

HO!

Lessons Learned during a Large Change Project

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Lesson 1: create sense of urgency

In order to change, it is key to create a sense of urgency

Explain why we need to change. What are the threads? What can happen if we do not change?

Have an honest discussion!



Our problem: losing business

We lose business (online survey research market), because our customers consider us too expensive



It is difficult to explain the differences in quality sufficiently to justify the price difference



Scope and goal of the project

- Externally financed new assignments
- Market research of people or households
- Online surveys (CAWI) with/out paper surveys (PAPI)
- No face-to-face (CAPI), nor by phone interviewing (CATI)

- GOAL: halve quotation

Covering our costs. Offering a base quality.

Additional quality is on request



Lesson 2: see, feel, change

Another lesson of John Kotter:

see, feel, change

throughout the change process

Some possibilities:

- Show the current process
- Measure the current performance
- Invite customer to explain the problem
- Show impact of solutions implemented



Looking for root causes (analysis workshop)



Requires a lot of effort

Requires a lot of money

TIMWOODS
(waste)

Requires a lot of rework

End-to-end process is shown on 11 Ao-prints!

Looking for solutions (improvements workshop)

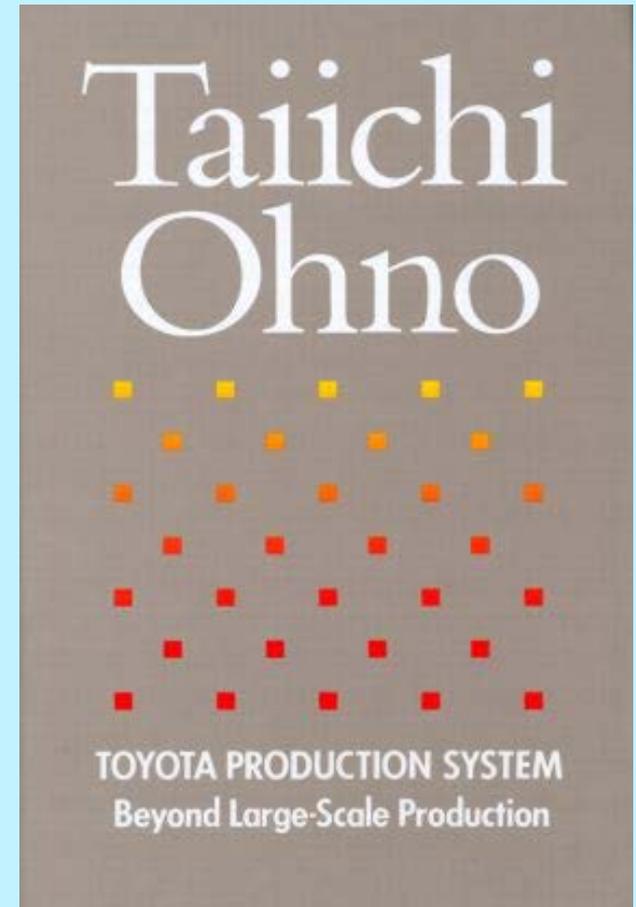


Lesson 3: standardization is key

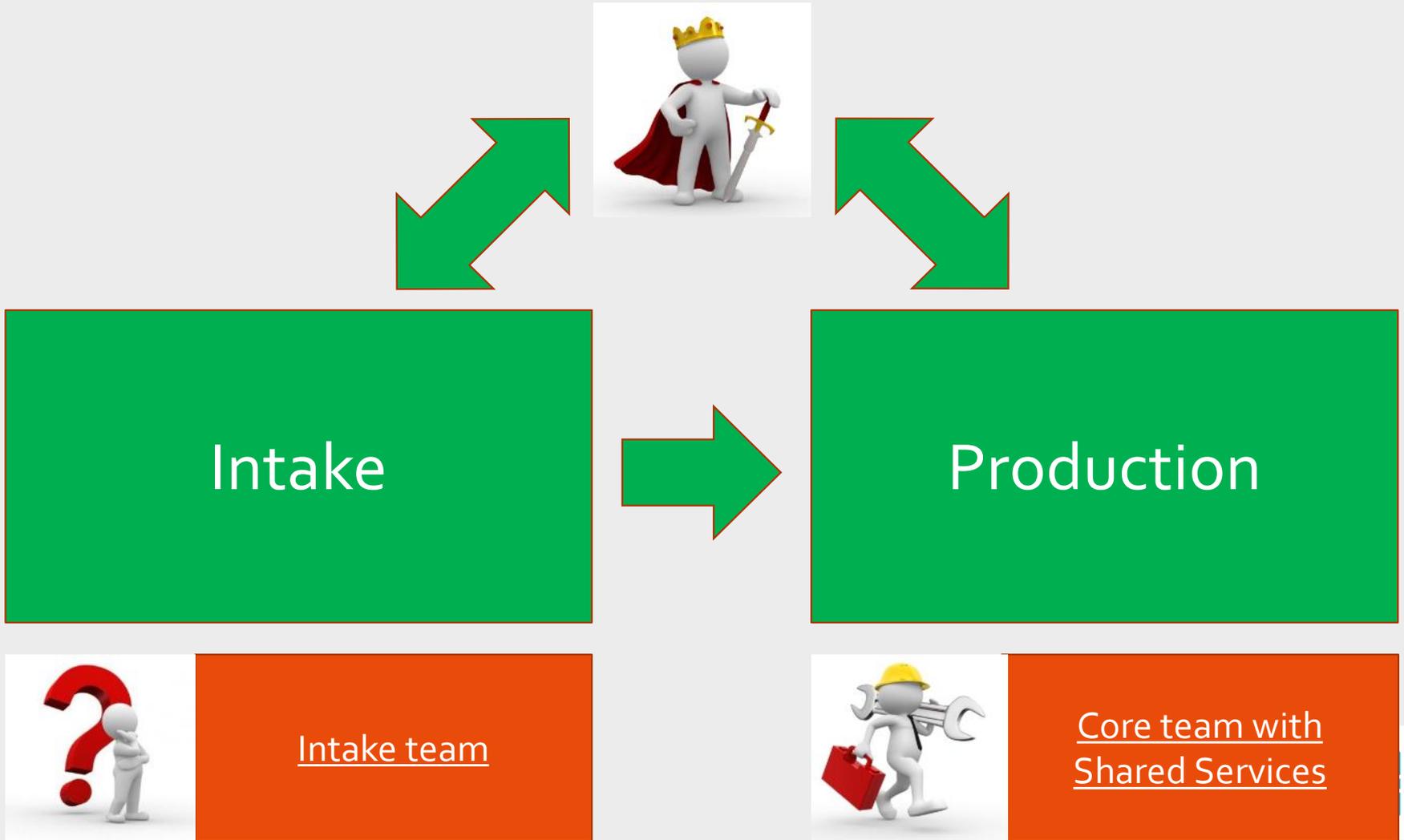
Standards allow to detect deviations quickly

As Toyota workers say, standardized work helps identify problems:
"this is not up to standard, so I have a problem"

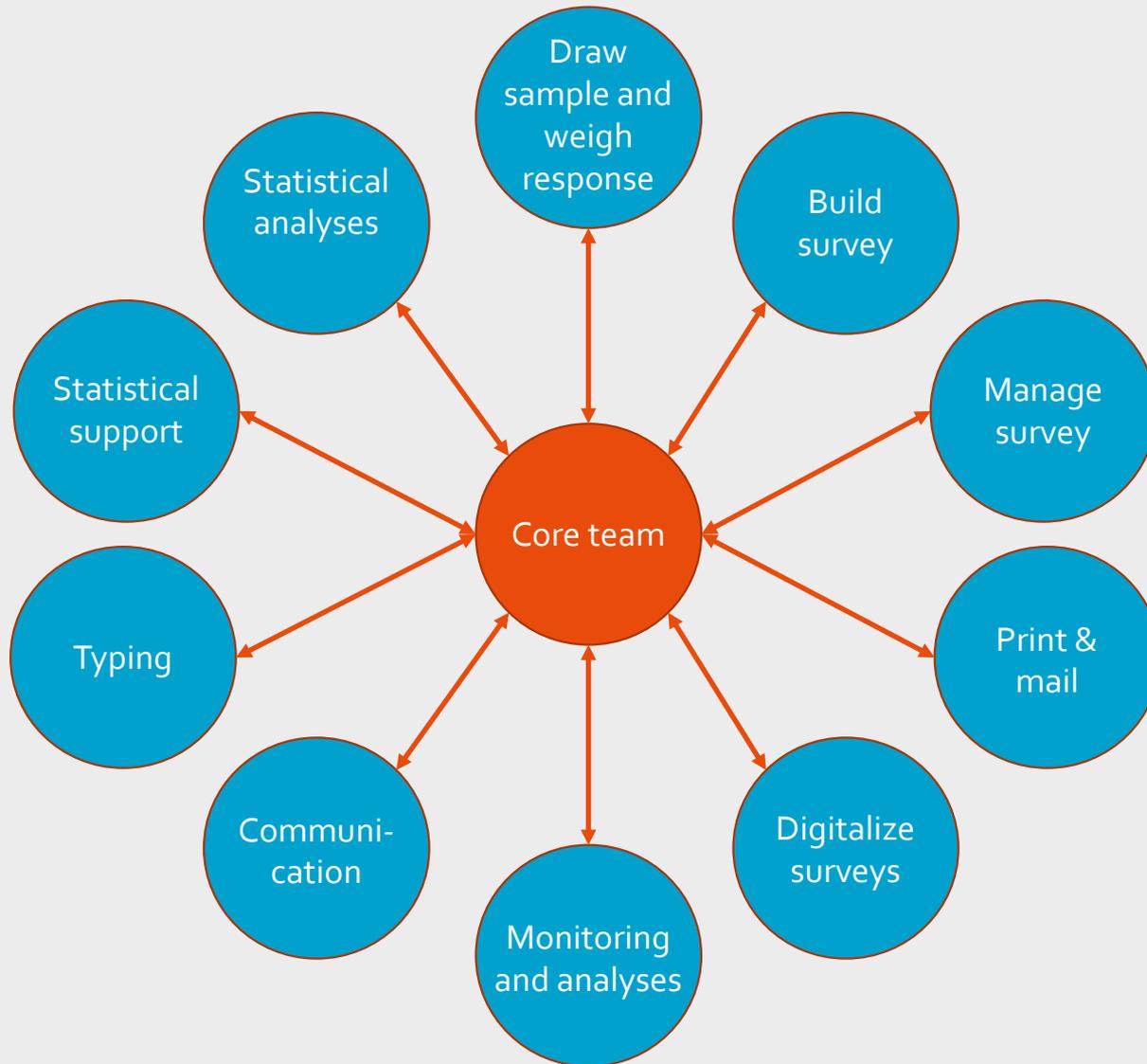
Continuous improvement is to work from a standard, experiment, measure results, and modify the standard if successful



Intake and performance (clear split)



Core team with Shared Services



Snapshot quotation menu (in Dutch)

Menukaart CAWI-only persoonsonderzoeken										
Totaal offerte					<totaal>					
1. Projectleiding					<totaal>					
2. Steekproef & weging					<totaal>					
3. Vragenlijsten ontwikkelen, bouwen & testen					<totaal>					
4. Veldwerkbegeleiding en communicatie					<totaal>					
5. Materiële kosten: druk- en portokosten, incentives					<totaal>					
6. Dataprocesing					<totaal>					
7. Onderzoeksdocumentatie, analyses en nieuwsbericht					<totaal>					
Totaal offerte					<totaal>					
1. Projectleiding					<totaal>					
Looptijd project in weken		0						€	-	KT
#Maanden veldwerk		0		(1 veldwerkperiode = 3 maanden)						
PAPI ja/nee		Nee								
Verantwoording onderzoek	<input checked="" type="checkbox"/>	Alleen tabellen. Standaard CAWI onderzoek	<input type="checkbox"/>	Alleen tabellen. Gemiddeld CAWI onderzoek	<input type="checkbox"/>	Alleen tabellen. Complex CAWI onderzoek				<totaal> KT
Design	<input checked="" type="checkbox"/>	Alleen tabellen. Standaard CAWI onderzoek	<input type="checkbox"/>	Alleen tabellen. Gemiddeld CAWI onderzoek	<input type="checkbox"/>	Alleen tabellen. Complex CAWI onderzoek				<totaal> KT
Rapportage voortgang (leiden project)	<input checked="" type="checkbox"/>	Alleen tabellen. Standaard CAWI onderzoek	<input type="checkbox"/>		<input type="checkbox"/>	Alleen tabellen. Complex CAWI onderzoek				<totaal> KT
Respons monitoring	<input checked="" type="checkbox"/>	Inspanningsverplichting	<input type="checkbox"/>		<input checked="" type="checkbox"/>	Resultaatverplichting				<totaal> SS
		<prijs>		<prijs> (veldwerk)		<prijs>				<totaal> SS
		<prijs>		<prijs> (PAPI)		<prijs>				<totaal> SS

Quotation generated based on parameters and menu options

Default is base quality (green boxes)

Customer can choose additional services

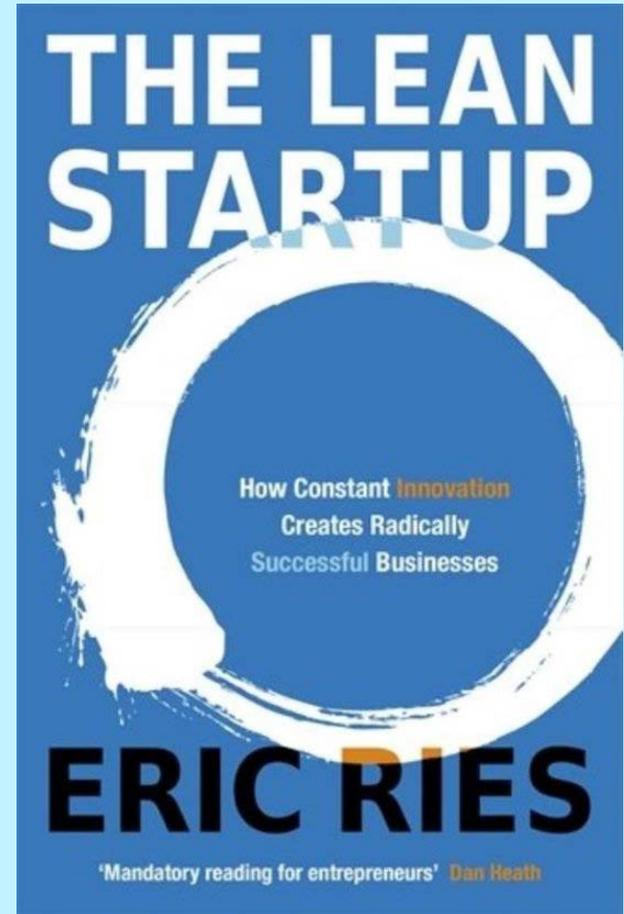


Lesson 4: experiment and fail often

Learn from mistakes, fast and often

Startup thinking (Eric Ries):
Build – Measure – Learn

Productive failures =
the capacity to learn faster from
your customer than the others



Experiment: quotation much cheaper

Quotation lower due to:

- Customer can choose options
- Standardize products, both on contents and on costs
- Clear split between intake and production (less rework)
- Combine similar activities and reduce handovers
- Reduce postage costs (48 → 72 hours)

Quotations are now standardized. Promotes transparency and comparison. Results in further improvements.

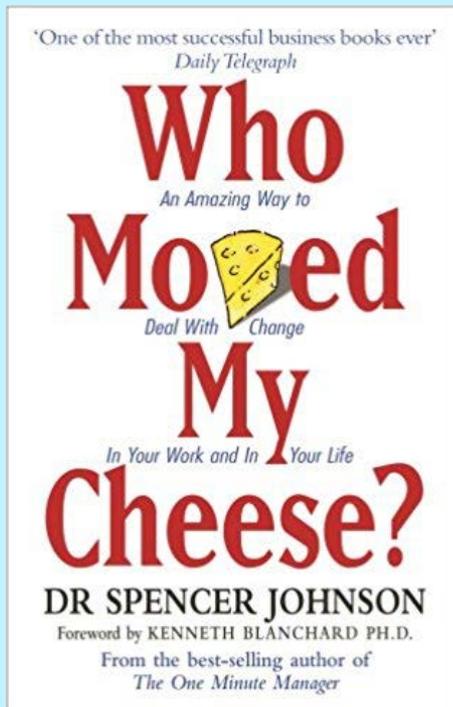


Lesson 5: expect resistance

Regardless, still expect resistance

Respect it

Deal with it



Examples of resistance we encountered

- People think in exceptions and obstacles (a lot of no's and buts), less in opportunities and possibilities
- The golden standard (quality above all). Everything is unique, standardization is not possible
- As soon as it becomes real, it becomes scary
- Do not try to arrange everything in advance. Surprise yourself!
- Do not be afraid. Start experimenting!



Lesson 6: re-use good ideas



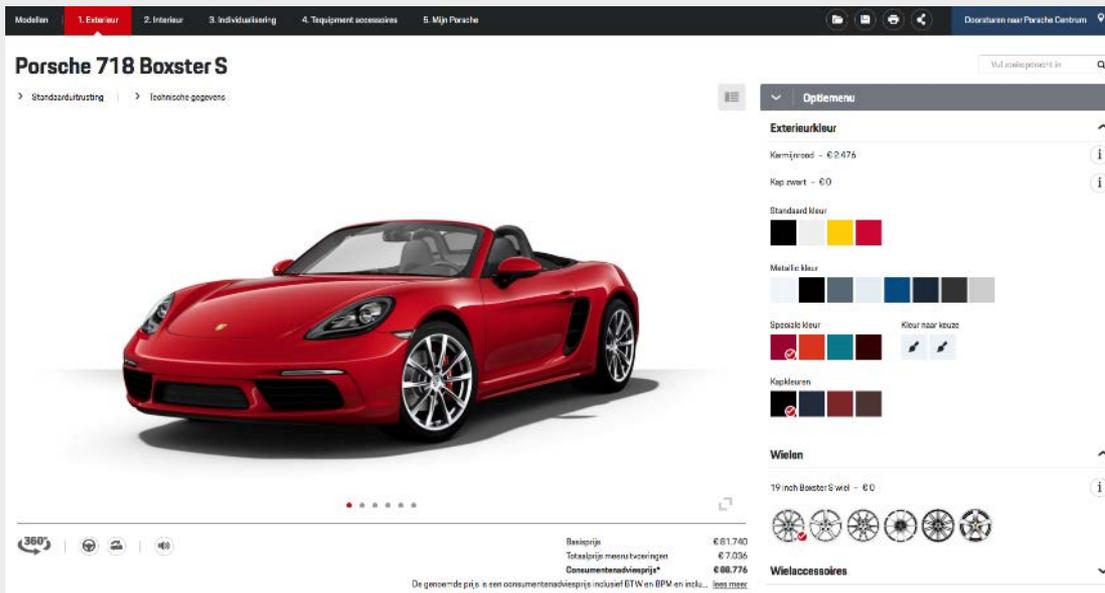
"Good artists copy,
great artists steal."

- Pablo Picasso

Apply solutions everywhere

Solutions can also be applied to:

- Regular statistics
- Market research of companies
- Personal (CAPI) and phone interviewing (CATI)
- Non-survey research projects



The screenshot displays the Porsche website's configuration interface for a red Porsche 718 Boxster S. The main image shows the car from a front-three-quarter view. To the right, the 'Optiemenu' (Options menu) is visible, listing various customization options and their prices:

- Exterieurkleur** (Exterior color):
 - Kemjrood - €2.476
 - Kap zwart - €0
 - Standard kleur: Black, Yellow, Red
 - Metallic kleur: Light grey, Dark grey, Blue, Dark blue, Black
 - Speciale kleur: Red, Orange, Teal, Dark red (with 'Kleur naar keuze' option)
 - Kapkleuren: Black, Dark red, Red
- Wielen** (Wheels):
 - 19 inch Boxster S wiel - €0
 - Five wheel options are shown.
- Wielaccessoires** (Wheel accessories):

At the bottom, pricing information is provided:

- Basiseprijs: €61.740
- Totaalprijs met uitrustingen: €7.036
- Consumentenadviesprijs*: €68.776

De genoemde prijs is een consumentenadviesprijs inclusief BTW en BPM en incl. ...