

Applying SWOT Analysis & Kano Model to Enhance Member Satisfaction at ASQ-LI

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Profile of Consultant

- More than 20 years in Quality;
- Worked for Bechtel Power Corp., Motorola, Honeywell, British Oxygen Company; OBMI, GDF, GGMC, GNBS, GNSC, DDL, GT&T, Woodlands Hospital, TCL
- Certified by The American Society for Quality in the following areas:
 - Certified Six Sigma Black Belt in Advanced Quality Principles
 - Certified Manager of Quality and Operational Excellence
 - Certified Quality Auditor
 - Certified Quality Engineer
- RABQSA Certified ISO 9001:2008 QMS Lead Auditor
- Lean Six-Sigma and ISO 9001 QMS Consultant
- ASQ-LI Board Member, Past Chair, and Lean Six Sigma Symposium Chair
- Chemical Engineer (BSc) from University of California, Los Angeles; Electrical Engineer (MSEE) from Arizona State University

Strategic Planning Inputs

- The SIPOCCE tool
- Mission, Vision and Objectives of the organization
- PESTLE Analysis
- SWOT Analysis
- Kano Model
- Core Values based on Baldrige principles
- The Balanced Scorecard

Important Considerations

- The things that impact the quality of products/services delivered, and members' performance:
 - key organizational relationships,
 - collaborative environment
 - strategic challenges,
 - our approach to performance improvement.
- Must have an understanding of what's considered important.

Considerations (cont'd)

- Need critical insight into the key internal and external factors that shape ASQ-LI's operating environment. These factors, such as the mission, vision, values, competitive and collaborative environment impact the way ASQ-LI is run and the decisions made.
- Must understand the key requirements for current and future organizational success and sustainability; and the needs, opportunities, and constraints placed on ASQ-LI's performance management system.



ASQ-LI's Mission Statement

- Increase customer satisfaction by providing educational and networking resources desired by section members, organizations and the community. Use quality principles, systems and technology to optimize their effectiveness in a modern global society.

SWOT Analysis

- A SWOT analysis:
 - is a systematic assessment of an organization's internal and external environment, and identifies attributes that affect its ability to achieve its vision and member satisfaction.
 - looks at both current internal strengths and weaknesses of the section's core competencies as well as future opportunities and threats to meeting the members' needs/expectations.

Strengths and Weaknesses

- How strong is ASQ-LI's image in the community of professional organizations?
- How strong (stable, effective, flexible) is ASQ-LI's leadership?
- How effective is ASQ-LI's structure?
- How does the current and future financial stability of ASQ-LI look?
- How do features and costs of services compare to competitors?
- Is the leadership well focused on a clearly defined vital few issues or are efforts widely dispersed?

Opportunities and Threats

- What new competitors may enter the Long Island business community?
- What new member services may the community/stakeholders demand?
- How saturated is the community with professional organizations and training/certification programs?
- How are demographics or values changing in the community?
- What new legal issues might arise?
- Are business partnerships or alliances effective for ASQ-LI?
- Does the likely future economic situation pose risks or potential rewards? EXEC.

Activity #1A

- SWOT Analysis

Member Satisfaction

- Want to create services that delight our members
 - Are our services meeting our member's expectations?.....are they benefitting from the relationship?
 - What service features are important to you?



Benefits vs. Features

- *Features* are characteristics that our product or service does or has. For example, ASQ has Knowledge Centers, Training, Member Communities, Certifications, etc.
- *Benefits* are the reasons members buy the product or service. For example, the benefits of certification include professional development, job advancement opportunities, prestige.

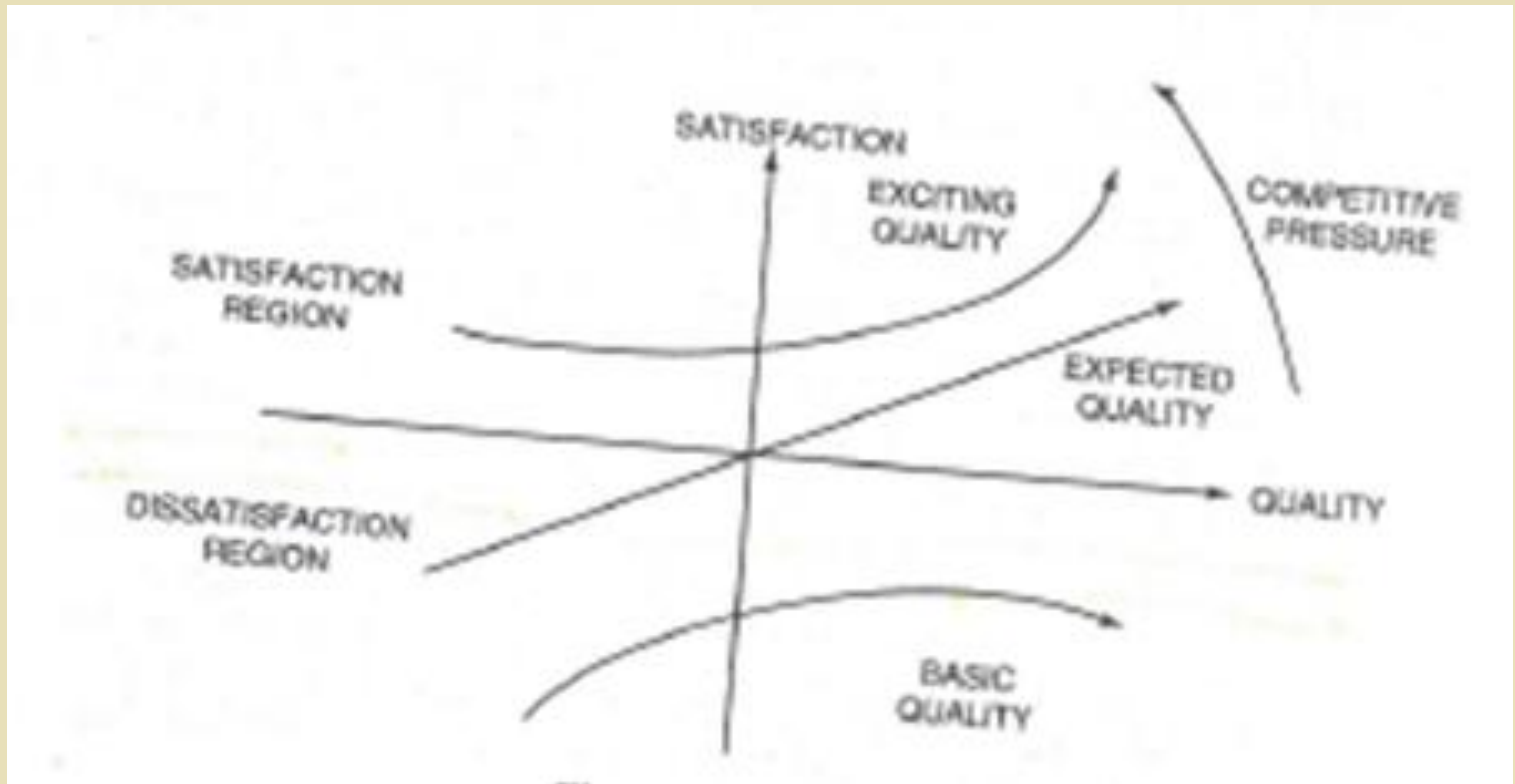
Kano Model Activity Objective

- Objective: would like you to identify, and then prioritize features that are important to you.

The Kano Model

- The Kano model, developed in the 1980s by Professor Noriaki Kano, assumes that not all features affect customer satisfaction equally and models the differing impacts by categorizing features into one of three main categories: dissatisfiers/threshold, satisfiers, and delighters.
- Intuitively, we know that each feature has a different impact on member satisfaction, but often we do not put this intuition into practice
- The Kano model provides one way of thinking about features and their associated impact on member satisfaction.

Kano Model (cont'd)



Threshold Features & Dissatisfiers

- Are the baseline features of a product or service
- These are basic requirements or “must have’s”. Our members expect these basic requirements as part of the total package.
- If the basic requirements are not present, the member is unhappy or **‘Dissatisfied’**.

Satisfiers or Performance Features

- Are ones that a member will be increasingly satisfied with the greater their availability....
- “more is better”. When the requirements are met, the more it is met, the better.
- These are the features that can have a metric next to them: the number of certification prep courses offered, the number of subject matter experts leading member meetings, the number of collaborative events with sister sections, etc.

Delighters or Excitement Features

- These are features or services that go beyond the expectations of our members.
- Members would have zero negative impact to their satisfaction if excitement features are absent.
- Service unique from its competitors and contribute 100% to positive member satisfaction.

ACTIVITIES

- SWOT Analysis & Kano Model



THANK YOU!!

ASQ-LI MEMBERS

Special Thanks to The **Board of Directors**

SWOT Analysis & Kano Model

by

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