

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

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CADMC Conference, Cambridge, September 4th, 2013

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

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

Findings

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

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
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- Session tomorrow Thursday at 11:00 Discussion Special Issue