# Your Customers Know How to Increase Your Profits.

*But Do You Know How to Listen?*

## Contents

## Introducing Text Analytics and Enterprise Feedback Management

You've heard again and again that the cost to acquire a new customer is 5 to 20 times the cost of holding on to an existing one.[1] But did you realize that even a 5% improvement in customer retention can boost profits as high as 85%?[2]

Retaining a loyal, consistent customer base starts with understanding your audiences' needs, concerns, problems, fears, and aspirations. Listening to your customers will tell you everything you need to know about how to make them happy. So then why do so few companies listen to their customers and learn from them how to adapt their operations accordingly?

The truth is that opportunities are often missed because we are broadcasting when we need to be listening.

The formula is simple:
1. Listen—Collect and analyze your customer satisfaction data.
2. Learn—Determine which specific service processes need improvement.
3. Adapt—Improve those processes.

That's harder than it sounds—especially if your enterprise engages in thousands of transactions each day. Listening to and reading customer feedback, tagging comments, and then compiling and analyzing it all in time to react to issues as they emerge is a tall order. One client estimated that they spend 10,000 hours a year doing just that, and barely scratched the surface.

Fortunately, the advent of sophisticated text analytics technology allows enterprises to collect insights from every communication channel and mine these voice and text comments for opportunities to improve. These advanced "voice of the customer" solutions can review every phrase offered in website interactions, call center conversations, and even social media to alert you to specific issues and broad customer-satisfaction trends.

The best of these systems augment feedback with customer surveys that elicit free-flowing verbal comments on the phone or text input on the web. These open-ended responses are where customers are most likely to say the things they'd never say to a manager's face. These systems are designed with the quiet customer in mind, ensuring anonymity and requiring just a few minutes to complete.

Best of all, these automated systems gather ongoing feedback for a fraction of the cost of occasional paper or live surveying.

*Big data is both a blessing and a curse. The constantly building data set provides more information than ever before to identify and learn about customers, but with a volume and complexity...not previously encountered. To address this growing opportunity, (companies) should look to text analytics for help.[3]*

—Forrester Research

**Text Analytics Terms**

Text Analytics—Techniques for extracting and analyzing information in text. In simplest terms it means turning text into data. The word "text" can be misleading, because text analytics can also be applied to audio content.

Voice of the Customer—The overall process of capturing customers' qualitative experiences and feedback.

Enterprise Feedback Management (EFM)—An enterprise-wide commitment to systematically collecting, analyzing, consolidating, and using all sources of feedback to improve business and profitability. EFM includes aggregating feedback as well as disseminating real-time, readily usable information across the company. Some companies call this "customer experience management" or "corporate feedback systems."

Natural Language Processing (NLP)—Teaching a computer to think like a human and determine the true meaning of words and phrases. NLP is critical to maximizing the value of unstructured responses.

Structured vs. Unstructured Questions and Comments—Structured questions have clear, finite answers—think of multiple-choice or yes/no questions. Unstructured questions are open-ended and invite the free flow of ideas. These questions and their answers are where consumers will really let you know what they think and why.

**Bolstering Basket Size**

This specialty retailer wanted to increase their average purchase size—historically $31 per visit—and woo premium brands by demonstrating a commitment to service excellence.

A free gift with each customer's next $35 purchase, coupled with a telephone survey, helped achieve both goals. The bounce-back more than covered the incremental survey and analysis cost, as well as the incentive gift.

What's more, by instituting ongoing customer surveys, service lapses are immediately identified. Unsatisfied customers quickly receive personal phone calls from the customer service team to resolve their issues and retain the lifelong value they represent.

## Seeking Out Insights—Why Even Bad News Is Good News

We'd love to hear nothing but praise from our customers, but when someone is upset, the best possible option is for them to let you know exactly what is causing their displeasure.

Handling complaints is not an easy or fun experience. Sometimes customers can get downright hostile. But these are the very customers you should be grateful for—at least they're willing let you know where you're falling short. Disgruntled guests help you improve your service and let you know how you compare to your competitors. Think of those rants as doing you a favor. If you know about a problem immediately, you can recover that customer before they defect to a competitor. Over time, you can seek out trends that will give you the opportunity to improve your business.

Research suggests, however, that about 50% of dissatisfied customers won't complain at the point of service, and very few will escalate an issue to a manager or the corporate office.[4] They want to avoid conflict, or they're convinced that no one will listen. They'll leave without saying anything, but you can bet they will tell their friends, neighbors, and Twitter followers. Soon, everyone is likely to know you have a problem, except you.

It might seem obvious, but if you don't know what your customers are thinking, a few things can happen…

- **They won't come back.** You'll lose their revenue, their lifetime value, and their word-of-mouth marketing. Your competitors will be happy to take them in.
- **They never forget.** They'll repeat the story over and over for anyone who will listen.
- **They'll tell someone else.** People need an outlet. If you don't provide it, they'll take it to Facebook, their blog, or the company picnic.
- **They'll hold a grudge.** After the complaint itself has been forgotten, the anger or embarrassment will remain. People are emotional, and they'll remember how they felt for a long time.
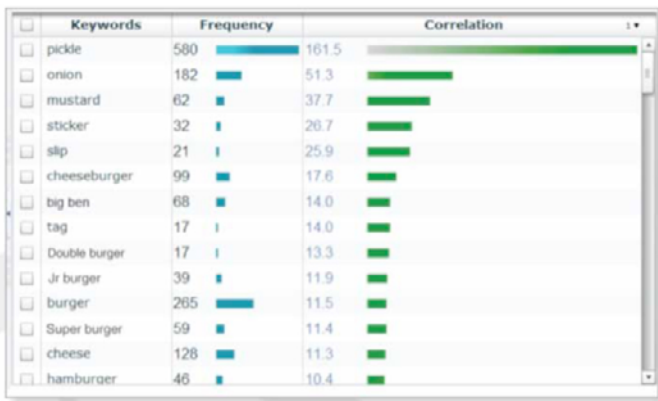
If you want to be sure that you're getting the benefit of all of your customers' experiences, you need to make it easy for guests to let you know what they think. Actively soliciting information might just make it easier for customers to complain, but that's exactly what you're looking for.

Some companies hesitate to delve into text analytics, explaining that their survey scores rarely change. But that's the best reason. Clearly, there's a need to dig deeper. Giving guests a forum for expressing themselves in open-ended responses will give you the insights a quantitative score never can. Think about it. You'll never infer "The food was cold," from a simple "two" rating on a scale of one to five.

**The Polarizing Power of Pickles**

"Order accuracy" is a big bucket, and can translate to a lot of things—unless you correlate accuracy issues with the frequent occurrence of specific words.

In seeking an explanation for one fast casual restaurant chain's low order accuracy ratings, one unexpected term was off the charts: Pickle.

| Keywords | Frequency | | Correlation | |
|---|---|---|---|---|
| pickle | 580 | | 161.5 | |
| onion | 182 | | 51.3 | |
| mustard | 62 | | 37.7 | |
| sticker | 32 | | 26.7 | |
| slip | 21 | | 25.9 | |
| cheeseburger | 99 | | 17.6 | |
| big ben | 68 | | 14.0 | |
| tag | 17 | | 14.0 | |
| Double burger | 17 | | 13.3 | |
| Jr burger | 39 | | 11.9 | |
| burger | 265 | | 11.5 | |
| Super burger | 59 | | 11.4 | |
| cheese | 128 | | 11.3 | |
| hamburger | 46 | | 10.4 | |

It could have been an issue with the wrong burger, the wrong size fries, missing items, you name it. But it turns out that customers who didn't want pickles were getting them anyway. And they weren't happy about it.

When it was pinpointed, solving the problem was relatively easy, thanks to focused training. In no time, pickle pickiness was no longer weighing down customer satisfaction.

## The Value of Listening—How Much Is Loyalty Worth?

Hundreds of books, white papers, and research projects have explored the correlation between satisfaction, loyalty and profits. This growing body of research supports simple common sense—that loyal customers drive a company's financial success.

Over time, satisfied customers can become loyal customers. As they receive consistently satisfying experiences, their trust and confidence increases. They keep coming back and start telling their friends. Revenue per customer increases as they buy

additional products and services, while the cost associated with acquiring new customers declines. In a nutshell—loyalty means higher revenues, more referrals, and lower costs.

Still, many companies don't really understand the long-term value of a loyal customer. They spend vast sums of money trying to attract new customers while neglecting the customers who are already giving them business. Similarly, they expend enormous resources on the hidden costs of employee turnover while they skimp on employee tools, training, and feedback.

Perhaps these companies don't recognize the difference between customer satisfaction and customer loyalty. Loyalty is a greater commitment than satisfaction, invoking a stronger emotional attachment. In fact, customers can be satisfied without being committed—without feeling loyal—and won't return or act as a reference to their friends. Research consistently proves this, with studies showing between 50% to 70% of lost customers reporting being "very satisfied" or "satisfied" just prior to defecting.[5]

**What's the difference between satisfied and loyal customers?**

| Satisfied customers... | Loyal customers... |
|---|---|
| Are focused on this transaction | Are engaged in a relationship |
| Negotiate price | Consider the overall value |
| Shop for bargains | Go to you first |
| Pay slowly | Pay on time |
| Point out problems | Forgive occasional mistakes |
| Are easily tempted by the competition | Are less inclined to switch |
| Don't tell their friends about you | Refer you to friends and family |

It's no surprise that research has consistently demonstrated a direct link between loyalty and profits. After reviewing volumes of company data, the Bain & Company loyalty practice determined that building loyalty in employees, customers, and investors must be a "litmus test of corporate performance."[6] And based on 5 years of research, professors at Harvard Business School clearly showed that when companies put employees and customers first, their employees are satisfied, their customers are loyal, and their profits increase.[7]

Perhaps the most telling, however, is that more than 70% of customers say they have taken their business elsewhere as a result poor service.[8] That's quite a lot of revenue to replace, especially when your customers are perfectly happy to tell you what they think—if you'd only ask them.

---

*Retail*
**Ignoring the No Cell Phone Policy—and Customers**

A perception of "unfriendly employees" could have had our clients scratching their heads. They hired polite people and trained them well. They had smart policies, such as a "no cell phone" rule, in place. So where was the disconnect?

When the data was analyzed, the problem revealed itself. The cell phone rule was being ignored and as a result, so were the customers waiting for assistance.

Armed with a clear course of action, the client was able to reinforce the policy and adjust their training to ensure happier, well-attended customers.

---

# Building Loyalty One Small Success at a Time

Loyalty, like respect, is earned—not just once, but over the lifetime of a relationship. At Mindshare, we've spent a lot of time on the front lines of customer service, and we've seen some of the great service leaders' philosophies validated day after day. One thing is clear—no matter how great your sizzle, if you can't get the steak right, your customer won't be back again.

J.W. Marriott labeled this "EIWO," for "everything in working order." He understood that making sure the shower is hot and the light bulbs work can be boring, but the biggest wins come from executing the basics. Who wants repetition and consistency? Your customers do.

The customer experience crosses five basic customer areas:
1. The product or service they came to buy
2. The person or team that delivered it
3. The process of doing business with your organization
4. The atmosphere, location or method that encompassed it
5. The confidence and reassurance they've felt during their experience

Former president Jan Carlzon of Scandinavian Airlines called these times that a customer comes into contact with any aspect of a business "moments of truth." Elaborating on how these moments impact the customer experience, he explained, "Last year, each of our ten million customers came in contact with approximately five SAS employees, and this contact lasted an average of 15 seconds each time. Thus, SAS is 'created' 50 million times a year, 15 seconds at a time. These 50 million moments of truth ultimately determine whether SAS will succeed or fail as a company."[9]

It's also important to recognize how easily a person's commitment can turn. In one industry survey, 83% of respondents said a triggering event caused them to sever a relationship with a provider. Many said they'd been with the company for a long time.[10]

Even when loyalty has been earned, it can't be taken for granted.

If you haven't already defined your customers' moments of truth, Forrester recommends mapping out common customer journeys to identify those moments that can benefit from additional effort. And if salespeople are essential players in those moments, they urge business to "make sure that dashboards and reports have highly relevant and timely insight for that audience, court champions in sales, and establish mechanisms to harness the voices of salespeople themselves."[11]

Ask yourself:
- What are the moments of truth for my company?
- Do we have a required performance standard for each one?
- Do our employees know what's expected of them?
- Are we delivering against the standards we've set?
- How can we be sure?

After that, there's a great deal a company can do to tip the scales in your favor. Of course, the first step is identifying who is loyal, satisfied, or dissatisfied, and then finding out why they feel the way they do.

Measuring what customers think and continuously gathering real-time feedback will provide the roadmap for fixing your deficiencies and emphasizing your strengths. And you can't just look at those who take the initiative to provide feedback themselves. Customer service research firm TARP Worldwide has found that, while 50% of consumers will complain about a

problem to a front-line person, the problem is unlikely to go any further. Only 1% to 5% of consumers will escalate the issue to a local manager or corporate office—fewer for small problems. That means for every customer who complains, 95 or more are going unheard.[12]

In addition, each dissatisfied customer will tell an average of 10 other people about their experience.[13] And if they have a broad Twitter or Facebook following, look out.

It's important to point out that while many companies are measuring satisfaction, they persist in doing it in a way that doesn't translate into action. Customer experience happens at the individual store, restaurant or unit level. That's where you need to measure and act on it—quickly —while you can still make a difference.

The irony? Customers who complain and are satisfied are 8% more loyal than if they'd had no problem at all.[14] That presents tremendous opportunity for those willing to listen.

**Likelihood of Customers with Problems Returning**
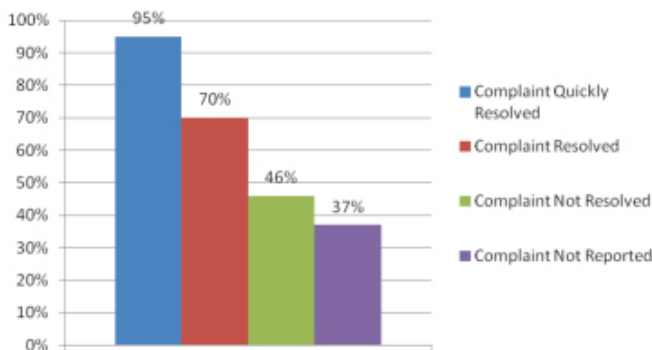


Based on minor problems representing one- to five-dollar losses.[15]

**Source:** TARP National Consumer Survey

*Telecommunications*
**Scoring Higher with First Call Resolution**

Customers who call in multiple times about the same problem not only cost a company time and money, but are much less likely to feel satisfied.[16] Those costs were important incentives for our client, a major telecommunications company, to increase the percentage of issues resolved on the first call.

Any time a customer called the call center, they were offered a brief survey after the call. Participants were asked whether their issue had been resolved on this call. Those who answered "no" were asked to provide more detail. These voice comments provided valuable direction in determining what areas required additional agent training.

In just 10 months, issues resolved on the first call rose from 57% to 71%, directly reducing costs and enhancing customer satisfaction.

## How to Listen—Putting Text Analytics to Work for Your Enterprise

At Mindshare Technologies, we've learned a few keys to building loyalty through feedback.

1. **A snapshot isn't enough.** Measurement must be an ongoing, continuous process that uncovers emerging issues, shows how things are improving, and identifies individual opportunities to win or regain a customer's trust.
2. **Feedback has a short shelf life.** While you're waiting for reports to be filtered by a third party, service lapses are perpetuated and customers get the message that they haven't been heard. Data must be collected daily and made immediately available throughout the organization.
3. **Customers don't want to help you steer the ship.** They don't respond to being aggregated into an executive-level report. They want to know they've been heard and see the problem fixed. That means sharing relevant information at the unit level so issues can be addressed and customers can be retained.

4. **Employees want to succeed.** Knowing about exemplary
   service allows managers to reward or acknowledge employ-
   ees, and identifying service lapses helps managers fine-tune
   training to the individual. If employees are struggling or
   don't receive positive reinforcement, their commitment
   and the quality of their service is likely to decline.

While it's clear that true listening goes well beyond occasional
benchmarking or dip sticking, it's impossible to imagine being
able to listen and manually tag every customer comment that
comes your way—particularly when you look at the number
of communication channels available to your customers.



In many enterprises, feedback channels are siloed and chaotic. If
comments ever reach a person with the authority or ability to address
them, they're likely to be too stale to matter.

Fortunately, enterprise feedback management (EFM) solutions
have emerged that can automate the collection of information
across all available channels, extract key phrases and analyze
correlations within the data, and then distribute relevant
findings to members at every level of the organization. Unit
managers receive individualized reports in real time, so
specific issues can be addressed while there's an opportunity to
act, and executives receive high-level reports that demonstrate
how the enterprise is meeting operational goals.



(from http://www.mshare.net/white-papers/are-you-ready-for-efm.html)
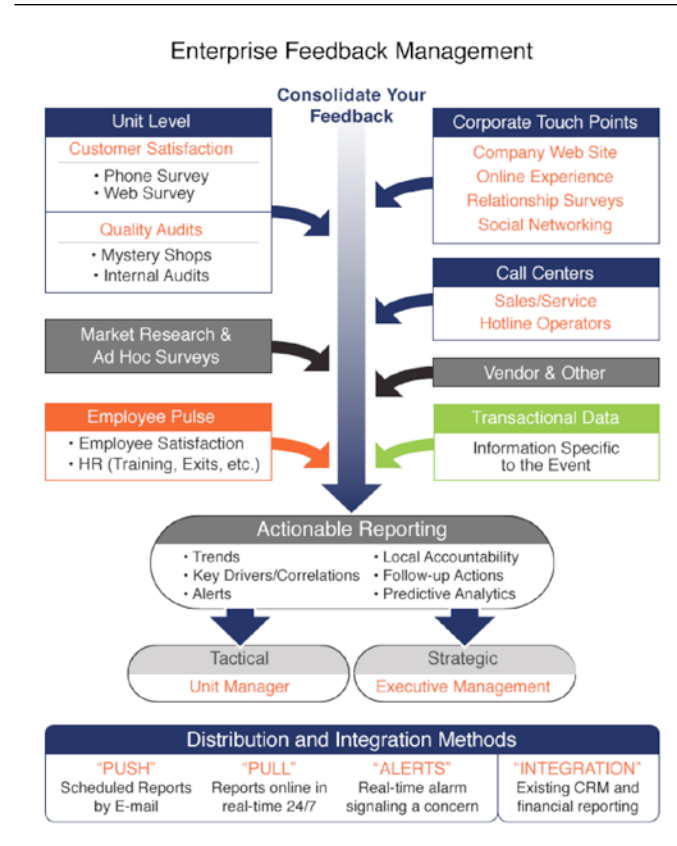
**Through comprehensive enterprise feedback management, data becomes
readily usable. Comments are consolidated, summarized and analyzed for
managers at each level.**

In addition to gathering unsolicited input from existing touch
points such as websites, call centers, and social media, a smart
EFM system actively solicits insights from all customers at the
point of service. Offering a small incentive for completing a
brief online or telephone survey significantly increases
participation and ensures that you hear positive as well as
negative feedback. At the same time, it can stimulate repeat
business and strengthen customers' connection to your brand.

They key to garnering actual insights, however, is hearing the
voice of the customer. Rather than asking 7 to 10 structured
questions, a few simple ratings followed by an opportunity to
comment on their experience in their own words can provide
up to 90 specific insights in one call, helping uncover issues
that would not otherwise come to light.

What's more, it's critical to collect information in ways that
are convenient for your customers. And that's where
Mindshare solutions come in.

## Mindshare Surveys, Speech-to-Text, and Text Analytics Suite

Mindshare makes it easy to listen, analyze, and act upon your customer feedback, with nothing to install and no software to implement. Our solutions integrate easily with your existing systems for complete enterprise feedback management support.

### Customer and Employee Surveys

Phone, web, and mobile surveys allow you to glean feedback from hundreds of customers immediately after the service experience, not just a handful of mystery shoppers or those bent on complaining. Our SmartLogic™ approach asks a few questions from a bank of 20 or more, and then dynamically adjusts drill-down questions to customer responses to ensure that you get at the heart of the experience.

Similarly, employee surveys allow you to build satisfaction and pinpoint training needs in-house, enhancing loyalty, and effectiveness among those who are the face of your company.

### Mindshare Speech-to-Text™

The Mindshare Speech-to-Text solution transcribes audio survey responses into text comments, so immediate, readily usable information can be extracted and delivered to individual location managers.



The Mindshare Speech-to-Text solution transcribes audio survey responses into text comments for analysis.

### Mindshare Text Analytics Suite™

After voice comments have been converted to text data, they are combined with customer responses from all other sources to provide a comprehensive picture. They are then fed through the Mindshare Text Analytics Suite™ to identify issues, ferret out correlations in the data, and track trends.
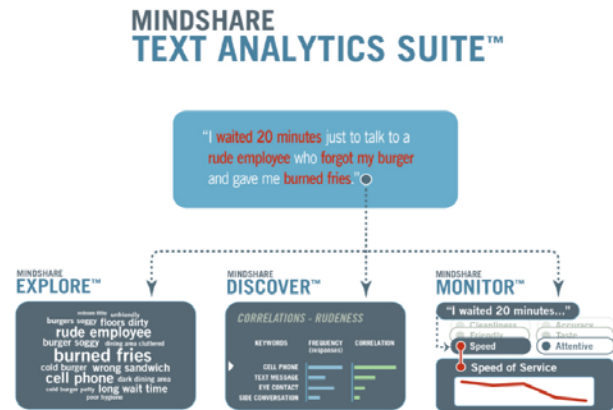


Together, the three components that make up the Mindshare Text Analytics SuiteTM pinpoint strengths and weaknesses, correlate satisfaction ratings to specific issues, and map out trends in your business.

**Mindshare Explore™** reviews all open-ended customer comments to extract key phrases, identify emerging topics, and gauge sentiment. An online dashboard allows managers to read complete comments, with key phrases highlighted, to understand context.

**Mindshare Discover™** helps you find information in your data that you didn't even know you should be looking for. For example, rather than just assigning a number to customer satisfaction, Mindshare correlates low ratings with specific comments such as "cell phone" or "burned fries" so you not only know what, but also why.

**Mindshare Monitor™** tracks trends in your customer comments based on categories specific to your business. Each new comment is sorted into your organization's predetermined categories and key phrases are tagged.

Customizable, easy-to-read reports are then tailored for specific individuals or levels in the organization. Reports can be emailed daily, weekly, or monthly to managers or accessed online in real time. If a customer reports a below-acceptable level of service or a potential litigation or public relations issue, alerts are immediately sent out while crisis can be averted and there's time to win the customer back.

### Alert Report

**Alerts**

Report run: 2/18 3:35 PM MST

▶ - question(s) that generated alert

**abc call centers**

| ALERT 1 | | Agent: Jon G. | Survey Time: 2/17 4:15 PM |
|---|---|---|---|
| SURVEY INFORMATION | SURVEY QUESTIONS | | View current status |
| Survey Mode: Phone | | Offer Code | 1003 |
| Caller ID: (834) 555-3421 | | Caller ID | 3421 |
| Redemption Code: 1003 | How satisfied were you with the amount of time taken to complete your inquiry? ▶ | | Somewhat dissatisfied |
| | How satisfied were you with the level of service and professionalism provided? | | Neutral |
| | Rate how satisfied you were that your representative understood your issues and was willing to resolve them. ▶ | | Somewhat dissatisfied |
| | Rate the extent to which your representative treated you as a valued customer. ▶ | | Somewhat dissatisfied |
| | Rate your satisfaction with the representative's level of knowledge in answering your questions. | | Neutral |
| | Please rate your overall satisfaction with your ABC Call Center representative. | | Neutral |
| | We would like to know what we did well or how we can improve. Please share with us any additional comments you may have on your experience. | | Message |
| | Comment: (To hear messages by phone, call and enter your access code: 427. When prompted, enter the message ID for the desired message.) | | Msg.ID: 772329 |
| | We would like to address your concerns on a personal basis. May we have someone call you? ▶ | | Yes |
| | Please enter your 10-digit telephone number starting with area code. | | 8345553421 |
| | Please tell us the best time to reach you. | | 6pm - 10pm |

| STATUS | | Add new status note |
|---|---|---|
| CLOSED | Contacted customer, was concerned about the reps knowledge. I reviewed his question and was satisfied he received the right information. Customer is happy. *Posted by Robert McAllister 2/18 8:25 PM* | |
| IN PROCESS | Called customer, no answer. *Posted by Robert McAllister 2/17 6:02 PM* | |
| OPENED | Customer requests call back. *Posted by System 2/17 4:15 PM* | |
| NOTES: | Held a quick team meeting to discuss the incident. Reviewed policies toward customers and professionalism. *Posted by Robert McAllister 1/31 4:12 PM* | |

### Incident Workflow Tracking
(Survey detail pop-up window with an "in process" incident)

Connect to call recordings

Tags assign categories to surveys.

| Unit 11 | | Email  Print  Delete |
|---|---|---|
| **Response ID:** 4855733 **Date of Service:** 3/21 **Survey Mode:** Phone **Organization:** ABC Call Centers **Tags:** Cleanliness, Staff Friendliness, Meal Quality, Training Issue, Speed of Service | **Caller ID:** (801) 555-2382 **Date of Survey:** 3/21 **Offer Code:** 0020 **Redemption Code:** 1001 | **Tags** **Billing** ☑ Rate / Service Issue ☐ Adjustments ☐ Credits ☐ Payments ☐ Promotions ☐ Other |
| Call recording | ▶ ━━ Download | **Service** |
| Survey ID | Opt-in Callback Survey | ☐ Service Interruption |
| Service category | Service Outage | ☐ Appointment Change |
| Issue resolved? | No | ☐ Missed Appointment |
| Overall service rating | 1 - Poor | ☑ Faulty Equipment |
| Representative genuinely cared | 1 - Poor | ☑ Repeat Issue |
| Representative clearly explained | 2 - Disssatisfied | ☐ Issue unresolved |
| Representative knowledge | 1 - Poor | |
| Representative courteous | 3 - Indifferent | |
| Customer offered a call back or to leave a comment | Call back | |

Hide History ▼

⚙ **In Process** Mr. Johnson is having an issue with the modem we provided him in December. This was his second call trying to resolve the issue and he is upset. *Posted by Ronni Reese 3/20 3:07 PM*

[In Process ▼] [- Enter new comment here -] [Update]

Actions taken by manager.

Triggered alerts let location managers know about problems right away, allowing timely response and customer recovery.

---

*Restaurant/Hospitality*
### Alert Lets Store Manager Help Customer Back Up

When a customer slips and falls on your property, there are a few ways it can go. Fortunately for one of our clients, the customer reported the fall and his sprained wrist in a phone survey after leaving the restaurant.

An alert was instantly sent to the client's legal department, which contacted the store directly. The store manager was able to reach out to the customer to check on his progress and offer a free meal by way of apology, heading off any potential litigation and reassuring the customer of the client's concern.

---

## Text Analytics Solutions—DIY or Buy?

Enterprise feedback management is bigger than a piece of software—it's a way of doing business that begins with a customer-centric culture. For the enterprise, a few things are critical to ensuring success:

- Senior management commitment and involvement
- Compensation and reward structures
- Recognition and appreciation
- Employee engagement
- Alignment and communication
- A structured process for using and acting on customer feedback
- Coaching and training

An EFM or text analytics solution is invaluable in supporting these initiatives. Naturally, your company wants a platform that integrates with the CRM and other solutions you already have in place, and that is tailored to the specific language, needs, and goals of your industry. The temptation to build a proprietary system is easy to understand.

However, Mindshare makes the decision easy, with these advantages:

- **Easily adopted, purpose-built technology** and reporting that facilitates compiling feedback from all sources, including websites, social media, stores, call centers, and more. This technology is what many providers consider an EFM solution, but Mindshare goes much further.
- **Integration of employee satisfaction surveys** that collect ongoing input from customers. While some providers supplement unsolicited feedback with a quarterly pulse, we believe that misses out on the majority of relationship-building opportunities with your customers.

- **Incorporation of industry-leading IBM® Content Analytics for surveys,** which uses powerful Natural Language Processing (NLP) technologies to cut through the ambiguities inherent in human language and unlock open-ended responses for better insight and statistical analysis.
- **The only text analytics developed for specific industry verticals.** Today, we support more than 25 different industries including travel, hospitality, restaurants, financial, salons, automotive, and retail.

As a result, Mindshare offers a tremendously cost-effective way to build loyalty and profits on an ongoing basis throughout the enterprise.

---

*Call Center*
**Missed Connections at a Call Center**

If you're lucky, people who have a problem will contact your call center. But what if there's a problem at the call center itself?

In surveys for one call center client, we heard...

- "It kept hanging up on me, they left me on eternal hold and I got tired of calling back."

- "I just do not want to wait on hold for another nine or ten minutes to get hung up on again."

- "I was put on hold and then hung up on or got disconnected so obviously I am not happy."

This client was able to immediately put their finger on the technical problem at a specific location, heading off any future frustration.

---

## About IBM and Mindshare Technologies

The IBM Enterprise Content Management software operation enables the world's top companies to make better decisions, faster. As the market leader in content, process, and compliance software, IBM ECM delivers a broad set of mission-critical solutions that help solve today's most vexing business challenges: managing unstructured content, optimizing business processes, and helping satisfy complex compliance requirements through an integrated information infrastructure. More than 13,000 global companies, organizations, and governments rely on IBM ECM to improve performance and remain competitive through innovation.

The combination of the IBM Enterprise Content Management (ECM) suite of products with Mindshare focus on transforming customer and employee feedback creates readily usable intelligence to drive operational improvement.

With Mindshare, companies improve operational excellence, foster consumer satisfaction, build customer loyalty, and support employee retention. Mindshare industry experts guide clients in building comprehensive enterprise feedback management solutions, and proprietary survey technology captures the voice of the customer in real time. That way, feedback can be immediately transformed into readily usable intelligence through powerful and incisive reporting. Mindshare serves more than 25 different industries including travel, hospitality, restaurant, financial, salon, automotive, and retail.

# Resources and Links to More Information

We hope you find these links helpful as you seek more information about enterprise feedback management and Mindshare solutions.

**Solution Profile**
Download a quick overview of the Mindshare Text Analytics Suite.™

**Transforming Customer Comments into Usable Information**
Review the benefits in detail with a 6-Minute Executive On-Demand webinar.

**For more information, contact**
IBM
Kristen Meyer
kristenmeyer@us.ibm.com
703-943-1125

Mindshare Technologies
Erich Dietz
ecdietz@mshare.net
801-743-7557

**Engage with IBM ECM**
**ECM Communities** | **ECM Blog**

**Additional Information**
Mindshare Technologies
**http://www.mshare.net/**

IBM ECM
**http://www-01.ibm.com/software/data/content-management/**

IBM Content Analytics
**http://www-01.ibm.com/software/ecm/content-analytics/**

1   John Goodman, *Basic Facts on Customer Complaint Behavior and the Impact of Service on the Bottom Line*, (Tarp Worldwide, 1999).

2   Frederick F. Reichheld and W. Earl Sasser, Jr., "Zero Defections: Quality Comes to Services," *Harvard Business Review*, September 1990.

3   Forrester Research, "Executive Q&A: Text Analytics for Customer Intelligence," September 28, 2011.

4   Goodman. *Basic Facts.*

5   Reichheld. *Zero Defections.*

6   Frederick. F. Reichheld and Thomas Teal, *The Loyalty Effect: The Hidden Force behind Growth, Profits and Lasting Value* (Boston: Harvard Business School Press, 2001).

7   James L. Heskett, W. Earl Sasser and Leonard A. Schlesinger, *The Service Profit Chain: How Leading Companies Link Profit and Growth to Loyalty, Satisfaction and Value* (Mankato, MN: The Free Press, April 1997).

8   Bob Thompson, *The Loyalty Connection: Secrets to Customer Retention and Increased Profits*, (CRMguru.com, March 2005).

9   Jan Carlzon, *Moments of Truth* (New York: HarperBusiness, 1989).

10  Thompson. *The Loyalty Connection.*

11  Forrester Research, "Major Voice of the Customer Trends, 2011," December 8, 2011.

12  Goodman. *Basic Facts.*

13  Goodman. *Basic Facts.*

14  Goodman. *Basic Facts.*

15  Goodman. *Basic Facts.*

16  Goodman. *Basic Facts.*