Building a World Class Voice of the Customer Program

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Building a World Class Voice of the Customer Program

What Voice of the Customer means to your organization?
VOC is Foundational to the CX Practice & Methodology!

Define your methodology

Outside-In (clients)

Inside-Out (our view)

RESEARCH AND ANALYSIS  IDEATE  DESIGN AND TEST  EVALUATE  IMPLEMENT AND MEASURE

PLAN, MANAGE AND COMMUNICATE
VoC Influences Decisions Across the Customer Lifecycle

Know your Customer lifecycle – how and when they interact with you

Customer Experience (CX)

- CX Research + Analysis
- Survey Design/Admin
- CX Modeling, Pilot, Launch


Prospect  Customer  Loyal Customer  Customer (former)
Play as a Team
Open Company, No Bullshit
Be the Change You Seek
Don't #@!% the Customer
Build with Heart and Balance
Customers are our lifeblood. Without happy customers, we’re doomed. So considering the customer perspective - collectively, not just a handful - comes first.
Establishing Your VoC Program’s Role in Your Organization

Get Buy-in Across the Entire Company

Voice of Customer

Executive Team
Marketing
Customer Success
Sales
Product
Engineering
Finance
HR

Key Takeaway:

Make VoC central to how you **run the business** and how you **change the business**.

Leaders must lead by example.
“True customer obsession is not when you can’t stop talking about your users. It’s when you don’t stop hearing about them in your organization.”

What would you say are the key best practices for establishing a successful program?
Best Practices for VoC Programs

Understand Transactional vs Relationship Feedback

- **Transactional feedback** reflects how the customer feels about a specific interaction with you (ex: Zendesk ticket satisfaction rating)

- **Relationship feedback** reflects how the customer feels about your brand and the overall experience (ex: Net Promoter Score surveys)

They do not necessarily correlate with each other.
Best Practices for VoC Programs

Example of Theme + Quote:

**24/7 Chat:**
We continued to receive requests for 24/7 Chat from customers all over the world.

**VoC Quote:**
“Chat is really useful, it would be great to have it available during our day of work here in France (people available during the day in French time)”
Best Practises

Find the sources
Understand your feedback funnel along with the traffic and frequency

Measure the feedback
Who is it from? What area is it effecting? How many said it?

Categorize content
Group into RUF and sub themes that help give clarity into insights
Best Practices cont.

Determine redlines
Too many comments in one area can cause problems

Get commitment
Insight without action is useless. Make sure your company is willing to listen to feedback. If not, call me!!

Establish baselines
You can’t determine if things aren’t changing if you don’t know where you are. (NPS, RUF, CSAT)
Best practices evolve as CX maturity evolves. Start with VoC.

• Lead with what the **customer says**?
• Gather insights from a **variety of sources**, including the inside-out.
• Frame against the **customer lifecycle**.
• **Tell stories** to paint the picture and make it relative.
• Encourage the organization to think about **what matters most** (MOT).
• Promote **agility**. Pivot. You’ll need to.
• Get ready to **rally**! No one’s fault, but everyone’s problem.
Who are the critical members of your VoC team and what role do they play?
Customer Insight Managers

- Qualitative Data Stewards
- Customer Metric Owners
- Insight Facilitators
- Butts in seat (what?!)

Development

- Insight Tools
- Customer Weekly Digest
- In-app feedback
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CX Team @ Monetate

• **CX Team - “Research & Designers”**
  - **Plan & Manage** overall CX Effort
  - **Research** client expectations, understand priorities, our capabilities/limitations
  - **Design** CX improvements
  - **Test** new CX delivery concepts
  - **Measure** progress and effectiveness
  - **Communicate** plans, progress, changes and results

• **Partner with the “Do’ers”**
  - **Collaborate** w/ client-facing and support teams
  - **Pilot** potential solutions
  - **Deliver** day to day experience
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VoC is a function within the Customer Experience practice

- SVP Services
- Director of CX
- External Partners (e.g. TCG)
- Tools & Technologies (e.g. Gainsight!)

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VoC is a function within the Customer Experience practice
## Designing a Team Structure for Leading VoC

### Make Sure You Have a Clear & Accountable Program Owner

<table>
<thead>
<tr>
<th>Team Member</th>
<th>Role</th>
<th>VoC Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chris</td>
<td>Senior Manager, Customer Experience</td>
<td><strong>Owner.</strong> Primarily responsible for all program activities, analysis, and evangelism.</td>
</tr>
<tr>
<td>Lane</td>
<td>Customer Program Manager</td>
<td>Manage NPS program and other customer communication activities.</td>
</tr>
<tr>
<td>Noel</td>
<td>Data Analyst</td>
<td>Analyze all customer feedback to identify themes, trends and actionable insights.</td>
</tr>
</tbody>
</table>
How do you capture customer sentiment? What are your listening posts and what other types of input do you gather from customers, besides surveys?
Capturing the Voice of the Customer

Know Your Channels & LISTEN

- NPS Surveys
- Support Ticket Satisfaction Ratings
- Live Chat Transactional NPS Ratings
- Unstructured Feedback from Customer-facing Teams
  - Account Management
  - Product Management
  - Sales
  - Technical Support
  - Social
  - ...

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100,000+ responses
... a month
What steps do you take to turn insights into action for your organization?
Build the system

Create your insights
Focus on 3-5 opportunities per product

Monitor improvements
Scorecard it out! Monthly or quarterly. Show the impact that change has made

Communicate internal
Communicate that impact to the biz by constantly sharing user feedback
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Customer First Framework

Listen
Share
Learn
Action
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Published insights get cascaded throughout the organization

• State of the customer report:
  • What do we know about our customers?
  • What qualitative and quantitative data do we have?
  • What are the key insights?

• Result is organization begins to live and breathe the insights!
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Build qualitative understanding; Quantify results

- Frequency of mention
- Sentiment across the lifecycle
- Low hanging fruit and big areas of impact
- Create a language the organization speaks for VOC

- Document each survey, interview and each customer input.
- Code each customer comment.
- Group like comments together.
- Categorize like comments.
- Categorize the categories.
Creating Actionable Insight

Ask the Right Questions & Break Down the Answers

“What ONE thing could we do to improve your experience?”

Tag All Responses with *Category & Sentiment* Descriptors

Look for *Patterns* and *Prioritize*

Make Changes in Biggest Areas of Opportunity
Sharing VoC Insights Internally

Plan a Road Show - Go Broad and Deep

• Be open and remove emotion so the whole company can learn
• Share feedback about all departments along the customer journey
• Do deep dives with specific groups as needed (ex: Training)
• Make this a regular cadence in the life of your organization
How do you close the feedback loop with your customers and what is the impact and value of doing so?
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1. Define the rules
2. Set the parameters
3. Review each comment, each question
4. Take action
5. Track progress
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Make VoC a relationship with Customers

• Gather them for input!

• Co-create the plan!

• Gather them at events and play back what you heard.

• Acknowledge feedback has been received. Always a good starting point.

• Do ‘dive deeper studies.’ “Based on what we heard from you, we’re digging deeper...”
Closing the Feedback Loop with Customers

**Transactional Feedback**

- Customer Experience management team is notified when an “UNSAT” happens.
- On-duty manager takes responsibility for owning the issue and making it right with the customer.

**Relationship Feedback**

- NPS program manager triages and assigns out follow-ups to the right owner.
- Cross-functional management is cued up and ready to engage.

**Key Takeaway:**

Follow-up is most impactful *within the first 24 hours.*
Show Customers What You’ve Done with Their Feedback

“In providing this service, we are pleased to fulfill the No. 1 request we get from customers across the 133 countries we serve. Thank you to our customers for your feedback and for the opportunity to serve your business.”
I’m Chris Carter from the Voice of the Customer team, following up about your product feedback. We’re genuinely sorry to hear that you’re having problems using JIRA. I want to assure you that we’re real people and we’re listening.

You’re probably asking “What is JIRA doing about my feedback?” For starters, we created the Voice of the Customer team to ensure that your voice is heard throughout Atlassian. We also want to ensure that you’re aware of the improvements we’re making based on your feedback. With your help, we’re constantly working to make JIRA the best it can be. Here are the key areas we are focusing on over the coming months:

1. Improve JIRA speed
2. Making key usage scenarios simpler and easier to learn
3. Building a mobile app for JIRA

If there are any additional questions or feedback you have please email us at voc@atlassian.com and let me know.

Thank you for taking part in Atlassian’s product development process. We truly appreciate it.

Cheers,
Chris Carter
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What are the primary metrics you use to track the impact and success of your VoC program?
Primary Metrics for Measuring Success of VoC

**Measurable Change Each Quarter**

Are we seeing progress against goals & initiatives created based on VoC feedback?

**Improvement on Key Themes**

Are we seeing old themes show improvement? Do we find new themes to address?

**Company-wide Involvement**

Does every department engage and take action, or is progress limited to certain silos?

**Turnaround Time on Follow-ups**

Are we closing the loop with individual customers about their feedback within our target SLAs?
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Survey across the customer lifecycle

- Annual Relationship Survey
  - NPS
  - Overall Experience
  - Experience Attributes
- Customer Satisfaction
  - Team members, interactions, experience attributes
  - Renewal Likelihood
- Customer Engagement
- Always Ask Why!
Happiness

Activity

Commitment
NPS  MAU  Churn
Tell us about a game-changer you’ve discovered in relation to your VoC Program
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VoC becomes a must have source of input!

- Qualitative and Quantitative inputs from customers become regularly requested data for decision making

- Wins include **Product team** commissioned deep dive studies to better understand ‘why’

- **Global Operations** invited VoC methodology for inside-out learning

Creates ‘good will’ with customers!
A Recent Game Changer for VoC at WP Engine

Customer Effort Score (CES)

“How much effort do you personally have to put forth in working with [Your Brand]?”

1. Very Low Effort
2. Somewhat Low Effort
3. Moderate Effort
4. Somewhat High Effort
5. Very High Effort
Reliability  Usability  Functionality
RUF’ing it out... yo!!

- Reliability: 23%
- Usability: 63%
- Functionality: 14%
Drill-down

Usability - 63%

Reliability - 23%

Functionality - 14%

- Performance - 20%
- Bugs - 3%

- Complexity - 22%
- Content - 32%
- Navigation - 9%

- Editing - 14%
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Questions?