

PIM Training Program

Getting started with
Problem/Opportunity

**Project Customer
Impact**

Agenda

This session is the fourth of the **Getting started with a problem/opportunity** program.

PIM Program Introduction

1. Analyzing a problem
2. Requirements gathering
3. SMART problem statements
4. Project customer impact
5. Practice problem statements



Session Details

Session Facilitator: Karthic Raja (L5 Product Manager)

Session Duration: 3 hours

Note that at the end of this program, you will be evaluated on your ability to write clear business problem statements.

Objectives of Training

Defining the impact a problem has on customer experience is one way of prioritizing high impact problems for quicker resolution. This session is aimed at enabling you to establish business impact of problems. At the end of this session, you should be able to:

- Explain the importance of Voice of Customer (VoC)/Voice of Business (VoB)
- Implement various methods to evaluate a customer problem
- Estimate the ideal state on resolution of a problem
- List the ways to define the success metric for a problem



Understanding Customer Requirements

Voice of Customer (VoC)/Voice of Business (VoB)

What is the importance of VoC/VoB?

- **Removes Ambiguity:** Real data from customers/business will eliminate doubts and ambiguities in strategy
- **Decision Making:** Helps to take informed decisions that aligns to the business problem
- **Manage Risk:** It helps to eliminate any element of risk

Examples of Customer needs:

Fast Service, 24/7 support, No down time, Quality products, and Easy Navigation

Examples of Business needs:

Revenue, Growth, Market leadership, Sales, Shareholder Equity, ROI, and Conversions

Evaluate Customer Problem

Evaluate Problem from Customer's Perspective:

- Define the Customer Experience (CX) from customer's perspective
- Identify what the customer wants
- Measure using qualitative and quantitative information or data directly from the customers
- Identify customer priorities
- Locate customer pain points and list them down

Customer Pain Points

A pain point is a specific problem that customers of the business are experiencing. Customer pain points are diverse and varies as per prospective customers.



Financial Pain Points



Productivity Pain Points



Process Pain Points



Support Pain Points

- **Financial Pain Points:** Customers are spending too much money on their current provider/solution/products
- **Productivity Pain Points:** Customers are wasting too much time using their current provider/solution/products
- **Process Pain Points:** Customers want to improve internal processes in a smarter way
- **Support Pain Points:** Customers aren't receiving the support they need at critical stages of their journey

Sample business problem

On an average, the current boarding system wastes roughly 4 minutes per boarding session, resulting in a total of 20 wasted man-hours per day across all ABC flights. This represents a waste of roughly \$400 per day or \$146,000 per year.

Estimate Project Milestones

Entities	Writing Problem Statement	Framing Hypothesis	Solution Identification	Reporting Results
Project Description	Develop a problem statement that calls out the issues with the current boarding system of ABC Airlines.	Collect measures and assess performance of the boarding system using data drawn and manipulated from data sources.	Identify ways to improve current system or recommend a new boarding system that improves Customer Experience (CX).	Improve boarding system by reducing passengers boarding session time.
Key Stakeholders	<ul style="list-style-type: none"> Boarding Staff Airlines Division Manager Airlines Division HQ 	<ul style="list-style-type: none"> Boarding Staff Airport Authority HQ Airport Regional Head Data Engineers 	<ul style="list-style-type: none"> Boarding Ops Team Tech Solution Provider 	<ul style="list-style-type: none"> Ops Director Airport Regional Head Airlines Division Manager
High Level Improvements	Current boarding system wastes ~4 minutes per boarding session, resulting in a total of 20 wasted man-hours per day.	Analysis on the current boarding system assured the hypothesis to be true, and therefore there is a need for a improved passenger boarding system.	Modified boarding system proposed by Dr. Edward has passengers board the plane from the sides instead from back or front.	Proposed boarding system by Dr. Edward will be analyzed for feasibility and steps for implementation will be presented to the stakeholders.
Final Outcome	SMART problem statement describing the issue with the current boarding system, along with the project goal & objective will provide business sign-off.	Feature analysis document on the new Boarding system is presented with data points over new passenger boarding time from the sides.	The new boarding system will eliminate 4 minutes waste time, save \$146,000 which can be reinvested by the organization.	Implement the solution, track the savings of \$146K, present the data to the leadership authority and get final sign off.



Determining Success Metric

Define Output (Y) Metric

Define the best fit output (Y) for the customer

- Work backwards from the ideal scenario that you expect customers to enjoy
- Revisit and evaluate the goals/objectives
- Plan the actions to be taken and their corresponding metrics
- Validate metric with the CTQ and VoC/VoP
- Check and ensure that the metric addresses the stated problem

Define Success Metric

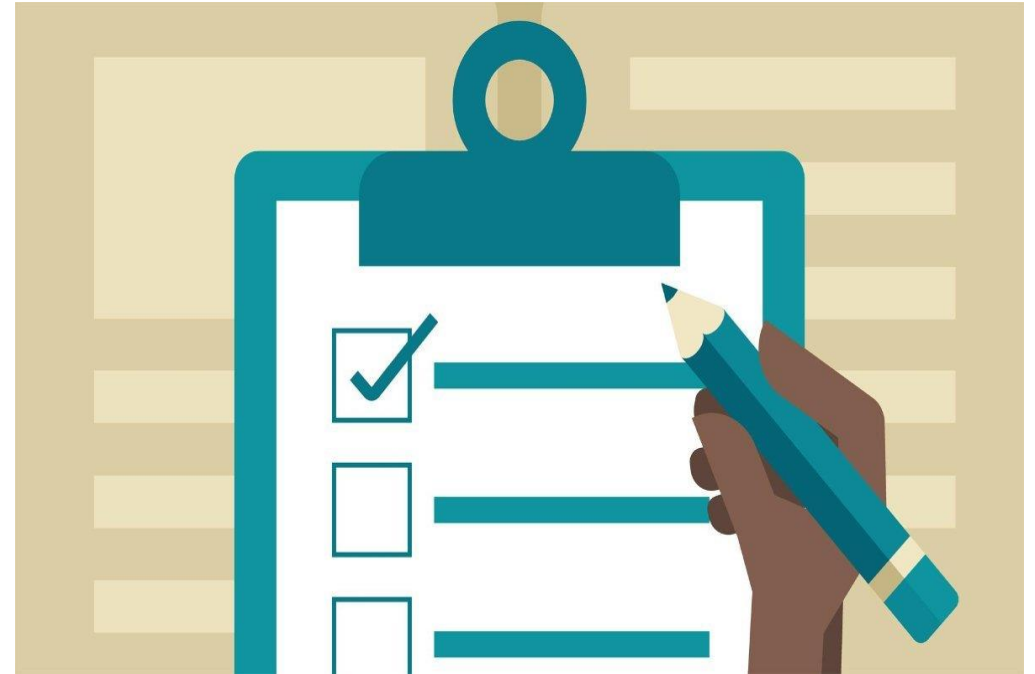
Ways to Define Success Metric:

- Work backwards from an ideal scenario
- Recommended to have one metric
- Choose a metric that is measurable
- Stay away from non-actionable metric
- Consider counter-metric if needed
- Constantly re-evaluate the metric

Key Learnings

What did you Learn?

- Importance of VoC/VoB
- Evaluate problem from Customer perspective
- Understanding Customer pain points
 - Financial pain points
 - Productivity pain points
 - Process pain points
 - Support pain points
- Estimate project milestones
- Define best fit Output (Y) for the customer
- Ways to define success metric



Thank You!