

SLISM Magazine | Third Issue | 2023 Edition

SERVICE MANAGER



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WELCOME!

We all know what's happened since we last published in November 2021 so there's no point adding salt to the wound.

What we do have to recognise is that it's just not the goods we produce or the services we deliver that affect our national revenue. Failure of internal service management procedures and non-compliance with external systems will have a significant impact on staff and customer retention; satisfying tourists and even managing the inward transmission of overseas remittances.

And it's the internal attention to detail that can have the biggest impact.

In this edition we look at how debt was significantly reduced at our leading petrol retailer through internal service management changes; how customer experiences are being enhanced in Australia; how our new Data Privacy Act could affect service delivery to customers and how workplace toxicity can severely affect the delivery of Service Management processes – and profits.

PRESIDENTS MESSAGE

We can all agree that the last 2 years have been very, very challenging for everyone. Including us here at SLISM.

Despite these known setbacks we have been working hard this year to totally refresh everything we wanted to undertake in the previous 2 years. This is what's in the planning stage or already been completed.

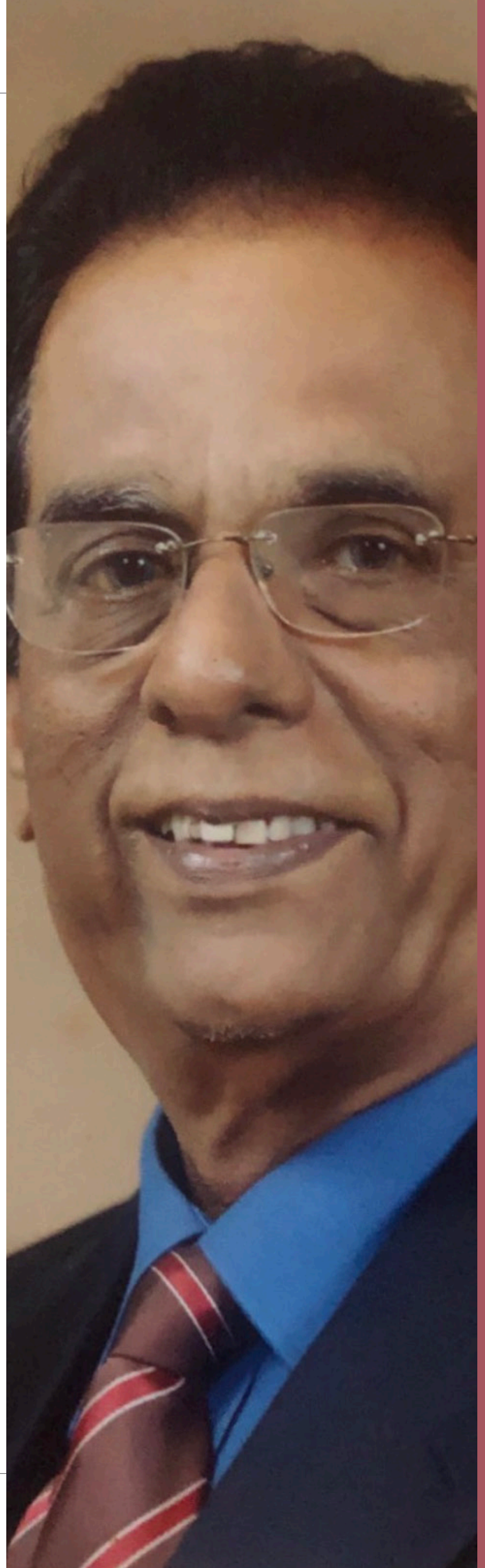
We are currently in the process of formulating a strategic plan for SLISM. I thank Dr Aruna Dayanatha for leading the programme. Through the implementation of our strategic plan, we will be moving proactively and it will contain exciting initiatives and innovative programmes.

- We have a new website that will be updated with new resources every month.
- We have recruited new members with more applications in the wings
- We have initiated a dialogue between SLISM and The Institute of Service Management in Australia.
- We opened a relationship with the Open University.
- We have a new "Introduction to Service Management" seminar completed for Year 11 & 12 school students to show the worldwide opportunities available.
- We have another seminar planned on "How Workplace Toxicity Affects Service Management".
- This edition of our magazine will provide valuable information to practitioners in service management to enhance the service levels of their organisations.

Without the dedication of both Council and Individual members we would not have such opportunities to spread the message on how valuable knowledge of Service Management is.

Thank you to all.

Yasa Karunaratne
SLISM President





INSTILLING CHANGE AT A MAJOR STATE ENTITY



**An interview with
Susantha Silva**

Recent Managing
Director of Ceypetco

What were the initial problems you found when you were brought into Ceypetco?

This was the 2nd time I was brought in. The first time was in 2012 when the Corporation was incurring 84 Billion losses during 2011. I could immediately see there was massive overmanning, low morale and a lack of leadership. Obviously I couldn't reduce the workforce from over 6,000 to the 1,800 that was actually needed to run the Corporation, but I could redeploy them in more effective and productive roles.

I then built a team to lead the various sections of the Corporation so there was responsibility allocated to key individuals. This built not only

increased loyalty to the Corporation, but a high degree of pride in what they were doing. We together put back most of SOPs (Standard Operating Procedures) that were neglected and deliberately abandoned for various reasons.

We couldn't reduce the product price but we could reduce the costs of supply in every area from the front end delivery to the back end invoicing. And this is what we did.

At the end of 2013 the loss came down to 7.2 billion, but by the 2nd year (2014) the Corporation made a profit of 1.8 Billion.

When I was re-appointed in July 2022 I found many of the same team still in post and we were able to re-start the same cost cutting measures and re-engineer the process very aggressively we'd installed some 9 years previously.

How were they affecting service delivery in key areas?

Service delivery had to be restarted/re-engineered and the first port of call was the suppliers. We were being grossly overcharged by 2 main suppliers and we were able to re-negotiate one contract and bring in other suppliers at a much reduced cost per barrel. This gave confidence to the banks, government authorities, shed owners and saved billions for the Treasury.

It also gave us a breathing space to install further reforms in areas lower down the supply chain.

Did this cause revenue loss?

On the contrary, it provided a huge boost to revenue because the changes concentrated on the source of supply rather than increasing the price – which we couldn't do anyway.

Internal cost cutting was the only route which meant redesigning job roles and functions to increase efficiency.

Service management has to take into account all the touch points along the supply chain. Some had to be radically altered to increase efficiency, whilst others had to be re-negotiated to increase cost savings.

What service management changes did you instigate to solve the issues?

I was fortunate to have many of the original team still in post so they knew how I would set about it.

Training was essential because unless staff understand and accept the reasons why changes are being made, as well as the outcomes, there will be no progress.

The biggest change was the sourcing of new suppliers in the face of opposition from some quarters but, following the production of a paper outlining in detail the cost savings, the changes were accepted. These were the two most important changes on the road to recovery and profitability.

What effect did this have on staff, suppliers and retailers?

Radical! The staff saw how the changes were affecting them personally as well as the Corporation. Morale rose and there was a greatly increased willingness to complete their assignments.

The new suppliers saw we were determined to procure a long term relationship with fiscal security and the retailers were happy that their supplies, whilst not guaranteed due to external

world pricing, took away a lot of the supply & delivery uncertainty.

Was there more resistance to or acceptance of service management change?

Definitely acceptance from the vast majority of staff. They did not see any threats to their own employment and they appreciated the training programmes as well as how their work was made less cumbersome.

Others, who were more resistant to change, took time to convince but once they saw the plans in action, their resistance was dissipated.

Did the changes have any immediate visible effect on service delivery?

Yes, because of the increased morale, the training and the new suppliers. People generally become more confident when they see plans turn into action. And confidence breeds acceptance. And that leads to increased profitability.

Is it too early to show the effect on profitability?

On the contrary. At the time of my departure there was 100,000 metric tons of diesel and 50,000 metric tons of Octane 92 in storage. So supplies are adequate. In addition, with the new entrants to the market, competition will be a lot stiffer for Ceypetco as customers will have more choice. By planning ahead, we may have been able to offset some of that but market share also depends on how the competition market their products.

How long, overall, do you think it will take for the service management changes to become embedded as part of the Ceypetco service culture?

It's already started. Once a process is shown to work and is actually being promoted by the staff, there's often a great reluctance to change back – especially when the old methods only produced losses. The stakeholders, and especially the Treasury and Central Bank, see this.

A white humanoid robot with large, expressive eyes and a friendly expression is holding a tablet. The robot's head is tilted slightly to the right. The background is dark and out of focus, showing some blurred lights.

THE IMPACT OF AI ON THE SERVICE MANAGEMENT SECTOR



Ian Ramsden

SLISM Council Member

Artificial Intelligence (AI) is revolutionizing industries worldwide, and the service management sector is no exception. With its ability to automate tasks, analyze vast amounts of data, and provide personalized experiences, AI has the potential to transform service delivery,

enhance operational efficiency, and improve customer satisfaction. In this article, we will explore the various ways in which AI is impacting the service management sector.

Enhanced Customer Experience: AI-powered chatbots and virtual assistants are increasingly being used to provide instant and personalized customer support. These intelligent systems can handle routine inquiries, provide information, and even resolve basic issues, freeing up human agents to focus on more complex tasks. With natural language processing and machine learning capabilities, chatbots can understand and respond to customer queries accurately, improving response times and customer satisfaction.

Predictive Analytics for Demand Forecasting: AI enables service management organizations to leverage predictive analytics to forecast customer demand more accurately. By analyzing historical data, AI algorithms can identify patterns, trends, and correlations, enabling businesses to optimize resource allocation, improve inventory management, and deliver services more efficiently. This leads to reduced costs and improved service availability.

Intelligent Process Automation: AI can automate repetitive and rule-based tasks in service management, streamlining workflows and increasing operational efficiency. For instance, AI-powered systems can automate ticket routing and assignment, reducing manual effort and accelerating issue resolution. Additionally, robotic process automation (RPA) can be employed to automate back-office processes, such as invoice processing or data entry, freeing up human resources for more value-added activities.

Personalized Service Delivery: AI-driven personalization enables service management organizations to tailor their offerings to individual customer preferences. By analyzing customer data, AI algorithms can generate insights about customer behavior, enabling businesses to offer targeted recommendations, customized promotions, and personalized experiences. This level of personalization enhances customer engagement and loyalty, leading to increased customer retention and revenue growth.

Proactive Maintenance and Predictive Maintenance: AI-powered predictive maintenance systems can monitor equipment and identify potential failures before they occur. By leveraging machine learning algorithms on sensor data, these systems can detect patterns indicative of impending equipment malfunctions or breakdowns. This enables service management organizations to schedule maintenance proactively, reduce downtime, and optimize resource utilization, resulting in cost savings and improved service reliability.

Data-driven Decision Making: AI enables service management organizations to make data-driven decisions by analyzing large volumes of structured and unstructured data. By extracting insights and trends from customer feedback, social media, and operational data, AI systems can provide valuable insights for strategic planning, service improvement, and innovation. This helps businesses identify new opportunities, optimize service offerings, and stay ahead of competitors in a rapidly changing landscape.

Workforce Augmentation: Rather than replacing human workers, AI can augment their capabilities and support decision-making processes. AI systems can assist service management professionals by providing real-time information, recommending solutions, and automating mundane tasks. This enables employees to focus on higher-value activities that require human creativity, problem-solving, and emotional intelligence, resulting in a more fulfilling work environment.

From enhancing customer experience to optimizing operations, AI technologies offer tremendous potential for driving efficiency, improving service quality, and fostering innovation. However, it's important to strike the right balance between human and machine interactions, ensuring that AI is used as a tool to augment human capabilities rather than replacing human touch entirely. By embracing AI in service management, organizations can unlock new opportunities, gain a competitive edge, and deliver exceptional customer experiences in the digital age.

THE ROLE OF SERVICE MANAGEMENT IN THE HOSPITALITY INDUSTRY



Ian Ramsden
SLISM Council Member

The hospitality industry is built on the foundation of providing exceptional service to guests. Service management plays a crucial role in ensuring that guests have memorable experiences and receive top-notch service throughout their stay.

In this article, we will explore the significance of service management in the hospitality industry and discuss key aspects that contribute to its success.

Guest Experience: The primary goal is to create extraordinary guest experiences. From the moment a guest arrives until their departure, every interaction and touchpoint should be carefully managed to exceed expectations.

Service management professionals focus on delivering personalized and attentive service, understanding guest preferences, and anticipating their needs.

This includes aspects such as efficient check-in and check-out processes, room cleanliness, prompt response to requests, and personalized recommendations for dining and activities.

Service Design and Delivery: Effective service management involves the design and delivery of seamless and well-coordinated services. Service design encompasses various elements such as facility layout, menu planning, amenities, and technology integration. Service managers work closely with different



departments to ensure that service processes are well-defined, efficient, and aligned with guest expectations. This includes establishing service standards, training staff on service protocols, and continuously monitoring and improving service quality.

Staff Training and Development: The hospitality industry relies heavily on the skills and expertise of its staff in delivering exceptional service. Service management involves comprehensive training and development programs to equip employees with the necessary skills, knowledge, and mindset to meet guest expectations.

This includes training on communication skills, problem-solving, conflict resolution, cultural sensitivity, and product knowledge. Ongoing training and performance evaluations are conducted to ensure that service standards are consistently met and employees are empowered to provide memorable experiences to guests.

Service Recovery and Problem Resolution: In a service-oriented industry occasional service failures or guest complaints are inevitable. Service management professionals are responsible for promptly addressing and resolving guest issues to restore guest satisfaction.

This involves having effective service recovery procedures in place, training staff on handling complaints with empathy and professionalism, and empowering employees to resolve issues on the spot. Effective service recovery not only resolves the immediate problem but also helps in building guest loyalty and positive word-of-mouth.

Technology and Innovation: Technology plays a significant role in service management within the hospitality industry. From online reservations and check-ins to automated service requests and guest feedback systems, technology streamlines processes, enhances efficiency, and improves the overall guest experience.

Service management professionals need to stay updated with the latest technology trends and leverage innovations that can improve service delivery. This includes implementing guest relationship management systems, mobile applications, self-service kiosks, and digital

concierge services.

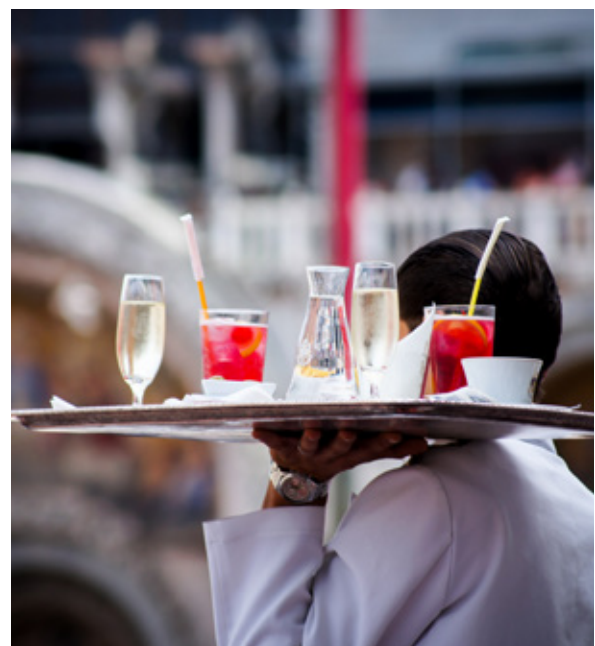
Relationship Management: Building strong relationships with guests is crucial for repeat business and positive reviews. Service management in the hospitality industry involves effective guest relationship management strategies.

This includes capturing guest preferences and history to personalize future experiences, recognizing and rewarding loyal guests, and maintaining open lines of communication through various channels.

Building a strong rapport with guests enhances their overall satisfaction and increases the likelihood of them returning or recommending the property to others.

Conclusion: Service management shapes the guest experience and contributes to the success of all hospitality businesses. Through meticulous service design, effective staff training, continuous innovation, and proactive guest relationship management, service managers strive to deliver exceptional service that exceeds guest expectations.

By focusing on service excellence, the hospitality industry can create lasting memories for guests and build a loyal customer base in an increasingly competitive market.



TAILORING THE EXPERIENCE TO THE CUSTOMER



Susan Jeffrey

*Customer Experience
Practitioners Association*

A positive customer journey and experience is crucial to the success of any business.

Here we talk with customer experience practitioner Susan Jeffery about her role and experience, and her tips and insights into how you can provide the very best customer experience.

What does a CCXP do?

Most organisations want to deliver an excellent customer experience but sometimes can't determine how the people, process and technology come together in an orchestrated and systematic customer-led approach.

An experienced CCXP acts as a catalyst who enhances an organisation's results by understanding, designing and improving experiences across the entire customer relationship.

I help organisations develop a holistic customer understanding, shape the direction for their customer strategy and build the case for an experienced team and organisational design.

Do you believe customer experience can make or break business?

Customers are becoming more and more savvy; expectations are increasing and the experience they are having with leaders (ie: Amazon or Apple) are setting the bar for all others. Customers want to be treated as an individual person – not as a series of unconnected product or service decisions.

They want the experience to be humanised and deliver to their needs. When this doesn't happen, they aren't afraid to tell everyone about it. Social media and online reviews are now outstripping word of mouth as preferred recommendation sources.

Combined with the increasing commoditisation of products and services, customer experience can be either a differentiator or the thing that breaks your business.

How can you measure the customer experience you're providing?

Using a combination of operational data and metrics, along with customer experience measures (such as CSAT, NPS or customer effort scores) and employee experience metrics should provide a strong measurement framework to measure and communicate across the organisation in a meaningful way.

What are the warning signs that your customer experience is sub-par?

Loss of revenue, increasing operational costs or churn, increasing call centre volumes, increasing complaint volumes are all red flags. Frontline teams such as call centre staff and sales teams will often see trends so ensure you tap into these teams.

Employee engagement scores are also important as unhappy employees often lead to unhappy customers.

What are five tips to provide excellence in customer experience?

- Leadership buy-in and support for the customer experience strategy is critical to success.
- Build a systematic way of listening to your customers and understanding their journey.
- Understand how the experience generates value – how does the customer experience drive the key levers of the organisation?
- Establish a clear set of metrics and governance and embed across the organisation with a clear governance framework.
- Don't forget that your employee experience = your employee experience is as critical as your customer experience. EX = CX

How do personalised customised experiences contribute to the success of a business and/or brand?

At the heart of human behaviour is the desire for connection; to be known and understood. Businesses that can capture and leverage customer knowledge to deliver an experience

tailored to that customer's needs can build an emotional connection with the brand.

How we interact with brands and what we require from them has changed dramatically in recent times. What has driven this change?

Advances in technology mean customers are experiencing faster responses and better, more tailored experiences and so the bar gets set higher. The digital environment has given us more choice than ever, social networks and digital devices have enabled customers to share their experiences and opinions with others.

The power has shifted from brands to the customer. And if they are not happy, they can simply vote with their feet.

What do businesses need to do to be able to devise and deliver relevant customer experience strategies?

One of the initial steps I often take is to do a maturity assessment to understand the current state of CX in the organisation, where they are stronger, and where they should prioritise their effort. Are they strong in customer understanding but weak in metrics?

Can they articulate the commercial linkage between the experience and business levers? Using this approach provides a compass to guide the evolution of CX and by engaging the leadership teams in this process helps to build understanding of what it means to be a customer

experience-led organisation.

Do great customer experiences have the power to customer acquisition, customer loyalty, customer engagement and promote growth?

McKinsey found that across industries, successful projects for optimising the customer experience typically achieve revenue growth of 5 to 10% and cost reductions of 15 to 25% within just two or three years.

Foresters' analysis on revenue growth shows the growth in customer experience leaders is on average 14% faster than the revenue growth in laggards. And not to mention that employees in customer-obsessed organisations are 40% more likely to say they are happy at work.

ABOUT SUSAN JEFFERY:

Susan is a globally certified customer experience practitioner (CCXP) with experience across many sectors. She works with organisations at any stage of their experience journey and looks to support organisations who need an experienced practitioner to step in and hit the ground running on a project or solving a problem, whether it's facilitation, discovery or strategy development. She joined the global Customer Experience Practitioners Association (CXPA) to connect, share and learn from global experts.



WHAT IS THE EFFECT OF THE SRI LANKA DATA PRIVACY ACT ON SERVICE MANAGEMENT?



Ian Ramsden
SLISM Council Member

The Sri Lanka Data Privacy Act was enacted in November 2022 to protect individuals' personal data and ensure its secure processing, has had a significant impact on service management practices in the country.

This legislation, which aligns with global data protection standards, has led to various changes in how organizations handle customer data, deliver services, and manage their overall operations.

One of the primary effects of the Data Privacy Act is the increased focus on data protection and privacy compliance. Organizations are now required to implement robust data security measures to safeguard customer information from unauthorized access, use, or disclosure.

This includes the adoption of encryption techniques, access controls, and secure data storage systems. Service management teams must ensure that these measures are implemented and regularly audited to maintain compliance with the law.

Furthermore, the Act has emphasized the need for transparency in data handling practices. Service providers are now required to inform individuals about the purposes for which their

data is collected, how it will be processed, and any third parties with whom it may be shared. This has led to the development of clearer and more comprehensive privacy policies, as well as enhanced consent mechanisms, to ensure that customers have a better understanding of how their data is being used.

In terms of service delivery, the Act has necessitated changes in how organizations obtain and manage customer consent. Service management teams must ensure that consent is obtained explicitly, with clear and specific information provided to individuals about the processing of their personal data.

This may involve implementing new consent management systems and integrating them into service workflows to ensure compliance with the law.

Another important aspect affected by the Data Privacy Act is data breach management. Organizations are now legally obligated to promptly notify individuals in the event of a data breach that may result in a risk to their rights and freedoms.

This has led to the establishment of incident response protocols and procedures within service management frameworks, enabling organizations to quickly detect, assess, and mitigate data breaches. Effective data breach management not only helps in complying with the law but also minimizes the impact on affected individuals and preserves customer trust.

Moreover, the Data Privacy Act has influenced the overall culture of data protection within organizations. Service management teams now need to prioritize privacy by design, embedding privacy considerations into the development of new services and systems.

This requires conducting privacy impact assessments, implementing privacy-enhancing technologies, and fostering a privacy-aware mindset among employees. By integrating data protection principles into service management practices, organizations can build a culture of trust and responsibility, enhancing their reputation and ensuring long-term customer loyalty.

IS AI USEFUL IN SELECTING THE RIGHT CANDIDATES FOR A SERVICE MANAGEMENT POSITION?

Yes, AI can be useful in selecting the right candidates for a Service Management position. AI can be used to automate and streamline the recruitment process by using data-driven approaches to identify and assess candidates' qualifications, skills, and experience.

AI algorithms can analyze large volumes of candidate data, including resumes, cover letters, social media profiles, and other relevant information, to identify the most suitable candidates for a Service Management position. AI can also help to reduce biases in the selection

process by removing subjective judgments and relying on objective data.

Some examples of AI-based tools that can be used for candidate selection include:

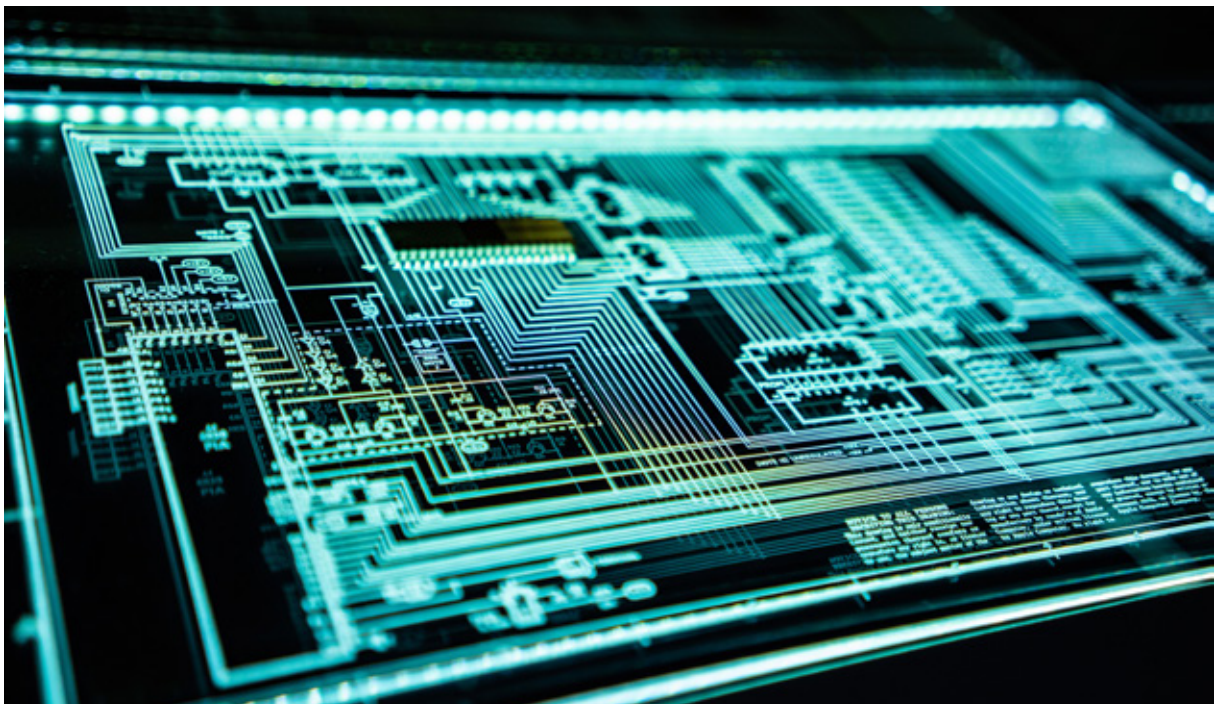
Resume screening software: These tools use natural language processing (NLP) algorithms to analyze resumes and identify the most qualified candidates based on their skills, education, and experience.

Pre-employment assessment tools: These tools use AI algorithms to test candidates' cognitive abilities, personality traits, and job-related skills to predict their job performance.

Video interview platforms: These platforms use AI-powered video analytics to evaluate candidates' nonverbal communication, facial expressions, and speech patterns to assess their suitability for the job.

Overall, AI can be a valuable tool in the recruitment process for Service Management positions, as it can help to identify the most suitable candidates quickly and efficiently, while reducing biases and increasing the likelihood of a successful hire.

This article was written by chat:open AI.





HOW WORKPLACE TOXICITY AFFECTS SERVICE MANAGEMENT



Ian Ramsden
SLISM Council Member

What is Toxicity? The quality of being very harmful or unpleasant in a pervasive or insidious way.

Toxicity is one of the most misunderstood situations in a company and it can have a dramatic effect on Service Management delivery. It can lead to resignations, sabotage, burn out and worse if it's not addressed.

But it's not the products that cause the problem, it's the people who deliver them, whether they are the bosses or staff. And it's often hard to uncover them.

But uncover them you must because just one person can cause immense friction between customers, suppliers and staff alike leading to an ultimate loss of trust and profits.

Just look at some of the figures.

US research company Emtrain, surveyed over 40,000 employees at 125 companies and, amongst other startling figures, discovered that 29% of employees surveyed--almost 1 in 3 - have left jobs due to "workplace conflict."

- Nearly 50% of employees "decreased their work effort" and intentionally spent less time at work.
- 38% "intentionally decreased" the quality of their work.
- 25% of employees who had been treated

with incivility admitted to taking their frustrations out on customers.

- 12% left their jobs due to uncivil treatment.
- 66% said their performance declined.
- 63% lost worktime in avoiding the offender.

And it's no better in the UK.

- 20% believe that they work in a toxic environment
- 75% of office workers in the UK are considering quitting or changing their jobs due to 'burnout, no work-life balance, toxic environments and long hours'
- 36% see management complacency as an issue which will worsen morale in the coming months.

So, what's the impact on your business?

Miserable workers – obviously!

No-one likes working for someone that should have been in the Bad Bosses film.

We spend 33% of our lives at work, we want to be happy.

Plus, miserable workers leads to...

Reduced productivity – You may have a great team who work hard and get no thanks and so stop putting in the same effort,

You have a team that needs leadership, that don't get it and so are not productive,

You may have poor leaders making bad decisions leading to more complicated processes.

Unhappy customers - the behaviour and attitude of your staff impacts on the perception your customers have of the organisation.

Lost motivation – Good staff can quickly lose motivation when managers are invisible, poor communicators, lack knowledge and don't value their staff.

Increased sick days – from both unhappy team members and poor managers who can get away with it.

Overworked team members – Managers with poor delegation skills will often 'flog a willing horse' and not tackle underperforming staff.

Loss of good staff. Good people leave if they are not looked after, which leads to...

Damaged company reputation.

How do you recognise someone who has a toxic impact?

The Management

The Control Freak

- This type of leader has a false impression of their omnipotence
- Prone to hostility when situations have unexpected results.
- Often dismissive of challenges to their opinions and others' suggestions
- Uncompromising leaders can be emotionally damaging to employees.

The Apathetic Absentee

- The absentee boss
- Leaves you with incomplete instructions,
- Unanswered questions and a phone line which goes straight to voicemail.

The Micro-manager

- Always by your side
- Ever over-explaining
- Micro-management often originates in fear that employees will fail if left unsupervised

The Pushover

- It's OK to miss deadlines
- It's OK to miss targets
- Always gives the staff what they ask for
- Corporate goals go unmet
- Leads to the overall poor performance of a business

The Stickler

- All about the rules

The Gossip

- Shares intimate details about other members of the team
- Abuses trust
- Staff in social isolation

The Ostrich

- Overwhelmed by day-to-day workload
- Refuses change
- Shuts down employees

The Boardroom Bully

- Results in staff insecurity
- Staff are demeaned
- Results in harassment of staff

The Passive-aggressive

- Copying co-workers unnecessarily into an email
- Criticizing performance
- Making cryptic comments about job security
- Discriminates against certain staff

Are there toxic employees?

The gossip

- Always whispering
- Seems uncomfortable around certain people
- Talks about others to you
- Two-faced

The underperformer

- Disengaged with their work
- Fails to meet goals
- Constantly needs others to pick up the slack
- Makes excuses

The prideful one

- Slow to apologize
- Quick to brag
- Always right
- Unresponsive to criticism

The knowledge hoarder

- Anti-team players
- Have independent processes
- Attention-seeking
- Insecurities about work

The complainer

- Negative
- “Woe is me”
- Never happy
- Nothing can go right

The passive-aggressive employee

- Avoids direct conflict
- Bitter or snarky
- Backhanded comments
- Puts off doing things they don't agree with

There's never a perfect working environment in any company, but you can do something to elicit change.

The first is understanding if you actually have a problem and then devising a programme to deal with it.

You can produce a Toxicity Survey that's given out which is an anonymous paper based questionnaire containing just 20 questions of 5 different types

- Designed to give staff the opportunity to open up their issues.
- Identifies if your company has any issues.
- Identifies what are the common problems and issues.
- Can be departmentalised or randomised.

This is followed by a top team session over 2 days before it's rolled out to the entire organisation This means EVERYONE.

Results are monitored against the questionnaire after 6 months, but if issues persist then a specialist can be brought in to deal with individuals via counselling.



4 WAYS SUPPLIERS AND BUSINESS BUYERS CAN INTERACT



Ian Ramsden
SLISM Council Member

Service Management is the bedrock on how companies interact with their suppliers.

Get it wrong and you risk losing the supplier or buyer and having no products to sell coupled with the immense difficulties in finding a suitable replacement.

Many companies have a fairly loose arrangement with their suppliers which in times of difficulty can lead to problems.

Of the 4 ways most developed companies interact not all will be relevant here, but one of the most important things this country needs now are exports and that means dealing with foreign companies who have tried and tested means of

dealing with their suppliers

Depending on various factors involved, there are 4 main ways to set up an operation that will help smooth the relationship and ensure longevity of it.

The 1-2-1 relationship



This is a pretty standard relationship format in most large companies where one single buyer is in contact with a Key Account Manager. It serves its purpose well until one of the participants leaves for pastures new.

Co-operative Relationships

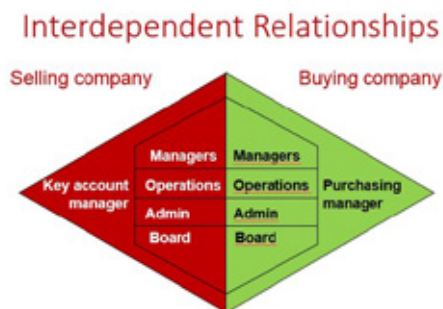




In this version, every department liaises with their counterpart.

Interdependent Relationships

This is probably the weakest of the 4 because it places the 2 main characters at the back end with no control. They merely receive information and act on it with no input to determine what service management factors require change.



Integrated relationships

In this example each team has its counterpoint component who work together to create opportunities and solve problems to their mutual benefit.

Proctor & Gamble have an integrated business unit implant at Tesco (UK Grocer)

- Partnership principle
- Shared objectives
- Understanding of the available data
- Set offers against the data

Integrated Relationships



There are different opportunities in each of the above but the most important factor is the one that is both doable and suitable for each party to their mutual benefit.

One of the classic failures I have seen here is that of finance being totally divorced from the client's finance department and the job of chasing any overdue invoices or queries being left to the account manager which ate into his time available.

People who know their role should be paired with their counterpart and become more time efficient.

It will also be more productive in our collective drive for increased exports.

HOW A PRACTICAL SOLUTION TO SERVICE MANAGEMENT ISSUES LED TO GREATER GROWTH.

Author:

Noventum Consulting

Noventum is a management consulting firm focused exclusively on guiding the management teams of global manufacturing and industrial service companies seeking to profitably grow, extend and improve the performance of their service operations.

Voith Paper is a leading machine building and engineering company, which offers products and services to paper manufacturers.

They already have a pure service business, but as the papermaking industry is suffering from major pressures on paper consumption - in particular in the print domain - they decided to turn to Noventum for assistance, in order to develop their service business even further.

THE CHALLENGE

Mr Matthew Watts, Senior Vice President Research and Development, said *"If you want to grow your service business then you need to exceed the expectations of your customers. This means you have to adopt a different way of doing things, or to improve how things are done and that's what we were looking for.*

To identify the areas where we can improve and change, become more proactive and also

change the type of services that we deliver, away from purely break-fix and emergency, over to the more regular, preventative and also knowledge driven services."

Voith went looking for an independent benchmark of their performance in service against best practice. They also wanted to make a snapshot of their services operation, looking at their capabilities, as well as the customer experience and value perception.

Then based on this snapshot they were looking to develop a service strategy to be incorporated in the overall company strategy for the year to come, with the purpose of driving growth.

THE STRATEGY

Noventum began conducting internal and external interviews. Firstly, to get the internal perspective, the company culture and its background, as well as the point of view of employees with regards to the improvement potential.

And secondly, to get the views of the customers. Customer surveys were also employed for a richer flow of feedback.

Following this, a self-assessment was carried out by the company's managers, benchmarking Voith Paper compared to the best practices incorporated in [Noventum's Service Transformation Centre](#).

Lastly, all the findings were discussed during a workshop which led to the development of a roadmap of future steps. This was in essence the transformation programme, focusing on realising productivity improvements and driving growth through the development of new services.

The immediate outcome from participating in this project was that employees at all levels realised how this transformation could benefit them and thus began to support it.

Also, the video interviews with customers gave a clear direction as to what customers really need and what had to be done.

In addition, this project identified gaps in the



portfolio and work processes, which could greatly improve the market offering. As a result, corrective actions could be identified and taken.

"This whole process that Noventum applied gave us a holistic view of our current situation, it helped us confirm the gaps and gave us some new insights on how other companies do it, especially when it comes to best practice service processes", said Mr Watts.

THE RESULTS

Hilbrand Rustema, Managing Director of Noventum stated *"This was a somewhat challenging assignment for us, as we had to deal with many people and lots of different opinions, so we are very happy with the outcome".*

The benchmark conducted by Noventum, together with the employee interviews, helped to identify improvement opportunities with regards to productivity.

In addition, the process that Noventum applied when carrying out this benchmark resulted in a unanimous acceptance of the results within Voith Paper, which is something critical for the success of the future transformation plan.

Moreover, the client interviews that Noventum carried out helped identify the needs of clients and their perception over existing services, thereby pinpointing new service opportunities.

Mr. Watts concluded by saying *"To go to the next level and to really become a true service provider you have to understand service, processes, expectations and the environment.*

There are skills and best practices out there to help you do that and that's what we gained by working on this with Noventum.

We also gained a holistic image of our organisation and the areas on which we can improve and managed to get through this exercise with a clear and unanimous direction, supported by everybody in the organisation. This is the biggest power that we gained from this."



59 AND COUNTING

Author:

Anonymous

A few years ago I had to visit a well-known retail emporium in Duplication Road.

Not a pleasant experience to consider as visiting this particular store always makes me think of the Tokyo subway where they employ professional pushers to get as many people as possible into the smallest space available.

Anyway, it's an experience I want to share with you.

I wanted just one product but a substantial number of them.

So, I went to the relevant department and started counting the items.

Suddenly, a salesperson (a rare bird in this store) came over and said *"Excuse me Sir, how many of these do you want?"*

I told him how many and then with a smile and sweetness he uttered the following *"Sir, why don't I get them from the stock room to save you time because they will have to take the tags off each*

item at the cash desk and that will take time"

I was floored. I wasn't used to this highbrow intellect in this store and actually wondered if he was a university graduate.

"I'll send them to the cash point in about 5 minutes"

I was breathing heavily now. Unparalleled service, a smile, answering my needs and he told me what he would do to help and how long it would take. I had him down as a front runner in the Shop Assistant of the Year Awards.

I wandered around and then joined one of the shorter queues of about 10 people.

True to form, my items arrived about 3 minutes later.

This was great. Everything ready. Correct money in hand. Goods ready. Brilliant.

Then it came my turn and I felt like Napoleon during the Russian campaign. Everything looked right, but I had overlooked one crucial fact.

None of the assistants can count.

I had 60 items. All the same. Simple to count? 1 to 60. A child of 10 could do it and there were hordes of them running riot so one could have been grabbed by the scruff of the neck and asked to demonstrate his mathematical ability.

The till assistant thought he could do better. (He



obviously hadn't seen the US game show "So, you think you're cleverer than a 10-year-old?")

He got to 58, lost count and had to start again.

Count 2

This time he got to 59, lost it...

Count 3

....and started counting again, gave up and called someone with a larger brain over as he retired beaten and humiliated.

Count 4

His friend, a supervisor no less, made the full 60, but there was this niggling doubt that he might have made a mistake so, just to be sure, he started again.

Count 5

All the while the queue was building and customers with armful of clothes were starting to get that "I'm going to kill you in a minute because I have to get home to make the dinner" look, kids were crying and people who hadn't even arrived at other cashpoints when I did were leaving the store.

When the supervisor had completed his count he then handed the items back to the cashier who proceeded to do the unthinkable. He counted them AGAIN.

Count 6.

OK, so I have made this episode more humorous than I originally intended but all the facts are true. Unfortunately for me – and the store.

There's no way I will ever visit this store again. I'll tell everyone I can about the quality of service they are likely to experience in an attempt to save them from a fate worse than death.

Every lost customer is lost profit.

Every bad customer experience is a lost customer. Every poorly trained customer service assistant or cashier is a bad customer experience.

Training customer facing staff is as important as spending the marketing budget in the right way.

Training is NOT a cost, it's an investment in profitability and every rupee of your marketing budget will be totally wasted if the staff employed to deal with customers don't know what they are doing.

Or can't even count to 60.

How do they tell the time then?

Bet they know to the second when it's time to clock off.



VALUING CUSTOMERS USING DECILE ANALYSIS

There are many ways to value customers and adjust the service management strategies on offer to keep them coming back.

Before you do anything though, there's one question to ask.

Do you know who they are and how much value they bring?

There's no point in offering the same to everyone because some will value it whilst others don't. Communicating your offers to all will be a waste of resource and can actually deter your highest value customers from trading again because they don't feel valued.

One of the most popular analyses is Decile Analysis which ranks customers according to their spend and value to you. Of course you have to have sufficient data behind each one to be able to do this but a good ERP system should provide it.

Company/customer name, products purchased, value and margin of each product and the number of times purchased over a given time period are the key determinants to start with. But you can't communicate with them individually unless you have relevant contact details.

From this information you can rank the customers by spend and value to give you 10 sectors of value.

Let's give you an example.

(see the table on page 24)

A large company in Sri Lanka with a significant amount of legacy data wanted to increase sales. They admitted they didn't know who was buying what products so they turned to decile analysis to provide some basic answers.

As you can see, the top 20% of their customers

Company									
Decile	Year	Value (Rs.)	No. of Invoices	Record Count	Repeat rate	Ave inv value	Ave cust value		
1	1	465,013,710	4229	267	15.84	109,958.31	1,741,624.38	Top 20% = 92.5% of T/O	
2		33,501,768	1264	267	4.73	26,504.56	125,474.78		
3		15,459,937	1010	267	3.78	15,306.87	57,902.39		
4		8,570,455	738	267	2.76	11,613.08	32,099.08		
5		5,749,335	634	267	2.37	9,068.35	21,533.09		
6		3,343,919	708	267	2.65	4,723.05	12,524.04		
7		2,002,371	503	267	1.88	3,980.86	7,499.52		
8		1,302,911	394	267	1.48	3,306.88	4,879.82		
9		828,701	314	267	1.18	2,639.17	3,103.75		
10		411,963	286	269	1.06	1,440.43	1,531.46		
Total		536,185,070	10080	2672	3.77	53,192.96	200,668		

Decile	Year	Value (Rs.)	No. of Invoices	Record Count	Repeat rate	Ave inv value	Ave cust value			
1	2	401,206,763	3939	271	14.54	101,854.98	1,480,467.76	Top 20% = 91% of T/O		
2		34,568,809	1305	271	4.82	26,489.51	127,560.18			
3		16,554,732	1028	271	3.79	16,103.83	61,087.57			
4		9,607,127	914	271	3.37	10,511.08	35,450.65			
5		6,304,118	618	271	2.28	10,200.84	23,262.43			
6		3,822,994	657	271	2.42	5,818.86	14,106.99			
7		2,274,464	508	271	1.87	4,477.29	8,392.86			
8		1,389,652	407	271	1.50	3,414.38	5,127.87			
9		894,673	307	271	1.13	2,914.24	3,301.38			
10		487,090	293	273	1.07	1,662.42	1,784.21			
Total		477,110,421	9976	2712	3.68	47,825.82	175,925.67			

provided 92% of their revenue. From only 250+ people! The normal Pareto Principle is an 80:20 split so they were in a difficult position. If customers from the top 20% started defecting they would be in financial trouble.

The senior management were astonished because they didn't even know who they were! Was there a change in Year 2?

(see the table on page 25)

It was still the same weight of the top 20% that provided the majority of their turnover.

So was it worthwhile to continue sending the same information on their products to all their customers when the bottom 20% were spending less than Rs3,000 a year and buying less than 2 times? Were the Service Management structures in place to ensure retention?

Obviously not.

What they also had in the legacy data was the

products the top 20% were buying.

So they had the opportunity to change how they were served and make offers that were directly relevant to them.

For example, there were multiple cross selling opportunities including

- Paper to copier buyers
- Cartridges to printer buyers
- Printers to computer buyers
- Printers to all-in-one buyers
- New copiers to large paper buyers
- A/C's to furniture
- Furniture to laptop buyers

But, even more importantly, they can now create Key Account Managers to those top 20% to ensure they received better service, invitations to new launches product information upgrades and a host of others to deepen the Service Management relationship between company and customer.

One customer and one relationship.





THE ROLE OF SERVICES MANAGEMENT IN THE HEALTHCARE INDUSTRY IN SRI LANKA



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Abstract

The aim of this study is to explore the role of services management in the healthcare industry in Sri Lanka. The healthcare sector in Sri Lanka has witnessed significant developments and reforms in recent years, accompanied by growing demands for quality healthcare services.

Effective services management plays a vital role in ensuring the efficient delivery of healthcare services and meeting the evolving needs of patients. This study provides an overview of the healthcare system in Sri Lanka, analyzes key challenges faced by the sector, and discusses strategies for enhancing services management in the country.

The findings highlight the importance of adopting innovative approaches and leveraging technology to improve service delivery, patient satisfaction, and overall healthcare outcomes.

1. Introduction

The healthcare industry plays a vital role in every economy since it strengthens human capital's productivity and efficiency, which directly affects economic growth. Healthcare-related services include curative and preventive care,

ambulatory care, inpatient care, emergency care, pharmaceutical care, rehabilitation services, long-term and informal care, palliative care, mental health care, dental care, and complementary and alternative medicine practices.

The healthcare industry in Sri Lanka is modelled to provide essential healthcare services to its population which is vital for human capital development in terms of health. The sector comprises public and private healthcare institutions, including hospitals, clinics, and specialized healthcare facilities.

Services management in this context refers to the effective organization, planning, coordination, and control of healthcare services to optimize patient care and outcomes. The healthcare industry is a service-oriented sector, and service management is essential to improve its performance and cater to the variety of healthcare needs of individuals.

2. Overview of the Healthcare System in Sri Lanka

Sri Lankan healthcare system can be divided into two main categories: western allopathic and indigenous comprised of curative and preventive medical practices. The Indigenous medical system is basically derived from ancient traditional knowledge and has improved gradually.

Under both systems, healthcare services are provided by the government and private sector. The objective of Sri Lankan health services from its initiation has been to ensure and maintain a high-quality health care service freely available at the point of delivery to all its citizens.

Accordingly, the healthcare system in Sri Lanka is primarily public-funded and the government provides free healthcare services to its citizens through a comprehensive healthcare delivery model.

Curative healthcare services are offered by a network of national hospitals, tertiary and secondary-care institutions, divisional hospitals, and primary medical care units offering outpatient care and preventive healthcare



services are provided through a network of medical officers of health (MOH) covering the entire country.

Therefore, the Sri Lankan health system is internationally recognized as a model of good health at a low cost. Additionally, the private sector also contributes significantly to the provision of healthcare services, particularly in urban areas.

The establishment of a national policy and strategic framework for the prevention and control of Non-Communicable Diseases (NCD), the development of a health information policy, and the formation of a central HRH coordination unit were some of the major reforms that took place in Sri Lankan healthcare system in recent past.

Having identified the importance of service management for the healthcare industry, these reforms have been shaped with the use of service management to deliver better and high-quality healthcare services to the public.

3. Key Challenges in the Healthcare Industry in Sri Lanka

Despite notable achievements, the healthcare industry in Sri Lanka faces several challenges. The health system of the country has not fully transformed to address the demands of the demographic, epidemiological modifications and the changing expectations of a society enduring social evolution.

So as the challenges include inadequate infrastructure, limited resources, shortage of skilled healthcare professionals, uneven distribution of healthcare facilities, and the increasing burden of non-communicable diseases. These challenges necessitate effective service management strategies to overcome them.

4. Enhancing Services Management in the Healthcare Industry

Technology Adoption: The utilization of technology, such as electronic health records, telemedicine, and digital healthcare platforms, can streamline processes, improve

communication, and enhance the overall efficiency of healthcare service delivery.

Human Resource Management: Strengthening the recruitment, training, and retention of healthcare professionals is essential. This can be achieved through initiatives like capacity-building programs, continuing medical education, and incentivizing healthcare professionals to work in underserved areas.

Quality Improvement Initiatives: Implementing quality improvement frameworks, such as accreditation programs and clinical guidelines, can enhance service standards and patient safety. These initiatives also facilitate the adoption of evidence-based practices and the monitoring of key performance indicators.

Patient-Centred Care: Emphasizing patient-centred care through initiatives like patient engagement, shared decision-making, and personalized care plans can improve patient satisfaction and healthcare outcomes.

Standard Operating Procedures: Establishing standards for operating procedures through healthcare policymakers, administrators, and other regulatory authorities to ensure better service management island-wide while enhancing the trust of the public.

5. Emerging Trends and Innovations in Services Management

Regardless of the challenges, there are emerging trends and developments in service management where the healthcare industry can benefit by improving its service quality.

The government health sector as a well-established system can deploy innovative service management strategies and techniques for quality improvements and the private sector with its emerging presence and having more financial capabilities can introduce more sophisticated service management techniques in providing health-related services to individuals.

Telehealth and Remote Monitoring: Telehealth services enable healthcare providers to remotely diagnose, treat, and monitor patients using telecommunications technology.

This approach improves accessibility, particularly for individuals in rural or remote areas, and reduces the need for physical visits to healthcare facilities.

Data Analytics and Predictive Modeling: By harnessing the power of data analytics and predictive modelling, healthcare providers can gain valuable insights into patient populations, disease patterns, and resource allocation. This information enables proactive decision-making, resource optimization, and improved patient outcomes.

Artificial Intelligence (AI) and Machine Learning (ML): AI and ML technologies have the potential to transform healthcare services management. These technologies can automate administrative tasks, support clinical decision-making, and enable predictive disease management and prevention analytics.

Public-Private Partnerships in Healthcare Services Management Public-private partnerships (PPPs): can play a crucial role in addressing the challenges faced by the healthcare industry in Sri Lanka.

These partnerships involve collaboration between the government and private entities to leverage expertise, resources, and innovation for improved healthcare service delivery. PPPs can contribute to infrastructure development, capacity building, technology adoption, and skill enhancement, leading to enhanced services management in the healthcare sector.

Policy and Regulatory Considerations: Effective service management requires a supportive policy and regulatory framework. The government of Sri Lanka should prioritize the development and implementation of policies that address the specific needs of the healthcare industry. This includes regulations pertaining to technology adoption, data privacy and security, quality standards, and professional licensing and accreditation.

Additionally, policies should promote collaboration between the public and private sectors to foster innovation and sustainable healthcare services management.

6. Conclusion

In conclusion, services management plays a vital role in ensuring the efficient delivery of healthcare services in Sri Lanka. By addressing key challenges and embracing emerging trends, such as technology adoption, patient-centred care, and public-private partnerships, the healthcare industry can improve service quality, accessibility, and patient outcomes.

It is essential for policymakers, healthcare providers, and stakeholders to work together to implement effective service management strategies that cater to the evolving needs of the population and contribute to the overall development of the healthcare sector in Sri Lanka.

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USE OF GENERATIVE AI AND ML FOR SUSTAINABLE SERVICE MANAGEMENT, A TELCO PERSPECTIVE.



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Introduction

Service Management, which is often overshadowed by the frills of the product marketing and promotional aspect, plays a pivotal role in the assurance of customer service across industries, and in the telecommunication industry in particular.

The Telco is a predominantly service driven

industry, and service management greatly influences in shaping the Telco Order to Bill value chain, and including, posts sales support from the point of view of improving customer experience.

This paper describes Service Management from a Telco perspective and the principles and standards which have been defined to standardize the Operational Management of the Telco environment, and eventually describe the extent to which Data, AI and ML can be used for sustainable Telecom service management. Some of the discussion may have commonality across other industries.

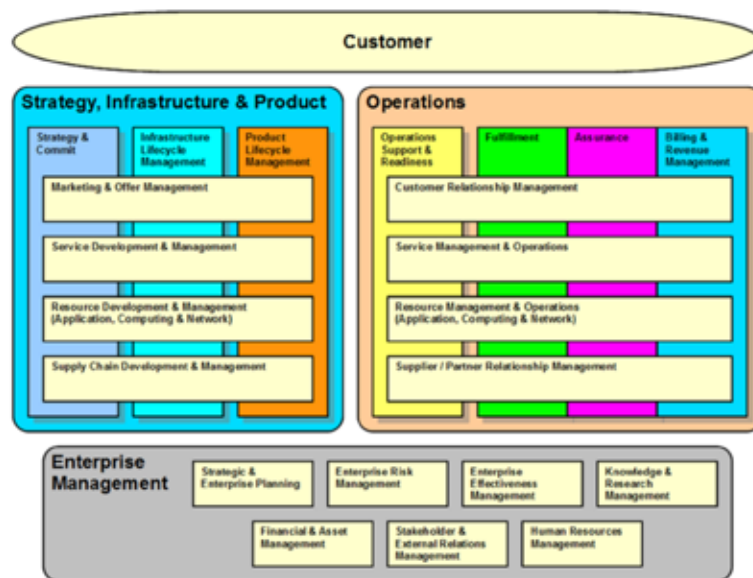
Operational Support System in Telco

Operational Support System, which is presently called NGOSS (Next Generation Operational Support System), comprises systems, processes, resources and tools necessary to supplement the operation and maintenance of the telecom services in an effective and efficient manner.

The underlying process in a successful NGOSS implementation is a process known as eTOM, founded by the TMForum (Tele Management Forum), and the overview of the eTOM process is pictorially depicted below.

**TMForum ETOM/SID based Next
Generation Operational Support System
Model**





The goal of eTOM was the creation of an industry owned framework of business processes, including the definition of a common enterprise independent terminology for service management. It was also supposed to serve as a basis for discussing the scope of information management necessary for the execution of the Telco processes.

The framework has customer at its primacy, and in addition has three main classifications as follows

- (1) Strategy, Infrastructure and Product
- (2) Operations
- (3) Enterprise Management

The result of the Information model and management of the eTOM, is the Shared Information and Data Model (SID), which broadly describes the standards, protocols in the definition of the eTOM in a data driven environment, across all component and associated subcomponents in the eTOM model.

The Living Thing

Whilst there is a broader consensus of the Service Management model as alluded above, in the telco industry, the industry adoption has been different due to various reasons as described below

- (1) The organization present investments

made in legacy IT Service Management, does not seem warrant to make new investments to operational transformation to the eTOM model

(2) The organization lacking the people and processes, and in, skill and capacity perspective, to devise and institutionalize the eTOM model in a manner which would benefit the organization in a timely manner.

(3) The competitiveness of the industry, mandating the organization to invest in revenue growth and the core of the business, and as a result being oblivious to the operational support necessary to complement and support the growth of the business through the eTOM model.

With the digitalization which is happening and having a profound effect in world economies, industries too have embraced the change, in a fast and resilient manner.

The digitalization has permeated across many industries, and the Telco industry also has embraced the change with the TMForum formulating the Open Digital Architecture and Open Digital Framework for Telcos.

The said architecture has encapsulated the essence of the eTOM/SID framework, and, created adoption and interoperability from and across systems using API data specification and



SLT
data center

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user interface wrappers, for adoption in the Telco digitalization process.

Sustainable Service Management using AI/ML

Artificial Intelligence and Machine learning appear to be the buzzword in the technology landscape, particularly in the recent times with the popularity of ChatGPT AI application. All application and systems are tending to have AI as a support element, as a means to stay relevant in the market.

Given that a Telco is specified as a data intensive industry, it has so much relevance to integrate data to the products and/or service.

The following is an architectural overview espoused by the author, for a realization of an AI/ML centric service management system. Central to this architecture is the adaptation of AI/ML based inferencing to the Service Management System, by referencing Telco domain data inherent to the organization, as well as other Telco domain data which are in the public domain.

The described model and the resultant Service Management System will be greatly successful as it enables to adapt to the customer and service requirement, as it has a measure of the telecom network performance, operational performance, and the actual understanding and

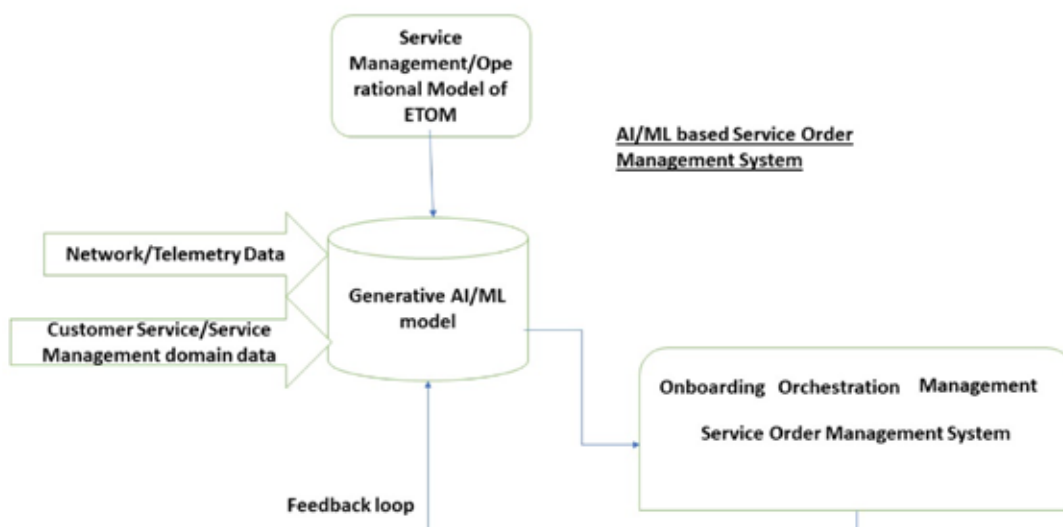
perceived experience of the customer in a near real time manner.

In addition to the above key parameters to the AI/ML model, the feedback loop created from the Service Management System will provide service information which is current, for the continual refinement of the AI/ML model as described in the diagram.

The above will give a new perspective to Service Management in a Telco domain, and greatly influence and pivot new ways of addressing service onboarding, service orchestration and service management. The author presupposes Generative Adversarial Network (GAN), might be the ML model which will benefit the requirement, however more research and tests need to be done to identify the correct model, which will vary contextually with factors such as Network, Industry, Distribution Network, Market and Customer

Conclusion

Many years down the road, a typical board room discussion will be on service robots, replenishing humans, for the benefit of organizations. However, this will be a long road ahead to realize and there will be a hybrid environment where humans will maneuver and co-exist with robots for the greater good of society, after all human feeling and empathy, are cornerstone to great customer service.





DELIVERING SERVICE THINKING TO A NEGLECTED MINORITY.



Ian Ramsden

SLISM Council Member

Every country has disabled people.

Here in Sri Lanka about 8.7% of the population live with some form of disability (That's 1.9 million) whilst Turkey has over 15,000,000 disabled people.

Disabled people find it very difficult to interact with many different companies because little thought has gone into ways of serving them.

Turkcell, a mobile network provider in Turkey, is noted for its attention to detail and its ability to offer service to all consumers. 2 years ago it developed an App that translated the spoken word in a cinema film into sign language on their mobile.

Last year they made radical changes their stores. All of them.

They installed wheelchair ramps, lowered the counter level (so staff weren't looking down on customers) and placed product description labels in Braille so they could be read by those customers who were visually impaired.

The point of them doing this is because they recognise that each disabled person is usually accompanied by a Carer. So for Turkey, that's 30 million people who now have more confidence in Turkcell's access and information strategy.

Meaning they will do business with Turkcell and not their competitors who don't offer these benefits.

For Sri Lanka, that's a potential new audience of 3,800,000. It might only be 17.4% of the population, but think of the positive word of mouth and potential increase in Net Promotor Score as well as the increase in business.

SPREADING OUR NET WIDER

The benefits of Service Management are many and diverse and, in today's worldwide economy, it's the single most important factor as lower prices can always be beaten by a competitor and it just becomes a race to the bottom.

Service Management from both individuals and companies can change all that and relevant qualifications are becoming a necessity rather than just an option.

Which is why membership of SLISM is so important.

Not just for the resources available or the talents and knowledge of current members, but also to prepare those who are considering an international career for the journey ahead.

If you're considering an international career, then membership of SLISM will stand you in good stead.

We have three levels of Membership.

Member

1. Graduate in Service Management or a higher degree holder in Service Management with 4 years' experience; Or

2. Graduate in a field other than Service management and 5 years' experience; Or

3. A professional qualification recognized by the Institute as being equivalent to a bachelor's degree with 5 years' experience; Or

4. Non-graduate who has undergone adequate training in service management acceptable to the Management Council and 10 years' experience;

The period of experience in 1, 2, 3 and 4 above should be in management of services at executive level.

Annual Membership fee Rs. 3,000/-

Associate Member

Graduate in Service Management or a higher degree holder in Service Management; Or a Graduate in a field other than Service management with 1 years' experience in management of services at executive level.

Annual Membership fee Rs. 2,000/-

Student member

Students who have satisfied the Council that they are following a course of studies in Service Management or Management at Post-secondary level acceptable-to the Council of the Institute.

You'll find the application forms on this website and they're easy to complete.

Annual Membership fee Rs. 1,000/-

Download the application today and join a host of highly qualified individuals who KNOW what a difference Service Management makes to business.



