Alida.

INSIGHT-DRIVEN INNOVATION:

How top brands harness ongoing customer feedback

Making decisions is one of the toughest aspects of business. The choices we make as leaders can significantly impact our companies' ability to compete, lead to financial hardship, and damage customer trust. In uncertain economic times, every decision is scrutinized. But, if we do nothing, then the market moves forward without us.

This eBook celebrates organizations that moved forward despite the challenge of uncertainty. Instead of closing their eyes and hoping for the best, they removed risk from their decision making and created value for their customers and their businesses.

- A travel brand successfully navigated post-COVID recovery in the hard-hit travel industry.
- A scrappy, small team supported 13 brands to fuel editorial choices and increase advertising revenue.
- A retailer prioritized new loyalty program options and training workshops.
- And more!

These companies all have one thing in common that makes them successful.

They embed the voice of the customer in their decision-making process. By understanding more about customer motivations and concerns, they apply those learnings to creating better experiences for current and future customers.

Because of the access they have to customer insights and their ability to analyze them quickly, these companies avoid wasting time going down the wrong path. I'm excited to share their stories with you and hope you'll find as much inspiration from their success as my team and I have.

Ross Wainwright, CEO, Alida

INSIGHTS FROM THE TRENCHES

As you'll learn in this eBook, this group of Alida Delta Award winners don't take a one-size-fits-all approach. They have different methods of gathering insights. They've tapped into the power of community in a variety of ways, not just engaging with their most valuable customers, but also tapping diverse audiences like partners, readers, patients, and employees for multiple perspectives.

Read on to meet innovative leaders who have built Voice of Customer and Customer Experience programs that are essential to their organizations. Along the way, they've overcome challenges to gain internal buy-in, successfully recruit and understand different types of participants, and demonstrate success. And they've thrived.

These stories will inspire you and give you practical advice you can put into action right away as you help your organization make tough decisions with the power of customer insights.

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MORNING BREW + Alida.

Morning Brew validates editorial content and increases revenue by delivering unique insights to advertising partners

ROI Metrics/KPIs

0 to 15k
community members **in 7 months**

65+
profiled segments to target research and brand partnerships

13+
Morning Brew franchises supported through insights

Overview

Over 4.2 million people start their day with Morning Brew's newsletters, podcasts, and videos. Across 13 brands, Morning Brew covers news, lifestyle, technology, and business topics with a goal to "make the complicated uncomplicated." In this fast-growing company of 300, a scrappy, small team launched a thriving digital community to understand readers, inform content choices, and optimize advertising programs.

Goals

1. Better understand Morning Brew audience
2. Validate and refine new content launches
3. Optimize advertising programs for partners
4. De-risk decisions to move into new industries

Business challenge

When Mike Nallan, Director of Insights & Analytics, joined Morning Brew, he was excited by the high level of customer access and engagement but saw the company needed a better way to harness it. "There was opportunity in the chaos," he says. "We were doing all these surveys, but it was sporadic. The editorial team would want to know something super specific, so they throw out a typeform. The revenue team would send another. There wasn't a rhyme or reason." The organization – particularly advertising sales reps – didn't have confidence in the data.

While Morning Brew had behavioral data to measure engagement and declarative data about readers' jobs and roles, Mike felt the 'why' was missing. "We wanted to humanize things, which is core to the Morning Brew brand, and important to show to partners," he shares. "We didn't really have a translator to understand the data and get a much deeper understanding of who our community of readers is, and then communicate that understanding."

Solution

Morning Brew decided to centralize research operations and normalize profiling to create a more scalable program. Partnering with Alida, they launched the "Breakroom" community in March 2022. Today, they use surveys and quick polls to gather insights from the community. Their member hub provides a branded experience for Breakroom members to engage with content, interact with other readers in forum-style conversations, and engage directly with Morning Brew.

Instead of reinventing the wheel with each survey, Morning Brew is building a central knowledge base they can rely on to answer questions. "You can slice and dice the data if it's a different stakeholder asking a different question, which I think is the coolest part of Alida," explains Lisa Goldsman, Senior Associate of Insights & Analytics.

Editorial content

Readers help Morning Brew scope future projects, such as the launch of new newsletters on emerging topics. The community weighs in to validate ideas, as the team documents their experiences and builds with their preferences in mind.

Pre-sale research

The community has become a vital resource for the advertising sales team to share with partners as part of the pre-sales process. For example, Morning Brew surveyed tech decision-makers in the community on their pain points, which helped build out insights for their creative studio to build content around, and confidence in the alignment with their brand partner.

Results

Over 15,000 members joined the Breakroom in the first seven months, exceeding the recruitment milestone Morning Brew set at launch. Surveys achieve an industry-leading 30%+ response rate, which Mike attributes to their light, fun approach, consistent with the Morning Brew brand voice.

The established community allows Morning Brew to act quickly. As Mike explains, "we can put together a questionnaire, send that out on Thursday, get answers by Friday, and report back by Monday. We can do that because we have access, we know our sample sizes straight away in certain areas of interest, and we can go tackle it."

Thanks to the agile, time-saving process, Mike and Lisa have time to focus on analysis, communicating results, and providing stakeholders the resources they need to make decisions. With an established practice in place, the team's role is growing and becoming more central to Morning Brew's business.

The team is excited about the potential to provide more opportunities to encourage the highly engaged community to share best practices with each other. "With all the things we know about this community, we can see that this is actually a really special space."

"

Instead of somebody sitting in a room and writing on a wall, pacing around, saying, 'Oh, I think they're really going to be into this,' we can just go ahead and ask them.

One of the things that we take pride in is we'll join client calls. We show up in new and interesting ways, teaching our partners something they didn't know prior. The sales team is now able to go out with confidence and say, 'we have a research team and we know this for sure.

Mike Nallan, Director of Insights & Analytics

"

MORNING BREW + Alida.

MORNING BREW
INNOVATORS

Mike Nallan, Director of Insights & Analytics at Morning Brew, has launched customer research and analytics initiatives at two companies. He's worked at both large and boutique media organizations and honed his skills at shaping, scaling, and communicating the value of customer research.

Lisa Goldsman, Senior Associate of Insights & Analytics, and employee number 31 at Morning Brew, joined the Insights and Analytics team In February of 2022, helping to launch the research community and processes that followed. She specializes in media measurement and pre-sale research.

Mike and Lisa transformed Morning Brew's siloed, ad-hoc survey activities into a research program that editorial and advertising teams count on. With a small team serving a rapidly growing, 300-person organization, they take a scrappy approach that delivers rapid results and enables their many stakeholders to make decisions.

Starting with the end in mind

Getting the lay of the land is Mike's first step when he got to Morning Brew to build a successful program. "When I first came to Morning Brew, I downloaded every single typeform that we ever did," Mike recalls," I asked, "What do we know? What are our belief systems? How do we test those?'"

Humanizing customers

Together, the team saw that Morning Brew had lots of behavioral and declarative data about customers, but didn't know who they were as people. "If you boil it down, I'm a marketer. But I like hats. I drink water. I'm drinking coffee. I love the Yankees." Too often, Mike explains, "customer profiles say things like, 'marketing people just love Tiktok,' and that's all."

They set out to understand customers by building the Breakroom community. Mike and his team now engage over 15,000 participants to understand their motivations and interests in new products and editorial content. Having a deeper understanding of customers also enables them to join client calls, optimize advertising programs, and influence revenue.

Best Practices / Key Findings

- **Perfect is the enemy of good.** There's a delicate balance between spending too much time on something and making sure that it fits the needs of your stakeholder.

- **Be a storyteller.** It's hard for people to imagine the value of research, because often they're thinking about research 10 years ago. To get people on board, you have to sell the story of where you're going versus where you are today.

- **Minimize your touch points.** Funnily enough, the metric that we pay most attention to is that our request volume is going down. We create resources for the team to make them more self-sufficient.

> "
> The forest is there through the trees. We can really start to understand where we're going, which is what keeps me up at night in a good way.
>
> **Mike Nallan**
> "

Sun Life + Alida.

Client communities guide Sun Life's Client Impact Strategy

ROI Metrics/KPIs

~$200k
annual savings fielding marketing survey

9 out of 10 community satisfaction scores

Rapid feedback
within two-week periods

Overview

Sun Life U.S. is a leader in health and benefits solutions, helping clients achieve lifetime financial security and live healthier lives. Most products and services are selected by employers or recommended by brokers. Communities are critical forums to engage with these key audiences.

Goals

1. Differentiate Sun Life U.S. from other insurance carriers
2. Innovate to meet client needs
3. De-risk decision making

Business challenge

Building on insights gained from existing client satisfaction surveys, Sun Life wanted to better understand the needs of clients and brokers on the front lines of this industry. "B2B Clients can be tough to engage," shared Lydia Frangos, Senior Client Insights Analyst at Sun Life U.S. "They have limited time and need to see immediate value in participating in a community. Their feedback is so important in informing the decisions we make, whether it's our products, services, or client support. We had to find a way to hear from them regularly and these communities allow us to do that."

Fast forward to 2022. Sun Life was continuing to ramp up its investments in digital transformation strategy

(insurtech) in order to stay competitive in a crowded market. The team needed to be sure new programs would hit the mark with customers out of the gate and knew that the valuable intel from the communities could greatly support these initiatives.

Solution

On an ongoing basis, Sun Life engages two separate online communities called Broker and Employer Voices. With dedicated groups of several hundred participants, Sun Life's analysts are able to ask questions and get insights back quickly. Surveys and in-depth interviews with participants reveal important details about their customers' motivations and challenges.

"I like very much that I get a chance to learn about new concepts and ideas in the corporate world that I might not already know, and that I have a chance to share my opinions on such topics." – Employer from Connecticut

Through these Voices communities, Frangos and the rest of the Client Insights Team support initiatives across Sun Life's business groups. Some examples include:

Digital solutions

Sun Life's Digital Innovation team has utilized the rapid feedback obtained through the Voices communities to build and evolve digital capabilities and offerings that improve connectivity for Employer Clients. "It's important to have a great UI for users to adopt the product," notes Frangos. "Our goal is to save our clients time and money by automating functions and offering seamless administration that meets their specific needs."

Sun Life Link
Sun Life's portfolio of in-house APIs and API partnerships, enabling the company to serve a wide range of employer Clients around the country.

Sun Life Onboard
Sun Life recently launched the platform to onboard new Employer Clients with an interactive, intuitive digital experience.

"I appreciate that Sun Life listens to those of us who are 'in the trenches.' I feel they listen and take to heart what we are saying and try to create ways to make our lives easier." ~Employer from Iowa

Health and risk solutions

Sun Life is a leader in health and risk solutions, offering care navigation and stop-loss protection for high-dollar medical claims to employers who self-fund their employees' health plans. The Voices communities provide a space to test new ideas and give Sun Life valuable insights to ensure they are addressing relevant needs.

Clinical 360
Clinical experts review high-dollar claims to identify opportunities for cost containment, from alternative treatment scenarios to billing errors.

Stop-Loss research report
Annual report that analyzes medical trends and costs, including Rx and emerging treatments. Insights are valuable to prioritize trends, topics, and data most relevant and useful for clients.

Health Navigator
Sun Life's care navigation offering helps employees through their medical journey with a dedicated Health Advisor who advocates for appointments, treatment centers, billing, medical records, and more.

Benefits education

Insights from the Voices communities has informed many projects that help employers be the experts for their workforce. Sun Life has built online resources to address these needs and help employers provide timely, helpful education and communication around benefits. Through the Voices communities, Frangos' team found that HR professionals were overwhelmed with the task of educating employees about their benefits, but wanted to be able to answer frequently-asked questions and provide education and communication to employees. Sun Life acted on this feedback by building a co-brandable website to answer questions, provide benefits information, contact information and more, which businesses could then share with their employees.

"I like feeling as if I'm making a difference in the group benefits community and helping to improve products for the future. I appreciate that Sun Life realizes the value of polling the broker community to find ways to improve." – Broker from Tennessee

Sun Life BenefitsExplorer
A co-brandable website that provides benefits information, contact details, etc., that employers can share with their employees

Virtual enrollment
Services offer 1:1 or small group counseling via virtual, live communication, along with customizable web pages that employers can brand and link to their enrollment platforms.

Mental wellness resource page
This microsite offers employers strategies and supporting information to provide mental wellness programs and services for employees.

Results

Instead of fielding costly external market research surveys, Sun life's Marketing and Client Experience teams tap into the Voices communities to discover industry trends, ensure that marketing materials resonate with appropriate audiences, guide product development strategy, and so much more. They appreciate the ability to get fast and detailed feedback from exactly the right audiences. By using Broker and Employer Voices, Frangos' team saves Sun Life the time and cost – an average of ~$200k/year – of fielding similar, external research.

"I enjoy seeing the new products and being allowed to share feedback. Sun Life is the only company I can think of which allows this type of interaction. I like it a lot!" – Broker from New York

Brokers and employers rave about their Voices community experiences, providing satisfaction scores higher than 9 out of 10, well above the Alida benchmark of 7.6. Participants especially appreciate having early access to information about new products and services, and the opportunity to influence the final product. They also learn how other companies like theirs manage similar challenges, giving them helpful advice and a broader view of the market. Ultimately, they can provide better service to their own customers and employees and focus their resources on growing their business.

> "
> B2B Clients can be tough to engage. They have limited time and need to see immediate value in participating in a community. Their feedback is so important in informing the decisions we make, whether it's our products, services, or client support. We had to find a way to hear from them regularly and these communities allow us to do that.
>
> **Lydia Frangos**, Senior Client Insights Analyst at Sun Life U.S.

Sun Life **+** Alida.

Sun Life
INNOVATOR

Lydia Frangos
Senior Client Insights
Analyst

Lydia Frangos' role has grown steadily during her eight years at Sun Life US. She made the shift from advanced analytics to client insights because she wanted to work more directly with Sun Life clients. "There was so much more I wanted to know about the people behind the data. I wanted to hear about their thoughts, feelings and motivations." she notes.

Now, Lydia is responsible for client research initiatives, including two separate online communities called Broker and Employer Voices. She describes her role as an internal consultant, helping people figure out solutions to their business problems, and seeking out improvements where there may be gaps.

Scaling the research program

As Lydia has built up Sun Life's Voices communities, she's been able to scale the customer research program to support multiple stakeholders and critical business initiatives, such as the company's digital transformation.

Now, when a product team needs Client feedback on their latest designs delivered within two-week development sprints, Lydia and her team meet the challenge.

Lydia is particularly proud of the communities' consistently high member satisfaction scores, which far exceed Alida's average community satisfaction scores and satisfaction scores of comparable cohorts as a whole.

As the program has grown, so has Lydia's role as a leader within Sun Life. "I work a broad spectrum of people across the entire business and have developed a great understanding of how this business and industry functions. I'm hearing about clients' issues, their wants, their needs, their strategies, and I'm helping them get to where they want to be."

Best Practices / Key Findings

- **Not every piece of data is an insight.** If you see a behavior performed over and over, that's data. But if you figure out why they're doing it – maybe it's something that you wouldn't think of – that's an insight. It's figuring out what motivates people and what would help them in the long term.

- **People want to be heard and listening improves our business.** Many of our clients don't feel heard by insurance companies. It's incredibly important that clients know we're listening to them because they want to tell us how to be better and how we can better serve them. If we're not listening to those using and selling our products, we're shooting in the dark.

- **Everything hinges on communication.** I look for opportunities to present my work and sharpen my communication skills. In fact, our team makes it a point to go to leadership meetings and present at Town Halls. The better we can articulate our learnings, value and purpose, the more important research topics come our way. The quality of our research improves and so does our client experience.

> "
> Sun Life wants to provide the means for people to live a high quality, healthy life. I want to play a role in finding solutions for them to do so.
>
> **Lydia Frangos**
> "

Duke Health created a 'continuum of patient voice' to improve the end-to-end patient experience

ROI Metrics/KPIs

30%+
Industry-leading **response rates of 30%+**

$200k
$200k savings compared to gathering insights through external agency

48-hour
Patient insights in **48-hour turnaround**

Overview
Duke Health is working to improve the end-to-end patient experience – everything from supporting patient adoption of digital tools to increasing confidence in the cleanliness of their room. They needed to understand patient perspectives to ensure initiatives throughout the healthcare system would have the greatest impact.

Goals
1. Incorporate the patient voice in the development of new digital services
2. Ensure patients feel valued and understood throughout their entire experience with Duke Health
3. Streamline and scale patient research so it reflects the community Duke Health serves and becomes embedded in the culture of Duke Health

Business challenge
Duke Health's Digital Strategy Office was charged with offering a remarkable digital experience to support the health of patients and their loved ones. "But, we were limited," explains Jennifer Maddocks, Director of Patient Experience for the Digital Strategy Office. They couldn't do beta testing on the portal because of technical and privacy requirements. Standardized patient experience surveys sent out after encounters didn't provide much flexibility to ask questions about specific initiatives.

Duke Health's Patient and Family Advisory Group "is a critical group of people working to improve patient and family experience, but it a small group and is not representative of our patient population," Jennifer explains. "As we stood up Duke Health Listens we wanted to ensure a community of advisors that represent the population of people that we serve."

Solution
The team launched the Duke Health Listens (DHL) digital community to inform a wide range of patient experience initiatives. DHL is 3,000 members strong and reflects the demographics of Duke Health's patient community.

When recruiting for DHL, Jennifer shares, "we started with reaching to people not historically well represented with our improvement work. In our case that meant reaching out to more young people, men, and people of various races and ethnicities. We actually pulled a report of our patient population across several demographics and used that as our guide for our outreach." Now, for each survey they conduct, "we look at the demographics of the respondents to ensure that we're not seeing an overload in one area or another."

Creating a continuum of patient voice
The community is at the heart of what Jennifer terms, "the continuum of patient voice." Following a Design Thinking methodology, Duke will test ideas, iterate, and test again, with patients providing input every step of the way. "Even within the same project, we might start with something in the Patient Family Advisory Council, and then put something out to the community to get a broader voice," Jennifer notes. She adds, "It has not always been easy to get the patient voice at the table; Now we are working to embed it so it's more of the culture."

To support Duke's online scheduling initiative, "we did a big study to start with. Then we did a second more focused study. Now, we're about to launch a quick user poll on how someone uses a very particular aspect of scheduling."

To address patient concerns about cleanliness, Duke Health tested messaging for tent cards placed in rooms. "We asked if it was clear, we asked if it showed caring, and we asked if there should be any changes to it. Based on the feedback, we did make the

recommended changes and this gives us confidence that we are putting out something that offers value to our patients from the start," Jennifer reports.

Ensuring consistent and continuous feedback

Surveys to DHL members typically get a 30% response rate, at times reaching the 40's. Kelly Gagnon, Management Engineer in the Digital Strategy Office, attributes the high response rate to their survey methodology. "We're cautious not to ask too many questions, especially about the same topic."

For surveys with open-ended responses, text analytics highlights keywords to speed analysis.

Quick surveys can be completed in forty-eight hours.

Discussion forums within Alida's platform allow for two-way conversations and deeper dives on specific topics and responses highlighted through surveys.

Predicting the future

To inform the future state of medical studies, Duke researchers used information on response rates to get a better understanding of which demographics are more likely to share personal data.

Closing the loop

Through the Member Hub in the Alida platform, newsletters, and webinars, the team lets DHL members know the results of their feedback. "We want people to feel valued, to know that the time they give to Duke Health Listens actually makes a difference," says Jennifer. "We always share back two things. One: What we learned. Two: What we're going to do about it."

Results

Because the Digital Strategy Office has embedded the patient voice in the decision-making process, Duke Health has become more confident in their product development and initiatives to improve the patient experience.

Duke worked with Alida's Customer Success and Value Engineering team to measure and communicate the value of their work. "Now, we're identifying outcome measures from the beginning of a project, so we're better at tracking the progress," Kelly explains. "For example, we see patients scheduling online at higher rates and using the patient portal more, and we know our work with Alida is one of the factors that influences that."

One of the ways the team communicates ROI to Duke Health's leadership is by comparing the work of their in-house team with the cost of getting these types of insights from an outside agency. The speed and efficiency at which the team can turnaround patient insights contributes to the realized value of the platform. In the first 10 months, the program achieved a savings of over $200,000 compared to gathering these insights from an external agency, approximately 140% ROI.

As Jennifer points out, however, "it is important to recognize the value in patient voice. That's not something that you can put a dollar figure on. We believe that there is inherent value there."

"

Duke puts a lot of focus on being more nimble in how we interact with our patients and our providers. The community lets us test and iterate fast, with patients providing input every step of the way.

Jennifer Maddocks, Director of Patient Experience, Duke Health Digital Strategy Office

DukeHealth **+** Alida.

DukeHealth
INNOVATORS

Jennifer Maddocks PT, MMCi, CPXP
Director of Patient Experience

Kelly Gagnon
Management Engineer

As members of Duke Health's Digital Strategy Office, Jennifer Maddocks and Kelly Gagnon have built an approach to patient research that's created a "the continuum of patient voice." As key parts of the cross-functional Patient Experience team, they scale the patient voice to inform a wide array of initiatives across the healthcare system.

Improving the End-to-End Patient Experience

Duke Health has long been conducting on-site improvement opportunities with patients and families along with sending post-encounter satisfaction surveys. While these methods provide valuable insight, the evolving healthcare landscape required faster and more flexible tools to meet the needs of the health system and the community they serve.

Jennifer and Kelly set out to change the way Duke Health gathers insights. Top of the list was delivering results that accurately reflect the diversity of the population Duke Health serves. They also wanted to meet Duke's goal of being more nimble with improvement work and ensuring they were reflecting this work back to community members. Specifically, by sharing back results and ensuring participants feel their input is valued and impacting change.

Jennifer and Kelly launched Duke Health Listens (DHL), a private digital community now over 3,000 strong. Following a Design Thinking methodology, Duke now tests ideas, iterates, and tests again, with the community providing input every step of the way. Recent projects helped to make Duke's online patient portal and appointment scheduling more user friendly and efficient, increased confidence in the cleanliness of patient rooms, assisted in research recruitment, improved educational tools, and more.

"Over the past year we've seen patients responding favorable to our changes and utilizing these features more. We know part of the success can be attributed to the DHL community," says Kelly, who is charged with reporting results to stakeholders. The speed and efficiency that Jennifer and Kelly are able to provide insights is key to not only effecting organizational change but proving to patients that their voices are heard and having an impact.

Best Practices / Key Findings

- **Put the right people at the table**. We all have a part to play and bring different skills. Having someone on your team who really understands how to write surveys is critical in the beginning. Also, make sure you have a good customer success manager who can work with you.

- **Share results with your community.** We always share back two things. One: What we learned. Two: What we're going to do about it.

- **Measure value in different ways.** To show ROI, we compare the work of our in-house team with the cost of getting these types of insights from an outside agency. This methodology has helped us demonstrate savings of $200k in the first year alone. That said, the most important measurement of value is the recognition of why the patient voice matters.

> "
> We want to use patient voice as a foundational part to any improvement work, as a part of a quality system. We're trying to really embed that so it's a part of the culture.
>
> **Jennifer Maddocks**
> "

TRAVELPORT + Alida.

Travelport's customer community helps develop new services and products in the constantly shifting travel industry that is recovering from the impact of the Covid pandemic.

ROI Metrics/KPIs

1000+
members joined the Customer Voice Panel following a relaunch in 2021

Feedback and insights across a variety of use cases is delivered in days, not months

Marketing campaigns accelerate awareness and adoption of their voice panel.

Overview

Travelport is on a mission to simplify the complex travel industry. They focus their energy and expertise on connecting buyers and sellers of travel through a single, independent marketplace and are driving to reinvent a better future for the industry. Their voice panel helps validate design decisions and inform strategies through rapid feedback from their customer community.

Goals

1. Understanding pain points along the customer journey
2. De-risking product development and marketing decisions
3. Differentiating Travelport as an industry leader with high customer satisfaction
4. Focusing on removing complexity for our customers.

Business challenge

While Travelport prides itself on being customer-centric, they wanted to focus on customer research as a discipline in order to appreciate the end-to-end customer experience. "We didn't really understand our customers or properly walk a mile in their shoes," shared Sarah Strahan, Head of Marketing Operations. "Pain points could be at any point in the customer journey and negatively impact a customer's perception of Travelport across the board."

As the travel industry recovers from the COVID-19 pandemic, creating a seamless experience for agents and consumers – while removing operational complexity – is essential for the company's success.

When launching a new platform to help agents sell better and faster, Travelport faced many decisions that impacted user experience. The next generation point of sale product offered a customizable storefront, easier comparison shopping, and new retailing capabilities. Lightweight, intelligent APIs also provided unique opportunities.

Solution

In partnership with Alida, Travelport created the Customer Voice Panel. Through this community of 1,000+ agents, managers, and directors, they conduct targeted surveys, polling, and face-to-face interviews for ongoing feedback on their travel retailing products. The community's size and scope allow them to support decisions across the organization, including customer experience, UX, and marketing.

In preparation for the launch of the new platform, Travelport's UX team was able to ask questions, test designs, and make adjustments based on the feedback they received. To discover opportunities for improvement, they've asked travel agents how they use different products in the travel ecosystem.

Travelport also uses Alida to investigate customer satisfaction scores by conducting deep dives to better understand customer's pain points. "Just having a CSAT score isn't enough," explains Matthew Ovington, Head of UX. "Understanding the reasons behind the scores means asking follow-up questions with people using our products."

Results

Product managers and the UX team have now embedded the customer voice in the product design and development process through an Agile "Build, Measure, Learn," approach involving continuous discovery and feedback. Getting rapid, quality feedback helps the team prioritise features on the product roadmap and improve the user experience. The Customer Voice Panel has enabled Travelport to gather essential insights on pain points in the travel retailing and management journey.

Travelport's marketing team has used insights from the community as part of global thought leadership campaigns across all social media platforms, partner channels, and the Travelport website. Their campaigns have reinforced Travelport's position as a thought leader in the travel industry.

Overall, Travelport has increased confidence in its decisions and feels better about standing behind its claim of being customer-centric. They expect their growing community to become a critical source of insights to help guide the company's future.

"

We talked a good game about being customer-centric, but we weren't truly putting the customer at the heart of our business. Our use of the Alida platform and partnership with Alida to stand up a customer voice community was borne from the need to rectify this.

Sarah Strahan, Head of Marketing Operations

TRAVELPORT + Alida.

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TRAVELPORT
INNOVATOR

Matthew Ovington
Head of UX

Matthew has over 20 years' experience in UX and has led teams of designers and researchers for 15 of those. At Travelport he is the Head of UX, leading a team of designers and researchers, designing the next generation of Travelport products. To guide him in prioritizing which products to bring to market he consults the Travelport Community and works closely with Customers to set Travelport ahead of competitors.

Easier customer access

The global pandemic was the biggest obstacle Matthew and the team had to overcome. They started recruiting for their community just before the pandemic hit. The travel industry was devastated. They were off to a bad start, finding it very difficult to recruit customers.

As the pandemic restrictions began to ease and travel demand spiked—understandably, given the pent-up demand—they found most customers were understaffed, so getting time with them was that much more difficult.

Obviously, the design team is tremendously user-focused—and the biggest frustration for the team was the challenge of access to users and customers to participate in research. This was the design team's primary driver: easier customer access.

Good design demands feedback

Motivated to enable his team to be effective, Matthew set out to build the Travelport community for ongoing customer feedback. "Good design demands feedback," Matthew says. "If there are any difficulties in gathering feedback, it's going to make the team ineffective and that's ultimately going to impact our product and our customers."

Customer feedback in UX

The ultimate goal is to make Travelport more customer-centric. This means more people—whether they are in product management, design, or marketing—speaking to more customers, more often.

"I'm hopeful that we'll see wider adoption and more people who don't often engage with customers starting to use the panel to engage. It's a marathon, not a sprint. We're just getting started."

Best Practices / Key Findings

- **Be patient. It's a lot like gardening.** You have to put a lot of work in at the start and see little return for all the effort, but it pays off in the end.

- **Send interesting share backs via email.** There was an ongoing 'chicken and egg' debate in the early days about engaging with customers, and whether it should be via the hub or via email. If there isn't a critical mass of customers on the panel, the hub isn't going to be engaging, and if it's not engaging, they won't come back. We wasted a lot of time trying to get the hub to be engaging when we should have just focused on sending interesting share backs via email and taking any hub engagement as a bonus. Hub engagement will come in time as the community develops.

- **Embrace diversity.** The diversity of feedback is always surprising, but we're still able to identify common aspects. We have a global audience, some huge customers and some tiny ones and the breadth of feedback can be a little overwhelming sometimes. That diversity makes it interesting—and challenging.

> "
> The most personally satisfying aspect for me is seeing design research executed quickly and with greater frequency by the design team.
>
> **Matthew Ovington**
> "

Indigo + Alida.

How increased engagement with customers ensures Indigo infuses the voice of the customer into every business decision

ROI Metrics/KPIs

Prioritized customer engagement across organization to power decision making

Significant increase in annual research activities

VoC

Successfully **launched VoC** program for rapid research and insights

Overview

Indigo, Canada's largest book and lifestyle retailer, offers a curated assortment of books, gifts, baby, kids, wellness, and lifestyle products. Their goal is to support their customers every day and at key life stages by simplifying their journey to live life on purpose. As the book industry has changed, Indigo has evolved. In addition to brick-and-mortar stores, Indigo has a growing online business and is always exploring new opportunities for products and services that increase customer satisfaction and loyalty.

Goals

1. Develop a robust customer insights program
2. Optimize customer experience based on direct feedback
3. De-risk product decisions prior to launch
4. Gather insights to inform strategy and organizational road mapping

Business challenge

Indigo's member engagement team was looking to get even closer to customers to ensure the company was providing experiences and products that truly mattered. But customer feedback wasn't always available or specific enough to action, making it difficult to prioritize potential ideas. The team needed a better way to engage with customers to build ongoing relationships, gather feedback, and turn loyal customers into advocates.

To truly integrate the voice of customers into the daily processes within the organization, the team knew it would take a dedicated effort to engage and connect with customers on a consistent basis.

Solution

Indigo partnered with Alida to bring the voice of their customer into the decision-making process.

They launched the Indigo Innovators community, a private, digital space for customers to provide feedback with the Indigo team. In addition to providing insights, participants receive exclusive content and invitations to special events and get the satisfaction of knowing their input matters. Survey engagement with the Indigo Innovators community is well above average and has exceeded internal benchmarks, allowing the team to get fast feedback on specific topics.

Responses from the community have a direct impact on many cross-functional areas of the organization. Feedback from customers has informed strategy and planning on product assortment, store design, online services, marketing programs, and more. It also provides deep insights into the motivations of customers and experiences they have with the brand as Indigo grows into new and exciting categories.

In addition to quantitative surveys and open-ended question analysis, the team leverages Alida to help
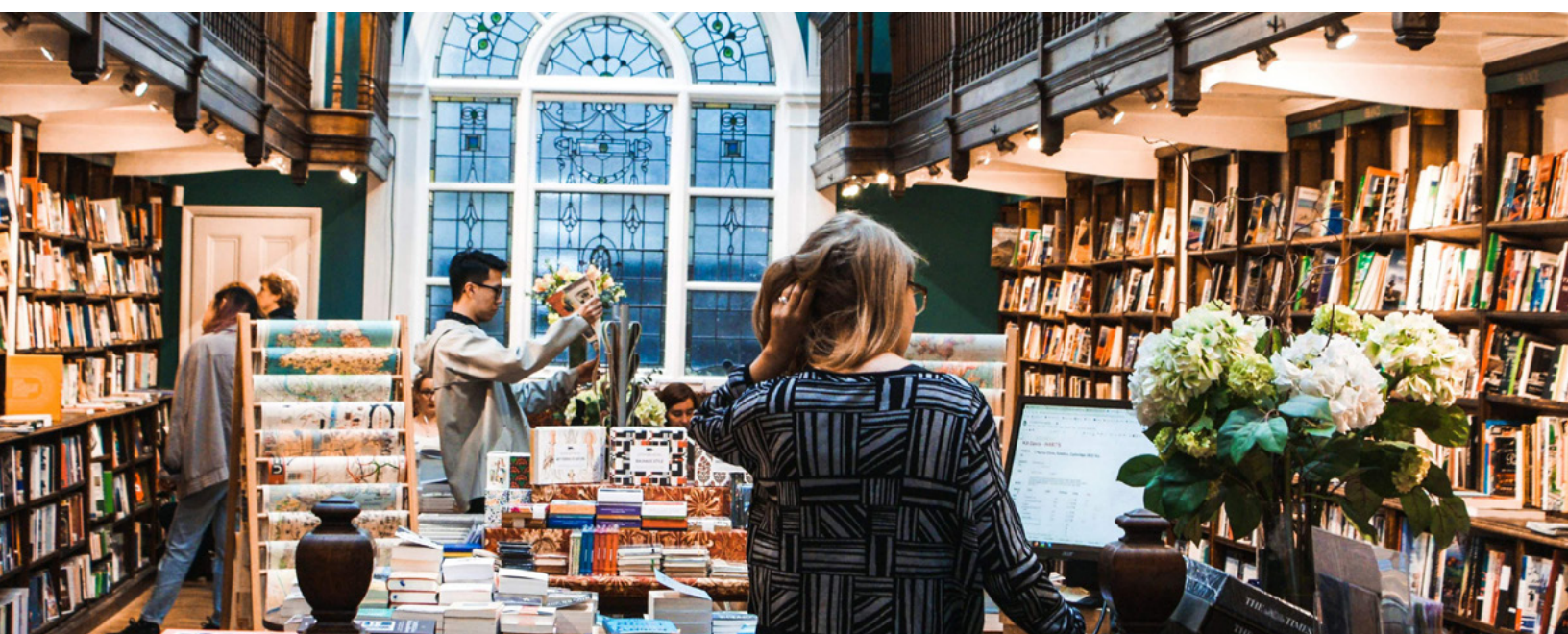
recruit focus groups and conduct video interviews to allow Indigo to truly capture feedback in the language of the customer. Now, instead of simply reporting numbers, the Indigo team is able to include verbatim customer comments in their reports, so leadership can get a full picture of the thoughts and opinions of customers.

Results

Two-way communication allows Indigo to better understand customer needs and expectations. They use community insights to look forward strategically as they grow, putting customers at the forefront of decision-making.

The team at Indigo is now able to paint a more vivid picture of what customers are thinking and feeling, with important context that makes an impact. They are able to test concepts, gather feedback on new product categories, and create awareness around new initiatives. They can now get pulse checks in real-time, making it easier to inform projects still in the development stage, while previously, feedback might have come months after launch.

For the membership engagement team, the greatest value comes from being able to bring the voice of Indigo customers throughout the entire organization. Customers now have a seat at the table and their passion for the brand makes an impact on how Indigo grows and evolves into the future.

"

Our objective is to enhance our customers' experience and help them live their lives, on purpose. With the support of Alida's platform, Indigo can make data-driven decisions rooted in what is most meaningful to our customers, so that we are creating the products and experiences our customers want from us.

Suzanna Morris, Vice President, Data, Analytics and Loyalty

Watch Innovator Spotlight Video

Indigo + Alida.

Capturing insights to improve player experiences while simultaneously increasing loyalty and engagement

ROI Metrics/KPIs

20,000+
members recruited to their Big Fish

Developed a **360° view of player preferences** by combining in-game data with attitudinal insights

Saved thousands of dollars in recruitment, external sample, and incentive investments

Overview

Pixel United (PxU) taps into their player base to understand attitudinal context behind in-game data and uncover the "why" in player motivations. In partnership with Alida, Pixel United has built two active player communities that inform new game development, existing customer lifecycle strategies, marketing effectiveness efforts, user experience research, and other company-wide strategic initiatives.

By leveraging their player communities, Pixel United has been able to build an effective consumer insights strategy while fostering deeper relationships within their player base. Through better player relationships, they have demonstrated the virtuous cycle of a well-developed insight engine that creates value for both the company and the players.

Goals

1. To demonstrate Pixel United's core value of being "all about the player"
2. To gain a 360° view of their players; contextualize behavioral data with additional player insights
3. To create a separate, branded environment for player feedback that doesn't negatively impact players or pull them out of an in-game experience

Business challenge

Pixel United needed a way to develop a deeper understanding of their players across their mobile casual business segment. They had access to aggregated in-game data, but no way to dig deeper and uncover the "whys" driving those particular in-game behaviors. PxU understood that marrying behavioral data with attitudinal data would help them uncover a true 360° view of their casual gaming customer- giving them the chance to deliver thoughtful, curated experiences to their players.

Solution

In partnership with Alida, Pixel United built and launched the Big Fish Think Tank. The combination of insights obtained through this community and existing in-game data has helped Pixel United understand player preferences on a deeper level, which in turn has strengthened the company's relationships with their players.

"One of our core values here at Aristocrat and Pixel United is that we are All About the Player," says Leslie Willis – Lead, Consumer Insights. "In the past, we could see aggregated views of what players did behaviorally in-game, but we didn't know who those players were as humans. We wanted to better understand their true motivations for play so that we could consistently deliver the best possible gameplay experiences for them."

Providing exceptional experiences has always been a top priority for Pixel United and the feedback-gathering experience is no exception. While there's certainly a time and a place for in-game research, Pixel United sought to supplement those larger-scale research initiatives with a platform for smaller, more intimate studies on a variety of topics, not just surveys about games already in the market.
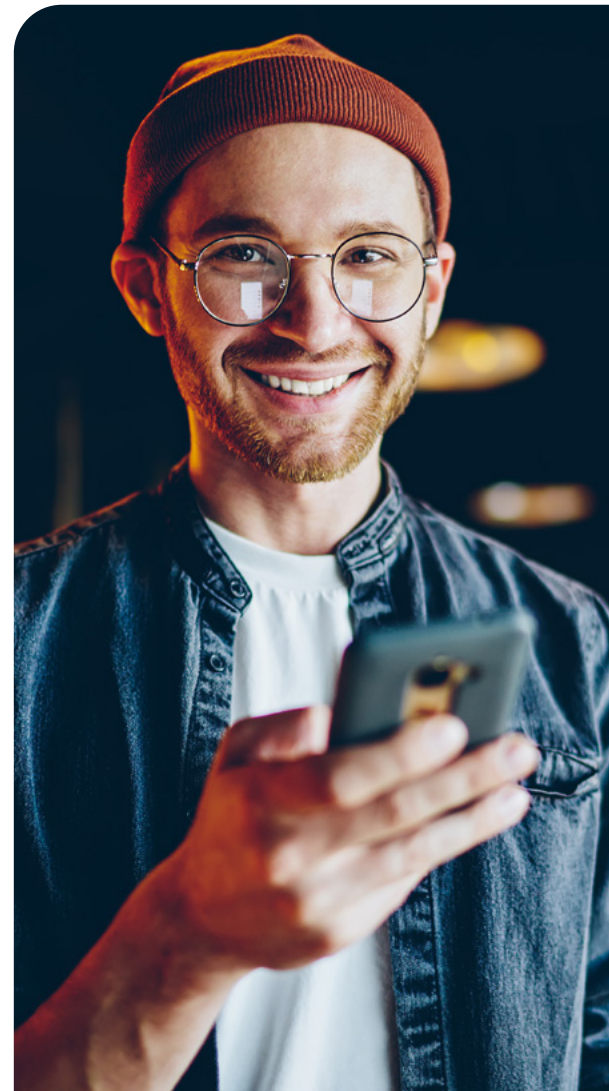
"We were looking for partners that would help us accomplish our goal of a branded, customizable, robust player feedback platform, and saw that Alida could give us the player-first, community-focused experience we were looking for."

Today, the Big Fish Think Tank has over 20,000 members and plans are currently underway to grow that number even further in 2023. The Think Tank is often the first place leadership across Pixel United now turns when a team has a burning business question for an audience of players.

Willis explains: "It has proven to be an incredibly effective space for us to get quick answers and help us plot our next move(s). Our Think Tank members inform many lifecycle decisions we make about our casual games segment here; from artwork and character testing to marketing and user acquisition initiatives to UX improvements, and so many things in between."

By regularly engaging with players and fostering a sense of community, Pixel United is able to access highly involved players without the need for additional incentives. "We recently implemented Think Tank Thursdays, and every week we share something interesting with our members as a "thank you" for the time and feedback they give us. Whether it's survey results, new game sneak peeks, game design videos, or pictures of community members' adorable pets, we do our best to provide information that our players find truly valuable and entertaining."

Results

The impact of the communities on Pixel United's business goals is sometimes immediate. One notable success story: "One player from the community reached out to flag an advertisement that was inhibiting gameplay in one of our games. I sent the feedback to our operations team and they pulled down the ad within 20 minutes; immediately providing a better experience for thousands of players."

Yet another triumph came from a fan of one of Pixel United's biggest casual game titles. "In one of our surveys, a player informed us that they oversaw a fan group for the game on social media —a group with more than 10,000 members— and let us know of a topic the fan group was talking about in detail. We immediately contacted the player to learn more and set up some time to video conference about what they were hearing from this large group of players. By opening up this line of communication with one single community member, we were able to get raw, unfiltered feedback from more than 10,000 of our most highly engaged players! These unexpected benefits of community membership add a layer of humanity and amazingness to our research findings that we never would get from in-game survey responses alone."

And finally, rather than relying solely on external sample companies to find players for research initiatives, Pixel United now often uses their own communities to recruit research respondents in-house; utilizing the communities for focus group and 1:1 recruitment initiatives, playtesting projects, UX research, and more. The company has recognized significant savings on external recruitment and sample costs using this approach.

So – what's the next frontier for Pixel United? "Scaling our communities to include even more players and player types will ultimately help us better understand the full customer lifecycle, from initial awareness and consideration to long-term play and retention" concludes Willis. "We're thinking about the growth of the casual, free-to-play gaming segment and where we need to be heading as a company, and this persistent, honest feedback from our Alida-platform community members has become a critical component of our strategy to move our player experience forward."

PIXEL UNITED

+

Alida.

castorama + Alida.

How Castorama built their Voice of Customer program and transformed their culture to be even more customer-centric.

ROI Metrics/KPIs

Corporate culture transformation

Casto&vous's impact on projects

€75,000
estimated savings on R&D budget

Overview

The customer is key to Castorama's transformation strategy. The brand is building on its customer centricity by placing the customer at the heart of every decision. This was the reason behind the creation of insight community Casto&vous, with the support of Alida Insight Community.

Goals

1. Move from "customer awareness" to a true "customer culture".
2. Develop an insight community.

Business challenge

Castorama wanted to create a programme to complement its existing customer voice system, to obtain very precise, qualitative and immediate feedback.

Solution

In September 2021, with the support of the Alida Insight Community platform, Castorama launched its "Casto&vous" insight community. This insight community is a powerful tool contributing to the move towards a more customer-centric culture, making it possible to set up surveys and activities in an agile, fast and flexible way in terms of human resources.

Alida Insight Community's flexibility and diversity makes it possible to address all types of issues, using the platform's various features such as an in-depth questionnaire, mini-survey, customer video feedback, marketing content testing or digital service testing.

Results

After developing its Casto&vous community, Castorama has been able to provide all its teams with customer insights on both operational and strategic issues.

Castorama has already conducted over fifteen surveys that have led to concrete actions, such as improving website content, setting up new loyalty programme scenarios, contributing to sales advisor training, prioritising certain subjects for video tutorials and DIY courses etc., as well as proposing technical developments for Hello Casto, the brand new DIY voice assistant available in the Castorama app.

Castorama also relies on community members to recruit ambassadors, who are featured in special communications.

All this was rolled out in less than a year, with a simple, agile structure that does not require major human investment. Castorama estimates potential savings of €75,000 on their overall R & D budget over the past year.

> "We benefit immediately from our community. By transforming insights into concrete action on a wide range of issues, we are able to improve the 360° customer experience.

Céline Zuliani, Customer Experience Manager & CSR Marketing

Pierre & Vacances + Alida.

How feedback collected from their insights community helped identify customer pain-points and optimise the digital customer journey before and during their holidays

ROI Metrics/KPIs

Digital web booklet launch for holidaymakers

CSAT

up 9 points due to actions taken from insights

Digital budget optimisation

Overview

With Alida's help, Pierre & Vacances created the "Pierre & Vous" community in 2020. One of the use cases meant they could define the most important information and features expected by their customers before and during a holiday.

Goals

1. Gain an understanding of the information flow best suited to customer needs.
2. Identify the most important content and features to be integrated in our customer area moving forward.

Business challenge

Gain a better understanding of the customer experience before and during their holiday.

Solution

Pierre & Vacances has created an insight community, Pierre & Vous, whose purpose in particular was to help define the most important features expected before and during a holiday.

The first part of the questionnaire was deliberately left very open in order to gather opinion on requirements without locking customers into a predefined vision. The second part of the questionnaire invited customers to select the features they considered most useful from a list of about thirty.

Results

In terms of tools, this research revealed a particularly significant expectation to be able to consult useful information via a web page, rather than an app and a secure account. In terms of content, the study showed that expectations were much more oriented towards local information during holidays.

With these results, the Pierre & Vacances Digital Project Manager completely redesigned the company's strategy. The project team was able to understand that the customer area was not as tailored as it could be as the content customers expected was not dependent on their personal data, but only on the holiday location. For this reason, they rolled out a digital booklet with an easy-to-access QR code, and gave local teams control over the content (places to visit, activities, timetables, etc.) so that it could be more complete and relevant.

The project ended up being much less demanding in its development, less costly and faster to launch than originally planned, for a much stronger customer impact. It was also able to become more responsive and local information could be more personalised, as the on-site teams are trained to use and enter the information they view as essential themselves.

Following the launch of the digital welcome booklet, it obtained a customer satisfaction score of 8.73/10 and Pierre & Vacances saw a difference in overall satisfaction of 9 points between a site with a welcome booklet and one without.

> Thanks to the Alida platform's implementation, Pierre & Vacances has made customer voice key to its decision-making and has, among other benefits, seen a 9 point rise in overall satisfaction following the launch of a digital welcome booklet co-created and approved by its customer community.

Florence Vareille, Marketing Manager

Globe + Alida.

How Globe maximized the community to capture customer insights with the limitations brought about by the pandemic.

ROI Metrics/KPIs

95%
reduced cost
per interview vs ad hoc approach

63%
faster time to insights
vs. commissioning a third party research agency

Overview

Globe Telecom is a major provider of telecommunications services in the Philippines. The company serves the telco and technology needs of consumers and businesses across an entire suite of products and services including fixed-line, mobile, broadband, and enterprise solutions. It operates the largest mobile network in the Philippines and is one of the major providers of fixed-line and broadband networks. As of March 2022, Globe's total mobile subscriber base reached 87.4 million.

Goals

1. Understand the customers' situations and needs to create experiences for them to have choices, overcome challenges, and discover new ways to enjoy life
2. Gather insights effectively and efficiently
3. Communicate and inform stakeholders (Globe Group leaders) about the findings

Business challenge

It has always been Globe's core value to put its customers first. That's why in 2014, it partnered with Alida to set up an insights community of subscribers and branded it as Globe Collaborate. The community currently has a total of 4,200 members participating in various research activities such as online surveys, focus group discussions (FGD), in-depth interviews (IDI), and usability testing.

When the pandemic hit in 2020, Globe was one of the companies that supported the country in the fight against COVID-19 by helping Filipinos do the things that matter in the safety of their homes. But in order to do it effectively, the company and its stakeholders must understand the evolving needs of the people in the midst of heavy restrictions for face-to-face interactions.

Solution

Given the limitations in conducting usual research, Globe's Customer Intelligence team turned to its reliable insights community more than ever before. They launched a market pulse survey to reconnect with the customers and get a feel of their sentiments and how their needs changed during these difficult years. These surveys became quarterly and reports were shared with key stakeholders such as brand teams, the senior leadership of Globe, and other Globe Group companies.

The number of activities within the community also grew. It now averages 32 surveys annually (vs 24 in pre-pandemic). Since then, it has also catered to 7 FGDs, 15 IDIs, and 10 usability tests as other internal teams now rely on the community for some of their research needs.

Seeing the value of having such a community, Globe plans to start a new community in 2023.
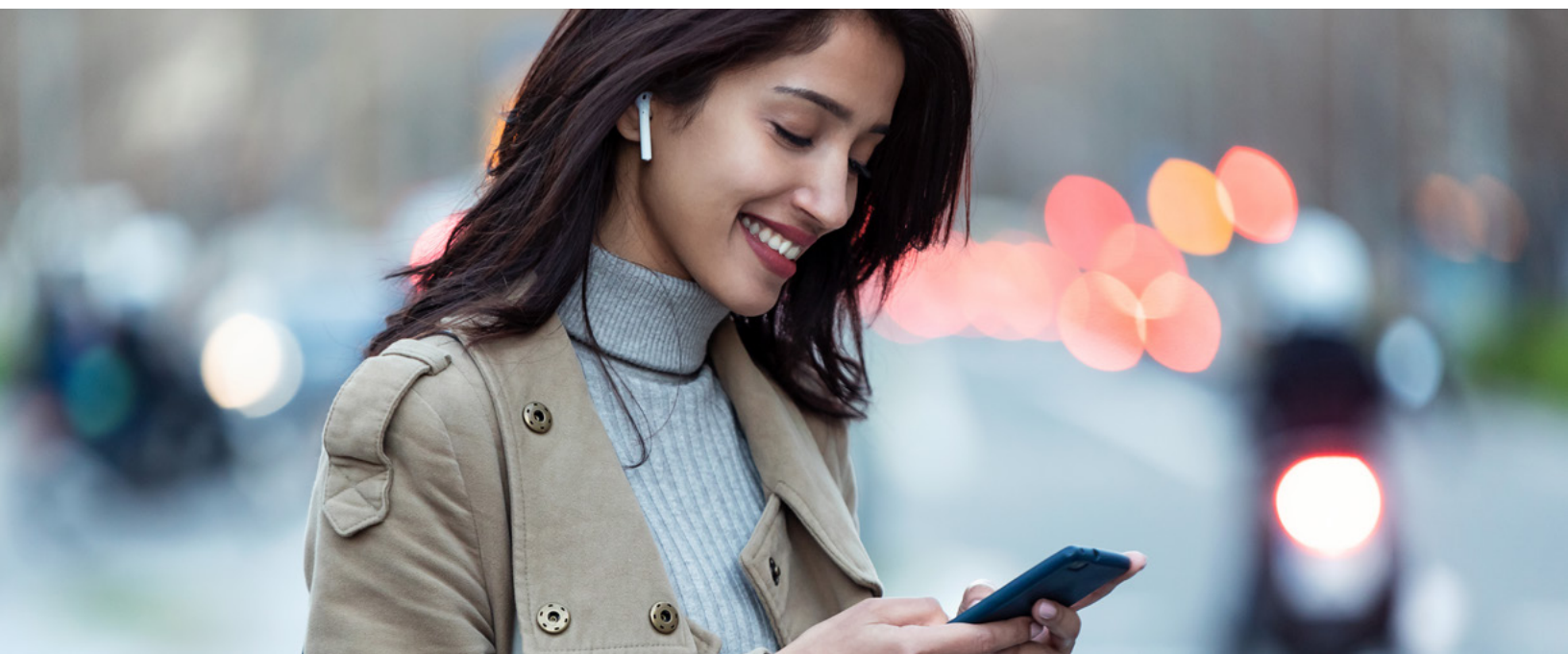
Results

The market pulse survey reports proved to be useful as it provides feedback to several stakeholders like brands, content, communications, and leadership teams. It has impacted a variety of tactical and strategic executions such as:

- New offers
- Product/service prioritization and communication
- Pricing structures
- Company branding and theming

It also reaches other Globe Group companies, which include FinTech and Health, two of the most relevant industries during the pandemic.

And as the country emerges from the pandemic, this study has evolved to touch on other issues Filipinos encountered such as political divisions caused by the recent elections, transitioning to the new administration, and now inflation.

Lastly, as Globe transitions from being a Telco to TechCo, it is committed to keeping a pulse of the customers in order to fulfill its vision where families' dreams come true, businesses flourish, and the nation is admired.

"

At Globe, we always put the customers at the heart of everything we do. At the height of the lockdowns brought about by the pandemic, it was challenging for us to reach out, visit and understand our different customer segments---what they were going through, how habits and behaviors are evolving and how we as Globe can help uplift their lives.

Together with Alida, we have grown and engaged our 4.2K strong Globe Collaborate online community, at the toughest of times, allowing us to be constantly connected with them, uncovering actionable insights and driving key business decisions.

We thank Alida for this 8 year partnership and for recognizing Globe's commitment to our customers.

Jennifer Jane Echevarria, Commercial Strategic Services Group Head

Globe + Alida.

AIA Singapore leverages a dedicated community of customers to curate compelling propositions through deep insights, empowering customers to achieve their health and financial aspirations

ROI Metrics/KPIs

+7
NPS score

23%
increase in adoption of insights in projects

33%
faster in delivering actionable insights

Overview

As a leading insurer, AIA has served the Singapore community since 1931. AIA's brand promise is to enable people to live Healthier, Longer, Better Lives, to help them achieve their health and financial aspirations. By placing customers at the heart of their decision-making, AIA has been able to provide compelling products and services that meet the needs of a changing market.

Goals

1. Deep insights of customer needs to drive customer loyalty and satisfaction
2. Deliver customer-centric products and services that drive growth

Business challenge

The customer voice is becoming more important than ever. To provide more compelling propositions that would support customer' health and financial goals, AIA Singapore needed to gain a deeper understanding of their evolving needs, preferences, and motivations.

Analyzing internal customer data is not sufficient to capture and anticipate the evolving needs of customers. In addition, tailored engagements with leading market research companies take time to complete and deliver actionable insights. There is a need for a scalable and sustainable solution – to ask the right questions to the right customers at the right time.

Solution

AIA tapped into their own customer base and built AIA360 Customer Community using the Alida platform to gather and deliver customer insights with speed. With the platform, the team was able to conduct targeted and ad-hoc surveys, focus groups, and in-depth interviews with members of the AIA360 Customer Community. This has helped the company make more informed business decisions.

The feedback from the AIA360 Customer Community has helped to optimize customer marketing campaigns. During the initial concept development process as well as throughout the campaign, the team was able to test out the product messaging, offers, and design with community members. For example, in the company's recent AIA Kids Education campaign, community members played a pivotal role in shaping the campaign messaging and unique selling points.

Insights from the AIA360 Customer Community have also supported the Brands team to better understand customers' perception of AIA sub-brands and develop plans for greater alignment to values and pillars of the master brand.

In addition to marketing and brand support, community members were also engaged in co-creating and testing user journey experiences on their digital platforms.

Results

By tapping into their customer community, AIA has become more agile in uncovering customer insights which are used in the formulation and development of products, services, and digital experiences. On average, the time taken to deliver actionable insights was shortened by a third. The company's NPS score also improved by 7 points.

InLife + Δlida.

How Insular Life tracks the customer journey to transform the customer experience

Overview

The Insular Life Assurance Company, Ltd. is a mutual life insurance company in the Philippines. In 2019, InLife's leadership team launched an initiative known as 'Purpose before Profits,' which is built on the mission of delivering value to customers. The team designed a 5-year roadmap to improve customer experience – a change management program that impacts company strategy, culture, and process. They now base their strategies on understanding customer requirements to transform the customer experience.

Goals

1. Create stronger alignment between customer ideals and the Insular Life brand
2. Provide customers value beyond functional and economic goals
3. Transform the company culture and mindset to be customer-centric

Business challenge

Though one of the longest established insurers in the Philippines, InLife wasn't a top-of-mind choice for consumers and the team worried they were out of touch with customer needs and motivations. Prior to launching their CX initiative, InLife had a limited understanding of the customer journey and the factors that drive customer satisfaction and loyalty.

Solution

InLife built the foundation for its 5-year initiative in Year One by adopting Alida Total Experience for an outside-in customer view. InLife has now embedded the customer voice in its strategic decision-making process in many ways. They have built a private, digital community of customers to gather in-depth feedback and engage in ongoing conversations. This access enables continuous discovery so they can capture rapid feedback on a variety of issues and uncover emerging trends.

The team uses their community for persona development. The insights gathered enrich user personas they've defined, which are used in improving the UX of their mobile app and customer onboarding journey.

By mapping the customer journey, InLife pinpoints moments that have the most impact on the customer experience. They collect feedback via their digital platforms and after transactions are completed to understand the end-to-end customer experience. They can measure sentiment at every point on the journey, connect the dots, and take action to improve results.

Dashboards make it easy for the InLife team to analyze the insights they collect and share results with their executive team as well as a CX committee and business unit management from insurance, operations, marketing, and sales. A group of employees known as VoCP Champs are responsible for communicating highlights to their respective operating units.

InLife's Data Analytics and Innovations Team is uncovering correlations between CX data and operational data to inform decisions. They're building a comprehensive customer journey dashboard to allow stakeholders to quickly observe trends and changes in key business metrics related to operations, customer perceptions, and business outcomes.

The team has developed a closed loop management process to ensure information is shared back to the community on changes that have been made, so participants know InLife is listening to and acting upon their feedback. "Alida has empowered us to quickly act on critical feedback that we come across from our VOC activities. With the customers' permission, we are able to quickly get back to them and resolve pressing concerns that caused their dissatisfaction," says EJ Salazar, Head of Customer Experience. "Recurring issues uncovered from the insights are also reported back to relevant Business Units so they can be accounted for in succeeding product/process iterations that intend to weed out the friction experienced by our customers."

Results

InLife now has a better understanding of their customers' ideals, particularly a younger generation focused on relatability, transparency, authenticity, and social good, and can better align their brand to attract consumers.

The insights InLife gathers have validated assumptions so that teams could move forward with confidence. Feedback has triggered changes in InLife's policy application and issuance process, identified opportunities to train field sales, as well as informed feature and UI enhancement of the customer mobile app and website.

"

Most importantly, customer insights have sparked inspiration among InLife employees to become more mindful of the role that they play in customer experience.

EJ Salazar, Head of Customer Experience Management

"

InLife
INSULAR LIFE

+

Alida.

To hear directly from the innovators behind these stories and learn more about their success, visit alida.com/innovation-day-2022.

This time next year, we'd love to be writing about you! If you're working on building a Voice of Customer or customer experience program at your organization, set up a time to talk with one of our experts for more insights and recommendations. Contact us at alida.com/connect-with-us.

ABOUT ALIDA

Alida believes in a world where customers are respected as the ultimate source of truth. Because knowing the whole truth about your customers—even the parts that are hard to hear—can help companies make better decisions that drive long-term customer loyalty and growth. With the Alida Total Experience Management (TXM) Platform, leading brands like HBOMax, Adobe, Red Bull, and J.Crew turn their customer truth into action to power exceptional customer, employee, product, and brand experiences. Join us on our mission to reimagine the experience at **www.alida.com** and **@alidaTXM**.

Δlida.