

**SERVICES IMPROVEMENT PROGRAM (SIP)**



**Motivation.** Many services organizations (banks, insurances, healthcare centers, municipalities) grow by the unstructured aggregation of equipment and people through time. Hence, the performances of their services differ from the ones required by their stakeholders. In addition their processes are not well aligned with the stakeholders’ strategy.

**Goals.** The services improvement program (SIP) is a set of continuous activities directed to re-organize the processes so that the service has the performance desired by the stakeholders’ strategy. As a consequence, the service organization gets more stakeholders and grows.

**Program overview.** The SIP includes the activities in the shown flowchart. The employees that are coached by our experts participate in these activities.

**Weaknesses of current approaches to improve the efficiency.** There are several approaches to improve the efficiency of services organizations: Total quality management, reengineering, lean, kaizen, value-added, six-sigma. However, they do not include a formal tool to verify that the suggested process improvements allow reaching the service performance desired by the stakeholders.

**Advantages of our improvement program.** Our program uses qualitative reasoning models that support the conception of the process improvements. These models are used by the conception team members that can try alternative improvements and see their effects on the service

performance. These effects cannot be estimated manually because the service performance includes multiple criteria and each improvement has multiple effects on different parts of the process.

