



Religence on Why Ask WHY?

To be customer-focused, you need to ask your customers, WHY? Voice of the Customer (VoC) research helps you know why your customers value your offering. Why they need what they need, why they purchase. Why they purchase from you, not your competition. Why they stay with you. Or why they'd leave if they could. Why they tell others about you. Or why they don't.

The answers to WHY lets you know where you stand with customers; helps you know what to promise, what to deliver to strengthen your relationships; gives you the nuance you need to differentiate your product/service in the marketplace. With WHY you increase the likelihood customers will buy what you have to sell—again and again.

Asking top priority customers WHY in in-depth, one-on-one Voice of the Customer interviews brings more nuance, meaning, and intelligence to WHAT you are selling, WHO you are selling it to, and HOW you deliver what you sell. Voice of the Customer research augments traditional research in product/service development, market assessment, process improvement, customer satisfaction, and customer feedback tracking to make it more actionable, powerful, and relevant. Through the Religence Framework for Customer Relationship Intelligence (CRI), Voice of the Customer feedback is linked to strategy execution and operational results in our operational CRI tracking system.

Research Area	Typical Question	Primary Focus	What's Changing	Why Ask WHY	What's Next
<u>Product/Service Development</u>	WHAT	Incremental improvement/modification typically	Designed-in opportunities for positive interactions	Identify right opportunities for customer interactions	Correlate usage to operational results
<u>Market Assessment</u>	WHICH WHERE WHEN WHO	Target most likely prospects	Confirm what appeals to key prospects for effective positioning	Inform customer relationship strategy decisions	Evaluate customer relationship strategy for profit potential in strategy execution

<u>Process Improvement</u>	HOW	Processes for internal “customer” more often than for the external customer	Include the external customer as well	Informs value creation mapping	Collect process improvement intelligence in real time for improved operational results
<u>Customer Satisfaction</u>	HOW	Performance of the company and its people	Understand performance from the customer perspective	Determine how well top priority customers feel they are being served	Link customer interactions in strategy execution to attitude and perception research Set up alerts
<u>Customer Feedback Tracking</u>	WHAT HOW	Demand, performance, and brand equity ratings/ personalization	Orchestrate the explosion of customer feedback data. Avoid survey fatigue.	Direct and calibrate customer research programs	Track customer interactions in real time to correlate what people DO with what they SAY. Systematically calibrate customer relationship status with performance.

When you ask WHY, be prepared to ACT. Only ask customers WHY if you’re going to listen to them or do something with what they may suggest. If you don’t act, it is worse than not asking in the first place—you’ve wasted customers’ time and set expectations. That is why it is important to ask WHY of the customers you’d like to have more of—the ones who contribute most to profit now or those you think will do so in the future or are otherwise customers you’d like more of. Find out what appeals to them and works for them or doesn’t. Fix what doesn’t. Use what they tell you, to tell others why they are happy with you. Like attracts like. If you’re losing top priority customers or they are unhappy with you, find out WHY.

People appreciate being asked WHY. It shows you care. Isn’t that what a relationship with your customers out to be about?

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