



Voice of the Customer “Best Practices”

A Voice of the Customer (VoC) program is a crucial element of an organization’s quality initiative. While Quality Monitoring (QM) is used to ensure consistent contact handling and process adherence, VoC captures the customers’ experience. While each center’s context, goals, opportunities, and constraints shape the VoC requirements, the following practices help realize the greatest value from the program.

Strategy: The VoC program supports the organization’s business goals by providing an objective assessment of the customer experience

- VoC program solicits feedback across *all* channels, media, and customer segments
- VoC surveys secure *targeted* feedback on customer interactions with specific agents and self-service applications to facilitate meaningful discussion with *actionable* results
- The VoC implementation minimizes survey bias by leveraging technology to secure participants and applying robust analytics to the raw data
- Standardizing a portion of questions across all media enable the organization to effectively track customer experience across all offered media types while avoiding organizational media preferences which often unknowingly create customer frustration
- The contact center collaborates with other parts of the business to foster enterprise-wide process improvement based on customer feedback
- The VoC and Quality Monitoring programs align and support each other; Quality Monitoring considers the customer experience from the company’s view looking at process, policy and system compliance as well as agent knowledge and soft skills while the VoC program assesses agent knowledge, professionalism (e.g., soft skills) and ability to resolve caller questions or issues

Level of Effort: The survey design enables efficient information capture

- Surveys honor the customer’s preferred media (e.g., call, email, chat) and channel (e.g., website, IVR, mobile)
- Surveys minimize time demands on participants and offer no more than 5-7 questions
- Organizations acknowledge the value of feedback and inform participants of the time commitment – e.g., “This survey will not take more than 3 minutes of your time and will be used to improve our customer service”
- Questions use a simple ranking or point scale for ease in participant decision making – e.g., “On a scale of 1 – 5, with 1 representing poor and 5 representing excellent, please rank the agent’s professionalism and courtesy”
- Open-ended question give customers an opportunity to share anecdotal input and provide insights for specific intervention or recognition for exemplary performance

Feedback and Coaching: Agents receive meaningful and timely input on their performance

- Agents are familiar with the survey, scoring system, and participant selection methodology
- Positive survey results are shared quickly for recognition and reinforcement; coaching opportunities are acted on in a timely fashion; customer-impacting results trigger immediate interception and escalation



- “WOW” or exemplary comments trigger center-wide recognition (e.g., kudos walls or center intranets) and link to employee reward programs
- Management provides follow up for agents with open issues to ensure they have appropriate training and coaching

Calibration: Contact center management ensures cohesion between internal and external quality assessments and business objectives

- Quality Monitoring and VoC programs are reviewed no less frequently than annually to foster compatibility with business priorities and consistency in First Contact Resolution (FCR), customer satisfaction (cSat), agent knowledge, and professionalism measurements
- Scoring across channels, media types, and agents is compared no less frequently than quarterly to assess customer experience consistency
- Scoring gaps between aligned questions are identified and used to determine where, what, and who needs additional training or what knowledge resource initiatives are needed to benefit agents and customers

Continuous Improvement: Information gleaned through the VoC process enhances business performance

- Management reviews VoC results and trends no less frequently than monthly to identify opportunities for improvement
 - Center-specific themes are shared with line management and support functions (e.g., on-boarding, training, knowledge management) to drive improvements in training, processes and systems
 - Feedback on back-office teams is shared with the affected departments (e.g., marketing, fulfillment, product development, repair)
- VoC feedback is included in company-wide gatherings, road-shows, and/or intranet forums to lend credence to the strategic importance of the customer experience and heighten awareness of the contact center’s role in managing perceptions