

Temkin Group **CX Tool**



Voice of the Customer Program Self-Assessment

Evaluate The Maturity Of Your VoC Program

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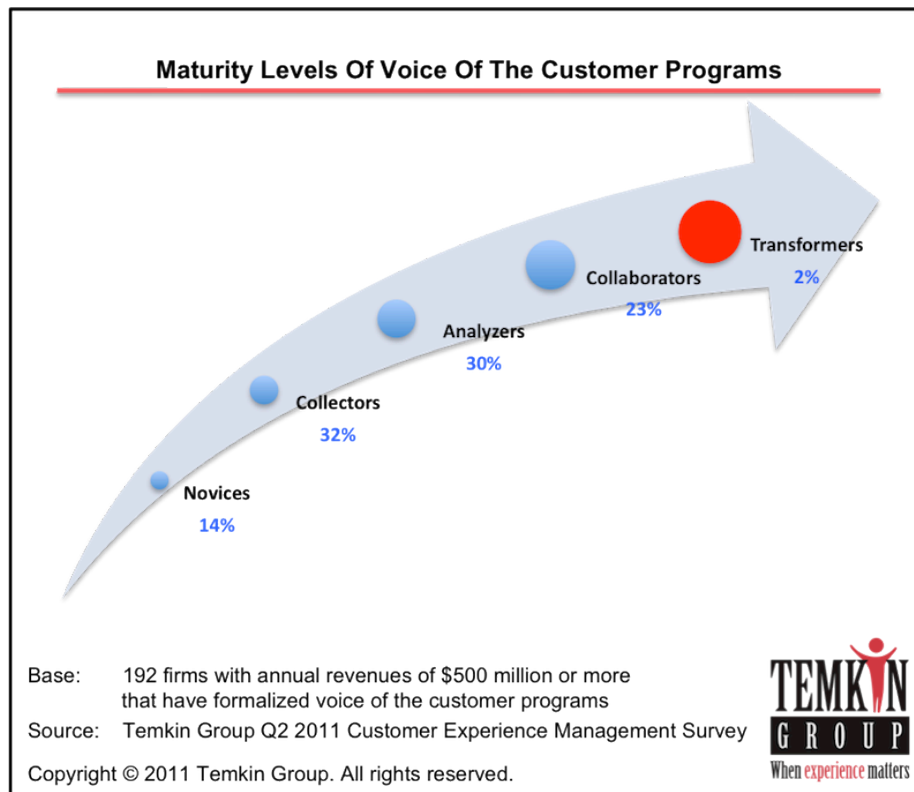


Assess And Benchmark Your VoC Program

How effective is your voice of the customer (VoC) program? To help answer this question, we introduced a VoC assessment in the report, *The State Of Voice Of The Customer Programs, 2011*. The self-test allows identifies where your VoC program rates along five levels of maturity:

1. **Novices.** These VoC programs are in very early stages of development.
2. **Collectors.** These VoC programs are caught up in just getting data. They spend most of their time focused on discussions about identifying the right "listening posts," choosing the questions to ask, and debating the metrics to use.
3. **Analyzers.** These VoC programs do a lot of data crunching. They find interesting and novel ways for uncovering insights about what's working and what's not working in the business. They have some cross-functional processes setup, but the effort is not well integrated with the rest of the company.
4. **Collaborators.** These VoC programs have strong relationships with other parts of their business. They've developed processes for tailoring data and insights to meet the specific needs of other organizations and actively support continuous improvement efforts.
5. **Transformers.** These VoC programs link customer insight data into most of the processes throughout their company, from operational activities to strategic decision-making.

As you can see from this graphic, only 2% of VoC programs have reached the highest maturity level.



The assessment also provides an evaluation of your VoC program along these six capabilities, which we call the “Six Ds of a Closed-Loop VoC Program:”

- **Detect:** Monitor the right feedback at the right time from the right customers and combine it with other key data sources.
- **Disseminate:** Put information in the hands of the right people at the right time in the right form so they can act on it.
- **Diagnose:** Gain a deeper understanding of problems or opportunities that are uncovered.
- **Discuss:** Get the right people from the right organizations reviewing the right information to understand what’s affecting customers.
- **Design:** Follow user-centric approaches for identifying changes that will improve the customer experience.
- **Deploy:** Make ongoing changes to the experiences and the monitoring of those changes.

Go ahead and complete the self-test below. But don’t do it alone; get multiple members of your organization to do the assessment so you can compare the results.

If you want to benchmark your results against almost 200 large companies, download the Temkin Group report, *The State of Voice of the Customer Programs, 2011*. That report includes data tables for benchmarking your scores against other firms.

Once you’ve collected the results from the assessment, you can:

- **Benchmark your overall results.** The overall score will identify your company’s level of VoC maturity. We’ve compiled the overall scores for 192 companies that completed the assessment so that you can benchmark your position.
- **Benchmark your results for the six Ds.** We’ve also compiled the scores for each of the six Ds for the 192 companies that completed the assessment so that you can benchmark your position across all six categories.
- **Examine your alignment.** Look for areas where the results differ among the people that have completed the assessment. As a group, discuss why the differences exist.

To what degree do the following activities occur within your company?

1 = Never 2 = Periodically 3 = Usually 4 = Almost always 5 = Always

1. Monitoring social media channels is integrated with monitoring of feedback in other channels	
2. Customer interactions with the contact center are analyzed as part of the voice of the customer program	
3. Feedback from front-line employees about customer problems and opportunities is actively solicited and acted upon	
4. Text analytics tools are used to automate the analysis of sentiment and topics in unstructured data sources	
5. Feedback is disproportionately solicited from customers in key segments and from important interactions (moments of truth)	

DETECT total

6. Operating groups across the company are provided with support to help them understand and apply customer insights to their organizations	
7. Customer insights are delivered to employees in formats that are tailored to their individual roles and responsibilities	
8. Individuals get immediate alerts when there is significant customer feedback about their area of focus	
9. Customer feedback data can be viewed within customer management applications (CRM) alongside other information about customers	
10. There is an identified group of employees across the company who are specialists in analyzing and applying customer insights	

DISSEMINATE total

11. Feedback is analyzed and tracked for individual customer segments and for critical customer interactions (moments of truth)	
12. There is capacity available in upcoming surveys to add questions for digging deeper into issues uncovered during analysis of customer feedback	
13. Employees across the company can see specific feedback and verbatims from individual customers	
14. Analysis identifies specific operational activities that result in positive and negative feedback	
15. Data about customers' previous interactions with the company is integrated with analysis of customer feedback	

DIAGNOSE total

16. Cross-functional teams regularly meet to review customer insights and assign action items	
17. Progress on projects that come from analysis of customer feedback analysis is formally tracked and reported on	
18. Executives regularly review and discuss results from analyzing customer feedback	
19. Customer feedback is used for immediate coaching of front-line employees	
20. Executives hold their teams accountable for taking actions based on analysis of customer feedback	

DISCUSS total

To what degree do the following activities occur within your company?

1 = Never 2 = Periodically 3 = Usually 4 = Almost always 5 = Always

21. When customer feedback analysis uncovers a problem, the company follows a clear design process for developing solutions	
22. Customers are involved in the creation of customer experience improvements	
23. Improvements are made to experiences even when customers think they are already okay	
24. Brand promoters are targeted for campaigns to encourage them to advocate on behalf of the company	
25. The company follows a repeatable process for redesigning experiences that require changes across multiple organizations	

DESIGN total

26. Owners of interaction channels throughout the company are prepared to make changes based on findings from analysis of customer feedback	
27. Customer feedback goals are a core element of the requirements for new products and services	
28. Newly deployed customer experiences are actively monitored and resources are in place to make improvements	
29. Resources are available for implementing changes in customer interactions based on findings from analysis of customer feedback	
30. Key decisions across the company incorporate the latest findings from analysis of customer feedback	

DEPLOY total

OVERALL TOTAL

Evaluating The Results

<p>VoC Competency Area Totals:</p> <p>6 to 9 Very Poor 10 to 13 Poor 14 to 17 Okay 18 to 21 Good 22 to 25 Very Good</p>	<p>Overall Total:</p> <p style="text-align: center;">VoC Maturity Level</p> <p>< 50 Level 1: Novice 50 to 74 Level 2: Collector 75 to 99 Level 3: Analyzer 100 to 124 Level 4: Collaborator 125 to 150 Level 5: Transformer</p>
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About Temkin Group

Temkin Group is a consulting and research firm that helps clients increase customer loyalty by improving their customer experience. The company was founded based on four core beliefs:

Customer experience drives loyalty.

Our research and work with clients has shown that interactions with customers influence how much business they'll do with you in the future and how often they recommend you to friends and colleagues.

It's a journey, not a project.

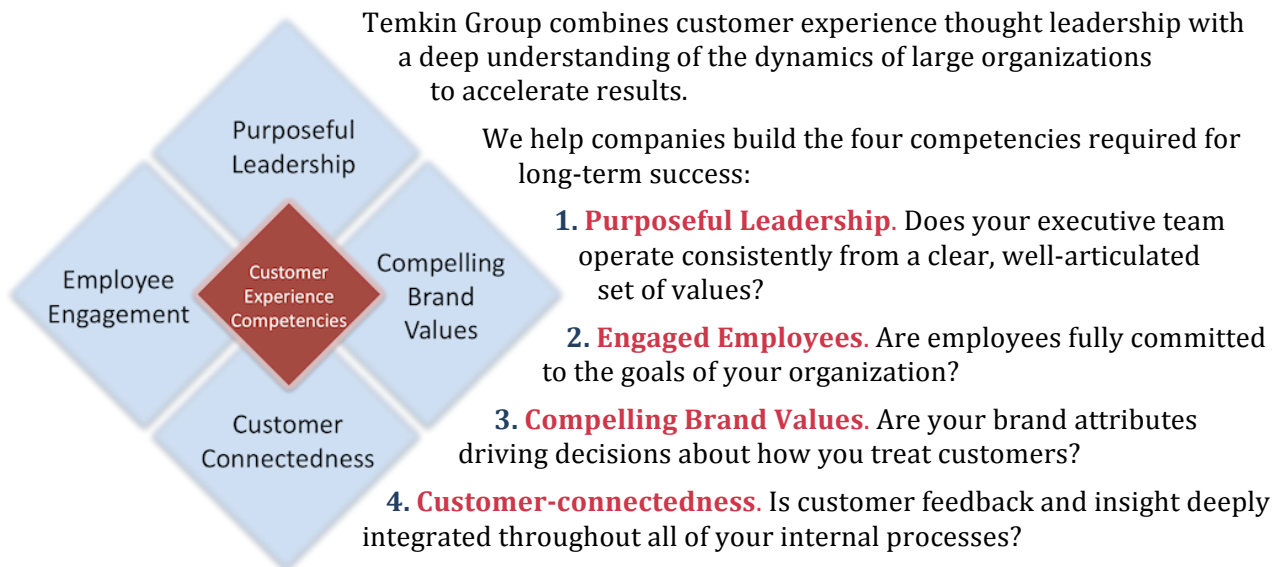
Building the capabilities to consistently delight customers doesn't happen overnight. Companies need to plan for a multi-year corporate change program.

Improvement requires systemic change.

Companies can improve isolated customer interactions, but they can't gain competitive advantage until customer experience is embedded in their operating fabric.

We can help you make a difference.

Transformation isn't easy, but leading your company to be more customer-centric is worth the effort. We help our clients accelerate their results while avoiding many of the bumps along the way.



Temkin Group provides a number of services, which include:

- **Interactive workshops** to instill a common mindset, vocabulary, and approach across an organization.
- **Strategic reviews** of customer experience plans and objectives to identify opportunities for accelerating efforts and avoiding missteps along the way.
- **Assessments** of customer experience competencies to identify and close critical gaps.
- **Senior executive sessions** to ensure appropriate levels of alignment and commitment.
- **Executive coaching** to help executives leading customer experience efforts.
- **Speeches and webinars** to teach customer experience concepts.
- **Temkin Ratings** with quantitative data on customer experience and loyalty.