



Connecting the Voice of the Customer



Why the Voice of the Customer is not being heard

Global investment in Voice of the Customer (VOC) programmes and customer experience technology continues at pace: sales are forecast to reach \$641 billion worldwide in 2022.

Yet most VoC programmes fail to deliver any real business results.

Why? Because they're typically research-centric, rather than business-centric, in their design – which means they're not created with commercial objectives in mind. More often than not, they're configured by highly proficient technology or research professionals, with deep subject-matter knowledge – but limited business expertise.

This tends to saddle them with a number of limitations:



Difficulty in quantifying the value of customer experience



Insights divorced from decisions the business needs to take around customer



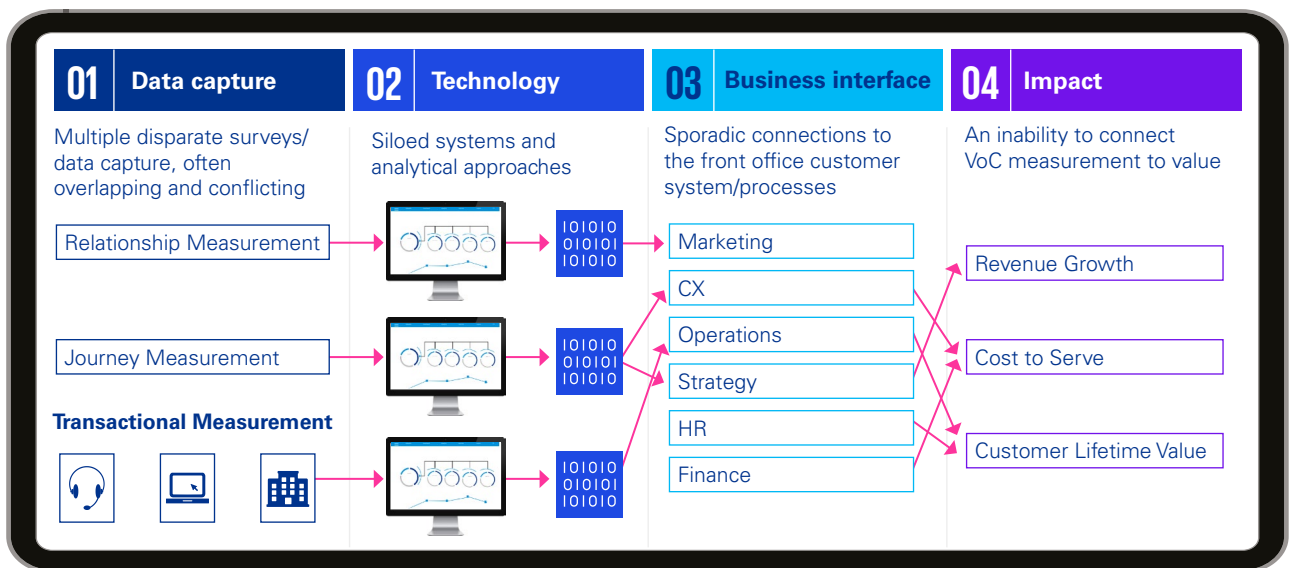
Metrics not connected to other customer data and technologies



Myopic reporting not integrated with non VoC customer insights

The end result is VoC is disconnected from business performance, decisions and operations vastly limiting its ability to deliver impact.

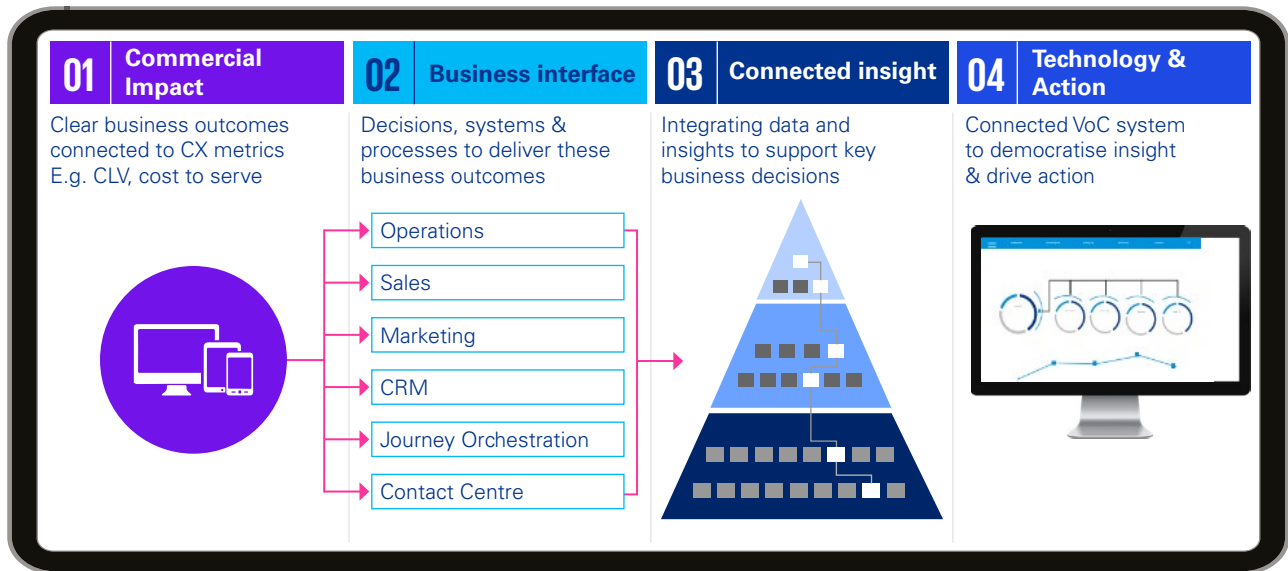
Most VOC programmes are research-centric, not impact-centric



The best organisations are starting to make these connections.



The best businesses start with impact and work backwards



01 What is the business outcome? What is the business trying to achieve by delivering a better experience e.g. simplifying a journey to reduce cost serve.

02 What decisions need to be taken to achieve these outcomes? E.g. how do we prioritise those journeys with most associated cost

03 What additional customer data signals are needed to inform those decisions? E.g. web analytics, operational and financial data signals

04 How do we configure a single VoC system built around different stakeholder needs? E.g. how do we enable colleagues to understand every journey, anticipate needs & behaviour, and take action to transform experiences.

When designed and connected in this way, a VoC programme becomes transformative in the value that it can deliver.

What this delivers:

- The ability to connect customer experience to customer value and cost to serve
- The ability to use the Voice of the Customer as an integral part of Experience Orchestration
- Establishes the direct connectivity between experience measurement and journey management & design

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