

# BUILDING A VOC PROGRAM:

Pitfalls to avoid, tips to follow.

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# Quick Intro

15.

Years based in Dubai.



3.

Years studying **Consumer Behaviour** at INSEAD.



11.

Years advising organizations how to improve their **customer experience in the MENA region.**





Από το 1-10, πόσο πιθανό είναι να  
**I have few questions**  
γιατεχουνρωτησειγια τοιποσο  
**for you** πιθανό είναι να  
συγγενείς  
προτείνετε κάποια εταιρία  
στη μαμα σας, τον αντρα σας,  
τον μπατζανακη σας, τη φιλη  
σας απο τη δουλειά, τον  
κουρεα σας, και να εχετε  
βαρεθει να λαμβανετε αυτη  
την ερώτηση καθε τρεις και  
λίγο;



# WHY IT MATTERS TO BUILD THE RIGHT VOC PROGRAM.

(...THAT IS BASED ON  
SCIENCE)

# 01.



# A HANDS WASHING TALE



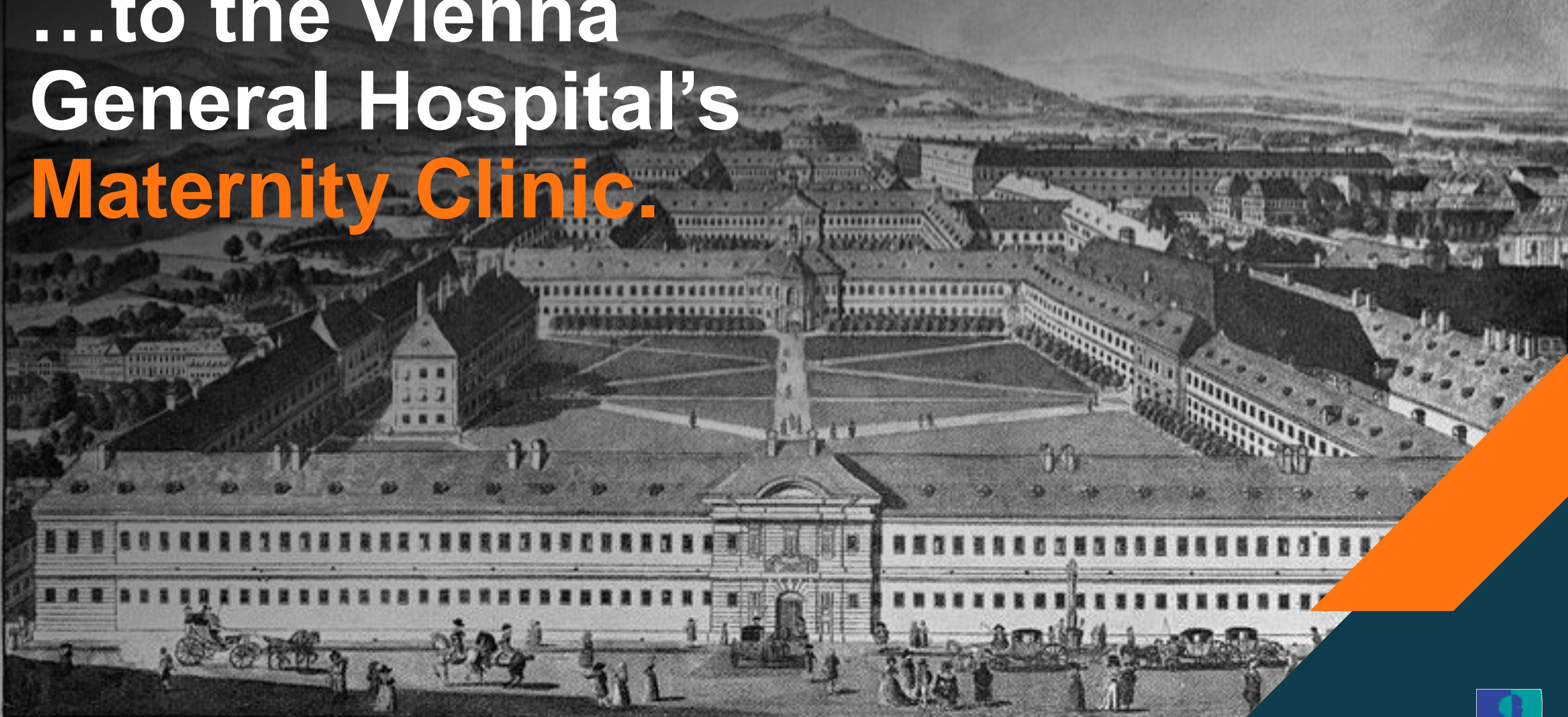


Let's travel back  
to Vienna in  
1847...





...to the Vienna  
General Hospital's  
Maternity Clinic.



*Ansicht des allgemeinen Krankenhauses*

*Vue de l'Hopital*

# There were two wards at the maternity clinic:

Doctors



12%

Midwives



2%

**Key Concern:**  
High maternal  
mortality rate  
at the  
doctor's

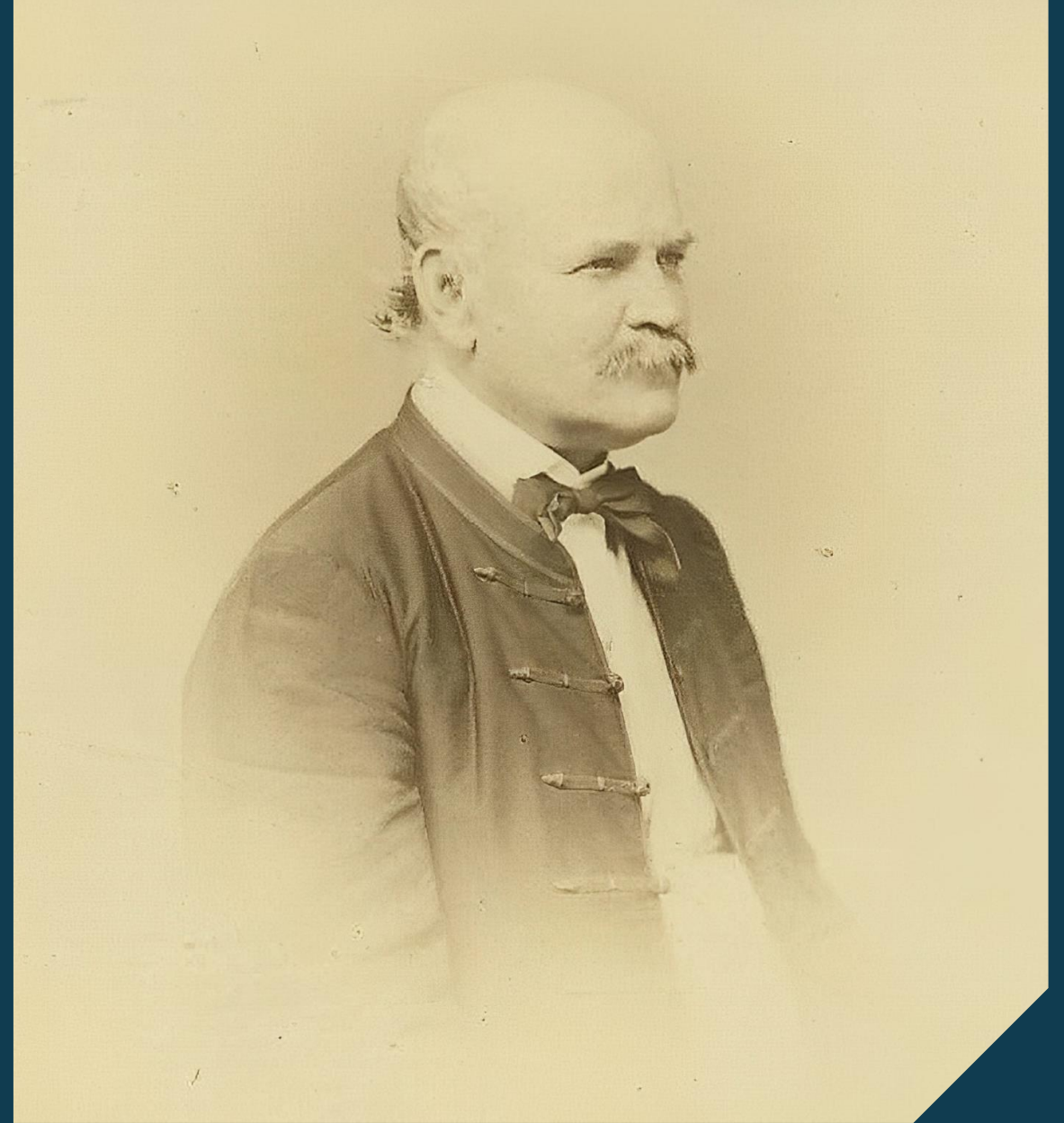
d.



# Ignaz Semmelweis, a young doctor was puzzled...

“Everything was in question; everything seemed inexplicable; everything was doubtful.

Only the large number of deaths was an unquestionable reality.”



# He started looking for differences...

Overcrowding?

Climate

Position of mothers gave birth

There was only one observed difference:

**Who delivered the babies, doctors or midwives?**





**But why was this  
happening?**



# The Anatomy Connection...

“The physicians, had been dissecting infected cadavers with their bare hands. Then, with those **same contaminated hands**, they were delivering babies...”



# The Hypothesis:

“Autopsy physicians must be carrying around invisible particles of “decaying animal-organic matter” on their fingers.”

# The Solution:

“To wash their hands in a chlorinated lime solution before entering the room, especially those who had just touched dead bodies”

# After washing hands was implemented:

Doctors



2%

Midwives



2%

**But doctors  
were not  
happy...**



# Ignaz Semmelweis

Other

Doctors

Washing Hands

# What happened in the end?

Doctors were upset with the hypothesis.

Doctors stop using chlorine solution to wash hands

He was not the best “people’s person”.

He was obliged to leave the clinic when his term expired



# The **moral** of the story:

## 1. **MEASUREMENT MATTERS**

Systematic approaches work best.

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## 2. **THE RIGHT MEASUREMENT MATTERS MORE**

Knowing how to measure and what to measure is key.

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## 3. **PEOPLE ARE PEOPLE**

There will always be blind spots in organizations, and we should anticipate them by designing systems that recognize human flaws.



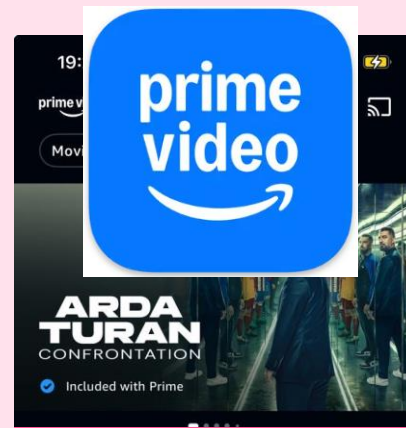
# Do companies listen to their customers?



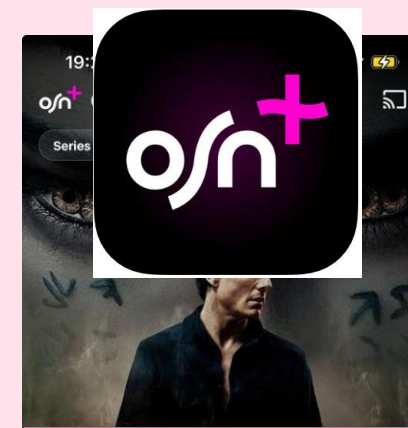
Very bad AI:  
recommends  
things you have  
already seen.  
  
Does not let you  
hide things...



Provides exactly  
Zero information  
on shows and  
Movies!



Extremely  
difficult user  
interface.



Same as Netflix.



Very limited  
choice.  
Confusing UI.



# UNDERSTANDING EXPERIENCES

# 02.

# Embracing the three types of experiences

1

## One-Off

Engaging with a brand at one time.

2

## Short-Term

Engaging with a brand for a specific period.

3

## Continuous

Engaging with a brand continuously via membership, service usage, or product usage.



# What is the consumption goal of the customer journey?



## Pain Avoidance

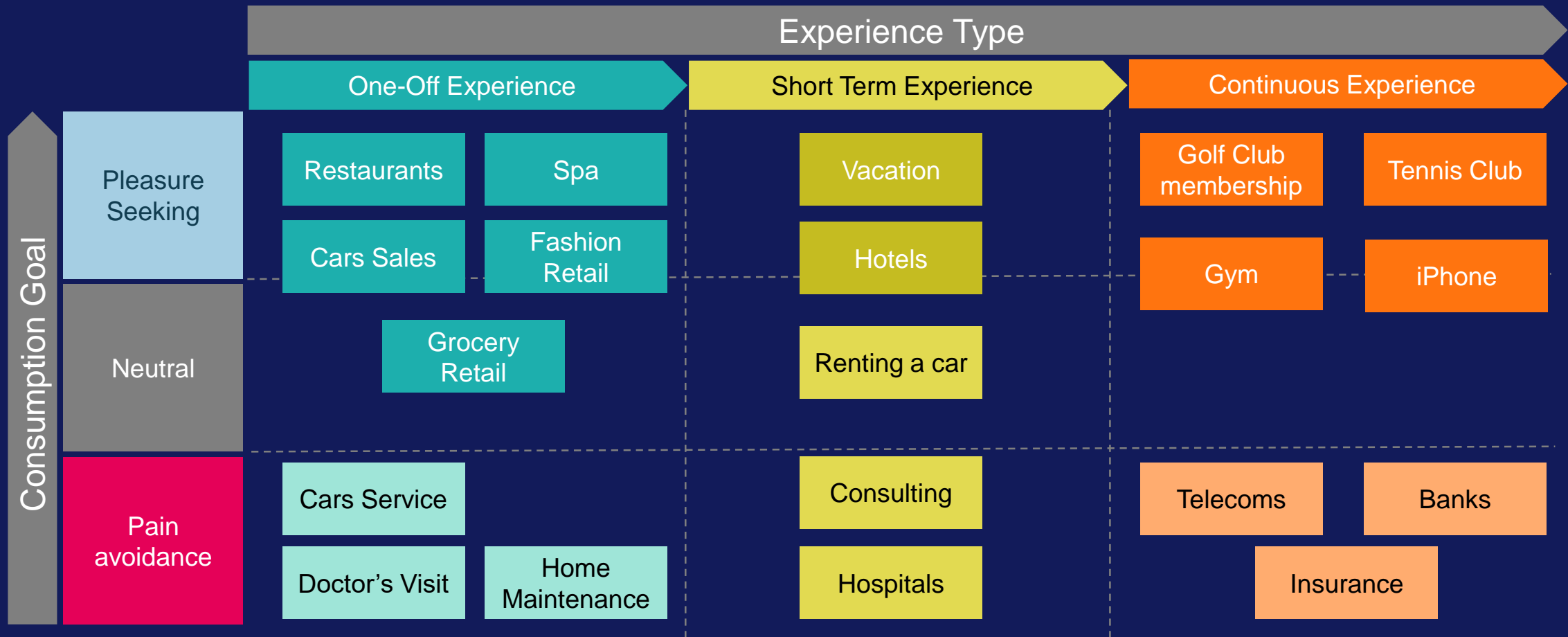
(Utilitarian experiences, motivations, and needs)



## Pleasure Seeking

(Hedonic experiences, motivations, and wants)

# Consumption goal & experience type





**But really  
understanding your  
customers is key!**

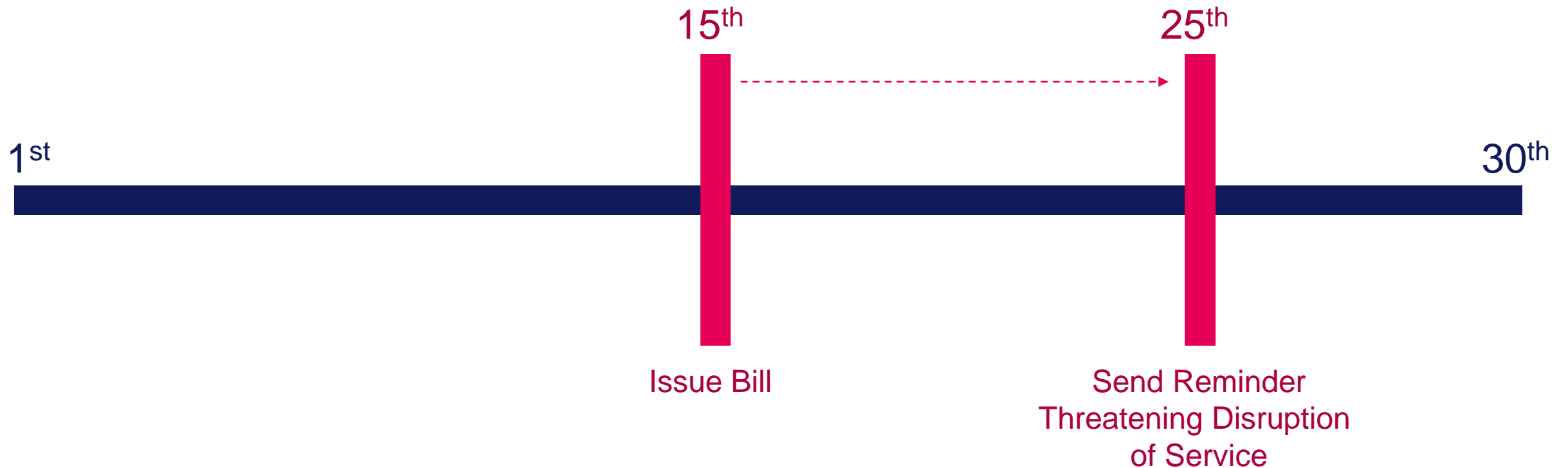


# UTILITY COMPANY EXAMPLE

Customers were unhappy especially with  
Bill Payment Process.

But why?

# Understanding Customers: Utility Monthly Bill

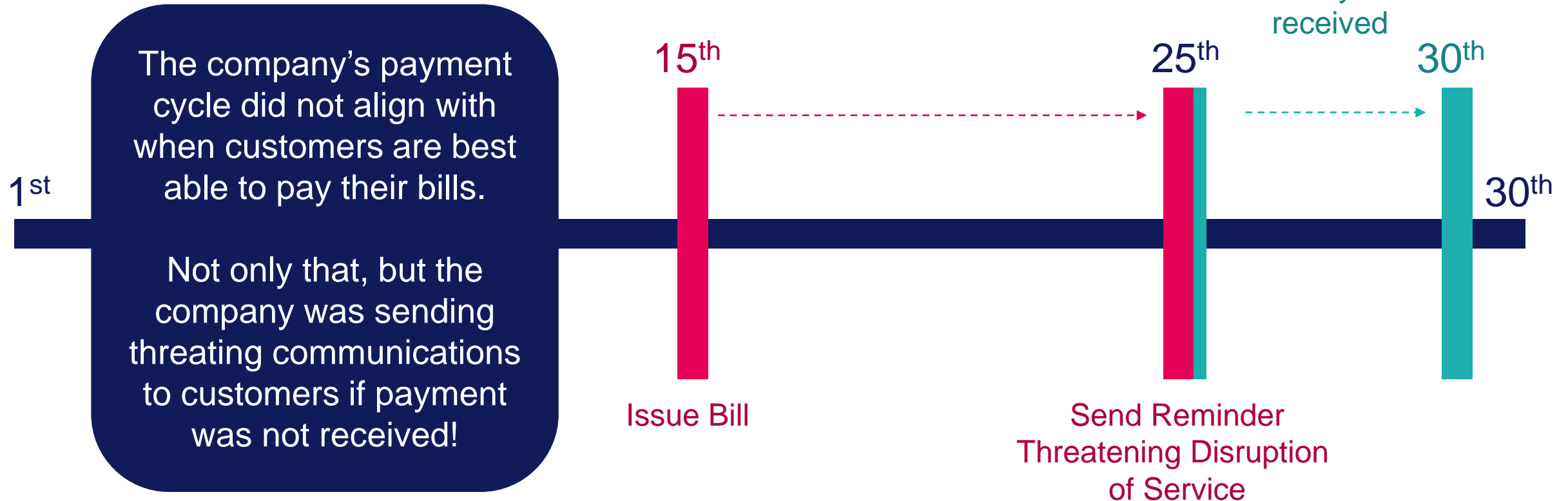




# Understanding Customers: Utility Monthly Bill



# Understanding Customers: Utility Monthly Bill



When you really understand a customer need



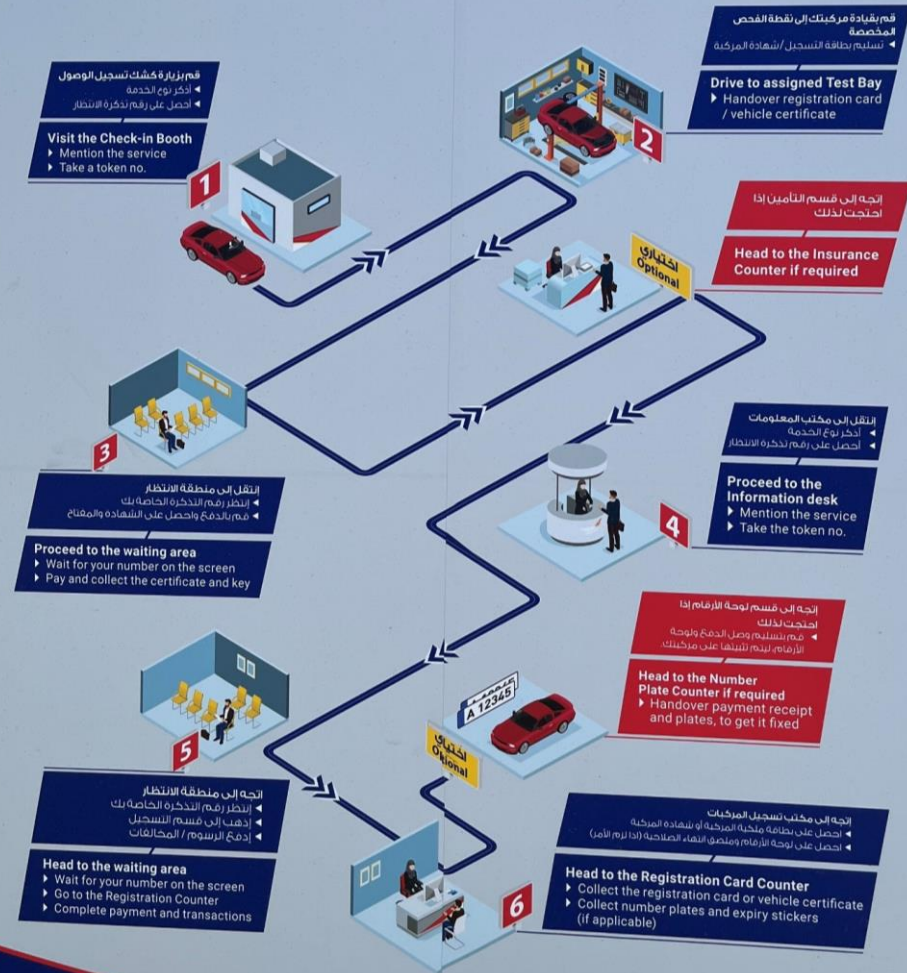


# When you really understand a customer need



When you really understand a customer need

6 خطوات سهلة لفحص وتسجيل مركبتك  
6 EASY STEPS FOR VEHICLE TESTING AND REGISTRATION

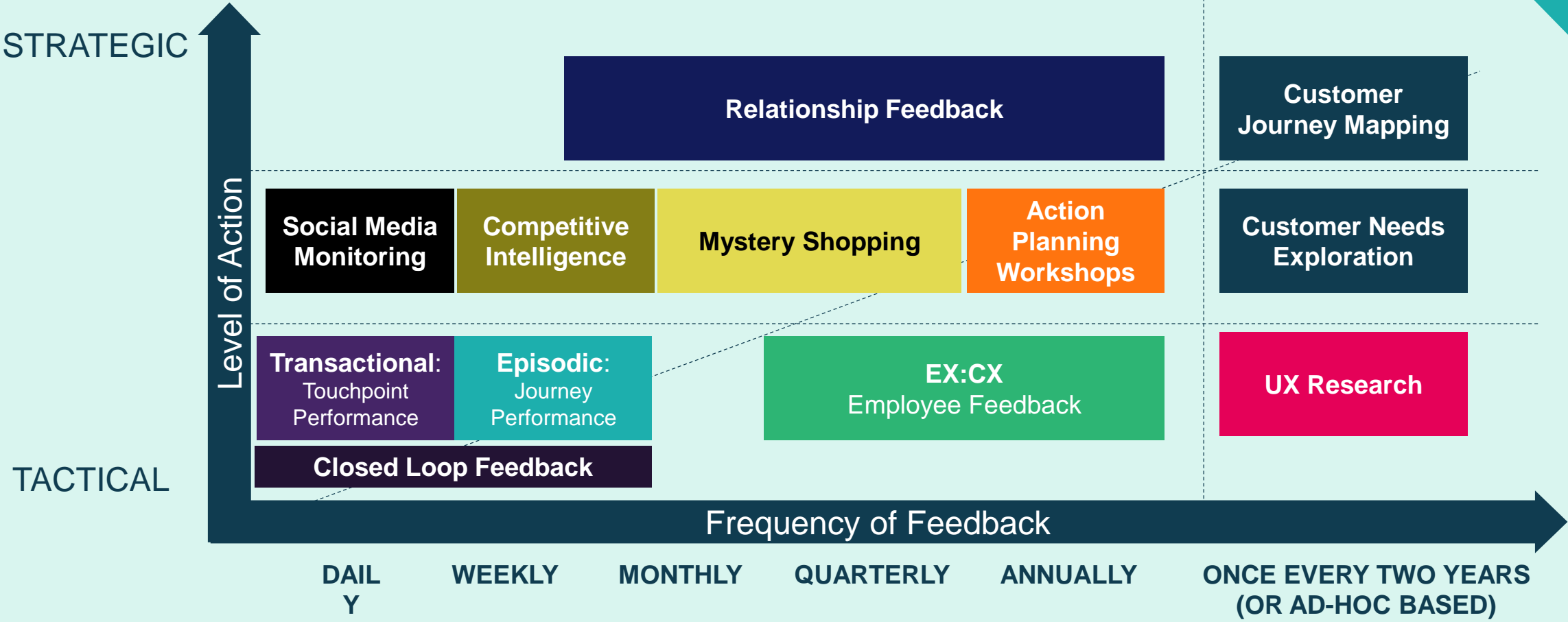


# THE BUILDING BLOCKS OF A VOC PROGRAM

# 03.



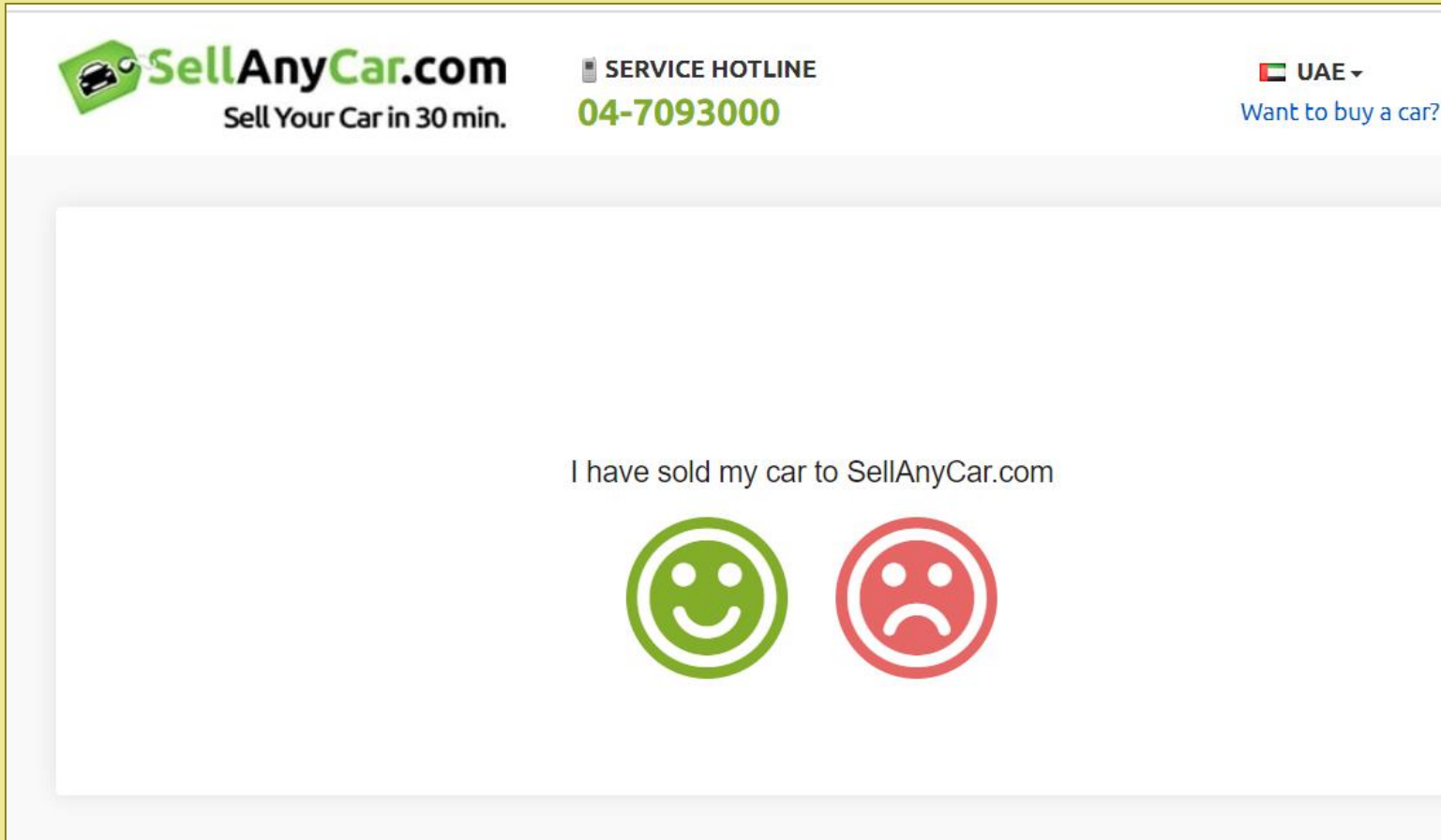
# Building a VOC Program: Key elements



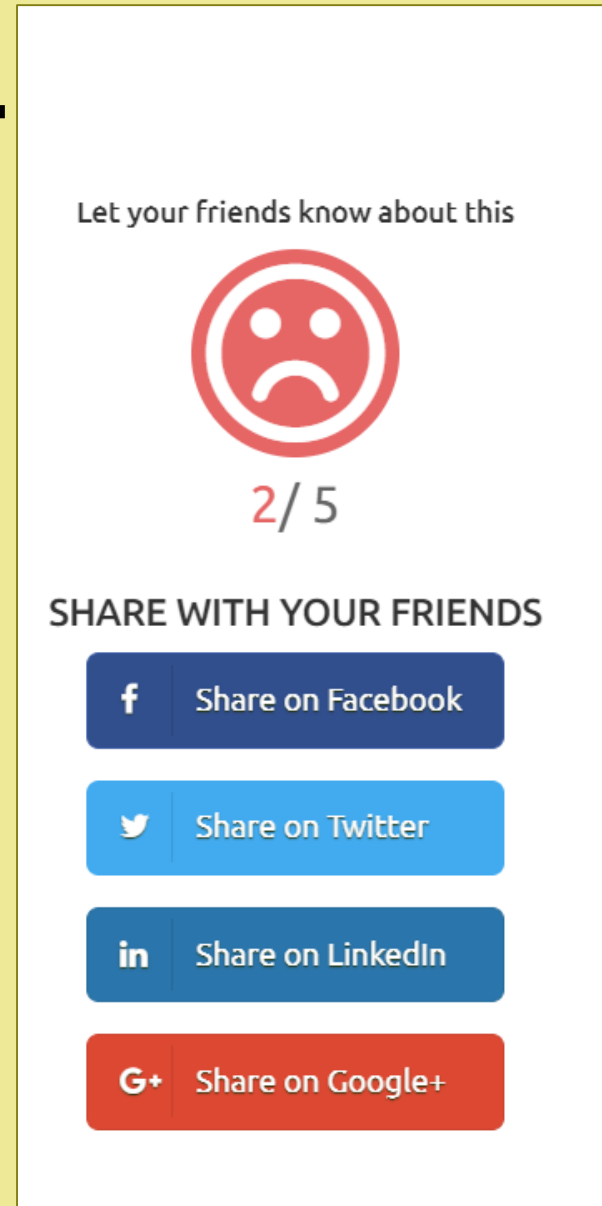
THERE WILL  
ALWAYS BE  
**BANANAS** ON THE  
ROAD TO BUILDING  
A VOC PROGRAM.

04.

# Interesting approach to feedback...



The screenshot shows the top navigation bar of SellAnyCar.com. On the left is the logo with the tagline "Sell Your Car in 30 min.". In the center is the "SERVICE HOTLINE" number "04-7093000". On the right is the UAE flag and a link "Want to buy a car?". The main content area displays the text "I have sold my car to SellAnyCar.com" above two circular icons: a green smiley face and a red frowny face.



This interface shows a feedback sharing mechanism. At the top, it says "Let your friends know about this" above a large red frowny face icon. Below the icon is the rating "2/5". Underneath is the heading "SHARE WITH YOUR FRIENDS" followed by four social sharing buttons: "Share on Facebook", "Share on Twitter", "Share on LinkedIn", and "Share on Google+".





1 Very Sad

---

2 Sad

---

3 Neutral

---

4 Happy

---

5 Very Happy

**It just feels weird, no?**

# Question phrasing affects scores

How satisfied are you with your overall visit to this store?

Wave 1

'extremely dissatisfied' [1]	2	3	4	'extremely satisfied' [5]
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How satisfied are you with your overall visit to this store?

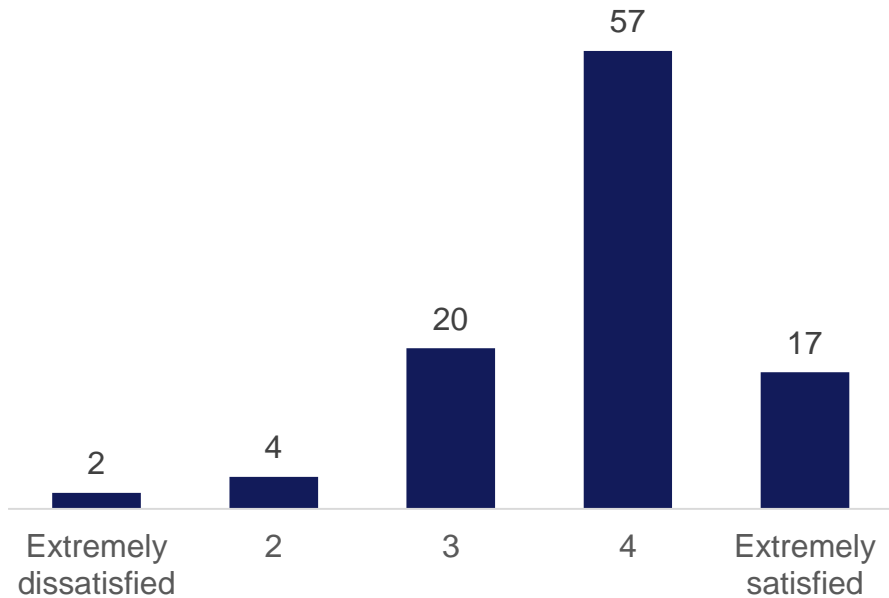
Wave 2

'extremely dissatisfied' [1]	very dissatisfied [2]	Satisfied [3]	very satisfied [4]	'extremely satisfied' [5]
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# Example: Changing the labeling of the scale

Wave 1

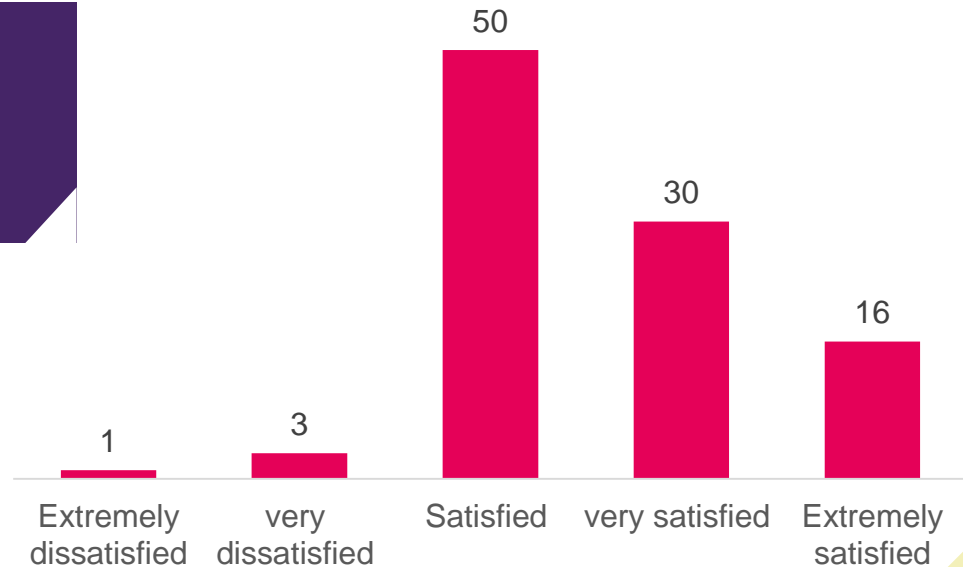
KPI: 74%



30%  
shift!

KPI: 46%

Wave 2





WHICH BRINGS US  
TO **NPS**...

05.

# NPS is like Vicks: Companies are using it on every occasion!





**This is how measuring  
NPS is like.**

**And this is how  
measuring satisfaction is  
like.**





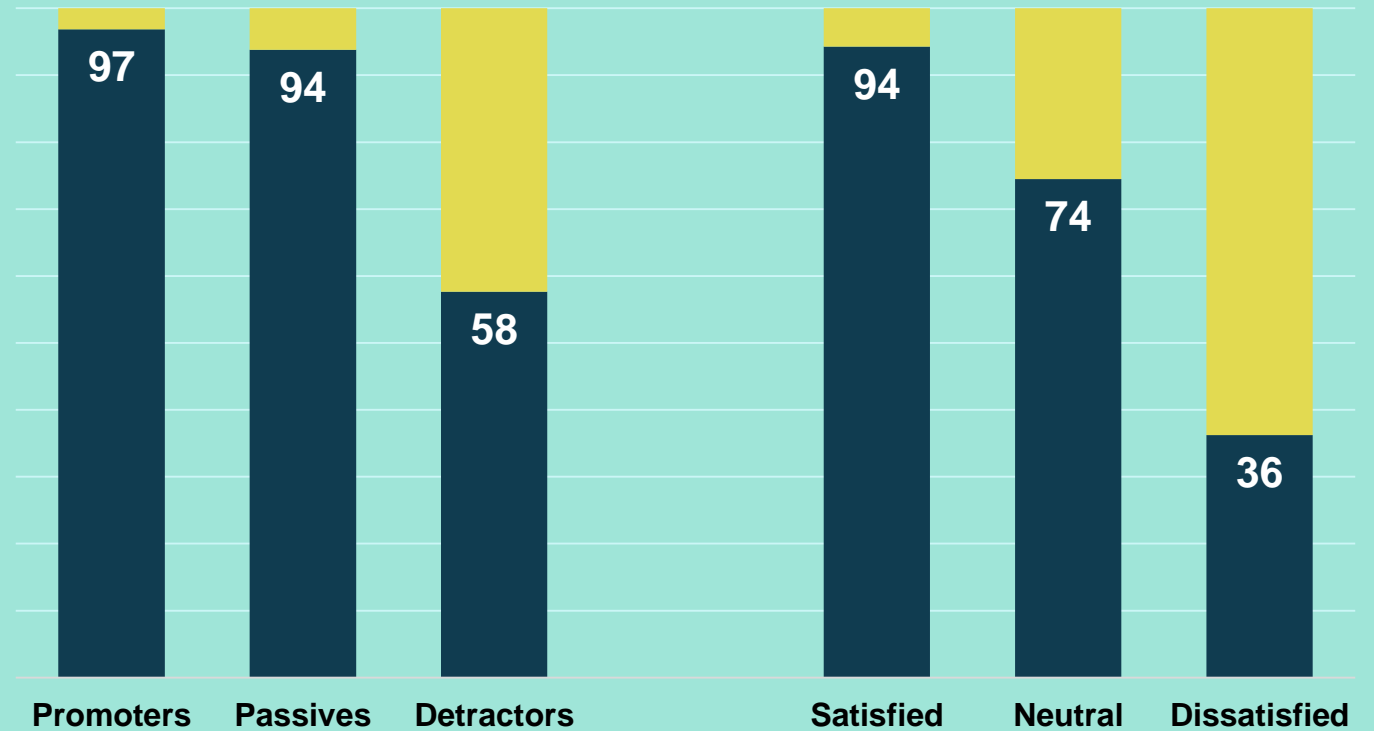
**Which one makes you  
feel more sure?**

**NPS**

**Satisfaction**

# Real example from banking

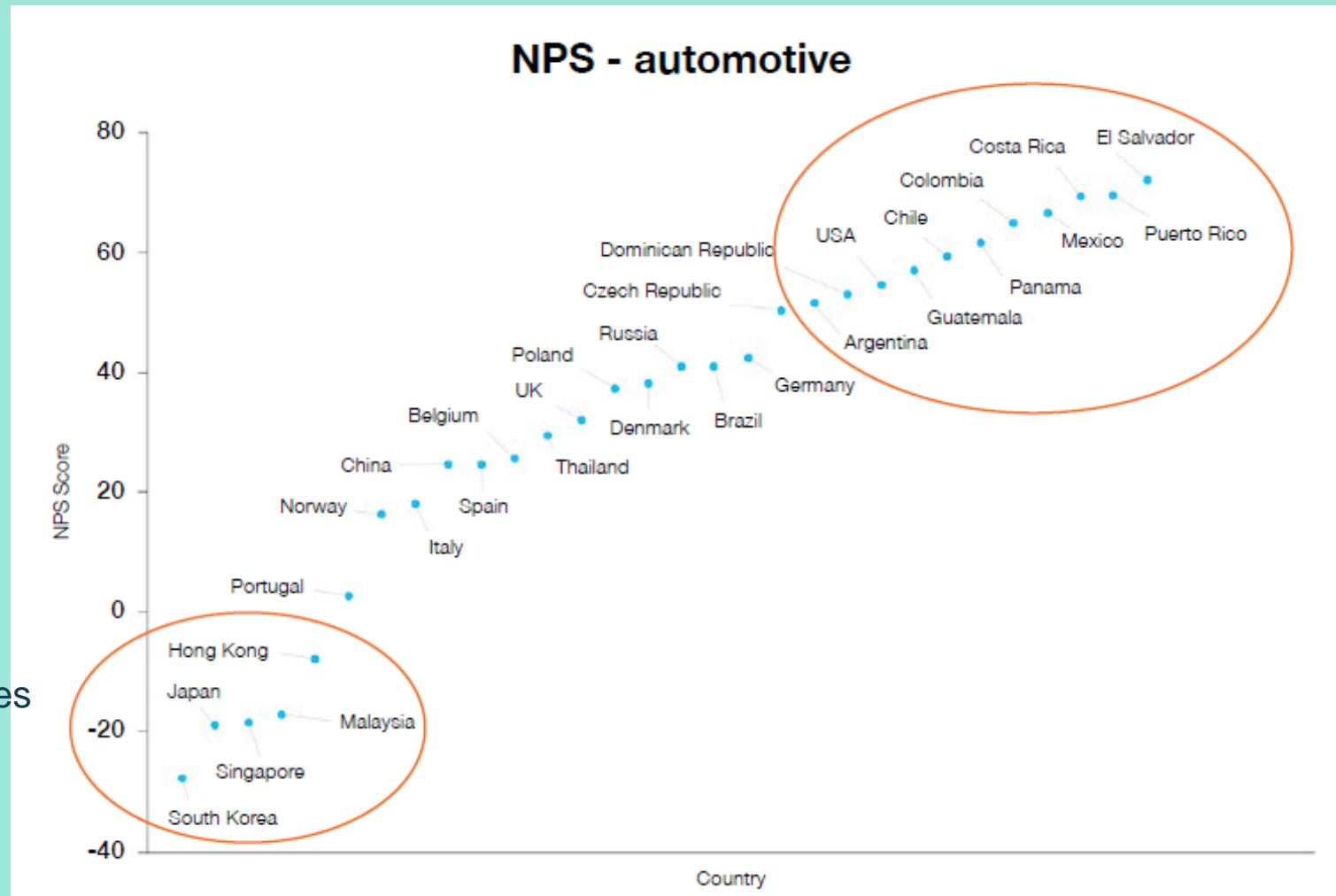
## Retention Vs NPS Vs Satisfaction



F1. Will you continue using the bank in the next 6 months?

■ Probably/Definitely Yes

# Cultural Effects - Response Bias

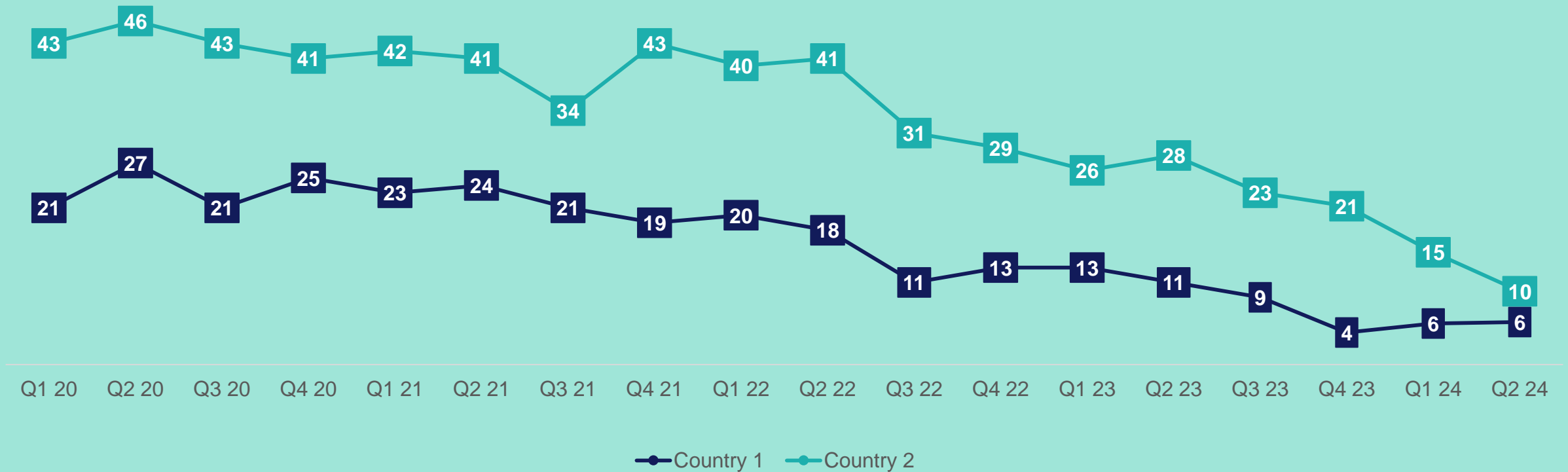


And Latin American countries tend to give the highest scores

Developed Countries in Asia tend to give the lowest scores

# NPS Market Trend

Correlation .92



Simple Average NPS across providers



AI

# 7 STEPS TO HELP YOU WHILE BUILDING YOUR VOC PROGRAM.

# 06.

# 7 steps towards an actionable VOC Program:

# 7 steps towards an actionable VOC Program:

1. Define your Customers

2. Define Customer Journeys

3. Define the Experiences

4. What to measure and when

5. Select a CXM software

6. What to report and when

7. Don't forget to Take Action!



# 7 steps towards an actionable VOC Program:

## 1. Define your Customers

Who are you customers?

What are your customer segments?

What type of personas can you develop?

# 7 steps towards an actionable VOC Program:

## 2. Define Customer Journeys

Have you completed a Customer Journey Mapping exercise?

*And no, its' not the same as process mapping!*

# 7 steps towards an actionable VOC Program:

## 3. Define the Experiences

Transactional? Episodic? Relationship?

# 7 steps towards an actionable VOC Program:

## 4. What to measure and when

When should we trigger surveys?

What metrics should we use?



# 7 steps towards an actionable VOC Program:

First, do we need a CXM software?

If yes, what kind of software fits our business?

5. Select a CXM software

# 7 steps towards an actionable VOC Program:

To ensure everyone is onboard, engage with managers and create easy to digest reports or dashboards

6. What to report and when

# 7 steps towards an actionable VOC Program:

Run Action Planning Workshops

Create Action Plans



7. Don't forget to Take Action!

# 7 steps towards an actionable VOC Program:

1. Define your Customers

2. Define Customer Journeys

3. Define the Experiences

4. What to measure and when

5. Select a CXM software

6. What to report and when

7. Don't forget to Take Action!



In closing...

Be aware of  
the  
bananas....





“If you cannot **Measure** it,  
You cannot **Manage** it.”

Peter Drucker





“If you cannot **Measure** it,  
You cannot **Control** it.”

Peter Drucker



“If you cannot **Measure** it,  
You cannot **Improve** it.”

Peter Drucker

# THANK YOU!

Happy to connect if you  
want to know more:

