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# “Solve My Problem Completely”

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# Consumption Problems

- Now we can see the consumption and provision processes – where do they break down?
  - Searching – will this product solve my problem?
  - Buying – why did they lose my order?
  - Delivery and Installation – why are there parts missing?
  - Upgrading – do I want to go through it all again?
  - Disposing and Recycling – why is it easier to give up and simply throw it in the bin?
- Failure at any step disrupts the consumption process



# Avoiding Consumption Failures

- The best approach is to prevent these failures ever happening – so products work - without needing maintenance and repair
- Many manufacturers now accept that products can be made so they work “out-of-the-box” – quality really is free
- In some cases products also require no maintenance – emissions technologies
- Where products are still unreliable like software consumers are more reluctant to upgrade



# The Next Leap

- When providers embrace the idea that products ought to work every time – and ...
- When some providers will make history by taking responsibility for the total cost of fixing defective products through the entire consumption cycle
- If they now pay the full cost of faulty consumption including the consumer's time – failures will disappear
- The tipping point is likely to be the switch from selling and leasing to subscription services and life cycle management – which we will return to later ...



# Call Centres

- Are the traditional way to respond to consumption failures – internally and externally – for service as well as product failures
- First step is to automate the responses
- Then to answer as many calls per hour by employing unskilled people using standard answers to standard questions
- There is no incentive to ask the caller what the real problem is – or to trace its root causes
- There is no way to enhance the consumer's experience by providing help and ideas



# Intelligent Feedback

- Use highly trained staff to ask what the problem is and what they were trying to do when it occurred
- Link them directly to engineering and operations to trace the root cause of the problem, evaluate it's impact and eliminate the need for these calls
- Turning a frustrating experience into a positive experience – by offering them additional information
- Costs may rise at the point of information capture – but total systems costs fall – including the customer's time
- And revenues rise as happy customers buy more



# Lean Intelligent Feedback

- Turn every failure into a Kaizen opportunity!
- Outsourcing and offshoring are not the answer – indeed they often make the problem worse
- Intelligent feedback needs to be at the heart of the organisation – with many different loops linking the consumption process with engineering and operations – for this product and the next generation
- But how could this work? Let's hear from a real example ..... Fujitsu Services

