

Optimize CX with VoC insights

A complete guide to success



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Introduction

This Voice of the Customer (VoC) guide will help you use customer insights to unlock and drive improved customer experience (CX). Use it as a practical resource to enhance how your organization gathers customer feedback, uncovers actionable insights, and drives impactful innovation.

With a well-executed VoC program, you'll scale customer insights across departments, fine-tune CX, increase customer satisfaction, and foster long-term loyalty.

What is the Voice of the Customer (VoC)?



VoC is a broad term referring to all sources of customer feedback relating to your products and services. VoC is what your customers are saying about your organization.

Your customer's perspective is paramount.

After all, customers are the reason for doing what you do. And a positive customer experience also translates to increased satisfaction and loyalty.

Salesforce's *State of the Connected Customer Report* (2023) surveyed 14,300 people, revealing that 65% expected businesses to adapt to their changing needs and preferences continuously. 88% say good customer service makes them more likely to repurchase.

According to Emplifi's report, *11 Things Consumers Expect from their Brand Experiences Today* (2022), which surveyed 2,000 people, 86% would leave a brand they trust after two poor experiences. In the past year, 49% had already left a brand they were loyal to due to poor CX.

So, how can teams deliver better experiences for customers? One essential strategy is a well-planned VoC program.

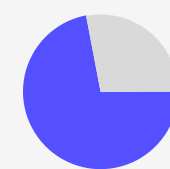
A successful VoC initiative involves gathering customer feedback, organizing the data meaningfully, analyzing the information to actively listen and understand what customers think, feel, and express, and then implementing impactful changes to improve your product and service standards.



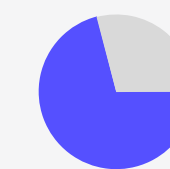
Importance of VoC in modern business

Innovation is moving faster than ever. Given the emergence of artificial intelligence (AI), rapid tech advancements, and heightened competition, teams are under pressure to not only innovate better—but innovate faster.

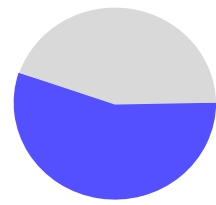
The impact of tailoring experiences to individual needs



The Zendesk CX Trends Report (2023) revealed that **72% of customers (in a survey of 3,700 people) want immediate service.**



McKinsey's Next in Personalization Report (2021) found that **71% of customers (in a survey of 1,013 people and 100 businesses) expect personalized interactions, and 76% feel frustrated when personalization is lacking.** The findings also highlight that companies excelling at personalization see significantly faster revenue growth. In the same survey, digitally-native brands (DTC) estimated that up to **25% of their revenue growth comes from personalization.**



Just one bad experience would lead 52% of customers to switch to a competitor.

Think of VoC as your guidepost—the essential element that bridges the gap between customer and stakeholder expectations.

A well-planned program enables teams to make informed decisions based on honest customer feedback rather than relying on assumptions, guesswork, or the loudest opinion.

Research shows that between 25% and 40% of new products fail.

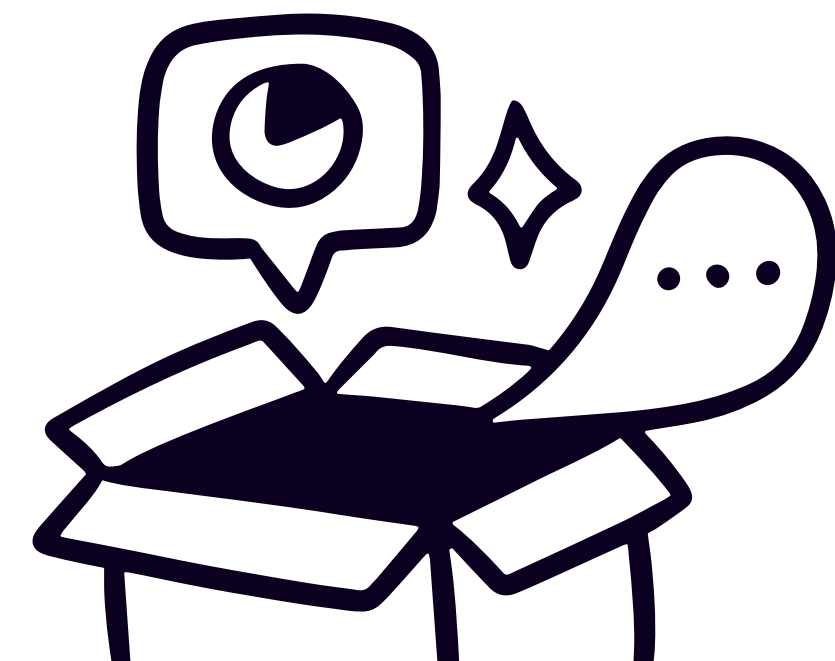
Even if something is well-built, it won't succeed without solving pressing problems and listening to consumers' needs.

The stakes are high. Product offerings must meet customer expectations, evolve with the market, and remain relevant alongside fierce competition. Continuously listening to customers and implementing feedback loops—which consistently bring VoC into the process—can help your teams spot precisely where and how products might be missing the mark.

VoC analysis can help your teams drill down into feedback, spot the nuances, and pinpoint specific areas for growth to drive better performance, boost CX, and scale effectively.

Inspiring VoC programs from industry leaders

VoC data helps teams refine product features, customize customer support to reduce churn, and create digital PR strategies and messaging that resonate with the target audience.







Amazon’s customer obsession

Amazon’s outstanding success all stems back to one thing. Behind the impressive numbers lies a deep understanding of VoC. **At Amazon, they don’t just refer to customer experience or customer-centricity—they call it customer obsession.**

The team at Amazon famously obsesses over CX to keep customers coming back. This strategy is reflected in Amazon Prime’s impressive retention rates: 97% of members renew after one year, and 99% renew after two. These figures highlight Amazon's success in fostering long-term customer loyalty.

Effortlessness is the name of the game at Amazon. By deeply analyzing vast amounts of customer data, every feature and experience is continually optimized to minimize customer effort:

	One-click ordering	Simplifies the purchasing process with a single button click.
	You might also like	Recommends relevant products or items similar to those purchased by other customers.
	Keep shopping for	Offers a “pick up where you left off” feature, making it easy to return to recent product searches.
	Customers say	Provides product review summaries with insights from sentiment analysis and generative AI. For example, “Customers appreciate the TV's picture quality and ease of setup, though some dislike the remote control and sound quality. Opinions on functionality are mixed.”

Airbnb's VoC feedback and enhancements

Airbnb is another org with customer-centricity at the heart of its innovation. Describing how his team storyboards the entire Airbnb experience, end to end, founder and CEO Brian Chesky told a 2015 Stanford class ('Technology-enabled Blitzscaling'):

“

At Airbnb, we strive to have our customers contact the company and demand a 6th star be added to our 5-star review because the experience was so good.

Brian Chesky, CEO Airbnb

By prompting guests and hosts for feedback directly after a stay, they continuously gather real-time customer data to spot opportunities for improvement and use these customer insights to optimize every touchpoint. Committed to customer satisfaction and valued at **\$82.71B**, Airbnb strives for CX that's as frictionless as possible.

For instance, their customer feedback led them to launch Instant Book so guests don't have to wait for hosts' approval.

Hosts allowing instant booking get advantages, too—not needing to respond to each request, attracting more guests (because people like listings that facilitate trip planning). The feature also helps hosts achieve sought-after Superhost status (by maintaining a 90% response rate), and their listing gets higher visibility in search results.

Successful VoC implementations using Dovetail

At Dovetail, we help organizations integrate and scale their VoC programs using our customer insights hub to extract faster, smarter, actionable insights. Armed with a deep customer understanding, these organizations take satisfaction and loyalty to new heights.

UNIQA

Five times more customer research

UNIQA Insurance Group is a leading European insurance provider. Despite a growing appreciation for user research within the org, it was difficult for product owners to identify when the data would benefit their work.

The CX team at UNIQA ultimately chose Dovetail as a single source of truth for qualitative user research findings.

- They use it to analyze usability test findings and present highlight reels and summaries to their designers and product owners.
- Teamwide, people can review the source material (interviews) if they want to watch body language and hear customers' voices as they describe their frustrations and pain points.

Dovetail has replaced the cumbersome method of storing data in multiple spreadsheets. Now, everyone has access to the valuable insights needed for informed, customer-centric decision-making.

“

Scanning tags and building insights out of tagged data is much more seamless in Dovetail. It also makes them accessible at any time from anywhere, unlike photos of post-its, for example.

Sonja Bobrowska **Uniqa CX Researcher**

The result?

UNIQA teams have been able to perform five times more research, better understand their customers, and deliver more relevant experiences.

Putting VoC at the heart of every decision

Global technology company SafetyCulture is committed to improving workplace safety, and its customer-centric approach drives every decision.

SafetyCulture turned to Dovetail to organize and streamline its research efforts.

- With Dovetail, the team has a single source of truth for storing and analyzing customer data, from volume metrics to in-depth customer interviews.
- This centralized access empowers everyone at SafetyCulture to collaborate across departments, fostering a deeper understanding of customer challenges and opportunities.
- By making data-backed decisions, SafetyCulture ensures that customer insights guide product development and problem-solving at every level.

Ultimately, Dovetail enables SafetyCulture to put the customer at the core of every decision, reinforcing its mission to create safer workplaces worldwide.

Implementing a well-planned VoC Program

To ensure the success of your VoC initiative and maximize its benefits for both customers and your organization, following best practices is essential. Viewing these proven methods as eight steps can provide a helpful framework.



8 steps to launching a successful VoC initiative

STEP 1

Building a VoC team and defining roles

To promote effective collaboration and boost the chances of your VoC program succeeding, outline the roles and responsibilities of team members at the outset.

The key roles within a VoC team include:

- A **VoC program manager** who leads the initiative and oversees implementation.
- **Product managers** who use customer feedback and insights to inform the product strategy.
- **Researchers** who gather feedback from customers via various methods.
- **Customer experience specialists** who can use feedback to advocate for customer-centricity within all customer touchpoints.
- **Data analysts** who review the data to gain key insights.
- **Customer success managers** who gain direct insights from speaking with customers use these insights to curate more personalized, satisfying customer experiences.
- **Marketing managers** who create content and marketing materials aligned with VoC.
- **Developers** who will use the key insights to create customer-centric product solutions.

STEP 2

Defining objectives

At the outset, define your core goals for the program to keep your teams on track and moving in the same direction.

STEP 3

Collecting feedback

To deeply understand what customers are saying about your organization, you must gather customer feedback from multiple sources, such as:

- Surveys
- Structured and unstructured interviews
- Social media listening
- Analytics
- Third-party reviews
- User testing



STEP 4

Analyzing data

After collecting, feedback must be organized and analyzed to detect trends and patterns that point to meaningful insights.

STEP 5

Prioritizing opportunities

Once customer insights are discovered, prioritize your next steps based on their overall business impact. Effective prioritization involves balancing resources—time, budget, and costs—against the potential benefit to the customer.

STEP 6

Act on insights

Acting on insights includes optimizing current offerings, embedding personalization, streamlining the user experience, releasing new products, or developing new and more relevant features.

STEP 7

Create feedback loops and integrate them across the business

The key to any successful VoC program is continuous listening to stay in touch with your customers' ever-changing needs. It typically happens through creating feedback loops whereby your team gains the feedback, analyzes it, makes adjustments, and then solicits further feedback to gain more insights.

For a VoC program to succeed, it also needs seamless cross-team collaboration that embeds the customer's voice in all decisions. Effective integration of VoC into business processes can be achieved by:

- Promoting a customer-centric culture across the organization
- Aligning all teams with shared business objectives
- Using a centralized platform to store and access customer data, insights, and feedback
- Encouraging open communication between teams to foster shared goals
- Establishing feedback loops that continuously bring customer insights into decision-making
- Cultivating a culture of continuous improvement to help employees stay open to change and optimization

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By weaving VoC into every layer of the org, teams can work together to deliver better customer experiences and drive lasting success.

STEP 8

Scale your VoC program

Using advanced tools can help your teams propel your VoC program forward to gain insights at scale, innovate faster, and deliver the best possible CX.

At Dovetail, AI-powered analysis, powerful integrations, and streamlined workflows make discovering actionable insights faster. With Dovetail, it's simple to [scale your VoC program](#), build confidence in your customer insights, and accelerate product delivery.

6 essential VoC tools to gain more insightful feedback

Advanced tools can streamline your VoC initiatives, replacing manual processes and increasing the accuracy of customer research.

Here are six essential tools that will help you gather deeper insights:

ONE

Analytics tools

Analytics tools gather data from various sources to comprehensively view customer behavior. These tools provide real-time monitoring, data processing, and visualization to uncover meaningful patterns.

Google Analytics is a free service that helps you track how users interact with your website and app, providing valuable insights into user behavior and engagement.

TWO

Survey tools

Surveys are a quick and structured way to gather customer feedback on satisfaction, preferences, and experiences.

SurveyMonkey is an intuitive platform that offers pre-built templates, and AI-driven features to streamline feedback collection and analysis, helping your team gather actionable insights rapidly.

THREE

User testing tools

User testing tools allow you to test product functionality, usability, and overall experience with real users. These tools provide crucial feedback for improving your product and meeting customer expectations.

Dovetail Recruit connects you with a diverse pool of users, enabling you to gather critical insights that can help enhance your product and improve your ROI.

FOUR

Social listening tools

Social listening tools enable your teams to monitor and respond to customer conversations on social media platforms like Facebook, Instagram, X, and TikTok. These tools help you stay in tune with customer sentiment and act on real-time feedback.

Hootsuite provides AI-driven sentiment analysis and insightful summaries of social media activity, giving your team the data needed for better strategic planning and brand management.

FIVE

Customer feedback tools

Managing feedback from multiple sources can be complex, but customer feedback tools simplify the process by consolidating data for quicker insights.

Qualtrics is an experience management platform that helps organizations gather feedback and analyze customer, employee, product, and brand experiences to drive improvements.

SIX

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Best practices for using VoC tools effectively

- ✔ Select tools that are relevant for your specific needs
- ✔ Align tool selection with the objectives of your program
- ✔ Define objectives for each tool to measure success
- ✔ Use tools that can easily integrate for simplicity
- ✔ Use real-time tools to promote efficiency
- ✔ Enable access to all key stakeholders to promote cross-collaboration

To maximize the impact of your VoC tools, follow these best practices:

Choose tools aligned with specific feedback channels: Select tools tailored to the type of customer feedback you need, such as surveys for structured insights, social listening for sentiment analysis, or analytics tools for behavioral data.

Align tool selection with program objectives: Ensure each tool supports your VoC goals, such as improving customer satisfaction, enhancing product features, or boosting customer retention, so you can directly tie tool usage to measurable outcomes.

Set clear, actionable objectives for each tool: For every tool, define specific KPIs, such as response rates, customer satisfaction scores, or churn reduction, to accurately track progress and impact.

Prioritize tools that integrate with your tech stack: Opt for tools that seamlessly integrate with your CRM, customer support platforms, or analytics software, ensuring that feedback flows smoothly across systems without creating data silos.

Leverage real-time feedback for immediate action: Implement tools that provide real-time insights, like live chat feedback or instant survey results, allowing teams to address customer pain points promptly and rapidly enhance CX.

Grant full access to key stakeholders: Ensure all relevant teams—product, marketing, customer support, and leadership—can access VoC data to foster cross-functional collaboration and ensure that feedback informs decision-making at all levels.

Converting customer feedback into actionable insights

Any successful VoC program revolves around gaining actionable insights. These, ultimately, help your team decide on the core actions you'll take to make improvements for customers.

Keep in mind: an insight without an explicit follow-up action won't lead to improvements for your customers. The insights through the analysis process need to be turned into tangible changes or initiatives if they are to have an impact.

Actionable insights might lead to initiatives like:

- Troubleshooting and bug fixes
- Developing new features
- Streamlining UI
- Creating new product offerings
- Improving CX
- Simplifying shipping and fulfillment

Techniques for analyzing qualitative feedback

Some of the most common ways to analyze qualitative data include:



Segmenting data

Organizing feedback into meaningful categories, such as demographics, customer journey stages, purchase behaviors, or specific customer segments, to better understand patterns and trends across different groups.



Thematic analysis

Identifying recurring themes and patterns by labeling, categorizing, and coding data to uncover common issues or customer preferences.



Sentiment analysis

Using natural language processing (NLP) tools to assess and categorize feedback based on emotional tone. This technique gauges overall customer sentiment—whether positive, neutral, or negative—towards your organization or specific experiences.

Bringing qualitative and quantitative feedback together

Finding ways to marry qualitative and quantitative data is essential to building a complete overview of your customer feedback.

For example, deeply understanding VoC and improving CX could mean bringing website analytics together alongside customer survey responses.



With Dovetail, it's simple to seamlessly import data. Using **Dovetail Channels**, you can filter by segment, product, or timeframe to pinpoint the precise insights that will lead to the biggest breakthroughs.

Prioritizing and implementing changes based on VoC

In an ideal world, your team can address every piece of customer feedback. But, due to time, budget, and other resource constraints, you'll need to prioritize which insights to act on first.

To efficiently prioritize changes, consider these factors:

Impact

The impact on customers is one of the most important ways to prioritize changes.

Effort

Consider budget, timelines, and resourcing when assessing the effort required to address the feedback.

Frequency

If a high volume of customers share the same feedback, then chances are the impact is higher.

Business goals

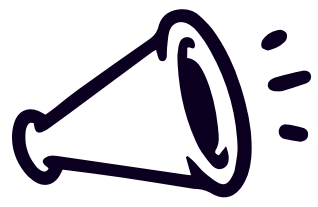
Align your next moves with your organization's overall objectives.

Urgency

Feedback that relates to high-priority areas of your offering—like a shopping cart, for example—will have higher urgency.

Tip

Think quick wins. Making high-impact but low-effort changes is critical to achieving customer-centered improvements without a considerable lift from your team. You'll uncover these opportunities faster when you use **AI-powered tools** to listen to and analyze what customers tell you.



Communicating improvements to customers

Your customers can't read minds. So, if you don't tell them about new features, critical updates, or improvements, they may miss out on the added value these changes bring.

Simply releasing a new feature isn't enough. Customers need to understand how these updates stand to benefit them. Whether through product announcements, email updates, or in-app notifications, keeping customers informed ensures they stay engaged and fosters long-term loyalty to your organization.

7 VoC metrics to track and why

With countless methods available to understand the Voice of the Customer (VoC), selecting the right metrics to track can be challenging.

The most effective metrics will align closely with your specific project goals and objectives. Here are some of the most valuable metrics to consider:

1 Retention rate

Measuring and tracking retention rates over time is essential for understanding customer loyalty. A high retention rate indicates that customers find significant value in your offerings.

2 Churn rate

Churn provides direct feedback on customer dissatisfaction or perceived lack of value. Understanding why customers leave can reveal critical areas for improvement and inform strategies to enhance the customer experience.

3 Net Promoter Score (NPS)

NPS is a widely recognized VoC metric that indicates customer loyalty and willingness to advocate for your brand. It helps gauge overall sentiment and can serve as a benchmark against competitors.

4 Customer satisfaction score (CSAT)

CSAT offers immediate feedback on specific interactions or products, making it an effective tool for capturing customer sentiments. Analyzing CSAT scores can highlight areas needing enhancement, directly linking customer feedback to operational improvements.

5 Time to resolution

Quick resolution of customer issues is a significant driver of satisfaction. Analyzing this metric, you can understand how efficiently your organization addresses customer concerns, which is critical for enhancing CX.

6 Customer lifetime value (CLV)

CLV helps you understand the long-term impact of customer relationships on revenue. By correlating CLV with VoC insights, you can identify the most valuable customer segments and tailor your offerings to enhance their experience.

7 Engagement metrics

Engagement metrics reveal how customers interact with your products over time. High engagement indicates satisfaction and value, while low engagement can signal potential issues. Analyzing these metrics helps you understand customer preferences and behaviors, allowing for more informed decisions.

These metrics provide a comprehensive view of customer experiences, preferences, and pain points. Analyzing them with qualitative VoC data (like customer interviews or surveys) will help you gain deeper insights into customer needs, leading to more targeted improvements and ultimately enhancing customer satisfaction and loyalty.

Understanding the customer journey through VoC

Marrying insights gathered through a VoC program to the customer journey helps highlight key pain points and drill down to specific areas of potential growth. VoC used throughout each customer journey stage can help your teams deliver more specific, relevant, and personalized experiences at every step.

Mapping touchpoints and identifying pain points

Here are some key steps to start using VoC across the customer journey:

Journey stages

Identify the major stages of the journey.

- Awareness
- Consideration
- Purchase
- Loyalty
- Advocacy

Analysis

Deeply analyze feedback to highlight the core pain points.

Map touchpoints

Align insights gained with the relevant stages in the customer journey via segmentation.

Feedback

Collect feedback at the critical touchpoints to understand where pain points and friction arise.

Prioritize and act

Consider the urgency of actions based on the customer journey stages. Take critical actions to improve the customer experience.

Enhancing the customer journey based on VoC insights

Mapping VoC insights into the customer journey can help your teams:

- Understand customer wants, needs, and preferences in more detail at each step of their journey.
- Tailor the customer experience to individual preferences and needs.
- Ensure customers have a smooth, hassle-free experience as they move through each step of the buying process.
- Provide a consistent experience across different channels so customers can stay connected with your brand, whether browsing your website, using your mobile app, engaging on social media, or visiting your physical store.

Lessons learned from industry leaders

Take inspiration from leaders who put the customer at the center of decision-making. These lessons can help your team promote VoC as the guidepost for boosted customer satisfaction, loyalty, and retention.

Promoting VoC company-wide, like Pepsi

PepsiCo has a VoC program to continually listen to customers and act on key insights that keep them competitive and relevant. It includes gathering customer feedback, tracking trends, promoting VoC from the top down, and allowing customers to have a say in product innovation (such as their *Do us a flavor* campaign for Lay's a PepsiCo brand, which invited consumers to “uncover the next great potato chip flavor” and win a million dollars).

In a World Economic Forum, Meet the Leader **podcast**, PepsiCo CEO Ramon Laguart said, “...[W]e keep putting the consumer at the center of everything we're doing...I think the consumer has to be telling us where to innovate, how to price, where to put the priorities of our company.”

Using continuous listening to understand your customers, like Slack

VoC is not static. Customers' expectations are continually changing. Continuous listening is critical to keep up with these changes. At Slack, they use it as a crucial way to gain feedback.

In 2015, Stewart Butterfield, co-founder of Slack, told [The Review](#) that they gladly take user feedback any way they can get it—he even personally responded to a vast number of support tickets and tweets in the early days.



For Slack, feature or integration requests also serve as a practical application of VoC data. In that same interview, Butterfield describes how meticulously they track them, noting, “We’re pretty fastidious about tagging all of these incoming messages, collating and entering and retaining the data that people are sending us.”

He elaborated, “Of course, hard numbers tell an important story; user stats and sales numbers will always be key metrics. But every day, your users are sharing a huge amount of qualitative data, too — and a lot of companies either don't know how or forget to act on it.”

This commitment to listening to customers and sharing the learnings with the right teams within the org has helped grow Slack into a [\\$26.51B](#) market cap (at the time of writing).

Making data-driven decisions like Microsoft

In his book *Business @ the Speed of Thought: Succeeding in the Digital Economy*, Bill Gates, co-founder of Microsoft, famously said, “Your most unhappy customers are your greatest source of learning.”

Microsoft's robust VoC program continually enhances its products and services. Embracing a [culture](#) that values insights and recognizes that continuous change is essential are key aspects of this initiative. Microsoft's [Dynamics 365 Customer Voice](#) is also specifically designed to enable organizations (including Microsoft) to gather real-time customer survey data and generate actionable insights to support informed decision-making.

By gathering negative and positive feedback, Microsoft teams can use key insights to promote better customer experiences.

Sustaining and evolving your VoC program with continuous improvement

A dedication to continuous improvement will help you develop an efficient VoC program with maximum value.

A continuous discovery framework, as promoted by Teresa Torres's book *Continuous Discovery Habits*, is commonly used by tech teams to perform proactive, ongoing discovery and learning.

Applying its principles to your VoC program, you'll amplify the customer's voice at every stage of their journey. This approach ensures that customer insights are deeply integrated into your products and services, fostering consistent and meaningful improvements.

Continuous improvement of your program includes:

- Feedback loops
- A dedication to continuous listening
- Openness to change and innovation
- Continually optimizing for the customers' benefit



Future trends in VoC and customer feedback

To continue adapting to changing customer needs, it's helpful to monitor industry trends. Some key developments impacting VoC programs right now include:



Predictive analytics and more advanced AI tools:

These technologies enable businesses to anticipate customer needs and behaviors, allowing for more proactive and informed decision-making.



Hyper-personalization

This approach tailors experiences and communications to individual preferences, enhancing customer satisfaction and loyalty through targeted offerings.



Real-time actionable insights

Businesses can access immediate data and feedback, empowering them to make quick, on-the-fly adjustments to strategies and improve customer experiences.



Emotion tracking throughout the customer journey

By analyzing customer emotions at various touchpoints, companies can better understand customer sentiment and enhance engagement by addressing emotional needs.



Customer co-creation

Involving customers in developing products and services fosters deeper relationships, ensuring that offerings are aligned with customer desires and expectations.

Organizations committed to continuous listening, innovation, and emerging trends will be best positioned to stay relevant in an increasingly competitive marketplace.

Conclusion and key takeaways



Voice of the Customer (VoC) represents all customer feedback and is your North Star, guiding your organization to deliver better, more satisfying experiences by offering insights into expectations and experiences.



A well-planned VoC program helps companies adapt to evolving needs, enhancing customer satisfaction and loyalty.



Personalized and seamless customer experiences are essential in today's competitive market, with personalization significantly influencing satisfaction and revenue.



Companies that listen to VoC insights can bridge gaps between customer and stakeholder expectations, driving loyalty and relevance.



To implement a VoC program:

- Assemble a dedicated team with clear roles.
 - Define objectives to guide focus.
 - Collect feedback through various channels (surveys, interviews, social listening).
 - Analyze insights to identify trends and guide impactful improvements.
 - Create feedback loops to embed VoC insights in decision-making.
-



For effective scaling and integration of VoC

- Foster a customer-centric culture.
- Facilitate open communication among teams.
- Use advanced tools to streamline data analysis for quicker action on insights.

Keep VoC at the center of every decision

Ready to turn raw data into actionable insights in minutes?
Discover how Dovetail can help you simplify, streamline,
and scale your VoC program.

Uncover insights today

