Implementation of 4Dx Methodology for Service Revenue Maximization - A Case Study in M/s Cura Health Care Pvt Ltd

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ABSTRACT

The success of Management is gauged by how well the strategic plan is flawlessly executed and the organizational objectives are accomplished. The strategic plan is a board room exercise and the real issues are encountered only in execution. Any changes pursued across the organization, therefore needs a proven methodology for execution. The change implementation needs to be spearheaded by a very competent Leader who is very well accepted by the internal environment. This paper presents the modus operandi deployed for implementation of the 4Dx (4 Disciplines of Execution) methodology in M/s Cura Health Care Pvt Ltd (www.cura.in), a Medical Imaging Devices Design, Manufacturing and Services Company, located in Chennai, TamilNadu, India for maximization of the revenue and efficiency in Service Business Processes. The 4Dx methodology adoption is a very challenging and larger change implementation process and this is a real time case study that describes how the Leadership Team had developed the right strategy and implemented for producing the desired results. This methodology was developed and tested for its global success by Chris McChesney, Sean Covey and Jim Huling (The famous author of 7 Habits of Highly Effective People). This case study will demonstrate the commitment and involvement of the Top Management throughout the complete change management cycle implementation.

About Cura:

Started in 2001, CURA has established itself as a leading brand in Indian medical equipment industry. CURA is the manufacturer, supplier of specialty patented products like Digital Radiography systems, mobile Computerized Radiography and other High Frequency X-ray systems; is into pre-owned equipment processing and marketing of high end imaging diagnostics systems including Computerized Tomography, Magnetic Resonance Imaging, Mammography, Bone Densitometer, Critical Care Devices and Ultrasound Systems. Our Vision is Growth, Innovation and Reach; Growth through Innovation in products, business models, and center of excellence in service support. CURA is an EN ISO 9001:2008 and EN ISO 13485: 2013 certified company with a scope of Design, Manufacture, Supply, Installation, Refurbishment and Servicing. CURA as an organization has delivered, installed and maintained more than 750 equipments across corporate, private and government facilities. refresh CURA’s world class pre-owned medical equipment processing facility adheres to COCIR-European Coordination Committee of the Radiological, Electro medical and Healthcare IT Industry) framework and ensures each solution goes through over several processes to bring best-in-class solutions to its customers. We have invested in parts, tools, and PCB repair facility, training and application support. As a part of our growth Strategy, we have acquired DE Healthcare an Ultrasound division in Chennai and also acquired Concept Integrations; a Pune based critical care manufacturing facility. We have commenced production and marketing of critical care solutions such as Patient monitoring systems, Defibrillators, Stress Test Systems, Pulse Oximeter etc.

Revenue Goals:

To fulfil the higher market demands for imaging, the organization has acquired a new facility of 50,000 square feet dedicated to Refurb activities and another 30,000 square feet facility for Digital Radiography equipment Design and Manufacturing. CURA along with its group entities have achieved 40 crores during the financial year.

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With the capital investment on infrastructure, New Product development and Human resource the Top Management has decided to reach two folds higher revenue goals compared to the previous year. The Manufacturing facility along with the Refurbishment operation is expected to contribute to the growing revenue expectation. The ultimate revenue objective is to reach 100 crores. The leadership Team analyzed the past performance and identified the need for a robust methodology for achieving the stiff target. The management strategy was to deploy a structured methodology that could drive the day to day activities of the revenue making team for successfully accomplishing the revenue goals.

Catalyzing the change:

The Leadership Team was in search of an execution methodology to quickly gain momentum and create a sense of urgency across the organization for fostering the change. The Team came across Franklin Covey the author of “Seven Habits of Highly effective people” and was impressed by the “4 Disciplines of Execution” (Sean Covey, 2012) which was by Chris McChensney and Sean Covey. The Management team wanted to adopt this discipline of execution to achieve its revenue goals after thorough discussion on the methodology which was successfully implemented in 5, 00,000 companies globally across various industries and Business units. A decision was taken to join hands with Franklin Covey and Train the Revenue generating team on the 4 Disciplines of Execution. A Training capsule was devised for the entire team where the key trainers for conducting Training was identified and nominated. The Principle of this discipline is to identify and define organization goals and split them among the members of the team with every individual carrying an objective as a target to be accomplished linked to the corporate goals. This change deployment is meant to be spreading over a period of ten months that includes training, certification, development of organizational War and Wildly Important Goals (WIGs), modus operandi for execution and monitoring mechanism for the effectiveness for its success. The 4DX methodology is time tested tool which has many stages that will help (Chris McChensney, 2012) implementation of this change, depicted in picture 1.

The 4 Disciplines of Execution:

The 4 Disciplines of Execution is a systematic methodology that could be applied in the execution process for achieving extraordinary results. This is a proven and time tested methodology that could bring in assured result if the disciplines are followed systematically. The four disciplines of this
methodology are explained in the following picture 2 (Chris McChesney, 2012).

**Picture 2: The 4 Disciplines of Execution methodology**

**Discipline 1: Focus on the Wildly Important:**

The fundamental behind this principle is, the more you try to do, the less you accomplish. Focus is the natural principle. The Leadership Team identifies “The Wildly Important Goals (WIG)”. The wildly important Goal means that failure to achieve it will make every other accomplishment seem secondary.

**Discipline 2: Act on the Lead Measures:**

This is the discipline of Leverage. The strategy we pursue, its progress and success will be based on two kinds of measures: Lag and Lead. Lag Measures are the tracking measurements of the wildly important Goals. The typical Examples are: Revenue, Profit, Market Share and Customer Satisfaction. Lag measures meaning that when you receive them, performance you drove them is already in the past. Lead Measures are the measures of the most high impact things your team must do to reach the goal. In essence, they measure the new behaviors that will drive success on the lag measures.

**Discipline 3: Keep a Compelling Score card:**

The principle here is the individual who is responsible for execution must design and update a scorecard. People play differently when they are keeping score. This principle is the discipline of engagement. The highest level of performance always comes from people who are emotionally engaged and the highest level of engagement comes from knowing the score. The kind of scoreboard that will drive the highest level of engagement with your team will be the one that is designed solely for the players.

**Discipline 4: Create a Cadence of accountability:**

Discipline 4 is where execution really happens. The first three disciplines set up the Game and this discipline only makes the team to play. This is based on the principle of accountability. The cadence of accountability is a rhythm of regular and frequent meetings of any team that owns a wildly important goal. These meetings happen at least weekly and ideally last no more than twenty to thirty minutes. Team member hold each other accountable for producing results.

**Appointment of Chief Architect:**

The leadership Team of Cura deliberated and identified a Chief Architect as CTO (Chief Technology Officer) who shall be a strong mentor and Director for implementing this methodology across and be a Single point of contact for the Franklin covey team. His role was also to evaluate the performance of Franklin Covey thereby spearheading the implementation of 4DX. The agency was identified with a well defined scope, deliverables discussed and signed off between Cura and Franklin covey. The Financials shall also be approved by CTO. The CTO is also responsible to train the rest of the Senior Management team and guide in developing Wildly Important Goals (WIG) across the organization. The implementation of the 4DX methodology has been scoped only for the Sales and Service who are the revenue making teams and have a direct touch point with the customers. It becomes the responsibility of the Chief Architect to report the ongoing implementation and progress on the methodology to the Management Team.

**Picture 3: Improvement Methodology Principle.**

**Change Kick-off:**

The initial Kick start meet was done through a formal meeting where in the Management Team, Trainer from Franklin Covey Team and the Core Team were participated with an objective of finalizing and formalizing the Key Focus areas for improvements. The financial and operational data over the past few years have been compiled and reviewed in detail with reference to Revenues from Sales and Service, the investments made in people, New Product design and development, New Processes and systems inducted, operational expense, profits made against the different verticals. This review was intensified through a two days leadership training program for drafting the “organizational war”. The strategic planning tool as described in the Balanced Scorecard (Kaplan and Norton, 1992) could be taken as inputs for identifying the focus areas for improvements. The
Principles to be followed while developing the organizational War is shown in picture 3.

**The Top-Down Approach:**

The 4Dx methodology is a “Top-Down” approach (Picture 4) where in the Top Management drives the initiative by developing Organizational War by the Managing Director or CEO which are then further broken down into WIGS by all the direct reportees. So the individual Direct Reportees to CEO/MD will have a minimum of 3 WIGS that are aligned with the War. Each WIG will have three Lead Measures which is the means through which the WIG’s are accomplished. The WIG’s of the CEO/MD direct reportees are then broken down into the WIGS of their Direct Reportees.

**Sales War dissemination:**

The Sales function is headed by the Chief Sales Officer (CSO) who owns the war of increasing revenue from 40.2 crores to 93.5 crores by 31st Mar 2014. The War owned by the CSO is further broken down into three WIGs at his level. The Sales Head and other Direct Reportees to CSO then develop WIGs to facilitate CSO meeting his WIGS. There are four Zonal Managers who directly report to the CSO, each carrying 3 WIGS counting to 12 WIGS were evolved. The WIGS for the Zonal Managers were derived to meet the WIGS of the Sales Head. Every Zonal Manager has two Area Sales Manager reporting to them whose WIGS were developed in turn to meet the requirement of Zonal WIGS. On the whole the Sales function will carry 39 WIGS to win the War of achieving 93.5 crores. So this is a classic example of how well the corporate objective is broken down in to individual specific goals for implementation.

**Service War dissemination:**

The Process of dissemination of the Service war is almost similar to that of Sales. The Chief Technical Officer (CTO) who heads the Service function carries three WIGS to achieve the service war of increasing revenue from 5.3 to 13.5 crores by 31st Mar 2014. There are five Regional Managers (RM) carrying three WIGS each which adds to 15 WIGS. The Regional Managers handle four Service Engineers directly under them. There are almost 20 Service Engineers (SE) carrying 60 WIGS in total contributing to achieve the Regional WIGS. In order to win the battle of achieving 13.5 crores, 78 WIGS were developed and executed.

The power of 4dx is to showcase the method of how the organizational War of achieving 100 crores is broken down and deployed across various levels with 78 Service WIGS and 39 Sales WIGS put together totaling 117 WIGS.

**Structure of Service Organization:**

The Service organization headed by the Chief Technology Officer holds an important portfolio in the organizations and accountable for: a) Service Revenue generation b) Customer Service Calls Management c) Equipment Installation Management d) Preventive Maintenance Management and e) Customer Satisfaction Management. Service is a core pillar for the organization that delivers key services to the customers through equipment installation, Service, Preventive Maintenance and Customer Service Calls management. The Service Organization structure is depicted in the picture 5.
CTO: Chief Technical Officer is the Service Head to whom all the Key operating roles report to. He reviews the overall functioning of the department and monitors the Revenue generation as well.

Service Admin Manager: The role of a Service Manager is to co-ordinate between the Regional Managers and correlate with the cross functional teams based on the service requirements on spares, delivery, and installation and maintain a clean Customer database at Head Office.

Regional Manager: The regional Manager owns a region with a team of Frontline Service Engineers who can attend to all breakdown calls, installation and service issues in that particular region. He is the Revenue generating champion by handling Customer contracts and bringing in new customers.

Product Specialist: They are the technical experts, equipment specific who contribute their troubleshooting techniques and knowledge to Service Engineers in closing a Breakdown call. They also train and coach the Engineers to handle technical issues and installation independently.

Country Manager Technology: A Manager Technology report to CTO. He is the technology champion whose 40% of time will be dedicated to train the Product specialist and Engineers.

Service Engineers: They are region specific frontline executives in field reporting to Regional Managers.

Organizational War:
An organizational War is a statement declared by the Top most Person of the organization that contributes in identifying the battles that could win the War. It is the overall objective of the organization for which the team shall fight for.

Top Management along with the representatives of the core team had gathered along with the chief trainer of Franklin Covey. Through an intensive deliberation with facts and figures, the team had identified five parameters namely Revenue, Cost, Profit, Lead Time for Customer call closure and Employee satisfaction. These parameters are identified and sought to put through the 4Dx methodology. The team then has started understanding the method through which the Organizational “WAR” had to be developed. The complete responsibility of designing and delivering the organizational war is with the Managing Director/CEO.

The formula for developing the WAR:
The definition of War is based on the principle of “what cannot be measured cannot be improved” (Dr. Joseph M. Juran, 2004). The War can be developed using a formula as depicted below:

Verb “X” to “Y” by when

Where “verb” is to be denoted with one word that must reflect the improvement area.
“X” represents the current state and ‘Y’ represents the future state.
“When” should reflect the time frame (DD/MM/YYYY) by which the objective should be accomplished.

Based on the above formula for developing Organizational war, MD/CEO had evolved the War and declared to the rest of the team for action.
Organizational War:

TO INCREASE THE REVENUE FROM 40.2 CRORES TO 107 CRORES

<table>
<thead>
<tr>
<th>S #</th>
<th>Owner</th>
<th>Verb</th>
<th>What</th>
<th>From X (Crores)</th>
<th>To Y (Crores)</th>
<th>By When</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>SALES</td>
<td>Increase</td>
<td>Revenue</td>
<td>40.2</td>
<td>93.5</td>
<td>31-Mar-14</td>
</tr>
<tr>
<td>2</td>
<td>SERVICE</td>
<td>Increase</td>
<td>Revenue</td>
<td>5.3</td>
<td>13.5</td>
<td>31-Mar-14</td>
</tr>
</tbody>
</table>

**Picture 6:** Organizational War.

**Development of WIGS:**

WIG means “Wildly Important Goal”. This goal is developed for every designation and levels in Sales and Service so that every individual becomes accountable for establishing his/her goal which is in line with the organizational War statement.

A WIG is a statement with clarity which carries a verb of action followed by a finishing line form of “from X to Y by when.” A WIG should contain a clearly measurable result.

The declared Sales war is to increase revenue from 40.2 crores to 93.5 crores by 31st March 2014.

The Sales WIG for Sales Head was thus derived to win the War (Picture 7: Sales WIG’s). The formulation of WIGs is a systematic process where in the list of high priority areas that needs “focused attention” is listed. The group then carries out a brainstorming session and prioritizes those which are high result yielding, measurable and align with the organizational war. The Principle deployed for arriving at the WIG’s was the Pareto Principle which states that 80% of the effect comes from 20% of the causes(Prem S.Mann, 2003).

**Picture 7:** Sales WIGs

The Service WIGs for CTO also were developed using the same methodology where in all the Direct Reportees of CTO are gathered for a group brainstorming. The final Service WIGs of CTO, reviewed and approved by the Franklin Covey trainer is shown in Picture 8. Service WIGs.

**Picture 8:** Service WIGs

WIGS for Service Head are developed to achieve the Service War, whose WIGS are further split and proposed to Regional Managers in a manner in which they could serve the purpose of accomplishing the Service War. The Regional Managers WIGS are shown in picture 9 Service WIGs for RM.
The service Engineers are the one who front ends the Organization and faces the customer on a daily basis. Their WIGs were developed (shown in picture 10) to accomplish the Regional Managers WIG’s.

**WAR to WIG Alignment:**

AfterEstablishing the WIGs across the organization, the Chief Architect along with the Franklin Covey trainer reviews the alignment of the WIGs to the WAR. The alignment of business processes across the organization (Roger T. Burlton, 2001) with the corporate goal is extremely important for the success. The implementation of the WIGs must be done only after the alignment is cleared which will facilitate setting up of the right direction for the complete team involved. The alignment of WARS to WIGS is shown in picture 11. The Service Engineers who are the front line force for the organization are made accountable for creating referral customers. This WIG will create referral customers that will help conversion of the new customers.

**Development of Lead Measures:**

Lead Measures (LM) are the measures of the activities most connected to achieving the goal. Lead Measures are predictive and influenceable. It measures something that leads to the goal.

**Formulation of Lead Measures for Regional Managers:**

This is a unique phenomenon of the principle as they embrace the means through which the final goal is achieved. The lead measures act as levers and drive the WIGS. Each WIG will carry three lead measures that are measurable and influence able.
Regional Service WIG and Lead Measures:

<table>
<thead>
<tr>
<th>S.NO</th>
<th>Owner</th>
<th>Verb</th>
<th>What</th>
<th>From</th>
<th>To</th>
<th>By When</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regional Manager</td>
<td>Increase</td>
<td>Contract Customer base</td>
<td>90</td>
<td>130</td>
<td>31st Mar 14</td>
</tr>
</tbody>
</table>

Possible Lead Measures:
A number of likely lead measures were derived out of which three lead measures that are truly measurable and identifiable was finalized as lead measures for the above mentioned WIG “Increase Contract Customer base from 90 to 130 by 31st Mar 2014”. Through focused brain storming exercise, a long list of possible lead measures were developed and listed. (Picture 12 List of possible lead measures). These Lead Measures were then evaluated based on whether they are “Measurable” and “Influenceable” and prioritized applying Pareto Principle. Then the most influencing three Lead Measures were chosen for implementation.

![Picture 12: List of Possible Lead Measures](image)

<table>
<thead>
<tr>
<th>S.#</th>
<th>Lead Measures</th>
<th>Measurable</th>
<th>Influenceable</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Shift 20% of the new contract prospects to the next stage of revenue cycle</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>2</td>
<td>Conduct face-to-face meeting with new customers</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>3</td>
<td>Perform regular PMS</td>
<td>x</td>
<td>✓</td>
</tr>
<tr>
<td>4</td>
<td>Perform better service at customer place</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>5</td>
<td>Collect reference from Customers</td>
<td>x</td>
<td>✓</td>
</tr>
<tr>
<td>6</td>
<td>Obtain existing Customer testimonial</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>

The finalized Lead Measures that met all the parameters chosen for implementation by Regional Managers. (Picture 13 depicts the final qualified Lead Measures for implementation)

Establishing Service Revenue cycle: Finalization of Lead Measure is a tricky phenomenon and it involves lot of thinking and discussion for identifying the suitable processes through which the measurement could be done. In this case the first LeadMeasure of “Shifting 20% of the new contract prospects to the next stage of revenue cycle” involves formulation of a Business Process, (Frank M. Gryna, Richard C.H. Chua and Joseph A. Defeo, 2007). It was identified that there is no formal revenue cycle as a business process present. Hence the team decided to evolve a revenue cycle and standardize across different regions for implementation. The Service Revenue cycle is shown in picture 14.

![Picture 14: Revenue Cycle for new service contract](image)
Development of Lead Measure 1: Shifting 20% of the new contract prospects to the next stage of revenue cycle:

A major part of revenue for Service comes from the Annual Maintenance and Comprehensive Maintenance Contracts from the existing Customers, which is a repeatable business process and fairly predictable as well. RevenueMaximization in service is therefore possible when prospect to Customer conversion/transition happens within a defined timeline. This revenue model is a 60 day cycle with six stages where the accomplishment of lead conversion considered as 100% achievement is split into 20% with a timeline of one week being the target. Hence a shift of 20% every week would therefore result in lead conversion within a period of four weeks. This Lead measure is therefore measurable and it also influences the proposed WIG of Increasing Contract Customer base thereby leading to profit maximization within the left six months of 4DX Execution phase.

Development of Lead Measure 2: Conduct face-to-face meeting with new Customer:

Service function has an install base of over 700 customers which is divided among five Regional Managers handling TamilNadu, AndhraPradesh, Kerala, Karnataka, Central, Northern, Western and Eastern India. It was decided to meet two new customers every week as a target and the entire Customer database was split and the number of customers to be met during the 4DX execution phase (six months) was distributed. The meeting with the new customers could produce leads for new business and hence can directly influence the accomplishment of lead measure and also measurable quantitatively. Hence this is chosen as a lead measure.

Development of Lead Measure 3: Obtain existing Customer testimonial:

The Service Engineers being the most influencing personnel in the field, who can obtain testimonials from Customers which could be used in apromotional activity resulting in Lead generation/Conversion. The Process for gathering Customer testimonial was frozen and a template designed in which the Customer can give his feedback and recommendations. These testimonials are collated by the Marketing function and uploaded in the Website for gaining attention and a source of reference as well. Hence this activity of collecting customer testimonial with a target of 2 per week was set as a Lead Measure which could drive the Service WIG.

Developing Lead Measure for Service Engineers:

The Lead Measures for Service Engineers were derived after collaborative discussion and deliberation with Regional Managers which could turn process the accomplishment of declared WIGS. Let us take an example of the following WIG for which the Lead Measures were formulated.

Regional Executive WIG and Lead Measure:

<table>
<thead>
<tr>
<th>S.NO</th>
<th>Owner</th>
<th>Verb</th>
<th>What</th>
<th>From</th>
<th>To</th>
<th>By When</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regional Executive</td>
<td>Increase</td>
<td>Revenue per Service Engineer</td>
<td>60 lakhs</td>
<td>100 lakhs</td>
<td>31st Mar 14</td>
</tr>
</tbody>
</table>

Possible Lead Measures:

The derived list of Lead measures were evaluated for its measurable and influence able characteristics and frozen.

<table>
<thead>
<tr>
<th>S.#</th>
<th>Lead Measures</th>
<th>Measurable</th>
<th>Influenceable</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Meet Competitors Customer</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>2</td>
<td>Meet Referral Customers</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>3</td>
<td>Spare selling</td>
<td>✗</td>
<td>✓</td>
</tr>
<tr>
<td>4</td>
<td>Service Selling through HBS</td>
<td>✗</td>
<td>✗</td>
</tr>
<tr>
<td>5</td>
<td>Accurate diagnosis/troubleshooting</td>
<td>✗</td>
<td>✓</td>
</tr>
<tr>
<td>6</td>
<td>Meet Existing Customers</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>

Picture 15: List of Possible Lead Measures

The finalized lead measures satisfying its characteristics are shown in the following picture 16.
A Comprehensive Training program was conducted where these WIGS and Lead Measures for the entire function across different levels were identified. These individualistic WIGS and Lead Measures agreed by the core team were finally compiled and verified for its alignment with organizational war. This verification was done by CTO and Chief Trainer of Franklin Covey and signed off.

**Development of a compelling score board:**

**Score Board Development:**

The Principle of 4DX mandates a score board mechanism that is simple and straightforward to reflect the progress made in accomplishing the revenue objective. A fully automated score board system was developed through a Portal which shall showcase the weekly progression made by the Regional Managers and Service Engineers. This Portal contains almost five sections displaying the profile of the individual, cumulative progress made on the commitments accomplished, specific WIGS, Leadmeasures, agreed commitment as Targets and Actuals. This portal has a provision for individual Login mechanism according to which every individual will login together at the same time for the review with an updated scoreboard. The entire service structure is uploaded in this portal and the dashboard was accordingly developed. At the end of the review, the weekly commitments of individual for the forth coming week is obtained and updated in the scoreboard which in turn drives the Lead Measures. The components of score board building are shown in picture 17.

**Score Board Characteristics:**

The score board (A Typical example of Regional Manager Score Board is shown in picture 18) recommended by 4DX is to be designed, updated and maintained by every individual.

**Picture 16: Final Lead Measure for Service Engineer.**

**Picture 17: Score board building**

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<table>
<thead>
<tr>
<th>WIG 1</th>
<th>Verb</th>
<th>What</th>
<th>Outcome</th>
<th>By When</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase revenue per</td>
<td>Meet</td>
<td>competitor’s customer</td>
<td>2</td>
<td>31-Mar-14</td>
</tr>
<tr>
<td>service engineer</td>
<td>Meet</td>
<td>existing customer</td>
<td>2</td>
<td>31-Mar-14</td>
</tr>
<tr>
<td></td>
<td>Create</td>
<td>referral customer</td>
<td>1</td>
<td>31-Mar-14</td>
</tr>
</tbody>
</table>
The WIGS and Lead Measures for various individuals of Service function has been thoroughly reviewed by the Chief Architect and Chief Trainer of Franklin Covey for its suitability. The Alignment of the WIGS and Lead measures towards the Organizational War was critically analyzed and a formal go ahead was given. The system administrator has uploaded the War, WIG, Lead Measures for every individual in online software portal and verified the accuracy. The implementation team was called for a formal training on understanding the 4DX portal and updating methodology on a weekly basis. A formal communication was sent by the Chief Architect to all the employees and executors communicating the start date of implementation and information on subsequent reviews. The Chief Architect formulated a Central 4DX monitoring cell headed by the Senior Engineer - QA where the entire monitoring and motivating activities take place.

**Review of the effectiveness through WIG sessions:**

The Chief Architect reviews the effectiveness of the WIG sessions conducted across the organization, taking the information from the 4DX monitoring cell. The review critically analyses the percentage of weekly commitments accomplished and whether it moves the Lead Measure. A formal weekly status report is published to all the stakeholders. A sample weekly status report on the effectiveness is shown in the picture 19.

![Picture 19: 4DX Status Report](image)

The effectiveness monitoring includes tracking of those individuals who have done a commendable job in deploying the principles of 4DX. The 4DX monitoring cell closely watches the progress made by every individual and reports the Chief Architect on the exceptional performances made. A formal
communication about the individuals who have done an exceptional performance will be appreciated by sending a formal communication through “QWAY Mailers”. A sample communication mailer is shown in Picture 20.

**Picture 20: Hero of the week**

**WIG Sessions:**

WIG sessions are scheduled on a weekly basis, where in all the Direct Reportees (The Regional Managers) of CTO shall log in to the 4DX portal simultaneously and presents the progress made on the previous weeks commitment’s made. The WIG sessions are required to be conducted on the same day and same time every week. The WIG session will have three objectives.

- Report on the last week commitments. Each team member reports on the commitments to move the lead measure that he or she made the previous week.
- Review the Score Board: The team assesses whether their commitments are moving the lead measure and whether the lead measure is moving the lag Measure. Typically it would take about 8 weeks to assess whether the lead measure moves the lag measure. If the lead measure did not move the lag measure then the team must re-work on the lead measures again.
- Making New commitments: The team deliberates and shares new practices and processes introduced by other team. Then the weekly commitments for the next week are updated in the 4Dx portal.

A typical WIG session Score Board (Picture: 21) which consists of the profile summary in which the commitments achieved over the past 6 weeks is auto populated. The actual quantitative number achieved against the targeted Lag by the Regional Manager is updated. The Lead measures actual number also gets updated and the status of commitment against each lead is also updated.

**Picture 21: WIG Session Score Board for Regional manager.**
In a similar manner, the Respective Regional Manager conducts a weekly WIG session with all their direct reportee’s (The Regional Service Engineers).

**Reasons for holding the WIG sessions:**

- The WIG sessions are very critical for the success of 4Dx and accomplishing the WIG’s.
- The sessions keep the team’s focus on the WIG despite the constant whirlwind of other urgent demands.
- The sessions enable team members to learn from each other about how to move the lead measures. If one person succeeds, others can adopt the same approach.
- The sessions give the team members the help they need to keep their commitments. If someone runs into a barrier, the team decides how to clear the path.
- The sessions enable the team to adopt on the fly to the changing needs of the business. The sessions ends with a just in time plan that addresses challenges impossible to foresee through annual planning.

**Overall Effectiveness:**

The end result of deploying 4Dx in accomplishing the Service Revenue War was very encouraging as we had achieved 95% of the set target which is almost 125% growth from the previous year. While achieving this significant result, there were multiple other benefits realized by the organization through establishing and base lining the lead measures which are very critical means for achieving the WIGS. The complete summary of the achievement of Lead Measures for the Service WIG is provided in the table 1 (Peter S. Pande, Robert P. Neuman and Roland R. Cavanagh, 2006).

### Table 1: Summary of Lead Measures Achievement Vs Target

<table>
<thead>
<tr>
<th>S #</th>
<th>REGION</th>
<th>RM RESPONSIBLE</th>
<th>EXISTING CUSTOMER BASE</th>
<th>TARGET</th>
<th>ACHIEVED</th>
<th>IMPROVEMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>NORTH DHCP AROHDAR</td>
<td>50</td>
<td>480</td>
<td>403</td>
<td>84%</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>AP     ANIL REDDY</td>
<td>90</td>
<td>384</td>
<td>349</td>
<td>91%</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>TN     ARANGADURAI</td>
<td>89</td>
<td>288</td>
<td>251</td>
<td>87%</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>KA     BABU PETER</td>
<td>20</td>
<td>144</td>
<td>124</td>
<td>86%</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>KL     MADHUKAR</td>
<td>25</td>
<td>96</td>
<td>80</td>
<td>83%</td>
<td></td>
</tr>
</tbody>
</table>

**WIG1: INCREASE CONTRACT CUSTOMER BASE FROM 200 TO 400 BY 31ST MARCH 2014**

**LM1: SHIFT 20%(AVERAGE) OF NEW CONTRACT TO THE NEXT STAGE OF REVENUE CYCLE BEFORE 31ST MARCH 2014**

<table>
<thead>
<tr>
<th>S #</th>
<th>REGION</th>
<th>RM RESPONSIBLE</th>
<th>EXISTING</th>
<th>TARGET</th>
<th>ACHIEVED</th>
<th>IMPROVEMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>NORTH DHCP AROHDAR</td>
<td>NIL</td>
<td>20%</td>
<td>11%</td>
<td>-9%</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>AP     ANIL REDDY</td>
<td>NIL</td>
<td>20%</td>
<td>14%</td>
<td>-6%</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>TN     ARANGADURAI</td>
<td>NIL</td>
<td>20%</td>
<td>21%</td>
<td>1%</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>KA     BABU PETER</td>
<td>NIL</td>
<td>20%</td>
<td>17%</td>
<td>-3%</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>KL     MADHUKAR</td>
<td>NIL</td>
<td>20%</td>
<td>19%</td>
<td>-1%</td>
<td></td>
</tr>
</tbody>
</table>

**LM2: CONDUCT FACE TO FACE MEETING WITH THE CUSTOMERS BEFORE 31ST MARCH 2014**

<table>
<thead>
<tr>
<th>S #</th>
<th>REGION</th>
<th>RM RESPONSIBLE</th>
<th>EXISTING CUSTOMER BASE</th>
<th>TARGET</th>
<th>ACHIEVED</th>
<th>IMPROVEMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>NORTH DHCP AROHDAR</td>
<td>50</td>
<td>15</td>
<td>12</td>
<td>81%</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>AP     ANIL REDDY</td>
<td>90</td>
<td>27</td>
<td>23</td>
<td>85%</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>TN     ARANGADURAI</td>
<td>89</td>
<td>27</td>
<td>26</td>
<td>98%</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>KA     BABU PETER</td>
<td>20</td>
<td>6</td>
<td>6</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>KL     MADHUKAR</td>
<td>25</td>
<td>8</td>
<td>8</td>
<td>100%</td>
<td></td>
</tr>
</tbody>
</table>

**LM3: COLLECT EXISTING CUSTOMER TESTIMONIALS BEFORE 31ST MARCH 2014**

**Metrics on the Service Revenue Cycle Movement:**

The 4Dx Methodology has inculcated data driven culture for decision making. The Regional Managers had to wear a different cap in maximizing the revenue as the Lead Measure “shifting 20% of the new contract to the next phase of revenue cycle” puts them in to action, where in they need to ensure that every 5 weeks they convert one new customer. The actual accomplishment by the regions is shown.

**Graph 1:** Regional Performance on conversion of prospects in to Revenue.

This graph shows that on an average all regions were able to move 15% of customers into the next revenue cycle on a weekly basis. This has ensured that 75% of the revenue forecasts from the new customers are achieved. Tamilnadu (TN) has topped the list by converting all the customers into revenue making customers.

**Face to Face Customer meetings - The paradigm Shift:**

The Lead Measure on “Face-to-Face” customer meetings has created a cultural shift where by all the Regional Managers and Field Engineers are driven to meet the customers on a regular basis. This has increased the bonding between the organization and customers. This has helped in resolving the customer issues on time as well. Each region competes with other in achieving the target.

**Graph 2:** Regional Performance on “Face-to-Face meeting with customers:

The graph 2 shown above depicts that as a whole all the regions were able to meet close to 90% of the customer meetings. North was topping the list with more number of customer meetings and that has created a lot of new leads.

**The Customer Testimonials – The Influencer:**

The Lead Measure on “Obtaining the customer testimonials” has made each service engineer to have specific number of customers assigned. This has increased the focus towards addressing every customer requirements. The service engineers are the front line soldiers who regularly meet the customers. Through introduction of the lead measure, every service engineer is required to create at least 30% of the customers who are assigned to him must be converted as “Referral Customers”. The Regional teams were able to create 75 referral customers across India within a span of six months, as shown in the graph 3.
Graph 3: Regional performance on Creating Referral Customers.

The above graph 3 shows that three regions (Tamil Nadu, Kerala and Karnataka) have achieved 100 percentage of the target in obtaining customer testimonials. All the customer testimonials thus collected were compiled and used to create new leads and convert prospective customers.

Conclusion and Learning:

The 4Dx implementation has ensured that the organization achieved the desired results. This is a philosophy, which helped implementation of the organization wide Quality Objectives Deployment very scientifically. The success of the 4Dx change transformation was fully owned from Top and that sets an example of how such an organization wide change is required to be implemented. This change implementation has brought in lot of other benefits and the significant ones are:

- New Business processes and controls were defined and implemented in multiple areas as a part of 4Dx framework.
- The 4Dx methodology was integrated along with the Quality Management System and made as a “Quality Objectives Deployment Methodology” across the organization.
- The whole organization had learnt data based decision making.
- The Score Board designed and implemented for 4Dx by individuals have brought lot of accountability.
- The Lead Measures developed for various WIGs were base lined and they have become successful drivers for accomplishing the revenue targets.
- The WIG sessions brought in lot of togetherness as it has also created the Peer pressure for achieving more.

The challenge is to create sustenance as the efforts and the investments made must create a solid foundation for the future of the organization. This change implementation has taken almost 10 months for creating an acceptance across the organization. The 4Dx methodology has created a repeatable method that could be applied for improving any situation. The challenges encountered by the organization have been documented and story boards on various initiatives to overcome the risks are also created. Some key preparations the organization needs to do before undertaking such a larger change implementation from real life perspective are:

- Involve key stakeholders right from the conception of new change and the modus operandi including the selection of external agencies.
- Top Management must do a lot of talk with the key stakeholders in communicating the need for change.
- Identify and declare a champion who has in-depth knowledge about the business and has a wider acceptance across the organization, who will spearhead the change. The management must ensure that he or she is released as a full timer for only overseeing the change implementation.
- Top Management must devise a core team that must be trained in the newer methodology for future business continuity requirements. This will avoid the single point of failure which means that the organization will not suffer even one of the core team member leaves.
- There need to be very clear motivation plans devised for appreciating the good contributions during the implementation. The best implementations need to be adopted by other stakeholders as well.
- Top Management must have plans to review the progress of implementation and achievements on a periodic basis.

REFERENCES