ALIGNING STRATEGY & MEASURES WITH CUSTOMER PRIORITIES:
8 Dimensions of Excellence

MIND AND VOICE OF THE CUSTOMER:
Deliver What Customers Want

Presented by
Robin Lawton

For additional content details on these presentations, please contact
rob@imtc3.com, 941-907-0666, www.imtC3.com
International Management Technologies, Inc.
REFERENCE MATERIAL

http://www.imtc3.com/library/articles.cfm
- Item #1, Self-Assessment. Take 5 minutes to see how good your organization is at strategic customer focus. Top score=110.
- Item #13, C3 Discussion Guide. Contains extensive content on all key slides, beyond what is in this handout. PRINT & BRING.
- Item #8, “Voice of the Customer in a Widget-Free World” explains in easily understandable form the core methodology.
- Items #20 & 21, FREE application tools.

http://www.imtc3.com/KEYNOTES.cfm
- Clip #1, “The Voice of the Customer…” shows the presenter’s humor and interaction style (5 minutes)
- Clip #2, “8 Dimensions of Excellence” content abstract
AGENDA for Both Lawton Sessions

ALIGNING STRATEGY, MEASURES, CUSTOMER PRIORITIES
• The 8 Dimensions of Excellence Framework
• Four Key Questions
• Redefining Service
• Who are “Customers” and What Do They Want?
• 10 Steps to Alignment with Customers

MIND AND VOICE OF THE CUSTOMER
• Recap of 8D Framework
• Why Surveys Fail
• 6 Steps to Uncover and Satisfy the VOC
• Word Formulas and The 3 Drivers of Satisfaction
• Application
The C3 methodology is described in the text by Robin Lawton. The C3 cornerstones include:

1. Philosophy which is sometimes referred to as a new mindset, values, beliefs or paradigm.
2. 8 Dimensions of Excellence framework which enable a complete and balanced definition of what success means, prioritized by both customers and ourselves; from strategic direction down to daily work.
3. Measures which rely on facts to numerically describe what is and what could be.
4. Methodology which includes principles, a set of tools, a manner of application and defined roles of those involved in their use.

C3 integrates what you know, don’t know & want to know, to create:
- Innovation
- Customer satisfaction
- Unity of purpose
- Simplicity of knowledge work.
Excellence can be defined by our internal producer perspective or by our customers. Both views should be balanced and supported by strategic and operational systems. They rarely are. The 8 Dimensions are a succinct but powerful way to identify the critical few areas we must pursue to achieve excellence. Focus on all 8 Dimensions and excellence can be enhanced. Improve a few and excellence will be limited. Dimensions 1-4 address the Customer Experience or Voice of the Customer. These are drivers of satisfaction and leading indicators of organizational success.

The numbering of the 8 Dimensions is intentional. Our long-term enterprise viability is most dependent on success in area 1, area 8 least. Yet short-term success can be achieved quickly in area 8, creating the illusion of sustainability. The 8 Dimensions are as relevant in not-for-profit as they are in for-profit environments, performing well across diverse cultures. See a complete description at www.imtC3.com. The synopsis is:

1. **Customer desired outcomes**: These are their ultimate hopes, their purpose for coming to us: joy, security, personal time, belonging, good health, etc. How well (and quickly) they get those results through us reveals our effectiveness.

2. **Undesired outcomes customers want to avoid or eliminate**: death, impoverishment, discomfort, wasted time, frustration, sickness, reduced status and a host of other unwanted conditions. Guard against the assumption (a vital lie) that the reduction of an undesired outcome improves satisfaction.

3. **Product and service characteristics customers want**: ease-of-use, accessibility, low cost of ownership, durability and usefulness. Product refers to any deliverable we can make plural with an "s." All work can be defined as products.

4. **Product acquisition process customers want**: timely arrival of product requested, no wait or cue time, ease of acquisition, product is quickly functional. Our aim is to address process performance in terms customers care about.

5. **Producer desired outcomes**: Leadership, growth, financial viability, market share, dominance.

6. **Undesired outcomes producers want to avoid or eliminate**: waste, high turnover, financial loss, customer defection, instability.

7. **Product characteristics producers want**: easy to build, low cost to produce, no maintenance or warranty costs, easy to distribute.

8. **Process characteristics producers want**: process consistency, low variation, high productivity, comfortable lead times, efficiency, high yield, capacity that matches demand. This is where most improvement efforts focus.

Use the 8D structure to answer these questions:
- Which Dimension is the focus of the organization’s key improvement energy and initiatives?
- Are the expectations for each Dimension defined by the organization?
What business are these industries in?

- Hospitality
- Cosmetics
- Healthcare
- Financial services
- Divorce attorneys
THE REACTIVE 5 WHYS

Customer leaves

Customer is not satisfied

Customer didn't get what was wanted

We didn't understand what the customer wanted

We didn't ask the right questions
FUTURE-ORIENTED 5 WHYS

- WHY?
  - WHY?
    - WHY?
      - WHY?
        - WHY?
          - Customer wants help
The goal is to be able to succinctly and completely answer question #4. But that answer is dependent on answering questions numbered 1-3 first, in that order.

The C3 methodology provides a structured way to answer these simple questions. The questions are not remarkable. It is the process of answering them that produces insights that lead to transformation. The not-so-simple answers will establish a basis for thinking like your customers. Implementation of this thinking will enable you to achieve
MEANING OF SERVICE

1. Is “good service” stated as an enterprise priority?

2. Does everyone agree on what service means?

3. Is it possible customers think service means something different than what we think?

4. If service is undefined, will it be easy to measure and improve?

THE PRODUCT FLOW & CUSTOMER ROLES

Instruction Booklet → Tax Forms Package → Blank Tax Return → Submitted Tax Return → The Refund Check

End-users: - Tax payer
- Tax prepare

End-users: - Tax payer
- Tax preparer

Brokers: - Tax preparer
- Branch bank

Fixers: - Tax preparer
- Cust. Serv. Reps

End-users: - Data entry staff
- Auditors

End-users: - Tax payer

Fixers: - Tax preparer
- Error correction staff
- Customer Serv. Reps

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### Ways of Describing What We Do

<table>
<thead>
<tr>
<th>BY ROLE</th>
<th>BY ACTIVITY</th>
<th>BY PRODUCT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Software engineer</td>
<td>Programming</td>
<td>A software application for finding local restaurants with the iPhone</td>
</tr>
<tr>
<td>Medical lab technician</td>
<td>Drawing blood</td>
<td>Labeled blood specimens</td>
</tr>
<tr>
<td>Marketing manager</td>
<td>Market analysis</td>
<td>Market demographics reports</td>
</tr>
<tr>
<td>Instructor</td>
<td>Teaching</td>
<td>Project management course</td>
</tr>
<tr>
<td>V.P. for Quality</td>
<td>Quality planning</td>
<td>Strategic quality improvement plan</td>
</tr>
<tr>
<td>Measure</td>
<td>Area on 8 Dimensions</td>
<td></td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>----------------------</td>
<td></td>
</tr>
<tr>
<td>% of key products that meet customer’s performance, perception and outcome</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>% of products that are considered best in class</td>
<td>3,7</td>
<td></td>
</tr>
<tr>
<td>% of core processes that are best in class</td>
<td>8</td>
<td></td>
</tr>
<tr>
<td>Hrs of interruption for residential &amp; commercial customers &amp; $ of direct cost</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>% original estimated completion dates that are changed</td>
<td>4,8</td>
<td></td>
</tr>
<tr>
<td># days deviation between first estimated completion date and actual date rec'd</td>
<td>4,8</td>
<td></td>
</tr>
<tr>
<td>% of customers participating in conservation initiatives</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td># utility related beach closings</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td># of GD of water consumption/capita</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td># reported utility related health concerns</td>
<td>2,6</td>
<td></td>
</tr>
<tr>
<td># of boil water notices</td>
<td>2,6</td>
<td></td>
</tr>
<tr>
<td># of GD of reclaimed water to increase</td>
<td>4,7</td>
<td></td>
</tr>
<tr>
<td># of PCU violations</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>$ cost of fines</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td># publications that use PCU as model of how things should be</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Moodys' Bond Rating</td>
<td>1,5</td>
<td></td>
</tr>
<tr>
<td>% of key products whose unit cost is at or below industry average</td>
<td>3,7</td>
<td></td>
</tr>
<tr>
<td>% of potable water unaccounted for</td>
<td>7</td>
<td></td>
</tr>
<tr>
<td>% of revenue from new sources</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>% of products generating below average market fees declines</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>% increase in customer bill that is discretionary increases</td>
<td>1,5</td>
<td></td>
</tr>
<tr>
<td>Plant availability/total hours</td>
<td>4,8</td>
<td></td>
</tr>
<tr>
<td>Net megawatts sold</td>
<td>7</td>
<td></td>
</tr>
</tbody>
</table>
Important dates:
10,000 B.C.
1769
1957
1969
Tomorrow

As of 2005, what type of product was the biggest contributor to:
(a) the U.S. gross domestic product (GDP) and (b) $ value of exports?
1. Agriculture
2. Autos
3. Computers/technology
4. Oil
5. Heavy manufacturing
6. Services
7. Other ____________
8. Don't know/No consensus
An **end–user** is the customer for whom the product is primarily intended. This customer will personally use the product to achieve a desired outcome. There are usually more of this type of customer than of any other. This is the most important type of customer. It is rare that all end-users of a specific product are a homogeneous group, either in terms of their demographic characteristics or their expectation priorities. End-users always win in the long run.

A **broker** is the customer who acts as an agent for the end–user and/or the producer.
- As an agent for the end–user, the broker makes the product more accessible, easier to use and more appealing.
- As an agent for the producer, the broker “encourages” the user to accept the product.
- The broker’s function is to obtain, transform or transfer products for the benefit of both users and producers.

A **fixer** is any customer who will have to make repairs, corrections, modifications, or adjustments to the product at any point in its life cycle for the benefit of the end-user.

**IMPACT OF ROLE ON POWER:**
Customers differ in their expectations and their power. Power is the ability to direct or change the product design. It is common to observe:
- The further a customer is from the product, the more power.
- Customers may have multiple roles with a single product.
- The producer’s dialogue with brokers is more frequent and detailed than with end-users.
Vehicles for Uncovering the Voice of the Customer

- Dialogue
- Legislation
- Regulation
- Contracts
- Specifications
- Designs
- Observation
- Complaints
- Surveys
THREE QUESTIONS TO ASK

A satisfying **(product)** is one which **(key words)**....

**Expectation Uncovered**

**Objective:** Remove ambiguity to understand customer wants  
**Method:** Apply formulas & rules that have the rigor of math

<table>
<thead>
<tr>
<th>Service</th>
<th>Perception expectations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer roles</td>
<td>Product functions</td>
</tr>
<tr>
<td>Outcome expectations</td>
<td>Product features</td>
</tr>
<tr>
<td>Performance expectations</td>
<td>Translating perception into performance measures</td>
</tr>
</tbody>
</table>
Satisfaction with individual and organizational performance is determined by our customers on the basis of three kinds of expectations:

- **Performance expectations** (objective, unambiguous, directly measurable criteria) about an organization, activity or product
- **Perception expectations** (subjective, indirectly measurable criteria) about an organization, activity or product
- **Outcome expectations** about the ultimate results the customer wants to achieve by working with an organization or using a product or service

Which of these criteria is your organization most likely to measure?

__________________________________________________________________

Which are most valued by customers?

__________________________________________________________________

Which one should be improved first to best enhance your organization’s competitive position?

__________________________________________________________________
## C3 QUESTIONS, RULES & FORMULAS

<table>
<thead>
<tr>
<th>QUESTION</th>
<th>HOW TO FIND THE ANSWER</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1- What is the product?</strong></td>
<td><strong>WORD RULES</strong></td>
</tr>
<tr>
<td>1. Define all work as products (not service, activities or results)</td>
<td>1. Defined all work as products (not service, activities or results)</td>
</tr>
<tr>
<td>2. Every product named must be:</td>
<td></td>
</tr>
<tr>
<td>1. Expressed as something which can be made plural with an “s”</td>
<td></td>
</tr>
<tr>
<td>2. A deliverable, something you can give to someone else</td>
<td></td>
</tr>
<tr>
<td>3. Packaged in countable units</td>
<td></td>
</tr>
<tr>
<td>4. Very specific (avoid naming groups, kinds or types of product)</td>
<td></td>
</tr>
<tr>
<td>3. Determine the critical target product(s) you will focus on</td>
<td></td>
</tr>
<tr>
<td><strong>2- Who are the customers?</strong></td>
<td></td>
</tr>
<tr>
<td>4. Describe customers by their role(s) with a specific product as:</td>
<td></td>
</tr>
<tr>
<td>a. End-user</td>
<td>a. End-user</td>
</tr>
<tr>
<td>b. Broker (for either the end-user or the producer)</td>
<td>b. Broker (for either the end-user or the producer)</td>
</tr>
<tr>
<td>c. Fixer</td>
<td>c. Fixer</td>
</tr>
<tr>
<td><strong>3- What do they really want?</strong></td>
<td><strong>WORD FORMULAS TO REVEAL the VOC</strong></td>
</tr>
<tr>
<td>a. Desired Outcomes customers want to achieve</td>
<td>1. A satisfying (insert product name) is one which will result in (insert expectation)</td>
</tr>
<tr>
<td>b. Undesired Outcomes customers want to avoid</td>
<td>2. A satisfying (product name) is one which will not result in (insert expectation)</td>
</tr>
<tr>
<td>c. Function expectations of the product (these are usually expressed as subjective perceptions)</td>
<td>3. A satisfying (insert product name) is one which is (insert expectation)</td>
</tr>
<tr>
<td>d. Feature expectations (these are expressed as objective, ambiguity-free criteria)</td>
<td>4. A satisfying (insert product name) is one which has (insert expectation)</td>
</tr>
<tr>
<td><strong>4- How can we improve?</strong></td>
<td><strong>WORD FORMULAS FOR IMPROVEMENT BY DESIGN</strong></td>
</tr>
<tr>
<td>a. The translation of subjective perceptions into objective design criteria for the new or improved product</td>
<td>5. The # of ________ could indicate that the (insert product name) is/is not (insert VOC priority answers to formulas 3 and 4)</td>
</tr>
<tr>
<td>b. Goal-setting to have the biggest impact on satisfaction and success</td>
<td>6. The % of ________ could indicate that the (insert product name) is/is not (insert VOC priority answers to formulas 3 and 4)</td>
</tr>
<tr>
<td></td>
<td>7. The $ amount of/for/to ________ could indicate that the (insert product name) is/is not (insert VOC priority answer to formula 4)</td>
</tr>
<tr>
<td></td>
<td>8. What is the numerical target to achieve, by when, by whom, for each measure of success?</td>
</tr>
</tbody>
</table>

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1 The terms needs, wants, expectations and requirements have different meanings that can be critically important. In general, needs and requirements are the most basic (often the minimum acceptable); wants are the most inclusive and optimal desires to be satisfied. The name of the popular TV program, “Who Wants to Be A Millionaire?”, could be a desire many people share. Not many would resonate with “Who Needs to Be A Millionaire?”. For our purposes here, we will use expectations as a sort of shorthand, as if the different meanings are of no consequence.

2 The word formulas shown and described here are core to all VOC work, whether pursued through focus groups, interviews, surveys or otherwise. But the unique circumstances of a specific project can require adding a few more word formulas. Please view the word formulas discussed here as essential, but not necessarily sufficient.
<table>
<thead>
<tr>
<th>10 STEPS TO ALIGNMENT WITH CUSTOMERS</th>
<th>C3 TOOLS TO USE</th>
</tr>
</thead>
</table>
| 1. Articulate strategic & customer-desired outcomes | Strategic Framework Suite  
- 5 Whys for Desired Outcomes  
- Organization & Customer Outcomes  
- Outcomes, Products, Measures, Owners  
- Defining your Measure |
| 2. Determine how each outcome will be measured | Project Charter |
| 3. Set numerical improvement objectives and due dates | VOC Focus Group Suite  
VOC Activity Flow - Demographic Matrix - Sample Invitation - Participant Information Sheet - Seating Map - Room Setup-Supplies - Responsibilities - Focus Group Process - VOC Recording Worksheet - Debriefing Template - Customer Expectation Principles, Opportunities to Satisfy Customers |
| 4. Select the few products most likely to impact outcome success | Customer Roles & Product Selection Suite  
- Product Definition & Selection  
- Customer Roles & Power  
- Product-Roles Matrix  
- Source Product Matrix |
| 5. Identify end-user, broker and fixer customers for key products | New Product Design Suite  
- Product Design Table  
- Outcomes & Innovation Window  
- Alternative Solutions Matrix |
| 6. Uncover customers' priority expectations for each product | VOC Measures & Survey Suite  
Expectations & Satisfaction Survey, Creating Measures |
| 7. Measure seemingly immeasurable expectations | Lean Process Suite  
- Product-Roles Matrix  
- Product Flow/FACT Sheet  
- Product Performance Data |
| 8. Innovate or redesign products to best meet outcomes | |
| 9. Cut customer and producer acquisition/supply time by 80% | |
| 10 Implement & celebrate high ROI | |
This organization focuses its improvement energies on processes, assuming that effort will result in products with wonderful features for customers (usually undifferentiated) whose actually experienced outcomes are neither known nor measured.
This organization begins the transformation process by understanding the outcomes expected by customers with uniquely distinct roles. The organization measures and translates those outcomes into product design characteristics that are wanted by each type of customer. The process for creating those products is then redesigned to enable production and acquisition of the product at low cost with short cycle time, high variety and consistent performance.
A FEW RESULTS

- Shortened response/cycle time by 80%
- Jumped from 25th to #1 in satisfaction, saving $20 million
- Brought in $8 million of new revenue per month
- Won best-in-class and Baldrige Award
- Cut $15 million of supply management costs, first year
- Embedded customer-desired outcomes into strategic plan
- Finalist in international team competition
- Changed health disincentives to incentives
HOW TO LEARN MORE

Read
- Book, “Creating a Customer-Centered Culture: Leadership in Quality, Innovation and Speed”, Robin Lawton. See it at Amazon.com
- Articles on excellence, service, change management, voice of the customer, strategy and more at http://www.imtc3.com/library/articles.cfm

See and share at http://www.imtc3.com/KEYNOTES.cfm
- Clip #1, “The Voice of the Customer…” shows the presenter’s humor and interaction style (5 minutes)
- Clip #2, “8 Dimensions of Excellence” content abstract

Attend by calling IMT at 800-729-1468
- 2-day Workshop, “Leadership in Excellence and Customer Focus”, October 29-30

Play

Complete
- 5-minute C3IQ self-assessment, item #1 at http://www.imtc3.com/library/articles.cfm
5 WHYS FOR DESIRED OUTCOMES

INSTRUCTIONS: Applying the 5 Whys to identify outcomes your customers want:

1. Brainstorm at least three (3) different purposes or desired results your customers have in coming to your organization. State these outcomes in the voice of the customer as they would say them.

2. Eliminate from your list any undesired outcomes that may have crept in. For example, if you run a fire station you may have said your community wants fires extinguished. While this may be true, it states an undesired outcome they want to avoid or minimize. Continuing the series of whys is likely to drive you to problem-solving. This is not the purpose of this version of 5 whys. Perhaps the community really wants fire-free days.

3. Select one of the remaining desired outcomes that customers are likely to say is most important. Write this in the bottom box (#1) below. Ask the successive whys until you have uncovered what the customer would consider the ultimate reason they would see working with you as a success. Fill in the outcomes from #1 (tactical) to #5 (strategic).

4. Indicate with YES or NO which, if any, of these outcomes you are currently measuring.

5. What have you discovered? (Use Alt/Enter to go to the next line)
1. **What are at least four of the most important products you personally create?**

   ____________________________________________  ____________________________________________
   ____________________________________________  ____________________________________________
   ____________________________________________  ____________________________________________
   ____________________________________________  ____________________________________________

   If you can answer "yes" to the following questions about each of the product names listed above, you’ve mastered the first step in customer-centered thinking. Correct the product names as necessary before proceeding. See Instructions for more details.

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td></td>
</tr>
<tr>
<td>b.</td>
<td></td>
</tr>
<tr>
<td>c.</td>
<td></td>
</tr>
<tr>
<td>d.</td>
<td></td>
</tr>
<tr>
<td>e.</td>
<td></td>
</tr>
</tbody>
</table>

2. **What is the name of your functional group?**

3. **What are at least four of the most important products your functional group creates?**

   a. ____________________________________________
   b. ____________________________________________
   c. ____________________________________________
   d. ____________________________________________
   e. ____________________________________________
   f. ____________________________________________

4. **What is the name of your enterprise (or business unit)?**

5. **What are at least four products generally identified with the mission of your enterprise or business unit?**

   a. ____________________________________________
   b. ____________________________________________
   c. ____________________________________________
   d. ____________________________________________
   e. ____________________________________________
   f. ____________________________________________

6. **What is the most important product named in 1 through 5?**

7. **What discoveries (insights, learnings, “ah ha’s”) did you make?**

   ____________________________________________
   ____________________________________________
   ____________________________________________
   ____________________________________________

8. **As a team, list below the specific product each member wrote on line 5 of their own exercise worksheet:**

   ____________________________________________
   ____________________________________________
   ____________________________________________
   ____________________________________________

9. **Discuss and agree on which two (2) of these are the most important target products your team should focus on. Name them below:**

   1
   2
INSTRUCTIONS

1. Name your target product (from Product Definition Tool).
   Focus on this one product as you answer questions 2 - 7.
   NOTE: Identify the roles people play with this product, using names of positions, titles, or individuals, not organizational names.

2. What is the producer’s name?

3. Who are the end-users of this product?
   • Refer to NOTE in Step 1.
   • Apply the Segmenting Customers guidelines as time and importance allow.
   • Insert more lines if needed.

4. Name the brokers between the producer and end-user customers, if any exist.

5. Name the fixers for this product.

6. What is your primary role with this product?

7. Now go back and rank the current power of all the parties identified in Numbers 2-5.
   Power refers to the ability to direct or change the design of the product. 1 = most powerful. Write only one 1 in this column, only one 2, and so on, even if the same person appears in more than one place.
   Give every entry an unique rank. If there are 12 entries the assigned ranks will go from 1-12. A customer can have more than one role with a product. Power may vary depending on the role.

8. What discoveries (insights, learning, “ah-ha’s”) did you make?
## CUSTOMER ROLES & POWER

<table>
<thead>
<tr>
<th>1. Product</th>
<th>7. RANK</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Producer</td>
<td></td>
</tr>
<tr>
<td>3. End-Users</td>
<td></td>
</tr>
<tr>
<td>4. Broker for Producers</td>
<td></td>
</tr>
<tr>
<td>5. Fixers</td>
<td></td>
</tr>
</tbody>
</table>

### Your primary role with this product:
- [ ] Producer
- [ ] Broker for producer
- [ ] Broker for user
- [ ] End-User
- [ ] Fixer

### Discoveries (insights, learning, “ah-ha’s”)

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### INSTRUCTIONS FOR UNCOVERING PRODUCT ATTRIBUTES

<table>
<thead>
<tr>
<th>Step</th>
<th>Description</th>
<th>Expected Time (Minutes)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Write in the name of the target product. Remember that the product name must be:</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>- A deliverable - Packaged in countable units</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Very specific - Able to be made plural with an &quot;s&quot;</td>
<td></td>
</tr>
<tr>
<td></td>
<td>(The name of a class of products - reports, answers, orders, plans, etc. - is not specific enough. Select the specific product name you will focus on.)</td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td>Identify all the end-users for this product and write their names in the blanks.</td>
<td>2</td>
</tr>
<tr>
<td>3.</td>
<td>Brainstorm by giving each participant in the group a turn to state an attribute thought to be desired by the end-users. <strong>Everyone writes down each attribute as it’s stated on their worksheet.</strong> The objective is to quickly identify as many attributes as possible. The goal is 30; the minimum is 15. Limit discussion. <strong>IMPORTANT NOTE:</strong> Attributes must be stated in the “voice of the customer” using this statement: A satisfying ____ (product name) ____ is one which is ____ (attribute) ____. Do not change any words in this statement to fit your attributes. Be careful that attributes identified are for the product named, not for some other product. If the product is a purchase order, the attributes are for the purchase order itself, not the items the purchase order represents.</td>
<td>12</td>
</tr>
<tr>
<td>4a.</td>
<td>Once all the attributes are written down (or time runs out), each participant reviews the list to identify which three (3) are thought to be most important. Put a check in the RANK column next to those three. This is done by each individual, without discussion. Do not combine or group attributes. Do the remaining steps (4b-8) through group discussion.</td>
<td>2</td>
</tr>
<tr>
<td>4b.</td>
<td>Determine the rank or priority of attributes by recording (in the RANK column) the number of checks each attribute has received. The one with most checks is ranked “1”. Quickly rank the top five only. No ties are allowed. Breaking the ties arbitrarily is okay. Complete steps 5-8 regarding only these top five attributes.</td>
<td>3</td>
</tr>
<tr>
<td>5.</td>
<td>Put a Y (Yes) in the Measured column next to those attributes which are currently measured. Consider an attribute “currently measured” only if a numerical measure is published, reported or displayed on a regular basis. Total the number of Y’s.</td>
<td>3</td>
</tr>
<tr>
<td>6.</td>
<td>Determine whether each of the top five attributes address performance (objective criteria) or perception (subjective criteria). Put a Y (Yes) in the appropriate Performance or Perception column. It is okay to indicate that the attribute addresses both performance and perception.</td>
<td>3</td>
</tr>
<tr>
<td>7.</td>
<td>Total the number of Y’s (Yes) in the Performance and Perception columns.</td>
<td>1</td>
</tr>
<tr>
<td>8.</td>
<td>Summarize your findings using questions below. Record on the VoC Summary Sheet.</td>
<td>2</td>
</tr>
</tbody>
</table>

**TOTAL MINUTES: 30**

The team will report the results by answering the following questions:

1. What is the target product?
2. Who is the producer?
3. Who are the end-users?
4. How many attributes were identified?
5. What was the #1 attribute?
   a. Is it currently being measured? How?
   b. Does the attribute address performance, perception or both?
   c. Repeat steps 5a and 5b for attributes #2-5.
6. What was the hardest part of doing this?
7. What discoveries were made by using this tool?

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VOICE OF THE CUSTOMER
- Product Attributes -

Use this worksheet in the printed form.

1. PRODUCT

2. END-USERS

3. Attributes

<table>
<thead>
<tr>
<th>Attributes</th>
<th>Rank</th>
<th>Measured</th>
<th>Performance</th>
<th>Perception</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
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<td></td>
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<td>2</td>
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<td>30</td>
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</tr>
</tbody>
</table>

4a-b

5. Totals

Enter Y for Yes

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Author, Keynote Speaker, Customer Strategist, Executive Coach, Innovation Leader

Robin Lawton enables leaders to make dramatic improvement in customer focus and satisfaction. He does this by:

- Inspiring and motivating managers to do what they may not have thought possible
- Providing an easy-to-understand transformation process (C3) described in his first book
- Equipping practitioners with 21st century tools, especially suited for non-widget knowledge and service work

Rob is a world-class keynote speaker and internationally recognized expert in creating rapid strategic alignment between enterprise objectives and customer priorities. Rob is president of International Management Technologies, Inc., which he founded in 1985. Mr. Lawton coined the term “customer-centered culture” (also known as C3) in his 1993 best-selling book, *Creating a Customer-Centered Culture: Leadership in Quality, Innovation and Speed* (5-star rated at Amazon.com).

He has extensive experience directing both strategic and operational improvement initiatives. He has developed and deployed powerful but easy-to-understand principles, strategies and tools to improve and measure strategic excellence, service, knowledge work and customer satisfaction. Representative results achieved from his work include the following:

- Within a two year period, a state agency saved over $20 million in 2 years, jumped in rank from 25th to #1 and was rated tops in citizen satisfaction.
- Three organizations won their respective Baldrige-based state awards (in Maryland, Missouri and California) as a direct result of applying Lawton’s unique C3 principles and tools.
- Numerous voice-of-customer and product/service design initiatives have produced better than 5-to-1 returns on investment within one year of project completion.
- Initiative leaders and project teams have received awards, regional and national recognition for innovative, dramatic and sustainable results by application of C3 practices.

IMT Clients include award-winning organizations such as Mayo Clinic, Motorola, AT&T, Group Health Cooperative, American Honda, Siemens, American Express, Eastman Kodak, Dartmouth-Hitchcock Medical Center, Missouri Governor’s Cabinet, U.S. Department of Defense, Affinity Plus Credit Union, City of Louisville, Raytheon, Naval Air Depot, Pinellas County Utilities, numerous state and federal agencies from Alaska to Vermont and many others not yet so well known.

Rob has the unique ability to develop and articulate alternatives to complex organizational and competitive challenges. He makes the solutions feel like common sense. Rob has a combination of excellent communication skills, leadership vision and bias for action that compels others to follow. He is known as a dynamic innovator who inspires others to think creatively and push the boundaries of what was previously thought impossible. He is listed in the directory of Who’s Who of Business Leaders and was named Quality Guru by American Society for Quality.

Mr. Lawton is an engaging, humorous and uniquely interactive speaker. He has been ranked #1 of 88 speakers by an international organization and has been repeatedly named “best speaker” by hosting organizations. Rob has been featured at many international, national and regional conferences sponsored by such organizations as the Japan Management Association, Chamber of Commerce, Federal Executive Board, Association for Manufacturing Excellence (AME), American Marketing Association (AMA) and American Society for Quality (ASQ).

In addition to his best-selling book, Mr. Lawton has authored, contributed to or been referenced in over twenty publications. His ideas have appeared in many publications, including these books:

- *Beyond Strategic Vision, Effective Corporate Action with Hoshin Planning*, M. Cowley, E. Domb
- *The Lean Extended Enterprise: Moving Beyond the Four Walls to Value Stream Excellence*, T. Burton
- *The Kaizen Blitz: Accelerating Breakthroughs in Productivity and Performance*, A. Laraia
- *Tools to Create Great Corporate Strategies Using Insights from History and Science*, Dudik & Dudik
- *We Don’t Make Widgets*, K. Miller
- *The Innovator’s Toolkit*, D. Silverstein, P. Samuel, N DeCarlo

Rob’s community involvement includes:

- Board of Directors Chair, Planning and Evaluation Committee, Sarasota Healthy Start Coalition
- Adjunct Professor, University of Minnesota
- Volunteer work with several civic, healthcare and educational organizations
Ten most common vital lies include:
1. Satisfaction will occur if dissatisfaction declines.
2. We are on the leading edge in our industry.
3. Growth in customer demand or market share means customers are satisfied.
4. We know what business we are in.
5. We know who our customers are.
6. The most important customers have priority.
7. Customers don't know what they want.
8. We know what customers want.
9. What customers say they expect is actually what they want.
10. Our performance measures confirm our excellence.

**KEY WORDS**

- **Answer**: A complete, accurate knowledge product that satisfies the end user's question on the first attempt.
- **Broker**: An agent for the end-user and/or the producer.
- **End-user**: This customer will personally use the product to achieve a desired outcome.
- **Expectations**: Expectations are based on the customers' past experience with products. **Wants** are desires focused on optimums (vs. minimums) and hopes (vs. past experiences) regarding a product or outcome. An experience may be personal or vicarious.
- **Fixer**: Any customer who will have to make repairs, corrections, modifications or adjustments to the product.
- **Outcome**: A result achieved or sought.
- **Performance Expectations**: Unambiguous, objective and directly measurable attributes of a product, process or organization.
- **Perception Expectations**: Subjective criteria such as easy-to-use, timely, often, cheap, quick, understandable, concise and complete.
- **Product**: Something created by work which can be given to someone else to achieve a desired outcome. It is:
  - A deliverable
  - A noun
  - Packaged in countable units
  - Expressed as something which can be made plural with an “s”
- **Producer**: This is the person or group that creates a product for a customer.
- **Vital Lie**: A limiting assumption. An excuse for not changing. It can prevent the pursuit of the possible.

**WORDS TO AVOID**

- **Customer**: Common synonyms include client, stakeholder, partner, taxpayer, patient and guest. The confusion can be compounded by organizing customers according to location (internal or external). The term is often used without reference to a specific product. As a practical matter, a person can only be a customer in terms of a product. Replace customer with end user, broker, or fixer.
- **Output**: This is often confused with a deliverable (see product) or a result (see outcome).
- **Service**: It is virtually impossible for members of an organization to agree on what this means. Service is most frequently used as a verb to describe reactive activity (e.g. help, support, assist, fix). But it can also be used as a noun (e.g. legal services) or as an adjective (e.g. service center). What cannot be defined is difficult to manage, measure and improve.
- **Supplier**: This can refer to a person or group that gives a product to someone else. Replace supplier with broker or producer, depending on the relationship with a given product.

**ABOUT IMT**

International Management Technologies, Inc. is a management consulting firm specializing in customer-centered cultural change, customer satisfaction, performance measurement, innovation and service quality. Our mission is to enable clients like you to achieve and sustain leadership in satisfying customers. IMT was founded in 1985.

**REFERENCE**

- Articles available on-line at [www.imtc3.com](http://www.imtc3.com)
  - “Creating Total Customer Satisfaction, A Service Quality Strategy that Will Work for You”
  - “Using Measures to Connect Strategy With Customers”
  - “Balance Your Balanced Scorecard”
  - “Are Your Surveys Only Suitable For Wrapping Fish?”
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- Customer-Centered Culture
- Customer-Centered Culture (C3) Model
- C3
- C3 Logo
- 8 Dimensions

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To provide an overview of what you learned and think is most valuable, use these free references from our website at http://www.imtc3.com/library/articles.cfm:

- Download key PowerPoint slides under “C3 Speech Support Booklet
- Share one or more of the articles or documents here. The most popular, in descending order, are:
  1. “Creating Total Customer Satisfaction….” This is a synopsis of concepts covered in detail in Robin Lawton’s book, Creating a Customer-Centered Culture: Leadership in Quality, Innovation and Speed.
  2. “Balance Your Balanced Scorecard” or “The Customer-Balanced Scorecard: identifying the eight dimensions of excellence”
  3. “Are Your Surveys Only Suitable for Wrapping Fish?”
  4. “8 Dimensions of Excellence”
  5. Strategic Plan Abstract. This shows how one organization used the 8 Dimensions of Excellence concepts to integrate their strategic plan and balanced scorecard for relevance from the enterprise to the front line.
- Download one of the sample C3 tools at http://www.imtc3.com/resource/tools.cfm

Attend a full-length live event with your team. Details are at http://www.imtc3.com/events/UpcomingEvents.cfm

To apply C3 tools to a project or specific need, download a free sample of Excel-based tools described at http://www.imtc3.com/resource/tools.cfm. Complete tools are available individually or in sets, organized by topics such as:

- The Voice of the Customer
- Strategic planning & balanced scorecards
- Customer-centered project management: chartering and leading a project for rapid, high-impact success
- Innovation and product/service design
- Lean process

To obtain maximum engagement with commitment and capacity for action, we bring keynotes, presentations and workshops to you. Contact us for details at:

  Phone: 941-907-0666
  Email: peggy@imtC3.com or rob@imtC3.com
  Web: www.imtC3.com

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### A BRIEF SELF-ASSESSMENT

#### ASSESSMENT QUESTIONS
(Answer with a check in one of the columns at right)

<table>
<thead>
<tr>
<th></th>
<th>Totally</th>
<th>Partially</th>
<th>Hardly</th>
<th>No or Don't Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Does your enterprise have a current strategic plan?</td>
<td>5</td>
<td>3</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>2. Does the plan articulate outcomes (results) the enterprise seeks to achieve?</td>
<td>5</td>
<td>3</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>3. Does the plan define outcomes customers want to achieve by working with the enterprise?</td>
<td>5</td>
<td>3</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>4. Have all managers and supervisors seen the strategic plan?</td>
<td>5</td>
<td>3</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>5. Have all line employees seen the strategic plan?</td>
<td>5</td>
<td>3</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>6. Are business unit and/or department plans written to enable execution of the strategic plan at that level?</td>
<td>5</td>
<td>3</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>7. Do personnel reviews address contribution to strategic plan outcomes?</td>
<td>5</td>
<td>3</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>8. Does the enterprise have written policies covering critical priorities?</td>
<td>5</td>
<td>3</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>9. Is “good service” viewed as one of the enterprise’s top priorities?</td>
<td>5</td>
<td>3</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>10. Using only one word, define what “service” means to you:</td>
<td>5</td>
<td>3</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Would everyone on the management team give the same definition?</td>
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<tr>
<td>11. Is there a written customer satisfaction policy?</td>
<td>5</td>
<td>3</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>12. Is there consensus on who “the customer” is?</td>
<td>5</td>
<td>3</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>13. Is there a mechanism or method for determining who “the customer” is at the department, functional or work group level?</td>
<td>5</td>
<td>3</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>14. Is there a defined and practiced method for uncovering customer priorities?</td>
<td>5</td>
<td>3</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>15. Is “success” defined and measured in terms of the degree to which:</td>
<td>5</td>
<td>3</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>a) The enterprise achieves its self-defined desired outcomes?</td>
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<tr>
<td>b) Customers’ desired outcomes (ultimate results) are achieved?</td>
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<tr>
<td>c) Customers’ undesired outcomes are avoided or reduced?</td>
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<tr>
<td>d) Services or products they receive have the most desired characteristics?</td>
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<tr>
<td>e) The customers’ experience acquiring your service or products is satisfying?</td>
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<tr>
<td>16. Do employees agree on the top 3 priority products/services produced by:</td>
<td>5</td>
<td>3</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>a) The enterprise?</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>b) Each department or functional group within the organization?</td>
<td>5</td>
<td>3</td>
<td>1</td>
<td>0</td>
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</tbody>
</table>

#### TOTAL

<table>
<thead>
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<th>Partially</th>
<th>Hardly</th>
<th>TOTAL</th>
</tr>
</thead>
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<tr>
<td>1-16</td>
<td>90</td>
<td>45</td>
<td>15</td>
<td>150</td>
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</tbody>
</table>

#### OPPORTUNITY

18. Which 3 questions above do you most wish you could have said “Yes—Totally” to? _____ _____ _____

19. Which of the items in Question #15 have been the principal focus of your enterprise improvement or innovation efforts in the past 5 years? a) _____ b) _____ c) _____ d) _____ e) _____
<table>
<thead>
<tr>
<th>Step</th>
<th>Question</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Why do what, when?</td>
</tr>
<tr>
<td>2</td>
<td>Where are the customer-focused outcomes measured?</td>
</tr>
<tr>
<td>3</td>
<td>What outcomes are measured?</td>
</tr>
<tr>
<td>4</td>
<td>What product did you select?</td>
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<tr>
<td>5</td>
<td>Who are the end users for this product?</td>
</tr>
<tr>
<td>6</td>
<td>What are the end-user priorities for this product?</td>
</tr>
<tr>
<td>7</td>
<td>Where are potential measures of customer focus product?</td>
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<tr>
<td>8</td>
<td>What innovative product could better serve customer?</td>
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<tr>
<td>9</td>
<td>What is the first step in creating a unique product?</td>
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<tr>
<td>10</td>
<td>What best potential to total value stream?</td>
</tr>
</tbody>
</table>

**Vendor:**

- **ISO 9001:**
  - Product Focus
  - Competitive Position
  - New Product Design
  - Product Focus
  - Competitive Position
  - New Product Design
  - Product Focus
  - Competitive Position
  - New Product Design

- **VOC:**
  - Voice of Customer
  - Voice of Customer
  - Voice of Customer
  - Voice of Customer
  - Voice of Customer

- **Secondary:**
  - Customer Focus
  - Competitive Focus
  - Functional Focus
  - Customer Focus
  - Competitive Focus
  - Functional Focus
  - Customer Focus
  - Competitive Focus
  - Functional Focus

**Core Focus:**

- **Product Focus:**
  - Competitive Position
  - New Product Design
  - Product Focus
  - Competitive Position
  - New Product Design
  - Product Focus
  - Competitive Position
  - New Product Design
  - Product Focus
  - Competitive Position
  - New Product Design

- **VOC:**
  - Voice of Customer
  - Voice of Customer
  - Voice of Customer
  - Voice of Customer
  - Voice of Customer

- **Secondary:**
  - Customer Focus
  - Competitive Focus
  - Functional Focus
  - Customer Focus
  - Competitive Focus
  - Functional Focus
  - Customer Focus
  - Competitive Focus
  - Functional Focus

**Summary:**

- **Application Summary:**
  - To tools to use
  - Place in 10 steps to alignment
  - Excerpt from with customers

**Tools to Use**

- **Customer Focus**:
  - Customer Focus
  - Competitive Focus
  - Functional Focus

- **VOC**:
  - Voice of Customer
  - Voice of Customer
  - Voice of Customer

- **Secondary**:
  - Customer Focus
  - Competitive Focus
  - Functional Focus

**Place in 10 steps to alignment**

- **Excerpt from with customers**
  - Name the organization this is relevant for
  - Name the custom-designed outcome
  - 2. What are the customer-focused outcomes measured?