

The Most Important Measurement in IT

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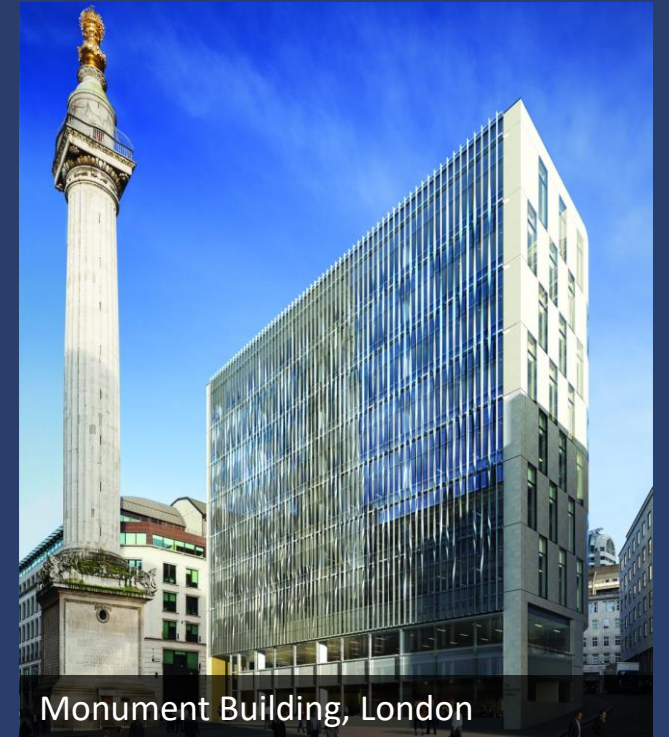


About Skanska

**We
build
for a
better
society.**



30 St. Mary's Axe (Gherkin) and Salesforce Tower, London

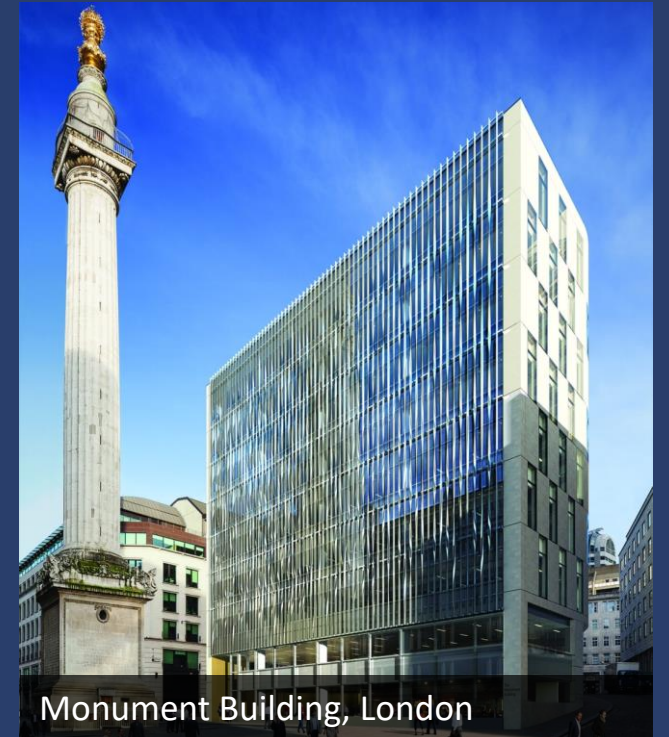


Monument Building, London

We build for a better society.



30 St. Mary's Axe (Gherkin) and Salesforce Tower, London



Monument Building, London



40,000+ Employees



5,800+ Employees

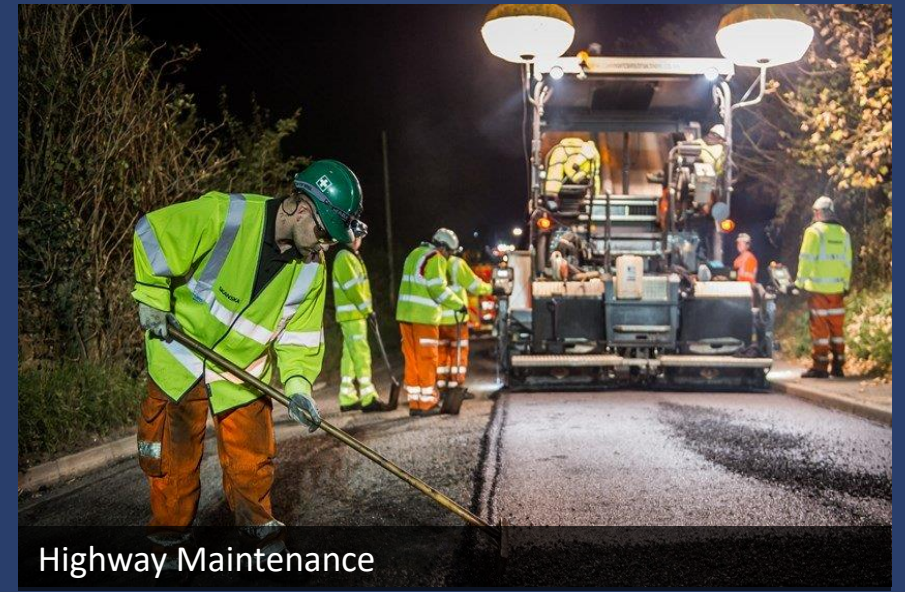


Civil Engineering

Unique Challenges



Civil Engineering



Highway Maintenance

Unique Challenges



Civil Engineering



Highway Maintenance



Rail

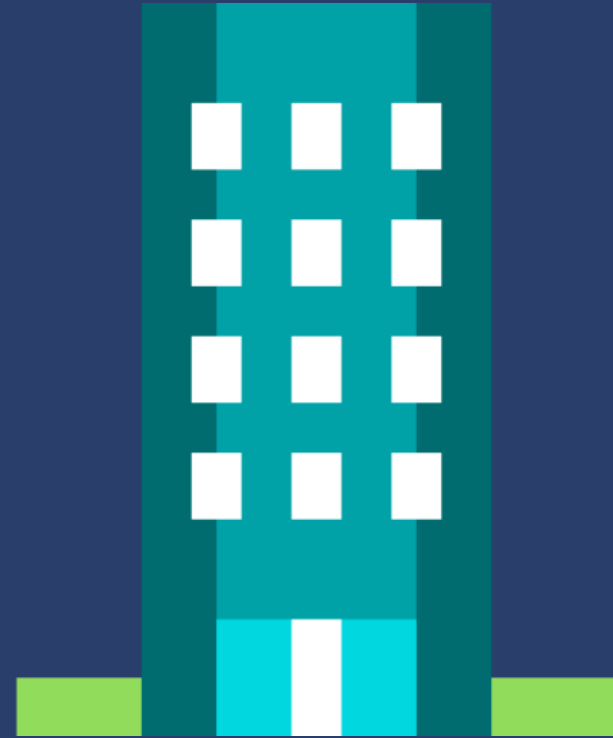
Unique Challenges

IT Challenges

Unique Challenges



Unique Challenges



Unique Challenges

How are we doing? And why is it so important to know?

“If you’re competitor focused, you have to wait until there is a competitor doing something. Being customer focused allows you to be more pioneering”

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“If you’re competitor focused, you have to wait until there is a competitor doing something. Being customer focused allows you to be more pioneering”

Jeff Bezos – CEO,
Amazon



“Your most unhappy customers are your greatest source of learning.”

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Bill Gates – Technology
Advisor and former
CEO, Microsoft



“Repeat business or behaviour can be bribed. Loyalty has to be earned.”

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Janet Robinson –
Former President and
CEO of The New York
Times



Our Starting Position January 2019

Last periodic survey in 2016



Last periodic survey in 2016



No transactional feedback



Last periodic survey in 2016



No transactional feedback



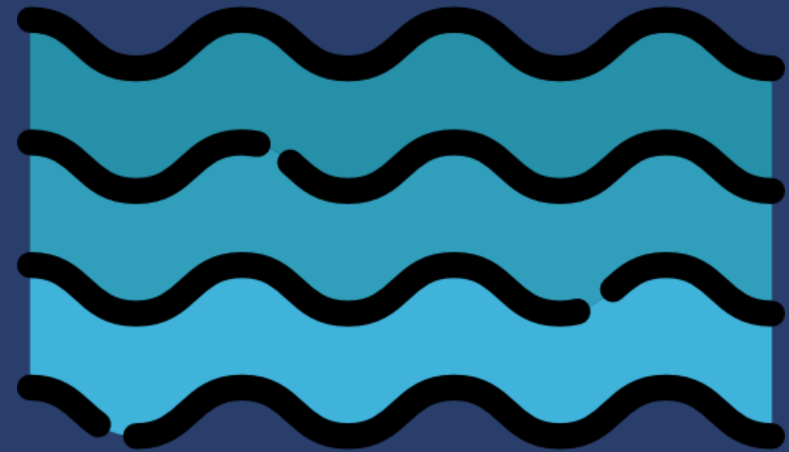
No mechanism for dealing with feedback



Transactional Feedback vs Iterative Feedback



Transactional Feedback vs Iterative Feedback



Our Plan - Iterate

Gather the feedback first, understand it later

Gather the feedback first, understand it later

Measure one key metric

Gather the feedback first, understand it later

Measure one key metric

Generate an action plan

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Measure one key metric

Generate an action plan

Gather the feedback first, understand it later

One Question

Gather the feedback first, understand it later

How did we do today?

Gather the feedback first, understand it later

How did we do today?



Gather the feedback first, understand it later

How did we do today?

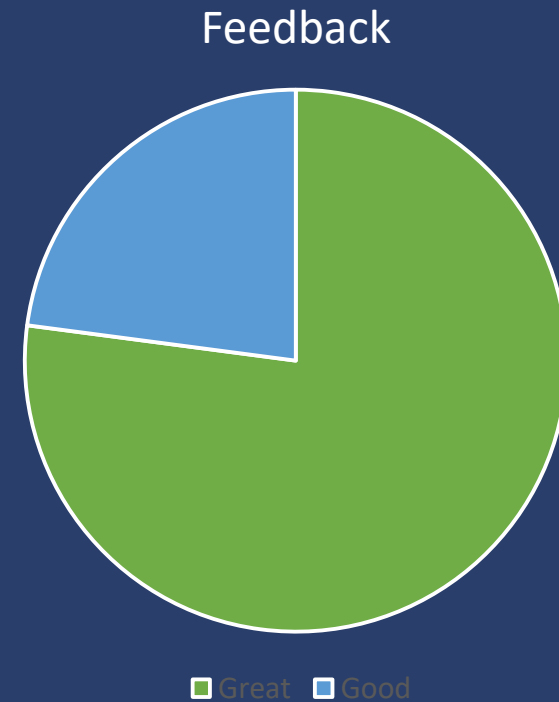


+ comment

Nailed It!

First Month:

- 514 Responses
- 75% rated us 'Great'
- 21% rated us 'Good'



Gather the feedback first, understand it later

Maybe Not!

First Month:

- 4 Responses of 'OK'
- 10 Responses of 'Badly'

Iteration is tough!

Measure one key metric

What do we measure?

Measure one key metric

Response Rate

?

Response percentage

?

Comment sentiment analysis

?

Volume of negative feedback received

?

Measure one key metric



Measure one key metric



$$\text{NET PROMOTER SCORE} = \% \text{PROMOTERS} - \% \text{DETRACTORS}$$

Measure one key metric

Why NPS?

Why NPS?

- Values positive and negative responses over neutral
- Comparable
- Identifies detractors

Measure one key metric

Our NPS



Generate an action plan

Next Steps

- Develop a feedback management process
- Analyse the data and action improvements
- Set targets for improvements in the future

Thanks!