Innovation Model and Voice of the Customer

Group 7
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Agenda

• Request for Action
• Innovation Model
  – Current & Future State
  – Recommendations
  – Best Practices
• Voice of the Customer
  – Recommendations
  – Develop & Integrate
  – Framework
• Conclusion
• Acknowledgements
• Q&A

Request for Action from Carver County

• Assess current approach to innovation within Carver County.
• Make recommendations on best practices around an innovation model that encompasses lean practices.
• Assess current capacity capture Voice of the Customer (VOC) internally and externally.
• Propose an integrated system to gain insight internal and external VOC.
Innovation Model: Current State

Level 1: Problem Solver

Opportunity

Core Competencies:
Mindful, prepared, aware of future challenges
Examples at Carver

Level 2: Problem Preventer

Core Competencies:
Focus on future growth, confront the status quo, "If it ain’t broke, break it"
Foster Growth
Foster Growth

Level 3: Continuous Improver

Core Competencies:
Practical, can-do attitude, Break-and-Fix mentality
Foster Growth: Kaizen events focusing on pain points, goals around time savings/efficiency, response time

Takeaway:
- There are opportunities to expand the current thinking around innovation and grow benefits for the county

Innovation Model: Future State

Level 1: Problem Solver

Core Competencies:
Practical, can-do attitude, Break-and-Fix mentality
Foster Growth

Level 2: Problem Preventer

Core Competencies:
Focus on future growth, confront the status quo, "If it ain’t broke, break it"
Foster Growth

Level 3: Continuous Improver

Core Competencies:
Mindful, prepared, aware of future challenges
Foster Growth

Level 4: Creator of a New Future

Core Competencies:
Visionary, engaged, intrapreneural
Foster Growth:
Create stretch projects, task forces, strategy leads

Takeaway:
- Integrate and enable participation in all 4 levels of the model
- An individual in each quadrant is a contributor to innovation - key to acknowledgement
- Individuals can move across quadrants - all 4 are needed for success
- Over time more energy and effort will be spent on adding value through innovation that will create efficiencies in day to day processes

Takeaways:
• An individual in each quadrant is a contributor to innovation – key to acknowledgement
• Individuals can move across quadrants – all 4 are needed for success
• Over time more energy and effort will be spent on adding value through innovation that will create efficiencies in day to day processes

Performance Excellence

Level 1: Problem Solver

Level 2: Problem Preventer

Level 3: Continuous Improver

Level 4: Creator of a New Future

Innovative Leaders

3/30/16
Innovation Model - Recommendation

1) Define innovation at each of the 4 levels for Carver Country
   • Provide examples what it means to be a level 1, 2, 3 and 4 contributor at Carver Country
   • Illustrate how current projects can fit into each level (we are already doing this!)

2) Create a engagement program to increase awareness and participation around innovation model
   • Certifications that illustrate executions in each of the 4 levels
   • Transparency/highlighting of completed projects – providing examples how different team members are contributing to innovation everyday
   • Publically celebrate completion of different levels of projects

3) Integrate innovation model into ongoing strategy
   • Over time include certifications/participation in different level projects as part of team members performance goals – reward performance

Takeaway – Integrate 4 level innovation model into organizational culture

Innovation Model: Best Practices

Local Government
Innovation Models
San Joaquin’s – online hiring from forty to seven days
Humphries School of Public Affairs – Local Government Innovation Awards 2015

Private Sector – Who’s the right strategy for your organization?
Apple – tight control, innovation internally driven
Google – open innovation model driven by customer

Academia/Networking – Stay current/continue to evolve
HBR – innovation models applied to different businesses
Networking – what are peers doing?

Takeaway – Investigate current use cases of innovation, understand what does/don’t apply to your organization, and continuously review and evolve

VOC Recommendations:

1) Develop and conduct customer satisfaction surveys for external customers
   • Identify Your Products and Customers and Identify Drivers of satisfaction
   • Ongoing basis and refine survey as needed

2) Develop and conduct internal focus group discussion to analyze survey results
   • Select and facilitate focus groups for one department/service at a time
   • Quarterly basis
   • Internal customer survey

3) Integrate VOC insights into Innovation Pipeline Project Analysis Tool
   • Repeat steps 1 and 2

Takeaway – Conduct external customer survey, conduct internal focus group discussion to identify survey design and evaluate.
Identify/Define Your Products & Customers

Customers are the recipients of the products or services that an agency produces.

Examples:

- General Public
- Permits
- Parks
- Licenses
- Immunizations
- Treatment plans
- Contracts
- Bus rides

Takeaway: A product is something created by work, which can be given to someone else to achieve a desired outcome. Ken Miller

Identify/Define Drivers of Satisfaction

The key drivers of customer satisfaction are those factors that most influence customer satisfaction for a particular service or product.

Examples:

- Timeliness
- Information
- Staff competence
- Reliability
- Staff attitude
- Fairness
- Look and feel
- Safety and security
- Access & Convenience
- Value & cost

Takeaway: Drivers of customer satisfaction are related to things customers value.

Developing and Conducting the Customer Satisfaction Survey

In order to understand customer satisfaction, the recommendation is that all surveys in all departments use a common, five-point scale and include the following types of questions:

- Overall satisfaction
- Key drivers of satisfaction
- Customer characteristics (demographic info)
- Open-ended feedback question

Scale:
To ensure comparability of data, and so that results can be considered in the same general context, a five-point scale, with five considered the highest rating.

Length:
Surveys should be as short as possible while gathering needed information.

Takeaway: Use a common five-point scale for all the surveys to ensure comparability.
Developing and Conducting Focus Group Discussions → Internal

Focus groups discuss research questions and generate qualitative information about their feelings and opinions, as well as their reasons for those opinions, attitudes, and beliefs.

**Participants should share a common base of understanding, experience, and/or knowledge that will allow them to engage in discussion of research questions.**

**In order to have successful focus groups, the groups should be facilitated by an experienced moderator who is not part of the organization conducting the focus groups.**

**The qualitative information obtained in focus groups can help explain why customers feel and perceive things the way they do, their range of feelings and opinions, and the reasons for their feelings, perceptions, and opinions.**

Integrate VOC Insights into the Innovation Pipeline

**Management & Program Improvement**
- Understanding customer perspectives and finding areas for improvement in processes and service delivery
- Refining and improving the customer satisfaction measurement process
- Internal staff meetings and management discussions of performance
- Executive level briefings and performance forums

**Reporting**
- Public reporting in annual reports, performance reports, Web sites, and newsletters to stakeholders, partners, and customers
- Internal reporting to program staff, management, and organizational partners
- Strategic and business planning analyses and documents

**VOC Framework**

- Identify/define your products & customers
- Identify/define drivers of satisfaction
- Develop & evaluate potential customer strategies
- Communicate improvements to customers & partners
- Develop and evaluate internal strategies
- Communicate & evaluate customer strategy results
- Go back to Step 1
Conclusion

• 4 Levels of Innovation central to creating a culture of innovation and improvement
• VOC is key to driving innovation at Carver County
• Create channels of communication to drive customer feedback and engagement
• Utilize VOC insights to drive innovation projects and improve customer experience

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