



Everyday Voice of Customer (VOC)



How to capture
insights from *every*
customer interaction



Webinar sponsored by:





Moderator
Elizabeth Gooding
Inkjet Insight

Welcome Returning Experts!



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Get the most from your time with us!

SEND US YOUR QUESTIONS DURING THE WEBINAR

Question control is in the lower left corner

- There is a Q&A at the end
- We may also answer some during the presentation

Webinar video replay will be uploaded later today.

The battle between every startup and incumbent comes down to whether the startup gets distribution before the incumbent gets innovation.

**Alex Rampell
A16Z, Partner**

Everyday VOC

How to capture insights from *every* customer interaction



1. Two Goals for Everyday VOC

2. B2B customer outcomes

3. Listening skills

4. Advanced probing skills

5. After your VOC...

Everyday VOC

Two roles for the modern sales professional...

Situation questions
Problem questions
Implication questions
Need-payoff questions

Probing questions are key to great selling

1. Selling

NEIL RACKHAM
SPIN
SITUATION · PROBLEM · IMPLICATION · NEED-PAYOFF
SELLING

THE BEST-VALIDATED SALES METHOD AVAILABLE TODAY. DEVELOPED FROM RESEARCH STUDIES OF 35,000 SALES CALLS. USED BY THE TOP SALESFORCES ACROSS THE WORLD.

Monitored 35,000 sales calls
Foundation for “consultative selling”

Everyday VOC

Two roles for the modern sales professional...

How do we know when
to launch a NPD project?



We introduced the
concept of “Market
Scouting” in 2015

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2. Learning

For new product
development

Discovery
Interviews

Uncover
unmet
customer
needs

Preference
Interviews

Prioritize
unmet
customer
needs

Imagine you make glass for phone displays...

How would customers think of Crack Resistance?

↑
Intensity
of
Customer
Need



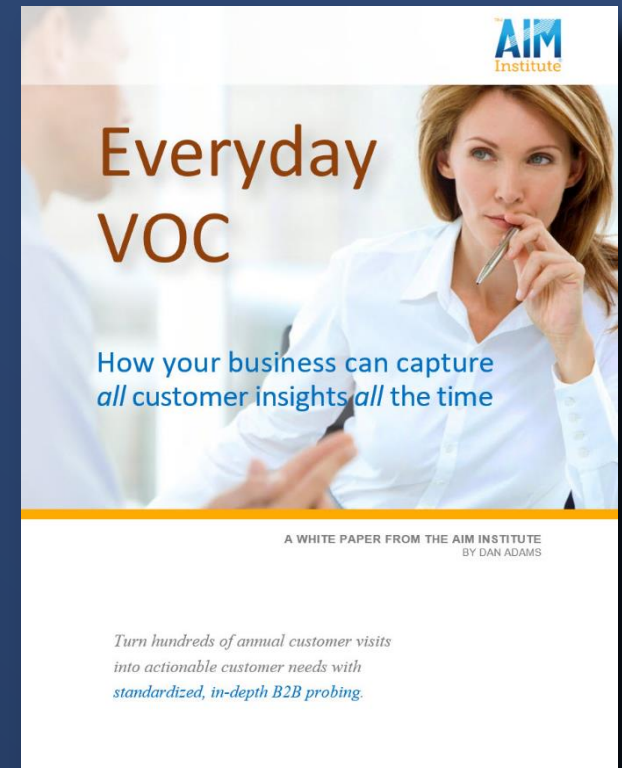
→
Time

Sponsored by: The AIM Institute

Pioneering breakthrough, step-by-step processes that harness the power of customer insight to drive innovative B2B product development.

Visit <https://theaiminstitute.com/>

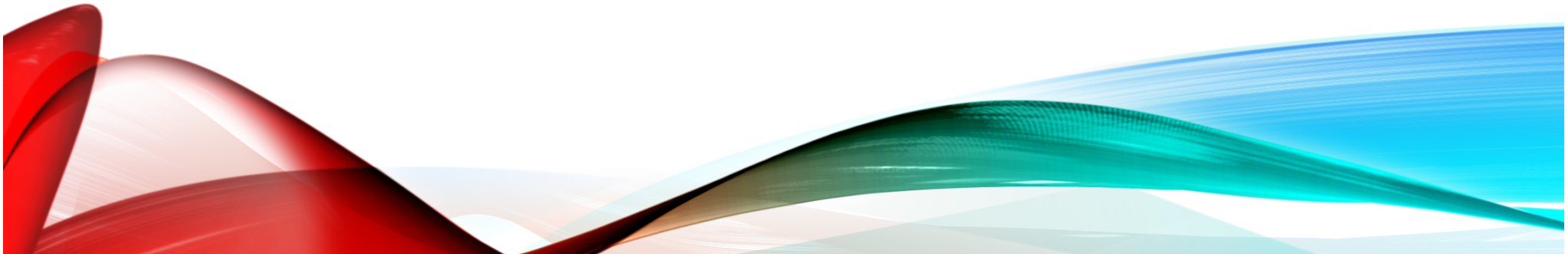
Download the Everyday VOC white paper
www.EVOCpaper.com



Superior Innovation in Product Development

Inkjet Considerations

- What topics do you have these conversations around?
- Who should we have these conversations with?



Conversation Starters: Trends

Environmental

Air effluents / VOC regulations

Increase in material recycling

Heavy metal regulations

Landfill waste reduction

Use of biodegradable materials

Circular economy

Net zero carbon emissions target

Global warming

Economic

Low labor costs in Asia

Consumer demand in China

Relaxation of global tariffs

Rising energy costs

Raw material costs

Work from anywhere

Supply chain disruptions

Sell then make business models

How might these trends impact your future needs?

FUTURE OF YOUR BUSINESS

New raw materials

Industry 4.0

Artificial Intelligence

Digital transformation

Virtual reality

Increased use of the internet

Advances in biotechnology

New composite materials

Technology

Mass customization

Fashion / color / design trends

Increase in e-commerce

Desire for unique experiences

Terrorism & homeland security

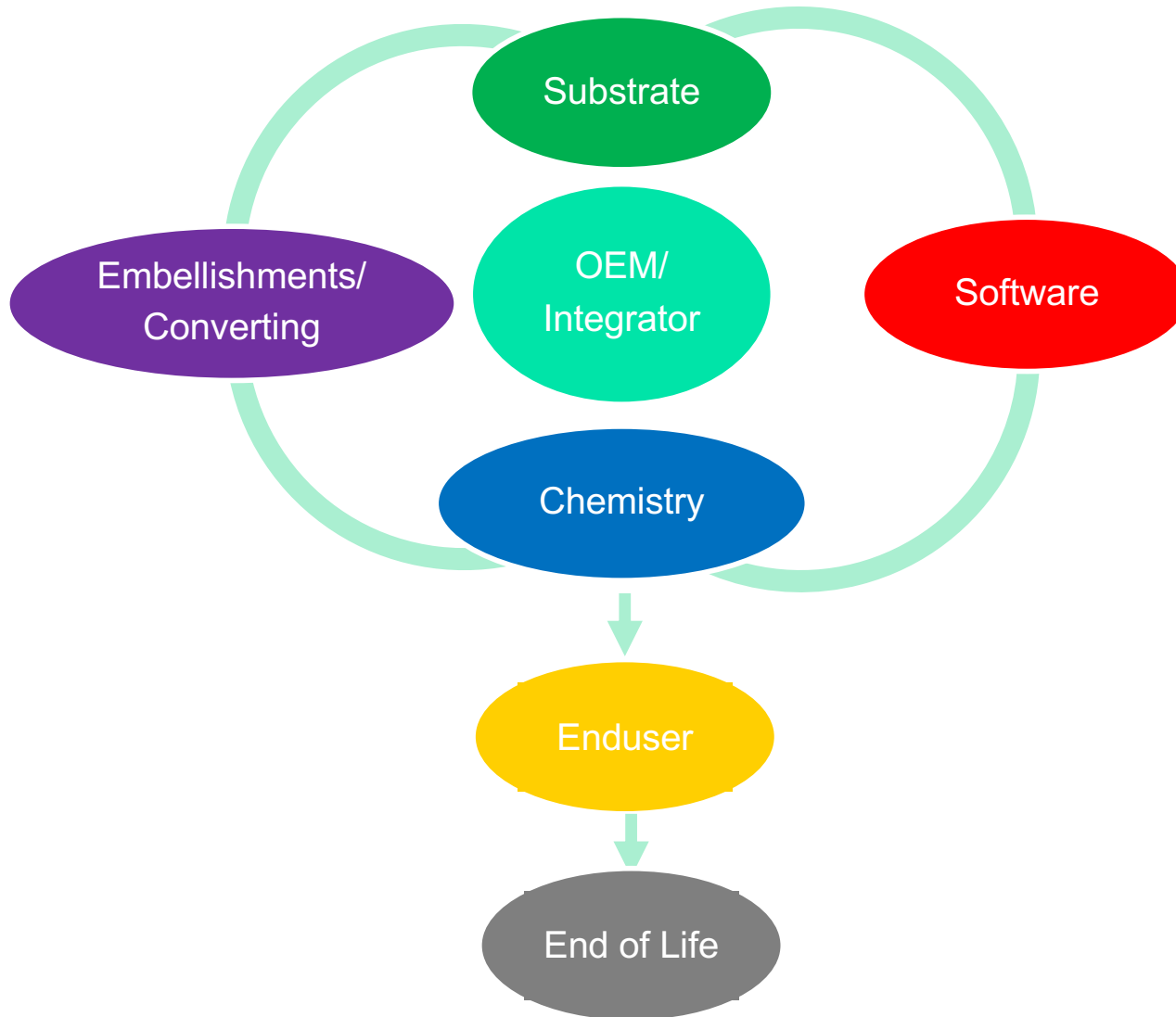
Global pandemic

Population growth in Asia

Aging populations in US / Europe

Demographic / Other

Conversation Starters: Value Chain



Everyday VOC

Two roles for the modern sales professional...

Great Probing

“Tell me about your problems”

The *same* probing
can lead to sales
now *or* sales later.

1. Selling

NEIL RACKHAM
SPIN
SITUATION · PROBLEM · IMPLICATION · NEED-PAYOFF
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—THE WORLD.

2. Learning

Front End of
Innovation

Discovery
Interviews

Uncover
unmet
customer
needs

Preference
Interviews

Prioritize
unmet
customer
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Everyday VOC

How to capture insights from *every* customer interaction



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People don't want to buy a quarter-inch **drill**. They want a quarter-inch **hole**.

-Theodore Levitt

Job-to-be-done
(customer task/objective)

TO IMPROVE
JTBD

Outcomes
(better JTBD results)

- Minimize time to drill
- Minimize effort to drill
- Minimize "seizing"
- Minimize splintering
- Minimize burn marks
- Max. bore smoothness

Solution
(our product)

In B2B, either...

Process-related

Product-related



When speaking to customers:

Your probability of success is proportional to the mental energy you focus on their **jobs-to-be-done & **outcomes**.**

Corollary:

... and *inversely* proportional to the mental energy you focus on your **solutions.**

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B2B customers can *always* explain their outcomes...



can usually offer
more insight than



So What?

B2B Customers...

1. Knowledge

are able to help a supplier design better products.

2. Interest

are willing to help suppliers design better products.

3. Objectivity

make rational, stable & understandable decisions.

4. Foresight

can discuss their needs before seeing a prototype.

5. Concentration

can be directly *engaged*... and primed to buy later.

Let's make **outcomes** the unit of customer insight.

Examples **Outcomes** for the... JTBD of wide format textile printing...

Minimize unsold inventory

**Minimize unusable
substrate/job waste**

**Minimize deliver delays
consumer order to receipt**

**Minimize manufacturing
complexity**

**Minimize cost to print /
square meter**

Minimize feel of ink

Minimize environmental impact

Pure black

When your customer speaks...



Outcome

Value is obvious
Stable over time

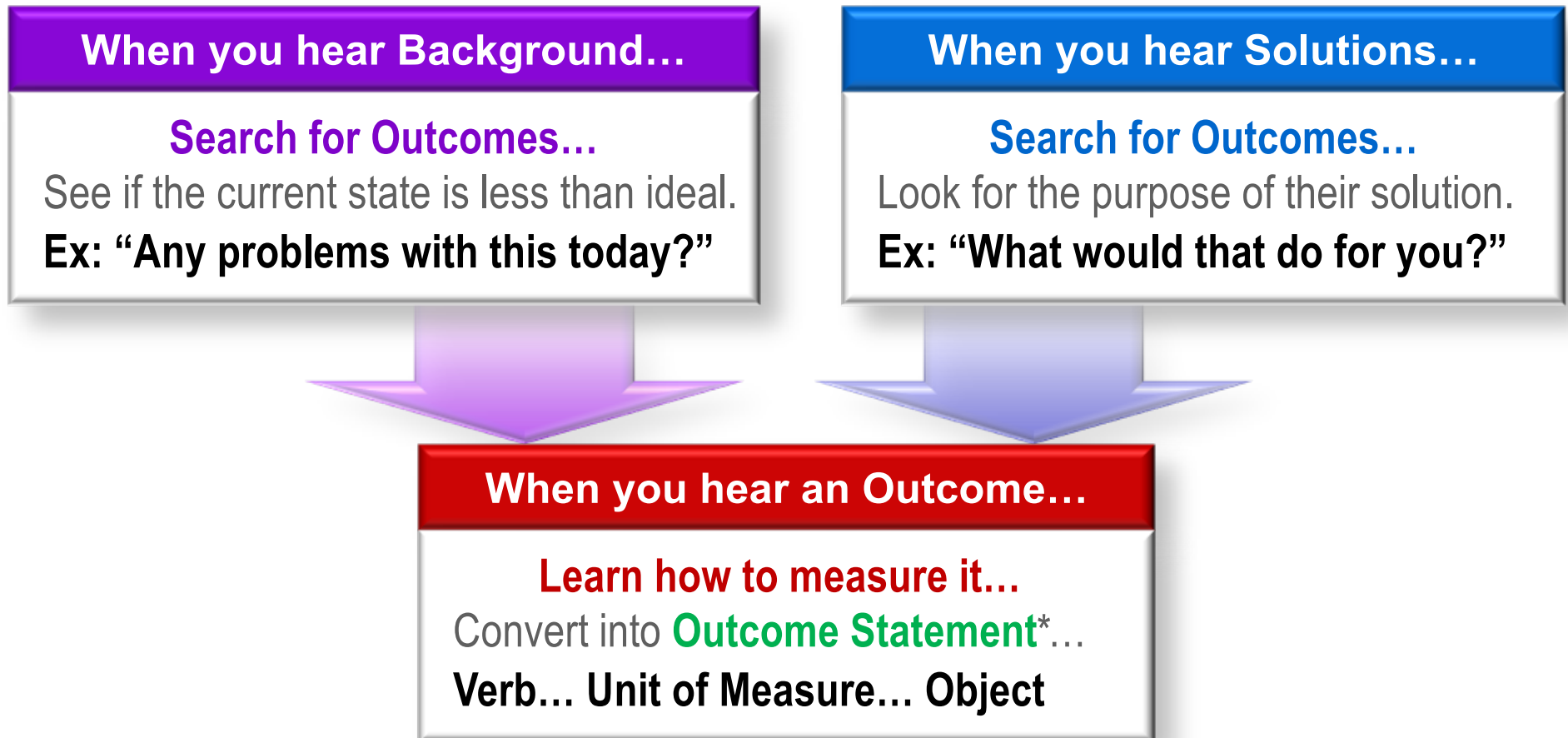
Solution

One way to deliver outcome
Might not be the best way

Background

History, descriptions, trends...
Outcomes may be buried within

Probing to Outcomes



Example: “Minimize time required to diagnose diseases”

Verb Unit of Measure Object

*Source: *What Customers Want* by Tony Ulwick

Outcome Statements Simplified

“Minimize time required to diagnose diseases”

Verb

Unit of Measure

Object

Verb

Unit of Measure

Most Cases:

Minimize
or
Maximize

+

Time,
Number,
or
Likelihood

Inkjet Considerations

- How do your sales and technical teams report customer data today?
 - Solutions?
 - Problems?
 - Desired Outcomes?
 - They don't.



Everyday VOC

How to capture insights from *every* customer interaction



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5. After your VOC...

Two Parts to Listening



The **PEAR** Method



1. Posture

2. Expression

3. Activity

4. Response

Click below to play...e-Module 11, Slides 14-16 (5:00)

The **PEAR** Method

4. Response



Everyday VOC

How to capture insights from *every* customer interaction



1. Two Goals for Everyday VOC

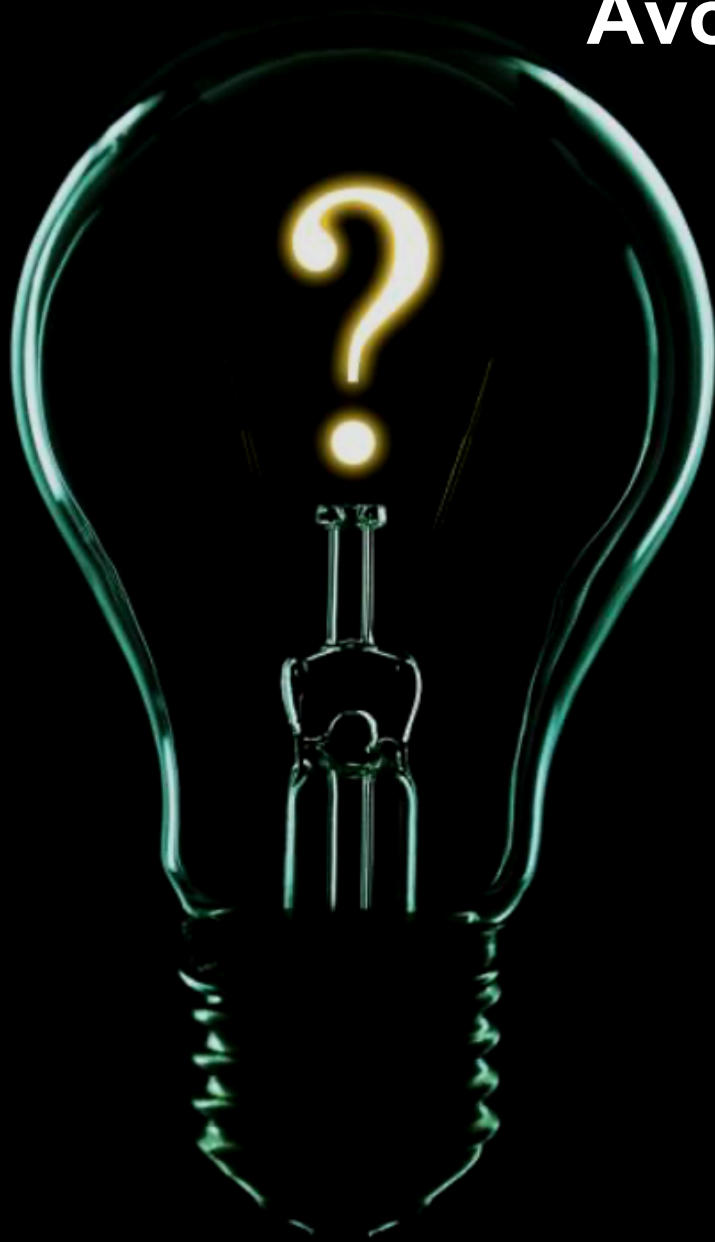
2. B2B customer outcomes

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Avoid 8 Low-Lumen Questions



1. Closed-ended

2. Biased or leading

3. Outside of expertise

4. Long, complex

5. For example...

6. What would you pay?

7. Sensitive information

8. Heavily scripted

High-Lumen Examples

What would that do for you?

Why is this important to you?

How big an opportunity is that?

Who makes that decision?

When does this usually happen?

Where does the problem show up?

6 Open-Ended Questions



And How and Where and Who.

- Rudyard Kipling

**When you don't know
what you don't know**



**Masters
of
Discovery**

WHAT

WHY

HOW

WHO

WHEN

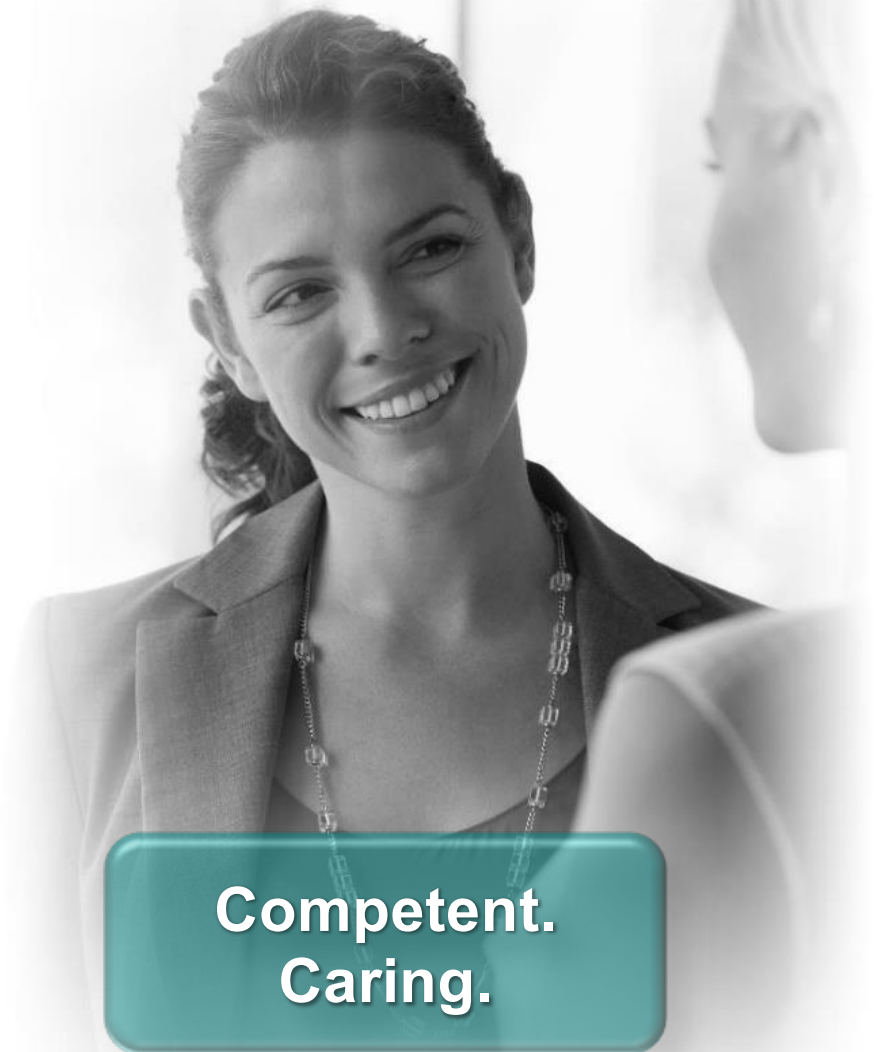
WHERE

So what should we ask customers about?

Hint: *What they want to talk about*



Let's drop our
questionnaires.



Competent.
Caring.

Click below to play...e-Module 12, Slides 13-20 (8:02)



When you're probing in the "learning" mode, avoid 2 pitfalls...



Advanced Probing

How do we “go deep,”
below surface issues?

Advanced Probing... Ask **“WHAT”** and **“WHY”**

Imagine interviewing business travelers about “improved taxi service” ...



And you heard...

“Sometimes there’s no seatbelt in the taxi.”

Advanced Probing... Ask “**WHAT**” and “**WHY**”

Observation

WHAT: “Can you describe this?” or “So it’s completely missing?”

WHAT: “How often does this happen?” or “When do you usually see this?”

WHAT: “And how often in other regions?” or “How about other places?”

WHY: “How does this impact you?” or “What problems does this cause you?”

WHY: “Any other issues with no seat belt?” or “So it’s a policy issue?”

Implication

Sometimes there’s no seatbelt in the taxi.

Sometimes the belt is there, but it’s stuck.

Probably about 10% of time in N.A., Europe & Japan.

Outside these areas... up to half the time.

This is against company policy ... I should wait for a new cab.

It also makes me nervous... especially when weaving through traffic.

After your probing, you’ll **CLARIFY** with an Outcome Statement.

Everyday VOC Guide

Questions for any B2B customer interaction

Any (other) **problems** you're seeing?

- or ... What would your ideal world look like?

WHAT

Could you **describe** the problem?

- Where does it take place?
- What people / equipment / surroundings are involved?
- What's it look like? Sound like?

When does this happen?

- How often does it happen?
- How long does it last?
- What's the sequence / steps / order of events?

WHY

How does this **impact** your business?

- How big of a problem is this? / How severe?
- Who does this impact?
- Anything you'd like to see faster / better / cheaper?

Anything else I should know about this problem? (optional)

CLARIFY

Outcome Statement: Are you saying you'd like to...

- Minimize (*time to calibrate equipment*)
- Maximize (*resistance to corrosion*)
- Other verbs also OK: Ensure... Provide... Prevent...

Any other **problems**?

- or ... Anything else in your ideal world?

REPEAT FOR NEXT PROBLEM

Use this guide to **practice** and during **virtual** VOC.

WHAT

WHY

CLARIFY

Everyday VOC Guide

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- How often does it happen?
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- What's the sequence / steps / order of events?

How does this **impact** your business?

- How big of a problem is this? / How severe?

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Everyday VOC Guide

Questions for any B2B customer interaction

Any (other) **problems** you're seeing?

- or ... What would your ideal world look like?

Could you **describe** the problem?

- Where does it take place?
- What people / equipment / surroundings are involved?
- What's it look like? Sound like?

When does this happen?

- How often does it happen?
- How long does it last?
- What's the sequence?

Repeat for next problem.

How does this **impact** your business?

- How big of a problem is this? / How severe?

W
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Inkjet Role Play

- Elizabeth is a production inkjet customer
- Kelly works for an OEM and wants to understand the challenges inkjet technology faces to gain deeper market penetration in graphic arts printing



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Send your notes in 2 directions...

CLARIFY **Maximize crack resistance of phone displays:**

Phone displays are getting larger, and this is leading to more customer complaints about cracking. For every doubling of display surface area, the likelihood of the glass cracking goes up 4 times.

Phone producers, e.g., Apple, are concerned this will significantly increase their warranty costs. They've been asking for solutions that don't increase the phone weight and have little cost impact.

WHAT

WHY

Your customer contact

1. This lets them correct you.
2. Demonstrates your interest.

Your CRM database

1. Useful for your own follow up.
2. Critical to Market Scouting.

Inkjet Consideration

- How do you store insights from customer interactions?
- How are these insights mined, synthesized and converted into innovation action plans?



How customers think of crack resistance



Reluctant Engaging Partner Disengaging Reluctant

How does this fit with new product development?



You observe rising needs for one or more outcomes



You target the “cluster of “customers” & their Job-to-be-Done



You interview these customers to prioritize all their outcomes

© The AIM Institute

Don't launch a new-product project based *only* on market scouting. You need to hear **all outcomes and **prioritize them** in unbiased way.**

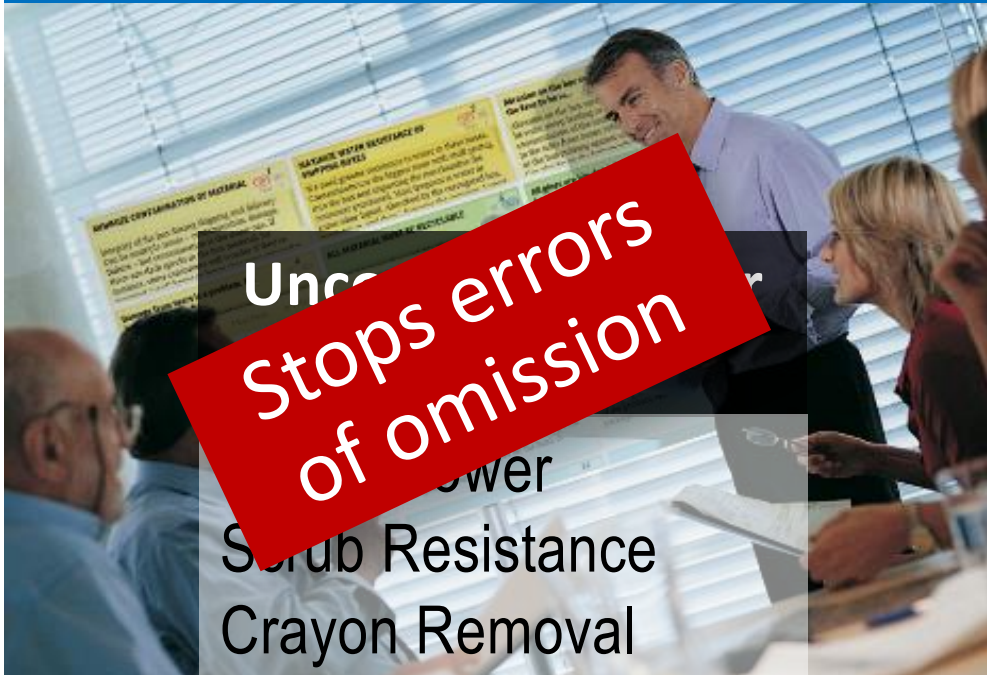
New Product Blueprinting (B2B-Optimized VOC)

Discovery Interviews

Qualitative

Preference Interviews

Quantitative

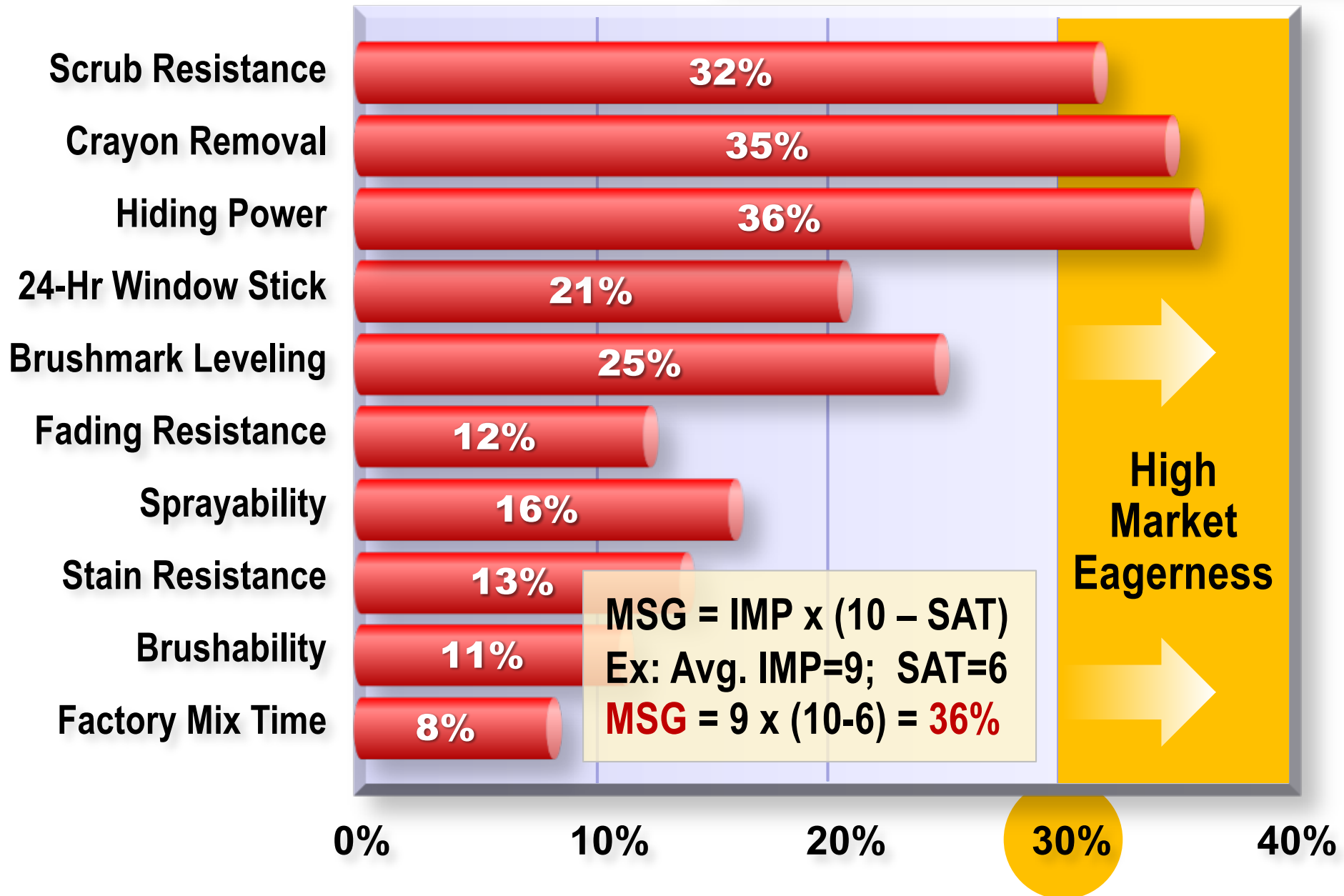


Diverge

Converge

Market Satisfaction Gap

Eliminate most commercial risk



Inkjet Discussion

- How often does your organization gather voice of the customer data?
- Is the data...
 - Qualitative? Quantitative? Both?
- What would it do for your organization and inkjet adoption overall to implement an everyday voice of customer process?





**What is Custom
Inkjet and Why
Should You Care?**

[Register Now](#)



Upcoming Inkjet Explainers

Learn how custom solutions raise the bar on what is possible with inkjet and about new trends in inkjet component architecture raising the bar for integrators and OEMs.

Tuesday, April 25th at 1 p.m. ET



With Mark Bale
Director Inkjet Integration DoDxAct
and
Elizabeth Gooding, Inkjet Insight

Questions?

Inkjet Insight provides valuable tools and resources to help companies objectively **evaluate** the potential of inkjet for their business, **optimize** their operations and **grow** their businesses using production inkjet.

Our Message to Printers, OEMs and the Industry at Large
Evaluate. Optimize. Grow.
Repeat