Unit V

Case studies

Case studies from YouTube

- Amul and its innovation during pandemic: https://youtu.be/nnwqtZiYMxQ
- Asian Paints growth strategy: https://youtu.be/jGT6ob8hV6M
- Prototype of smart village: https://youtu.be/SlhE4--7lEM
- Futuristic farms: https://youtu.be/KfB2sx9uCkI
- Data driven design: https://youtu.be/Jh5xKbuvMlA

Redesigning the Customer Contact Center at Toyota

- THE BUSINESS PROBLEM: Providing high-quality and efficient answers to customers' complex questions
- THE CONTEXT: Toyota Motor Sales' Customer Contact Center for the Toyota, Lexus, and Scion brands
- DESIGN'S CONTRIBUTION: Engaging a cross-functional team of call reps, software engineers, business leaders, and change agents in a design process that transformed the service center experience forboth customers and frontline employees

Issues

- Customer satisfaction was down
- Customer care representatives were most frustrated by the challenges of answering customers’ questions in a timely manner

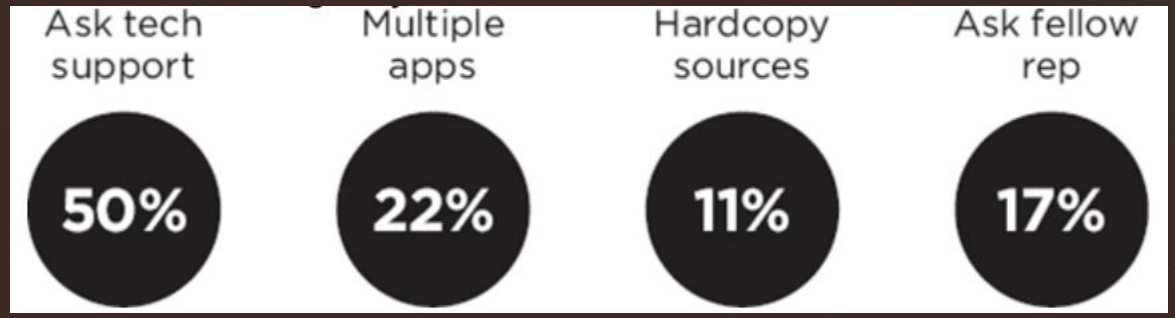
Change in management at Toyota

- Identifying all stakeholders and what they needed to know, do, or own; communicating; training; and testing
- Toyota’s past experiences had demonstrated that this approach to change management, though a significant effort, gave projects a chance to succeed
- Without it, they tended to fail because people didn’t feel a sense of ownership, and therefore, did not adopt the change

Opportunity for improvement

- To answer customers' questions, representatives were physically walking from their desks to filing cabinets for hard copy information or to a technology support person
- This was all happening while the customers were on hold
- Customers made three calls, on average, to resolve a problem.

- During these calls, representatives consulted multiple sources, dividing their time in the following way:



Software side

- The software side of the equation was equally challenging
- Representatives regularly had up to thirteen applications open on their computer screens as they searched for content to answer customers’ questions
- This added needless complexity and potential confusion

Representatives ethnography

- The idea of diving deep into customers' perspectives seems obvious to most businesspeople
- However, often ignored is to apply ethnographic tools to internal partners and stakeholders
- Their support is essential to the success of our innovation efforts, and understanding their problems and needs can often be as valuable as understanding customers'
- Efforts to understand the representatives' daily lives provides a strong foundation for the redesign of the Contact Center process

Approachable websites

- It was observed that some of the websites representatives were using weren’t necessarily the sites that were built for them
- What they needed was quicker access to these other sites
- It was possible to map where they were actually going for information and observed the possibility to work with the vendors in charge of those sites to link them, so that representatives wouldn’t need thirteen screens open
- It would be much easier for them to find the information they needed

DESIGN TOOL: Journey Mapping

- Journey mapping is one of the most powerful weapons in the designer’s arsenal
- It traces a stakeholder’s “journey” as he or she performs a series of steps involved in an experience, with special attention to the emotional highs and lows
- It is most often used to map a customer’s journey, but when used in the redesign of internal processes to gain a deeper understanding of employees’ work routines, as Toyota does, it can yield important insights as well

Top-Down Meets Bottom-Up

- The project succeeds only if the solution worked for the people who would have to use the new software
- That is, the solution actually had to solve the representatives' problems
- This means making sure that the software developers were hearing the users' perspectives
- Solutions need to reflect that important knowledge base

Change agents

- Some team members could be rooted in the old system and wouldn’t want to change
- The team would need not only to create a new software product but also to sell the new system to representatives and train them to use it
- This would require a large change management effort; embedding the design thinking process in it would help this effort’s success
- Start by identifying training leads and facilitators among the reps who could help spearhead the effort by becoming change agents
- In selecting these people, engage managers and focus on the right mix of representatives and also board a few key people who were influential because of their deep knowledge and were thus capable of stymieing the progress of the project

Role of change agents

- Review training materials to improve the way they engaged the representatives, provide facilitation support when the process wasn’t clear to the representatives, and attend pilot training classes to head off confusion
- Act as liaisons among their peer reps, helping to communicate and coordinate all training activities and serving as tutors and mentors to their colleagues

Typical development in silos

- Told what to do and not why
- Don’t understand what behaviors they are encouraging or discouraging or interrupting or disrupting with every piece of code written
- Interpretations completely out of context
- Design thinking is very much about understanding the context you are operating within
- Without which, people are being set up for failure

Respect Employees' Perspectives

- Most organizations are hierarchies, and hierarchies have their advantages
- Strong leaders can act decisively and drive change
- But the view from the top is often obstructed
- Well-intentioned solutions based on superficial knowledge of what goes on at the front line rarely produce optimal results, and they often come with unintended consequences that create more problems
- Local knowledge can be every bit as critical as strategic vision to finding good solutions
- When situations are complex and changing, engaging all levels of the organization is far more likely to get you where you want to be

Don’t Expect Multifunctional Teamwork to Be Easy

- Multifunctional teams have many stakeholders pulling in different directions
- When members are used to working within their respective silos, working outside them can be frustrating
- Focusing on the larger goal and on clear communication can keep members moving in the same direction
- The iteration that’s a crucial part of design thinking helps engage multiple functions by allowing many points of interaction, and a spirit of play can diffuse tensions when they arise
- People + Process + Technology = Success