An Oracle Best Practice Guide
April 2012

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Introduction</strong></td>
<td>1</td>
</tr>
<tr>
<td>Listening to Customer Feedback</td>
<td>2</td>
</tr>
<tr>
<td> Transactional Surveys</td>
<td>2</td>
</tr>
<tr>
<td> Broadcast Surveys</td>
<td>3</td>
</tr>
<tr>
<td> Website Link Surveys</td>
<td>3</td>
</tr>
<tr>
<td> Chat Surveys</td>
<td>4</td>
</tr>
<tr>
<td> Surveys by Proxy</td>
<td>5</td>
</tr>
<tr>
<td> Answer Feedback</td>
<td>6</td>
</tr>
<tr>
<td> Site Feedback</td>
<td>6</td>
</tr>
<tr>
<td> Oracle RightNow Social Monitor Cloud Service</td>
<td>7</td>
</tr>
<tr>
<td> Oracle RightNow Support Community Cloud Service</td>
<td>8</td>
</tr>
<tr>
<td> Oracle RightNow Innovation Community Cloud Service</td>
<td>8</td>
</tr>
<tr>
<td> Periodic Review of Incidents, Opportunities, and Marketing Activity</td>
<td>9</td>
</tr>
<tr>
<td><strong>Interpreting Customer Feedback</strong></td>
<td>10</td>
</tr>
<tr>
<td> Analysis</td>
<td>10</td>
</tr>
<tr>
<td> The SmartSense Feature</td>
<td>11</td>
</tr>
<tr>
<td> Topic Monitoring</td>
<td>12</td>
</tr>
<tr>
<td> Community Reputation</td>
<td>12</td>
</tr>
<tr>
<td><strong>Reacting to Customer Feedback</strong></td>
<td>13</td>
</tr>
<tr>
<td> End-of-Survey Options</td>
<td>13</td>
</tr>
<tr>
<td> The Rules Engine in Oracle RightNow CX Cloud Service</td>
<td>14</td>
</tr>
<tr>
<td> Oracle RightNow Social Monitor Cloud Service Actions</td>
<td>15</td>
</tr>
<tr>
<td> Community Escalations</td>
<td>16</td>
</tr>
<tr>
<td> Feedback Distribution</td>
<td>16</td>
</tr>
<tr>
<td><strong>Monitoring Results Over Time</strong></td>
<td>17</td>
</tr>
<tr>
<td><strong>Conclusion</strong></td>
<td>18</td>
</tr>
<tr>
<td><strong>References</strong></td>
<td>18</td>
</tr>
</tbody>
</table>
Introduction

Many organizations have Voice of the Customer (VoC) programs. In the Forrester Research white paper “Crafting Your Voice of the Customer Program” by Bruce Temkin (March 17, 2010), he strongly recommends using a “comprehensive customer insight and response platform (CIRP) that will support each of the four key VoC processes: listening, interpreting, reacting and monitoring.” This best practice guide is designed to complement this Forrester white paper and detail how Oracle RightNow CX Cloud Service can be used to facilitate listening, interpreting, reacting, and monitoring the voice of your customer. It examines each of the four key VoC processes and provides best practices to meet the goal of each process using Oracle RightNow CX Cloud Service.
Listening to Customer Feedback

A successful VoC program requires that your organization collect good customer data. Your customers use a variety of communication channels. To listen effectively to what your customers are saying, you need to collect opinions using a variety of means, both solicited and unsolicited, throughout the customer lifecycle. There are numerous approaches for gathering these insights, whether it is surveying the customers directly, observing social communities and Websites, browsing customer-submitted e-mails, Web forms, or even a contact center agent’s comments from a phone call.

Develop a strategy, program, and toolset to systematically gather, listen to, and monitor customer feedback across all customer experience touchpoints and interaction channels. Plan for the specific kinds of feedback desired; when, where, and how to gather it; what tools to use; and what to do with it once it is gathered to ensure that it is acted upon and meets your organization’s strategic objectives.

Oracle RightNow CX Cloud Service is a total customer experience solution for consumer-centric organizations that are serious about enabling superior interactions across Web, social, and contact center touchpoints. The solution gives companies the ability to coordinate disparate resources across the organization to develop, rapidly execute, and manage a comprehensive customer experience strategy. As part of the Oracle RightNow CX Cloud Service solution, there are at least 11 different ways to listen to your customers: transactional surveys, broadcast surveys, Website link surveys, chat surveys, voice surveys, surveys by proxy, answer feedback, site feedback, social monitor, support community, innovation community, and periodic review of incidents.

Transactional Surveys

Often used for closed-incidents surveys, transactional surveys are one-off invitation messages to participate in a survey that is triggered by an event or action. Each time your customer interacts with your organization—whether through a customer service request, a purchase or sale, or information on the Web—is an opportunity to gather feedback. Deciding to survey a determined number of customers following an interaction provides one of the best ways to capture feedback regarding specific experiences with your organization. Be sure to follow best practices when sending out a survey. For more ideas and best practices, see the Oracle white paper “How to Improve Survey Participation by Leveraging Best Practices.”
Figure 1. Big Fish Games sends a short survey after most contact center interactions to take a quick pulse on the customer experience for that specific interaction.

Broadcast Surveys

There are times when sending an e-mail to segmented target audiences is the most effective way to gather feedback. Broadcast surveys are frequently used to measure not just one interaction but feedback based on the sum of a customer’s interactions. This is a great way for you to get an overall impression of your organization and to understand your company’s strategic position with customers and the marketplace.

Figure 2. Nikon sends personalized broadcast surveys to help develop and enhance its products.

Website Link Surveys

Another way to gather feedback without directly targeting customers to participate in a survey is to use another mechanism to drive customers to take the survey, such as a link on your Website or through a marketing communication. Many retailers now include a Website address on a receipt where a customer can go and provide feedback. Other organizations use Website links to gather insights on a specific need.
Figure 3. Reitmans, a Canadian specialty retailer for women, with seven different divisions including brands such as Addition Elle, utilizes surveys on its Websites to gather customers’ personal preferences.

Chat Surveys

Oracle RightNow Chat Cloud Service facilitates real-time chat sessions between your agents and customers visiting your Website. Completion of a chat session is a prime time to gather feedback measuring the effectiveness of the chat channel and to gain deeper insight into your online customer experience. Configurable chat business rules enable you to present customers with a Website link survey when the chat session is complete or when the chat is canceled. A transactional survey may also be e-mailed to the customer after the chat is completed instead of “popping” the survey to the screen.
Surveys by Proxy

Any transactional, broadcast, or Website link survey can be easily added to the dynamic agent desktop in Oracle RightNow CX Cloud Service, enabling your agents to capture feedback from your customers. This capability is useful for meeting many business needs, including:

- Inviting feedback about how a support call was handled, or assessing interest in new service offerings where customers feel more comfortable interacting with an agent rather than providing feedback online.
- Qualifying leads and opportunities for the sales team, or automatically adding contacts to mailing lists based on explicitly confirmed interests or purchase history.
- Gathering feedback about specific sales interactions, or assessing how well a product fits a given area of need.
- Capturing results from offline written feedback, such as a feedback card from a suggestions box.

Figure 4. MansionCasino.com pops a brief survey to measure satisfaction at the end of each chat.

Figure 5. Any survey can be easily added to the dynamic agent desktop in Oracle RightNow CX Cloud Service.
Answer Feedback

Ensure that the information presented on your support site is effective with the Answer Feedback Widget feature of Oracle RightNow Customer Portal Cloud Service. This widget makes it easy to collect feedback on each individual knowledgebase answer. Feedback is actionable by automatically creating incidents that can be routed to the correct owner of the knowledgebase content. A more social method to gather feedback on answers is to enable discussion threads that can be added to each answer. The Answer Feedback Widget renders community comments within the web self-service interface and leverages the community members to extend or improve on knowledgebase answers that will, over time, blur lines between curated and coauthored content.

![Answer Feedback Widget](image)

Figure 6. A social method to gather feedback on answers is to enable discussion threads on each answer within the Answer Feedback Widget in Oracle RightNow Customer Portal Cloud Service.

Site Feedback

Similar to the Answer Feedback Widget, the Site Feedback feature of Oracle RightNow Customer Portal Cloud Service allows organizations to gain insights into the effectiveness of their Website. This feature allows users of your Website to give feedback on how you can make your Website more useful. The feedback is actionable by automatically creating incidents that can be routed to the Website administrator.
Figure 7. Users of your Website can give feedback about the Website and its usefulness.

Oracle RightNow Social Monitor Cloud Service

As more and more of your customers and prospects use social networking services such as Twitter and Facebook to communicate with friends and colleagues, it is critical for you to monitor and act on the conversations about your organization or products that are taking place within the social cloud. You can maintain customer relationships by identifying trends in customer opinions and proactively communicating with your customers through the channel they have chosen. Oracle RightNow Social Monitor Cloud Service provides the ability to monitor Twitter, YouTube, Facebook, and any RSS feed. J&P Cycles uses Oracle RightNow Social Monitor Cloud Service to follow marketplace messages from consumers and vendors on YouTube and Twitter.

Figure 8. Oracle RightNow Social Monitor Cloud Service provides the ability to monitor Twitter, YouTube, Facebook, and any RSS feed.
Oracle RightNow Support Community Cloud Service

There is a lot of insight to be gained by enabling your customers to engage with their peers. In Oracle RightNow Support Community Cloud Service, you can get a continuous stream of indirect, unsolicited customer feedback by simply monitoring and participating in the conversations that unfold. Important issues (such as product defects) can be escalated to a support agent for immediate follow-up, and useful community content can be included in a knowledgebase answer.

Husqvarna provides a good example of this approach. Its support community, called Answer Army, allows customers and dealers to ask questions and find the best answers. This efficient peer-to-peer support model keeps customer satisfaction high while enabling Husqvarna to learn from the constant exchange of information.

Figure 9. Husqvarna’s Answer Army allows customers and dealers to ask questions and find the best answers in an efficient peer-to-peer support model.

Oracle RightNow Innovation Community Cloud Service

Customers want their opinions to count, and they’re willing to contribute their ideas to the organizations they buy from. Oracle RightNow Innovation Community Cloud Service provides a space for customers to submit suggestions, vote on new features, and help assess and refine product and service enhancements. The community is a great place to collect ongoing insights from your customers—both directly and indirectly—and then close the loop by reporting back on the actions you take as a result.

Oracle RightNow Innovation Community Cloud Service can be used in a few different ways. Some customers use it as a closed community for market research techniques, such as online focus groups and member journaling (blogs, videos, and forums). Others use it to supplement product development and beta testing processes, pulling in key consumers, developers, and partners to collaborate. Still others use it as a simple suggestion box or ideation platform.
Figure 10. Oracle RightNow Innovation Community Cloud Service provides a space for customers to submit suggestions and vote on new product and service features.

Periodic Review of Incidents, Opportunities, and Marketing Activity

Oracle RightNow CX Cloud Service is a complete customer experience solution, providing you with a more informal way to gather feedback by periodically reviewing interaction activity using analytics reports and dashboards. Incident activity provides you with insight into what is causing your customers issues, while opportunities activity helps you understand what your customers are requesting. Marketing reports and dashboards help you understand what your customers are interested in hearing about and which communications are driving value for the organization. This information may not be direct customer feedback as in a formal survey or our communities, but it still offers a source of valuable implicit feedback.
Interpreting Customer Feedback

Interpreting customer feedback is more than just reviewing what your customers are sharing. It also means using these insights to act and drive change in your organization. Are you proposing recommendations for improvement based on these insights? Are you presenting actionable information and not just data? Are you using actual customer comments to emphasis your point?

Establish periodic meetings with key stakeholders to review customer feedback gathered across various channels and determine appropriate next steps. Oracle RightNow CX Cloud Service includes tools to help interpret the feedback your customers are providing.

Analysis

Oracle RightNow CX Cloud Service provides business intelligence (BI) solutions to analyze and interpret feedback results gathered in surveys. Oracle RightNow Analytics Cloud Service, with more than 700 prebuilt reports, provides core feedback reporting in real time. This solution can track key performance indicators (KPIs) such as customer satisfaction (CSAT), first-call resolution (FCR), net promoter score (NPS), and virtually any other metric that can be derived from surveys or feedback results. Conclusions from the analyses can then be fed back into the organization for continuous improvement activities, such as improving agent service and utilization levels.
The SmartSense Feature in Oracle RightNow CX Cloud Service

The SmartSense feature in Oracle RightNow CX Cloud Service helps determine the sentiment of customers and staff members in incident correspondence, customer responses to Oracle RightNow Feedback Cloud Service surveys, and posts returned from cloud searches. When working with follow-up incidents or reviewing survey responses or cloud search results, you can use the SmartSense feature to determine which customers need immediate attention and when to notify supervisors or other staff members about specific incidents or situations. The emotive rating can also be used as a condition to prioritize when routing follow-up or escalation incidents.

Figure 13. The SmartSense feature shows customer sentiment on issues gleaned from feedback surveys.
Topic Monitoring

Open-comment text responses often provide the most-valuable information received from customers. However, text responses can be more difficult to analyze than multiple-choice questions, which can be easily counted and included in graphs. A useful approach for analyzing text responses is to group responses containing similar content and look for emerging themes. The process of grouping responses and identifying themes can be time-consuming and tedious, but Oracle RightNow Feedback Cloud Service can automatically perform these tasks, providing an easy method to spot trends in text responses to your survey questions. Topic monitoring enables you to view the distribution of responses across themes and drill down into themes or subthemes to read individual responses. Resulting themes are easily accessed through survey results and Oracle RightNow CX Cloud Service reporting and analytics.

![Figure 14. Oracle RightNow Feedback Cloud Service can automatically group responses and identify themes from text responses.](image)

Both the topic monitoring and the SmartSense feature capabilities are built into the Oracle RightNow Social Monitor Cloud Service module. The SmartSense feature trend report allows you to track customer sentiment over time and match the results with any communications or campaigns you’ve run. This view can enhance and extend direct feedback you’ve collected on a certain topic. It is also possible to track sentiment related to specific themes, as delineated with topic monitoring, so you can understand how customers are reacting to products, campaigns, and more. These capabilities extend to any community posts captured by Oracle RightNow Social Monitor Cloud Service.

Community Reputation

Within Oracle RightNow Support Community Cloud Service and Oracle RightNow Innovation Community Cloud Service, the reputation system can help you hone in on members who actively
participate and have attained high reputation levels. These power users often lead the discussion and validate and qualify the opinions of others, helping to highlight important issues and dismiss trivial ones. Not only can these members be identified through reputation, they can also be pulled into private groups for more in-depth feedback and discussion. Their community reputations are visible within their contact records in Oracle RightNow Dynamic Agent Desktop Cloud Service, so incidents can be prioritized or handled differently on the back end as well as in the community.

Reacting to Customer Feedback

Reacting to customer feedback and taking action from the findings of your interpretations is key to making positive change. Research by leading IT analysis firm Gartner shows that while 95 percent of companies surveyed collect customer feedback, fewer than half of those bother to alert staff, much less inform their customers how their feedback was used. In fact, only 5 percent of the companies surveyed close the loop by letting participants know what was done based on their feedback.

Implement a program for key stakeholders to systematically review, prioritize, and act on feedback previously interpreted and identified worthy of further action. Within this program, develop a means of closing the loop to notify customers how their feedback was used. Note that not all feedback needs the same level of action. Feedback received from particular customer segments, about particular products, about certain topics, or having certain characteristics (such as an extreme score) may require higher attention or priority than other feedback.

Oracle RightNow CX Cloud Service makes it easy to make the feedback actionable.

End-of-Survey Options

Regardless of the type of survey used, many actions can be automatically triggered when the response is processed, including

- Flagging in Oracle RightNow CX Cloud Service when a survey is returned with a poor rating
- Automatically creating and assigning incidents for customer follow-up
- Sending a notification to a manager
- Creating a lead or opportunity to follow up on a possible up-sell or cross-sell
- Sending a follow-up survey requesting additional detail
- Sending a thank you e-mail with a coupon or incentive for taking the survey
- Adding the contact to a particular contact list, enabling future segmentation
- Executing an external event to facilitate integration with external systems
Figure 15. A response to a survey can trigger a number of different actions.

The Rules Engine in Oracle RightNow CX Cloud Service

Utilizing configurable rules, notifications and e-mails can be automatically triggered and sent based on activity in the Oracle RightNow CX Cloud Service system. For example, if a customer completes a survey relating to a specific issue, the system will automatically send the customer a promotion or a follow-up survey based on the last survey score.
Oracle RightNow Social Monitor Cloud Service Actions

Oracle RightNow Social Monitor Cloud Service enables you to monitor activity in the social Web, including Twitter, YouTube, Facebook fan pages, RSS feeds, and communities. Based on the search results, you can respond immediately by replying to a post directly from the Oracle RightNow Social Monitor Cloud Service interface, or create an incident to flag for queuing and further follow-up actions, or simply ignore the post if no action is needed.
Community Escalations

Community posts can be escalated to the agent desktop automatically if no satisfactory response is received within a defined time frame. A community manager or moderator can also manually escalate posts at any time. This ensures that questions and comments through the community are no more likely to slip through the cracks than an incident from any other channel.

Feedback Distribution

An important reaction to feedback is disseminating the information. There are several methods to distribute the feedback:

- **Schedule reports to automatically send.** This is the capability to schedule reports to be generated and sent regularly to departments, ensuring that the feedback is being distributed. With the use of exceptions, you can trigger the report only if certain criteria are met. For example, if the average score of a survey is less than 70 (using a scale of 0–100), then schedule the report to be automatically sent to the manager of that department.

- **Publish reports to a central location.** Publishing a report lets you modify the data and display options of an existing report and then save a copy of the report with these settings, which other individuals can then access. Once a report is published, it cannot be modified and the report data remains unchanged even as the knowledgebase is updated. This ensures that your audience is presented with the report as you want them to see it.

- **Provide visibility within Oracle RightNow CX Cloud Service.** All feedback captured using Oracle RightNow Feedback Cloud Service is captured and stored within Oracle RightNow CX Cloud Service and available directly from the contact record, providing visibility to staff members as appropriate.

![Figure 18. All captured feedback is available directly from the contact record to appropriate staff members.](image-url)
Oracle RightNow Analytics Cloud Service enables you to analyze feedback collected across all feedback channels in real time. This provides internal departments with the information they need to react to the voice of customers.

### Monitoring Results Over Time

Just as important as listening, interpreting, and reacting to the voice of your customers is the ability to spot trends or common denominators. A historical view of the feedback captured can provide insight as to whether the actions taken from the feedback are making a difference or not. It could even help identify your most-vocal customers and your most-satisfied ones. Monitoring the results of capturing, analyzing, and acting on the feedback from your customers can mean the difference between success and failure for an organization’s VoC program.

Implement a program to achieve continuous feedback improvements measured and monitored using KPIs. First, decide on what types of feedback you need to measure and why, based upon your particular needs. Then, determine what measurements constitute success or whether improvements are needed. With this understanding, develop a core set of feedback KPIs, establish a baseline of where you are today, and monitor them over time to gauge whether or not continuous improvement is occurring. Access these key metrics via easily accessible role-based dashboards, with drill-downs for root cause analyses and explanatory analyses. Oracle RightNow CX Cloud Service’s BI solutions provide these capabilities. Based on trending over time versus goals, determine whether continuous improvement objectives are successfully being met or whether corrective action is required.

Oracle RightNow Analytics Cloud Service provides core analysis in real time. Its capabilities include:

- Delivering real-time business-operations knowledge about your business
- Driving rapid response to trend shifts in customer responses
- Enabling better business decisions based on empirical data
- Understanding customers individually and across markets
- Using enterprise analytics for advanced trending and historical analysis
Conclusion

Oracle RightNow CX Cloud Service is a complete solution for those who are looking for a “comprehensive customer insight and response platform (CIRP) that will support each of the four key VoC processes: listening, interpreting, reacting, and monitoring.” With comprehensive survey functionality; an integrated customer database including all customer incidents, marketing, and opportunity activity; and a complete social experience solution, you can easily gather, analyze, and act upon customer feedback. In this way, you can stay fluidly in touch with your customers’ needs and desires, helping you to adapt quickly and efficiently to ensure the best possible experience for your customer base.

References

