Voice of Customer (VoC)

How to leverage customer insights to accelerate growth for your business

Table of contents

Executive Summary

INSIGHT
PARTNERS

Key Findings

Voice of the Customer (VoC) is the programmatic approach to collecting, analyzing, and actioning customer insights to improve the customer experience (CX) and accelerate growth
- VoC captures direct customer and user feedback across multiple channels to inform business decisions and drive product and process innovation

VoC drives value across 5 core SaaS growth levers: bookings & retention, gross margins, OpEx & profit, customer economics, pricing
- Collection of both structured (e.g., NPS) and unstructured data (e.g., focus groups) across the customer journey helps gauge customer and business health
- VoC improves funnel conversion, win rates, and minimizes churn by exposing critical value gaps along your buyer & customer journey
- VoC informs investment & prioritization across your product roadmap to maximize key growth levers

VoC boosts productivity and effectiveness across all GTM teams (e.g., Marketing, Sales, Professional Services, Customer Success, Product)
- VoC translates data into meaningful action and business impact (ex: sales invites NPS promoters to serve as formal advocates → a pool of referenceable customers accelerates deal velocity and increases win rates)
- VoC reduces guesswork and resistance across & between all GTM teams; businesses should invest in VoC programming early

VoC maturity is directly correlated to organizational customer centricity (Foundational → Evolving → Advanced)
- *Foundational* describes a company that has identified a customer problem and collected targeted insights to fix it; *Evolving* produces cross-functional outcomes that informs critical business strategy and tactics; *Advanced* is defined as org-wide customer centricity

In order to operationalize VoC, start with a self-assessment
- Start with a VoC MVP and evolve your strategy from there; building a business case is also critical to receive funding for your program

Survey results indicate that most VoC programs today are operationalized but not yet established

INSIGHT
PARTNERS

Current state of VoC programs

- **Has VoC Program Today**: No but we're interested in building one / No but we're working on it / Yes
- **VoC Owner**: Sales / Marketing / Other / Customer Success
- **Program Maturation**: Nascent / Emerging / Operationalized
- **VoC Program Effectiveness (1 = not effective; 5 = effective)**: 2 / 3 / 4

No respondents selected "Established" to describe their program maturation today
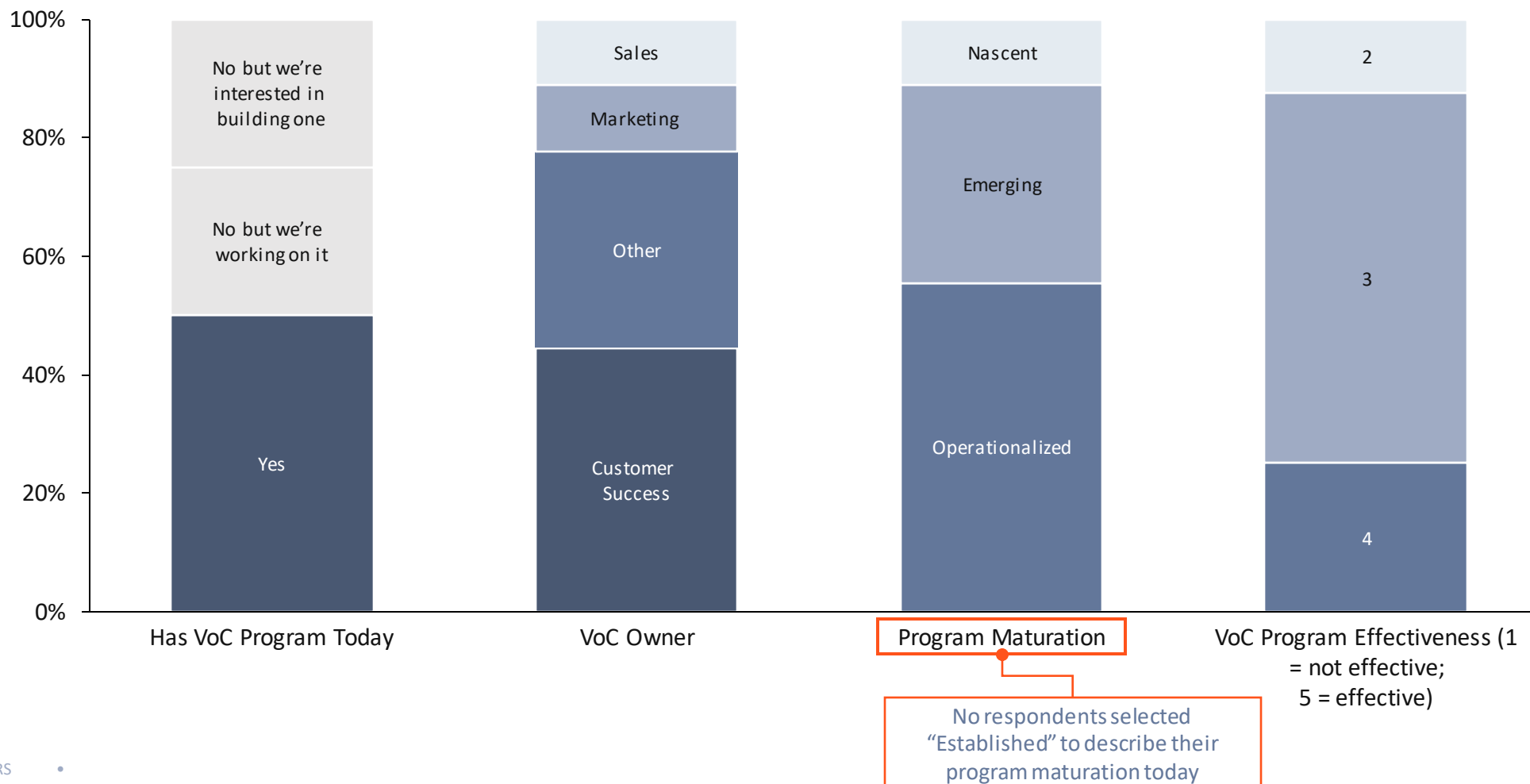
VoC addresses critical business needs and challenges

INSIGHT
PARTNERS

What is VoC solving for today in your organization?

Gathering Customer Feedback

"An **invested group of customers to give feedback** on product and marketing strategy and initiatives"

"Customer advisory board to provide **feedback on our roadmap**"

"**Collecting and distributing input** from our customer base efficiently within the organization"

Understanding Customer Experience

"Understanding what it's like **to be our customer**"

"Stay **consistent with the experience** we're providing to clients and **identifying and pain points** early on to resolve"

Defining Brand Identity

"Define our **brand identity**"

Uncovering Product Insights

"Understand the **impact of new features and the product overall** from a qualitative standpoint"

Strong teams continuously improve and evolve their programming

What's working today that you hope to continue? What could be improved?

Structuring Quantitative Data Collection

"We have **good quantitative research**, but **qualitative feedback is more challenging** because the loudest voices and most willing to participate people aren't always the most representative"

"**Operationalizing across all customer** touchpoints is working, but there's **not enough energy about changing/addressing** going forward"

"**Survey and interviews** are working well. **Community should be improved**"

Creating Individual Feedback Loops

"**Individual feedback loops work** well (i.e., customer care provides feedback loop on customer feedback); however, **loops must be aggregated** to created actionable insights"

"We have a **number of surveys set up throughout the client journey** which gives us a pulse on their experience. This data lives in our BI tool with **visibility to all relevant teams**. The **challenge is linking these survey metrics** back to business metrics like ARR, churn, etc."

Defining Customer Interactions

"How we get **deeper interactions** with our customers"

Table of contents

Executive Summary

Principles of VoC

VoC Maturity Model

Operationalizing VoC

What is Voice of the Customer (VoC)?

The programmatic approach to collecting, analyzing, and actioning customer insights to improve the customer experience (CX) and accelerate growth.

"It's about customer obsession;
bringing the customer closer.

Getting in the head of your customer at scale;
what are they hearing, thinking, doing saying, feeling.
It's getting to empathy map, but blown up.

It's about capturing feedback at a specific point in
time, but being able to scale that to full funnel and
optimize the journey."

VoC is everything and nothing.
If you are customer-centric, it should be
built into everything you do.

SCALEUP DEFINITIONS OF VOC

VoC genesis & evolution from manufacturing to digital

INSIGHT PARTNERS

VOC's seeds were planted in 1966 under the **Quality Function Deployment (QFD) method** devised by Yoji Akao. The goal was to help **transform the voice of the customer into engineering characteristics for a product**. QFD can be described as a method to transform qualitative user demands into quantitative parameters to deploy the functions shaping quality, and to deploy methods for achieving the design quality into subsystems and component parts, and ultimately to specific elements of the manufacturing process.

1970s
QFD at Mitsubishi Kobe Shipyards

QFD and the deployment of VOC throughout the development process is applied at the Mitsubishi Kobe shipyards in the early 1970s and then adopted by Toyota in the late 1970s

1990s-2000s
Agile Methodologies in the Digital Era

The rise of the Digital Era in the 90s and early 2000's propels the creation of digital B2B products. Agile Methodologies emerge with values that focus on putting the VOC in the center of many processes and practices.

Today
VOC as a Table Stakes Methodology

Table stakes for all companies no matter B2B or B2C. VOC in now defined as a methodology by itself with many businesses having dedicated titles and departments. We see a proliferation of products to manage all parts of the VOC methodology.

1966   **Now**

1980s
QFD in the US

In 1986, QFD was brought to the US for initial applications at Ford and Xerox influencing prominent methodologies like Lean Six Sigma and ITIL in the 90s.

2010s
Embedding VOC in B2C

In the 2010s, we see the shift and rise of the individual consumer driving digital buying decisions. VOC becomes an after thought for B2C companies as customer obsession is built in Day 1 in companies throughout all functions of the organization as they deliver best in class experiences throughout the customer lifecycle.

VoC drives value across 5 key SaaS growth levers

INSIGHT PARTNERS

1	**Bookings & Retention**	✓ Drive new and expansion revenue ✓ Decrease churn
2	**Gross Margins**	✓ Increase margins
3	**OpEx & Profit**	✓ Drive operational efficiency
4	**Customer Economics**	✓ Decrease cost to acquire a customer (CAC) ✓ Decrease cost to retain a customer (CRC) ✓ Increase customer lifetime value (CLTV)
5	**Pricing**	✓ Increase recurring subscription revenue

... and, the many metrics that impact them

INSIGHT PARTNERS

Customers influence every corner of a business

Companies price by # of seats / sites / users	**Pricing**		**Bookings & Retention**			**Gross Margins**			S&M as percent of revenue	G&A as percent of revenue
Companies price by usage or transactions	Companies with 1 year contracts		MRR bookings from new logos	MRR bookings from renewals		Median GM	Median GM for Professional Services		R&D as percent of revenue	EBIDTA margin
Avg % of ACV Bookings recognized as revenue in-year	LTV/CAC (5 years)		MRR bookings from upsells	% of dollar churn that is 'uncontrol-able'		Median GM for SaaS revenue only	Companies offering PS to help onboard clients		Operating cash margin	Annual revenue per FTE
LTV/CAC (3 years)	CAC payback on revenue basis		Annual logo retention	Annual gross dollar retention		Average PS revenue as % of first year ACV	Billable hours per year per PS FTE		New ACV / operating cash EBITDA loss	Average CAPEX / Headcount
Customer Economics	CAC payback on GM basis		Annual net dollar retention	Net promoter score		Average hourly billable rate per PS FTE	Target billable utilization per PS FTE		Annual Employee Turnover Rate (%)	**OpEx & Profit**

Data collection across the customer journey informs cross-functional decision-making

INSIGHT PARTNERS

Product

How do I optimize free trials with in-product onboarding?

How can I accelerate customer value?

Customer Success

Marketing

Where do our target account CEOs consume trusted information?

Sales

How do we close the deal most efficiently?

| Awareness | Consideration | Land | Adopt | Expand | Renew / Retain |

Marketing

What messaging resonates with the decision maker?

Product

What features should we prioritize?

Customer Success

Which enablement programs will drive deeper engagement?

VoC should incorporate structured and unstructured data sources

Examples

1 **Structured**

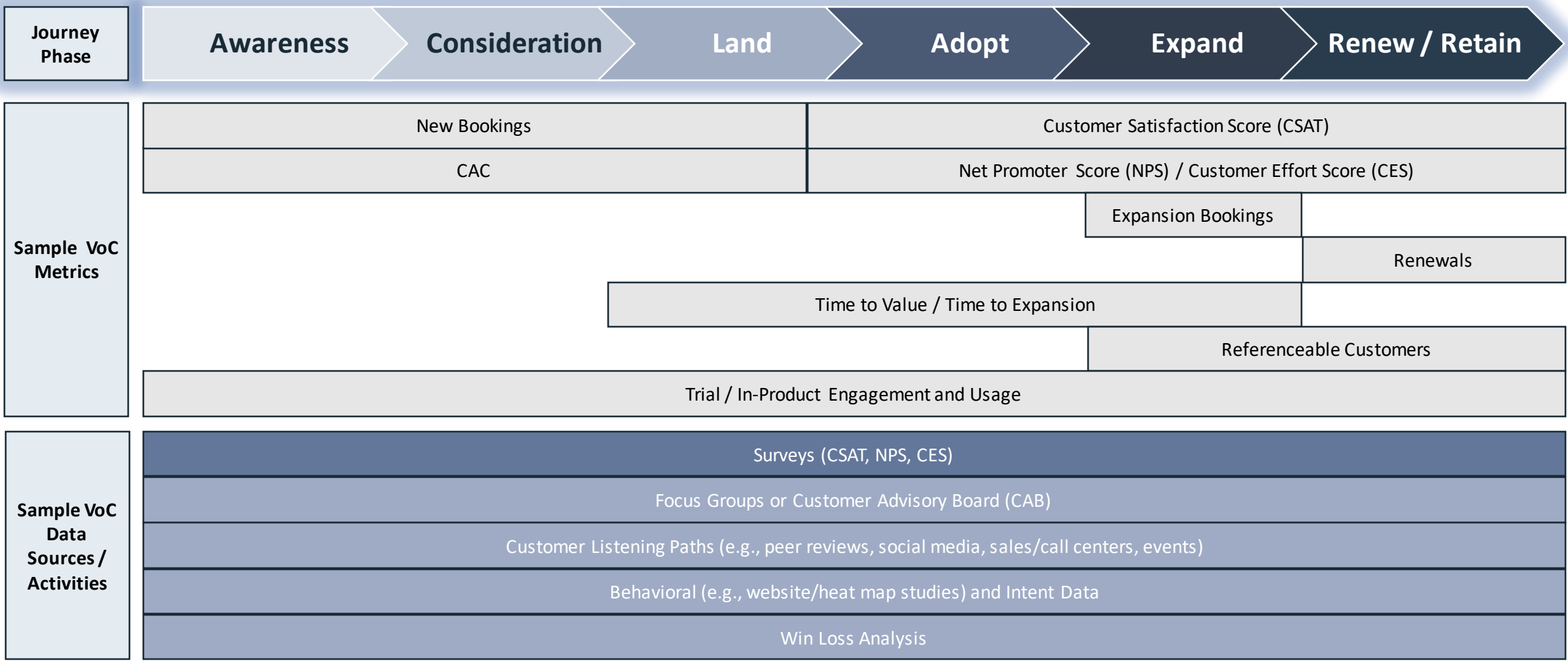|	Examples	
NPS	• *How likely are you to recommend our company to a friend or colleague?* • *Scale of 1-10*	(% Promoters) − (% Detractors) = NPS
CSAT	• *How satisfied are you with your experience (overall or specific to products, purchase stages, etc.)?* • *Scale of 1–5*	(Number of satisfied customers (4 and 5) / Number of survey responses) x 100 = CSAT (% of satisfied customers)
CES	• *How easy did we make it for you to resolve this issue?* • *Scale of 1-5 or 1-10*	(Total sum of responses)/(Number of responses) = CES

2 **Unstructured**

Qualitative Surveys	• *Commentary fields or open-text survey questions*	
Focus Groups	• *Real-time answers through targeted groups, often chosen from structured data outcomes*	*Customer insights that provide additional color and go beyond a structured score, often answering the "why"*
Customer Listening Channels	• *Wide variety of customer-facing channels, including sales reps, social media, and peer reviews*	
Data Sources	• *Win-loss, analytics (behavioral, product and in app usage, journey), customer health, and intent data*	

Data sources and associated metrics ideally map to the customer journey

INSIGHT PARTNERS

| Structured | Unstructured |

Journey Phase	Awareness	Consideration	Land	Adopt	Expand	Renew / Retain

Sample VoC Metrics

Awareness / Consideration / Land	Adopt / Expand / Renew / Retain
New Bookings	Customer Satisfaction Score (CSAT)
CAC	Net Promoter Score (NPS) / Customer Effort Score (CES)

- Expansion Bookings (Expand)
- Renewals (Renew / Retain)
- Time to Value / Time to Expansion (Land / Adopt / Expand)
- Referenceable Customers (Expand / Renew / Retain)
- Trial / In-Product Engagement and Usage (Consideration through Expand)

Sample VoC Data Sources / Activities

- Surveys (CSAT, NPS, CES)
- Focus Groups or Customer Advisory Board (CAB)
- Customer Listening Paths (e.g., peer reviews, social media, sales/call centers, events)
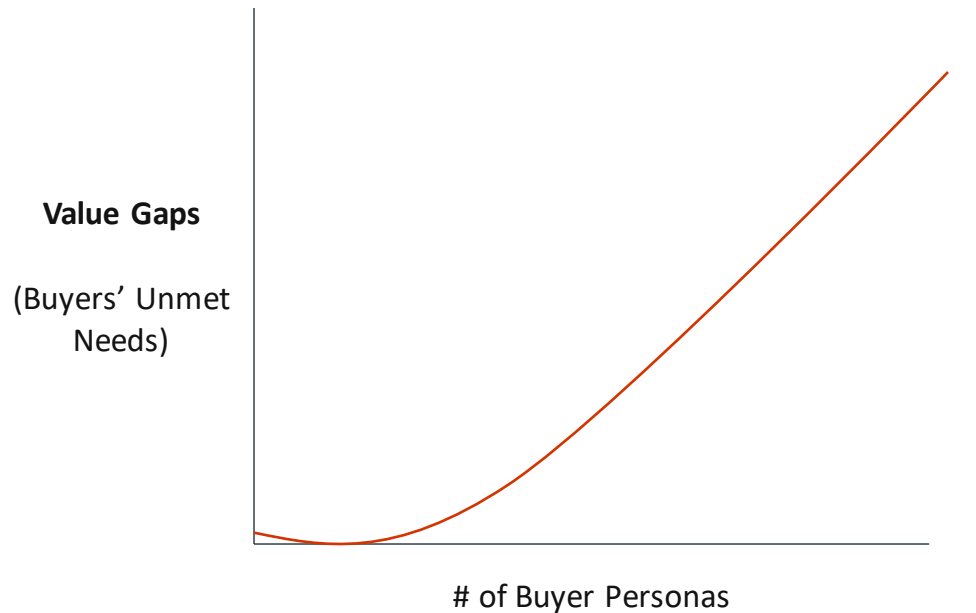- Behavioral (e.g., website/heat map studies) and Intent Data
- Win Loss Analysis

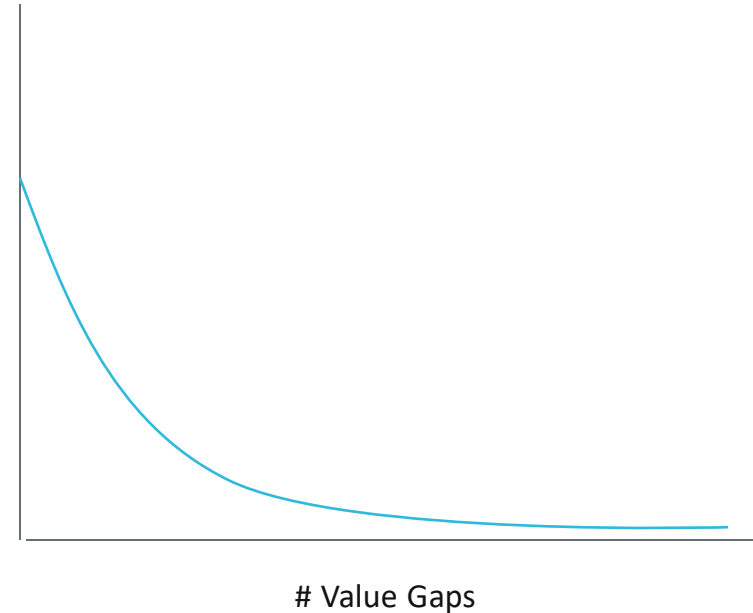# Why do you need a VoC program? *Reason #1*

INSIGHT
PARTNERS

VoC improves funnel conversion and win rates by exposing critical value gaps along your
buyer journey

The Scaleup Challenge: Top Line Growth

Value Gaps

(Buyers' Unmet
Needs)

# of Buyer Personas

As your buyer personas evolve and grow, it becomes increasingly challenging to serve the unique needs of every buyer without a programmatic approach.

Funnel
Conversion &
Sales Win Rates

Value Gaps

As the volume of unmet buyer needs increases, funnel conversion and sales win rates generally decline.

Why do you need a VoC program? *Reason #2*

VoC minimizes churn by exposing critical value gaps along your *customer journey*

The Scaleup Challenge: Retention

Unknown

Value Gaps

(Customer & Users Unmet Needs)

Known

# of Customers

As your customer base grows, it becomes increasingly challenging to serve the unique needs of every customer without a programmatic approach.
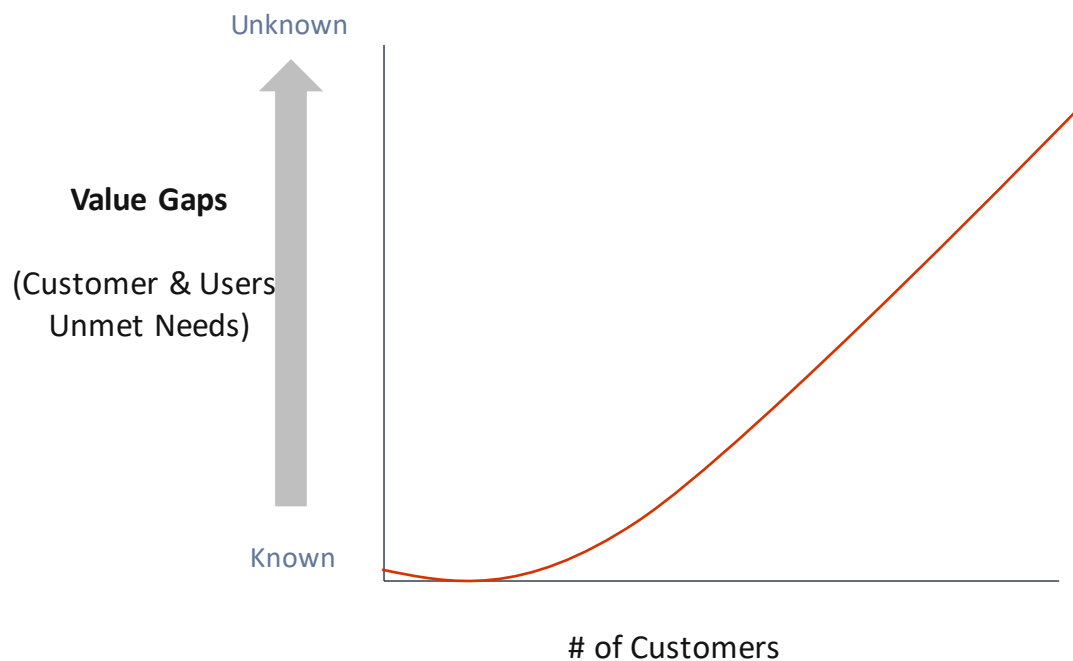
Unexpected

Churn

(Downsells & Cancellations)

Expected

Value Gaps
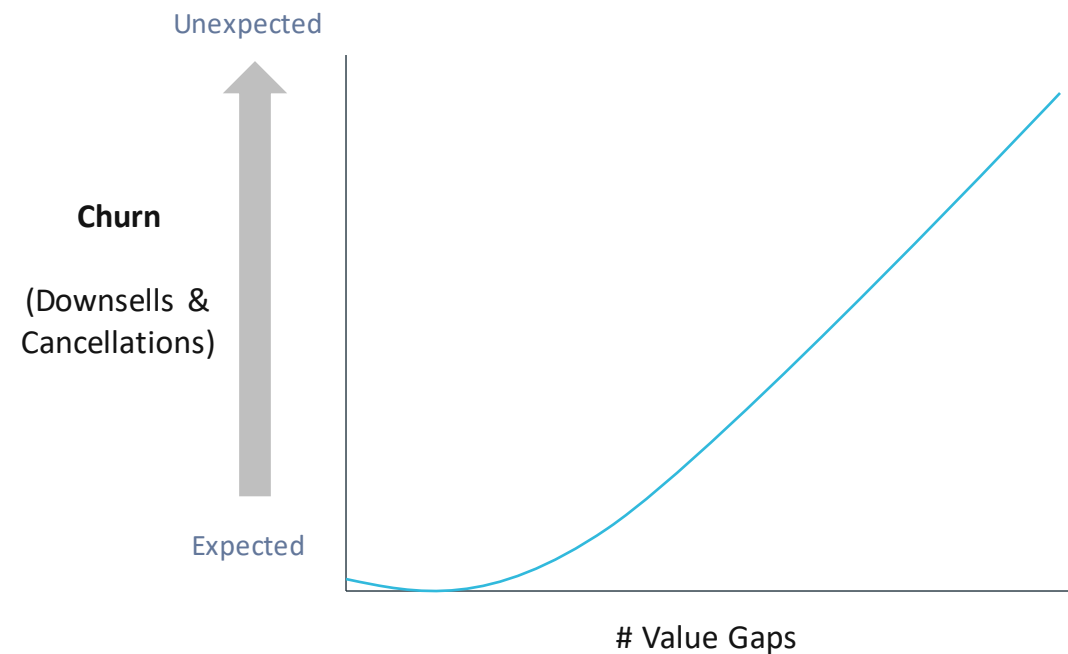
As the volume of unmet customer expectations increases, churn likelihood also increases.

Why do you need a VoC program? *Reason #3*

VoC informs investment & prioritization across your product roadmap to maximize key growth levers

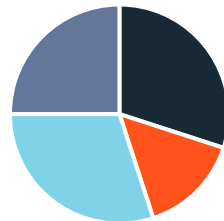| Business Goal	Product Initiatives
Rapid new customer acquisition	• Reduced time-to value: more integrations and built-in dashboards, improved events support • Ease of use, especially for new users
Enterprise logos	• Everything above, plus • Migration tools for large customers
Continued strong growth on base	• Remove 'expand'-related friction, e.g., usage reporting • Build an early µAPM momentum: compelling 'even better together' offering, reduce onboarding friction
Lower COGS	• Multiple cloud providers • More efficient resource utilization

Initiative Investment Q1

■ Growth   ■ Ent. Logos   ■ Expand/Retain   ■ COGs
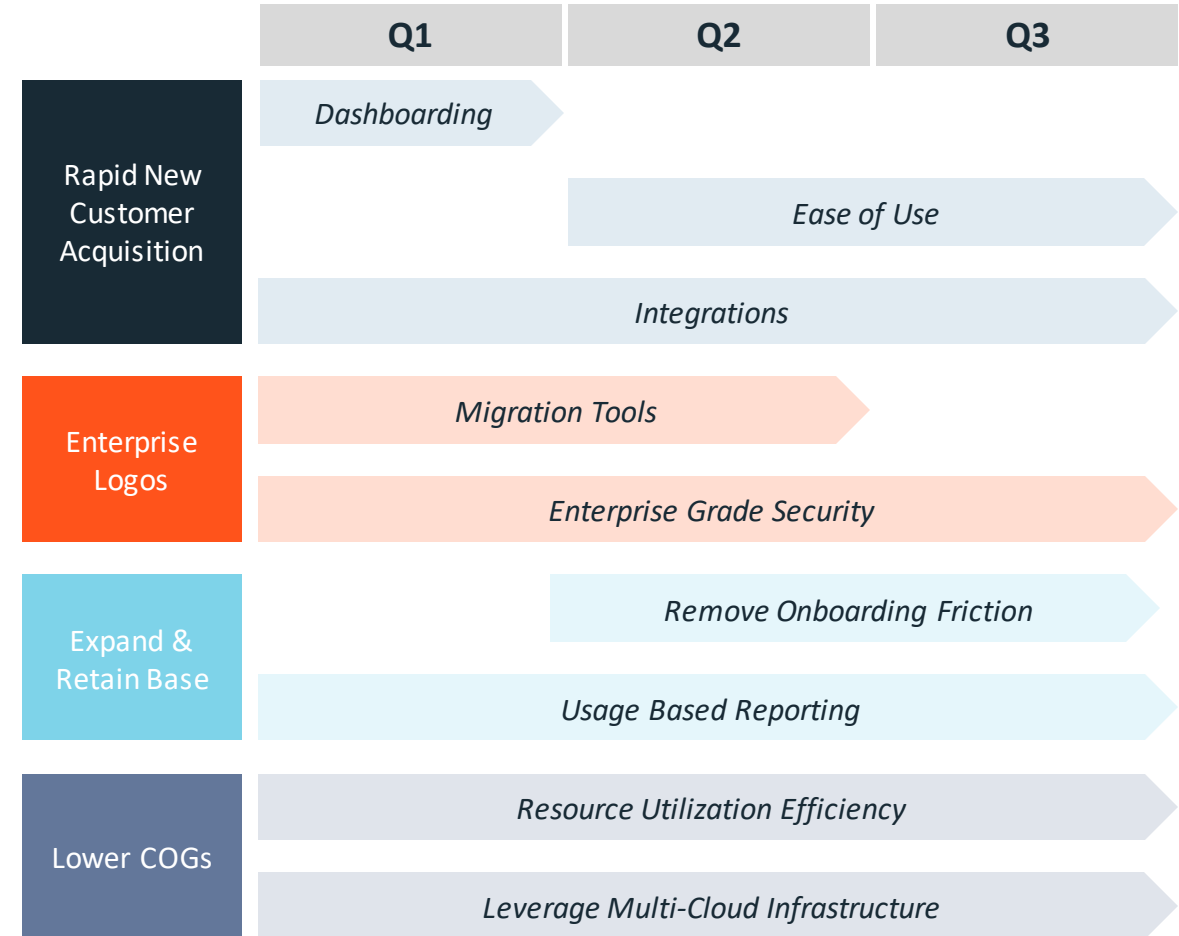
	Q1	Q2	Q3
Rapid New Customer Acquisition	*Dashboarding*		
			Ease of Use
		Integrations	
Enterprise Logos		*Migration Tools*	
		Enterprise Grade Security	
Expand & Retain Base		*Remove Onboarding Friction*	
		Usage Based Reporting	
Lower COGs		*Resource Utilization Efficiency*	
		Leverage Multi-Cloud Infrastructure	

VoC boosts productivity and effectiveness across all GTM teams

INSIGHT PARTNERS

PRODUCT	MARKETING	SALES	CUSTOMER SUCCESS
Reduction in time spent managing product feedback	Sophisticated understanding of competitive landscape	Easier identification of upsell and cross-sell opportunities	Reduction in customer ticket & escalation volume
Improved inputs to guide feature prioritization and design characteristics	Higher converting digital and content marketing assets	Access to a growing pool of customer references	More accurate retention forecasting and customer health scoring
Nail QA testing, timing, & success of product releases	Improved market fit, brand management, & brand reputation	Improved demo, call scripts, objection handling	Optimized renewal and expansion plays (i.e. early renewals, value added services)

VoC translates data into meaningful action and business impact

INSIGHT PARTNERS

	PRODUCT	MARKETING	SALES	CUSTOMER SUCCESS

NPS Promoters (9-10)

PROACTIVE

Action(s)
- Product contacts promoters to understand where they are experiencing key moments of value in the product. Promoters are invited to beta test new features.
- Marketing contacts promoters to understand what they love about the brand, request G2/Capterra reviews, and partner on customer case studies, webinars, blogs, etc.
- Sales invites promoters to participate in a formal reference (Champion) program.
- Customer Success reaches out to NPS promoters to identify expansion opportunities and if appropriate, run an early renewal play.

Business Impact
- Company ships product(s) customers are more likely to use, resulting in higher trial conversion rates and stronger feature adoption.
- Quality demand gen content & positive online reviews improve funnel conversion and reduce customer acquisition costs.
- Access to a growing pool of referenceable customers accelerates deal velocity and improves win rates.
- Proactive engagement results in increased volume of qualified CSQLs, expansion bookings, and gross dollar retention.

EXAMPLE: NPS DATA

NPS Detractors and Passives (0-8)

REACTIVE

Action(s)
- Product identifies key friction points that prevent users from seamlessly adopting the product & achieving their desired outcomes.
- Marketing contacts unsatisfied respondents to manage negative perceptions and identify missed moments of value.
- Sales reaches out to unsatisfied respondents to prevent Champion loss and defend the reference pool.
- CS and Support reach out to unsatisfied customers to address their pains & minimize churn risk.

Business Impact
- Product minimizes user churn by improving the user experience.
- The company protects its reputation while improving customer marketing efforts.
- The company defends future revenue (net new, upsells, cross-sells).
- Overall reduction in downsell and cancellations.

When should you start a VoC program?

INSIGHT PARTNERS

Now! VoC should be an integral component of a **company's early DNA. The longer you wait, the larger and costlier your gaps will grow** as your company scales rapidly.

The inflection points and trigger questions that spark VOC programming can come from many different places across the organization

Product	Marketing	Sales	Customer Success
• What additional monetization paths exist? • How do we prioritize investment for customer requested features? • Are we building the right features?	• How do we attract top of funnel and improve conversion rates? • How do we drive differentiated messaging and positioning that appeals to buyer pain points? • How do we get more customer stories?	• Why do we lose? • How do we optimize trial or pilot conversions? • How can we identify our referenceable customers? • How can we increase ASP?	• How do we minimize churn risk? • How do we identify expansion opportunities? • Why are our new feature adoption rates so low?

Where does VOC sit in an organization?

INSIGHT
PARTNERS

> VOC programs can live in different departments from Customer Success to Product to Marketing, or distinctively in a VOC department. When starting VoC, assign ownership to the individuals or teams most capable of addressing the needs of the hour.

Cross-functional alignment is needed across the organization to achieve successful outcomes.

R
RESPONSIBLE

People or stakeholders who do the work. They must complete the task or objective or make the decision. Several people can be jointly responsible.

A
ACCOUNTABLE

Person or stakeholder who is the "owner" of the work. Success requires that there is only one person accountable.

C
CONTRIBUTE

People or stakeholders who need to give input before the work can be done and signed-off on. These people are "in the loop" and active participants.

I
INFORMED

People or stakeholders who need to be kept "in the picture." They need updates on progress or decisions, but they do not need to be formally consulted, nor do they contribute directly to the task or decision.
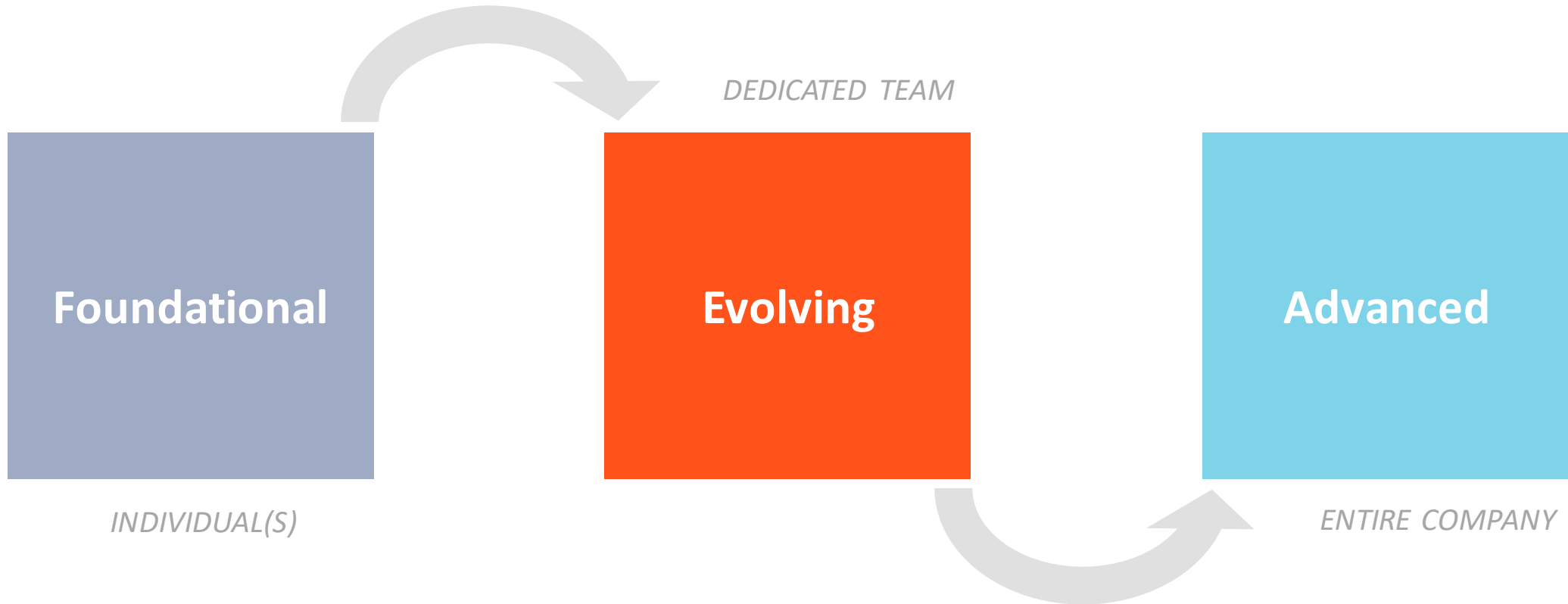
Table of contents

Executive Summary

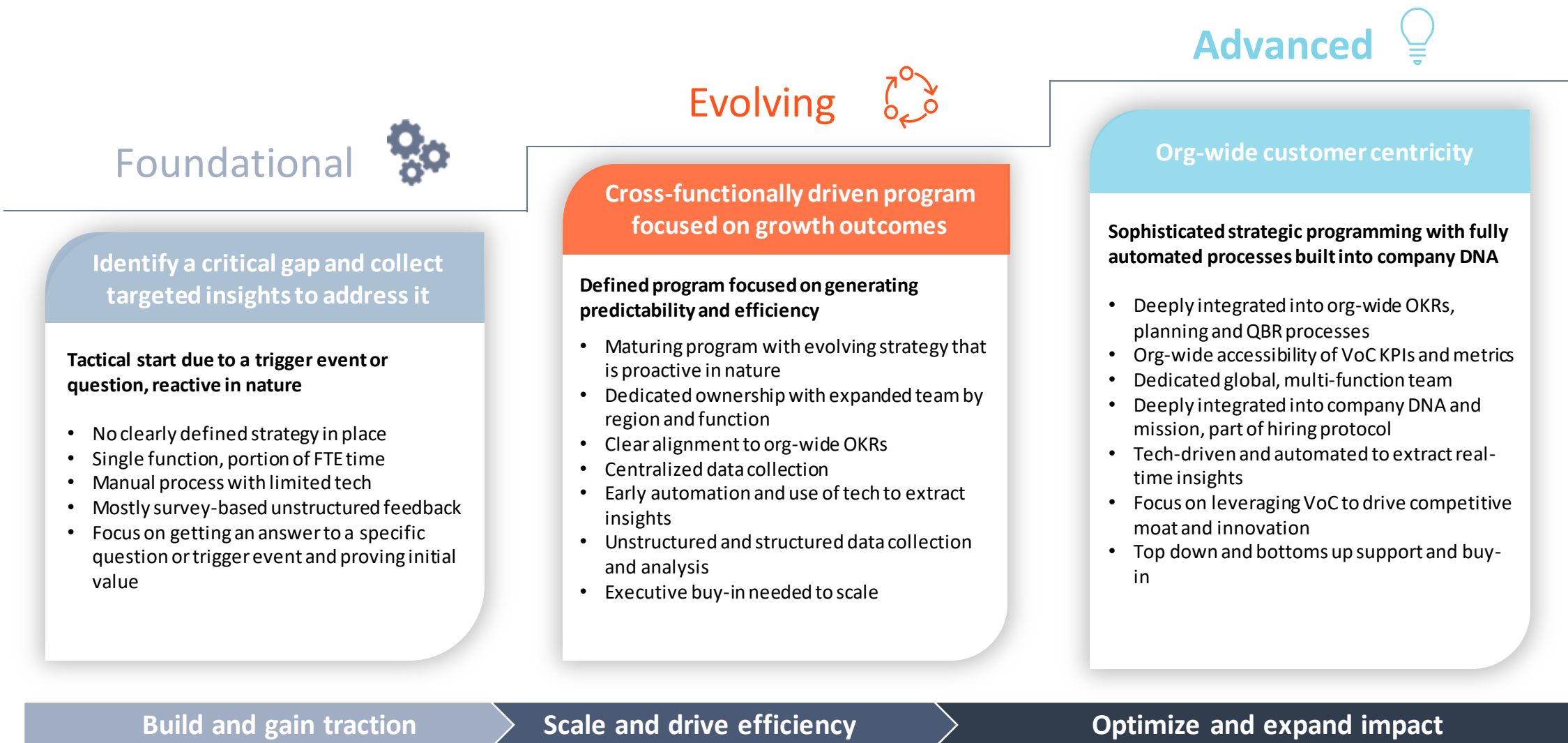Principles of VoC

VoC Maturity Model

Operationalizing VoC

VoC maturity is directly correlated to organizational customer centricity

DEDICATED TEAM

Foundational

Evolving

Advanced

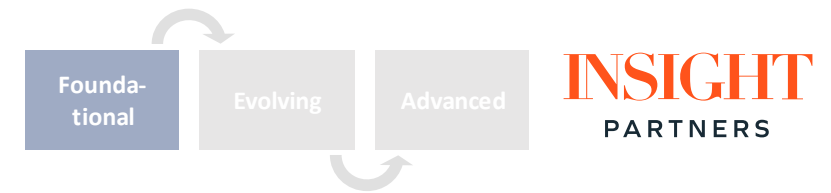*INDIVIDUAL(S)*

ENTIRE COMPANY

The VoC maturity journey

Implementing a successful VoC program is an iterative 'test and learn' process. Each new milestone leads to additional opportunities to elevate your VoC program's impact and influence needle-moving business growth levers.

Advanced

Evolving

Foundational
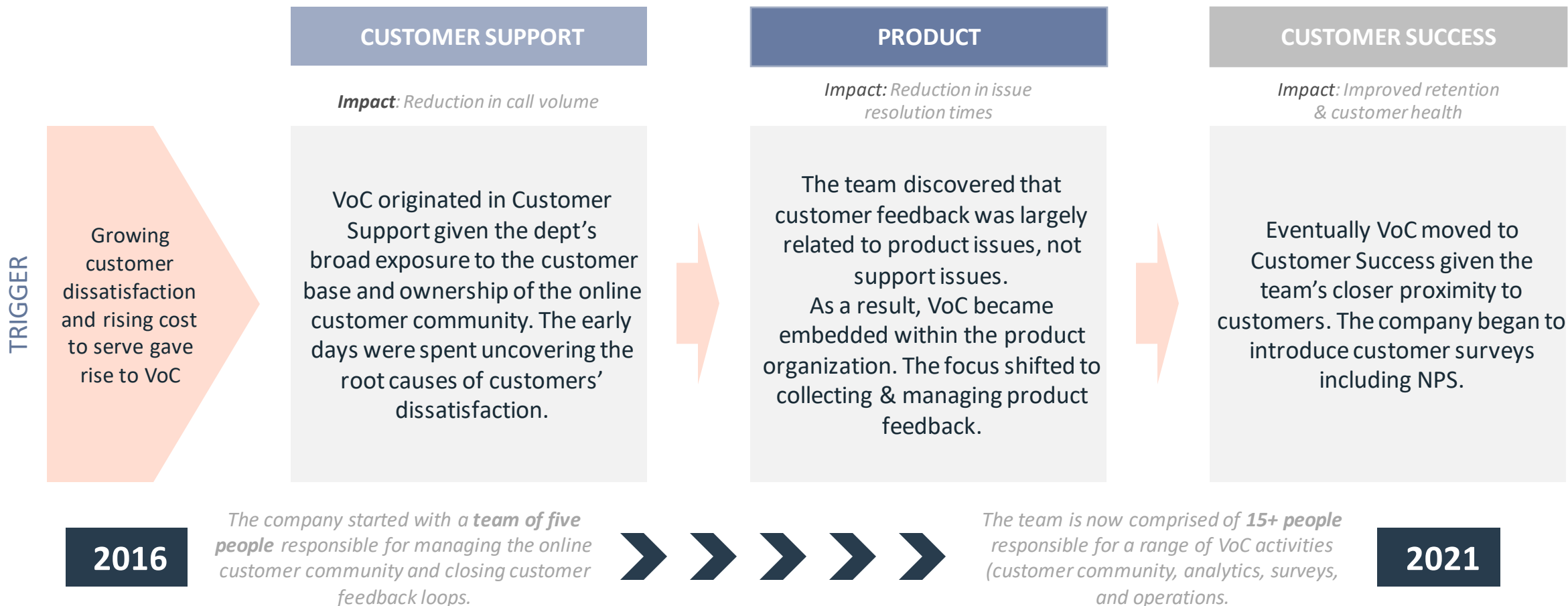
Identify a critical gap and collect targeted insights to address it

Tactical start due to a trigger event or question, reactive in nature

- No clearly defined strategy in place
- Single function, portion of FTE time
- Manual process with limited tech
- Mostly survey-based unstructured feedback
- Focus on getting an answer to a specific question or trigger event and proving initial value

Cross-functionally driven program focused on growth outcomes

Defined program focused on generating predictability and efficiency

- Maturing program with evolving strategy that is proactive in nature
- Dedicated ownership with expanded team by region and function
- Clear alignment to org-wide OKRs
- Centralized data collection
- Early automation and use of tech to extract insights
- Unstructured and structured data collection and analysis
- Executive buy-in needed to scale

Org-wide customer centricity

Sophisticated strategic programming with fully automated processes built into company DNA

- Deeply integrated into org-wide OKRs, planning and QBR processes
- Org-wide accessibility of VoC KPIs and metrics
- Dedicated global, multi-function team
- Deeply integrated into company DNA and mission, part of hiring protocol
- Tech-driven and automated to extract real-time insights
- Focus on leveraging VoC to drive competitive moat and innovation
- Top down and bottoms up support and buy-in

Build and gain traction → **Scale and drive efficiency** → **Optimize and expand impact**

Examples of *foundational* VoC programs

INSIGHT PARTNERS

	263 Employee Company	26 Employee Company	277 Employee Company
Trigger Event	Need to bridge the gap between customer, partner, and team feedback to strategically inform product roadmap.	While building an entirely new experience there no comparable models to borrow from. Needed to strategically inform and influence product development.	Improve brand visibility and set long-term strategic vision for enterprise customer success.
Starting Point	Hosted an annual summit with key customers and partners to discuss roadmap.	The product team initiated a series of feedback surveys.	Started by implementing in-app messaging to request online (i.e. G2) reviews.
Ownership	Customer Success is driving, marketing is involved (no dedicated FTE)	Chief Marketing Officer and Chief Cultural Officer co-sponsor, leveraging resources across a few depts to support (no dedicated FTE)	Customer Success and Product Marketing (no dedicated FTE)
Process	• Annual NPS & milestone surveys • Customer and partner interviews • Closed feedback loop actions	• NPS survey 2x a year • Onboarding & offboarding surveys • Facebook "Agent Workplace" • Customer ThinkTank	• Transactional & relational NPS surveys • Soft ask for G2 reviews & referrals • Responses feed into Slack to drive closed loop actions
Impact	• Feedback inspired simple product "cookbooks" • Short-term product fixes • Diffused/reduced escalations	• Higher NPS ratings (last rating was 63) • Product adoption and stickiness • Improved brand awareness and advocacy	• Hoping initial efforts will positively impact customer engagement and adoption (program is new)

Example of an *evolving* VoC program

INSIGHT PARTNERS

5,945 Employee Company

CUSTOMER SUPPORT

Impact: Reduction in call volume

VoC originated in Customer Support given the dept's broad exposure to the customer base and ownership of the online customer community. The early days were spent uncovering the root causes of customers' dissatisfaction.

PRODUCT

Impact: Reduction in issue resolution times

The team discovered that customer feedback was largely related to product issues, not support issues.
As a result, VoC became embedded within the product organization. The focus shifted to collecting & managing product feedback.

CUSTOMER SUCCESS

Impact: Improved retention & customer health

Eventually VoC moved to Customer Success given the team's closer proximity to customers. The company began to introduce customer surveys including NPS.

TRIGGER

Growing customer dissatisfaction and rising cost to serve gave rise to VoC

The company started with a **team of five people** responsible for managing the online customer community and closing customer feedback loops.

The team is now comprised of **15+ people** responsible for a range of VoC activities (customer community, analytics, surveys, and operations.

2016

2021

Example of an *advanced* VoC program

16,798 Employee Company

1
VoC began as a simple survey program in Customer Support in response to poor CSAT scores

2
The company captured and analyzed NPS and Customer Effort Scores (CES)

3
The company started by having CSMs close the feedback loop with key and strategic accounts.
To reach more customers, they eventually introduced a digital closed loop process.

4
The company stood up a formal reference program, began hosting customer focus groups & events, and started a
Strategic Advisory Board

5
The company hosts strategic prospects & customers at its Executive Briefing Center
(a physical space)

6
The company is leveraging journey analytics to spearhead a new customer lifecycle marketing (CLM) initiative that is focused on the entire digital experience

7
The company is tinkering with a new concept called **"Always On feedback"** to allow customers to provide feedback when *they* want, not only when the company wants

2016
VoC was managed by a partial FTE (marketer) as an ancillary effort

The team is now comprised of 10 people within the Customer Experience Group with additional resources in corporate marketing
2021

Table of contents

Executive Summary

Principles of VoC

VoC Maturity Model

Operationalizing VoC

Start with a self-assessment to determine what you need to solve for

1 How are we currently listening to our customers? Consider verbal and non-verbal cues.

4 What do we do when we receive positive feedback?

2 Do our customers *feel heard*? Are we listening "between the lines"?

5 What do we do when we negative feedback?

3 How are we responding to customer feedback? Are we closing the loop?

6 Does customer feedback influence our business operations in a measurable, structured, and scalable way?

Don't overengineer your VoC program; run an MVP that addresses today's challenges

INSIGHT PARTNERS

1	**3**
Use the results of your self assessment to identify low hanging fruit opportunities	Design, test, and evaluate
2	**4**
Assign ownership to those best positioned to execute	Operationalize and scale
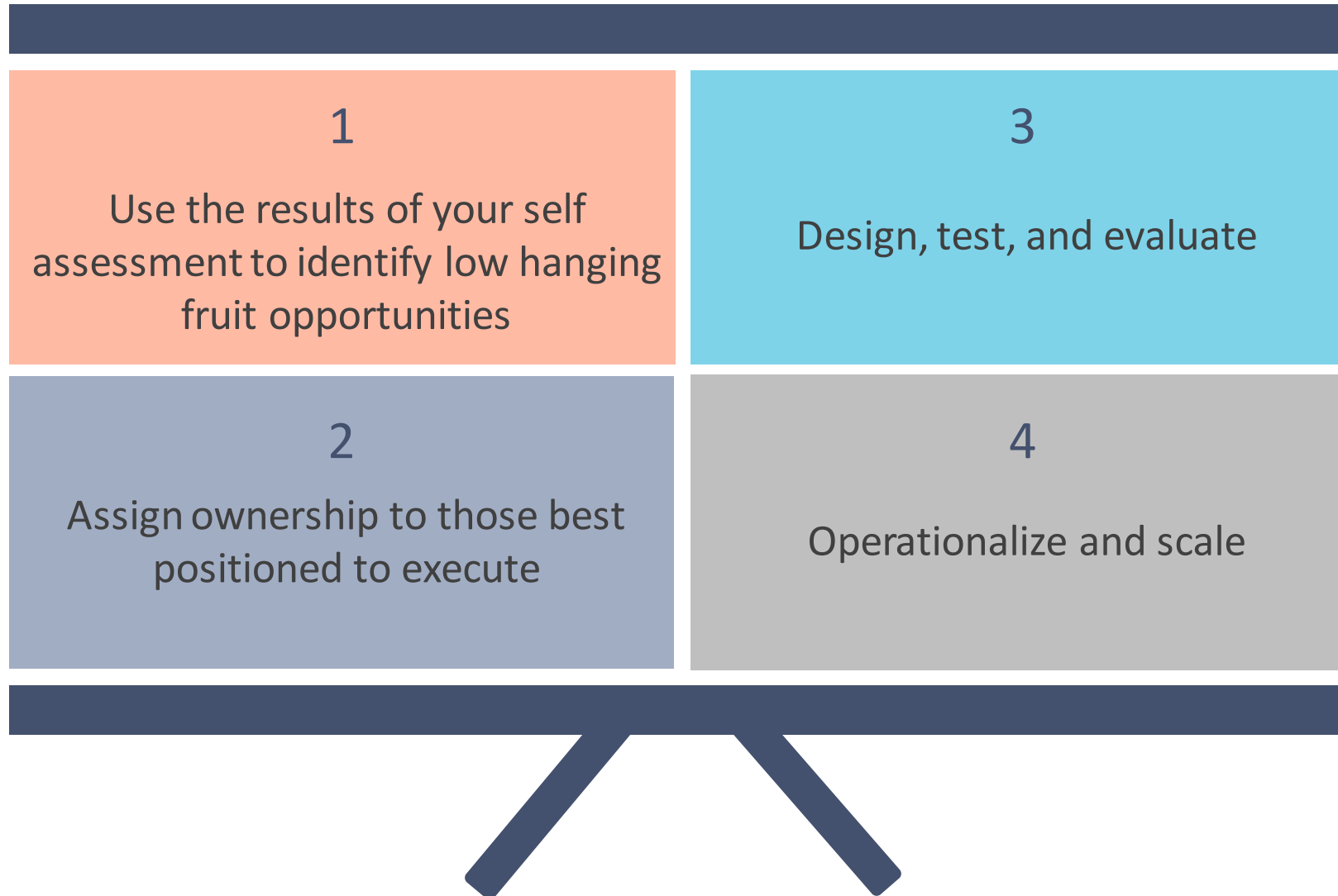
Overtime, evolve your strategy to incorporate different modes of listening

INSIGHT
PARTNERS

Listening Method	Definition	Details
Discriminative	Turning to visual stimuli (mannerisms, facial expressions, and body language) to clue you in to the speaker's message.	You may rely on this listening method when you don't understand the language another person is speaking.
Comprehensive	Requires basic language skills and vocabulary to understand the message or messages that are being communicated.	Using overly complicated language or technical jargon can be a barrier to comprehensive listening.
Informational	The type of listening people use when they are trying to learn. Follows the logical sequence of what is being communicated.	Requires a high level of concentration and engagement to understand new concepts and comprehend technical jargon.
Critical	Used to analyze and judge complex information that is being communicated.	Involves evaluating information not necessarily passing judgement.
Biased	AKA "selective listening" which is demonstrated when someone is just listening for information they want to hear.	People are often unaware that they are adopting a biased listening approach and failing to convey what a speaker intends to communicate.
Sympathetic	An emotionally driven type of relationship listening where a listener processes the feelings and emotions of another party and tries to provide support and understanding in return.	An important type of listening to use when trying to establish a deep connection with another person, especially when that person is experiencing a problem or facing a challenge.
Therapeutic / Empathetic	Understanding the point of view of the other party and imagining oneself in the speaker's position.	Goes a step beyond sympathetic listening – you relate to the customer's experience as if it were your own.

Source: MasterClass

Drive greater VoC impact by incorporating behavioral & neuroscience insights

INSIGHT
PARTNERS

Apply the latest behavioral & neuroscience research to improve your programming & strengthen customer relationships

The Neural Bases of Feeling Understood and Not Understood	*Perceiving Active Listening Activates the Reward System*	*Listening to Your Customers: The Impact of Perceived Salesperson Listening Behavior on Relationship Outcomes*

Authors: Sylvia A. Morelli, Jared B Torre, and Naomi I. Eisenberger

Authors: Hiroaki Kawamichi, Kazufumi Yoshikara, et al

Authors: Rosemary P. Ramsey, Ravipreet S. Sohi

"Feeling understood activated neural regions previously associated with reward and social connection while NOT feeling understood activated neural regions previously associated with negative affect."

"Sensing active listening in social interactions is accompanied by an improvement in the recollected impressions of relevant experiences and is thought to arouse positive feelings."

"When customers perceive a high level of listening behavior by a salesperson, it enhances their trust in the salesperson and leads to greater anticipation of future interaction."

Journal of Social Cognitive and Affective Neuroscience

Journal of Social Neuroscience

Journal of the Academy of Marketing Science

Build a compelling business case to fund VoC

INSIGHT PARTNERS

1 **TIE TO COMPANY GOALS/KPIs**

Demonstrate how your VoC program can help your company reach its goals for the upcoming year. Tie your efforts back to the **five key growth lever**s.

You may need to run some statistical analysis on existing data and capture key baseline metrics to offer persuasive context.

2 **GATHER CUSTOMER FEEDBACK**

Survey and speak to your customers to understand how VoC could address their needs and drive better outcomes for their businesses.

Use customer testimonials/quotes in your business case.

3 **GET INTERNAL BUY IN**

VoC requires cross-functional support and buy in. Pitch your ideas internally to functional and operational team members first.

Show them how a VoC program can help them become more effective in their individual/team roles (answer the "What's in it for me?" question).

4 **SHOW INITIAL RESULTS**

Proof is in the pudding. Create a minimum viable program before overengineering your business case. Pilot on a handful of customers to demonstrate the program's potential.

5 **CREATE AN OPERATIONAL BLUEPRINT**

Present a clear operational plan and business reporting cadence that outlines key deliverables, milestones, owners, and deadlines.

6 **CREATE A SAMPLE DASHBOARD**

Show your leaders what "good looks like" and how you plan on keeping the company updated.

Keep your reporting simple. Track the KPIs that matter.

"The top VoC challenge we are facing is linking our efforts to measurable ROI."

Recorded Future

VoC checklist by maturity stage

INSIGHT
PARTNERS

Foundational

Launch surveys to get structured feedback
Benchmark current CX and identify improvement areas

Kickstart VoC in one function- don't overthink it
Start with the team that is closest to an acute problem that needs solving

Prove value early through basic analysis and reporting
Start with the problems that are easiest to solve

Follow through on neutral and negative feedback
Determine how to improve the situation and communicate updates

Lay a strong foundation for growth
Build systems and processes so that it's easy to add data/feedback sources

Focus on getting the basics in place and setting the foundation for a scalable program.

Evolving

Collect & analyze structured & unstructured data
Use tools & text analytics to analyze and extract unstructured feedback insights

Centralize reporting
Build shared VoC dashboard across depts, regions, operating levels

Categorize CX problems with clear routes-to-action
Group problems based on effort and impact; enable employees on how to action

Integrate 'Voice of the Employee & Prospect'
Provide employees and prospects a process to centrally collect their findings

Emphasize business impact
Define clear alignment to VoC business-wide results (i.e. reduced support costs)

Executive Buy In & Incentives
Ensure top-down alignment. Consider rewarding employees for positive feedback.
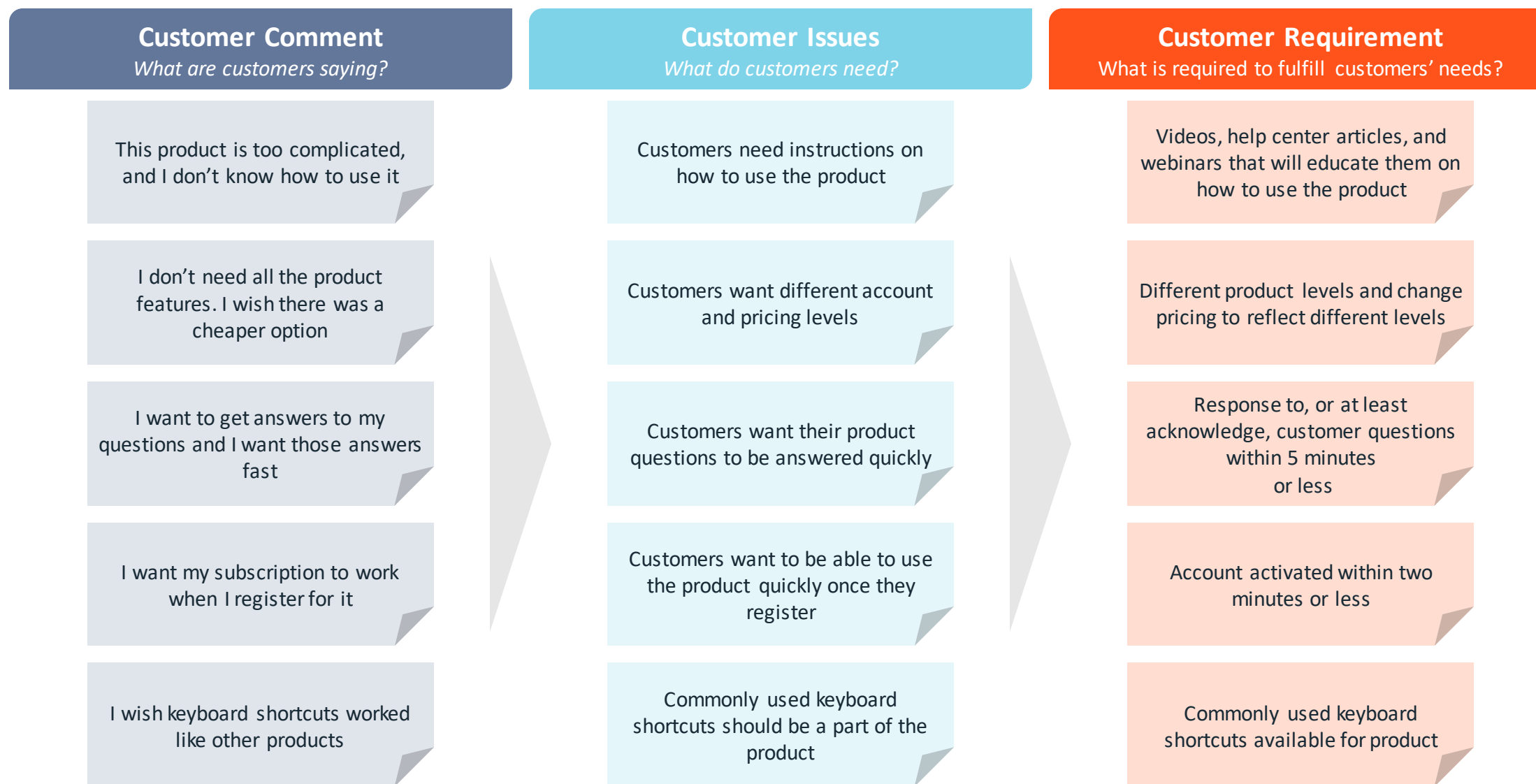
Expand programming and formalize processes across the organization.

Advanced

Achieve full data integration
Collect data/insights across all channels to find potentially hidden patterns

Develop a prioritization framework
Prioritize findings across channels by establishing a ranking system that focuses attention on issues related to your most important metrics

Repeatedly prove org-wide value
Prove business-level KPI impact

Develop a customer-centric culture
Ensure employees embrace your VoC program. Make it easy for everyone to contribute and gain visibility.

Leverage VoC for your product & design roadmap
Proactively incorporate VoC into decision-making around product roadmap and design choices

*Integrate into the normal course of business and company culture.*

VoC toolbox: consider building a translation matrix

INSIGHT PARTNERS

Customer Comment	Customer Issues	Customer Requirement
What are customers saying?	*What do customers need?*	*What is required to fulfill customers' needs?*
This product is too complicated, and I don't know how to use it	Customers need instructions on how to use the product	Videos, help center articles, and webinars that will educate them on how to use the product
I don't need all the product features. I wish there was a cheaper option	Customers want different account and pricing levels	Different product levels and change pricing to reflect different levels
I want to get answers to my questions and I want those answers fast	Customers want their product questions to be answered quickly	Response to, or at least acknowledge, customer questions within 5 minutes or less
I want my subscription to work when I register for it	Customers want to be able to use the product quickly once they register	Account activated within two minutes or less
I wish keyboard shortcuts worked like other products	Commonly used keyboard shortcuts should be a part of the product	Commonly used keyboard shortcuts available for product

VoC toolbox: company prioritization framework

Build a structured way to prioritize your VoC insights and associated actions based on effort and impact

Opportunities were scored, vetted via the survey and mapped to a better guide prioritization
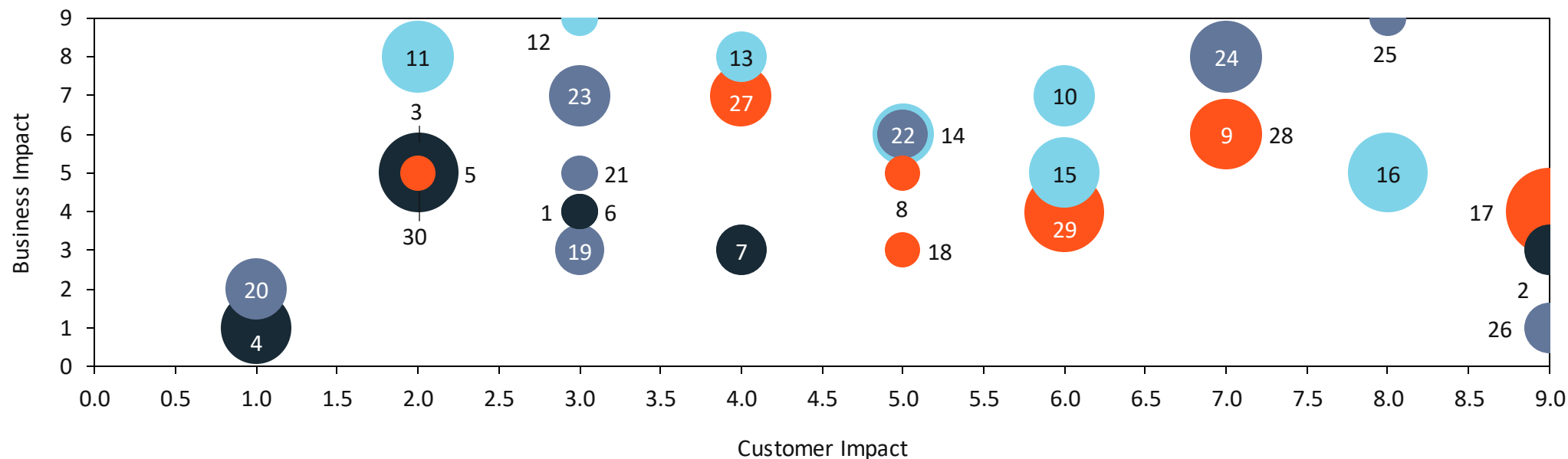
Business impact (Y-Axis)
- New customer acquisition
- Retention
- Efficiency
- New revenue

Customer impact (X-Axis)
- Scored for each persona

Level of Effort (Size of Dot)
- Cost
- Time
- Internal resources

Technology is critical to scaling VoC

INSIGHT
PARTNERS

Technology and tooling allows imperative cross functional access across the organization for sharing and storing customer insights. Using the right tooling for your context across quantitative and and qualitative data will drive better alignment and decision making across the customer's journey.
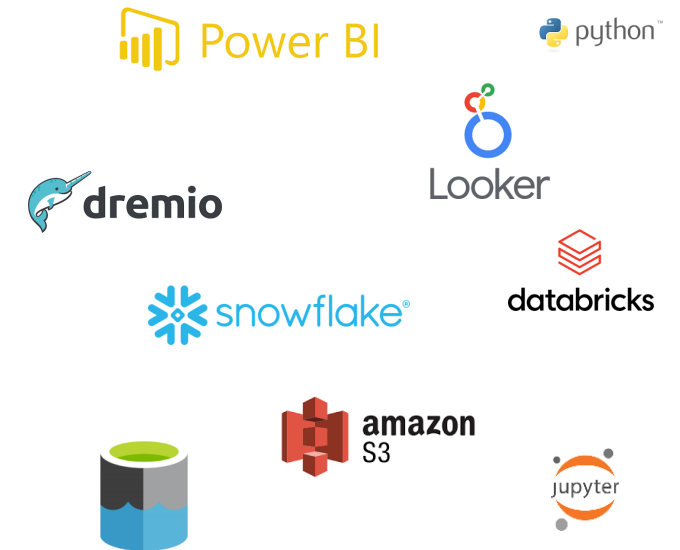
Customer Tracking Tooling

Tooling Across the Customer's Journey
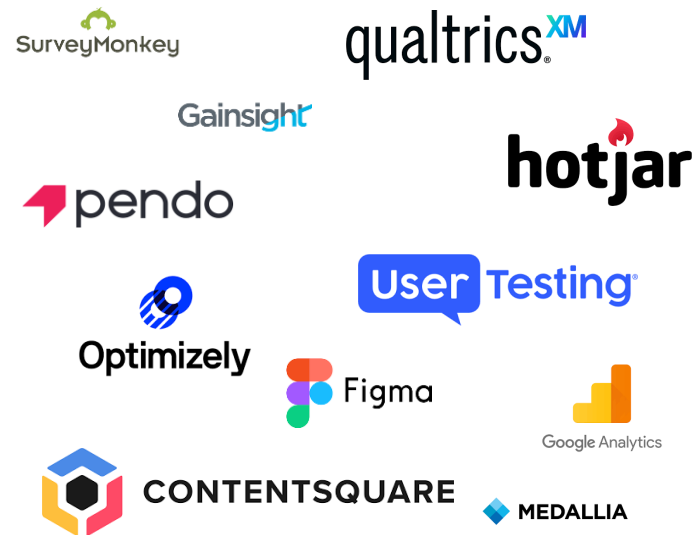
Unified Platform Driving Decisions

Data and Infrastructure Maturity

Foundational　　**Evolving**　　**Advanced**

Communicate the ROI of your VoC program
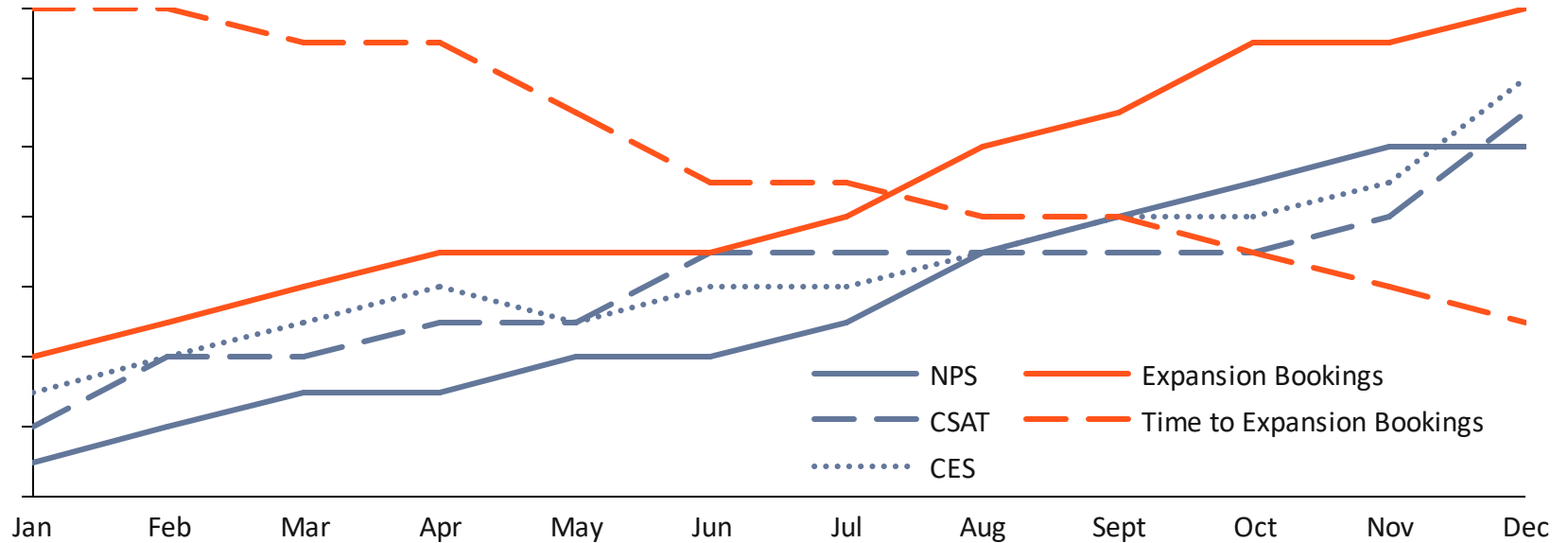
INSIGHT
PARTNERS

Illustrative example of ROI communication

Start with your desired outcome
(Example)

Improve Time to Expansion

Track VoC metrics that align with those outcomes
(Example)

Increase Customer Satisfaction and Loyalty

Legend:
— NPS
— CSAT (dashed)
⋯ CES (dotted)
— Expansion Bookings
— Time to Expansion Bookings (dashed)

Data Type	Metric	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Structured Data	NPS	-	▲ 100%	▲ 50%	▬ 0%	▲ 33%	▬ 0%	▲ 25%	▲ 40%	▲ 14%	▲ 13%	▲ 11%	▬ 0%
	CSAT	-	▲ 100%	▬ 0%	▲ 25%	▬ 0%	▲ 40%	▬ 0%	▬ 0%	▬ 0%	▬ 0%	▲ 14%	▲ 38%
	CES	-	▲ 33%	▲ 25%	▲ 20%	▼ -17%	▲ 20%	▬ 0%	▲ 17%	▲ 14%	▬ 0%	▲ 13%	▲ 33%
Outcomes	Expansion Bookings	-	▲ 25%	▲ 20%	▲ 17%	▬ 0%	▬ 0%	▲ 14%	▲ 25%	▲ 10%	▲ 18%	▬ 0%	▲ 8%
	Time to Expansion Bookings	-	▬ 0%	▼ -7%	▬ 0%	▼ -15%	▼ -18%	▬ 0%	▼ -11%	▬ 0%	▼ -13%	▼ -14%	▼ -17%

39

Need help operationalizing VoC? Consider leveraging a 3rd party

Insight Partners has a list of approved partners for each of the focus areas below

Focus Area	Description
Win / Loss	• Uncover patterns in reasons for wins and losses to create better organizational alignment
Primary Market Research	• Build brand value and differentiation against others in the market
CAB Consulting	• Increase customer lifetime value through a customer advisory board
VoC General Programming	• Account-based feedback and customer experience software

Reach out to the Onsite team with questions!

INSIGHT
PARTNERS