IT's getting there!
Changing our culture through Lean Six Sigma

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November 2019

A little bit about us

University of Southampton
- Russell Group
- Research Led
- ~6,000 Staff
- ~25,000 Students (UGs, PGTs & PGRs)

iSolutions
- Providing IT services to the university (partner)
- Supporting Business & Academic Services
- 250 Staff

Where did we start and what were our drivers for change?

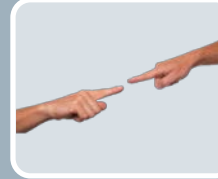Uncertain of who our customers are, and their needs and expectations

No formal improvement activity; lack of consistency and quality in approach and implementation

Silo'd; lack of communication and collaboration

No formal recognition or governance for Customer Experience (CX) or Continuous Improvement (CI)

No KPIs or structured business performance management framework

Immature culture: negativity, blame, lack of trust

Potential in our people

Willingness to change/make things better

What's been happening?

UNIVERSITY OF Southampton

Recognise need for change

Appoint Assistant Director for Customer Experience & Service Improvement

DEFINE Create CI strategy

PLAN Develop CI Roadmap

IMPLEMENT Execute CI Strategy / Roadmap

MEASURE Monitor impact of CI Strategy / Activities

OPTIMISE Embed principles and practices Continually develop & improve

New TOM and restructure

Projects delivered

Personas developed

Training begins

CI Lead in place

Reflections

June 2016   Feb 2017   April 2017   July 2017   Sep 2017   Jan 2020

What have we achieved (benefits)?

Missing Ticket Info
68% improvement of tickets with initial information, saving 2,000 hours of rework

Fax Line Usage
Saving of £7800 releasing unused fax lines

Standard request escalation and automation
>10 standard requests converted into self service forms
Direct escalation, validation, approvals, automation

Server Power Usage
75% reduction in power usage for data centre saving £140,000

Junk Email Processing
Reduction of junk emails and auto replies processed by >50%

Banner training paper usage
3,600 pages at £19,000 saved by removing printing from training

Asset Management Policy, Data & Processes
Improved loan, entitlement and retrieval processes
CMDB cleanup automation and controls
New policy focusing on reuse

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How has this impacted customer experience?

University of Southampton

People Trained	
White Belts	330
Yellow Belts	159
Green Belts	43

Email tickets created
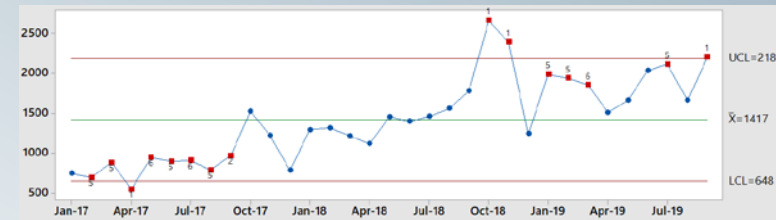
Self service forms used

Tickets chased
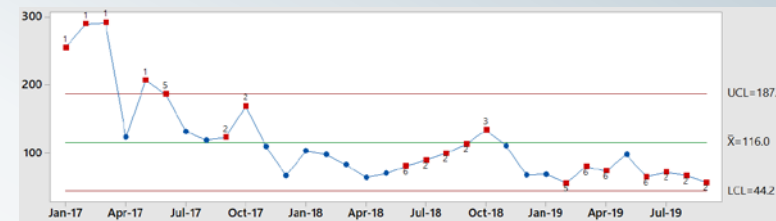
Tickets reopened

CX Scores	
CSAT	97.15
NPS	88
CES	1.37

2018/2019 Direct Cost Savings

£98,358.00
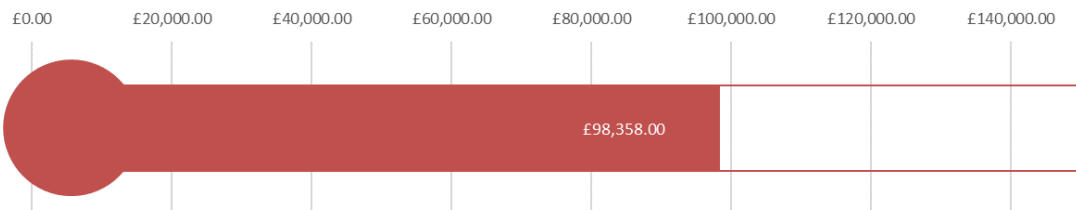
2018/2019 Time Savings (Hours)

2846
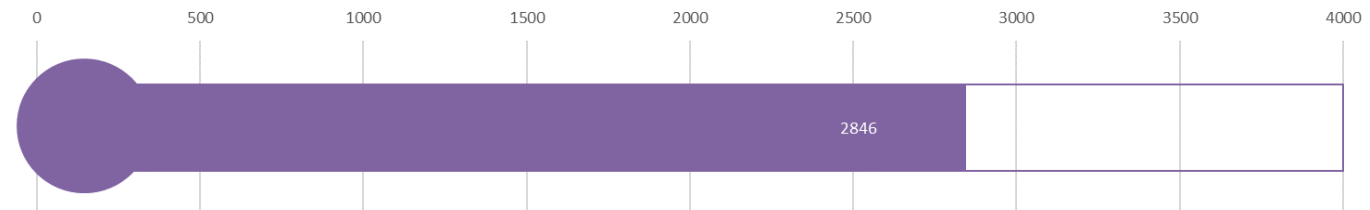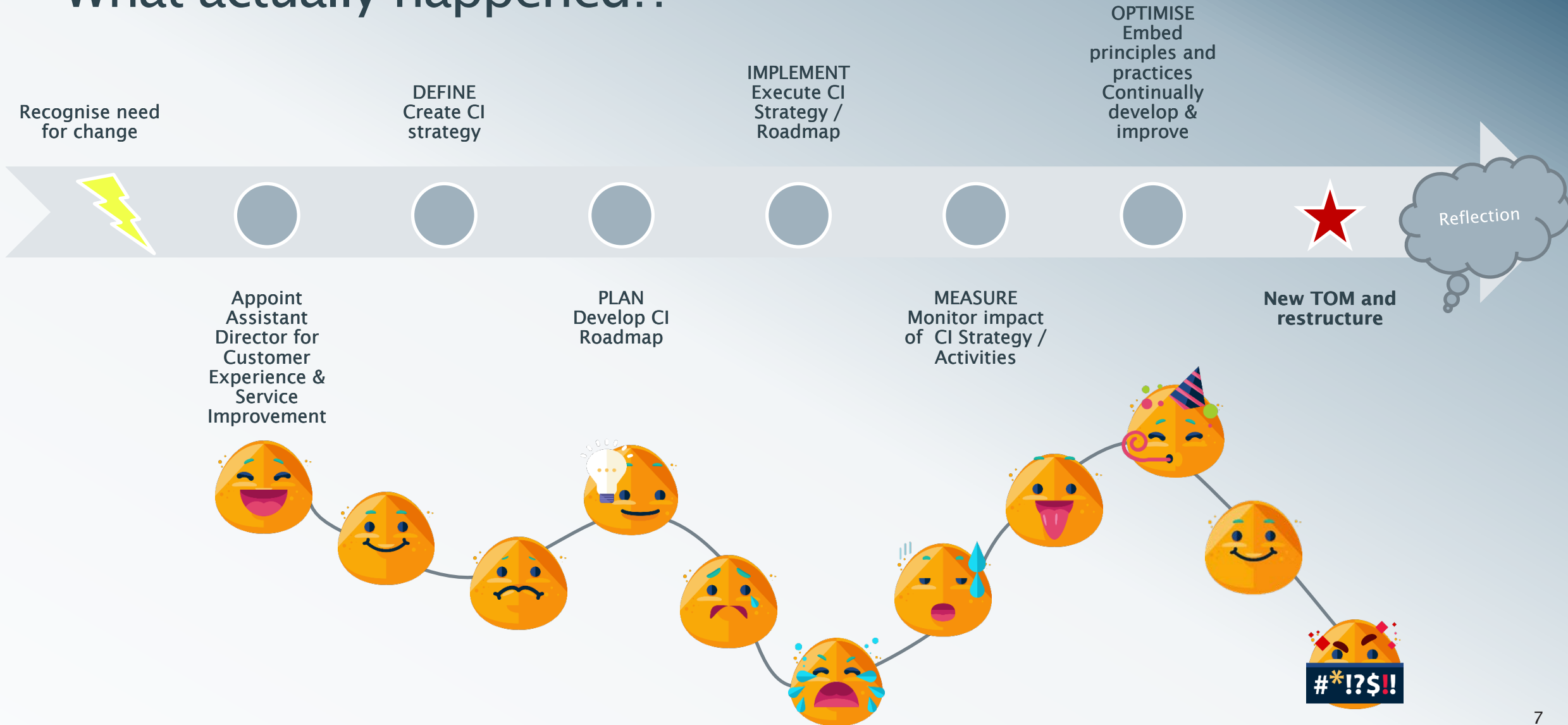
What have we learnt (process)?

| Understand capacity & change load to consider scale of deployment | Manage the risks | Build in and carry out formal reflection periods | Communicate – more! | Be persistent |
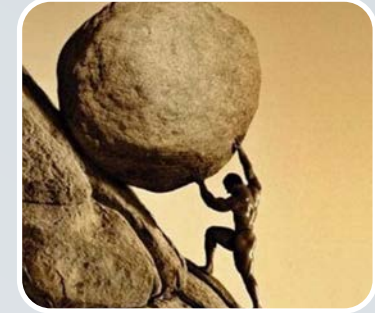
What have we learnt (people)?

Clients do not come first. Employees come first. If you take care of your employees, they will take care of your clients.

Richard Branson

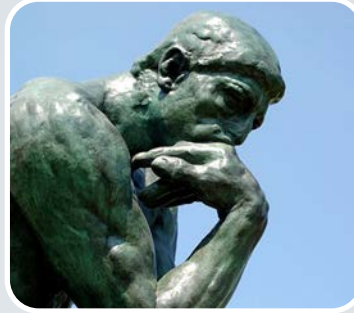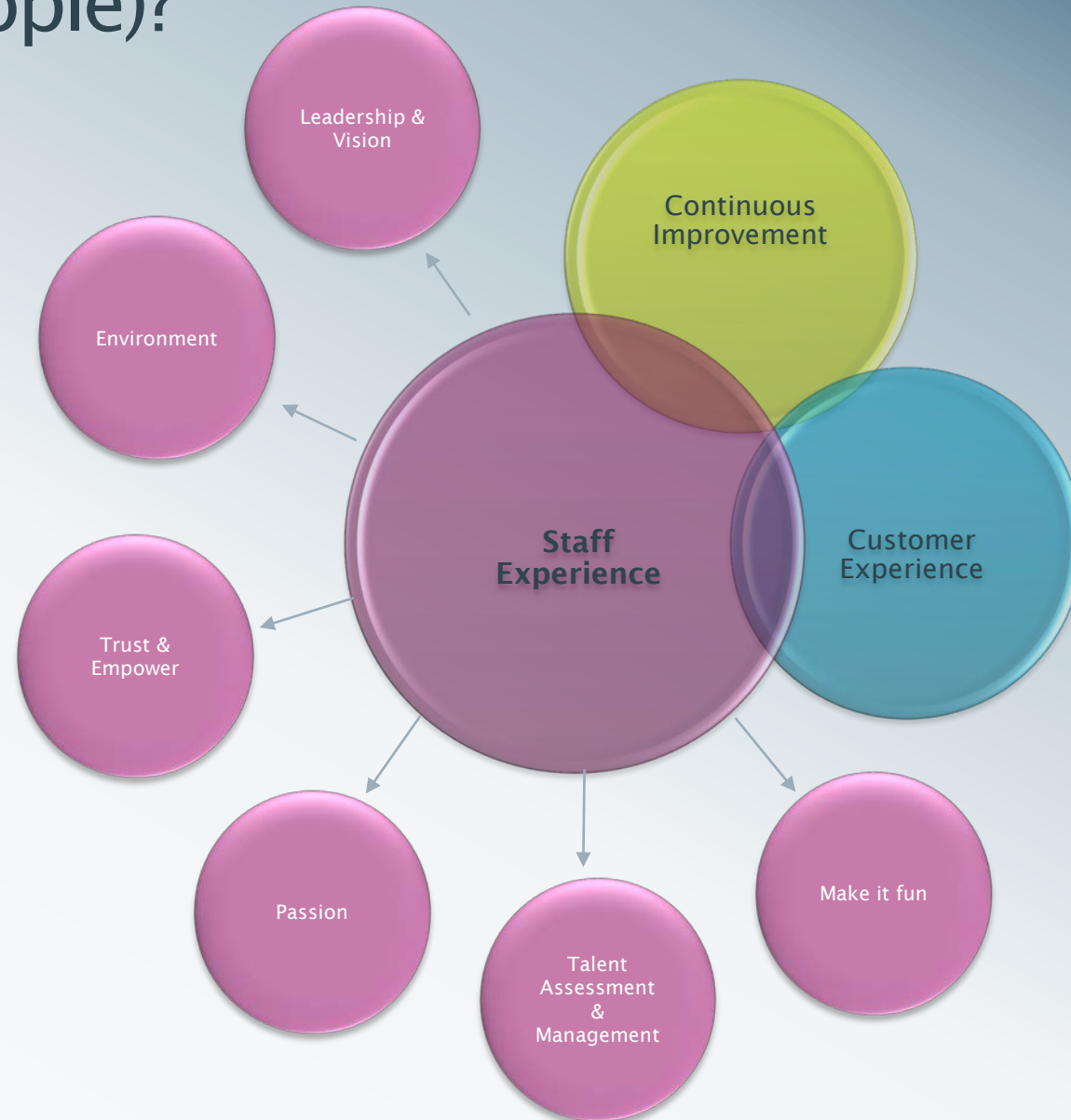*Teamwork is the ability to work together toward a common vision. The ability to direct individual accomplishments toward organizational objectives. It is the fuel that allows common people to attain uncommon results.*

Andrew Carnegie

Great things in business are never done by one person. They're done by a team of people.

Steve Jobs

What are our biggest achievements?

LEARNING LEI
"Tell me about available technology and make it work consistently for me"

TEACHING TESS
"Technology aids my teaching. Help me continue to improve the student learning experience"

RESEARCHING RHYS
"Invest in critical infrastructure, manage change transparently, understand my needs; sometimes I need bespoke solutions"

PROFESSIONAL SERVICES PETER
"Help us all work together efficiently with trustworthy, integrated IT systems and manage change transparently"

SERVICE IMPROVER SIYA
"Don't ask me for IT requirements, rather follow the business need"

Understanding who our customers are!

Principles of a great Customer Experience?

- Personalised
- Well Informed
- Deliver against objectives
- Consistent
- Leave nothing to chance
- Simple & Effortless
- Accessible & Transparent
- Emotionally engaging
- Put the customer in control
- Meet (& exceed) Expectations

Understanding what our customers need!

Releasing our 'people potential'

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Launch → Early Success → Emerging → Institutionalisation → Culture Transformation

Dec 2017

Sept 2019

Capability Analysis

— 2017 — 2019 — Goal

Methodologies
Project Structure Tools
Quality & Customer Tools
Statistical Tools
Mapping Tools
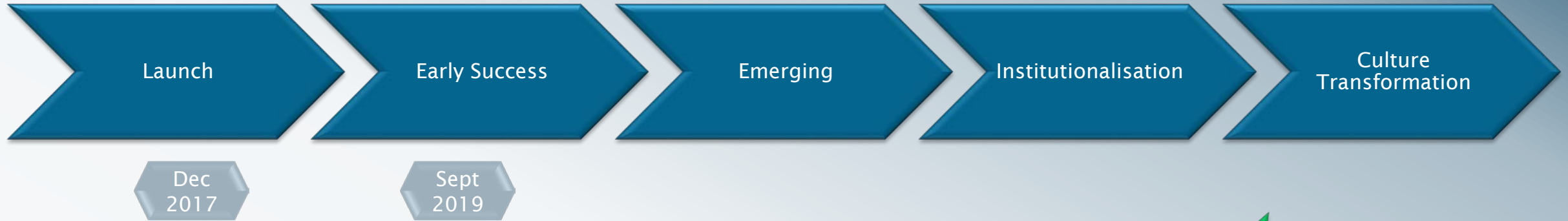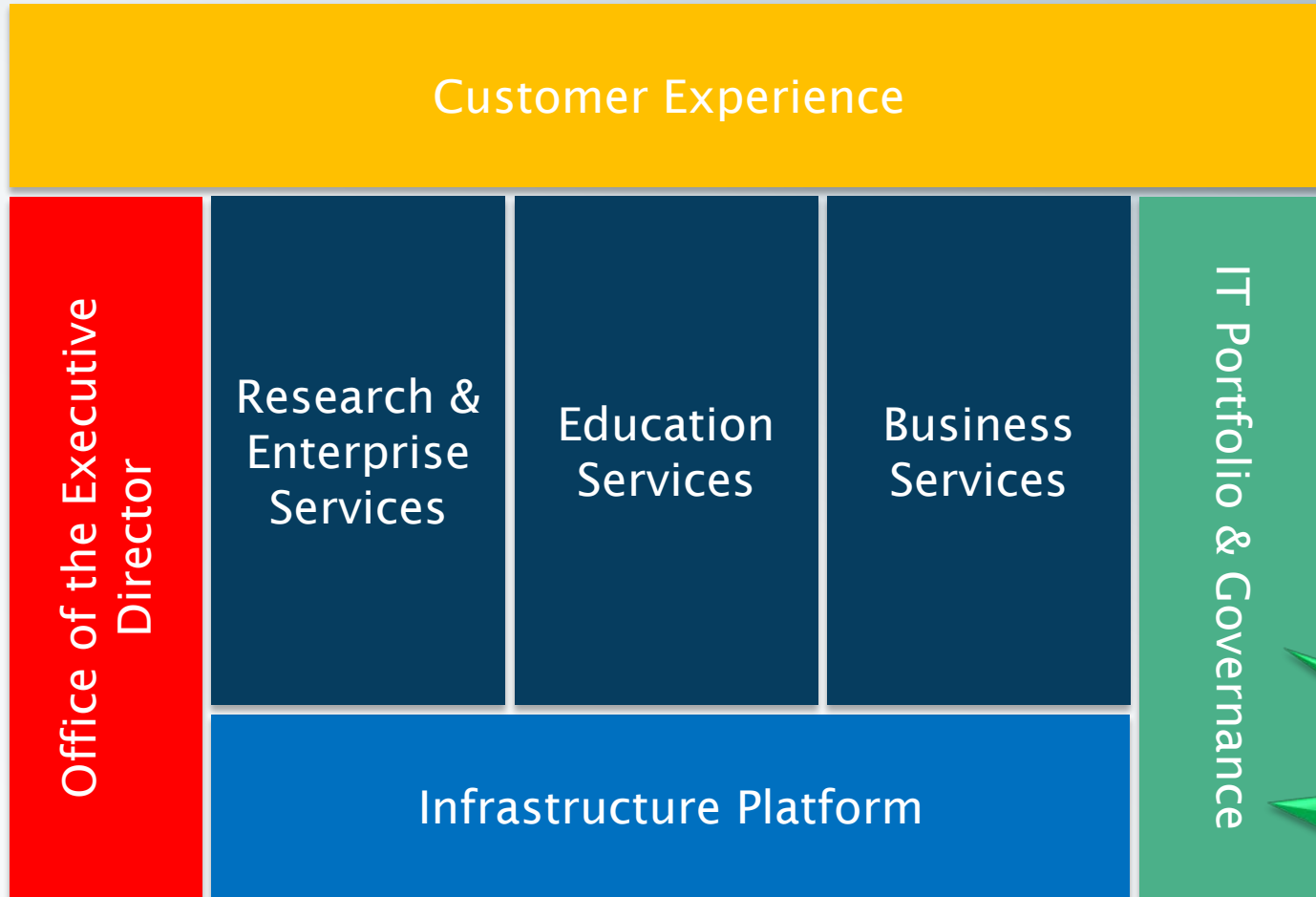Identification & Prioritisation Tools
Lean Tools
Control Tools

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4.5
4
3.5
3
2.5
2
1.5
1
0.5
0

Moving up the maturity model - slowly!

Any Questions