



THE FORESEE EXPERIENCE INDEX (FXI): TOP 100 BRANDS EDITION



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ABOUT THIS STUDY

The ForeSee Experience Index measures the customer experience with the top brands ranked by brand value, as reported by Interbrand. During the course of the year, ForeSee collected data from more than 75,000 respondents who have recently purchased or done business with the top global brands. The satisfaction scores in this specific report reflect data collected over the last quarter from October 11th to 16th and covers 25,000 surveys collected.

The ForeSee predictive methodology measures the customer experience and the likelihood of customers to engage in desired future behaviors such as Retention, Upsell, and Recommend. Satisfaction data were collected via panel—a nationwide group of 1.3 million consumer households that have agreed to participate in opt-in surveys—and analyzed using the ForeSee® CXASM methodology.

EXECUTIVE SUMMARY

Based on more than 25,000 surveys of customers of the biggest brands, key findings of this first ForeSee Experience Index include:

- > **Satisfaction among the top brands is high:** The average score for the companies measured in this index is 80 on the study's 100-point scale—typically considered the benchmark for excellence by ForeSee.
- > **Amazon is the head of the class:** Amazon continues to show that it is the consummate customer experience leader on the web and in mobile. Therefore, it is no surprise that Amazon is the leader at the brand level as well with an 87. However, in this study they have plenty of company at the top with 12 other brands reaching to within three points of the leader; two of them (Avon and Nordstrom) lag just one point behind.
- > **Automotive and CPG score highest:** When looking at how various industries compare, the Automotive and Consumer Packaged Goods (CPG) industries score highest in customer satisfaction (tied at 82), followed by Retail & Apparel (81) and Technology & Electronics (80). The Financial Services category registers at the bottom of the scale with an average score of 75.
- > **Satisfaction matters:** When we compare the future behaviors of highly satisfied customers to less-satisfied customers, we find that highly satisfied customers report being:
 - 75% more likely to prefer the brand overall;
 - 60% more likely to do business with the company;
 - 83% more likely to purchase more;
 - 63% more likely to purchase from the brand the next time they are in the market for a similar product or products;

- 77% more likely to give the brand a positive recommendation to others; and
 - 76% more likely to trust the brand in general.
- > **What is driving satisfaction:** As much as satisfaction drives future behaviors, there are elements that drive satisfaction and, therefore, affect customers' future behaviors. At the aggregate level, the Product element (which measures the appeal, uniqueness, and quality of products) was the top priority for 45% of the brands in this study, while the Service element (which measures the quality and reliability of services) was the top priority for 35% of the brands.

INTRODUCTION

A good customer experience is a critical driver of financial success, so it should be measured and managed the right way.

Any executive will state that customer satisfaction is an important factor in running his or her business, be it at the forefront of the brand's strategy or just a motivational concept in a training binder buried somewhere in the company vaults. But how many leaders truly have their finger on the pulse of the customer experience and can quantify how the customer experience impacts profits, sales, loyalty, and recommendations?

Whether executives know it or not, their customers have evolved to a point where they're in charge. They can buy anything, anywhere, anytime. Technology has made them smarter than ever before. Social media has given them a voice and a megaphone to broadcast their opinions. And, with more choices of brands and ways to engage with them (web, mobile, contact center, store/location, social media, email, etc.) at their disposal, it's easier than ever to switch whenever they deem necessary.

This report, the **ForeSee Experience Index (FXI)**—the first of many to come that measures satisfaction at the brand level, or what we call the customer relationship level—uses a scientific technology that goes beyond what anyone else has done before to offer predictive and actionable insights so executives know exactly how they are doing **at the brand level** and how they can improve. The Customer Relationship Measure uses satisfaction as its metric of choice to measure the customer experience and is just one part of a robust system of metrics that include elements that drive satisfaction and future behaviors such as retention, upsell, and word of mouth that are outcomes of the experience.



Measuring the customer experience doesn't (and shouldn't) stop at the brand level. We can and do apply this same technology to individual channel experiences as well as the interactions consumers are having within each channel, providing a comprehensive look at the entire customer experience that can be shared with everyone in the organization from top to bottom. We will publish reports throughout the year that focus on customer satisfaction with individual channels and touchpoints within various industries.

The FXI includes not just one but *four* scores: Satisfaction, Retention, Upsell, and Word of Mouth Index (WoMI) for the most well-known brands around the globe.

It's important to note that these are the top brands, and they all do very well, and being at the "bottom of the top" is not necessarily bad. This report is designed not just to give the companies in it a chance to benchmark themselves against each other, but also to afford all of the companies not in the Index the opportunity to compare themselves to the best in class.

BY THE NUMBERS

The following chart shows Satisfaction with the customer experience for the top global brands. Also shown are the future behavior scores for Retention and Upsell, which are outcomes (or results) of the customer experience. Finally, ForeSee provides a Word of Mouth Index (WoMI) score that takes into consideration both positive and negative word of mouth. All of these scores are critical to business success and together provide a comprehensive look at the customer experience.

The following table shows scores for the top brands in decreasing order of satisfaction. Tables organized by industry categories can be found later in the report.

Industry Categories:

Automotive

CPG

Financial Services

Retail & Apparel

Technology & Electronics

Media & Entertainment

Hospitality & Food Services

Miscellaneous

ForeSee Experience Index: The Scores

Top Brands	Satisfaction	Retention	Upsell	WoMI
Aggregate	80	83	65	49
Amazon	87	91	74	68
Avon	86	88	77	67
Nordstrom	86	89	72	69
Coach	85	86	70	62
Heinz	85	88	72	55
Honda	85	86	55	64
Mercedes-Benz	85	86	70	63
Moët & Chandon	85	86	72	49
3M	84	86	72	61
Costco	84	90	73	67
Johnson & Johnson	84	88	78	60
Tiffany	84	84	71	55
Walt Disney	84	87	69	65
Apple	83	86	63	58
Budweiser	83	87	70	51
Discovery Communications	83	nm*	nm*	52
Duracell	83	85	61	53
Ford	83	84	58	57
IKEA	83	86	64	62
Jack Daniels	83	86	70	56
Johnnie Walker	83	85	77	52
Kleenex	83	86	69	52
Nescafé	83	84	73	47
Sony	83	84	65	53
Toyota	83	84	56	61
American Express	82	86	54	55

**SATISFACTION SCORE:
CUSTOMER RELATIONSHIP MEASUREMENT**

Measuring satisfaction with the customer relationship helps executives understand the health of that relationship at the brand level and highlights where the experience falls short.

ForeSee quantifies the impact of the customers' relationships with a company and their overall satisfaction, so you can answer questions that will help assess the value of your company initiatives such as:

- > What do your customers need and expect from your company, and are you meeting those expectations?
- > How do interactions with specific channels and the improvements you are making in those channels impact the customer relationship with your organization?
- > How is the satisfaction of your customers changing over time, and why?
- > Where should you focus your resources and investments to get the greatest return on customer relationship satisfaction overall?

By analyzing the full customer satisfaction relationship, it is possible to demonstrate how changes or improvements made to the customer experience will impact their loyalty, retention, and word-of-mouth recommendations.

ForeSee Satisfaction Analytics provide a comprehensive customer experience measurement system that gauges overall company success.

*These scores were not measured for this particular company.

ForeSee Experience Index: The Scores (continued from page 7)

Top Brands	Satisfaction	Retention	Upsell	WoMI
Audi	82	81	71	40
BMW	82	81	69	49
Canon	82	83	62	57
Chevrolet	82	84	59	57
eBay	82	86	69	62
Heineken	82	84	67	46
Hyundai	82	82	56	59
John Deere	82	85	58	62
Nintendo	82	83	72	52
Oracle	82	84	76	48
Pampers	82	84	75	61
Philips	82	84	69	51
Ralph Lauren	82	83	71	50
Samsung	82	83	59	56
UPS	82	85	65	59
Adidas	81	81	67	54
Burberry	81	83	73	48
Cisco	81	83	67	45
Corona	81	83	64	46
Danone	81	81	79	37
Dell	81	81	58	53
Google	81	nm*	nm*	45
Intel	81	83	64	49
Lowe's	81	85	66	54
Nestlé	81	85	68	48
Panasonic	81	81	64	50
Pepsi	81	86	68	47
Sam's Club	81	85	64	51
Siemens	81	82	71	47
Smirnoff	81	83	69	48

FUTURE BEHAVIORS: WHY SATISFACTION MATTERS

The ForeSee methodology recognizes that satisfaction itself is not the only desired end result.

Using satisfaction as its metric of choice, the ForeSee methodology measures the customer experience in the most accurate, credible, reliable, and precise way possible. Starting with elements that drive satisfaction, to the actual satisfaction with the customer experience, to the outcomes of satisfaction, ForeSee measures in a way that predicts customers' likely future behaviors and offers actionable insights.

For the purpose of this report we highlight Retention and Upsell future behaviors. Both are considered key drivers of business success and show how powerful the ForeSee methodology is when used the right way.

However, to illustrate the importance of a highly satisfied customer, this index compares less-satisfied customers (with satisfaction scores of 69 or less) to highly satisfied customers (with satisfaction scores of 80 or higher) of the top brands and retailers to produce likelihood scores of some the common future behaviors. This report shows highly satisfied customers of the top brands at an aggregate level are:

- > **75%** more likely to prefer the brand overall;
- > **60%** more likely to continue doing business with the company (Retention);
- > **83%** more likely to purchase more (Upsell);
- > **63%** more likely to purchase from the brand the next time they are in the market for a similar product or products;
- > **77%** more likely to give the brand a positive recommendation to others; and
- > **76%** more likely to trust the brand in general.

This report provides these likelihood scores for each industry category to highlight the importance of providing a satisfactory customer experience.

*These scores were not measured for this particular company.

ForeSee Experience Index: The Scores (continued from page 8)

Top Brands	Satisfaction	Retention	Upsell	WoMI
Sprite	81	84	71	47
Adobe	80	82	68	53
Best Buy	80	84	59	50
Coca-Cola	80	86	69	46
Colgate	80	85	66	46
Gillette	80	84	68	48
Harley-Davidson	80	84	67	58
Home Depot	80	86	66	36
IBM	80	79	74	40
Kellogg's	80	85	73	41
Louis Vuitton	80	80	71	48
Nike	80	83	69	49
HP	79	81	56	48
Nissan	79	77	55	47
Nokia	79	77	57	46
Pizza Hut	79	83	66	50
Visa	79	84	49	40
Volkswagen	79	76	58	49
Gap	78	82	66	43
GE	78	77	53	43
H&M	78	81	69	45
Kia	78	76	55	45
L'Oréal	78	82	68	45
Microsoft	78	82	65	47
Morgan Stanley	78	82	59	40
Starbucks	78	80	64	46
Xerox	78	80	69	44
Zara	78	79	72	38
Goldman Sachs	77	78	73	36
Target	77	83	65	43

WORD-OF-MOUTH RECOMMENDATIONS

ForeSee developed the Word of Mouth Index (WoMI) not as a replacement for Net Promoter Score (NPS), but as an evolution of the word-of-mouth metric.

While NPS asks customers only "How likely are you to recommend this company?" and assumes that those who are not recommending are actively detracting, WoMI measures both likelihood to recommend and likelihood to detract by adding a second question: "How likely are you to discourage others from doing business with this company?" By measuring both positive and negative word of mouth, business leaders gain a more robust, accurate, and reliable metric that, when viewed within the context of the customer experience, provides actionable insights that can help leaders improve key drivers of business success, including word of mouth.

After researching more than two million survey responses in developing WoMI, ForeSee found that by measuring only positive word of mouth and making the assumption anyone not recommending the brand is a detractor, NPS overstates detractors by an incredible margin, which can cause company executives to make the wrong business decisions.

In this report, NPS was found to overstate detractors by an average of 867% for the measured top brands.

WoMI helps business leaders distinguish between True Detractors® and True Promoters® so they can avoid wasting precious resources trying to convert passives into promoters and eliminates the risk of alienating customers who aren't legitimate detractors. WoMI also helps leaders understand what drives negative word of mouth as well as positive word of mouth, allowing companies to take proactive measures to fix issues affecting the customer experience.

This study provides more information about WoMI and NPS overstatement at the category level in Appendix A on page 45.

ForeSee Experience Index: The Scores (continued from page 9)

Top Brands	Satisfaction	Retention	Upsell	WoMI
Allianz	76	79	54	46
J.P. Morgan	76	80	53	43
MasterCard	76	82	45	32
McDonald's	76	81	65	37
Shell	75	78	55	31
AXA	73	78	52	33
MTV	73	nm*	nm*	30
Citi	72	75	46	28
KFC	72	78	59	36
Walmart	72	80	63	31
Facebook	69	nm*	nm*	29
HSBC	67	66	49	26
Santander	65	66	42	24

*These scores were not measured for this particular company.



Average customer satisfaction with the top brands in the FXI is 80 on the study's 100-point scale.

Individual brand Satisfaction scores in this study span a 22-point range, from a high of 87 (Amazon) to a low of 65 (Santander).

At the top of the list (and several other ForeSee reports throughout the year), Amazon continues to show that it is the consummate customer experience leader. Therefore, it is no surprise that Amazon is the leader at the brand level as well. However, in this study they have plenty of company at the top with 12 other brands reaching to within three points of the leader; two of them (Avon and Nordstrom) lag just one point behind.

It must be noted that these are the top global brands—the best of the best—and all do well and are expected to do well. In fact, 68% of the companies scored an 80 or above, which is generally the ForeSee benchmark for excellence. So, recording a lower score against the best isn't necessarily bad. Granted, companies still have work to do and improvements to make. Just because a brand scores in the 80s does **not** mean they should neglect the customer experience. No company is too big or too small to be concerned with the customer experience. In this ultra-competitive market where the consumer is in control, both high- and low-scoring brands need to continuously and consistently measure and manage the experience to better align it with evolving customer wants and expectations.

On the other end of the spectrum, only three companies score 69 or lower in this study. Companies that score in this range are traditionally regarded as laggards. While these companies typically face the greatest challenge, they also have the greatest to gain by improving the customer experience.

WHY SATISFACTION MATTERS FOR THE TOP BRANDS

ForeSee understands that satisfaction is not the only desired result. Knowing how satisfied customers are with the experience is great, but understanding what the outcome(s) of that experience is becomes even more beneficial in order to improve and move a company forward.

The number of measurable outcomes can vary per company. For the purposes of this study, ForeSee looked specifically at Retention, Upsell, and Recommend future behaviors since they tend to have a direct impact on business success.

When we look at Retention, scores range from 91 to 66 on a 100-point scale. Amazon is the front-runner with a 91, meaning current Amazon customers are more likely to continue doing business with them in the future than, say, customers of HSBC or Santander (both scoring a 66). This demonstrates that customers who encounter a bad experience may find it easier to switch companies if a better experience comes along.

Upsell scores range from 79 to 42. Brands with higher Upsell scores have customers that are more likely to purchase more products or services from the brand. Danone leads the top brands with a 79. Johnson & Johnson recorded a 78, and the Avon and Johnnie Walker brands each scored 77. Santander scored the lowest with a 42.

WoMI scores range from 69 to 24 with the top numbers going to Nordstrom (69), Amazon (68), Avon (67), and Costco (67). The lowest WoMI score goes to Santander (24). As with other future behaviors, those brands with higher WoMI scores have customers who are more likely to give the company a positive recommendation.

Average Satisfaction and Future Behavior Scores by Industry Category				
Category Average	Satisfaction	Retention	Upsell	WoMI
Auto	82	82	61	54
CPG	82	85	71	50
Retail & Apparel	81	84	68	51
Technology & Electronics	80	82	65	49
Financial Services	75	78	52	37
Hospitality & Food Services	N/A*	N/A*	N/A*	N/A*
Media & Entertainment	N/A*	N/A*	N/A*	N/A*
Miscellaneous	N/A*	N/A*	N/A*	N/A*

*ForeSee does not calculate averages for categories with fewer than five companies, but individual company scores be found on the corresponding category pages.



All brands in this Index are classified according to an industry category, which allows individual companies to check their own performance against direct competitors. For categories with five or more companies, we provide an average category score for Satisfaction, Retention, Upsell, and WoMI. While we do not include averages for groups of four or less, companies in these categories can still compare scores on an individual basis to close and distant competitors.

FORESEE EXPERIENCE INDEX: AUTOMOTIVE

Automotive Brands	Satisfaction	Retention	Upsell	WoMl
Average	82	82	61	54
Honda	85	86	55	64
Mercedes-Benz	85	86	70	63
Ford	83	84	58	57
Toyota	83	84	56	61
Audi	82	81	71	40
BMW	82	81	69	49
Chevrolet	82	84	59	57
Hyundai	82	82	56	59
Harley-Davidson	80	84	67	58
Nissan	79	77	55	47
Volkswagen	79	76	58	49
Kia	78	76	55	45



The average customer relationship Satisfaction score for the largest Automotive brands comes in at 82 with a range from 85 (Honda and Mercedes-Benz) to 78 (Kia).

Customer satisfaction is and always will be a great measuring stick, and it provides an invaluable benchmark for companies to compare themselves against industry leaders and direct competitors. For example, looking at the competition between Japanese automakers, Honda (85) and Toyota (83) outperform Nissan (79) by a statistically significant margin of three points or more. The question for Nissan should be: Why? In the ultra-competitive auto industry, any company underperforming the leaders by a significant degree should take stock of the customer experience(s) they provide and align them better with customer needs and expectations. Measuring and managing satisfaction with the customer experience will help them gain a competitive advantage in the race for the auto industry top spot.

WHY SATISFACTION MATTERS FOR AUTOMOTIVE BRANDS

Satisfaction, if measured correctly, is more than just a number. If measured with an accurate, precise, reliable, and credible methodology, it can also help executives prioritize business decisions and predict customer future behaviors such as Retention, Upsell, and Recommendations. In general, those companies that score better in Satisfaction have customers who are more loyal, willing to buy more, and likely to recommend the brand to family, friends, and colleagues—all critical to business growth and success.

Retention: The average Retention score for this category is 82 with scores ranging from 86 (Honda and Mercedes-Benz) to 76 (Volkswagen and Kia). Higher satisfaction leads to customers who are more likely to continue doing business with the brand in the future (see chart on page 15).

Upsell: Luxury brand automakers appear to score better in Upsell than other automotive companies. Customers of brands such as Audi (71), Mercedes-Benz (70), BMW (69), and Harley-Davidson (67) are more likely to purchase additional service plans and warranties that ensure their automobiles are properly looked after by brand-certified mechanics and technicians.

WoMI: As an outcome of satisfaction, we generally see higher word-of-mouth recommendations in relationship to higher satisfaction with the customer experience. In the auto industry, the average WoMI score is 54 with a range from 64 (Honda) to 40 (Audi). WoMI helps executives understand what drives both negative and positive word of mouth, allowing them to take proactive measures to fix issues affecting the customer experience.

Retention, Upsell, and Recommendations are powerful drivers of business success, but numerous measurable future behaviors can help determine the health of a brand or company. The chart on page 15 shows the measured future behaviors for the Automotive category, and illustrates the impact a highly satisfied customer can have on a company's success.

Future Behaviors for Automotive Brands

Future Behavior

This Index compares less-satisfied customers (with Satisfaction scores of 69 or less) to highly satisfied customers (with Satisfaction scores of 80 or higher) of the top Automotive brands to produce likelihood scores of some of the common Future Behaviors. This report shows highly satisfied customers of the top Automotive brands are:

Preference

80%

more likely to prefer the brand or company over others.

Retention

86%

more likely to continue doing business with the brand or company in the future.

Upsell

89%

more likely to purchase additional products or sign up for additional services from the brand or company.

Future Purchase

90%

more likely to purchase from the brand or company the next time they purchase the types of products the brand or company offers.

Recommend

86%

more likely to recommend the brand or company to someone else.

Trust

88%

more likely to count on this brand or company to act in their best interests, consider the brand or company to be trustworthy, and trust the brand or company to do what is right.



THE ELEMENTS OF THE CUSTOMER EXPERIENCE FOR AUTOMOTIVE BRANDS

The ForeSee CXA methodology measures several key drivers, or elements, of the customer experience, and the methodology is able to calculate the relative impact of various elements on overall satisfaction. The results tell us how customers feel about these performance areas and how each element influences customers' overall satisfaction. Improving the elements leads to quantifiable increases in satisfaction. The elements that will have the most impact on satisfaction (and therefore future behaviors) differ for specific brands.

While there are many possible drivers of satisfaction to measure that can vary by company, for the purpose of this study ForeSee measured three common elements (Product, Price, and Service) so companies can understand the importance of measuring all aspects of the customer experience. The chart below shows the top priority elements the top Automotive brands should take into consideration when deciding how to improve customer experience.

Top Priorities for Automotive Brands

Priority	What it measures	% of companies with top priority*	Companies
Price	The products provide value and are worth the price. This company's prices fairly reflect the benefits provided by the products.	67%	Audi, Chevrolet, Ford, Honda, Hyundai, Kia, Toyota, Volkswagen
Service	The company keeps its promises about the delivery of services. The employees are friendly, and the services provided by the employees are consistently performed.	33%	BMW, Ford, Harley-Davidson, Nissan
Product	The products offered by this company are desirable, unique, and perform their intended purpose.	8%	Mercedes-Benz

*The percentages in this chart do not add up to 100% as it is possible for some companies to have more than one top priority element.



FORESEE EXPERIENCE INDEX: CPG

CPG Brands	Satisfaction	Retention	Upsell	WoMI
Average	82	85	71	50
Avon	86	88	77	67
Moët & Chandon	85	86	72	49
Heinz	85	88	72	55
Johnson & Johnson	84	88	78	60
Johnnie Walker	83	85	77	52
Duracell	83	85	61	53
Kleenex	83	86	69	52
Jack Daniels	83	86	70	56
Budweiser	83	87	70	51
Nescafé	83	84	73	47
Pampers	82	84	75	61
Heineken	82	84	67	46
Danone	81	81	79	37
Nestlé	81	85	68	48
Smirnoff	81	83	69	48
Pepsi	81	86	68	47
Corona	81	83	64	46
Sprite	81	84	71	47
Coca-Cola	80	86	69	46
Colgate	80	85	66	46
Gillette	80	84	68	48
Kellogg's	80	85	73	41
L'Oréal	78	82	68	45



The average Satisfaction score for the CPG category is 82 with an eight-point range from 86 to 78. Avon leads the way with an 86, with Heinz and Moët & Chandon right behind, each scoring 85. Johnson & Johnson (84) is in striking distance of the leaders along with six other CPG brands, all scoring 83. L'Oréal rounds out the CPG brands with a 78.

WHY SATISFACTION MATTERS FOR CPG BRANDS

If measured with an accurate, precise, reliable, and credible methodology, satisfaction can also help executives prioritize business decisions and predict customers' future behaviors. In general, those companies that score better in Satisfaction have customers who are more loyal, willing to buy more, and likely to recommend the brand to family, friends, and colleagues—all critical to business growth and success.

Retention: Customers of CPG brands are considerably more loyal than those measured in other categories. Satisfaction tends to be higher for CPG brands because there is no service component. Satisfaction is based on how what you get compares to what you expected to get, and it is easier for a CPG company than a service-based company to deliver on that. If you like Coke or Frosted Flakes or Pampers, you will continue to buy them and are not likely to be disappointed because product quality tends to be consistent. The 23 CPG companies record higher Retention scores, with an average of 85, than any other category. The range of scores for this future behavior is fairly narrow, from 88 (Avon, Heinz and Johnson & Johnson) to 81 (Danone). Higher satisfaction leads to customers who are more likely to continue doing business with the brand in the future.

Upsell: The average Upsell score for the CPG category is 71—also the highest of any category in this study—and scores range from 79 (Danone) to 61 (Duracell). Those companies with higher Upsell scores have customers who are more likely to purchase more products or services under the brand's banner than those who have less-satisfied customers. In fact, highly satisfied customers are 65% more likely to purchase more than less-satisfied ones (see Future Behaviors chart on page 19).

WoMI: WoMI helps executives understand what drives both negative and positive word of mouth, allowing them to take proactive measures to fix issues affecting the customer experience. In this study, the average WoMI score for measured CPG brands is 50 with a range from 67 (Avon) to 37 (Danone), meaning a brand such as Avon can expect its customers to be more likely to give positive recommendations than a comparable brand such as L’Oréal, which recorded a WoMI score of 45.

Retention, Upsell, and Recommendations are powerful drivers of business success, but numerous measurable future behaviors can help determine the health of a brand or company. The chart below shows the measured future behaviors for the CPG industry and illustrates the impact a highly satisfied customer can have on a company’s success.

Future Behaviors for the CPG Industry

Future Behavior	This Index compares less-satisfied customers (with Satisfaction scores of 69 or less) to highly satisfied customers (with Satisfaction scores of 80 or higher) of the top CPG brands to produce likelihood scores of some of the common Future Behaviors. This report shows highly satisfied customers of the top CPG brands are:	
Preference	59%	more likely to prefer the brand or company over others.
Retention	49%	more likely to continue doing business with the brand or company in the future.
Upsell	65%	more likely to purchase additional products or sign up for additional services from the brand or company.
Future Purchase	56%	more likely to purchase from the brand or company the next time they purchase the types of products the brand or company offers.
Recommend	63%	more likely to recommend the brand or company to someone else.
Trust	65%	more likely to count on this brand or company to act in their best interests, consider the brand or company to be trustworthy, and trust the brand or company to do what is right.



THE ELEMENTS OF THE CUSTOMER EXPERIENCE FOR CPG BRANDS

While satisfaction drives customers' future behaviors, some elements impact satisfaction. The ForeSee CXA methodology measures several key drivers, or elements, of the customer experience, and the methodology is able to calculate the relative impact of various elements on overall satisfaction. The results tell us how customers feel about these performance areas and how each element influences customers' overall satisfaction. Improving elements that will have the greatest impact on the customer experience leads to quantifiable increases in satisfaction and, therefore, future behaviors.

In this study we measured just three high-level elements for the CPG brands: Product, Price, and Ads. While most people remain loyal to a CPG brand because they know exactly what to expect, Product remains the top impacting element of satisfaction for 78% of the CPG brands measured. Below is a chart showing the top priorities the top CPG brands should take into consideration when deciding how to improve customer experience.

Top Priorities for CPG Brands Industry

Priority	What it measures	% of companies with top priority	Companies
Product	The products offered by this company are desirable, unique, and perform their intended purpose.	78%	Avon, Budweiser, Coca-Cola, Corona, Duracell, Gillette, Heineken, Heinz, Jack Daniels, Johnnie Walker, Kellogg's, Kleenex, L'Oréal, Moët & Chandon, Nescafé, Pampers, Pepsi, Smirnoff, Sprite
Price	The products provide value and are worth the price. This company's prices fairly reflect the benefits provided by the products.	22%	Colgate, Danone, Johnson & Johnson, Nestlé
Ads	Advertising by this company contains good reasons for buying their products; is attractive and attention-getting; and ad claims made are truthful and believable.	0%	



FORESEE EXPERIENCE INDEX: FINANCIAL SERVICES

Financial Services Brands	Satisfaction	Retention	Upsell	WoMI
Average	75	78	52	37
American Express	82	86	54	55
Visa	79	84	49	40
Morgan Stanley	78	82	59	49
Goldman Sachs	77	78	73	36
Allianz	76	79	54	46
J.P. Morgan	76	80	53	43
MasterCard	76	82	45	32
AXA	73	78	52	33
Citi	72	75	46	28
HSBC	67	66	49	26
Santander	65	66	42	24



The Financial Services category has a large 17-point gap between the highest- and lowest-scoring brand and has the lowest aggregate score in the Index with a 75. This should be alarming for both the companies scoring at the bottom and the industry as a whole, illustrating that there is much work to be done in offering the experiences customers want and expect from companies in this category.

American Express leads the category with 82, and Santander (65) records the lowest score.

WHY SATISFACTION MATTERS TO FINANCIAL SERVICES BRANDS

If measured with an accurate, precise, reliable, and credible methodology, satisfaction can also help executives prioritize business decisions and predict customer future behaviors. In general, those companies that score better in Satisfaction have customers who are more loyal, willing to purchase more financial services and products, and likely to recommend the brand to family, friends, and colleagues—all critical to business growth and success.

Retention: Financial Services brands also record the lowest Retention scores, showing that loyalty tends to wane for those companies not providing experiences that meet and exceed customer expectations. The average Retention score for this industry is 78 with a range spanning 20 points from 86 (American Express) to 66 (HSBC and Santander).

Upsell: For an industry that lives and dies by upselling products and services (savings, checking, and college accounts, mortgages, credit cards, etc.), to its customers it isn't doing so well. In fact, of all the categories at the aggregate level, Financial Services scores the lowest in Upsell with a 52. The scores range from 73 (Goldman Sachs) to 42 (Santander).

WoMI: As far as word-of-mouth recommendations, the Financial Services industry again scores the lowest with a category average of 37, with American Express (55) scoring the highest and Santander (24) the lowest. This isn't all that surprising. As we found through our more than two years of researching more than two million survey responses when developing WoMI, financial services customers are less likely to recommend the brand in general since where they bank and invest their money tends to be an extremely personal and private decision.

Retention, Upsell, and Recommendations are powerful drivers of business success, but numerous measurable future behaviors can help determine the health of a brand or company. The chart on page 23 shows the measured future behaviors for the Financial Services industry and illustrates the impact a highly satisfied customer can have on a company's success.

Future Behaviors for Financial Services Industry

Future Behavior

This Index compares less-satisfied customers (with Satisfaction scores of 69 or less) to highly satisfied customers (with Satisfaction scores of 80 or higher) of the top Financial Services brands to produce likelihood scores of some of the common Future Behaviors. This report shows highly satisfied customers of the top Financial Services brands are:

Preference

115%

more likely to prefer the brand or company over others.

Retention

77%

more likely to continue doing business with the brand or company in the future.

Upsell

120%

more likely to purchase additional products or sign up for additional services from the brand or company.

Recommend

114%

more likely to recommend the brand or company to someone else.

Trust

98%

more likely to count on this brand or company to act in their best interests, consider the brand or company to be trustworthy, and trust the brand or company to do what is right.



ELEMENTS OF THE CUSTOMER EXPERIENCE FOR FINANCIAL SERVICES BRANDS

Different aspects of the customer experience impact satisfaction. The ForeSee CXA methodology measures several key drivers, or elements, of the customer experience, and the methodology is able to calculate the relative impact of various elements on overall satisfaction. The results tell us how customers feel about these performance areas and how each element influences customers' overall satisfaction. Improving the elements leads to quantifiable increases in satisfaction. The elements that will have the most impact on satisfaction (and therefore future behaviors) differ for specific brands. In this study we measured just three high-level elements for the Financial Services brands in this study: Product, Service, and Price.

The Price of the additional products Financial Services brands try to upsell to their customers could be a factor in the lower Satisfaction and Future Behavior scores. Price has the biggest impact on Satisfaction for 64% of the individual companies in this category and, therefore, affects future behaviors such as Upsell and even overall brand Preference.

Below is a chart showing the top priority elements the Financial Services brands in this study should take into consideration when deciding how to improve the customer experience.

Top Priorities for Financial Services Industry			
Priority	What it measures	% of companies with top priority*	Companies
Price	The products provide value and are worth the price. This company's prices fairly reflect the benefits provided by the products.	64%	Allianz, American Express, Goldman Sachs, HSBC, J.P. Morgan, Morgan Stanley, Visa
Service	The company keeps its promises about the delivery of services. The employees are friendly, and the services provided by the employees are consistently performed.	36%	American Express, Citi, MasterCard, Santander
Product	The financial products offered by this company are desirable, unique, and perform their intended purpose.	18%	AXA, HSBC

*The percentages in this chart do not add up to 100% as it is possible for some companies to have more than one top priority element.



FORESEE EXPERIENCE INDEX: RETAIL & APPAREL

Retail & Apparel Brands	Satisfaction	Retention	Upsell	WoMI
Average	81	84	68	51
Amazon	87	91	74	68
Nordstrom	86	89	72	69
Coach	85	86	70	62
Costco	84	90	73	67
Tiffany	84	84	71	55
IKEA	83	86	64	62
Ralph Lauren	82	83	71	50
eBay	82	86	69	62
Burberry	81	83	73	48
Lowe's	81	85	66	54
Adidas	81	81	67	54
Sam's Club	81	85	64	51
Nike	80	83	69	49
Louis Vuitton	80	80	71	48
Home Depot	80	86	66	36
Best Buy	80	84	59	50
Zara	78	79	72	38
H&M	78	81	69	45
Gap	78	82	66	43
Target	77	83	65	43
Walmart	72	80	63	31



The average Satisfaction score for the Retail & Apparel industry is at 81 with individual company scores ranging from 87 to 72, a large 15-point difference. As one of the most well-known brands to date, competing in just about every retail category from books to electronics to toys to clothing, Amazon leads the category with an 87, while Walmart lands at the bottom with a 72.

While Amazon has dominated the retail industry at the channel level, specifically web and mobile, in previous ForeSee studies, they are in close company at the brand level. Nordstrom (86), Coach (85), Costco (84), and Tiffany (84) are all statistically within reach of the leader. Twelve other brands score at or above 80—ForeSee’s benchmark for excellence.

Any retailer falling below 80 is without question risking loyalty, recommendations, and sales among current customers and new customers. Executives in this position need to take note and start having conversations with leaders across the company to figure out why they are trailing the leaders by 10, 12, or 15 points. It starts with using a robust system of metrics that measures all aspects of the customer experience, including the factors that impact a customer’s experience and the likely outcome of the experience to show what a satisfied or dissatisfied customer is likely to do in the future.

WHY SATISFACTION MATTERS TO RETAIL & APPAREL BRANDS

If measured with an accurate, precise, reliable, and credible methodology, satisfaction can help executives prioritize business decisions and predict customers’ future behaviors. In general, those companies that score better in Satisfaction have customers who are more loyal, willing to buy more, and likely to recommend the brand to family, friends, and colleagues—all critical to business growth and success. As we typically see, Future Behaviors scores increase with satisfaction.

Retention: Retention scores for Retail & Apparel brands range from 91 (Amazon) to 79 (Zara), demonstrating that customers who are highly satisfied with the customer experience are more likely to continue doing business with the brand in the future.

Upsell: Upsell scores range from 74 (Amazon) to 59 (Best Buy) and show that customers who are more satisfied with the customer experience are more likely to purchase additional products and services from the brand.

WoMI: WoMI scores range from 69 (Nordstrom) to 31 (Walmart). WoMI helps executives understand what drives both negative and positive word of mouth, allowing them to take proactive measures to fix issues affecting customer experience.

It is not a coincidence that the top two brands in customer Satisfaction (Amazon and Nordstrom) also score the highest in Retention, Upsell, and WoMI. Those who score higher in Satisfaction tend to have customers who are more loyal, more likely to purchase more, and more likely to recommend the brand to family, friends, and colleagues.

Retention, Upsell, and Recommendations are powerful drivers of business success, but numerous measurable future behaviors can help determine the health of a brand or company. The chart below shows the measured Future Behaviors for the Retail & Apparel category and illustrates the impact highly satisfied customers can have on a company's success compared to less-satisfied ones.

Future Behaviors for the Retail & Apparel Brands

Future Behavior	This Index compares less-satisfied customers (with Satisfaction scores of 69 or less) to highly satisfied customers (with Satisfaction scores of 80 or higher) of the top Retail & Apparel brands to produce likelihood scores of some of the common Future Behaviors. This report shows highly satisfied customers of the top Retail & Apparel brands are:	
Preference	73%	more likely to prefer the brand or company over others.
Retention	54%	more likely to continue doing business with the brand or company in the future.
Upsell	76%	more likely to purchase additional products or sign up for additional services from the brand or company.
Future Purchase	60%	more likely to purchase from the brand or company the next time they purchase the types of products the brand or company offers.

Future Behaviors for the Retail & Apparel Brands (continued from page 27)**Future Behavior**

This Index compares less-satisfied customers (with Satisfaction scores of 69 or less) to highly satisfied customers (with Satisfaction scores of 80 or higher) of the top Retail & Apparel brands to produce likelihood scores of some of the common Future Behaviors. This report shows highly satisfied customers of the top Retail & Apparel brands are:

Recommend

72%

more likely to recommend the brand or company to someone else.

Trust

73%

more likely to count on this brand or company to act in their best interests, consider the brand or company to be trustworthy, and trust the brand or company to do what is right.



ELEMENTS OF THE CUSTOMER EXPERIENCE FOR RETAIL & APPAREL BRANDS

Just as satisfaction drives future behaviors, elements of the customer experience impact satisfaction. The ForeSee CXA methodology measures several key drivers, or elements, of the customer experience, and the methodology is able to calculate the relative impact of various elements on overall satisfaction. Improving the elements leads to quantifiable increases in satisfaction. The elements that will have the most impact on satisfaction (and, therefore, future behaviors) differ for specific brands.

In the retail industry specifically, the Product element is considered the top priority element for 41% of the companies in this category. This means brand executives need a methodology in place that will help identify what it is about their product quality and selection that is **not** meeting customer expectations and essentially draining on customer satisfaction. Price and Service elements also rate high among the brands in this category.

Top Priorities for Retail & Apparel Brands

Priority	What it measures	% of companies with top priority*	Companies
Product	The products offered by this company are desirable, unique, and perform their intended purpose.	41%	Adidas, Burberry, Coach, Gap, IKEA, Lowes, Nike, Nordstrom, Tiffany
Price	The products provide value and are worth the price. This company's prices fairly reflect the benefits provided by the products.	36%	Adidas, Amazon, Costco, eBay, H&M, Ralph Lauren, Sam's Club, Zara
Service	The company keeps its promises about the delivery of services. The employees are friendly, and the services provided by the employees are consistently performed.	36%	Best Buy, Coach, Home Depot, Louis Vuitton, Target, Walmart, Zara

*The percentages in this chart do not add up to 100% as it is possible for some companies to have more than one top priority element.



FORESEE EXPERIENCE INDEX: TECHNOLOGY & ELECTRONICS

Technology & Electronics Brands	Satisfaction	Retention	Upsell	WoMI
Average	80	82	65	49
3M	84	86	72	61
Apple	83	86	63	58
Sony	83	84	65	53
Philips	82	84	69	51
Nintendo	82	83	72	52
Canon	82	83	62	57
Samsung	82	83	59	56
Oracle	82	84	76	48
Cisco	81	83	67	45
Panasonic	81	81	64	50
Dell	81	81	58	53
Google	81	nm*	nm*	45
Intel	81	83	64	49
Siemens	81	82	71	47
Adobe	80	82	68	53
IBM	80	79	74	40
HP	79	81	56	48
Nokia	79	77	57	46
Microsoft	78	82	65	47
Xerox	78	80	69	44
GE	78	77	53	43
Facebook	69	nm*	nm*	29

*These scores were not measured for this particular company.



With Technology & Electronics brands, the average customer satisfaction score for the 22 companies measured in this category is 80. The range of scores spans 15 points from 84 (3M) to 69 (Facebook).

In this category, 73% of Technology & Electronics companies score 80 or higher, which according to ForeSee is the benchmark for excellence. Even though these are the best companies at what they do, this lack of separation among the top emphasizes a great opportunity for one of these brands to really dominate the space. The deciding factor resides within the customer experience. The company that can measure and manage it the best will eventually put distance between them and their competitors by gaining customers that are more loyal, purchase more, and offer positive recommendations.

A good example would be to break out the companies that manufacture computers as the main focus of their business model such as Apple (83), Dell (81), and HP (79). Not much separates these three companies in regard to customer satisfaction at the brand level. While they now know where they stand in relation to each other from the customer perspective, the responsibility falls to them, assuming they want to improve and win more market share, to measure all aspects of the customer experience from every channel (web, mobile, store, contact center, etc.) that is applicable. Only then will they know exactly where they need to improve so they can increase sales, better retain loyal customers, and earn positive recommendations.

WHY SATISFACTION MATTERS FOR TECHNOLOGY & ELECTRONICS BRANDS

If measured properly with scientific methodology, satisfaction can help executives prioritize business decisions and predict customer future behaviors such as Retention, Upsell, and Recommendations. In general, those companies that score better in Satisfaction have customers who are more loyal, willing to buy more, and likely to recommend the brand to family, friends, and colleagues—all critical to business growth and success.

Retention: Customers who are highly satisfied with the customer experience are more likely to continue doing business with the brand in the future. The average Retention score for this group is 82, ranging from a high of 86 (3M and Apple) to a low of 77 (Nokia and GE).

Upsell: Upsell scores for this category average 65. Oracle tops the chart with a 76, and GE rounds out the list with a 53. Customers who are more satisfied with the customer experience are more likely to purchase additional products and services from the brand.

WoMI: 3M earns the highest WoMI score with a 61, while Facebook lands at the bottom with a 29. Customers with higher WoMI scores are more likely to give positive word-of-mouth recommendations.

As the lowest scoring brand in this category and one of the lowest scoring brands in the overall index, Facebook (69 in Satisfaction) has a long way to go in building the experiences that customers want and expect and what many other companies are now providing. Facebook will remain relevant only for as long as they can retain their stranglehold on the social media market. With Google+ taking hold and rising in popularity, it might not be for that much longer.

Facebook seems to have lost the trust of the social media community somewhere along the line. If we look directly at Facebook's future behavior Trust, it scores a 59—another index low—compared to Google's 72. Facebook executives need to take note and realize that they need to stop doing what they **think** is right. Instead, they need to listen to what the customer wants and expects so they can **do** what is right. If they can manage that, it will make all the difference.

The chart on page 33 shows all the measured Future Behaviors for the Technology & Electronics category and illustrates the impact a highly satisfied customer can have on a company's success compared to a less-satisfied customer.

Future Behaviors for the Technology & Electronics Industry

Future Behavior

This Index compares less-satisfied customers (with Satisfaction scores of 69 or less) to highly satisfied customers (with Satisfaction scores of 80 or higher) of the top Technology & Electronics brands to produce likelihood scores of some of the common Future Behaviors. This report shows highly satisfied customers of the top Technology & Electronics brands are:

Preference	64%	more likely to prefer the brand or company over others.
Retention	59%	more likely to continue doing business with the brand or company in the future.
Upsell	64%	more likely to purchase additional products or sign up for additional services from the brand or company.
Future Purchase	60%	more likely to purchase from the brand or company the next time they purchase the types of products the brand or company offers.
Recommend	70%	more likely to recommend the brand or company to someone else.
Trust	69%	more likely to count on this brand or company to act in their best interests, consider the brand or company to be trustworthy, and trust the brand or company to do what is right.



ELEMENTS OF THE CUSTOMER EXPERIENCE FOR TECHNOLOGY & ELECTRONICS BRANDS

Determining how to improve customer satisfaction can be a difficult and daunting task. The ForeSee CXA methodology measures several key drivers, or elements, of the customer experience, and the methodology is able to calculate the relative impact of various elements on overall satisfaction. Improving the elements that will have the most impact on the customer experience leads to quantifiable increases in satisfaction and, therefore, future behaviors.

While there are an exponential number of measurable elements that can vary by company, ForeSee measured three high-level drivers of satisfaction (Product, Price, and Service) for the purpose of this study. See the chart below to see which element is the top priority for the brands in this category. Pinpointing the areas of improvement takes the guesswork out of the equation so executives can make educated decisions that result in a more robust bottom line.

IBM, for example, scores an 80 in customer experience Satisfaction, which is on par with the category aggregate (80). Of the three high-level elements measured for the purpose of this study, IBM's highest impacting element was its Products. With this insight, IBM should investigate as to whether customers felt their product offerings were desirable or unique enough or performed their intended purpose well enough. Knowing exactly where to invest and make changes will be extremely powerful to IBM moving forward.

Top Priorities for the Technology & Electronics Industry

Priority	What it measures	% of companies with top priority*	Companies
Product	The products offered by this company are desirable, unique, and perform their intended purpose.	68%	3M, Adobe, Apple, Canon, Cisco, HP, IBM, Microsoft, Nintendo, Oracle, Panasonic, Sony, Xerox
Price	The products provide value and are worth the price. This company's prices fairly reflect the benefits provided by the products.	32%	Dell, GE, HP, Intel, Nokia, Philips, Samsung
Service	The company keeps its promises about the delivery of services. The employees are friendly, and the services provided by the employees are consistently performed.	5%	Siemens

* The percentages in this chart do not add up to 100% as it is possible for some companies to have more than one top priority element.



FORESEE EXPERIENCE INDEX: MEDIA & ENTERTAINMENT

Media & Entertainment Brands	Satisfaction	Retention	Upsell	WoMI
Walt Disney	84	87	69	65
Discovery Communications	83	nm*	nm*	52
MTV	73	nm*	nm*	30

*These scores were not measured for this particular company.



Walt Disney, Discovery, and MTV are all well-known brands, but it was unfair to try and lump them into a category and compare them to dissimilar companies. Although this category has only three companies, it still remains beneficial to these and other like-minded companies not on the list to compare where they fall in line and investigate where they differ, where they are stronger, and where they need to improve the customer experience in order to gain customers who are more loyal, purchase more, and recommend the brand.

The Media & Entertainment category is a growing industry, and to have three brands break into the top global brands listing is remarkable. In future FXI reports it would not be unrealistic to see this category grow as more companies increase their global presence. They can do so only by measuring and managing the customer experience on a continuous basis.

WHY SATISFACTION MATTERS FOR MEDIA & ENTERTAINMENT BRANDS

If measured properly with scientific methodology, satisfaction can help Media & Entertainment brand executives prioritize business decisions and predict customer future behaviors. Increasing customer satisfaction has been proven to lead to greater sales, customer loyalty, and recommendations, all behaviors critical to business growth and success.

The chart below shows the measured Future Behaviors for the Media & Entertainment category and illustrates the impact a highly satisfied customer can have on a company's success compared to a less-satisfied one.

Future Behaviors for Media & Entertainment Brands

Future Behavior

This Index compares less-satisfied customers (with Satisfaction scores of 69 or less) to highly satisfied customers (with Satisfaction scores of 80 or higher) of the top Media & Entertainment brands to produce likelihood scores of some of the common Future Behaviors. This report shows highly satisfied customers of the top Media & Entertainment brands are:

Preference	75%	more likely to prefer the brand or company over others.
Retention	56%	more likely to continue doing business with the brand or company in the future.
Upsell	67%	more likely to purchase additional products or sign up for additional services from the brand or company.
Future Purchase	61%	more likely to purchase from the brand or company the next time they purchase the types of products the brand or company offers.
Recommend	75%	more likely to recommend the brand or company to someone else.
Trust	71%	more likely to count on this brand or company to act in their best interests, consider the brand or company to be trustworthy, and trust the brand or company to do what is right.



The ForeSee CXA methodology measures several key drivers, or elements, of the customer experience, and the methodology is able to calculate the relative impact of various elements on overall satisfaction. Improving the elements leads to quantifiable increases in satisfaction. The elements that will have the most impact on satisfaction (and, therefore, future behaviors) differ for specific brands. The following chart shows the top priority elements for this category.

Top Priorities for Media & Entertainment Brands			
Priority	What it measures	% of companies with top priority	Companies
Product	The products offered by this company are desirable, unique, and perform their intended purpose.	67%	Discovery Communications, MTV
Price	The products provide value and are worth the price. This company's prices fairly reflect the benefits provided by the products.	33%	Walt Disney
Service	The company keeps its promises about the delivery of services. The employees are friendly and the services provided by the employees are consistently performed.	0%	



FORESEE EXPERIENCE INDEX: HOSPITALITY & FOOD SERVICES

Hospitality & Food Services	Satisfaction	Retention	Upsell	WoMI
Pizza Hut	79	83	66	50
Starbucks	78	80	64	46
McDonald's	76	81	65	37
KFC	72	78	59	36



While these four companies are well-known brands, none of them reaches the ForeSee standard for excellence (a score of 80 or above). They definitely have room for improvement here. But what is even more interesting is the fact that there are **only** four brands in this category. Companies in this industry—those listed, and especially those not—need to take note and use a scientific methodology to measure and manage their customer experience in order to determine exactly where they are falling short in satisfying their customers.

WHY SATISFACTION MATTERS FOR HOSPITALITY & FOOD SERVICES BRANDS

If measured properly with a precise, reliable, accurate, and credible technology, satisfaction can help executives prioritize business decisions and predict customer future behaviors. In general, those companies that score better in Satisfaction have customers who are more loyal, willing to buy more, and likely to recommend the brand to family, friends, and colleagues, all critical to business growth and success.

Retention, Upsell, and WoMI scores are crucial to business growth, but other future behaviors can be as beneficial to Hospitality & Food Services executives as they lay out strategic, operational, and tactical strategies. The chart below shows the measured Future Behaviors for this category and illustrates the impact highly satisfied customers can have on a company's success compared to less-satisfied ones.

Future Behaviors for Hospitality & Food Services Brands

Future Behavior	This Index compares less-satisfied customers (with Satisfaction scores of 69 or less) to highly satisfied customers (with Satisfaction scores of 80 or higher) of the top Hospitality & Food Services brands to produce likelihood scores of some of the common Future Behaviors. This report shows highly satisfied customers of the top Hospitality & Food Services brands are:	
Preference	81%	more likely to prefer the brand or company over others.
Retention	64%	more likely to continue doing business with the brand or company in the future.
Upsell	98%	more likely to purchase additional products or sign up for additional services from the brand or company.
Future Purchase	75%	more likely to purchase from the brand or company the next time they purchase the types of products the brand or company offers.
Recommend	72%	more likely to recommend the brand or company to someone else.
Trust	72%	more likely to count on this brand or company to act in their best interests, consider the brand or company to be trustworthy, and trust the brand or company to do what is right.



In order to increase sales, retention, and recommendations, brand executives need to know how to increase satisfaction. The ForeSee CXA methodology measures several key drivers, or elements, of the customer experience, and the methodology is able to calculate the relative impact of various elements on overall satisfaction. The elements that will have the most impact on satisfaction (and, therefore, future behaviors) differ for specific brands. The following chart shows the top priority elements for the companies in this category.

Elements of the Customer Experience for Hospitality & Food Services Brands

Priority	What it measures	% of companies with top priority*	Companies
Product	The products offered by this company are desirable, unique, and perform their intended purpose.	50%	Pizza Hut, Starbucks
Service	The company keeps its promises about the delivery of services. The employees are friendly, and the services provided by the employees are consistently performed.	50%	KFC, McDonald's
Price	The products provide value and are worth the price. This company's prices fairly reflect the benefits provided by the products.	25%	McDonald's

* The percentages in this chart do not add up to 100% as it is possible for some companies to have more than one top priority element.



FORESEE EXPERIENCE INDEX: MISCELLANEOUS BRANDS

Miscellaneous Brands	Satisfaction	Retention	Upsell	WoMI
UPS	82	85	65	59
John Deere	82	85	58	62
Shell	75	78	55	31



The brands in this category did not fit nicely into any one specific category. And rather than try to fit square pegs into round holes, we classified these three brands as Miscellaneous. Although thin, this category still offers an opportunity for like-minded companies that don't necessarily fit into a single category to compare how they stack up against some of the best measured brands.

Individually, the companies in this category can look at their four scores and see the direct impact satisfaction can have on customer future behaviors. John Deere may have little in common with the other two companies, but this category does offer a great opportunity for similar brands such as Caterpillar, CNH Global, and the Kubota Corporation that are not on the list to compare how they match up against the best in their industry. The same can be done for companies wishing to see how they compare to UPS and Shell.

WHY SATISFACTION MATTERS FOR MISCELLANEOUS BRANDS

If measured the right way, with a system of metrics, satisfaction can help executives prioritize business decisions and predict customer future behaviors. In general, those companies that score better in Satisfaction have customers who are more loyal, willing to buy more, and likely to recommend the brand to family, friends, and colleagues, all critical to business growth and success.

Increasing customer satisfaction has been proven to lead to greater sales, customer loyalty, recommendations, and even trust with the brand overall. The chart below outlines this category's future behaviors scores for a highly satisfied customer's likelihood to recommend and trust the brand.

Future Behaviors for Miscellaneous Brands

Future Behavior

This index compares less-satisfied customers (with Satisfaction scores of 69 or less) to highly satisfied customers (with Satisfaction scores of 80 or higher) of the top Miscellaneous brands to produce likelihood scores of some of the common future behaviors. This report shows highly satisfied customers of the top Miscellaneous brands are:

Preference	82%	more likely to prefer the brand or company over others.
Retention	65%	more likely to continue doing business with the brand or company in the future.
Upsell	82%	more likely to purchase additional products or sign up for additional services from the brand or company.
Future Purchase	78%	more likely to purchase from the brand or company the next time they purchase the types of products the brand or company offers.
Recommend	98%	more likely to recommend the brand or company to someone else.
Trust	85%	more likely to count on this brand or company to act in their best interests, consider the brand or company to be trustworthy, and trust the brand or company to do what is right.



The ForeSee CXA methodology measures several key drivers, or elements, of the customer experience, and the methodology is able to calculate the relative impact of various elements on overall satisfaction. Improving the elements leads to quantifiable increases in satisfaction. The elements that will have the most impact on satisfaction, and therefore future behaviors, differ for specific brands. The following chart shows how the elements rate in priority to the brands in this category.

Elements of the Customer Experience for Miscellaneous Brands

Priority	What it measures	% of companies with top priority	Companies
Price	The products provide value and are worth the price. This company's prices fairly reflect the benefits provided by the products.	67%	John Deere, Shell
Service	The company keeps its promises about the delivery of services. The employees are friendly, and the services provided by the employees are consistently performed.	33%	UPS
Product	The products offered by this company are desirable, unique, and perform their intended purpose.	0%	



ABOUT FORESEE

As a pioneer in customer experience analytics, ForeSee continuously measures the customer experience across customer touch points and delivers critical insights on where to prioritize improvements for maximum impact. Because ForeSee's superior technology and proven methodology connect the customer experience to the bottom line, executives and managers are able to drive future success by confidently optimizing the efforts that will achieve business and brand objectives. The result is better business for companies and a better experience for consumers. Visit www.foresee.com for customer experience solutions.

APPENDIX A

As written about in the recently released book *Innovating Analytics – Word of Mouth Index: How the Next Generation of Net Promoter Can Increase Sales and Drive Business Results* (Wiley, September 2013), ForeSee has collected more than two million survey responses over the last two years to research and develop a better, more accurate, and precise way to measure both promoters AND detractors. ForeSee's research made it clear that the Net Promoter Score (NPS) needed to evolve so that the thousands of organizations who rely on it as a metric can be sure the key performance indicators (KPIs) they use to manage their business are accurate, reliable, and precise.


As a result, ForeSee conceived the Word of Mouth IndexSM (WoMISM) as the next generation of NPS.

While NPS asks customers only “How likely are you to recommend this company?” and assumes that those who are not recommending are actively detracting. WoMI measures both likelihood to recommend and likelihood to detract from a specific brand by adding a second question: “How likely are you to discourage others from doing business with this company?” By measuring both positive and negative word of mouth, business leaders gain a next-generation metric that, when viewed within the context of the customer experience ecosystem of metrics, provides actionable insights that can help leaders improve key business outcomes, including word of mouth.

Innovating Analytics highlights the vast degree by which NPS overstates detractors for the biggest companies in the world. This assumption that anyone who is not a promoter is actively detracting from the business is NPS's biggest flaw and could cause companies that use NPS as a KPI to make poor business decisions.

ForeSee's study found that NPS overstates brand detractors by 867% on average. Companies are creating incentive systems for executives and managers as well as investing significant resources chasing after detractors, and they're using a metric that is overstating detractors many hundreds of times over.

This appendix is a comprehensive benchmark, illustrating the pitfalls of NPS, and allows the hundreds of companies already using WoMI to compare their scores against those of their peers and competitors. This section includes satisfaction scores, NPS scores, WoMI scores, percent of NPS detractors, and percent of WoMI True Detractors®, as well as an overstatement calculation at the category level showing how much NPS overestimates detractors for the top brands in this study.

$$\begin{array}{c}
 \text{NPS} \\
 \text{Overstatement} \\
 \text{of Detractors} \\
 = \\
 \frac{\text{NPS Detractors} \\
 \text{Recommend \%} \\
 \text{of 1s-6s} \quad - \quad \text{True Detractors}^\circ \\
 \text{Discourage \%} \\
 \text{of 9s and 10s}}{\text{Discourage \%} \\
 \text{of 9s and 10s} \\
 \text{True Detractors}^\circ}
 \end{array}$$


Automotive Brands

	Satisfaction	WoMI	NPS	WoMI True Detractors ¹	NPS-Defined Detractors ²	Average Overstatement ³
Average	82	54	45	5%	14%	299%
Audi	82	40	38	13%	15%	
BMW	82	49	45	9%	13%	
Chevrolet	82	57	45	2%	14%	
Ford	83	57	50	3%	10%	
Harley-Davidson	80	58	46	2%	14%	
Honda	85	64	56	2%	10%	
Hyundai	82	59	50	4%	13%	
Kia	78	45	30	5%	20%	
Mercedes-Benz	85	63	56	5%	12%	
Nissan	79	47	33	4%	18%	
Toyota	83	61	51	2%	12%	
Volkswagen	79	49	38	6%	17%	



CPG Brands

	Satisfaction	WoMI	NPS	WoMI True Detractors ¹	NPS-Defined Detractors ²	Average Overstatement ³
Average	82	50	37	2%	15%	933%
Avon	86	67	62	2%	7%	
Budweiser	83	51	36	1%	16%	
Coca-Cola	80	46	19	0%	27%	
Colgate	80	46	31	1%	16%	
Corona	81	46	34	2%	14%	
Danone	81	37	35	8%	10%	
Duracell	83	53	39	0%	14%	
Gillette	80	48	30	1%	19%	
Heineken	82	46	37	1%	10%	
Heinz	85	55	46	1%	10%	
Jack Daniels	83	56	46	3%	13%	
Johnnie Walker	83	52	48	4%	8%	
Johnson & Johnson	84	60	50	0%	10%	
Kellogg's	79	41	22	0%	19%	
Kleenex	83	52	37	1%	16%	
L'Oréal	78	45	27	2%	20%	
Moët & Chandon	85	49	36	2%	15%	
Nescafé	83	47	37	2%	12%	
Nestlé	81	48	32	1%	17%	
Pampers	82	61	49	0%	12%	
Pepsi	81	47	24	1%	24%	
Smirnoff	81	48	38	2%	12%	
Sprite	81	47	27	0%	20%	



Financial Services Brands

	Satisfaction	WoMI	NPS	WoMI True Detractors ¹	NPS-Defined Detractors ²	Average Overstatement ³
Average	75	37	10	3%	30%	802%
Allianz	76	46	23	2%	25%	
American Express	82	55	38	0%	17%	
AXA	73	33	6	6%	33%	
Citi	72	28	-6	4%	38%	
Goldman Sachs	77	36	10	4%	30%	
HSBC	67	26	-8	7%	41%	
J.P. Morgan	76	43	20	2%	25%	
MasterCard	76	32	3	2%	31%	
Morgan Stanley	78	40	22	4%	22%	
Santander	65	24	-11	6%	41%	
Visa	79	40	14	0%	26%	



Retail & Apparel Brands

	Satisfaction	WoMI	NPS	WoMI True Detractors ¹	NPS-Defined Detractors ²	Average Overstatement ³
Average	81	52	39	2%	14%	956%
Adidas	81	54	43	1%	12%	
Amazon	87	68	60	1%	9%	
Best Buy	80	50	34	0%	16%	
Burberry	81	48	40	6%	14%	
Coach	85	62	56	1%	7%	
Costco	84	67	57	0%	10%	
eBay	82	62	48	1%	15%	
Gap	78	43	25	1%	19%	
H&M	78	45	30	1%	16%	
Home Depot	80	36	15	1%	22%	
IKEA	83	62	55	2%	9%	
Louis Vuitton	80	48	35	5%	18%	

Retail & Apparel Brands (continued from page 48)

	Satisfaction	WoMI	NPS	WoMI True Detractors ¹	NPS-Defined Detractors ²	Average Overstatement ³
Lowe's	81	54	45	2%	11%	
Nike	80	49	35	2%	16%	
Nordstrom	86	69	63	0%	6%	
Ralph Lauren	82	50	41	1%	10%	
Sam's Club	81	51	36	0%	15%	
Target	77	43	22	0%	21%	
Tiffany	84	55	55	4%	4%	
Walmart	72	31	1	1%	31%	
Zara	78	38	30	4%	12%	

**Technology & Electronics Brands**

	Satisfaction	WoMI	NPS	WoMI True Detractors ¹	NPS-Defined Detractors ²	Average Overstatement ³
Average	80	49	37	3%	15%	695%
3M	84	61	53	0%	8%	
Adobe	80	53	39	1%	15%	
Apple	83	58	51	3%	10%	
Canon	82	57	47	1%	11%	
Cisco	81	45	43	8%	10%	
Dell	81	53	38	0%	15%	
Facebook	69	29	-12	2%	43%	
GE	78	43	23	3%	23%	
Google	81	45	30	1%	16%	
HP	79	48	33	1%	16%	
IBM	80	40	36	10%	14%	
Intel	81	49	39	5%	15%	
Microsoft	78	47	31	3%	19%	
Nintendo	82	52	43	2%	11%	

Technology & Electronics Brands (continued from page 49)

	Satisfaction	WoMI	NPS	WoMI True Detractors ¹	NPS-Defined Detractors ²	Average Overstatement ³
Nokia	79	46	29	3%	20%	
Oracle	82	48	43	6%	11%	
Panasonic	81	50	43	4%	11%	
Philips	82	51	39	1%	13%	
Samsung	82	56	40	1%	17%	
Siemens	81	47	38	6%	15%	
Sony	83	53	48	3%	8%	
Xerox	72	44	30	4%	18%	

**Hospitality & Food Service Brands**

	Satisfaction	WoMI	NPS	WoMI True Detractors ¹	NPS-Defined Detractors ²	Average Overstatement ³
KFC	72	36	7	0%	29%	36%
McDonald's	75	37	7	0%	30%	37%
Pizza Hut	79	50	36	2%	16%	52%
Starbucks	78	46	23	1%	24%	47%



Media & Entertainment Brands

	Satisfaction	WoMI	NPS	WoMI True Detractors ¹	NPS-Defined Detractors ²	Average Overstatement ³
Discovery Communications	83	52	46	3%	9%	55%
MTV	73	30	7	6%	29%	36%
Walt Disney	84	65	58	0%	7%	65%

**Miscellaneous Brands**

	Satisfaction	WoMI	NPS	WoMI True Detractors ¹	NPS-Defined Detractors ²	Average Overstatement ³
John Deere	82	62	51	3%	14%	65%
Shell	76	31	2	1%	30%	32%
UPS	82	59	46	2%	15%	61%



¹ WoMI defines "True Detractors" as anyone who rates their likelihood to detract from a company as a 9 or 10 on a 10-point scale.

² NPS defines detractors as anyone who rates their likelihood to recommend a company at 6 or lower on a 10-point scale.

³ Overstatement of detractors is calculated using the following formula: $(\% \text{ of NPS-defined detractors} - \% \text{ of WoMI True Detractors}) / \% \text{ of WoMI-defined detractors}$.

The average overstatement at the category level is an average of the company-level overstatements of detractors. The overall average overstatement is the average of the overstatements of each underlying category.