

Zest Test your Service Delivery

A nine-step assessment to determine the direction and effectiveness of each service unit in your business

Standard of service is rapidly becoming the big difference between a good business and a bad business.

Why is that a surprise? In the past we have always praised the local butcher because she greeted you by name, knew your favourite cuts, suggested recipes, and made you feel special.

Good service has never been out of fashion - we have just been trained not to expect it. So, the return to the demand for good service is simply a return to the values we have known all along.

As people become more and more aware of this, customers dissatisfied with the level and consistency of service provided have more and more options to take their business elsewhere. At the same time providing excellent service cannot be done without cost.

This OTS Management Zest Test is designed to provide Small and Medium Enterprises (SME's) with the tools to examine the effectiveness of each service unit or "hot-spot" in your business. The Zest Test presents a framework to decide on the strategic direction of each hot-spot and how to translate this direction into a more concrete service task.

When the Zest Test is concluded you will know for each hot-spot:-

- The missing link between competitive strategy and service delivery
- The effectiveness of util-

ising all your resources in service delivery

- Whether each unit is fitting into the picture as a whole - are they working as a team in the whole service delivery cycle.

The nine steps are:-

Step 1 - Define the service task

First we help you map out your service delivery cycle and identify the hot-spots.

Then for each area we review the service task with you -

- What service is being delivered here?
- What standard is expected?
- What strategic goal does service delivery here meet?

Step 2 - Assess service delivery

In this step we examine if the systems and processes are appropriate for the service task. We look at the resources used and what other parts of the organisation need to be involved, as well as the core competencies required.

Most importantly we look for where the "value-add" takes place and if it is sufficient.

Step 3 - Determine what resources are used in service delivery

We examine your value chain and map the resources you are consuming at each step of the



*Excellent service is more than just
"service with a smile"*



service delivery.

The objectives of this step are to:-

- Identify the major sources of cost and assess how these costs contribute to effective service delivery
- Identify how the organisation holds or builds perceived customer value
- Identify strong, weak and missing links between activities and functions
- Identify opportunities for improving quality and productivity simultaneously.



Teik Oh, Director of OTS Management

Step 4 - Audit the operational elements of customer retention and satisfaction

Having understood service structures and allocation of resources that lead to your meeting service standards, we now look at what happens when things go wrong.

This step will measure the operational system's ability to meet normal demands and minimise crisis, as well as the ability to respond effectively when unavoidable crises happen.

Step 5 - Measuring the quality of service management

In this step we examine all that we have learned and define the service quality of your organisation as it is perceived by customers.

The quality of the service you pro-

vide is equal to the technical quality (what the customer gets) plus the functional quality (how the customer gets it).

This review concentrates on what improvements can be made.

Step 6 - Audit resource productivity management

In this step we look at how well resource are used to produce service and what steps are being taken to improve the productivity of each resource.

Step 7 - Assessing service recovery management

In this step we look at how your organisation handles service recovery whether arising from shortcomings or failures of staff or sometimes the customers themselves.

Step 8 - Assessing the management of strategic human resources

We look at:-

- Are strategic human resources maximised?
- Are front line people burning out?
- Are people given the right skills/knowledge mix?

Step 9 - Monitor communications effectiveness

This step looks at Relationship Marketing - the effectiveness of your relationships, through communication, with customers, suppliers and the general public.

About OTS Management

OTS Management is a quality and value driven boutique consulting and accounting company that provides organisational development services to commercial, growth-oriented Small and Medium Enterprises who require business services, advice and coaching.

We give our clients comfort in their decision-making by providing them with our experience and independent advice that saves them time and helps them grow. Unlike other accounting services companies, our clients have significant contact with our senior people.

We meet our own high expectations in order to exceed the expectations of clients.

Our services include:

- *Change Management consulting*
- *The Zest Factor - find the zest in your organisation*
- *Strategic & Business Planning*
- *SMART Marketing workshops*
- *Team Development workshops*
- *Performance Management Systems*
- *Zest Tests - Business Diagnostics on your organisation*