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INSIGHT REPORT

Five C's of Mobile VoC Disruption

BEST PRACTICES FOR EMBRACING THE POWER OF MOBILE IN YOUR VOICE OF THE CUSTOMER PROGRAM

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EXECUTIVE SUMMARY

As mobile continues to grow in importance, companies will need to renovate their voice of the customer (VoC) programs. Why? Because mobile is more than just another communications channel – it is transforming the way that companies and customers interact. To help companies modernize their VoC programs to account for this increase in mobile usage, we've identified the key areas in which mobile is different from other channels, what we call the "Five C's of Mobile VoC Disruption: "*Condensed, Comprehensive, Current, Conversational*, and *Contextual*. These disruptive characteristics will force companies to redefine how they capture, share, and act on customer insights. We've identified more than 20 best practices that span all areas of a VoC program, including soliciting in-the-moment feedback for key interactions and accelerating the sharing of useful insights. In order to use mobile successfully, companies need to evolve through three stages of change: 1) Mobile-Enabled, 2) Mobile-Adjusted, and 3) Mobile-First.

VOC PROGRAMS NEED A MORE MATURE MOBILE FOCUS

As mobile devices become a more ubiquitous part of people's lives, it follows that these devices will become an increasingly critical channel for collecting and responding to customer insights. Our research shows that:

- **Mobile phones dominate communications.** When we asked consumers about the method they most often use to communicate with friends, 60% selected their mobile phone – 30% via calls, and 32% via text messages. Half of young adults are more likely to send a text than use any other form of communication.[1]
- **Mobile digital use is growing:** According to Temkin Group's latest media usage benchmark, U.S. consumers spend two hours per day using an app or browser on their mobile phones – an increase of 45% over the previous three years. Young adults spend almost twice as much time as older adults on mobile digital communications.[2]
- **Mobile is becoming a preferred channel:** For nine of the 11 activities we examined in Temkin Group's latest channel preference benchmark, the mobile channel grew in importance more than any other channel. Of all the activities we examined, "checking the delivery status of a purchase" saw the biggest increase in mobile activity over the past year.[3]

[1] Source: Temkin Group's Q1 2016 Consumer Benchmark Study of 10,000 U.S. consumers.
[2] See Temkin Group report, "Media Use Benchmark, 2016," (March 2016).
[3] See Temkin Group report, "Channel Preferences Benchmark, 2015," (August 2015).

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VoC Efforts Only Scratch the Surface of Mobile

Despite the fact that mobile has emerged as a dominant channel for consumers, most companies have taken a haphazard approach to how they use it to change their voice of the customer (VoC) programs. These approaches fall short of what's possible on mobile because they:

- **Focus primarily on mobile-responsive design.** As companies shift to mobile they often think, incorrectly, that all they need to do is make their surveys viewable on mobile devices. As a result, they take their lengthy surveys and simply resize them to fit a smaller screen, without making any critical design changes. In reality, mobile responsiveness is a minimum requirement for mobile VoC.
- **Don't think about customers' mobile needs.** Just because the mobile channel is always available does not mean that companies should use it for all of their feedback needs. For example, some customers are not comfortable with mobile surveys and prefer other modes of communication and, likewise, relationship surveys and feedback requests that are not tied to a recent interaction do not benefit from being deployed through mobile. Companies need to balance their desire for immediate feedback with the risk of being too intrusive over a highly personal form of communication.
- **Forget that mobile is a two-way channel.** Customers have become increasingly frustrated with companies for collecting their feedback and comments, but then not doing anything with them. This inaction becomes even more pronounced with mobile as it is generally a more conversational, two-way mode of communication. Consequently, companies cannot use mobile to simply collect feedback through mobile, they also need to use mobile to respond to customers concerns directly and promptly.

THE FIVE C'S OF MOBILE VOC DISRUPTION

Mobile is much more than a new channel for voice of the customer surveys; it's an extremely disruptive force that's transforming how organizations capture and use customer insights. To take advantage of the unique characteristics of mobile, companies need to understand and adopt what we call the "Five C's of Mobile VoC Disruption" (see Figure 1):

- **Condensed.** Mobile devices have small screens, and consequently, customers expect communications in this channel to be brief. They don't want to take time to fill out lengthy forms or answer dozens of questions. Therefore, companies should use mobile to ask only a few very relevant questions, which customers can answer via a mobile app, an SMS text message, or a mobile browser. Furthermore, to make it easy to capture insights from mobile, a company's feedback tools need to take advantage of touch screens, voice-to-text, and unique question types that make it easy to capture insights on handheld devices.
- **Comprehensive.** Mobile devices allow customers to provide more than just numbers and text in their responses; they give customers the opportunity to include rich media like images, video, and audio. Companies can use these types of rich media to better understand customers' emotional states through cues like tone of voice, body

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language, or facial expressions. Mobile devices even enable customers to take pictures or videos of less than satisfactory experiences, such as a messy store, an error screen, or a sub-optimal in-person service experience. Integrating this type of media with traditional insights can be extremely powerful for increasing organizational empathy and customer understanding.

- **Current.** Because people carry their devices on them at all times, customers can share their feedback with a company as an experience occurs. So rather than sending customers a survey days or weeks after an experience, companies can trigger mobile surveys or text message feedback as soon as a customer interacts with the company – when a flight lands, during a mobile bank deposit, while speaking with a representative, etc. Companies can even reach non-buyers and prospects either by using onsite signage with QR or short codes or by promoting feedback links on their mobile websites.
- **Conversational.** Customers appreciate that mobile is a medium for instant two-way communication, which means they expect a prompt response when they provide feedback through this channel. This differs from their expectations for email, as customers know that its asynchronous nature means there could be a delay, or no answer at all, in response to their input. Companies must therefore be prepared to respond swiftly to mobile commentary and to open up a true dialogue with customers if the situation requires it.
- **Contextual.** Mobile devices provide metadata that can be valuable for better understanding the circumstances that impact customer feedback. This metadata can include geo-location, type of device, browser, and more. Companies using mobile applications often have access to even more descriptive data, such as past purchases, app usage, and loyalty status. This metadata can be used to target feedback when triggering surveys or to segment insights on the back end.

BEST PRACTICES FOR MOBILE VOC TRANSFORMATION

Mobile devices will dramatically change voice of the customer programs, and the effects of this shift will be felt across all Six D's of a VoC Program (see Figure 2). Temkin Group interviewed numerous practitioners and vendors to learn how they weave mobile into their voice of the customer programs.[4] To help companies make the changes necessary, we compiled best practices across each of the Six D's (see Figure 3):

- **Detect:** Solicit in-the-moment feedback for key interactions
- **Disseminate:** Accelerate the sharing of useful insights
- **Diagnose:** Identify root causes more quickly
- **Discuss:** Embed mobile feedback into ongoing discussions

[4] For this report, we interviewed a number of companies and vendors, including ActoVoice, Apptentive, Cisco, Clarabridge, Confirmit, Fidelity, FootClicks, InMoment, Medallia, OpinionLab, Papa John's UK, Petsmart, Qualtrics, Rant & Rave, ResponseTek, Safelite, Sprint, SurveyMe, Thames Water, Verint, and Zuzapp.

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- **Design:** Intensify testing of new offerings
- **Deploy:** Implement and monitor real-time service recovery

Detect: Solicit In-The-Moment Feedback for Key Interactions

The pervasiveness of mobile devices makes them an ideal mechanism for collecting customer feedback. Regardless of whether the initial interaction is in-person, over the phone, on the web, or through mobile, companies can engage customers using either invitation or opt-in methods to capture mobile insights (see Figure 4). To take advantage of this opportunity, companies should:

- **Keep it short.** The days of using lengthy surveys to elicit feedback are behind us, and companies increasingly focus on collecting fewer, more pertinent insights. This approach requires a profound understanding of customers' realities. Avis Budget Group sends out a brief, mobile-friendly survey within 15 minutes of a customer returning a car. The company recognizes that customers are often in an airport and may be checking their phone as they wait in security, which makes mobile an ideal mode for requesting feedback that's both timely and relevant. Sprint, meanwhile, collects feedback via SMS after retail visits, support calls, and other interactions, as it knows that its customers will likely have their phones on them. The company only asks a few questions, and for open-ended questions, customers can type a response or use voice-to-text, utilizing the phone's capabilities to its advantage.[5]
- **Design for mobile.** Mobile devices have smaller screens, lack a keyboard, and include a touch screen, all of which means that companies need to plan how they design mobile surveys very carefully. To enhance the customer experience, companies should not only make feedback requests succinct, they should also minimize scrolling, use slider bars instead of radio buttons, and incorporate simple icons such as happy/sad faces or thumbs up/thumbs down for scale endpoints. Some companies have also made it very quick and easy to turn feedback into a review on social media or company websites with just the touch of a button. To engage customers and garner valuable feedback through mobile devices, companies need to design surveys using a significantly different look, feel, and strategy than they use in other channels (see Figure 5).
- **Solicit company-wide feedback.** Many companies initially ask for mobile feedback to gauge the performance of their mobile website; however, they quickly realize that customers leave insights about experiences that cut across multiple channels, not just mobile. PetSmart originally solicited quality assurance feedback via a link on its mobile website, but the company discovered that more than 70% of the feedback related instead to store experiences. Thus, the team made it easier for customers to leave channel-specific feedback through its mobile website. The company deployed three different "comment cards" customized for the mobile website, a store visit, and in-store services, such as pharmacy, pet hotel, or grooming. This allowed customers to provide whatever type of feedback they wanted via one convenient channel (see Figure 6).

[5] See Temkin Group report, "Make Your VoC Action-Oriented," (December 2015).

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- **Target hard-to-reach audiences.** Businesses have a notoriously difficult time hearing from non-buyers who visit their locations because companies cannot identify these non-buyers, and they don't have any way to contact them.[6] With mobile feedback, however, companies can connect with hard-to-reach audiences. At on-site locations, such as airports, stores, and restaurants, companies often display signage with either a QR code or a short code that non-buyers and customers alike can use to send feedback directly to the company. Meanwhile, other businesses have feedback links on their mobile websites that allow in-store visitors to leave feedback about their store experience. By providing these links and codes, companies capture critical insights from difficult to reach populations (see Figure 7).
- **Trigger location-based feedback.** Companies can initiate feedback requests based on proximity through a mobile device's GPS or via on-site beacons that are linked to a mobile app on the customer's device. For example, a retailer can use this location-based technology to ask for feedback after customers take a specific path through a store, when they approach a particular display, or when they exit the store. This technology brings a broader context to the customer's interaction and allows companies to hear from some of its most engaged mobile application users during their onsite experience. While the insights captured through this method can be invaluable, it requires more work, as customers need to download an app, opt-in, or have geo-location enabled through their devices. Additionally, companies need to invest in beacons to support this type of feedback.
- **Enable rich media insights.** While feedback in the form of text and numeric ratings continue to dominate the mobile VoC space, companies have begun to tap into user-generated rich media like videos and images. Rather than providing traditional survey feedback, customers can create a short video to tell their stories, describe their experiences, or capture an interaction they found problematic. Because most mobile devices make it simple to take photos and videos, customers may actually find it easier to submit feedback this way, rather than filling out a survey. Companies need to be prepared to accept and respond to this less structured type of feedback.

Disseminate: Accelerate the Sharing of Useful Insights

Since customers expect prompt responses when interacting via a mobile device, companies need to make sure that insights reach the appropriate stakeholders quickly and efficiently. To distribute insights more effectively, companies should:

- **Make alerts action-oriented.** While many companies use Customer Insight and Action Platforms to share dashboards, portals, and reports with stakeholders, the employees who close the loop with customers don't always sit behind a desk, which makes it hard for them to access this data.[7] With mobile-based feedback programs, companies like Papa John's UK have taken to sending negative feedback alerts directly to its franchisees' or store managers' mobile devices, thereby ensuring a swift

[6] Less than 1 out of 5 large companies think they are effective at measuring the experience of prospective customers or those who defect. See Temkin Group report, "State of CX Metrics, 2015," (December 2015).

[7] Temkin Group defines CIA Platforms as, "Technologies for automating multi-channel customer feedback, analysis, and response-related workflow associated with closed-loop voice of the customer (VoC) programs." See Customer Experience Matters post, "Enterprise Feedback Management (EFM) is Dead" (June 2011).

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response. Some franchisee/store owners will call the unhappy customer directly based on the alert, while others prefer to continue the discussion through text message. Regardless of how they communicate, these employees and partners are more likely to act quickly on alerts that the company sends to their mobile devices (see Figure 8).

- **Share "real-time" performance.** Oftentimes customer insights that could be valuable to a broader audience don't reach everyone who could benefit from them. At PetSmart, in addition to creating email alerts for the digital team, the retailer set up TV screens by the store operations team in its main offices. These monitors show real-time store feedback through an intuitive, graphical display. The feed shows live comments color-coded red, yellow, and green according to whether they are negative, neutral, or positive. The entire store operations team, as well as others across the organization, can visually see trends and commentary. One of the executives even takes pictures of the screen and forwards it directly to store managers to drive improvements.
- **Use videos for employee engagement.** Customer-generated videos can add significant richness and detail to numeric scores and verbatim comments. At Levi's, the company reached out to customers to ask them why they shop at Levi's stores and what they liked about the brand. The company then took these responses and created a video show reel, which it shared at an employee conference. Store employees enjoyed hearing about how they impacted customers, and the videos inspired employees to continue building a great customer experience. Meanwhile, a technology company plans to use customer videos to build empathy within its engineering teams, which rarely interact with customers. The voice of the customer team sent surveys to specific product users and asked them to use their mobile devices to film a video of the challenges they face using the company's software products. By sharing these videos with the engineering teams, the company hopes to increase their empathy and drive customer-focused improvements.
- **Coach employees with live insights.** Customer support organizations can reap the benefits of rapid mobile feedback to ensure consistency across sites and to drive real-time coaching across multiple contact centers. T-Mobile UK sends brief SMS feedback requests at key moments across the customer journey, including contact center interactions. The company shares the findings immediately via an online dashboard that breaks down insights by frontline operation, region, and type of contact center (e.g. in house versus outsourced). The company also includes ratings showing benchmark performance and rankings for agents by contact center. Supervisors use these insights to coach employees in real-time. T-Mobile also highlights examples of great service by displaying agent photos and positive comments throughout its call centers.[8]

Diagnose: Identify Root Causes More Quickly

Mobile feedback has some unique features that help companies better understand a customer's reasons for giving a certain score. Metadata provides valuable context for feedback and can include location, device information, browser type, and more. Additionally,

[8] See NICE Case Study, "T-Mobile: Driving by Voice of the Customer" (2012).

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customers can include user-generated content, such as videos, images, or audio, in their responses (See Figure 9). To harness this valuable information to better understand customer issues, companies should:

- **Use images and videos for deeper understanding.** Companies can understand the nature of an issue better when customers provide photos with their survey responses. For example, a manufacturer that focuses on warranty and shipment verification can ask customers to take a picture of the package when their ordered part arrives. If the image shows damage, the manufacturer can reach out to the shipper to resolve the problem immediately. Furthermore, the company can also identify problematic shippers and then work with them to improve their processes. Similarly, an auto body shop can ask the customers who negatively rate its service to include an image of their issue. The company's insights team can then filter survey responses by numeric scores or categorized text comments and view the relevant images, helping them to identify the cause of the negative rating and sentiment. This combination of traditional feedback and customer-generated images could enable the company to pinpoint the nature of the problem more precisely.
- **Determine geographic nuances of issues.** Geo-location is a powerful tool for businesses trying to determine if an issue is an isolated incident or part of a larger problem. When a customer provides mobile feedback about his or her experience in a local bank branch, the branch location can either be entered manually or tracked through the mobile device's GPS. This information allows the financial institution's insights team to investigate whether other visitors to that branch provided similar comments by reviewing feedback sorted by location. The bank then can work directly with the impacted branch or branches to solve the problem or, if it appears to be a more widespread problem, escalate the issue.
- **Link with other data sources.** Customer feedback by itself doesn't always provide companies with enough information to make changes. But integrating this feedback with other types of data can help businesses more effectively pinpoint the cause of customer pain points. Companies can use session replay technologies to link customer feedback to a recording of the customer's mobile web or mobile app interaction. This detailed view into the customers' digital activities provides a more complete picture of what caused the customer's issues. A vacation rental operator paired a significant volume of complaints about login issues with specific web sessions by integrating its VoC and session replay solutions. The company learned that the problem only occurred on mobile devices, which allowed it to quickly fix the affected channel. In a similar vein, a major retailer linked store-related feedback gathered via mobile to in-store camera footage, providing context to customer comments about the store environment. The company matched video snippets to the mobile feedback through time stamps and geo-location, which allowed it to review what was happening in individual stores that might have influenced the customer's response.
- **Probe with immediate survey follow up.** While the goal with mobile feedback is to keep it as short as possible, there are certain times when companies need to dig deeper into key areas. To do this, companies should invite specific customer segments to take a longer survey as part of an SMS feedback request. An organization can invite customers to provide a more detailed response about their experience by embedding a survey link that opens in the device's web browser. This allows the

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company to gather additional insights about the customer's experience without needing to send a separate follow up survey at a later date, thereby minimizing the imposition on the customer and helping the company to uncover potential issues more quickly (see Figure 10).

Discuss: Embed Mobile Feedback Into Ongoing Discussions

Customers use mobile for a variety of purposes, including research and purchase, seeking technical support, and using store locators. In many cases, these activities cross multiple organizational boundaries. Mobile feedback captures insights that span these boundaries, going well beyond mobile-specific feedback. To bring disparate stakeholders together to act on these cross-functional issues, companies need to:

- **Connect mobile team with other groups.** Often the digital teams and in-store teams report into different organizations, leading to strategies and plans that are not aligned. As mobile feedback frequently references a variety of interactions outside the mobile channel, it is critical for these separate teams to work together. At PetSmart, the web analytics team began a dialogue with the store operations and services teams because much of what they heard through mobile feedback pertained to the in-store experiences. The teams collaborated to improve mobile data collection, distribution, and the closed-loop processes across the different channels. The store, mobile, and service teams continue to work together to ensure that the right feedback gets to the right internal people. As a result, the follow-up is quicker and more accurate, and the team escalates more challenging situations to the appropriate internal experts.
- **Solve problems with cross-functional teams.** Sprint tries to push customer experience decision-making and improvement as close to the frontline as possible. However, when the issue requires a cross-functional approach and cannot be solved at the local level, Sprint has an "outer" closed-loop process that raises issues to the CX Council, a cross-functional team of senior leaders who meet bi-weekly. For example, when customer feedback revealed lengthy wait times in retail stores, the company found that one culprit was slow in-store system performance when phone data was being transferred during the activation of new devices. Multiple stores had this issue, and they could not solve it on their own. By bringing the problem to the attention of the CX Council, the team brought IT, Network, and Retail Operations together to find a solution that combined a technology fix with enhanced training and communication (see Figure 11).[9]
- **Determine when and where to seek feedback.** Collecting feedback through mobile requires careful planning to ensure that requests are relevant, appropriate, and not disruptive to the customer experience. Companies need to work cross-functionally to create a coherent mobile voice of the customer strategy. Because mobile feedback can be tied to a variety of actions in-app, via mobile web, or based on specific interactions (store purchase, support call), cross-functional leaders need to agree on which feedback requests take priority and when and how the company deploys these requests. Cross-functional teams also need to plan overall frequency rules and map out the company's closed-loop response process. Too many uncoordinated surveys can alienate customers and make it impossible for the company to appropriately

[9] See Temkin Group report, "Make Your VoC Action-Oriented," (December 2015).

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follow up. Only through careful, cross-functional prioritization and alignment can a mobile program be truly effective.

Design: Intensify Testing of New Offerings

Regardless of channel, it is critical that companies test new and redesigned experiences with their customers before a full launch. Businesses can use mobile to quickly capture feedback about mobile experiences as well as experiences in other channels, such as web, in-person, and the contact center. To take full advantage of all that mobile offers in the design stage, companies should:

- **Target key customer segments when iterating.** Often companies want to hear from a specific customer segment, such as highly engaged promoters or infrequent users. Some mobile applications allow for very precise targeting based on usage, product ownership, or other internal customer data. For example, when a food and beverage company wanted feedback on a new payment feature it was testing in three stores, it sought out feedback from power users, who it classified as customers who had used its new payment feature at least twice. The company appealed to these highly engaged users by asking for their help in making the system better. The company could iterate incredibly quickly as they received over 1,000 responses in the first 24 hours of in-app feedback – a much faster turnaround time than its more traditional research studies.
- **Pilot mobile feedback.** Many companies that work through partners or have numerous physical locations need to prove that mobile feedback will be beneficial before they can expect widespread adoption. These employees and partners worry not just about negative scores, but also how they will manage to close the loop with customers. Papa John's UK involved a subset of its franchisees in a pilot to design and test its mobile feedback program before rolling it out more broadly. By involving these partners in program development and proactively addressing their concerns, Papa John's UK gained their critical support for the program. The lessons it learned in this pilot allowed the company to successfully launch SMS feedback to all of its UK stores (see Figure 12).
- **Involve customers in solution development.** Customers who indicate a problem with a company's product or service often have a vested interest in improving it. For example, an online retailer might receive feedback over a period of time about quality concerns with a particular item, leading it to determine that it needs to change suppliers. The business could then reach back to the customers who provided negative feedback and have them rate the new version of the product. This creates an opportunity to re-engage with the customers, thank them for their input, and show them how the company addressed their concerns. The result is two-fold: the company can determine if its solution successfully addresses customer concerns, and it can respond to any new questions or issues that may arise.

Deploy: Implement and Monitor Real-Time Service Recovery

All too often companies fail to respond to customers after customers take the time to provide feedback. Speedy responses become even more critical on mobile devices as customers have higher expectations for follow up through this channel than they do for the traditional

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email channel. Companies must therefore carefully consider how they will respond to customers over mobile and then be prepared to monitor their service recovery initiatives to ensure that they meet customer needs. To this end, companies should:

- **Operationalize ad hoc fixes.** Problems that can seem like minor one-off issues may be much more entrenched when viewed in the aggregate. Papa John's UK had heard anecdotally that delivery personnel forgot dips and drinks during delivery – an issue the company could quickly resolve when it knew about it. When the company began soliciting SMS feedback shortly after a customer's delivery, it learned that this was actually a much larger problem that affected the entire chain. Rather than continuing to manage it on a case-by-case basis, the company initiated process improvement efforts to minimize this inconvenience. The company used posters in the back of the store to remind employees about dips and drinks, and it changed the store receipt to prompt drivers to double check that they didn't forget these items.
- **Determine appropriate response time rules.** Not all customers or issues are equally important to a company. When companies respond in real-time to customer feedback, they need to determine which customer segments and which issues require the most immediate response, as opposed to those that can be delayed slightly. For example, one large hotel chain created a business rule that it would close the loop on mobile feedback within 20 minutes. To determine which issues it should respond to first, the company used text analytics to identify the critical topics and sentiment scores. Similarly, another hotel and casino tiers its customers by value, and those in the highest tier receive an immediate response from the hotel manager when they provide a rating below a 9. By creating business rules like these, companies can ensure that the employees responsible for closing the loop know how to prioritize follow-up efforts appropriately.
- **Mitigate negative social media repercussions.** If customers who use mobile apps have no outlet through which they can share their feedback directly with the company, they will often turn to websites, such as Yelp or TripAdvisor, or to app rating sites – like the Apple Store or Google Play – to publicly air their grievances. Not only does this amplify a potentially negative situation, it makes it almost impossible for the company to resolve the customer's problem because it doesn't know who the customer is or how to contact him or her. Instead, if the company solicits mobile feedback from its users directly, it can open up a dialogue with unhappy customers and work to solve their problems. This allows companies to proactively respond to customers rather than reactively hear about negative feedback with no way to respond.
- **Engage advocates with rich media.** While companies often focus on how to mitigate negative feedback and fix customer issues, mobile also creates an opportunity to activate customers who give positive feedback. One insurance company utilizes mobile technology to engage customers who indicate they are likely to recommend. After customers provide positive ratings, the survey prompts them to create a video testimonial about their experience with the company. The insurer then shares the videos on social media and its website and uses the audio in its radio commercials. This is a great tactic to engage advocates and is much more powerful than professional marketing videos.

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CHART A PATH TO MOBILE-FIRST VOC

As you can see, fully embracing mobile in your VoC efforts requires more than just sending surveys in a mobile format. A truly mobile-designed voice of the customer program must emphasize action and outcomes, rather than focusing on insights collection and reporting. We call this *Mobile-First VoC*. (see Figure 13). This shift does not happen overnight. To reach the final stage of mobile maturity, companies must transform how they approach the Six D's of Voice of the Customer across each of the following stages (see Figure 14):

- **Stage #1: Mobile-Enabled VoC.** During the initial stages of mobile deployment, companies need to plan and define their mobile insights strategy. They need to be able to articulate why they are capturing feedback via mobile and how they plan to act on it. At a minimum, companies need to shorten their surveys and ensure that they are extremely relevant to customers. Before they begin data collection, businesses need to create processes and mobilize employees to rapidly respond to customer concerns – otherwise they risk alienating their customers. This early stage focuses on setting up a strong foundation to support mobile VoC in both the short- and the long-term.
- **Stage #2: Mobile-Adjusted VoC.** During the intermediate stage, companies begin to harness the power of mobile to transform their customer insight efforts. At this stage, companies tap into the broader context of mobile feedback through customer-generated rich media and metadata. VoC teams need to become adept at analyzing and interpreting these new data sources. Customers will provide feedback via mobile for interactions across all different channels, and VoC teams need to direct this flow of insights to relevant stakeholders. Companies also must create cross-functional teams to come up with solutions that improve the customer experience across all channels. This intermediate stage expands mobile feedback's reach beyond the insights team and out into the wider organization.
- **Stage #3: Mobile-First VoC.** As companies become more adept at mobile VoC, they focus on driving change based on mobile insights. Companies will make their feedback requests hyper-relevant though personalization and in-the-moment deployment. These companies respond immediately to customers, creating a dialogue that shifts from focusing solely on problem solving to building a long-term relationship. This relationship helps businesses shorten improvement cycles by communicating and iterating with customers through mobile testing and prototyping. Mobile-first maturity maintains an ongoing conversation with the customer that bridges the online and offline worlds.

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Five C's Of Mobile Voice Of The Customer Disruption

Description	Impact	Examples
Condensed *Takes advantage of the small screen and minimizes lengthy forms*	▪ Ease of use increases response rates ▪ Fewer, more relevant surveys ▪ Creative survey designs – sliders, voice-to-text, icons	▪ A post-chat survey with happy/sad face icons ▪ Open-end feedback request via SMS that accepts voice-to-text responses
Comprehensive *Accepts feedback beyond numbers and text, such as rich media*	▪ Highlights emotion through voice and facial expression ▪ Gives customers control of how they can respond ▪ Provides richer, more detailed feedback	▪ A video of a customer's steps to log on to his account ▪ A photo of a mis-marked store display
Current *Collects in-the-moment feedback during or immediately following an interaction*	▪ Increases response rates due to timeliness/relevancy ▪ Provides more accurate customer feedback ▪ Captures non-buyer input via short codes/QR codes	▪ An SMS question about the front desk after checking into a hotel ▪ An advertised short code for a visitor to comment on long wait times
Conversational *Responds quickly to customers compared to email and other, less real-time mechanisms*	▪ Enables two-way dialogue between customer and company ▪ Keeps customers informed of updates and changes ▪ Increases customer engagement	▪ A post-service SMS that asks different questions depending on ratings ▪ An immediate follow-up message to a customer's feedback
Contextual *Captures and utilizes descriptive data to provide a broader view of customer feedback*	▪ Increases relevancy with metadata targeting ▪ Isolates issues by location, device type, or browser ▪ Combines with other customer data for a complete picture	▪ A survey targeting customers in a specific region ▪ An analysis of feedback by device type to identify an issue

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Figure 1

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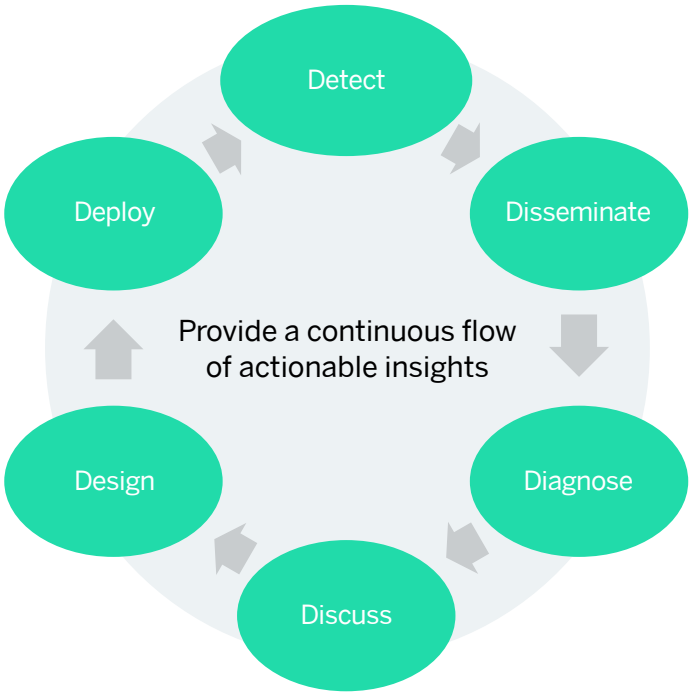
Six D's of a Successful Voice of the Customer Program



- **Detect:** VoC leaders need to be strategic about when, where, and from whom they solicit information.
- **Disseminate:** VoC programs need to invest in making sure that key people get the right information at the right time and in the right form to help them make better decisions.
- **Diagnose:** VoC programs need to develop processes for uncovering the insights and testing hypotheses.
- **Discuss:** Firms need to establish ongoing cross-functional forums to discuss insights since many issues can cut across organizational silos.
- **Design:** Firms need to follow user-centric approaches for identifying changes that will improve the customer experience.
- **Deploy:** Since VoC programs only succeed when companies take action on what they learn, it makes sense for them to prepare for those changes by establishing release cycles and allotting resources to make and test ongoing changes.

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Figure 2

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Mobile Disruption Across The 6 D's Of Voice Of The Customer

6D's	Best Practices
Detect Solicit in-the-moment feedback for key interactions	▪ Keep it short ▪ Design for mobile ▪ Solicit company-wide feedback ▪ Target hard-to-reach audiences ▪ Trigger location-based feedback ▪ Enable rich media insights
Disseminate Accelerate the sharing of useful insights	▪ Make alerts action-oriented ▪ Share "real-time" performance ▪ Use videos for employee engagement ▪ Coach employees with live insights
Diagnose Identify root causes more quickly	▪ Use images and videos for deeper understanding ▪ Determine geographic nuances of issues ▪ Link with other data sources ▪ Probe with immediate survey follow up
Discuss Embed mobile feedback into ongoing discussions	▪ Connect mobile team with other groups ▪ Solve problems with cross-functional teams ▪ Determine when and where to seek feedback
Design Intensify testing of new offerings	▪ Target key customer segments when iterating ▪ Pilot mobile feedback ▪ Involve customers in solution development
Deploy Implement and monitor real-time service recovery	▪ Operationalize ad hoc fixes ▪ Determine appropriate response time rules ▪ Mitigate negative social media repercussions ▪ Engage advocates with rich media

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Mobile Feedback Methods: Invitation & Opt-In

INVITATION	Uses	Benefits	Challenges
SMS	Feedback request during or immediately following an interaction	▪ Concise and relevant ▪ Promotes two-way communication ▪ High response rates ▪ Can use voice-to-text	▪ Can be cost prohibitive ▪ Open-end feedback maybe be briefer
Mobile web survey	Traditional online survey via an email invitation with an embedded link to open the survey in a mobile web browser	▪ Responsive design to ensure interface is mobile friendly (e.g. fits screen size) ▪ Flexibility to complete survey on mobile or a PC	▪ Not successful if simply taking traditional survey and putting into mobile
SMS with survey link	Immediate SMS feedback, but also includes a link to a web survey	▪ Gather richer feedback than SMS alone ▪ Target key segments for deeper dive ▪ Accept rich media feedback like video, images, voice	▪ More time consuming for customer ▪ Lower response rates than SMS alone

OPT-IN	Uses	Benefits	Challenges
Mobile application feedback	Capture customer feedback within the mobile app experience	▪ Respond to negative feedback before it reaches app ratings ▪ Target feedback to specific customers ▪ Reach users already engaged with brand via app	▪ Customers must download and use app ▪ Low penetration rates ▪ Only hear from most engaged customers
Beacons and mobile application	Push survey to customer using location-based beacons and app	▪ Trigger based on specific in-store activities ▪ Can link to other customer data (e.g. loyalty app)	▪ Low adoption rate ▪ Can seem intrusive ▪ Only for in-person experiences
Feedback button/link on mobile website	Feedback link on one or many pages of mobile website	▪ Customers can provide feedback when and where they want to ▪ "Always on" listening ▪ Capture feedback across different channels	▪ Customers need to know the link is there ▪ Hard to manage if not prepared for wide range of feedback

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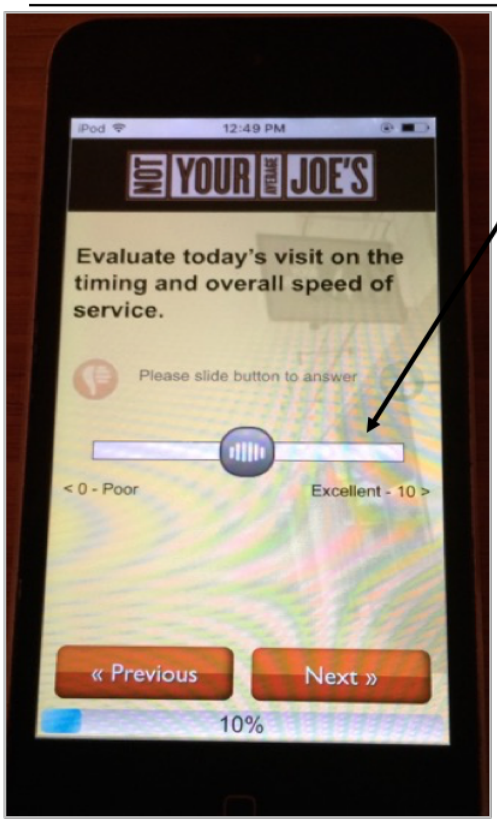
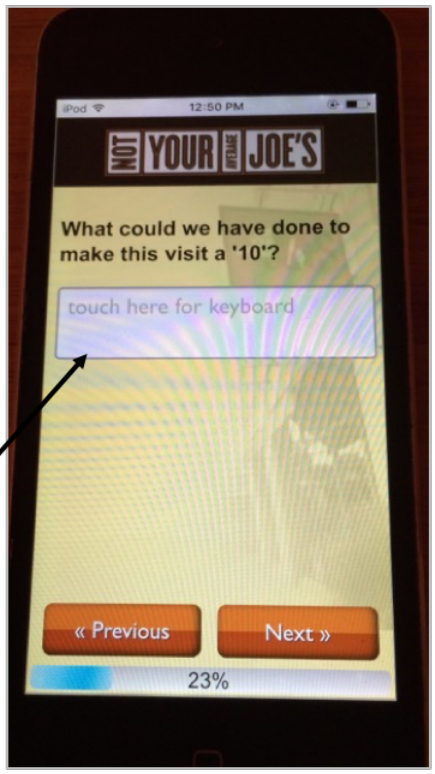
Example of Condensed Survey Design



Slider that can be dragged left or right for ratings. Easy to understand thumbs up/thumbs down icons for ends of scale



Open-end question provides clear instruction for how to enter feedback

Only one question per screen with touch screen buttons for "Previous" and "Next"

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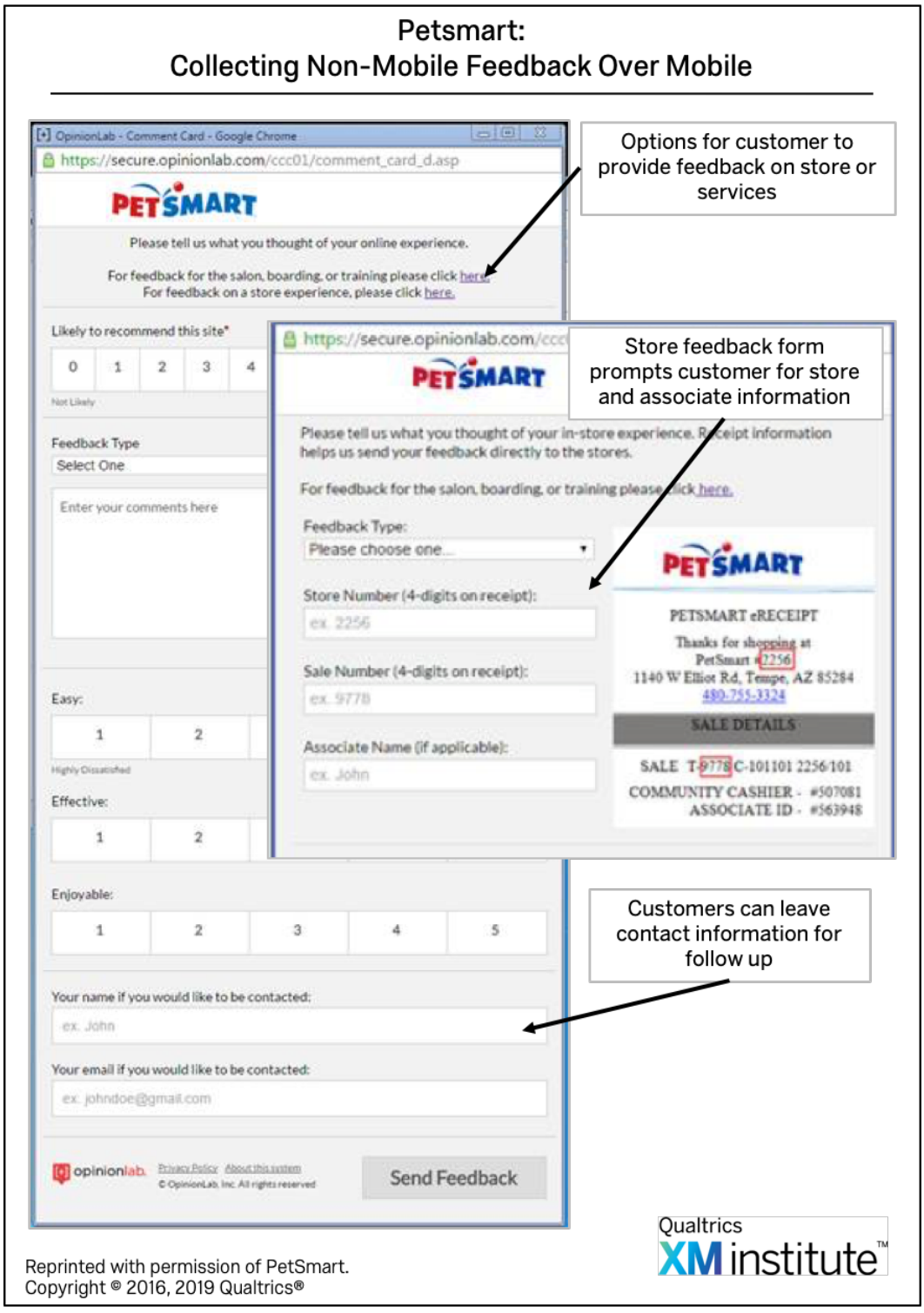

Figure 6

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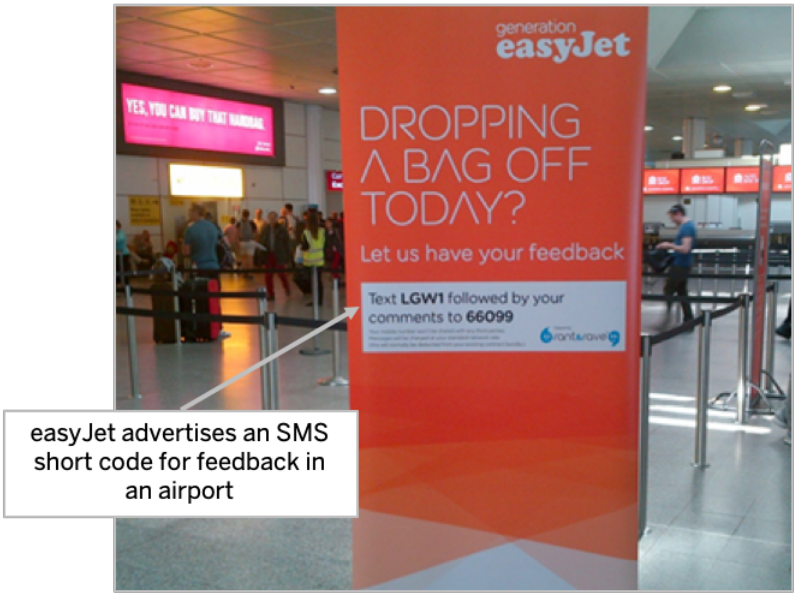
Methods For Targeting Hard-to-Reach Audiences



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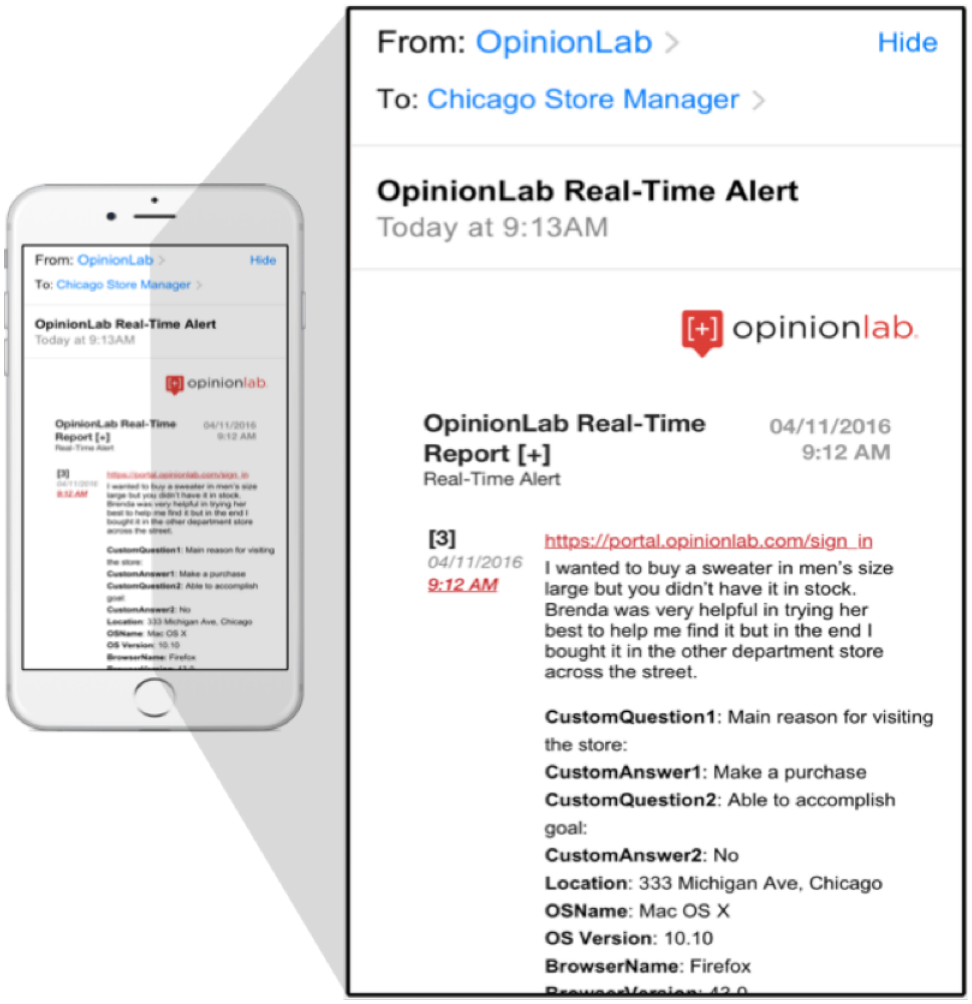
Example of Mobile-Friendly Alert for Employees



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Rich Media Feedback Enabled By Mobile

Rich Media	Uses	Benefits	Challenges
Voice	▪ Able to take a survey via voice immediately after support call ▪ Record response to an open-end question ▪ Voice-to-text for SMS surveys	▪ Capture emotion through tone and words used ▪ Potential for longer more detailed feedback ▪ Good tool for front-line employee training	▪ Speech analytics needed for large volumes ▪ Requires speech-to-text capabilities
Images	▪ Include a photo to accompany feedback (e.g. damaged package, messy store)	▪ Provides context ▪ Determine emotion from facial expression	▪ Analyzing image feedback ▪ Slow, lagging upload speeds
Video	▪ Powerful means to share feedback internally ▪ Allows customers the most freedom to capture their experience	▪ Captures full range of emotions ▪ Allows customers to film tasks or situations they find challenging ▪ Can be used for promoter activation/testimonials	▪ Requires advanced analytics to capture nuances ▪ Slow, lagging upload speeds

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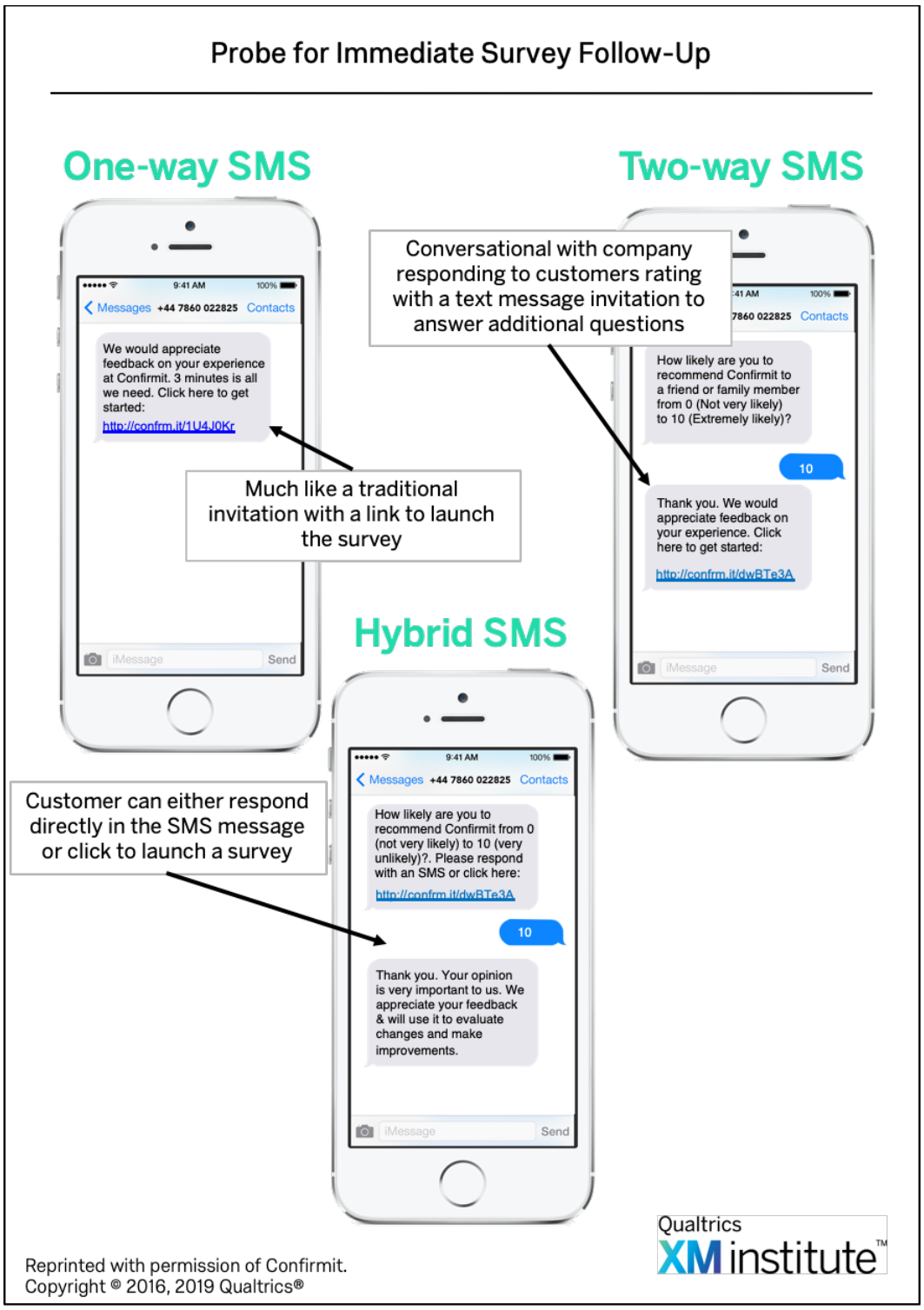

Figure 10

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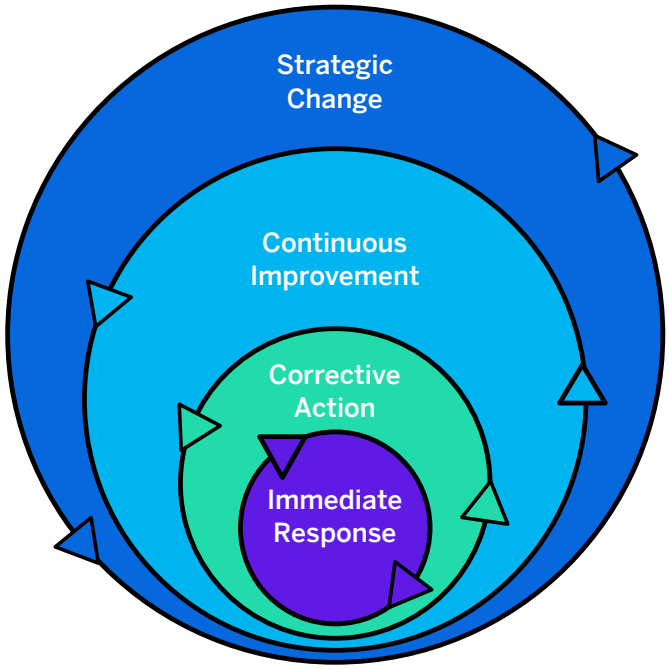
Operationalize Critical Fixes: Four Closed Loops For Taking Action



Loop	Objective	Example of actions taken
Immediate Response	Solving immediate customer issues	Reach out to a restaurant customer who responded on a survey that the bathroom was dirty, and help take care of her ongoing concerns
Corrective Action	Fixing service problems by taking action right away	Get the manager or employee to clean the bathroom in that restaurant
Continuous Improvement	Identifying and solving root causes to problems	Create new process for restaurants to check and clean bathrooms on a regular basis
Strategic Change	Applying insights to key strategic decisions	As part of new restaurant formats, design bathrooms so that they don't require as much time from employees to keep them clean

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Papa John's UK: Mobile Feedback Pilot

Who was involved?	▪ Mix of franchisees ▪ Multi-site operators ▪ Mix of geographies
What was their role?	▪ Help design feedback request ▪ Aware of different formats (SMS, web, mobile, QR codes) ▪ Determine appropriate time trigger for request (30 minutes post-delivery) ▪ Live tested feedback
What concerns did they raise?	▪ How often to request customer feedback – pizza is a high frequency purchase ▪ Fears about negative feedback and managing alerts ▪ Ability to respond to customers in timely manner
What were the results?	▪ Few complaints about SMS feedback request frequency ▪ Vast majority of scores positive ▪ Gave company the confidence to create a "Quality Guarantee" ▪ Recognize value of responding to customer feedback immediately ▪ Program rolled out across the chain

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Mobile-First VoC Requires Change

	Today's Mobile VoC	Mobile-First VoC
VoC program focus	Collect mobile feedback as a listening post to aggregate with other customer feedback	Focus on how to drive internal process change based on continuous mobile insights
Feedback sources	Customers respond via SMS, mobile web, or mobile application	Multimedia feedback and rich location and behavioral data integrated with operational data
Feedback design	Brief, mobile-responsive surveys with a mix of close- and open-end questions	Personalized feedback requests that reference relevant interactions and allow for rich media responses
When customer receives feedback request	After an interaction has occurred	At the moments where insights are most needed
How insights are shared	Targeted alerts and formal, periodic reports	Mobile-enabled, real-time dashboards and alerts that include rich media feedback
Type of targeting	Based on location and recent interactions	Based on location and recent interactions, as well as behavioral segmentation
Follow-up timing	Within days of receiving feedback	Within minutes/hours of receiving feedback

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Mobile Feedback Transforms the Six D's of Voice of the Customer

	Stage 1: Mobile-Enabled VoC	Stage 2: Mobile-Adjusted VoC	Stage 3: Mobile-First VoC
Detect	▪ Optimize survey for mobile ▪ Limit the number of survey questions	▪ Request real-time feedback about multiple channels ▪ Allow for rich media feedback	▪ Design mobile-first for customer feedback tools ▪ Trigger feedback based on customer activities or behaviors
Disseminate	▪ Include rich media in presentations ▪ Combine mobile feedback with insights from other listening posts	▪ Share cross-channel feedback with appropriate stakeholders ▪ Include metadata to provide context	▪ Send real-time alerts via text message or through a mobile app ▪ Use live feeds to broadly share real-time insights
Diagnose	▪ Probe key customers for detailed feedback ▪ Use metadata to determine if issues are systemic or stand alone	▪ Ask customers to capture images/video of difficult interactions ▪ Adapt questions regularly to focus on key business needs	▪ Delve into customer issues through a two-way, mobile-enabled conversation ▪ Analyze mobile behaviors to add context to insights
Discuss	▪ Use photos/videos to build empathy during cross-functional meetings	▪ Bring cross-channel teams together to review mobile insights and design action plans	▪ Create ongoing venues to review and respond to the constant flow of mobile insights
Design	▪ Use mobile-responsive survey design ▪ Allow voice-to-text for open-end comments	▪ Shorten process improvement cycles by capturing mobile feedback throughout the project	▪ Co-create mobile experiences with customers
Deploy	▪ Monitor new and redesigned processes through mobile feedback ▪ Activate promoters to share positive videos (with their permission)	▪ Institute prompt, mobile-based service recovery initiatives ▪ Have employees respond to customers in real-time	▪ Maintain an ongoing conversation with customers about updates and changes ▪ Respond and fix issues before the customer completes the interaction

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