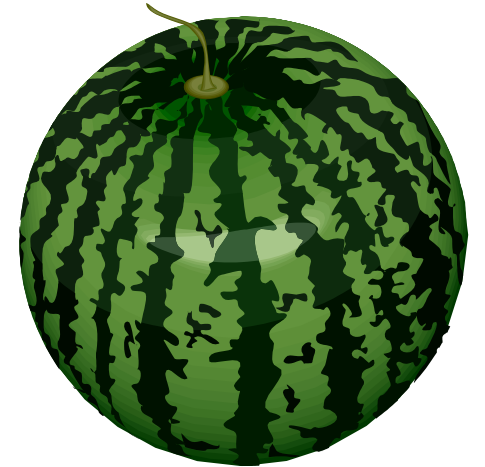


Why do SLAs fail?

- The approach is often misunderstood, too IT-centric and poorly delivered
- Built without discovery, consultation or agreement – ‘inside out’
- Based on IT components only
- Based on failure, not achievement or value
- Projects try to hard to build all-encompassing SLAs
- Assumed to be fixed based around IT components, not fluid situations
- Written like legal contracts when a summary note will do
- Too many clauses and conditions
- Users/business people often don’t want them – seen as an IT stitch up



Journey Mapping – user/customer

AREA	DETAILS – WHO, WHAT, WHERE, WHEN, WHY
Touchpoint (customer)	<ul style="list-style-type: none">• What is the interaction or activity that the customer / user has with the service?• This can be where we ‘co-create value’• This should be identified purely from the external customer/user perspective
Experience/ Emotion (customer)	<ul style="list-style-type: none">• What is the experience and emotional response from the user/customer of this touchpoint?• How is this influenced by other touchpoints?
Trigger / Blocker	<ul style="list-style-type: none">• What activity or situation has created this touchpoint?• How has this been managed – what has happened?
Process / activity	<ul style="list-style-type: none">• What (internal) processes, people, roles, systems, outputs etc are involved in this touchpoint?• How are these elements joined up (or not)?• What needs to be changed/improved?

Journey Mapping – user/customer (EXAMPLE)

	Pre contact	First contact	Progress	Closure	Follow up
Touchpoint (customer)	Aware of where to go?	Call the service desk eventually	Get a ticket reference. Nothing happens Have to chase with manager	Technician calls and resolves	Speak to CIO
Experience/ Emotion (customer)	Good expectation	Confused frustrated	Angry as issue is impacting work and not been updated	Relieved but disappointed	Ignore survey
Trigger / Blocker	Fault occurs	Contact info is not clear	Poor comms SLA/OLA expectations missed	Poor data quality	Delayed reporting
Process / activity	Marketing	Service Desk Incident Mgmt	Call is logged and escalated to 2 nd level team	Incident closure	Send CSAT survey

OXM_s – Outcome, eXperience-based Metrics

Metric	Detail	Threshold	Combined Score	Customer Weighting	OXM Score
Customer / User					
Employee					
Practice / Process					
Biz Outcome					

Experience

Results / outcomes

OXM – Outcome, eXperience-based Metrics

Metric*	Detail*	Threshold*	Combined Score	Customer Weighting*	OXM Score
Customer / User	<ul style="list-style-type: none"> Customer Sat – event and periodic surveys BRM feedback NPS 	<ul style="list-style-type: none"> >95% >80% >7 	100%	30%	30%
Employee	<ul style="list-style-type: none"> Employee Sat surveys / index Management and peer group feedback HR stats – absence, attrition 	<ul style="list-style-type: none"> >85% >80% >98% 	100%	20%	20%
Practice / Process	<ul style="list-style-type: none"> Telephony/call handling ABR, TAT, AHT etc Incident management performance – FLR/FCR, bounce rate, escalation rate, MTTR, SLA pass/fail QA / ITSM metrics performance 	<ul style="list-style-type: none"> <5%, <SLA, <20min >70%, <SLA, <SLA, <SLA, >95% <2 MIs, 0 incidents due to failed change 	100%	10%	10%
Outcome	<ul style="list-style-type: none"> Key metrics / Moments of truth Business task(s) completed Availability at key times Financial performance – cost per service/event/transaction 	<ul style="list-style-type: none"> Delivered – yes/no Delivered – yes/no 100% On budget 	100%	40%	40%

OXM – Business performance (Target >90%*) (* examples)

100%
3 of 7

OXM – Outcome, eXperience-based Metrics

Metric*	Detail*	Threshold*	Combined Score	Customer Weighting*	OXM Score
Customer / User	<ul style="list-style-type: none"> Customer Sat – event and periodic surveys BRM feedback NPS 	<ul style="list-style-type: none"> >95% >80% >7 	100%	30%	30%
Employee	<ul style="list-style-type: none"> Employee Sat surveys / index Management and peer group feedback HR stats – absence, attrition 	<ul style="list-style-type: none"> >85% >80% >98% 	100%	20%	20%
Practice / Process	<ul style="list-style-type: none"> Telephony/call handling ABR, TAT, AHT etc Incident management performance – FLR/FCR, bounce rate, escalation rate, MTTR, SLA pass/fail QA / ITSM metrics performance 	<ul style="list-style-type: none"> <5%, <SLA, <20min >70%, <SLA, <SLA, <SLA, >95% <2 MIs, 0 incidents due to failed change 	100%	10%	10%
Outcome	<ul style="list-style-type: none"> Key metrics / Moments of truth Business task(s) completed Availability at key times Financial performance – cost per service/event/transaction 	<ul style="list-style-type: none"> Delivered – yes/no Delivered – yes/no 100% On budget 	100%	40%	40%

OXM – Business performance (Target >90%*) (* examples)

100%

OXM – Outcome, eXperience-based Metrics

Metric*	Detail*	Threshold*	Combined Score	Customer Weighting*	OXM Score
Customer / User	<ul style="list-style-type: none"> Customer Sat – event and periodic surveys BRM feedback NPS 	<ul style="list-style-type: none"> >95% >80% >7 	95%	30%	28.5%
Employee	<ul style="list-style-type: none"> Employee Sat surveys / index Management and peer group feedback HR stats – absence, attrition 	<ul style="list-style-type: none"> >85% >80% >98% 	100%	20%	20%
Practice / Process	<ul style="list-style-type: none"> Telephony/call handling ABR, TAT, AHT etc Incident management performance – FLR/FCR, bounce rate, escalation rate, MTTR, SLA pass/fail QA / ITSM metrics performance 	<ul style="list-style-type: none"> <5%, <SLA, <20min >70%, <SLA, <SLA, <SLA, >95% <2 MIs, 0 incidents due to failed change 	100%	10%	10%
Outcome	<ul style="list-style-type: none"> Key metrics / Moments of truth Business task(s) completed Availability at key times Financial performance – cost per service/event/transaction 	<ul style="list-style-type: none"> Delivered – yes/no Delivered – yes/no 100% On budget 	100%	40%	40%

OXM – Business performance (Target >90%*) (* examples)

98.5%

OXM – Outcome, eXperience-based Metrics

Metric*	Detail*	Threshold*	Combined Score	Customer Weighting*	OXM Score
Customer / User	<ul style="list-style-type: none"> Customer Sat – event and periodic surveys BRM feedback NPS 	<ul style="list-style-type: none"> >95% >80% >7 	93%	30%	27.9%
Employee	<ul style="list-style-type: none"> Employee Sat surveys / index Management and peer group feedback HR stats – absence, attrition 	<ul style="list-style-type: none"> >85% >80% >98% 	100%	20%	20%
Practice / Process	<ul style="list-style-type: none"> Telephony/call handling ABR, TAT, AHT etc Incident management performance – FLR/FCR, bounce rate, escalation rate, MTTR, SLA pass/fail QA / ITSM metrics performance 	<ul style="list-style-type: none"> <5%, <SLA, <20min >70%, <SLA, <SLA, <SLA, >95% <2 MIs, 0 incidents due to failed change 	100%	10%	10%
Outcome	<ul style="list-style-type: none"> Key metrics / Moments of truth Business task(s) completed Availability at key times Financial performance – cost per service/event/transaction 	<ul style="list-style-type: none"> Delivered – yes/no Delivered – yes/no 100% On budget 	80%	40%	32%

OXM – Business performance (Target >90%*) (* examples)

89.9%