



## PROBE for Service

# Introducing Services best practices benchmarking

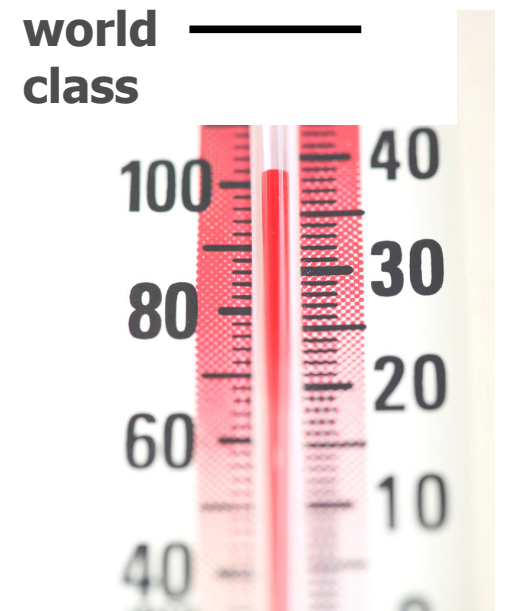
**Alastair Ross**

**Director  
Codexx Associates Ltd**

Codexx Associates Ltd  
3-4 Eastwood Court  
Broadwater Road  
Romsey, SO51 8JJ  
United Kingdom

Company Registration No. 04481932

Tel +44-(0)1794-324167  
[www.codexx.com](http://www.codexx.com)  
Second Life office: Depo Business Park 160.190.36  
[innovation@codexx.com](mailto:innovation@codexx.com)



# Is your firm a World Class services business?

## How competitive is your firm?

- How do your key performance metrics compare to competitors?
- What is the state of your key underlying business practices?

## What is the gap between your firm and the best in your sector?

- What does 'World Class' look like in our sector?
- How big is the gap and is it in practices or performance?

## What is the gap between your firm and world class services businesses?

- What does a 'World Class' services business look like?
- You may be a leader in your sector, but can you learn from other services sectors?

## Where should you focus your improvement efforts?

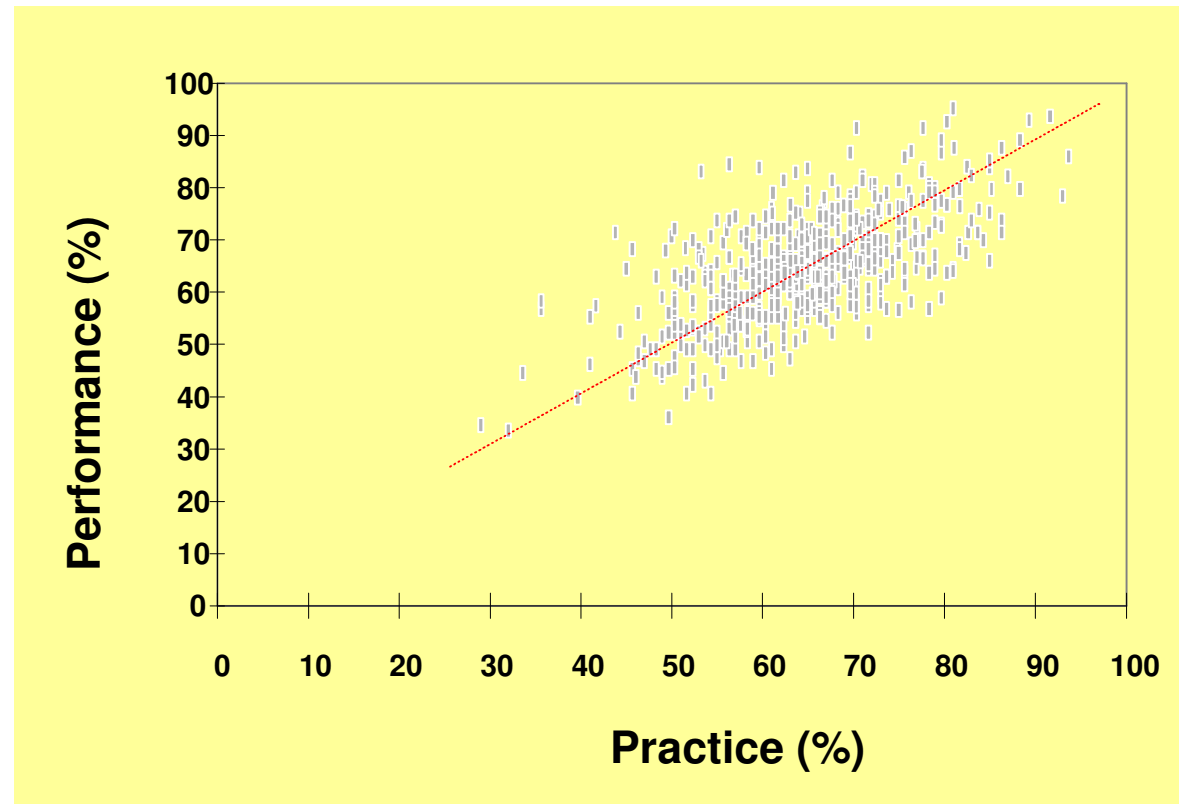
- By understanding the nature of your competitive gap you can focus your resources
- By quantifying the practice and performance gap you can catalyse improvement



# Best Practices Benchmarking is a powerful way to help organisations develop to World Class

- Benchmarking helps companies look outside and compare themselves to best practices
- Research has shown that adopting best practices will deliver significantly improved performance
- Performance benchmarking does not answer the question of ‘Why are we performing in this way?’
- Best Practices benchmarking identifies weak practices as the root causes of performance weaknesses – helping identify improvement needs

**"The adoption of best practices will result in strong operational performance."**

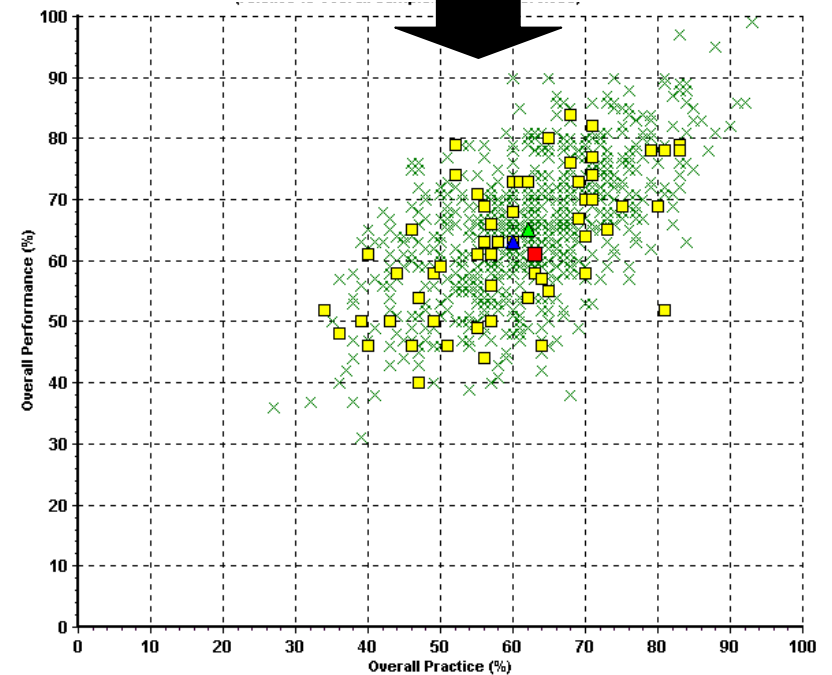
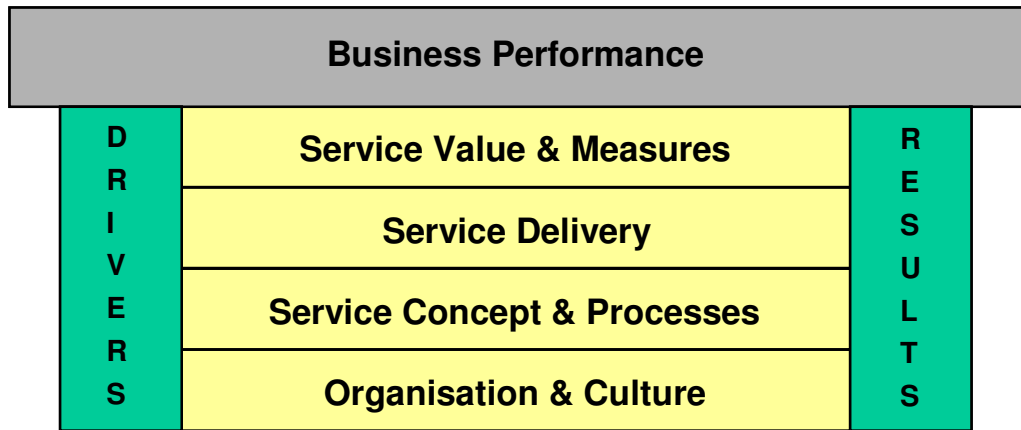


# ServicePROBE is used to assess services businesses and operations against World Class practice and performance

- Probe was started in 1993 by IBM and London Business School
- ServiceProbe was launched in 1994 by London Business School
- Over 1500 service operations assessed world-wide
- Based on a model of World Class service practices & performance
- Codexx is a licensed Probe facilitator
- We have developed an effective services assessment using ServiceProbe

## Use of Practice & Performance template

35	Managing 'moments of truth'	1	2	3	4	5
	Each point of contact with customers is a 'moment of truth', each with the opportunity to succeed or fail in the eyes of the customer. How systematic is your organisation in identifying key moments of truth – for example through 'service mapping'? How does the organisation ensure that each moment of truth is delivered with excellence and opportunities for failure are minimised?	Processes for delivering customer service not identified, nor well understood		Service processes understood and key customer contact points ('moments of truth') identified/mapped, but little formal training provided. Manner of dealing with moments of truth relies on individual staff members' innate interpersonal skills and initiative		We ensure that every customer contact is delivered with excellence, and potential problems are anticipated and prevented. Key moments of truth are well understood and are a focus for training for new and existing employees across the full range of customers. Also a focus for feedback from customers and employees



PROBE for Service

# ServiceProbe reviews critical practices in any services operation

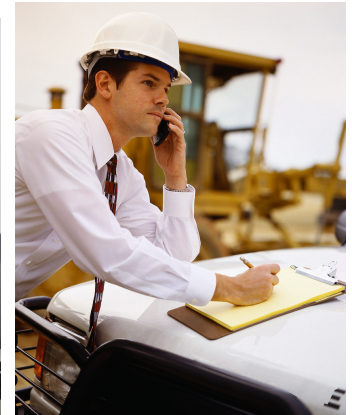
## Where can ServiceProbe be applied?

- Any organisation providing services to a customer
- Serving both external and internal customers
- Design services
- Sales organisations
- After-market services
- Maintenance services
- Logistics services
- Professional services firms – law, accounting, consulting, architecture
- Technical services
- Public Sector services – hospitals, government departments

## What does ServiceProbe cover?

Key practices and performance in a services operation, including:

- **Management style**
- **Service culture**
- **Employee management**
- **Service quality**
- **Understanding the customer**
- **Service design and development**
- **Delivery processes**
- **Application of IT**
- **Working with suppliers**
- **Managing improvement**
- **Customer satisfaction**
- **Performance management and achievement**



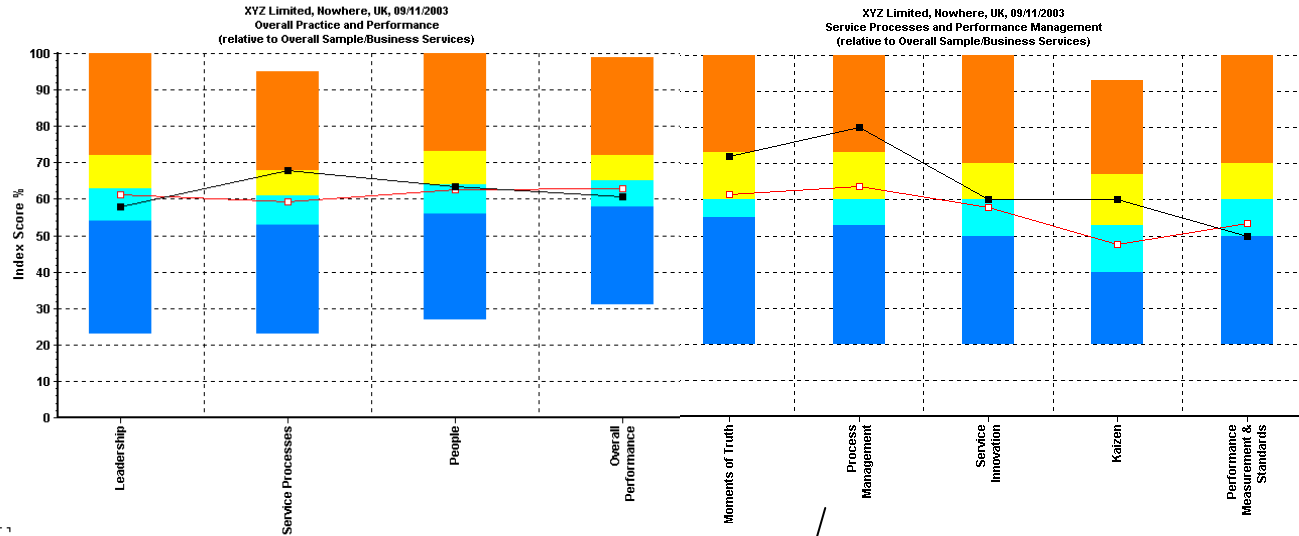
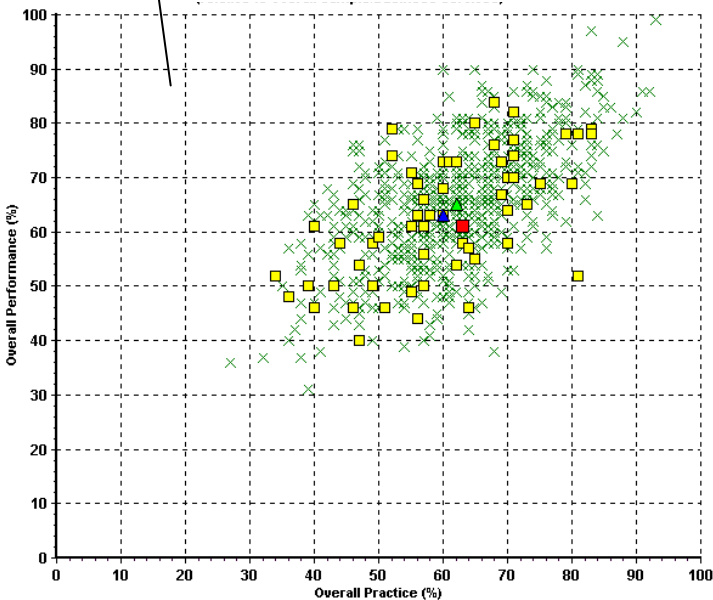
# ServicePROBE provides detailed scoring output and comparison against other companies on the database - anonymously #1



PROBE for Service

## Scatter Chart

- Shows site scoring of practices and performance v Probe database against relevant SIC group for your business
- World Class is considered 80%+ in Practice/Performance



## Quartiles Chart

Shows site scoring of key practice and performance areas All the companies on the database are represented by the quartiles.

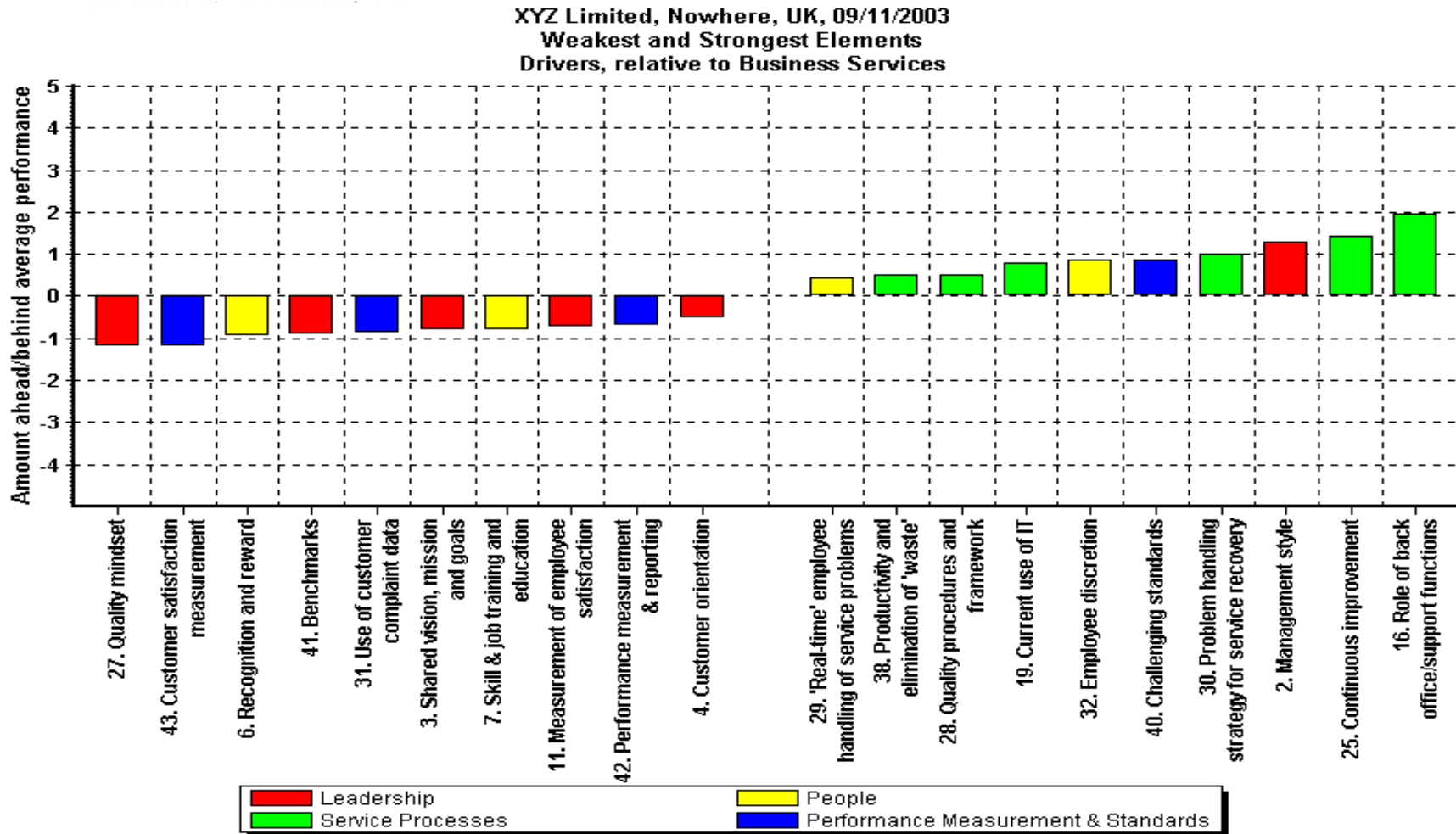
Scoring Areas include:

- Leadership
- Service processes
- People
- Overall performance
- Quality leadership
- Market focus and knowledge
- Process management
- Service Innovation
- Kaizen

# ServicePROBE provides detailed scoring output and comparison against other companies on the database - anonymously #2



## PROBE for Service



# Introducing Codexx

## Our mission

Codexx helps companies assess and then transform themselves to best practice operations. We work with industrial and professional services companies world-wide. Our close links with academics from major universities and business schools ensure that we bring leading thinking and methods.

## Our people

We staff our projects from our consulting and academic associates who are proven experts in their field. Our consultants are typically older than in many of our rivals, as we seek to bring years of experience to our project teams.

### Codexx Director



### Alastair Ross

Alastair Ross is the Director of Codexx and has worked and consulted with industrial and service companies world-wide in business and manufacturing improvement for over 20 years. He works effectively with both executive-level management and operational personnel. He was previously a Principal in IBM Global Services and Managing Director of Supply Chain Analytics. Alastair has a BSc (Hons) in Mechanical Engineering from Southampton University and an MSc in Manufacturing Automation from Imperial College, London and is a Chartered Engineer. He has written and spoken widely on business improvement and his book *'Dynamic Factory Automation'* was published by McGraw-Hill. He has consulted on business innovation, best practices, benchmarking, lean manufacturing, supply chain management, continuous improvement and strategy for a number of major industrial companies including British Airways, Danfoss, DuPont, GKN, Grundfos, ICI, Lego, QinetiQ, Siemens, Stannah, Volkswagen.

## Introducing some of our associates:

### Manufacturing & Lean

#### Martyn Luscombe

Martyn has over 30 years manufacturing experience. Between 1996 and 2005 Martyn was Operations Director of Manufacturing Consultancy at Cranfield University, responsible for many lean assignments. His book *'MRPII - Integrating the Business'* was published by Butterworth-Heinemann. He is a Chartered Engineer, has a BSc from Imperial College, London, and an MSc in Engineering Production and Management from Birmingham University.

### Innovation & CI

#### John Bessant

John Bessant is Professor of Innovation Management at Imperial College, London. His areas of research includes the management of discontinuous innovation and continuous improvement. He is the author of 20 books and has consulted widely to companies and organisations world-wide. He has worked with Codexx on a number of projects covering business improvement and innovation.

### Supply Chain Management

#### Philip Taylor

Philip has been a Supply Chain consultant for over twenty years including time as a consulting partner in PWC. He has consulted across multiple sectors world-wide covering key supply chain issues such as process improvement, organisational and skills development and ERP selection and optimisation. Philip has a BSc from Cambridge University.

## What our clients say

*"Alastair has shown excellent leadership and motivational skills with his team and our own GKN project team to keep morale high and taking the project forward despite setbacks. He has also shown lateral thinking abilities to explore alternate solutions when the direct route ahead has become blocked. Alastair has been a pleasure to work with."*

Michael Stokes, Director Business Excellence, GKN

*"Codexx helped us review the potential for applying Lean manufacturing techniques in an innovative new project area. This provided a high value input in a very effective format."*

Antony Bridges, Principal Consultant, Security and Surveillance, QinetiQ

*"Innovation is key for us. As a manufacturer in the West, you have to innovate or you'll be dead in 30 years. The Codexx 'Foundations for Innovation' assessment is a very good methodology for pulling out the key issues on innovation. It makes a lot of sense."*

David Walton, Managing Director, Stannah Stairlifts

*"Alastair Ross of Codexx provided Innovation Leadership training as part of our executive education summer school programmes in the Netherlands and Belgium. This was very well received by our business attendees."*

Bie De Graeve, General Manager, Utrecht Campus, TiasNimbas Business School

*"Your ideas on the activities of a World Class Manufacturing organisation initiated healthy discussion."*

Herb McGrew, Manufacturing Director,  
3M UK

*"Alastair goes beyond the contract as would be expected in true partnership mode."*

Anthony Wells – Operations Director, Caradon Trend

*"Codexx, has over a period from 1997 made three valuable assessments according to the Probe model. This has helped us a lot when introducing the changes needed in our efforts to become a world class manufacturer. Our practice has improved dramatically from a middle level, now close to a world class level."*

Mogens Henriksen,  
Director of Supply & Manufacturing Processes,  
Grundfos A/S

*"Codexx worked closely with us to help us develop our firm-wide innovation process, management system and scorecard. This has given us a very effective process for developing innovative ideas into new services or ways of working."*

Alison McClure, Business Transformation Partner,  
Blake Laphorn Tarlo Lyons