18 Practical Ways to Improve Your Customer Listening

Presenter: Martha Brooke, Chief CX Analyst & Founder

Interaction Metrics | www.InteractionMetrics.com
Executives say Customer Experience Matters
• Is our customer survey missing something?

• Could our survey be in a rut?

• What might we learn if we listened to our customers in more effective ways?
Why Listening Matters

2 Tips Right Away Example

Dive into what CX really is (and 4 Ways this impacts Listening)

5 Standards of Smart Customer Listening

7 Very Common Survey Flaws

WORKSHOP!

Today's Attendees: Free Survey Mini-Evaluation!

About Surveys If you Only Remember These Things
Customer Listening Done Well Gives You Specific Advantages:

**Accountability**
Control for subjectivity, provide objective, accurate facts.

**Insight**
Know how customers REALLY feel about you and your sector.

**Details**
Find out what to change to boost customer loyalty!
2 Tips to Improve Your Survey IMMEDIATELY:

✓ Tell it like it is. Be real.
✓ Ask things the customer can *truly* answer.
Customer Satisfaction Survey

Thank you for visiting our site. You've been randomly chosen to take part in a brief survey to let us know what we're doing well and where we can improve.

Please take a few minutes to share your opinions, which are essential in helping us provide the best online experience possible.

Required questions are denoted by an *
There were 31 questions. 30 were required. That’s NOT a few minutes.
REALLY?
Designers know, not customers.
Reality: customer experiences are varied & complex.

The competition has better pricing.

I wish I knew who to call.

Why is it so difficult?!
Think about your own experiences, don’t they depend on...

• How you’re feeling that day?
• What your expectations are?
• Who you’re in contact with?
• What you need to accomplish?
• Myriad sights, sounds, smiles, tones and other small cues?
But most customer listening is simplistic.
Surveys are based on generic questions.

Customer Survey

How likely are you to recommend us to a friend or colleague?

NPS 49%
Customer Service Evaluations don’t reflect customer priorities.

- Announced hold-time. ✓
- Answered question. ✓
- Gave incident number. ✓
Simplistic gives you a view of CX that’s FLAT & UNCLEAR

You can’t:

× Reduce customer churn
× Increase customer enthusiasm
× Win more market share
Customer Experience

WHAT IT IS
VARIED
by touchpoint
DIFFERENT
for different types of customers
encompassing a range of sensations and hundreds of cues
EVER-SHIFTING
when expectations and technologies change so do customers’ perceptions
Good Customer Listening Accounts for CX & that makes it **ACCURATE & ACTIONABLE**
Given the Reality of CX

4 Takeaways:

- Use multiple surveys
- Apply branching logic, build personas into your CS evaluations
- Augment your surveys
- Mine unstructured data, uncover emergent themes, keep your program updated
5 Standards of Smart Customer Listening
Objectivity

✓ Your results can be reproduced. Multiple analysts should be able to repeat your methods and get the same findings you did.

✓ You have an accurate sample. It is random, statistically-valid, and representative of your customers base.

✓ Your listening has been vetted to eliminate leading phrases, skewed scales, double barreled questions and other biases.
Right Methods

✓ **Customer Interviews** when you want to understand your customers’ perceptions but you want an in-depth view or there may be things you don’t know you don’t know.

✓ **Mystery shopping** when you want customer service insights, esp. regarding specific scenarios.

✓ **Customer Service Evaluations** when you want to find out how to improve your service.

✓ **Surveys** when you want tactical performance measures from customer and employee perspectives.
#3 Appreciation!

For Surveys:

- ✓ Add small tokens of appreciation
- ✓ Use good questions
- ✓ Branching logic to maintain relevance is key!

But:

- ✓ When you can, find out how you’re doing WITHOUT asking the customer!
#4 Highlight Analysis

✓ Outside parties **vet your analysis and triple-check your math.**

✓ Segment your data, and code unstructured data – the point is to **uncover themes and for whom!**

✓ Find out **what caused your results**, or at least determine correlation so you can prioritize next steps, and take action!
Share Your Story

✓ Use **dashboards and audio recordings**. Audio + visual communicates more effectively than raw numbers and text.

✓ **Enable interactivity.** You need to filter results by key elements (such as product or associate) to amplify insight.
Honing In On Surveys
Tips to Improve Your Surveys

1. Irrelevant Questions – use branching logic
2. Unbalanced Scales – have a clear mid-point
3. Insufficient Use of Open-Ends – two or three is good
4. Internal Language (Jargon) – remove it
5. Double-Barreled Questions – lose them!
6. Leading Questions – the worst offenders of good data!
7. Response Bias – proactively reach into customer samples
DEAR GUEST,

At Radisson, we strive for 100% guest satisfaction. We welcome you with Genuine Hospitality® and offer our exclusive Yes I Can® service attitude. But the only way we'll know if we successfully meet your expectations is to hear from you.

Please take a moment to evaluate our service. More than your opinion, you provide us with the tools we need to build a vigorous and responsive service team.

We study your comments, follow up on them and direct our staff to respond promptly.

Your answers are extremely valuable to us. We take them seriously and we look forward to learning how we can better ensure your total satisfaction.

Sincerely,

Bjorn Guillaker
Executive Vice President, Brand Leader
Radisson Hotels & Resorts

THE RADISSON 100% GUEST SATISFACTION GUARANTEE

Our goal at Radisson is 100% guest satisfaction. If you aren’t satisfied with something, please let us know and we’ll make it right or you won’t pay.

FOR IMMEDIATE CONCERNS:
Please dial 0 now and tell the hotel staff what service you require or what we can do to improve your visit. If the staff is unable to satisfy you, call our corporate customer service department at 1-800-333-3333 for assistance. We’re committed to your 100% satisfaction.

Please drop your completed card in the nearest mailbox.

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<table>
<thead>
<tr>
<th>Question</th>
<th>Definitely Yes</th>
<th>Probably Undecided</th>
<th>Probably No</th>
<th>Definitely No</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. If in the area again, would you be willing to return to this Radisson Hotel?</td>
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<tr>
<td>2. How would you rate our staff Yes I Can® spirit:</td>
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<tr>
<td>- Front Desk Receptionist</td>
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<td>- Housekeeping Staff</td>
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<td>- Telephone Operators</td>
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<td>- Room Service Servers</td>
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<td>- Restaurant Servers</td>
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<td>- Lounge Servers</td>
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<tr>
<td>- Recreation Staff</td>
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<tr>
<td>3. How would you rate our:</td>
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<tr>
<td>- Front Desk Services</td>
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<td>- Check-In Efficiency</td>
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<tr>
<td>- Check-Out Efficiency</td>
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<tr>
<td>- Telephone Services</td>
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<tr>
<td>4. How would you rate our guest room:</td>
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<tr>
<td>- Cleanliness of Bedroom</td>
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<tr>
<td>- Condition of Bedroom</td>
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<tr>
<td>- Cleanliness of Bathroom</td>
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<tr>
<td>- Condition of Bathroom</td>
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<tr>
<td>5. How would you rate the working condition of the Facilities:</td>
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<tr>
<td>- Television</td>
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<tr>
<td>- Heating/Air Conditioning</td>
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<td>- Water Temperature/Pressure</td>
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<tr>
<td>- Lighting - Bedroom</td>
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<tr>
<td>- Lighting - Bathroom</td>
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<tr>
<td>6. If you used the following how would you rate our:</td>
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<tr>
<td>- President Service</td>
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<td>- Lunch Service</td>
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<td>- Dinner Service</td>
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<td>- Lounge Service</td>
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<tr>
<td>- Room Service</td>
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<tr>
<td>7. If you used the following how would you rate our:</td>
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<tr>
<td>- Banquet/Meeting Facilities</td>
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<tr>
<td>- Recreational Facilities</td>
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<tr>
<td>8. How many times have you been to this Radisson in the past 12 months?</td>
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<tr>
<td>9. How many times have you been to any other Radisson in the past 12 months?</td>
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<tr>
<td>10. Generally, when you travel, if a Radisson isn't available, what other hotel would you choose?</td>
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<tr>
<td>11. How did you hear about us?</td>
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<tr>
<td>12. The purpose of your trip was:</td>
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</table>
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1. Limited Options
2. Unbalanced Scale
3. Closed Questions
4. Internal Language (Jargon)
5. Double-Barreled Questions
6. Leading
7. Response Bias
1. Limited Options
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1. Limited Options

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3. Closed Questions

4. Internal Language (Jargon)

5. Double-Barreled Questions

6. Leading Questions

7. Response Bias
<table>
<thead>
<tr>
<th>FLAW</th>
<th>DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operational Flaws</strong> – problems with the administration of the survey</td>
<td></td>
</tr>
<tr>
<td>Small Sample</td>
<td>The survey sample is too small to be considered statistically-valid.</td>
</tr>
<tr>
<td>Sampling Error</td>
<td>The survey sample omits one or more customer groups, perhaps because customer lists are missing contact information.</td>
</tr>
<tr>
<td>Gaming</td>
<td>Survey data is purposely skewed. For instance, associates might choose to only survey customers who have had positive experiences.</td>
</tr>
<tr>
<td>Response Bias</td>
<td>Survey data is from a skewed population—for example, those with lots of free time, a gripe, or a landline phone.</td>
</tr>
<tr>
<td><strong>Analysis &amp; Presentation Flaws</strong> – issues that arise during the analysis and reporting</td>
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<tr>
<td>Misinterpretation</td>
<td>When the error rate is high, differences that seem important could just be due to random chance—a fact which should be disclosed.</td>
</tr>
<tr>
<td>Ignoring Variance</td>
<td>The analysis only looks at averages, not the distribution of scores.</td>
</tr>
<tr>
<td>Nonsense Graphics</td>
<td>A report represents data in ways that confuse the issue. Using a pie chart when the answers don’t add up to a whole or comparing unlike phenomena in a single chart are examples of nonsense graphics.</td>
</tr>
<tr>
<td>Wasting Customer Comments</td>
<td>When the data from open-ended questions is not adequately mined, or mining software is not updated with current terms and themes—and key insight is lost.</td>
</tr>
</tbody>
</table>
Final Survey Observations – How to TUNE CUSTOMERS OUT

Don’t do it!
SENDING TOO MANY SURVEYS ANNOYS CUSTOMERS
LONG SURVEYS ARE EXHAUSTING
SO CUSTOMERS BALL

YOUR SURVEY PROGRESS:
2.5%
How likely are you to recommend us to a friend or colleague?

... assumes the customer is somewhat likely to recommend
IGNORING CUSTOMER COMMENTS WASTES VALUABLE INSIGHTS
Let’s create great customer experiences based on THE BEST Customer Listening!
Employee surveys, Customer surveys, In-Depth Customer Interviews, Mystery Shopping, Verbatim Analysis, Customer Service Evaluations... Interaction Metrics provides a variety of research methods to uncover nuanced customer experience insights. Talk to us about how we can improve your Customer Listening.