

CX PROGRAM
SUCCESS:
**UNDERSTANDING
THE REAL
ROLE OF VOC
SOFTWARE**

It may come as a surprise to learn that only 15% of today's organizations view their VOC program as successful.¹

For customer experience (CX) professionals, under pressure to deliver results and steer the company toward differentiation based on CX, this widespread lack of VOC success is highly concerning.

Without a healthy VOC program capturing rich, actionable customer insight, CX becomes an unpredictable maze of guesswork, reaction to problems, and missed opportunities to meet customer needs better than competitors.

¹ "5 Radical Changes to VOC of the Future for ROI Maturity," Lynn Hunsaker, CustomerThink.





Why are VOC programs so challenged?

First, many CX pros have incorrect or misaligned expectations on what VOC software will achieve for the business. And second, CX professionals are overwhelmed when it comes to detailing requirements for their VOC software needs. This isn't helped by the sea of vendors and software products to try to make sense of, each promoting their own unique features.

This paper is meant to help CX leaders work through these challenges.

We'll outline the role of VOC software (as we see it) and give you important guidance on the features you really need, so that you can make decisions that lead to VOC success, CX improvement, and better financial outcomes.



ALIGNING EXPECTATIONS: What is the role of VOC software?

VOC success starts with setting proper expectations of what software is meant to do strategically. The role of software can be summarized in three simple categories:

1 Power CX Processes

VOC software should be used to facilitate processes that are core to CX success. For example, closing the loop with customers to manage brand reputation, coaching and managing employee performance, facilitating CX improvement initiatives, etc.

2 Drive Efficiency

VOC software must create efficiency for your business and lots of it! It should make the process of collecting, sharing, and acting on customer feedback faster, easier, and less expensive.

3 Engage Employees

VOC software is used to deeply engage your employees in CX. Regular use of VOC software shrinks the “distance” between your customers and your employees, making employees better equipped to empathize with customers and create value through better experiences.

The data proves this. We’ve seen that employees who access VOC software weekly improve their CX performance at a rate of 2X compared to those who access it less often.

CUSTOMER SUCCESS STORY:

Software + strategy wins against software alone

Concentrix ran a 90-day pilot test with a client in the cable/satellite industry. We deployed VOC software at the company, and users were split into two teams.

Team 1 was supported with a strategy which showed them how to use the software in their daily role, including:

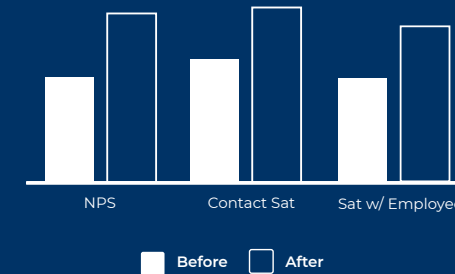
- Teaching employees how frequently to log in, what information to access, and the specific actions to take with that information within their daily activity.
- Teaching employees how to follow up with customers, including how to identify which customers to follow up with and when.
- Teaching managers how to access and use results to coach individuals and teams for better performance.

Team 2 used the same software, but had no strategy support outside of basic orientation to software features.

Results

Team 1

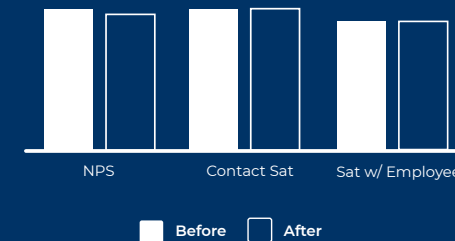
7 "Tips" Applied



Within a three-month period of time, Team 1's CX performance increased by more than 10 points (across three metrics).

Team 2

Surveys + Scorecards



Team 2, lacking a true CX strategy, achieved no increase in any of the three metrics, and in fact experienced a slight decrease in NPS.

But isn't there more to it?

Shouldn't software help drive financial outcomes? Ongoing CX improvements? Reduction in customer effort?

Think again.

Consider the role of Salesforce, the world's leading software to help manage business development activity. Salesforce is a tremendously popular and effective software.

But the software itself doesn't find prospects, have conversations and close deals for the companies that use it. It's the combination of Salesforce with the right sales strategy, process, and user diligence that ultimately generates more revenue.

The same is true with VOC software.

By itself, it doesn't produce results. It must work alongside CX strategy, process, and user activity in order to deliver outcomes. When it does, the results are measurable and significant.



Quick Case in Point

One regional bank used Concentrix VOC software to reduce program spend by 30%, simply by introducing digital survey capabilities that eliminated dependency on manual methods.



In addition to software, where else should CX pros focus?

Setting proper expectations for what VOC software is and isn't is the starting point to help make better decisions on how to evaluate, evolve, and invest in your VOC program.

The next step in this understanding is to be clear on what other factors beyond software should be considered.

Features

Essentially, software is a collection of technology Features to better and more efficiently power CX processes and engage employees.

Pain Relievers

Pain Relievers are the activities required to keep your VOC program running smoothly and producing quality results. These activities don't create gains, but if not done diligently, they produce pain in the form of bad data, low survey response rates, poor survey experiences, and more. Placing attention on pain relieving activity is a way to proactively ensure the health of your VOC program.

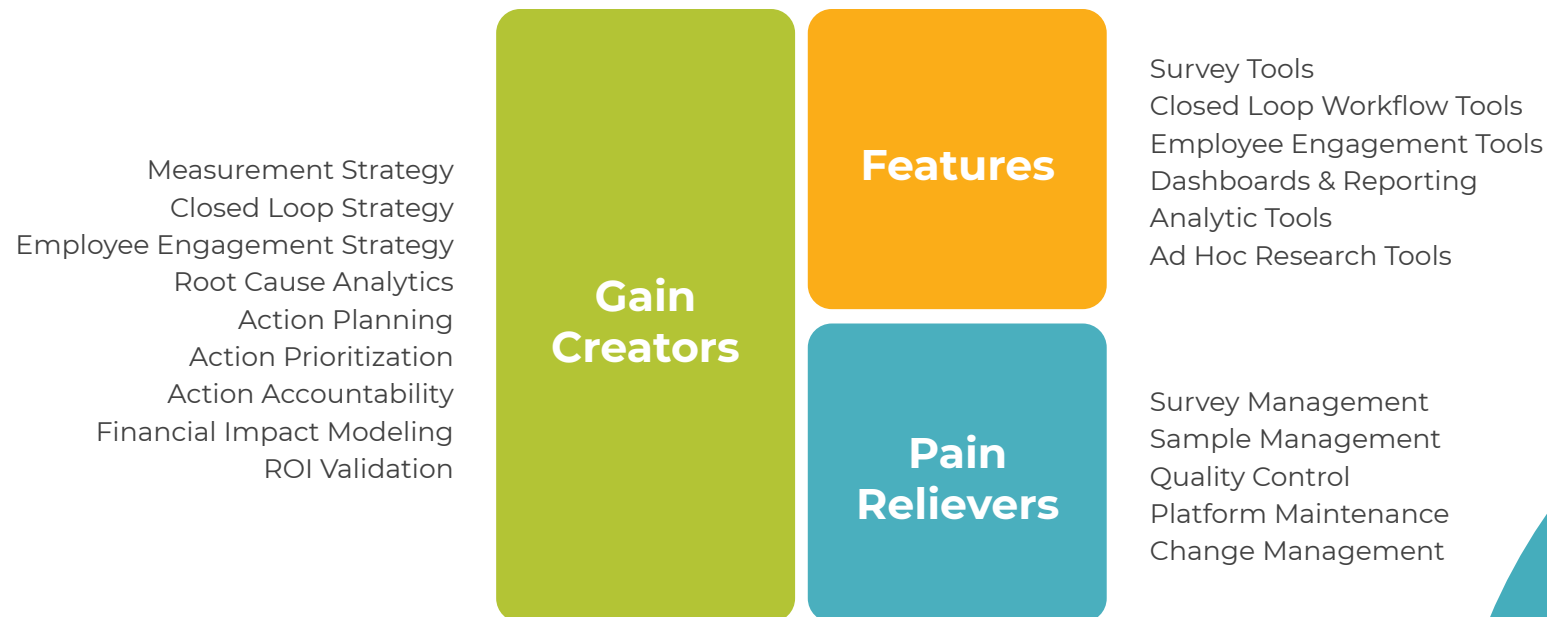
Gain Creators

Gain Creators are the aspects of your VOC program that create gains (i.e., financial outcomes) when they are done right and properly leveraged. They involve things like closed loop strategy, root cause analysis, and action planning that create lasting value, ongoing improvement, and have direct correlation to financial results. Gain Creators are the Holy Grail of any VOC program—the dimension where you need to focus most in order to achieve the results that are expected of you and prove the value of your VOC investment.

VOC Program Dimensions

Ensure you're applying your team's focus and your overall investment in the proper proportions across the three VOC Program Dimensions.

Use the ratio of Features : Pain Relievers : Gain Creators = 1:1:2 as a guide.



TIP: Look for a partner

As soon as you can, look for a partner that can handle Pain Relievers more efficiently and at scale. Then you can focus your team's activity on high value Gain Creators activities.

CLARIFYING REQUIREMENTS:

What does VOC software need to do for you?

No matter what your specific VOC strategy, there are baseline requirements you'll need to have in place so you can take action on VOC data and insight.

The action part of your VOC program involves operationalizing customer feedback and driving specific CX activity. Generally speaking, we've noticed a pervasive gap when it comes to the action part of VOC programs, and this inability to take action in a scalable, operational way is a major limiting factor to achieving results.

Put these requirements into your list of Feature necessities and disqualify software options that don't do them well.

1 Customer engagement in any channel

As the ways in which customers experience your brand are evolving, your ability to understand the experience across the journey must evolve as well. You must have technology that can engage your customers for input across a variety of channels including SMS, digital, IVR, social, in app, and more.

TIP: Think beyond email

One well known media and entertainment company experienced a 50% drop in email response rates from 2014 to 2018. There are examples of declining email survey response rates like this in every industry.

2 Enterprise sample management

Too often, VOC software providers define sample management as simple business rules that ensure customers aren't over-surveyed. That's 101. Your software must have enterprise sampling capabilities that:

- Ensures customers aren't over-surveyed
- Prioritizes which survey a customer gets if they qualify for more than one
- Distributes survey invitations evenly across time periods
- Manages quotas across segments and employees

3 Integrate with many data sources

The power of customer feedback is unleashed when it's married with additional sources of insight such as operational, financial, and demographic data. Your VOC software must have the ability to integrate and report on these sources automatically, alongside customer feedback.

4 Reputation management tools

When customers stop doing business with a company, they typically make that decision within 72 hours of a poor experience.² That leaves a very short window for you to identify, re-engage, and fix customer issues. Your VOC software must include reputation management tools that allow you to find at-risk customers and follow up quickly.

5 Diagnostic and analytic tools

Customers will tell you where you can improve and when you've earned their praise. But can you act on these conversations? Your VOC software must be able to identify and prioritize customer issues with tools like text analytics, cross tabs, and root cause reporting.

6 Process improvement tools

Every business process can be enhanced, and CX improvement initiatives are no different. Automate, centralize, and streamline as much as you can. Your VOC software must have tools to manage process improvement initiatives, assign action owners, and track progress. The payoff is big: one healthcare company reduced customer effort and contact center traffic by 7%, simply by applying more rigor to the way its process improvement ideas are assigned and managed.

² Concentrix proprietary research.

Key takeaways

When selecting VOC software, keep just a few points in mind to avoid common mistakes.

Many VOC programs have been disappointing due to misaligned expectations around what software can do, and unclear requirements around what features are needed. Avoid pitfalls by remembering these key points.


- 1** The role of software is to power CX processes, drive efficiencies, and engage employees.
- 2** Software alone doesn't drive results. The right software, combined with CX strategy and user activity, yields results.
- 3** Software is just one of several program dimensions that require your attention and investment: Features (think software), Pain Relievers, and Gain Creators. Generally speaking, the ratio of attention paid to these three areas should be 1:1:2, respectively.
- 4** There are baseline software requirements that you're going to need to have in place. These are features to help operationalize customer feedback and support action. Put these features on your software requirements list.



Is your VOC software up to the task?

If this report has helped you view your VOC software decision-making with more clarity, confidence, and purpose, take the next step toward securing your VOC program's success! Contact us to learn more about how we can help CX leaders like you deliver program outcomes that go beyond what everyone is expecting, with immediate and lasting value for your business.

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