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|  | **Voice of Customer Collection and Questions** |
| Continuous Improvement Toolkit |

Voice of the Customer (VOC) is a critical element in understanding “customer” perceptions of the value of a process. There are a number of reasons for starting with the “customer” when working on process improvement. These include:

* It ensures that the problem and goals are defined in terms that truly relate to customer requirements.
* It avoids cost cutting and time cutting solutions that actually hurt service or relations with customers.
* It provides insight into possible target metrics of the process
* It helps create a climate of positive change; sometimes just listening to the customer feedback is a huge leap in customer satisfaction.

Possible deliverables from the VOC interviews:

* A list of pain points in the current state process
* Needs/requirements for future state solutions
* Possible solutions
* Increased goodwill for the change initiative
* Increased understanding of the process by process improvement team members

**Collecting & Analyzing the VOC**

* Brainstorm a list of stakeholders; they could be customers, suppliers, process owners, regulators, sponsors, groups that are somehow affected, groups that somehow affect the process
* Rank prioritize the results into three categories; A category for those groups that benefit most or are affected the most negatively from the process, B category, and C category for those groups that affected the least
* As a team, first hypothesize what you think the VOC is for each customer group and person involved in the process.
* From your hypothesis, build interview questions. See separate templates and online resources for possible non-leading questions
* Go out and ask individual customers and customer groups, as well as track what they show they want when they vote with their wallets or feet.
* Interview key internal process owners to understand each of their perspectives.
* After data has been collected, sort through responses and de-duplicate
* Optionally, categorize responses by performing some sort of affinity diagramming or clustering activity
* Identify solutions that customers have stated and place this information in a separate “Possible Solutions” document that the team will explore later in the Improve phase
* Include in your plans some traceability of VOC responses. Being able to go back to the customer group that made an interesting comment so you can probe further is very advantageous.
* Your final list will then be used to convert the vague VOC into measurable CTQ’s Example of a VOC collection tool

**Possible Questions about the Interviewee**

1. What is your first name
2. What is your last name
3. What is your email
4. What is your phone
5. What is your other contact info
6. What's the best way to contact you for follow up questions
7. Title, Department, Division, Geographic Branch
8. Address
9. Building
10. Type and size of user
11. Type and size of stakeholder
12. Date of initial contact
13. Date of interview
14. Date of follow-up

**Questions related to Customer Satisfaction, Challenges and Frustrations in Process**

1. What frustrates you the most about the system?
2. What would you like to eliminate to make your job easier?
3. What is the most difficult task for you perform in the system?
4. What are the top features you use in the system?
5. In what ways does the system perform well?
6. What aspects of the system do you strongly recommend we change?
7. In what ways do the processes that feed into the system not match well?
8. What tasks are difficult to complete?
9. What features slow you down or seem unimportant?
10. What is the most important need you have with the system?
11. What features would a perfect system include?
12. What solutions would you like to share with us?

**Possible Questions about the Specific Process**

1. What causes information to be created?
2. What causes information to be updated?
3. What causes information to be deleted?
4. What is needed to do each user's job?
5. Where does the output from the process go?
6. Who can best describe the process?
7. What areas cause bottlenecks or issues?
8. What processes are performed at each location?
9. What geographical or logistical constraints impact the user's ability to use the system?
10. What data are stored in multiple places?
11. What business rules could change that would affect the system?
12. In what ways do the processes that feed into the system not match well?
13. Are their different redundant processes setup to perform similar tasks/deliverables?
14. Are there different product or service families that a single process has to deal with?

**Questions about New Knowledge**

1. What question if answered could make the most difference to the future of (specific situation related to the problem or project)
2. What’s important to you about (project or situation) and why do you care about it?
3. What opportunities (or risks) do you see in (project or situation)?
4. What’s at the heart of the problem or issue that we aren’t aware of?
5. What’s missing from this picture so what; what are we not seeing or need clarity
6. If there was one thing that hasn’t yet been said/asked that would give us deeper understanding, what would that be?
7. What would it take to create change on this issue?
8. What would it take to enable you to feel fully engaged in your work related to this situation?
9. We’ve heard what’s wrong, but we’d like to know what’s possible and who would benefit?
10. To guarantee success, what steps would need to be taken?
11. What unique contribution can you or others make to help this situation?
12. What are the biggest challenges we’ll face next? How do we meet them?