

Service Delivery Operating Model

A customer-care service design and operating-model framework.
Five layers, three elements each, inbound to outbound, generalist to specialist.

How should a global organization talk to its customers?

One operating model for every conversation, across every channel, business unit, and geography.

A multi-business-unit organization ran customer communication in silos: different teams, channels, and tools per function, with no shared definition of how service gets delivered or measured.

The mandate: one service-delivery operating model that holds across stakeholders, channels, services, operations, and technology, and gives leadership a single structured view of the whole.

5

Layers, stakeholders through technology, in one framework

3

Differentiating elements defined inside every layer

E2E

Inbound and outbound, first contact to back-office expert

Five layers, three elements each.

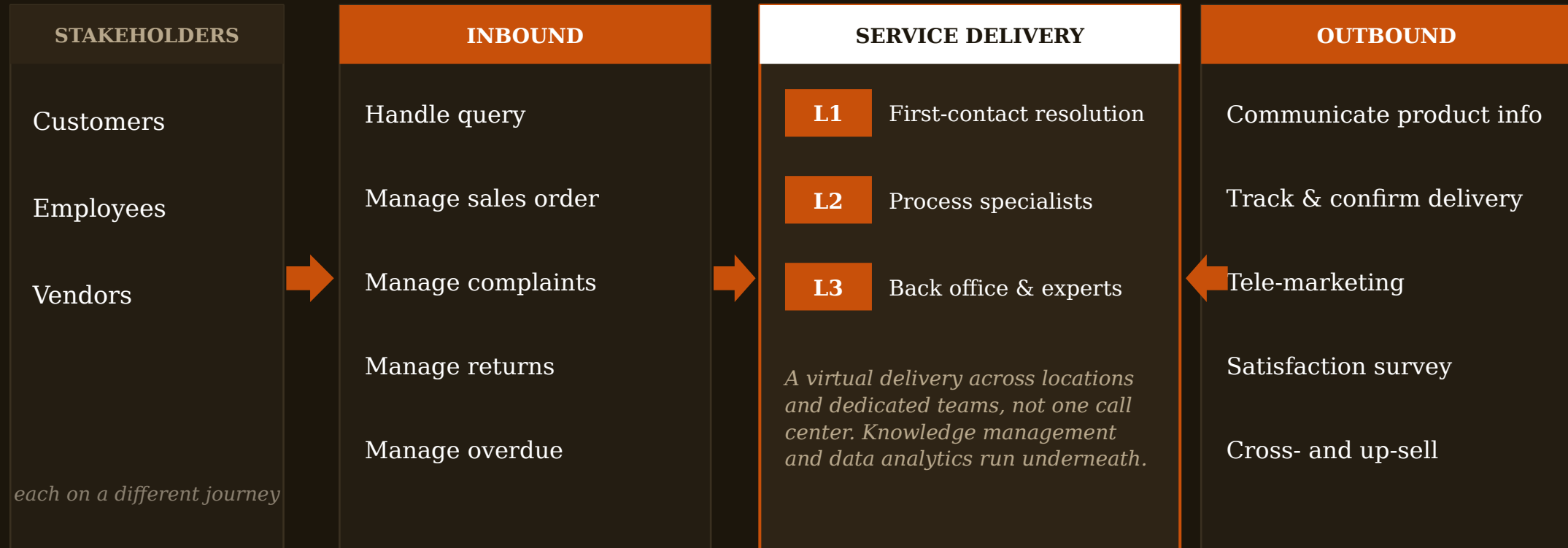
The whole operating model on one page. Every layer answers a different question.

	LAYER	QUESTION	THREE ELEMENTS		
01	Stakeholders	Who has a need?	External	Internal	Segment
02	Channels	How do we reach them?	Channel	Device	Journey
03	Services	What is in scope?	Activity	Interaction	Controls
04	Operations	Who delivers, and how?	Organization	Delivery	Sourcing
05	Technology	What runs it?	Software	Infrastructure	Core systems

Read top to bottom: define who you serve, reach them, scope the work, decide who delivers, and run it on the right stack.

One delivery, many conversations.

Inbound and outbound communication across channels, for every stakeholder, at three levels of knowledge.

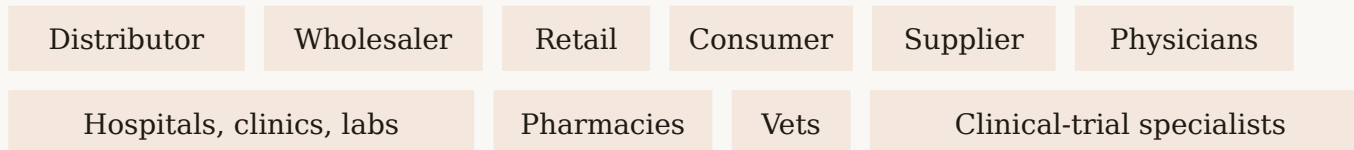


Channels in play: phone · e-mail · web chat · apps · social · self-service · video — inbound and outbound across every touchpoint.

Stakeholders

Interaction partners with a communication need in the process. Types vary per process, so each must be named and profiled.

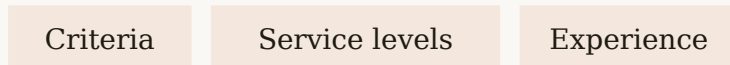
EXTERNAL



INTERNAL



SEGMENT



WHAT THE WORKSTREAM DEFINES

- List the stakeholder types each process serves
- Build a profile and fact sheet per type
- Segment by criteria: purchase power, lifetime value, tier

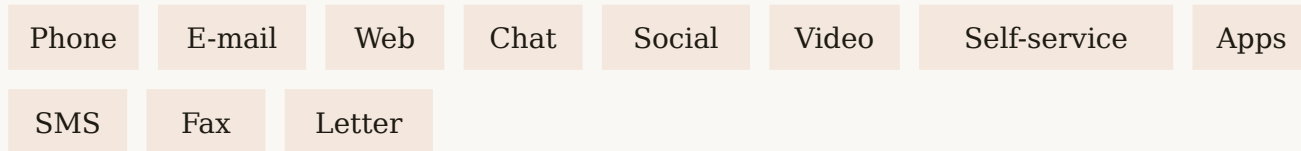
89% of consumers who experience poor service leave for a competitor.

FORRESTER

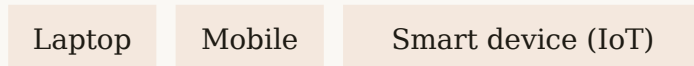
Channels

How inbound and outbound needs are met across the journey, in an omni-channel environment.

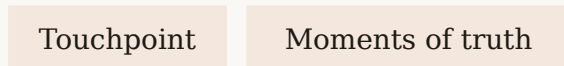
CHANNEL



DEVICE



JOURNEY



WHAT THE WORKSTREAM DEFINES

- Map channels in use today and in an omni-channel future
- Identify the devices stakeholders connect from
- Pin touchpoints and moments of truth on the journey

70% of the buying experience is based on how customers feel they are treated.

MCKINSEY

Services

Which communication activities are in scope, by type (inbound or outbound) and knowledge complexity, from Level 1 to Level 3.

ACTIVITY



INTERACTION



CONTROLS



WHAT THE WORKSTREAM DEFINES

- Break down inbound and outbound activities per process
- Define the interaction guide per stakeholder and activity
- Set controls: service development plus KPIs and SLAs

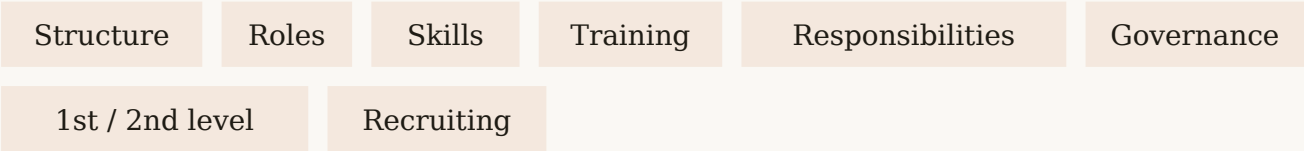
Agents work in Level 1 and Level 2 teams, organized by process, knowledge, and language.

OPERATING PRINCIPLE

Operations

How, where, and by whom services are delivered, sourced, and organized.

ORGANIZATION



DELIVERY



SOURCING



WHAT THE WORKSTREAM DEFINES

- Set org structure, roles, and governance
- Choose the delivery location concept, local to global and virtual
- Decide sourcing: in-house, outsourced, or hybrid

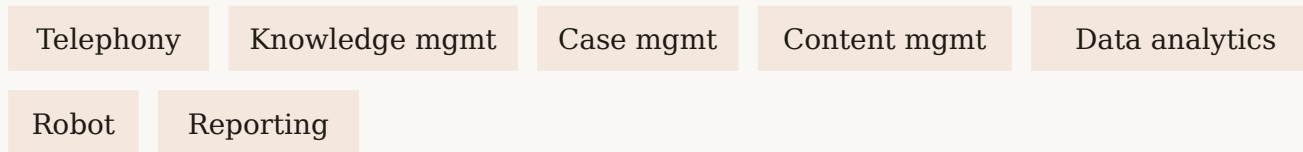
Knowledge management and training are what keep service quality consistent as volume grows.

OPERATING PRINCIPLE

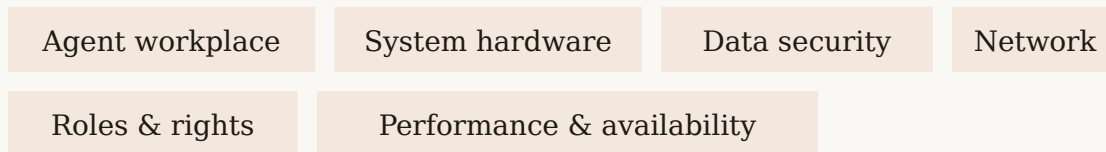
Technology

The computer and telecommunication systems that enable every activity in the service delivery.

SOFTWARE



INFRASTRUCTURE



CORE SYSTEMS



WHAT THE WORKSTREAM DEFINES

- Specify the software needs of each process
- Challenge existing infrastructure for a virtual cluster
- Map core-system requirements per process

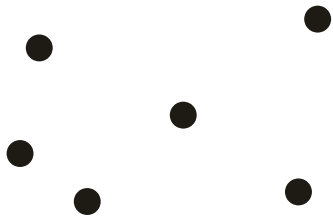
The service delivery is a virtual cluster of existing activities — technology has to stretch across all of them.

OPERATING PRINCIPLE

Centralize the governance, keep the local hands.

Four operating shapes. Hub and spoke is the one that scales without losing the edges.

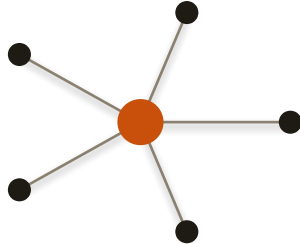
Decentralized



Effort bubbles up from the edges. No one coordinates.

- Disconnected, no transparency
- No holistic approach

Centralized

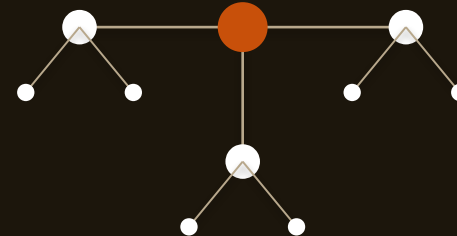


One team runs everything. A true one-stop shop.

- + One-stop shop
- Hard to honor local specifics

Hub & Spoke

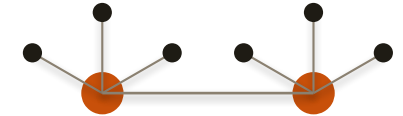
RECOMMENDED



A cross-functional core supports each business unit.

- + Centralized governance
- + Local & customer-centric

Multiple Hub & Spoke

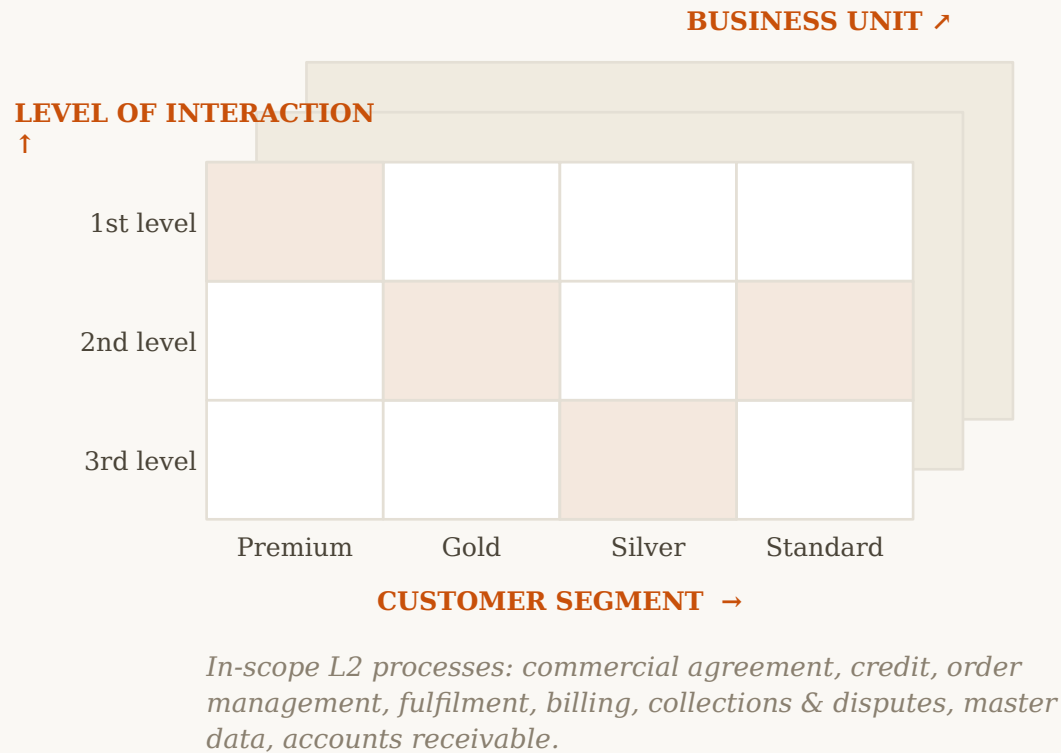


Companies within a company, under one brand.

- + Scales to multinationals
- Higher coordination cost

One flexible module, sized to the org.

The team is a cube: business unit by level of interaction by customer segment. Five levers set its dimensions.



FIVE SIZING LEVERS

Overall sizing

Staffs and bundles defined roles into jobs.

Geography

Language-specific teams for regional and global ops.

Business unit

Structure by BU where the work is genuinely unique.

Customer segment

Dedicated roles for differentiated service tiers.

Level of interaction

Generalist to specialist, tuned for efficiency.

Granular roles, bundled into jobs.

Roles are defined on a skill set; how many become distinct jobs depends on volume and team size.

ROLES

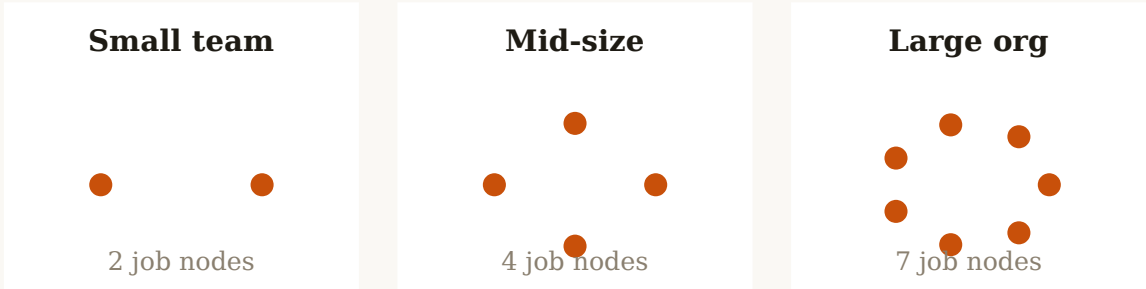
Customer Communications Generalist
Commercial Agreement Specialist
Customer Master Data Specialist
Credit Management Specialist
Order Management Specialist
Fulfilment Specialist
Billing Specialist
Collections & Disputes Specialist
Accounts Receivable Specialist
Customer Service Operations Specialist
Customer Service Supervisor



Roles become jobs

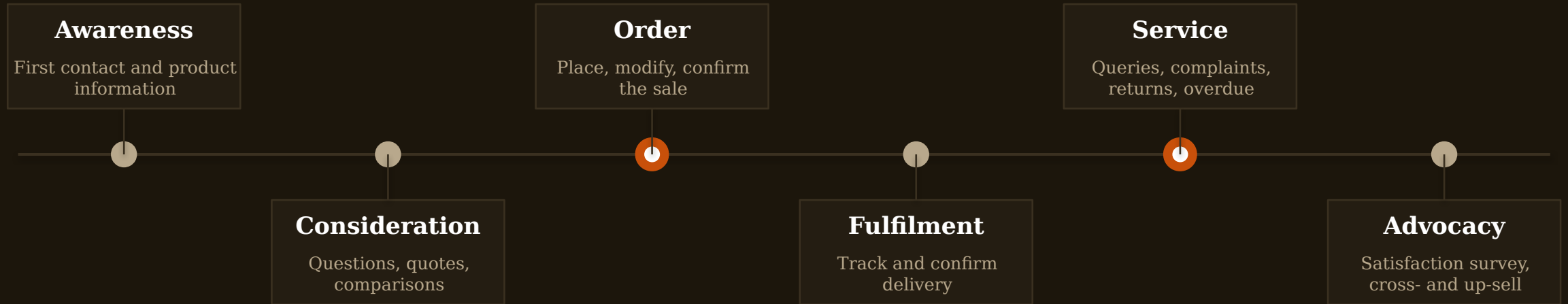
Roles roll up into jobs depending on activity volume and how many roles one person can hold. A small team runs broad generalists; a large team splits into dedicated specialists.

AS THE TEAM GROWS, SPECIALIZATION INCREASES



Each stakeholder travels a different journey.

The journey is the sum of experiences across touchpoints. The model marks where service delivery meets each one.



 **Moment of truth**

Companies that get the journey right see a 10–15% revenue lift and ~20% higher satisfaction.

McKinsey

A model leadership can actually run.

The payoff of designing service delivery as one system instead of many silos.

01

End-to-end governance

One owner, one set of decisions, across every channel and business unit.

02

One-stop service

Customers meet a single, consistent operation, not a maze of teams.

03

Quality at scale

Knowledge management and training keep service consistent as volume grows.

04

Local-ready

Centralized control that still honors country and segment specifics.

Designed as one system.

*Stakeholders, channels, services, operations, technology —
five layers, three elements each, one operating model, end to end.*

Joey Harwood · Strategy & operations · Consulting rigor, operator hands.