

Lean Poster Series #6

Voice of the Customer



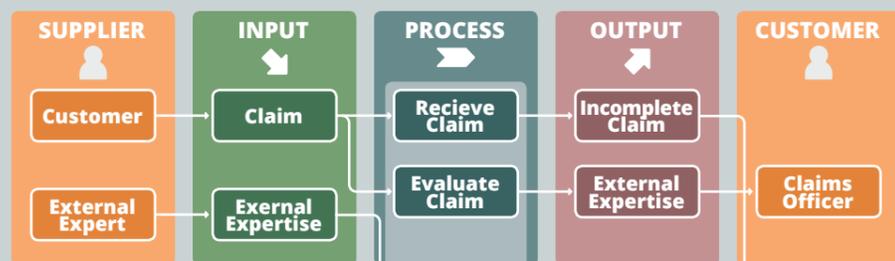
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What is Voice of the Customer?

Voice Of the Customer (VOC) is a process used to capture and understand the requirements from the customer (internal and external), set priorities consistent with customer needs and determine what customer needs you can profitably meet.

Identifying customers - SIPOC Diagram

SIPOC diagrams are used to scope the process, focusing on the Suppliers, Inputs, Process, Outputs and Customers (SIPOC). For each process or sub-process you focus on the outputs that it creates and the customers who receive (and often pay for) the product, service or output of the process.



Fragment of SIPOC

Customer Segmentation

Not all customers create equal value for an organization. This technique allows you to identify subsets of customers who may have different requirements and focus on the groups who generate the highest value.

1. Use the SIPOC to identify Outputs and Customers
2. Identify segmentation characteristics
3. Develop segment profiles
4. Include representatives of each segment in your VOC activities

Customer Group	Customer Segment	Description	Priority
Individual	Senior Citizen		Medium
Corporate	SME		High

Customer Segmentation Template

Sources of existing customer data

1. Sales information, e.g. sales preferences, returns, referrals
2. Customer contact points, e.g. front-office staff, complaints
3. Research:
 - A. Direct, e.g. workshops, focus groups, surveys.
 - B. Indirect, e.g. market trends, industry experts.

Collecting VOC - 4 techniques

INTERVIEWS	POINT OF USE OBSERVATION	FOCUS GROUPS	SURVEYS
<p>Lean about the customer's perspective on service, product and performance indicators</p> <p>Why use?</p> <ul style="list-style-type: none"> • Contact with individual customers • Flexibility • Customers feel listened to • Quick turnaround of information • Low cost <p>How to use?</p> <ul style="list-style-type: none"> • Decide on method (face-to-face, phone, how data will be collected) and number of customers • Prepare list of questions • Do practice interviews internally • Arrange & conduct interviews as agreed with customer • Analyze data 	<p>Observe the point of contact between the customer and the product or service</p> <p>Why use?</p> <ul style="list-style-type: none"> • To confirm interview results • Experience what it is like doing business with your organization • To generate insights for process / service improvement <p>How to use?</p> <ul style="list-style-type: none"> • Decide when, where and how you will observe customer • Develop and test an observation form to gather the data • Train observers • Run pilot with low risk customers • Conduct observation • Analyze data • Follow-up with customer 	<p>Get feedback on products or services from a group of customer</p> <p>Why use?</p> <ul style="list-style-type: none"> • More creative results than surveys - less time consuming than interviews • Allows customers to play off each other's ideas • Let us observe people interacting with physical items such as products and marketing materials <p>How to use?</p> <ul style="list-style-type: none"> • Decide number and size of group • Identify participants • Develop questions and run test • Conduct focus group • Transcribe customer comments • Follow up actions, e.g. design product requirements specification. 	<p>Get quantitative data across a segment on customer feedback on a product</p> <p>Why use?</p> <ul style="list-style-type: none"> • To gather large amount of data efficiently. • Data allows for statistical analysis • To confirm on theories developed based on other customer contact <p>How to use?</p> <ul style="list-style-type: none"> • Develop objectives • Determine required sample size • Design the survey with questions and measurement scales • Make sure the answers will meet your objectives. • Conduct a pilot • Send out the survey • Collect and analyze the data

KANO

Kano is a tool that can be used to prioritize the Critical to Quality characteristics, as defined by the Voice of the Customer. This can help you to better understand what value your customers place on the features of your product. The Kano models has the following levels:

1. Must Have - Dissatisfiers - Basic Requirements: expected features of a product or service
2. Linear - Satisfiers - Performance Requirements: Standard characteristics that increase/decrease satisfaction
3. Exciters - Delighters: unexpected features that impress and earn you extra credit



QUALITY FUNCTION DEPLOYMENT - HOUSE OF QUALITY

House of Quality is a diagram, resembling a house, used for defining the relationship between customer desires, the Voice of the Customer, and the technical requirements within the organization to provide the service or product.

