NICE®

Your Voice of the Customer Program: Setting the Loop in Motion

About NICE

NICE (Nasdaq: NICE) is the worldwide leading provider of both cloud and on-premise enterprise software solutions that empower organizations to make smarter decisions based on advanced analytics of structured and unstructured data. NICE helps organizations of all sizes deliver better customer service, ensure compliance, combat fraud and safeguard citizens. Over 22,000 organizations in more than 150 countries, including over 80 of the Fortune 100 companies, are using NICE solutions.

www.nice.com

As you know, successful business initiatives take planning. Your Voice of the customer program is no exception.

Milestones: From Pre-Launch to Measuring the Results

A VOC program actually begins before it is ever launched, with detailed plans covering several key aspects:

- Communication and set-up
- Training
- Launch
- Customer recovery
- Agent reward and recognition

It also continues long after the first customer feedback is collected and analysed, with systematic implemented change and re-testing:

- Performance testing
- Goal setting
- Measuring the results

Communication and Set-up

Five days before VOC polling:

- The executive team should be briefed on the program, its scope and its benefits, including how it will improve customer experience. Corporate executives are drafted as enthusiastic program sponsors.

Three days before VOC polling:

- Communication of both the vision and the practical details of the program are specifically directed toward all operational employees who have a direct impact on VOC results (team managers, frontline agents, account managers, etc.)

Training

During the first 10 days of polling:

- A dedicated team focuses on creating training materials for frontline agents and team leaders.

Before the end of the second week of polling:

- The customer experience team heading up the VOC project is trained by NICE Customer Success Consultants on how the program works, their role in making it happen, and how to use the NICE VOC dashboard.

After one month of polling:

- Frontline agents most effective in embracing the VOC program goals are made the operational face of the program; their proven best practices are shared across the enterprise.
- Team managers get training on the NICE VOC dashboard, as well as guidance on incorporating the Voice of the Customer in their agent coaching sessions.

Customer Recovery

From the beginning of the program:

- Customer recovery managers and teams are established to respond to customers whom NICE VOC identifies as dissatisfied.
- Team members become familiar with the dashboard and with the volume of daily customer alerts they can expect.

After 12 days of polling:

- Team training begins.

After the first month of polling:

- The number of alerts each recovery agent can realistically handle is defined.
- The ideal number of recovery agents needed is determined.
- A team charter establishes customer recovery.

standards (job description, best practices, indicators of success, service level agreements, etc.)

- If decided on as the company strategy, a central recovery team, sponsored by executives, is set up to coordinate recovery efforts.

Before the third month of polling:

- Recovery training is updated based on service level agreements and standards.
- The central team, if appointed, is trained to start working on the first day of the third month of polling.

From the fourth month of polling:

- Customer re-polling can be used to determine recovery effectiveness.

Reward & Recognition

After the first month of polling:

- An interim reward program is established using the collected polling data.

Over the following 3-4 months:

- Team leader and human resources executives incorporate VOC results in incentive or bonus programs.

Goal Setting

After the first three months of polling:

- Set interim overall goals based on NICE VOC metrics.
- Refer to NICE VOC's target model for what can realistically be achieved within one year.
- Include both conservative and aggressive targets.

Performance Testing

At the end of the first month of polling:

- The first program health check is performed, reviewing data on VOC survey volumes, response rates and completion rates.
- Recovery team volume manageability is assessed.
- Other NICE VOC metrics are reviewed, providing an interim VOC pulse.

Measuring Results

After six months of polling:

- It is now time to test your initial assumptions about the drivers of customer satisfaction and dissatisfaction.
- Use analyzed results to identify opportunities for improved customer service and business processes.
- Implement necessary VOC process and personnel changes.

Regular review of the cultural and practical changes based on your VOC program creates the closed-loop cycle needed for consistent improvement and business growth.