

Problem solving with mystrategy® - an example using service quality

mystrategy® example: You want to solve a problem e.g "I am concerned about falling service quality and want to explore ways to improve it."

In this situation, work backwards from the 'problem' itself. This is a typical "Strategy Dynamics" question and we would suggest the following.

If you need more assistance refer to the helpfile in **mystrategy®**.

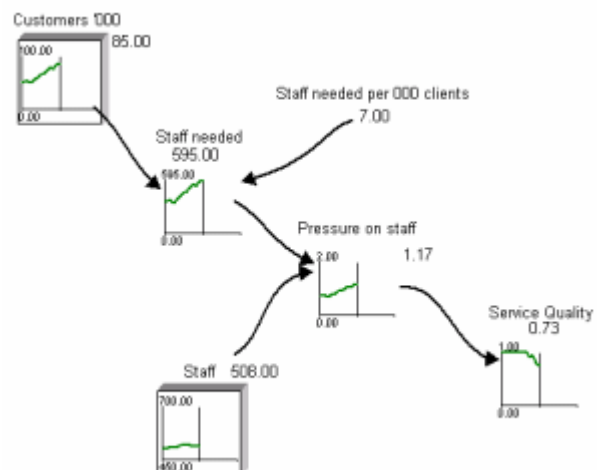
1. Identify and specify the measure[s] that most clearly indicate the problem you are seeking to solve, and the time over which the problem has changed, and will be solved.

- **The problem:** Our service quality has fallen over the last few months, and needs to be improved during next year
- **The Measure:** The fraction of customer enquiries solved first time.
- **Action:** Set the timescale in **mystrategy®** to run from month 0 to 24, and "Today" equals month 12. Create a variable called Service Quality and add your data to the graph of it. [Help me](#)



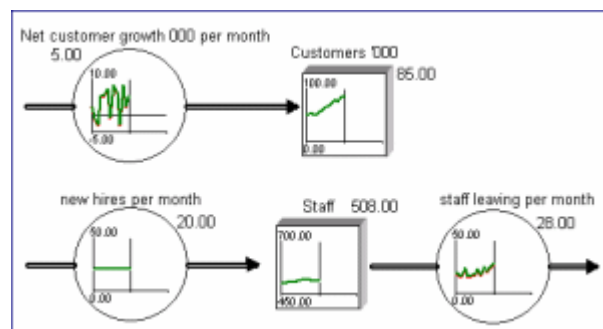
2. Work back through the logic of what is causing the problem, using any information that may be relevant, to the 'resources' that are driving it e.g.

- "We need 7 staff per 1000 customers so for our customer base of 85,000 we should have 595 staff. We actually have 508 staff so 87 too few. Proportionally we can say our staff are 17% overworked - calculated as the shortfall divided by the actual staff we have - $87/508$."
- We can add elements for each of these factors - customers and staff are resources, staff needed, and pressure on staff are variables and staff needed per '000 clients is a constant. We can add simple equations to calculate the variables just as we would in a spreadsheet cell: for example staff needed is simply the number of customers divided by the number of staff needed per '000 customers.



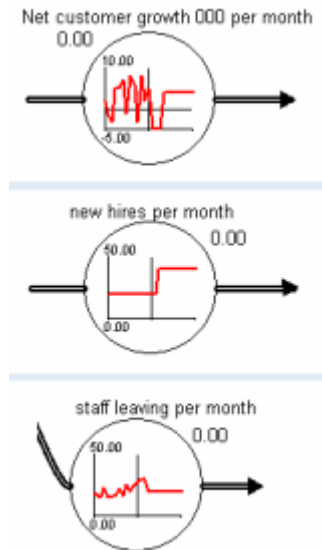
3. Look at the history of the inflow and outflows that have brought these resources to their current level.

- "Over the last year net growth in customers has been strong. (The numbers are not available for lost customers so a single inflow is described as 'net change')"
- "Over the same period, our hiring rate was just about enough to keep staff numbers stable, though staff losses are starting to rise."



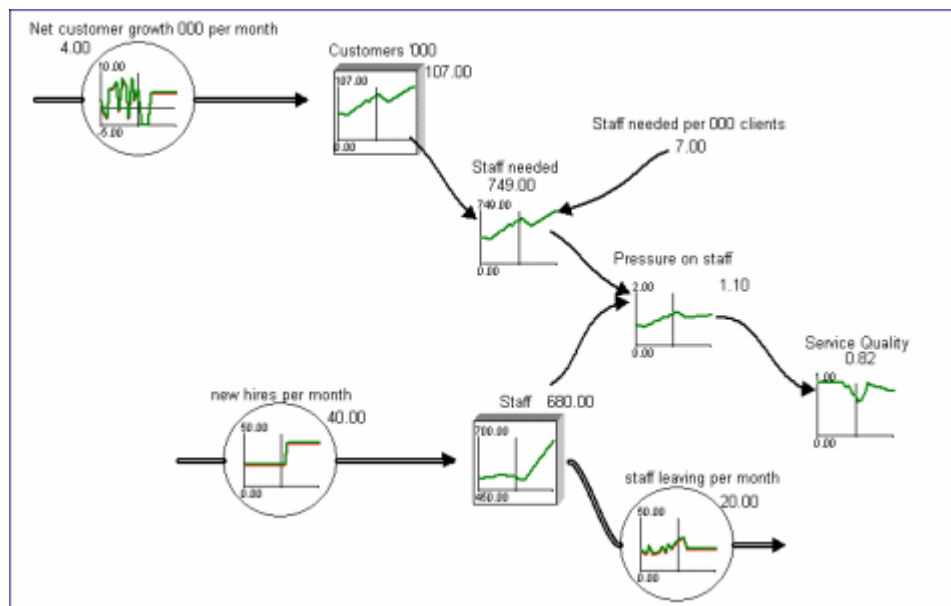
4. Sketch out how you think a solution for the future might work, by changing the resource flows and working through what could happen to resource levels and performance outcomes.

- "I can increase hiring from next month. but will need to stop customer growth for 3 months [by cutting my marketing]."
- We will lose a few customers during that time, but my increasing staff will be able to offer better service.
- Thereafter, if I keep the faster hiring we should be able to cope, though if customer growth continues there is a risk that we will be under pressure again later in the year.
- I believe that staff losses will slow down as the work pressure eases"
- Note: the figures show sketched data which does not display end values until the model is run.



Use the architecture you developed in **mystrategy®** for steps 1 and 2 to sketch out how you see the numbers for each factor developing into the future, and the time-path for the improvement you are seeking.

With the calculations we added for staff needed, pressure on staff, and service quality, the model then shows how we think the next 12 months could play out.



Visit www.stratgydynamics.com/mystrategy for more information about the **mystrategy®** software and the sample model that accompanies this example.

All materials copyright © Global Strategy Dynamics Ltd 2004.
mystrategy® is a Registered Trademark of Global Strategy Dynamics Ltd