

VOC Integration: How to Make Multiple Sources of Customer Data Work Together



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Introduction

There is more to success at putting the Voice of the Customer to work than just capturing and sharing customer feedback...

Yet, this appears to be as far as many organizations have gotten in their efforts to integrate and deploy the Voice of the Customer.

Today's Session

1. Review highlights of the Maritz Voice of the Customer Practices & Challenges Survey, with special attention to areas in which most organizations continue to struggle when it comes to “putting the voice of the customer to work”
2. Introduce and illustrate a “best practice” in VOC integration that enables an organization to make multiple customer data sources “work together”
3. Address your questions and observations

1

The Maritz Voice of the Customer Practices & Challenges Survey

Objectives

- To determine how managers assess their organization's overall success at putting the voice of the customer to work
- To identify specific issues and challenges that are inhibiting the ability of organizations to put the voice of the customer to work



Survey Participants

- Managers in “Blue Chip” companies
- Total of 131 managers completed the on-line survey
- Industries represented include:
 - Banking
 - Insurance
 - Hotel & restaurant
 - Retail
 - Pharmaceutical
 - Healthcare
 - Electric & gas utilities
 - Transportation
 - Telecommunication
 - Technology
 - Consumer electronics
 - Automotive
- Approximately 80% of the managers interviewed came from marketing research, consumer research, marketing, customer service, or brand management.

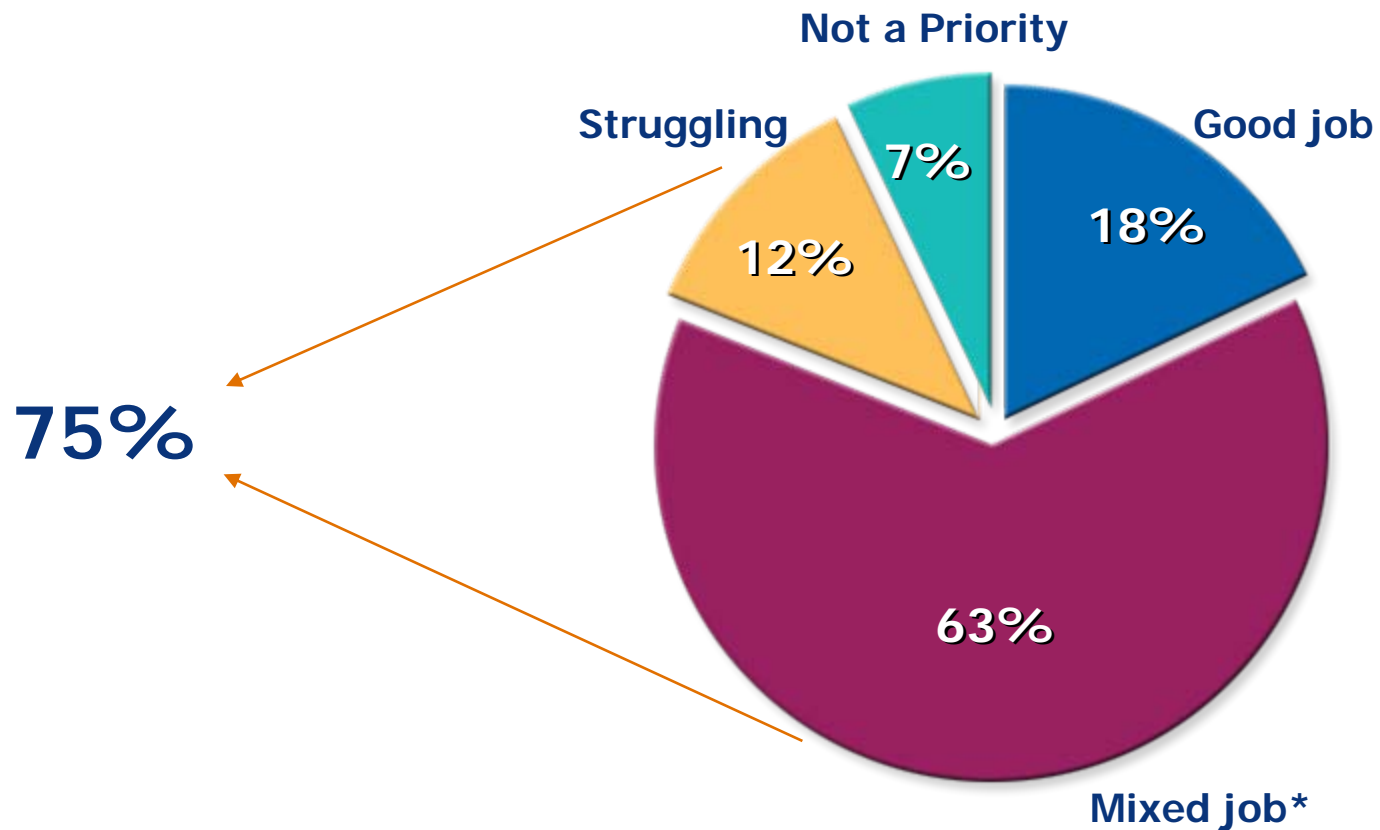
What We Learned

In a Nutshell...

- Most organizations are not where they want to be when it comes to integrating and deploying insights drawn from the Voice of the Customer.

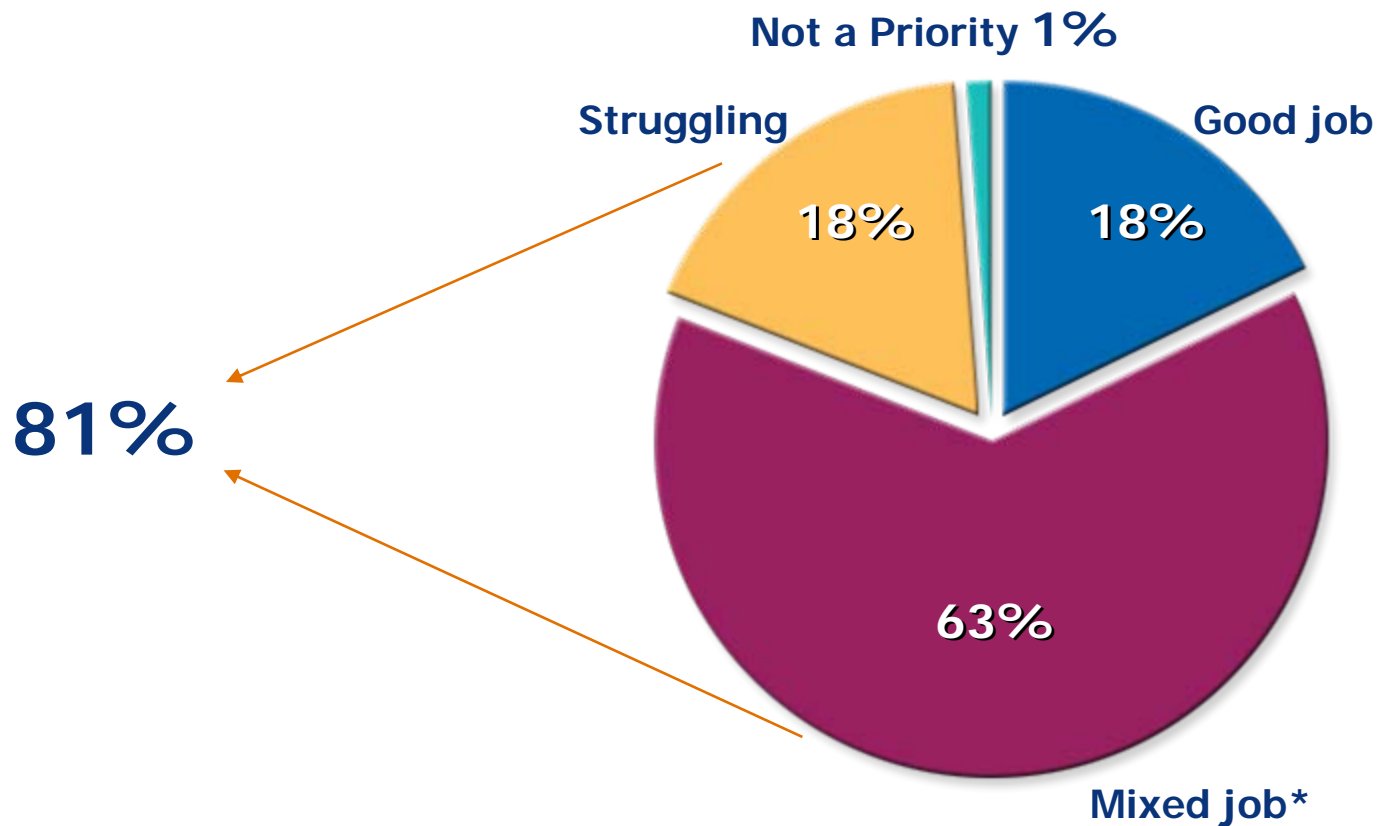


Overall, how effective would you say your organization is at **integrating** customer data into management and operations?



* My organization does a mixed job – good in some areas but poor in others.

Overall, how effective would you say your organization is at **taking actions** based on your customer data?



* My organization does a mixed job – good in some areas but poor in others.

Where Organizations Still Struggle

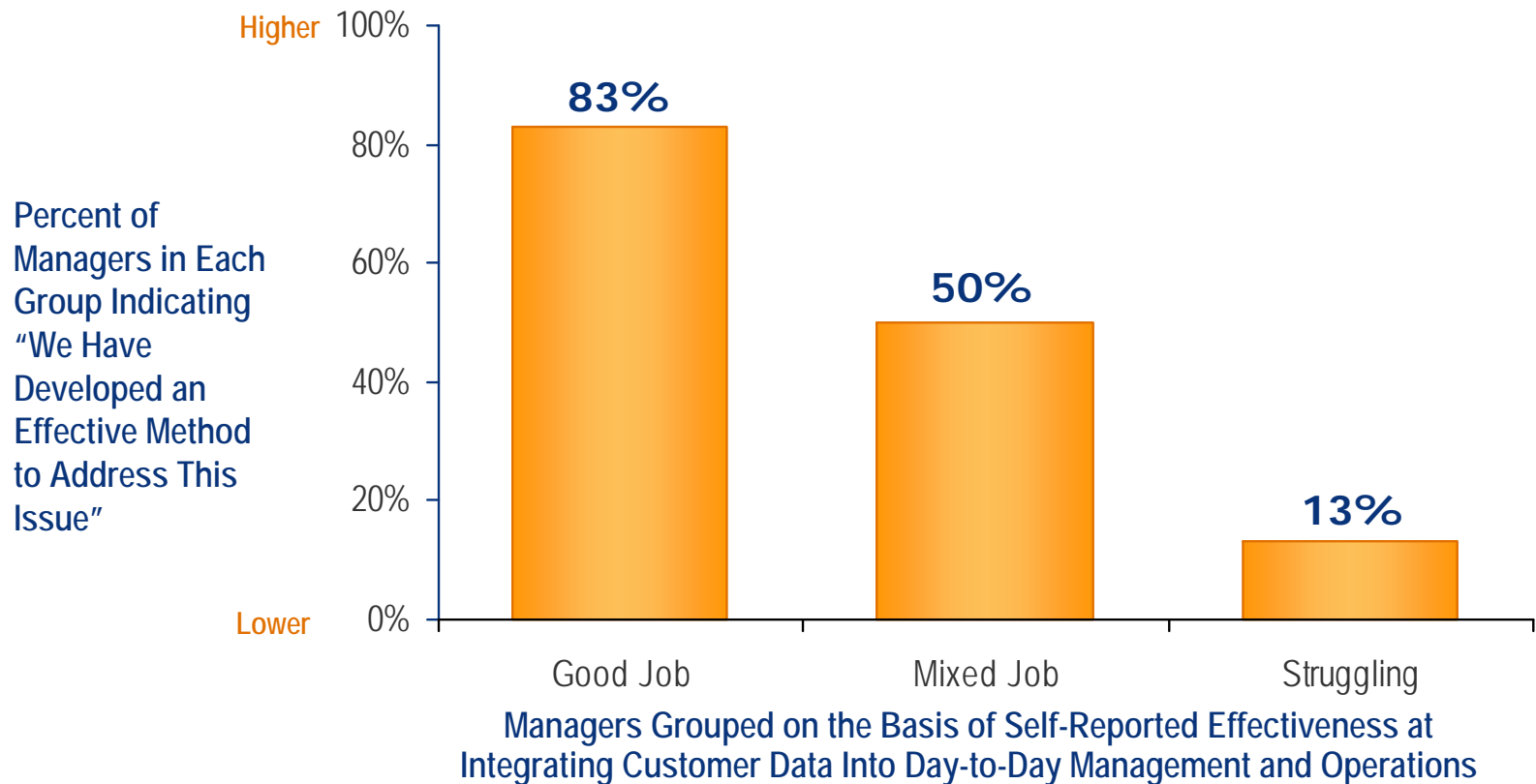
- Integrating multiple sources of VOC data to define priorities for improvement
- Demonstrating the link between customer and financial metrics
- Linking the VOC to internal operational and service metrics
- Integrating the VOC and the Voice of Employees
- Clarifying survey-based action items so that their owners know what to do or fix
- Pinpoint practices or business processes that must be improved
- Communicating action plans to address VOC-driven issues
- Getting managers/partners to act on VOC-driven issues

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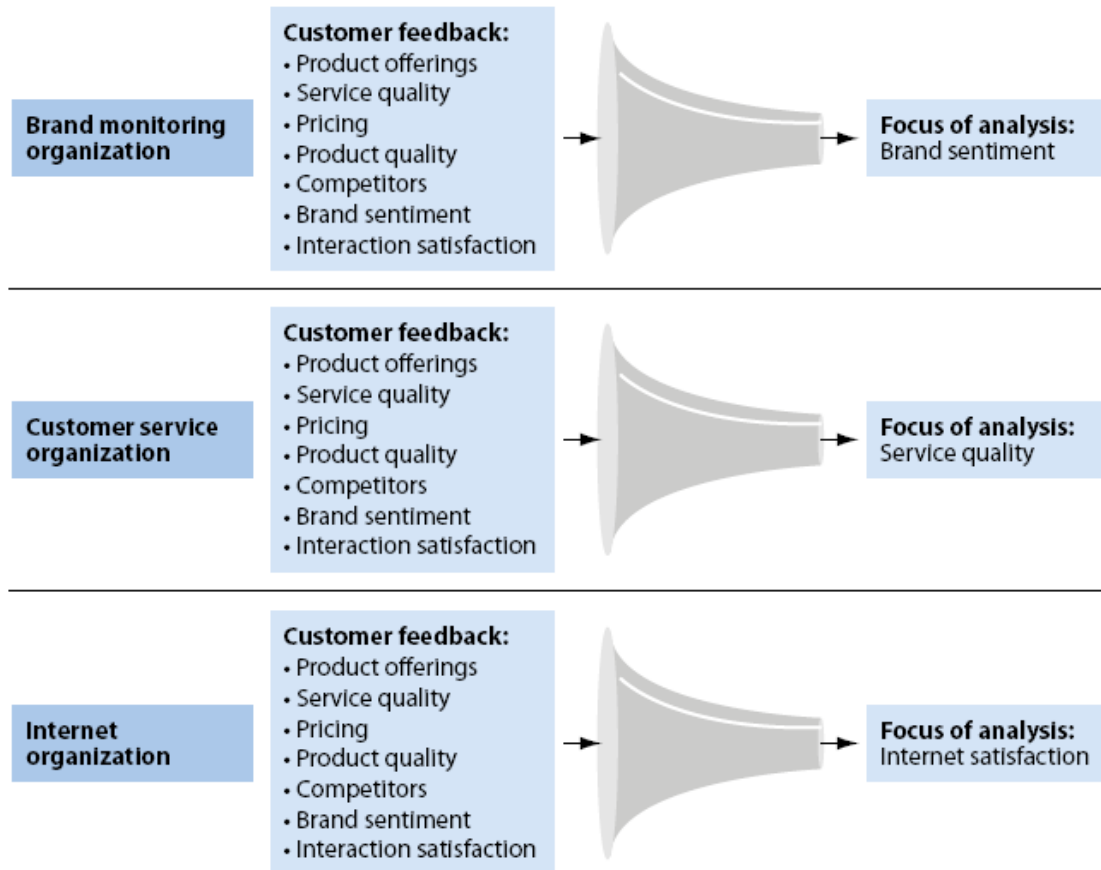
Successful Organizations Are More Likely to Have a Method of Integrating Multiple VOC Data Sources

The Issue: “Integrating Customer Survey Data with Other VOC Data in Order to Determine Priorities for Action Planning and Implementation”



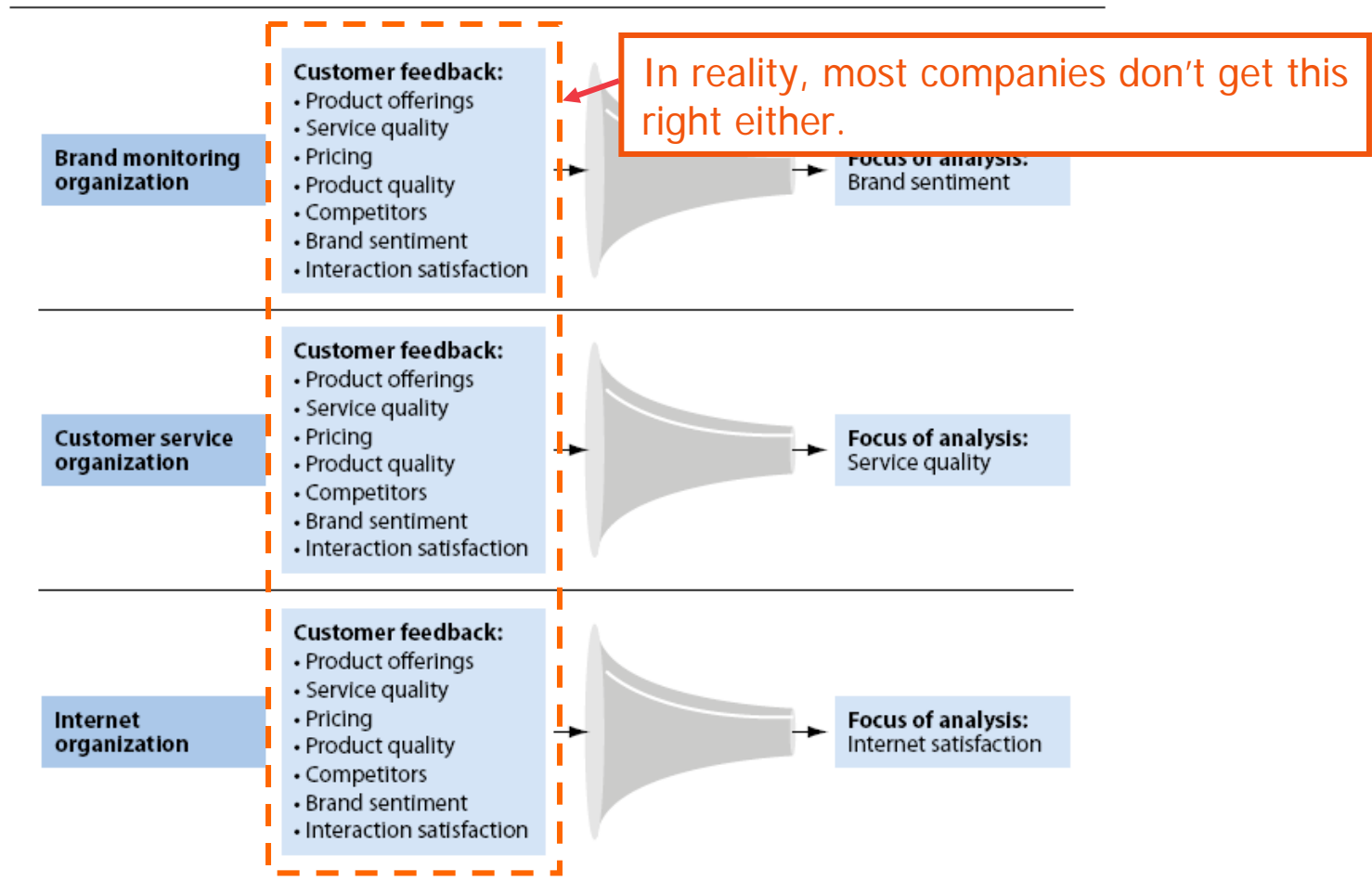
Source: 2007 Maritz VOC Practices and Challenges Survey

Customer Feedback Gets Lost in Organizational Silos



Source: Temkin, B. (2009). Voice of the Customer: The Next Generation. Forrester Research Report.

Customer Feedback Gets Lost in Organizational Silos

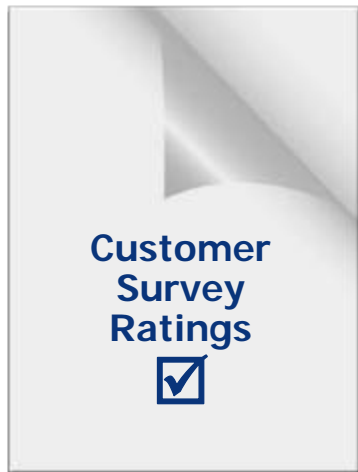


Source: Temkin, B. (2009). Voice of the Customer: The Next Generation. Forrester Research Report.

A Common Mistake

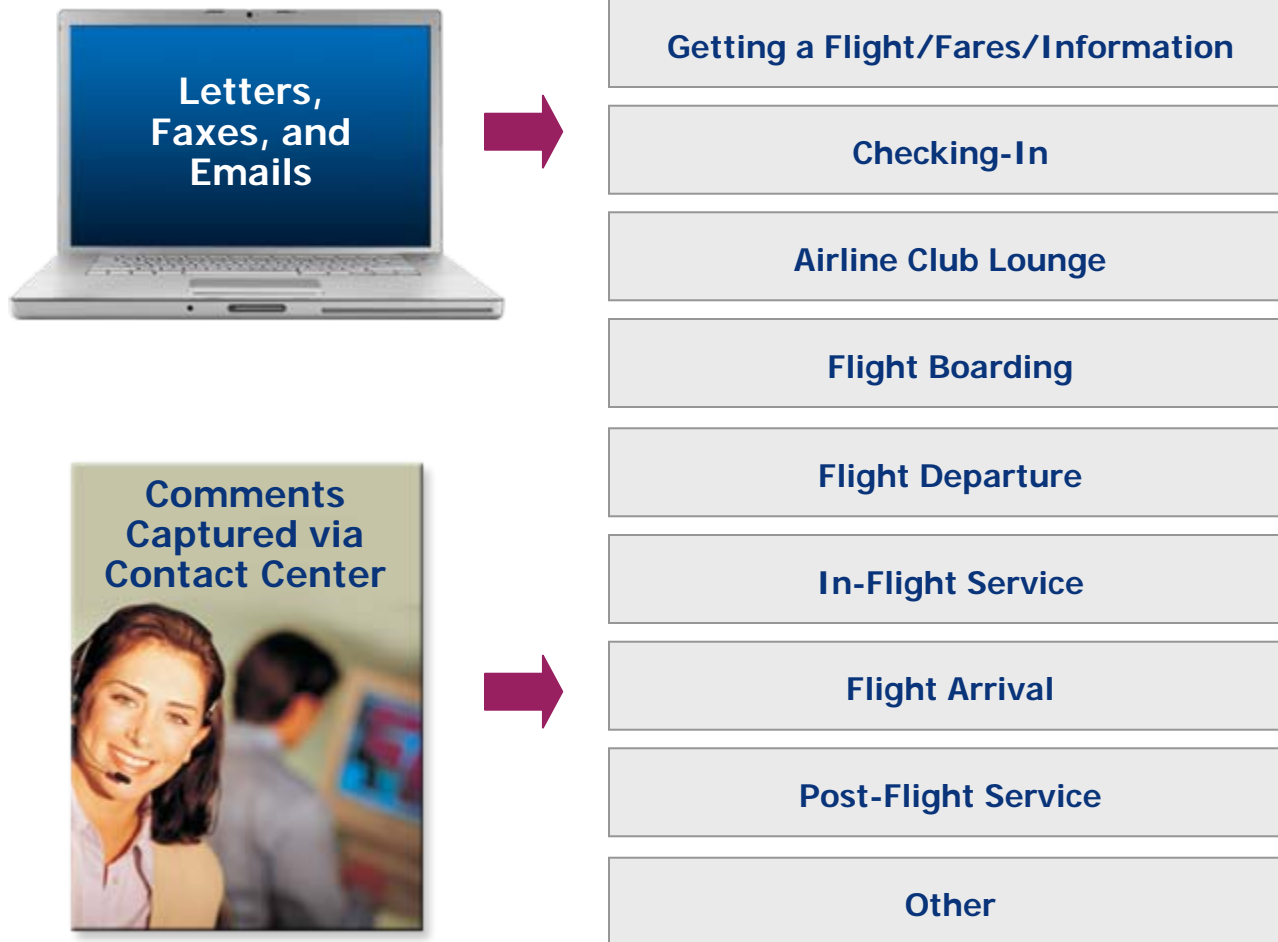
- The voice of the customer is captured via multiple mechanisms, including surveys, inbound customer communications, and consumer-generated media, but...
- VOC data are not organized using a common set of categories – each data source uses a categorization or coding scheme that is slightly (sometimes radically) different from the others.
- As a result, direct comparisons cannot be made among – and convergent insights cannot be extracted from – these multiple VOC data sources:
 - “Apples and oranges”

Survey Item Categories



	Extremely Satisfied	Very Satisfied	Satisfied	Not Very Satisfied	Not At All Satisfied
1. Flight schedule convenience	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Ease of booking a flight or getting information through TransGlobal Reservations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Cost of ticket	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Wait line at check-in	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Helpfulness of staff at check-in	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Knowledge of staff at check-in	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Orderly/efficient boarding	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. On-time flight departure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Carry-on baggage space	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Comfort of seats	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Cleanliness of aircraft interior	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Condition of aircraft interior	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Quality of meals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. Quality of beverages	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. Quality of entertainment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. Cabin crew courtesy/efficiency	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. On-time flight arrival	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. Speed of luggage delivery	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. Ground staff courtesy/efficiency	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. Overall satisfaction with frequent flier program	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Inbound Customer Communications



Consumer-Generated Media*

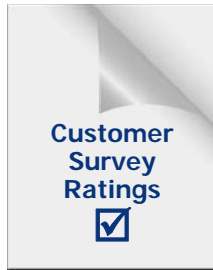


Here is a list of popular letter topics for this company.

- » Aircraft Interior:
- » Airport Check-in:
- » Baggage Claim/Carry-on:
- » Customer Service (non check-in):
- » Flight Attendants:
- » Flight Scheduling:
- » Food Service:
- » Frequent Flyer Program:
- » On-time Performance:
- » Other:
- » Price/Value:

* Source: PlanetFeedback.com

Not Quite Apples-to-Apples



On-time Flight Departure
On-time Flight Arrival

Flight Departure
Flight Arrival

On-time Performance

Wait Line at Check-in
Helpfulness of Staff
Knowledge of Staff

Checking-in

Airport Check-in

Orderly/Efficient Boarding

Flight Boarding

Quality of Meals
Quality of Beverages
Quality of Entertainment

In-Flight Service

Food Service

Frequent Flyer Program

Frequent Flyer Program

Frequent Flyer Program

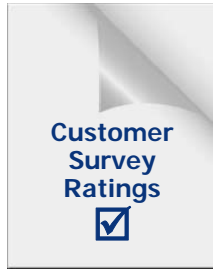
Comfort of Seats
Cleanliness of Aircraft Interior
Condition of Aircraft Interior

Aircraft Interior

Cost of a Ticket

Price/Value

Not Quite Apples-to-Apples (continued)



Cabin Crew Courtesy/Efficiency

Flight Attendants

Carry-on Baggage Space
Speed of Luggage Delivery

Baggage Claim/Carry-on

Ground Staff Courtesy/Efficiency

Post-Flight Service

Customer Service (Non-Check-in)

Flight Schedule Convenience
Ease of Booking a Flight
Ease of Getting Information

Getting a Flight/Fares/Information

Flight Scheduling

Other

Other

2

An Approach to VOC Integration Based Upon “Best Practices”

The Challenge

Integrating multiple sources of VOC data to define priorities for improvement

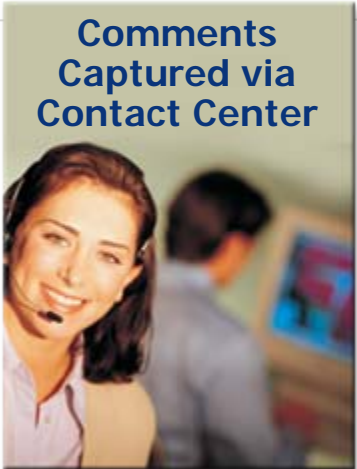
Best Practice

Develop a uniform set of customer experience categories and apply it consistently to all VOC data



“ Client feedback is collected from multiple channels using standard business categories and sub-categories. The application of these consistent categories to ever-increasing volumes of client feedback is finally paying dividends in the form of management being ‘convinced’ by quantitative reporting (metrics) associated with client comments and complaints.”

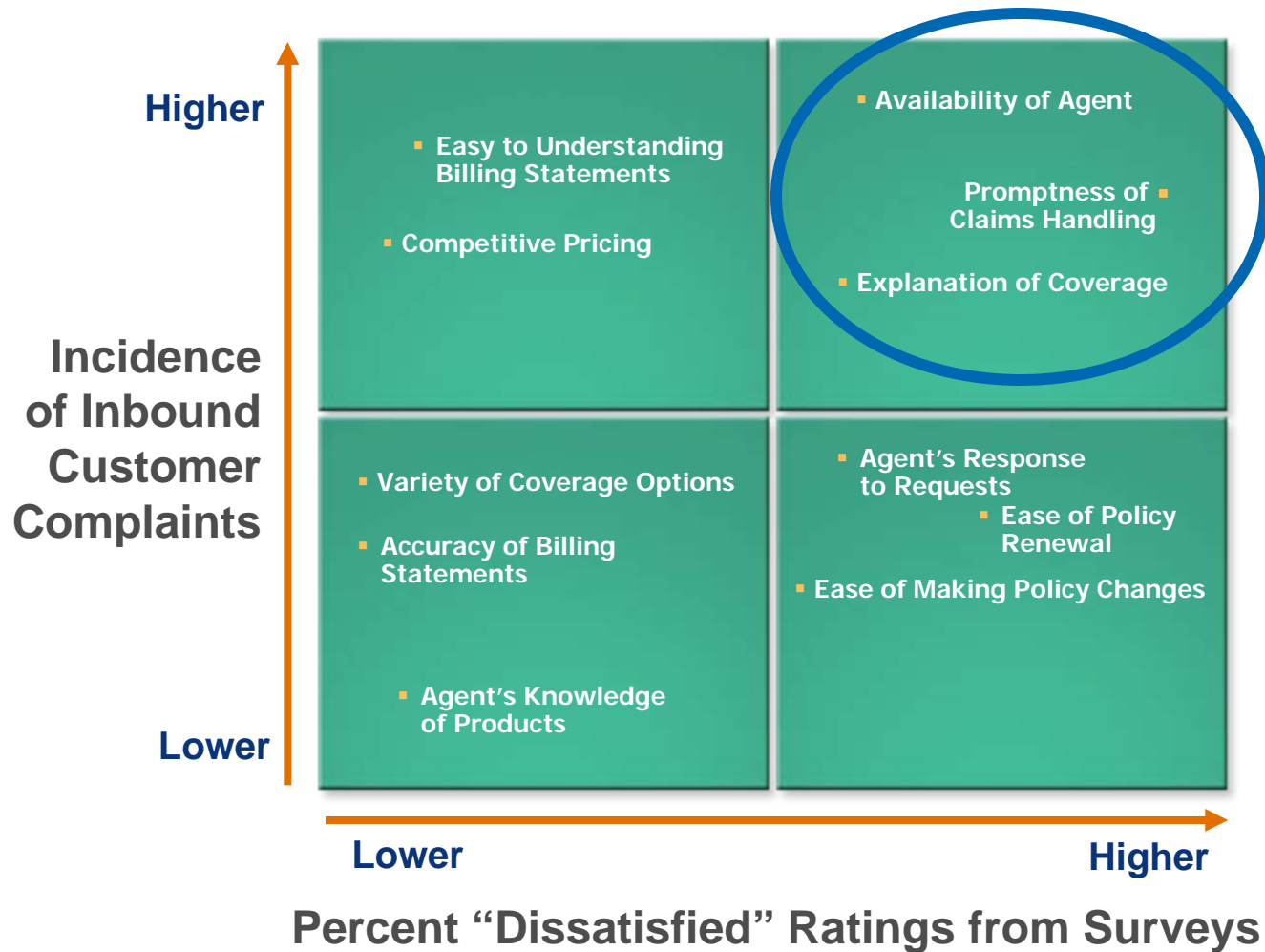
Uniform Customer Experience Categories



Uniform Customer Experience Categories



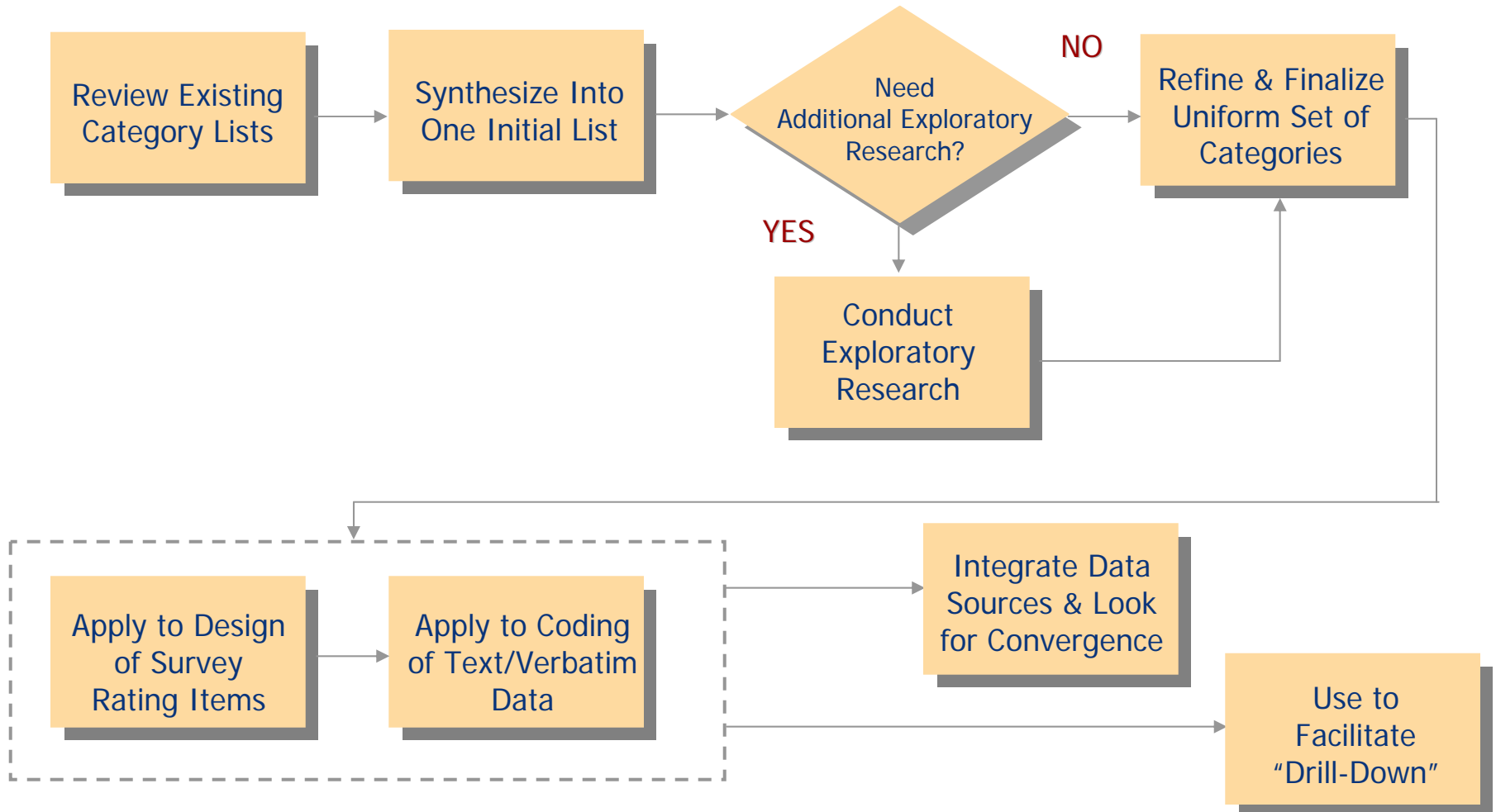
Convergence Analysis



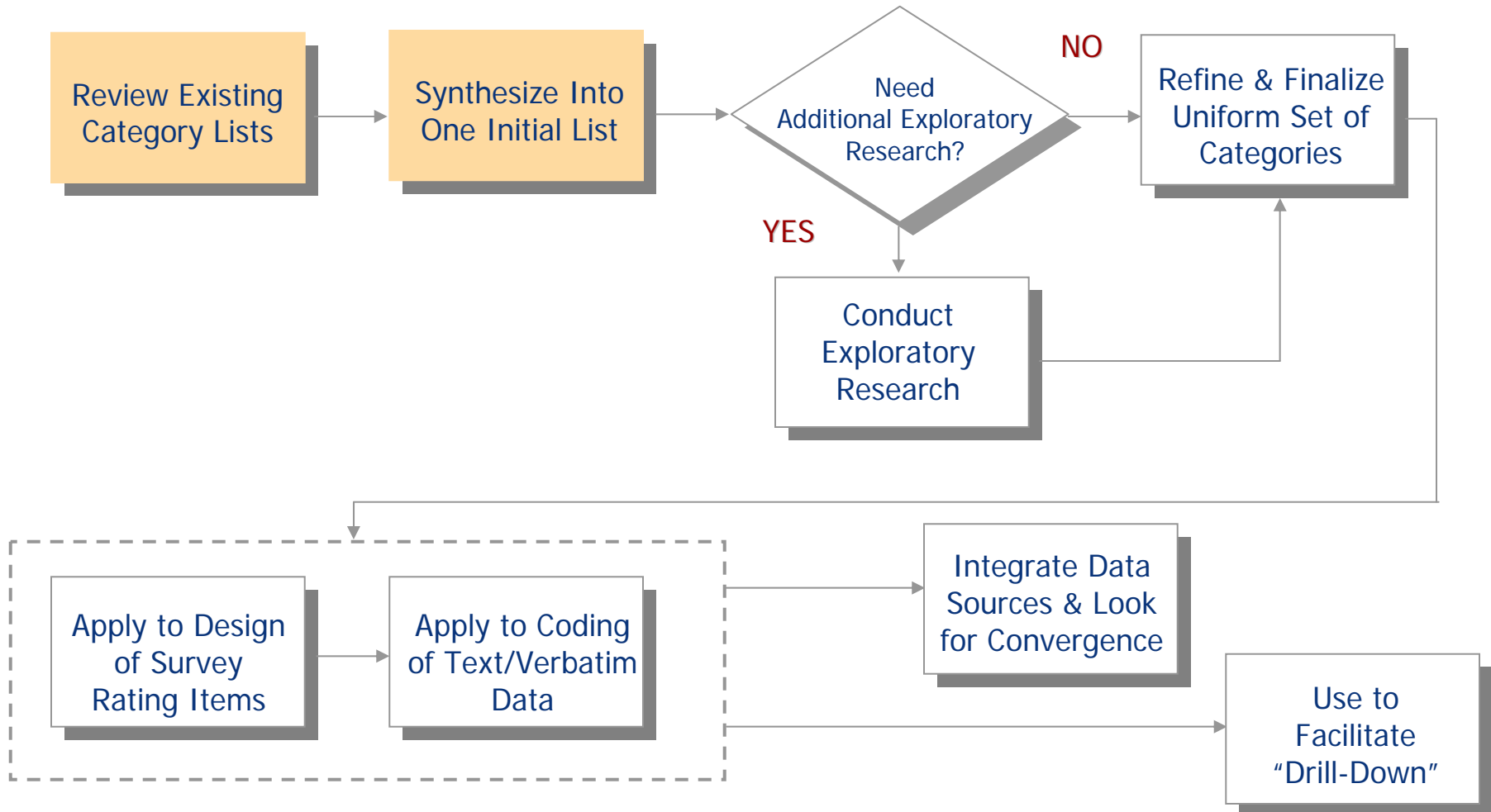
Benefits of this Practice

- Ability to develop convergent intelligence by making all VOC data sources “work together”
- Increased managerial confidence in conclusions drawn from VOC data
- Enhanced ability to “drill-down” for granularity and actionable detail

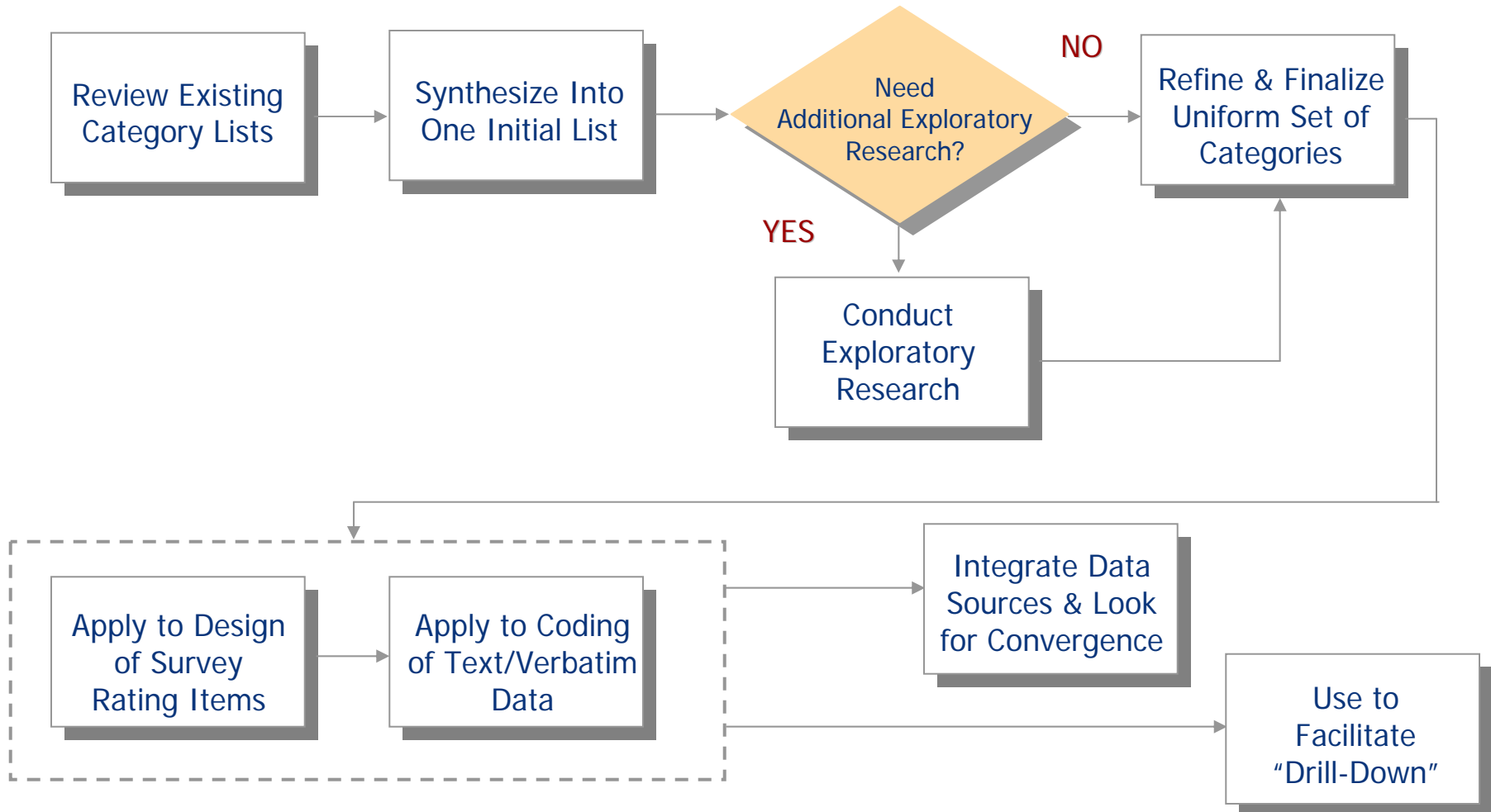
Developing and Applying a Uniform Set of Customer Experience Categories



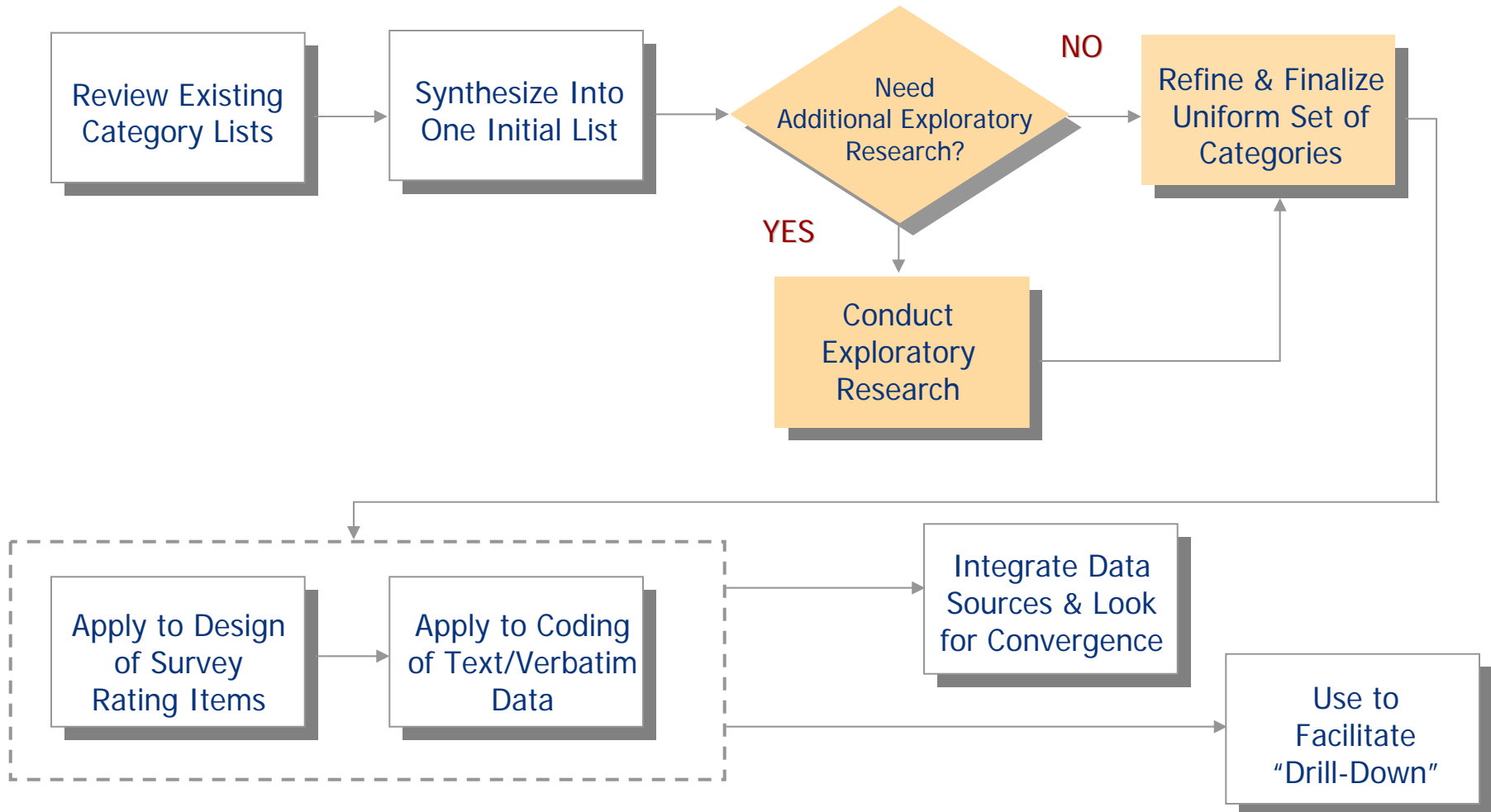
Developing and Applying a Uniform Set of Customer Experience Categories



Developing and Applying a Uniform Set of Customer Experience Categories



Developing and Applying a Uniform Set of Customer Experience Categories



Conducting Exploratory Research

- Focus groups and depth interviews
- Two Tasks
 - Identification
 - Structuring
 - Categories
 - Sub-categories

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graph LR; A[Identification of Customer Experience Elements] --> B[Structuring of Customer Experience Elements]
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Identification of
Customer Experience
Elements

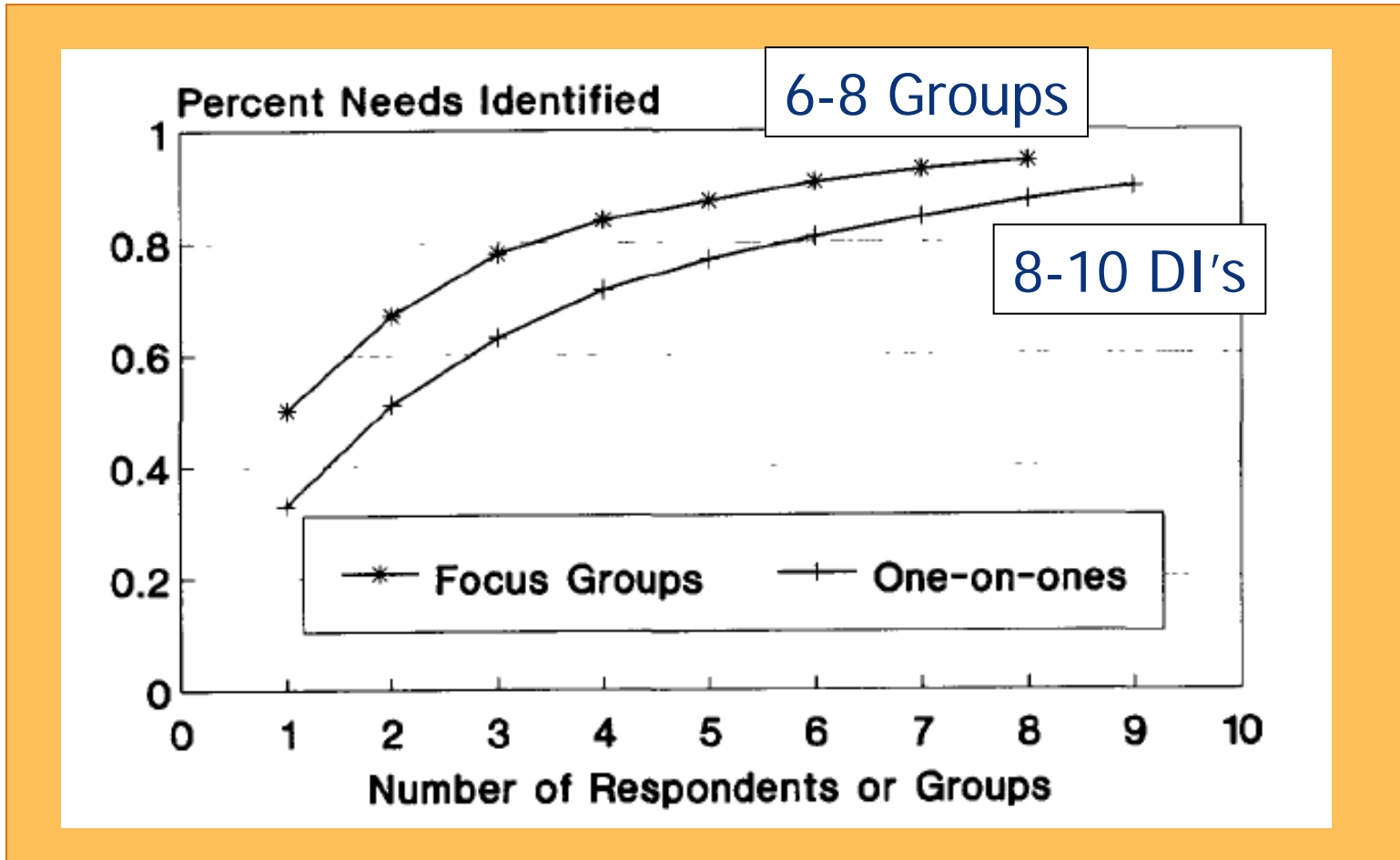
Structuring of
Customer Experience
Elements

Focus Groups or Depth Interviews?

- Either method, or a combination of these methods, may be used.
- Depth interviews usually are more effective in getting at “critical incidents,” which provide the tertiary level of detail needed for structuring.

How Many Groups or Depth Interviews?

Identification of Customer Experience Elements



Source: Griffin, A. and Hauser, J. (1993). The Voice of the Customer. Marketing Science (Winter); pp.1-27.

Purpose and Application of Category Structure

- Primary
 - High-level and strategic
 - Often used when multiple and non-uniform category schemes are being used and primary categories are only means of establishing comparability
- Secondary
 - Focused and tactical
 - Used as primary means of capturing structured and coding unstructured VOC data
- Tertiary
 - Granular and operational
 - Provides sufficient detail for managers and engineers who must formulate and take specific actions to address a customer-driven action item

Creating the Categories

- Qualitative Expert
- Team of Analysts
- Internal Team of Managers or Engineers
- Customer Sort

The Customer Sort Process

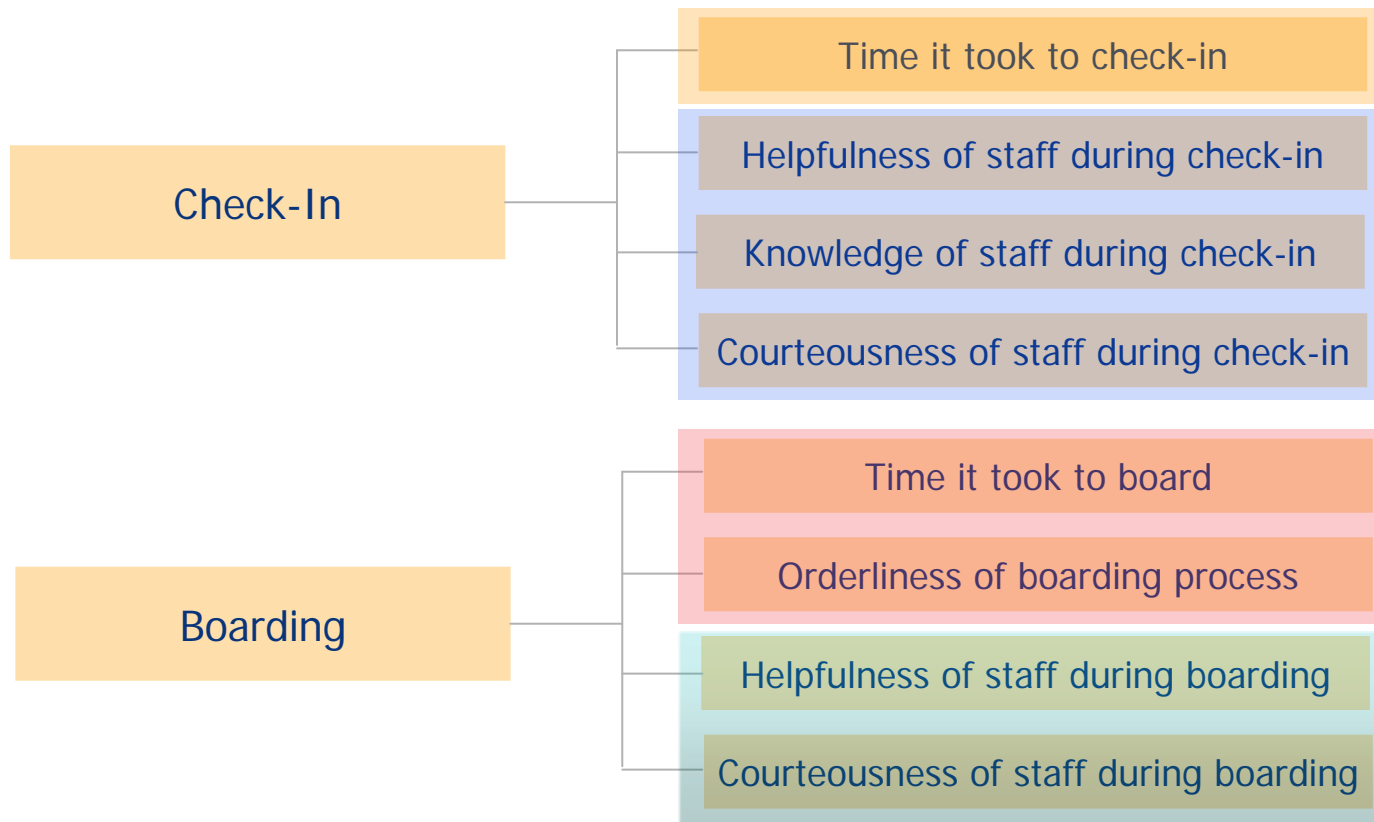
- Also known as “subjective clustering”
- Customers are given a deck of cards, each one bearing one of the customer experience elements identified via exploratory research.
- Customers are asked to sort the cards into groups such that each group contains elements that are similar with respect to some aspect of experience, but collectively, different from other group of elements.
- When all elements have been sorted, customers are asked to pick one concept that best represents the aspect that all elements of a group have in common. This becomes the “primary” category label for the group. This step is performed for all groups.
- If the sorting task is repeated for each of the above groups, “secondary” categories may be identified. Effectively, each new group or element that is differentiated from the others is treated as a secondary category

An Illustration

Structuring of
Customer Experience
Elements

Primary

Secondary



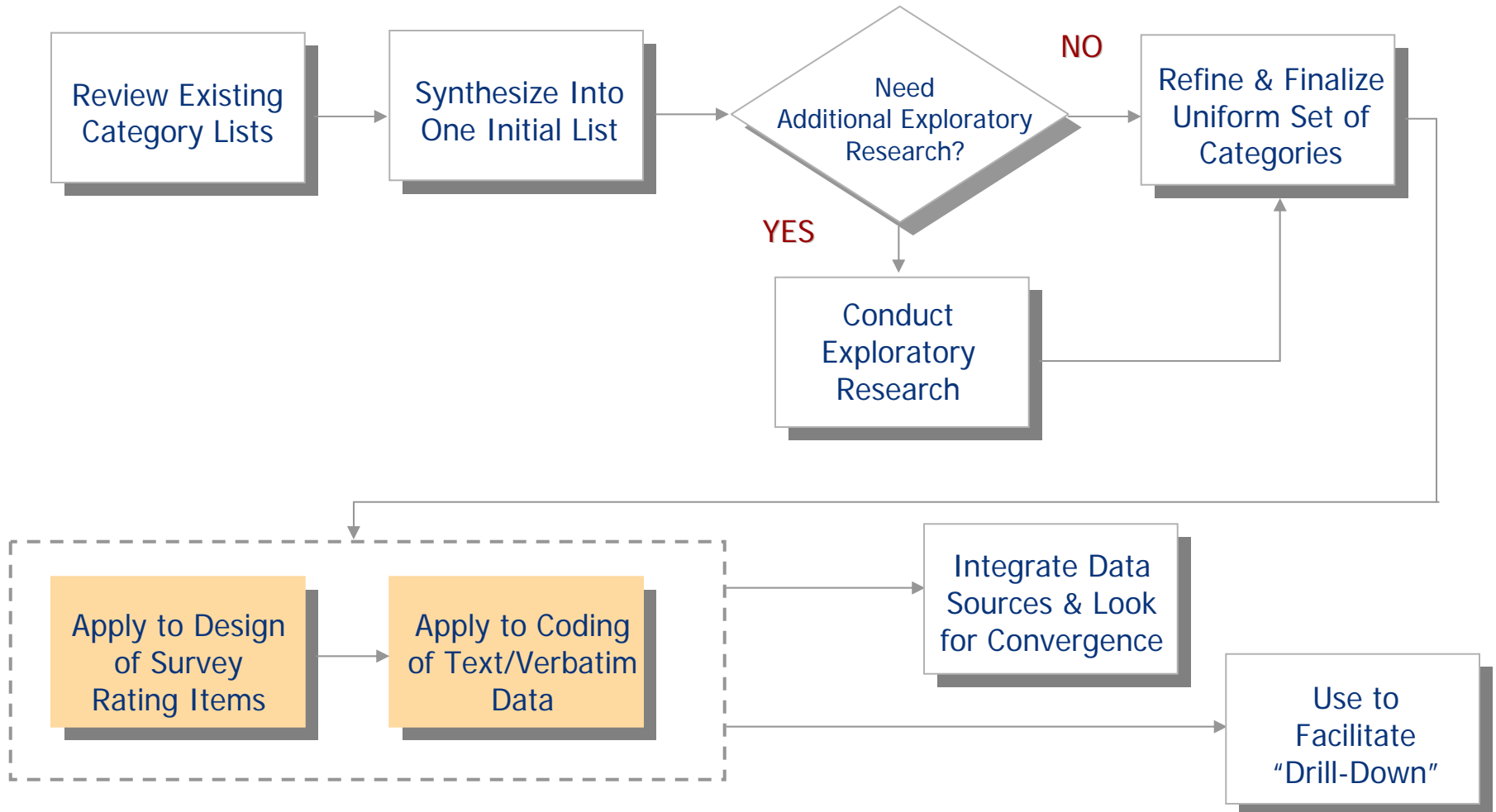
Internal vs. Customer View

Structuring of
Customer Experience
Elements

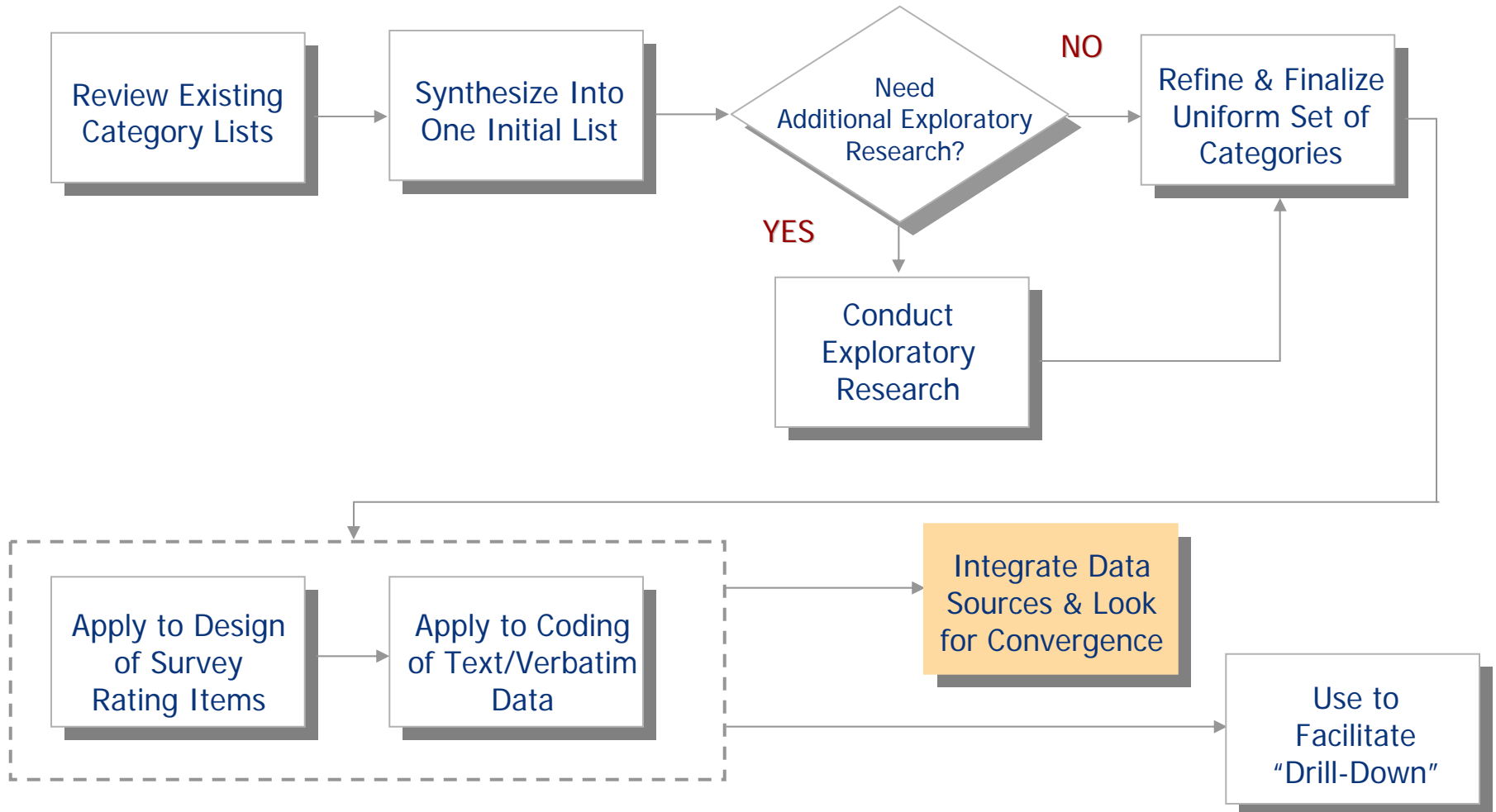
Internal Team of Engineers			Customer Sort		
Primary	Secondary	Tertiary	Primary	Secondary	Tertiary
Price	4	0	Attractiveness	4	20
Container Utility	2	14	Carries Many Things	2	23
Physical Characteristics	10	30	Maintains Temperatures	2	29
Thermal Attributes	4	34	Right Size	3	29
Convenience	5	139	Easy to Move	2	30
			Convenience	4	31
			Works as a Container	5	39

Source: Griffin, A. and Hauser, J. (1993). The Voice of the Customer. [Marketing Science](#) (Winter); pp.1-27.

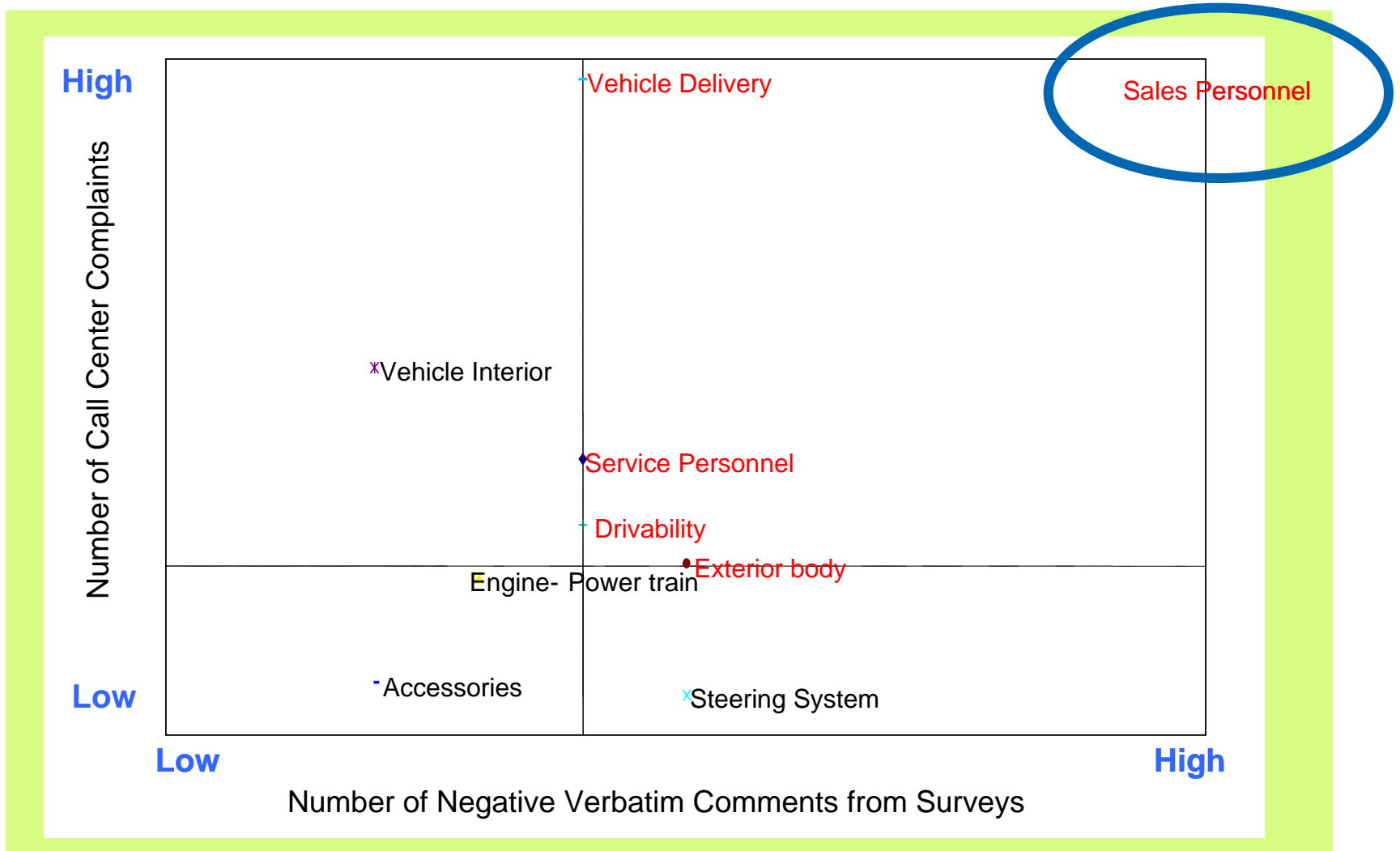
Developing and Applying a Uniform Set of Customer Experience Categories



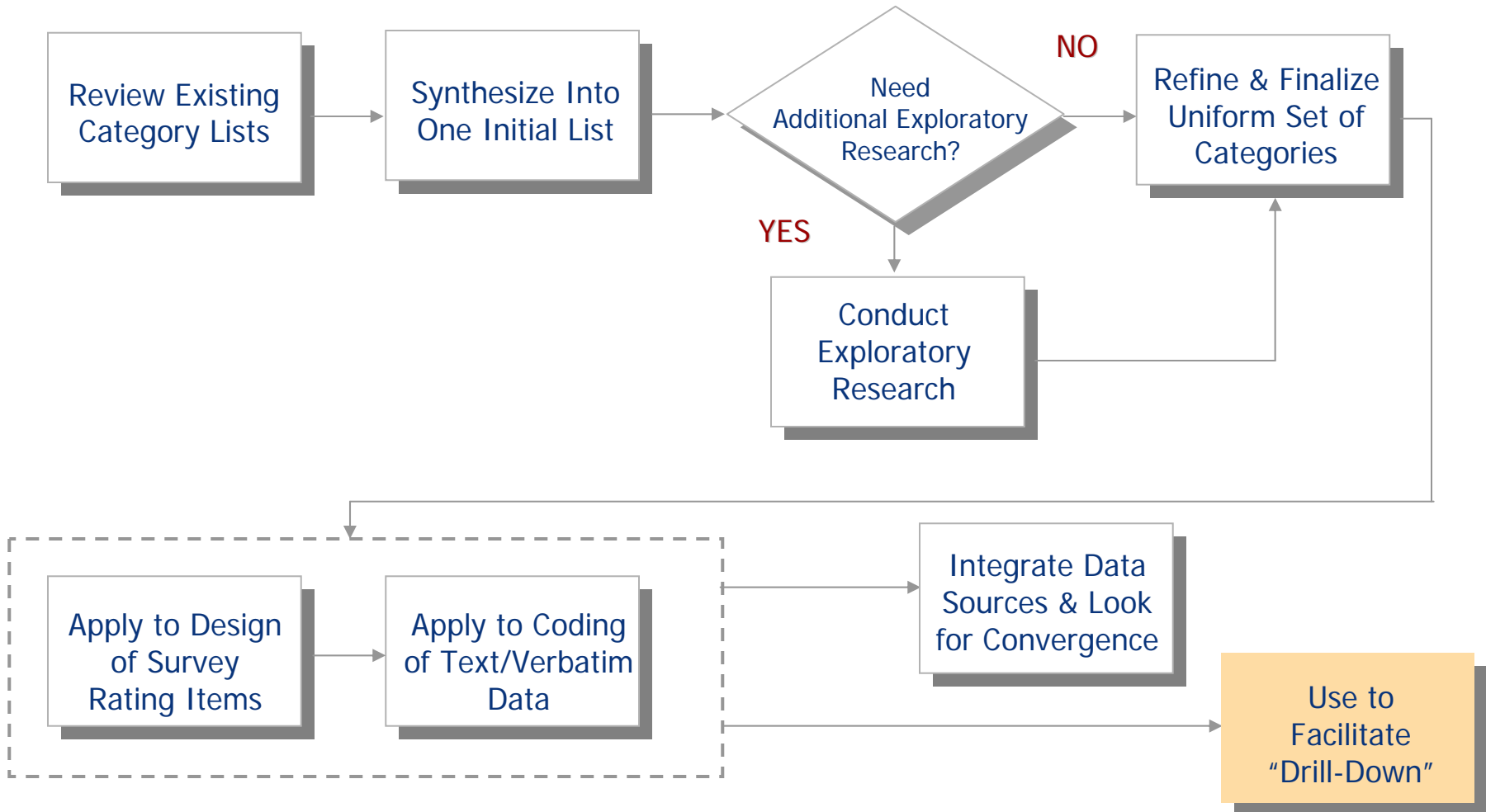
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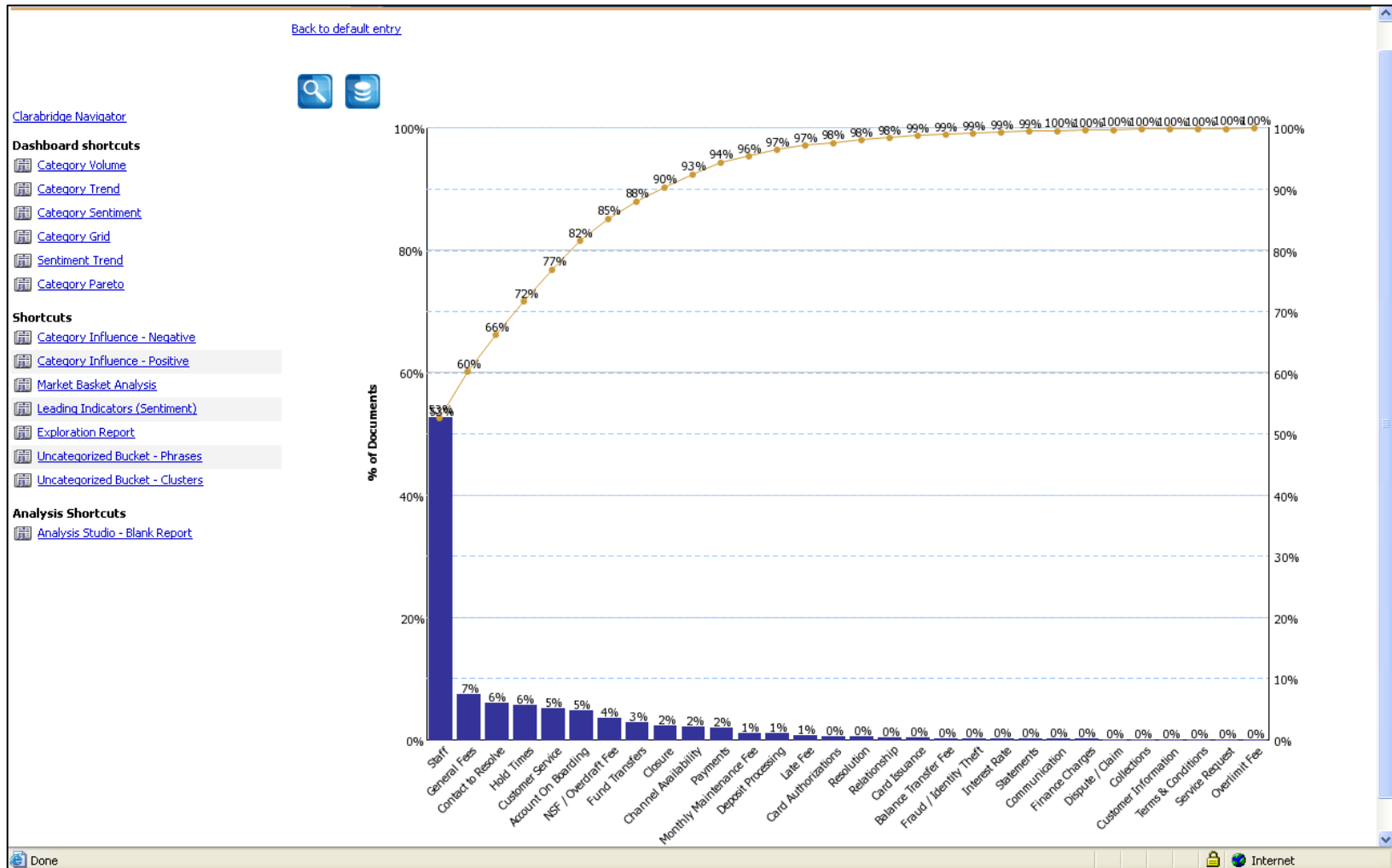
Convergence Map of Call Center and Sales Survey Data for an Automobile Manufacturer



Developing and Applying a Uniform Set of Customer Experience Categories



In Which Categories Do We Most Frequently Receive Negative Comments?



So, What Are Customers Saying About Staff?

4. Sentences - Cognos Viewer - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Back Forward Stop Home Search Favorites

Address <https://poc9.clarabridge.com/cognos8/cgi-bin/cognos.cgi> Go

Keep this version Add this report

Category: Staff
Time:
Satisfaction:
Source: Email
Verbatim:
Overall Call Sat:
Cluster:
Phrase:
Linguistic Connection:

Sentence	CB Source Highlighter
Thanks !!!	Show Source
I just have to say that the few times that I have to call to the bank for help I always got a very good customer services help, only one time someone told me that she can't help me with the problem that I had and I call back again and someone else help me solving the problem but that was months ago with some minimun overdraft mistake.	Show Source
I felt I got a "tough sh__!" attitude.....	Show Source
If advised, we would either not close accounts (leaving BofA to adminster dormant accounts) or download before closing.	Show Source
Our ability to look at checks or download information ceases.	Show Source
Been understanding of my dissatisfaction that upon closing two of three accounts, I learned that all of those accounts on line history dissappears, and we are not advised of that when closing accounts.	Show Source
I felt like if I had called right back I may have gotten a different answer from someone else.	Show Source
She just seemed very unsure of herself.	Show Source
Assured me she was giving me the right information.	Show Source
I plan to Close all my accounts in Arizona becasue I was unaware of any monthly fees.	Show Source
HE was very courteous but couldn't waive the fees I was unaware I was being charged for months.	Show Source
-Ethan	Show Source
She didn't have the authority to resolve my issue.	Show Source
This was a poor decision, and I can not stay with any bank that choses to be that indifferent about having me as a client.	Show Source
This was not the right decision regardless of bank Policy.	Show Source
Therefore, her only option was to be very matter of fact regarding her happy acceptance of my closing my accounts with BofA.	Show Source
If he was not able to help me he should off let me talk to the manager.	Show Source
she could have been helpful and caring instead of being rude and uncaring about helping with the problem	Show Source

Top Page up Page down Bottom

Done Internet

Summary

- Adopt a consistent, uniform set of customer experience categories to organize and analyze all VOC data.
- Make VOC integration a standard component of customer data analysis.
- Implement a formal process for translating VOC-driven issues and insights into actions and improvements
 - Action item clarification is critical step in this process.
 - Organize data within category structure to facilitate action item clarification.

