



数字化时代的服务管理 VeriSM实际案例分析

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个人简介:

曾在世界500强企业的英国乐购超市和荷兰C&A快消服装等国际零售企业担任中国区高管职位。

负责国内8个省40多家门店的运营、销售管理、各种流程优化和提高生产力的重点项目。玥悉商务咨询(上海)有限公司的创始人。现任荷兰iP2ENTERTAINMENT室内主题乐园创意公司中国区总经理，负责运营管理和新项目招商。

2019年取得了由Exin国际信息科学考试学会颁发的中国首批在VeriSM Professional(专家级)的认证资格



案例介绍:

来自英国的一家著名旅行社在2019年份突然遇到了财务困境，给整个旅游/度假行业 and 全球众多忠诚消费者带来非常大的震撼。

溯本求源，复杂的背景下有多重因素造成，其中在该企业在进行数字化转型环节上，非常值得研究和借鉴。

本次案例分享，使用VeriSM数字化转型的框架。先分析本公司的战略和价值观，结合旅游行业消费习惯的变化，再和一家进行颠覆性变革的竞争对手的战略做比对。

之后，使用管理网格(management mesh)这个工具评估公司对数字化转型已经具备的优势，以及可能无法及时弥补的劣势。

- 1 Introduction to VeriSM**
- 2 Company Issues**
- 3 Governance – VeriSM view**
- 4 Organizational Management Mesh**
- 5 Product/ Service Mesh**
- 6 Conclusion & Recommendations**



1. INTRODUCTION TO VERISM



Value-driven | 价值驱动



Evolving | 持续演进



Responsive | 及时响应



Integrated | 协调整合

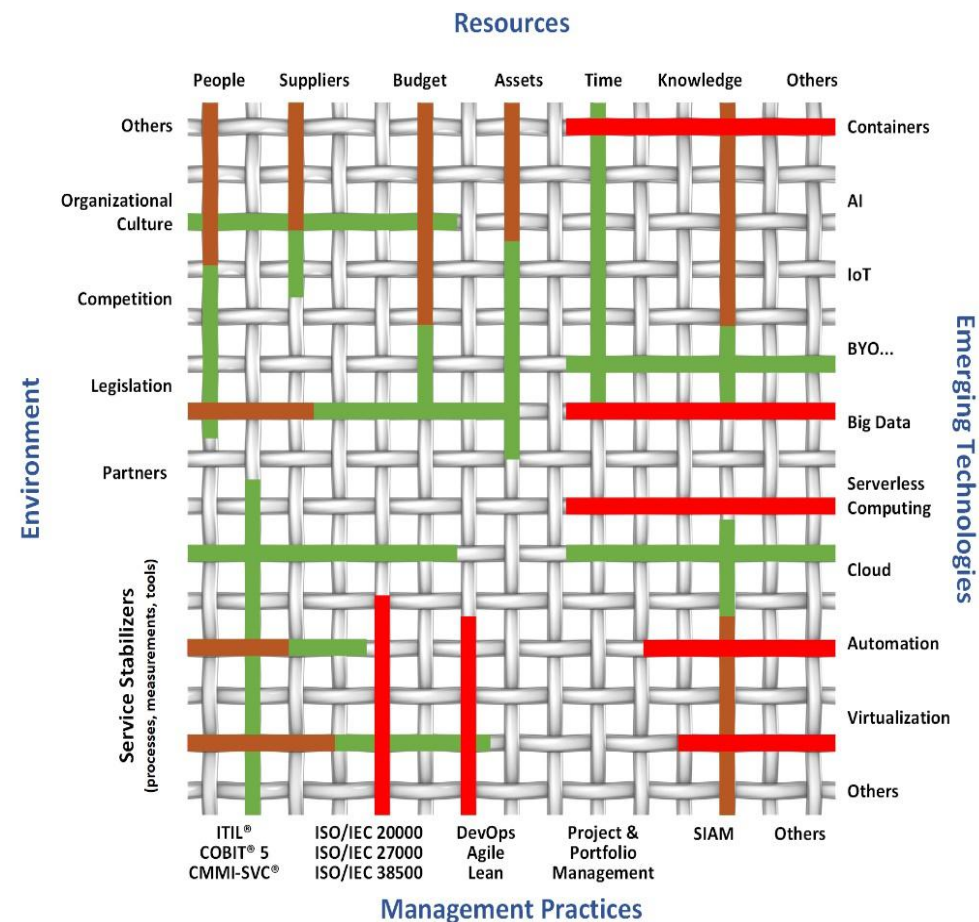
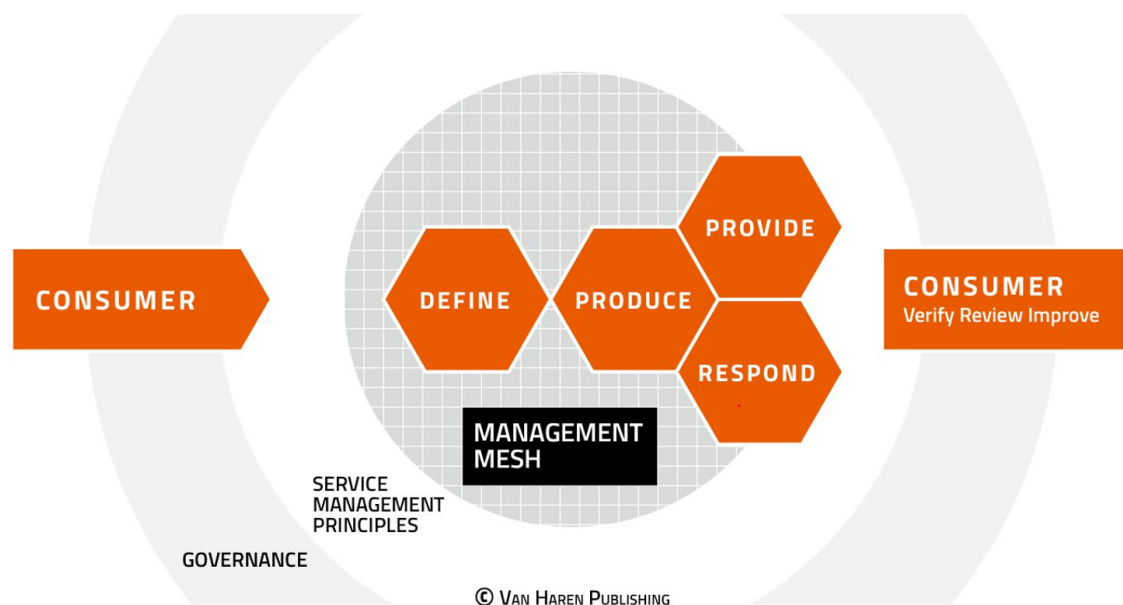
VeriSM 对数字化转型定义：

Digital Transformation refers to the changes associated with the application of digital technologies across all areas of an organization, from sales to marketing, products, services and new business models.

“数字化转型是指数字化技术应用给全组织各个层面带来的变革。其中包括了从销售到市场、产品、服务乃至全新商业模式。”



1. INTRODUCTION TO VERISM



2. COMPANY ISSUES

- Listed on stock exchange
- >600 travel shops in the UK, >110 airplanes
- 2018 revenue:

GBP 9,600,000,000

RMB 84,000,000,000

2019?

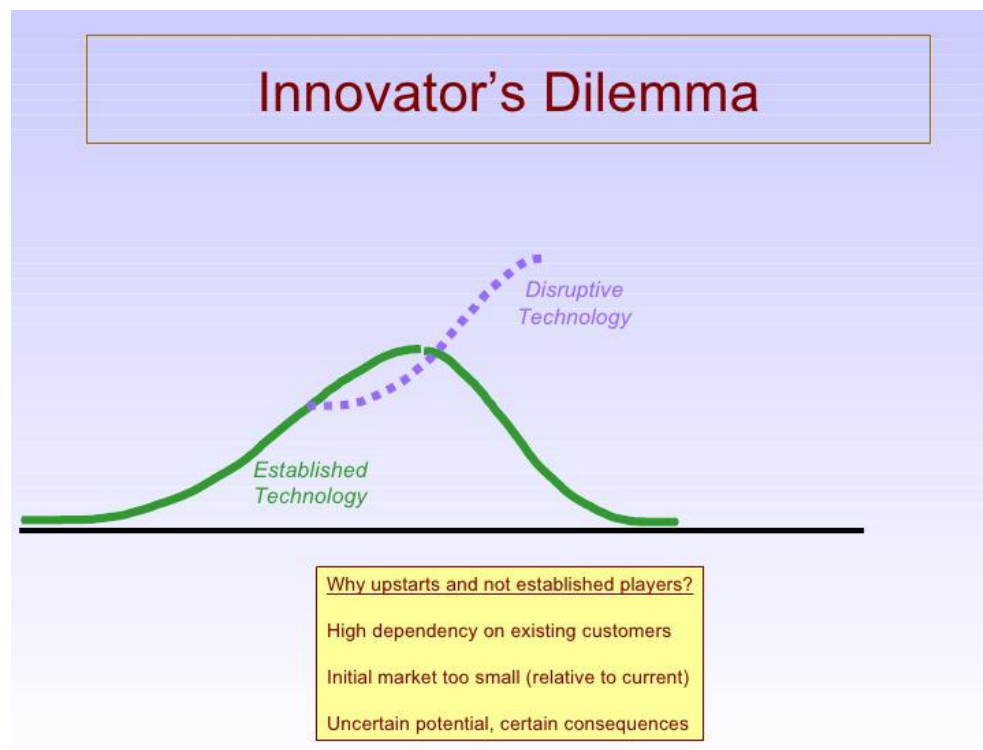


2. COMPANY ISSUES

- Huge Debt
- Brexit fears in combination with a weaker Pound £
- Climate Change
- Terrorism fear
- Seasonal cycle of money flow in the industry



- More city breaks, less long holidays
- Low cost airlines
- Online disruption:
 - > *more choice*
 - > *more flexibility*
 - > *more transparent*
 - > *less cost (online only)*
- Ageing customer base, less money to spend



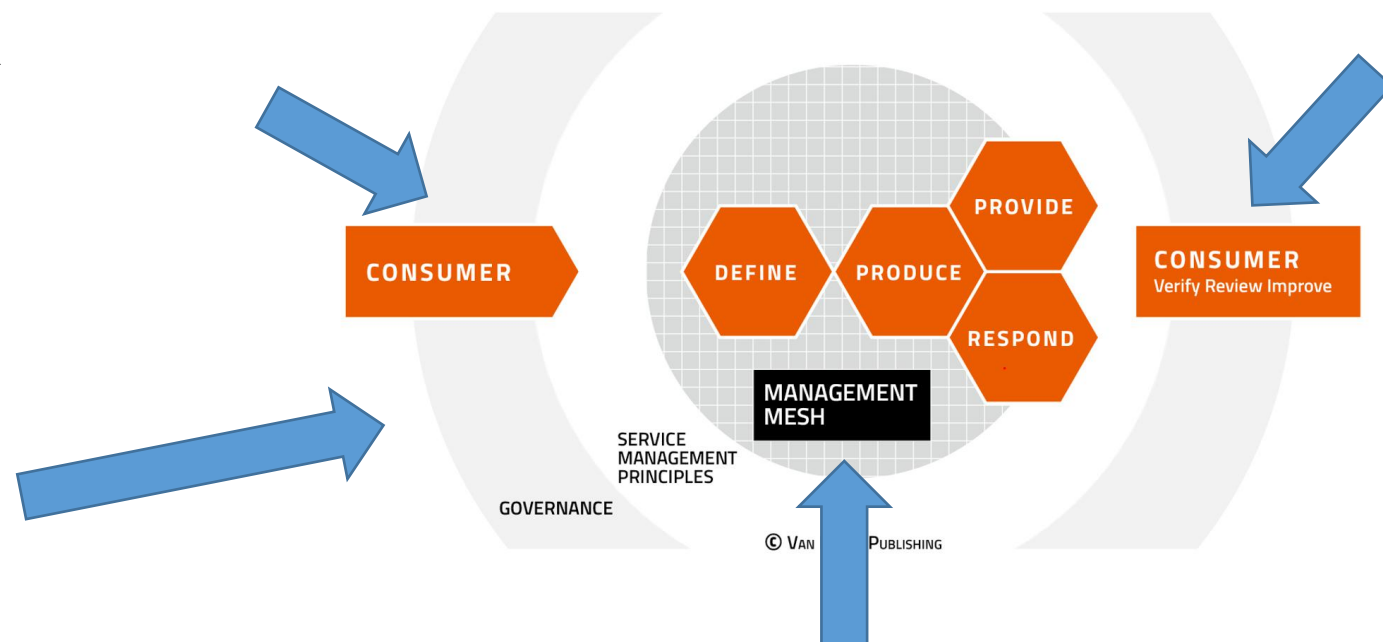
Booking.com



3. GOVERNANCE- VERISM VIEW

Everything starts and ends with the **CONSUMER**

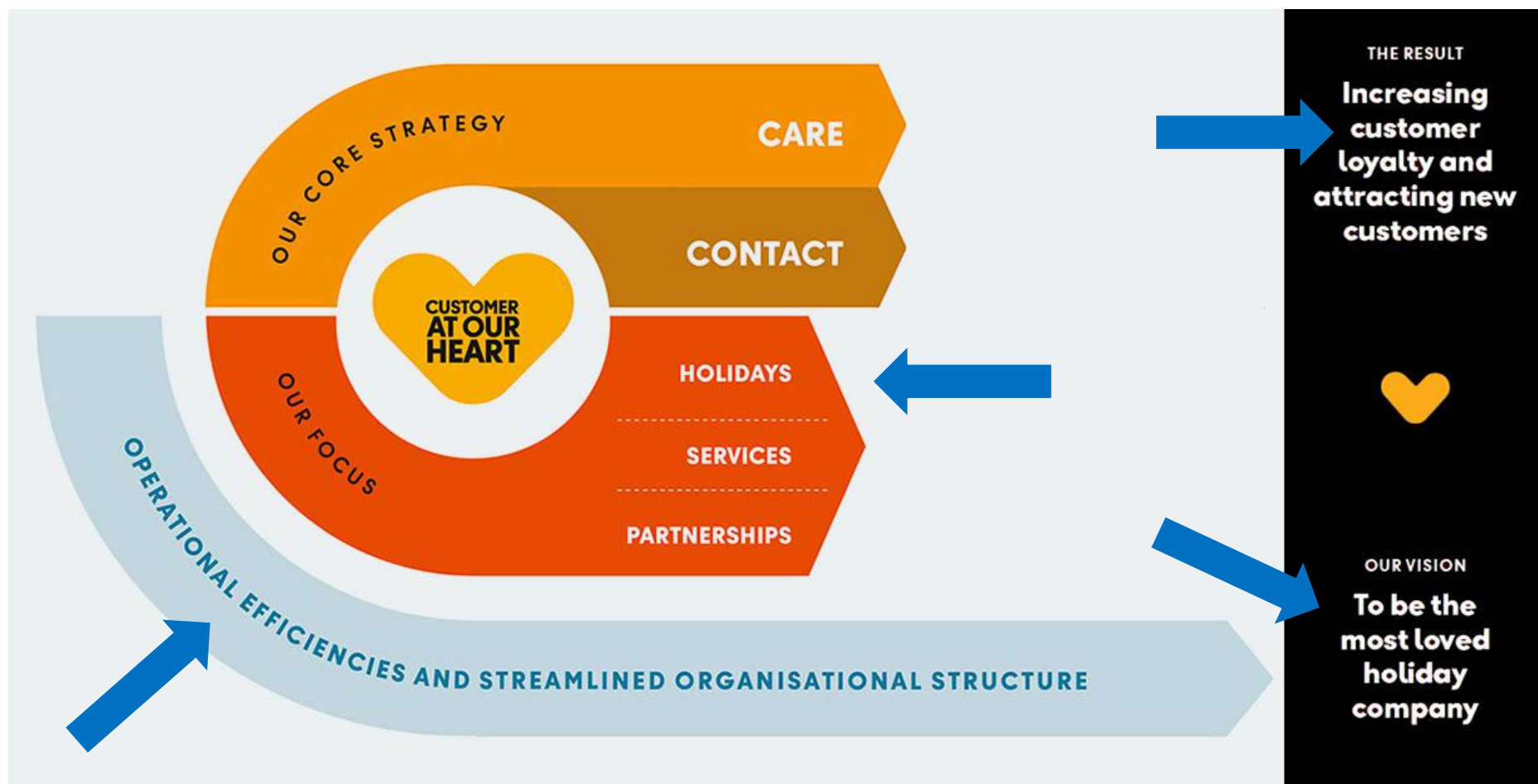
GOVERNANCE communicates vision, mission and goals by setting out the **SERVICE MANAGEMENT PRINCIPLES**



MANAGEMENT MESH is a tool help create digital transformation solutions that meet desired consumer outcomes



3. GOVERNANCE – VERISM VIEW



1. Customers: People who go on holiday
2. Focus on customer RETENTION
3. Focus on operational EFFICIENCY
4. What is a *HOLIDAY COMPANY*?



3. GOVERNANCE – VERISM VIEW

Customer Promises

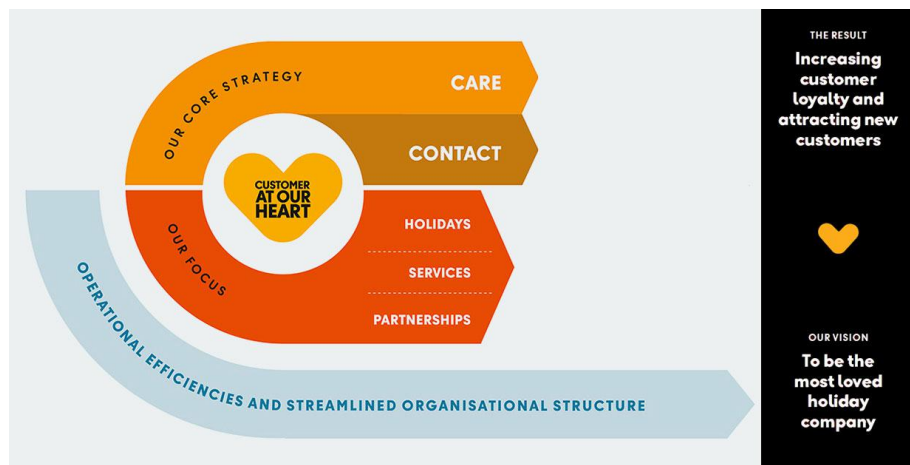
QUALITY	SERVICE	RELIABILITY
<p>We are passionate travel experts & have been creating great holiday memories since 1841.</p> <p>—</p> <p>We share customer reviews before you book to help you chose the perfect trip for you.</p> <p>—</p> <p>We listen & act on your feedback.</p> <p>—</p> <p>Our teams & the partners we work with are always looking to improve to make your next holiday even better.</p>	<p>We'll be there whenever you need us. Our teams are available around the world, 24/7.</p> <p>—</p> <p>We are here to make you happy & we promise to put you at the heart of everything we do.</p> <p>—</p> <p>Your holiday means the world to us.</p> <p>—</p> <p>We'd love to welcome you again & are committed to sending you home with great memories of your holiday</p>	<p>We care. You can trust us to always be open and honest with you.</p> <p>—</p> <p>We always give you all the information you need to make your time away stressfree.</p> <p>—</p> <p>Your money's safe when booking with us.</p> <p>—</p> <p>We're ATOL protected for peace of mind.</p>
		

Values

PUT OUR HEART INTO IT	WEAR THEIR FLIP FLOPS	WE'RE ONE THOMAS COOK
<p>We seek feedback & act on it</p> <p>—</p> <p>We challenge the status quo & continually look for ways to make things better</p> <p>—</p> <p>We're proactive to anticipate customer's needs</p>	<p>We listen carefully to understand what's required</p> <p>—</p> <p>We're solution focused & strive for the best outcome</p> <p>—</p> <p>We focus on the little things that make a big difference</p>	<p>We're open and honest & act with integrity</p> <p>—</p> <p>We take ownership & deliver what we've promised</p> <p>—</p> <p>We work as one Thomas Cook team.</p>
		



3. GOVERNANCE – VERISM VIEW



Booking.com

With a mission to **make it easier for everyone to experience the world**, Booking.com invests in digital technology that helps take the friction out of travel. At Booking.com, we connect travellers with the world's largest selection of incredible places to stay, including everything from apartments, vacation homes, and family-run B&Bs to 5-star luxury resorts, tree houses and even igloos. The Booking.com website and mobile apps are available in over 40 languages, offer 28,913,672 total reported listings, and cover 154,111 destinations in 228 countries and territories worldwide.

“Holidays” (flip flops)

vs.

“Everyone to experience the world”

“Services”

vs.

“ >40 languages, 29m listings, 154k destinations, 228 countries”

“Partnerships”

vs.

“The worlds largest selection of incredible places to stay”

“Operational Efficiencies”

vs.

“Invest in digital technology that takes friction out of travel”

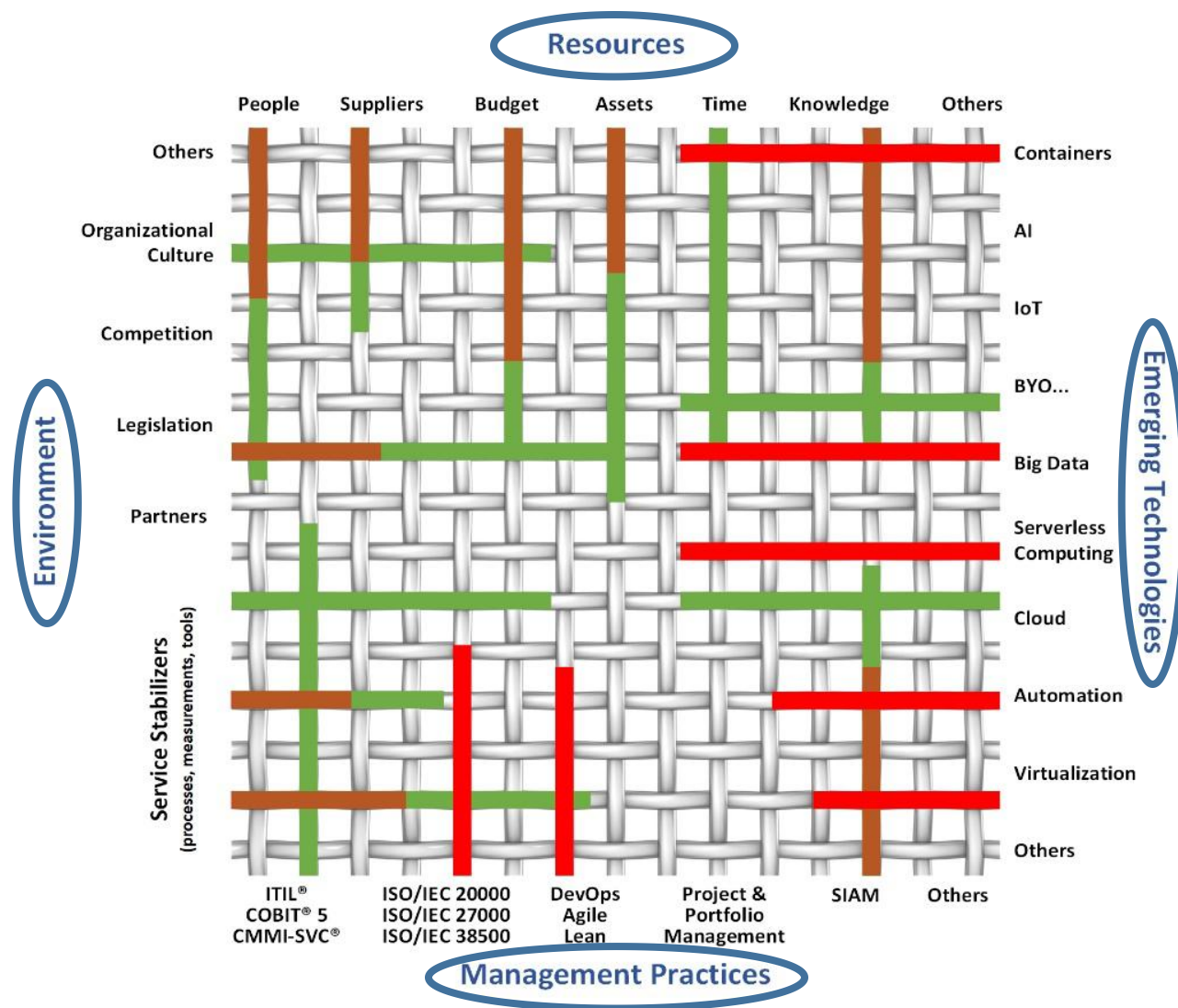


3. GOVERNANCE – VERISM VIEW

1. **Who are we?** (*values*)
2. **What influences what we can do?** (*internal, external factors*)
3. **What do we do?** (*mission, vision*)
4. **Who do we do it for?** (*target customer*)



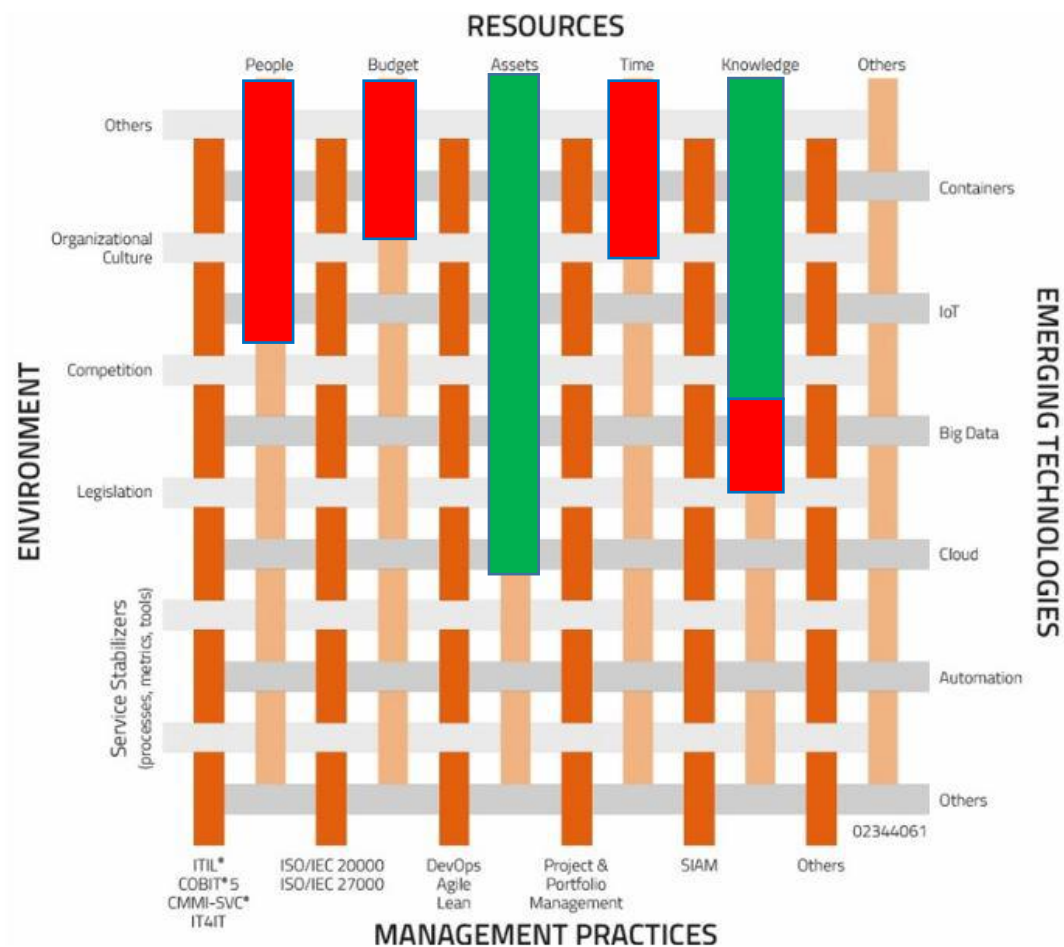
4. ORGANIZATIONAL MANAGEMENT MESH



1. What RESOURCES are available to us?
2. What is happening in our business ENVIRONMENT that can impact us?
3. Which MANAGEMENT PRACTICES are **suitable for the organization?**
4. Which EMERGING TECHNOLOGIES could us?



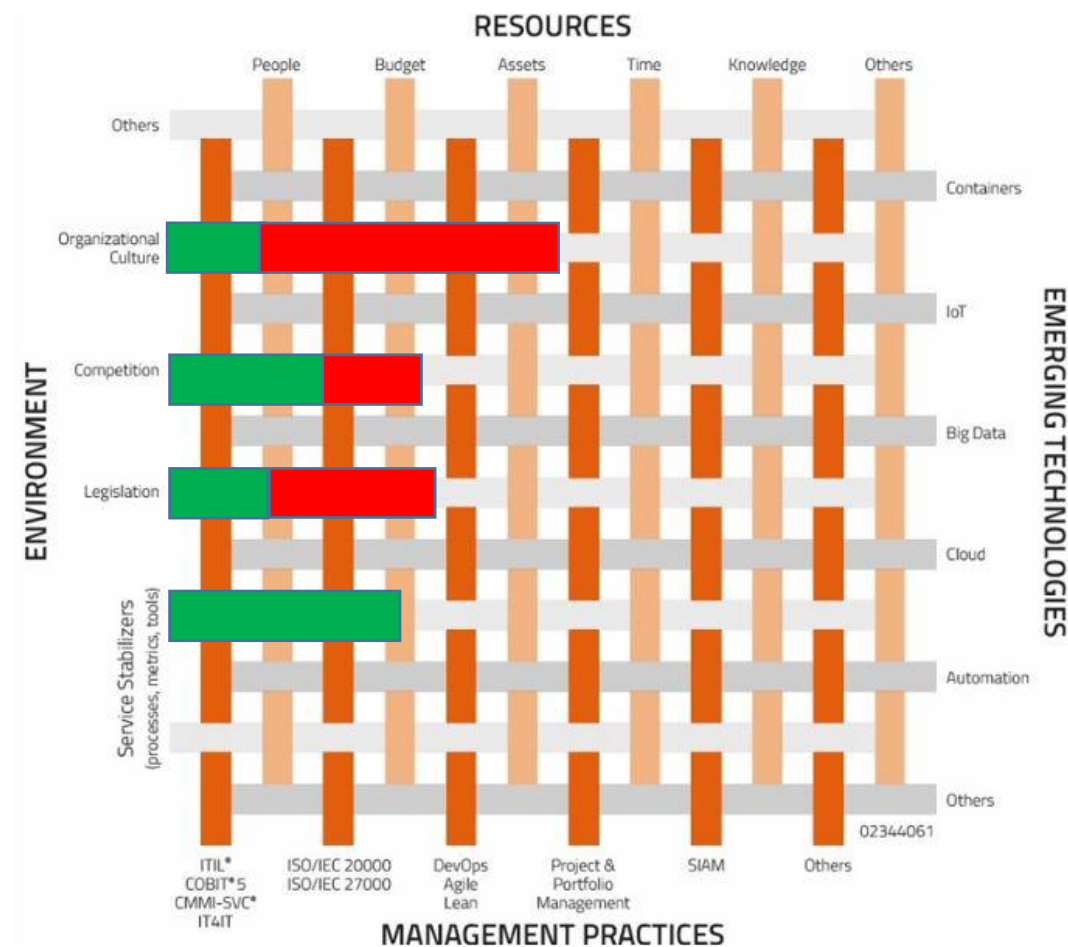
4. ORGANIZATIONAL MESH - RESOURCES



VeriSM's Management mesh¹



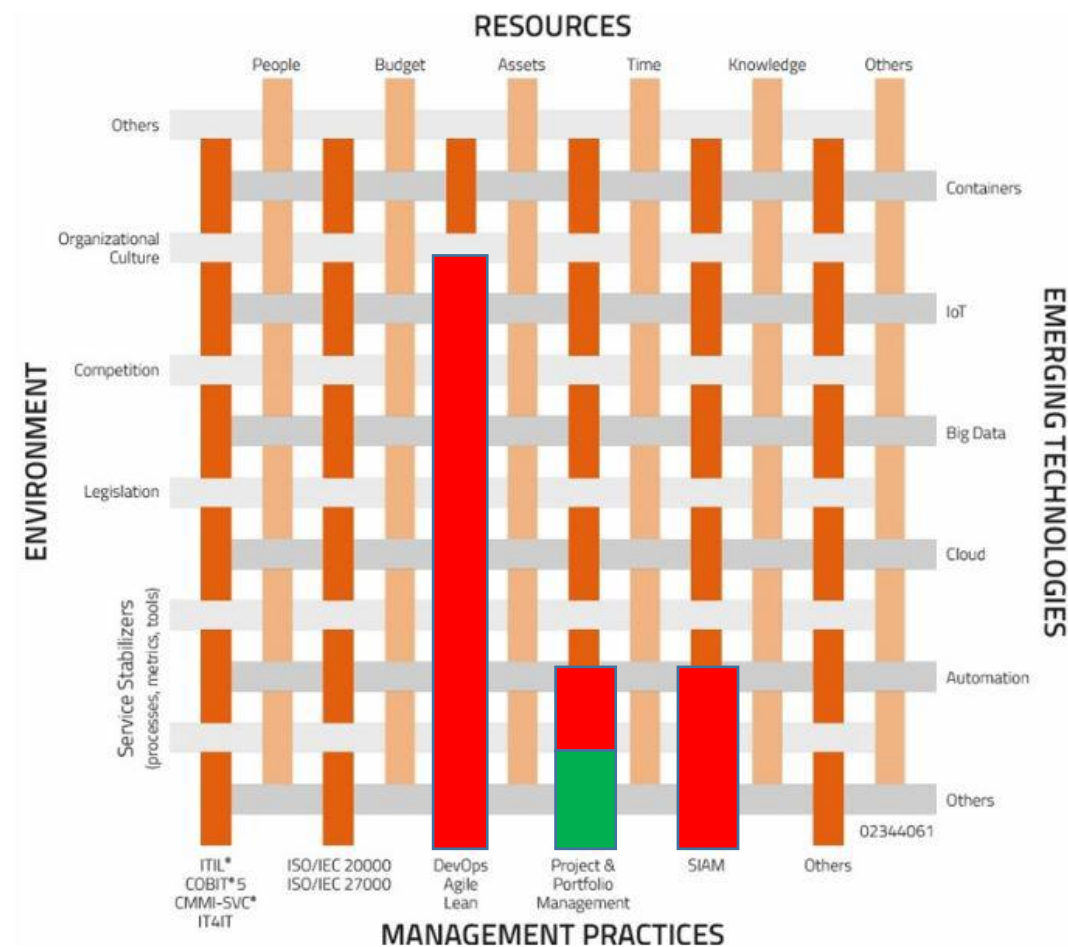
4. ORGANIZATIONAL MESH - ENVIRONMENT



VeriSM's Management mesh¹



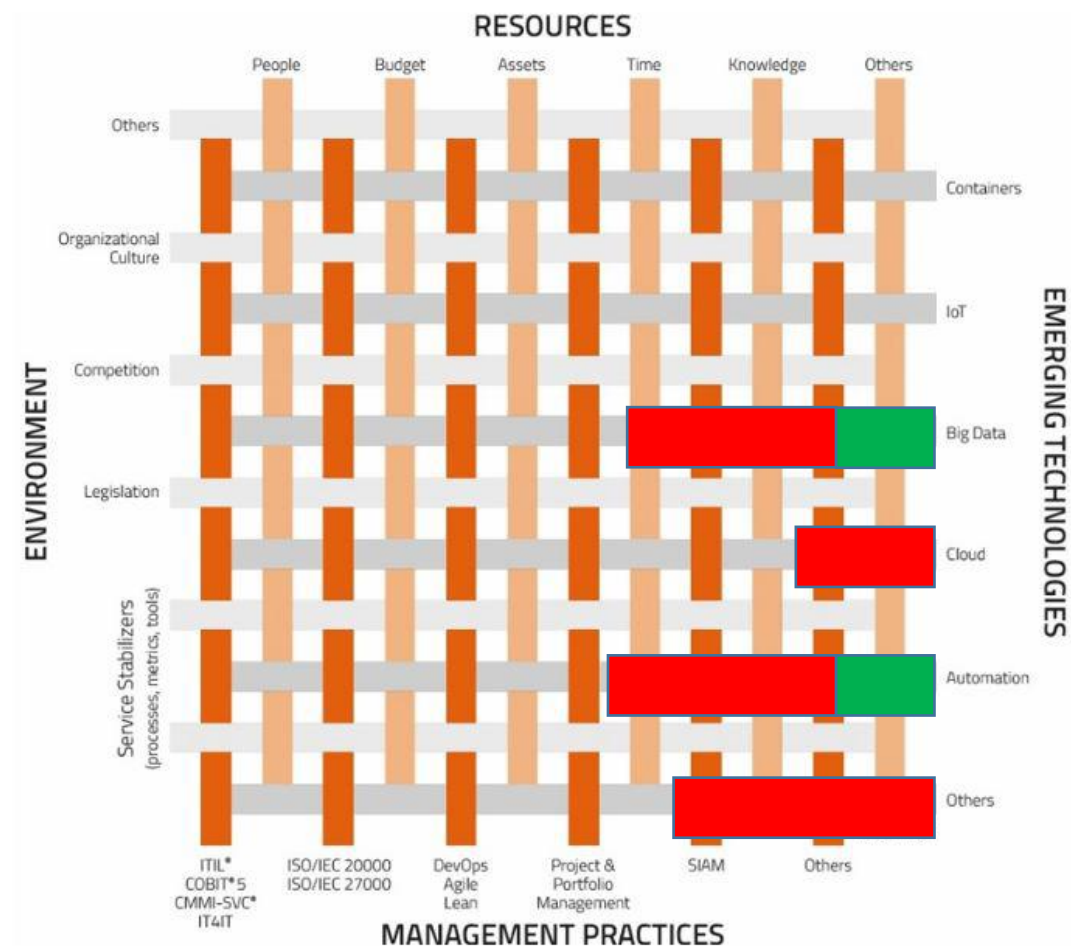
4. ORGANIZATIONAL MESH - PRACTICES



VeriSM's Management mesh¹



4. ORGANIZATIONAL MESH - TECHNOLOGIES



VeriSM's Management mesh¹



4. ORGANIZATIONAL MESH – GAP ANALYSIS

UPSKILLING PEOPLE

FINDING BUDGET

TRANSFORMING CULTURE

ADOPTING NEW PRACTICES

INVEST IN TECHNOLOGY

GOVERNANCE

TECHNOLOGIES

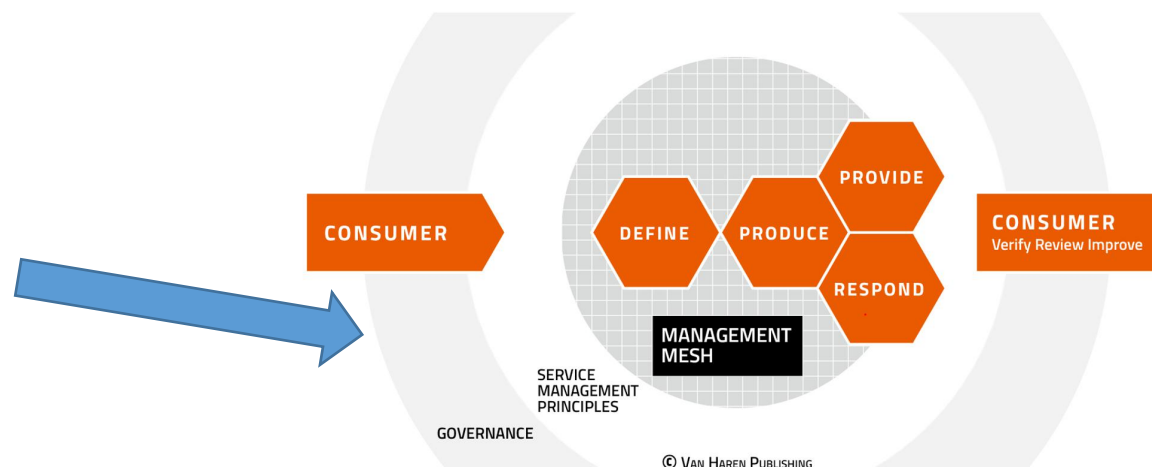
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4. ORGANIZATIONAL MESH – KEY LEARNING

Transforming to Digital Mindset
is *NOT* an IT project.

It's about **GOVERNANCE**



Possible approaches:

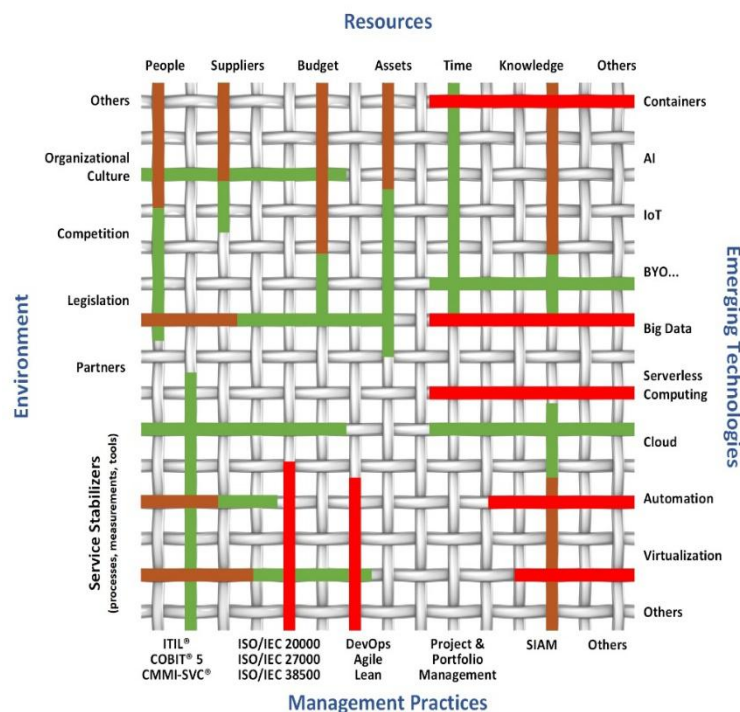
1. Driven by business internally
2. Driven by external consultants
3. Guided by external consultants



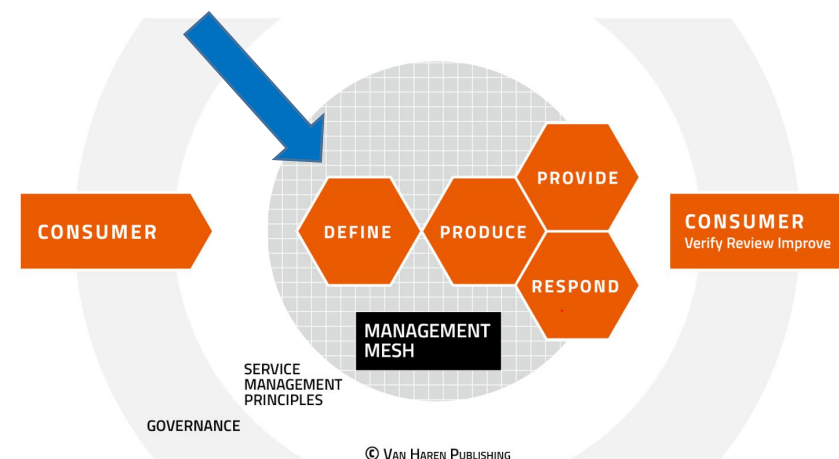
5. PRODUCT/ SERVICE MESH

BLUEPRINT

= outcome of 'DEFINE'



- Requirements Gathering
- Design solution
- Sourcing and procurement
- Build & testing instructions
- Performance requirements
- Preparation plan



- Adopting a digital mindset
- Driven by governance: *PURPOSE*
- Innovation focused
- Enabled by Agile, Lean, Devops
- Capitalizes on technologies like Big Data, AI, Blockchain, etc...

- START AND END WITH THE CONSUMER



6. CONCLUSION & RECOMMENDATIONS

- Identify : disruptive technologies/ competitors/ business models
- Understand : how VeriSM works and creates value
- Articulate : the risk of NOT transforming
- Conceptualize : a solution for your company
- Appeal : to the management team

KEEP IT SIMPLE, VERISM IS NOT A TECHNOLOGY!





THANKS

