



INSIGHT REPORT

Renovating Your Voice of the Customer Program

30 EXAMPLES AND BEST PRACTICES ACROSS SIX
CUSTOMER INSIGHT TRENDS

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EXECUTIVE SUMMARY

Voice of the customer (VoC) programs are essential to any customer experience effort. In recent years, VoC efforts have continued to expand and support their organizations; however, going forward they will need to adapt to significant changes in data sources, technology, operational pressures, and consumer behavior. In this report, Temkin Group details how companies can propel their VoC programs into the future by:

- Identifying *Six Customer Insight Trends* that will reshape VoC programs: 1) Deep Empathy, Not Stacks of Metrics; 2) Continuous Insights, Not Periodic Studies; 3) Customer Journeys, Not Isolated Interactions; 4) Useful Prescriptions, Not Past Descriptions; 5) Enterprise Intelligence, Not Customer Feedback; and 6) Mobile First, Not Mobile Responsive.
- Sharing 30 examples that exemplify innovative VoC practices across each of the trends.
- Helping companies lay the groundwork for VoC innovation with a description of how to drive change through three distinct stages.

VOICE OF THE CUSTOMER PROGRAMS NEED AN OVERHAUL

Voice of the customer (VoC) programs form the backbone of most customer experience initiatives as their insights guide customer-centric business decisions, redesigns, and investment trade-offs. In fact, nearly 80% of large companies rate their programs as successful, though the majority primarily focus on soliciting customer feedback, not on driving action.¹ Despite this perceived success, most companies built their VoC based on outdated approaches that need to be overhauled. As companies modernize and improve their VoC programs, they will need to:

- **Incorporate new data sources.** The days of multiple-choice surveys as the primary feedback source are coming to an end as companies find ways to gain even richer insights from unstructured and unsolicited feedback sources. Going forward, VoC programs will need to incorporate data from customer interaction history, front-line employee feedback, social media conversations, and online customer communities (see Figure 1).²
- **Embrace new technologies.** Technology will play an increasingly important role in enabling VoC programs. That's why companies are planning significant growth in their

¹ See Temkin Group Insights report, "State of Voice of the Customer Programs, 2016," (Oct. 2016)

² *ibid.*

investments in data integration, text analytics, and predictive analytics over the next 12 months.³

- **Drive more changes.** While most VoC programs historically focused on delivering dashboards and reports, companies are now asking customer insights teams to help their businesses drive customer experience improvements. This shift will require VoC teams to perform an array of new activities, from identifying and fixing process issues to fueling continuous improvement processes.
- **Cater to consumer shifts.** VoC programs must adapt to customers' changing attitudes and behaviors. For example, VoC efforts should take into account that consumers are now being bombarded with surveys and that they spend much of their daily lives connected to their mobile devices.

SIX TRENDS THAT WILL RESHAPE VOC AND CUSTOMER INSIGHTS

If VoC programs are to continue playing a valuable and expanding role in their organizations, they must become more innovative in how they collect, disseminate, and make insights-based recommendations to colleagues across their organizations. What has worked in the past simply will not be sufficient moving forward. So to ensure their continued success, VoC programs need to shift their focus to the *Six Customer Insight Trends* outlined below:

1. **Deep empathy, not stacks of metrics.** Tap into more qualitative methods to uncover richer insights.
2. **Continuous insights, not periodic studies.** Continuously educate the company about problems and opportunities.
3. **Customer journeys, not isolated interactions.** Analyze and frame findings in the context of customers' goals and their paths to achieving these goals.
4. **Useful prescriptions, not past descriptions.** Optimize helping the company make decisions to improve the business.
5. **Enterprise intelligence, not customer feedback.** Combine customer feedback with insight sources across the company.
6. **Mobile first, not mobile responsive.** Adapt VoC programs to capitalize on the fact that most customers have digital mobile devices.

As part of our research into innovate VoC practices, Temkin Group asked vendors to share some of the best practices they've seen from their clients, and we've included their submissions in this report (see Figure 2 to 4).⁴

³ *ibid.*

⁴ For this report, we received submissions of innovative VoC practices from Confrimit, InMoment, Rant & Rave, Qualtrics, Verint, and Walker.

BEST PRACTICES FOR TAPPING INTO VOC TRENDS

Temkin Group has highlighted 30 innovative VoC practices across these six customer insight trends, which we describe in detail below (see Figure 5):

Trend #1: Deep Empathy, Not Stacks of Metrics

VoC programs have historically focused on collecting and analyzing quantitative data, often presenting it in reports and dashboards; however, a singular focus on quantitative measurements is no longer enough to drive transformational change across an organization. If companies today are going to create meaningful experiences for their customers, they need to delve deeper into what drives customers – their wants, needs, and emotions. To develop this deep empathy, VoC programs need to:

- **Tap into rich media insights.** While typical feedback, in the form of text and numeric ratings dominates VoC programs, companies have also begun to tap into rich user-generated media, like videos and images. After Cabela's introduced a new, smaller store format, it wanted to evaluate how customers felt about their experiences in these locations. In particular, it wanted to understand customers' emotional reactions to these smaller stores, since their larger stores tended to be thought of as destinations. So rather than simply deploying traditional surveys, the company encouraged customers to give feedback in the format that worked best for them – either through web, voice, or video – which allowed the company to learn significantly more about their customers' experiences and how they reacted to the new store design. In another case, a technology company's 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 empathy in employees who don't usually interact with customers and ultimately drive customer-focused improvements.⁵
- **Have everyone talk with real customers.** Intuit found that simply meeting customers' expectations was no longer sufficient for growing the company, so it adopted a new approach called *Design for Delight* (D4D). D4D is composed of a series of principles aimed at fundamentally changing the company's culture from one of just meeting customer requirements to delighting end users (see Figure 6). For example, when Intuit's Turbo Tax division wanted to innovate around the entire tax preparation business, the leadership team took the drastic step of shutting down the business for one day to have everyone get out and talk to customers. The business unit loaded its 500 employees onto buses and sent them into different San Diego neighborhoods with a discussion guide and the goal of interacting with average citizens about tax preparation. While employees were initially hesitant, the leadership team reminded them that everyone is a taxpayer and has a vested interest in improving tax preparation. While it was intimidating for some, in the end, each employee talked to 3-

⁵ See Temkin Group Insight Report, "The 5 C's of Mobile VoC Disruption," (July 2016).

5 people and learned an enormous amount that they could then bring to internal workshops and strategic planning discussions.⁶

- **Spend a day in stakeholders' shoes.** When the VoC team at Avis Budget Group wanted to disseminate customer insights more effectively so business units could use them to drive action, it invested in building close relationships with city managers around the country. It even went as far as to hire one to join the team to help educate them about the realities of running a rental car location. This team member helped outline which types of insights would be most useful for each location and how Avis should distribute them for maximum effectiveness. To drive further engagement and build stronger relationships, the VoC team leader also travels to different cities where, he meets with city managers and takes part in typical rental location activities, such as working behind the counter and washing the fleet. Its leader's willingness to truly experience the ins and outs of the field operations has increased the VoC team's credibility and reach, which in turn has led to a stronger drive for action at the rental locations based on customer insights.⁷
- **Humanize the customer.** To build empathy among its project managers and software developers, Sungevity shows them actual photos of customers, their homes, and their pets. Furthermore, the company's VoC team highlights customers' real-life stories at its monthly town hall meetings. These stories highlight actual situations – a referral, a good or bad customer experience, or a specific team that went above and beyond. Sungevity also ensures that its third-party installers feel responsible for building a strong emotional rapport with customers. To this end, Sungevity offers its preferred installers training modules on great customer service skills, such as the importance of making a positive impression when they arrive at the customer's home, which they can achieve by doing things like showing up on time, shaking hands, introducing themselves, and asking where to (and where not to) park their trucks. As a result, Sungevity has tremendous success with customer satisfaction and referrals.⁸
- **Develop an understanding of key customer segments.** GE Healthcare – a leader in medical imaging – learned that its products did not meet the needs of a key customer segment: young children. Large MRI and CT machines scared pediatric patients, often resulting in the need for sedation. To fix this problem, GE's design team observed children at daycare centers, talked to child-life specialists, pediatric doctors, and nurses, and even enlisted the help of a local children's museum. Rather than changing any of the internal technology, the designers focused on renovating the imaging suite itself to create a safe and fun environment. The company designed themed imaging rooms with creative and captivating decorations, such as a pirate ship, jungle, or outer space adventure (see Figure 7). GE Healthcare also rewrote the script that imaging technicians use with young patients to explain the procedure. So, for example, they now describe the scanner noise as the sound of the space ship taking off. This "Adventure Series" of imaging machines has reduced the need for sedation and led to a significant increase in patient satisfaction.⁹

⁶ See Temkin Group Insight Report, "Customer-Infused Process Improvement," (April 2016).

⁷ See Temkin Group Report, "Make Your VoC Action-Oriented," (December 2015).

⁸ See Temkin Group Insight Report, "Customer-Infused Process Improvement," (April 2016).

⁹ *ibid.*

Trend #2: Continuous Insights, Not Periodic Studies

The decisions businesses make impact customers every single day, yet companies often only share VoC insights on a monthly or quarterly basis. If companies are going to adequately address customer needs, they need to build capabilities that allow them to uncover and share critical customer insights on an ongoing basis. To continuously bring customer insights to stakeholders, VoC programs should:

- **Support front-line employees with real-time reporting.** While VoC teams often share insights with executives and other senior leaders, they don't always provide front-line employees with access to critical customer insights. Ovo, a British energy company, realized that if it wanted to promote a more customer-centric culture, it needed to support its front-line agents better. To do this, the company together with its vendor, created a front-line reporting tool that delivers continuous insights, including agent scores and customer verbatims, to these employees. Agents design their own action plans and development goals based on the positive and negative comments they receive from customers.
- **Manage feedback with internal systems.** Companies often collect and manage feedback in isolated systems, but insights are infinitely more actionable when they are brought together with customer data. An online travel service uses real-time opt-in feedback across 20 different digital points of sale, which it downloads into its own database. The company can then manage comments and cases, assign comments to groups for notification, and intelligently track root causes. In one case, the company identified an issue that caused prices to jump after a customer logged into the site. Because the company learned about it quickly through online comment cards, it could fix the glitch before it had a serious negative impact on its customers or its bottom line.
- **Create alerts for issues and opportunities.** While many companies set up alerts based on negative customer feedback, few organizations create formal processes for tracking and responding to the sales opportunities that customers mention in their feedback. Sysco Foods developed a program to capture monthly feedback from its independent restaurant operator segment. Sales teams receive two different types of alerts – either intervention alerts for dissatisfied customers or opportunity alerts when a customer indicates interest in additional Sysco offerings. The sales teams follow up on both types of alerts, and they document the actions taken and the conversations that occurred. Post-alert analysis shows that customers who have experienced follow-up from either type of alert have increased loyalty and revenue.
- **Find creative ways to share insights.** Most companies are still caught in the mindset of issuing scheduled, formal reports, though some have figured out more innovative ways to share important customer insights. One large online lender created a weekly “movie night” to share key findings with executives and employees from around the company. Using session replay technology, the company shares the customer web sessions that drove negative customer comments. One movie night showed the challenges a customer faced when filling out a mortgage application that did not provide a “0” or “N/A” option for a question about the number of children in the

family. Seeing customers' challenges firsthand brings them to life and enables the company to size the issues and prioritize resources to fix them.¹⁰

- **Connect disparate teams across the company.** Digital teams and in-store teams often report into different organizations, which leads to a misalignment in their strategies and plans. 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 opened a dialogue with the store operations and services teams because much of what they heard through mobile feedback pertained to in-store experiences (see Figure 8). These teams all came together to improve mobile data collection, distribution, and the closed-loop processes across the different channels. And this collaboration wasn't just a one-time event; 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, PetSmart can follow up with customers more quickly and accurately, and the team escalates more challenging situations to the appropriate internal experts.¹¹

Trend #3: Customer Journeys, Not Isolated Interactions

VoC teams cannot collect feedback about individual interactions in isolation; instead, they need to recognize that these transactions are part of a larger customer journey. When companies only look narrowly at interactions, they miss out on the broader context of what a customer wants to accomplish. To fully understand customers' broader goals, VoC programs need to:

- **Capture VoC across the customer journey.** To drive a customer-first culture shift, RS Components created a strategic VoC program that measured customer experience at nine different points across the customer journey. Employees throughout the company can see via a heat map an at-a-glance view of the experience at each touchpoint and can filter down to specific touchpoints and issues. Now that the entire organization has customized views of the customer journey, the company has driven significant improvements in Net Promoter Score® and Net Easy Score.¹²
- **Look for adjacent data.** While many contact centers capture reason codes that indicate why a customer called the company, these codes do not always provide a complete picture, as they can be overly broad or categorized by agents who inaccurately classify the issue. Instead, businesses can better understand what drives customers to their contact center by looking at data upstream and downstream of the call. When customers call Bank of Montreal's contact center, the company examines data all along that customer's path to understand what went wrong. For example, if a customer received an error message while paying a bill online and then called the contact center two hours later, the bank can link these two interactions together, eliminating the need for subjective reason codes and allowing the bank to identify and fix issues directly.¹³

¹⁰ See Temkin Group Report, "Make Your VoC Action-Oriented," (December 2015).

¹¹ See Temkin Group Insight Report, "The 5 C's of Mobile VoC Disruption," (July 2016).

¹² Net Promoter Score, Net Promoter, and NPS are registered trademarks of Bain & Company, Satmetrix Systems, and Fred Reicheld.

¹³ See Temkin Group Insight Report, "The Shift to Customer Journey Insights," (May 2017).

- **Illustrate journey variation.** To help employees across the organization understand how different customer segments might experience the same journey differently – especially negative interactions – companies should present customer journeys in a more visual format. This helps the organization understand how a simple, straightforward journey for one customer segment might be inadvertently complicated for another segment due to factors like channel or internal procedures. By showing the experiences of different customer segments going through the same journey, these graphical representations help internal stakeholders better identify where the breakdowns occurred and determine how to fix them (see Figure 9).¹⁴
- **Meet customer needs that fall outside the company.** Customer journey maps should encompass the customer's entire experience, not just his or her interactions with the company. Why? Because sometimes opportunities for improvement will fall outside the company's four walls. When Fidelity validated its journey map with online banking customers, it discovered that these customers wanted to know when the check they wrote would arrive at its destination. Through this research, Fidelity recognized the value of allowing customers to track the movement of their checks, even though delivery is outside of its control. Fidelity also saw areas for improvement in other account functions that could benefit from better tracking. Based on its understanding that customers desire this type of functionality, Fidelity designed a unified tracking capability across these account management activities.¹⁵
- **Investigate cross-channel challenges.** Challenges rarely reside in just one channel. When it comes to redesigning flawed customer experiences, companies need to understand how an experience works across all relevant channels, not just the one they think might be broken. One health insurance company learned through customer journey mapping that customers identified paying monthly premiums as a pain point. The company wanted to improve the payment experience across all channels (agent-assisted, IVR, online, and mobile) to deflect calls away from the contact center. Through speech analytics, the company discovered that it had a huge opportunity to improve self-service IVR because most customers who began the payment process with the IVR ended up needing agent assistance to complete their payment. The company also examined online and mobile app payment trends and found that only 20% of customers who started through mobile could complete their payments in the same channel. When it looked at the entire payment landscape, the health insurer realized the payment process was not just an IVR self-service problem – it needed to rethink the process across all channels.¹⁶

Trend #4: Useful Prescriptions, Not Past Descriptions

Reports from VoC teams often focus on last month or last quarter and therefore provide only a lagging indicator about what has happened, rather than providing insight into what a company should do moving forward. Customer insights teams need to supply actionable business insights that help the company make decisions about the future. To become more innovative in this area, companies need to:

¹⁴ See Temkin Group Insight Report, "The Shift to Customer Journey Insights," (May 2017).

¹⁵ See Temkin Group Report, "Maximizing Value from Customer Journey Mapping," (Sept. 2015).

¹⁶ See Temkin Group Insight Report, "The Shift to Customer Journey Insights," (May 2017).

- **Drive service improvements.** Contact centers house a tremendous amount of insights, but companies frequently overlook them. Express Scripts, which has 11 contact centers and 14,000 representatives, uses speech analytics to record and analyze its large call volumes. These tools helped the company significantly improve its customer service based on what it learned from its contact centers. For example, when its outsourced Spanish-speaking contact center was experiencing longer than usual call times, Express Scripts dug into call recordings and quickly found that its outsourced vendor didn't understand Express Scripts' business well enough. This caused customer confusion, leading to the longer calls. By identifying and fixing the issue, Express Scripts improved the experience for its Spanish-speaking customers and reaped a \$370,000 savings.
- **Foster culture change.** As companies grow and become more automated, human interaction with customers often gets lost. The company 1-800 CONTACTS worried about this loss of humanity as its business grew, and it wanted to make sure it continued to provide the high-touch support its customers had come to expect. To avoid becoming impersonal, the company launched dynamic surveys that were customized for each respondent and then shared the insights from these surveys with employees through filterable dashboards. This made it easier for the company's employees to act on the insights and quickly close the loop with customers. The result of these efforts was an initiative that was a direct extension of the 1-800 CONTACTS' value of "Make Her Day, Every Day," which empowers employees to own customer satisfaction and respond directly to customer feedback. This initiative has ultimately led to increases in NPS, repeat buyers, and cost savings.
- **Bring co-creation to customers.** At most companies, the development teams typically stay in their offices and design customer experiences based on data and testing that keeps them physically separate from customers. At Nordstrom, the company decided to turn this approach on its head by bringing the design and development team working on a new sunglasses iPad app into its retail stores. This gave the team access to current Nordstrom customers, who could provide real-time feedback, testing, and validation of design ideas.¹⁷ DeWALT, the power tools manufacturer, realized it could work with its online customer community to improve speed and differentiation when bringing new products to market. The company uses its 10,000 community members to concept-test brand new ideas and to collect feature-specific feedback on existing tools. It gathers new product ideas from the community, evaluates them, and then co-creates the ideas it deems most feasible with community members. Through its community, the company has received valuable insights that span from the earliest stages of development through to pricing and product packaging.¹⁸
- **Respond rapidly to customer questions.** Online communities become extremely powerful when content creation shifts from being primarily company-initiated to primarily member-initiated, with customers responding to each other's posts and questions. CA wanted to establish a culture where employees responded quickly to community member questions, so it created internal goals for response time. Along with employees, community members answered peer questions in the community,

¹⁷Feeney, Vincent (March 2017). How to Succeed with Design Thinking. Web Designer Depot. Retrieved from <https://www.webdesignerdepot.com/2017/03/how-to-succeed-with-design-thinking/>

¹⁸ See Temkin Group Insight Report, "Capturing Insights from Online Customer Communities," (December 2016).

and once members saw other members responding to questions, they were more likely to pitch in as well. Consequently, CA managed to raise the percentage of answered questions in its community to well beyond its initial goals. Online customer communities not only provide rapid response times to customer questions, they also allow a company to glean insights from the back and forth problem solving that takes place between community members, which it can then bring into its own support processes.¹⁹

- **Design intuitive data visualization.** Often spreadsheets and tables of data are insufficient for making the case for change. Ally Bank has created a consistent, visual approach for evaluating customer insights. After using regression analysis to identify which comment categories have the most impact on satisfaction, the company built a bubble chart to graphically communicate how important different comment categories are for influencing satisfaction, the overall satisfaction of customers providing the comments, and the volume of comments. These bubble charts also help Ally leaders spot trends as themes shift over time. Additionally, because it is such an intuitive tool, leaders can react to the insights quickly and easily factor in VoC during project prioritization (see Figure 10).²⁰

Trend #5: Enterprise Intelligence, Not Customer Feedback

Companies looking for a more complete picture of their customers will find that customer feedback alone is not as valuable as customer feedback combined with operational, transactional, and other internal customer data. By bringing these disparate data sources together, companies gain a more comprehensive view of what customers need, what they want, and what emotions they feel. To move from customer feedback to enterprise intelligence, insights teams should:

- **Uncover drivers of repeat customers.** Maurices knows that customer attitudes drive customer behaviors, so it set out to uncover and act upon a range of insights by integrating customer feedback with transactional and demographic data. By applying predictive analytics to this data, Maurices pinpointed which attitudinal factors are most critical to repeat customers. It even went so far as to identify how these attitudes varied by customer segment. The company takes this knowledge and turns it into targeted training for store managers and associates, which has led to increases in repeat customers across segments and double-digit growth in customer reactivation with the brand.
- **Focus product development on customer needs.** Companies often develop new products based on engineering and technological factors rather than on an in-depth understanding of customer needs. Johnson Controls (JCI) devised a plan to evaluate product offerings from the customers' point of view, uncovering unmet and potential product needs. To do this, the company conducted interviews with selling partners, service providers, and end users in six countries. JCI incorporated these insights with voice of the employee insights gathered during internal, facilitated exercises to clarify top product attributes. The team used this combined information to refine its

¹⁹ See Temkin Group Insight Report, "Capturing Insights from Online Customer Communities," (December 2016).

²⁰ See Temkin Group Report, "Make Your VoC Action-Oriented" (December 2015).

technology and product roadmaps, as well as to help engineers and marketers develop a deeper knowledge of customer needs.

- **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. For example, companies 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 issue. 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 mobile feedback 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.²¹
- **Use text analytics to understand satisfaction scores.** A leading Cable/Satellite Provider wanted to understand why its CSAT scores were dropping, so it used text mining on calls with lower satisfaction scores to identify the top areas of dissatisfaction. The company discovered that customers frequently cited "inaccurate bills" as an issue, which it validated by listening to 100 randomly selected calls in which many customers described how the company's rebate process caused unexpected, inflated bills. Thanks to text mining, the company realized that its customers did not understand that they needed their rebate processed prior to installation, so it made a simple change in the rebate process. This change not only improved the experience, but it also saved the company money (see Figure 11).²²
- **Replace individual customer feedback with predictive insights.** Companies face the challenge of non-responders when they use surveys as a primary listening post. To rectify this deficiency, Dell EMC developed a predictive model that combined sentiment from its transactional survey with over 100 data points the company captures about its customers, including call time, time to resolve, geographic region, type of business, and product information. From this model, the company could predict which other customers would experience similar challenges to those who responded to the post-service survey. Thus, the company could proactively reach out to customers who had not previously called Dell EMC to offer assistance. Customers appreciated being contacted and expressed delight that Dell EMC knew they faced challenges, even though they had not called the company.²³

Trend #6: Mobile First, Not Mobile Responsive

Mobile devices are a ubiquitous part of people's lives, and they have become an increasingly critical channel for collecting and responding to customer insights. Fully embracing mobile in VoC programs requires more than simply making surveys mobile responsive, rather; these

²¹ See Temkin Group Insight Report, "The 5 C's of Mobile VoC Disruption," (July 2016).

²² See Temkin Group Insight Report, "Unlocking Customer Insights from Contact Centers," (July 2015).

²³ See Temkin Group Insight Report, "Make Your VoC Action-Oriented," (December 2015).

programs must emphasize action and outcomes over collection and reporting. To be truly mobile-first, companies must:

- **Use text messaging as primary communication channel.** For regulated industries, improving customer experience can be a requirement, so companies need to find efficient ways to request and manage customer feedback. For Thames Water this meant deploying real-time SMS messaging and feedback solutions to capture feedback and manage support cases. After customers interact with a Thames Water contact center, they receive a text message request for feedback. Any customer responses that require follow-up are routed to the relevant team for resolution. Thames Water also uses text messages to manage ongoing cases and to offer proactive notification of leaks or work in a customer's area. This mobile-first approach has led to a reduction in complaints, increased cost efficiencies, and improved customer experience. Sprint collects feedback via SMS after retail visits, support calls, and other interactions. The company knows that its customers will likely have their phones on them, and it only asks a few questions. For open-ended questions, customers can either type a response or use voice-to-text – another example of the company using the phone's capabilities to its advantage.²⁴
- **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 12).²⁵
- **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 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 13).²⁶
- **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

²⁴ *ibid.*

²⁵ See Temkin Group Insight Report, "The 5 C's of Mobile VoC Disruption," (July 2016).

²⁶ See Temkin Group Insight Report, "The 5 C's of Mobile VoC Disruption," (July 2016).

makes it hard for them to access this data.²⁷ 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 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 14).²⁸

- **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 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.²⁹

INTRODUCE INNOVATION THROUGHOUT VOC PROGRAMS

To breathe new life to VoC programs, insights teams need to bring more innovative techniques to their companies. Insights teams can determine the status of their current efforts with the *Customer Insights Readiness Checklist* (see Figure 15). Companies will need to introduce new VoC innovations in three stages (see Figure 16):

- **Immediate Action.** There are a number of things insights teams can do immediately to drive more value from their VoC programs. Customers need to receive more personalized, relevant surveys that dynamically change based on customer responses or embedded data. Companies need to be cognizant of the growing role of mobile and be willing to redesign surveys specifically for this channel. VoC programs need to start connecting customer feedback with internal data sources, even if it's a purely manual effort initially. VoC teams also need to reconsider how stakeholders receive insights, as stakeholders need more detailed and tailored insights on a regular basis to make business decisions. This includes having employees prepared to receive alerts and close the loop with customers. This immediate stage is about starting to establish deeper relationships with customers while simultaneously engaging stakeholders with well-articulated, actionable insights and feedback.
- **Short-Term Plans.** As companies look to the short term, they need to consider data integration, becoming more proactive, and getting creative with data collection and dissemination. Insights teams need to build the case for integrating data systems to

²⁷ 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).

²⁸ See Temkin Group Insight Report, "The 5 C's of Mobile VoC Disruption," (July 2016).

²⁹ *ibid.*

support advanced alerts, richer root cause analysis, and more visual reports. Feedback sources also need to change to capture insights where customers want to provide them, through rich media, mobile, social media, contact centers, and online communities. And to build deeper organizational empathy, analyses needs to include emotion and sentiment. As stakeholders become more engaged, VoC programs need to continue to be creative in how they provide leaders and teams with relevant insights in easy-to-understand formats.

- **Important for the Future.** To prepare for this more advanced stage, insights teams should focus on having stakeholders interact directly with customers, on automating of key tasks, and on leading strategic discussions. Companies need to have ongoing, open dialogues with customers, which include in-the-moment service recovery, communication about improvements and updates, and more free-form feedback. Automating data collection, analysis, and reporting will free up the insights team to focus on more strategic endeavors, such as determining which customer segments, journeys, or channels are most critical to the business and driving deeper understanding of customer goals and behaviors with predictive capabilities. The company will look to the insights team to provide guidance on the development of KPIs, strategic trade-off decisions, and product road map planning.

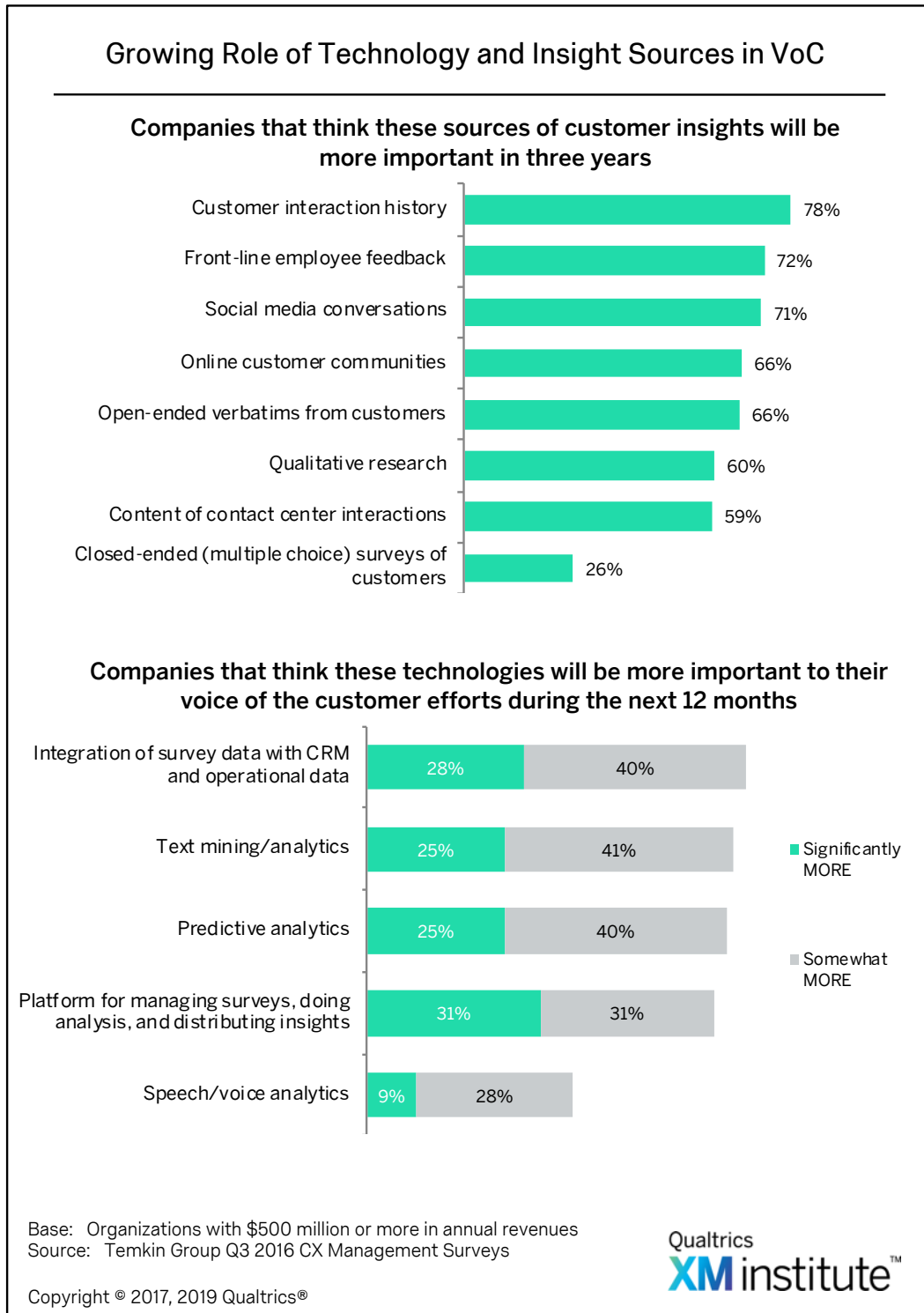


Figure 1


| Vendor-Submitted Best Practices By Trend | | |
|--|---|---|
| Company (Vendor) | Innovation | Description |
| Deep Empathy, Not Stacks of Metrics | | |
| Cabela's (InMoment) | Tap into rich media insights | Encourages customers to provide feedback in the format that works best for them – web, voice, or video – leading to significantly deeper understanding about its customers' experience. |
| Continuous Insights, Not Periodic Studies | | |
| OVO (Rant & Rave) | Support front-line employees with real-time reporting | Works with Rant & Rave to empower front-line employees with ongoing insights' reporting that drives rapid responses as well as development opportunities. |
| Online Travel Service (OpinionLab, a Verint company) | Manage feedback with internal systems | Brings Opinion Lab's online comment cards into its internal systems to track root causes and distribute insights appropriately. |
| Sysco Foods (Walker) | Create alerts for issues and opportunities | Has its sales teams respond to intervention alerts for dissatisfied customers or opportunity alerts when a customer expresses interest in additional products. |
| LexisNexis (Confermit) | Empower employees with customized views of customer metrics and verbatims | Uses Confermit Genius to identify emerging trends with real-time categorization and sentiment scores, which drives problem identification, alerts, and product roadmap changes. |
| <div>  </div> | | |
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Figure 2

| Vendor-Submitted Best Practices By Trend | | |
|---|---|---|
| Company (Vendor) | Innovation | Description |
| Customer Journeys, Not Individual Interactions | | |
| RS Components (Confirmit) | Capture VoC across the customer journey | Drives a customer-journey perspective across the organization by measuring customer experience at nine different points in the journey and sharing insights broadly across the organization. |
| Linde Gas (Rant & Rave) | Support customers across their entire journey | Plots scores and sentiment across the customer journey to identify areas of weakness where it can intervene. |
| Clayton Homes (Qualtrics) | Define markets and educate team members | Combined a deep-dive segmentation study on buyer segments with intensive focus groups to develop comprehensive customer journey maps, leading to buyer personas being an integral part of the company's strategy. |
| Useful Prescriptions, Not Past Descriptions | | |
| 1-800 CONTACTS (Qualtrics) | Foster culture change | Created a customer-first culture by empowering employees to quickly close the loop with customers through customized surveys and dashboards filtered for each stakeholder. |
| Express Scripts (Verint) | Drive service improvements | Improved experience for Spanish-speaking customers by identifying opportunities to work with outsource vendor. |
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Figure 3


| Vendor-Submitted Best Practices By Trend | | |
|--|--|--|
| Company (Vendor) | Innovation | Description |
| Enterprise Intelligence, Not Customer Feedback | | |
| maurices (InMoment) | Uncover drivers of repeat customers | Created a predictive model based on customer feedback and customer data to identify attitudes that drive repeat customers. |
| Johnson Controls (Walker) | Focus product development on customer needs | Combines extensive customer, partner, and service provider interviews with voice of the employee data to drive product development priorities. |
| Hawaiian Airlines (InMoment) | Identify trends and pinpoint factors most likely to significantly impact customer satisfaction | Implemented a robust, omni-channel customer listening program appended with over 300 customer-specific data points to drive more actionable insights across the customer journey. |
| Mobile First, Not Mobile Responsive | | |
| Thames Water (Rant & Rave) | Manage feedback and closed-loop process with mobile | Uses Rant & Rave's real-time SMS messaging and feedback solutions to capture customer feedback and to engage with customers throughout the process of a solving a customer problem. |
| Leading Technology Company (Qualtrics) | Devise survey architecture specifically for mobile | Created a proprietary dynamic matrix dropdown selection and branching based on device type designed specifically for smartphones, leading to improved survey response rates and more insights. |
| <div>  </div> | | |
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Figure 4

| Innovative VoC Practices Across the Six Customer Insight Trends | |
|--|---|
| Customer Insight Trends | Innovative VoC Practices |
| Deep Empathy, Not Stacks of Metrics | <ul style="list-style-type: none"> ▪ Tap into rich media insights ▪ Have everyone talk with real customers ▪ Spend a day in stakeholders' shoes ▪ Humanize the customer ▪ Develop an understanding of key customer segments |
| Continuous Insights, Not Periodic Studies | <ul style="list-style-type: none"> ▪ Support front-line employees with real-time reporting ▪ Manage feedback with internal systems ▪ Create alerts for issues and opportunities ▪ Find creative ways to share insights ▪ Connect disparate teams across the company |
| Customer Journeys, Not Isolated Interactions | <ul style="list-style-type: none"> ▪ Capture VoC across the customer journey ▪ Look for adjacent data ▪ Illustrate journey variation ▪ Meet customer needs that fall outside the company ▪ Investigate cross-channel challenges |
| Useful Prescriptions, Not Past Descriptions | <ul style="list-style-type: none"> ▪ Drive service improvements ▪ Foster culture change ▪ Bring co-creation to customers ▪ Respond rapidly to customer questions ▪ Design intuitive data visualization |
| Enterprise Intelligence, Not Customer Feedback | <ul style="list-style-type: none"> ▪ Uncover drivers of repeat customers ▪ Focus product development on customer needs ▪ Link with other data sources ▪ Use text analytics to understand satisfaction scores ▪ Replace individual customer feedback with predictive insights |
| Mobile First, Not Mobile Responsive | <ul style="list-style-type: none"> ▪ Use text messaging as primary communication channel ▪ Design for mobile ▪ Probe with immediate survey follow up ▪ Make alerts action-oriented ▪ Target key customer segments when iterating |

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Figure 5

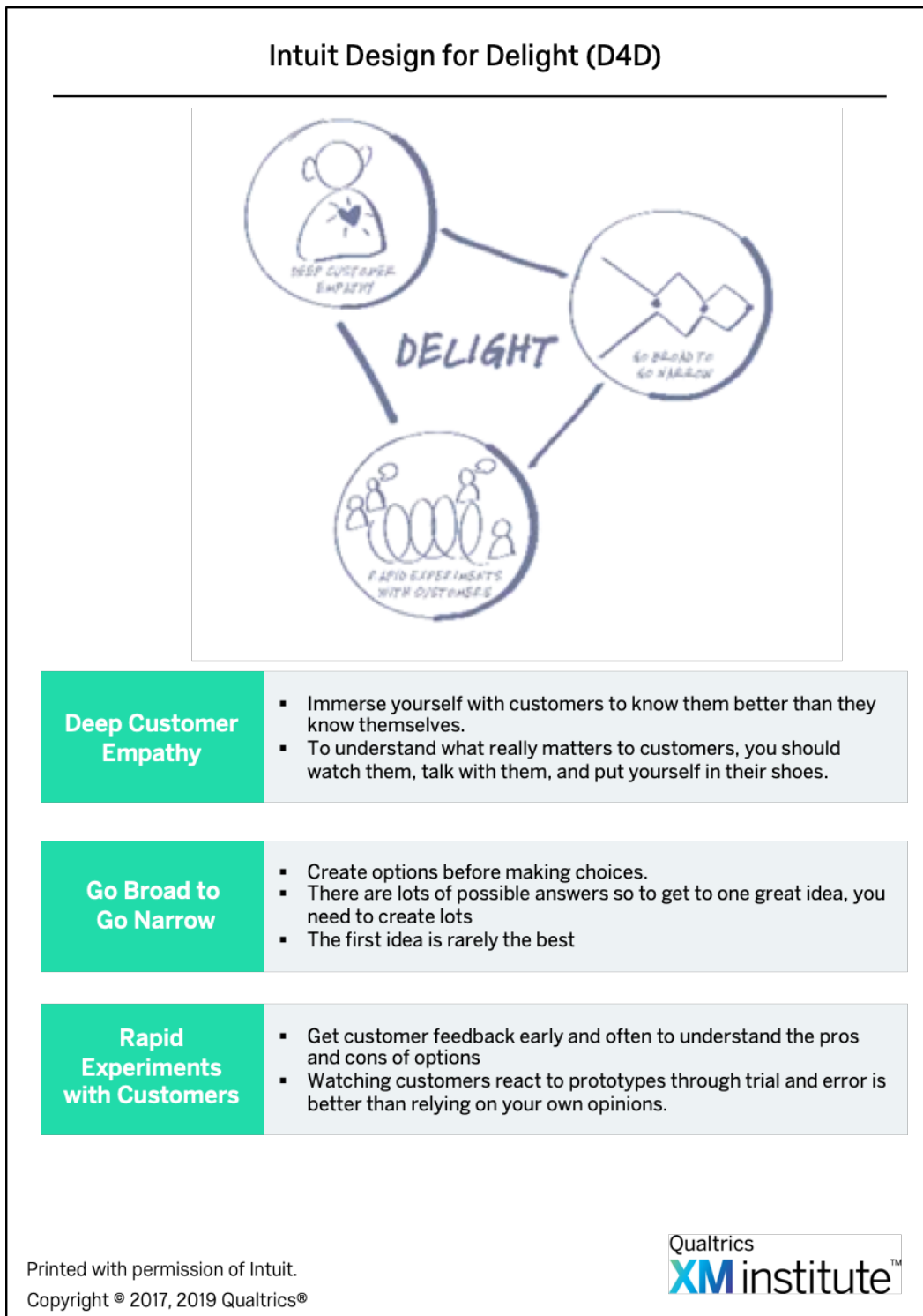


Figure 6

GE Healthcare: Adventure Series

CT Pirate Island Adventure



MR Space Runways Adventure



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Figure 7

PetSmart: Collecting Non-Mobile Feedback Through Mobile

Options for customer to provide feedback on store or services

Store feedback form prompts customer for store and associate information

Customers can leave contact information for follow up

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Figure 8

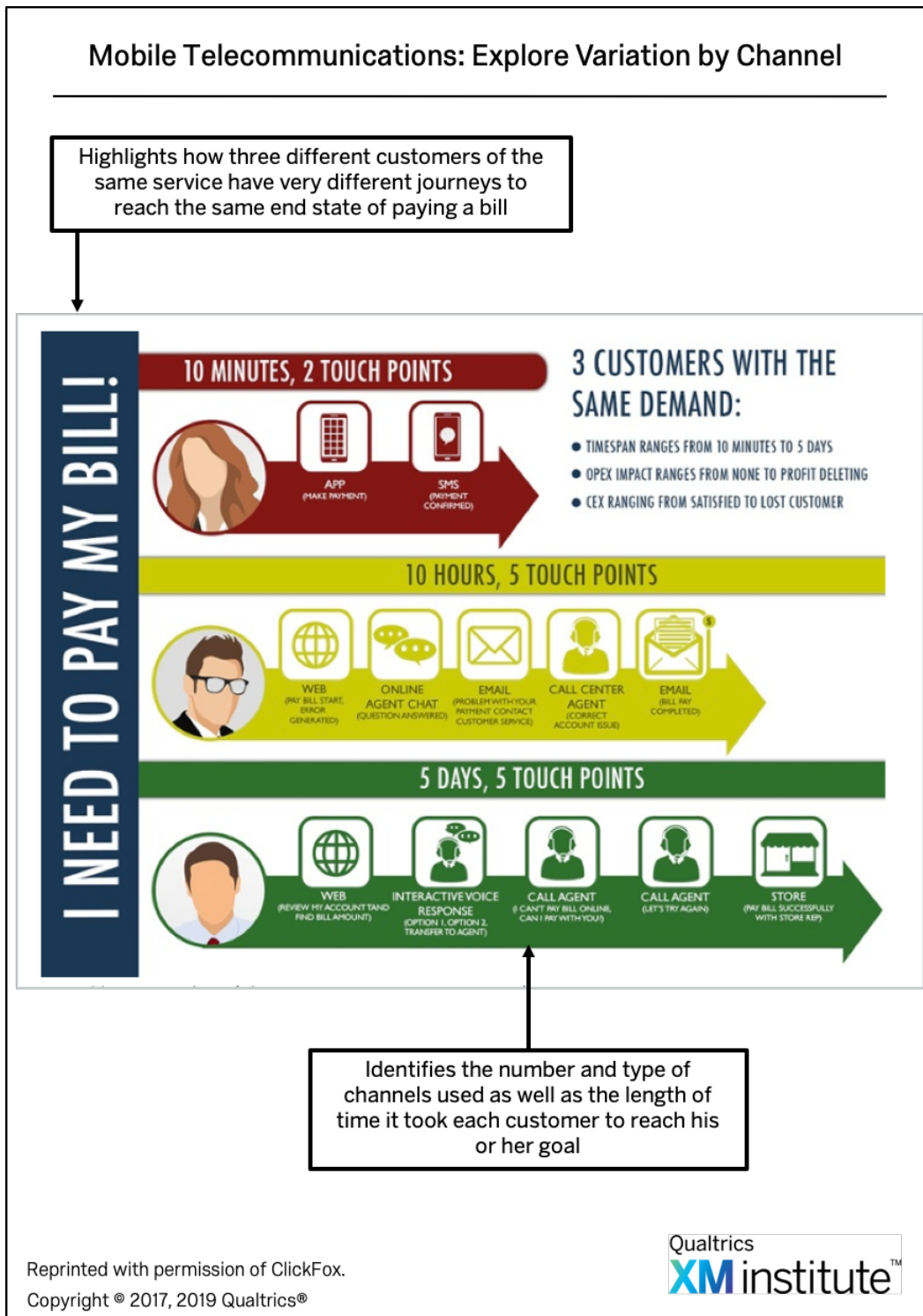


Figure 9

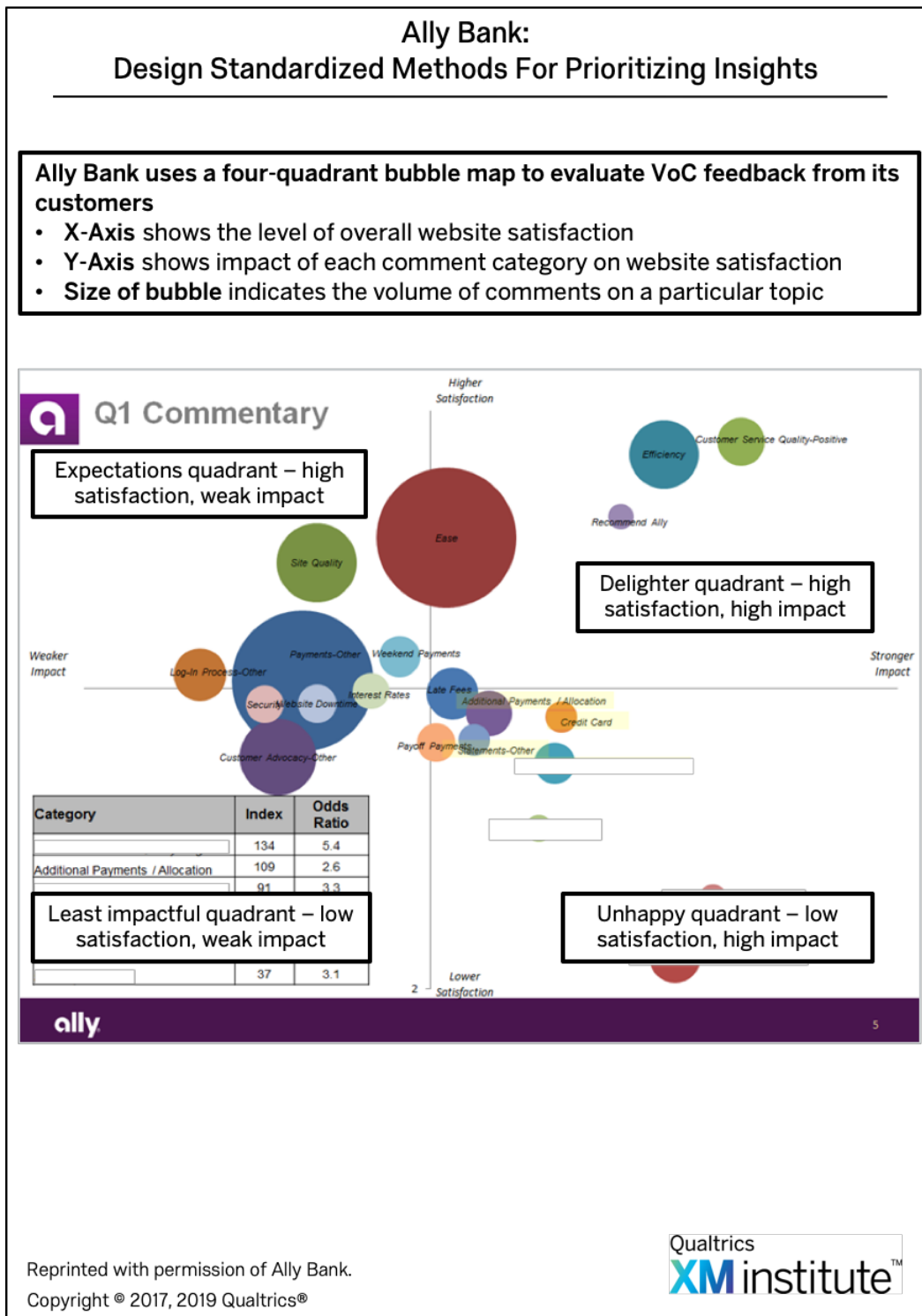
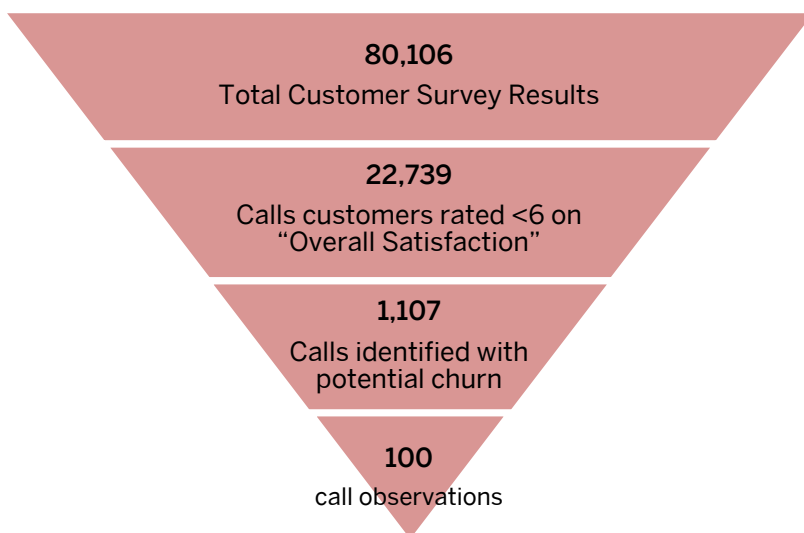


Figure 10

Using Text Analytics to Understand Satisfaction Scores

Cable/Satellite Provider Upstream Process Causes Calls and Churn

Low CSAT scores showed correlation to billing complaints. Deep root cause analysis showed the rebate process was broken, causing higher-than-expected bills.



- Focus on calls with low customer satisfaction
- Categorize interactions by the stated area of dissatisfaction (19 categories)
- Focus on interactions where the subscriber is threatening to cancel their service due to billing/pricing, service, and/or product issues
- Observe a random sampling of targeted calls to uncover the root cause of dissatisfaction

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Figure 11



Figure 12

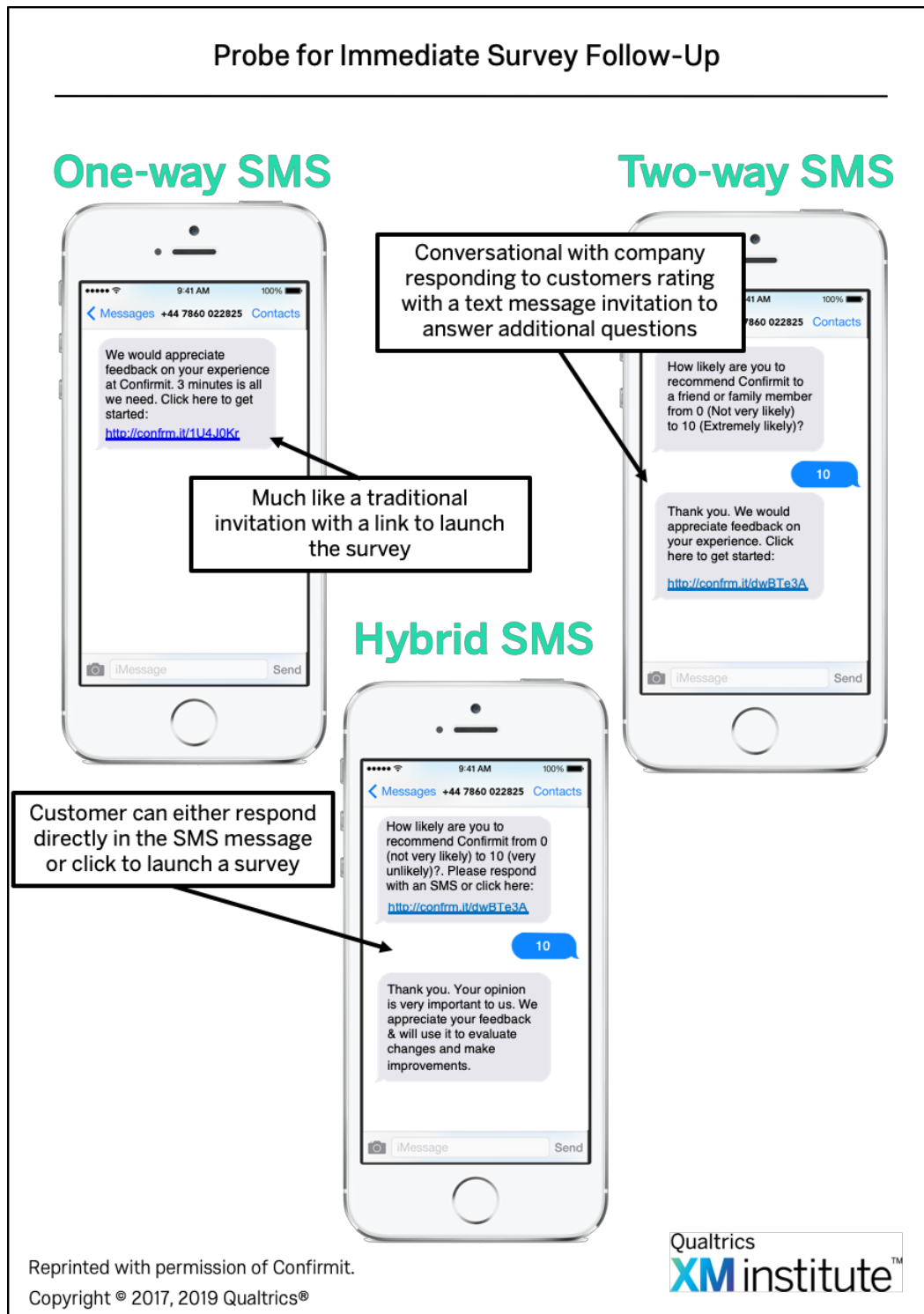


Figure 13

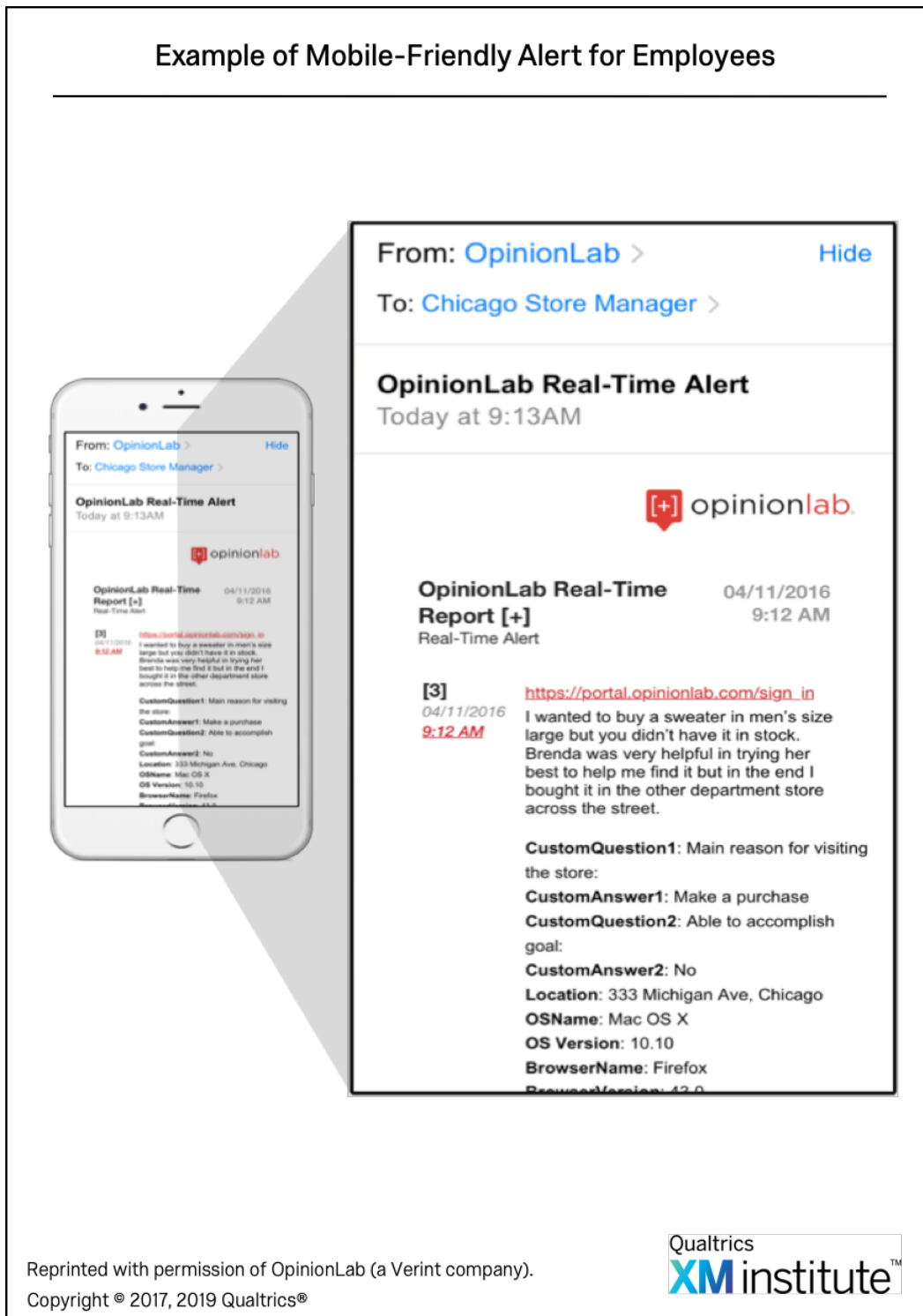


Figure 14

Customer Insights Readiness Checklist

Check the items that are mostly true about your company. Here's how to interpret the number of items that you checked on the list:

Less than 10: Totally antiquated. **10 to 13:** Mostly outdated.
14 to 17: Almost current. **18 to 20:** Ready for the future.

Deep Empathy, Not Stacks of Metrics

- ☐ Collect rich media (images, video, audio) in addition to or instead of numeric or text feedback.
- ☐ Translate emotional insights into customer stories and creative outputs.
- ☐ Focus experience design on functional, effortful, and emotional needs.
- ☐ Derive insights from unstructured sources such as customer comments and social media.

Continuous Insights, Not Periodic Studies

- ☐ Provide a range of ways for customers to provide feedback when and how it suits them.
- ☐ Deliver customer insights tailored to the needs of specific employee roles.
- ☐ Bring customer insights into process improvement, from design through deployment.
- ☐ Have employees review customer insights for both day-to-day operations and for strategic planning.

Customer Journeys, Not Isolated Interactions

- ☐ Focus data collection on moments that have the most impact on customer loyalty.
- ☐ Tap into adjacent data sources to make linkages across channels.
- ☐ Review customer insights in the context of customers' journeys, not individual interactions.
- ☐ Consider how changes early in the journey may have unintended impacts in a later stage.

Useful Prescriptions, Not Past Descriptions

- ☐ Prioritize actions based on analyzing the expected impact on key customer metrics.
- ☐ Have customers provide iterative feedback on proposed products and services.
- ☐ Use speech, text, or predictive analytics to make analysis more efficient and effective.
- ☐ Focus more on helping other groups take action on insights rather than handling and analyzing data.

Enterprise Intelligence, Not Customer Feedback

- ☐ Include data and insights from multiple sources in reports and presentations.
- ☐ Connect feedback with operational data to resolve cross-channel challenges.
- ☐ Collaborate with different organizations to form hypotheses and update ongoing studies.
- ☐ Use customer feedback to fine-tune models for predicting customer behaviors.

Mobile First, Not Mobile Responsive

- ☐ Redesign surveys to incorporate touch-screen, rich media, and SMS text messaging.
- ☐ Empower customers to provide feedback in-the-moment or immediately after an interaction.
- ☐ Send real-time, mobile-friendly alerts to the appropriate internal stakeholders for follow-up.
- ☐ Maintain two-way communication with customers about product updates or service recovery.

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Figure 15

| Mobile Feedback Transforms the Six D's of Voice of the Customer | | | |
|---|--|---|--|
| | Immediate Action | Short-Term Plans | Important for the Future |
| Deep Empathy, Not Stacks of Metrics | <ul style="list-style-type: none"> Have employees undertake customer tasks to identify causes of customer pain | <ul style="list-style-type: none"> Enable ongoing monitoring of emotion and sentiment with text/speech analytics | <ul style="list-style-type: none"> Analyze rich media feedback (video, audio, images) to uncover deeper emotional insights |
| Continuous Insights, Not Periodic Studies | <ul style="list-style-type: none"> Avoid asking for information you already know Share insights by role at a regular cadence | <ul style="list-style-type: none"> Provide a range of ways for customers to give feedback (online, mobile app, social media) | <ul style="list-style-type: none"> Automate for real-time insights distribution Include customer insights in roadmap discussions |
| Customer Journeys, Not Isolated Interactions | <ul style="list-style-type: none"> Focus VoC on moments of truth Redesign reports to highlight the journey perspective | <ul style="list-style-type: none"> Consider how redesigns in one area may have unintended impacts on downstream experiences | <ul style="list-style-type: none"> Include strategic journey metrics in decision-making alongside traditional business metrics |
| Useful Prescriptions, Not Past Descriptions | <ul style="list-style-type: none"> Use unsolicited and unstructured feedback for richer insights | <ul style="list-style-type: none"> Design intuitive data visualization Pilot continuous improvement efforts | <ul style="list-style-type: none"> Include customer insights in all phases of design (before, during, after) |
| Enterprise Intelligence, Not Customer Feedback | <ul style="list-style-type: none"> Embed customer data in surveys to target relevant questions | <ul style="list-style-type: none"> Probe into cross-channel problems by connecting feedback with other internal data | <ul style="list-style-type: none"> Include attitudes in predictive models Predict behaviors for key customer segments |
| Mobile First, Not Mobile Responsive | <ul style="list-style-type: none"> Shorten and redesign surveys for text messages, mobile web, and mobile apps | <ul style="list-style-type: none"> Incorporate touch screens and rich media into survey design Use metadata to determine root cause | <ul style="list-style-type: none"> Trigger feedback requests based on recent customer behavior Respond and fix issues during a transaction |

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Figure 16