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NPS Management for Bridging the Post-IT Transitions Gap

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Executive Summary

IT transitions often lead to instability that impacts customer experience and Net Promoter Score (NPS). Traditionally, transition methodologies focused on operational checkpoints such as completing knowledge transfer and adhering to SLAs. However, this approach pays limited attention to end-user sentiment and customer confidence in the new team, both of which are pivotal in the post-transition phase.

During the transition, the immediate priority is to minimize operational disruption through effective governance, phased execution models, defined quality gates, and the gradual ramp-up of required skills and resources. While these steps offer greater control over transition delivery, they are not sufficient to build customer confidence or improve NPS.

To achieve a positive customer sentiment, IT teams must complement successful transition delivery with effective management of trust, confidence, and service experience during and beyond the transition. The following practices provide an actionable blueprint for incorporating NPS-focused interventions and driving positive customer outcomes throughout the transition lifecycle.

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NPS and Its Role in IT Transition

An IT transition may meet every operational milestone and still leave customers uncertain about the overall experience. Understanding customer confidence and perception is therefore essential to assessing transition success. NPS helps organizations capture these factors by measuring customers' likelihood to recommend a service provider.

For IT service organizations, NPS serves as a key indicator of customer confidence, trust, and perception, providing insights beyond operational measures such as SLAs and transition milestones. Therefore, it plays a critical role in strengthening customer relationships, improving business outcomes, and supporting long-term service contracts.

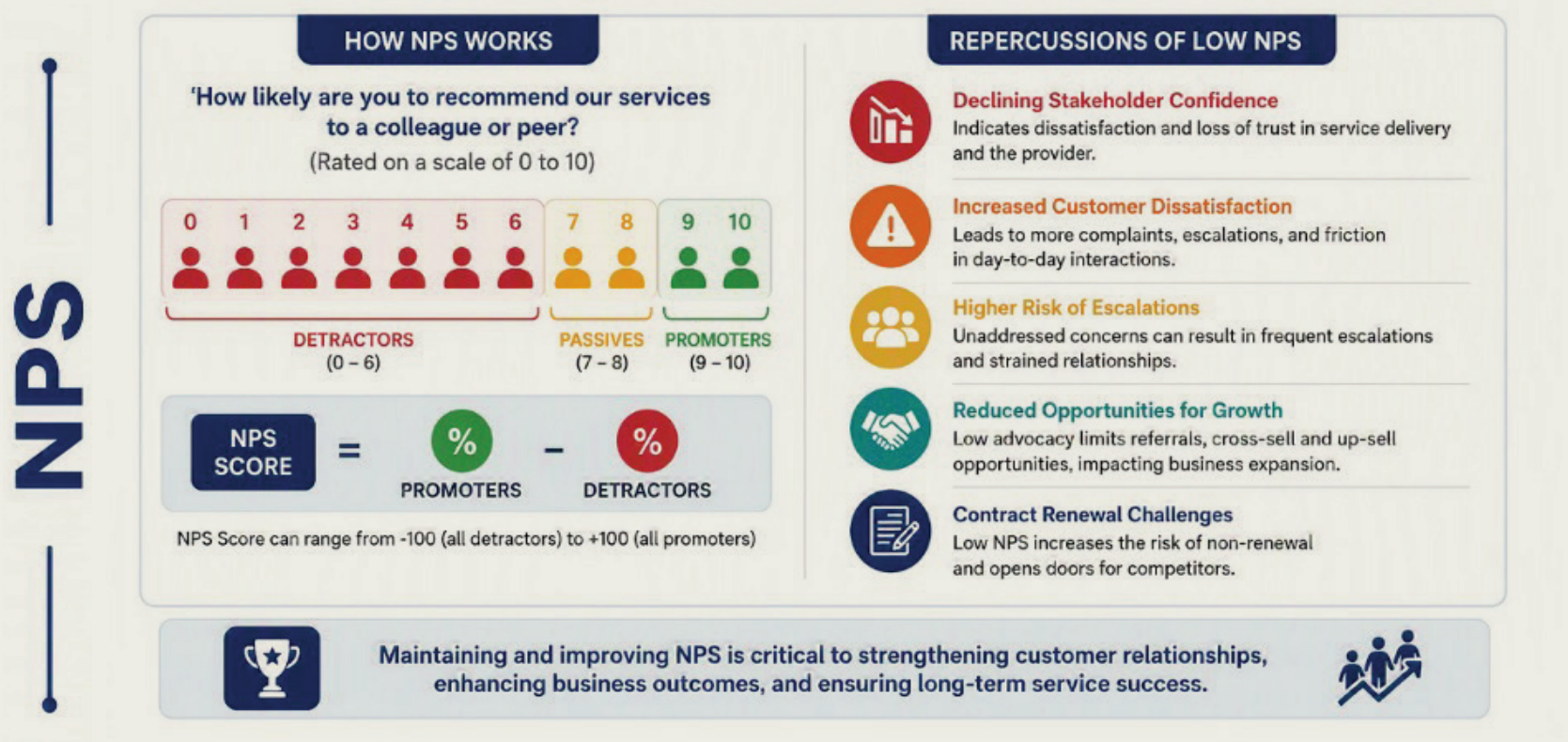


Figure 1: Overview of NPS and its Implications

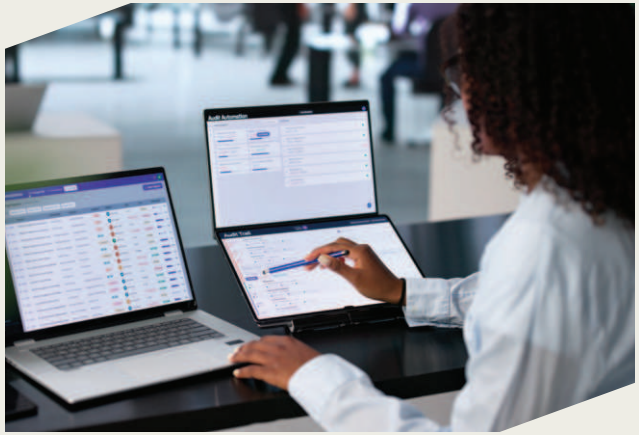
Key Drivers of NPS Decline After an IT Transition

Despite successful transition delivery, IT service providers often deal with reduced customer satisfaction and NPS. The gap between transition performance and customer perception is central to this disconnect. Here are the four critical factors contributing to it.

Knowledge Gathering

Transition teams consider the completion of KT, shadowing, and related sign-offs as key milestones. But customers, on the other hand, look for proof. While the new team gathers the required knowledge, customers typically assess their readiness based on the team's ability to handle operations independently and manage business-critical situations. Therefore, even after completing the transition protocols, customers may still feel that the new team is in the learning phase if they observe frequent consultations, continued dependency, or a lack of confidence. This creates a clear gap between how transition progress is measured through standard metrics and customer confidence.





SLA Adherence

Ensuring compliance with agreed SLAs is a top priority for the transition teams. While this demonstrates operational compliance, customers often evaluate service performance based on their day-to-day experience on the floor. For instance, a customer may notice that incidents involve multiple follow-ups, incomplete resolutions, or poor communication. In such cases, they often view the overall service experience as inconsistent, even when the new team meets SLAs. Hence, operational success does not always translate into customer satisfaction, creating a need to focus on service quality alongside SLA performance.

Effective Governance

Typically, during the process, a Transition Management Office is established to define the governance mechanisms, including regular review meetings, escalation procedures, performance reports, and dashboards. Although these mechanisms highlight process control and maturity, delays can still occur when customers seek clear and accurate resolutions to their issues. When response times are slow and the reopened issue rate is high, customers view governance as a bureaucratic layer rather than an effective guiding and controlling force. Ultimately, customer perception is shaped by the speed and effectiveness with which desired outcomes are delivered.





Auditing the Availability and Quality of Documentation

Another key milestone in the process is auditing the availability and quality of the existing documents. Ideally, the new team is expected to close all the documentation gaps, including incomplete, outdated, or missing information. If the team fails to do this effectively, customers may interpret this as a sign of poor knowledge retention. This creates a negative perception, even when formal documentation exists. From a customer perspective, documentation is only effective when it enables the new team to be self-sufficient.

Reality vs. Perception of IT Transition

A successful transition demands proactive management of transition activities alongside careful consideration of customer expectations. Focusing only on one will not deliver the desired outcomes. The following table illustrates how these two differ and why both require equal attention.

Maintaining the balance between transition reality and customer perception calls for a coordinated approach across the transition lifecycle. Teams must build stakeholder confidence through proactive communication, consistent service delivery, visible ownership, and timely issue resolution.

Apart from these transition-related gaps, the decline in NPS may also be influenced by:

- Customer dissatisfaction with the previous service provider's performance
- Process changes that were not planned or managed well
- A shift from local service to a remote service model
- Communication gaps related to ongoing changes

Transition Reality	Customer Perception
KT completed, Shadow support done	Team is still learning environment
SLA adherence achieved	Service quality and experience is inconsistent
Governance in place	Slow response / Many escalations
Documentation available (with gaps)	Repeated questions asked & inefficiencies observed

Figure 2: Comparison Between Transition Reality and Customer Perception

The Role of Transition Satisfaction Score (TSAT)

Transition-related and contextual factors shape customer perception and influence NPS. The Transition Satisfaction Score (TSAT) provides a structured way to capture this perception by gathering stakeholder feedback on the transition experience.

TSAT helps service providers understand the stakeholder transition experience across four key dimensions:

- Were expectations met?
- Was collaboration satisfactory?
- Was communication clear and timely?
- Was the new team and its leadership effective?

As a perception-driven metric, TSAT reflects stakeholder experience. It is shaped mainly by the transition team's communication maturity, stakeholder confidence in the new team, and the consistency of the service experience.

Limitations of Traditional Transition Models

NPS and TSAT provide a broader view of customer perception and the transition experience. Traditional transition frameworks, however, remain largely focused on operational readiness, often overlooking experience and perception-related dimensions. The table below provides an overview of these gaps.

Addressing them requires a transition model that embeds experience and perception-led practices throughout the transition lifecycle.

Typical Focus	Missing Element
Delivery readiness	Customer confidence
Knowledge completeness	Knowledge utilization effectiveness
SLA tracking & compliance	Sentiment tracking
Incident reduction	Experience stabilization

Figure 3: Gaps in Traditional Transition Models

> "Successful transitions are not defined by zero disruption alone, but by how quickly customer confidence is restored."

The Solution: Post-Transition NPS Management Framework

The proposed framework is built on a four-pillar model that extends traditional transition measures and accounts for the active management of customer satisfaction throughout the journey.

- **Perception Management:** Focuses on building the new team's credibility and stakeholder confidence through proactive communication, clear expectation-setting, transparency, and visible leadership engagement.
- **Experience Stabilization:** Emphasizes delivering a consistent and reliable service experience from day one by minimizing service disruptions, reducing repeated issues, improving resolution speed and effectiveness, and closely monitoring customer touchpoints.
- **Confidence Engineering:** Builds customer trust in the new support organization by demonstrating ownership, showcasing technical competence, ensuring predictable outcomes, and creating positive proof points.
- **Feedback-to-Action Loop:** Establishes a continuous mechanism for capturing customer feedback, service insights, and operational signals, translating them into actionable improvements, and regularly communicating progress to stakeholders.

A model designed around these pillars will help teams achieve operational success while improving customer satisfaction, trust, and NPS.

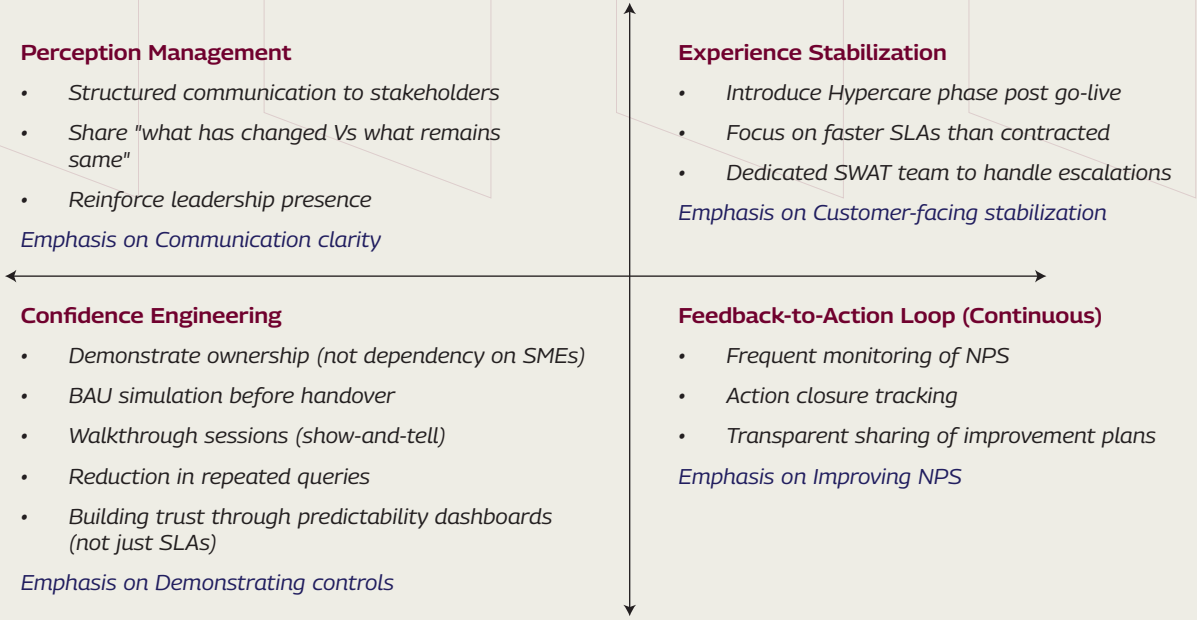


Figure 4: Critical Pillars of NPS Management Framework

Implementation Roadmap for the NPS Management Framework

NPS sustenance and improvement require a deliberate, phased approach. This implementation plan outlines how organizations can proactively manage customer sentiment and progressively enhance stakeholder advocacy.

1. The Pre-Transition Phase

The primary objective during the pre-transition phase is to establish realistic expectations and build confidence before any change in service ownership occurs. This is often when customer concerns and uncertainties begin to surface, making expectation management critical.

Key activities in the phase include:

- Baselining the NPS score and understanding the underlying reasons and historical pain points
- Identifying and mitigating potential risks that might impact customer experience during the transition
- Mapping stakeholders to identify influential users, champions, critics, and executive sponsors
- Communicating with stakeholders about the transition strategy, timelines, governance model, and expected benefits

By addressing these concerns before the transition begins, organizations can build a foundation of trust and significantly reduce the likelihood of perception-based dissatisfaction later in the lifecycle.

2. Transition to the Go-live Phase

During the transition phase, managing customer perception becomes as important as operational execution. Even when knowledge transfer sessions, shadow support activities, and process documentation are progressing as planned, stakeholders may still perceive the new team as being in the learning phase.

Key priorities for the phase include:

- Providing visibility into project objectives, milestones, and the roadmap
- Sharing regular updates on progress, achievements, and challenges
- Involving leadership in all service review meetings and workshops
- Engaging stakeholders and addressing their concerns to prevent negative perceptions

> “The shift from measuring NPS to managing it begins when customer feedback influences operational decisions.”

3. Go-live to the Steady State Phase

The ability to independently manage operations, respond rapidly, and demonstrate visible ownership during go-live often shapes stakeholder perceptions more significantly.

Key recommendations for the phase include:

- Initiating the Hypercare phase, a dedicated post-go-live period with increased monitoring, faster escalation, and dedicated attention management
- Deploying a SWAT team focused on rapidly resolving customer concerns
- Increasing frequency of communication to offer timely updates and reassurance

Once the initial go-live challenges subside and operational stability is achieved, organizations should expand their focus from service delivery to service value creation. At this stage, NPS should become a direct management metric rather than simply an outcome measure.

At this continuous improvement stage, teams should:

- Analyze customer feedback and identify improvement and innovation opportunities
- Focus on automation, proactive monitoring, self-service, AI integration, and process optimization
- Review the Voice of Customer (VoC) regularly and drive a continuous feedback-to-action cycle
- Showcase value delivered through productivity gains, reduced resolution times, lower customer effort, improved service quality, and innovation outcomes

Finally, the objective in steady state is to convert satisfied customers into promoters who actively endorse the service provider and contribute to long-term NPS growth.

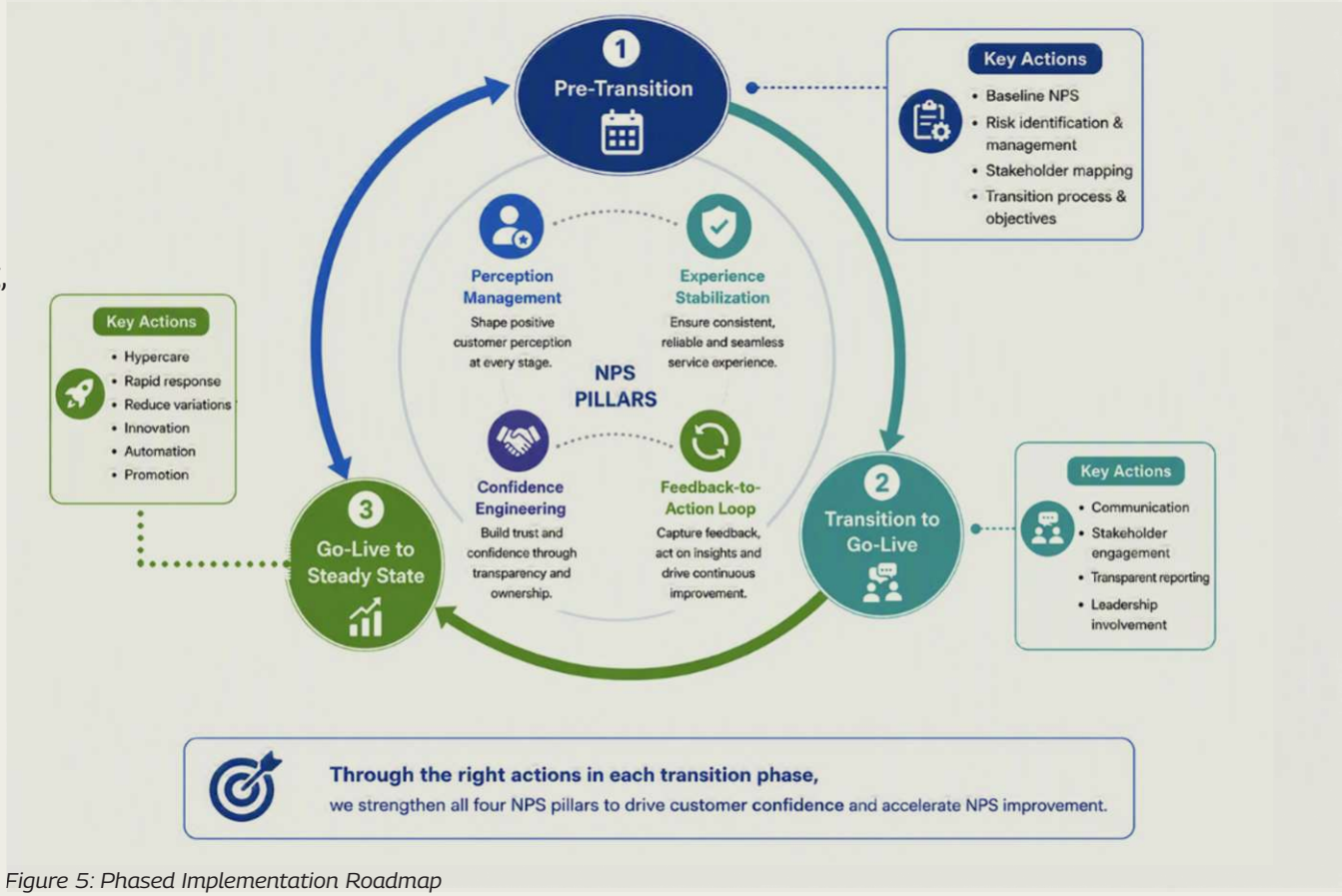


Figure 5: Phased Implementation Roadmap

Tech Mahindra's Transition Framework to NPS Management

Tech Mahindra's Transition Framework encompasses a structured set of processes, tools, and governance mechanisms that support effective management of the NPS pillars through proven transition practices.

NPS Management Pillar	Tech Mahindra Practices Across the Transition Lifecycle
Perception Management	**Transition to Go-live** • KT sign-offs to validate the completion of knowledge transfer • Cutover approvals to demonstrate readiness • Projections and estimates based on current progress and achievements • Transition KPI measurement **Go-live to Steady State** • Successful Hypercare closure to reinforce delivery confidence • Service delivery consistency through SLA compliance **End-to-End Governance** • eKnowledge Transition (eKT) enabled transparent progress tracking and reporting • Organizational change management • Senior leadership participation in key meetings • Regular NPS tracking, root-cause analysis, and remediation • Service optimization planning

Experience Stabilization

Transition to Go-live

- Playback sessions to align understanding and expectations
- Documentation of captured knowledge
- War-gaming sessions to prepare for real-life situations
- Early SLA reporting and adherence to stringent SLA requirements

Go-live to Steady State

- Cutover planning designed to minimize business disruption
- Hypercare, or extended Hypercare support backed by a dedicated SWAT team
- Dedicated stabilization period to maintain service continuity and compliance

End-to-End Governance

- AI Touch Transition (ATT)-based transition maturity assessments
- Management of complex multi-vendor and Service Integration and Management (SIAM) environments
- Agenda-based, prescheduled meetings with senior leadership participation
- NPS reporting with status updates on remediation actions
- Risk planning and mitigation
- Publication of meeting minutes and documentation of decisions and changes
- Progress reporting and tracking of action items, escalations, and change communication activities
- Transition KPI compliance reporting

Confidence Engineering	**Transition to Go-live** • Knowledge Academies to strengthen knowledge retention and continuity • Deployment of appropriately skilled resources and experienced leaders • Service readiness demonstrations before service takeover • Achievement of critical transition milestones and success factors **Go-live to Steady State** • Service improvement log and Service Improvement Plan (SIP) • Automation and AI integration opportunities • End-to-End Governance • eKT platform to promote transparency and trust • Three-tier governance to provide executive oversight and proactive risk mitigation • SLA compliance reporting • NPS trend tracking against baselines and projections • Mandatory quality gates and compliance reporting
Feedback-to-Action Loop	• Recording gaps and suggestions and tracking them to closure • Maintaining a log of service improvements, including documentation needs • Conducting feasibility assessments based on the criticality and priority of improvements • Developing service improvement plans and an engagement roadmap • Capturing lessons learned to improve future projects • Correcting processes and refining the transition framework based on lessons learned

The Final Word

As enterprises demand smooth IT transitions, the ability to balance operational performance with customer confidence has become a key differentiator. By actively managing perception and experience throughout the transition, service providers can maintain service continuity and build the trust required for long-term partnerships.

Tech Mahindra's transition framework embeds this discipline across the lifecycle, helping organizations translate operational readiness into customer trust and advocacy. By using NPS and TSAT as management signals, the framework enables teams to identify friction, respond decisively, and strengthen customer relationships beyond go-live.

The future of transition excellence runs on customer advocacy. Are you aligned?

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