Building an Effective Customer Feedback Program

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Background and Expertise

- Professional services company founded in 2001
- Breakthrough process for collecting and reporting timely, actionable customer feedback
- Services include usability testing, continuous survey programs, and syndicated research
Presentation Overview

- Why use customer feedback?
- What makes feedback effective?
- Feedback Programs for Automated Customer Service
Why Feedback?

**Customer feedback happens.**

- Every customer service system ever built has received customer feedback
  - Complaints, survey scores, etc.
  - Customers will go to great lengths to give you feedback
- Using feedback = harnessing the power
What Is Feedback?

Feedback Comes Directly from the User

- Usability studies
- Customer surveys
- Complaints
Why Feedback?

Business Goals Often Reflect Customer’s State of Mind

- Satisfaction
- Ease-of-use
- Net Promoter Score
- Intent to Repurchase

You have to know how to be Effective to be Cost Effective
What Makes Feedback Useful?

- Dependable
- Actionable
- Credible
Dependable Data

- **Methodology:** How the feedback was collected
- **Sample Size:** How many different people provided feedback
- **Bias:** Whether the process encourages a particular result
- **Validity:** Whether the data actually supports the conclusions
Actionable Data

- Contains not just the “what happened” but also helps explain “why”
- Allows you to go beyond measuring performance to create a feedback loop of continuous improvement
- Delivered in a way that is useful to the people responsible for making improvements
Credible Data

More Credible:
- Recorded audio
- Strong emotion
- Customer opinions
- Stories
- Supports listener’s beliefs
- Listener buys into process

Less Credible:
- Written responses
- Indifference
- Third party opinions
- Statistics
- Contradicts listener’s beliefs
- Listener is hostile to process

Credibility is about whether the recipient believes the data, and has nothing to do with how useful or scientific it is.
Feedback for Automated Service

1. Define Purpose
2. Design Program
3. Analyze Results
4. ???
5. Profit!
Define Purpose

- Track Metrics
- Identifying Problem Areas
- Evaluating Design Alternatives (aka Usability)
- Validating Changes
Design Program

- Strike a balance between depth and breadth
- Keep questions targeted, but allow free response
- Sampling depends on goals:
  - Purely random for calculating metrics
  - Purely targeted for deep insight
- Avoid collecting feedback during the same call
Analyze

- Look for trends in key metrics by:
  - Call type
  - Customer type
  - Agent vs. Automated
  - Error states
  - Time of Day

- Make it useful:
  - Use free response to understand customer’s state of mind
  - Use recordings to understand what happened
  - Use expertise to understand how to improve
Feedback is likely to identify several potential changes

Data from a well-designed feedback program can predict the likely impact on key metrics
Profit!

- Improve self-service usage
  - Customer-reported speech recognition errors at T-Mobile doubled in 2011

- Improve customer satisfaction
  - 1.9% of customers who report it was hard to reach an agent successfully self-served across all industries

- Reduce inefficiencies in customer service
  - 20% of IVR problems in the banking industry are related to authentication

Data from the National Customer Service Survey, 2011
Based on 6,902 interviews with customers immediately after a call to bank customer service, mobile phone customer service, or computer technical support.
Thank You!

- Contact us with questions or to request a copy of the slide presentation
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