CONCEPT

Voice of the Customer (VoC) Programmes and Customer Feedback Systems

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Technical depth: Practitioner · **Practical mode:** Case study

Introduction

Most organisations collect customer feedback through surveys, complaints, reviews and contact centre calls, yet the results sit in separate systems, reach the wrong owners late and rarely change a process. Scores are reported while the reasons behind them go unread. This Core Concept course equips managers to design a Voice of the Customer programme that listens across channels, analyses verbatim feedback, closes the loop with individual customers and feeds structural fixes. Participants work through case material from several sectors and leave with a VoC Programme Design ready for their own organisation.

Course Objectives

- Assess the maturity and coverage of an organisation's current listening posts against ISO 10004 guidance
- Design relationship and transactional survey instruments with sound question, scale, trigger and sampling rules
- Build a verbatim coding frame and apply text and sentiment analytics to unstructured feedback
- Set up closed-loop case management with alert rules, ownership and response targets
- Control the privacy, bias and manipulation risks that undermine feedback data
- Produce a VoC Programme Design with governance and reporting cadence ready for sponsor approval

Target Audience

- Customer experience managers responsible for feedback and insight programmes
- Customer insight and research managers running surveys and analysis
- Contact centre and service operations managers acting on customer feedback
- Quality and continuous improvement managers linking feedback to process fixes
- Product and digital channel managers responsible for in-app and online feedback

Course Outline

Day 1: The VoC Landscape and Current Listening Posts

- VoC Source Types: Direct, Indirect and Inferred Feedback
- ISO 10004 Customer Satisfaction Monitoring Process Overview
- VoC Maturity Assessment Against the CXPA Customer Insight Competency
- Listening Post Inventory and Coverage Gap Matrix
- VoC Business Case Linking Feedback to Retention and Cost-to-Serve

Day 2: Programme Frameworks and Standards

- Relationship Versus Transactional Survey Architecture
- Net Promoter System Inner Loop and Outer Loop Design
- ISO 20252 Research Quality Requirements Applied to Customer Surveys
- ISO 20488 Principles for Collecting and Moderating Online Reviews
- Kano Model for Classifying Customer Requirements

Day 3: Collecting and Analysing Feedback

- Survey Instrument Design: Question Types, Scales and Bias Controls
- Trigger and Channel Rules for In-App, Email, SMS and IVR Surveys
- Sampling Frames, Response Rates and Survey Fatigue Rules
- Verbatim Coding Frame and Theme Taxonomy Build
- Text and Sentiment Analytics Workflow on Enterprise Feedback Platforms

Day 4: Closing the Loop and Controlling Risk

- Closed-Loop Case Management: Alert Rules, Owners and Response Targets
- Root Cause Analysis of Feedback Themes with the Ishikawa Diagram
- Non-Response Bias, Survey Gaming and Score Manipulation Controls
- Feedback Data Privacy and Consent Controls Aligned to ISO/IEC 27701
- Handling Feedback from Customers in Vulnerable Situations Using ISO 22458

Day 5: Case Work and the VoC Programme Design

- Retail Banking Case Study: Consolidating a Fragmented Listening Programme
- Utilities Case Study: Turning Verbatim Themes into an Improvement Action Log
- VoC Governance Charter and Insight Council Terms of Reference
- VoC Programme Design Drafting for an Own Organisation
- Peer Review Panel and Programme Defence

Skills You Will Gain

- Feedback Programme Design
- Survey Methodology
- Verbatim Analysis
- Sentiment Analytics
- Closed-Loop Case Management
- Customer Insight Reporting
- Feedback Data Governance

Why Attend This Course

- Return to work with a VoC Programme Design for your own organisation, already tested by peers
- Stop reporting scores without reasons by reading and coding what customers actually write
- Show sponsors how feedback turns into fixed processes rather than dashboards alone
- Compare listening practices with managers from other sectors and countries

Conclusion

Feedback earns its cost only when it reaches the right owner quickly and changes how the organisation works. This course moves from auditing current listening posts, through the survey, review and research standards that shape sound collection, to the analysis, closed-loop handling and risk controls that make feedback usable. The final day brings that material together in a VoC Programme Design that participants take back to their sponsor, giving them a structured basis for a listening programme that customers and executives both trust.