Delivering World-Class IT Service
“A Journey”
Ohio State University
September 11, 2013

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Stryker is a medical devices company based in Kalamazoo, MI, with over $8B in revenues.

- 35+ Years of 20%+ Annual Profit Growth
- The #1 Medical Products, Equipment Company in America by Fortune Magazine, also, fastest growing and third most desirable to work for...and BW Top 50
- Over 20,000 Employees Worldwide
- Stryker Orthopaedics is the largest division in Stryker based in Mahwah, NJ (formerly HowmedicaOsteonics) – company united under Stryker brand in 2003 – SO products account for over 50% of revenue
- World’s largest manufacturer and distributor of orthopaedic implant devices (hips / knees / trauma / CMF / joint preservation / US spine)
- Overview

Stryker Corporation develops, manufactures and markets specialty surgical and medical products for the global market and provides outpatient physical therapy services in the United States.
Information Technology
Complex Customers

- Employees
  - Internal
  - Field Personnel
  - Stryker Divisions
  - Plants

- Surgeons
  - Clinicians
  - Hospital Staff
  - Practice Staff
  - Inventor Consultants

- Payers
  - Medicare
  - Private Payers

- Patients
  - Traditionally Older
  - Getting Younger / More Demanding
  - Baby Boomers

Traditionally older patients are getting younger and more demanding, introducing new challenges for healthcare providers. This requires a comprehensive approach to technology adoption and implementation, focusing on various stakeholders including employees, surgeons, payers, and patients.
New VP, Information Technology Hired
- Y2K; Howmedica Acquired

Prior service was abysmal
- No confidence in the capabilities of the IT Department
- Requests took forever – “Black Hole”
- No Customer Focus or Alignment
- “The worst department” according to the President
- Technology was antiquated
- Merger integration “issues” – Howmedica and Osteonics
- Inconsistent Service Delivery – Unsatisfied is advertised
- Inconsistent Message Delivery – Enterprise Communication Poor
... AND THEN I HEARD A LOUD BANG AND WHEN I TURNED BACK HE WAS GONE!
“The problem and the solution is people NOT Technology”

Need to create an empowered culture of accountability - introspective
• Modeled after success in business (Manufacturing Operations)
  – Stryker Measures Everything
  – Do not reinvent the wheel
  – Gain (IT) Management Support

• Set meaningful targets (S.M.A.R.T.)
  – Stretch but fall in ball park

• Focused on what matters (what to measure) – Voice of Customer
  – Provided teeth
  – Guaranteed Deliverables
  – Bonusable (Shared Risk)
  – Management Focus – Public Messaging (Plasma Screen and Intranet)
  – Daily (Help Desk) and Year-end (Business Alignment) Survey
  – Collective receipt of unsats
  – Personal, Public Recognition

• IT Management Team = “Are you crazy?”
Information Technology
Creating Change (2001) – Internal Focus

Getting the right people on the bus
- Recruit and hire world-class performers
- Gallup Tools
- StrengthsFinder™ (teach all employees to identify, deploy, and develop their strengths)
- Q12 (measure and improve employee engagement)

"Encourage" others to get off at the next stop
- HR Ranking and succession management system (Work out bottom third and develop talent – HiPo’s)
- Feedback and personalized recognition

Performance evaluation and compensation system - IDPs
- Performance-based compensation system for all roles
- Departmental shared bonus objectives (i.e. service, IT Quality)
- Weighted bonus based on performance
- Motivate – Unite and Inspire
“The Business” begins to respond
- Letters of commendation
- Some disbelief – Figures and Liars
- Unsustainable?

Additional Change begins
- Marketing of IT
- Staying The Course
- Credibility Boost (Benefit of the Doubt)
- Benchmarking (Internal to other departments, external Stryker)
- Changed focus from “On-Time” to “Correct”
- Added application B/O focus
Successfully Raised the Bar
  - 24% shortened lead times : 1.5X tickets
  - 25 commendation letters a week (numerous team examples)

Trust of IT begins
Knew that we had to create higher expectations
Exceeded bonus targets – 120%
Launched IT Annual Survey
Benchmark an “Excellent” IT Organization
  - Found that no one did “IT” well – look outside

Become the “Ritz Carlton” of IT (Excellence)

Initiate Ritz Carlton Training
  - RITZ Three Keys to Success (Loyalty)
    - “Ladies and Gentlemen serving Ladies and Gentlemen”
    - Zero Defect (extremely satisfied)
    - Process For Issues Resolution - Loyalty +

Change Strategy
  - Empowerment of EVERY Employee
  - Move Focus from Satisfied to Extremely Satisfied
  - Build Intense Customer Loyalty
  - Retain Minor Measures – Customer Satisfaction Primary
Benefits of customer-centric strategy

- Significant “political capital” and trust built with the organization
- Support evident in preparing for ERP transformation
  - Allowed us to drive the selection criteria
  - Needed a partner (leader) in this domain and could grow with our business
  - Our business was growing faster and changing more rapidly than ever before
  - Dramatic change in the regulatory world – (SEC & FDA)
  - The entire organization was on board to participate in the transformation
  - Our core focus of customer service was not going to change – rather evolve
- Created a very empowered, transparent organization
  - Everyone on my team empowered and accountable
  - The business is following suit – raised the bar on “service”
  - Metric trendsetter
IT Requests
Yearly 2001 – 2009

- # of Tickets
- Satisfaction Level

Yearly IT Requests and Satisfaction Level from 2001 to 2009.
Information Technology
Sales Representatives
Information Technology
Turning Left (2005 – Present)

360° Mass Customization
- Individual, personal service (External)
- Personal recognition (Internal)
- Vehicles for constant feedback (Loop)

“Customer-Centric Alignment”
- Evolution of process-based focus (EBS)
- Enterprise System Focus
- Well-publicized / communicated IT Strategy
- Portfolio Management with the business – Business Liaisons
- Doing More with Less and Different in Perpetuity
- Customer-centric support site and engagement activities
Rule #1: Customer is always right
Rule #2: When the customer is wrong – see Rule #1
Leverage Best Practices and “Pockets of Excellence”
Customer Satisfaction is EVERYTHING!
Closest to the Customer Rules
“Close It Right” – Immediate / zero defect
Published Guarantees Less Important Than Customer Wants
Personalize Rewards and Recognition
“Be Present” – Mantle / Belief / Feel
Catch people doing things right - MBWA
Just-in-time Service and Mass Customization
Keep Drinking the Kool-Aid™
Borrow (Steal) from the Best
Exceed each customer’s expectations (“wow”)
And one more thing…..

Be Happy!
What can you do starting Monday towards building an *intensely* happy, engaged and customer dedicated team?

Thank you for your attention