

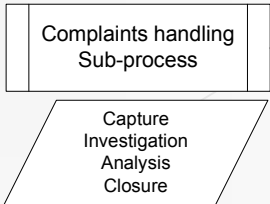
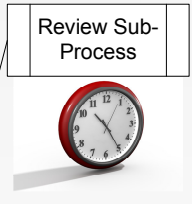
This flow chart has a specific process focus, but also indicates where other processes contribute.

There is a considerable challenge associated with initially defining, then continuously review expected Service Provider performance. Perhaps the greatest hurdle is an attitudinal issue where **internal** service providers do not consider or treat business users as their customers. This issue leads to poor working relationships and a lowering of the Service Provider credibility. In an outsourced situation, the financial considerations help to counter such attitudes, but complacency can develop over time.

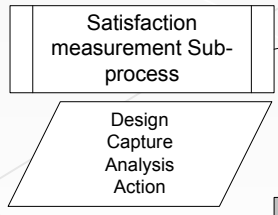


Business Relationship Management Process

Business reviews will be based on agreed upon service levels that will include expected performance, support, costs. Such matters are captured in the Service Level Agreements (Service Level Management process).

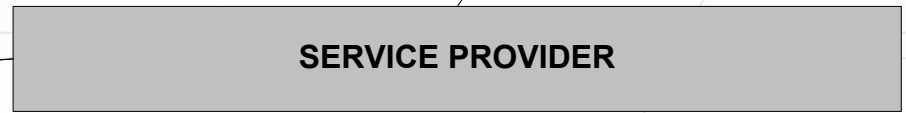


As with all issues that involve service providers (IT Services, health, retail, utilities) there will always be a time that a customer is dissatisfied with the service. We know that this will occur and there is little value in trying to tell the customer that you have no control or "it's not your fault". This is not what the customer wants to hear. Service Providers need to look at complaints as an opportunity to review and improve existing procedures and work practices, it is also a useful tool to help analyze support staff training/development requirements.

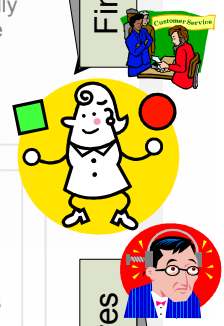


Careful design on satisfaction measurement systems is required if the data collected over time will be of any real value to the Service Provider. While a single measurement is useful as a "snap-shot"; the real benefit comes in reviewing trends and analyzing that against actions taken by the Service Provider to improve overall customer satisfaction ratings.

The concepts discussed here apply equally if an organization has fully outsourced the provision of its IT Services.



Financial and Performance Pressures



The Service Provider walks a tightrope of relationship management. The challenges and cost and performance mean that the selection of personnel to establish and maintain both the Business and Supplier Relationship Management process is critical. Assuming that Suppliers are of less importance than customers is a common mistake amongst relationship management staffs. Suppliers need to be treated with the same careful considerations that go into designing and maintaining healthy relationships with customers/business representatives.

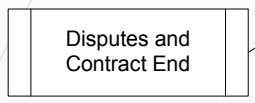
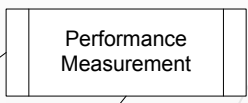
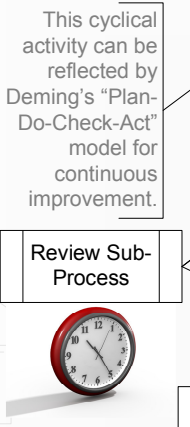


NOTE ON AGREEMENTS: The Service Level Agreement (SLA) is used to capture requirements on Service Provision between the Service Provider and the Customer. We use Underpinning Contracts to ensure that our suppliers in turn are aware of their part in supporting these SLAs.

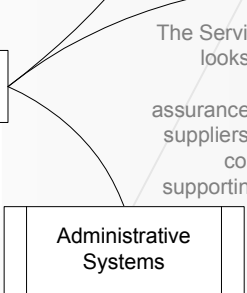
Financial and Performance Pressures

Supplier Relationship Management Process

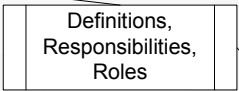
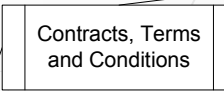
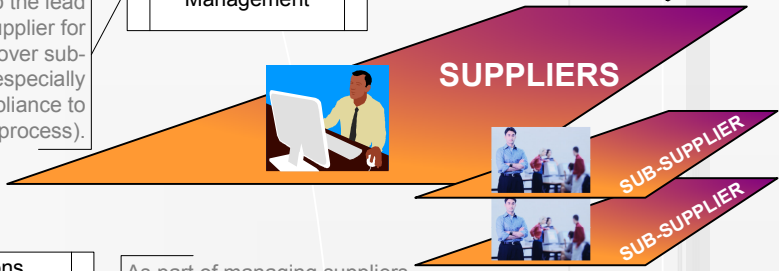
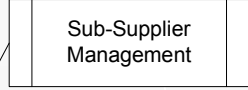
The timing of any review generally follows a typical pattern. Initial compliance followed by partial compliance followed by ad-hoc. So although a review may be agreed for "once a month". The pattern goes, once a month for a while, then once every two months, then perhaps two or three times a year. With this knowledge, build the pattern into your review sub-process as it is a natural phenomena that comes with developing relationships and trust.



It would be naïve to think that there would be no requirement to define the steps that are needed when parties disagree. Through pre-definition when the dispute occurs emotion needs to be counteracted with logical actions.



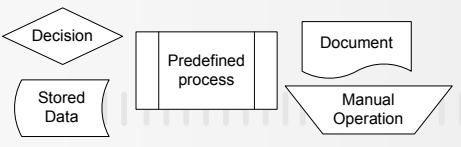
The Service Provider looks to the lead supplier for assurances over sub-suppliers (especially compliance to supporting process).



As part of managing suppliers there must be documented and agreed boundaries/scope of service(s) offered and unambiguous task lists.

Formal agreements must be prepared in co-operation with legal representatives. Financial issues and penalties will also be defined.

Important note:
Internationally recognized flowchart symbols are used when their use is unambiguous



This flow chart prepared by The Art of Service as a representative example. Errors and Omissions Excepted