

# A TOTAL INVOLVEMENT CAMPAIGN

## Customer Satisfaction

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Buck-A-Day and GOOD Idea Campaign are tradenames of Service Quality Institute

### The GOOD Idea Campaign

The Good idea campaign focuses on **quality and customer satisfaction**. It is a month-long special event that encourages everyone to seek out improvement opportunities and find ways to eliminate recurring problems.

The campaign asks everyone to start the opportunity search by taking a fresh look at his or her own job or work area. The campaign is fast-moving, well-organized and puts immediate objectives clearly in focus. It boosts morale, opens communication channels and provides a refreshing change from normal routines.

It's a bottom-up campaign that can be conducted in its entirety by a team of your own employees. It can operate as an independent month-long special event or be used to stimulate an on-going employee involvement program.

We provide the total campaign system with materials personalized for each client organization.



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# CAMPAIGNS - A Boost for On-Going Programs

"For United the GOOD Idea campaign certainly was a good way to get employees involved and a shot in the arm for an on-going program. Because of the campaign's focus on internal customers, employees are thinking more about how to better serve other departments."  
United Telephone of Indiana, Warsaw, IN

"GOOD strengthened our commitment to quality. It created a mind-set saying that quality is important. GOOD emphasized that there is a lot of internal inter-dependency. That link was strengthened during the campaign."  
Tombstone Pizza Milford, WI

"We found that because of our substantial growth through mergers, there was a lot of duplication. We found out about things that were going on in one location that were good and should be shared with other branches."  
First Dewitt Savings West Caldwell, NJ

"The GOOD program is a fun, lighthearted way to not only solicit employees' suggestions but to put them to work. The GOOD campaign was part of an on-going process."  
McDonnell Douglas, San Jose, CA

"Customer satisfaction was particularly important to us. We wanted to build morale, open communications with all our employees, cut costs and we needed results fairly quickly. GOOD did that. It worked. Employees liked the recognition, they liked the attention. The whole process was positive."  
E.F. Hutton La Jolla, CA

"In hour industry, there's a tremendous emphasis on customer service. GOOD is a way to emphasize that the customer is the most important part of the operation."  
Keystone Bank, Punxsatawney, PA

**Whether you have TQM, Quality Circles, or a homegrown suggestion system, sooner or later, your on-going program is going to need a shot-in-the arm.**

That isn't a reflection on your program. It's just natural, due to the pressures of everyday living, for people to lose sight of activities that are familiar and on-going.

Keeping people interested in long-term activities is a challenge. Unless you stimulate

your on-going program with occasional short-term events your effort will probably show a decline in employee interest.

Our campaigns are designed to provide that stimulation. They work because they take a simple goal and put in a short time frame. They use humor to arouse interest and recognition to encourage participation. Operation time is four weeks - long enough to build up interest and gather valuable ideas, short enough to sustain the impact.

The GOOD Idea campaign focuses on quality and customer satisfaction. It evolved from Buck-A-Day, a campaign that has helped thousands of organizations get their employees actively involved in cost reduction. Both campaigns work on a simple premise: the person closest to the job knows best how to improve it. The motivating forces behind each campaign are simple and powerful - communication, involvement, recognition.

**Keeping everyone interested in long-term, on-going programs can be difficult. Here is how the GOOD Idea campaign stimulates your on-going efforts.**

## Continuous Improvement

Continuous Improvement is a laudable idea, but *consistent* continuous improvement is unrealistic. Every long-term program, no matter how important its objective, needs variety and pacing. If you want the most out of your people give them a change of pace - a little fun and excitement - once in a while.

## TQM

Total Quality requires total involvement. Employees must be periodically resold on the need for their active support. The message must be stated in non-abstract terms that are meaningful to the employee. The call for action must be something to which everyone can respond. The GOOD Idea campaign encourages bottom-up innovation and adds zest to the continuing program.

## Suggestion programs

Unless they are well-publicized and stimulated by at least one month-long campaign each year, suggestion programs usually get less than ten percent employee participation. In today's competitive environment no organization can function effectively without the creative ideas of the majority of its employees. In one month of operation the GOOD campaign gets ideas from people who never contributed before and usually boosts participation to over 60%.

## Quality Circles

QC's get active involvement from small groups of people, but often the majority of employees never get a chance to participate. The GOOD Idea campaign seeks out everyone's ideas. In so doing, it can surface important projects for the Circles to consider and also identify creative people who would be good future participants.

## Self-Managing Teams

Teams are highly effective in finding ideas that will improve operations within their group. But, occasionally they should also be asked to take a look at the big picture. The GOOD Idea campaign asks them to also take a broader look. It also allows for "cross-pollination" of ideas between groups.

## QIP

The GOOD Idea campaign can fit in various phases of Crosby's 14-step Quality Improvement Process. It can be used as a *kick-off*, or as the *awareness* step or during *error cause removal*. The Buck-A-Day campaign has been used effectively at the Quality College as part of their internal QIP.

## Baldrige Award

Employee participation is a significant factor in the Baldrige scoring system. Companies competing for the award find the campaigns not only boost participation but also produce tangible improvements that can be cited in their application. The areas addressed by the GOOD Idea campaign - employee involvement and customer satisfaction - account for almost half of the points that make up the Baldrige criteria.

# Bottom-up Innovation

The primary objective of the GOOD Idea campaign is to seek out improvements that will have a positive impact on customer satisfaction. These improvements can cover a wide range - from quality assurance to on-time performance to cost effectiveness.

And, the campaign works on the premise that the customer is not only the final consumer of the organization's goods and

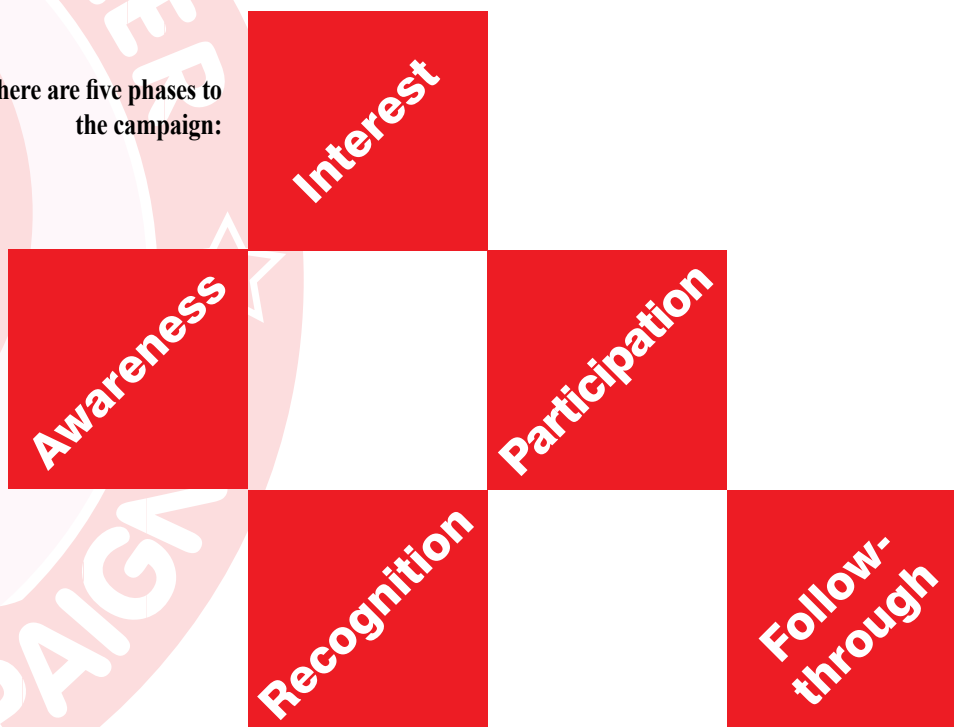
services - it asks each group and each department to find how they can better satisfy the needs of their *internal* customers as well.

Everyone associated with the organization - managers, supervisors, employees, sub-contractors - is asked to get involved. Low-key humor, friendly competition and myriad of recognition devices help achieve high levels of participation.

We provide everything needed to launch a successful campaign: all the graphics from posters to presentations along with personalized recognition awards and a step-by-step day-by-day plan of action.

A copyrighted software program and a system for organizing an Implementation Committee to review opportunities of major significance is included with the operating plan.

There are five phases to the campaign:



## Interest

If you want to get people involved you first have to pique their curiosity. The campaign starts with "teaser week." Posters, banners and paycheck stuffers create interest and set the stage for three weeks of active involvement. Each supervisor is given a Leader's Guide and a flip-card presentation to help bring the message to his or her group.

## Awareness

A wide variety of communication materials are incorporated in the campaign. Posters and tent cards let everyone know the purpose of the campaign and show the importance of their participation. Weekly newsletters give recognition to individuals and groups. They also offer "good" ideas employees can use at home in exchange for their "good" ideas on the job.

## Participation

The campaign works on the theory that involvement leads to commitment. And, that the people on the firing line have ideas that are vital of the success of the organization. Specially designed idea cards are included with the campaign. Feedback Forms encourage an exchange of improvement information between groups. Friendly competition keeps everyone interested and involved.

"Quality products and customer satisfaction are a major priority for us. The GOOD campaign helped us refocus employee attention."  
Eaton Corporation  
Sanford, NC

"We had a typical suggestion program in place, but we weren't getting anything out of it. We wanted employees to be able to participate. Participatory management works, and GOOD gave employees a forum to participate."  
Leonard Hospital  
Troy, NY

"A feeling of team spirit was fostered, there was a lot of camaraderie, fun and creativity that went along with the campaign. We like that we were into the program for four weeks and then we were out of it."  
Fidelity Bank  
Philadelphia, PA

"Those of us in government know that people who do the work are the most likely to be the best source for improvement ideas. We have to be as effective as possible. The GOOD Idea campaign says 'just think about what you are doing and what could be done to improve it'. It doesn't force people to take a global look."  
New York State Office of Mental Retardation and Developmental Disabilities  
Albany, NY

"It makes sense to ask the people who know the best about improvement - the ones actually doing the job. Our goal was 2,000 ideas from our 1,300 employees. We got nearly 3,000 - in just 30 days."  
Hillcrest Baptist Medical Center  
Waco, TX

## Follow-through

The campaigns ask **employees** to focus first on their own jobs or work areas as the best source of improvement ideas. Most of these ideas can be quickly implemented.

Also included is our copyrighted *Innovation Manager™* software to help analyze, categorize, prioritize and track the implementation process.



## Recognition

The campaign operates **on the premise** that you don't build *esprit de corps* by giving expensive prizes or cash awards to a few selected "winners." People are rewarded immediately for their participation. Weekly lotteries give everyone an equal chance for the special prize. The motivating force behind the entire campaign

is recognition. *You're a GOOD One®* folder encourages recognition between peers and can also extend a positive customer satisfaction message into the community.



## Benefits

1

### High level of involvement

Unlike many on-going programs, GOOD achieves a high level of participation. In most companies voluntary participation ranges between 60% and 80%. Many groups and departments reach 100%.

2

### Shot-in-the-arm for existing program

GOOD is a great way to simulate an on-going employee involvement program. If you don't have a regular program you get extra benefits out of running GOOD or BAD (the cost reduction campaign) as an annual monthlong event.

3

### Short campaign with long impact

Since the entire campaign takes only thirty days it doesn't require a time-consuming sustaining effort or a bureaucratic organization to run it. Yet the improvements are often substantial, and they are yours forever.

4

### Creates a dialogue

GOOD is particularly effective in improving communications and working relationships among employees and between groups. It develops a spirit of cooperation that lasts long after the campaign has been completed.

5

### Boost in employee morale

The GOOD Idea campaign is friendly and fun. It lets employees know that they and their ideas are important to the company. It gets everyone working toward a common objective. It provides a refreshing change of pace from the normal work routine.

6

### Cross-pollinates ideas

Ideas that come to the surface during the GOOD campaign frequently have application in more than one plant or department. Upon completion of the campaign many organizations publish an *Idea Exchange* to circulate improvement information.

7

### Easy to Administer

We supply everything you need to run a successful campaign. The entire activity can be run by the employees at each location without adding extra staff or bringing in outside consultants.

8

### Personalized campaign, proven record

Our campaigns have proven successful in more than 3,000 organizations. They have produced hundreds of millions of dollars in savings and improvements. We provide professionally-designed campaigns for each client organization.