

Innovation for services using TRIZ

What does the pack contain and what else might you need?

1. Key Cards (5) - The KEY cards refer to different ways in which your organisation is seeking to improve its service process. The key cards relate to these five service types: Self Service, Direct Service, Pre-Service, Bundled Service and Around Service.


2. Innovation cards (40) - The INNOVATION Cards are 40 innovation principles, based on a methodology called TRIZ. Each card has examples for each principle. These can be used in conjunction with the KEY cards or on their own. At the bottom of each INNOVATION card, you will see some symbols referring to certain KEY cards, which is how the KEY cards and INNOVATION cards are connected.

3. Other things users may need

- a. Paper.
- b. Pens.
- c. Whiteboard/flip chart paper & markers.

Some ways you can use these TRIZ cards


1. In a workshop environment with disparate issues

- a) Form up to five groups and have a facilitator for each one. Give each group a KEY card.
- b) Put the INNOVATION cards in a common area.
- c) The facilitator asks each member of their group to state three to five service issues they are struggling with.
- d) The group refers to the back of the KEY card and reads the specific situations listed, which gives direction to their service issues.
- e) After studying the KEY card, select just one service issue to work on, i.e. the one that looks the most promising to develop.
- f) Choose one of the 40 INNOVATION cards (from the common table), with the same symbol as on the KEY card. For example, if the group had the Self Service Card they would look for any INNOVATION card with the same symbol i.e. .
- g) Use this INNOVATION card to generate further ideas to achieve the desired solution from the KEY cards. If this INNOVATION card is fruitless repeat this step with another INNOVATION card.
- h) Depending on how much time you have, select another service issue from your list at step c) and repeat from step f)
- i) The facilitator writes down the insights drawn and shares innovation ideas around each service issue in a plenary session.
- j) The most useful new ideas for change are chosen for action.

Example


Simple Insurance is having issues delivering insurance documents via their cloud portal. Customers are simply not logging on to retrieve documents. It is clear the customers don't want to make any extra steps to receive standard documents (such as being forced to log onto a portal). However, a portal solution makes it much easier for the customer and Simple Insurance to track Insurance claims.

The 'Direct Service' KEY card that was given to the group, stimulates a discussion about how customers can receive the insurance documents without disrupting their daily routines.

At this point, the INNOVATION card #2, 'Taking Out' is selected from the common table. It has the 'Direct Service' link  so it is an appropriate card to use. Reading the 'Taking Out' card states, "separate an interfering part or property from a service" generates further solutions.

The idea generated by the group is that the customer's email would be logged by Simple Insurance into the cloud portal, and the cloud portal would directly deliver the documents to the customer's email box. There could be suggestions by email to login into the portal (to make an insurance claim for example). At this point the portal could be formally activated.


2. In a workshop environment with a single common issue

- a) Select one challenge affecting the whole organisation in the delivery of a specific service.
- b) Form up to five groups of four to six people and have a facilitator for each one. Give each group one KEY Card.
- c) Share the INNOVATION cards equally between the groups.
- d) Each group studies their statements on their KEY card in relation to their service issue.
- e) Each group then chooses an INNOVATION card, with the same symbol as their KEY card (e.g.  for Self Service), to see whether that kind of service approach could yield ideas for direction of solutions.
- f) If the INNOVATION card does not generate any ideas, pick a different INNOVATION card, but one that matches the KEY card symbol.
- g) The facilitator writes down the insight gained and shares in a plenary session.
- h) The most useful new ideas for change are chosen for action.
- i) Once complete, return to step a) to address another service challenge.

Example

InsureFlow is having issues with their process as many customers are not detailing the breakdown of the assets in a proper way, making it difficult for the underwriter to arrive at a judgment. The people completing the documentation are often administrators (from the customer end), who have no technical knowledge and are relying on what they understood from their internal engineer.

One of the teams is given the **'Pre-Service' KEY Card**. This stimulates a discussion on how to extract clear and detailed information from customers at the start of the service. They realise that ensuring the documentation is 'easy to complete' would be a good idea. From this the team discusses the need for checkboxes (for example, that state all the possible reasons for a claim) and possibly also a help note, stating what to fill in and what is not required. They also discuss the possibility of asking the customers' engineers to fill in the claim form directly.

They additionally use INNOVATION card #4, 'Asymmetry'. It has the 'Pre-Service'  link so it is an appropriate card to use. The card defines Asymmetry as "To differentiate the service from standard methods".

This creates the idea of not asking the customer to fill in the claim form. The process could be replaced by a telephone call from InsureFlow to the customers' engineer, with the completion of the form during the enquiry. The underwriter can also be involved in the conversation, helping him/her make better judgments on the claim.

3. On your own when you want inspiration for service improvement

- a) You will only need the 40 INNOVATION cards – you will not need the KEY cards.
- b) Write down a service issue that is affecting the business.
- c) Pick one INNOVATION card at random.
- d) What new insight can you draw on that relates to your change issues?
- e) If the card does not generate any new ideas, pick another card.
- f) Choose the most useful new ideas for action.
- g) Once complete return to step b), to address another service issue.

Example

You work for Greta Manufacturing Inc., in the procurement process. You are frustrated that invoices from your supplier for consumables often don't match the quantity delivered. There always seems to be a misunderstanding between your organisation and the supplier in ways of working.

You pick at random the INNOVATION card #9. 'Counteract'. This principle suggests **preventing potential failures or counteracting them before they happen**. You realise that you want a process in place to control the harmful effects in a timely manner.

From this, it occurs to you (after further research) that the labelling on supplier boxes about quantity is not clear and the local environment at your company does not cater for checking quantities in a thorough way, i.e. there is no formal process for this. Items are also not checked immediately when goods are received but several days later, and hence traceability is lost with the supplier. As a result, you come up with two ideas:

- 1) The supplier labels the quantities on each box.
- 2) Quantities are checked physically – the goods receiver is taught how to reconcile with the delivery note. Any wrong quantities are alerted to the supplier on the same day.



The authors of this innovation game

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References: Darryl Mann, Creax and Solid Creativity. We wish to acknowledge the founder of TRIZ innovation and methodology, Dr Genrich Altshuller (1926-1988).

For product support or even for a chat please contact us at: bebetter@kinetik.uk.com.

We value your feedback on the cards:

<http://kinetik.uk.com/TRIZ/feedback>.

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