Service Design Pattern Congruency: Exploring The Impact Of Value Alignment On Firm Performance

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What And Why?

- Explore phenomena to provide insights and explanations en route to predictive theory
- Exploring service design patterns
- Difference and similarities in service design perceptions
- Firms and consumers
- Determine level of congruency
- Outcome variation
- Connecting pattern congruency to marketing outcomes and firm performance
How? A Five-step Process

- Interviews 16 C-level managers financial services using ECT (Klaus, 2013)
- Develop typology of practices
- Select firms from the anchor points of typology
- Develop patterns from customer’s viewpoint (n=200 per firm)
- Determine and analyze pattern congruency degree
# Findings

<table>
<thead>
<tr>
<th></th>
<th>Conventionalists</th>
<th>Convergence</th>
<th>Protagonists</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Definition, Scope and Objectives</strong></td>
<td>Extension of service</td>
<td>Acknowledge the broad nature of CE and its strategic importance</td>
<td>Broad and strategic. No other priority “tops” it.</td>
</tr>
<tr>
<td><strong>Governance</strong></td>
<td>Functional level, initiatives, Focus within the firm.</td>
<td>Link CE to organisational goals and strategy</td>
<td>Policy and operational levels aligned. Continual assessment and improvement</td>
</tr>
<tr>
<td><strong>Management (Operational)</strong></td>
<td>Service quality, channel integration</td>
<td>Channel integration, loyalty, brand perception, recommendation</td>
<td>Integration of business processes through the supply chain and across channels. Commensurate HR and Organizational Development policies.</td>
</tr>
<tr>
<td><strong>Policy Development</strong></td>
<td>Lack of over arching vision</td>
<td>Strategic intent, varies as to sponsorship</td>
<td>Committed top level sponsorship, cross functional ownership</td>
</tr>
<tr>
<td><strong>Challenges</strong></td>
<td>Not a strategic initiative, cannot make the business case for change</td>
<td>Looking for senior sponsorship, more appropriate metrics, business and process models</td>
<td>Reinvention, maintaining competitive edge. Business partners sometimes a limiting factor.</td>
</tr>
</tbody>
</table>
## Findings

<table>
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<tr>
<th>Company and sample size</th>
<th>Customer Satisfaction Score (ranging from 1.0 to 5.0, 5.0 being the highest score)</th>
<th>Average score change over the last 3 years in %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Protagonists</td>
<td>4.2</td>
<td>+ 1.2%</td>
</tr>
<tr>
<td>Conventionalists</td>
<td>2.9</td>
<td>+ 0.1%</td>
</tr>
</tbody>
</table>
Discussion

- Importance of Service Design Pattern Congruency (SDPC)
- Link to important marketing outcomes
- Leading to superior form performance
- Challenges
Where do we go from here…?

- We want your insight...
- Looking for collaborators
- Contact
  - profдрphilklaus@gmail.com
  - @profdrphilklaus
- Session tomorrow Thursday at 11:00 Discussion Special Issue