DESIGNING & IMPLEMENTING AN ENTERPRISE WIDE VOICE OF THE CUSTOMER PROGRAMME
A Voice of Customer Programme identifies the strengths and weaknesses of an organisation's customer experience delivery across the customer life cycle and interaction touch points.

A Voice of Customer Programme consists of the on-going collection of enterprise-wide customer feedback. This feedback is collected using both traditional market research techniques and, crucially, information already collected by the organisation e.g. phone calls, complaints, letters, emails and social media.

It provides a rich information source to better understand how customer segments respond to their experiences with your organisation therefore enabling organisations to deliver better experiences leading to increase customer retention and value.

Most importantly, research conducted by Fifth Quadrant reveals that organisations who take a more strategic approach to Voice of Customer Programmes deliver better business performance outcomes in terms of achieving customer experience, revenue, profit and operational efficiency goals.
Questions that organisations have regarding their customers often include:

- What are my customers’ attitudes towards and preferences for service delivery, brand or product?
- What are my customers’ service, brand or product expectations?
- Which of my customers feel positive or negative about my company, brand, product or service?
- Why do my customers feel positive or negative about my company, brand, product or service?
- Where are my customers saying about my company, brand, product or service?
- How do my customers feel emotionally about my company, brand, product or service?
- What “trigger event” caused my customers to positively or negatively comment about my company, brand, product or service?
- Which customer’s voice should I listen to?
- How can I better pre-empt customer needs?
- Have the customer comments about my company, brands, products, or services changed over time?
- How do my customers feel about my competitors’ brands, products and services?
- How can employees within the business be more engaged and use customer feedback more effectively?

*These questions can be answered by implementing a Voice of Customer programme*
It is essential to design a Voice of Customer programme so that the right customer feedback can be obtained and, crucially, the organisation is able to take appropriate and timely external and internal based action. It is easy to collect the data, but much harder for organisations to take action due to having limited capabilities related to:

Voice of Customer programmes need to be established as strategies that reach out across the whole organisation. Fifth Quadrant has developed the strategic framework below to ensure that they do.

**Corporate Strategic Goals**

- Productivity
- Long Term Value
- Sustainability

**Customer Experience Outcomes**

- Process/Technology
- Multi-Channel
- Communication
- Price
- People
- Products

**Organisational Pillars**

- Operational Management
- Research Framework
- Drive Business Impact
- Embed within Decision Making

**Organisational Capabilities**

- Human Capital: Skills, Training, Networks, Databases
- Information and Technology Capital: Systems, Networks, Databases
- Organisational Capital

**Key Components**

- Governance
- Organisational structure
- Resources
- Life Cycle
- Segmentation
- Moments of Truth
- Touch Points
- Channels
- Measurement
- Methodology
- Cross functional
- Action oriented
- Accountability
- Strategic planning
- Operational planning
- Tactical initiatives

**Voice of Customer Programme**
To help organisations overcome these challenges Fifth Quadrant takes a holistic view when developing Voice of Customer strategies and uses Human Centre Design methods to ensure the Voice of Customer strategy and supporting initiatives effectively meet the needs of the business as well as customers who will be providing their feedback.

### Setting up a Voice of Customer Programme

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**01 Assessment of Business Goals**

The establishment of a Voice of Customer programme must be anchored to the overarching business goal. Assessing these goals is therefore a critical first step in the process.

**02 Business Engagement**

Reaching out across the enterprise to understand goals, attitudes, behaviours and needs regarding Voice of Customer programme will help establish the business requirement framework.

**03 Customer Engagement**

Engaging with and working with customers to co-design the programme will ensure it is sustainable over the long term.

**04 Develop Prototype Customer Feedback Mechanisms, Process and Business Models**

The culmination of the Business and Customer engagement will be the development of prototype feedback mechanisms, processes and business models.

**05 Test and Assess Prototype Feedback Mechanisms, Processes and Business Models**

Before rolling out the programme across the business it is essential to test and assess each element of the future.

**06 Programme Refinement**

Testing and assessing the programme provides organisations to refine the feedback mechanism, processes and business models further.

**07 Programme Launch**

After making adjustments to the programme based on the testing and assessing phase the programme will be ready to launch and be embedded across the organisation.
An organisation that is committed to driving improvements in business performance and customer experience must have robust and unbiased models in place for collecting, collating, communicating and actioning information.

For an organisation to identify potential business improvements it must become genuinely focused on the customer insight, driven by the customer itself.

A Voice of Customer programme will help:

1. Improve customer understanding
2. Improve customer acquisition
3. Improve customer value
4. Improve customer retention
We have 25 of the smartest and most highly engaged subject matter experts who develop amazing proprietary and customised Service Strategy and Research models and tools.

**Key people:**

- **Dr. Catriona Wallace**
  - Chief Executive Officer

- **Jennifer Reddington**
  - Head of Customer Experience Research & Data

- **Phillipa Beltran**
  - Senior Account Manager

- **Lin-Rimae Moong**
  - Project Manager
**Fifth Quadrant Customer Experience Research** delivers an unrivalled level of knowledge, subject matter expertise and proprietary methodologies to help organisations become more connected with their customers and improve business performance.

**Fifth Quadrant Customer Experience** is able to do this by having more customer based data and information related to service than any other company, meaning we are able to offer tremendous insight, value and direction to effective Service Strategy and the customer experience.

We offer a multitude of methodologies covering a wide range of research types and localities. These include:

- **Proprietary**: CustomerEngage®, ChannelEngage®, CustomerStories®
- **Methodologies**: EmployeeEngage®
- **Research Types**: Business-to-Consumer, Business-to-Business, Quantitative, Qualitative
- **Data Collection**: Telephone/CATI (we operate our own on-site CATI centre), Online, SMS, Mobile Application, In-depth Interviews (IDIs), Focus Groups
- **Research Coverage**: Australia, New Zealand, Asia Pacific, Global

And because we are part of **Fifth Quadrant**, our offering extends beyond just research to an integrated programme including strategy development and execution, market analysis, diagnostic assessment of service performance and training.
Established in 1998, Fifth Quadrant Pty Ltd is a Customer Experience Strategy, Design and Research company. We are management consultants, customer experience researchers, customer experience designers, industry analysts, data analysts, change managers, trainers and futurists.

We work with our clients to design and operationalise customer experience strategy in order to enhance customer experience, drive revenue through customer acquisition, retention and yield, reduce operating costs and optimise operations across multiple channels.

Fifth Quadrant | callcentres.net is our online publishing division.
If you are interested in using Voice of Customer Programmes for better customer experience outcomes, please contact us:

+61 2 9927 3399

+61 2 9927 3327

info@fifthquadrant.com.au

Level 11, 100 Miller Street
North Sydney NSW 2060

www.fifthquadrant.com.au