

Our discussion will focus on three areas:

- 1) When you hear the term VOC, what comes to mind?
  - Unbiased interview: Good example; how can a press brake help you be more productive?  
Bad example; how can a Cincinnati Incorporated Press brake help you be more productive?
  - Who would you interview: Operators, Supervisors, programmers, owners and don't forget our internal Little "c" customers (machine builders in the shop). Ultimately anyone.
- 2) If I were to follow you as you applied VOC to Cincinnati Incorporated, describe what I would see?
  - Observe people using our equipment. Example of watching people at Walmart who set their cups on top of the car while they place items or kids in the car and forget what's on the roof. Point being there could be a solution to a problem that someone has just tolerated or didn't realize was a problem.
  - Emphasizing on open ended questions do not lead the interviewee towards the answer you want to hear.

Henry Ford "If I would have asked people what they wanted they would have said faster horses"

- 3) When you hear the word customer, what comes to mind?

Anyone we interact with.

- Big "C" : customers who pay our bills
- Little "c": examples would be our customers customer, our purchasing department, H.R. Sales, Service, Engineering and Manufacturing.

While you may not find value in the Little "c" customer a great example of a case where this customer was taken into account is copiers. If you had to call a serviceman every time there was a paper jam it would be a huge inconvenience both for the serviceman and the customer. Customers did not ask for a self-diagnosing machine it came from an overloaded service department. With that addition the nuisance service calls can be handled by the customer without issue and the service department can focus on making money.

We need to have a **Delighted** customer. The difference between a delighted customer and a satisfied customer is a delighted customer will pass along a good word about your company and its product.

Then:

Describe what you went through the last time you went through this process.

- Rigorous is a term that comes to mind. What does that mean? You can't stop at one customer or one industry base. Even more important, one person's perspective cannot be taken into account but multiple interviewers and interviewees. **Being as cross functional as possible.**
- No Authors pride. This means don't take offence that someone has challenged the way we have done something in the past. Instead embrace the idea as an opportunity to improve upon our product. Example Green heck fan added monitors to all of our rams and ram up footswitches. If it was important enough for that company to spend the time money and effort into making our product more efficient for them then can it benefit others? In addition let others in on the idea of a new product.
- We also need a criteria of what makes a good idea. Not every idea will be implemented but the best ones will be. It's important to not to get attached to your ideas but to embrace everyone's. Example cup holders on top of a car (from the observation at Walmart parking lot) won't make the list of good idea. However a car door that opens hands free so you don't have to put you drink on the roof would make the list. This idea could have developed from a bad idea into a good idea.
- 125 U.S patients came from this process at Hypo Therm.