

# Delivering Customer Value

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# | Webinar Agenda

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- Introduction
- Who is a Customer?
- Voice of the Customer (VOC)
  - Why is VOC important?
- Customer-focused Improvement
- Questions

# Education and Certifications



**BS Chemical Engineering**



**Planning and Scheduling Professional**



**Project Management Professional**



**Customer Experience Certificate**

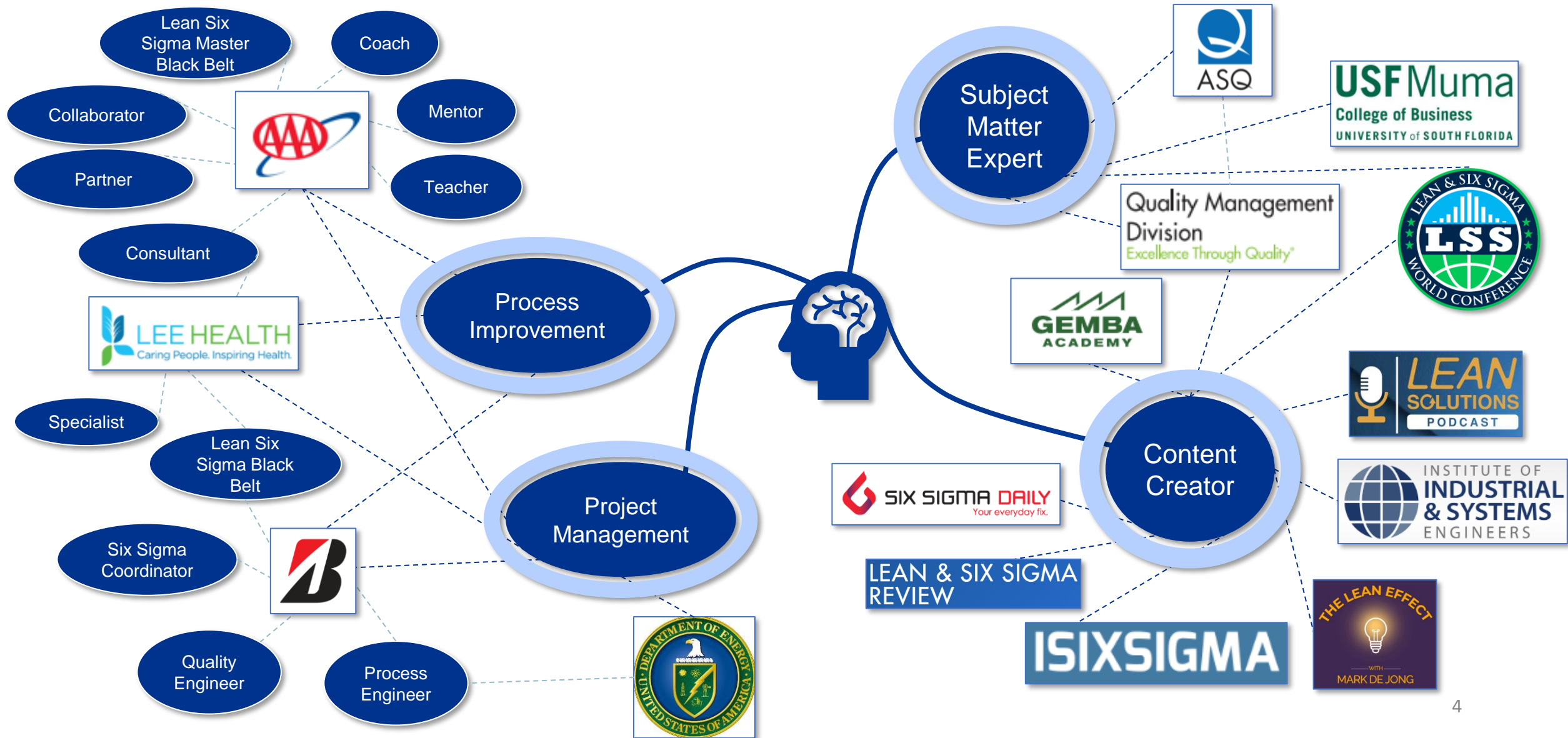


**Lean Six Sigma Master Black Belt**

**Value Creation Certificate**



# Professional Journey



# Learning Objectives

- Define a customer
- Recognize customers have expectations
- Describe a method to identify customers of a process
- Distinguish the influence customer expectations have on processes



# Question



< Activities



Visual settings



Edit



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**What words come to mind when you hear 'Customer'?**

Nobody has responded yet.

Hang tight! Responses are coming in.

# **Who is a Customer?**

# The Customer

- Defined as the person, organization, or entity that is the direct receiver of the output (product or services) your organization produces
- Customers have needs and requirements
- Sometimes the term *stakeholder* is used as a type of customer
  - Not a direct receiver of product or service
  - They have a “stake or interest” in the well being of your organization and its processes



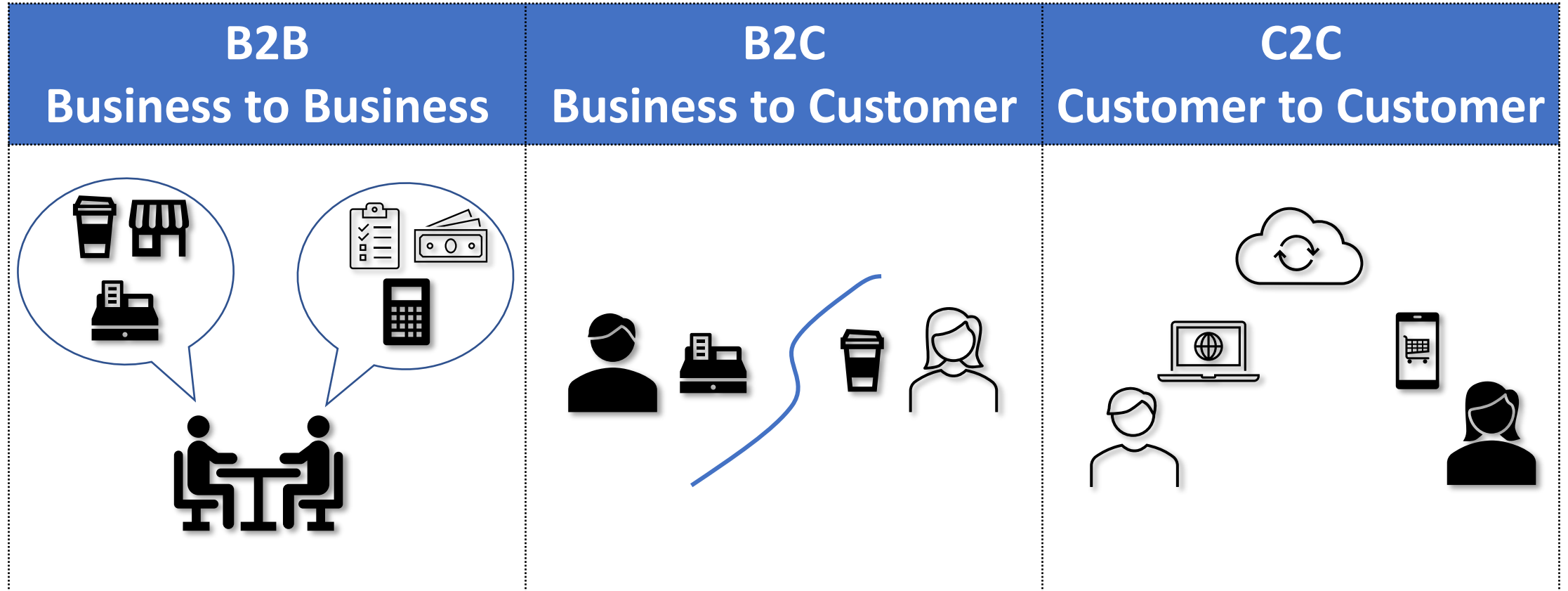


# The Customer

- A customer need establishes the relationship between the organization, department, and employee
- Customers may be external or internal to your organization

External	Internal
Commercial	Company division
Retail	Department
Client	Downstream operation
End-user	Business Line
Patient	Receives work or service
Primary source for revenue and income	Do not pay for the work product or services

# Customer Relationships



# | Who is Your Customer?



Think about the *person* or the *team* behind the mask of the customer

- What can you identify? What about their needs or pain points?
- Can you describe your typical customer? Who are they, what do they do?
- Where does your product or service fit into their process?
- What frustrates them about your output/product/service? Have they told you?

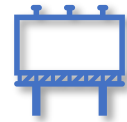
Have you asked them?

# **Voice of the Customer**

# Voice of the Customer

## What is it?

- The process of collecting the needs and wants of an organizations internal and/or external customers
- Data is obtained through a variety of mechanisms:



comment/suggestion boards



focus groups



interviews

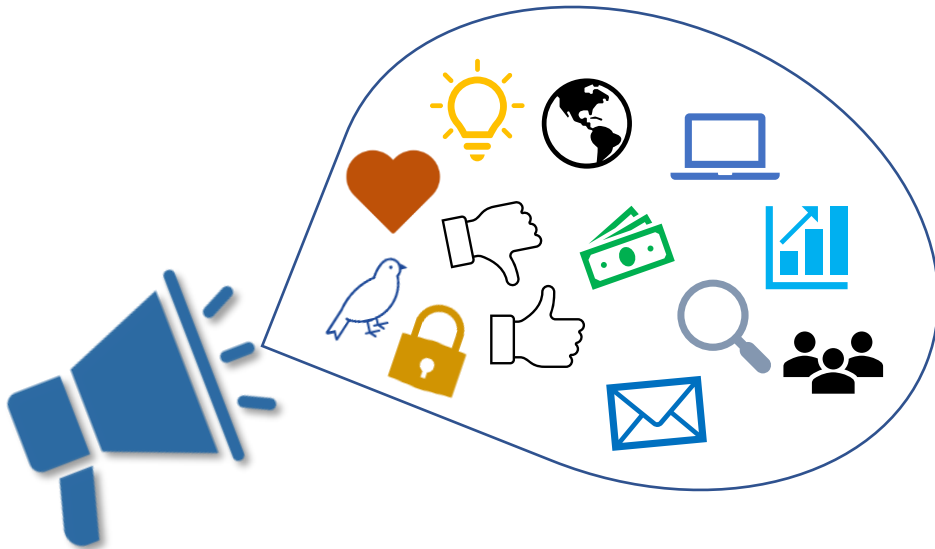


market research

# Voice of the Customer

## What's the purpose?

- Uncover the reasons behind feedback
- Understand customer needs, expectations and pain points
- Prioritize
- Understand where you are meeting expectations, and where you are not



# Voice of the Customer



## Why does it matter?

- Retain the customer you have
- Improve your products and services to improve the experience and attract new customers
- Listening to your customers and acting on feedback, VOC enables you to build better processes

6x  
more

Cost to attract new customer vs. keep

96%  
Just go away

~4% of dissatisfied customers complain

89%  
Customers

Purchase from a competitor after bad experience

70%  
Customers

Repeat business if you resolve complaints

**Eliminate Waste  
Deliver Value**

VOC is valuable, there's no better way to understand their entire journey

#### References:

1. Harris Interactive, 2011 Customer Experience Improvement study
2. Understanding Customers by Ruby Newell-Legner

# Focus on the Customer

What do you want to achieve?



Benchmarking



Continuous Improvement





# **Customer-focused Improvement**

# Customer-focused Improvement

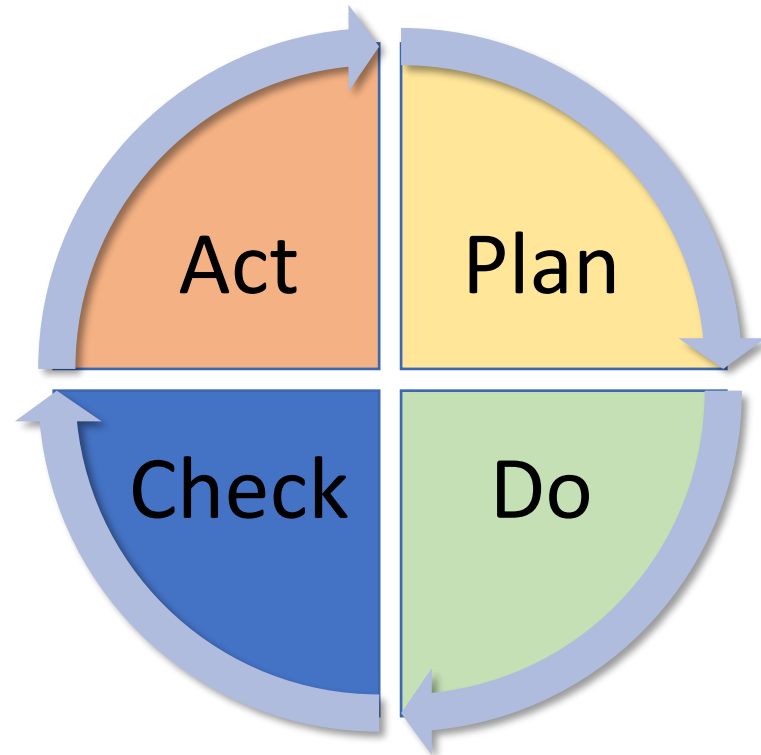
- Understanding exactly what the customer wants is essential
- How can a team effectively improve a process if customer requirements are not clear?
- What are those requirements?

The customer will be glad to tell you...



# Customer-focused Improvement

Problem Solving approach

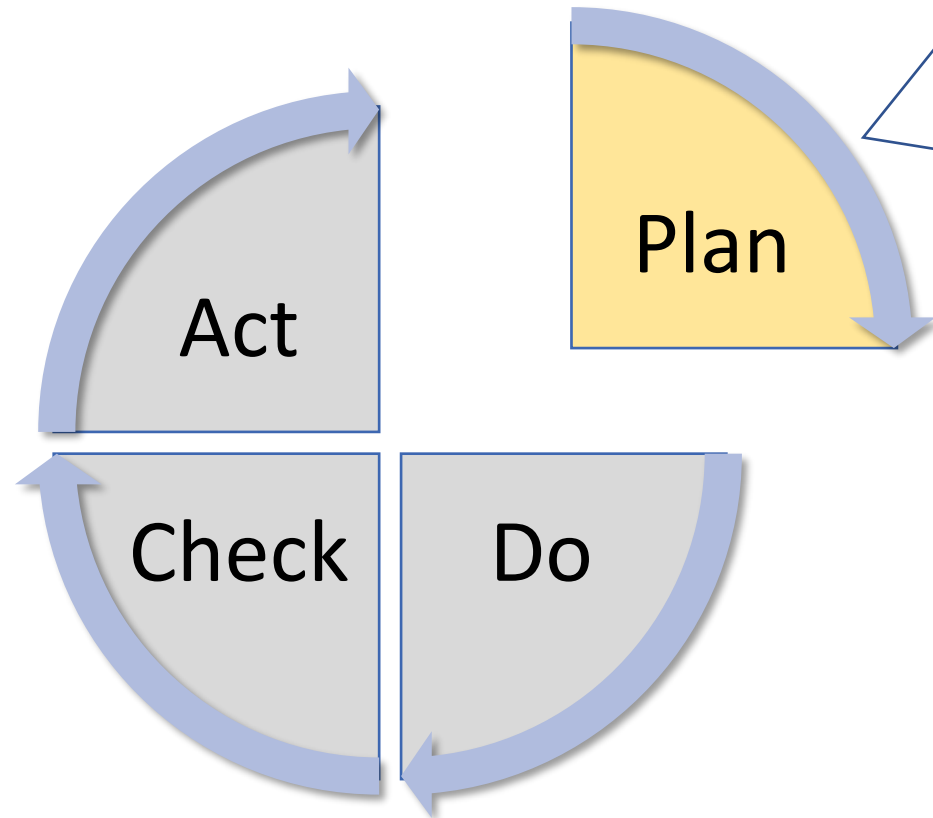


Plan-Do-Check-Act (PDCA)

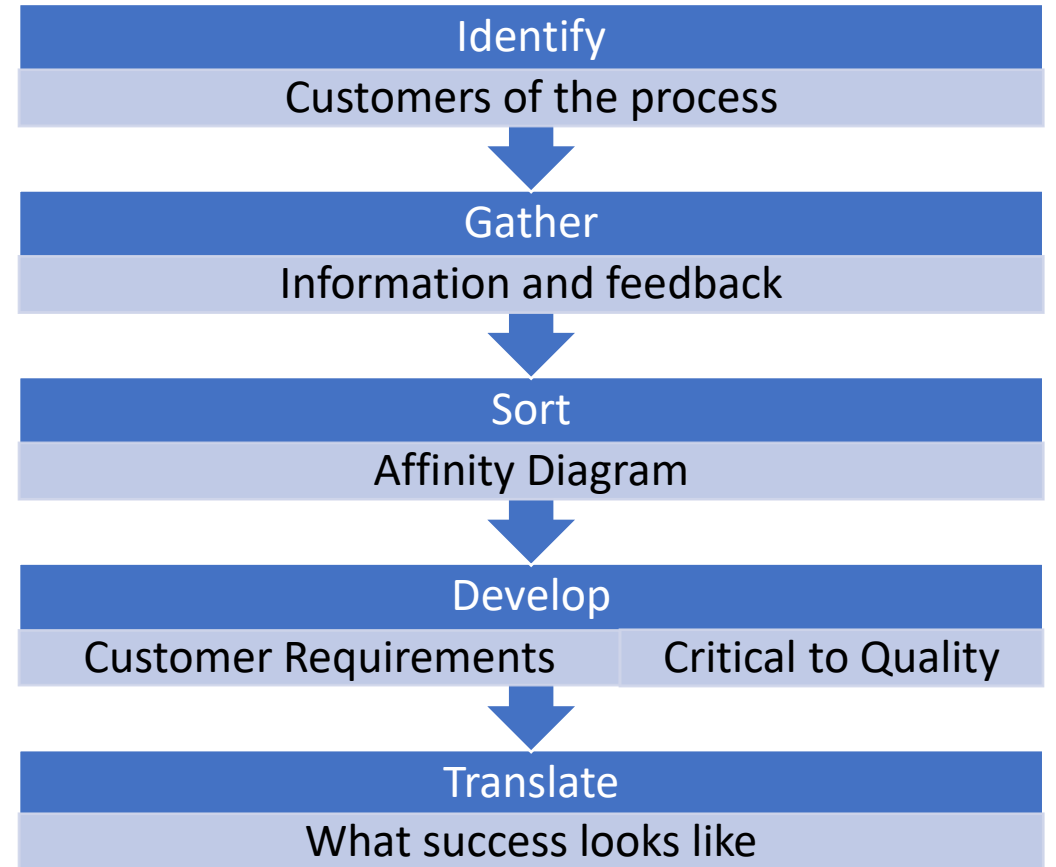
- An iterative, improvement cycle based on the scientific method
  1. Proposing a change in a process
  2. Implementing the change
  3. Measuring the results
  4. and Taking appropriate action

# Plan





Problem Solving approach

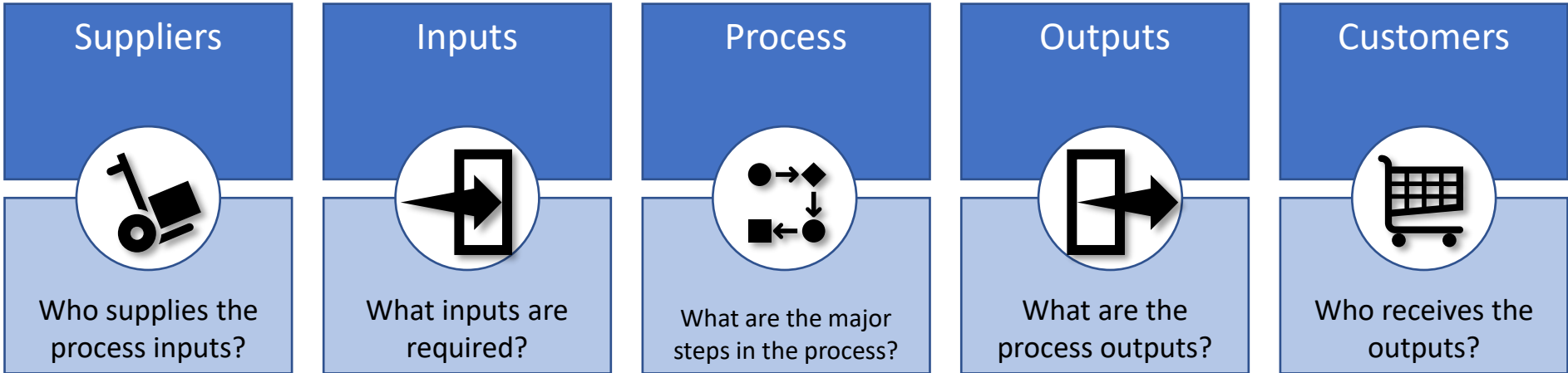
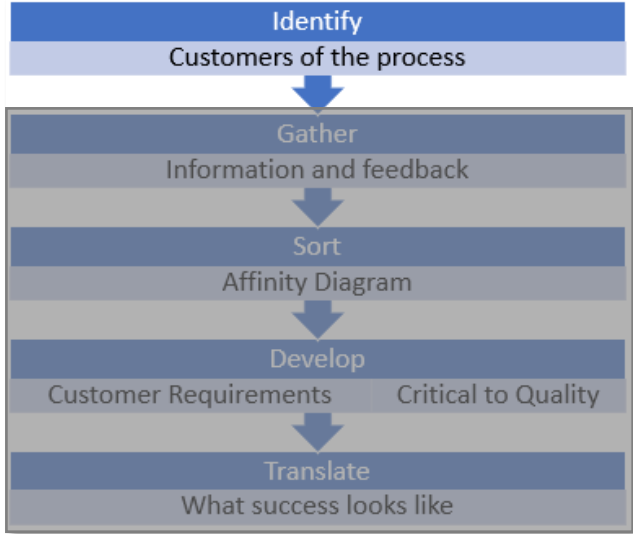


## Voice of the Customer occurs within Plan



# Plan – Identify

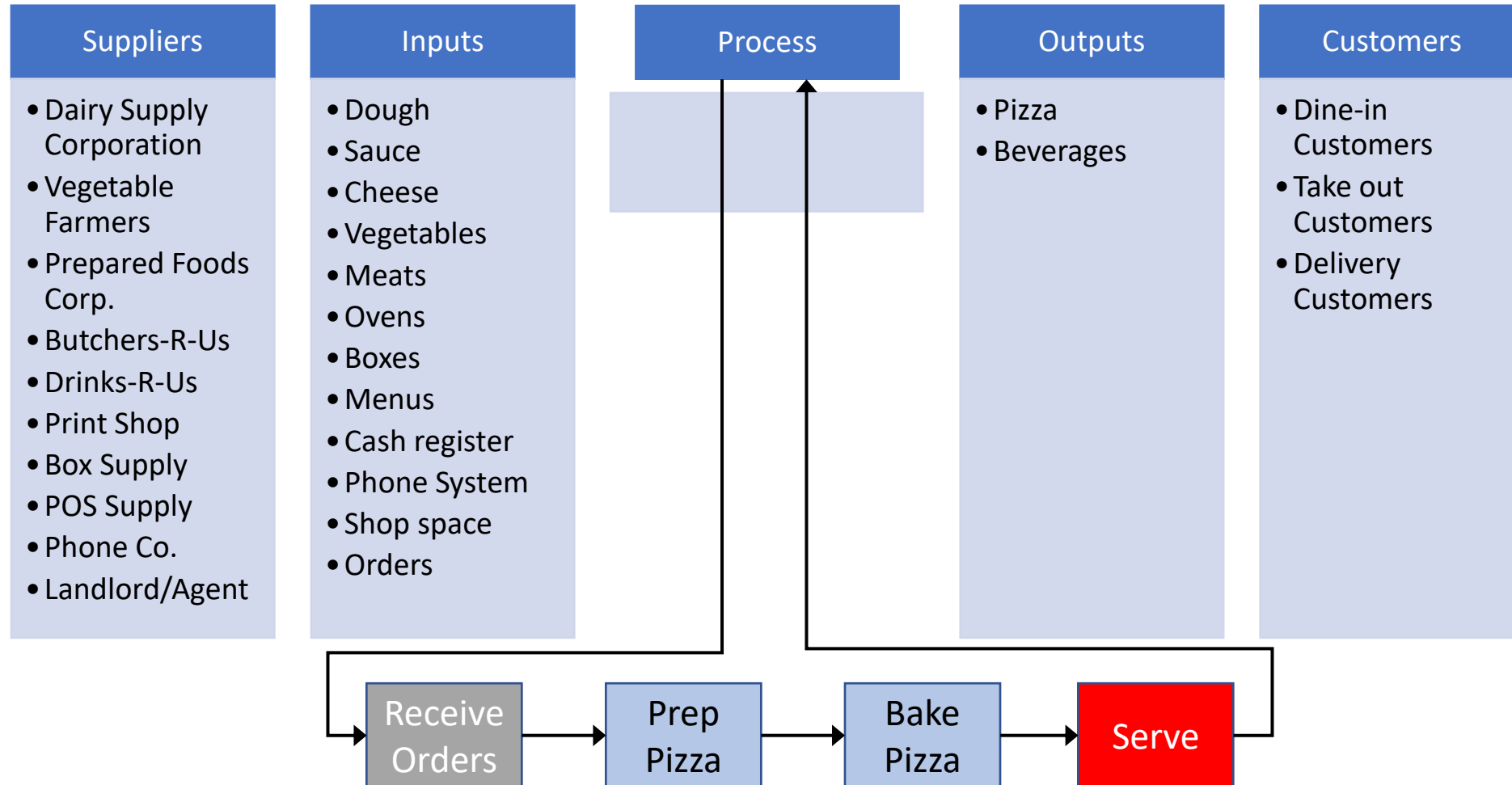
-  Identify Customers
-  State the problem
-  Visualize the process, map it!
-  Use a Supplier-Input-Process-Output-Customer (SIPOC) map



# SIPOC Example, Pizza Shop

Trigger Start: Receive orders  
Done/End: Pizza ready to serve

Purpose: Pizza made to order  
What is transformed: Ingredients

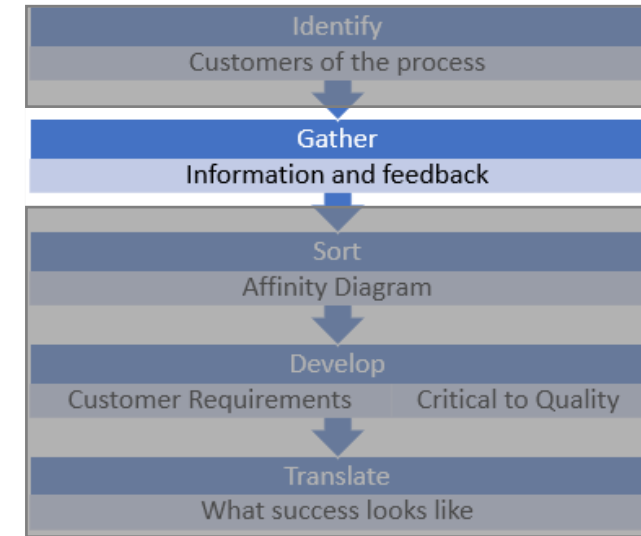


# Plan – Gather

## Gather customer feedback and requirements

Passive and active sources

Warranty claims	Focus Groups
Complaints, support tickets, feedback	Direct observation, go and see
Interviews	Self-use (be the customer)
Surveys, comments	Simulation



## Customer Personas

- Descriptive representations of your different customers
- Understand your customers better
- Create strong connections between your employees and their customers

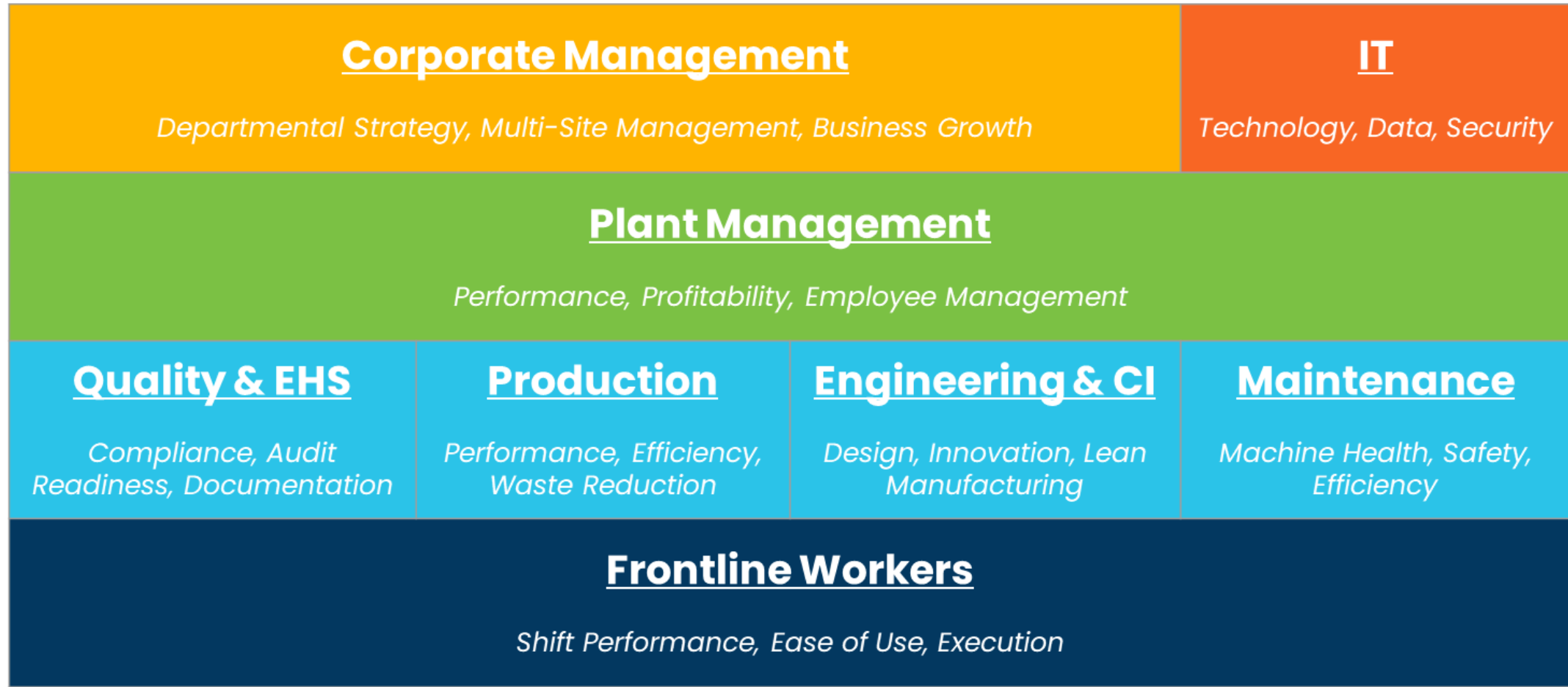


# Example, Customer Personas

Dimensions	Personas		
	Client	Project Team Member	Leader
Who am I?	Requestor or Sponsor of a CI Project. HR CoE Leader, typically Managers & above.	Participant on a CI Project. Typically, Frontline employees, may include Managers & above.	Client's direct manager.
Biggest challenge with a CI Project	Unawareness of the purpose, journey, process or phases of a CI Project.	Unawareness of the purpose, journey, process or phases of a CI Project.	Why perform a CI Project?
Favorite thing about a CI Project	A solution is provided by the CI Project.	A solution is provided by the CI Project.	
I'm frustrated when...	Unclear project participation expectations. Project Scope is not clear.		
I'm satisfied when...	The project is efficiently completed, including options and solutions.	Able to voice concern, and concerns are heard. Responsive.	



# Example, Manufacturing Personas



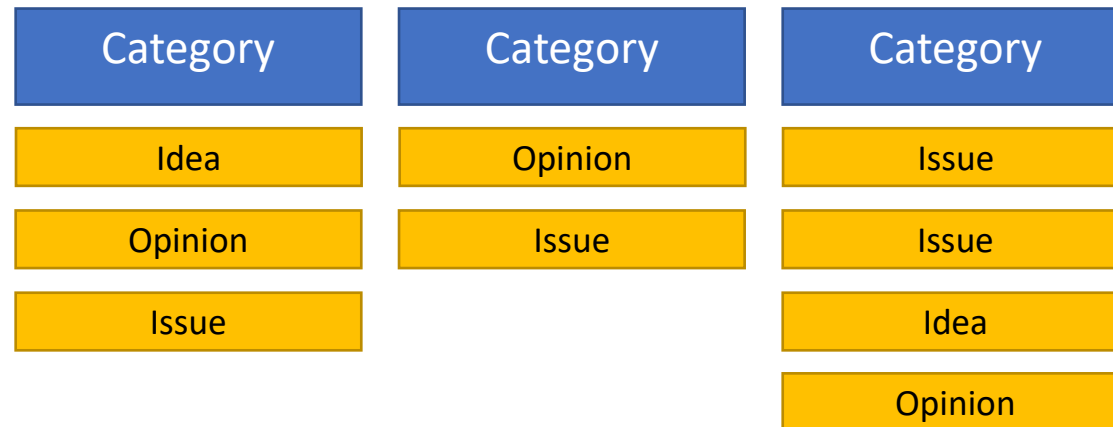
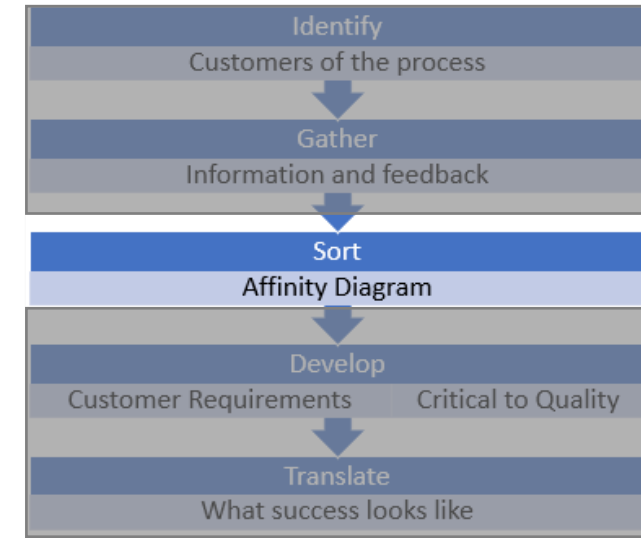
# Plan – Sort



Sort the customer feedback and data



Affinity Diagram is a tool that gathers large amounts of language data (ideas, opinions, and issues) and organizes them into groupings based on their natural relationships (affinity)



Categorize & Organize information

Affinity Diagram

# Plan – Develop



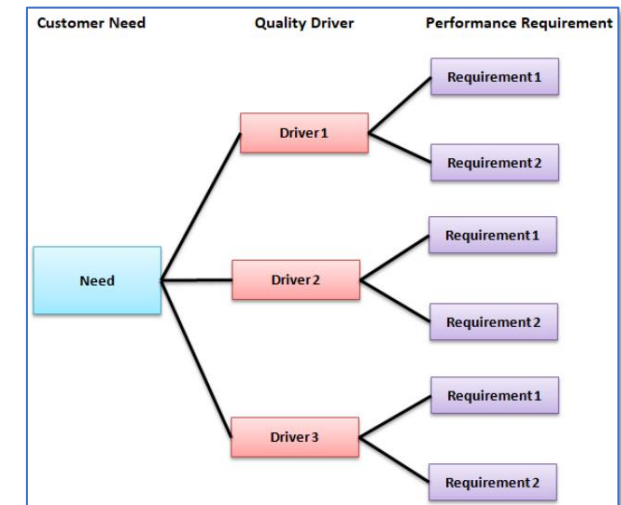
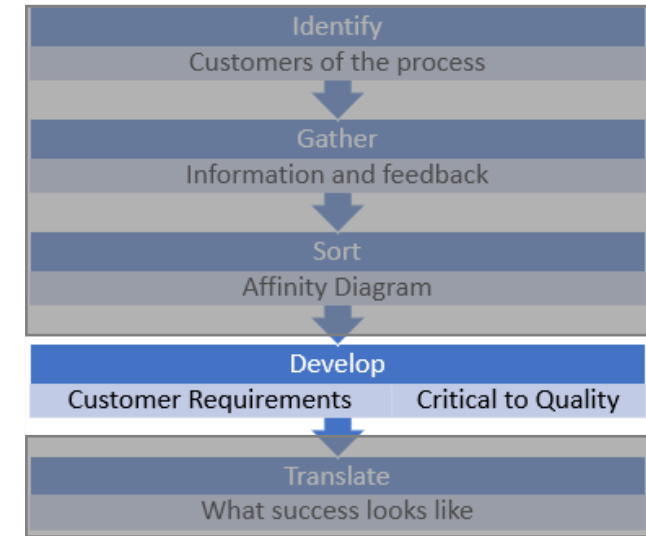
## VOC Tree

- Diagram tool used to identify the needs of the customer and translate that information into measurable product and process requirements

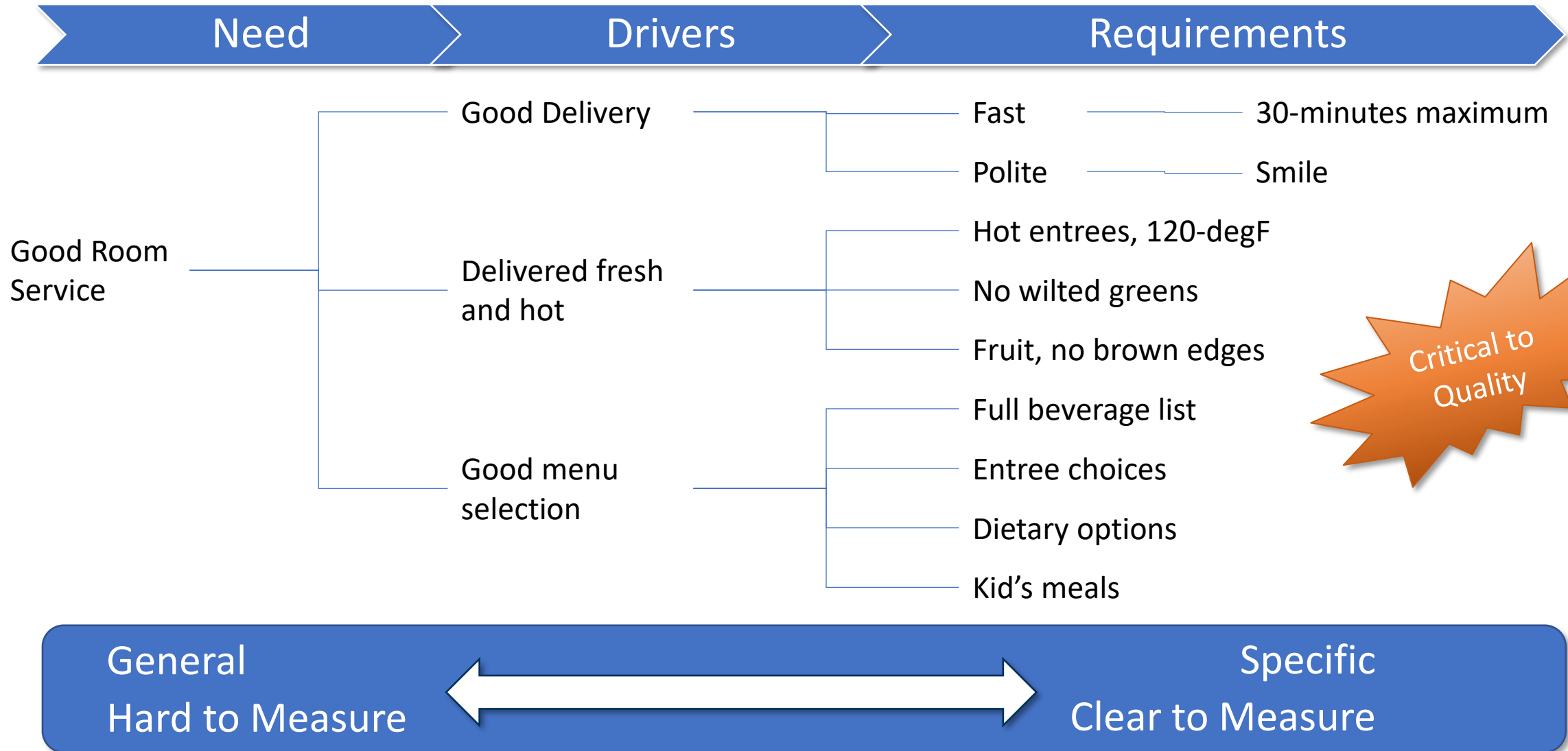
**Need:** The actual product or service delivered to the customer

**Drivers:** The quality drivers that must be present to fulfill customer needs

**Requirements:** The measurable performance requirements for each driver



# Example, VOC Tree Diagram



# Plan – Translate

 VOC must be expressed as a business measurable

 This drives sustaining success and monitoring the improvement

 Successful business lines deliver returns to the organization

## KPI

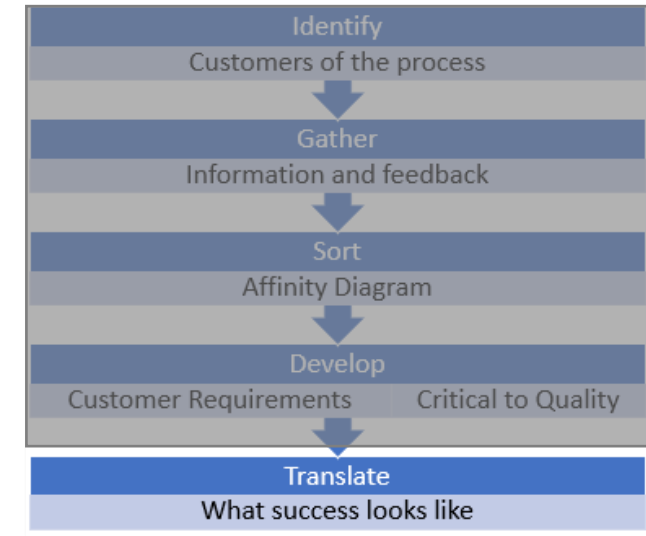
~~Key Performance Indicator~~

Keep People Interested

Keep People Informed

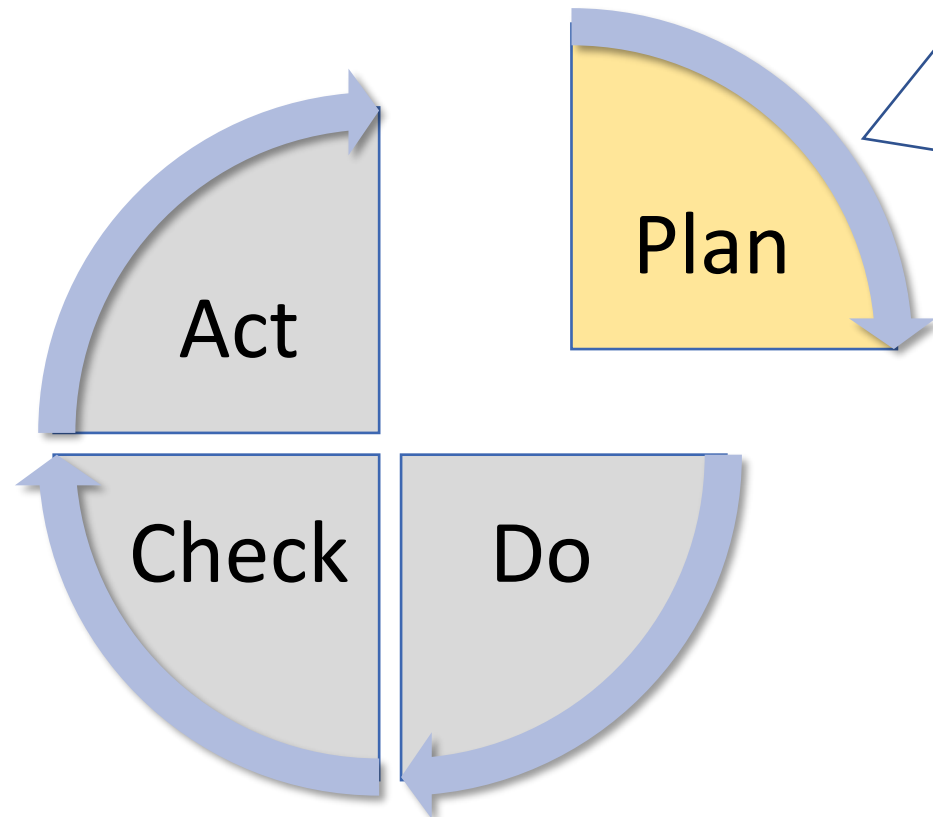
Keep People Involved

Keep People Inspired

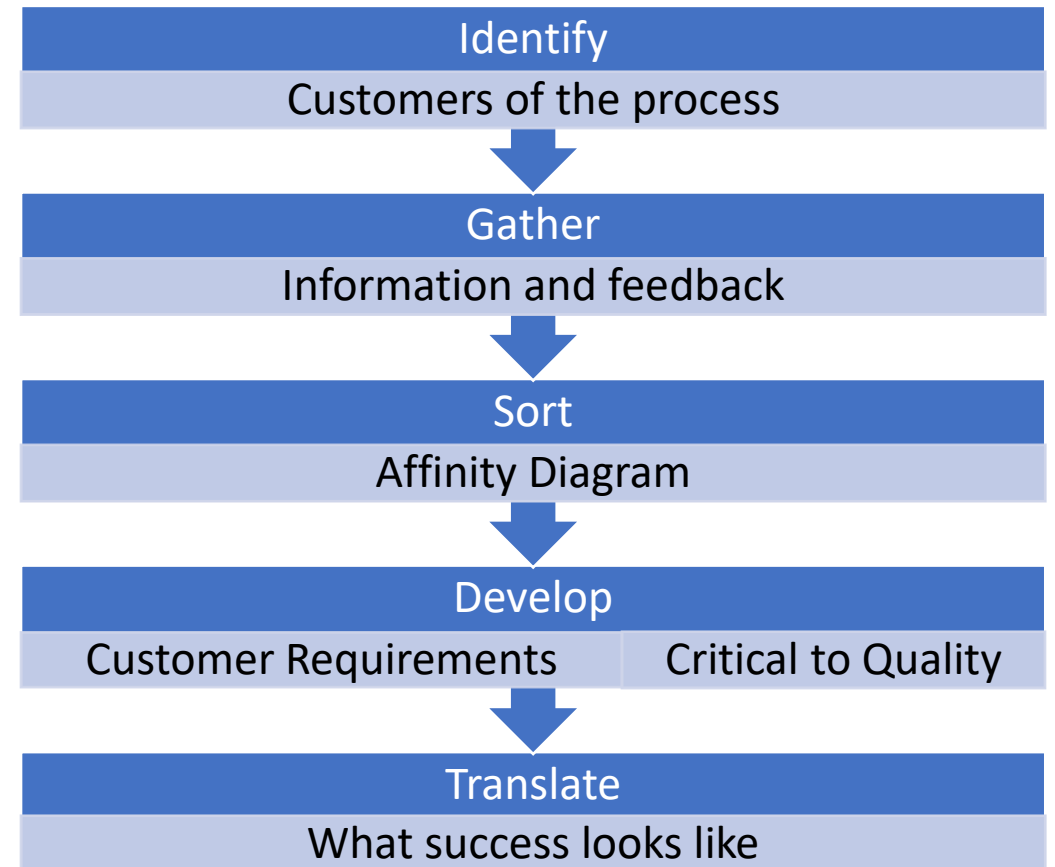


# Customer-focused Improvement

- Problem Solving approach



## Voice of the Customer occurs within Plan



# Customer-focused Improvement

- Customers can experience a journey from anywhere, anytime
- To focus on what the customer is doing, walk in the customer's shoes
- Even small journeys have complexity



Connect personas to the journey



# Customer Journey Map

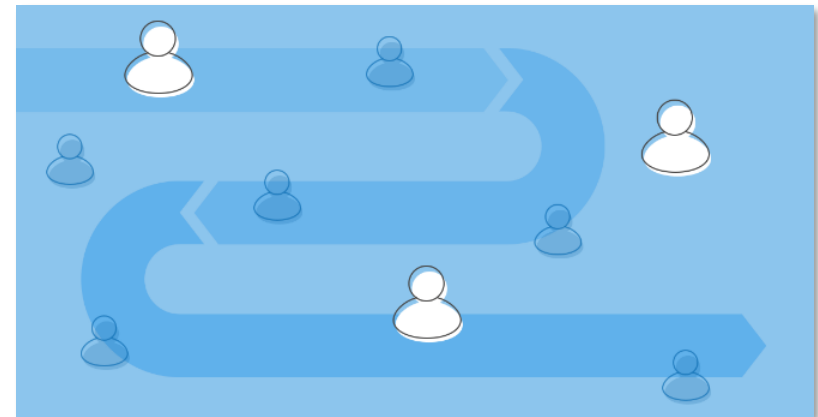
Continuous Improvement Project





# The Customer Journey

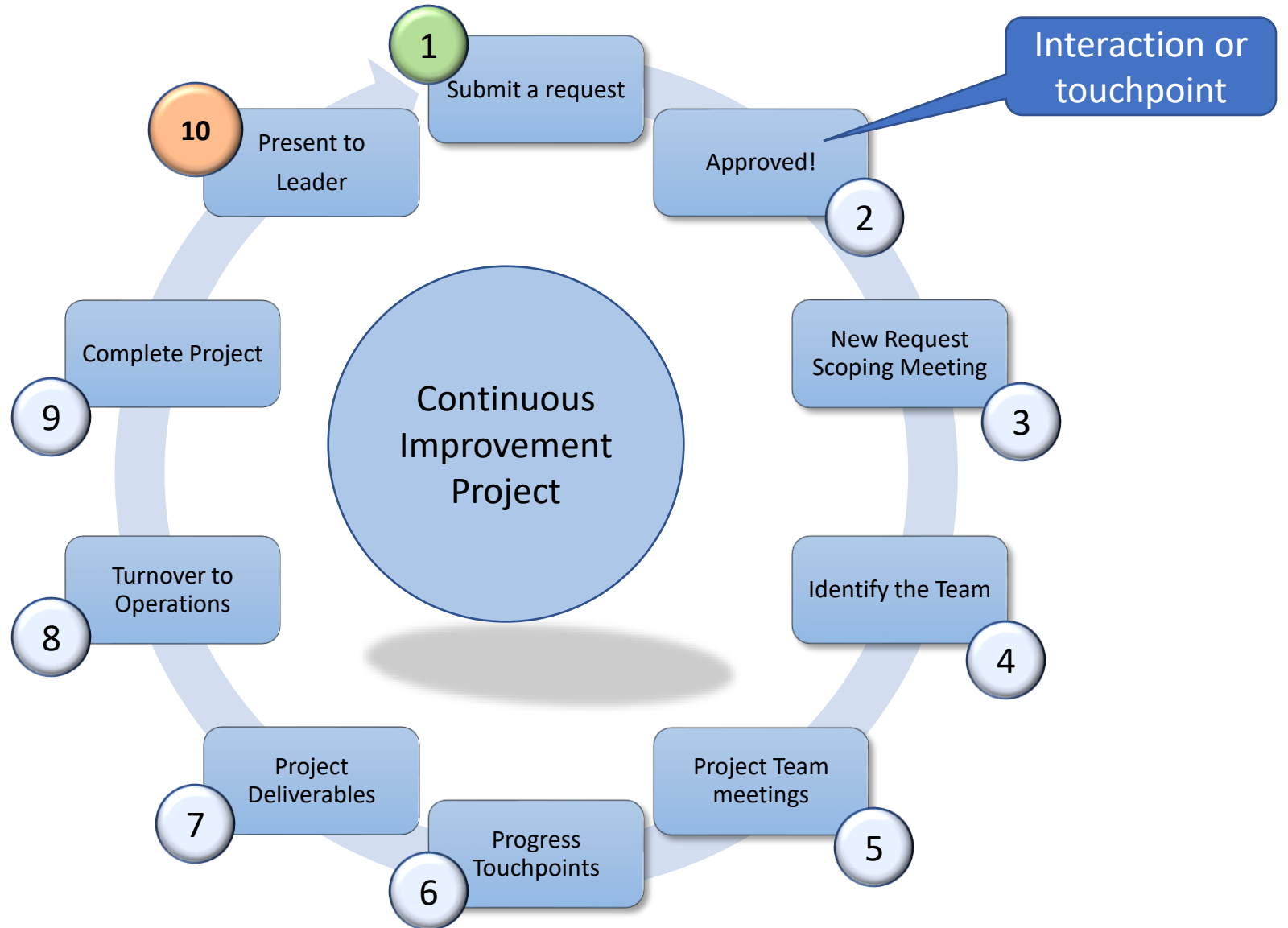
- *Customer Journey Maps* are visual tools used to capture the story of a customer interaction with your business line, department or organization
- Effective for organizations to understand what customers experience
- Used to identify key pain points, improvement opportunities, gaps in services, experience break points, and help innovate with the customer as the key focus



# Example, High-Level Journey Map

Capture the high-level journey from the perspective of your customer.

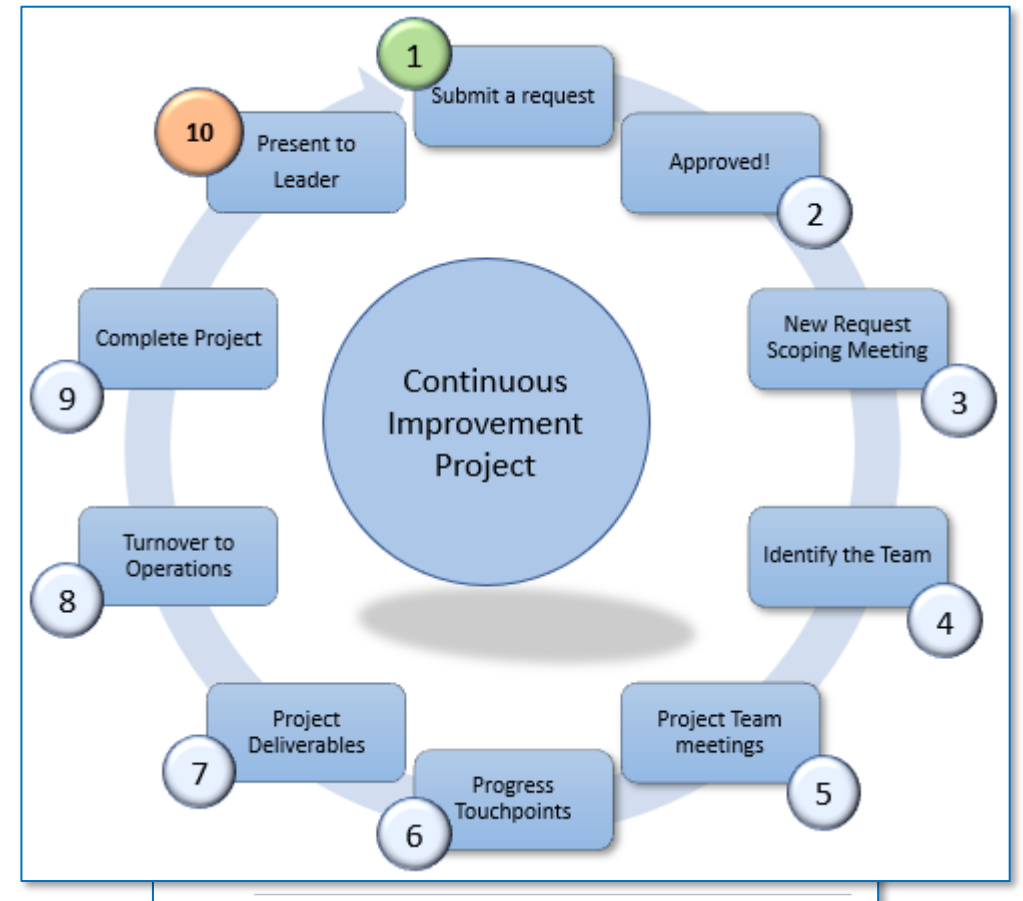
Using a small journey, include each interaction (touchpoint) as the customer would experience.








# The Customer Journey

- Using the High-level Journey Map, dive a layer deeper
- Include Touchpoint Details
  - Channel
  - Description, what is the customer doing?
  - Motivation, why are they here?
  - Emotions
  - Artifact, what do they see?
  - Questions
  - Barriers

Get to the root of the journey



# Example, Detailed Journey Map

<b>1</b> Channel type: HR Sharepoint 	<b>2</b> Channel type: Email 	<b>3</b> Channel type: Teams meeting 	<b>4</b> Channel type: Email 	<b>5</b> Channel type: Multiple 
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Touchpoint label: <b>Apply to participate</b>	Touchpoint label: <b>Accepted!</b>	Touchpoint label: <b>New Request Scoping Meeting</b>	Touchpoint label: <b>Identify the Team</b>	Touchpoint label: <b>Project Team meetings</b>
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<b>What is the Client doing?</b> 1. Identifying problem or process to improve 2. Submit a request to CI Team	<b>What is the Client doing?</b> <ul style="list-style-type: none"> <li>Waiting on request response</li> </ul>	<b>What is the Client doing?</b> <ul style="list-style-type: none"> <li>Engaging with CI Team</li> <li>Participating during the Touchpoint</li> <li>Asking questions</li> </ul>	<b>What is the Client doing?</b> <ul style="list-style-type: none"> <li>Identifying Team members</li> </ul>	<b>What is the Client doing?</b> <ul style="list-style-type: none"> <li>Leading the kick-off meeting with Team</li> <li>Supporting the Project Team</li> </ul>
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Explore each touchpoint

Get into the details

What is the customer... Doing? Providing? Receiving?

<a href="#">Data Compliance Team</a> <a href="#">Click Here to Submit a Report Request</a>	<b>Request Examples:</b> Personal and job data by lines of business. Headcount for employees and contractors. Hierarchy reporting. Termination and new hire reports.
<a href="#">HR Optimization Team</a> <a href="#">Click Here to Submit a Request</a>	<b>Request Examples:</b> Compare retention/turnover trends. Breakdown retirement eligibility by organization. Provide insights to CoE metrics.
<a href="#">Project Management Help</a> <a href="#">Click Here to Submit a Request</a>	Rollout of Engagement Survey. Implementation of Visier People Analytics tool. Recognition Program Launch.
<a href="#">Continuous Improvement Help</a> <a href="#">Click Here to Submit a Request</a>	Saving time/streamlining processes. Reducing quality issues. Building operational flexibility. Mitigating risks.

**What is the Client receiving?**

- Email from CI Team

**What is the CI Team doing?**

- Communicating by email
- Informing Customer

**What is the Client providing?**

- Understanding of expected time commitment

**What is the CI Team doing?**

- Communicating Project expectations
- Determining Customer's Participation level with project

**What is the Client providing?**

- Support
- Resources

**What is the CI team doing?**

- Developing Project documents
- Project planning

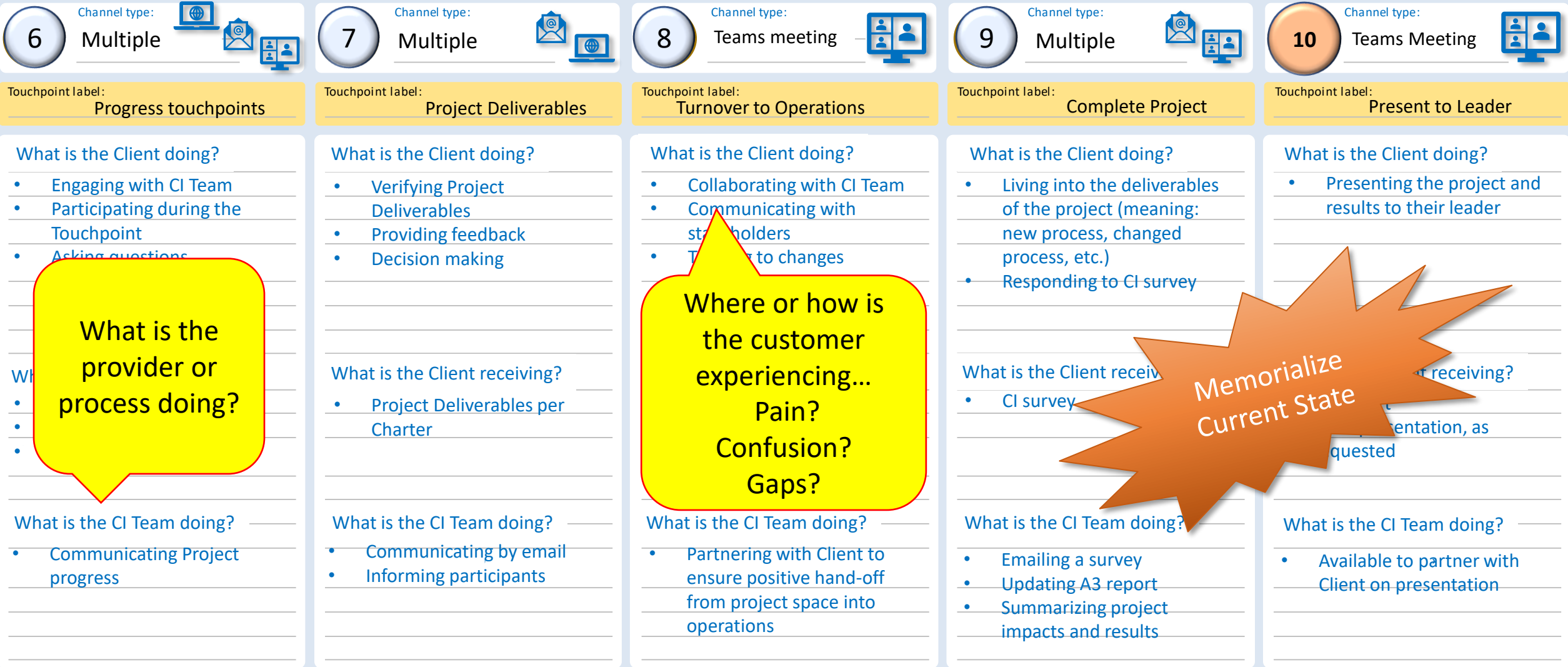
**What is the Team doing?**

- Collecting or providing data
- Engaging with CI Team
- Completing actions as assigned

**What is the CI Team doing?**

- Partnering
- Facilitating Team meetings
- Leading Team through the methodology and tools
- Managing the project
- Maintaining Team Channel

# Example, Detailed Journey Map



What is the provider or process doing?

Where or how is the customer experiencing... Pain? Confusion? Gaps?

Memorialize Current State

# Summary



# Summary

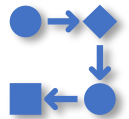
Key Takeaways:



Define a customer



Recognize customers have expectations



Describe a method to identify customers of a process



Distinguish the influence customer expectations have on processes

# | Final Thought...

“My definition of ‘innovation’ is providing value to the customer.”

Mary Barra,  
*CEO, General Motors*



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Q&A

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**Lean Six Sigma Master Black Belt**