

Workbook

on

Voice of Stakeholder (VoS)

for



Young Innovators Program (YIP)



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Block Level Information

(i) Name:.....

(ii) Department:.....

(iii) Designation:.....

(iv) Email id:.....

(v) Contact Number:.....

I. Guidelines for doing VoS

Voice of the Customer is the process of defining what your customers expect, want, need, and dislike about your business.



What Is Voice of the Stakeholder?

Voice of the stakeholder is a way of understanding the different 'wants, needs, expectations, and preferences of your stakeholders when it comes to interacting with your business. **What are your stakeholders saying, thinking, and feeling about your products, services, business model?** The goal of defining your "voice of the stakeholder" is to be able to improve these interactions thereby leading to a more seamless stakeholder experience.

Voice of the stakeholder is usually defined by collecting data on what your stakeholders are saying about their experiences with your business, and then uncovering common themes from this feedback. Sometimes this data is collected using actual voices of your stakeholders (focus groups, stakeholder service calls), but , more often it's collected through lower friction channels like feedback surveys or website data. We will go into more details in the section below.

How to Create a Voice Of The Stakeholder Program

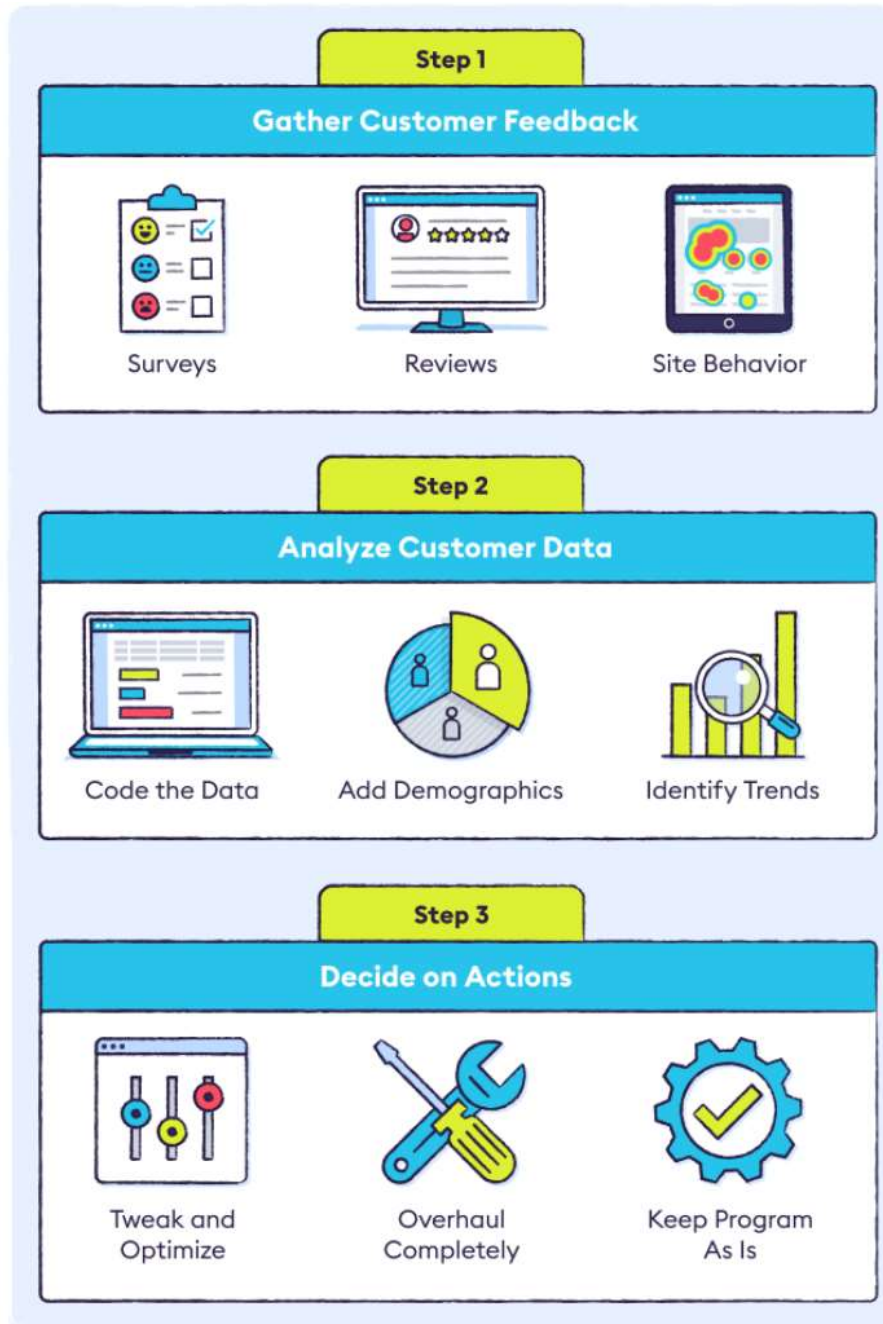
Like most stakeholder-centric initiatives, creating a voice of the stakeholder program follows three broad steps.

Step 1 is to gather data on what your stakeholders are saying,

Step 2 is to analyze this individual feedback to look for overarching trends, and

Step 3 is to make changes to your business model that address these trends/issues.

Though these three steps sound simple , it gets more complicated when you actually attempt to put into practice.



Step 1: Collect Stakeholder Feedback

There are many different channels through which you can gather stakeholder feedback, but the best one depends on your ideal. Here is a list of stakeholder feedback touch-points you can use to find the voice of the stakeholder, though this list is by no means exhaustive.

- **Feedback Surveys** - One of the most common methods, feedback surveys can be sent out at a variety of points on the buyer's journey to ask about an experience with purchasing a product online, returning an item, talking with a chatbot, or any other number of interactions. Feedback surveys can also be used to measure a stakeholder's overall satisfaction levels, such as through Net Promoter Score or CSAT surveys.
- **Social Media** - If your business has a large social media following, you can scrape comments on your posts, direct messages you receive, and mentions of your brand across Instagram, LinkedIn, Facebook, Twitter, and more to capture voice of the stakeholder.
- **Online Reviews** - Another invaluable source of stakeholder opinions are online reviews. Most people don't hold back when they're motivated enough to share their thoughts with strangers on the internet, so you're likely to gather honest and unfiltered feedback.
- **Focus Groups** - Depending on your marketing budget, you can also run focus groups to test and give their opinions on certain products, website layouts, feedback loops, and more. The members of these focus groups should align demographically with your target personas in order to give further insight to these types of stakeholders.

Step 2: Analyze Your Feedback

Once you have collected data on what your stakeholders are saying, it's time to analyze the feedback and use what you find to build out or refine your voice of the stakeholder. It is important to note that you will likely have several different voices of the stakeholder that correspond to your buyer personas. But, what does analyzing feedback actually look like?

The first step is transform your qualitative (words, phrases) data into quantitative (numbers, scales) data. With the exception of website behavior and feedback surveys based on a numerical scale (for example, "rate your satisfaction on a scale of 1-10"), the stakeholder feedback you collect is going to be qualitative. After all, you're working to uncover the voice of the stakeholder by using comments that stakeholders have actually said or written. Learn more about this process in our guide to coding qualitative data.

Once your data is coded, it is a matter of looking for trends and patterns. For example, say you notice that one of your more expensive products has a large amount of extremely positive reviews, and a large amount of extremely negative reviews. By going back and looking at the original responses, and by combining this feedback with demographic data, you will likely be able to understand the disparity in feedback for this product.

Step 3: Implement Voice of the Stakeholder Feedback as Needed - Case studies on how VoS is implemented in product development

Now that you understand what your stakeholders are saying and how they feel about different aspects of your product, you have the necessary information to make improvements to your stakeholder experience. Based on the feedback you receive, you will be able to decide whether a complete overhaul of a certain product is needed, whether it just needs to be tweaked and optimized to reduce friction, or whether the effort of making a change will even be worth the time and employee bandwidth.

In general, **it is a best practice to focus on initiatives that are going to keep existing stakeholders/users around rather than prioritizing the acquisition of new stakeholders.** This is because it can cost up to 25 times more to earn a new stakeholder than to keep an existing stakeholder happy.

There were two very interesting examples where the Voice of Stakeholder (VoS) methodology was extensively used for developing an innovation.

Case -1: Kerala Sasthra Sahitya Parishath Stove

The wood burning cooking stove known as the Parishath Choola or Parishath Stove, which was popularized by the Kerala Sasthra Sahitya Parishath in the 90s in the state is a very unique example of a product which was developed through extensive stakeholder feedback from the Voice of Stakeholder.

The concept of a wood-burning stove is well known. The ordinary stove, the three-stone stove as we know, is one with a very low thermal efficiency of around 5%, which would mean that the energy that reaches the pot from the fuel is only 5% of the total energy that is released when the fuel burns and it is well known why the efficiency is low.

It is because there is not enough oxygen to burn the fuel and also the solution is very evident too. We have to provide a separate inlet for oxygen to come in, and it means that we have to create a separate air hole and a separate fire hole, and we have to provide a mechanism to the ash falling down so that the fuel wood can burn. These are the modifications and also there has to be a mechanism for the air after the fuel is burnt

to go out to create a draught. This is done by providing a chimney to provide an air outlet in the fire hole, a mechanism for ash to come down from the fire hole, and also a chimney for the air to move out after burning. So if all these things are there, then an efficient stove can be built. This is precisely what the Parishath Choola does.

Now the interesting part of it is not this, this model was tried out in several houses on different parts of Kerala through actual models being established in kitchens. This included houses with thatched roofs tiled ones, houses with terraced or concrete roofs, and feedback was collected from stakeholders. The design was improvised based on the feedback received. . There was also interesting yet valuable feedback that came in for instance the carbon particles, in the hot smoke which going out, could create small fires in thatched roofs , and those that are covered with straw.

So in such cases there was a need to look at additional mechanisms to prevent the particulate matter landing on such roofs . So a cover for the chimney to prevent the burning particles coming out was devised and the height of the chimney was also adjusted to solve the problem of the roof catching fire. The model was also improvised by providing ceramic liners to create opportunities for potters whose livelihood was seriously disrupted with plastic coming in. So this is an interesting situation where extensive feedback on a product was collected through a voice of stakeholder survey and the product was redesigned back in the 90s. This is referred to as participative technology development and adaptation methodology of Kerala Sasthra Sahithya Parishath. The Integrated Rural Technology Centre in Mundoor, and the research center of Kerala Sasthra Sahithya Parishath have subsequently used this methodology in a variety of other rural innovations.



Case -2

The same methodology of participatory technology development and adaptation was interestingly used extensively as a part of the computerization program of the local governments organized by the Information Kerala Mission in the 90's and subsequently at the

start of the millennium. Around 12 different applications were developed by the Information Kerala Mission for covering the entire gamut of operations in the Grama panchayat, Municipality and Corporations. The methodology adapted was very unique, considering there was no existing blue print for how computerization of local government in Kerala could be done. It was a pioneering effort to computerize the first Grama Panchayat in the country.

The systems put in place in the local governments were done utilizing a part of the total amount from the 30% resources earmarked by state government for the local government departments.

New systems will be built up in the local government for various activities especially to handle some of the traditional activities of local government like issue of certificates, issue of licenses, collection of revenue, managing salary and HR issues, preparing budgets, managing accounts, and also managing file flow within the department. This was done through software applications developed by the Information Kerala Mission. The entire functional requirement was captured through workshops of local government leaders, peoples plan activists and local government functionaries in workshops which was documented in 2000 pages leading to 7 volumes very clearly describing the functions in local governments looking at the various aspects.

This was a very massive user requirement which was carried out in the local governments with extensive stakeholder participation. The uniqueness of the Information Kerala Mission (IKM) methodology as noticed in many cases, is the nature of application development which is done based on the user requirement document derived from stakeholder participation. For the IKM experiment they used a methodology called Barry Boehm Spiral Model of Application Development which involved creating a prototype, testing it in the field, getting feedback from the users after a first level of implementation and incorporating the feedback and reworking the application as a whole based on the feedback received.

The Barry Boehm Spiral Model of Application is a known iterative method of an application development and this was tried as an extension of the participatory technology development and adaptation methodology where extensive stakeholder feedback was collected. The Voice of Stakeholder methodology, is a mechanism to get the stakeholders to express what the stakeholder/user pain points are which has to be addressed as part of innovation. This could be extensively used to arrive at the functional requirements in products, in software applications, and even in processes.

This is extremely important for ensuring that the product can handle the pain points faced by users and address the concerns of the users very effectively.

Case - 3: SOLO mPOWER DRIVE

Solo mPowerDrive is an affordable retrofitting device which can be clamped on to a manual wheelchair converting it into a Power wheelchair.

The idea was developed by ensuring that the makers were in constant touch with end users from the point of ideation to understand their requirements.

The project idea was presented to stakeholders during an event organized by the All Kerala Wheelchair Users Rights Federation of Kerala on Sept 5th, 2019. Stakeholders overwhelmingly supported the idea during the presentation.

The First design was a
the front side of the

kind of mono-wheel attachment on
wheelchair



The above design was showcased to stakeholders before getting their feedback during a meeting with them on 28th November 2020.

The Voice of Stakeholder (VoS) survey pointed out the disadvantages of mono-wheel propulsion in wheelchairs, raising valid reasons like:

- 1) Less traction with ground and affects the maneuverability
- 2) Difficult to handle in rough terrain and roads with potholes
- 3) Large turning radius makes it difficult for indoor application

As an outcome of the VoS survey done the following suggestions were received;

- 1) Both the rear wheels need to be powered
- 2) Should be easy to operate via a joystick
- 3) Compact design

Taking the stakeholder/user inputs, we tried another prototype using a sub-wheel system mounted on wheelchair meshing the main wheels thereby driving it like an epicyclic gear train.

Stakeholders were happy with the design. During testing, however, it was found that the wheels are experiencing wear and tear when encountering slopes with gradability beyond 15 degrees. And this idea of attaching sub-wheels was also scrapped since it would cause long-term damage to the wheelchairs. Considering the above problems with epicyclic drive systems, necessary iterations have been made, and the same suggests that it is preferable to attach the drive systems separately.



Hence we developed another prototype incorporating a separate drive system driven by two BLDC Hub motors, allowing for differential driving while changing directions. Each motor will be individually controlled by a motor driver in order to achieve the desired effect.

According to the feedback we received from stakeholders, even this design would have difficulty handling potholes and bumpy roads since there is a possibility that the drive wheels will lose traction.

Our final prototype, which we are now working on, will replace the main wheels of the



wheelchair where the drive wheels will be mounted.

At this time, the design is in the process of being tested, and we are reviewing every possible problem that may come up.

VoS - How is the Survey done? Sample VoS Survey Case -1: Energy & Utility Solar EPC, Distributed Solar, O&M

Project Objective

Develop a deeper understanding of stakeholder needs and expectations, and also to assess their satisfaction level and associated perceptions of the performance of different companies' products.

Key Questions Answered

- What is the current market image and perception of the client within each stakeholder segment?
- What is the current level of satisfaction with the client's performance?
- How satisfaction varies by stakeholder type, location and SBU?
- What are the issues or problems that stakeholders have experienced with the clients products or services?
- What are the principal problem areas and potential areas for improvement for the client?
- What are the key parameters for EPC and O&M vendor selection?
- What are the emerging trends and needs with respect to technology and applications?

- What is the current satisfaction level with other EPC and O&M vendors, and what areas require additional support or value-add?



VoS Process

VoS



**Tech-
niques**

- Stakeholder Interviews
- Online Stakeholder Surveys
- Live Chat
- Social Media
- Website Behavior
- Recorded Call Data
- Online Stakeholder Reviews
- In-Person Surveys
- Net Promoter Score®
- Focus Groups
- Emails
- Dedicated Feedback Form

How do you formulate a VoS question?

VoS survey questions can be quantitative, asking for easily calculable responses (Yes/No, multiple choice, "On a scale of 1 to 10," etc.). Quantitative questions may be as simple as, "**How was your experience today?**" or "**Did we meet all of your needs?**" The feedback is easy to run through Excel and other spreadsheets.

What questions are asked during the VoS survey? (Sample Questions)

1. What are your stakeholders/users saying about your company, brand, product/service? And where are they saying it?
2. How do your stakeholders/users feel about your company, brand, product/service? And how does this affect their intent to buy?
3. Why do they feel the way they do and what is the root cause of this sentiment?
4. Are there differences among different types of stakeholders/users and if so, what are they and which stakeholder segments?
5. Who or what influences your stakeholders'/users perceptions and feelings?
6. What are your stakeholders/user needs, wants, desires and intentions and how do these relate to your company, brand, products/services?
7. What are your stakeholders/users saying and feelings about your competitors and what are their perceptions of your competitors and how well do the competitors meet their needs, wants, and desires?

VoS way forward

The next step is to determine the strategy for collecting the VOS. The challenge is to develop survey questionnaires to measure stakeholder satisfaction with the various aspects of a product or service, the processes followed (for instance, for a warranty), and the quality of service.

Apply the RATER model for VoS - Reliability, Assurance, Tangibles, Empathy & Responsiveness in conducting the

survey

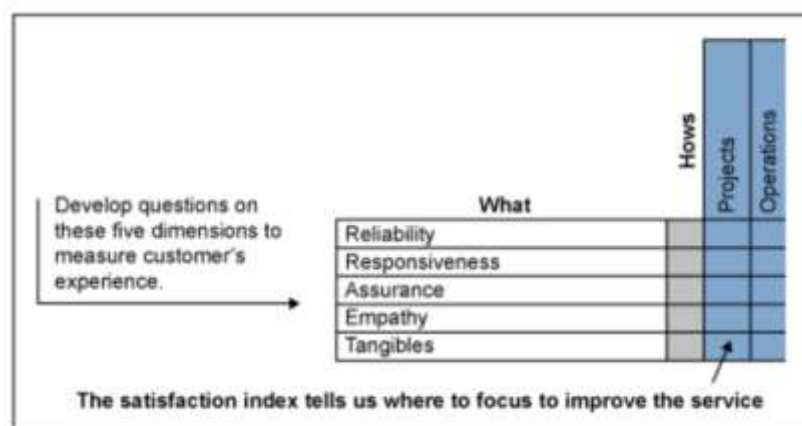


Figure 1: Voice of the Customer Matrix

II. VoS Activity - (Fill the below templates based on the Voice of Stakeholder Survey you have conducted)

Based on the above guidelines, case studies, examples and instructions on how to do a VoS, kindly complete the below activity for Voice of Stakeholder (VoS) based on your idea/product/process etc.

Voice of the stakeholder Survey

A. Problem background

1. How did the problem originate? Elaborate
2. Why is the problem important?
3. Where there past efforts to solve the problem. If so what happened?
4. Share a specific incident, when you experienced the problem?
5. Is there anything else critical you want to highlight?

B. Problem Statement builder

1. Who is the person(s) experiencing the problem/pain point on a regular basis?
2. What does the user need?
3. How does you know that you have succeeded in solving the problem?

C. 1. How can we describe the beneficiary (if nothing specific indicate so clearly)

- a. Locationally
- b. Socially
- c. Culturally

2. Any other specific characteristics of the beneficiary identified?
3. Can such beneficiaries exist else where in the state

D. Out of the Voice of Stakeholder (VoS)

1. Firmed up problem canvas
2. Root Cause Analysis report
3. Voice of the Stakeholder report
4. How do you measure the success?

Voice of the Stakeholder report

1. What is the pinpoint/ problem?

- How?
- What?
- When?

2. Who are the person(s) effected?

Profile of the beneficiary

- Locationally
- Socially
- Culturally
- Any other Characteristics

3. Characteristics of the Solution

(a)How do you know that you haver succeeded in solving the problem?

(b) How do you measure the success?

(c) Any other specific Points
