



# HARNESS THE *Power* OF THE CONSUMER VOICE

KUNAL GUPTA, PH.D.  
SVP, SR. CONSULTANT  
BURKE, INC.

**CUSTOMER FEEDBACK PLAYS A *Pivotal* ROLE IN THE DECISION-MAKING PROCESS.**

**HOW CAN YOU BETTER LEVERAGE THE CUSTOMER *Comments* FROM THE FEEDBACK, TO MAKE MORE INFORMED DECISIONS?**

HARNESS THE *Power* OF THE  
CONSUMER VOICE TO MOVE  
YOUR ORGANIZATION *Forward*

# THE GROWTH IN COMMENTS AS A SOURCE OF CUSTOMER FEEDBACK IS ASSOCIATED WITH OBSERVED TRENDS IN TODAY'S RESEARCH WORLD



## GREATER USE OF UNSTRUCTURED DATA

to gather insights from easier availability of, and access to such data



## GROWTH IN NATURAL LANGUAGE PROCESSING (NLP)

to provide clarity to open-ends and other forms of unstructured data



## SHORTER SURVEYS

driven by respondent fatigue/lower attention span and the rise of mobile platforms

# WHEN HARNESSING THE POWER OF SUCH COMMENTS, THE INDUSTRY HAS PRIMARILY FOCUSED ON THE CODING PROCESS.

			Qtr-15	Jan-16	Feb-16	Mar-16	Apr-16
1	Benefits						
2	35045	1	12,034	13,565	10,674	13,095	16,392
3	76745	1	345	434	154	1,953	374
4	14678	1	521	347	189	519	1,850
5	15959	1	0	434	189	90	23
6	15959	1	0	434	189	90	23
7	15959	1	0	434	189	90	23
8	15959	1	0	434	189	90	23
9	15959	1	0	434	189	90	23
10	15959	1	0	434	189	90	23
11	15959	1	0	434	189	90	23
12	15959	1	0	434	189	90	23
13	15959	1	0	434	189	90	23
14	15959	1	0	434	189	90	23
15	15959	1	0	434	189	90	23
16	15959	1	0	434	189	90	23
17	15959	1	0	434	189	90	23
18	15959	1	0	434	189	90	23
19	15959	1	0	434	189	90	23
20	15959	1	0	434	189	90	23
21	15959	1	0	434	189	90	23
22	15959	1	0	434	189	90	23
23	15959	1	0	434	189	90	23
24	15959	1	0	434	189	90	23
25	15959	1	0	434	189	90	23
26	15959	1	0	434	189	90	23
27	15959	1	0	434	189	90	23
28	15959	1	0	434	189	90	23
29	15959	1	0	434	189	90	23
30	15959	1	0	434	189	90	23
31	15959	1	0	434	189	90	23

- Yet, despite all advances in multi-step coding processes, **robust statistical methods of activating such data** are missing.
- The ability to deploy such statistical methods, **beyond merely counting the coded themes**, can allow business managers to make more confident business decisions.
- And **unless the right questions are asked**, we may never harness the power of consumer voice.

# THE QUESTIONS WE SHOULD ASK:

**DO CODED THEMES  
REALLY HAVE A  
MEANINGFUL AND  
SUBSTANTIVE  
RELATIONSHIP WITH  
THE OUTCOME?**

**DO WE CONTINUE TO  
BELIEVE THAT MORE  
MENTIONS EQUATE  
TO GREATER  
IMPORTANCE?**

**DO NEGATIVE  
AND POSITIVE  
SENTIMENT HAVE  
THE SAME  
IMPORTANCE?**

## WE DESIGNED A SOLUTION TO HELP ANSWER THESE QUESTIONS

OUR APPROACH LEVERAGES **QUANTIMENT™**, A MACHINE LEARNING APPROACH TO ANALYZING CODED COMMENTS.

It inputs coded text-data to draw meaningful statistical relationships with an outcome measure of interest. The coding can be done by human coders, automated processes, or a mix of the two.

# TO BE SUCCESSFUL, THE DATA MUST HAVE



**AN AGREED-UPON OUTCOME MEASURE OF INTEREST**  
*(e.g. NPS)*



**SPECIFIC AND ACTIONABLE THEMES PROVIDED BY THE CODING PROCESS**



**+VE AND -VE SENTIMENTS ASCRIBED TO THE THEMES**  
*(where applicable)*



# THE APPROACH USES COMPLEX MATHEMATICS TO PROVIDE ROBUST SOLUTIONS



- The tool analyzes the **difference in outcome measure**, among those that provide a comment vs. not
- A **larger difference suggests greater importance** of the comment in influencing the outcome measure
- The estimated importance is also influenced by the **incidence of the comments**
- The process is then **repeated** for all codes, with positive as well as negative sentiment
- The comments can then be **prioritized** by their **degree of influence** on the outcome measure

# THROUGH OUR PROCESS, WE EXAMINED FIVE WELL-ACCEPTED BELIEFS

01

We typically find a meaningful **relationship** between the **comments and the outcome measure of interest** (e.g. NPS)

02

Collectively, the coded comments (and the accompanying sentiments), are typically able to **explain adequate variance** ( $R^2$ ) in the outcome measure

03

The analyses also typically picks up the **relationship among the various comments** themselves

04

We commonly find that **negative (not positive) comments have a larger influence** on the outcome measures

05

Analyses often demonstrate that a **greater number of comments are not reflective of importance**—some infrequent themes might have greater power in influencing the outcome measure (e.g. NPS)

## CASE STUDY

# OUR CLIENT NEEDED TO IMPROVE ITS NPS SCORE & IDENTIFY THE MOST IMPORTANT ATTRIBUTES

We frequently observe that Greater frequency of a comment type **does not** mean greater importance.

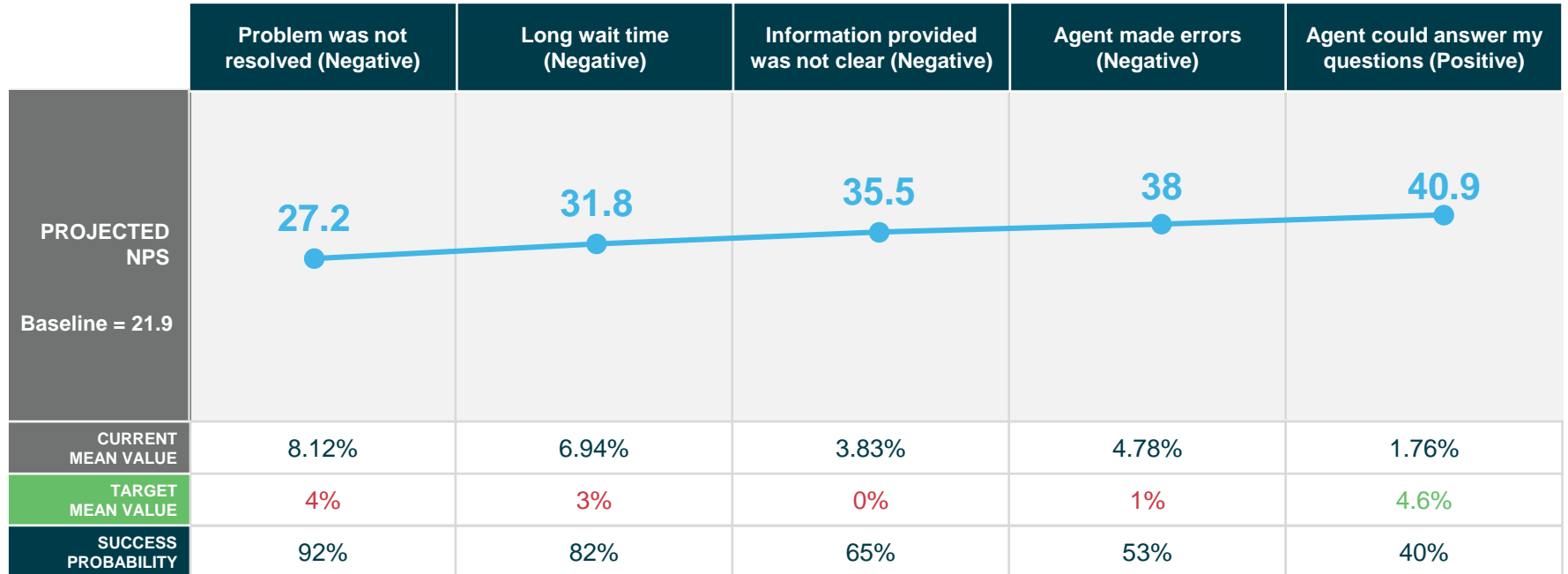
COMMENT THEME	QUANTIMENT™ RANK	FREQUENCY RANK
● Problem was not resolved <sup>^</sup>	★ <input type="text" value="1"/>	10
● Long wait time	2	5
● Information provided was not clear	3	11
● Agent made errors	4	8
● Agent could answer my questions <sup>^^</sup>	5	6
● Agent lacked sense of ownership	6	12
● Did not have easy access to my information	7	9
● Refund policy was opaque	8	3
● Problem was resolved effectively	9	4
● Rep has a professional attitude	10	2
● Short wait time before I could speak to an agent	11	★ <input type="text" value="1"/>
● Agent owned my problem	12	7

<sup>^</sup>Comment with a negative sentiment <sup>^^</sup>Comment with a positive sentiment

## CASE STUDY

# THEY ALSO NEEDED TO KNOW SPECIFIC TARGETS & SEQUENCE OF IMPROVEMENT INITIATIVES FOR ACTIONABLE GOAL SETTING

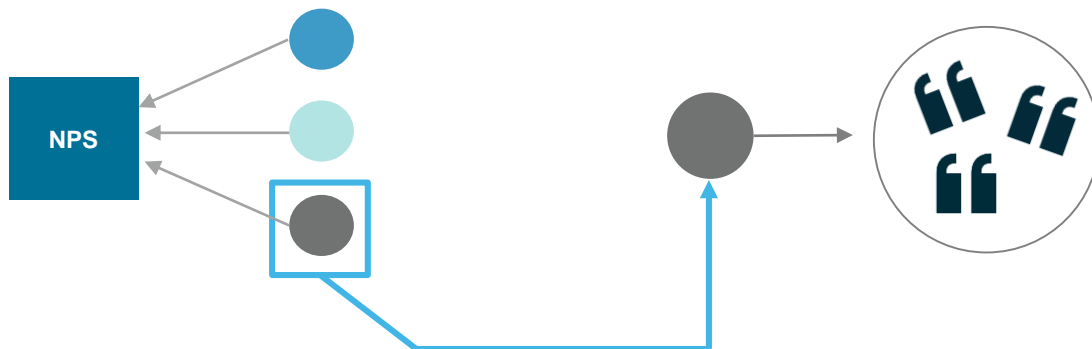
In this example, the stakeholders can follow the steps left to right to see how the NPS score is expected to change, with initiatives in place, to change the frequency of comments provided by the respondents.



UNDERSTANDING THE CONTEXT OF AN ATTRIBUTE SHOWS THE FULL  
PICTURE SO YOU CAN TAKE THE RIGHT ACTION

## WHAT DOES THIS LOOK LIKE?

**First**, we create a **quantitative model** (Key Driver Analysis) to **define attribute-based drivers** of the outcome measure (e.g. NPS).



**Then**, for our **top drivers**, we deploy **Quantiment™** that have the top drivers as outcomes, and results from open end data as inputs.

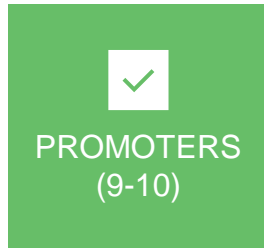


What's the benefit?  
We bring to life the context of an attribute through the **voice of customers**. This helps the process of moving from **insight to action** by reviewing unfiltered customer feedback in their own words.

WE ALSO HELPED IDENTIFY THE STRATEGIES THAT COULD MOVE FRINGE  
CUSTOMERS

Moving **fringe passives** to **promoters** requires a focus on more overall relationship building efforts and messages:

- Show me that you are a firm I can trust
- Know me
- Understand me



Moving **fringe detractors** to **passives** requires fixing broken processes and customer interactions:

- Provide timely resolution
- Offer reliable service
- Offer defect free products



# MOCK ONLINE SIMULATOR

Please reach out to Kunal Gupta at [kunal.gupta@burke.com](mailto:kunal.gupta@burke.com) to view Burke's online simulator.

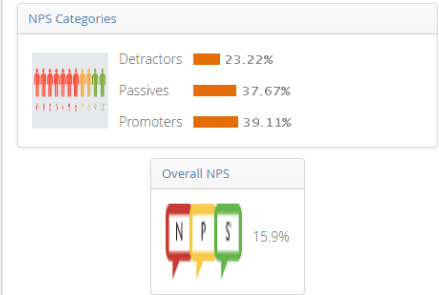
Each of these is a text-analysis code, along-with the associated sentiment. Change the values on a range of 0-1 by using the slider, or typing in the text-box, to see simulated changes in 'top-2-box' scores on the right side of the simulator.

The simulator interface displays a grid of sentiment sliders. Each slider is associated with a specific sentiment category and a mean value. The categories and their mean values are as follows:

Sentiment Category	Mean Value
Wait Time - Negative	0.0462889066
Friendly Staff - Positive	0.0383080607
OnlineBankingNeg	0.0175578611
Choice of Products - Positive	0.1061452514
Choice of Products - Negative	0.0295291301
Familiarity With Firm - Positive	0.0295291301
Helpful Staff - Negative	0.0295291301
Website - Positive	0.0255387071
Helpful Staff - Positive	0.0247406225

Each slider includes a 'Mean' label, a slider control, and a text input box containing the mean value. Below each slider is an 'Observed' checkbox.

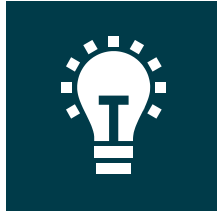
After you make changes to a measure on the left side of the simulator, the Observed box will automatically be selected and the code will drop to the bottom half of the panel.



This is the "results / output" section. It shows the changes to the there NPS categories, as well as to NPS, for simulations made to measures on the left side of the simulator.



# HARNESS THE CONSUMER VOICE BY:



## USING THE UNFILTERED CONSUMER VOICE TO IMPACT CHANGE

In doing so, it is able to help decision makers **prioritize** improvement opportunities



## ENHANCING THE USE OF UNSTRUCTURED DATA

And in the world of big data, such source of **consumer feedback continues to grow**



## DEBUNKING WELL ACCEPTED BELIEFS

Does greater frequency truly mean “higher importance”?



## IMPLEMENTING A QUICK & EASY APPROACH

**Asking the questions we should be asking** should become the new-normal for analyzing feedback obtained from customer comments

*Thank you*