



Step 1.0 Why is change needed?

- Internal and/or external customers are complaining (i.e., services are taking too long)
- Organization has self-identified performance deficiencies
- Legislative or mandated procedure changes

Tool 1.1 : Voice of the Customer (VOC)

Definition: What is critical to the quality of the process... according to your customer!

Voice of the Customer (VoC) is a term that describes your customer's feedback about their experiences with and expectations for your products or services. It focuses on customer needs, expectations, understandings, and product improvement.

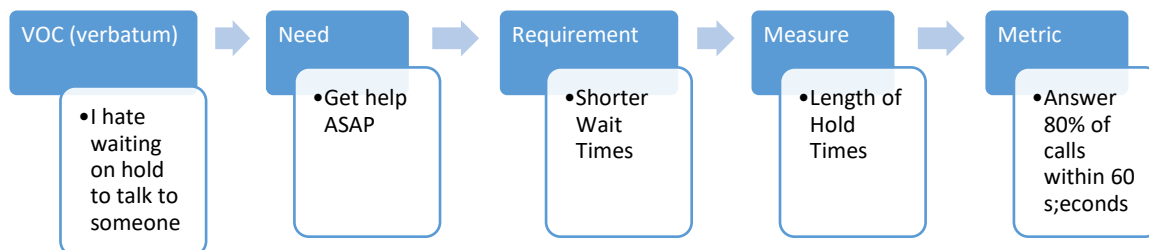
A key method to do this is to collect input from the customer. This can be done using the following VOC tools:

- Surveys
 - Pros: Lower cost approach, can produce faster results
 - Cons: Can get incomplete results, skipped questions, unclear, low response rate
- Focus Groups
 - Pros: Group interaction generates information, more in-depth responses, can cover complex questions
 - Cons: Data collected typically qualitative vs. quantitative, can generate too much anecdotal information
- Interviews
 - Pros: Can tackle complex questions and a wide range of information, can use visual aids
 - Cons: Long cycle time to complete, requires trained, experienced interviewers

Once you've collected the Voice of the Customer, it is time to translate it into a requirement.

The Voice of the Customer provides the verbatim wishes of the customer that is translated into a need, that is then translated into a requirement.

Example:



Assuming that the stated metric will satisfy the customer's need to get help as soon as possible, this becomes the goal of the capability we need to build.