

Voice of Customer (VoC) – Practical Checklist

1. PURPOSE – WHY ARE WE DOING VoC?

- Clear business question defined
- Decision that VoC must inform identified
- Executive sponsor named
- “Nice-to-know” questions removed
- Success criteria agreed

REALITY CHECK: If no decision depends on this, don't run VoC.

2. SCOPE – WHO ARE WE LISTENING TO?

- Target segments defined
- Decision-makers and users included
- Lost deals / churned customers included
- Heavy users included
- Internal bias removed from sample

REALITY CHECK: Comfortable customers validate. Critical customers guide.

3. INTERVIEW DESIGN – ARE WE READY?

- Interview guide prepared
- Open questions tested
- Leading wording removed
- Technical jargon simplified
- Logical interview flow agreed

TEST:

- Could this be answered with yes/no? → Rewrite
- Does it suggest the “right” answer? → Fix

4. CONVERSATION QUALITY – ARE INTERVIEWS REAL?

- No selling allowed
- Interviewer understands customer context
- Permission to record obtained
- Silence used deliberately
- Active listening applied

REALITY CHECK: If it feels like sales, it is.

5. LISTENING DISCIPLINE – ARE WE HEARING MEANING?

- Frustrations captured
- Workarounds noted
- Emotions explored
- Buying friction surfaced
- Decision dynamics understood

REALITY CHECK: Facts tell you what happened. Emotion tells you why.

6. INSIGHT GENERATION – ARE PATTERNS EMERGING?

- Interviews summarised
- Themes identified
- Contradictions highlighted
- Signal separated from noise
- Insights documented clearly

REALITY CHECK: Data becomes insight when it changes your mind.

7. DECISION TRANSLATION – WILL ANYTHING CHANGE?

- “So what?” discussion held
- Trade-offs defined
- Opportunities sized
- Owners assigned
- Action plan created

CORE QUESTIONS:

- What must we start doing?
- What must we stop doing?
- What must we do more of?
- What must we do less of?

8. LEADERSHIP IMPACT – ARE DECISION MAKERS EXPOSED?

- Verbatim quotes used
- Audio / video clips played
- Friction made visible
- Customer reality understood

REALITY CHECK: If leadership feels comfortable, something is wrong.

9. CLOSE THE LOOP – DO CUSTOMERS SEE ACTION?

- Feedback acknowledged
- Changes communicated
- No-change explained honestly
- Trust reinforced

REALITY CHECK: Listening without responding erodes credibility.

10. CONTINUITY – IS VoC A DISCIPLINE?

- Regular cadence defined
- Ownership assigned
- Strategy influenced
- VoC embedded in governance

REALITY CHECK: One project = insight. Repeat discipline = advantage.

FINAL TEST

If your VoC does not:

- challenge assumptions
- disrupt plans
- influence budgets
- change decisions

…you don't have Voice of Customer. You have Voice of Comfort.