

Case Study: Customer Satisfaction and Voice of the Customer

1. Identifying the issue

A major provider of business services uses an ongoing Voice of the Customer (VOC) survey to monitor the health of its customer base and to identify emerging problems. The VOC survey data periodically reveals dissatisfaction with specific facets of the customer experience, ranging from operations to customer service to pricing. A subset of these problem areas are important enough to warrant further “deep-dive” research, with the goal of better understanding the root of the problem and identifying solutions. Rather than bloating the VOC survey with additional questions, the company uses Isurus to conduct ad hoc research targeted to these specific issues. Recent research has focused on

- Pricing and billing: The VOC survey revealed that customers were confused by the company’s pricing model and their monthly invoice. They struggled to reconcile their monthly bill with the services they’d received.
- Service disruption notifications: The client’s services are periodically disrupted due to severe weather or other events. The VOC survey identified dissatisfaction with the company’s current policy and procedures for notifying customers about service disruptions. The VOC results showed that a problem existed, but provided no guidance on the specific changes customers wanted to see.

2. Research approach

Isurus works with the client to develop a custom research solution to each need. Some needs call for a more exploratory, qualitative approach while others are better addressed with a quantitative survey.

To identify the main sources of confusion about the company’s pricing and billing, Isurus conducted a telephone survey with customers across major industry and business segments. The interviews enabled us to identify the aspects of the pricing model and bill that caused confusion, and to understand how these problems impacted the customer’s business.

The service disruption research used a qualitative approach (in-depth interviews) because the research needed to explore and further define the problems with the current notification system, how it impacted the customer’s business, and potential solutions.

3. Analysis and reporting

The pricing and billing research identified the main drivers of customers’ confusion with the invoice and gave the client clear direction on the changes required to address each one. The research also provided new motivation to the company to address these problems: Their pricing model and invoice were so confusing that it was creating suspicion and mistrust among some customers.

The service disruption research provided a framework for the frequency and preferred mode (text, email, voice, etc) for the new notification system. It also gave the client a better understanding of why customers needed an improved notification system. While the results confirmed that customers want more information than they received in the past, they also don’t want the company to over-deliver with excessive notifications.

Isurus delivered the findings from each project in a report, followed by a presentation and discussion of the results.

4. Actions taken

The company applied the findings from the data to revamp its pricing model and invoice format. The new pricing approach was rolled out and the client is beginning to see improvement in its VOC results on this metric.

The company is piloting a new service disruption notification system that is designed to meet customer needs, without over-delivering. By streamlining the changes to their notifications systems the company will be able to improve customer satisfaction at a lower cost.