WHITE PAPER

# Who is listening to 'The Voice of the Customer' in your business?

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# Introduction

**The challenge of how to become a more customer centric organisation is being considered by boards, CXOs and senior managers across the UK and worldwide. Their objective is simple: to find ways of providing customers with a more joined up journey across all their channels.**

Why is this important? Our belief is that customer centricity is a vital differentiator in crowded and competitive markets. But to be effective it has to be fully represented at board level and strongly embedded in the day-to-day business of senior managers.

This paper stems from the result of a Sopra Steria-led survey carried out as part of our on-going programme of Pan European Research into Customer Centricity. Some of the UK's top thought leaders and practitioners in this area provided insight into how organisations are managing the Voice of the Customer internally. They included:

**Dominic Rowell, Chief Customer Officer, Metro**

**Maria McCann, Chief Venturer at JoHo Ventures & held senior Customer Experience roles at Aurora Fashions, Spotify & ASOS**

**Steve Talbot, Head of Retention & Conversion, Coral Interactive**

**Eihab Mohamed, Customer Engagement Director, The Telegraph Media Group**

We have used our experience of supporting clients on their customer centric journeys to create our Customer Centricity Maturity Audit. We've designed this as a quick test to help companies understand where they might face gaps against their ambitions. It has shown us that, in many cases, the Voice of the Customer isn't being heard or given the profile needed at the highest levels.

We asked them if organisations today were adopting dedicated strategies for providing the best possible experience to their customers and what practical ways were being used to consider the Voice of the Customer by leading companies in this field.

Using Sopra Steria's Customer Centricity Maturity Audit, designed to help companies understand how they fare against their ambitions to put their customers at the heart of everything they do, this showed us that, in many cases, this high profile within the business simply isn't being achieved.

There are nonetheless some customer centricity pioneers proving the value of putting the Voice of the Customer at the heart of their business strategy. They are ensuring that customer centric management (CCM) is being effectively controlled across all the business areas that may have an impact on the customer.

In analysing the state of play through our survey, we not only looked at the current situation, but unearthed some great examples of best practice that we are sharing through this paper.

That's not all. As a company, we are also undertaking a Group-wide survey into the different views of Chief Information Officers (CIOs), Chief Customer Officers (CCOs) and the end consumer on what it takes to be a customer centric organisation. We will be sharing the findings from this at a later date.

The Sopra Steria survey and findings discussed in this paper aim to raise the profile of internal Voice of the Customer champions and the crucial role they play in improving the customer experience – and the company's bottom line. Our findings suggest that, if not yet a board-level role, the Chief Customer Officer – or other similar function – is increasingly being viewed as a critical strategic responsibility.

There is clearly still a long way to go, however. To this end we urge Voice of the Customer champions to fight their corner, seek investment in the tools and techniques to measure customer satisfaction, such as Net Promoter Score metrics, and 'sell' customer-centric cultural change initiatives to the board. We conclude with 'Recommended next steps' which will help you to ensure the Voice of the Customer is heard loud and clear within your own organisation.

## Four big questions

We asked our survey participants four big questions about how the Voice of the Customer was being represented in their companies:

1. What is the connection between your Customer Centricity and Digital / Omni Channel Strategy?
2. What is the role of the Chief Customer Officer in the Voice of the Customer?
3. In what ways is the Voice of the Customer culture being embedded in your organisation?
4. How is it enabling new ways of delivering capability to your customer?

# What is the connection between Customer Centricity & Digital/Omni Channel Strategy?

Our discussions with the survey participants considered the role of customer centricity within their digital and omni channel strategies.

It is clear that all channels should, and urgently need to, be orientated around the needs of their customers. But what does embarking on this strategy mean for their existing systems and how they support customer behaviour?

Many companies consider a customer centric strategy to be part of their digital/omni channel strategy. This intertwining rests on the central idea that you need to get all of your channels working in unison, with the same customer information available, the same functionality, and a meaningful conversation whenever and wherever the customer demands it.

For many companies, however, this is a major transformational exercise that requires significant changes to back-end customer management systems. This is particularly the case for legacy systems that were never designed with such openness in mind (quite the opposite sometimes). Coupled with this, adopting a new customer centric approach dictates that new business processes are created and, importantly, a new customer focused mind-set is implemented.

Getting these basics in place requires investment and an IT budget geared specifically towards implementing a customer centricity strategy. This investment will naturally also demand new skills and resources, as well as strong support and awareness from c-level executives and lines of business managers, down to individual users – all of which is required to manage complex customer relationships.

> Legacy systems were not designed for open, integrated channel interaction, thus implementing a customer centric strategy may require significant changes to back-end customer management systems.

## Servicing end customer needs

We asked our respondents for their thoughts on one of the most important questions any company can ask – what makes a customer choose a particular service provider? Our participants point out that even in these hyper-competitive times, it's not purely price that drives a consumer's choice of retailer, supplier, or service provider.

There is, in fact, a complex array of drivers and criteria that consumers now choose from when selecting a company to deal with. For example, they many choose a company because it provides the easiest way to get in touch, better information (and pricing) on products or services, or due to a desire to experience something unique. They may simply have an attachment to the brand. Some new consumers want the brand to know them, to appreciate their specific requirements and tastes, and are open to communication on them. These consumers require companies to offer a consistent and personalised experience.

Interestingly, their objective may not always be purchase, as our survey discovered. There is a 'new wave' of retailers building a community, or a tribe, of customers. Great online content is driving growth by building 'fanship' (a base of loyal fans) that grows into a tribe to which you can sell whatever you like as the trust is built. But the outcome may not be a sale; the outcome may be something different, such as customers sharing their positive experiences of your brand.

Although our participants noted that the nature of this fanship interaction is likely to take place on a digital channel, such as social media, it is still essential to note the other channels that inform this behaviour – online, phone, in-store. Companies need to ensure that they are listening to their customers on all these channels. The interplay between online, phone and store interactions must be slick and joined up. This concept is essential for the retail sector, as well as for all other industries serving the end customer, which must think like retailers do in terms facilitating an omni channel approach.

Regardless of the sector, our research suggests that consumers now expect a truly omni channel experience. They want to be able to access two-way conversations in a variety of channels supported by a central contact centre – from telephone conversations, email, and SMS, to social media, self service, live chat and mobile Apps. As Dominic Rowell, explains, this creates an entirely new way for a customer to interact with content:

> *"(Our audience) is definitely mobile, both in terms of device and in being on the move. That said, our web traffic peaks during peak TV hours, so between nine to midnight you get the highest uptake in traffic. Customers are watching TV at the same time as they're on metro.co.uk doing something fundamentally different that has got nothing to do with the TV."*
>
> Dominic Rowell
> Chief Customer Officer
> Metro

Consumers are also using these different channels to voice their dissatisfaction when they experience poor customer service. They're no longer simply taking their business away from the company, but are now more likely than ever to post it on their social networks, such as Facebook, or publically on Twitter, their blog or a public forum. There's a flip side to this in that the use of social media does not have to be negative. In fact social media offers great opportunity to deliver a highly responsive customer service, provided that the organisation can react quickly in as close to (or ideally in) real time as possible to online complaints. Empowering your people to respond in the right way is a crucial dimension to successful implementation of this strategy.

Companies must ensure that those responding directly to the customer on social media are empowered to provide a solution to their problem, not just note it. Time is crucial in this because the incident is 'out there' and needs to be addressed before it is viewed, and potentially shared by other customers.

Once again there is potential for a positive outcome as well as a negative one. The resolution of an issue in this public manner brings huge possibilities for creating a positive opinion on the part of a company's customers. It's clear this is a delicate balance: potentially it's disruptive, but in many of the survey participants we spoke to, it can also be hugely beneficial, as Maria McCann observes:

*"In my experience I've found social media to be quite a harmoniser: a quick harmoniser for a business that has different channels. This is especially so if you're in crisis mode where everybody has to face the same way; everybody has to join up and is forced to do so because it's so public and so sensitive. If Marketing is going to put out a tweet, don't do it when the other parts of the business are in meltdown. It forces departments to talk to each other because it's just such a normal way for customers to interact with a brand."*

Maria McCann, Chief Venturer at JoHo Ventures & held senior Customer Experience roles at Aurora Fashions, Spotify & ASOS

Social media offers great opportunity to deliver a highly responsive customer service, provided that the organisation can react quickly in as close to (or ideally in) real time as possible to online complaints.

## Enabling consistent customer experience

The nature and type of dissatisfaction created by new customer channels is clearly more complex than ever. Omni channel brings many facets into play and companies need to rethink how this growing complexity of customer interactions is actually leading to many more ways to end up with a dissatisfied customer. This is largely due to a shift in expectations of what good customer service now looks like.

For example, the customer may complain if there are too many contact points or people involved in resolving a problem. They might feel frustrated if they are asked for the same information several times. In conjunction with this, a consumer's willingness to put up with disjointed, complicated or unclear processes is waning quickly.

They're asking why, when they have instant access to information, the agent they are speaking to doesn't have similar access.

The need for a clear, joined up conversation on all channels and customer journeys is now being actively addressed. For example some organisations create a consolidated Customer Service team out of several different teams from legacy brands and products in a drive to standardise service.

A key point here is that in order to build a standardised customer-centric strategy and common approach, a company should consider whether it is offering a consistent customer experience across different operational departments, global locations and communications channels today. Why? Because this is likely to be increasingly desired by their customers.

The scope of what this end-to-end experience should entail was hotly debated in our research. There are many elements that could be included in a customer centricity strategy, for example:

- Improving customer understanding (to enable a 360° view of the customer touch points)
- Improving the overall customer experience
- Understanding customer "value" (to assist with identifying opportunities for cross selling /up selling)
- Improving customer satisfaction
- Reducing customer complaints
- Improving customer retention
- Increasing customer value
- Reducing/optimising cost-to-serve.

Ascertaining the best approach to tailoring this customer journey will, in all likelihood, mean a number of techniques need to be utilised to help customer service agents (and the rest of the organisation) understand a customer's specific requirements. These techniques range from the ability to view all customer communication (across Social Media, email, telephone and written mail), to the proactive resolution of an issue themselves with limited need to engage other departments, and being able to reward loyalty.

## Where does data fit in all of this?

The inference of this new strategy is that entirely new types of customer data need to be collected to provide a true 360° view of all a company's products and services that the customer has bought, subscribes to, or has shown a positive dispositions towards on the web and in social networks. This data set also needs to capture the results of customer satisfaction surveys.

The UK Government's midata initiative, a programme of work being undertaken by the Department of Business, Innovation & Skills with businesses and consumer groups, aims to encourage more private sector businesses to release consumer data back to consumers electronically. This will create a feedback loop and a process where the customer's voice can be heard. Sopra Steria has extensive experience in this area, including publishing a number of white papers on the subject which can be found on the website - www.soprasteria.co.uk.

Entirely new types of customer data need to be collected to provide a true 360° view of all a company's products and services that the customer has bought, subscribes to, or has shown a positive dispositions towards on the web and in social networks.

However, in order for this feedback loop to be created and to work for both consumer and company, it's important for each company to identify the purpose for which they are using this customer data in a customer centric way.

For example it could be used to:

- Assist in the creation of new products or services
- Support the customer when they contact the company
- Anticipate and prevent churn through better understanding
- Anticipate and prevent fraud
- Propose targeted products/services the customer has a high probability of buying/being satisfied with
- Correct organisational issues or improve processes.

Many of our interviewees for this paper agreed that there was a need for clear and consistent data. This is the key to unlocking an omni channel experience, as Steve Talbot observes:

*"I think this is where the customer experience element comes in for me – this omni channel concept is really about data. Every department can get a feel for who's good and who's bad as a customer and can understand where they are in the journey. And, if they do show up, whether coming back to the site, or as a new customer that's come in, you identify them as someone you want to keep! And how you join up that experience across departments. "*

Steve Talbot, Head of Retention & Conversion, Coral Interactive

# What is the role of the CCO in the Voice of the Customer?

The last five years have seen the emergence of a specific role for board level management of customers and the company's relationship with them. Research such as Forrester's Chief Customer Officer Snapshot, 2014, shows that the CCO (Chief Customer Officer) and senior managers/directors responsible for managing customer relationships have seen the customer being formally represented and discussed at board level more than ever. However, while this is becoming more common in different global businesses, it is unclear how many are actually operating at a truly board level – are these customer 'champions' senior enough to make a difference in the business?

Most departments will have a stake in the relationship the company has with its customers as well as being directly accountable for managing the company's relationship with them. The different touchpoints to the customer could, and we feel should, extend to Marketing, Sales, Customer Experience, Operations (Support & Distribution) and Finance.

The key point here is to ensure that customer centric management (CCM) is being effectively implemented and its principles understood across all the business areas that may have an impact on the customer. Everyone has a stake, but this needs to be closely managed to ensure it is effective and joined up. As we covered in the previous section, this is more important than ever from the customer's perspective, and must be enabled through the company's technology selection as well as by the board-level champion. The following section explores more of the emerging CCO role to understand how CCM strategy might be operationalised.

> *"For as long as I can remember, the rhetoric has been Customer is King, but businesses did not always back up the statement with action. Today, new technology enables better action, however, as consumers are increasingly demanding, evolving the mind-set and culture within organisations, not just harnessing new technology, are key to delivering outstanding customer experience and value."*
>
> Eihab Mohamed
> Customer Engagement Director
> The Telegraph Media Group

## How should the CCO role be described?

The discussion about where responsibility for the customer 'sits' both at board level and operationally has led to the creation of the role of the Chief Customer Officer in many companies. Although still in its relative infancy, according to mycustomer.com there are three distinct types of CCO emerging:

- An Influence CCO (sits on the executive team, but has no staff / budget line reporting to them)
- An Advocate CCO (has a budgets for particular projects, although they may not have any operational responsibility for them)
- An Operational CCO (responsible for the definition strategy and project; has staff and budgets).

Source: www.mycustomer.com

The CCO is likely to be the highest level in a company at which the Voice of the Customer is actively represented and owned (apart from the CEO). The responsibilities covered by the CCO are likely to be based on a company's own specific structure. For example the CCO may own customer service, or in some cases marketing.

There are many interesting views on the nature of the CCO role within a given organisation. For example, Eihab Mohamed, Customer Engagement Director (CED) at The Telegraph, classifies himself as an Operational CED with overarching responsibility for the customer across The Telegraph organisation. As well as owning the customer contact channels, he is driving and influencing business effort with other key business stakeholders, to improve customer experience whilst meeting commercial objectives.

> *"I think this is where the customer experience element comes in for me – this omni channel concept is really about data. Every department can get a feel for who's good and who's bad as a customer and can understand where they are in the journey..."*
>
> Steve Talbot
> Head of Retention & Conversion
> Coral Interactive

Although the Customer Engagement Director role is relatively new within The Telegraph, a clear customer-focused strategy has seen tangible benefits - better understanding of the customer experience and improved collaboration across the business, has led to a rise in customer satisfaction ratings, as well as a strong willingness to recommend.

Maria McCann offers another view of the role of a company's Voice of the Customer champion:

> *"Your customers are giving you the answers most of the time: I take a view that if a customer does something with your business then they are looking to achieve a goal, so the business's job is to enable the customer to achieve that goal. When I look at the Voice of the Customer or feedback, I try and focus it on two areas: did anything prevent the customer from achieving the goal they want to and what value was created from the customer achieving those goals - focussing on those areas is hopefully good for both parties. What are the problems we want to solve, and what is the value we want to generate?"*
>
> Maria McCann
> Chief Venturer at JoHo Ventures & held senior Customer Experience roles at Aurora Fashions, Spotify & ASOS

## What is the CCO's reporting line?

With the emergence of a new role, the CCO's reporting line is also an interesting topic of discussion. From conversations with our survey participants it is clear that, regardless of their structural position within a company's hierarchy, a CCO must be given sufficient authority to make changes to support better customer management and experience across all channels.

For example, at The Telegraph the customer champion initially reported to the Chief Commercial Officer before the role was dissolved and replaced by a Chief Digital Officer. The Customer Engagement Director now reports into the CFO. In other companies the role is a function of design. So, for example, with the whole approach now putting design at the heart of customer experience, the CCO might change his title to Chief Design Officer, which is a new type of role altogether. It's a massive mandate – the key to focusing on design is that it delivers better outcomes for the customer (e.g. Apple is obsessed with every detail from the box right through the value chain). Some companies make this a main board role.

In the case of urban media brand Metro, its Chief Customer Officer Dominic Rowell casts some light on this changeable picture:

> *"I think [CCO] is seen as a discipline rather than a board-level business role - the most important thing delivering both commercial and customer goals so that the role is seen as relevant and credible."*
>
> Dominic Rowell
> Chief Customer Officer
> Metro

In this latter reporting line we can see that the CCO must manage the customer experience investment and decision-making versus the often-competing forces of cost management and bottom line business performance.

# In what way is the Voice of the Customer culture being embedded in your organisation?

Regardless of whether a company has a specific CCO or not, it is clear from our discussions that the Voice of the Customer needs to be represented at board level in some way.

## Customer experience measures - how to bring to the boardroom

The embedding of customer service and the role of the CCO at board level brings many challenges, particularly in terms of judging the value of the customer and their loyalty to your business in this new omni channel world.

As Maria McCann comments:

*"... the ability for a customer to be able to order something from their sofa and go and pick it up on their way to work currently has immense value and equity for retailers but companies are struggling to measure this in any meaningful way for them. That whole view of loyalty and value; the value a particular customer has to your business, and what value a business activity has to a customer, is something that is really resonating at the moment. If a customer buys ten things, but returns nine, how profitable are they to a business? How much value do they add to that business?"*

Maria McCann – Chief Venturer at JoHo Ventures & held senior Customer Experience roles at Aurora Fashions, Spotify & ASOS

This new relationship presents many challenges, including this need to assess if the relationship is profitable. There was much discussion on how to use data from analysis in this 'value' decision-making process.

Many techniques are used such as the Association of British Insurers survey (ABI) Customer Impact scheme, Net Promoter Score measures and the ServiceTick IVR assessment (an assessment of automated telephone follow up surveys). Dominic Rowell feels such reviews are highly useful:

*"I think it's a healthy thing to have quarterly brand reviews and reviews of customer metrics to check in strategically, but it's also critical to be listening and responding to your customers 24-7 through social media and other methods such as consumer panels. You don't want to wait 3 months to put things right."*

Dominic Rowell, Chief Customer Officer, Metro

Other companies interviewed, however, such as The Telegraph, do not use Net Promoter Score as a customer experience metric because the measure in itself does not drive enough action. Instead service measures are used in their Contact Centre Operation (e.g. gauging first time resolution, knowledge, etc.) and customer surveys are sent to a percentage of customers via automated call-back and email. A real-time reporting process then drives action, such as dedicated follow up with individual customers who gave low scores, and sharing of ideas from positive scores.

The concept of value is born out of the long-term servicing of your customers. There is a strong need for internal department to also have a more joined up conversation internally. Without this conversation, things can be tricky, as the following comment suggests:

"Robbing Peter to pay Paul in a lot of areas is something you see happening all the time. For example where different customers are getting good experience and you think the campaign has gone great from a marketing perspective then you look at the figures and you realise that half of the customers were reactivated – you've not seen them for a while and you've gone and closed their account and think they are someone else."

Steve Talbot, Head of Retention & Conversion, Coral Interactive

A key point made by our survey participants was that in order to ensure success in this area, the board (and possibly the CCO) must foster an advanced culture of focusing on customer experience. Our latest research concluded that this process must begin at the board table with everyone talking the language of the customer. In other words, there needs to be a clear directive from the very top to every internal staff member to focus on the customer and their personal role in making this a success.

There needs to be a clear directive to every internal staff member to focus on the customer and their personal role in making this a success.

# Enabling new ways of delivering capability to the customer

Listening to the Voice of the Customer is also now informing other areas of the business and the capability it delivers to the customer. For example departments such as Marketing must now move beyond traditional approaches to embrace fast-paced innovation and trialling of technology in order to significantly enhance their ability to deliver new products and services. As Dominic Rowell suggests, this means that direct customer engagement in new product development is key:

> *"These are new emerging trends and needs, and I think there is sea change in marketing as well - sitting down with a focus group and spending 250,000 on qualitative research is important, it is insightful. It does help inform your mojo, but for 250,000 you can probably build 25 apps, 25 opportunities to put products in front of people and see how they behave."*
>
> Dominic Rowell
> Chief Customer Officer
> Metro

The new possibilities for a business to use this customer centric attitude have also led to companies embracing a new internal entrepreneurial or intrapreneurial spirit. Intrapreneurship is an exciting new concept relating to how companies can draw on the possibilities of innovation from within their own teams and resources. It's about behaving like an entrepreneur while working within a large organisation.

This attitude opens up many compelling possibilities:

*"I think there is an emerging, intrapreneurial trend that's coming in now - businesses that are taking advantage of this are starting to benefit. You can set up a start-up within a big organisation while your <seasonal> cycle continues. A start-up can be doing different, more experimental things; you just say, we'll invest on setting up a little business focused on customer experience - that fail fast mentality. And longer-term the agile culture & practices you learn inside a start up can proliferate out to the wider Organisation. I would recommend everyone experiences life in a start-up at least once in their lives."*

Maria McCann - Chief Venturer at JoHo Ventures & held senior Customer Experience roles at Aurora Fashions, Spotify & ASOS

Here the CCO's role is leading a business where it's centred around the customer; it's about getting permission to experiment, to lead, and to not be perfect.

*"To be obsessive, obsessive about the customer, that's where the energy comes from. But don't obsess too much about the perfect product - get them out there and make them perfect. Get it out there, and when you get it wrong, get it right!"*

Dominic Rowell, Chief Customer Officer, Metro

We can see a true shift in the way companies could listen to the voice of their customers - in new product development. Dominic and Maria point to a spirit where consumers are forgiving if a company is trying new things in its efforts to provide a better customer service

# Conclusions

Listening to the Voice of the Customer is not a simple matter. Interacting with customers is no longer the sole concern of Customer Service departments. The advent of 'customer centric' strategies means that all operational areas of the company must play their part, not just traditional areas such as Marketing that have previously 'managed' the customer relationship on a strategic level.

The crucial factor in breaking these operational silos is ensuring that, regardless of whether a company has a specific role such as the Chief Customer Officer or not, the Voice of the Customer is represented at board level as well as in the course of day-to-day business or senior management teams. This strategy needs to naturally flow down to the team members actively engaging with customers on the front line. They must be aware of and buy into the exact same values that permeate at board level.

## Our research has identified five key findings:

1. Omni Channel Experience
   Consumers now expect a truly omni channel experience on all digital, telephony and physical channels. They want to be able to access two-way conversations and get their voice heard whenever, wherever and however they want;
2. Board Level Engagement
   Companies need to bring 'the customer' to board level discussions, with specific agenda items focused on improving customer experience. They may also elect to have a board level representative with overarching responsibility for the view of the customer across their organisation;
3. Customer Value Redefined
   A new definition of customer value needs to be considered: how profitable is a customer when all their activities are taken into account (buying, returning, raising queries etc.)? How much value does a customer add to that business?
4. Customers Have Great Ideas
   Customers are very willing to help with service innovation. Thus a key opportunity for companies is to listen to the Voice of the Customer and use that feedback in new product development and innovation;
5. Embrace Grassroots Innovation
   Companies should recognise the potential for creating and facilitating innovation from within their own company (an intrapreneurial approach).

These findings lead us to urge companies to proactively choose the available metrics, such as NPS, to make sense of what their customers are telling them. But that's not all. They must also use their own internal teams to help define whether an excellent customer journey is being given. If this does not have true focus, customers will now take the initiative and make sure their complaints are publically aired.

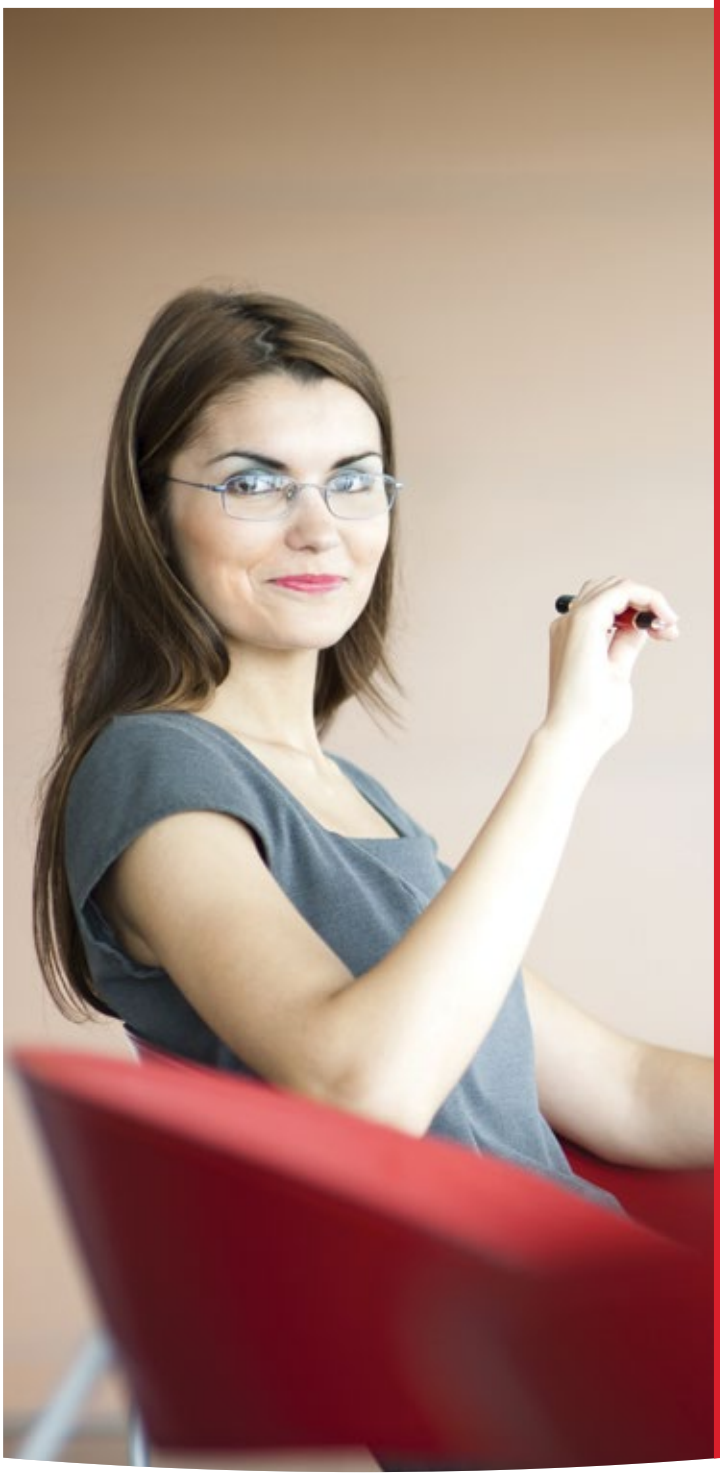
# Recommended next steps

The challenge of delivering a seamless experience correlates with the challenge of providing an omni channel experience. It demands the delivery of a joined up journey to customers on any and all of the channels of their choosing.

There are a number of actions that should be considered as you look for ways to ensure the Voice of the Customer is heard loud and clear within your own organisation. Firstly, however, regardless of the strategy, our firm recommendation is not to jump straight into technology and data investment.

## Our recommended steps are:

- Review your overall business strategy and how you can make it more customer centric. This is something every organisation needs to do. From there you can define a customer engagement strategy that includes a VoC programme and an understanding of how you intend to measure customer value.
- Understand that value is not just for the business itself, but must also be a measure of what value the business drives for its customers, and why they should continue to maintain a relationship, or buy from you again. This is a critical aspect of developing a customer centric strategy.
- Consider tabling the issue of customer experience at your next board meeting.
- Before beginning the process of identifying technology investment opportunities, ask what does 'good look like for us' – what is the ideal 'joined up' customer experience we are looking to provide?
- Conduct an exploration of what customer value is within your company, looking at different metrics and pieces of information to form a more holistic view of your customers and their interaction with you.
- Ask the following questions:
    1. How can we use our current data to improve the quality of information and the depth of services being offered to our customers?
    2. What tools and techniques do we currently have that can we utilise to facilitate a more joined up customer conversation – how do we create a 'feedback loop' that gives us clarity on how this is progressing?
    3. How do we embed a culture of innovation that lets us progress our own ideas and those of our customers to help serve those customers even more?



# ARE YOU LISTENING TO THE VOICE OF THE CUSTOMER?

**We have used our experience of supporting clients on their customer centric journeys to design our Customer Centricity Maturity Audit (CCMA) as a quick test to help them understand the maturity of their customer centricity.**

**Why not take advantage of our CCMA and contact Sean Tomlinson, on +44 (0)7850 795 839 or email info.uk@soprasteria.com to book a slot with our team.**

## About Sopra Steria

Sopra Steria, European leader in digital transformation, provides one of the most comprehensive portfolios of end to end service offerings in the market: Consulting, Systems Integration, Software Development and Business Process Services. Sopra Steria is trusted by leading private and public organisations to deliver successful transformation programmes that address their most complex and critical business challenges. Combining high quality and performance services, added-value and innovation, Sopra Steria enables its clients to make the best use of information technology.

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