

VOICE OF CUSTOMER, AN ONGOING DIGITAL REVOLUTION

Voice of Customer (VoC) is undergoing its digital transformation in just the same way as Customer Relations.

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SEVERAL TRANSFORMATIONS ARE HAPPENING TO THE WAY IN WHICH CUSTOMER FEEDBACK IS RECEIVED:

- / **Channels that are undergoing profound changes:** postal questionnaires are becoming extinct, while waves of quantitative telephone surveys are threatened by their high cost. Today, the preferred channels are e-mail, SMS, and online “pop-up” surveys.
- / **From “push” to “push + pull”:** sending customer questionnaires is no longer enough. The “Customer Voice” can be heard everywhere at the same time. First, by employees when in contact with customers, but who are still not approached enough to report on it. Then on the web, where it must be searched for: social media, click-to-community, consumer survey or online brand rating sites (avis-verifies, trustpilot, eKomi etc.), contact sites used directly by brands (Critizr)... just so many unsolicited opinions to listen to. Listening to the customer in a spirit of dialog (e.g. chat survey) is emerging.
- / **More continuous listening:** this revolution, made possible by digital technology, consists of receiving ongoing feedback from customers, rather than on a one-off, after-the-fact basis or through monthly or quarterly waves of tracking. Capturing customer impressions as they experience them and having continuous flows of information gives operational teams new drivers for taking action.

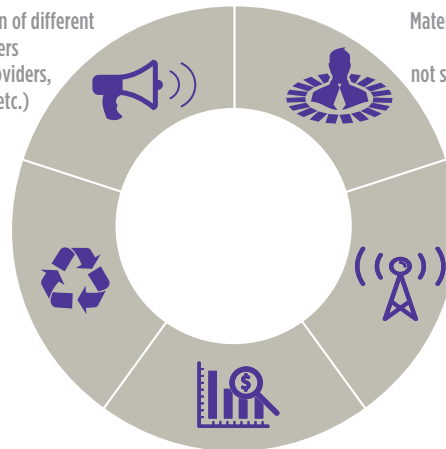
The processing, circulation and exploitation of customer feedback are also facilitated by technological advances: speech-to-text, semantic analysis, big data, algorithms for identifying areas for improvement etc.

Just so many new challenges for organizations that must orchestrate and consolidate more multi-format and diffuse material, make better use of it to serve operational teams, and rethink the role of their internal experts.

VOICE OF CUSTOMER: why has it become essential to upgrade your systems?

The diversity and accumulation of different means for listening to customers (survey type tools, service providers, drivers, questions, indicators etc.)

A lack of exploitation and integration of Voice of Customer on the web



Material received, including verbatim customer feedback, which does not sufficiently nourish the processes and operational teams

Some customer target groups over-solicited and others, on the contrary, not listened to enough

"Historical" tools, often costly and unwieldy, whose effectiveness is difficult to assess

AT THE HEART OF THE DIGITAL TRANSFORMATION, CUSTOMER FEEDBACK MANAGEMENT PLATFORMS: A REVOLUTION NOT TO BE MISSED!

Against a background of automated gathering and exploitation of customer feedback, **Customer Feedback Management (CFM)**

platforms make it possible to **provide operational teams with the voice of customer in real-time** for short-term action (processing

of customer complaints, directing employees etc.) and for the medium-term (action plans etc.).

What is the real added-value provided by CFM platforms?



Gathering

Solicitation of customer feedback at key moments along the path and interactions (from customers, but also employees).

Gathering of unsolicited feedback from social media, consumer survey sites etc.



Processing and making available

Automatic creation of consolidated and individual dashboards and reports.

Real-time, online availability of raw and processed data.



Facilitating action

Alerts concerning at-risk customers (dissatisfaction, legal risks etc.).

Monitoring the processing of alerts (workflow).

Creating and managing action plans.



Guiding management

Tracking changes to indicators (CES, NPS etc.).

Monitoring ROI (complaints avoided, loyalty rates, revenue growth, image etc.).

In short, a unique repository for customer feedback, management rules which limit over-solicitation, gathering and making quantitative and qualitative feedback available in real-time, individual reports, assistance in tracking external and internal loop feedback etc.

Businesses that focus on VoC issues and tools face a market that is still evolving, and difficulties to understand it. Many players from diverse backgrounds (market research, CRM, semantics etc.) propose diverse feedback management technologies in terms of

functional capacity. The frontiers between the different types of players are still shifting. Acquisitions and alliances are evolving, creating new competitors. For example, the BVA research agency has bought Hubicus, a specialist in Quality Monitoring and

Feedback Management, thus completing its own product range by now offering feedback management.

Our interpretation: a feedback management market that is still evolving with 4 major types of players with different positioning



Publishers such as Qualtrics, InMoment, and Confirmit also offer Employee Feedback Management features which support the listening process. They incorporate a new employee source, providing real added-value for a richer VoC experience.

**A TOOL? YES, BUT MORE THAN THAT!
VoC IS ALSO, AND ABOVE ALL, AN OVERALL APPROACH TO BE SHAPED AND CO-CONSTRUCTED...**

A solid VoC tool is a tool that...

Integrates customer expectations and sources of irritation

The perception of the organization of these expectations and sources of irritations is more useful if compared with real customer feedback.

Is above all operationally focused

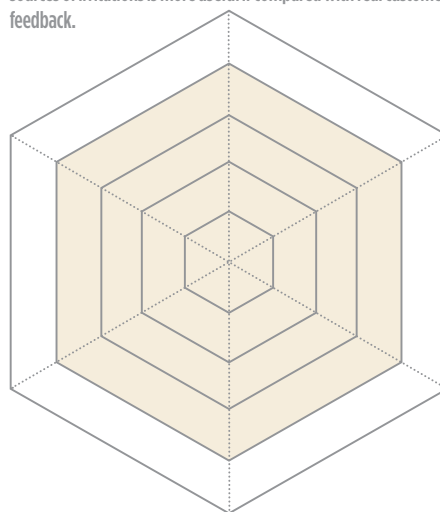
Operational managers are the ones who most need responsive feedback to manage, coach and motivate their teams. They must be involved in the co-construction of the tool.

Is aligned with the customer path

The tool must become part of the customer path by focusing on the key moments as seen by the customer (transactional, on-the-spot surveys), and by gathering the perception of the customer experience at the end of the customer path (relational surveys).

Aims at efficiency

It is all about making the best possible use of digital channels, limiting overlaps and monitoring the cost savings (complaints, optimization of processes etc.) and the benefits (loyalty, revenue growth etc.).



Covers the targets in a balanced fashion

The tool must seek to balance the solicitation of customers and not neglect the «silent» customers who have no interaction with the organization.

Cross-matches direct and indirect sources of feedback

Comparing the different sources of feedback (unsolicited verbatim comments, employees, stakeholders etc.) makes it possible to consolidate the lessons from feedback and capture weak signals.

... BUT ALSO A PROFOUND CULTURAL TRANSFORMATION THAT NEEDS SUPPORT!

Changing the VoC tool represents much more than simply changing the IT system. It is a major, if gradual, cultural transformation.

For a more VoC focused way of thinking, acting and operating, we believe that the model needs to be “overturned”. This means

bringing on board operational line management from the very start of the co-construction of the tool.

To bring on board operational managers, our action drivers

1

AT THE START OF THE PROJECT:

identifying and sharing the 'drivers' of change

(what makes the project essential? External / Internal need?)

2

LEAVE SOME ROOM FOR MANEUVER LOCALLY:

one-off surveys on a regional basis, addition of specific questions etc.

3

GIVE PRIORITY TO THE NEEDS IN THE FIELD:

VoC measures at the lowest possible denominators in the organization, facilitate use by non-expert users etc.

4

PLAN FOR THE EFFECTS ON THE PERFORMANCE APPRAISAL AND REWARD SYSTEMS

(collective and individual)

5

CO-CONSTRUCT

the tool with the regions, the managers and users who will be working with it, and avoid imposing the system top down

6

ADD NEW VALUE:

information at the team level, verbatim customer comments pre-processed, number of complaints avoided by calling back dissatisfied customers etc.



SOME POINTS FOR ATTENTION, AS REVEALED BY VOC PROJECTS CONDUCTED FOR OUR CUSTOMERS

- / The lack of qualification of customer data bases (level of e-mails or mobiles; 'cleanliness' of data bases and fields etc.) and integration of sources originating in social media
- / The setting up of the feedback loop: routing of customer alerts to the right internal points of contact, reluctance to call back dissatisfied customers
- / The temptation of exhaustiveness of listening systems; temptation of scatter gun approach (target groups, interactions, questions etc.)



EXPLOITING VoC MEANS A GUARANTEED ROI! TYPICAL FEEDBACK FROM ENEDIS



INTERVIEW
with Laurent Fajal,
Customer Feedback Manager, ENEDIS

Why did ENEDIS decide to revisit its customer feedback tool?

There were a number of reasons:

- An initial analysis carried out by Wavestone had revealed that our customer feedback system was not balanced. Our tool relied on cumbersome, costly satisfaction surveys that only covered certain selected points of contact. But the real reason was that they were difficult to use for the operational managers
- Certain regions had already launched their own, but different, customer feedback initiatives (on-the-spot surveys, customer and employee round tables etc.), which were still limited.
- Benchmarking showed changes to the way in which big companies were listening to their customers, moving towards lighter, more continuous, responsive and digital methods.

In practice, what did the rethinking of the customer feedback system look like?

The most representative part of the work was the development of an on-the-spot customer satisfaction survey.

Is changing the measurement system really that difficult?

Yes, it's a real change management project! It's a profound cultural change because in practice it means placing the customer at the center of the teams' lives.

How long did it take to implement the new on-the-spot survey tool?

The thought process that went into the on-the-spot surveys took about 6 months and involved representatives of the central functions, but above all players from the regions. Between writing the specifications

and officially confirming the choice of service provider, it took about 4 months.

There again, we are quite proud of ourselves as we succeeded in staying within the timeline we had set: 4 months between the first meeting with the service provider and the deployment of the first set of surveys in the pilot regions. This was thanks to the preparatory work done by ENEDIS beforehand, agile working methods, and strong commitment by the project team. Wavestone provided project management support throughout the period.

AND THE RESULTS?



A new digital tool operational within 4 months for the first surveys



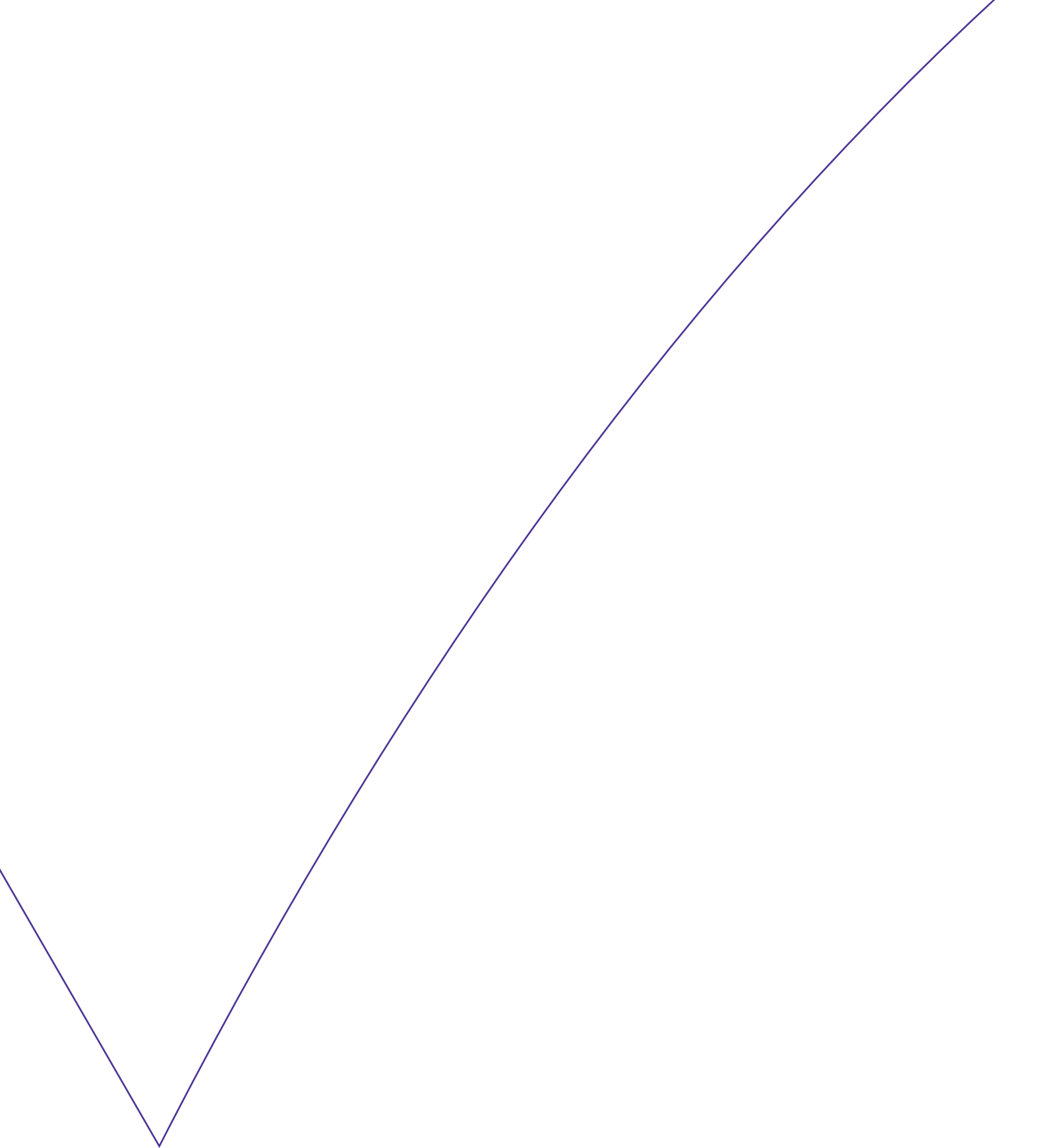
250,000 respondents (e-mail and SMS) after 7 months



1,250 users (including 600 on a daily basis) in the 25 Regional Offices and 500 branches



Considerable savings (> €1 million)



WAVESTONE

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