Tampere University of Applied Sciences

Measuring and managing operational performance in a global business services organization

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ABSTRACT

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Managing and measuring operational performance in large, captive and global business service organizations is not an easy feat due to large workforce, several delivery locations in multiple countries, variety of processes and customers, and potentially different organizational cultures. What are the key elements behind measuring and managing operational performance and how they contribute to managing the operational performance of large captive service organizations?

This research was conducted to a case company X located in Germany. The research started in September 2021 as an initiative with the aim to create transparency and better understand the organization's level of maturity on operational performance management and measurement. The aim of this research was to find out how mature the case company X is with regards to managing and measuring operational performance.
The research was conducted through a performance management assessment questionnaire, which was distributed to selected stakeholders across three service delivery locations in three countries. In total 15 responses were received, spanning across 6 different service areas and three delivery locations in three countries.

The results indicate that there are certainly areas where the organization was already rather mature, but there are also areas in which the maturity was rather low and therefore would require further development. The research also revealed that while there were deviations between the locations, there were also similarities and similar areas for further development were identified across the locations.

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Key words: performance management, performance measurement, KPI management, global business services, shared services

CONTENTS

1   INTRODUCTION

A rather popular sentence that sums up the importance of performance management and measurement comes from a well-known business author Peter Drucker, who once stated "What gets measure gets managed" (Prusak, L. 2010). This statement in business context still holds true today in every field of business and the service industry is no different in that regards. Providing world-class services is an industry where success can be proven and communicated through well-defined metrics. Very often the success and added value of global service organizations is very simply measured by the performance of the service delivery, so for such organizations it is critical to have full transparency over the performance and ensure continuous optimization of the service delivery.

In a recent study by the consulting firm KPMG, 65% of the organizations who had implemented Global Business Services (=GBS) model stated optimization as one of the three key benefits alongside standardization and cost efficiency. (KPMG 2021. Blueprint your Global Business services.) This sends a clear message that indeed for such organizations being able measure performance is crucial, as it is the only way to trigger optimization initiatives and monitor the success of those initiatives. In addition, measuring the success then enables the organization to demonstrate the purpose of having such organizational setup in the first place. The need behind performance measurement is clear, but the question remains: How can a global business service organization measure and manage the performance of service delivery?

The aim of this thesis is to study what are operational performance management and measurement, how do they fit a global business service organization and what is the maturity of the service organization of the case company X. In this thesis we will focus on company X which is a large captive shared service organization of a global conglomerate offering insurance and financial services to internal customer entities located in Europe. The case company X is setup as a global business services organization which as an organization is the natural evolution of the typical shared services model. (Hartmann, S. 2021.)

1.1 Background

The organization in scope of the thesis was formed in 2019, to act as the internal service provider for the case company X. The organization was formed by combining already existing service organizations from three major delivery locations Mauritius, India, and Romania. Before establishing the standalone service organization, all three locations were part of different organizations and therefore each organization had their own culture and way of conducting their business.

In such a situation, the reality is that before forming the new standalone service organization, each location had their own customers, processes, culture and working methods. While forming the new standalone service organization all the elements need to be standardized and harmonized, to find common ways, a common culture and to conduct business as one organization.

One of the key elements behind a successful service organization is performance management and measurement. When establishing the standalone service organization, one of the priority initiatives was to start establishing a harmonized and standardized way of measuring and managing operational performance. Before setting up a harmonized way forward, transparency with regards to the current situation had to be gathered.

1.2 Case company

The selected case company for this thesis is one of the largest insurances and financial services companies in the World. The company has over 150 000 employees and operates in most countries of the World. The thesis will focus on the service organization of the company, which has around 4 500 employees and is operating out of multiple service delivery locations, with the main locations being in India, Mauritius, and Romania. The service organization has been setup as a Global Business Services (GBS) organization. Such organizations can be defined by the following characteristics:

- GBS organizations are an evolution step of the traditional shared services model. These organizations typically deliver a variety of services such as Finance, HR, and IT, however, in some GBS organizations the scope is

extended to other services such as Customer Service, Procurement, Sales and Consulting. Traditional shared service organizations focus on supporting tasks for single function, while GBS organizations comprise specialists from multiple functions and handle end-to-end tasks such as procurement-to-pay with the aim to offer cost-effective and comprehensive set of services. (Daub et. al. 2017.)

- Global presence in this purpose means that such organizations has multiple service delivery locations in different countries, very often these service locations are situated in different continents allowing these organizations to be closer to their customers, to enable service delivery across multiple time zones and therefore deliver service around the clock

- Business services typically means that such organization delivers variety of services such as Finance, HR, and IT. That scope is increasing to include areas like Customer Service, Procurement, Sales, Marketing and Legal (Hartmann, S. 2021.)

- Captive nature of the business means that these organizations are in-house service providers of the company and therefore provide services to mainly internal customers, be it country organizations or other business units within the same company

The service organization in scope delivers services in the following areas:

- **Actuarial services**
  These services are related to providing support in statistics, forecasting, and analysing elements related to insurances such as risks, pricing, business needs and processes.
- **Automation & analytics services**
  In this service area the services are related to offering machine learning and AI capabilities, and the assessment and implementation of Robotic Process Automation (RPA).
- **Business/Professional services**
  Business services is a service area which consists of services such as project management, personal assistance, audit, data privacy and resilience services. Most of the services are not transactional services in

nature but professional services that add value to the customer organization.

- **Financial business services**

  As the second largest service area, the financial business services include all the typical end to end financial services such as order to cash, record to report and procure to pay.

- **Insurance operations**

  This service area is the largest and provides services in the areas of insurance claims handling, helpdesk services, insurance policy administration and underwriting activities.

- **Operational transformation & engineering**

  This service area offers support services around IT such as software/tool support, maintenance, reporting support and analytics support.

1.3   Thesis objectives

The purpose of this thesis was to study how mature is case company X when it comes to operational performance management and measurement. What are the areas with high level of maturity and on the flipside, what are the areas that require further development? Are the major deviations between the different delivery locations of the organization in scope?

1.4   Research question

The main research question and its sub-questions are the following:

How mature is the case company with regards to managing and measuring operational performance?

- How well are the key elements of performance management and measurement defined and implemented in the organization in scope?
- Are there any differences between different delivery locations of the organization in scope?
- In which areas does the organization have high maturity and which areas required further research and development?

1.5 Thesis structure

This thesis consists of five main parts, as presented in Figure 1. First part is the theory part, in which the definition of performance management and measurement, need for and the benefits of performance management and measurement, selected approaches or methodologies to operational performance measurement and the core elements of operational performance management and measurement and how these elements apply to the selected case company are covered.

This is followed by the research part, in which the implementation of the key elements behind operational performance management and measurement are studied in the case company, utilizing a well-defined performance management assessment questionnaire.

The research results part, summarises the findings of what was explored in the research part, mainly on how well the key areas of performance management and measurement are covered in the organization, are there any deviations between the services and service locations.

The fourth part is the recommendations part, in which the key areas for development will be highlighted based on the findings of the assessment.

Finally the conclusion part, based on which the suggestions for further focus and research will be made for the case company.
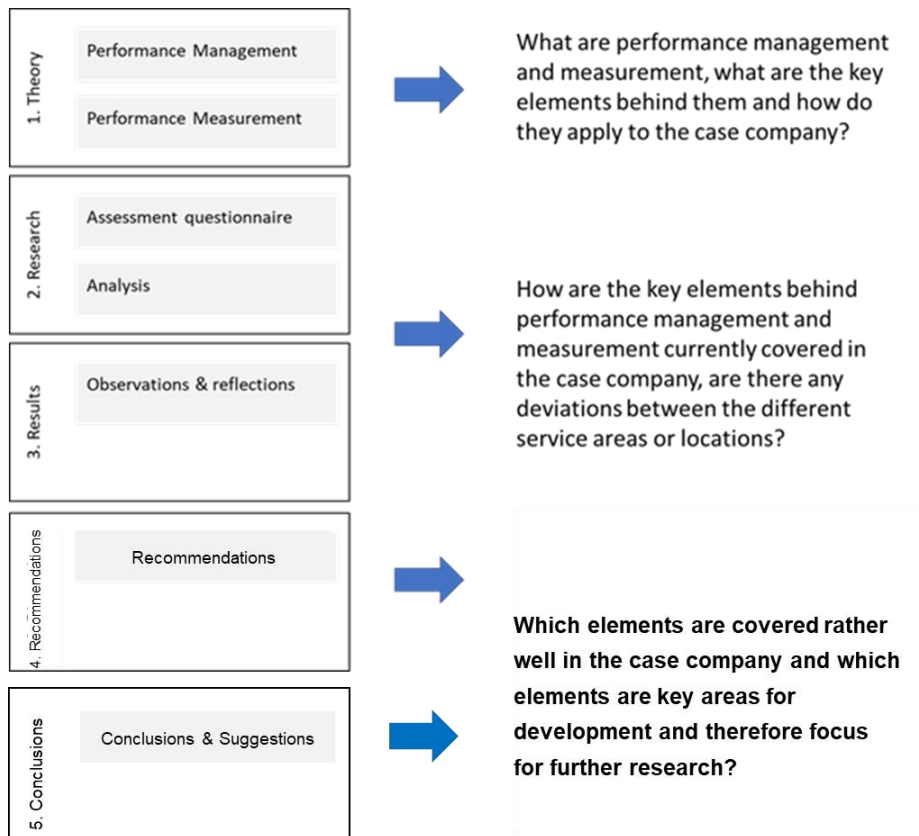
FIGURE 1. Thesis structure

2 PERFORMANCE MANAGEMENT AND MEASUREMENT

In this section of the thesis, the theoretical basis behind performance management and measurement are presented utilizing existing literature. This section aims to deep dive into the definition of performance management and performance measurement, understanding the need and benefits of performance measurement, studying different approaches to operational/organizational performance measurement, deriving the core elements of operational performance measurement and highlight how these elements apply to global captive shared services organizations, like the case company X.

2.1 Defining performance management

Performance management is a widely studied topic and there are different views and dimensions into what it truly is. To understand the topic, we need to first understand what the words performance and management mean. Cambridge Dictionary defines the word performance as "how well a person, machine etc. does a piece of work or an activity", another dictionary Merriam-Webster adds that performance is "a fulfilment of a claim, promise or request". Both definitions are indeed valid, and performance is probably a little bit of both, as managing performance of something such as a person, machine or team is not effective without having targets to measure against. In this context the target would be a claim or a promise that should be fulfilled. Based on the definitions, we can conclude that performance quite simply means how well a certain activity is conducted against a set target.

When understanding what management is, we can take the definitions from the same dictionaries as the basis. Merriam-Webster dictionary defines management as "the act or skill of controlling and making decision about a business, department, sports team etc." while Cambridge Dictionary defines it simply as "the control and organization of something" or "the activity of controlling something, or of using or dealing with something in a way that is effective". These definitions lead to a conclusion that management is about monitoring, controlling, and making decisions about a topic in an effective way. When reflecting on both definitions, we can conclude that performance

management means effectively monitoring, controlling, and making decisions based on how well a certain activity is conducted against set targets.

The truth is that there is no single accepted term to describe performance management but, in his book, Axson. D. (2010) utilises the following definition, which is very broad and covers many angles to the topic:
"Business performance management encompasses all the processes, information and systems used by managers to set strategy, develop plans, monitor execution, forecast performance, report results and make decisions."

Often when talking about performance management, it refers to managing and developing the performance of single individuals. In this context performance management is often referred to as a performance management process, which is a dialogue between the manager and the employee. One example of such performance management process is the Positive Performance Management (PPM) process (Mattone 2013). The basic logic behind this process is that managers need to have frequent discussions with their employees regarding their performance to ensure that the performance is heading to the direction set by performance goals. The process consists of three crucial steps 1. Performance review, 2. Coaching and 3. Reviewing of performance goals and all these elements combined create a continuous cycle. In such performance management process, performance measurement is an enabler that gives both the manager and the employee transparency on the performance of the employee which can be then discussed during the PPM cycle.

A rather similar view is shared by Aguinis (2019) who defines performance management as a continuous process of identifying, monitoring, and improving the performance of not only individuals but also teams with the aim to align the performance with the strategic objectives of the company. In this view, performance management is a key tool to transform the talent and motivation of the employees into a competitive advantage. Performance measurement plays a crucial role, as Aguinis (2019) states that "the way in which we measure performance is absolutely critical in terms of the effectiveness of a performance management system". Performance measurement gets a similar significance by Brown (2009) who defines performance management as a systematic approach

to define organizational expectations, goals, and measures; monitor performance against those goals and managing the performance to achieve those goals. In this definition, an effective performance management system connects organizational direction with metrics/measurement, objectives, reporting systems and HR systems. According to Bourne & Bourne (2011) performance management and measurement is a complex topic touching everything from the development of the company strategy to managing the performance of individual employees. It is also referred to as a topic that make fundamental problems regarding the objectives and direction of the organization transparent. Ultimately performance measurement can bring transparency to the existing issues and together with performance management can help the organization to get the right things done.

From the definitions above we can make the conclusion that performance management indeed is a cross-cutting topic that touches many if not all areas of the organization. It starts from setting direction and strategic objectives for the organization. Fulfilment of these objectives should be monitored through a performance measurement system, and the performance of the employees should be reviewed against those objectives and discussed regularly to ensure improved performance. In the next chapter we will have a deeper look into what performance measurement is and how the existing literature defines it.

2.2   Defining performance measurement

Based on this study so far, we already know that performance measurement is a crucial element within the performance management process. In the essence, performance measurement is an enabler that provides the necessary transparency for the performance management process. We will next deep dive into the definition of performance measurement to find out exactly how is performance measurement defined?

In the previous section, we have already defined what performance is and concluded that performance means how well a certain activity is conducted against set targets. Measurement on the other hand, is defined as "the act or process of measuring" by the Merriam-Webster dictionary, while Cambridge

Dictionary defines it as "a value, discovered by measuring, that corresponds to the size, shape, quality, etc. of something". Based on these definitions we can conclude that measurement is an act of measuring to discover a value of something. When putting both definitions together, we can make the conclusion that performance measurement is the act of measuring and finding value in how well a certain activity is conducted against the targets set for it.

To understand how performance measurement is defined in business context, we will study how it has been defined in literature. Thorpe, Holloway (2008) suggest a definition that "performance measurement is about assessing, either quantitatively or qualitatively, the outcome of an activity or process." However, they also state that performance measurement is the starting point when trying to improve operational performance and point out that just by measuring performance and not managing it, is counter-productive, so as we have already learned from multiple sources, these two topics are very closely interlinked. In the same book, they highlight the synergies of the two topics even more by sharing a familiar wisdom that to "manage performance, you first have to measure it".

According to Gary, Pavlov and Micheli (2015) performance measurement can be described as "a formal process, which aims to obtain, analyse, and express information about an aspect of a process, an activity or a person". In their perspective performance measurement is not just an element within performance management but a system. The performance measurement system has the following three core elements: indicators, targets and a platform that enables the collection, sorting and analysing of data. All these elements are connected and need to be considered as a package.

From what we have seen so far, performance measurement indeed is an integral part of the performance management process, as many authors have stated. The aim behind performance measurement is to provide information of the organizational performance that can be then utilized in making decisions and therefore managing the performance.

In this thesis, the focus is on measuring and managing the performance of operational teams/organizations rather than individuals, as in global captive service delivery organizations, services are often delivered as a team effort based on pre-defined roles and responsibilities in the service processes. Additionally, monitoring performance of single individuals can be denied due to local rules and regulations in some countries such as Germany, therefore global service organizations tend to focus on managing the service delivery performance of teams instead of individuals, which is allowed in most countries.

2.3   Benefits of performance management and measurement

Looking at the definitions of performance management and measurement in the previous sections, there are some different levels and angles into performance measurement and management and to what the topics really are. It is clear however, that in all definitions, performance measurement plays a key role as part of a bigger performance management process. To understand the need for systematic performance management and measurement, we need to understand the benefits they provide first. The following list from Halachmi (2005) offers a very simple and logical list of reasons that support the introduction of performance measurement and management as tools to improve organization's performance:

- "if you cannot measure it, you do not understand it."
  This point refers to the fact that if the performance cannot be measured, the organization simply does not have the necessary transparency on how well they are performing.
- "if you cannot understand it, you cannot control it."
  If an organization does not measure performance, they do not have the transparency on how well the organization is performing and it is impossible to gain control over that performance.
- "if you cannot control it, you cannot improve it"
  If an organization cannot control its performance, it is not possible to find systematic ways to continuously improve that performance.
- "if they know you intend to measure it, they will get it done".
  This point refers to managing the performance of single individuals or even teams and how performance measurement can improve

performance. If the people are aware that their performance is being constantly measured and that their performance will be made transparent, they tend to perform as well as they possible can.

- "if you do not measure results, you cannot tell success from failure"
  If an organization does not measure its performance, they do not have the full transparency on whether they are performing well or not. Naturally there are other indicators such as customer complaints, which can sporadically indicate when you are not performing as expected but systematic performance management gives the organization a higher degree of transparency.

- "if you cannot see success, you cannot reward it"
  To support performance improvement an organization might want to reward people for their performance. To do that systematically and in a transparent way, performance should be constantly measured.

- "if you cannot reward success, you are probably rewarding failure"
  If an organization does not have the transparency to reward good performance, the chances are that in some cases they might be rewarding people for the wrong reasons.

- "if you cannot see success/failure, you cannot learn from it"
  When an organization measures performance, understands what Is good performance and what is not, they can make the necessary adjustments to ensure they stay on the path of good performance.

- "If you cannot recognize failure, you will repeat old mistakes and keep wasting resources"
  If an organization does not understand what poor performance is, there is a chance that they will fail to identify poor performance and therefore fail to make necessary corrections to improve performance and save resources.

- "if you cannot relate results to consumed resources you do not know what the real cost is"
  If the organization does not have the full transparency over its performance and consumed resources, they might not be able to make the required profit or in the worst-case scenario, be able to cover the incurred costs.

- "if you do not know the actual cost you cannot tell whether or not you should do it or outsource it"
  If an organization does not understand how much resources the current setup consumes, they are not able to understand if they are cost-effective or not and therefore make decisions on whether outsourcing could be a viable option.

- "if you cannot tell the full/real cost you cannot get the best value for money when contracting out"
  To make successful business an organization needs to know how much resources do their setup consume to ensure they make the required profit. Most mature service organizations in the World charge their services on transactional basis, which means that they need to know exactly what the cost of a single transaction is.

- "if you cannot demonstrate results, you may undermine your ability to communicate with important stakeholders to mobilized necessary support because you provide value for money"
  When an organization has full transparency over its performance, the have the necessary details to make plans for further investments. Full transparency allows the organization to monitor the effectiveness of investments and help to communicate their performance towards different stakeholders.

- "if you cannot document that the business process, material or people you use are the most suitable for achieving the sought after results your performance will be questioned"
  If an organization fails to provide full transparency over its performance, they cannot communicate their performance and the value they add towards the different stakeholders.

- "if you cannot show that in comparison to the past or to another provider you are at par or doing even better there may be questions about your accountability"
  Measuring performance is the key behind benchmarking activities, so any organization who wants to showcase their excellent performance needs to have full transparency over its own performance.

- "If you do not have the data about who is happy/unhappy with your performance and why, you may change when you should not or, even

worse, stay a course that on its face seems to be right but in fact is wrong"

Systematic performance management combined with studying customer and user satisfaction patterns allows an organization to react quickly in case there are issues in the performance and ensure that identified issues with performance are mitigated proactively.

From the arguments above, it easy rather easy to draw the conclusion that systematic performance measurement provides crucial transparency of the as-is situation, provides basis to managing the performance and ensures the performance can be developed into the right direction. Performance measurement creates a solid foundation for performance management and therefore is a key element in managing and improving the performance of an organization. The fourth argument in the list above goes even so far to state that even just by implementing performance measurement, you can already experience performance improvements.

A rather similar view is offered by Bussin (2017) who places high importance on measuring performance and states that it is "of substantial and even critical importance in modern organizations" and links the results of the measures tools that can guide the organization through obstacles such as changing customer requirements or competition. He goes as far as placing performance measurement as the most critical tool behind activities such as communicating the organizational direction, defining roles, and allocating resources in the organization, designing development programmes in the organization, and linking the organizational process and performance targets.

As with many other frameworks, performance measurement needs to be implemented correctly for it to provide maximum value and to be successful. In this context the key question is "how can organizations use measurement systems as positive drivers of performance and change" (Gray et al 2015).

Similar significance is established by Cokins G. (2009) by highlighting some of the problems a systematic performance management can solve or make transparent, such as:

- Failure in executing the organization strategy
- Not being able to manage customer value
- Not getting the return on investments

The benefits and importance are also made very evident by Aguinis (2019), who binds performance management directly with organizational success. In this view organizations that have better resources tend to be more successful and since in today's world every company has access to the same technology or tools, the key difference between the different companies is their employees. The company that has the most motivated, engaged, and talented people most likely offers the most outstanding service to its customers. Such companies also continuously improve and develop their offering and service delivery based on the creative ideas of their people. For such companies, performance management system is crucial to funnel people's motivation and skills into to selected strategic direction and gain maximum competitive advantage.

From the study so far it is clear, systematic performance measurement and management gives the organization the necessary transparency to its performance and ensures that organizational objectives are being fulfilled. Performance measurement is the enabler that feeds the transparency and information to the performance management process, in which the decisions are made to drive and manage the operational performance of an organization.

2.4 Approaches towards performance measurement and management

There are numerous theories and frameworks available with regards to measuring and managing operational performance. For this thesis, we will study couple of selected performance measurement and management frameworks to cover few different angles to the topic and at the same time draw synergies and conclusions on what are the key elements in those frameworks and therefore what are the key elements behind successful operational performance management and how they relate to the case scope: large, global, and captive shared service organizations.

2.4.1 Integrated Performance Management Framework (IPM)

Integrated Performance Management is a framework that was established by Verweire and van den Berghe (2009) to support organizations in formulating, implementing, and changing their strategy to ensure their stakeholders needs are considered. As with all the other performance management frameworks, also the Integrated Performance Management Framework aims to increase the performance of the organization and therefore performance is the main goal of the framework, as seen in Figure 2 below.

FIGURE 2. Integrated Performance Management (Verveire et al. 2004)

As explained by Verweire and van den Berghe (2009), the starting thought of this process is that typically organizations which have good strategies and implement them well, achieve good performance and keep their stakeholders satisfied. So that means that the success of the organization is highly dependent on a sound strategy that is implemented effectively. Two core elements of strategy creation and implementation process are decisions and actions, which go together as decisions can be followed by actions or the other way around.

Integrated Performance Management Framework consists of the following key elements:

Direction and goal-setting processes

Which consists of all the different processes and actions that ensure the organizations' mission and vision are translated into concrete strategy and clear performance objectives and targets.

Operational processes

Are the activities that constitute as the primary activities behind delivery of a service or a product. These processes can be more than just the pure delivery activities and can include marketing, sales, or logistics activities for example.

Support processes

Are activities that help to improve the effectiveness of the operational processes above. The support processes consist of support activities such as finance and legal activities to name a few.

Evaluation and control

Evaluation and control processes ensure that the organization performs as expected, such processes could be for example performance measurement, audit, or risk management activities.

Organizational behaviour

The aim of this element is to ensure commitment across all levels of the organization through processes such as HR systems or reward systems.

The Integrated Performance Management Framework can be implemented on all levels of the company. As the aim of this thesis is to study performance management in captive global business services organization, the framework could be applied to the case scope with the following adjustments:

Direction and goal-setting process

As global business services organizations are typically business units within the company, the direction and target setting should be derived from either the overall company strategy or the overarching business-unit strategy, depending on the level where the service delivery organization is placed in the company structure.

The direction can be sliced into smaller elements such as performance management and what does the organization want to achieve by it.

Operational processes

In a global business services organization, the operational processes are typically the different service delivery processes which create the core business. In a global business services organization these would be the different end-to-end processes such as Hire-to-retire, Record-to-report or Order-to-cash processes.

Support processes

Support processes for service delivery can be for example IT processes and other processes that enable the service delivery. As most service delivery processes rely on high degree of automation, it means that especially the IT processes need to work for the service delivery to perform as expected.

Evaluation and control

In a service delivery organization especially performance and quality management systems need to be in place to ensure high performance. Another example could be internal audit processes, which would ensure systematic and well documented service delivery quality.

Organizational behaviour

Like all other parts of the organization, systems that support organizational behaviour need to be in place such as employee development and reward systems.

Based on the research, we can conclude that Integrated Performance Management Framework is a process, that with some slight adjustments would also fit the case scope of large captive global business services organizations. Based on the Integrated Performance Management Framework some of the key elements behind the implementation are the following:

1. Setting clear goals and objectives
   Organization's strategy needs to be clear, and it needs to be translated into clear goals and objectives that can be measured by the organization

for example through operational KPI measurement against set targets. This message needs to be delivered to every level of the organization and can be broken-down into manageable sized topics such as performance management.

2. Focusing on right processes

   To manage and measure the performance in an optimal way that supports the strategy, an organization needs to focus on the right processes that create the biggest impact.

3. Connecting support processes with strategy

   Information technology and information systems are important support functions in the organization, an optimal fit needs to be found between them and the organization's strategy.

4. Establish appropriate management control system

   To manage the performance of an organization, an appropriate management control system needs to be established to measure and manage performance.

5. Organizing for performance

   To have a well performing organization, the organizational setup needs to support performance and needs to be on the same page with regards to the strategic direction.

2.4.2 Balanced Scorecard (BSC)

Balanced scorecard is probably one of the most if not the most well-known method for measuring and managing performance that has been around since the early 1990s, when it was introduced by Robert Kaplan and David Norton. This approach has been widely used over the past decades and has been mentioned as one the most influential business ideas of the 20th century.

The basic idea of the Balanced Scorecard, as explained by Bussin (2017), is that it offers a balanced view based on internal and external factors helping the

organizations to better link the strategic objectives to performance measures. The system is flexible and fits organizations irrespective of their size or purpose, allowing the alignment of vision with customer requirements and enables the improvement of operational efficiencies.

To briefly explain the balanced scorecard, it views the results of performance in four different dimensions: financial, customer, internal business processes and learning and growth, as can be seen in Figure 3 below.
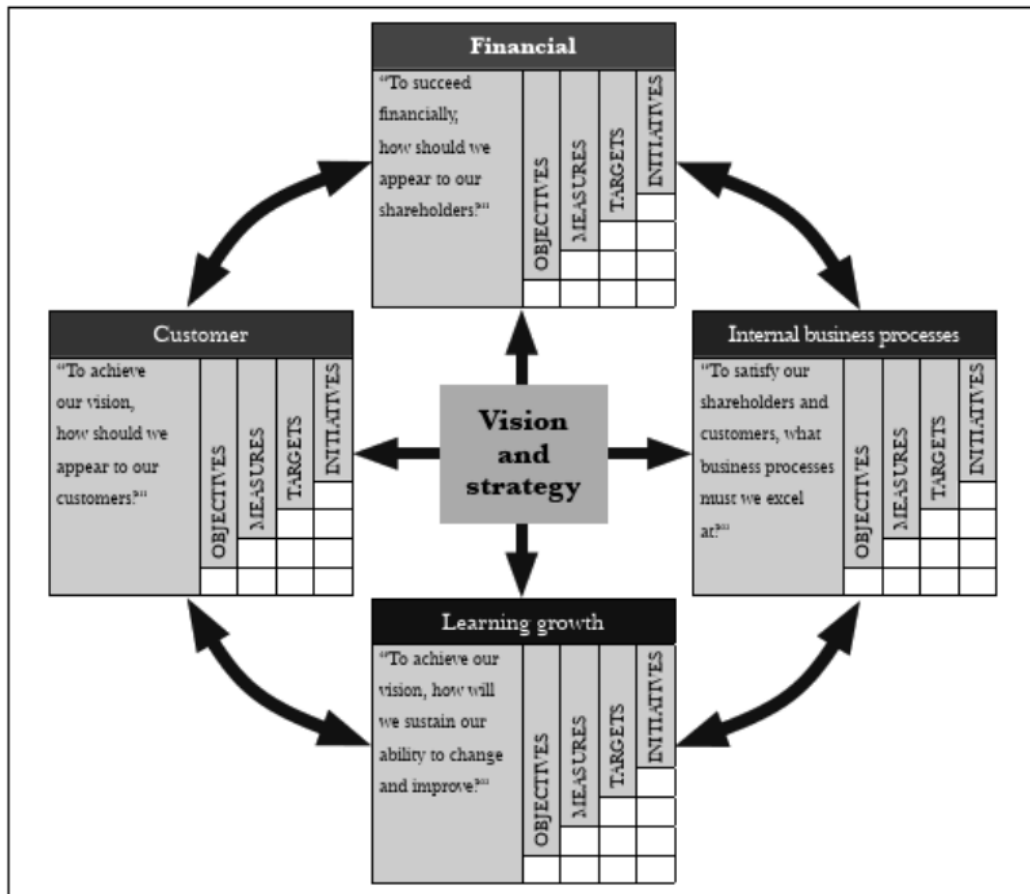
FIGURE 3. Balanced Scorecard Fundamentals (Bussin 2017)

Learning and growth

This dimension consists of the organizational culture, tools/technology, infrastructure, and capabilities which are required to fulfill the organizational targets. This dimension establishes the foundation for building organizational success and the measures here are enabling all the other perspectives.

Internal business process

This dimension contains the business processes that the organization must manage to create value to the customers. Measures in this dimension allows to identify processes that are most closely linked with meeting the customer expectations.

Customer

The customer dimension focuses on the measures that aim to satisfy and create value to the customers of the organization.

Financial

This dimension is critical for profit-oriented organizations as the financial performance is the deciding factor if an organization is successful or not. Measures in this dimension aims to create and sustain growth, profitability, and value for the shareholders.

When reflecting these dimensions with the thesis scope of global captive global business services organizations, with slight adjustments they would fit extremely well. In such organizations the following elements would apply:

Learning and growth

This dimension would cover the organizational culture of the shared services organization, which very often is strongly established and lived. Such organizations typically establish a culture which reflects its young and international workforce, who are willing to go the extra mile to satisfy their customer's needs. This dimension would also cover the tools/technology utilized in the shared service organization, which typically is a significant portion of the operations, as many services rely heavily on automation. Technology utilized in such organizations can be voice systems, different database systems, ticketing tools or even robotic workforce utilized to complete certain repetitive tasks. In addition, this dimension includes infrastructure, which in the scope organizations would be especially the service delivery centers established in multiple locations. Capabilities is another asset which is important in a shared service environment, as the customer in the essence is expecting the organization to have the necessary capabilities to handle the service delivery.

Internal business process

This dimension would cover all the different processes that enable the organization to conduct their service delivery. Those processes would be of course the operational service delivery processes the organization is offering but also some key support processes that need to run on the background. Such support processes would include for example IT administration, which aims to keep the necessary system online. Another example of such process would be the hiring and onboarding process, which should aim to hire the necessary employees promptly to ensure the service delivery levels expected by the customer would not drop even in case the organization is losing some employees.

Customer

This dimension needs very little adaptation to a global shared service organization. In such organization the customer is paying for service delivery and therefore expects certain agreed service levels from the organization. Fulfilling those expectations is a key and the organization should aim to create even additional value for its customers.

Financial

This dimension would be slightly different in a captive shared service organization since many of such organizations can be non-profit organizations, who aim to only cover their costs and not make profit on the way. In such organization the performance would not be measured so heavily on the financial success but rather on the side of savings made for the customers. So instead of profit, the key driver would be the amount of savings made, as very often the expectation towards the shared service organization is to gain financial efficiency.

Based on the analysis above, the balanced scored approach can be adapted quite easily to fit the scope of the thesis: global captive shared service organizations. The balanced scorecard has existed for centuries already and there are some good reasons behind to support its success. What are the key benefits of utilizing the balanced scorecard approach?

Bussin (2017) discusses the use of the balanced scorecard as a performance management system and offers the following reasons:

- "The balanced scorecard helps organizations to understand their customer needs and customer value"
- "It assists the organization to focus on strategic results and strategy, and ensure that strategic objectives are linked to clear targets and the annual budget"
- "It aligns the visions, strategy, processes, projects and people. As such, strategy is clarified, communicated and cascaded via business unit plans"
- "It builds employee accountability and buy-in for change. The organizational initiatives are reprioritized and accountabilities, for everyone, are clarified."
- "It assists in identifying critical performance measure and strategic initiatives. These are developed and linked at every level, thus ensuring that they are integrated"
- "It assists in evaluating strategy performance"
- "Stakeholder involvement is very high, thereby increasing commitment to making strategy happen."
- "The balanced scorecard is adaptable for any kind of organization, irrespective of size"

Another author Niven (2005) explains the success of the balanced scorecard approach can be traced to its ability to solve fundamental business issues of today's organizations. These business issues are the 1) relying on only financial measures, 2) importance of intangible assets, such as brand recognition, 3) reputation risk and 4) difficulties in executing a strategy, all of which the balanced scorecard approach can help to overcome.

Based on the reasons above it is evident that the success of the balanced scorecard approach is not a coincidence, as it offers a well-rounded tool which links all the necessary elements and can be adapted to be used in practically any type of organization. How can the balanced scorecard approach be implemented in the organizations and what are the key elements behind?

For implementing the balanced scorecard approach, Bussin (2017) states that the first step for an organization would be to establish its key strategic variables. These variables could come out of the strategic planning process, where the organization top-down establishes its strategic variables based on its mission, vision, core values and strategy leading into the strategic initiatives and performance measures. The performance measures are then translated as indicators following the different dimensions of the balanced scorecard, as seen in Figure 4 below.
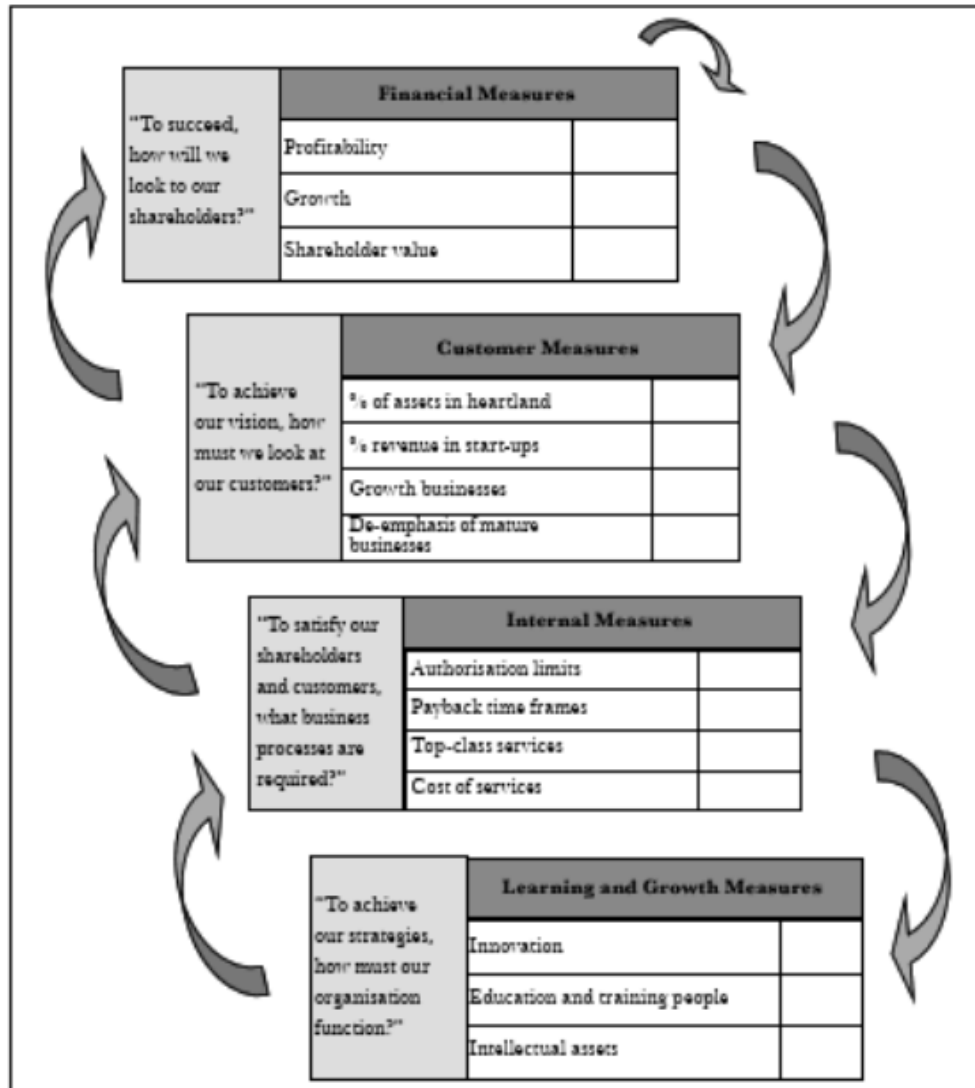
FIGURE 4. Balanced scorecard perspectives and indicators (Bussin 2017)

Another author, Anand (2016) refers to this as a strategy map, which is utilized to identify the strategic objectives the organization is wanting to execute, which would then be split according to the key dimensions. This would be the starting point, followed by the Balanced Scorecard in which each strategic objective

would be linked with a measure and a responsible person, allowing the organization to track progress and ensure execution.

The measures defined would then have indicators to be monitored to measure the performance. As Krause and Arora (2019) explain, the Key Performance Indicators (KPIs) are an instrument that are being used by firms of all sizes to plan, direct, and control their operations. Based on their theory, when establishing these KPIs, it is important for everyone involved to have a good understanding of them. Krause and Arora (2019) establish a set of questions to be answered when designing KPIs, such as:

1. What kind of problem needs to be solved?
2. What kind of data is needed to solve the problem?
3. How can the necessary data be gathered?
4. What is the typical value for the specific indicator that needs to be achieved?

When the KPIs have been designed the next step is to set targets for the KPIs, to enable measuring the performance against set targets and ultimately to ensure that the right level of performance is achieved. Here Anand (2016) hints that targets should be accurate and not too ambitious, as not achieving any of the targets will be largely de-motivating and not serving the purpose of increased performance. In the same theory Anand (2016) also offers a good advice for organizations who are having difficulties to set targets and mentions that by leaving the targets out for the time being and reporting only on actuals will give the organization a sense of the right target level.

Implementing the BSC has it challenges, which also indicate the key elements behind the BSC. Some typical challenges listed by Anand (2016) are the following:

- "You don't have the right sponsor" or "Your sponsor has a distracted mind"
  These challenges refer to the fact that setting up such performance management and measurement system requires the right sort of management support, which is one of the key elements behind the implementation.

- ▪ "You are missing a strategy"

  To implement the BSC correctly, the organization needs to have a strategy in place, which needs to be executed. Having a strategy in place is another key element behind the implementation.

- ▪ "Too many measures" or "The wrong measures"

  Another key element behind the successful implementation, is the number of measures, which needs to be limited to the crucial measures for the organization to stay focused and understand the current performance. In addition, the measures need to be the right ones, allowing the organization to measure the most important topics.

- ▪ "Is the data available"

  If there is no way to track the set measures, then there is no way to measure the performance of the organization.

- ▪ "Wrong target setting"

  The measures need right targets to be set that are not too ambitious but ensure that the performance is on the right level.

Based on the research we can conclude that the Balanced Scorecard approach indeed is framework that can be utilized to manage and measure the operational performance in global captive shared service organizations. We can also conclude that based on the research, the key elements behind its implementation are:

1. Having a strategy in place

   An organization needs to have a clear strategy, which can be communicated on all levels of the organization and therefore can be utilized as the basis to drive performance.

2. Having the sufficient management support

   The different management levels of the organization need to understand and support the implementation of performance management and measurement.

3. Having the right measures in place

The right measures are important, as the performance would be measured against them. In case the measures are wrong, the organization might be heading to the wrong direction and not fulfill its strategy.

4. Having the right targets in place
   The right targets need to be established to ensure that the organization is aiming for the right level of performance. The targets need to be ambitious enough but not too ambitious, not to de-motivate the organization.

5. Having data available to track the measures
   The required data needs to be available to measure performance against the targets.

2.5 Key elements summarized

Based on the theories above, there are elements behind operational performance management and measurement which are almost identical between the different angles to the topic. These elements must be considered as key elements behind operational performance management and measurement and the four identified key elements have been summarized below.

2.5.1 Element 1: Strategy, goals, and targets

The study revealed that one of the most important elements behind operational performance management and measurement is to have a clear strategy in place which enables setting up clear goals and targets for the organization. The strategy should be communicated to all levels of the organization to ensure everyone is aware of the goals and targets of the operational performance. To better understand what this really means in terms of performance management and measurement, the following sub-topic was defined:

Target setting

Having the right targets in place, which means setting up target levels that the performance of the organization can be measured against. In addition to just targets, the organization should have a well-defined process in place on how to define, implement and set targets and what is the role of the different stakeholders in that process. Additionally, the organization should ensure that the targets are standardized and harmonized across the organization and reviewed regularly.

2.5.2 Element 2: Organization

To drive performance, all levels of the organization should be involved in the process to maximize the impact. Especially the importance of the involvement and the support of all the management levels was highlighted in the study of the different angles to the topic. The management needs to understand and support the implementation of performance management and measurement. To better understand what this means in terms of performance management and measurement; the following sub-topics were identified:

Performance management process

To drive, manage and measure performance, a performance management process needs to be defined and implemented in the organization. The performance management system needs to be well defined and certain standards should be set. It is important to define the process steps, roles and rules based on which the performance management process would be executed. In addition, as driving performance touches the whole organization, it is necessary to ensure the organization has the necessary skills to manage and measure performance. This can be achieved by setting up training plans for the organization to ensure skills and capabilities are developed.

2.5.3 Element 3: Performance management system

Another key element discovered in the study was the need to implement a performance management system, which allows the organization to measure, manage and act based on the performance. For the

performance management system to work, it needs to have valid and reliable data available. Further deep dive into this key element revealed the following sub-topics:

Performance measurement tool

For the organization to be able to measure, manage and act based on its performance it is necessary to have reliable transparency over the performance of the organization. Such reliability can best be achieved by utilizing technical solutions that allow automated data retrieval from the core databases of the organization. In addition, a performance measurement tool would allow the organization to visualize its performance and therefore support the organization to drive its performance.

Performance management definitions

Prior to implementing a performance measurement tool, certain pre-requisites need to be defined. Such requirement could be for example the key performance indicators (KPIs) that should be monitored by the organization, or the reporting levels required to view the performance of the organization. All these requirements should be defined and standardized across the organization, allowing the organization to have a complete overview of its performance.

2.5.4 Element 4: Performance measures

When the organization has a strategy, goals and targets in place and can measure its performance against those targets, it then has the transparency on the areas that might require further improvement. Based on those identified areas, the organization can derive right measures and initiatives to ensure the development is moving towards the right direction. To identify what this really means in terms of performance management and measurement; the following sub-topic was defined:

Continuous improvement

Measuring the operational performance against the set targets allows the organization to have transparency its performance. To improve that

performance, the organization should derive the right measures to ensure that the development is heading towards the right direction. A continuous improvement process can be setup with the help of the gained transparency. A comprehensive continuous improvement process needs to be defined by the organization including clear roles, rules and standards which need to be followed. In addition, the organization needs to ensure that the process involves the complete organization to maximize the effort.

Performance reviews

To ensure that complete organization is aware of the organizational performance, the organization should have regular performance reviews in place with all the different levels of the organization and jointly with the customers of the organization. The regular performance reviews should be established across all the levels of the organization and should follow a harmonized approach, ensuring the information is communicated clearly.

3 DATA COLLECTION

In this chapter the research methodology and methods selected for this study are described. In addition, this chapter will also describe the data collection and analysis process utilized. The research framework will be explained further in the sub-chapters.
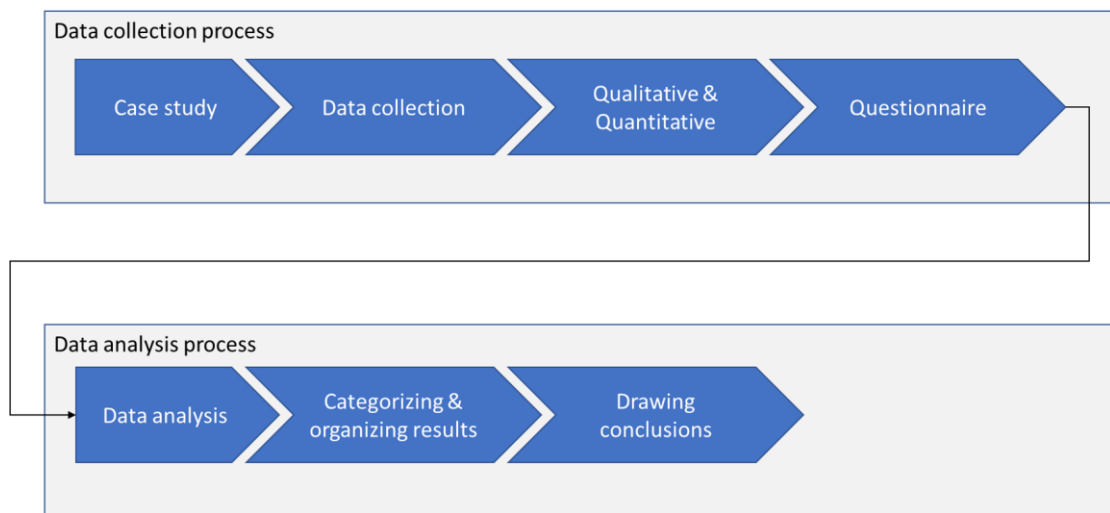
FIGURE 5. Research methodology and processes

3.1 Research methods

As seen in Figure 5 above, the research in this study was conducted as a case study, combining elements of qualitative and quantitative research methods. Farquhar (2012) defines case study in the following way "A case study is an empirical inquiry that investigates a contemporary phenomenon in depth and within its real-life context, especially when the boundaries between phenomenon and context are not clearly evident." Based on this definition, case study supports the research of a contemporary phenomenon and helps the researcher to put it into context. Another author Yin (2009 follows the same approach by defining that case study research fits well to the following scenarios:

- When how or why questions are being asked
- When the researcher has little control over the events
- When the focus is on contemporary phenomenon

As the case requires researching the current situation within the selected organization focusing very much on the how, the case study approach was deemed as suitable. Based on Farquhar (2012) there are three different case study designs: single case, multiple-case and embedded-research design. For this study, the embedded case study was the chosen method, allowing deep dive into the research across the multiple locations involved and allowing the integration of quantitative and qualitative methods within the same research (Scholz & Tietje, 2002). The embedded-research design was found as the most suitable approach, due to the multiple levels of the topic and complexity of the organization of the case company X.

3.2   Data collection

According to Farquhar (2012), the three suitable data collection methods for case study research are a survey, an observation, and an interview. All of which are methods that allow utilization both quantitatively and qualitatively.

In this thesis the main research method utilized was a collection and analysis of data through a well-structured assessment questionnaire, retrieving also comments from the participants for all questions in the assessment. In addition, another utilized research method was the observations made during the rollout of the assessment.

3.3   Questionnaire

Based on the reasoning in the previous sections, a well-structured and very comprehensive assessment questionnaire was chosen as the main data collection method. The questionnaire was structured based on the key performance management and measurement elements discovered in chapter 2 and based on general observations generated through the author's first-hand experiences as part of the organization in scope. The assessment questionnaire consists of 6 main categories: performance management system, definitions, target setting, measurement, performance reviews and continuous improvement, as shown in Figure 6. Each main category was then broken down

to 3-8 sub-categories with a question tied to each one of those categories, allowing both quantitative assessment from the participants and qualitative assessment in the form of additional comments behind the reasoning.

No.	Category
1.0	**Performance Management System**
1.1	PM Definitions
1.2	PM Elements
1.3	PM Areas
1.4	PM Roles
1.5	PM Documentation
1.6	PM Capabilities
1.7	PM Trainings
1.8	PM Qualifications
2.0	**Perf. Mgmt. - Definitions**
2.1	OPS KPI definitions
2.2	OPS KPI details
2.3	OPS KPI documentation
2.4	OPS KPI change process
2.5	SLA KPI definitions
2.6	SLA KPI details
2.7	SLA KPI documentation
2.8	SLA KPI alignment
3.0	**Perf. Mgmt. - Target setting**
3.1	OPS KPI targets
3.2	OPS KPI target setting
3.3	OPS KPI target setting process
3.4	SLA KPI target setting
4.0	**Perf. Mgmt. - Measurement**
4.1	OPS KPI reporting
4.2	OPS KPI reporting process
4.3	OPS KPI reporting levels
4.4	OPS KPI reporting target achievement
4.5	Ops KPI reporting documentation
4.6	Ops KPI reporting automation
4.7	Ops KPI reporting visualization
4.8	SLA KPI reporting
5.0	**Perf. Mgmt. - Performance Reviews**
5.1	Customer reviews
5.2	Customer reviews elements
5.3	Internal reviews
5.4	Internal reviews elements
6.0	**Perf. Mgmt. - Continous Improvement**
6.1	CI Definitions
6.2	CI Elements
6.3	CI Roles

FIGURE 6. Assessment questionnaire structure

3.4   Data collection process

Excel was the chosen format for the questionnaire, enabling both qualitative and quantitative analysis of the collected data. The full questionnaire with all the questions and pre-defined assessment levels can be found in the Appendix 1 of this thesis.

Due to the complexity of the topic and to even out any potential maturity differences within the organization in scope, the following stepwise approach was utilized to design and develop the assessment questionnaire:

Step 1: Set clear structure for the survey

To ensure a joint understanding with regards to the questionnaire is reached amongst the organization in scope, a clear structure for the survey was created as seen in Figure 6. This structure was based on setting categories and sub-categories along which the actual assessment questions and levels could be defined. The main categories chosen for the survey were the following:

1. Performance Management – System
2. Performance Management – Definitions
3. Performance Management – Target setting
4. Performance Management – Measurement
5. Performance Management – Reviews
6. Performance Management – Continuous improvement

For each of these main categories, further sub-categories were defined to enable logical structure for the assessment questionnaire. The number of sub-categories defined for each main category was between 3-8, bringing the total number of sub-categories in the assessment questionnaire to 35.

Step 2: Establish a set of questions

For each sub-category a question was defined to gather transparency on what the status with regards to the specific sub-category is. As for each sub-category one question was defined, the total number of individual questions in the assessment questionnaire was 35.

Sub-category	Questions
4.5 Ops KPI reporting documentation	**How is the Operational KPI reporting process documented, stored and accessed?** Rationale: To assess how professionally has the KPI reporting process been documented and how accessible the process defintions are for the stakeholders

FIGURE 7. Example of defined question and rationale

Due to the complexity of the topic and the potential maturity differences related to the topic within the organization in scope, for each individual question a

rationale was defined as shown in the example in Figure 7. The rationale was set in place to guide the participants on what the meaning behind the specific question is and to support harmonized understanding amongst the respondents of the assessment questionnaire and to avoid identified misunderstandings.

Step 3: Defined harmonized assessment levels

As the topic of performance management and measurement is rather complex and there are potentially large maturity gaps within the selected organization and group of respondents, the author decided to define assessment levels for each question to ensure harmonized approach to the assessment questionnaire. Based on this approach, each question received defined assessment levels (L) 1-5, according to which the responses could be structured. The assessment levels were defined as follows:

- L1: Starting point
- L2: Basic
- L3: Intermediate
- L4: Professional
- L5: World-class

For each question an assessment criterion would be defined for each of the five assessment levels mentioned above. An example of such pre-defined assessment criteria can be seen in Figure 8 below.

Questions	ASSESSMENT LEVELS (L)				
	L1: Starting point (1.00)	L2: Basic (1.00 - 2.00)	L3: Intermediate (2.00 - 3.00)	L4: Professional (3.00 - 4.00)	L5: World class (4.00 - 5.00)
Does the Performance Management system cover the following areas: **a) Target setting** **b) Performance measurement** **c) Performance reviews** **d) Continous improvement** **e) Other?** Rationale: To assess how comprehensive the Performance Management system is	1. Performance Management system has not been defined	2. Performance Management system covers <50% of the following elements: a) Target setting b) Performance measurement c) Performance reviews d) Continous improvement e) Other?	3. Performance Management system covers >50% of the following elements: a) Target setting b) Performance measurement c) Performance reviews d) Continous improvement e) Other?	4. Performance Management system covers 100% of the following elements: a) Target setting b) Performance measurement c) Performance reviews d) Continous improvement e) Other?	5. Performance Management system follows globally aligned definitions, standards and requirements

FIGURE 8. Example of assessment criteria

The utilization of the assessment level guides the respondents to start the assessment in each question from Level 1 and advancing to further levels based on their assessment results.

Scoring of each question relates to the assessment level reach for that specific question. The scoring bandwidth was between 1.0-5.0 points with 1.0 points being the lowest possible score for each question and 5.0 points being the highest possible score for each question. As some of the assessment levels contained 2 criterions to be assessed against, it was defined that whenever a single assessment level contains only 1 criterion, that criteria is worth 1.0 points and whenever the single assessment level contains 2 criterions, each of those criterions are worth 0.5 points.

To further explain the questionnaire structure, the questions, the assessment levels, and the assessment purpose for each category are defined in the following chapters.

3.4.1 Performance management system

The first section of the questionnaire contains 8 questions, categorized according to the following sub-categories:

1.1. Performance Management definitions
1.2. Performance Management elements
1.3. Performance Management areas
1.4. Performance Management roles
1.5. Performance Management documentation
1.6. Performance Management capabilities
1.7. Performance Management trainings
1.8. Performance Management qualifications

The questions defined along these sub-categories and shown in Figure 9, are aiming to find out if a performance management system exists in the location and service area in question, how comprehensive is it and are performance management skills systematically developed, assessed, and certified in the organization in scope.

No.	Sub-category	Questions
1.0	**Performance Management System**	
1.1	PM Definitions	**Does a Performance Management system exist in the organization and how widely has it been implemented?** Rationale: To assess whether a systematic way of managing, measuring and communicating service delivery performance exists in the organization in scope. Performance Management refers to measuring and managing the performance of the service delivery typically on agent, team or service levels. NOTE: In this context the performance management does not relate to regular PMP process or annual performance tracking of individual employees.
1.2	PM Elements	**Does the Performance Management system cover the following elements:** **a) Process steps** (clearly defined step-by-step process) **b) Roles and responsibilities** (clearly defined who does what in the process steps) **c) Rules and deadlines** (clear rules, deadlines for completing the process steps) **d) Utilized solutions** (which solutions/tools are supporting the process steps) **e) Other?** Rationale: To assess how detailed the implemented Performance Management system is
1.3	PM Areas	**Does the Performance Management system cover the following areas:** **a) Target setting** **b) Performance measurement** **c) Performance reviews** **d) Continous improvement** **e) Other?** Rationale: To assess how comprehensive the Performance Management system is
1.4	PM Roles	**Does the Performance Management system define the roles of the following stakeholders:** **a) Agents (if applicable)** **b) Team Leads** **c) Operations Managers** **d) Performance management** **e) Service line management** **f) Delivery location management** **g) Customers** **h) Other?** Rationale: To assess how comprehensive the Performance Management system is
1.5	PM Documentation	**How is the Performance Management system documented, stored and accessed?** Rationale: To assess how accessiible the Performance Management system is for the stakeholders
1.6	PM Capabilities	**Are Performance Management skills and capabilities developed systematically?** Rationale: To assess how systematically Performance Management skills and capabilities are developed
1.7	PM Trainings	**Are Performance Management trainings available for all employees in the organization?** Rationale: To assess how widely Performance Management trainings are available
1.8	PM Qualifications	**Are Performance Management qualifications available for all employees in the organization?** Rationale: To assess if a qualification system is in place to assess Performance Management skils and capabilities

FIGURE 9. Performance Management System - Questions

Due to the complexity of the topic and to reduce the potential maturity differences in the target organization and selected group of respondents, pre-defined maturity levels were defined for each question. The pre-defined assessment levels for the questions in the first category are shown in Figure 10.

Sub-category	ASSESSMENT LEVELS (L)				
	L1: Starting point (1.00)	L2: Basic (1.00 - 2.00)	L3: Intermediate (2.00 - 3.00)	L4: Professional (3.00 - 4.00)	L5: World class (4.00 - 5.00)
1.1 PM Definitions	1. Performance Management system has not been defined or implemented	2. Performance Management system has been defined for some parts of the organization 3. Performance Management system has been sporadically implemented in the organization (<50% services/teams/customers within the organization in question)	4. Performance Management system has been defined for most parts of the organization 5. Performance Management system has been implemented in most parts of the organization (>50% of services/teams/customers within the organization in question)	6. Performance management system has been standardized across the organization 7. Performance Management system has been implemented across the organization (100% of services/teams/customers within the organization in question)	8. Performance Management system follows globally aligned definitions, standards and requirements 9. Performance Management system has been implemented across the organization (100% of services/teams/customers within the organization in question) based on globally aligned definitions, standards and requirements
1.2 PM Elements	1. Performance Management system has not been defined	2. Performance Management system covers <50% of the following elements: a) Process steps b) Roles and responsibilities c) Rules and deadlines d) Utilized solutions e) Other?	3. Performance Management system covers >50% of the following elements: a) Process steps b) Roles and responsibilities c) Rules and deadlines d) Utilized solutions e) Other?	4. Performance Management system covers 100% of the following elements: a) Process steps b) Roles and responsibilities c) Rules and deadlines d) Utilized solutions e) Other?	5. Performance Management system follows globally aligned definitions, standards and requirements
1.3 PM Areas	1. Performance Management system has not been defined	2. Performance Management system covers <50% of the following elements: a) Target setting b) Performance measurement c) Performance reviews d) Continous improvement e) Other?	3. Performance Management system covers >50% of the following elements: a) Target setting b) Performance measurement c) Performance reviews d) Continous improvement e) Other?	4. Performance Management system covers 100% of the following elements: a) Target setting b) Performance measurement c) Performance reviews d) Continous improvement e) Other?	5. Performance Management system follows globally aligned definitions, standards and requirements
1.4 PM Roles	1. Performance Management system has not been defined	2. Performance Management system covers <50% of the following stakeholders: a) Agents (if applicable) b) Team Leads c) Operations Managers d) Performance management e) Service line management f) Delivery location management g) Customers h) Other?	3. Performance Management system covers >50% of the following stakeholders: a) Agents (if applicable) b) Team Leads c) Operations Managers d) Performance management e) Service line management f) Delivery location management g) Customers h) Other?	3. Performance Management system covers 100% of the following stakeholders: a) Agents (if applicable) b) Team Leads c) Operations Managers d) Performance management e) Service line management f) Delivery location management g) Customers h) Other?	5. Performance Management system follows globally aligned definitions, standards and requirements
1.5 PM Documentation	1. Performance management system has not been documented or stored	2. Performance Management system is documented sporadically (exists for some roles, teams, services or customers) 3. Performance Management system is stored sporadically in the organization	4. Performance Management system is documented in a standardized way (for all roles, teams, services and customers) 5. Performance Management system is stored in a standardized location, accessible for selected users	6. Performance Management system is documented in a standardized way with regular review/update process in place 7. Performance Management system is stored in a standardized location, accessible for all users of the organization	5. Performance Management documentation and storage follows globally aligned definitions, standards and requirements
1.6 PM Capabilities	1. Performance management skills and capabilities are not developed	2. Performance management skills and capabilities are developed sporadically across the organization	3. Performance management skills and capabilities are developed systematically in the organization	4. Performance management skills and capabilities are developed systematically in the organization with training plans and assessments in place	5. Performance management skills and capabilities are developed based on globally aligned definitions, standards and requirements
1.7 PM Trainings	1. Performance Management trainings are not provided	2. Performance Management training available for selected employees 3. Performance Management training is offered sporadically	4. Performance Management trainings are available for all employees 5. Training offering is reviewed regurarily and training plan is in place for all roles in the organization	6. Training results are reviewed regurarily, actions are derived, followed-up and implemented 7. Refresher trainings are offered and are part of the training plan for relevant employees	8. Trainings are following globally aligned definitions, standards and requirements
1.8 PM Qualifications	1. Not all employees have an opportunity to get qualification in Performance Management	2. Selection and participation in Performance Management qualification system is a result of individual employee initiative	3. Managers identify necessary qualification measures for their employees through regular PMP system	4. Analysis of skills based on job profiles for Performance Management related topics and determination of individual qualification requirements has been set up incl. a training landscape	5. A global strategy is in place and implemented by the locations to address the organizations future needs with regard to skill sets, competency and capabilities in Performance Management

FIGURE 10. Performance Management System – Assessment levels

3.4.2 Performance management definitions

The second section of the questionnaire also contains 8 questions, categorized according to the defined sub-categories:

2.1. Operational (OPS) KPI definitions

2.2. OPS KPI details

2.3. OPS KPI documentation

2.4. OPS KPI change process

2.5. Service Level Agreement (SLA) KPI definitions

2.6. SLA KPI details

2.7. SLA KPI documentation

2.8. SLA KPI alignment

The questions defined in this section and shown in Figure 11, are defined to assess if performance management requirements such as KPIs have been defined in a standardized way across the organization in scope.

No.	Sub-category	Questions
2.0	**Perf. Mgmt. - Definitions**	
2.1	OPS KPI definitions	**Have Operational KPIs been systematically defined and implemented in the organization?** Rationale: To assess how systematically operational KPIs are defined
2.2	OPS KPI details	**Do the Operational KPI definitions include the following details:** **a) KPI name** **b) KPI definition** **c) KPI calculation rule** **d) Input parameter definitions** **e) KPI reporting frequency** **f) KPI target** **g) KPI reporting level (i.e. per agent, per team, per service, per customer)** Rationale: To assess how detailed the operational KPIs definitions are
2.3	OPS KPI documentation	**How are the Operational KPIs documented, stored and accessed?** Rationale: To assess how professionally have the operational KPIs been documented and how accessible the definitions are they for the stakeholders
2.4	OPS KPI change process	**How well is the change process for addig/adjusting/removing Operational KPIs defined?** Rationale: To assess how standardized the change process behind Operational KPIs is
2.5	SLA KPI definitions	**Have Contractual (SLA) KPIs been clearly defined in all customer contracts and are they defined in a standardized way across the organization?** Rationale: To assess if the Contractual (SLA) KPIs exist in all customer contracts across the customer base and if they have been standardized across the organization
2.6	SLA KPI details	**Do the Contractual (SLA) KPI definitions include the following details:** **a) KPI name** **b) KPI definition** **c) KPI calculation rule** **d) Input parameter definitions** **e) KPI reporting frequency** **f) KPI target** **g) KPI reporting level (i.e. per agent, per team, per service, per customer)** **h) Contract ID the KPI is linked with** **i) Customer the KPI is linked with** Rationale: To assess how detailed the Contractual (SLA) KPI definitions are
2.7	SLA KPI documentation	**How are the Contractual (SLA) KPI definitions documented, stored and how can they be accessed?** Rationale: To assess how professionally have the contractual (SLA) KPIs been documented and how accessible the definitions are for the stakeholders
2.8	SLA KPI alignment	**Are the Contractual (SLA) KPIs aligned with the Operational KPIs?** Rationale: To assess if SLA KPIs are fully aligned with the defined OPS KPIs

FIGURE 11. Performance Management Definitions - Questions

As with the first category, also for the second category a set of pre-defined maturity levels were defined for each question. The pre-defined assessment levels for the questions in the second category are shown in Figure 12.

Sub-category	ASSESSMENT LEVELS (L)				
	L1: Starting point (1.00)	L2: Basic (1.00 - 2.00)	L3: Intermediate (2.00 - 3.00)	L4: Professional (3.00 - 4.00)	L5: World class (4.00 - 5.00)
2.1 OPS KPI definitions	1. Operational KPIs have not been defined or implemented	2. Operational KPIs have been defined for some parts of the organization 3. Operational KPIs have been sporadically introduced in the organization (<50% of services/teams/customers within the organization in question)	4. Operational KPIs have been defined for most parts of the organization 5. Operational KPIs have been introduced in most parts of the organization (>50% of services/teams/customers within the organization in question)	6. Operational KPIs follow a standard definition across the organization 7. Operational KPIs have been introduced across the organization (100% of services/teams/customers within the organization in question)	8. Operational KPIs follow globally aligned definitions, standards and requirements 9. Operational KPIs have been introduced across the organization (100% services/teams/customers within the organization in question) based on globally aligned
2.2 OPS KPI details	1. Operational KPIs have not been defined	2. Definitions include <50% of the following: a) Name b) Definition c) Calculation rule d) Input parameter definitions e) Frequency f) Target g) Reporting level	3. Definitions include >50% of the following: a) Name b) Definition c) Calculation rule d) Input parameter definitions e) Frequency f) Target g) Reporting level	4. Definitions include 100% of the following: a) Name b) Definition c) Calculation rule d) Input parameter definitions e) Frequency f) Target g) Reporting level	5. All definitions follow globally aligned definitions, standards and requirements
2.3 OPS KPI documentation	1. Operational KPI definitions are not documented or stored	2. Operational KPI definitions are documented in a standardized way in some parts of the organization (<50% of services/teams/customers within the organization in question) 3. Operational KPI definitions are stored sporadically in the organization and not accessible	4. Operational KPI definitions are documented in a standardized way in most parts of the organization (>50% of services/teams/customers within the organization in question) 5. Operational KPI definitions are stored centrally in the organization and can be	6. Operational KPI definitions are documented in a standardized way across the organization (100% of services/teams/customers within the organization in question) 7. Operational KPI definitions are stored centrally in the organization, with versioning	8. Operational definitions are documented based on globally aligned definitions, standards and requirements as part of a global KPI catalogue 9. Operational KPI definitions are stored based on globally aligned definitions, standards and requirement and made available
2.4 OPS KPI change process	1. Change process for Operational KPIs has not been defined	2. Change process for Operational KPIs has been defined for some parts of the organization (defined for some KPIs, teams, services)	3. Change process for Operational KPIs has been defined for most parts of the organization (defined for most KPIs, teams, services)	4. Change process for Operational KPIs has been defined across the organization (defined for most KPIs, teams, services)	5. Change process for Operational KPIs has been defined based on globally aligned definitions, standards and requirements
2.5 SLA KPI definitions	1. Contractual (SLA) KPIs have not been defined or standardized	2. Contractual (SLA) KPIs have been clearly defined for some customer contracts (<50% of the customer contracts) 3. Contractual (SLA) KPIs have been standardized in some parts of the organization (standardized across some teams, services or customers)	4. Contractual (SLA) KPIs have been clearly defined for most customer contracts (>50% of the customer contracts) 5. Contractual (SLA) KPIs have been standardized in most parts of the organization (standardized across most teams, services or customers)	6. Contractual (SLA) KPIs have been clearly defined for all customer contracts (100% of the customer contracts) 7. Contractual (SLA) KPIs have been standardized across the organization (standardized across all possible teams, services and customers)	8. Contractual (SLA) KPIs have been clearly defined for all customer contracts based on globally aligned definitions, standards and requirements 9. Contractual (SLA) KPIs have been standardized across the organization based on globally aligned definitions, standards and
2.6 SLA KPI details	1. Contractual (SLA) KPIs have not been defined or standardized	2. Contratual (SLA) KPI definitions include <50% of the following: a) KPI name b) KPI definition c) KPI calculation rule d) Input parameter definitions e) KPI reporting frequency f) KPI target g) KPI reporting level (i.e. per agent, per team, per service, per	3. Contractual (SLA) KPI definitions include >50% of the following: a) KPI name b) KPI definition c) KPI calculation rule d) Input parameter definitions e) KPI reporting frequency f) KPI target g) KPI reporting level (i.e. per agent, per team, per service, per	4. Contractual (SLA) KPI definitions include 100% of the following: a) KPI name b) KPI definition c) KPI calculation rule d) Input parameter definitions e) KPI reporting frequency f) KPI target g) KPI reporting level (i.e. per agent, per team, per service, per	5. Contractual (SLA) KPI definitions follow globally aligned definitions, standards and requirements
2.7 SLA KPI documentation	1. Contractual (SLA) KPI definitions are not documented or stored	2. Contractual (SLA) KPI definitions are documented in a standardized way in some parts of the organization (<50% of services/teams/customers within the organization in question) 3. Contractual (SLA) KPI definitions are stored sporadically in the organization and not accessible	4. Contractual (SLA) KPI definitions are documented in a standardized way in most parts of the organization (>50% of services/teams/customers within the organization in question) 5. Contractual (SLA) KPI definitions are stored centrally in the organization and can be accessed by selected individuals	6. Contractual (SLA) KPI definitions are documented in a standardized way across the organization (100% of services/teams/customers within the organization in question) 7. Contractual (SLA) KPI definitions are stored centrally in the organization, with versioning history available and can be accessed by everyone in the	8. Contractual (SLA) definitions are documented based on globally aligned definitions, standards and requirements as part of a global KPI catalogue 9. Contractual (SLA) KPI definitions are stored based on globally aligned definitions, standards and requirement and made available to everyone in the organization
2.8 SLA KPI alignment	1. Contractual (SLA) KPIs have not been aligned with the Operational KPIs	2. Some Contractual (SLA) KPIs have been aligned with the Operational KPI reporting (<50% of the Contractual (SLA) KPIs have been aligned)	3. Most Contractual (SLA) KPIs have been aligned with the Operational KPI reporting (>50% of the Contractual (SLA) KPIs have been aligned)	4. All Contractual (SLA) KPIs have been aligned with the Operational KPI reporting (100% of the Contractual (SLA) KPIs have been aligned)	5. Contractual (SLA) KPIs have been aligned with the Operational KPIs based on globally aligned definitions, standards and requirements

FIGURE 12. Performance Management Definitions – Assessment levels

3.4.3 Target setting

The third section of the assessment questionnaire contains 4 sub-categories and questions:

3.1. OPS KPI targets

3.2. OPS KPI target setting

3.3. OPS KPI target setting process

3.4. SLA KPI target setting

The questions defined in this section and shown in Figure 13 have been defined to create understanding on how the targets are defined, what is the process for defining the targets and to what degree has it been standardized throughout the organization in scope.

No.	Sub-category	Questions
3.0	**Perf. Mgmt. - Target setting**	
3.1	OPS KPI targets	**Are the targets for Operational KPIs defined in a standardized way and introduced for all KPIs?** Rationale: To assess whether target setting of Operational KPIs is done in a standardized way, Operational KPIs in this context mean KPIs that are tracked to understand the performance of service delivery (i.e. volumes, speed, quality of the service delivery)
3.2	OPS KPI target setting	**Has Target Setting process for Operational KPIs been defined and introduced across the organization?** Rationale: To assess on if a Target Setting process for operational KPIs exists
3.3	OPS KPI target setting process	**Does the Target Setting process definition cover the following elements:** **a) Process steps** (clearly defined step-by-step process) **b) Roles and responsibilities** (clearly defined who does what in the process steps) **c) Rules and deadlines** (clear rules, deadlines for completing the process steps) **d) Utilized solutions** (which solutions/tools are supporting the process steps) **e) Other?** Rationale: To assess how detailed the Target Setting process is
3.4	SLA KPI target setting	**Are the targets for Contractual (SLA) KPIs defined in a standardized way and introduced in all customer contracts?** Rationale: To assess whether Target Setting of contractual (SLA) KPIs is done in a standardized way and introduced in all customer

FIGURE 13. Performance Management Target setting - Questions

Like the previous sections, assessment levels were defined for each question. The pre-defined assessment levels for the questions in the third category are shown in Figure 14.

Sub-category	ASSESSMENT LEVELS (L)				
	L1: Starting point (1.00)	L2: Basic (1.00 - 2.00)	L3: Intermediate (2.00 - 3.00)	L4: Professional (3.00 - 4.00)	L5: World class (4.00 - 5.00)
3.1 OPS KPI targets	1. Operational KPI targets have not been defined or standardized	2. Operational KPI targets have been defined in a standardized way in some parts of the organization (sporadically across some teams, services or customers) 3. Targets have been introduced for some Operational KPIs (<50% of Operational KPIs)	4. Operational KPI targets have been defined in a standardized way in most parts of the organization (across most teams, services and customers) 5. Targets have been introduced for most Operational KPIs (>50% of Operational KPIs)	6. Operational KPI targets have been defined in a standardized way across the organization (across all possible teams, services and customers) 7. Targets have been introduced for all Operational KPIs (100% of Operational KPIs)	8. Operational KPI targets have been defined in a standardized way across the organization based on globally aligned definitions, standards and requirements 9. Targets have been introduced for all Operational KPIs based on globally aligned definitions,
3.2 OPS KPI target setting	1. Target Setting process for Operational KPIs has not been defined	2. Target Setting process for Operational KPIs has been defined for some parts of the organization 3. Target Setting process for Operational KPIs has been sporadically implemented in the organization (>50% services/teams/customers within	4. Target Setting process for Operational KPIs has been defined for most parts of the organization 5. Target Setting process for Operational KPIs has been implemented in most parts of the organization (>50% of services/teams/customers within	6. Target Setting process for Operational KPIs has been standardized across the organization 7. Target Setting process for Operational KPIs has been implemented across the organization (100% of services/teams/customers within	8. Targets for Operational KPIs are set centrally with cascading targets from top to bottom with clearly defined target levels, thresholds and warning indicators 9. Standardized process for defining targets for operational KPI exists and is followed in the complete organization
3.3 OPS KPI target setting process	1. Target Setting process for Operational KPIs has not been defined	2. Target Setting process for Operational KPIs definition covers <50% of the following elements: a) system steps b) Roles and responsibilities c) Rules and deadlines d) Utilized solutions e) Other?	3. Target Setting process for Operational KPIs definition covers >50% of the following elements: a) system steps b) Roles and responsibilities c) Rules and deadlines d) Utilized solutions e) Other?	4. Target Setting process for Operational KPIs definition covers 100% of the following elements: a) system steps b) Roles and responsibilities c) Rules and deadlines d) Utilized solutions e) Other?	5. Target Setting process for Operational KPIs follows globally aligned definitions, standards and requirements
3.4 SLA KPI target setting	1. Contractual (SLA) KPI targets have not been defined or standardized	2. Contractual (SLA) KPI targets have been standardized in some parts of the organization (standardized sporadically across some teams, services or customers) 3. Contractual (SLA) KPI targets have been clearly defined for some customer contracts (<50%	4. Contractual (SLA) KPI targets have been standardized in most parts of the organization (standardized across most teams, services or customers) 5. Contractual (SLA) KPI targets have been clearly defined for most customer contracts (>50% of the customer contracts)	6. Contractual (SLA) KPI targets have been standardized across all possible teams, services and customers) 7. Contractual (SLA) KPI targets have been clearly defined for all customer contracts (100% of the customer contracts)	8. Contractual (SLA) KPI targets have been standardized across the organization based on globally aligned definitions, standards and requirements 9. Contractual (SLA) KPI targets have been clearly defined for all customer contracts based on globally aligned definitions,

FIGURE 14. Performance Management Target setting – Assessment levels

3.4.4 Performance measurement

The fourth section of the assessment questionnaire contains 8 sub-categories and questions:

4.1. OPS KPI reporting

4.2. OPS KPI reporting process

4.3. OPS KPI reporting levels

4.4. OPS KPI reporting target achievement

4.5. OPS KPI reporting documentation

4.6. OPS KPI reporting automation

4.7. OPS KPI reporting visualization

4.8. SLA KPI reporting

The questions defined in this section and shown in Figure 15 have been defined to create understanding on how the operational performance is measured and reported. And to what extent has the operational performance measurement been standardized and automated in the organization.

No.	Sub-category	Questions
4.0	**Perf. Mgmt. - Measurement**	
4.1	OPS KPI reporting	**Has a regular Operational KPI reporting process been defined and implemented across the organization?** Rationale: To assess if a standardized process for reporting operational KPIs exists and widely has it been implemented
4.2	OPS KPI reporting process	**Does the Operational KPI reporting process definition include the following elements:** **a) Process steps** (clearly defined step-by-step process) **b) Roles and responsibilities** (clearly defined who does what in the process steps)
4.3	OPS KPI reporting levels	**Does the Operational KPI reporting process cover the following levels of reporting:** **a) Transaction/Item (if applicable)** **b) Agent (if applicable)** **c) Team** **d) Service** **e) Service line** **f) Customer** **g) Delivery location** **h) Other?** Rationale: To assess how comprehensive the reporting levels for operational KPIs are
4.4	OPS KPI reporting target achievement	**Does the Operational KPI reporting enable tracking the target achievement of the set targets?** Rationale: To assess if the reporting process for operational KPIs includes target achievement tracking
4.5	Ops KPI reporting documentation	**How is the Operational KPI reporting process documented, stored and accessed?** Rationale: To assess how professionally has the KPI reporting process been documented and how accessible the process defintions are for the
4.6	Ops KPI reporting automation	**What is the degree of automation behind the Operational KPI reporting process?** Rationale: To assess to what extent has the reporting process of operational KPIs been automated
4.7	Ops KPI reporting visualization	**What are the visualization capabilities available for the Operational KPI reporting process?** Rationale: To assess to which visualization capabilities are available for the operational KPIs
4.8	SLA KPI reporting	**Are all the Contractual (SLA) KPIs included in the Operational KPI reporting process?** Rationale: To assess how well contractual (SLA) KPIs are known and tracked in the organization

FIGURE 15. Performance Management Measurement - Questions

As with the other sections, assessment levels were pre-defined for each question. The pre-defined assessment levels for the questions in the fourth category are shown in Figure 16.

Sub-category	ASSESSMENT LEVELS (L)				
	L1: Starting point (1.00)	L2: Basic (1.00 - 2.00)	L3: Intermediate (2.00 - 3.00)	L4: Professional (3.00 - 4.00)	L5: World class (4.00 - 5.00)
4.1 OPS KPI reporting	1. Standardized reporting process for Operational KPIs has not been defined	2. Standardized reporting process for Operational KPIs has been defined for some parts of the organization 3. Standardized reporting process for Operational KPIs has been sporadically implemented in the organization (<50% services/teams/customers within	4. Standardized reporting process for Operational KPIs has been defined for most parts of the organization 5. Standardized reporting process for Operational KPIs has been implemented in most parts of the organization (>50% of services/teams/customers within	6. Standardized reporting process for Operational KPIs has been standardized across the organization 7. Standardized reporting process for Operational KPIs has been implemented across the organization (100% of services/teams/customers within	8. Standardized reporting process for Operational KPIs follows globally aligned definitions, standards and requirements 9. Standardized reporting process for Operational KPIs has been implemented across the organization (100% of services/teams/customers within
4.2 OPS KPI reporting process	1. Reporting process for Operational KPIs has not been defined	2. Reporting process for Operational KPIs definition covers <50% of the following elements: a) Process steps b) Roles and responsibilities c) Rules and deadlines d) Utilized solutions e) Other?	3. Reporting process for Operational KPIs definition covers >50% of the following elements: a) Process steps b) Roles and responsibilities c) Rules and deadlines d) Utilized solutions e) Other?	4. Reporting process for Operational KPIs definition covers 100% of the following elements: a) Process steps b) Roles and responsibilities c) Rules and deadlines d) Utilized solutions e) Other?	5. Reporting process for Operational KPIs follows globally aligned definitions, standards and requirements
4.3 OPS KPI reporting levels	1. Reporting process for Operational KPIs has not been defined	2.Reporting process for Operational KPIs covers <50% of the following levels: a) Transaction/Item (if applicable) b) Agent (if applicable) c) Team d) Service e) Service line f) Customer g) Delivery location	2.Reporting process for Operational KPIs covers >50% of the following levels: a) Transaction/Item (if applicable) b) Agent (if applicable) c) Team d) Service e) Service line f) Customer g) Delivery location	2.Reporting process for Operational KPIs covers 100% of the following levels: a) Transaction/Item (if applicable) b) Agent (if applicable) c) Team d) Service e) Service line f) Customer g) Delivery location	5. Reporting process for Operational KPIs follows globally aligned definitions, standards and requirements
4.4 OPS KPI reporting target achievement	1. Reporting of Operational KPIs does not allow tracking of target achievement	2. Reporting of Operational KPIs allows tracking the target achievement of <50% of the defined KPIs	3. Reporting of Operational KPIs allows tracking the target achievement of >50% of the defined KPIs	4. Reporting of Operational KPIs allows tracking the target achievement of 100% of the defined KPIs	5. Reporting process for Operational KPIs follows globally aligned definitions, standards and requirements
4.5 Ops KPI reporting documentation	1. Operational KPI reporting process is not documented or stored	2. Operational KPI reporting process is documented sporadically 3. Operational KPI reporting process is stored sporadically in the organization	3. Operational KPI reporting process is documented in a standardized way 4. Operational KPI reporting process is stored in a standardized location, accessible for selected users	3. Operational KPI reporting process is documented in a standardized way with regular review/update process in place 4. Operational KPI reporting process is stored in a standardized location, accessible for all users of the organization	7. Operational KPI process follows globally aligned definitions, standards, requirements and solutions
4.6 Ops KPI reporting automation	1. Reporting process for Operational KPIs has not been defined	2. Automatic data retrieval capabilities available for measuring <25% of defined Operational KPIs 3. Automatic data retrieval capabilities available for <25% (services/teams/customers within the organization in question)	4. Automatic data retrieval capabilities available for measuring >25% of defined Operational KPIs 5. Automatic data retrieval capabilities available for >25% (services/teams/customers within the organization in question)	6. Automatic data retrieval capabilities available for measuring >50% of defined Operational KPIs 7. Automatic data retrieval capabilities available for >50% (services/teams/customers within the organization in question)	8. Automatic data retrieval capabilities available for measuring >75% of defined Operational KPIs based on globally aligned definitions, standards and solutions 9. Automatic data retrieval capabilities available for >75% (services/teams/customers within
4.7 Ops KPI reporting visualization	1. Reporting process for Operational KPIs has not been defined	2. Visualization capabilities available for <25% of defined Operational KPIs 3. Visualization capabilities available for <25% (services/teams/customers within the organization in question)	4. Visualization capabilities available for >50% of defined Operational KPIs 5. Visualization capabilities available for >50% (services/teams/customers within the organization in question)	6. Visualization capabilities available for >75% of defined Operational KPIs 7. Visualization capabilities available for >75% (services/teams/customers within the organization in question)	8. Visualization capabilities available for 100% of defined Operational KPIs based on globally aligned definitions, standards and solutions 9. Visualization capabilities available for 100% (services/teams/customers within the organization in question)
4.8 SLA KPI reporting	1. Contractual (SLA) KPIs are not included in the Operational KPI reporting process	2. Some Contractual (SLA) KPIs are included in the Operational KPI reporting process (<50% of Contractual KPIs)	3. Most Contractual (SLA) KPIs are included in the Operational KPI reporting process (>50% of Contractual KPIs)	4. All Contractual (SLA) KPIs are included in the Operational KPI reporting process (100% of Contractual KPIs)	5. All Contractual (SLA) KPIs are included in the Operational KPI reporting process based on globally aligned definitions, standards and requirements

FIGURE 16. Performance Management Measurement – Assessment levels

3.4.5 Performance reviews

The fifth section of the assessment questionnaire contains 4 sub-categories and questions:

5.1. Customer reviews

5.2. Customer reviews elements

5.3. Internal reviews

5.4. Internal reviews elements

The questions defined in this section and shown in Figure 17 have been defined to create understanding on how performance reviews with the customer and the internal organization are conducted, and how standardized and harmonized are the performance reviews.

No.	Sub-category	Questions
5.0	Perf. Mgmt. - Performance Reviews	
5.1	Customer reviews	**Are regular Customer Reviews established with the customers to review the performance of the service delivery and are they conducted in a standardized way across the organization?** Rationale: To assess how professionally performance reviews are handled with the customers
5.2	Customer reviews elements	**Have the following elements been defined as part of the regular Customer Reviews:** **a) Standard frequency** **b) Standard agenda** **c) Standard set of performance indicators** **d) Standard format for gathering customer feedback** **e) Standard format of gathering leads** Rationale: To assess to what extent have the Customer Reviews been standardized in the organization
5.3	Internal reviews	**Are regular Internal Reviews established to review the performance of the service delivery and are they conducted in a standardized way across the following levels:** **a) Team Members - Team Lead** (responsible for one team) **b) Team Lead - Service Manager** (responsible for multiple teams) **c) Service Manager - Operations Manager** (responsible for one operational area) **d) Operations Manager - Delivery Center Head** (responsible for one location) Rationale: To assess how professionally performance reviews are handled internally within the organization
5.4	Internal reviews elements	**Have the following elements been defined and standardized as part of the regular Internal Reviews:** **a) Standard frequency** **b) Standard agenda/structure** **c) Standard set of performance indicators** **d) Standard process for identifying, creating and monitoring action items** Rationale: To assess to what extent have the Internal Reviews been standardized in the organization

FIGURE 17. Performance Management Reviews – Questions

Like the other sections of the assessment, assessment levels were pre-defined for each of the questions. The pre-defined assessment levels for the questions in the fourth category are shown in Figure 18.

Sub-category	ASSESSMENT LEVELS (L)				
	L1: Starting point (1.00)	L2: Basic (1.00 - 2.00)	L3: Intermediate (2.00 - 3.00)	L4: Professional (3.00 - 4.00)	L5: World class (4.00 - 5.00)
5.1 Customer reviews	1. No regular Customer Reviews in place with the customers	2. Regular Customer Reviews are established with the customers, covering <50% of the customer base 3. Regular Customer Reviews follow a standardized approach across the organization (covering <50% of services/teams within the organization)	4. Regular Customer Reviews are established with the customers, covering >50% of the customer base 5. Regular Customer Reviews follow a standardized approach across the organization (covering >50% of services/teams within the organization)	6. Regular Customer Reviews are established with the customers, covering 100% of the customer base 7. Regular Customer Reviews follow a standardized approach across the organization (covering 100% of services/teams within the organization)	8. Regular Customer Reviews are established by the locations with all their customers according to globallyy aligned definitions, standards and requirements 9. Regular Customer Reviews are globally standardized including regular frequency, agenda, Customer report, escalation
5.2 Customer reviews elements	1. No regular Customer Reviews in place with the customers	2. Regular Customer Reviews cover <25% of the following elements: a) Standard frequency b) Standard agenda c) Standard set of performance indicators d) Standard format for gathering customer feedback	3. Regular Customer Reviews cover >25% of the following elements: a) Standard frequency b) Standard agenda c) Standard set of performance indicators d) Standard format for gathering customer feedback	4. Regular Customer Reviews cover >50% of the following elements: a) Standard frequency b) Standard agenda c) Standard set of performance indicators d) Standard format for gathering customer feedback	5. Regular Customer Reviews cover >75% of the following elements: a) Standard frequency b) Standard agenda c) Standard set of performance indicators d) Standard format for gathering customer feedback
5.3 Internal reviews	1. No regular Internal Reviews in place	2. Regular Internal Reviews are standardized within some parts of the organization (standardized sporadically across some teams, services or operations) 3. Regular Internal Reviews follow a standardized approach across the organization, covering <50% of the following levels:	4. Regular Internal Reviews are standardized within most parts of the organization (standardized across most teams, services or operations) 5. Regular Internal Reviews follow a standardized approach across the organization, covering >50% of the following levels:	6. Regular Internal Reviews are standardized across the organization (standardized across all possible teams, services and operations) 7. Regular Internal Reviews follow a standardized approach across the organization, covering 100% of the following levels:	8. Regular Internal Reviews are standardized by the locations based on globally aligned definitions, standards and requirements 9. Regular Internal Reviews are implemented in the locations based on globally aligned definitions, standards and
5.4 Internal reviews elements	1. No regular Internal Reviews in place	2. Regular Internal Reviews are standardized and 25% of the following elements are defined: a) Standard frequency b) Standard agenda/structure c) Standard set of performance indicators d) Standard process for identifying, creating and monitoring action items	3. Regular Internal Reviews are standardized and 50% of the following elements are defined: a) Standard frequency b) Standard agenda/structure c) Standard set of performance indicators d) Standard process for identifying, creating and monitoring action items	4. Regular Internal Reviews are standardized and 75% of the following elements are defined: a) Standard frequency b) Standard agenda/structure c) Standard set of performance indicators d) Standard process for identifying, creating and monitoring action items	5. Regular Internal Reviews are standardized and 100% of the following elements are defined: a) Standard frequency b) Standard agenda/structure c) Standard set of performance indicators d) Standard process for identifying, creating and monitoring action items
6.1 CI Definitions	1. CI process has not been defined or implemented	2. CI process has been defined for some parts of the organization 3. CI process has been sporadically implemented in the organization (<50% services/teams/customers within the organization in question)	4. CI process has been defined for most parts of the organization 5. CI process has been implemented in most parts of the organization (>50% of services/teams/customers within the organization in question)	6. CI process has been standardized across the organization 7. CI process has been implemented across the organization (100% of services/teams/customers within the organization in question)	8. CI process follows globally aligned definitions, standards and requirements 9. CI process has been implemented across the organization (100% of services/teams/customers within the organization in question) based on globally aligned
6.2 CI Elements	1. CI process has not been defined	2. CI process covers <50% of the following elements: a) Process steps b) Roles and responsibilities c) Rules and deadlines d) Utilized solutions e) Other?	3. CI process covers >50% of the following elements: a) Process steps b) Roles and responsibilities c) Rules and deadlines d) Utilized solutions e) Other?	4. CI process covers 100% of the following elements: a) Process steps b) Roles and responsibilities c) Rules and deadlines d) Utilized solutions e) Other?	5. CI process follows globally aligned definitions, standards and requirements
6.3 CI Roles	1. CI process has not been defined	2. CI process covers <50% of the following stakeholders: a) Agents (if applicable) b) Team Leads c) Operations Managers d) Performance management e) Service line management f) Delivery location management g) Customers h) Other?	3. CI process covers >50% of the following stakeholders: a) Agents (if applicable) b) Team Leads c) Operations Managers d) Performance management e) Service line management f) Delivery location management g) Customers h) Other?	3. CI process covers 100% of the following stakeholders: a) Agents (if applicable) b) Team Leads c) Operations Managers d) Performance management e) Service line management f) Delivery location management g) Customers h) Other?	5. CI process follows globally aligned definitions, standards and requirements

FIGURE 18. Performance Management Reviews – Assessment levels

3.4.6 Continuous improvement (CI)

The last section of the assessment questionnaire contains only 3 sub-categories and questions:

6.1. CI definitions

6.2. CI element

6.3. CI roles

The questions defined in this section and shown in Figure 19 have been defined to create understanding on if a continuous improvement process exists in the organization and how mature and harmonized it is.

No.	Sub-category	Questions
6.0	Perf. Mgmt. - Continous Improvement	
6.1	CI Definitions	**Does a Continuous Improvement (=CI) process exist in the organization and how widely has it been implemented?** Rationale: To assess whether a systematic way for identifying, managing and monitoring Continous Improvement initiatives exists in the organization in scope
6.2	CI Elements	**Does the Continuous Improvement (=CI) process cover the following elements:** **a) Process steps** (clearly defined step-by-step process) **b) Roles and responsibilities** (clearly defined who does what in the process steps) **c) Rules and deadlines** (clear rules, deadlines for completing the process steps) **d) Utilized solutions** (which solutions/tools are supporting the process steps) **e) Other?** Rationale: To assess how detailed the Continous Improvement process is
6.3	CI Roles	**Does the Continuous Improvement process define the roles of the following stakeholders:** **a) Agents (if applicable)** **b) Team Leads** **c) Operations Managers** **d) Performance management** **e) Service line management** **f) Delivery location management** **g) Customers** **h) Other?** Rationale: To assess how comprehensive the coverage of the Continous Improvement process is

FIGURE 19. Performance Management Continuous Improvement – Questions

Like the previous sections of the assessment, assessment levels were pre-defined for each of the questions. The pre-defined assessment levels for the questions in the fourth category are shown in Figure 20.

Sub-category	ASSESSMENT LEVELS (L)				
	L1: Starting point (1.00)	**L2: Basic (1.00 - 2.00)**	**L3: Intermediate (2.00 - 3.00)**	**L4: Professional (3.00 - 4.00)**	**L5: World class (4.00 - 5.00)**
6.1 CI Definitions	1. CI process has not been defined or implemented	2. CI process has been defined for some parts of the organization 3. CI process has been sporadically implemented in the organization (<50% services/teams/customers within the organization in question)	4. CI process has been defined for most parts of the organization 5. CI process has been implemented in most parts of the organization (>50% of services/teams/customers within the organization in question)	6. CI process has been standardized across the organization 7. CI process has been implemented across the organization (100% of services/teams/customers within the organization in question)	8. CI process follows globally aligned definitions, standards and requirements 9. CI process has been implemented across the organization (100% of services/teams/customers within the organization in question) based on globally aligned
6.2 CI Elements	1. CI process has not been defined	2. CI process covers <50% of the following elements: a) Process steps b) Roles and responsibilities c) Rules and deadlines d) Utilized solutions e) Other?	3. CI process covers >50% of the following elements: a) Process steps b) Roles and responsibilities c) Rules and deadlines d) Utilized solutions e) Other?	4. CI process covers 100% of the following elements: a) Process steps b) Roles and responsibilities c) Rules and deadlines d) Utilized solutions e) Other?	5. CI process follows globally aligned definitions, standards and requirements
6.3 CI Roles	1. CI process has not been defined	2. CI process covers <50% of the following stakeholders: a) Agents (if applicable) b) Team Leads c) Operations Managers d) Performance management e) Service line management f) Delivery location management g) Customers h) Other?	3. CI process covers >50% of the following stakeholders: a) Agents (if applicable) b) Team Leads c) Operations Managers d) Performance management e) Service line management f) Delivery location management g) Customers h) Other?	3. CI process covers 100% of the following stakeholders: a) Agents (if applicable) b) Team Leads c) Operations Managers d) Performance management e) Service line management f) Delivery location management g) Customers h) Other?	5. CI process follows globally aligned definitions, standards and requirements

FIGURE 20. Performance Management Continuous Improvement – Assessment levels

3.4.7 Selected target group

The target group selected for the assessment questionnaire was the managers of the different service delivery areas in the three main delivery locations: India,

Mauritius, and Romania. All together the selected target group consisted of 15 participants, split in the following way:

- India: 5 participants, responsible for the service areas of actuarial services, financial business services, insurance operations and operations transformation and engineering
- Mauritius: 6 participants, responsible for the service areas of actuarial services, financial business services, insurance operations and professional services
- Romania: 4 participants, responsible for the service areas of actuarial services, financial business services, professional services and operations transformation and engineering

3.4.8 Additional observations

The author has been a part of the organization in scope for the past 2 years and due to this experience, the observations made during the rollout of the assessment were utilized as an additional data collection method to the assessment questionnaire.

Due to the experience of the author, the potential of maturity differences between the service areas and service delivery locations has been identified prior to designing the assessment questionnaire. The observations of the author support the structuring and definition of the assessment questionnaire, the phrasing of the questions included in the questionnaire and the definition of the assessment levels.

3.4.9 Data analysis

The data gathered from the questionnaire was analysed through thorough investigation, allowing the author to categorize the results according to the location of the respondents to gain a deeper insight into the topic and the potential maturity differences between the locations.

4 RESEARCH RESULTS

This chapter covers the results collected during the research phase, utilizing the research methods described in the previous section. First some generic details and findings with regards to the questionnaire are presented, after which the results will be presented category by category and question by question. In the end of this chapter the results will be summarized for the organization overall and for each location separately, resulting in key areas of focus which are summarized in the end of this thesis.

4.1 Questionnaire findings

As described in the previous chapter, the target scope of the assessment questionnaire consisted of 15 participants, who are managing the different service areas and difference customers in the three main delivery locations. The overall response rate in terms of the assessment questionnaire was 100%, meaning that all 15 invited participants did fill out the assessment questionnaire and submit their responses. The high response rate enables a rather complete picture of the maturity of the thesis topic across the different service areas, customers, and service locations in the organization in scope.

The questionnaire had in total 35 questions, which were split according to 6 categories: 1. Performance Management – System, 2. Performance Management – Definitions, 3. Performance Management – Target setting, 4. Performance Management – Measurement, 5. Performance Management – Reviews and 6. Performance Management – Continuous improvement.

The questionnaire results category by category and question by question are covered in the following separate sections.

4.1.1 Questionnaire demographics

As already described in the previous chapter, the selected target group of the assessment consisted of 15 participants managing 6 different service areas in 3 different delivery locations. These factors were considered to highlight any

potential trends and differences between the service areas and locations in scope. In summary, 33% the respondents of the questionnaire were from in India, 40% were from Mauritius and 27% were from Romania. When considering the split per service area, 27% of the respondents of the questionnaire were working in actuarial services, 13% were working in business/professional services, 13% were working in financial business services, 33% were working in insurance operations and 13% were working in operations transformation and engineering services.

4.1.2 Results – Performance management system

The first category of the questionnaire contained 8 questions, which focused on gathering information on whether a performance management system exists in locations and service area in scope, how comprehensive the system is and are performance management skills systematically developed, assessed, and certified. The questions were related to the following sub-categories:

1.1. Performance Management definitions
1.2. Performance Management elements
1.3. Performance Management areas
1.4. Performance Management roles
1.5. Performance Management documentation
1.6. Performance Management capabilities
1.7. Performance Management trainings
1.8. Performance Management qualifications

An overall summary of the results (scale 1.0-5.0) for the questions 1.1-1.8 are shown in Figure 21 below, while the results are reviewed question by question in the sub-chapters, also showcasing the potential differences between the locations.
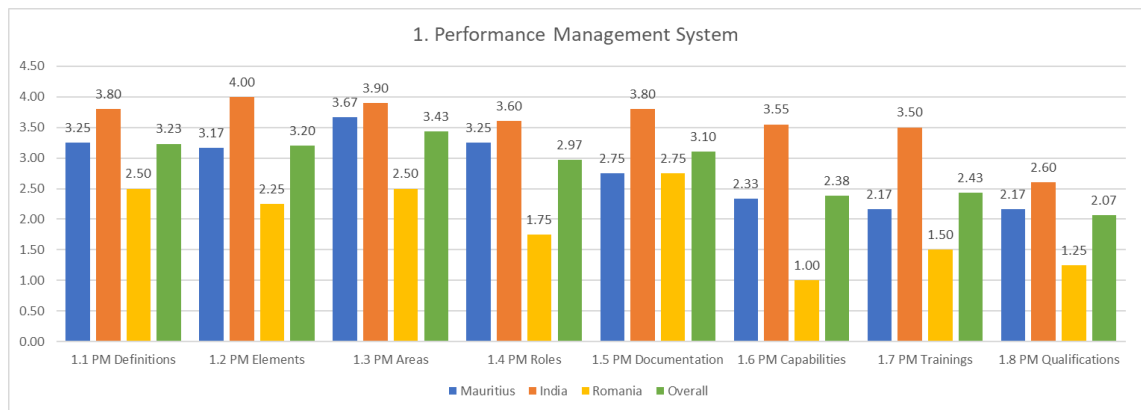
FIGURE 21. Results - Performance management system

Based on the overall results for the first category, the top three sub-categories with the best results are 1.3 PM Areas (score 3.43), 1.1 PM Definitions (score 3.23) and 1.2 PM Elements (score 3.20). The three sub-categories with the lowest score are 1.8 PM Qualifications (score 2.07), 1.6 PM Capabilities (score 2.38) and 1.7 PM Trainings (score 2.43).

Sub-category 1.1: Performance Management definitions

The first question of the questionnaire was "Does a Performance Management system exist in the organization and how widely has it been implemented?" was implemented to assess whether a systematic way of managing, measuring, and communicating service delivery performance exists in the organization in scope and how widely has it been implemented.

The overall result for the first question was 3.23 which places the organization on the assessment level "Professional" based on the pre-defined assessment categories. The result also indicates that the organization has a performance management system in place, which has been standardized across the organization. The result also indicates that the performance management system covers most of the teams, services, and customers of the organization.

The results of the different locations were the following: 3.25 in Mauritius, 3.80 in India and 2.50 in Romania. The results indicate that there are maturity differences between the different locations when it comes to performance management systems. The locational split of the results places both Mauritius and India on the

assessment level "Professional", while Romania is placed on the assessment level "Intermediate".

Sub-category 1.2: Performance Management elements

The second question of the questionnaire was "Does the Performance Management system cover the following elements: a) Process steps (clearly defined step-by-step process), b) Roles and responsibilities (clearly defined who does what in the process steps), c) Rules and deadlines (clear rules, deadlines for completing the process steps), d) Utilized solutions (which solutions/tools are supporting the process steps) and e) Other?" the aim of the question was to find out how detailed the potentially implemented performance management system really is and how comprehensive has it been described.

The overall result for the second question was 3.20 which puts the organization on the assessment level "Professional" based on the pre-defined assessment categories. The result also indicates that the performance management system in the organization covers close to 100% of the following elements: process steps, roles and responsibilities, rules and deadlines and utilized solutions.

The results of the different locations were the following: 3.17 in Mauritius, 4.00 in India and 2.25 in Romania. The results indicate that as with the previous questions, there is a large maturity gap between the different locations. The locational split of the results places India on assessment level "World class", Mauritius on the assessment level "Professional", while Romania is placed on the assessment level "Intermediate".

Sub-category 1.3: Performance Management areas

The third question of the questionnaire was "Does the Performance Management system cover the following areas: a) Target setting, b) Performance measurement, c) Performance reviews, d) Continuous improvement and e) Other?" the aim of the question was to assess how comprehensive the performance management system is and does it cover the key areas in focus.

The overall result for the third question was 3.43 which makes it the question with the highest score in the first category. The result places the organization on the

assessment level "Professional" based on the pre-defined assessment categories. The result indicates that the performance management system in the organization is comprehensive and covers close to 100% of the following elements: target setting, performance measurement, performance reviews and continuous improvement.

The results of the different locations were the following: 3.67 in Mauritius, 3.90 in India and 2.50 in Romania. The results indicate that as with the previous questions, there is potentially a large maturity gap between the different locations. The locational split of the results places both Mauritius and India on the assessment level "Professional", while Romania is placed on the assessment level "Intermediate".

Sub-category 1.4: Performance Management roles

The fourth question of the questionnaire was "Does the Performance Management system define the roles of the following stakeholders:

a) Agents (if applicable), b) Team Leads, c) Operations Managers

d) Performance management, e) Service line management, f) Delivery location management, g) Customers and h) Other?" the aim of the question was to assess how comprehensive the performance management system is and does it consider the roles of all the potential stakeholders in the organization.

The overall result for the fourth question was 2.97 across the organization, which puts the organization on the assessment level "Intermediate" based on the pre-defined assessment categories. The result indicates that the performance management system in the organization has not been designed with all stakeholders in mind and does not consider 100% of the following stakeholders: agents, team leads, operations managers, performance management, service line management, delivery location management and customers of the organization.

The results of the different locations were the following: 3.25 in Mauritius, 3.60 in India and 1.75 in Romania. The results indicate that there is a large maturity gap between the different locations, especially between India and Romania. The

locational split of the results places both Mauritius and India on the assessment level "Professional", while Romania is placed on the assessment level "Basic".

Sub-category 1.5: Performance Management documentation

The fifth question of the questionnaire was "How is the Performance Management system documented, stored and accessed?" the aim of the question was to understand how well the performance management system has been documented and how accessible the documentation is for the different stakeholders in the organization.

The overall result for the fifth question was 3.10 across the organization, which places the organization on the pre-defined assessment level "Professional". The result indicates that across the organization, the performance management system has been documented in a standardized way, there is a regular update and review process in place and the documentation is stored centrally and is accessible to all the users in the organization.

The results of the different locations were the following: 2.75 in Mauritius, 3.80 in India and 2.75 in Romania. The results indicate that in this category, there is no major maturity gap between the different locations. The locational split of the results places India on the assessment level "Professional" while both Mauritius and Romania are placed on the assessment level "Intermediate".

Sub-category 1.6: Performance Management capabilities

The sixth question of the questionnaire was "Are Performance Management skills and capabilities developed systematically?" the aim of the question was to assess how systematically performance management skills and capabilities are developed in the organization.

The overall result for the sixth question was 2.38 across the organization, making it the question with second lowest score in the first category. The result places the organization on the pre-defined assessment level "Intermediate". The result indicates that across the organization, the performance management skills and capabilities are developed somewhat systematically.

The results of the different locations were the following: 2.33 in Mauritius, 3.55 in India and 1.00 in Romania. The results indicate that in this category, there is a large maturity gap between the different locations, especially between India and Romania. The locational split of the results places India on the assessment level "Professional", Mauritius on the assessment level "Intermediate" and Romania on assessment level "Basic".

Sub-category 1.7: Performance Management trainings

The seventh question of the questionnaire was "Are Performance Management trainings available for all employees in the organization?" the aim of the question was to create transparency on how widely performance management trainings are available for the employees in the organization.

The overall result for the seventh question was 2.43 which places the organization on the pre-defined assessment level "Intermediate". The result indicates that across the organization, the performance management trainings are available for some employees, and they are offered sporadically, instead of systematic training plans for different job roles.

The results of the different locations were the following: 2.17 in Mauritius, 3.5 in India and 1.50 in Romania. The results indicate that like with most of the questions in the first category, also in this question there is a large maturity gap between the different locations, especially between India and Romania. The locational split of the results places India on the assessment level "Professional", Mauritius on the assessment level "Intermediate" and Romania on assessment level "Basic".

Sub-category 1.8: Performance Management qualifications

The eight question of the questionnaire was "Are Performance Management qualifications available for all employees in the organization?" the aim of the question was to assess if a qualification system is in place to assess performance management skills and capabilities in the organization or not.

The overall result for the eight question was 2.07, which makes it the question with the lowest score in the first category. The result places the organization on

the pre-defined assessment level "Intermediate". The result indicates that across the organization, the performance management qualifications are not available based on pre-defined plan or schedule but can be achieved through initiative by individual employees.

The results of the different locations were the following: 2.17 in Mauritius, 2.60 in India and 1.25 in Romania. Unlike some of the other questions in the first category, there is no major maturity gap between the different locations. The locational split of the results places Mauritius and India on the assessment level "Intermediate", while Romania is placed on assessment level "Basic".

4.1.3 Results – Performance management definitions

The second category of the questionnaire contained 8 questions, which focused on assessing if performance management requirements such as KPIs have been defined in a standardized way across the service areas and locations in scope. The questions were related to the following sub-categories:

2.1. Operational (OPS) KPI definitions
2.2. OPS KPI details
2.3. OPS KPI documentation
2.4. OPS KPI change process
2.5. Service Level Agreement (SLA) KPI definitions
2.6. SLA KPI details
2.7. SLA KPI documentation
2.8. SLA KPI alignment

A summary of the results for questions 2.1-2.8 are shown in Figure 22 below, while the results are reviewed question by question in the sub-chapters to highlight also potential maturity gaps between the different locations.
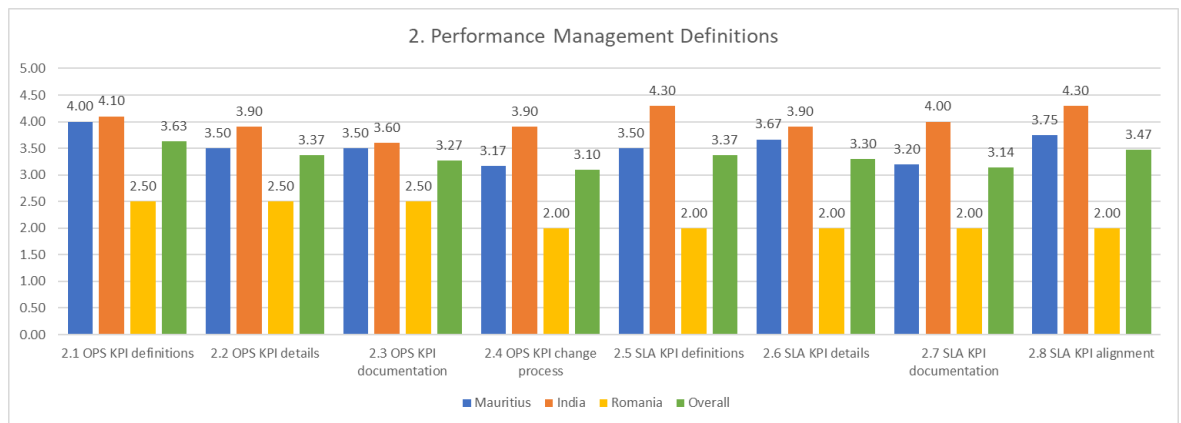
FIGURE 22. Results - Performance management definitions

Based on the overall results for the second category, the top three sub-categories with the best results are 2.1 OPS KPI definitions (score 3.63), 2.8 SLA KPI alignment (score 3.47) and 2.5 SLA KPI definitions (score 3.37). The three sub-categories with the lowest score are 2.4 OPS KPI change process (score 3.10), 2.7 SLA KPI documentation (score 3.14) and 2.3 OPS KPI documentation (score 3.27).

Sub-category 2.1: Operational (OPS) KPI definitions

The first question in the second category of the questionnaire was "Have Operational KPIs been systematically defined and implemented in the organization?" which aimed to assess how systematically operational KPIs are defined in the organization.

The overall result for the first question was 3.63 which places the organization on the pre-defined assessment level "Professional". The assessment level indicates that across the organization, the operational KPIs have been defined in a standardized way and the operational KPIs have been introduced across the organization, covering close to 100% of the services, teams, and customers of the organization.

The results of the different locations were the following: 4.00 in Mauritius, 4.10 in India and 2.50 in Romania. Based on the results, there is a large maturity gap between the locations. Especially the maturity level in Romania does not match that of Mauritius and India. The locational split of the results places Mauritius and

India on the assessment level "Professional", while Romania is placed on the assessment level "Intermediate".

Sub-category 2.2: OPS KPI details

The second question in the second category of the questionnaire was "Do the Operational KPI definitions include the following details: a) KPI name, b) KPI definition, c) KPI calculation rule, d) Input parameter definitions, e) KPI reporting frequency, f) KPI target and g) KPI reporting level" which was defined to assess how comprehensive the defined operational KPIs are and if all variables have been considered during the definition and implementation.

The overall result for the second question was 3.37 which places the organization on the pre-defined assessment level "Professional" in this question. The assessment level indicates that across the organization, well over 50% of the following details have been included in the definition of operational KPIs, such as name, definition, calculation rule, input parameter definitions, reporting frequency, target and reporting level.

The results of the different locations were the following: 3.50 in Mauritius, 3.90 in India and 2.50 in Romania. Based on the results, there is a maturity gap between the locations, especially between India and Romania. The locational split of the results places Mauritius and India on the assessment level "Professional", while Romania is placed on the assessment level "Intermediate".

Sub-category 2.3: OPS KPI documentation

The third question in the second category of the questionnaire was "How are the Operational KPIs documented, stored and accessed?" which was defined to assess how professionally have the operational KPIs been documented and how accessible the definitions are they for the different stakeholders.

The overall result for the third question was 3.27 which places the organization on the pre-defined assessment level "Professional". The assessment level indicates that across the organization, the operational KPI definitions are documented in a standardized way covering close to 100% of the services,

teams, and customers of the organization. In addition, the definitions are stored centrally and can be accessed at least selected individuals.

The results of the different locations were the following: 3.50 in Mauritius, 3.60 in India and 2.50 in Romania. Based on the results, there maturity gap between the locations is not as large as with some of the other questions. The locational split of the results places Mauritius and India on the assessment level "Professional", while Romania is placed on the assessment level "Intermediate".

Sub-category 2.4: OPS KPI change process

The fourth question in the second category of the questionnaire was "How well is the change process for adding/adjusting/removing Operational KPIs defined?" which was designed to assess how standardized the change process behind Operational KPIs indeed is.

The overall result for the fourth question was 3.10 which places the organization on the pre-defined assessment level "Professional". The assessment level indicates that across the organization, the change process behind operational KPI definitions has been defined for only some parts of the organization, covering some KPIs or some teams or services.

The results of the different locations were the following: 3.17 in Mauritius, 3.90 in India and 2.00 in Romania. Based on the results, there maturity gap between the India and Romania especially is quite big. The locational split of the results places Mauritius and India on the assessment level "Professional" even if on the other ends of the level, while Romania is placed on the assessment level "Intermediate".

Sub-category 2.5: Service Level Agreement (SLA) KPI definitions

The fifth question in the second category of the questionnaire was "Have Contractual (SLA) KPIs been clearly defined in all customer contracts and are they defined in a standardized way across the organization?" which was constructed to assess if the Contractual (SLA) KPIs exist in all customer contracts across the customer base and if they have been standardized across the organization.

The overall result for the fifth question was 3.37 which places the organization on the pre-defined assessment level "Professional". The assessment level indicates that across the organization, the contractual (SLA) KPIs have been defined for close to 100% of the customer contracts. Also, the contractual KPIs have been standardized in most parts of the organization.

The results of the different locations were the following: 3.50 in Mauritius, 4.30 in India and 2.00 in Romania. Based on the results, there is a large maturity gap between the locations, especially between India and Romania. The locational split of the results places India on the assessment level "World Class", Mauritius on the assessment level "Professional" and Romania is placed on the assessment level "Intermediate".

Sub-category 2.6: SLA KPI details
The sixth question in the second category of the questionnaire was "Do the Contractual (SLA) KPI definitions include the following details: a) KPI name, b) KPI definition, c) KPI calculation rule, d) Input parameter definitions, e) KPI reporting frequency, f) KPI target, g) KPI reporting level, h) Contract ID the KPI is linked and i) Customer the KPI is linked with" which was constructed to assess how detailed the definitions for the contractual KPIs are in the organization.

The overall result for the sixth question was 3.30 which places the organization on the pre-defined assessment level "Professional". The assessment level indicates that across the organization, the contractual (SLA) KPIs definitions include more than 50% of the following details: name, definition, calculation rule, input parameter definitions, reporting frequency, target, reporting level, contract ID the KPI is linked with and customer the KPI is linked with.

The results of the different locations were the following: 3.67 in Mauritius, 3.90 in India and 2.00 in Romania. Based on the results, there is once again a significant maturity gap between the locations, especially between India and Romania. The locational split of the results places India and Mauritius on the assessment level "Professional" and Romania on the assessment level "Intermediate".

Sub-category 2.7: SLA KPI documentation

The seventh question in the second category of the questionnaire was "How are the Contractual (SLA) KPI definitions documented, stored and how can they be accessed?", the question was defined to assess how professionally have the contractual (SLA) KPIs been documented and how accessible the definitions are for the different stakeholders in the organization.

The overall result for the seventh question was 3.14 which places the organization on the pre-defined assessment level "Professional". The assessment level indicates that across the organization, the contractual (SLA) KPI definitions are documented in a standardized way in most parts of the organization, covering at least 50% of teams, services, and customers of the organization. In addition, the contractual KPI definitions are stored centrally and access to selected individuals is granted.

The results of the different locations were the following: 3.20 in Mauritius, 4.00 in India and 2.00 in Romania. Based on the results, there is once again a significant maturity gap between the locations, especially between India and Romania. The locational split of the results places India on the assessment level "World Class", Mauritius on the assessment level "Professional" and Romania on the assessment level "Intermediate".

Sub-category 2.8: SLA KPI alignment

The eight question in the second category of the questionnaire was "Are the Contractual (SLA) KPIs aligned with the Operational KPIs?" which was created to assess if SLA KPIs are fully aligned with the defined operational KPIs to ensure that the service level agreed with the customer is aligned with the operational performance measurement.

The overall result for the eight question was 3.47 which places the organization on the pre-defined assessment level "Professional". The assessment level indicates that across the organization, more than 50% of the contractual KPIs are aligned with the respective operational KPIs.

The results of the different locations were the following: 3.75 in Mauritius, 4.30 in India and 2.00 in Romania. Based on the results, there is a significant maturity gap between the locations, especially between India and Romania. The locational split of the results places India on the assessment level "World Class", Mauritius on the assessment level "Professional" and Romania on the assessment level "Intermediate".

4.1.4 Results – Target setting

The third category of the questionnaire contained 4 questions, which focused on assessing if a target setting for the defined KPIs is being utilized, if a target setting process been defined and how standardized is the process of setting target across the service areas and locations in scope. The questions were related to the following sub-categories:

3.1. OPS KPI targets
3.2. OPS KPI target setting
3.3. OPS KPI target setting process
3.4. SLA KPI target setting

A summary of the results for questions 3.1-3.4 are shown in Figure 23 below, while the results are reviewed question by question in the sub-chapters to highlight also potential maturity gaps between the different locations.
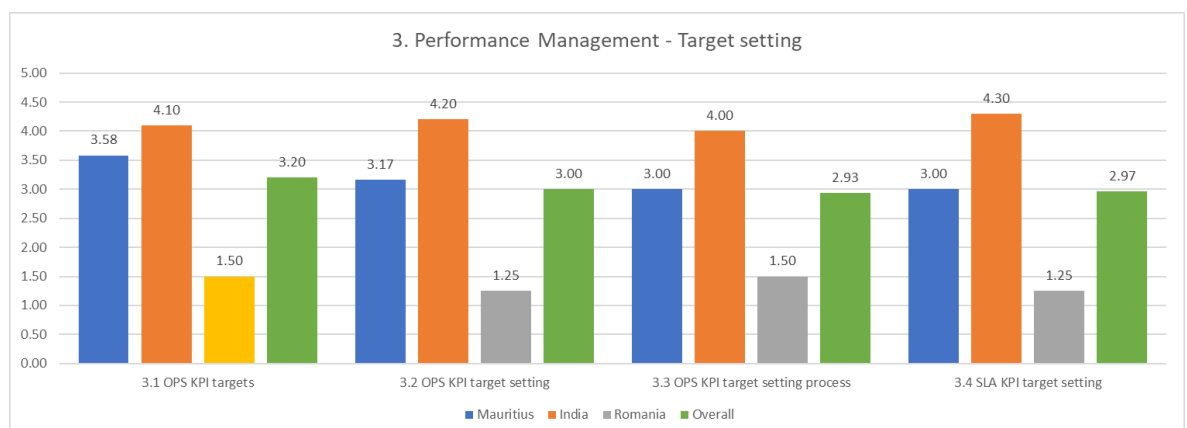

FIGURE 23. Results – Target setting

Based on the overall results for the third category, the sub-categories were assessed as follows from the highest to lowest score: 3.1 OPS KPI targets

(score 3.20), 3.2 OPS KPI target setting (score 3.00), 3.4 SLA KPI target setting (score 2.97) and 3.3 OPS KPI target setting process (score 2.93).

Sub-category 3.1: OPS KPI targets

The first question in the third category of the questionnaire was "Are the targets for Operational KPIs defined in a standardized way and introduced for all KPIs?" which was constructed to assess whether target setting of Operational KPIs is done in a standardized way, Operational KPIs in this context mean KPIs that are tracked to understand the performance of service delivery and not necessarily KPIs that are tracked because the customer insists.

The overall result for the first question was 3.20 which places the organization on the pre-defined assessment level "Professional". The assessment result indicates that across the organization, targets have been defined in a standardized way in most parts of the organization (across most teams, services, or customers) and targets have been introduced for more than 50% of the operational KPIs.

The results of the different locations were the following: 3.58 in Mauritius, 4.10 in India and 1.50 in Romania. Based on the results, there is a quite large maturity gap between the locations, especially between India and Romania. The results for Mauritius and India are not that far from each other. The locational split of the results places India on the assessment level "World Class", Mauritius on the assessment level "Professional" and Romania on the assessment level "Basic".

Sub-category 3.2: OPS KPI target setting

The second question in the third category of the questionnaire was "Has Target Setting process for Operational KPIs been defined and introduced across the organization?" which was defined to assess if a process has been defined for target setting and if the process has been implemented in the complete organization.

The overall result for the second question was 3.00 which places the organization on the pre-defined assessment level "Professional". The assessment result indicates that the target setting process for operational KPIs has been defined for most parts of the organization and has been implemented in most parts of the

organization, covering over 50% of services, teams, and customers of the organization.

The results of the different locations were the following: 3.17 in Mauritius, 4.20 in India and 1.25 in Romania. Based on the results, there is once again a large maturity gap, especially between India and Romania. The locational split of the results places India on the assessment level "World Class", Mauritius on the assessment level "Professional" and Romania on the assessment level "Basic".

Sub-category 3.3: OPS KPI target setting process

The third question in the third category of the questionnaire was "Does the Target Setting process definition cover the following elements: a) Process steps, b) Roles and responsibilities, c) Rules and deadlines, d) Utilized solutions and e) Other?" which was constructed to assess how detailed the target setting process is and whether it contains all the necessary elements.

The overall result for the third question was 2.93 which places the organization on the pre-defined assessment level "Intermediate". The assessment result indicates that the defined target setting process for operational KPIs covers more than 50% of the required elements such as process steps, roles and responsibilities, rules and deadlines or utilized solutions/tools.

The results of the different locations were the following: 3.00 in Mauritius, 4.00 in India and 1.50 in Romania. Based on the results, there is once again a large maturity gap between the locations, while India is scoring high the other two locations are scoring lower. The locational split of the results places India on the assessment level "World Class", Mauritius on the assessment level "Professional" and Romania on the assessment level "Basic".

Sub-category 3.4: SLA KPI target setting

The fourth question in the third category of the questionnaire was "Are the targets for Contractual (SLA) KPIs defined in a standardized way and introduced in all customer contracts?" which was designed to assess whether the target setting for contractual (SLA) KPIs is aligned with the target setting of the operational

KPIs, ensuring that fulfilling the contractual obligations is built-in the operational KPI reporting.

The overall result for the fourth question was 2.97 which places the organization on the pre-defined assessment level "Intermediate". The assessment results clearly indicates that the targets for contractual (SLA) KPIs have been aligned with the Operational KPI reporting, covering more than 50% of the contractual KPIs.

The results of the different locations were the following: 3.00 in Mauritius, 4.30 in India and 1.25 in Romania. Based on the results, there is clearly a significant maturity gap between the locations, India is once again scoring very high while Romania is scoring very low. The locational split of the results places India on the assessment level "World Class", Mauritius on the assessment level "Professional" and Romania on the assessment level "Basic".

4.1.5 Results – Performance measurement

The fourth category of the questionnaire contained 8 questions, which focused on assessing if reporting and monitoring has been set up for operational and contractual KPIs, if a reporting process has been defined and standardized in the organization, how comprehensive is the reporting process and whether it covers all necessary elements such as target setting and responsibilities. The questions were related to the following sub-categories:

4.1 OPS KPI reporting
4.2 OPS KPI reporting process
4.3 OPS KPI reporting levels
4.4 OPS KPI reporting target achievement
4.5 OPS KPI reporting documentation
4.6 OPS KPI reporting automation
4.7 OPS KPI reporting visualization
4.8 SLA KPI reporting

A summary of the results for questions 4.1-4.8 are shown in Figure 24 below, while the results are reviewed question by question in the sub-chapters to also highlight all potential maturity gaps between the different delivery locations.
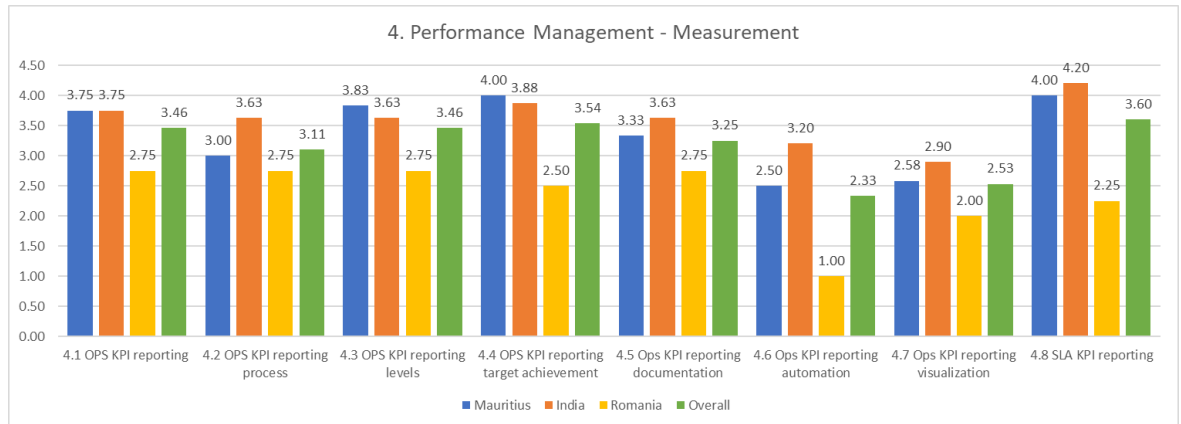

FIGURE 24. Results - Performance measurement

Based on the overall results for the fourth category, the sub-categories were assessed as follows from the highest to lowest score: 4.8 SLA KPI reporting (score 3.60), 4.4 OPS KPI reporting target achievement (score 3.54), 4.1 OPS KPI reporting (score 3.46), 4.3 OPS KPI reporting levels (score 3.46), 4.5 OPS KPI reporting documentation (score 3.25), 4.2 OPS KPI reporting process (3.11), 4.7 OPS KPI reporting visualization (score 2.53) and 4.6 OPS KPI reporting automation (score 2.33).

Sub-category 4.1: OPS KPI reporting
The first question in the fourth category of the questionnaire was "Has a regular Operational KPI reporting process been defined and implemented across the organization?" which was designed to assess if a standardized process for reporting operational KPIs exists and widely has it been implemented in the organization.

The overall result for the first question was 3.46 which places the organization on the pre-defined assessment level "Professional". The assessment result indicates that across the organization, a standardized reporting process for Operational KPIs has been defined for most parts of the organization and the reporting process has been implemented in most parts of the organization, covering more than 50% of services, teams, and customers of the organization.

The results of the different locations were the following: 3.75 in Mauritius, 3.75 in India and 2.75 in Romania. Based on the results, there is not a large maturity gap between the locations and especially Mauritius and India have similar results. The locational split of the results places Mauritius and India on the assessment level "Professional", while Romania is placed on the assessment level "Intermediate".

Sub-category 4.2: OPS KPI reporting process

The second question in the fourth category of the questionnaire was "Does the Operational KPI reporting process definition include the following elements: a) process steps, b) roles and responsibilities, c) rules and deadlines or d) utilized solutions" which was constructed to assess how detailed the reporting process for operational KPIs is across the organization and whether it contains all the required elements.

The overall result for the second question was 3.11 which places the organization on the pre-defined assessment level "Professional". The assessment result indicates that across the organization, the definition of the reporting process for operational KPIs covers more than 50% of the following elements: process steps, roles and responsibilities, rules and deadline and utilized solutions.

The results of the different locations were the following: 3.00 in Mauritius, 3.63 in India and 2.75 in Romania. Based on the results, the maturity gap between the locations is not as significant as in some of the other categories. The locational split of the results places Mauritius and India on the assessment level "Professional", while Romania is placed on the assessment level "Intermediate".

Sub-category 4.3: OPS KPI reporting levels

The third question in the fourth category of the questionnaire was "Does the Operational KPI reporting process cover the following levels of reporting: a) transaction/item, b) agent, c) team, d) service, e) service line, f) customer and g) delivery location" which was designed to assess how comprehensive the reporting levels for operational KPIs are across the organization.

The overall result for the third question was 3.46 which places the organization on the pre-defined assessment level "Professional". The assessment result indicates that across the organization, the reporting levels for the operational KPIs cover more than 50% of the following levels: transaction/item, agent, team, service, service line, customer, and delivery location.

The results of the different locations were the following: 3.83 in Mauritius, 3.63 in India and 2.75 in Romania. Based on the results, the area is one of the few areas where Mauritius is scoring higher than India, all in all, there are no major maturity gaps between the locations. The locational split of the results places Mauritius and India on the assessment level "Professional", while Romania is placed on the assessment level "Intermediate".

Sub-category 4.4: OPS KPI reporting target achievement

The fourth question in the fourth category of the questionnaire was "Does the Operational KPI reporting enable tracking the target achievement of the set targets?" which was created to assess if the reporting process for operational KPIs includes target achievement tracking across the organization or not.

The overall result for the fourth question was 3.54 which places the organization on the pre-defined assessment level "Professional". The assessment result indicates that across the organization, reporting of operational KPIs allows tracking the target achievement for more than 50% of the defined KPIs but not for all the defined KPIs.

The results of the different locations were the following: 4.00 in Mauritius, 3.88 in India and 2.50 in Romania. Based on the results, in this category Mauritius is once again scoring higher than India, while Romania is scoring lower than in the previous questions in this category. The locational split of the results places Mauritius on the assessment level "World class", India on the assessment level "Professional" and Romania on the assessment level "Intermediate".

Sub-category 4.5: OPS KPI reporting documentation

The fifth question in the fourth category of the questionnaire was "How is the Operational KPI reporting process documented, stored and accessed?" which

was constructed to assess how professionally has the KPI reporting process been documented and how accessible the process definitions are for the stakeholders in the organization.

The overall result for the fifth question was 3.25 which places the organization on the pre-defined assessment level "Professional". The assessment result indicates that across the organization, the operational KPI reporting process is documented in a standardized way with regular review/update process in place and stored in a central location with access to only selected user of the organization.

The results of the different locations were the following: 3.33 in Mauritius, 3.63 in India and 2.76 in Romania. Based on the results, the results of the locations are not far from each other and there is no significant maturity gap. The locational split of the results places Mauritius and India on the assessment level "Professional" and Romania on the assessment level "Intermediate".

Sub-category 4.6: OPS KPI reporting automation
The sixth question in the fourth category of the questionnaire was "What is the degree of automation behind the Operational KPI reporting process?" which was designed to assess the extent to which the reporting process of operational KPIs has been automated across the organization.

The overall result for the sixth question was 2.33 which makes it the question with the lowest score in the fourth category and places the organization on the pre-defined assessment level "Intermediate". The assessment result indicates that across the organization, automatic data retrieval capabilities are available only for measuring more than 25% of the defined operational KPIs. In addition, automatic data retrieval capabilities are only available for more than 25% of the services, teams, and customer of the organization.

The results of the different locations were the following: 2.50 in Mauritius, 3.20 in India and 1.00 in Romania. Based on the results, the results of the locations are not far from each other and clearly the automation of the operational KPI reporting is not on a very mature level across the organization. The locational split of the

results places India on the assessment level "Professional", Mauritius on the assessment level "Intermediate" and Romania on the assessment level "Basic".

Sub-category 4.7: OPS KPI reporting visualization

The seventh question in the fourth category of the questionnaire was "What are the visualization capabilities available for the Operational KPI reporting process?" which was constructed to assess which visualization capabilities are available for the operational KPIs across the organization.

The overall result for the seventh question was 2.53 which makes it the question with the second lowest score in the fourth category and places the organization on the pre-defined assessment level "Intermediate". The assessment result indicates that across the organization, visualization capabilities are available for less than 50% of the defined operational KPIs and only cover less than 50% of services, teams, and customer of the organization.

The results of the different locations were the following: 2.58 in Mauritius, 2.90 in India and 2.00 in Romania. Based on the results, the results of the locations are not far from each other and clearly the visualization of operational KPIs is not very mature across the organization. The locational split of the results places all locations on the assessment level "Intermediate".

Sub-category 4.8: SLA KPI reporting

The eight question in the fourth category of the questionnaire was "Are all the Contractual (SLA) KPIs included in the Operational KPI reporting process?" which was constructed to assess how well contractual (SLA) KPIs are known and tracked across the organization.

The overall result for the eight question was 3.60 which places the organization on the pre-defined assessment level "Professional". The assessment result indicates that more than 50% of the contractual (SLA) KPIs are included in the operational KPI reporting process across the organization.

The results of the different locations were the following: 4.00 in Mauritius, 4.20 in India and 2.25 in Romania. Based on the results, the results of the locations show

some maturity gaps as the result in Romania is significantly below the results of Mauritius and India. The locational split of the results places India and Mauritius on the assessment level "World class", while Romania is placed on the assessment level "Intermediate".

4.1.6 Results – Performance reviews

The fifth category of the questionnaire contained 4 questions, which focused on assessing how performance reviews with the customer and the internal organization are conducted, and how standardized and harmonized are the performance reviews across the organization. The questions were related to the following sub-categories:

6.1 Customer reviews

6.2 Customer reviews elements

6.3 Internal reviews

6.4 Internal reviews elements

A summary of the results for questions 5.1-5.4 are shown in Figure 25 below, while the results are reviewed question by question in the sub-chapters to also highlight all potential maturity gaps between the different delivery locations.
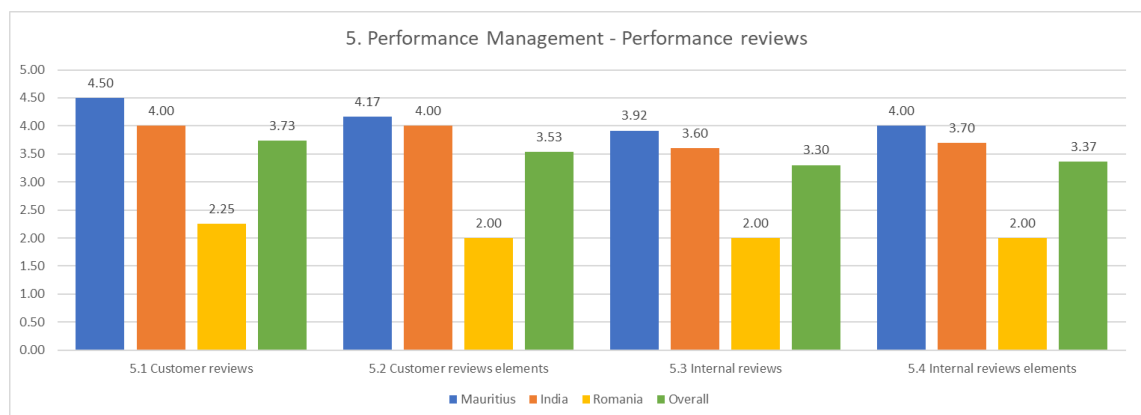

FIGURE 25. Results - Performance reviews

Based on the overall results for the fifth category, the sub-categories were assessed as follows from the highest to lowest score: 5.1 Customer reviews (3.73), 5.2 Customer reviews elements (score 3.53), 5.4 Internal reviews elements (score 3.37) and 5.3 Internal reviews (score 3.30).

Sub-category 5.1: Customer reviews

The first question in the fifth category of the questionnaire was "Are regular Customer Reviews established with the customers to review the performance of the service delivery and are they conducted in a standardized way across the organization?" which was constructed to assess if performance reviews with the customers are set in place and how professionally performance reviews are handled with the customers of the organization.

The overall result for the first question was 3.73 which places the organization on the pre-defined assessment level "Professional". The assessment result indicates that across the organization, regular customer reviews are established with the customers, covering the complete customer base. In addition, the regular customer reviews follow a standardized approach across most parts of the organization, covering more than 50% of the services and teams within the organization.

The results of the different locations were the following: 4.10 in Mauritius, 4.00 in India and 2.25 in Romania. Based on the results, there is a large maturity gap between the locations, especially between Mauritius and Romania. The locational split of the results places Mauritius and India on the assessment level "World class", while Romania is placed on the assessment level "Intermediate".

Sub-category 5.2: Customer reviews elements

The second question in the fifth category of the questionnaire was "Have the following elements been defined as part of the regular Customer Reviews:
a) Standard frequency, b) Standard agenda, c) Standard set of performance indicators, d) Standard format for gathering customer feedback and
e) Standard format of gathering leads" which was constructed to assess how detailed, comprehensive and standardized the performance reviews are with the customers of the organization.

The overall result for the second question was 3.53 which places the organization on the pre-defined assessment level "Professional". The assessment result indicates that across the organization, customer reviews are rather

comprehensive and over 50% of the elements such as agenda and performance indicators are standardized.

The results of the different locations were the following: 4.17 in Mauritius, 4.00 in India and 2.00 in Romania. Based on the results, there is a significant maturity gap between the locations, especially between Mauritius and Romania. The locational split of the results places Mauritius and India on the assessment level "World class", while Romania is placed on the assessment level "Intermediate".

Sub-category 5.3: Internal reviews

The third question in the fifth category of the questionnaire was "Are regular Internal Reviews established to review the performance of the service delivery and are they conducted in a standardized way across the following levels:
a) Team Members - Team Lead, b) Team Lead - Service Manager,
c) Service Manager - Operations Manager, d) Operations Manager - Delivery Centre Head" which was constructed to assess how professionally performance reviews are handled internally within the organization and widely are they in use.

The overall result for the third question was 3.30 which places the organization on the pre-defined assessment level "Professional". The assessment result indicates that internal performance reviews are not in focus as much as the customer reviews. The result also indicates that on most levels of the organization such as between team members and team leads and between team leads and service managers, the operational performance is discussed.

The results of the different locations were the following: 3.92 in Mauritius, 3.60 in India and 2.00 in Romania. Based on the results, there is again a maturity gap between the locations, especially between Mauritius and Romania. The locational split of the results places Mauritius and India on the assessment level "Professional", while Romania is placed on the assessment level "Intermediate".

Sub-category 5.4: Internal reviews elements

The fourth question in the fifth category of the questionnaire was "Have the following elements been defined and standardized as part of the regular Internal Reviews: a) Standard frequency, b) Standard agenda/structure, c) Standard set

of performance indicators and d) Standard process for identifying, creating and monitoring action items" which was constructed to assess how comprehensive the internal performance reviews are and to what extent have the Internal Reviews been standardized in the organization.

The overall result for the fourth question was 3.37 which places the organization on the pre-defined assessment level "Professional". The assessment result indicates that internal performance reviews are quite comprehensive and more than 50% of the elements such as frequency and agenda are standardized.

The results of the different locations were the following: 4.00 in Mauritius, 3.70 in India and 2.00 in Romania. Based on the results, there is again a maturity gap between the locations, especially between Mauritius and Romania. The locational split of the results places Mauritius on the assessment level "World class", India on the assessment level "Professional" and Romania on the assessment level "Intermediate".

4.1.7   Results – Continuous improvement

The sixth and the last category of the questionnaire contained 3 questions, which focused on assessing how continuous improvement process is conducted, and how standardized and harmonized the process is across the organization. The questions were related to the following sub-categories:

6.1 Continuous improvement definitions
6.2 Continuous improvement elements
6.3 Continuous improvement elements

A summary of the results for questions 6.1-6.3 are shown in Figure 26 below, while the results are reviewed question by question in the sub-chapters to also highlight all potential maturity gaps between the different delivery locations.
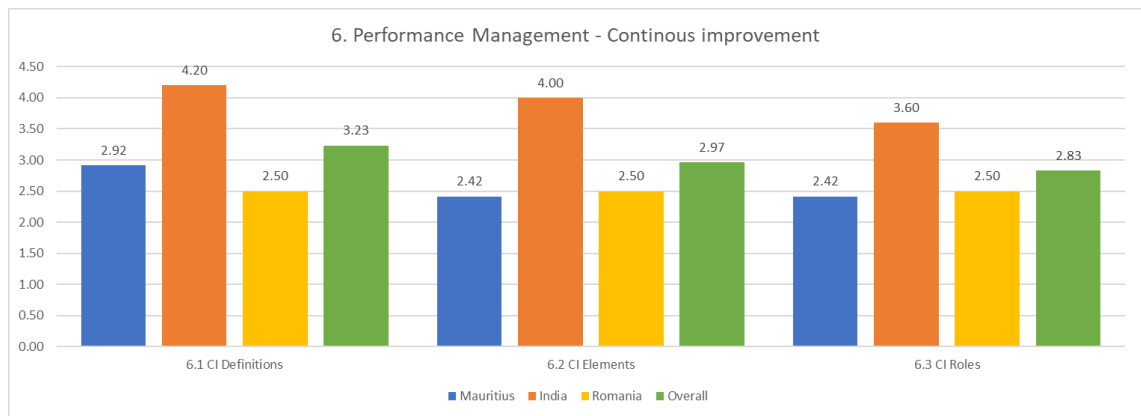
FIGURE 26. Results – Continuous improvement

Based on the overall results for the sixth category, the sub-categories were assessed as follows from the highest to lowest score: 6.1 CI definitions (3.23), 6.2 CI elements (score 2.97) and 6.3 CI roles (score 2.83).

Sub-category 6.1: Continuous improvement definitions
The first question in the sixth category of the questionnaire was "Does a Continuous Improvement (=CI) process exist in the organization and how widely has it been implemented?" which was designed to assess whether a systematic way for identifying, managing, and monitoring continuous Improvement initiatives exists across the organization.

The overall result for the first question was 3.23 which places the organization on the pre-defined assessment level "Professional". The assessment result indicates that continuous improvement process has been defined for most parts of the organization and implemented for over 50% of the teams, services, and customers of the organization.

The results of the different locations were the following: 2.92 in Mauritius, 4.20 in India and 2.50 in Romania. Based on the results, there is no major maturity gap between Mauritius and Romania, however India seems to be mature than the two other locations. The locational split of the results places India on the assessment level "World class", while both Mauritius and Romania are placed on the assessment level "Intermediate".

Sub-category 6.2: Continuous improvement elements

The second question in the sixth category of the questionnaire was "Does the Continuous Improvement (=CI) process cover the following elements:
a) Process steps, b) Roles and responsibilities, c) Rules and deadlines and d) Utilized solutions" which was designed to assess how detailed the continuous improvement process is across the organization.

The overall result for the second question was 2.97 which places the organization on the pre-defined assessment level "Intermediate". The assessment result indicates that the defined continuous improvement process covers around 50% of the elements such as process steps and roles and responsibilities.

The results of the different locations were the following: 2.42 in Mauritius, 4.00 in India and 2.50 in Romania. Based on the results, India is more mature in this category compared to Mauritius and Romania, who both scored quite similar result in the second question. The locational split of the results places India on the assessment level "World class", while both Mauritius and Romania are placed on the assessment level "Intermediate".

Sub-category 6.3: Continuous improvement roles
The third question in the sixth category of the questionnaire was "Does the Continuous Improvement process define the roles of the following stakeholders:
a) Agents, b) Team Leads, c) Operations Managers, d) Performance management, e) Service line management, f) Delivery location management and g) Customers", which was constructed to assess how comprehensive the coverage of the continuous improvement process is across the organization.

The overall result for the third question was 2.83 which places the organization on the pre-defined assessment level "Intermediate". The assessment result indicates that the defined continuous improvement process involves around 50% of the different stakeholders of the organization such as team members, team leads and service line managers.

The results of the different locations were the following: 2.42 in Mauritius, 3.60 in India and 2.50 in Romania. Based on the results, India is again scoring higher than Mauritius and Romania, who both scored quite similar result also in the third

question. The locational split of the results places India on the assessment level "Professional", while both Mauritius and Romania are placed on the assessment level "Intermediate".

4.2 Summary of the results

Based on research results presented in the sections above, there are indeed areas in performance measurement and management where the organization is already quite mature and on the other hand there are areas that would require further development. There are also differences between the locations and their maturity in the different areas.

A summary of these areas would be detailed in the following sub-chapters, starting with the overall organization, and studying the results for each location separately.

4.2.1 Overall organization

Based on the overall results of the complete organization the top 3 categories with the highest score and therefore the highest maturity level, were the following:

1. Category 5: Reviews (score 3.48)
2. Category 2: Definitions (score 3.33)
3. Category 4: Measurement (score 3.18)

In these categories the organization shows the highest level of maturity, based on the assessment results, and gathered comments. On the other hand, based on the overall results of the complete organization the bottom 3 categories with the lowest score, therefore the lowest maturity level and areas that require further development, were the following:

1. Category 1: PM System (score 2.85)
2. Category 6: Continuous improvement (score 3.01)
3. Category 3: Target setting (score 3.03)

To get even better understanding on the areas with highest level of maturity and the areas that are most in need of further development, the questions with highest and lowest results will be covered one by one in the following sections.

Areas with highest level of maturity

When looking at the sub-categories and the related questions across the complete organization, the top 5 questions based on the scoring, were the following:

1. Sub-category: 5.1 Customer reviews (score 3.79)
2. Sub-category: 2.1 OPS KPI definitions (score 3.68)
3. Sub-category: 4.8 SLA KPI reporting (score 3.66)
4. Sub-category: 5.2 Customer reviews elements (score 3.60)
5. Sub-category: 4.4 OPS KPI reporting target achievement (score 3.59)

In the questions above the organization shows the highest level of maturity, based on the assessment results, and gathered comments. The summary of these questions will be covered one by one in the section below.

Sub-category: 5.1 Customer reviews (score 3.79)

As the highest scoring question with the score of 3.79 across the organization, the results indicate that regular customer reviews are established and cover close to 100% of the customer base. In addition, a standardized approach to customer reviews is in place for more than 50% of services and teams within the organization.

Sub-category: 2.1 OPS KPI definitions (score 3.68)

As the second highest scoring question with the score of 3.68 across the organization, the results indicate that operational KPIs have been defined and implemented for most parts of the organization, covering more than 50% of service, teams, and customers.

Sub-category: 4.8 SLA KPI reporting (score 3.66)

As the third highest scoring question with the score of 3.66 across the organization, the results indicate that most contractual KPIs are tracked through the operational KPI reporting process.

Sub-category: 5.2 Customer reviews elements (score 3.60)

As the fourth highest scoring question with the score of 3.60 across the organization, the results indicate that regular customer reviews cover close to 50% of the elements such as frequency, agenda, performance indicators and customer feedback collection.

Sub-category: 4.4 OPS KPI reporting target achievement (score 3.59)

As the fifth highest scoring question with the score of 3.59 across the organization, the results indicate that the reporting of operational KPIs allows the tracking of the target achievement for more than 50% of the defined KPIs.

Areas that require further development

When looking at the sub-categories and the related questions across the complete organization, the bottom 5 questions based on the scoring, were the following:

1. Sub-category: 1.8 PM Qualifications (score 2.10)
2. Sub-category: 4.6 OPS KPI reporting automation (score 2.39)
3. Sub-category: 1.6 PM capabilities (score 2.45)
4. Sub-category: 1.7 PM trainings (score 2.48)
5. Sub-category: 4.7 OPS KPI reporting visualization (score 2.56)

In the questions above the organization shows the lowest level of maturity, based on the assessment results, and gathered comments. The summary of these questions will be covered one by one in the section below.

Sub-category: 1.8 PM Qualifications (score 2.10)

As the lowest scoring question with the score of 2.10 across the complete organization, the results indicate that the selection and participation in PM qualification system is a result of individual employee initiative and there is no standard approach in identifying qualification measures through the regular PMP system.

Sub-category: 4.6 OPS KPI reporting automation (score 2.39)

As the second lowest scoring question with the score of 2.39 across the complete organization, the results indicate that automatic data retrieval capabilities are available for measuring around 25% of the defined operational KPIs. In addition, automatic data retrieval is possible for about 25% of the services, teams, and customer of the organization.

Sub-category: 1.6 PM capabilities (score 2.45)

As the third lowest scoring question with the score of 2.45 across the complete organization, the results indicate that performance management skills and capabilities are developed sporadically across the organization and there is no systematic approach existing across the organization.

Sub-category: 1.7 PM trainings (score 2.48)

As the fourth lowest scoring question with the score of 2.48 across the complete organization, the results indicate that performance management trainings are not available for the complete organization but only to selected employees. In addition, performance management trainings are offered sporadically, and the training offering is not reviewed regularly.

Sub-category: 4.7 OPS KPI reporting visualization (score 2.56)

As the fifth lowest scoring question with the score of 2.56 across the complete organization, the results indicate that visualization capabilities are available for less than 50% of the defined operational KPIs and only for about half of the services, teams, and customers of the organization.

As there are deviations in the results and therefore the maturity between the different locations, the summary of the areas with highest level of maturity for the different delivery locations are covered in the following sections.

4.3   Delivery location India

Based on the specific results for the delivery location in India, the top 3 categories with the highest score and therefore the highest maturity level, were the following:

1. Category 3: Target setting (score 4.15)
2. Category 2: Definitions (score 4.00)

3. Category 6: Continuous improvement (score 3.93)

In these categories the delivery location India shows the highest level of maturity, based on the assessment results, and gathered comments. On the other hand, based on the overall results of the delivery location India the bottom 3 categories with the lowest score, therefore the lowest maturity level and areas that require further development, were the following:

1. Category 1: PM System (score 3.59)
2. Category 4: Measurement (score 3.62)
3. Category 5: Reviews (score 3.83)

To get even better understanding on the areas with highest level of maturity and the areas that are most in need of further development, the questions with highest and lowest results will be covered one by one in the following sections.

Areas with highest level of maturity

When looking at the sub-categories and the related questions, the top 5 questions based on the scoring and therefore the areas with highest maturity in the delivery location in India, were the following:

1. Sub-category: 2.5 SLA KPI definitions (score 4.30)
2. Sub-category: 3.4 SLA KPI target setting (score 4.30)
3. Sub-category: 6.1 CI definitions (score 4.20)
4. Sub-category: 3.1 OPS KPI targets (score 4.10)
5. Sub-category: 2.7 SLA KPI documentation (score 4.00)

In the questions above the Indian delivery location shows the highest level of maturity, based on the assessment results, and gathered comments. The summary of these questions will be covered one by one in the section below.

Sub-category: 2.5 SLA KPI definitions (score 4.30)

As the highest scoring question with the score of 4.30 in the Indian delivery location, the results indicate that contractually binding SLA KPIs have been defined for all customer contracts in the organization following in most cases the

globally aligned definitions, standards, and requirements. In addition, they have been implemented across all teams, services, and customers.

Sub-category: 3.4 SLA KPI target setting (score 4.30)

As the highest scoring question with the score of 4.30 in the Indian delivery location, the results indicate that the targets for the contractually binding SLA KPIs have been standardized across the Indian delivery location, implanted for all customer contracts and are to some extent following global definitions, standards, and requirements.

Sub-category: 6.1 CI definitions (score 4.20)

As the third highest scoring question with the score of 4.20 in the Indian delivery location, the results indicate that the CI process has been standardized across the Indian delivery location, following globally aligned definitions, standards, and requirements. In addition, the CI process has been implemented for almost 100% of the teams, services, and customers.

Sub-category: 3.1 OPS KPI targets (score 4.10)

As the fourth highest scoring question with the score of 4.10 in the Indian delivery location, the results indicate that the targets for the operational KPIs have been defined in a standardized way across the team, services and customers and that targets have been introduced for 100% of the defined KPIs.

Sub-category: 2.7 SLA KPI documentation (score 4.00)

As the fifth highest scoring question with the score of 4.00 in the Indian delivery location, the results indicate that contractually binding (SLA) KPI definitions are documented in a standardized way for 100% of the teams, services, and customers. In addition, the definitions are stored centrally, and access has been enabled for everyone in the delivery location.

Areas that require further development

When looking at the sub-categories and the related questions across the delivery location India, the bottom 5 questions based on the scoring, were the following:

1. Sub-category: 1.8 PM Qualifications (score 2.60)

2. Sub-category: 4.7 OPS KPI reporting visualization (score 2.90)
3. Sub-category: 4.6 OPS KPI reporting automation (score 3.20)
4. Sub-category: 1.7 PM trainings (score 3.50)
5. Sub-category: 1.6 PM capabilities (score 3.55)

In the questions above the organization shows the lowest level of maturity, based on the assessment results, and gathered comments. The summary of these questions will be covered one by one in the section below.

Sub-category: 1.8 PM Qualifications (score 2.60)

As the lowest scoring question with the score of 2.60 across the delivery location India, the results indicate that the selection and participation in PM qualification system is a result of individual employee initiative and there is no standard approach in identifying qualification measures through the regular PMP system by the managers.

Sub-category: 4.7 OPS KPI reporting visualization (score 2.90)

As the second lowest scoring question with the score of 2.90 across the delivery location India, the results indicate that visualization capabilities are available for less than 50% of the defined operational KPIs and for less than half of the services, teams, and customers of the organization.

Sub-category: 4.6 OPS KPI reporting automation (score 3.20)

As the third lowest scoring question with the score of 3.20 across the delivery location India, the results indicate that automatic data retrieval capabilities are available for measuring more than 25% of the defined operational KPIs. In addition, automatic data retrieval is possible also for more than 25% of the services, teams, and customer of the organization.

Sub-category: 1.7 PM trainings (score 3.50)

As the fourth lowest scoring question with the score of 3.50 across the delivery location India, the results indicate that performance management trainings are available for all employees in the organization, however, training results are not reviewed regularly, or action items derived based on the results. In addition,

performance management trainings are offered based on predefined training plan, but refresher trainings are not offered for relevant employees.

Sub-category: 1.6 PM capabilities (score 3.55)

As the fifth lowest scoring question with the score of 3.55 across the delivery location India, the results indicate that performance management skills and capabilities are developed rather systematically but training plans and assessments might not be in place across the organization.

4.4   Delivery location Mauritius

Based on the specific results for the delivery location in Mauritius, the top 3 categories with the highest score and therefore the highest maturity level, were the following:

1. Category 5: Reviews (score 4.15)
2. Category 2: Definitions (score 3.53)
3. Category 4: Measurement (score 3.38)

In these categories the delivery location Mauritius shows the highest level of maturity, based on the assessment results, and gathered comments. On the other hand, based on the overall results of the delivery location Mauritius the bottom 3 categories with the lowest score, therefore the lowest maturity level and areas that require further development, were the following:

1. Category 6: Continuous improvements (score 2.58)
2. Category 1: PM System (score 2.84)
3. Category 3: Target setting (score 3.19)

To get even better understanding on the areas with highest level of maturity and the areas that are most in need of further development, the questions with highest and lowest results will be covered one by one in the following sections.

Areas with highest level of maturity

When looking at the sub-categories and the related questions, the top 5 questions based on the scoring and therefore the areas with highest maturity in the delivery location in Mauritius, were the following:

1. Sub-category: 5.1 Customer reviews (score 4.50)
2. Sub-category: 5.2 Customer reviews elements (score 4.17)
3. Sub-category: 4.4 OPS KPI target achievement (score 4.00)
4. Sub-category: 4.8 SLA KPI reporting (score 4.00)
5. Sub-category: 5.4 Internal reviews elements (score 4.00)

In the questions above the delivery location Mauritius shows the highest level of maturity, based on the assessment results, and gathered comments. The summary of these questions will be covered one by one in the section below.

Sub-category: 5.1 Customer reviews (score 4.50)

As the highest scoring question with the score of 4.50 across the delivery location Mauritius, the results indicate that regular customer reviews have been established and standardized, covering 100% of the teams, services, and customers of the delivery location. In some cases, the customer reviews also follow globally aligned definitions, standards, and requirements.

Sub-category: 5.2 Customer reviews elements (score 4.17)

As the second highest scoring question with the score of 4.17 across the organization, the results indicate that regular customer reviews are harmonized in the location and more than 75% of the elements such as frequency, agenda, performance indicators and customer feedback collection are standardized.

Sub-category: 4.4 OPS KPI target achievement (score 4.00)

As the third highest scoring question with the score of 4.00 across the organization, the results indicate that the reporting of operational KPIs allows the tracking of the target achievement for 100% of the defined KPIs.

Sub-category: 4.8 SLA KPI reporting (score 4.00)

As the fourth highest scoring question with the score of 4.00 across the delivery location, the results indicate that all contractual KPIs are being monitored through the operational KPI reporting process.

Sub-category: 5.4 Internal reviews elements (score 4.00)

As the fifth highest scoring question with the score of 4.00 across the delivery location, the results indicate that regular internal reviews are harmonized and more than 75% of the elements such as frequency, agenda, performance indicators and action items planning are standardized.

Areas that require further development

When looking at the sub-categories and the related questions across the delivery location Mauritius, the bottom 5 questions based on the scoring, were the following:

1. Sub-category: 1.7 PM trainings (score 2.17)
2. Sub-category: 1.8 PM qualifications (score 2.17)
3. Sub-category: 1.6 PM capabilities (score 2.33)
4. Sub-category: 6.1 CI definitions (score 2.42)
5. Sub-category: 6.2 CI elements (score 2.42)

In the questions above the organization shows the lowest level of maturity, based on the assessment results, and gathered comments. The summary of these questions will be covered one by one in the section below.

Sub-category: 1.7 PM trainings (score 2.17)

As the lowest scoring question with the score of 2.17 across the delivery location Mauritius, the results indicate that performance management trainings are not available for the complete organization but only to selected employees. In addition, performance management trainings are offered sporadically and not systematically, in addition, the training offering is not reviewed regularly.

Sub-category: 1.8 PM qualifications (score 2.17)

As the second lowest scoring question with the score of 2.17 across the delivery location Mauritius, the results indicate that the selection and participation in PM

qualification system is not based on a systematic approach but mainly based on the initiative taken by individual employees.

Sub-category: 1.6 PM capabilities (score 2.33)

As the third lowest scoring question with the score of 2.33 across the delivery location Mauritius, the results indicate that performance management skills and capabilities are not developed systematically but rather sporadically in the organization.

Sub-category: 6.1 CI definitions (score 2.42)

As the fourth lowest scoring question with the score of 2.42 in the delivery location Mauritius, the results indicate that the CI process has been defined only in parts of the organization and implemented in around 50% of the services, teams, and customers of the organization.

Sub-category: 6.2 CI elements (score 2.42)

As the fifth lowest scoring question with the score of 2.42 in the delivery location Mauritius, the results indicate that the CI process is not very comprehensive and merely 50% of the elements such as process steps, roles, responsibilities, rules, and deadlines have been defined.

4.5   Delivery location Romania

Based on the specific results for the delivery location in Romania, the top 3 categories with the highest score and therefore the highest maturity level, were the following:

1. Category 6: Continuous improvement (score 2.50)
2. Category 4: Measurement (score 2.34)
3. Category 2: Definitions (score 2.19)

In these categories the delivery location Romania shows the highest level of maturity, based on the assessment results, and gathered comments. On the other hand, based on the overall results of the delivery location Romania the bottom 3 categories with the lowest score, therefore the lowest maturity level and areas that require further development, were the following:

1. Category 3: Target setting (score 1.38)
2. Category 1: PM System (score 1.94)
3. Category 5: Reviews (score 2.06)

To get even better understanding on the areas with highest level of maturity and the areas that are most in need of further development, the questions with highest and lowest results will be covered one by one in the following sections.

Areas with highest level of maturity

When looking at the sub-categories and the related questions, the top 5 questions based on the scoring and therefore the areas with highest maturity in the delivery location in Romania, were the following:

1. Sub-category: 4.1 OPS KPI reporting (score 2.75)
2. Sub-category: 4.2 OPS KPI reporting process (score 2.75)
3. Sub-category: 4.3 OPS KPI reporting levels (score 2.75)
4. Sub-category: 1.5 PM documentation (score 2.75)
5. Sub-category: 4.5 OPS KPI reporting documentation (score 2.75)

In the questions above the delivery location Romania shows the highest level of maturity, based on the assessment results, and gathered comments. The summary of these questions will be covered one by one in the section below.

Sub-category: 4.1 OPS KPI reporting (score 2.75)

As the highest scoring question with the score of 2.75 across the delivery location Romania, the results indicate that a standardized reporting process for Operational KPIs has been defined for some parts of the organization and the reporting process has been implemented for around than half of the organization, covering around 50% of services, teams, and customers.

Sub-category: 4.2 OPS KPI reporting process (score 2.75)

As the second highest scoring question with the score of 2.75 across the delivery location Romania, the results indicate that a standardized reporting process for Operational KPIs has been defined for some parts of the organization and the

reporting process has been implemented for around than half of the organization, covering around 50% of services, teams, and customers.

Sub-category: 4.3 OPS KPI reporting levels (score 2.75)

As the third highest scoring question with the score of 2.75 across the delivery location Romania, the results indicate that the standardized reporting process for Operational KPIs covers around 50% of the potential reporting levels such as transaction level, agent level, team level, service level, customer level and delivery location level.

Sub-category: 1.5 PM documentation (score 2.75)

As the fourth highest scoring question with the score of 2.75 across the delivery location Romania, the results indicate that the performance management system is documented and stored sporadically in the organization and a standardized way of document, storing, and accessing the documentation does not exist.

Sub-category: 4.5 OPS KPI reporting documentation (score 2.75)

As the fifth highest scoring question with the score of 2.75 across the delivery location Romania, the results indicate that the reporting process for operational KPIs has been documented and stored sporadically in the organization and a standardized way of document, storing, and accessing the documentation does not exist.

Areas that require further development

When looking at the sub-categories and the related questions across the delivery location Romania, the bottom 5 questions based on the scoring, were the following:

1. Sub-category: 4.6 OPS KPI reporting automation (score 1.00)
2. Sub-category: 1.6 PM capabilities (score 1.00)
3. Sub-category: 3.2 OPS KPI target setting (score 1.25)
4. Sub-category: 1.8 PM qualifications (score 1.25)
5. Sub-category: 3.4 SLA KPI target setting (score 1.25)

In the questions above the organization shows the lowest level of maturity, based on the assessment results, and gathered comments. The summary of these questions will be covered one by one in the section below.

Sub-category: 4.6 OPS KPI reporting automation (score 1.00)

As the lowest scoring question with the score of 1.00 across the delivery location Romania, the results indicate that automatic data retrieval capabilities are not available for any of the defined operational KPIs and not available in any parts of the organization for any services, teams, or customers.

Sub-category: 1.6 PM capabilities (score 1.00)

As the second lowest scoring question with the score of 1.00 across the delivery location Romania, the results indicate that performance management skills and capabilities are not developed in any parts of the organization.

Sub-category: 3.2 OPS KPI target setting (score 1.25)

As the third lowest scoring question with the score of 1.25 across the delivery location Romania, the results indicate that the target setting process for operational KPIs has only been defined in very few parts of the organization and far less than 50% of the services, teams and customers are covered within that process.

Sub-category: 1.8 PM qualifications (score 1.25)

As the fourth lowest scoring question with the score of 1.25 across the delivery location Romania, the results indicate that the selection and participation in PM qualification system is very rare in the organization and is based on the initiative taken by individual employees.

Sub-category: 3.4 SLA KPI target setting (score 1.25)

As the fifth lowest scoring question with the score of 1.25 across the delivery location Romania, the results indicate that the target setting process for contractually binding SLA KPIs has only been defined in very few parts of the organization and far less than 50% of the customer contracts are covered.

5 RECOMMENDATIONS

Based on the summarized results and findings in the previous chapter, there were some key areas of interest that came up because of the research. The areas of interest were slightly different in the different locations, therefore a summary of the key areas of interest are detailed in the first subchapter below. The conclusions and recommendations for further research will be covered in the last chapter of the thesis.

5.1 Overall organization

As seen in the results summarized in the previous chapter, the maturity of the overall delivery organization was highest in the areas of performance management reviews, definition, and measurement. The deep dive into the respective areas and the related questions revealed that the overall organization is indeed mature in customer related activities, such as conducting standardized and comprehensive customer reviews and reporting on the contractually binding SLA KPIs. At the same time, the organization is also mature when it comes to systematically defined operational KPIs and reporting those against the target achievement levels.

On the other hand, the areas where the overall organization showed lowest maturity were performance management system, continuous improvement, and target setting. The deep dive to the related questions identified that the areas in need of further development and therefore the areas of interest for the overall organization were related to developing performance managements skills and capabilities through systematic performance management trainings and qualification system. In addition, both, the areas of automation and visualization of the operational KPI reporting were seen as an area with low level of maturity, these areas go together and require technical solutions.

As a recommendation, the organization should pay more focus on developing the skills and capabilities of the organization when it comes to performance management and measurement. This can be done by including the topic of performance management and measurement as part of the training landscape in the organization, ensure the availability of those trainings to all employees of the organization and perhaps setting up a qualification program to support that development. In addition, the automation and visualization of the KPI reporting

can be developed by setting up a project in order to define, setup and implement a reporting system that allows higher level of automation and advanced reporting capabilities for the organization.

5.2   Delivery location India

Based on the results in the delivery location India, the maturity of the organization was highest in the areas of performance management target setting, definitions, and continuous improvement. Further deep dive into the related questions revealed that the delivery location India is very mature in defining and tracking the contractually binding SLA KPIs through a systematic reporting process. In addition, the organization is also mature in setting up standardized targets for both the operational and the contractually binding SLA KPIs and having a well-defined continuous improvement process in place. When looking at the areas with the lowest maturity, the areas that came up were performance management system, measurement, and reviews. The deep dive to the related questions revealed that the areas in need of further development and therefore the areas of interest for the delivery location India, were related to developing performance managements capabilities through systematic performance management training plans and having a qualification system in place. In addition, the need for technical solutions to further automate the KPI reporting process and support enhanced visualizations, was identified as a key area of interest.

Similar recommendation for further development as for the organization overall, also in the delivery location India the organization should pay more focus on finding ways to develop performance management skills and also setting up more automation solutions to further automate and visualize the KPI reporting process.

5.3   Delivery location Mauritius

The results in the delivery location Mauritius revealed that the organization was most mature in the areas of performance management reviews, definitions, and measurement. The deep dive into the sub-categories identified that the areas with the highest level of maturity in the delivery location Mauritius are related to customer related activities, such as conducting highly standardized and regular

customer reviews in a comprehensive way and reporting on the contractually binding SLA KPIs. The other areas of high level of maturity were tracking the operational KPIs against set targets and conducting internal performance reviews with different levels of the internal organization.

On the other hand, the areas where delivery location Mauritius showed lowest maturity were continuous improvement, performance management system and target setting. The deep dive to the related questions identified that the areas in need of further development and therefore the areas of interest for the overall organization were again related to developing performance managements skills through setting up systematic performance management training plans and training for the organization, allowing the employees to also seek for qualifications in the topic. In addition, the area of defining and implementing a comprehensive continuous improvement process was identified as an area that the organization is not very mature in and therefore an area of interest that requires further development.

Recommendations towards the delivery location Mauritius include also the need for setting up a training landscape that support the development of performance management skills. In addition, setting up a systematic framework for continuous improvement could be one action for further development. For the continuous improvement topic, some best practise sharing could be done with the delivery location India, which scored rather high on this particular area.

5.4   Delivery location Romania

Based on the results in the delivery location Romania, the organization shows high level of maturity in the areas of continuous improvement, performance management measurement and definitions. The deep dive into the related questions revealed that the organization is rather mature when it comes to reporting the operational KPIs, through an established reporting process that spans over multiple reporting levels. In addition, both, the performance management system and operational KPI reporting process have been documented in a standardized way across the organization.

When looking at the areas with the lowest level of maturity in the delivery location Romania, the identified areas were performance management target setting, system, and reviews. Further deep dive to the related questions

revealed that the areas with lowest level of maturity and therefore the areas of interest were related to developing performance management skills and capabilities and having a qualification system in place. In addition, setting up targets for both operational and contractually binding SLA KPIs and enhancing the level of automation in supporting the reporting were seen as areas in need of further development.

As with all the other locations, also in the delivery location Romania, the need for systematic training approach for performance management and measurement would be a feasible future development step. In addition, the target setting approach in delivery location Romania needs clear structure to ensure the KPI reporting could be measure against feasible targets.

6   CONCLUSIONS

The objective of this thesis was to study what the key elements behind operational performance management and measurement are and how well are the key elements defined and implemented in a large, captive GBS organization, such as case company X.

The main research question and the sub-questions connected to it, were the following:

How mature is the case company with regards to managing and measuring operational performance?

- How well are the key elements of performance management and measurement defined and implemented in the organization in scope?
- Are there any differences between different delivery locations of the organization in scope?
- In which areas does the organization have high maturity and which areas required further research and development?

The research was conducted through a detailed performance management assessment questionnaire distributed to key stakeholders in three main delivery locations. The assessment was constructed according to the key elements identified and pre-defined assessment levels were defined to harmonize the responses across the locations.

The main research question was answered through the results of the assessment questionnaire, and it revealed that while the organization is overall rather mature, there are deviations between the locations. The results revealed that there are certain areas where the organization overall is rather mature but there are also areas in which the maturity was rather low and therefore would require further development.

Through the analysis it became rather clear that there are indeed significant differences and deviations between the locations, which were thoroughly studied during the analysis of the results. Some of the areas of high and low maturity deviated between the locations but there were certainly areas which were

identified as areas for further development across all the locations. Knowing that the locations share different background and therefore different maturity as well, it was surprising to see that for example the development of performance management capabilities was seen as an area of further development in all the involved locations.

Based on the detailed analysis on the results, the areas of highest and lowest maturity could be identified and therefore the areas for further development were also listed. While each location had slightly different list of areas for further development, there were many similarities which can be jointly tackled even from a central perspective. The areas that were identified in all locations were mainly the areas of developing performance management skills and capabilities through trainings and setting up a qualification system to handle the development. In addition, in most of the locations the technical solutions such as automation or visualization of KPI reporting were identified. These are both areas where the further development could come via a globally harmonized approach, which could be defined centrally but implemented locally in each location. Such approach would allow a harmonized approach that could utilize the already existing best practises from each location and therefore maximize the resources.

Additionally, the author of this research also wanted to point out that there are limitations to this research. The topics of performance measurement and management are quite broad and complex, so gaining a joint understanding on the assessment questions and the pre-defined assessment levels in an organization spread over three countries is difficult and can impact the quality and reliability of the assessment results. In such a complex topic, there can be misunderstandings on what a certain question or assessment level means, which can eventually lead to inflated or deflated results in the research.

6.1   Suggestions for further research

As mentioned above, the topic is rather complex, and the conducted research was the first time the organization has been evaluated as comprehensively in performance management and measurement related topics. Based on multiple discussions during the research, it was identified that for many of the participating

stakeholders the level of understanding with regards to the topic increased over the course of the research.

As a suggestion for further research, the author would like to advice the organization to gather the identified areas of improvement and constructing a list of action items, which would be studied further and eventually a list of initiatives could be compiled to develop the identified areas further. In addition, the author would like to advice the organization to conduct the performance management assessment on regular basis to research the development in the different areas and to identify new areas for further development in the future.

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APPENDICES

Appendix 1. Assessment questionnaire

AZS PERFORMANCE MANAGEMENT MATURITY ASSESSMENT v1.0 (October 2021)

ASSESSMENT GRID

Location:	Please add
Service line:	Please add
Month, Year:	Please add

Guideline for conducting the assessment:

The assessment is conducted one question at a time, scoring each question separately utilizing the assessment levels defined for the question. The assessment levels are followed from left-to-right, starting from L1 of each question.

If the assessment level contains only one result, the result on that level is worth 1.0 point.

If the assessment level contains two results, each result on that level is worth 0.5 point.

The scores of each achieved assessment level is calculated together. The minimum result per question is 1.0 and the maximum would be 5.0 in case all assessment levels are completed.

Category	Sub-category	Questions	ASSESSMENT LEVELS (L)				
			L1: Starting point (1.00)	**L2: Basic (1.00 - 2.00)**	**L3: Intermediate (2.00 - 3.00)**	**L4: Professional (3.00 - 4.00)**	**L5: World class (4.00 - 5.00)**
1. Performance Management System	1.1 PM Definitions	Does a Performance Management system exist in the organization and how widely has it been implemented?	1. Performance Management system has not been defined or implemented	2. Performance Management system has been defined for some parts of the organization / 3. Performance Management system has been sporadically implemented in the organization (<50% services/teams/customers within the organization in question)	4. Performance Management system has been defined for most parts of the organization / 5. Performance Management system has been implemented in most parts of the organization (>50% services/teams/customers within the organization in question)	6. Performance management system has been standardized across the organization / 7. Performance Management system has been implemented across the organization (100% of services/teams/customers within the organization in question)	8. Performance Management system follows globally aligned definitions, standards and requirements / 9. Performance Management system has been implemented across the organization (100% of services/teams/customers within the organization in question) based on globally aligned definitions, standards and requirements
	1.2 PM Elements	Does the Performance Management system cover the following elements: a) Process steps ...	1. Performance Management system has not been defined	2. Performance Management system covers <50% of the following elements	3. Performance Management system covers >50% of the following elements	4. Performance Management system covers 100% of the following elements	5. Performance Management system follows globally aligned definitions, standards and requirements
	1.3 PM Areas	Does the Performance Management system cover the following areas:	1. Performance Management system has not been defined	2. Performance Management system covers <50% of the following elements	3. Performance Management system covers >50% of the following elements	4. Performance Management system covers 100% of the following elements	5. Performance Management system follows globally aligned definitions, standards and requirements
	1.4 PM Roles	Does the Performance Management system define the roles of the following stakeholders:	1. Performance Management system has not been defined	2. Performance Management system covers <50% of the following stakeholders	3. Performance Management system covers >50% of the following stakeholders	4. Performance Management system covers 100% of the following stakeholders	5. Performance Management system follows globally aligned definitions, standards and requirements
	1.5 PM Documentation	How is the Performance Management system documented, stored and accessed?	1. Performance management system has not been documented or stored	2. Performance Management system is documented sporadically / 3. Performance Management system is stored sporadically in the organization	4. Performance Management system is documented in a standardized way / 5. Performance Management system is stored in a standardized location, accessible for selected users	6. Performance Management system is documented in a standardized way with regular review/update process in place / 7. Performance Management system is stored in a standardized location, accessible for all users of the organization	8. Performance Management documentation and storage follows globally aligned definitions, standards and requirements
	1.6 PM Capabilities	Are Performance Management skills and capabilities developed systematically?	1. Performance management skills and capabilities are not developed	2. Performance management skills and capabilities are developed sporadically across the organization	3. Performance management skills and capabilities are developed systematically in the organization	4. Performance management skills and capabilities are developed systematically in the organization with training plans and assessments in place	5. Performance management skills and capabilities are developed based on globally aligned definitions, standards and requirements
	1.7 PM Trainings	Are Performance Management trainings available for all employees in the organization?	1. Performance Management trainings are not provided	2. Performance Management training available for selected employees / 3. Performance Management training is offered sporadically	4. Performance Management trainings are available for all employees / 5. Training offering is reviewed regularly and training plan is in place for all roles in the organization	6. Training results are reviewed regularly, actions are derived, followed-up and implemented / 7. Refresher trainings are offered and are part of the training plan for relevant employees	8. Trainings are following globally aligned definitions, standards and requirements
	1.8 PM Qualifications	Are Performance Management qualifications available for all employees in the organization?	1. Not all employees have an opportunity to get qualification in Performance Management	2. Selection and participation in Performance Management qualification system is a result of individual employee initiative	3. Managers identify necessary qualification measures for their employees through regular PMP system	4. Analysis of skills based on job profiles for Performance Management related topics and determination of individual qualification requirements has been set up incl. a training landscape	5. A global strategy is in place and implemented by the locations to address the organizations future needs with regard to skill sets, competency and capabilities in Performance Management
2. Performance Management - Definition	2.1 OPS KPI definitions	Have Operational KPIs been systematically defined and implemented in the organization?	1. Operational KPIs have not been defined or implemented	2. Operational KPIs have been defined for some parts of the organization / 3. Operational KPIs have been sporadically introduced in the organization (<50% of service/teams/customers within the organization in question)	4. Operational KPIs have been defined for most parts of the organization / 5. Operational KPIs have been introduced across the organization (>50% of service/teams/customers within the organization in question)	6. Operational KPIs follow a standard definition across the organization / 7. Operational KPIs have been introduced across the organization (100% of service/teams/customers within the organization in question)	8. Operational KPIs follow globally aligned definitions, standards and requirements / 9. Operational KPIs have been introduced across the organization (100% services/teams/customers within the organization in question) based on globally aligned definitions, standards and requirements
	2.2 OPS KPI details	Do the Operational KPI definitions include the following details:	1. Operational KPIs have not been defined	2. Definitions include <50% of the following	3. Definitions include <50% of the following	4. Definitions include 100% of the following	5. All definitions follow globally aligned standards and requirements
	2.3 OPS KPI documentation	How are the Operational KPIs documented, stored and accessed?	1. Operational KPI definitions are not documented or stored	2. Operational KPI definitions are documented in a standardized way in some parts of the organization (<50% of services/teams/customers within the organization in question) / 3. Operational KPI definitions are stored sporadically in the organization and not accessible	4. Operational KPI definitions are documented in a standardized way in most parts of the organization (>50% of services/teams/customers within the organization in question) / 5. Operational KPI definitions are stored centrally in the organization and can be accessed by selected individuals	6. Operational KPI definitions are documented in a standardized way across the organization (100% of services/teams/customers within the organization in question) / 7. Operational KPI definitions are stored centrally in the organization, with versioning history available and can be accessed by everyone in the location	8. Operational definitions are documented based on globally aligned definitions, standards and requirements as part of a global KPI catalogue / 9. Operational KPI definitions are stored based on globally aligned definitions, standards and requirement and made available to everyone in the location
	2.4 OPS KPI change process	How well is the change process for adding/adjusting/removing Operational KPIs been defined?	1. Change process for Operational KPIs has not been defined	2. Change process for Operational KPIs has been defined for some parts of the organization (defined for some KPIs, teams, services)	3. Change process for Operational KPIs has been defined across most parts of the organization (defined for most KPIs, teams, services)	4. Change process for Operational KPIs has been defined across the organization (defined for most KPIs, teams, services)	5. Change process for Operational KPIs has been defined based on globally aligned definitions, standards and requirements
	2.5 SLA KPI definitions	Have Contractual (SLA) KPIs been clearly defined in all customer contracts and are they defined in a standardized way across the organization?	1. Contractual (SLA) KPIs have not been defined or standardized	2. Contractual (SLA) KPIs have been clearly defined for some customer contracts (<50% of the customer contracts) / 3. Contractual (SLA) KPIs have been standardized in some parts of the organization (standardized across some teams, services or customers)	4. Contractual (SLA) KPIs have been clearly defined for most customer contracts (>50% of the customer contracts) / 5. Contractual (SLA) KPIs have been standardized in most parts of the organization (standardized across most teams, services or customers)	6. Contractual (SLA) KPIs have been clearly defined for all customer contracts (100% of the customer contracts) / 7. Contractual (SLA) KPIs have been standardized across the organization (standardized across all possible teams, services and customers)	8. Contractual (SLA) KPIs have been clearly defined for all customer contracts based on globally aligned definitions, standards and requirements / 9. Contractual (SLA) KPIs have been standardized across the organization based on globally aligned definitions, standards and requirements
	2.6 SLA KPI details	Do the Contractual (SLA) KPI definitions include the following details:	1. Contractual (SLA) KPIs have not been defined or standardized	2. Contractual (SLA) KPI definitions include <50% of the following	3. Contractual (SLA) KPI definitions include >50% of the following	4. Contractual (SLA) KPI definitions include 100% of the following	5. Contractual (SLA) KPI definitions follow globally aligned definitions, standards and requirements
	2.7 SLA KPI documentation	How are the Contractual (SLA) KPI definitions documented, stored and how can they be accessed?	1. Contractual (SLA) KPI definitions are not documented or stored	2. Contractual (SLA) KPI definitions are documented in a standardized way in some parts of the organization (<50% of services/teams/customers within the organization in question) / 3. Contractual (SLA) KPI definitions are stored sporadically in the organization and not accessible	4. Contractual (SLA) KPI definitions are documented in a standardized way in most parts of the organization (>50% of services/teams/customers within the organization in question) / 5. Contractual (SLA) KPI definitions are stored centrally in the organization and can be accessed by selected individuals	6. Contractual (SLA) KPI definitions are documented in a standardized way across the organization (100% of services/teams/customers within the organization in question) / 7. Contractual (SLA) KPI definitions are stored centrally in the organization, with versioning history available and can be accessed by everyone in the location	8. Contractual (SLA) definitions are documented based on globally aligned definitions, standards and requirements as part of a global KPI catalogue / 9. Contractual (SLA) KPI definitions are stored based on globally aligned definitions, standards and requirement and made available to everyone in the location
	2.8 SLA KPI alignment	Are the Contractual (SLA) KPIs aligned with the Operational KPIs?	1. Contractual (SLA) KPIs have not been aligned with the Operational KPIs	2. Some Contractual (SLA) KPIs have been aligned with the Operational KPI reporting (<50% of the Contractual (SLA) KPIs have been aligned)	3. Most Contractual (SLA) KPIs have been aligned with the Operational KPI reporting (>50% of the Contractual (SLA) KPIs have been aligned)	4. All Contractual (SLA) KPIs have been aligned with the Operational KPI reporting (100% of the Contractual (SLA) KPIs have been aligned)	5. Contractual (SLA) KPIs have been aligned with the Operational KPIs based on globally aligned definitions, standards and requirements
3. Performance Management - Target setting	3.1 OPS KPI targets	Are the targets for Operational KPIs defined in a standardized way and introduced for all KPIs?	1. Operational KPI targets have not been defined or standardized	2. Operational KPI targets have been defined in a standardized way in some parts of the organization (standardized across some teams, services or customers) / 3. Targets have been introduced for some Operational KPIs (<50% of Operational KPIs)	4. Operational KPI targets have been defined in a standardized way in most parts of the organization (across most teams, services and customers) / 5. Targets have been introduced for most Operational KPIs (>50% of Operational KPIs)	6. Operational KPI targets have been defined in a standardized way across the organization (across all possible teams, services and customers) / 7. Targets have been introduced for all Operational KPIs (100% of Operational KPIs)	8. Operational KPI targets have been defined in a standardized way across the organization based on globally aligned definitions, standards and requirements / 9. Targets have been introduced for all Operational KPIs based on globally aligned definitions, standards and requirements
	3.2 OPS KPI target setting	Has a Target Setting process for Operational KPIs been defined and introduced across the organization?	1. Target Setting process for Operational KPIs has not been defined	2. Target Setting process for Operational KPIs has been defined for some parts of the organization / 3. Target Setting process for Operational KPIs has been sporadically implemented in the organization (<50% services/teams/customers within the organization in question)	4. Target Setting process for Operational KPIs has been defined for most parts of the organization / 5. Target Setting process for Operational KPIs has been implemented in most parts of the organization (>50% services/teams/customers within the organization in question)	6. Target Setting process for Operational KPIs has been standardized across the organization / 7. Target Setting process for Operational KPIs has been implemented across the organization (100% services/teams/customers within the organization in question)	8. Targets for Operational KPIs are set centrally with cascading targets from top to bottom with clearly defined target levels, thresholds and warning indicators / 9. Standardized process for defining targets for operational KPI exists and is followed in the the complete organization
	3.3 OPS KPI target setting process	Does the Target Setting process definition cover the following elements:	1. Target Setting process for Operational KPIs has not been defined	2. Target Setting process for Operational KPIs definition covers <50% of the following elements	3. Target Setting process for Operational KPIs definition covers >50% of the following elements	4. Target Setting process for Operational KPIs definition covers 100% of the following elements	5. Target Setting process for Operational KPIs follow globally aligned definitions, standards and requirements
	3.4 SLA KPI target setting	Are the targets for Contractual (SLA) KPIs defined in a standardized way and introduced in all customer contracts?	1. Contractual (SLA) KPI targets have not been defined or standardized	2. Contractual (SLA) KPI targets have been standardized in some parts of the organization (standardized sporadically across some teams, services or customers) / 3. Contractual (SLA) KPI targets have been clearly defined for some customer contracts (<50% of the customer contracts)	4. Contractual (SLA) KPI targets have been standardized across most teams, services or customers) / 5. Contractual (SLA) KPI targets have been clearly defined for most customer contracts (>50% of the customer contracts)	6. Contractual (SLA) KPI targets have been standardized across all possible teams, services and customers) / 7. Contractual (SLA) KPI targets have been clearly defined for all customer contracts (100% of the customer contracts)	8. Contractual (SLA) KPI targets have been standardized across the organization based on globally aligned definitions, standards and requirements / 9. Contractual (SLA) KPI targets have been clearly defined for all customer contracts based on globally aligned definitions, standards and requirements

4. Performance Management - Measurement

4.1 OPS KPI reporting

Has a regular Operational KPI reporting process been defined and implemented across the organization?

Rationale: To assess if a standardized process for reporting operational KPIs exists and widely has it been implemented

1. Standardized reporting process for Operational KPIs has not been defined
2. Standardized reporting process for Operational KPIs has been defined for some parts of the organization
3. Standardized reporting process for Operational KPIs has been sporadically implemented in the organization (<50% services/teams/customers within the organization in question)
4. Standardized reporting process for Operational KPIs has been defined for most parts of the organization
5. Standardized reporting process for Operational KPIs has been implemented in most parts of the organization (<50% of services/teams/customers within the organization in question)
6. Standardized reporting process for Operational KPIs has been standardized across the organization
7. Standardized reporting process for Operational KPIs has been implemented across the organization (100% of services/teams/customers within the organization in question)
8. Standardized reporting process for Operational KPIs follows globally aligned definitions, standards and requirements
9. Standardized reporting process for Operational KPIs has been implemented across the organization (100% of services/teams/customers within the organization in question) based on globally aligned definitions, standards and requirements

4.2 OPS KPI reporting process

Does the Operational KPI reporting process definition include the following elements:
a) Process steps (clearly defined step-by-step process)
b) Roles and responsibilities (clearly defined who does what in the process steps)
c) Rules and deadlines (clear rules, deadlines for completing the process steps)
d) Utilized solutions (which solutions/tools are supporting the process steps)
e) Other?

Rationale: To assess how detailed the reporting process for operational KPIs is

1. Reporting process for Operational KPIs has not been defined
2. Reporting process for Operational KPIs definition covers <50% of the following elements:
a) Process steps
b) Roles and responsibilities
c) Rules and deadlines
d) Utilized solutions
e) Other?
3. Reporting process for Operational KPIs definition covers >50% of the following elements:
a) Process steps
b) Roles and responsibilities
c) Rules and deadlines
d) Utilized solutions
e) Other?
4. Reporting process for Operational KPIs definition covers 100% of the following elements:
a) Process steps
b) Roles and responsibilities
c) Rules and deadlines
d) Utilized solutions
e) Other?
5. Reporting process for Operational KPIs follows globally aligned definitions, standards and requirements

4.3 OPS KPI reporting levels

Does the Operational KPI reporting process cover the following levels of reporting:
a) Transaction/Item (if applicable)
b) Agent (if applicable)
c) Team
d) Service
e) Service line
f) Customer
g) Delivery location
h) Other?

1. Reporting process for Operational KPIs has not been defined
2. Reporting process for Operational KPIs covers <50% of the following levels:
a) Transaction/Item (if applicable)
b) Agent (if applicable)
c) Team
d) Service
e) Service line
f) Customer
g) Delivery location
h) Other?
2. Reporting process for Operational KPIs covers >50% of the following levels:
a) Transaction/Item (if applicable)
b) Agent (if applicable)
c) Team
d) Service
e) Service line
f) Customer
g) Delivery location
h) Other?
2. Reporting process for Operational KPIs covers 100% of the following levels:
a) Transaction/Item (if applicable)
b) Agent (if applicable)
c) Team
d) Service
e) Service line
f) Customer
g) Delivery location
h) Other?
5. Reporting process for Operational KPIs follows globally aligned definitions, standards and requirements

4.4 OPS KPI reporting target achievement

Does the Operational KPI reporting enable tracking the target achievement of the set targets?

Rationale: To assess if the reporting process for operational KPIs includes target achievement tracking

1. Reporting of Operational KPIs does not allow tracking of target achievement
2. Reporting of Operational KPIs allows tracking the target achievement of <50% of the defined KPIs
3. Reporting of Operational KPIs allows tracking the target achievement of >50% of the defined KPIs
4. Reporting of Operational KPIs allows tracking the target achievement of 100% of the defined KPIs
5. Reporting process for Operational KPIs follows globally aligned definitions, standards and requirements

4.5 Ops KPI reporting documentation

How is the Operational KPI reporting process documented, stored and accessed?

Rationale: To assess how professionally has the KPI reporting process been documented and how accessible the process definitions are for the stakeholders

1. Operational KPI reporting process is not documented or stored
2. Operational KPI reporting process is documented sporadically
3. Operational KPI reporting process is stored sporadically in the organization
3. Operational KPI reporting process is documented in a standardized way
4. Operational KPI reporting process is stored in a standardized location, accessible for selected users
3. Operational KPI reporting process is documented in a standardized way with regular review/update process in place
4. Operational KPI reporting process is stored in a standardized location, accessible for all users of the organization
7. Operational KPI process follows globally aligned definitions, standards, requirements and solutions

4.6 Ops KPI reporting automation

What is the degree of automation behind the Operational KPI reporting process?

Rationale: To assess to what extent has the reporting process of operational KPIs been automated

1. Reporting process for Operational KPIs has not been defined
2. Automatic data retrieval capabilities available for measuring <25% of defined Operational KPIs
3. Automatic data retrieval capabilities available for <25% (services/teams/customers within the organization in question)
4. Automatic data retrieval capabilities available for measuring <50% of defined Operational KPIs
5. Automatic data retrieval capabilities available for >25% (services/teams/customers within the organization in question)
6. Automatic data retrieval capabilities available for measuring >75% of defined Operational KPIs
7. Automatic data retrieval capabilities available for >50% (services/teams/customers within the organization in question)
8. Automatic data retrieval capabilities available for measuring >75% of defined Operational KPIs based on globally aligned definitions, standards and solutions
9. Automatic data retrieval capabilities available for >75% (services/teams/customers within the organization in question) based on globally aligned definitions, standards and solutions

4.7 Ops KPI reporting visualization

What are the visualization capabilities available for the Operational KPI reporting process?

Rationale: To assess to which visualization capabilities are available for the operational KPIs

1. Reporting process for Operational KPIs has not been defined
2. Visualization capabilities available for <25% of defined Operational KPIs
3. Visualization capabilities available for <25% (services/teams/customers within the organization in question)
4. Visualization capabilities available for >50% of defined Operational KPIs
5. Visualization capabilities available for >50% (services/teams/customers within the organization in question)
6. Visualization capabilities available for >75% of defined Operational KPIs
7. Visualization capabilities available for >75% (services/teams/customers within the organization in question)
8. Visualization capabilities available for 100% of defined Operational KPIs based on globally aligned definitions, standards and solutions
9. Visualization capabilities available for 100% (services/teams/customers within the organization in question) based on globally aligned definitions, standards and solutions

4.8 SLA KPI reporting

Are all the Contractual (SLA) KPIs included in the Operational KPI reporting process?

Rationale: To assess how well contractual (SLA) KPIs are known and tracked in the organization
NOTE: In this context the Contractual (SLA) KPIs refer to the exact KPIs & targets documented in the service provision contract signed with the customer/recipient of the service in question

1. Contractual (SLA) KPIs are not included in the Operational KPI reporting process
2. Some Contractual (SLA) KPIs are included in the Operational KPI reporting process (<50% of Contractual KPIs)
3. Most Contractual (SLA) KPIs are included in the Operational KPI reporting process (>50% of Contractual KPIs)
4. All Contractual (SLA) KPIs are included in the Operational KPI reporting process (100% of Contractual KPIs)
5. All Contractual (SLA) KPIs are included in the Operational KPI reporting process based on globally aligned definitions, standards and requirements

5. Performance Management - Reviews

5.1 Customer reviews

Are regular Customer Reviews established with the customers to review the performance of the service delivery and are they conducted in a standardized way across the organization?

Rationale: To assess how professionally performance reviews are handled with the customers

1. No regular Customer Reviews in place with the customers
2. Regular Customer Reviews are established with the customers, covering <50% of the customer base
3. Regular Customer Reviews follow a standardized approach across the organization (covering <50% of services/teams within the organization)
4. Regular Customer Reviews are established with the customers, covering >50% of the customer base
5. Regular Customer Reviews follow a standardized approach across the organization (covering >50% of services/teams within the organization)
6. Regular Customer Reviews are established with the customers, covering 100% of the customer base
7. Regular Customer Reviews follow a standardized approach across the organization (covering 100% of services/teams within the organization)
8. Regular Customer Reviews are established by the locations with all their customers according to globally aligned definitions, standards and requirements
9. Regular Customer Reviews are globally standardized including regular frequency, agenda, Customer report, escalation process and customer satisfaction tracking and implemented by the locations with all their customers

5.2 Customer reviews elements

Have the following elements been defined as part of the regular Customer Reviews:
a) Standard frequency
b) Standard agenda
c) Standard set of performance indicators
d) Standard format for gathering customer feedback
e) Standard format of gathering leads

Rationale: To assess to what extent have the Customer Reviews been standardized in the organization

1. No regular Customer Reviews in place with the customers
2. Regular Customer Reviews cover <25% of the following elements:
a) Standard frequency
b) Standard agenda
c) Standard set of performance indicators
d) Standard format for gathering customer feedback
e) Standard format of gathering leads
3. Regular Customer Reviews cover >25% of the following elements:
a) Standard frequency
b) Standard agenda
c) Standard set of performance indicators
d) Standard format for gathering customer feedback
e) Standard format of gathering leads
4. Regular Customer Reviews cover >50% of the following elements:
a) Standard frequency
b) Standard agenda
c) Standard set of performance indicators
d) Standard format for gathering customer feedback
e) Standard format of gathering leads
5. Regular Customer Reviews cover >75% of the following elements:
a) Standard frequency
b) Standard agenda
c) Standard set of performance indicators
d) Standard format for gathering customer feedback
e) Standard format of gathering leads

5.3 Internal reviews

Are regular Internal Reviews established to review the performance of the service delivery and are they conducted in a standardized way across the following levels:
a) Team Members - Team Lead (responsible for one team)
b) Team Lead - Service Manager (responsible for multiple teams)
c) Service Manager - Operations Manager (responsible for one operational area)
d) Operations Manager - Delivery Center Head (responsible for one location)

Rationale: To assess how professionally performance reviews are handled internally within the organization

1. No regular Internal Reviews in place
2. Regular Internal Reviews are standardized within some parts of the organization (standardized sporadically across some teams, services or operations)
2. Regular Internal Reviews follow a standardized approach across the organization, covering <50% of the following levels:
a) Team Members - Team Lead
b) Team Lead - Service Manager
c) Service Manager - Operations Manager
4. Regular Internal Reviews are standardized within most parts of the organization (standardized across most teams, services or operations)
5. Regular Internal Reviews follow a standardized approach across the organization, covering >50% of the following levels:
a) Team Members - Team Lead
b) Team Lead - Service Manager
c) Service Manager - Operations Manager
6. Regular Internal Reviews are standardized across the organization (standardized across all possible teams, services and operations)
7. Regular Internal Reviews follow a standardized approach across the organization, covering 100% of the following levels:
a) Team Members - Team Lead
b) Team Lead - Service Manager
c) Service Manager - Operations Manager
8. Regular Internal Reviews are standardized by the locations based on globally aligned definitions, standards and requirements
9. Regular Internal Reviews are implemented in the locations based on globally aligned definitions, standards and requirements

5.4 Internal reviews elements

Have the following elements been defined and standardized as part of the regular Internal Reviews:
a) Standard frequency
b) Standard agenda/structure
c) Standard set of performance indicators
d) Standard process for identifying, creating and monitoring action items

Rationale: To assess to what extent have the Internal Reviews been standardized in the organization

1. No regular Internal Reviews in place
2. Regular Internal Reviews are standardized and 25% of the following elements are defined:
a) Standard frequency
b) Standard agenda/structure
c) Standard set of performance indicators
d) Standard process for identifying, creating and monitoring action items
3. Regular Internal Reviews are standardized and 50% of the following elements are defined:
a) Standard frequency
b) Standard agenda/structure
c) Standard set of performance indicators
d) Standard process for identifying, creating and monitoring action items
4. Regular Internal Reviews are standardized and 75% of the following elements are defined:
a) Standard frequency
b) Standard agenda/structure
c) Standard set of performance indicators
d) Standard process for identifying, creating and monitoring action items
5. Regular Internal Reviews are standardized and 100% of the following elements are defined:
a) Standard frequency
b) Standard agenda/structure
c) Standard set of performance indicators
d) Standard process for identifying, creating and monitoring action items

6. Performance Management - Continuous Improvement

6.1 CI Definitions

Does a Continuous Improvement (=CI) process exist in the organization and how widely has it been implemented?

Rationale: To assess whether a systematic way for identifying, managing and monitoring Continous Improvement initiatives exists in the organization in scope

1. CI process has not been defined or implemented
2. CI process has been defined for some parts of the organization
3. CI process has been sporadically implemented in the organization (<50% services/teams/customers within the organization in question)
4. CI process has been defined for most parts of the organization
5. CI process has been implemented in most parts of the organization (<50% of services/teams/customers within the organization in question)
6. CI process has been standardized across the organization
7. CI process has been implemented across the organization (100% of services/teams/customers within the organization in question)
8. CI process follows aligned definitions, standards and requirements
9. CI process has been implemented across the organization (100% of services/teams/customers within the organization in question) based on globally aligned definitions, standards and requirements

6.2 CI Elements

Does the Continuous Improvement (=CI) process cover the following elements:
a) Process steps (clearly defined step-by-step process)
b) Roles and responsibilities (clearly defined who does what in the process steps)
c) Rules and deadlines (clear rules, deadlines for completing the process steps)
d) Utilized solutions (which solutions/tools are supporting the process steps)
e) Other?

Rationale: To assess how detailed the Continous Improvement process is

1. CI process has not been defined
2. CI process covers <50% of the following elements:
a) Process steps
b) Roles and responsibilities
c) Rules and deadlines
d) Utilized solutions
e) Other?
3. CI process covers >50% of the following elements:
a) Process steps
b) Roles and responsibilities
c) Rules and deadlines
d) Utilized solutions
e) Other?
4. CI process covers 100% of the following elements:
a) Process steps
b) Roles and responsibilities
c) Rules and deadlines
d) Utilized solutions
e) Other?
5. CI process follows globally aligned definitions, standards and requirements

6.3 CI Roles

Does the Continuous Improvement process define the roles of the following stakeholders:
a) Agents (if applicable)
b) Team Leads
c) Operations Managers
d) Performance management
e) Service line management
f) Delivery location management
g) Customers
h) Other?

1. CI process has not been defined
2. CI process covers <50% of the following stakeholders:
a) Agents (if applicable)
b) Team Leads
c) Operations Managers
d) Performance management
e) Service line management
f) Delivery location management
g) Customers
h) Other?
3. CI process covers >50% of the following stakeholders:
a) Agents (if applicable)
b) Team Leads
c) Operations Managers
d) Performance management
e) Service line management
f) Delivery location management
g) Customers
h) Other?
4. CI process covers 100% of the following stakeholders:
a) Agents (if applicable)
b) Team Leads
c) Operations Managers
d) Performance management
e) Service line management
f) Delivery location management
g) Customers
h) Other?
5. CI process follows globally aligned definitions, standards and requirements