORDB allows him to use resources more efficiently.

“In one particular case, I had a customer in Virginia, and another district in the Northeast had a resource in West Virginia that could drive to Virginia eliminating the need to fly an additional resource to service the customer. Now when I have projects in the pipeline that I need to resource, I can see everyone else’s productivity reports and I can contact another district manager to coordinate resources,” he said.

By viewing staff productivity reports, FileNet now knows when one geographical area has labor availability and where other areas are over burdened. This helps them make decisions as to where to look and how to obtain the skill sets to meet customer demand. Improved productivity has



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enabled the FileNet Customer Service and Support organization to maintain financial margins and achieve its business goal, all during a time of significant competition and maintenance price pressure.

The ORDB also allows employees to track the number of hours they spend on each project. Foley said that although this could have been considered a "big brother" tool, employees are seeing how much actual time they're putting towards their work and, as a result, have a better understanding of their contribution to the overall success of the company. Having access to this data has been a morale booster for his staff, Foley added.

The SCP Professional Service Standard certification process was the catalyst behind the creation of operational reports and tools to gather and drive the decisions behind the scenes, and the use of the reporting tools has become part of the Field Delivery organization's operational methodology. While the data pool is still maturing, they are finding that trends are easier to spot and post mortems of service delivery are more efficient and accurate.

SCP Fosters Continuous Improvement

The SCP certification process highlighted a number of areas for business process improvement. The improvements continue to drive customer focus and delivery efficiencies. By taking advantage of these areas, the Field Delivery organization now identifies business trends that aid in the decision making process in areas of education, process alignment, and customer focus programs to ensure world-class service delivery.

Gaps highlighted by the certification process were addressed to meet the certification criteria. However, the resolution of the problems identified soon became the major focus. Regardless of certification attainment, the management team was committed to implementing the changes to ensure the Field Delivery organization remained customer focused.

The Field Delivery organization is committed to continuing the SCP Professional Service Standard certification process. The process is now an integrated part of their operation and has become part of the management teams' MBOs. The organization is currently working toward certifying their international delivery teams, and their support centers continue to participate in the Service Capability & Performance (SCP) Support Standard.

FileNet is committed to customer satisfaction and they believe these standards provide the platforms and tools to achieve their short-term goals while helping them identify long-term strategies to continue to exceed their customers' expectations.

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About Service Strategies

Service Strategies advances service excellence for quality-minded organizations by providing industry standards, consulting, and training solutions that ensure delivery of consistent, high-quality customer service and support.

Service Strategies applies a proven benchmark process to its standards programs that measure and drive effectiveness for continuous service improvement. In addition, the company's tailored training programs enhance the careers of service professionals throughout the industry and lead to increased organizational effectiveness.

The world's leading service and support providers use Service Strategies' Service Capability & Performance (SCP) Standards as a roadmap for service excellence and a qualitative and quantitative measure of success.

For More Information

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To learn more about the Service Capability & Performance (SCP) Standards and what it can do for your service and support organization, contact Service Strategies Corporation at 800.552.3058 or email info@servicestrategies.com

