The application of Lean within HE: A methodology for enhancing stakeholder satisfaction with improvement project outcomes.

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Background

Observation cases (CUBIT) & Published researches

Wider observation on Universities across the UK

The Research

Involvement within improvement Projects
LEAN spreads

As Lean thinking continues to spread in the world, leaders are also mainly ‘adapting’ not ‘adopting’ the tools and principles beyond manufacturing:

- Logistics and distribution,
- Services,
- Retail,
- Construction, Maintenance,
- Even Government, and
- Higher Education
Gap in Knowledge

Even though it is advised that the most successful organisations are those that act as an intelligent organisation able to receive information, interpret it and translate it quickly and effectively into something of economic value (Womack, 2011), and it is essential to address more than just processes within a Lean transformation in order to effect sustainable positive change (Bateman et al, 2007), the service provided in HE seems to miss the opportunity.
Gap in Knowledge
Application of Lean in HE

• Service sector differs from Manufacturing;
  – Intangible, Value co-creation,
  – Specifying ‘value’ desired by multi-stakeholder is complex

• Need to understand the process across the functional boundaries

• Service builds up from stakeholder interaction, hence involvement of stakeholders within the project is critical
Why involve the stakeholders?

It is critical to involve people who are inherent part of the service.

- Research shows the highest rate of project failure belongs to ‘understanding expectation failure’
- Able to consider all stakeholder at a time will allow the business to create value that no-one can create alone
- **Sustainable development** requires service performance to be valued by stakeholder
- Stakeholder have power in various forms to influence the achievement of outcome
Gap in Knowledge
Stakeholder engagement

- Universities are in the early stages
- Adaption of Lean manufacturing to the HE service
- Barrier to effective process improvement;
  - Lack of consultation with Stakeholders
  - Lack of prescribed methodology to do so
  - Poor engagement with and communication throughout the project
  - Find it hard to specify ‘Value’ for service (very little articulation of stakeholder requirements
  - Internal efficiency gain (Short-term) is hard to maintain and sustain

- Active capture of requirements is recommended, however non of the available tools gave specific guidelines on ‘Identify/manage value’ in multi-stakeholder environment.
The Research Proposition

“In order for an improvement project to be perceived as successful from stakeholder perspective, their requirements would need to be understood at the outset of the improvement project, and where complexity includes multiple stakeholders, with a number of objectives, these would need to be identified and prioritised.

And in order to provide consistent results, and sustained improvement this action should be an explicit part of the improvement methodology utilised”.

The Voice of Stakeholder (VOS) model evolves through 4 phases:

- **Learning**: about the service and stakeholders expectations give an insight for capturing and developing voice of stakeholder;
- **Core-drivers**, are the value drivers which are selected from VOS for the service
- **Alignment**, is where the improvements are aligned and guided with the defined value drivers
- **Deliverables**, are the recommendation made as a solution for the improvement with the guidance of the value-drivers for the service
The VOS model sub-steps

- Identification of requirements
- Requirements to Value
- The Gap
VOS- model Validation

To show the wider utility of the model end-to-end improvement projects;

<table>
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<th>Projects</th>
<th>Improvement</th>
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<td>HESA report</td>
<td>Tactical management improvement</td>
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<td>IT Asset Management Service</td>
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The Coventry University is adopting the model in its approach to business improvement.
VOS- model benefits

- Stakeholder involvement, engagement & consolation
- Fit for purpose i.e. effective improvement for all stakeholder at the outset of the improvement
- Systematic, standard, analytical approach to a structured value identification
- Remove the risk of suboptimal improvement such as:
  - Not acknowledging a holistic view
  - Securing outcome only for single stakeholder
  - Quick fix with parochial solution
  - Costly rework
- Revealing tension and alignments
- Facilitate value co-creation between all stakeholder
- Getting consent and buy-in for the improvement from stakeholder
Thank you for your attention!

Any question?