



Voice of the Customer Interviews

Purpose: Voice of the customer (VOC) is a structured interview technique designed to capture stakeholder frustrations and needs associated with a process. It is important to gather information on customer needs, wants, issues, and suggestions before planning improvements at your agency. Starting with the client when working on process improvement is helpful as:

- It ensures that the problem and goal are defined in terms that truly relate to client needs.
- It assists in understanding what changes are most critical to clients.
- It avoids cost and time-cutting solutions that hurt services or relationships with the client.
- It provides insight into possible measures of the process.
- It helps create a climate of positive change, sometime just listening to client feedback is a positive leap in client satisfaction.

VOC Overall Process Steps

1. Brainstorm list of stakeholders to interview.
2. Build a list of questions with your team. Interviews can be in one on one or focus group format.
3. Create a data collection tool for taking notes during interviews.
4. Perform interviews.
5. Debrief results as a team. Categorize responses by type and record how often a similar theme/issue was shared. Identify solutions that clients have stated and place them in a 'possible solutions' group. See tables below for compiling information.

Performing the VOC Interview

**It may be helpful to have one notetaker and one interviewer.*

1. Make introductions. Start by telling the respondent what to expect (time, approximate number of questions asked, that answers are confidential and will not impact their services) and how the information will be used (to inform improvements in the system).
2. Ask easy questions first.
3. Within each section, start broad, then ask narrow follow-up questions as necessary.
4. End with a blue-sky question (solutions or in a perfect world).
5. Thank them for their participation.



List of VOC Interview Questions

**The words, 'the system,' need to be replaced with a term for your agency or the service provider partnership in the following questions.*

**Narrow down this list to the fewest possible questions you can ask to get the necessary information.*

1. What is your name?
2. What is the best way to contact you with follow-up questions (optional)?
3. Date of interview
4. What services do you find most helpful that are provided by the system?
5. What does it look like when the system is working well?
6. What is the most important need you have with the system?
7. What slows you down or seems unimportant?
8. What would a perfect meeting or service look like?
9. What words used by providers are unclear to you?
10. In what ways is communication confusing?
11. How would you like to see or view information?
12. What frustrates you the most about the system?
13. What solutions would you like to share with us?
14. If there was one thing that hasn't yet been said/asked that would give us deeper understanding, what would that be?



Debriefing VOC Information Tables

The following tables are useful for organizing feedback. Record comments, issues, and measures in the first table and solutions in the second.

Voice of Customer Translation Matrix			
Client comment What are they saying?	Identifying the issue What's the priority?	Client requirement What is the measurable target?	Influence Team rank (1=low to 5=high)
<i>EXAMPLE: Don't ignore me when I need something</i>	<i>Timeliness of follow-up</i>	<i>Return calls or texts from clients within 1 business day. Check-in with clients within 2 days of team meeting</i>	<i>4</i>



Voice of Customer Solutions	
Client Solution Offered	How could we fulfill this?