

**Innovation Model
and Voice of the
Customer**

Group 7

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Agenda

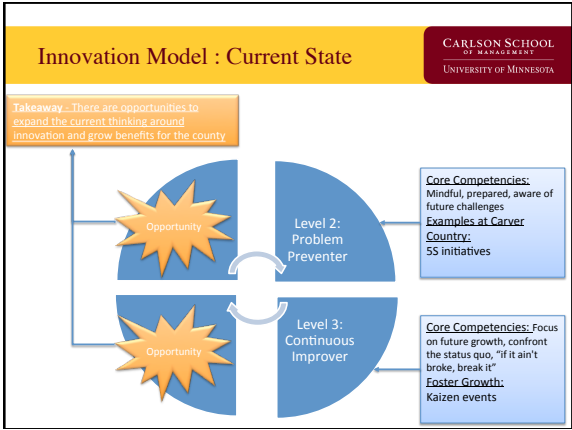
- Request for Action
- Innovation Model
 - Current & Future State
 - Recommendations
 - Best Practices
- Voice of the Customer
 - Recommendations
 - Develop & Integrate
 - Framework
- Conclusion
- Acknowledgements
- Q&A

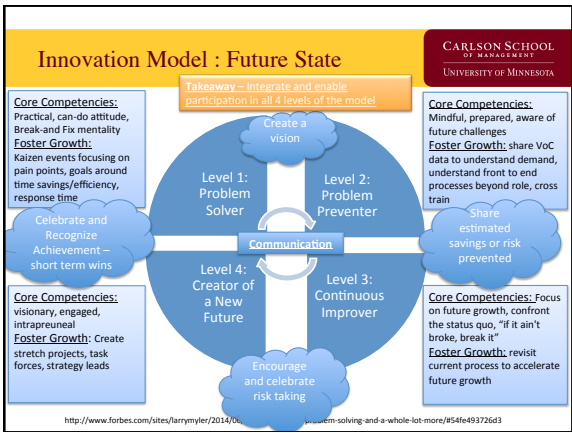
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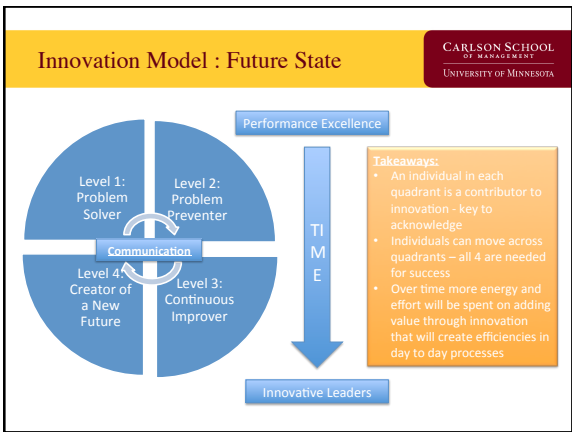
Request for Action from Carver County

- 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.

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Innovation Model - Recommendation CARLSON SCHOOL OF MANAGEMENT UNIVERSITY OF MINNESOTA

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 CARLSON SCHOOL OF MANAGEMENT UNIVERSITY OF MINNESOTA

<p>Local Government Innovation Models</p> <p>San Joaquin's – online hiring from forty to seven days</p> <p>Humphries School of Public Affairs – Local Government Innovation Awards 2015</p>	<p>Private Sector – What's the right strategy for your organization?</p> <p>Apple – tight control, innovation internally driven</p> <p>Google – open source, strong focus on VOC/design by customer</p>	<p>Academia/ Networking – stay current/continue to evolve</p> <p>HBR – innovation models applied to different businesses</p> <p>Networking – what are peers doing?</p>
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Takeaway – investigate current use cases of innovation, understand what does/doesn't apply to your organization, and contiously review and evolve

VOC Recommendations: CARLSON SCHOOL OF MANAGEMENT UNIVERSITY OF MINNESOTA

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 Customer Surveys , Conduct internal focus group discussion to analyze survey results and reiterate.

Identify/Define Your Products & Customers CARLSON SCHOOL OF MANAGEMENT UNIVERSITY OF MINNESOTA

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 CARLSON SCHOOL OF MANAGEMENT UNIVERSITY OF MINNESOTA

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 – Drives of customer satisfaction are related to things customers value.

Developing and Conducting the Customer Satisfaction Survey CARLSON SCHOOL OF MANAGEMENT UNIVERSITY OF MINNESOTA

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, 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

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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.

Participant selection
Participants should share a common base of understanding, experience, and/or knowledge that will allow them to engage in discussion of

Focus group moderation
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.

Analyze focus group results
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 he reasons for their feelings perceptions, and opinions.

Takeaway—Participants should share Common base of understanding and should be facilitated by experienced moderator who is not part of the organization

Integrate VOC Insights into the Innovation Pipeline

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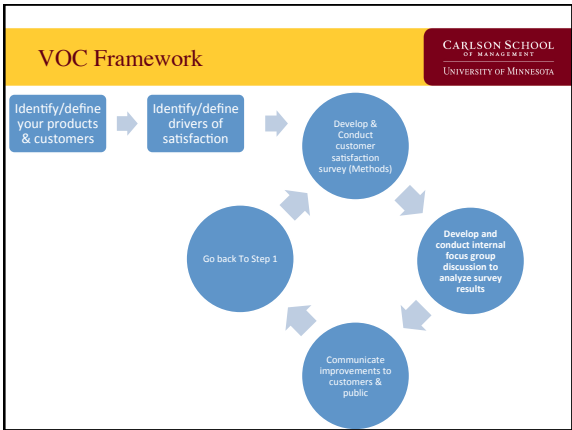
Management & Program Improvement

- 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

Takeaway—Find areas for improvements and Report improvements through Web sites and newsletters to stakeholders, partners, and customers.



Conclusion CARLSON SCHOOL OF MANAGEMENT UNIVERSITY OF MINNESOTA

- 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

Acknowledgements CARLSON SCHOOL OF MANAGEMENT UNIVERSITY OF MINNESOTA

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Questions & Answers CARLSON SCHOOL OF MANAGEMENT UNIVERSITY OF MINNESOTA