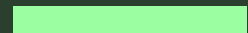




# Voice of the Customer

From insights to action



*7th November, 2024*

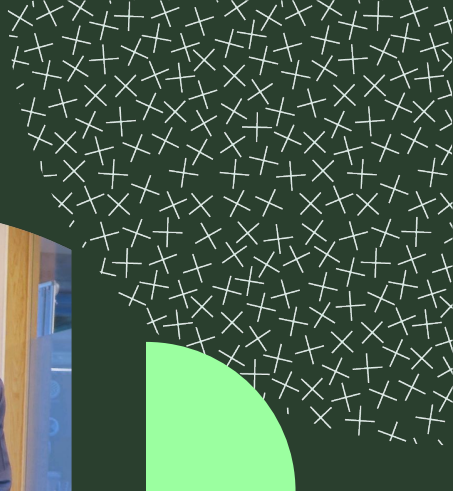
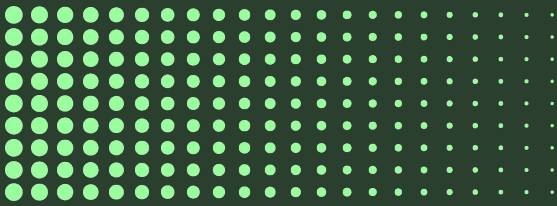




# OLX

---

*We build marketplace ecosystems enabled by tech,  
powered by trust, and loved by our customers.*



# OLX EUROPE



**8** European markets



**26** million monthly app users



**54** million active listings



**4.2**  
Average OLX app rating\*



**84** Customer satisfaction\*\*

\*Out of 5

\*\*Source: CEB - C-Sat with users (buyers and C2C sellers) on OLX EU Platforms from April 22 - April 23



# We empower millions of people in making **key life decisions**

**>11M**  
found a  
**new home**  
with our  
platforms



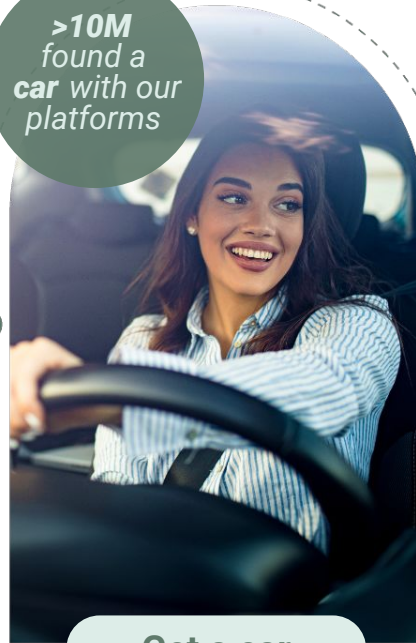
**Moves away**

**Starts their career**



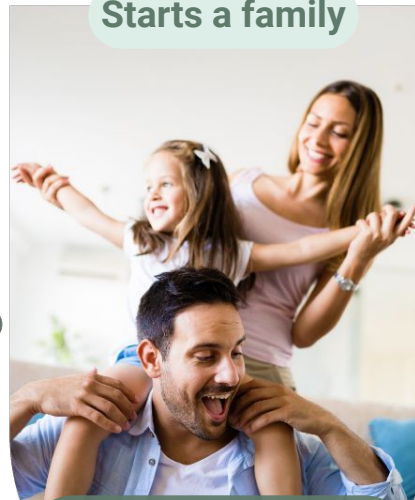
**>4M**  
found a  
**job** on OLX

**>10M**  
found a  
**car** with our  
platforms



**Get a car**

**Starts a family**



**0.5M** found a  
**Wedding planner** on  
.....OLX.....

**0.6M** found  
**baby stroller** on OLX

**>2M** found a **video game**  
or console on OLX



# Who am I?



# What is **Voice of the Customer**?

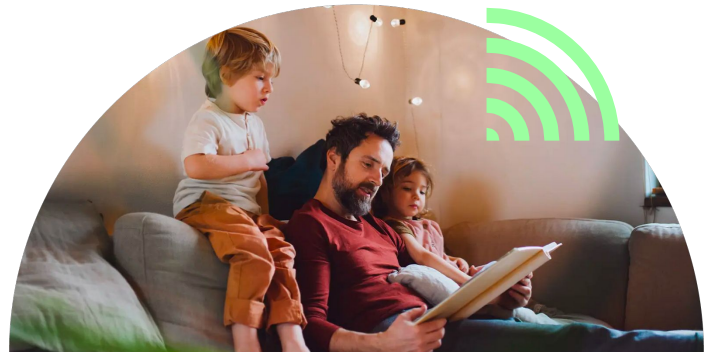


# What is **Voice of the Customer**?

## **Voice of the Customer (VoC)**

refers to understanding the customer

- Needs,
- Pain points,
- Preferences, and
- Expectations.

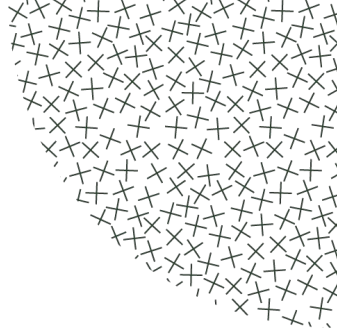




What's one common **challenge** your organization faces when trying to become more **customer-centric**?







Does your organization have a  
**Voice of the Customer** Program?



# Why **Voice of the Customer** matters?

80%

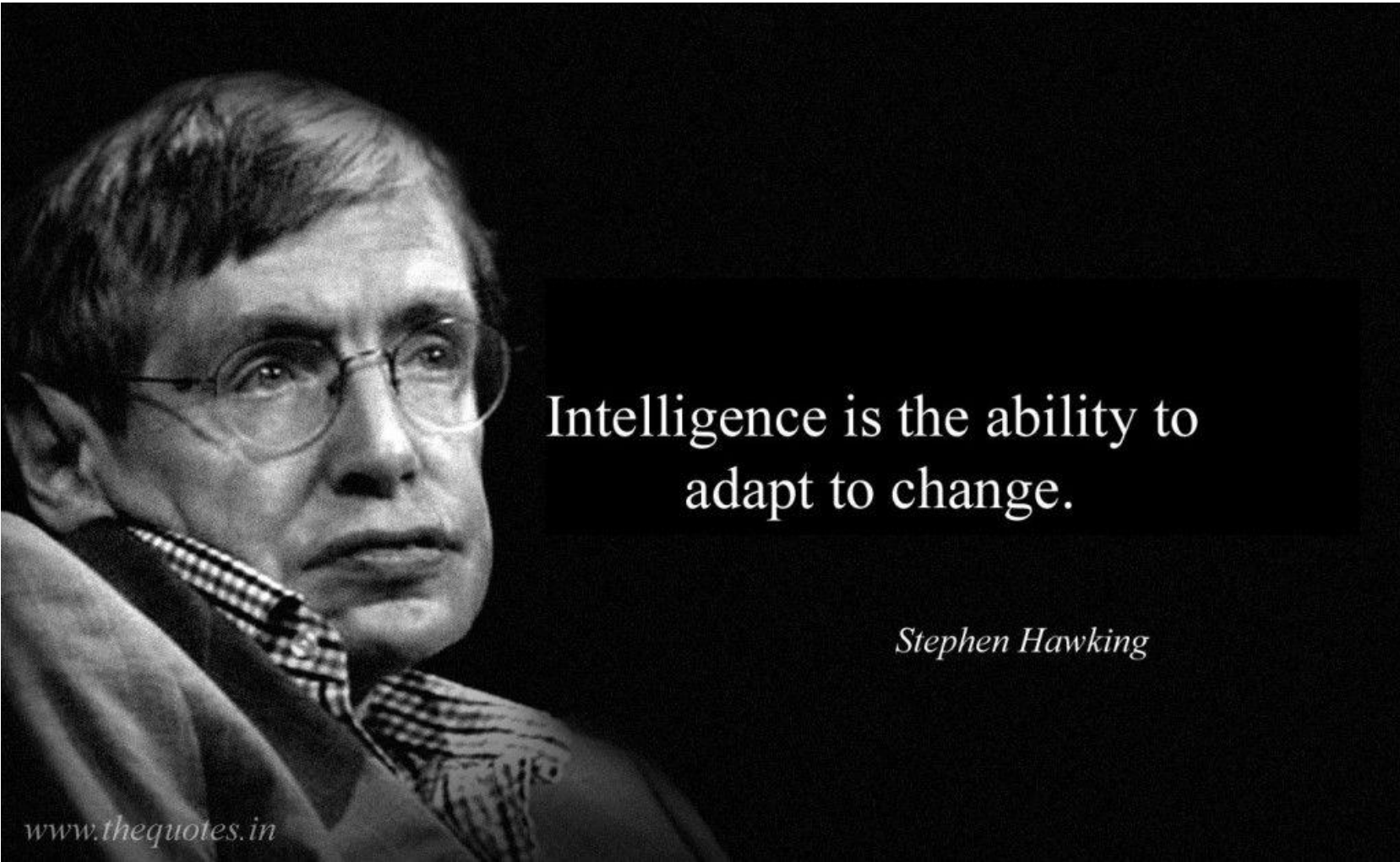


# Disruption Starts with Unhappy Customers, Not Technology

by Thales S. Teixeira

June 06, 2019



A black and white portrait of Stephen Hawking, showing him from the chest up, wearing his characteristic glasses and a checkered shirt. He is looking slightly to the right of the camera with a thoughtful expression. The background is dark and out of focus.

Intelligence is the ability to  
adapt to change.

*Stephen Hawking*

YES!

**Voice of the Customer** matters



**BUT!**





# Challenge #1



Unstructured customer  
feedback



Actionable Insights



# 3-Step Process

Unify  
Customer  
Feedback

Customer  
Engagement  
Barometer  
(C-SAT & NPS)

Customer Support

App Reviews

Sales Feedback

Social Media



# 3-Step Process

Unify  
Customer  
Feedback

Analysis &  
Insights

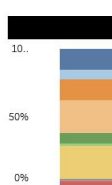
Customer  
Engagement  
Barometer  
(C-SAT & NPS)

Customer Support

App Reviews

Sales Feedback

Social Media



L1  
No answer needed  
Report Fraud / Inappro  
Question - My account  
Question - OLX Delivery  
Issue buying or selling  
No user reply  
UNTAGGED  
Question - Credit/Pack  
Bug (Technical issue)  
Connections

**VoC Dec 2020 summary** - delivery issues is the main reason for contact in UA & PL

→ Sources: contact form + email + chat\* + reviews\* + calls\* + facebook\* + pay EOM trigger (PL) + automatic email change password (PT)  
→ Data: Zendesk  
→ Month: December  
→ VoC dashboard: <https://triton.olxgroup.bi/#/site/europe/voic/VoiceofcustomerCSEurope/OLX>

	OLX UA	OLX PL	OLX KZ	OLX BG	OLX RO	OLX PT
<b>Delivery</b>	- refund didn't reach seller 15% ↑ 9% MoM	- shipment status - can't download documents 14% ↓ 49% MoM		- buyer didn't collect 1% ↓ 35% MoM	- how it works 3% ↑ 47% MoM	
<b>Payment</b>	- refund - featured ad rejected 7% ↓ 8% MoM	- pay EOM - refund 3% ↓ 24% MoM	- refund - featured ad rejected 20% ↓ 2% MoM	- questions business packages 4% ↓ 43% MoM	- refund - don't see paid ad 8% ↓ 8% MoM	- question about payment 4% ↓ 32% MoM
<b>Fraud</b>	- delivery 15% ↑ 35% MoM	- user is scammer - product is broken 15% ↓ 2% MoM	- fraud in delivery 16% ↓ 13% MoM	- user is scammer - product is not good as expected 22% ↑ 15% MoM	- fake money transfer 29% ↑ 89% MoM	- inappropriate behaviour 19% ↓ 11% MoM
<b>Account</b>	- duplicate - can't create account: data in use 23% ↓ 9% MoM	- not able to access account 4% = 0% MoM	- personal detail are already in use 17% ↓ 18% MoM	- sms issues - duplicate 26% ↓ 5% MoM	- personal detail are already in use 14% ↓ 11% MoM	- can't create account 34% ↓ 18% MoM
<b>Buy/Sell</b>	- issues submit ad - rejected ad 8% ↑ 4% MoM	- difficulty submit ad - rejected ad 7% ↓ 36% MoM	- difficulty submit ad - rejected ad 11% ↓ 5% MoM	- ad rejected - difficulty submit ad 19% ↓ 9% MoM	- ad rejected - difficulty submit ad 17% ↓ 26% MoM	- difficulty submit ad 26% ↓ 27% MoM
<b>Others*</b>	- Automatic emails & untagged 32% ↓ 4% MoM	- internal tickets 57% ↑ 76% MoM	- untagged 36% ↑ 40% MoM	- untagged 28% ↓ 8% MoM	- untagged 29% ↑ 23% MoM	- suggestions - bugs 17% ↓ 14% MoM



\*Others - internal, untagged, suggestions, bugs, rebranding, missed calls; \*Calls in PL, RO, BG, PT; \*Reviews in UA, BG, RO, PT; \*Chat in UA, PL, BG; \*Facebook in PL, BG, RO, PT



# 3-Step Process

Unify  
Customer  
Feedback

Analysis &  
Insights

Deep-dives  
with  
Product

Customer  
Engagement  
Barometer  
(C-SAT & NPS)

Customer Support

App Reviews

Sales Feedback

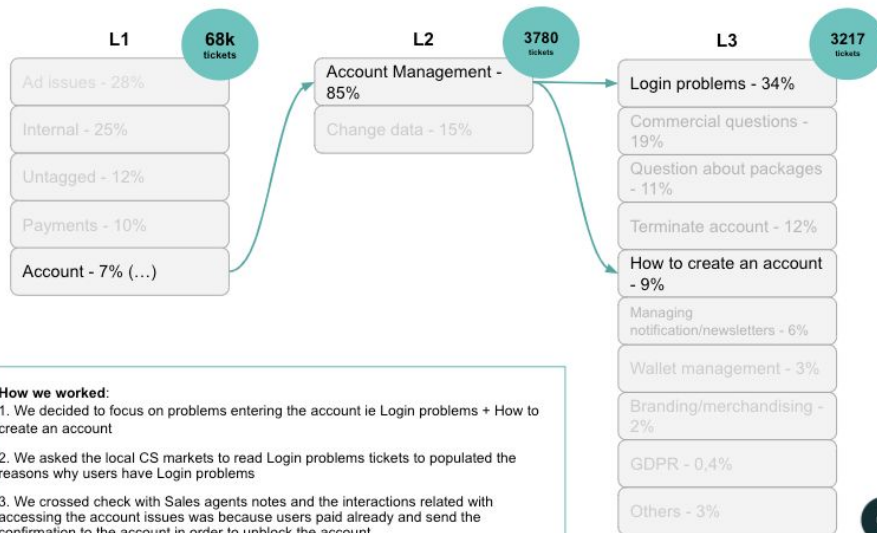
Social Media

**VoC Dec 2020 summary** - delivery issues is the main reason for



\*Others - internal, untagg

**CS: login issues analysis**



# 3-Step Process

## Unify Customer Feedback

- Begin with a feedback channel, categorize and ensure granularity
- Add the next channel of feedback, follow the same categorization, ensure consistency

## Analysis & Insights

- Analyse and ensure insights are available widely (dashboard, email, shared doc, etc.)
- Operationalise through a regular process (monthly ops review, business review, etc.)

## Deep-dives with Product

- Conduct deep-dives and investigations quarterly as part of OKR planning
- Granularity brings relevance to specific functions/teams to create action



# This didn't happen overnight!



Unstructured customer  
feedback



Actionable Insights





# We improved the process

From manual categorization and classification to automated, intelligent classification with tooling and Data Science



# Challenge #2



Actionable Insights



Improving our Product

# Especially when



Resources are limited



Prioritization is necessary

# So...

## Year 1

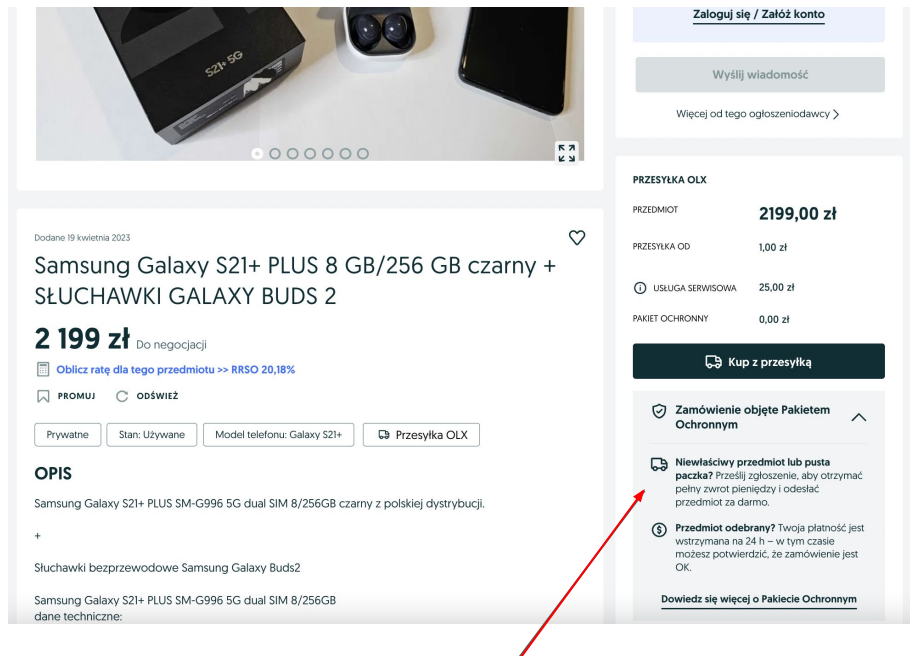
- We had resources - capacity within our tech org that was focused on solving customer pain points through the VoC program
- However, prioritization led to very little action

## Year 2

- We quantified the problem in \$ value as well as customer impact to ensure prioritization
- Action was limited as resources were scarce last year due to the overall industry crunch



# An example



The screenshot shows a mobile phone listing on the OLX platform. The listing is for a Samsung Galaxy S21+ PLUS 8 GB/256 GB czarny + SŁUCHAWKI GALAXY BUDS 2. The price is 2 199 zł. The listing includes a description, technical specifications, and a 'Przesyłka OLX' button. A red arrow points to the 'Przesyłka OLX' button, which is highlighted by a 'Safe Deal' overlay. The overlay contains the following information:

- PRZESYŁKA OLX**
- PRZEDMIOT** 2199,00 zł
- PRZESYŁKA OD** 1,00 zł
- USŁUGA SERWISOWA** 25,00 zł
- PAKIET OCHRONNY** 0,00 zł
- Kup z przesyłką**
- Zamówienie objęte Pakietem Ochronnym**
- Niewłaściwy przedmiot lub pusta paczka?** Prześlij zgłoszenie, aby otrzymać pełny zwrot pieniędzy i odesłać przedmiot za darmo.
- Przedmiot odebrany?** Twoja płatność jest wstrzymana na 24 h – w tym czasie możesz potwierdzić, że zamówienie jest OK.
- Dowiedz się więcej o Pakiecie Ochronnym**

New product “Safe Deal” for our customers was launched

# An example

**Samsung Galaxy S21+ PLUS 8 GB/256 GB czarny + SŁUCHAWKI GALAXY BUDS 2**

**2 199 zł** Do negocjacji

[Oblicz ratę dla tego przedmiotu >> RRSO 20,18%](#)

[PROMUJ](#) [ODŚWIEŻ](#)

[Prywatne](#) [Start: Używane](#) [Model telefonu: Galaxy S21+](#) [Przesyłka OLX](#)

**OPIS**

Samsung Galaxy S21+ PLUS SM-G996 5G dual SIM 8/256GB czarny z polskiej dystrybucji.

+

Słuchawki bezprzewodowe Samsung Galaxy Buds2

Samsung Galaxy S21+ PLUS SM-G996 5G dual SIM 8/256GB dane techniczne:

**PRZESYŁKA OLX**

PRZEDMIOT	<b>2199,00 zł</b>
PRZESYŁKA OD	1,00 zł
USŁUGA SERWISOWA	25,00 zł
PAKIEŃ OCHRONNY	0,00 zł

[Kup z przesyłką](#)

**Zamówienie objęte Pakietem Ochronnym**

- Niewłaściwy przedmiot lub pusta paczka?** Prześlij zgłoszenie, aby otrzymać pełny zwrot pieniędzy i odesłać przedmiot za darmo.
- Przedmiot odebrany?** Twoja płatność jest wstrzymana na 24 h – w tym czasie możesz potwierdzić, że zamówienie jest OK.

[Dowiedz się więcej o Pakiecie Ochronnym](#)

New product “Safe Deal” for our customers was launched

Resulted in over 15,000 Customer Service tickets every month!

Costing about \$6 to solve each ticket.

Quantifying the value - **\$90,000/month**

Moreover, CSAT score was bad!







Last year, we went a step further.



# Again, 3-Step Process



## Set a Goal

- Set a quantifiable goal to solve customer pain points
- Ensure leadership has “skin in the game”, the goal is shared by the C-level leaders



# Again, 3-Step Process



## Set a Goal

- Set a quantifiable goal to solve customer pain points
- Ensure leadership has “skin in the game”, the goal is shared by the C-level leaders



## Quantify & Prioritise

- Add a \$ value to customer pain points
- Add the impact of pain points on the customer, customer journey
- Prioritise the pain point to be addressed and solved for



# Again, 3-Step Process



## Set a Goal

- Set a quantifiable goal to solve customer pain points
- Ensure leadership has “skin in the game”, the goal is shared by the C-level leaders



## Quantify & Prioritise

- Add a \$ value to customer pain points
- Add the impact of pain points on the customer, customer journey
- Prioritise the pain point to be addressed and solved for



## Allocate resources & Track

- Ensure resources are committed through budget
- Measure and track improvements
- Communicate customer impact



# An example

Today ▾



Herle Wilekins

1:54 PM

The results from the negotiation flow experiment for P&S in PL are looking very good. .% of self solved cases looks to be around 40% (we actually expect it to be slightly higher by the end of Q1 as we implement some improvements in the Negotiations flow). If we apply this rate to 13000 monthly rejected packages, it amounts to 62400 self-solved cases per year. We have an estimated cost of 6USD per case for Safe Deal on CS, so this means yearly savings of around 374400 USD

@ruchi.shah



**Ruchi Shah** 2:10 PM

That's amazing!



# In summary,



Unstructured customer feedback



Actionable Insights



Improving Product

Unify  
Customer  
Feedback

Analyse &  
Generate  
Insights

Deep-dive  
with  
Product

Set a Goal

Quantify &  
Prioritise

Allocate  
Resources  
& Track





# Meet your BOSS

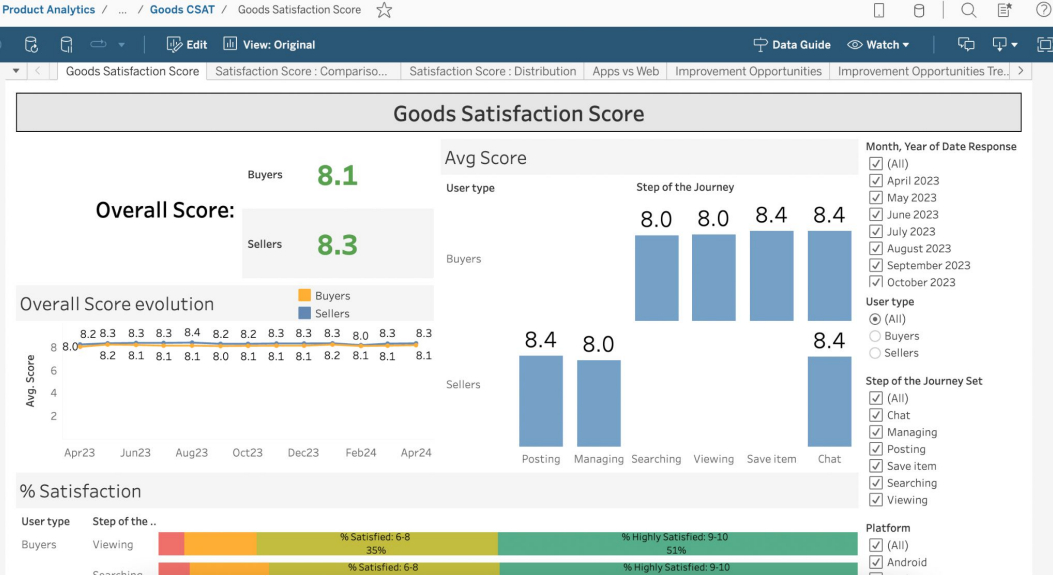


# Customer Beat

## App Store Ratings - March 2024

Market	iOS		Android	
Poland	3.7	★ ★ ★ ★ ★ ☆	4.4	★ ★ ★ ★ ★ ★
Portugal	4.6	★ ★ ★ ★ ★ ☆	4.4	★ ★ ★ ★ ★ ★
Romania	4.3	★ ★ ★ ★ ★ ☆	4.6	★ ★ ★ ★ ★ ★
Bulgaria	4.5	★ ★ ★ ★ ★ ☆	4.5	★ ★ ★ ★ ★ ★
Ukraine	3.7	★ ★ ★ ★ ★ ☆	4.3	★ ★ ★ ★ ★ ☆
Uzbekistan	3.1	★ ★ ★ ★ ☆ ☆	4.5	★ ★ ★ ★ ★ ☆
Kazakhstan	3.9	★ ★ ★ ★ ★ ☆	4.5	★ ★ ★ ★ ★ ☆

The overall rating across countries has remained stable with no changes observed MoM.



Explore / Product Analytics / ... / Goods CSAT / Open Questions : Others

### Other

Day of...	Country	Platform	Business Sta...	Step of the ...	Open Answer Eng	Score	Score Meaning
3 April 2024	Ukraine	Desktop	Sellers	Managing	small number of free ads	8	Satisfied
29 March 2024	Ukraine	Mobile Web	Sellers	Chat	Everything is good	9	Highly Satisfied
27 March 2024	Ukraine	Desktop	Sellers	Chat	Everything is good	9	Highly Satisfied
22 March 2024	Ukraine	iOS	Buyers	Viewing	Scammers	2	Highly Unsatisfied
19 March 2024	Ukraine	Mobile Web	Sellers	Chat	Everything is good	10	Highly Satisfied
17 March 2024	Ukraine	Mobile Web	Sellers	Posting	nothing	8	Satisfied
16 March 2024	Poland	Mobile Web	Sellers	Managing	Everything	0	Highly Unsatisfied
16 March 2024	Portugal	Mobile Web	Sellers	Posting	nothing	8	Satisfied
16 March 2024	Ukraine	Desktop	Buyers	Searching	repeated announcements	2	Highly Unsatisfied
14 March 2024	Poland	Mobile Web	Sellers	Chat	Nothing	8	Satisfied
13 March 2024	Ukraine	Desktop	Buyers	Viewing	Everything suits	10	Highly Satisfied
12 March 2024	Poland	iOS	Buyers	Searching	Everything	0	Highly Unsatisfied
10 March 2024	Poland	Android	Buyers	Searching	The ads are repeating	6	Satisfied
7 March 2024	Romania	Mobile Web	Sellers	Posting	More photos	10	Highly Satisfied
6 March 2024	Portugal	Desktop	Buyers	Searching	advertisement	8	Satisfied
5 March 2024	Ukraine	Desktop	Sellers	Chat	Everything is good	10	Highly Satisfied
4 March 2024	Portugal	Android	Sellers	Posting	nothing	9	Highly Satisfied
2 March 2024	Poland	Mobile Web	Sellers	Managing	more photos	9	Highly Satisfied
1 March 2024	Poland	Desktop	Buyers	Chat	More ads please	0	Highly Unsatisfied
28 February 2024	Poland	Desktop	Buyers	Chat	More ads please	0	Highly Unsatisfied
27 February 2024	Ukraine	Mobile Web	Buyers	Viewing	I do not know	10	Highly Satisfied
27 February 2024	Ukraine	Android	Sellers	Chat	Everything suits	10	Highly Satisfied
27 February 2024	Poland	Mobile Web	Sellers	Chat	Everything is ok	10	Highly Satisfied



# In summary,



Unstructured customer feedback



Actionable Insights



Improving Product

Unify  
Customer  
Feedback

Analyse &  
Generate  
Insights

Deep-dive  
with  
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Set a Goal

Quantify &  
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Allocate  
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