VISIBILITY

Case Study

The Temkin Group
Buce Temkin, president

Q1, 2013

Assignment:
Publicize annual customer experience management study and related UX surveys.

More than 100 stories, as well as bylined clumns, were published in leading marketing trade media and vertical industry publications.

A sampling of the results follows.

Len Stein

President

Tel 914 527.3708 Email: Lens@VisibilityPR.com www.VisibilityPR.com

By Joseph Rydholm, Quirk's Editor

More proof that MR needs to adapt

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Joe Rydholm can be reached at joe@quirks.com

A couple of things jumped out at me as I read summaries of findings from recent studies on customer experience (CX) professionals conducted by the Temkin Group, a Waban, Mass., customer experience research and consulting firm.

The first is, these people really seem to love their jobs. Among the 283 respondents surveyed for one of the studies, 98 percent of CX pros said they think they are in a great industry. Further, 49 percent think their efforts had a positive impact in 2012 and 75 percent expect to have a positive impact in 2013.

Customer experience also seems like a growth area, as 46 percent of CX pros expect their firm to expand their full-time CX staff this year, up from 40 percent last year. And just over half (54 percent) expect their companies to spend more on CX in 2013 than they did in 2012.

Which brings me to the other noteworthy data bit. When asked to indicate the vendors whose services they expect to increase spending on in 2013, the CX workers put text analytics and voice-of-the-customer software vendors at the top of the list. At the bottom? Market research firms.

quirks.com/articles ID 20130502

Falling behind

For some insights on the reasons for MR's poor showing, I checked in with Bruce Temkin, managing partner of the Temkin Group. In his view, many market research firms are in danger of falling behind if they don't keep up with a radical change happening in the world of customer insights – one that has seen a host of other sources supplant marketing research as a key vehicle by which to monitor customer behaviors, opinions and needs.

"In the 'old world,' companies would periodically do research on customers that would lead to analysis by market research people, who would analyze the data and create some PowerPoint slides. The results might have initiated some action by the company but all too often the good intentions for making change dissipated quickly after the presentation of results," Temkin says.

"In the 'new world,' customer insights are delivered to people who run the operations on a regular basis. Instead of a single set of PowerPoint slides, store managers, call-center supervisors and retail category managers receive an ongoing set of insights that are tailored to their specific roles."

Thus it would seem that the need for the data-generating services of traditional research firms is decreasing as companies have access to more and more real-time (or nearly real-time) data on their customers from sources other than the usual ad hoc research study, such as e-mails to the company, conversations with call-center agents and social media dialogues.

"As companies get a better handle on this unstructured data and combine it with other things that they know about customers from feedback systems, CRM and ERP applications, then the amount of useful operational insights will grow dramatically. Companies will increasingly depend on these ongoing operational insights to run their businesses," Temkin says.

Which is where the text analytics firms have stepped in. "The text analytics vendors have dramatically improved the ability of companies to analyze large volumes of this free-form data. This is an area that will continue to increase in importance as companies look for new insights in different areas of unstructured data."

All of this is yet another indication that research firms – and in-house corporate research departments – need to move beyond "merely" serving as facilitators of data-gathering. There is no shortage of data. In fact, there's too much of it. Rather than helping clients get more data, researchers need to help them analyze and maximize the information they already have.

MarketingDaily

Using Customer Experience To Drive Strong B2B Relationships

by Aimee Lucas, Thursday, May 16, 2013 8:03 AM

Discussions about customer experience often focus on consumer-facing (B2C) companies, but what about organizations that sell to businesses (B2B)?

For B2B organizations, retaining each relationship is frequently a critical success metric, given the size of typical accounts. At the same time, B2B clients and prospects compare business interactions with their personal consumer experiences, resulting in higher expectations in B2B relationships as they relate to the ease of doing business, gaining extra value, and other experience elements.

With this recognition, B2B firms are getting on the customer experience bandwagon. Our research found that over half of large B2B firms want to become their industry leader in customer experience within three years. So how are B2Bs pursuing customer experience excellence? By building a client-oriented mindset and client-centric approaches to relationship management.

Building a client-oriented mindset

When it comes to day-to-day operations and decision-making, organizations naturally focus on the needs of their functional silos rather than clients. To overcome this, B2B firms need to build repeatable, systematic processes for gathering, analyzing, and taking action on customer insights.

Building a client-oriented mindset starts with a reliable flow of customer insights. Closed-loop Voice of the Client (VoC) programs are a core element of B2B CX efforts. While our research shows that most B2B firms are in the early stages of VoC, we discovered some excellent B2B practices. For example, given the complex nature of B2B customer journeys, VoC programs need to cover key interactions with a variety of stakeholders.

Philadelphia Insurance Companies accomplishes this with separate surveys covering contact center interactions, the claims process, and the agent's quotation experience. The surveys are collected into one database providing a complete view of key interactions. Quantitative results are combined with text analytics run on customer verbatims, which are reviewed regularly by company leaders to drive customer-centric actions.

Another way that B2B firms are becoming more client-oriented is through client advisory boards (CABs), which bring together a set of clients, sometimes in person but increasingly virtually. CABs not only provide B2Bs the opportunity to acquire more insight into customer needs and expectations, but serve as a platform to add value by sharing knowledge and promoting connections between the company and CAB members. Technology solutions provider CDW engages clients through a private online community. The company can quickly gather feedback from members on a various topics, including new product offerings, marketing messages, and customer technology usage. Clients can pose questions that result in peer-to-peer exchanges that benefit the entire community.

Building client-centric relationship management

Once companies gain a deeper understanding of clients, they need to infuse that knowledge into managing these relationships. To build stronger ties with clients, B2B firms should move toward client-centric models of account management that use client insights across the relationship continuum.

This starts by equipping account teams with a comprehensive analysis of client feedback in a format to help decision making. To acquire, retain, and grow B2B relationships, account managers need account-level experience reporting to understand what is working for each client. With that customer understanding, B2B firms can pursue three tactics for client-centric relationship management.

Insightful business development

B2B organizations that gather the right customer insights will create a differentiated experience from the start of the relationship. So as not to miss out on this opportunity, the sales team at Genworth Financial is kept informed of customer feedback through regular sales updates and webinars. In the updates, the customer experience team offers strategies to respond to opportunities or concerns uncovered in the feedback.

Colllaborative account planning

Account planning in B2B organizations varies widely in formality, consistency, and customer-centricity. By taking a structured, collaborative approach to developing in-depth account plans, companies can tap their enterprise knowledge to engage customers and grow relationships. Oracle's Key Accounts Program provides the teams managing top accounts with tools, best practices, and dedicated advisors who coach them throughout the planning process to ensure customers' long-term objectives are met.

Proactive intervention and support

Service issues or failures are make-or-break moments in customer experiences. B2B organizations need to use customer feedback from account managers to move from reactive responses to intervening in service experiences gone wrong as quickly as possible with robust recovery procedures. To ensure that individual escalation processes have the appropriate degree of coordination and visibility across the organization, Salesforce.com holds weekly cross-functional review calls and uses a dashboard to manage resolution timelines.

The bottom line

When the competition ignores issues, it's easy to follow suit. But that's no longer the case with B2B customer experience. B2B firms must seize every opportunity to use customer experience to drive strong enterprise relationships.

medialife MAGAZINE For media planners and buyers

Research

Huh: Online nearly matches TV in daily usage

Spend an average of 3.9 hours per day watching television

By Toni Fitzgerald
April 9, 2013

SHARE |

Internet advertising dollars still have a ways to go before they match television advertising.

But in terms of the time people spend with the internet and television, digital has almost caught up.

A new study from Temkin Group, a research and consulting firm based in Massachusetts, finds that people spend nearly as much time online as they do watching television, long the dominant medium.

The study, which surveyed 10,000 people in January of this year, found that they spend an average 3.9 hours per day watching television, compared to 3.8 house per day going online on the computer outside of work.

Both numbers are the same as last year, but they represent a stark change from just a few years ago, when TV time doubled the amount of time people used the computer.

TV time has stayed the same or gone up slightly each year over the past decade, so the medium is not losing any popularity.

Rather the amount of time people spend online has increased at a faster pace.

The rise in popularity of social networks has certainly contributed to the increase. People spend mindless hours tweeting, reading friends' Facebook updates, and pinning interesting recipes on Pinterest.

In fact, much of that is done while they're watching TV. Though this report did not examine cross-media usage, studies by others, including Nielsen, have found that usage of more than one media at a time has increased in recent years.

Overall the trend in media usage seems to be greater consumption, whether it's traditional or digital media.

Time spent reading the news online and going online with a mobile phone saw the biggest jumps for any media category, according to Temkin, both up from 1.2 hours per day to 1.4.

And time spent listening to the radio was up from 2.0 hours last year to 2.1 this year, while reading a print newspaper was up from 1.1 to 1.0.

The amount of time spent reading a book on paper went from 1.3 hours per week last year to 1.4 this year, while the amount of time reading books online using devices such as iPads and Kindles increased from 0.8 hours to 0.9.

"All ages of consumers spend more time reading paper books than online books, but the gap is narrower with younger consumers," notes the study.

The only media usage category to see a decline was going on the internet with a computer for work, which went from 2.1 hours to 2.0.

That may be because people are accessing the web more from other devices at work as well, such as mobile phones and tablets.

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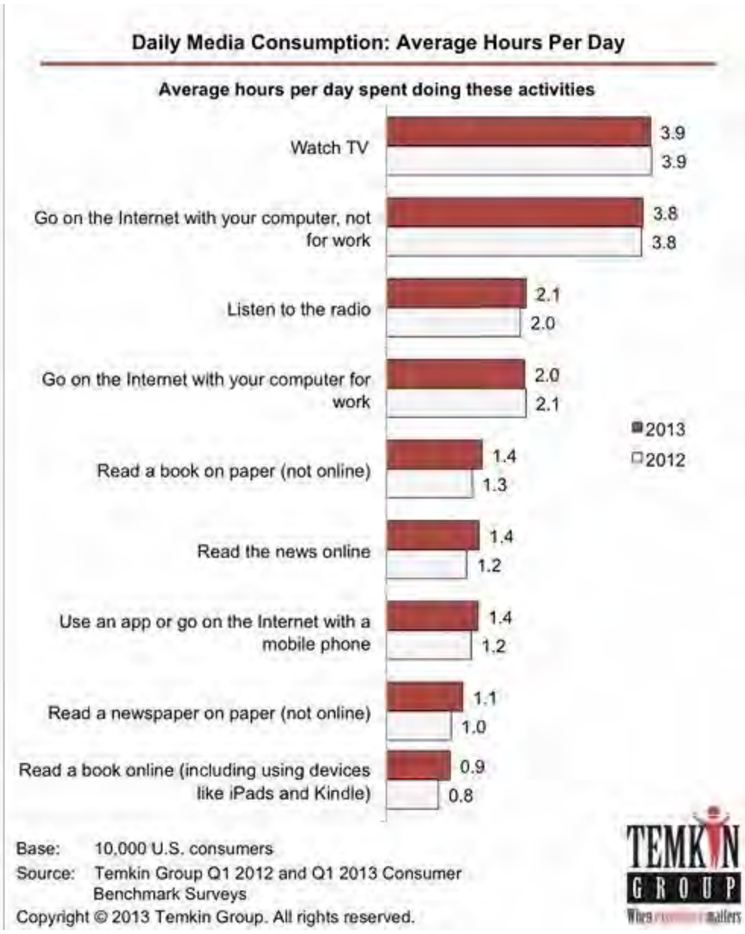

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Research done online over-reports online usage
"Ninety-eight percent of consumers go online at home, 60% do it at least three hours per day"   Conspicuously absent is the source of the 10,000 respondents, which based on the above quote, I have to believe came from an online panel. Online only surveys overstate the average usage of online channels. Couple that with respondents' tendencies to underestimate their time spent with whatever channel they use most and overestimate the least used channels, my opinion is that conclusions from this study are misleading.

CENTER FOR MEDIA RESEARCH
RESEARCH BRIEF
FROM THE CENTER FOR MEDIA RESEARCH

Thursday, April 11, 2013

Potpourri Of Media Usage Data

A new Temkin Group report, Media Use Benchmark, 2013, analyzes data from 10,000 consumers about their internet usage (at home and at work), reading of books and news (online and offline), TV watching, radio listening, and mobile activity. The data snapshot breaks down the data by age, ethnicity, income, and geographic region.

The report opens summarizing the overall usage levels in the U.S. for different media activities.

- Between 2012 and 2013, respondents report watching TV, listening to the radio, and surfing the internet for work at rather equal rates. Only two areas saw more than a minor increase: using an app or web browser on a mobile phone, and reading the news online
- Like last year, respondents to this year's survey report watching TV almost four hours a day, and going on the internet outside of work almost as much
- Respondents who read paper books report reading them an average of 1.4 hours per day, and e-book readers report reading only 0.9 hours per day.

Daily Media Consumption, 2013 (Average Hours Per Day)	
Media	***Hrs. Per Day***

Watch TV	3.9
Go on Internet with computer, not for work	3.8
Listen to radio	2.1
Go on Internet with computer for work	2.0
Read a book or paper, not online	1.4
Read news online	1.4
Use app or go on Internet with mobile phone	1.4
Read a print newspaper, not online	1.1
Read a book online, including tablets	0.9
Source: Temkin Group, Q1 2013, April 2013	

Daily Media Consumption: Breakdown of Hours how many hours, on average, consumers spend doing each activity daily.

- The vast majority enjoy Internet and TV. 96% of respondents go on the internet outside of work every day. Similarly, 94% watch TV every day. The largest proportion of TV watchers (47% of all respondents) watches TV for three to six hours. 44% of all respondents go on the internet outside of work between three and six hours a day
- Fans of radio and online news are light users. Three-quarters of all respondents read the news online each day and 85% listen to the radio each day. Less than half of respondents do those activities for more than two hours a day.
- Online news beats paper news, but paper books beat e-books. Reading the news online attracts 14% more users daily than reading a newspaper. However, almost twice as many respondents read paper books compared to reading e-books daily.

Daily Media Consumption By Hours In A "Typical" Day				
	Hours Per Typical Day			
Media	***% Doing Daily***	***7 or More Hours***	***3-6 Hours***	***Less Than 2 Hours***
Internet with computer, not for work	96%	16%	44%	36%
Watch TV	94	17	47	30
Listen to radio	85	8	16	61
Read news online	75	4	8	64
Read a paper book	70	4	10	56
Read printed newspaper	61	3	6	51
On Internet with computer for work	54	10	20	24
Use app or mobile phone online	52	5	11	36
Read book online, including Tablets	38	3	8	27
Source: Temkin Group, Q1 2013, April 2013				

Average hours consumers, by age, spend doing each activity daily:

- The heaviest contingent of TV watchers is users aged 55 to 74. Those users watch TV between 4.1 and 4.2 hours a day on average, compared to the very youngest and oldest users, who watch an average of 3.6 hours per day
- Users under 35 are the heaviest users of most media. The respondents who use different media activities each day at the highest average rates are those under 35. One exception is with TV watching, which finds its heaviest users in the 55 to 74 age group
- Mobile use has the largest range. Most of the youngest respondents report using mobile browsers or apps at least once a day, but only eight percent of the oldest respondents, those aged 75 and up, report using them daily
- Though paper newspaper use picks up steadily among older generations, the survey finds that even 51% of the youngest generation reads paper newspapers at a daily rate

Daily media consumption by income level: hours, on average, spent doing each activity daily:

- Low-income users watch more TV daily. Respondents who make $25,000 or less per year watch 4.5 hours of TV daily, on average. The highest-income respondents watch TV the least (3.3 to 3.4 hours per day on average).
- Across income levels, almost all respondents report watching TV and going online outside for work each day
- Readers across incomes read paper books for an equal duration. Across income levels, those who do read paper books read them for around 1.4 hours per day However, there is a slight discrepancy among income levels when it comes to who actually reads paper books at all. Those making $75,000 and up are slightly more likely to read paper books and are much more likely to read e-books

And some interesting factoids about media usage in the U.S, from the report:

- 98% of consumers go online at home, 60% do it at least three hours per day
- 57% of consumers use their mobile phone for going online or using an app, 16% do it at least three hours per day
- Sixty-five to 74-year-olds watch the most TV (4.2 hours per day), 18- to 24-year-olds watch the least (3.6 hours per day)
- All ages of consumers spend more time reading paper books than online books, but the gap is narrower with younger consumers
- Consumers making less than $25,000 per year watch 4.5 hours per day of TV, those making $100,000 or more watch less than 3.4 hours
- 39% of consumers making less than $25,000 per year use their mobile phone for going online or using an app, compared with more than 60% of those who earn $75,00 or more
- The hours that consumers spend watching TV goes down with increasing educational levels
- Asians spend twice as much time reading online books as do Caucasians
- African-Americans watch the most TV per day
- 54% of consumers in the South use their mobile phone for going online or using an app, compared with 49% of those in the Midwest

These, and fourteen detailed categories of findings, can be found in the complete study from The Temkin Group, available for purchase here.

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NEWS

B2B significantly trails B2C in articulating compelling brand values

BY MARKETING ON 8 APRIL 2013

A recent report by Temkin Group identifies leading practices that companies can use to establish client-centric relationships.

The 'Best Practices in B2B Customer Experience' whitepaper finds that B2B trails B2C in all four customer experience core competencies: purposeful leadership, compelling brand values, employee engagement and customer connectedness.

One of the most alarming gaps is found in developing compelling brand values where 37% of large B2C firms are rated as good or better, compared with only 24% of large B2B firms.

"Consumer companies may get the mass of media coverage when it comes to customer experience, but there's enormous opportunity in the B2B sector," says Aimee Lucas, customer experience analyst of Temkin Group and the report's lead author.

The customer experience as the foundation of stronger B2B enterprise relationships is viewed as the 'enormous opportunity' with the research identifying B2B best practices across seven broad areas:

- **Develop closed-loop voice of the client (VoC) Programs.** Having a reliable flow of customer insights across the organisation is critical to driving customer-centric actions,
- **use journey maps to better understand clients' needs.** To better understand how clients see their experiences, B2B organisations can use a tool known as customer journey mapping,
- **tap into virtual client advisory boards.** Client advisory boards (CAB) and councils provide the opportunity to acquire more insight into customer needs and expectations,
- **account-level experience reporting.** To acquire, retain, and grow B2B relationships, account managers need to understand what's working and not working for each of their clients,
- **insightful business development.** B2B organizations that gather and use the right customer insights during this early stage will create a differentiated experience from the start of the relationship,
- **collaborative account planning.** By taking a structured and collaborative approach to developing in-depth account plans, companies can tap into their enterprise knowledge, and
- **proactive intervention and support.** B2B organisations need to use customer insights and feedback from account managers to intervene in service experiences gone wrong as quickly as possible with well-defined, robust recovery procedures.

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With $18.7M, WellTok wants to make you healthier — and actually like your health plan

by Ki Mae Heussner

APR. 10, 2013 - 4:30 AM PDT

SUMMARY: *The health insurance industry has a popularity problem, but startup WellTok believes its health-centric social network can encourage healthy habits and brand affinity among consumers.*

photo: Gts

When it comes to popularity, the health insurance industry isn't likely to be at the top of anyone's list. In fact, a survey last year from market firm Temkin Group found that health insurance received the lowest customer service ratings [http://www.upi.com/Health_News/2012/02/20/Consumers-give-healthcare-plans-low-marks/UPI-17301329785602/?dailybrief] of any industry.

But WellTok [http://www.welltok.com], a Denver, Colo.-based startup, believes its health-centric social network can not only encourage healthier behavior among users, but build consumer trust for their health plans. And it just raised $18.7 million more to prove it.

The company said Wednesday it had raised a Series B round from Emergence Capital Partners, InterWest Partners and New Enterprise Associates (NEA), bringing its total amount raised to $26 million. It also said that former executive chairman Jeff Margolis would serve as its new CEO.

Launched in late 2011, WellTok targets health plans with a health-related social network, called CaféWell, that uses personalized tools, fitness-tracking devices, wellness-focused content, game mechanics and community dynamics to encourage healthy steps. Users can choose to be as public or as private as they'd like to be about their behavior and, as they log healthy activities, they earn points which can translate into discounted premiums or other financial rewards, Margolis said in an interview.

In a way, it's very similar to corporate wellness programs like Keas [http://www.keas.com] and ShapeUp [http://www.shapeup.com], which similarly offer patient engagement platforms for encouraging healthy behavior. But Margolis said he believes that, by reaching consumers through their health plans, the company can generate more value for consumers and employers.

In addition to keeping patients healthy and managing chronic conditions, the company says it can also help health plans with their popularity problem.

"People tend not to have a high degree of trust for the health plans – they tend not to understand the value their health plans can bring them," Margolis said. But by structuring CaféWell so that the health plans sponsor consumers' access to the site (and by making sure that consumers see their health plan's branding), he added, "it makes consumers say, 'Hey, my health plan isn't just there to hassle me during enrollment or deny my claims, they're actually here to help me.'"

So far, Margolis said, CaféWell users engage with the site four times more than they engage with their health plan's regular website (which is just about never) and that they average about 50 minutes per person per month.

Nine health plans currently use CaféWell, but Margolis said the new funding would be used to expand into new markets, accelerate product development and build new strategic partnerships.

by Ki Mae Heussner
APR. 10, 2013 - 4:30 AM PDT

No Comments

Temkin Group Reports on Rising Importance of B2B Customer Experience

By Dan Berthiaume (@danberthiaume1) Apr 5, 2013

B2B companies looking to create and sustain superior customer experience need to master four competencies — purposeful leadership, compelling brand values, employee engagement and customer connectedness. A new insight report from Temkin Group, "Best Practices in B2B Customer Experience," reviews these competencies as well as the rising importance of customer experience in the B2B marketplace.

According to the Temkin Group report, customer experience is growing in importance for B2B marketers for several reasons:

- **Business Loyalty —** Customer experience is an important driver of loyalty for B2B industries. Among IT vendors, Temkin Group data shows that Net Promoter Scores depend more on account management than products and services.
- **Crucial Customers —** Individual customers have a much greater impact on the success of B2B companies than they do on B2C companies.
- **Consumer Expectations —** B2B customers compare their B2B customer experience to their B2C customer experience and are disappointed if the quality is not the same.
- **Bandwagon Jumpers —** B2B companies are increasingly "jumping on the bandwagon" when it comes to providing a B2C-like customer experience, meaning B2B companies that don't follow suit are at increased competitive disadvantage.

Despite the growing importance of B2B customer experience, Temkin Group finds that the B2B vertical in general is not doing a good job of providing quality customer experience. Major impediments in the space include a lack of proficiency in the aforementioned four key competencies, significant internal silos and failure to translate their brands into specific customer promises, reward employees based on core corporate values, define target customers or integrate customer feedback into business processes.

In terms of building proficiency in the four key competencies, Temkin Group makes the following suggestions:

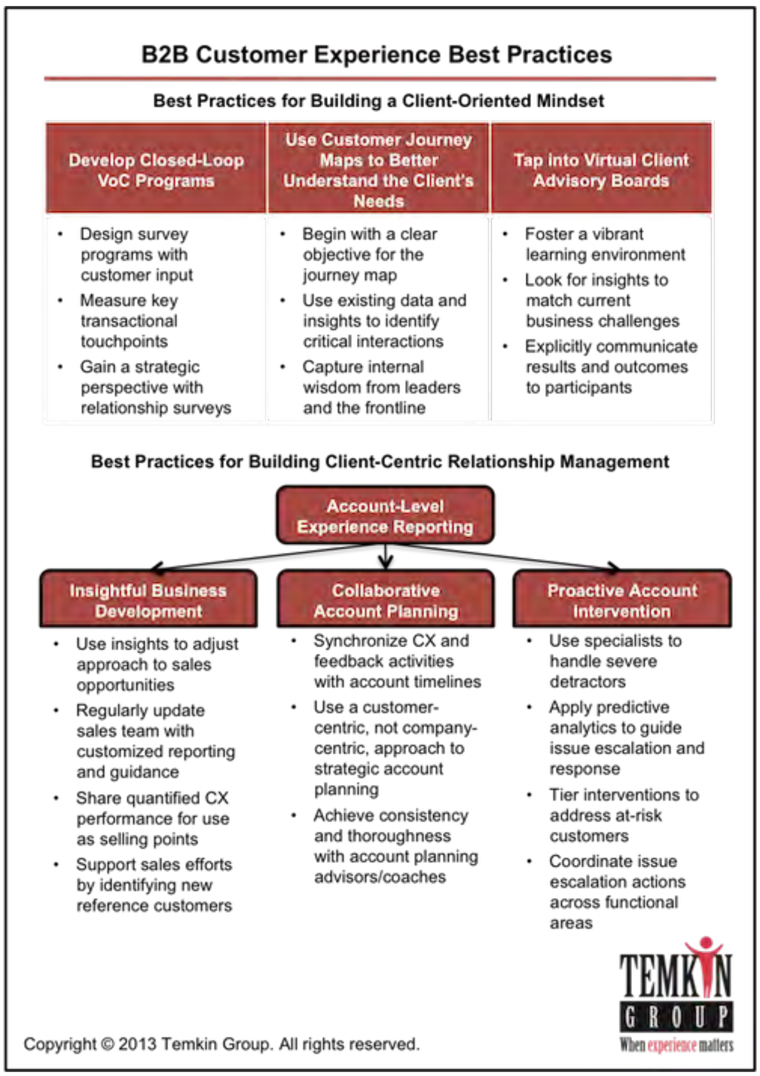
- **Purposeful Leadership —** Temkin Group says executives must "lead by example," with top executives regularly interacting with customers and being graded on the organization's customer experience quality.
- **Employee Engagement —** Employees engaged in the customer experience process will try harder to provide high-quality customer experience. Sharing customer feedback with employees who serve customers helps engage them in the customer experience process.
- **Compelling Brand Values —** Organizations need to develop consistent core brand values based on customer wants and needs. These values should drive customer-facing employee behaviors, and employees should be rewarded for successfully enacting these behaviors.

- **Customer Connectedness —** Customer insights must be integrated across the entire enterprise. This includes creating metrics based upon customer insights, making customer feedback widely available on a timely basis and tracking of customer data to determine which types of data are most important to driving customer satisfaction.

The Three Types of B2B Customer Interaction

Temkin Group places B2B customer interactions into three broad categories — channel relationships, small business relationships and large enterprise relationships.

Channel relationships involve selling through third parties (such as distributors for IT vendors) and require customer experience management for both the middleman and end customers. Small business relationships tend to have customer experience models that are similar to B2C relationships, while customer experience management for large enterprise relationships needs to consider stakeholders such as end users and decision makers in the areas of contracts, finance, purchasing and AP.



Building a Client-Oriented Mindset

Temkin Group advises [B2B companies](), which often have an internally-focused mindset, to adopt an externally-focused “client-oriented” mindset. This involves three key steps — developing closed-loop voice of the client (VoC) programs, using journey maps to better understand client needs and using virtual client advisory boards. Following is a deeper look at each step.

Temkin Group: Apple, HP prevail as customer experience leaders in the computer industry

BY DENNIS SELLERS ON MARCH 25, 2013 IN NEWS

Based on a study of 10,000 U.S consumers, Apple and HP earned the top spots in the computer sector of the 2013 "Temkin Experience Ratings." At the other end of the spectrum, Sony and Lenovo were the lowest-rated computer makers.

"Apple continues to be the customer experience leader in computers, but HP has narrowed the gap," states Bruce Temkin, managing partner of Temkin Group.

The Temkin Experience Ratings evaluates three areas of customer experience: functional (can customers do what they want to do), accessible (how easy it is to work with the company), and emotional (how consumers feel about their interactions).

The ratings include 10 computer makers: Acer, Apple, Compaq, Dell, eMachines, Gateway, Hewlett-Packard, Lenovo, Sony, and Toshiba. Here are some additional highlights from the ratings:

° Apple is the highest-ranked computer maker for the third straight year, ranked #134 across all industries. It's rating of 64%, is one percentage point below its 2012 rating. It also led the industry in the accessible and emotional components of the ratings.

° HP is in second place in the industry with a rating of 62% and leads in the functional component. The company's ratings increased three percentage points since last year, narrowing the gap with Apple.

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° The computer industry has been steadily improving over the last three years, from an average Temkin Experience Rating of 54% in 2011 to 60% this year.

° Dell showed the largest improvement over 2012, with an increase of six percentage points.

° The lowest-ranked computer makers are Sony and Lenovo, with ratings of 54%. Both of those firms had the largest declines in the industry. Sony is the lowest rated in functional and accessible components and Lenovo is the lowest rated in the emotional component.

° The average rating for computer makers places the sector tied for 13th out of 19 industries.

The 2013 Temkin Experience Ratings along with other ratings can be accessed at the Temkin Ratings website (www.TemkinRatings.com).

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March 10, 2013

New Temkin Group Reports Reveal Companies' Intentions to Add to Their Roster of Customer-Experience Professionals: Text Analytics Tops List of Customer-Experience Spending Priorities for Large Organizations

Based on two newly published studies, **Temkin Group** finds that 46% of companies plan to hire additional staff for their customer experience efforts in 2013 while only 5% expect a decline in their customer experience staffing levels. This represents an increase from last year, when similar research showed that 40% of companies were planning to hire more customer experience professionals.

When it comes to spending on vendors associated with customer experience, the research shows that text analytics has the largest positive momentum. Thirty percent of respondents from companies with at least $500 million in annual revenues plan to increase spending on text analytics compared with only 4% that expect to decrease spending in that area. Next on the list with positive spending momentum is voice of the customer software.

Temkin Group, a market research and consulting firm, announced the results from two new research reports: *The State of the CX Profession, 2013* and *Data Snapshot: Customer Experience Expectations and Plans for 2013*.

"Our research shows that companies are increasing their investments on the capabilities and tools to create better customer experience," said **Bruce Temkin**, author of the reports and Managing Partner of Temkin Group, in a news release.

Here are some additional findings from "The State of the CX Profession, 2013" that is based on a survey of 283 customer experience professionals:

- Fifty-four percent of customer experience professionals expect their company to spend more on customer experience in 2013 than it did in 2012, compared with 53% last year.
- Ninety-eight percent of customer experience professionals think they are in a great profession.
- Thirty-eight percent of customer experience professionals are likely to look for a new job outside their company, which is down from 41% last year.
- Customer experience executives see networking as their top professional development goal.
- Customer experience non-executives see training as their top professional development goal.

Here are some additional findings from *Data Snapshot: Customer Experience Expectations and Plans for 2013* that is based on a survey of 178 companies with annual revenues of $500 million or more:

- Fifty-three percent of large companies have the goal to deliver the best customer experience in their industry within three years.
- Seventy-seven percent of large companies plan to spend more on customer experience in 2013 than they did in 2012.
- Over half of large companies have at least six full-time customer experience professionals.
- Sixty-four percent of large companies think that their phone agent experiences are good or excellent, but only 18% feel that way about their cross-channel experiences and 27% feel that way about their mobile experiences.
- Seventy-eight percent of large companies plan to put more effort on their web experience in 2013 and 68% plan to focus more on their mobile experience.

[Download the reports here (http://www.ExperienceMatters.wordpress.com)](http://www.ExperienceMatters.wordpress.com).

News

Study: Dish, Bright House earn high marks for customer experience

Fri, 03/22/2013 - 12:24pm by Mike Robuck

Bright House Networks and Dish Network held down the top spots among the 10 companies surveyed for customer experience in the TV sector by Temkin Research Group.

On the other hand, Time Warner Cable and Charter Communications were the lowest-rated TV companies in the 2013 Temkin experience ratings.

“Bad customer experience is an ongoing epidemic in the TV services sector. Even the best firm in the industry is rated in the bottom third of all companies,” said Bruce Temkin, managing partner of Temkin Group.

Cable operators have been battling the public’s perception of poor customer satisfaction by providing more training for their customer service reps. **Comcast** and **Charter** have taken steps to reduce video churn through better customer service.

Overall, the TV industry scored the lowest out of the 19 industries that were covered in the Temkin ratings. The ratings evaluated three areas of customer experience: functional (can customers do what they want to do), accessible (how easy it is to work with the company), and emotional (how consumers feel about their interactions).

The rest of the video providers covered in the ratings included AT&T, Cablevision, Cox Communications, DirecTV, and Verizon. Highlights from the study included:

• The top TV service providers Bright House Networks and Dish Network (tied for 166th out of all 246 companies in the ratings across industries) were rated lower than even the worst company in the parcel delivery service, grocery, and fast food industries. While these top two companies earned “okay” ratings, the rest of the companies in the industry earned either “poor” or “very poor” ratings

• The last place company in the industry, Time Warner Cable, earned the 244th ranking, tied for next to last across all industries

• The second-to-last TV service provider, Charter Communications, improved eight points over last year, the largest gain in the industry

• Cox Communications' rating decreased six points from 2012, the largest drop in the industry

• Dish Network was the highest rated in the functional component, Cablevision was highest rated in accessible, and Bright House Networks was highest rated in the emotional component

• Cox Communications had the lowest functional rating while Time Warner Cable had the lowest accessible and emotional ratings

• Overall, the average rating for the industry remained about the same between 2012 and 2013.

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Chick-fil-A Leads QSRs in Customer Experience

Fast-food industry as a whole scores high in Temkin Experience Ratings

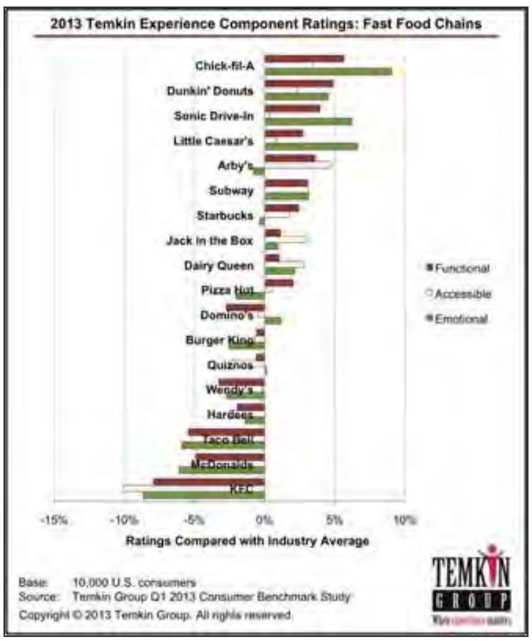
CSP Daily News | March 14, 2013

WABAN, Mass. -- Based on a study of 10,000 U.S. consumers, Chick-fil-A, Dunkin' Donuts, Sonic Drive-In and Little Caesar's earned the top spots in the fast-food sector of the 2013 Temkin Experience Ratings.

At the other end of the spectrum, KFC and McDonalds were the lowest-rated fast-food restaurants.

The fast-food industry earned the second highest average rating out of 19 industries, falling only behind the grocery sector.

"In an industry with consistently high customer experience ratings, Chick-fil-A stands out on top," said Bruce Temkin, managing partner of Temkin Group.



The Temkin Experience Ratings evaluates three areas of customer experience: functional (can customers do what they want to do), accessible (how easy it is to work with the company) and emotional (how consumers feel about their interactions).

The 2013 Temkin Experience Ratings includes 18 fast-food chains: Arby's, Burger King, Chick-fil-A, Dairy Queen, Domino's, Dunkin' Donuts, Hardees, Jack in the Box, KFC, Little Caesar's, McDonalds, Pizza Hut, Quiznos, Sonic, Starbucks, Subway, Taco Bell and Wendy's.

The average rating for the fast-food industry increased from 74% in 2012 to 76.3% in 2013. Anything above 70% is considered a "good" rating.

Chick-fil-A is the top-scoring fast-food chain for the second straight year, with a rating of 82%. That score puts the fast-food chain at No. 3 across all industries. It also earned the top marks for functional and emotional components in fast foods.

Three other fast-food chains are in the top 10 in the overall ratings; Dunkin' Donuts, Little Caesar's, and Sonic are all tied at No. 7.

Arby's earned the top rating for the accessible component.

KFC is the lowest-ranked fast-food chain with a rating of 67%, four points below the next lowest-rated fast-food chain, McDonalds.

Hardees showed the largest improvement between 2012 and 2013, gaining 10 percentage points. Next on the list, Jack in the Box increased nine percentage points and Domino's increased eight percentage points.

While no firm declined by very much, three fast-food chains dropped three percentage points between 2012 and 2013: Starbucks, Taco Bell and KFC.

Waban, Mass.-based Temkin Group is a customer experience research and consulting firm. Bruce Temkin is a customer experience thought leader and is customer experience transformist and managing partner of Temkin Group. He is also the author of the Customer Experience Matters blog, ExperienceMatters.wordpress.com.

Source: CSP Daily News
Related Terms: Foodservice, Hot and Cold Foods

Comments

APPLE AND HP TOP CUSTOMER EXPERIENCE RATINGS FOR COMPUTER COMPANIES

By **Anna Washenko** — March 22, 2013

According to the 2013 Temkin Experience Ratings, Apple and HP are the best computer companies for customer experience. The third annual survey of 10,000 U.S. consumers pegged Apple as the number one brand, but Temkin Group Managing Partner Bruce Temkin said that HP has been closing that lead. As a whole, the computer sector posted better scores, increasing from an average of 54 percent in 2011 to 60 percent in the latest rankings. Sony and Lenovo were the lowest scorers for the industry. Acer, Compaq, Dell, eMachines, Gateway, and Toshiba were also included in the survey and fell in the middle of the pack.

The Temkin survey covered three areas in customer experience. Functional scores assessed whether consumers could do what they wanted, accessible scores rated how easy the brand was to work with, and emotional scores ranked how people felt about their interactions with the company.

How did Apple walk away with its lead? The company earned a 64 percent rating and topped the computer companies with its accessible and emotional scores. Across all industries, Apple landed at No. 134. HP rated 62 percent and had the best functional ranking among the computer brands. Sony had the worst performance for the functional and accessible areas, while Lenovo had the bottom spot for the emotional component. You can check out the full results across all industries on the Temkin Ratings website.

The results shouldn't be all that surprising. Going back as far as 2005, Apple has been getting props for its strong skills in the customer service department. Beyond good service, the brand recently received top accolades from the UK's annual CoolBrands survey and at least one of Apple's products are in about half of America's homes. Love them or hate them, the folks in Cupertino are doing a lot right.

Apple & HP Rated Best For Customer Experience [Report]

Killian Bell (10:33 am PDT, Mar 22nd)

Apple and HP have been rated best for customer experience in a study of 10,000 consumers in the United States carried out by Temkin Group. Apple took the top spot in the computer sector with a rating of 64%, while HP took second place with a rating of 62%.

At the other end of the spectrum sat Sony and Lenovo, which were the lowest-rated computer makers.

"Customer experience in the computer industry continues to improve as HP and other PC makers narrow the gap with Apple," said Bruce Temkin, managing partner of the Temkin Group.

Temkin's annual Experience Ratings study looks at three areas of customer experience: function, accessibility, and emotion. The first establishes whether customers can do what they want to do with their device, which the second looks at how easy it is to do it. The third covers how the customer feels about their interactions.

Apple is the highest-rated computer maker — though the company is ranked 134th across all industries — with a 64% rating. That's one percentage point lower than the rating it received in 2012, but it maintains the company's spot in first place. Apple led the industry in the accessibility and emotion categories.

HP received a 62% rating, which is three percentage points more than it received last year, to secure second place. Dell showed the largest improvement, however, with an increase of six percentage points which took it into third place.

At the other end of the table sit Sony and Lenovo, which both saw ratings of 54%. The pair also lost

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Report: Sam's Club, Amazon tops in retail customer experience

By Katherine Boccaccio

Waban, Mass. -- Research results released Tuesday by consulting firm Temkin Group revealed, among retailers, Sam's Club and Amazon earned top marks.

According to the 2013 Temkin Experience Rankings which queried 10,000 U.S. consumers about customer service issues across 246 companies in 19 industries, Sam's Club and Amazon earned the top spots in the retail sector and RadioShack was the lowest rated retailer for the third consecutive year.

The retail industry, on average, was tied for third out of 19 industries studied and one of four industries with an average rating of good.

"The retail industry remains one of the better sectors for customer experience, but RadioShack is a real black sheep in the industry," said Bruce Temkin, managing partner of Temkin Group.

The Temkin Experience Ratings evaluated three areas of customer experience: functional, accessible and emotional. Other key findings of the report included:

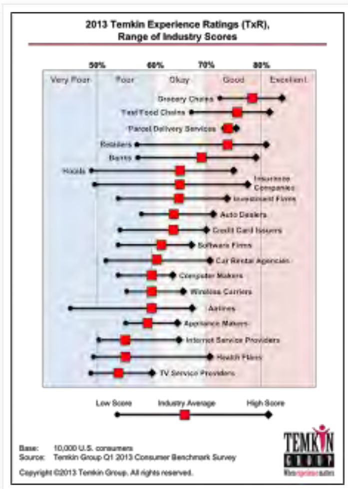
- Three of the top 10 companies across all industries are retailers: Amazon and Sam's Club (tied for No. 5 overall), and Ace Hardware (No. 7 overall).
- RadioShack is the lowest-rated retailer for the third consecutive year and 191st overall in 2013. The retailer is also the lowest scoring across all three underlying components: functional, accessible, and emotional.
- Amazon and Costco are the top rated in the functional component, Ace Hardware is the top rated in the accessible component, and Nordstrom is the top in the emotional component.
- Office Depot (increase of 11 percentage points) and Barnes & Noble (increase of eight percentage points) made the largest improvements in the industry from 2012.
- J.C. Penney (decrease of six percentage points), Sam's Club (decrease of four percentage points), and Lowe's (decrease of four percentage points) had the largest declines from 2012.
- The average rating for the retail industry increased from 71% in 2012 to 74% in 2013.
- Sixteen of the 24 retailers that were in both the 2012 and 2013 ratings showed

CUSTOMERS 1st

FRIDAY, MARCH 22, 2013

Idea Gathering: 2013 Customer Experience Report

Not just hearing but translating innovations and insights is a huge part of the value of the Total Customer Experience Leaders. Our unique idea gathering wrap-ups between sessions facilitate **alignment** of customer strategy inspiration with business relevant actions and have been one of our most highly rated features in the past.



Here on the blog, we'll be presenting weekly idea gathering wrap ups of some of our favorite customer experience strategy, design and alignment news and views.

This week we'll be discussing a recent customer experience report published by the Temkin Group.

The Temkin Group is a customer experience research and consulting firm just outside of Boston. The firm provides insights for some of the largest brands and aids companies in transforming their customer journeys. Besides their consulting work they also release an annual report which rates industries and companies customer experience. The report uses feedback from 10,000 consumers to rank 246 companies across 19 different industries. The guidelines for evaluation were these three questions:

1. ***Functional**: How well do experiences meet customers' needs?*
2. ***Accessible**: How easy is it for customers to do what they want to do?*
3. ***Emotional**: How do customers feel about the experiences?*

The top five customer experience firms this year according the report were Publix, Trader Joes, Aldi, Chick-fil-A, Sam's Club and Amazon (tied for 5). It's interesting to note that not only did Grocery store chains take spots one, two, and three, but as a whole the grocery industry was rated the highest and scored well above the rest. There are definitely lessons to be learned in customer experience from grocery chains.

On the other end of the spectrum, according to the Temkin Group, the worst customer experience in America can be found at US Airways who were given a measly 46% in the report (compared to 84% at Publix). The Airline industry as a whole scored very poorly, not a big surprise considering a recent study ranked Airlines more hated by consumers then the IRS. Other low ranking industrie4s include TV/Internet Service providers and Health Plans.

Notable variance occurred in the Hotel industry where the leader, Mariott, scored a 75% while the worst hotel for customer experience, Days Inn, scored a paltry 48%. Significant variance was also reported in the Insurance industry where consumers ranked USAA an impressive 77% but scored 21st century at just 49%.

The report as a whole gives a great look at customer experience trends and how companies are universally putting a greater emphasis on their customer's experiences. According to the Temkin Group the number of companies with at least a "good" rating increased has increased 9% in the last year, and 21% in the last two years, and 57% of firms had at least a modest increase.

Where would your company be on this list?

Jeffrey Marino is a contributing writer concentrating his focus on Business Administration, Management Information Systems, and Tech Innovations. He blogs atFordham Nights and can be reached at JMarino@iirusa.com.

Posted by Jeff Marino at 8:00 AM

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Elyse Dupré, Reporter

March 06, 2013

Do You Have What it Takes to Make My Day?

Do You Have What it Takes to Make My Day?

Just like a fingerprint, every company is different. Every organization builds its own reputation and has its own set of customer expectations. And while the wizards of the marketing world still haven't concocted the magic formula for delivering a top-notch customer experience, Bruce Temkin, managing partner of Temkin Group and author of the "2013 Temkin Experience Ratings" report, says purposeful leadership, employee engagement, compelling brand values, and customer connectedness are essential elements needed to creating enchanting experiences.

There's an old saying that goes "happy wife, happy life," but perhaps brands need to tweak the saying to "happy employee, happy company." Out of the four cornerstones of customer experience (CX) excellence, Temkin puts extra emphasis on employee engagement. Publix and Trader Joe's received the study's highest experience rating scores, which Temkin partially attributes to brands' levels of employee engagement.

"They both treat their employees really well," he says. "I think if you went into either one of those markets and talked to the employees, you would see a markedly different level of energy and enthusiasm than if you went into Stop & Shop."

Having strong employee engagement creates what Temkin calls the employee engagement virtuous cycle. He says engaged employees deliver a better customer experience; a better customer experience creates customer loyalty; and customer loyalty leads to more profitable business results.

However, Temkin says that fostering employee engagement has slipped to the bottom of companies' to-do list as HR dedicates more time and resources to "transactional HR," such as hiring, compensation, and training.

To gauge employee engagement, Temkin advises business to ask employees the following three questions: Do they understand the company's mission, and their role in fulfilling that mission? Are they asked for feedback, and does the company act on their feedback? And, are employees provided with the tools and training needed to excel? Temkin says Temkin Group measures employee engagement by factors including employee likelihood to stay late, help coworkers, or recommend their place of business to a friend or family member.

As for the companies at the bottom of the CX ratings, including US Airways and Time Warner Cable, Temkin says improving customer experience takes more than just quick fix.

"They generally have fundamental problems as opposed to simple problems," Temkin says. "When it comes to customer experience, you have to decide are you in a continuous improvement mode or are you in need of radical change? A lot of companies at the bottom of the list are in need of radical change

When radical change is required, businesses often need to bring on a senior executive to work on damage control full-time, Temkin says.

Temkin acknowledges that customer experience can be influenced by reputation; however, he claims these reputations are often well deserved.

“Most industries earn their reputations,” Temkin says “Health plans have been miserable. TV service providers have been miserable. Internet service providers have been miserable. A lot of data suggests that they've historically delivered horrible customer experiences. What happens is industries end up cultivating their mediocrity.”

While health plans received some of the lowest Temkin Experience Rating scores, taking up seven out of the 15 bottom slots, grocery store chains, fast food restaurants, and retailers achieved some of the highest rating. In fact, according to The American Customer Satisfaction Index's (ACSI) annual E-commerce Report, created in partnership with customer experience analytics organization ForeSee, customer satisfaction for e-commerce sites jumped 1.2% this year and scored an 81.1 out of a possible 100 on the Index.

ForeSee President and CEO Larry Freed acknowledges that consumers' multichannel shopping habits provide them with more power and knowledge, which means more competition for businesses. For example, instead of just accepting on a set price or relying on an associate's recommendation, consumers can now turn to on online product reviews, social media, and price comparisons.

“Their access to that information has increased, first, with the Web and now even more with mobile. There are competitive choices as well [that are] no longer limited by location,” Freed says. “If companies fail to meet expectations, consumers will go elsewhere, penalizing those that haven't provided a great customer experience.”

Part of that great experience for many customers is perceived value. David Van Amburg, managing director of the ACSI, urges companies that rely on promotions to make sure they're cutting price, not value. “Price often can get a customer into a store, but it's quality that keeps the customer coming back for the long term,” Amburg says. “Repeated discounting tends to set greater expectations for even more discounting, which ultimately damages the bottom line, and often creates a ‘cheapening effect'—a perception that the merchandise and or services are really not worth what the customer may have thought they were worth.”

Rather than having a battle between the online and offline worlds, Freed encourages brands to create a “complementary experience” between the two.

“The best thing a retailer can do is ensure that all of its channels are working together to provide a seamless and satisfying experience,” Freed says. “Companies think within channels, [such as] Web versus store versus mobile, etcetera. Consumers think about a company, a brand.”

Temkin Group Research: TriCare and Kaiser Permanente Take Top Spots in Health Insurance Sector for Customer Experience [Manufacturing Close - Up]

March 25, 2013

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Based on a study of 10,000 U.S consumers, TriCare and Kaiser Permanente earned the top spots in the health insurance sector of the 2013 Temkin Experience Ratings. At the other end of the spectrum, Empire (BCBS), Medicaid, and Highmark (BCBS) were the lowest-rated health plans.

The health plan industry has the second-lowest average rating across 19 industries. Only TV service providers earned a lower average score.

"While health plans continue to deliver terrible customer experience, there's some glimmer of hope, as the industry's ratings have consistently improved over the last three years," states Bruce Temkin, managing partner of Temkin Group.

According to a release, the Temkin Experience Ratings evaluates three areas of customer experience: functional (can customers do what they want to do), accessible (how easy it is to work with the company), and emotional (how consumers feel about their interactions).

The 2013 Temkin Experience Ratings includes 15 health plans: Aetna, Anthem (BCBS), Blue Shield of California , CareFirst (BCBS), Cigna, Coventry Health Care, Empire (BCBS), Health Net, Highmark (BCBS), Humana, Kaiser Permanente, Medicaid, Medicare, TriCare, and United Healthcare.

Here are some additional findings from the research:

-The average rating for health plans has been steadily improving over the last three years, from an average of 50.3 percent in 2011 to 54.8 percent in 2013.

-The highest-ranked health plan, TriCare, is #78 across all industries in the

ratings. The plan's rating of 71 percent is six percentage points ahead of the second-highest-ranked health plan, Kaiser Permanente.

-TriCare earned the top marks for functional and emotional experience while Kaiser Permanente earned the top accessible rating.

-The lowest-ranked health plan, Empire (BCBS), was the only plan with a "very poor" rating. Thirteen of the 15 health insurance plans have "poor" or "very poor" ratings.

-TriCare made the largest improvement from 2012, increasing 12 percentage points. Next on the list, Anthem (BCBS) gained eight percentage points and Highpoint (BCBS) gained seven percentage points.

-Three plans tied for the lowest functional rating: CareFirst (BCBS), Health Net, and Empire (BCBS).

-Medicaid earned the lowest rating for the accessible component

MONEY & CO. TRACKING THE MARKET AND ECONOMIC TRENDS THAT SHAPE YOUR FINANCES

Chick-fil-A tops customer service ratings in survey; KFC is last

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The KFC Double Down. KFC ranked the lowest in a recent survey of customer service at fast-food chains. (KFC / March 13, 2013)

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Photos: Outrageous fast food menu items

By Tiffany Hsu
March 13, 2013 | 2:10 p.m.

When it comes to customer service, the fast-food industry is bookended by two chicken chains, according to a recent survey topped by Chick-fil-A.

KFC was at the bottom of a list compiled by consulting firm Temkin Group, which asked diners how they felt about 18 major quick-service chains.

The industry as a whole saw its average rating increase to 76.3% this year from 74% last year. Chick-fil-A, an Atlanta company that ran into controversy this summer over the gay marriage debate, landed an 82% score that helped it place

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first for the second straight year.

KFC ended up with a 67% -- four percentage points below McDonald's.

Brands such as Dunkin' Donuts, Sonic Drive-In and Little Caesar's were clustered near the top of the list with Chick-fil-A. Chains such as Hardee's, Jack in the Box and Domino's improved the most.

Respondents were asked how they felt about their interactions with the companies, their emotional response to interactions at the restaurants and whether the service was accessible.

The fast-food results are part of a larger survey Temkin conducts of 174 companies across 18 industries, including airlines, banks, insurance and retail. Some 10,000 consumers participate.

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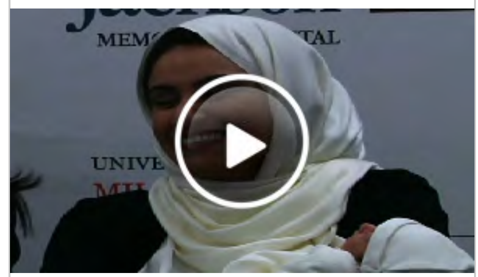

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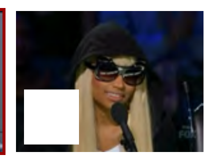

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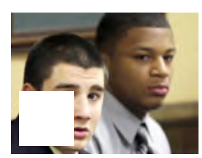

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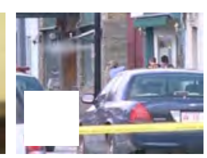

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Grocery Retailers Top Customer Experience Rankings

by Karlene Lukovitz, Thursday, February 28, 2013 1:55 PM

Grocery retailers and fast-food chains earned the highest scores in this year's Temkin Experience Ratings, which examine customer experience across 19 industries.

The annual ratings, which this year included 246 companies, are based on 10,000 consumers rating (in a seven-point scale) three components of their experience with companies: functional, accessible and emotional. Scores 80% and above are defined as excellent; scores between 70% and 79% are good; scores between 60% and 69% are "okay"; scores 50% to 59% are poor; and scores below 50% are very poor.

The leaders – meaning those with the highest scores across all industries -- include Publix (84%); Trader Joe's (83%); Aldi and Chick-fil-A (tied at 82%); Amazon.com and Sam's Club (tied at 81%); and H-E-B, Dunkin' Donuts, Save-A-Lot, Sonic Drive-in, Little Caesar's and Ace Hardware, all tied at 80%.

Bottom-ranking companies were dominated by health plans and TV services. Cox Communications, Humana, CareFirst (BCBS), Charter Communications, AT&T (TV service), Blue Shield of California and Health Net all tied at 51%. Charter Communications, Highmark (Blue Cross Blue Shield) and Medicaid tied at 50%. 21st Century insurance and Empire (BCBS) tied at 49%; and Days Inn and Time Warner Cable at 48%. US Airways came in dead last, at 45%.

Here are the top-/bottom-ranked companies within specific industries:

* Airlines: Alaska and Southwest tied at 68%/US Airways bottom (45%)

* Appliance maker: Electrolux 65%/Toshiba and LG tied at 55%

* Auto dealer: Toyota 71%/Kia 58%

* Bank: credit unions 79%/HSBC 57%

* Computer maker: Apple 64%/Lenovo, Sony tied at 54%

* Credit card issuer: USAA and American Express tied at 70%/HSBC 54%

* Fast-food chain: Chick-fil-A 82%/KFC 67%

* Grocery retailer: Publix 84%/Stop & Shop 73%

* Health plan: TriCare 71%/Empire 49%

* Hotel chain: Marriott 75%/Days Inn 48%

* Insurance carrier: USAA 77%/21st Century 49%

* Internet service provider: AOL 65%/Charter Communications 51%

* Investment firm: Charles Schwab 74%/Morgan Stanley Smith Barney 54%

* Parcel delivery service: FedEx 75%/U.S. Postal Service 73%

* Rental car agency: Advantage 71%/Budget, Alamo and Dollar tied at 52%

* Retailer: Amazon.com, Sam's Club tied at 81%/RadioShack 58%

* Software firm: Google 67%/McAfee 54%

* TV service provider: Bright House Networks, Dish Network/EcoStar tied at 60%/Time Warner Cable 48%

* Wireless carrier: TracFone 66%/T-Mobile 56%

Of the 18 industries that were in both this year's and last year's ratings, 11 earned higher scores in 2013. Wireless carriers improved the most, while appliances declined the most.

More information is available at ExperienceMatters.wordpress.com.

MediaDailyNews

TV Distributor Industry Slammed For Bad Customer Experience

by Wayne Friedman, Thursday, March 21, 2013 10:48 AM

Bright House Networks and Dish Network get top honors when it comes to a consumer survey -- but it's not all good news for any top TV multichannel company.

A survey by the Waban, Mass.-based Temkin Group says that overall, the TV distributor industry was the lowest among 19 industries it surveyed.

"Bad customer experience is an ongoing epidemic in the TV services sector," states Bruce Temkin, managing partner of Temkin Group. "Even the best firm in the industry is rated in the bottom third of all companies."

Temkin says Bright House Networks and Dish Network were tied for 166th out of all 246 companies in the ratings across industries -- lower-rated than many companies in the parcel delivery service, grocery and fast -food industries. The two companies earned "okay" ratings.

At the opposite end of TV distributors, Temkin rates Time Warner Cable (244th place, tied with Days Inn) and Charter Communications (239th place) with the lowest marks.

The ratings looked 10 TV multichannel distributors -- AT&T (233rd place), Bright House Networks, Cablevision (182nd place, Charter Communications, Comcast (222nd), Cox Communications (232nd place), DirecTV (191st place), Dish Network, Time Warner Cable, and Verizon (222nd place).

The good news for the industry: Dish Network was the highest-rated in the "functional" component; Cablevision is highest-rated in the "accessible" category, and Bright House Networks is highest-rated in the "emotional" component.

The study was based on 10,000 U.S. consumers evaluating three areas of customer experience: functional (can customers do what they want to do); accessible (how easy it is to work with the company); and emotional (how consumers feel about their interactions). Consumers rate the three components of their experience -- functional, accessible, and emotional -- on a 7-point scale.

"**Watching TV** **photo from Shutterstock**"

1 comment on "TV Distributor Industry Slammed For Bad Customer Experience".

Robert LaJeunesse from **Luman Concepts** commented on: March 22, 2013 at 1:50 p.m.
When you're number two-two-two do you try harder?

Chick-fil-A Earns Top Score for Fast Food Customer Experience

Thursday, March 14th, 2013

Based on a study of 10,000 U.S. consumers, Chick-fil-A, Dunkin' Donuts, Sonic Drive-In, and Little Caesar's earned the top spots in the fast food sector of the 2013 *Temkin Experience Ratings*. At the other end of the spectrum, KFC and McDonalds were the lowest-rated fast food restaurants. The fast food industry earned the second highest average rating out of 19 industries, falling only behind the grocery sector.

"In an industry with consistently high customer experience ratings, Chick-fil-A stands out on top," states Bruce Temkin , managing partner of Temkin Group.

The *Temkin Experience Ratings* evaluates three areas of customer experience: *functional* (can customers do what they want to do), *accessible* (how easy it is to work with the company), and *emotional* (how consumers feel about their interactions).

The *2013 Temkin Experience Ratings* includes 18 fast food chains: Arby's, Burger King, Chick-fil-A, Dairy Queen, Domino's, Dunkin' Donuts, Hardees, Jack in the Box, KFC, Little Caesar's, McDonalds, Pizza Hut, Quiznos, Sonic Drive-In, Starbucks, Subway, Taco Bell, and Wendy's.

Here are some additional findings from the research:

- The average rating for the fast food industry increased from 74.0% in 2012 to 76.3% in 2013. Anything above 70% is considered a "good" rating.
- Chick-fil-A is the top-scoring fast food chain for the second straight year, with a rating of 82%. That score puts the fast food chain at #3 across all industries. It also earned the top marks for *functional* and *emotional* components in fast foods.
- Three other fast food chains are in the top 10 in the overall ratings; Dunkin' Donuts, Little Caesar's, and Sonic Drive-In are all tied at #7.
- Arby's earned the top rating for the *accessible* component.

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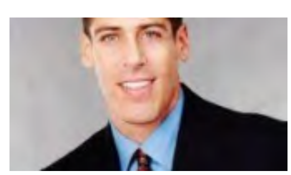

FOCUS Brands Appoints Two New Executives to International Team

Which computer makers earn top experience ratings?

March 22nd, 2013

Apple and **HP** earned the top spots in the computer sector of the 2013 *Temkin Experience Ratings*. At the other end of the spectrum, **Sony** and **Lenovo** were the lowest-rated computer makers.

“Apple continues to be the customer experience leader in computers, but HP has narrowed the gap,” states Bruce Temkin , managing partner of Temkin Group.

The *Temkin Experience Ratings* evaluates three areas of customer experience: *functional* (can customers do what they want to do), *accessible* (how easy it is to work with the company), and *emotional* (how consumers feel about their interactions).

The ratings include 10 computer makers: **Acer**, **Apple**, **Compaq**, **Dell**, **eMachines**, **Gateway**, **Hewlett-Packard**, **Lenovo**,**Sony**, and **Toshiba**.

Here are some additional highlights from the ratings:

- The computer industry has been steadily improving over the last three years, from an average *Temkin Experience Rating* of 54% in 2011 to 60% this year.
- **Apple** is the highest-ranked computer maker for the third straight year, ranked #134 across all industries. It’s rating of 64%, is one percentage point below its 2012 rating. It also led the industry in the *accessible* and *emotional* components of the ratings.
- **HP** is in second place in the industry with a rating of 62% and leads in the *functional* component. The company’s ratings increased three percentage points since last year, narrowing the gap with **Apple**.
- Dell showed the largest improvement over 2012, with an increase of six percentage points.
- The lowest-ranked computer makers are **Sony** and **Lenovo**, with ratings of 54%. Both of those firms had the largest declines in the industry.
- Sony is the lowest rated in *functional* and *accessible* components and Lenovo is the lowest rated in the *emotional*component.
- The average rating for computer makers places the sector tied for 13th out of 19 industries.

The *2013 Temkin Experience Ratings* along with other ratings can be accessed at the Temkin Ratings website.www.TemkinRatings.com.

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Sam's, Amazon Tops In Customer Experience: Survey

By Alan Wolf On Mar 19 2013 - 11:42am

Waban, Mass. — Sam's Club and Amazon.com provide the best customer experience in retail, a survey of 10,000 shoppers revealed.

Conversely, RadioShack came in last place among retailers for the third consecutive year; T-Mobile, Sprint and AT&T carrier stores were deemed only marginally better; and Best Buy, Walmart and, surprisingly, Apple Stores were given middling ratings of just "OK," according to the online poll, conducted in January by The Temkin Group.

The retail sector itself tied for third place out of 19 industries evaluated, with 36 out of the 44 retailers included in the study earning a "good" or "excellent" rating.

The rankings, based on a 100-point scale, measure three components: functionality (customers' ability to accomplish what they want), accessibility (ease of working with the company), and emotion (how consumers feel about their interactions).

"The retail industry remains one of the better sectors for customer experience, but RadioShack is a real black sheep in the industry," observed managing partner Bruce Temkin.

Among the findings:

* Amazon and Sam's Club each earned ratings of 81 percent, tying for fifth place across all industries.

* Six other retailers were in the top 20 of all industries, including Costco (tied for No. 13) and BJ's Wholesale and Walgreens (tied for No. 20).

* RadioShack earned a "poor" rating of 58 percent, scoring lowest across all three metrics (functional, accessible and emotional).

* Amazon and Costco were top-rated for functionality.

* Office Depot (up 11 percentage points) and Barnes & Noble (up 8 percentage points) showed the largest improvement across all industries from 2012.

* Sam's Club and Lowe's, each down 4 percentage points, had the largest declines from last year.

* The average rating for the retail sector increased from 71 percent in 2012 to 74 percent this year.

* The top-ranked company across all industries was the Publix grocery chain, followed by Trader Joe's.

The Temkin Experience Ratings are based on consumers' evaluations of their interactions with companies over the prior two months. The full report can be accessed at TemkinRatings.com.

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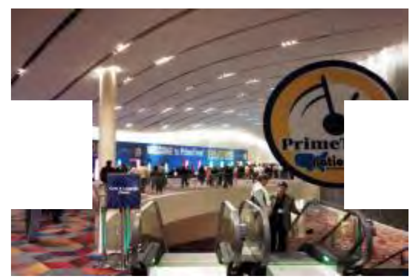


MONEY & BUSINESS

STUDY: RISING EMPLOYEE ENGAGEMENT POWERS SUCCESS

BY ANITA FERRER / FEB 5, 2013

(ThinkStock/iStockPhoto)

$100K

The salary at which 63 percent of respondents to the Temkin Group study said they were more likely to be engaged.

According to a recent study, employee engagement at work is on the rise. That's good news for business. Who are these workers, and how are companies reaping the benefits?

Whether you are a leader or an employee, you know it's important to get along with your colleagues, personally and professionally. Good relationships at work lead to action-driven collaboration. According to recent research by Temkin Group, employee engagement has become an increasingly powerful driver of business success in U.S. organizations.

In a survey of more than 2,400 U.S. workers at for-profit companies, 57 percent of employees described themselves as moderately or highly engaged in 2012, up from 47 percent in 2011.

Who are these engaged employees, and what sets them apart from others? Most tend to be financially secure, in good health, and generally upbeat. And what benefits do they bring to your business? Some key results from the study:

Stability: The study found a relationship between a company's financial performance and employee engagement. "Three-quarters of employees in companies with significantly above average financial performance are moderately or highly engaged, compared with less than half of firms with subpar financial results," the study noted. Salary is a major factor: 63 percent of respondents said that a salary above $100,000 per year encourages engagement.

Work ethic: Engaged employees are twice as likely to stay late at work, help colleagues, and recommend improvements. Impressively, 96 percent of engaged employees say they always or almost always put forth their best effort for their employer, CMSwire reported.

Job retention: Employees in companies with great customer service are half as likely to look

New Report Suggests That Positive Brand Experience Will Turn One-Time Consumers Into Long-Time Customers

By John Consoli -- Broadcasting & Cable, 2/28/2013 2:36:54 PM

Marketers can spend millions promoting their brands but if the customer experience with the company is not a good one, money will have been spent for naught.

That follow-through, says a study, is key to building better long-term relationships with customers. The research indicates that a company's interactions with consumers beyond traditional advertising can influence brand perception and help dictate how much business those consumers will do with companies going forward. Consumers also spread these perceptions by word-of-mouth to friends and colleagues, which can impact future sales in a significant way-something companies are wise to pay close attention to.

For the third year, the customer experience research firm the Temkin Group has issued its annual *Temkin Experience Ratings Report*, which evaluates 246 companies across 19 industries to find out how consumers rate their functional, accessible and emotional experiences with these companies. A total of 10,000 consumers were surveyed online in January to compile the data for the report. Consumers were asked to rate experiences they had during the previous 60 days.

The functional experience measures to what degree consumers were able to accomplish what they wanted to with a company. The accessible experience measures to what degree consumers were able to interact with a company. And the emotional experience measures how consumers felt about their overall dealing with a company.

And the results indicate that not enough attention is being paid to this kind of service.

"Most companies have a long way to go before they've mastered customer experience," reads the Temkin report's conclusion. "While any company can improve portions of its customer experience, it takes more than ambition and superficial change to create lasting differentiation."

The 19 industries measured include: airlines, appliance makers, auto dealers, banks, car rental agencies, computer makers, credit card issuers, fast food chains, grocery chains, health plans, hotel chains, insurance carriers, Internet service providers, investment firms, parcel delivery services, retailers, software firms, TV service providers and wireless carriers.

The report lists four Customer Experience Core Competencies that companies need to master if they want to improve on customer experience. They are:

Purposeful Leadership: Operate consistently with a clear set of values
Employee Engagement: Align employees with the goals of the organization
Compelling Brand Values: Deliver on your brand promises to customers
Customer Connectedness: Infuse customer insight across the organization

Here is a summary of some of the report's findings:

- Publix and Trader Joe's were the two highest-rated companies in the Temkin Experience report.
- Rounding out the top 12 were Aldi, Chick-fil-A, Amazon.com, Sam's Club, H.E.B., Dunkin' Donuts, Save-a-Lot, Sonic Drive-In, Little Caesars and Ace Hardware.
- Grocery chains, fast food chains, parcel delivery services and retailers earned the highest average scores, while TV service providers, health plans and Internet service providers earned the lowest scores.
- Grocery chains and fast food chains earned 13 of the top 19 spots.
- Health plans produced the worst performance as a category, taking 7 of 15 of the lowest spots among all 246 companies.
- The five lowest scoring companies were US Airways, Time Warner Cable, Days Inn, Empire Blue Cross Blue Shield and 21st Century.
- 37% of the 246 companies received a "good" rating or better, an increase of 28% over last year, while 28% were rated poor or very poor.
- When comparing companies to their industry averages, TriCare and USAA most outperformed their peers. Others significantly outperforming their peers were Kaiser Permanente, Advantage, AOL, Marriott, Charles Schwab and Alaska Airlines.
- Companies that underperformed the industry averages of their peers were Days Inn, RadioShack, 21st Century, US Airways, Motel 6, HSBC, Morgan Stanley and Apple stores.
- Wireless carriers improved the most and appliances declined the most since last year.
- Citibank, TriCare, TD Ameritrade, Office Depot, EarthLink and Hardees made the biggest gains, while Alamo and Budget lost the most ground.
- While TV service providers Bright House Networks and Dish Network were the top scorers in their industry, they only managed to take 166th place in the ratings.
- Of the 18 industries that were in both last year's and this year's survey (software firms was added this year), 11 earned higher scores this year.
- Publix and Trader Joe's offered the top functional experience, leading 24 companies that had "excellent" ratings in that experience component. The only two companies to score "very poor" in the functional experience category were Dollar and US Airways, although 26 companies registered "poor."
- Ace Hardware provided the most accessible experience, leading 64 companies that received "excellent" ratings in this component. Medicaid, Days Inn and US Airways received "very poor" ratings, while 40 others received "poor" ratings.
- Publix, Trader Joe's, Chick-fil-A and Aldi provided the best emotional experience, leading 12 companies who scored "good." No company received a rating of excellent. At the bottom of the emotional experience rating were Time Warner Cable and US Airways, who led 59 companies that rated "very poor" in this category.

In scoring the highest overall, Publix received an 84% Temkin Experience rating, just edging out fellow grocery chains Trader Joe's (83%) and Aldi (82%). Chick-fil-A

Tap into the Power of Engaged Employees

FEBRUARY 12, 2013 · CORPORATE

Highly engaged employees are easy to spot. They try harder on the job and drive business results. According to Temkin Group's 2013 Employee Engagement Benchmark Study, they are twice as likely both to work after their shift ends and to do something good for the company that is unexpected of them.

Engaged employees are three times as likely to make a recommendation for improvement at the company compared to their disengaged peers. They are also less likely to take sick days and more willing to recommend a job at the company to friends and family.

These behaviors trigger a "virtuous cycle" driving good customer experiences (CX) and stronger business results. Companies that outperform their peers in financial performance and in CX have considerably more engaged employees.

Yet despite the benefits of a highly engaged workforce, companies are not doing enough – or enough of the right things – to capitalize on this opportunity. Our research found that only one-third (35%) of large organizations received high scores when rated on their employee engagement efforts. Additionally, only 15% of HR professionals reported that they are significantly helping their company become more customer-centric.

The Five I's of Employee Engagement

Companies are beginning to see the deep connection between employee engagement and customer experience. And we expect more firms to focus on their employees in 2013 and beyond. To understand how organizations are raising employee engagement in the customer experience, we interviewed employees in over 30 companies and identified five categories of activities that we call the 'Five I's' of Employee Engagement.

• **Inform**

Provide employees the information they need to understand the organization's vision and brand values, along with how customers feel about the organization. Employees need a constant flow of communications about company priorities and what's expected of them.

Best practices include: Follow a thorough communication plan. Communicate across multiple channels. Make content employee-centric. Create opportunities for employees to hear from customers.

• **Inspire**

Connect employees to the organization's vision and values so that they believe those matter and take pride in their job and in their organization. Employees who are inspired by their employer's mission are significantly more committed and productive.

Best practices include: Define, communicate, and live by a set of values. Increase accessibility to senior executives. Tell compelling stories. Give employees a reason to be proud of the company.

• **Instruct**

Support employees with the training, coaching, and feedback they need to successfully deliver on the organization's brand promises. Companies that want engaged employees need to provide them the knowledge and skills to succeed.

Best practices include: Launch company-wide CX training programs. Embed CX training in new employee onboarding. Use managers and front-line employees to deliver training programs. Develop specific training for manager and supervisors. Tap into e-learning for distributed employees.

• **Involve**

Take action with employees when designing their jobs, improving work processes, and solving problems identified through customer and employee feedback. Involving employees creates broader buy-in and a groundswell of engagement.

Best practices include: Develop a 'Voice of the Employee' program. Establish a CX ambassador program. Develop employee-driven improvement processes. Facilitate cross-role, cross-functional employee connections. Invite employees to thank customers. Find simple, informal opportunities to involve employees.

• **Incent**

Deploy appropriate systems to measure, reward, and reinforce desired employee behaviors and to motivate employees to give their best. Employees do what is measured, incented, and celebrated and will behave consistently with the environment they work within.

Best practices include: Enable peer-to-peer recognition. Provide on-the-spot rewards. Formalize CX incentive programs. Celebrate high-performing teams. Turn employee engagement into a management metric.

Mastering the 'Five I's' requires collaboration across many groups including senior executives, managers and front-line supervisors, marketing, IT, and human resources. While all of these groups make important contributions, companies that want to raise employee engagement and improve their customer experience need their HR professionals and CX teams working together. Companies whose CX performance is above average in their industry are twice as likely to have significant involvement by HR in their efforts. CX professionals and HR leaders looking to team up should consider opportunities in the areas of training and employee onboarding, measurements and incentives, employee review processes, recruiting and hiring, and awards and celebrations.

***Aimee Lucas** has over 15 years of experience improving service delivery and transforming the customer experience through people development and process improvement initiatives. Her areas of expertise include market research, program management, marketing, instructional design and training.*

It all comes down to enjoying what you do at work and helping others do the same.

— Theresa K. Lee, Senior Vice President, Chief Legal Officer & Corporate Secretary Eastman Chemical Company

MarketingDaily

The Journey To Customer Experience Maturity

by Bruce Temkin, Friday, February 22, 2013 8 AM

In today's highly competitive environment, it's tough to acquire new customers and it's becoming even more difficult to keep existing customers happy. That's why many organizations are making a commitment to better serve their customers, investing in the organizational capabilities to consistently deliver memorable, differentiated experiences. This doesn't happen overnight -- it requires leaders to stay committed for a long-term journey. But the results are worth it: Loyal customers that recommend you to their friends.

Smart companies want to deliver the best customer experience (CX) possible because they understand that good experience is the key driver of customer loyalty.

But most companies are still in the early stages of their journey toward CX excellence -- only 4% of the 206 companies surveyed in a recent study received “excellent” ratings.

The journey to customer experience maturity requires a six-step process of rethinking the role of the company in society and how it operates daily to enhance its customers’ lives.

Stage 1: Ignore

Not every company has been bitten by the CX bug. In this stage, companies don’t view CX as a strategic imperative.

Key obstacle to advancement: Generating awareness and interest.

Stage 2: Explore

Companies typically start their journey when a senior executive decides that CX is important to their business success. This initial stage of CX activity usually starts with the establishment of an ad-hoc group to understand what the company needs to focus on.

Key obstacle to advancement: Gaining alignment of key executives across the organization.

Stage 3: Mobilize

Once companies make a commitment to CX, they typically appoint a senior executive to run their CX efforts and to build a full-time CX staff. In this stage of maturity, companies often invest in customer journey maps and build voice of the customer programs.

Key obstacle to advancement: Making trade-offs against other competing priorities.

Stage 4: Operationalize

With a CX organization and cross-functional governance in place, companies begin to redesign their operating processes and make widespread changes to how the business runs. In this stage, firms actively use CX metrics and focus on engaging the entire workforce.

Key obstacle to advancement: Overcoming inertia of middle managers.

Stage 5: Align

As a company takes on customer-centric behaviors, it needs to put in place structures to reinforce and sustain them. In this advanced stage of CX maturity, companies develop strong measurements and HR practices that reinforce the good CX behaviors.

Key obstacle to advancement: Staying focused on customers as other priorities and issues arise.

Stage 6: Embed

In the final stage of CX maturity, companies don't focus on CX as an independent activity. Great CX is a byproduct of the company delivering on its strong brand mission.

Key obstacle to advancement: *Maintaining and renewing the brand identity as the company evolves.*

Assessing your customer experience competency

A recent survey shows that very few firms have reached high levels of maturity, but many are beginning to make progress.

An assessment can aid in benchmarking your capabilities and in charting a course for an improved CX journey. Here are a number of ways that it can be used:

Self-assessments. These will determine the strengths and weaknesses of your organization.

Group discussions. Use a self-test in a group exercise and discuss the strengths and weaknesses identified, as well as the areas of agreement and disagreement in the results.

Benchmarking. Compare the results to the data provided by customer experience measurement rankings.

Action planning. Develop plans for making progress toward being a Customer-Centric Organization.

Progress tracking. Repeat the self-test every six months to track your progress.

As companies make progress, customers will quickly get used to the better treatment and become even less forgiving of those organizations that fall behind. So it's time to chart your customer experience journey. While it will take several years to reach the higher levels of maturity, you don't want to fall behind.

Research Insights

Customer Experience Survey Rates Best / Worst Companies by Temkin Group

Waban, MA – Wednesday, February 27, 2013 – Based on a study of 10,000 U.S consumers, Publix and Trader Joe's earned the highest scores in the 2013 Temkin Experience Ratings, ranking 246 companies across 19 industries. Joining those firms in the top 12 spots are Aldi, Chick-fil-A, Amazon.com, Sam's Club, H.E.B., Dunkin' Donuts, Save-a-Lot, Sonic Drive-In, Little Caeser's, and Ace Hardware.

While grocery chains, fast food chains, and retailers dominate the top of the Temkin Experience Ratings, health plans earn the dubious distinction of defining poor performance, taking seven of the 15 lowest spots. The five lowest scoring organizations are: US Airways, Time Warner Cable, Days Inn, Empire BCBS, and 21st Century.

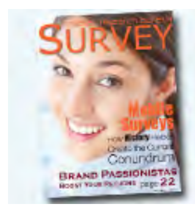
In this year's ratings, 37% of companies earned "good" or "excellent" scores, while 28% are rated as "poor" or "very poor." Companies with at least a "good" rating grew by nine-percentage points since 2012 and by 21-points since 2011. Of the 203 companies that are included in both the 2012 and 2013 Temkin Experience Ratings, 57% firms had at least a modest increase. The companies that made the largest improvement over 2012 are Citibank, TriCare, TD Ameritrade, Office Depot, EarthLink, Hardees, and Regions Bank.

"It's wonderful to see that customer experience is improving, although many companies still have a long way to go" states Bruce Temkin, author of the report and managing partner of Temkin Group.

In it's third year of publication, the 2013 Temkin Experience Ratings examines customer experience across 19 industries: airlines, appliance makers, auto dealers, banks, car rental agencies, computer makers, credit card issuers, fast food chains, grocery chains, health plans, hotel chains, insurance carriers, Internet service providers, investment firms, parcel delivery services, retailers, software firms, TV service providers, and wireless carriers.

Key findings:

The companies with ratings that most outperform their industry averages are TriCare (health plans), USAA (insurance), credit unions (banks), Kaiser Permanente (health



plans), Advantage (rental cars), AOL (Internet services), USAA (banks), Marriott (hotels), Charles Schwab (investment firms), and Alaska Airlines (airlines).

The companies with ratings that most under perform their industry averages are Days Inn (hotels), RadioShack (retailers), 21st Century (insurance carriers), US Airways (airlines), Motel 6 (hotels), HSBC (banks), Morgan Stanley (investment firms), Apple Store (retailers), and HSBC (credit cards).

Of the 18 industries that were in both this year's and last year's ratings, 11 earned higher scores in 2013. Wireless carriers improved the most, while appliances declined the most.

The 2013 Temkin Experience Ratings along with other ratings can be accessed at the Temkin Ratings website, www.TemkinRatings.com.

The report "2013 Temkin Experience Ratings" can be downloaded for free from the Customer Experience Matters blog, at ExperienceMatters.wordpress.com as well as from the Temkin Group website, www.TemkinGroup.com.

Leaders and Laggards in 2013 Temkin Experience Ratings (TER)

Top Rated Organizations

Rank	Company	Industry	TER
1	Publix	Grocery	84%
2	Trader Joe's	Grocery	83%
3	Aldi	Grocery	82%
3	Chick-fil-A	Fast food	82%
5	Amazon.com	Retailer	81%
5	Sam's Club	Retailer	81%
7	H.E.B.	Grocery	80%
7	Dunkin' Donuts	Fast food	80%
7	Save-a-Lot	Grocery	80%
7	Sonic Drive-In	Fast food	80%
7	Little Caesar's	Fast food	80%
7	Ace Hardware	Retailer	80%
13	Hy-Vee	Grocery	79%
13	Nordstrom	Retailer	79%
13	Subway	Fast food	79%
13	A credit union	Bank	79%
13	Costco	Retailer	79%
13	ShopRite	Grocery	79%
13	Arby's	Fast food	79%
20	Dairy Queen	Fast food	78%
20	USAA	Bank	78%
20	Walgreens	Retailer	78%
20	Dollar Tree	Retailer	78%
20	Jack in the Box	Fast food	78%
20	PetSmart	Retailer	78%
20	BJ's Wholesale Club	Retailer	78%
20	Kroger	Grocery	78%
20	Starbucks	Fast food	78%

Bottom Rated Organizations

Rank	Company	Industry	TER
227	Dollar	Rental cars	52%
227	Alamo	Rental cars	52%
227	Comcast	Internet service	52%
227	EarthLink	Internet service	52%
227	Budget	Rental cars	52%
232	Cox Comm.	TV service	51%
232	Humana	Health plan	51%
232	CareFirst (BCBS)	Health plan	51%
232	Charter Comm.	Internet service	51%
232	AT&T	TV service	51%
232	Blue Shield of California	Health plan	51%
232	Health Net	Health plan	51%
239	Charter Comm.	TV service	50%
239	Highmark (BCBS)	Health plan	50%
239	Medicaid	Health plan	50%
242	21st Century	Insurance	49%
242	Empire (BCBS)	Health plan	49%
244	Days Inn	Hotel chain	48%
244	Time Warner Cable	TV service	48%
246	US Airways	Airline	45%

Base: 10,000 U.S. consumers
Source: Temkin Group Q1 2013 Consumer Benchmark Study

TEMKIN GROUP
When experience matters

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Employers, tap into the power of engaged employees

Posted on February 25, 2013 by Aimee Lucas

Editor's note: Aimee Lucas is customer experience analyst at Temkin Group, a Waban, Mass., customer experience research firm.

Highly-engaged employees are easy to spot. They try harder on the job and drive business results. According to Temkin Group's 2013 Employee Engagement Benchmark Study, they are twice as likely both to work after their shift ends and to do something good for the company that is unexpected of them.

Engaged employees are three times as likely to make a recommendation for improvement at the company compared to their disengaged peers. They are also less likely to take sick days and more willing to recommend a job at the company to friends and family.

These behaviors trigger a "virtuous cycle" driving good customer experiences (CX) and stronger business results. Companies that best their peers in financial performance and in CX have considerably more-engaged employees.

Yet despite the benefits of a highly-engaged workforce, companies are not doing enough – or enough of the right things – to capitalize on this opportunity. Our research found that only one-third (35 percent) of large organizations received high scores when rated on their employee engagement efforts. Additionally, only 15 percent of HR professionals reported that they are significantly helping their company become more customer-centric.

Deep connection

Companies are beginning to see the deep connection between employee engagement and customer experience. And we expect more firms to focus on their employees in 2013 and beyond. To understand how organizations are raising employee engagement in the customer experience, we interviewed employees in over 30 companies and identified five categories of activities that we call the five I's of employee engagement.

Inform. Provide employees the information they need to understand the organization's vision and brand values, along with how customers feel about the organization. Employees need a constant flow of communications about company priorities and what's expected of them.

Best practices include: Follow a thorough communication plan. Communicate across multiple channels. Make content employee-centric. Create opportunities for employees to hear from customers.

Inspire. Connect employees to the organization's vision and values so that they believe those matter and take pride in their job and in their organization. Employees who are inspired by their employer's mission are significantly more committed and productive.

Best practices include: Define, communicate and live by a set of values. Increase accessibility to senior executives. Tell compelling stories. Give employees a reason to be proud of the company.

Instruct. Support employees with the training, coaching and feedback they need to successfully deliver on the organization's brand promises. Companies that want engaged employees need to provide them the knowledge and skills to succeed.

Best practices include: Launch company-wide CX training programs. Embed CX training in new employee onboarding. Use managers and frontline employees to deliver training programs. Develop specific training for manager and supervisors. Tap into e-learning for distributed employees.

Involve. Take action with employees when designing their jobs, improving work processes and solving problems identified through customer and employee feedback. Involving employees creates broader buy-in and a groundswell of engagement.

Best practices include: Develop a "voice of the employee" program. Establish a CX ambassador program. Develop employee-driven improvement processes. Facilitate cross-role, cross-functional employee connections. Invite employees to thank customers. Find simple, informal opportunities to involve employees.

Incent. Deploy appropriate systems to measure, reward and reinforce desired employee behaviors and to motivate employees to give their best. Employees do what is measured, incented and celebrated and will behave consistently with the environment they work within.

Best practices include: Enable peer-to-peer recognition. Provide on-the-spot rewards. Formalize CX incentive programs. Celebrate high-performing teams. Turn employee engagement into a management metric.

Across many groups

Mastering the five I's requires collaboration across many groups, including senior executives, managers and frontline supervisors, marketing, IT and human resources. While all of these groups make important contributions, companies that want to raise employee engagement and improve their customer experience need their HR professionals and CX teams working together. Companies whose CX performance is above average in their industry are twice as likely to have significant involvement by HR in their efforts. CX professionals and HR leaders looking to team up should consider opportunities in the areas of training and employee onboarding, measurements and incentives, employee review processes, recruiting and hiring and awards and celebrations.

This entry was posted in For Employers, Research Vendors. Bookmark the permalink.

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Study: Grocers Publix, Trader Joe's top experience rankings; Office Depot among most improved

By Katherine Field Boccaccio

WABAN, Mass. — Survey results released Wednesday by Temkin Group revealed that Publix and Trader Joe's ranked the highest among 246 companies in terms of customer experience.

The 2013 Temkin Experience Ratings, which polled 10,000 U.S. consumers, were dominated by grocery chains and food purveyors. After Publix and Trader Joe's was Aldi, and rounding out the top 12 were Chick-fil-A, Amazon.com, Sam's Club, H.E.B., Dunkin' Donuts, Save-a-Lot, Sonic Drive-In, Little Caeser's and Ace Hardware.

The five lowest scoring organizations were US Airways, Time Warner Cable, Days Inn, Empire BCBS, and 21st Century. The companies that made the largest improvement over 2012 were Citibank, TriCare, TD Ameritrade, Office Depot, EarthLink, Hardees and Regions Bank.

Temkin said in this year's ratings, 37% of companies earned "good" or "excellent" scores, while 28% are rated as "poor" or "very poor." Companies with at least a "good" rating grew by nine percentage points since 2012 and by 21 points since 2011. Of the 203 companies that are included in both the 2012 and 2013 Temkin Experience Ratings, 57% firms had at least a modest increase.

"It's wonderful to see that customer experience is improving, although many companies still have a long way to go," states Bruce Temkin, managing partner of Temkin Group.

The survey examines customer experience across 19 industries: airlines, appliance makers, auto dealers, banks, car rental agencies, computer makers, credit card issuers, fast food chains, grocery chains, health plans, hotel chains, insurance carriers, Internet service providers, investment firms, parcel delivery services, retailers, software firms, TV service providers, and wireless carriers. It evaluates three areas of customer experience: functional, accessible and emotional.

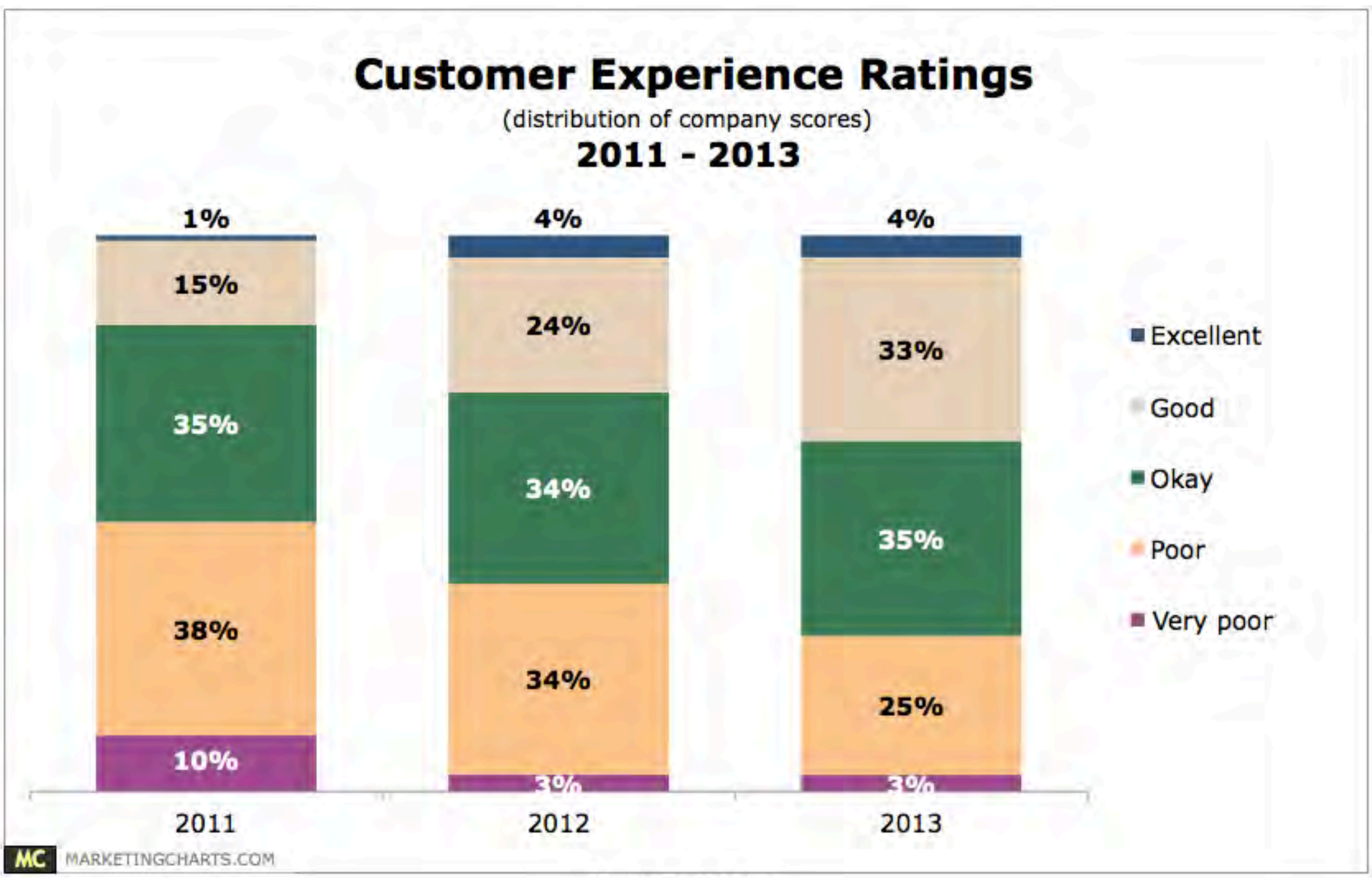
Among other key findings:

- RadioShack and Apple Store underperformed the retail industry averages;
- Leaders in functional experience were Publix, Trader Joe's and Costco;
- The leader in accessible experience was Ace Hardware; and

Customer Experience Ratings, 2011-2013 [CHART]

by derickson on February 27, 2013

in Consumer Behavior



Source: Temkin Group

A new study of 246 companies by the Temkin Group finds that 37% achieved an "excellent" (4%) or "good" (33%) rating on the Temkin Experience Rating scale, a 9% point increase from last year, and a 21% point jump from 2011. To quantify customer experience, the researchers asked consumers to rate companies on a 7-point scale across the functional, accessible, and emotional aspects of their experiences.Companies increased their scores this year across each category, with the biggest gain coming for their accessibility, a measure that tracks the ease with which consumers interact with companies.

On an industry-wide level, the study finds that 4 could be classified on average as "good." Those were: grocery chains; fast food chains; parcel delivery services; and retailers. Faring worse were TV service providers, health plans, and internet service providers, each of which received "poor" ratings. Pay TV providers also have poor customer satisfaction ratings, according to the American Customer Satisfaction Index (ACSI). **Read the rest at MarketingCharts.**

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