



An Approach for User satisfaction Measurement

An Approach for User Satisfaction Measurement in IT Outsourced Projects

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About the presenter

Naren Bhatia has been in the IT field for last 33 years. He has worked in public and private sector organizations like BHEL, Reliance and IBM. He has also been on both sides of the table (client or service provider) in the area of IT Outsourcing. He is currently working as Project Executive with IBM. He has been involved with IT Outsourcing for the last 12 years, in different roles at IBM.

Naren is an engineer by qualification from IIT Kanpur. He has been a PMP since 2000 and is also IBM certified Project Manager and IBM certified Project Executive. He has contributed in PM knowledge area within his organization and has also been a faculty in PMI Mumbai for PMI preparation classes.



Presentation Summary

The decision for Outsourcing IT for a company is usually one that may have significant impact. The objectives for this can be very different from one organization to another. The service provider needs to get a feedback about the impact the relationship has in the client's organization. The presenter will talk about an approach that encompasses a mechanism to obtain objective feedback from client personnel at different levels. The approach has been built based on the experience of providing IT services, typically in long term service contracts in domestic sector.

Agenda

- **Why clients Outsource**
- **Typical IT Outsourced Environment**
- **Who is the Client**
- **Why measure Client Satisfaction**
- **Some suggested Measurements**
- **Discussion**

Strategic Outsourcing means Contracting with a partner to provide Key IT infrastructure and services

Strategic Outsourcing

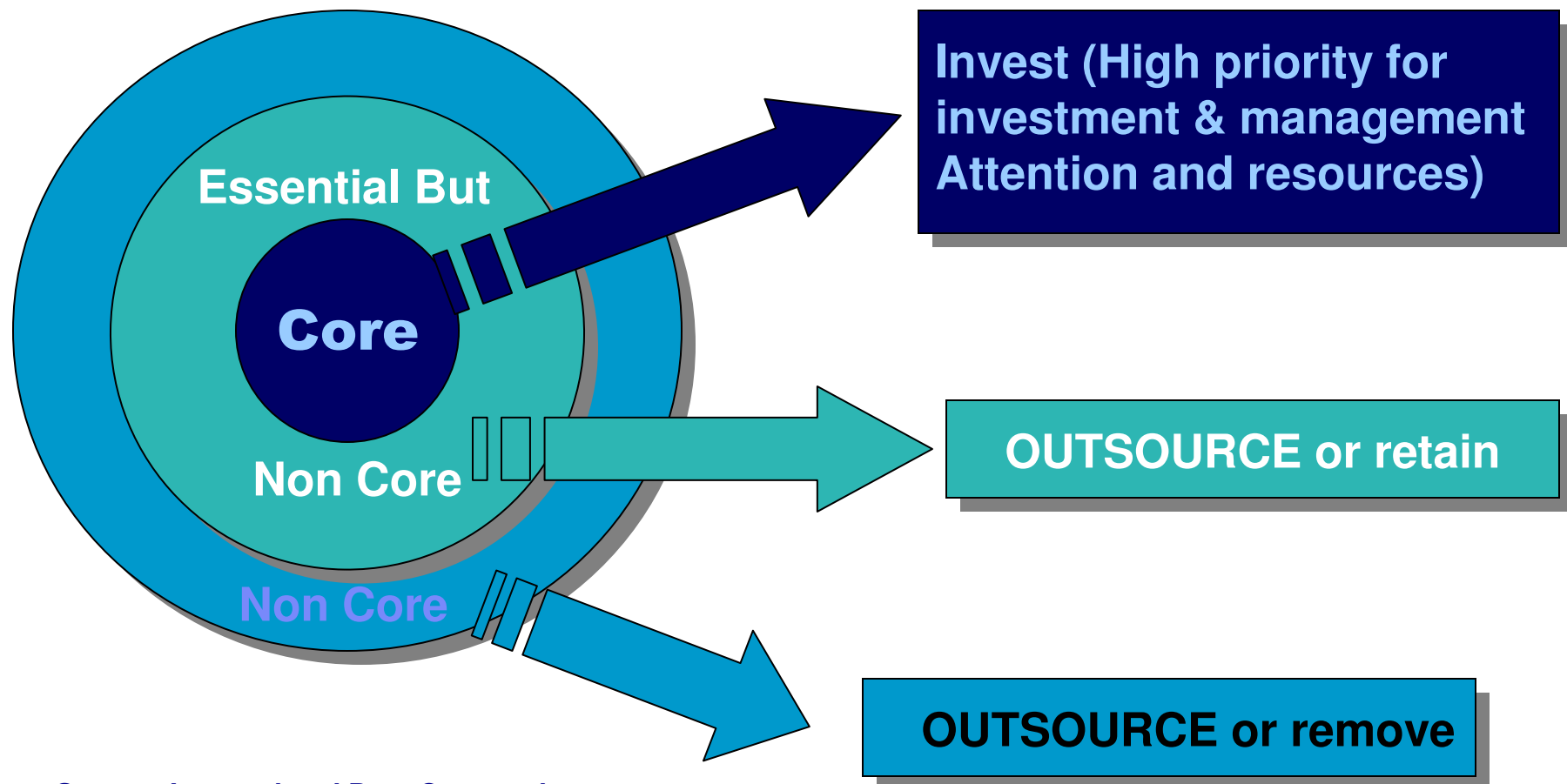
- creating business value through long-term strategic partnerships with customers by taking on responsibility for their IT processes and systems.

Market Trends

"Whenever a company produces something internally others can buy or produce more efficiently and effectively, it sacrifices competitive advantage; focus on what gives your company its competitive edge, outsource the rest "

Harvard Business Review

The Outsourcing decision helps clients to concentrate on the Core Competency



Source: International Data Corporation

Executives look at Strategic Outsourcing with different expectations

CEO

- Core Business Focus
- Speed and Flexibility
- Shareholder confidence and value
- Business Restructuring
- Financial Profile Improvement

CFO

- Predictable Costs
- Contractual Accountability
- Capital Avoidance/ Infusion
- Investment redirection
- Benchmarking

CIO

- Skills - ready talent pool
- Operational efficiencies
- Quick access to technologies
- Delivery Assurance
- Technology Optimisation

In addition, customers choose Strategic Outsourcing for different reasons

Reduce Risk

- Access to Skilled Resources
- Project Management Disciplines
- Relationships with Business Partners
- Commitment to Project Success
- Speed of Implementation

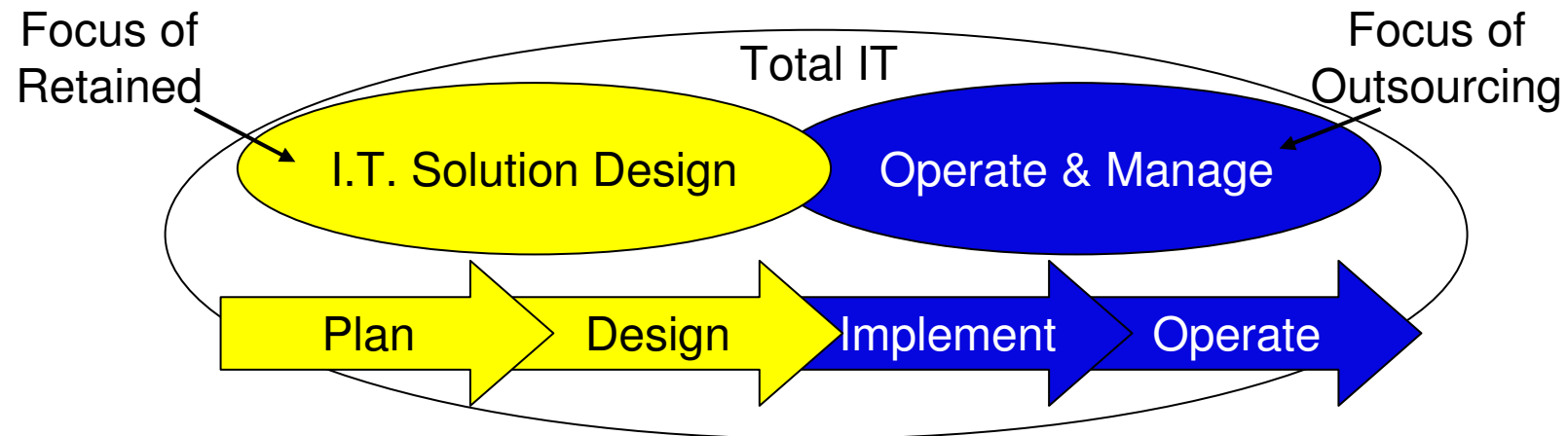
Reduce Cost

- IT staff, tools and process efficiencies
- Infrastructure efficiencies
- Financial Engineering
- Methodologies

Improve Services

- Consistent systems planning & management
- Single point of contact for IT services
- Service level based management & reporting to meet business need

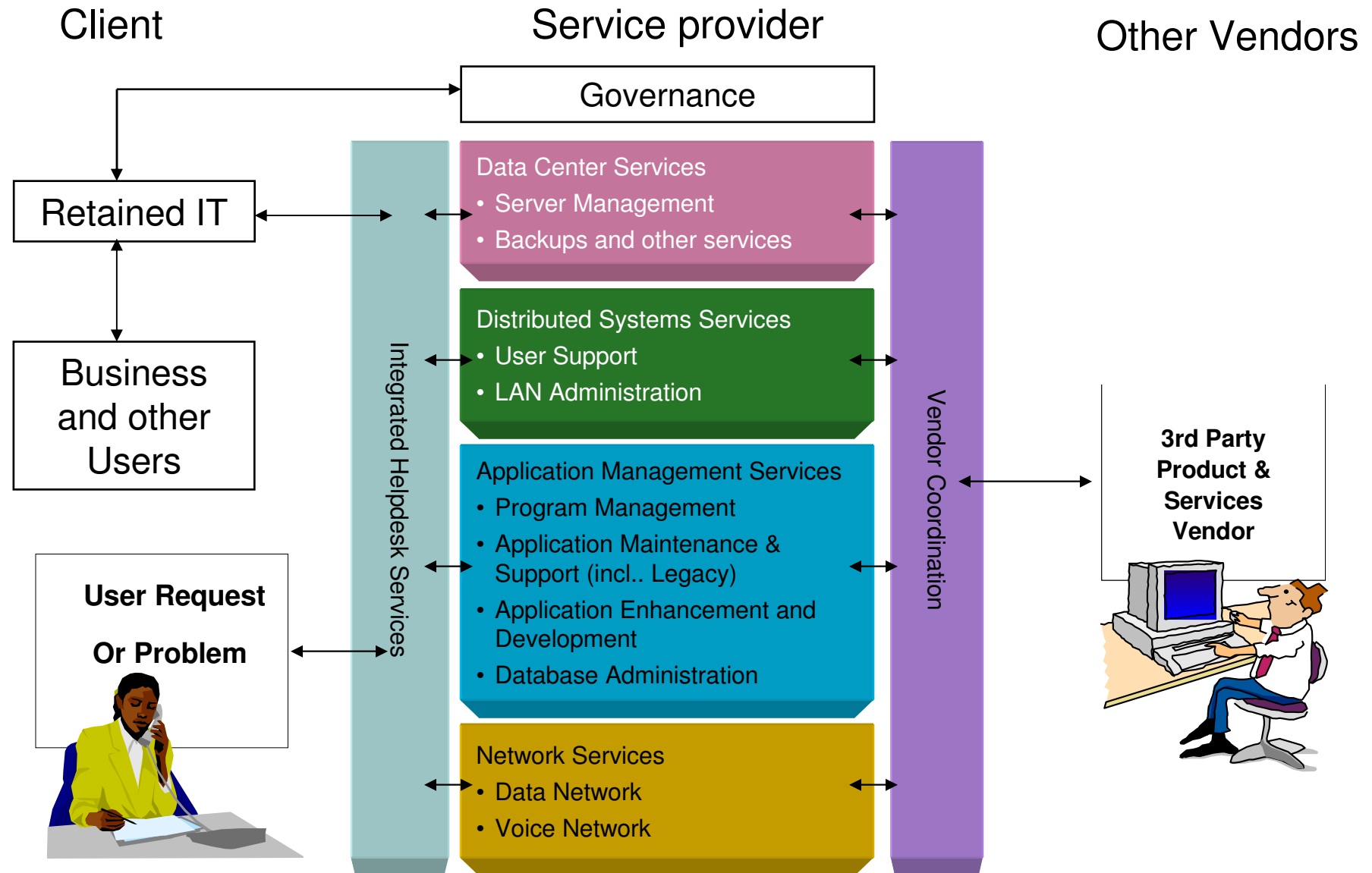
A typical IT Outsourced Environment



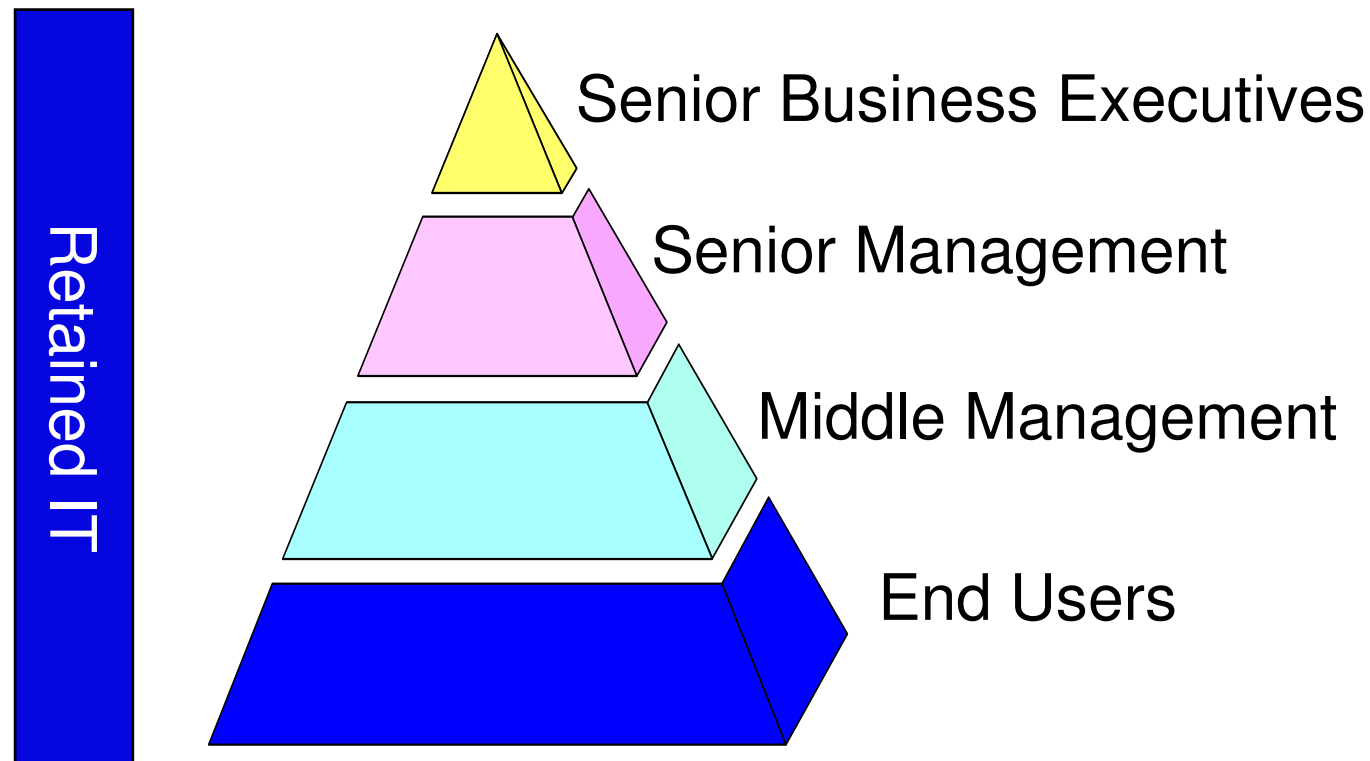
- | | | | |
|--|---|-----------------------------------|--|
| ▪ Evaluation of new technologies | ▪ Design I.T. solutions to meet business requirements | ▪ Construct & integrate solutions | ▪ Manage the service and availability |
| ▪ Input into I.T. architecture and strategy planning | ▪ Define business workloads and capacity projections | ▪ Plan change | ▪ Match resources to service level commitments |
| ▪ Understand industry trends and their effect | ▪ Define technology refresh plans | ▪ Deploy solutions | ▪ Manage performance and capacity |
| | | ▪ Gain acceptance | ▪ Manage facilities |

Most organizations will focus their IT outsourcing in the operations and management areas and look to retain the higher value plan & design activities

A typical IT Outsourced Environment



Who is the Client



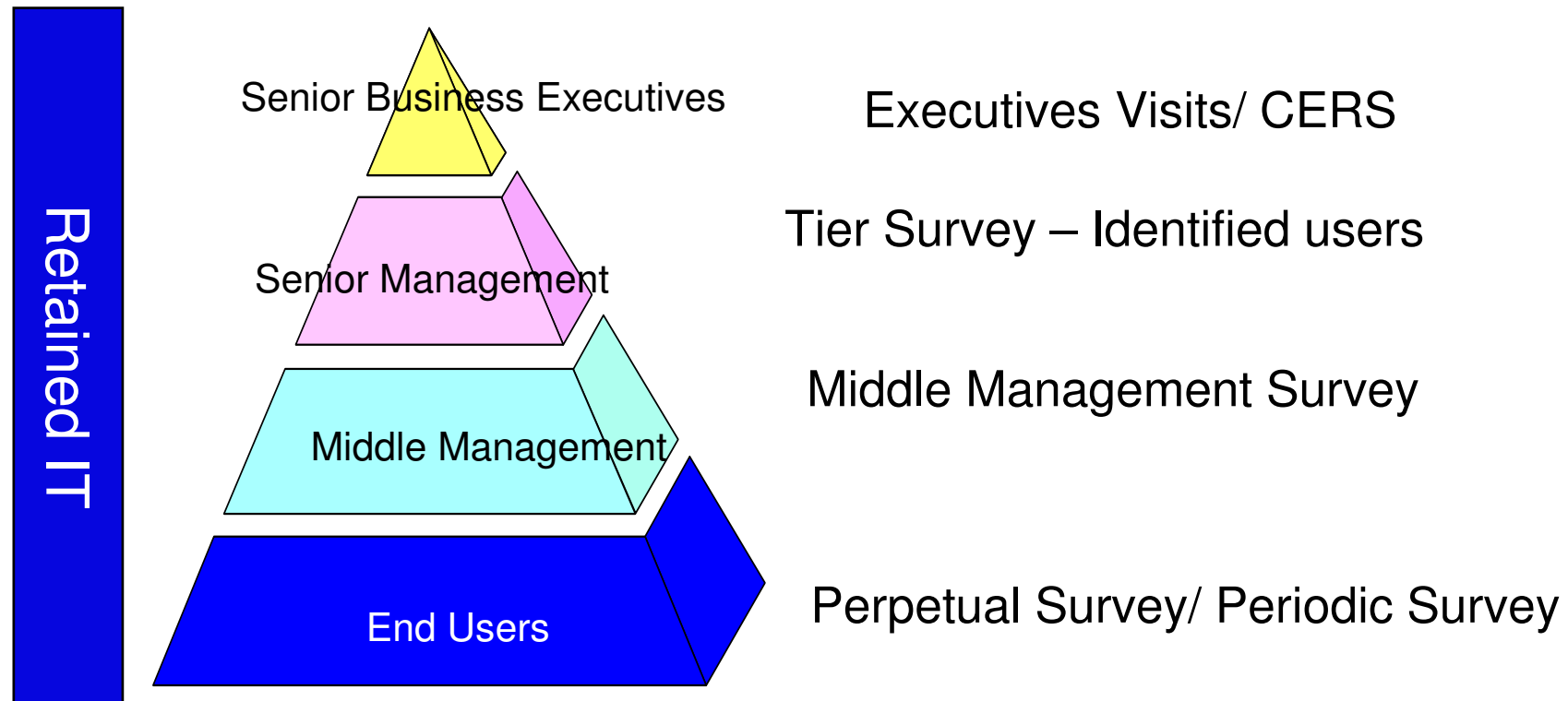
Client Satisfaction measurement needs to keep in mind the diverse needs and expectations from Service Provider

Why measure Client Satisfaction

- For SLA attainment
- For MIS and reporting
- For indirect marketing

- For service improvement
- For improving client satisfaction
- Expectation setting
- For sustenance
- -----

Some suggested Measurements



IT Manager Survey

CERS (Client Executive Relationship Survey)

- **Conducted typically once a year**
- **A third party (neutral agency) is employed to conduct the actual interview**
- **Features**
 - Uses a structured questionnaire. Interview lasts about one hour
 - A senior executive (IT or business) is selected for answering the questions
 - Measures overall satisfaction results and satisfaction with service attributes
 - Provides individualized Client feedback to the service provider
 - Enables continuous improvement through corrective action plans

Tier Surveys – Identified users

- Typically feedback is solicited from **Business users at Middle management level**
- A simple form is used for getting structured feedback
- Requires just a few minutes per user
- Only very few (sometimes just one) pre-identified users are selected to get feedback from

Middle Management and IT Managers Surveys

- **Structured periodic feedback from users at middle management level**
- **Several business users (as well as IT managers) are approached**
- **Consolidated report is shared. Individuals are not identified in report**

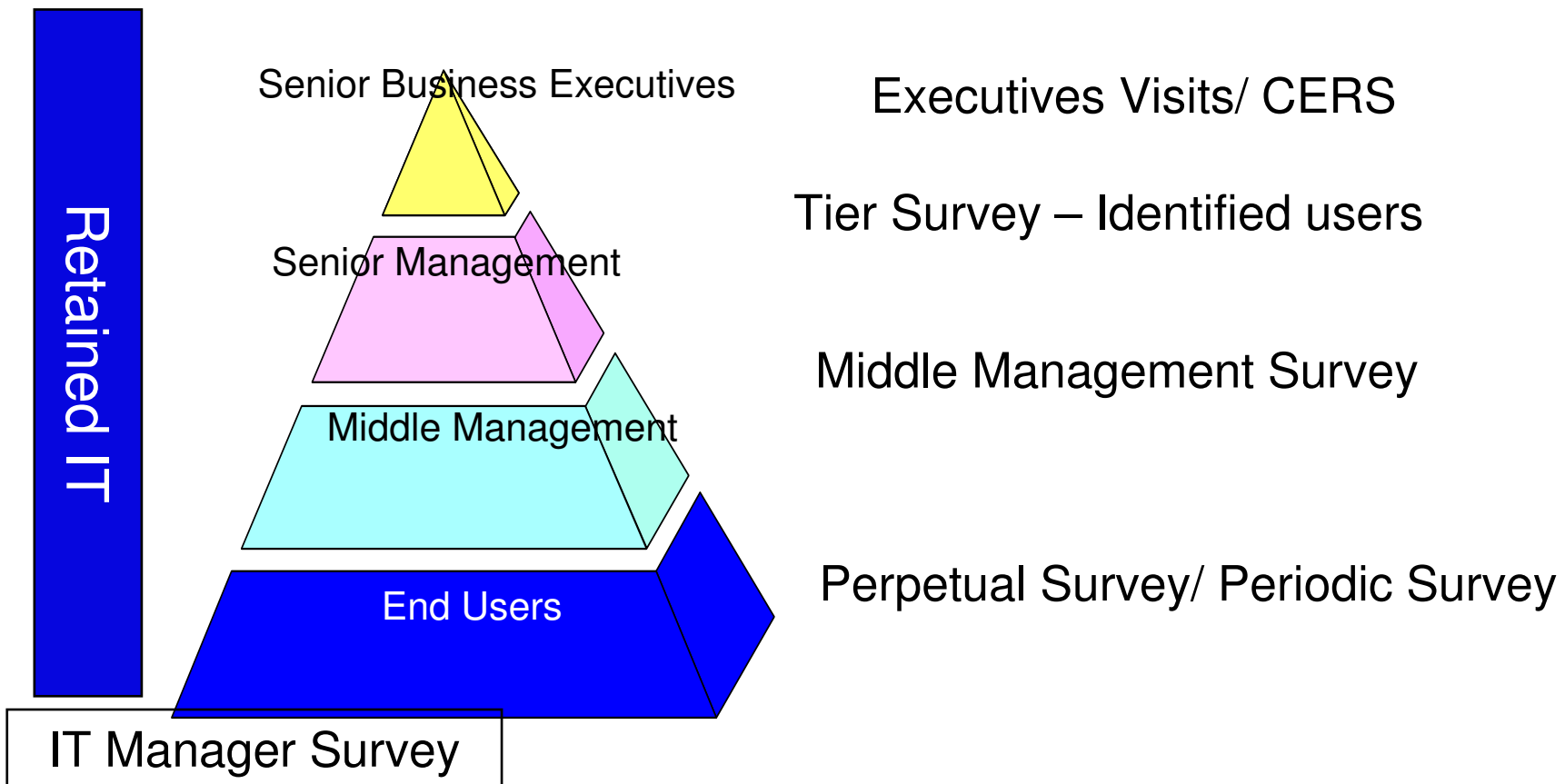
End User Satisfaction Measurement - Perpetual Survey

- **Conducted Weekly**
 - Users selected on random
 - Attempt to get a variety of users, call types
 - Pick calls completed during previous week
 - Number of surveys per month = 2% of users
 - Survey questions focus on “How well was the particular call handled”. Users comments and suggestions also solicited
 - Takes just a few minutes per user
- **Questions also set expectations as they define provider’s role**
- **Reported in monthly MIS report**
- **Survey conducted by a person other than one who attended the call**
- **Site leader reviews all surveys weekly and meets dissatisfied users**

End User Satisfaction Measurement - Periodic Survey

- **Larger user base targeted (say 10% of the user base). Sometimes all are invited to give feedback**
- **Structures questionnaire aims to garner feedback in all major areas of services. Users comments and suggestions also solicited.**
- **Takes 20 minutes or so per user**
- **Questions also set expectations as they define provider's role**
- **Consolidated report is shared. Individuals are not identified in report**
- **Can be used to look at the trend over a period of time**

to summarize



Visible actions taken on the feedback help improve services and user satisfaction. Lack of actions leads to deterioration



An Approach for User satisfaction Measurement



Thank You !

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