

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.