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The Future of the Experience Economy

# 3 Phases from VoC Insights to Action

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In my earlier article I spoke about how to measure customer experience (CX) success through an effective Voice of Customer (VoC) program.

Every VoC program needs to have an **Insights to Action framework** at its core, to detect and drive continuous improvement opportunities and positively impact your organisation's bottom line.

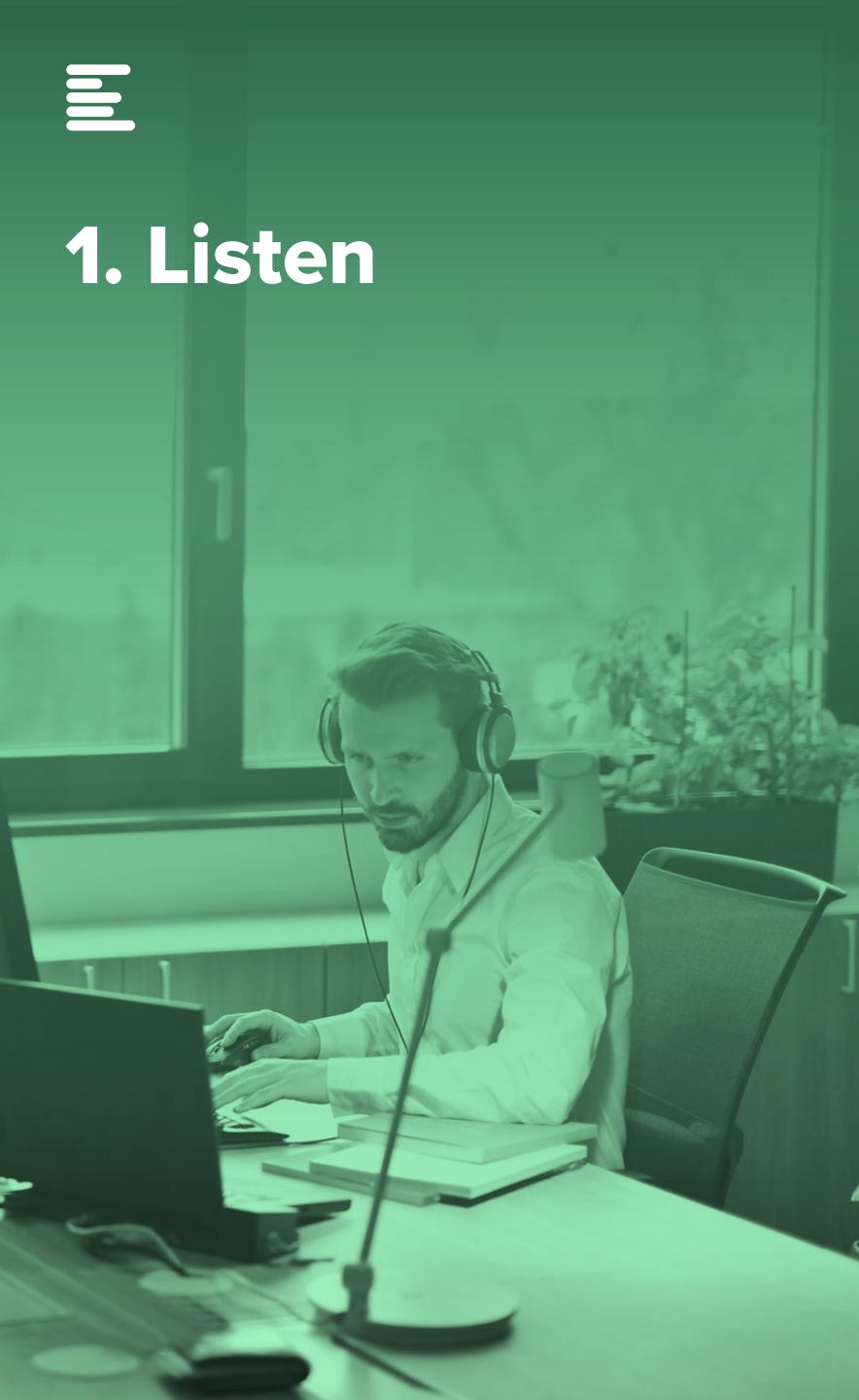
The “**Listen - Analyse - Act**” **VoC Insights to Action framework** is the most simplistic framework you can find, and I like it for its simplicity of 3 phases. Some frameworks include a fourth phase – “Monitor”; It is implied in the 3-phase cycle that you listen to your customers continuously and monitor feedback after changes have been implemented.

Each phase of the framework has its own challenges, and the success of your entire framework will depend on the quality of each phase.





# 1. Listen



In the Listening phase organisations “listen” to their customers and collect as much information (data) as possible, as customers interact with the brand, products and services.

Traditionally that data is collected via surveys, whereas these days we have a much wider range of data sources to draw from. The contact centre has evolved as a treasure trove of customer insights as a large number of interactions go through these teams. Social media and online reviews are also rich sources of customer feedback that organisations can tap into. Unstructured data in particular has become crucial to understand drivers of customer experience improvements, in more detail.

**Technology has been a huge enabler to improving how and where organisations listen to their customers, improving the quality and range of data they collect.**



## 2. Analyse

In this phase organisations need to make sense of all the data collected in the Listening phase. Data can be converted into insights – whether it's structured or unstructured data.

Measurement of performance also sits in this phase. Organisations can measure and track customer experiences as well as changes over time. If they have a metric included in their programs, such as CSAT, CES or NPS, the tracking and reporting of performance falls into this phase.

Again, technology plays a crucial role in this stage, as the type of data that can be analysed, as well as the quality of analysis has immensely improved over the last few years.

**Organisations can now combine different data types or sources for analysis and analyse unstructured data.**



## 3. Act

Arguably this is the most important phase as organisations should not be collecting and analysing data merely for the sake of it but do something with it. Unfortunately, it's also the phase that's hardest to set up and maintain, which is why many organisations never make it into the Act phase, and end up in a vicious circle of *Listen - Analyse - Listen - Analyse...*

From a performance measurement point of view, it is odd as performance isn't going to improve if organisations don't change anything.

So why is it so hard to set this phase up successfully? Well, technology plays less of a role here, and it is back in the hands of people.

**This is a conversation about the importance of customer centricity within the organisation, as well as the ability to set up the right processes to enable action.**





# Gathering Feedback to Empower the “Act” Phase

There are typically two kinds of feedback to act on:

- **Feedback that requires “smaller” changes that can be implemented/acted upon by a single person or department within the business.** It’s often a matter of giving the right insights to the right people – which means democratising VoC data – in a timely manner.
- **Feedback that is “larger” and systemic in nature and can’t be dealt with by a single department or team.** This requires cross-departmental buy-in, and company-wide resource and budget allocation; those types of initiatives often need to be embedded into wider business planning to enable action.

**Both kinds of feedback require organisations to set up different processes and frameworks – but they are equally important as the basis of the “Act” phase.**





## Ecosystem Opinion

Your Insights to Action framework sits at the heart of the VoC program and without it, the program will fail. While technology evolved as a key driver of a successful VoC program, the success of the framework is driven by the quality of each phase. Technology will enable you to better to your customers better and derive insights from their feedback. What you do with that information, however, is a matter of people and capabilities and requires a culture of customer centricity.

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**Experience Economy**

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