



# THE ACTION GAP

What's causing all the disappointment in your VOC program and how to fix it.



# Want VOC success? Close the Action Gap.

What kind of reaction do you notice when “voice of the customer” is mentioned at your company? Chances are it conjures up some mix of frustration, anxiety, disappointment, confusion, or avoidance. That’s because today, most companies are failing to realize the payoff of their voice of the customer (VOC) investment.

One industry study reveals that only 15% of VOC managers view their VOC program as successful.<sup>1</sup> Forrester Research, Inc. recently reported on the problem, and the reason why it exists:

“  
Voice of the customer (VOC)  
programs are still not taken  
seriously. This is because they  
struggle to drive action  
and prove value.<sup>2</sup>  
”

<sup>1</sup> 5 Radical Changes to VOC of the Future for ROI Maturity, CustomerThink, Lynn Hunsaker, May 20, 2017.

<sup>2</sup> “How To Drive Action With Your Voice Of The Customer Program,” Forrester Research, Inc., February 2, 2018.

## Why all the struggle around action & results?

Many customer experience (CX) leaders can remember the days when there was a lot of enthusiasm around new VOC software promising a quick path to ROI.

Today, the sentiment has changed from enthusiasm to disappointment. While VOC software is doing a fine job of collecting customer feedback and deriving insight, not much is happening with it. As a result, the ROI hasn’t materialized.

At Concentrix, we refer to this state of affairs as “the Action Gap,” and the way to close this gap is to look beyond software alone.

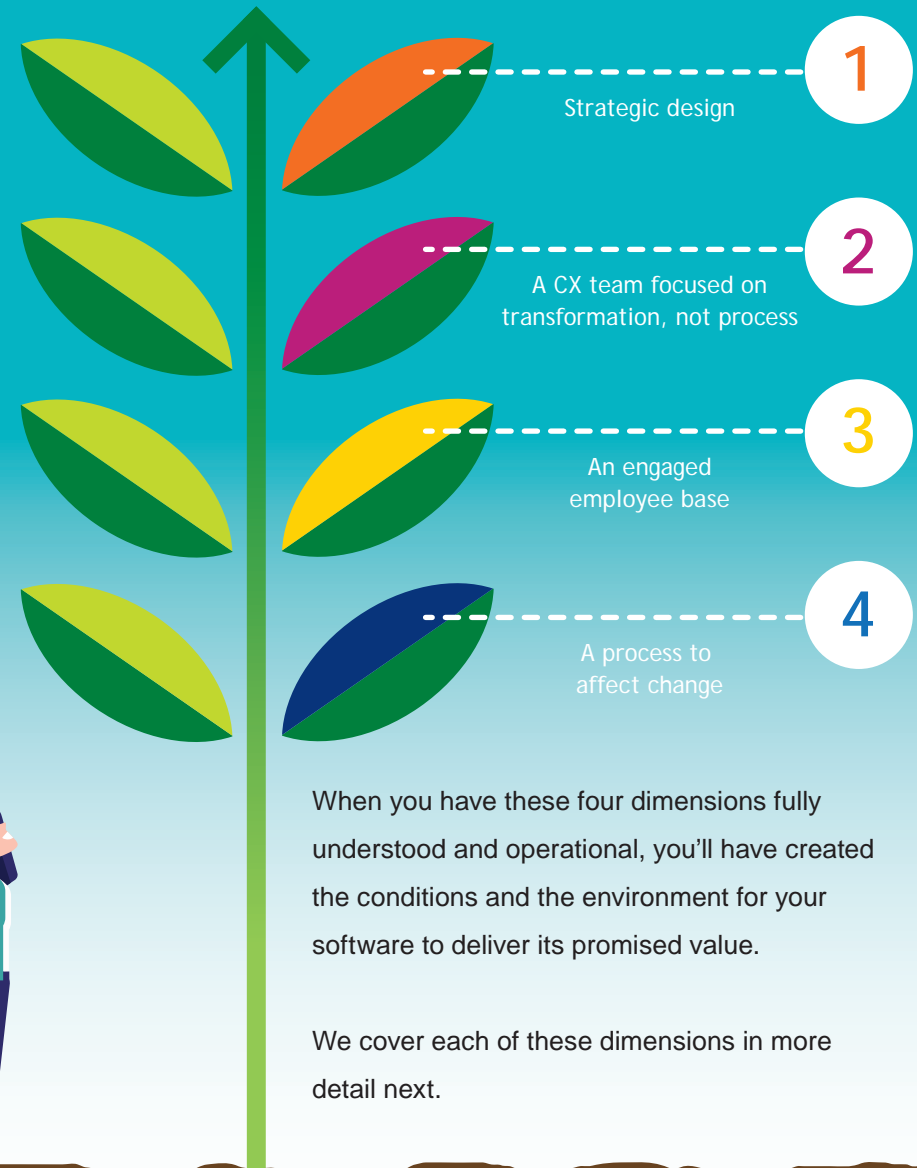


In the same way that a seed's growth is dependent upon the quality of the soil that surrounds it, your VOC software must be implanted in the right environment, in order for its ROI potential to come to full fruition.

How do you create this environment?



By tending to four dimensions of your VOC program. These dimensions are:



When you have these four dimensions fully understood and operational, you'll have created the conditions and the environment for your software to deliver its promised value.

We cover each of these dimensions in more detail next.

# 1 Strategic Design

Your VOC program needs to be carefully designed if they have any hope of thriving in a world that makes it hard for surveys to work.



The average attention  
span of adults is  
**8 seconds**<sup>3</sup>

**74% of customers**  
are asked to take surveys  
at least monthly<sup>4</sup>

The good news? You can overcome these challenges by taking an honest look at your VOC program design so you can chart a path to improvement.

These questions will help you get started.

<sup>3</sup> "You Now Have a Shorter Attention Span Than a Goldfish," Kevin McSpadden, Time Health, May 15, 2015.

<sup>4</sup> Concentrix US Customer Scorecard Research.

## Are your surveys a brand experience?

Every interaction with your brand counts, and surveys are no exception. They should uphold the same standards for other digital brand experiences, including being relevant, engaging, visually appealing, easy to use, and leave the customer feeling positive after the interaction.

## Are you measuring where it matters?

Today, it's possible to capture feedback on virtually any transaction at any point throughout the customer journey. But just because you can doesn't mean you should. In fact, gathering feedback on inconsequential activities and experiences puts your company at risk of misdirecting resources toward actions that produce little or no improvements.

## Are you asking the right questions?

If you measure the wrong insight from your customers, you're going to have a "garbage in, garbage out" scenario that will prevent you from making changes of any value. Instead, ensure you are capturing customer feedback that is aligned to the most important dimensions of customer experiences. This gives you the built-in assurance that actions you take on this feedback will have a positive impact that is both measurable and meaningful.

Also, consider your ability to act on the information you are collecting.



We've seen that it's very common for companies to have too many customer listening posts, generating more feedback than CX teams are capable of managing or acting upon.



## 2 A CX Team Carrying Out Transformative Change



CX teams have a lot of responsibility today, and individuals need to make trade-offs on where to spend their time. Too often, CX teams get stuck in the day-to-day grind of managing program support activities. When this happens, they spend less time on higher-value transformational activities that are directly aligned to action and ROI.

### Where are your CX resources spending their time?

To answer the question, we recommend categorizing your VOC program activities into one of these two types, as shown:

### Support Activity

Activities that ensure surveys provide a positive customer experience and produce actionable, trustworthy data.



Prioritizing actions and initiatives

Monitoring initiatives and quantifying impact


### Transformational Activity

Activities that are directly aligned to ROI. These are the actions that will have the biggest impact on achieving measurable, sustainable, positive change.

Socializing the value of CX







Both types of activities are critical,  
but there are only so many team  
resources to go around.



This means the right answer is to  
get your team focused primarily  
on *transformational* action and  
then back-fill resources as required  
to carry out *support* activities.

## 3 An Engaged Employee Base

Driving change of any kind requires employee buy-in. You can start building the groundswell by answering these questions:

### Which employees are most critical?

From your thousands of employees, which ones should be using customer feedback in their daily roles? Include your front line employees, their direct supervisors, and certain executive leaders. If you don't identify a complete chain of involvement, reporting up to a specific executive role, you will limit the visibility, accountability, results, and longevity of your VOC program.



### How can they “live” CX each day?

Clearly outline the specific actions to be carried out by each employee type, so that no one is left wondering what to do with the VOC insight they receive. This helps you drive ROI by focusing each employee on the specific actions most suited to them that yield the highest return for the business.

### How are you making their responsibilities resonate?

Each user group needs to understand how they can carry out their CX responsibilities, and be inspired to take action each day. Inspiration starts with clarity, which means it's vitally important to clearly articulate how actions should be carried out, and then provide this to employees in ways that resonate with them.





## 4 A Process to Affect Change

To realize ROI, you must establish a formal continuous improvement process for making recommendations and prioritizing actions. Here are some key considerations to think about before building out this process:

### How will you get people to care?

No matter how good your VOC analysis and recommendations, if you can't get internal people to care, you won't affect change. This is where governance comes into play. Many companies lack a governance function for VOC, but it's vital in order to ensure that actions are carried out, supported, and accounted for within a formalized structure.

Key questions to ask are:



**Who is leading**  
your continuous improvement  
process for CX?

**What are the roles**  
and responsibilities of the players  
involved? Is there a CX steering  
committee? A champion?

**How is accountability**  
baked into the process?

**What criteria**  
will you use to prioritize  
improvement initiatives?



## All analysis and no action?

Analysis paralysis is very common within VOC operations. A lot of companies get stuck when they assume that in order to make big changes, they need a mountain of data. They waste valuable time and energy collecting customer data, financial data, and operational data, but they struggle to pull it all together in a way that drives action.

You don't need big volumes of data in order to do this. Start with customer feedback and look there to isolate "hot spots"—those areas where your customers are complaining about symptoms of pain. Then drill down into those hot spots, pulling in more data from other sources that will help you identify root causes.

This "smart data" approach allows you to make swift progress in solving real customer problems, bringing in the next logical data source to help uncover root causes and work toward solutions.

## Do recommendations account for dollars and cents?

Bandwidth is always a problem for CX teams charged with delivering solutions. This is where it becomes important to have an ROI-based methodology for prioritizing what actions to take. Every solution you recommend should have its ROI calculated in advance:

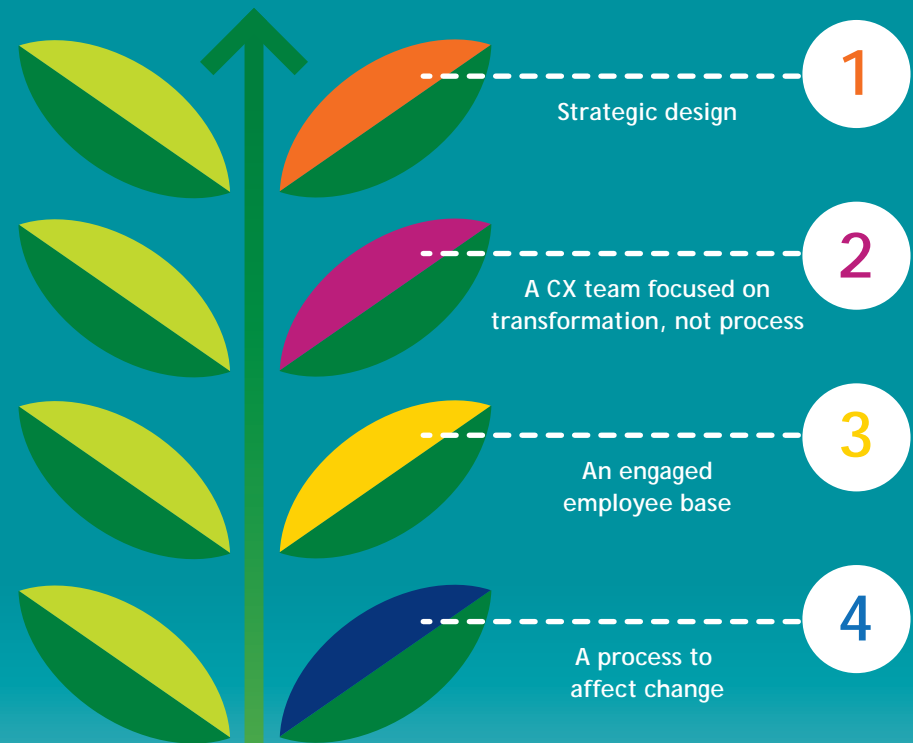
- What is the cost of doing nothing?
- How much does it cost to implement this solution?
- What are we projecting the return will be?

Your governance committee can then evaluate and compare solutions and prioritize implementation.

# The Role of Software

## Time for a quick recap.

Returning to the seed analogy, the “seed” of your VOC program is software, and in order for its ROI potential to come to full fruition, you must tend to the four dimensions:



By improving each dimension, you create the right conditions and environment for your software to deliver its promised value. And to ensure this, the final step in closing the Action Gap is to apply the same questioning rigor to your software.

Here are some  
questions to ask:

## Does your software...

### make it easy to act?

Is the interface intuitive and simple?

Would executives want to log in every day?

Could frontline employees use it without much training?



### support activities around employee engagement and continuous improvement?

Or, is it simply a reporting tool?



### drive accountability?

Does it provide visibility into actions taken?

Can you see who is taking action and who isn't?

Can you monitor results of certain actions in real time?




# CONCENTRIXCX

## ConcentrixCX can help you close the Action Gap.

Concentrix is your single-source partner for closing the Action Gap. We'll help you improve all four dimensions of your VOC program, and provide the VOC software that's designed to drive action and deliver ROI.

# Make it easier to drive success at your company with Concentrix.



**VOC**  
**VOICE OF THE  
CUSTOMER**  
POWERED BY CONCENTRIX**CX**

Our VOC solutions combine expert people and user-friendly software designed to help you close the Action Gap. From research design to complex issue analysis, we become an extension of your team, completely focused on your CX success.

Interested in learning more? Contact us today!

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