



>1TO1 IN ACTION WHITE PAPER SERIES

# Capitalize on Cross-Channel Feedback

Voice of the customer programs must expand to keep pace with changing customer preferences.



<b>Mindshare Technologies</b> .....	<b>4</b>
Actionable Feedback for Frontline Managers	
<b>Vovici</b> .....	<b>5</b>
Moving Towards True Customer Feedback Management	



# Capitalize on Cross-Channel Feedback

Voice of the customer programs must expand to keep pace with changing customer preferences.

Customers want to interact with companies on *their* terms. And with a proliferation of channels at their disposal, it's become much easier for customers to share positive and negative experiences with companies via chat, Web, IVR, social networking, and other media.

The good news is that many companies are enhancing their customer feedback management efforts to integrate these various channels. According to Forrester Research findings, most large North American companies have some type of voice of the customer (VoC) program in place that enables them to systematically collect customer input.

The degree to which companies actually act on customer feedback is less clear. It's safe to say that most VoC programs have considerable room for improvement. Certainly, companies with comprehensive VoC programs are better positioned to obtain competitive advantage, especially if they integrate cross-channel customer feedback and act on this information.

As a starting point, companies need to do a better job of listening to what their customers have to say and establish meaningful dialogues with them, says Peppers & Rogers Group Founding Partner Martha Rogers, Ph.D. Listening to customers and thoughtfully responding to their needs places companies in a more favorable position to develop trusted relationships with these customers. This can lead to increased customer lifetime value, as well as help to generate additional cross-sell/upsell opportunities, she adds.

"When a customer trusts you, they'll give you repeat busi-

ness and refer your company to their friends and family," Rogers says.

Listening well means listening across all channels, whether the input is direct (e.g., email) or not (e.g., social conversations). It's important, for example, to take a methodical approach to integrating social media into cross-channel customer feedback management (CFM) efforts. According to a recent study by Burson-Marsteller, 42 percent of Twitter users are tweeting about global companies. It's critical to track what customers are saying in the social realm, integrate those findings with information from other CFM channels, and execute on the combined insight.

Timely reaction to customer input is also critical: According to published studies, companies that respond to customer feedback in days instead of minutes tend to lose a significant percentage of future sales. Savvy companies know this and react swiftly. When VoC analysts at Progressive Insurance spot a customer comment that can be quickly addressed, they flag it for a service recovery team to follow up on, according to Forrester. Follow-up interactions are then tracked within Progressive's customer data system.

In some cases decision-makers are unable to act on customer feedback quickly because the required information isn't readily available or the supporting processes are inefficient. In addition, customer feedback that's collected in different channels is rarely integrated into a central repository. That prevents decision-makers from evaluating a full thread of customer responses and developing a comprehensive

view of a customer’s perspectives or emerging themes around product or support issues. This also makes it difficult for companies to react to customer comments effectively or to tailor support or products to suit their requirements.

### A unified approach

CFM systems can help companies capture, manage, and analyze customer complaints, compliments, comments, and survey responses from across all touchpoints using a single knowledge engine. These systems can also help condense mountains of customer information for decision-makers to analyze and act on quickly.

Vanguard, for example, has a client insights group that makes customer feedback information available on its intranet system for employees to access at any time, according to Forrester. The intranet includes links to detailed insights and high-level summaries of findings. Vanguard employees can request customer data on any topic and call a “4DATA” hotline to consult with expert data analysts.

Additional opportunities for leveraging technology to strengthen cross-channel CFM efforts include the use of sophisticated text mining techniques. These tools can help decision makers sift through and analyze customer sentiment around product-specific complaints or to identify emerging IVR support issues. Decision makers can use predictive analytics to help understand cause and effect and to forecast changes in business outcomes (e.g., likelihood to upsell).

Business divisions that manage their own fiefdoms of customer

information can stall CFM efforts. Consequently, it’s critical to have commitment from the C-Suite for VoC programs and to link these efforts to corporate strategy. VoC programs won’t succeed as tactical ad-hoc initiatives. Unified customer feedback management initiatives have a much better chance of succeeding when senior leadership champions the value of sharing customer information for cross-sell, upsell, and other revenue opportunities, says Peppers & Rogers Group Partner Çağlar Gogus.

This type of collaborative approach can also be put into practice by ensuring that the planning processes for product and support initiatives incorporate customer feedback. At Keybank, for instance, VoC leaders and line of business executives regularly attend one another’s staff meetings to review and share customer insights, according to Forrester.

Another effective way to achieve buy-in on cross-channel CFM efforts is by creating incentives for sales, marketing, and contact center employees to share customer feedback with their peers across the organization.

In the pages that follow, learn more about using customer feedback management to better understand how customers interact with a company’s products and services, and how that information can help achieve greater levels of customer satisfaction and wallet share. Additionally, discover how to manage the feedback process, how to share VoC across the organization and how to treat customer feedback as an asset. ■

## Five Levels of a Voice of the Customer Program

	Description	Used to:
<b>Relationship tracking</b>	Survey customers at regular intervals (e.g., quarterly, annually) on how they feel about the company. Use simple metrics such as likelihood to recommend, Net Promoter Scores, likelihood to repurchase, or likelihood to switch companies.	<ul style="list-style-type: none"> <li>• Set long-term corporate goals and track overall progress.</li> <li>• Focus investments in key areas that correlate with improvements.</li> </ul>
<b>Interaction monitoring</b>	Survey customers after key interactions to determine how satisfied they are with both the results and the processes.	<ul style="list-style-type: none"> <li>• Spot problematic trends.</li> <li>• Provide detailed feedback to/about frontline employees.</li> <li>• Trigger an immediate response to events like negative feedback from a key customer.</li> </ul>
<b>Continuous listening</b>	Sample frontline customer interactions on a regular basis by listening to call center conversations; reading emails, chat logs, or blogs; or visiting stores/branches.	<ul style="list-style-type: none"> <li>• Identify early signs of problems.</li> <li>• Understand the emotional side of customers’ issues and concerns.</li> </ul>
<b>Project infusion</b>	Systematically include definitions of target customers’ needs within project plans for tools like design personas and requirements documents.	<ul style="list-style-type: none"> <li>• Keep projects focused on the needs of specific customer segments.</li> <li>• Align investments on a core set of customer experience improvements.</li> </ul>
<b>Periodic immersion</b>	Periodically get executives to spend significant time interacting with customers and frontline employees.	<ul style="list-style-type: none"> <li>• Identify obstacles encountered by employees.</li> <li>• Question the status quo about business rules and processes.</li> </ul>

Source: Forrester Research

# Actionable Customer Feedback for Front-line Managers



Telling your field operators exactly where to focus

## Overwhelming managers with data doesn't solve their problems

What if you turned on the TV news tonight and the weatherman presented all manner of charts, trends, and graphs—complete with low-pressure troughs and barometric readings—but he never simplified the data into a usable summary, like: “Rain this morning, turning to snow by afternoon—wear your heavy coat.”?

Yet, this is what most customer feedback systems do today. Customers take surveys, data is crunched and turned into tables and graphs – but front-line managers are left to interpret and navigate the information by themselves. One can almost hear the front-line team respond, “Thanks for the reams and reams of info, now what do I do?”

## They don't have the time, and they don't have degrees in statistics

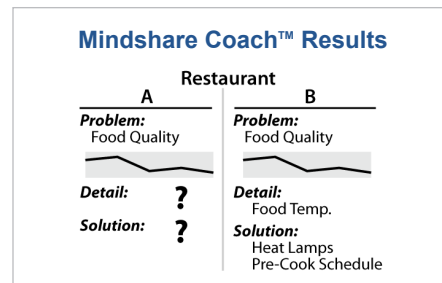
Unit managers tend to be very busy and are engaged in a wide variety of activities running their business. Most don't have the time or statistical knowledge to wade through mountains of customer feedback surveys and then try and turn all that data into marching orders for their team.

## Introducing Mindshare Coach™

Mindshare Coach™ does it for them. Mindshare Coach™ provides unit managers with specific recommendations, tailored to the unique needs of their location. These recommendations highlight customer experience elements that will have the greatest impact on customer satisfaction, leading to better financial results. Mountains of very granular data are simplified down to specific improvement areas and the standard operating procedures (SOPs) known to fix them.

Company leaders, from CEO to unit-level managers, continue to receive Mindshare's industry-leading analysis, including dashboards, charts, trends, key drivers, drill-down capability, instant alerts, verbatim customer comments, text analytics, etc. But, Mindshare clients also have access to the advanced sta-

tistical tools of Mindshare Coach™, which simplifies all of that feedback down to targeted service elements, along with specific suggested action steps to drive improvement.



## Not only “where” to focus, but “how”

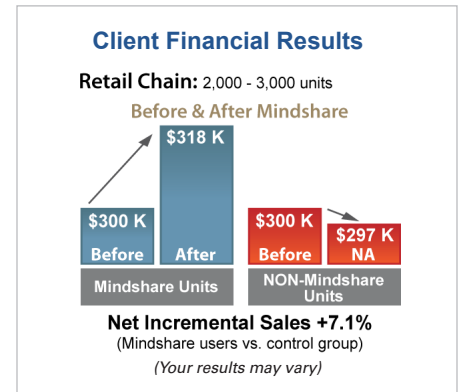
Let's compare two specific restaurant locations (see table above). Restaurant “A” has been watching its “food quality” scores decline for three weeks. This is visually seen in a declining trend line. Restaurant “B” has had identical results and has an identical trend line, but they also have Mindshare Coach™. So, in addition to knowing that food quality is an issue, the manager of Restaurant “B” knows that the main component of declining food quality is “food temperature.” He also knows that food temperature is the #1 service variable that will lead to customer loyalty. Mindshare Coach™ then presents him with two specific operational processes to investigate – (1) is the heat lamp working correctly, and (2) is the pre-cook schedule too aggressive?

## All service attributes are not equal

Because all service attributes do not lead to the same level of customer loyalty, it isn't enough just to focus on the lowest scoring service attributes, you need to focus on the most important service attributes for each store—those that are statistically most closely correlated to customer repurchase and loyalty. Mindshare Coach™ provides you with that knowledge.

## It works!

Does any of this stuff really work? Will your company see improved financial results from



listening to customers, understanding their needs, and putting the right improvement actions in place? YES! The example above shows one company's strong increase in sales correlated to measuring and improving customer satisfaction using Mindshare.

## Summary: Actionable Customer Feedback

Let customer feedback tell your operating units exactly what to work on. Mindshare Coach™ provides the unit-level manager with recommendations for his/her location and points out those areas where specific improvements will have the greatest impact on increasing customer loyalty, thereby saving time and driving results. ■

## About Mindshare

Mindshare's survey solutions enable you to closely monitor how customers interact with your products or services, so you can achieve greater levels of customer satisfaction, employee performance, and operational excellence. Contact us at: [www.mshare.net](http://www.mshare.net) or 800-634-5407



Access the highly acclaimed book, *Delivering and Measuring Customer Service* by Mindshare President, Richard D. Hanks at [www.deliverandmeasure.com](http://www.deliverandmeasure.com).

*“The finest book on customer service I've ever read.”*—Stephen R. Covey, Author, *The 7 Habits of Highly Effective People*

# Moving Towards True Customer Feedback Management



## Moving from Survey Tools to Panel Management to MROCs

Customer feedback management is a foreign concept to many organizations. Their market research departments manage projects to gather input for specific initiatives. Their marketing departments analyze the metrics of the website and other marketing campaigns. Their IT departments coordinate CRM systems, tracking attributes and purchases of customers but not their attitudes. No one is treating customer feedback itself as an asset.

### Survey-based Decisions:

When no one owns it, everybody collects it. Survey tools provide for gathering customer feedback but not for organizing it. Most large firms today have dozens or even hundreds of separate accounts with survey tools. Employees conduct online surveys to solicit the information they need to answer specific questions. In the process, they degrade the research process. Response rates decline, as too many individuals send out too many survey invitations. Respondents are confused, as questionnaires are published with leading questions and ambiguous lists of choices. It's easy for do-it-yourself researchers to collect data poorly, leading the business to the wrong conclusions and the wrong decisions.

### Panel Management:

Panel management is the recognition that customer feedback is an asset and should be treated as such. In order to preserve customers' willingness to respond to surveys, organizations need to control and conserve access to those customers for survey research. Too often, organizations survey all or most of their customers rather than a random sample, which at the cost of modestly lower statistical validity enables many more surveys to run in parallel. Good panel management practices treat survey respondents as an ecosystem and make sure not to hunt respondents to extinction.

### Research Community Management:

Surveys are a great way of gathering data that is representative of customers as a whole: quantitative information. MROCs, or market research online communities, are a complementary research technology that allows researchers to monitor and initiate rich conversations between customers: qualitative

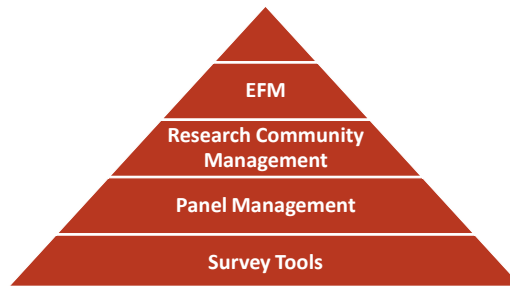
shorter questionnaires, with information they have already provided the organization embedded behind the scenes.

### Survey Tools to EFM:

Moving from survey tools to enterprise feedback management helps build customer loyalty. According to the Vovici/CGA Customer Experience IQ review of 24 best practices, the worst practice is simply collecting market research. Firms with highly loyal customers are more likely to distribute research data to employees, co-create new products and services with customers and prospects, and link CRM and EFM systems to build 360 degree views of customers.

Moving from survey tools to enterprise feedback management helps organizations better listen and act on customer feedback. ■

Customer Feedback Management Pyramid



information. By moving to research community management, firms are able to gather more extensive qualitative information than can be done with focus groups, on a continuous rather than an ad-hoc basis. This enables firms to turn to customers for both strategic and tactical decisions.

### Enterprise Feedback Management:

EFM unites surveys and research communities to provide a fuller picture of customers, in numbers and in their own words. The marketing research department now mentors and assists employees as they conduct research; research data is pushed out to employees in hierarchical reports that tailor it exactly to their responsibilities. The marketing department learns the Voice of the Customer and hears ideas and issues raised directly by customers. The IT department integrates CRM with the panel management capabilities of EFM: professionals can then easily target groups of customers for particular surveys, and customers themselves see

### About Vovici

Vovici helps companies like Oracle, Cisco, Marriott, and Honda engage their customers and increase customer loyalty through innovative Voice of the Customer technology solutions. Our survey, panel management, and community tools help organizations turn feedback into action by integrating customer and employee opinions into a company's strategic direction so that it can innovate and deliver the solutions that are in demand.

Organizations worldwide, including more than half of the Fortune 500, rely on Vovici for Enterprise Feedback Management.

For more information about Vovici, visit [www.vovici.com](http://www.vovici.com)



Mindshare Technologies  
 310 East 4500 South, Suite 450  
 Salt Lake City, UT 84107  
 Phone: 1.800.634.5407  
 Email: info@mshare.net  
<http://www.mshare.net>



Vovici  
 45365 Vintage Park Plaza, Suite 250  
 Dulles, VA 20166  
 Phone: +1.703.481.9326  
 Toll-free: 1.800.787.8755  
 Fax: +1.703.783.0069  
<http://www.vovici.com>  
<http://twitter.com/vovici>

**Look for these additional 1to1 In Action Series:**

TOPIC	PUBLISH DATE
Analytics .....	May 24
Sales Performance Management Tools.....	July 26
Email Marketing.....	September 27
Multichannel Marketing .....	October 25
Multichannel Customer Service .....	November 29

**For information on upcoming installments of the 1to1 In Action White Paper Series, contact:**

Michael Dandrea  
 203-642-5525  
[michael.dandrea@1to1.com](mailto:michael.dandrea@1to1.com)

Dara Brooks  
 203-642-5343  
[dara.brooks@1to1.com](mailto:dara.brooks@1to1.com)

