

Designing complex services – creating better services in a better way

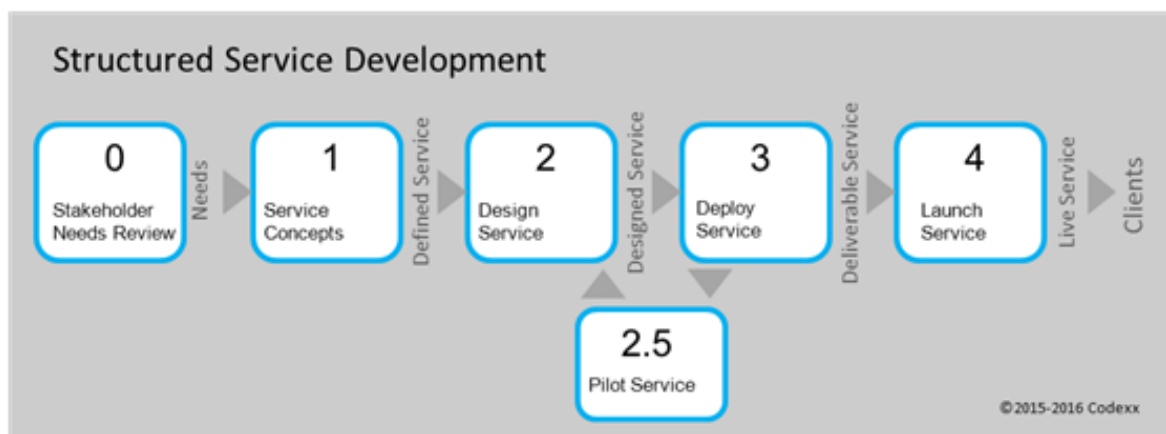
Introducing *Structured Service Development*

Complex services for a more demanding world

Businesses providing complex or ‘knowledge intensive’ services – such as law firms, accountants, management consultants, R&D organisations and specialist advisors – are facing increasing business pressures. They need to design ways of delivering their services that meet ever increasing client demands in:

- What is delivered – *new functionality to meet new client requirements*
- The way it is delivered – *increasingly making use of the internet as part of the delivery mechanism*
- The form in which it is delivered – *to better fit in with clients’ own business processes*
- How well is it delivered – *meeting explicit quality and regulatory requirements and demonstrating compliance*
- The price of the service – *more for less and increasingly at a fixed price*

And the increasing level of competition (including new local and global rivals) mean that doing this profitably is often a challenge. The ‘old ways’ of developing services – informal and often ad hoc – that worked in the past will not be good enough in the future. Service businesses need to take a leaf out of the manufacturers’ cookbook for developing new products and create a new more structured and cohesive approach for developing complex services.



Developing complex services – our experience

Codexx has nearly 15 years’ experience in helping clients develop new knowledge intensive services in legal, environmental, financial, consulting and technical services. In this time we have designed or re-engineered more than 25 services. A typical driver for this work has been firms seeking to improve service price competitiveness through efficiency improvement, but other reasons include the need to offer a fixed price service, improving client value or service experience or entering a new market niche. In this work we applied structured approaches based on our industrial and re-engineering experience and by developing new methods such as:

- Taking a user-centred approach to service requirements and design
- Using innovation techniques for concept creation and evaluation
- Internet-enabling services to enhance user access
- Applying Lean techniques to the design of the underlying processes to improve efficiency
- Establishing mechanisms to define and control delivery costs to support new pricing options

We have now brought together this experience and proven methods into an integrated service called ‘*Structured Services Development*’ which we can now offer to clients, typically on a fixed fee basis.

Structured Service Development – creating a better service in a better way

Our **Structured Service Development** solution provides clients with a structured approach to the development of a service. It uses a phased approach (see diagram above) that develops a service through a number of stages. We have brought together proven techniques and methods covering the assessment of user and customer needs; developing and evaluating service concepts; designing and defining the service and its enabling processes; specifying organisational and IT support requirements; managing testing, piloting and phased delivery and then managing the operating service.

As each stage is based on the use of a number of specific Codexx tools, methods and templates, we can assist clients who are at different stages of their service development journey – with a full end-to-end service or by supporting specific development stages and we are able to offer pricing options including fixed fee arrangements to help provide clients with budget certainty.

The new Structured Service Development solution provides clients with the following benefits:

- A structured approach to service development
- Embedding key design practices such as user-centred development, innovation and Lean
- Bringing best practices from multiple sectors into your development
- Increased certainty of achieving required service functionality and quality at required profit margin
- Improving time and budget certainty for development
- Flexibility to utilise elements of Structured Service Development to suit your needs

- with the overall goal of **creating a better service in a better way**.

Part of an end-to-end solution for complex services

Structured Service Development complements Codexx's offerings for Service Management & Optimization and service re-engineering using Smarter Working. This provides an 'end-to-end' set of solutions to help clients to:

1. Re-engineer existing services – to increase value and/or the cost of delivery.
2. Develop new services – creating a better service in a better way.
3. Improve the management of existing services – improving consistency, efficiency and improvement.

Find out more

For more information on how Codexx could help your organisation improve the value and efficiency of your service development, contact Codexx at www.codexx.com or call Codexx on +44 (0)7766 525433 and ask for Alastair Ross.

About Codexx

Codexx was established in 2002 to help organisations innovate and transform their offerings and ways of working. It has performed projects for service and industrial firms world-wide covering the manufacturing, legal, consulting, financial and environmental sectors.

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