



Most Engaged
Customers | 2009

Detailed Report

Introduction

Customer loyalty and retention matter more than ever.

According to a November 2008 report by the Conference Board^[1] customer loyalty/retention ranks #5 on the list of top 10 challenges for US-based CEOs. What's more, the importance of customer loyalty/retention is rapidly increasing in today's challenging economic climate. In August 2008, 27% of CEO's cited Customer retention as being their 'greatest concern'; this increased to 40% by October 2008. In just two short months, the importance of maintaining customer loyalty has magnified as the economic crisis has worsened.

Why has customer loyalty become even *more* important lately? It is because of the perfect storm of reduced consumer spending and spotty customer service. Consider the following:

- U.S. consumer spending is falling sharply, including 3.1% in the third quarter (2008), the steepest decline since 1980^[2]
- American Customer Satisfaction Index (ACSI) has been on a downward path for the past 18 months^[3].

This means that service-based companies are having to fight harder than ever before for the same dollar. Increased competition and a more discerning consumer mean that winning brands go beyond simply delivering on the basic needs of their customers. Consumers are hoarding their dollars, saving them for the brands and experiences that tap into their emotional needs. Simply put, the brands that are successful at making an emotional connection with their customers are the ones that are surviving and growing.

So, which brands are succeeding at doing this? And how are they achieving these higher levels of emotional 'engagement' and commitment from consumers? We set out to answer these questions through the 2009 PeopleMetrics Most Engaged Customers Study. This study ranks the top service industry companies on their ability to 'engage' customers. It highlights the steps organizations can follow to create higher levels of loyalty, commitment and advocacy.

About this Paper

This paper reviews the main findings from the 2009 study and answers the following questions:

- (1) What is Customer Engagement and how does it translate to organizational success and desired customer behaviors?
- (2) How have levels of Customer Engagement shifted nationally over the past 12 months?
- (3) Which industries and companies are excelling at engaging their customers?
- (4) What makes these companies successful?
- (5) What steps can any organization take to engage more customers more of the time?

[1] Barrington, Linda, Ellen Hexter and Charles Mitchell. "CEO Challenge: Top Ten Challenges – Financial Crisis Edition." The Conference Board, November 2008

[2] Colvin, Geoff. "How to Manage Your Business in a Recession." Fortune January 19 2009: 88-93.

[3] ACSI Quarterly Report (Q3, 2008); November 2008

The PeopleMetrics Most Engaged Customers Study (2009)

In October 2008, PeopleMetrics conducted the second annual Most Engaged Customers study among 5,000+ consumers of 81 brands/companies across seven sectors: Airlines, Cable/Satellite TV providers, eRetailers, Luxury hospitality and retail providers, Traditional Retail, Search Engines, and Wireless phone providers.

Partnering with Greenfield Online, PeopleMetrics captured over 20,000 ratings via online interviews across the seven sectors.

To ensure a diverse representation in our study, PeopleMetrics and Greenfield reached out to a nationally representative sample of the US population. The final distribution of customers across main groups is within +/- 10 points of the U.S. Census figures.

What is Customer Engagement?

The Financial Impact

Customer Engagement is a relatively new term. It refers to the emotional connection between a customer and a company or a brand. Customer Engagement leads to a long-term commitment from customers,

encouraging greater loyalty and advocacy through positive word-of-mouth.

Last year, PeopleMetrics 2008 Most Engaged Customers Study demonstrated the link between Customer Engagement and business results. By examining the relationship between levels of customer engagement and financial performance metrics available in the

public domain, PeopleMetrics was able to show that companies with higher levels of Customer Engagement outperformed the average for their industry. Specifically:

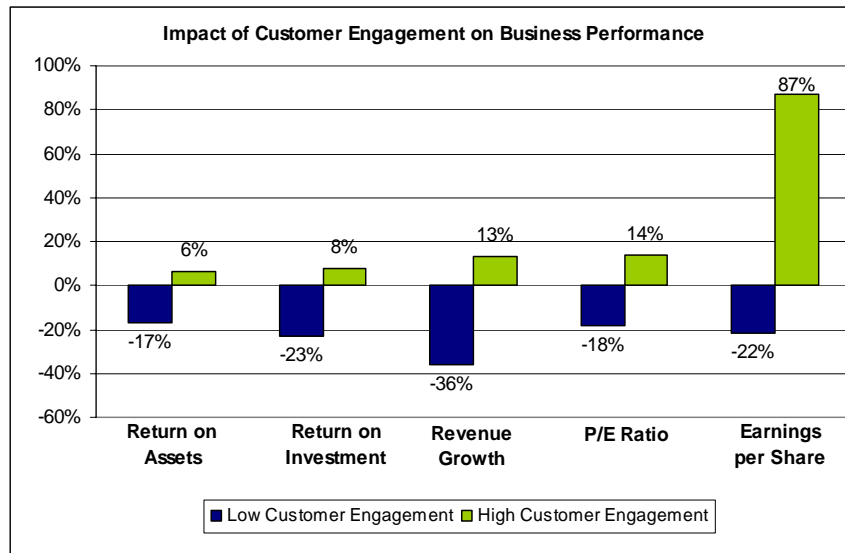
- High-performing companies (i.e., those with the highest Customer Engagement levels) are able to yield an annual average increase of 8% on Return on Investment above the industry average, while low-performing companies (i.e., those with the lowest Customer Engagement levels) experience a 23% decrease below the industry average.
- The annual revenue growth for high-performing companies is 13% above the industry average; while the average for low-performing companies is 36% below the industry overall figure.
- The average P/E ratio of high-performing companies is 14% above the industry average, while low-performing companies stand at 18% below the industry average.

Customer Engagement in the Most Engaged Customer Study is calculated based upon individual responses to four questions:

- Retention: "Given the choice, I would do business with [Company] again"
- Effort: "I would go out of my way to do business with [Company] in the future"
- Advocacy: "I would recommend [Company] to a colleague, friend or family member"
- Passion: "I love doing business with [Company]"

All questions are asked on a 5-point agree/disagree scale and a customer is engaged if they give a '4' (Agree) or '5' (Strongly Agree) rating to all four questions.

Results of analysis conducted on Customer Engagement and five financial metrics (ROA, ROI, Revenue Growth, P/E Ratio and EPS) are illustrated in the chart below:



Translating Customer Engagement to Behaviors

Having demonstrated the link between Customer Engagement and business results in 2008, the 2009 study looked at the link between Customer Engagement and behaviors.

By grouping customers into four distinct Customer Engagement segments (see sidebar for details) we made some interesting discoveries:

- A **fully engaged** customer recommends a brand nearly 4 times more often than does a customer who is sitting 'on-the-fence' (on average 11 recommendations versus just 3).
- 13% of **fully engaged** customers post to a blog or website about their positive experiences with the company. The actively disengaged customer is 4 times more likely than a neutral customer to post to a blog or website about their poor customer experience.
- A **fully engaged** customer visits that company's website on average 8 times in a six month period versus just 4 times for a customer who is actively disengaged; furthermore, the **fully engaged** customer makes an average of three purchases from that website versus just one purchase for the actively disengaged during that same timeframe.

Calculating Customer Engagement Segments:

The Engagement Segments are calculated based on the four Customer Engagement questions (Retention, Effort, Advocacy and Passion).

- Fully Engaged customers give '5's or Strongly Agree to all four questions
- Engaged customers give '4's and '5's but at least one '4' to all four questions
- On the fence customers are not Fully Engaged, Engaged or Actively Disengaged
- Actively Disengaged give a '1' (strongly disagree) or '2' (disagree) and up to one '3' (neither/nor) on Retention, Effort, Advocacy and Passion

- 17% of **fully engaged** customers have enrolled in a company's loyalty program versus just 3% of actively disengaged customers.
- An **actively disengaged** customer will tell, on average, 3 people to avoid a company and its services versus just 1 negative recommendation from a customer who is sitting 'on-the-fence.'

The good news is that higher levels of Customer Engagement will have a positive impact on the specific behaviors you are seeking from your customers. The bad news is that this may be a more challenging task today than in prior years, as evidenced by the declining levels of Customer Engagement seen in this year's study.

Recent Shifts in Customer Engagement Levels

Customer Engagement, like Satisfaction, is on the Decline

In the 2009 study, 27 brands were identical to those included in 2008 and covered the following three sectors: Luxury, Retail and Casual Dining. On average, across these common brands, Customer Engagement declined 9 percentage points in the past 12 months (59% dropping to 50%). In fact, 13 of the 27 brands included in both years have seen a statistically significant drop in Customer Engagement levels during this time frame.

Sector	Brand	% Point Change in Customer Engagement (2008 versus 2009) ⁴
Retail – Apparel	Abercrombie & Fitch	-25
Retail – Apparel	American Eagle Outfitters	-17
Retail – Apparel	Ann Taylor	-14
Retail – Specialty	Barnes & Noble	-11
Retail – Specialty	Bed, Bath & Beyond	-5
Retail – Electronics	Best Buy	+3
Retail – Discount	BJ's Wholesale Club	-4
Retail – Apparel	Chico's	-9
Retail – Electronics	Circuit City	-13
Retail – Discount	Costco	-3
Retail – Apparel	Foot Locker	-6
Retail – Electronics	GameStop	+2
Retail – Apparel	GUESS	-14
Retail – Apparel	J. Crew	-27
Retail – Department Stores	Macy's	-12
Retail – Apparel	Nine West	-16
Retail – Department Stores	Nordstrom	-7
Casual Dining	Outback Steakhouse	-14
Retail – Electronics	RadioShack	+12
Luxury – Hospitality	Ritz-Carlton	+6
Retail – Department Stores	Saks Fifth Avenue	-15
Retail – Discount	Target	-2
Casual Dining	Texas Roadhouse	-16
Luxury – Hospitality	The Four Seasons	-10
Retail – Apparel	Urban Outfitters	-8
Retail – Discount	Wal-Mart	+14
Retail – Specialty	Williams-Sonoma	-15

⁴ Red color coding denotes a statistically significant decline in Customer Engagement levels. Green color coding denotes a statistically significant increase

The Exception is for Two Low Price Providers

Just two brands have seen a significant uptick in Customer Engagement compared to 2008 scores: **Wal-Mart** and **RadioShack**. In 2008, Wal-Mart was ranked the *lowest* Discount retailer and, yet, in 2009, this organization jumped to second place after **Costco**, realizing a 14 point gain in Customer Engagement. Similarly, RadioShack, the lowest ranked electronics retailer in 2008, saw a 12 point gain.

As consumers are focused more on the need for a bargain and getting value for their depleting dollars, their emotional connection to this discount brand appears to be increasing. In other words, in bad times, getting more for one's dollar and being able to take care of the basic needs of one's family can increase the saliency of the emotional connection with a discount brand, like Wal-Mart or RadioShack.

The converse may also be true. **American Eagle Outfitters, J.Crew** and **Abercrombie & Fitch** - all big winners in 2008 - saw significant drops in Engagement for 2009. In a "back to basics" world, higher-end spending creates a sense of guilt about purchases. This may threaten the emotional connection consumers feel towards these more stylish brands.

Industries and Companies that Excel at Engaging their Customers

The Luxury Sector Wins

Despite evidence that low-end brands may be gaining ground when it comes to making an emotional connection with their customers, the Luxury sector continues to outperform all others by a wide margin. Two-thirds of Luxury customers (retail and hospitality) are engaged. This is in stark contrast to the Customer Engagement levels of Wireless, Airlines and Cable & Satellite TV providers. These industries have between one-third and two-fifths of engaged customers.

The Ritz-Carlton is the Top Brand, across All Companies

As referenced in the Top 10 Table at right, the highest performing organization in this year's study, across all sectors and by quite a wide margin, is the **Ritz-Carlton**, with 80% of its customers being engaged.

Top 10 Companies in the Most Engaged Customers (2009) Study*

1. Ritz-Carlton
2. Google
3. The Four Seasons
4. Netflix.com
5. Cartier
6. Armani
7. Newegg.com
8. Wegman's Food Market
9. Coach
10. Costco

*Ranked by Customer Engagement Score
Rankings of all companies by sector in Appendix

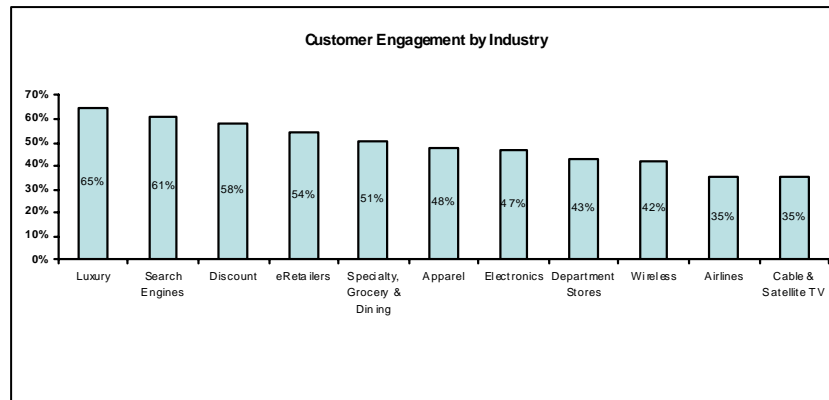
Customer Engagement is a very stringent measure. By our standards, it requires a customer to agree or strongly agree that they will come back to your company, go out of their way to do business with you in the future, recommend you to others and feel passion, even love, for your brand. Achieving a score anywhere above 60% is considered very strong. Thus, 80% is an exceptionally high rating, one of the highest PeopleMetrics has seen in its independent and client research.

So, how is the Ritz-Carlton accomplishing this when faced with such a tough economy? After all, we have seen Luxury consumers cutting back as much, if not more, than low-end buyers. The answer, it seems, lies in the strong emotional connection the Ritz is able to forge with its guests, primarily through its employees.

"It's all about people. Nobody has an emotional experience with a thing. We're appealing to emotions.' The goal, Cooper says, is to develop such a strong emotional engagement between the hotels' staff and their guests that 'a guest will not consider staying anywhere else, if they have an option.'"
(Simon Cooper, President & CEO, Ritz-Carlton)

Volumes have been written about the Ritz-Carlton's approach to customer service, its credo of delivering exceptional service to the 'ladies and gentlemen' who visit their establishments. At the center of this approach is a focus on creating an emotional connection with each and every guest, as evidenced by the quote from Simon Cooper, President and CEO. (See box above)

Among the top 10 performers across all brands, three others fall under the auspices of 'luxury': **The Four Seasons** (69%), **Cartier** (65%), **Armani** (65%) and one is a high-end retailer, **Coach** (64%). These Luxury brands have a strong focus on the customer and the customer experience, resulting in these superior scores.



Google Excels At Engaging Customers

The 2009 study included non-service companies as well, such as Internet search engines. **Google** received an overall Customer Engagement score of 77%. Not only does it rank second in the top 10 list, it is the only Internet search engine to make it to the top 10. Google's winning Customer Engagement score is consistent with recent ACSI results that show Google captured the top spot for portals and search engines.

These high levels of Customer Engagement can be attributed in part to Google's recent transformation from pure search engine to a full-service portal with additional features like email, calendar, desktop

"Anytime I can't find something or don't know exactly how to find it Google does the work for me. I have never tried to look something up and couldn't find it using Google. I love Google." (Engaged Google User)

"Ease of use, amazing applications such as gmail, calendar, desktop search, maps, great results in my searches, love that they ask 'Do you mean ---- when you clearly made a typo...'" (Engaged Google User)

searches, maps, news and alerts. Based on customer feedback, these additional features - coupled with the ease of use, accuracy of search results, and intelligent search functionality - all contribute to the passion and engagement of the Google user.

Though the companies in our 2009 Top 10 are diverse, a common feature is shared by most of them: an explicit focus on Employee Engagement, as well as Customer Engagement. It may be

no coincidence that Google has been recognized as a great employer, winning top place in the Fortune 100 Best Place to work list last year (2008)⁴. The attention paid to Employee Engagement (and how it translates to higher Customer Engagement) is also high at two other companies in our Top 10 Most Engaged Customers list: **Costco** and **Wegman's**.

Costco & Wegman's Create High Levels of Passion among their Shoppers AND Employees

While these two organizations are seemingly very different, one positioned as a wholesale retailer and the other as a high-end grocer, they do have one thing in common: a clear commitment to their employees.

According to a New York Times article ("How Costco Became the Anti-Wal-Mart", July 2005), Costco employees

are paid on average 42% more than workers at their rival, **Sam's Club**. In addition, Costco provides generous health benefits to their employees. These above industry average wages and benefits are cited as one of the reasons Costco has relatively low staff turnover. Longer tenured employees become more knowledgeable employees, which translate into a more positive experience for the customer.

***"The (Costco) workers are a cut above the average."
(Engaged Costco Customer)***

***"The employees are very helpful and knowledgeable and it's the best deal for the money."
(Engaged Costco Customer)***

While Wegman's has a very different market position, offering specialty foods and expert staff not found in other lower end supermarket chains, their strategy is not so very different from that of Costco.

According to a Bain & Company analyst:

"...the biggest reason Wegman's is a shopping experience like no other is that it is an employer like no other... You cannot separate their strategy as a retailer from their strategy as an employer."

***"The people that are employed by Wegman's are the friendliest and most helpful compared to any other grocery store or chain that we have used. There is no comparison with other grocery stores--- Wegman's is the BEST!"
(Engaged Wegman's Customer)***

Almost eight in ten (77%) of Wegman's customers in our 2009 study say they 'love' this supermarket chain. This passion is driven by the product selection, store layout and atmosphere and, perhaps most importantly, the people.

⁴ Recent press has indicated that Google, like many other organizations, has cut back on employee benefits and investment. Employee Engagement is a leading indicator of Customer Engagement and, given the timing of the Most Engaged Customers Study, it is unlikely that any shift in Employee strategy is being felt by customers, yet. The 2010 Most Engaged Customer study will allow us to investigate the impact of Google's changed employee strategy on the customer experience.

How Are They Doing It?

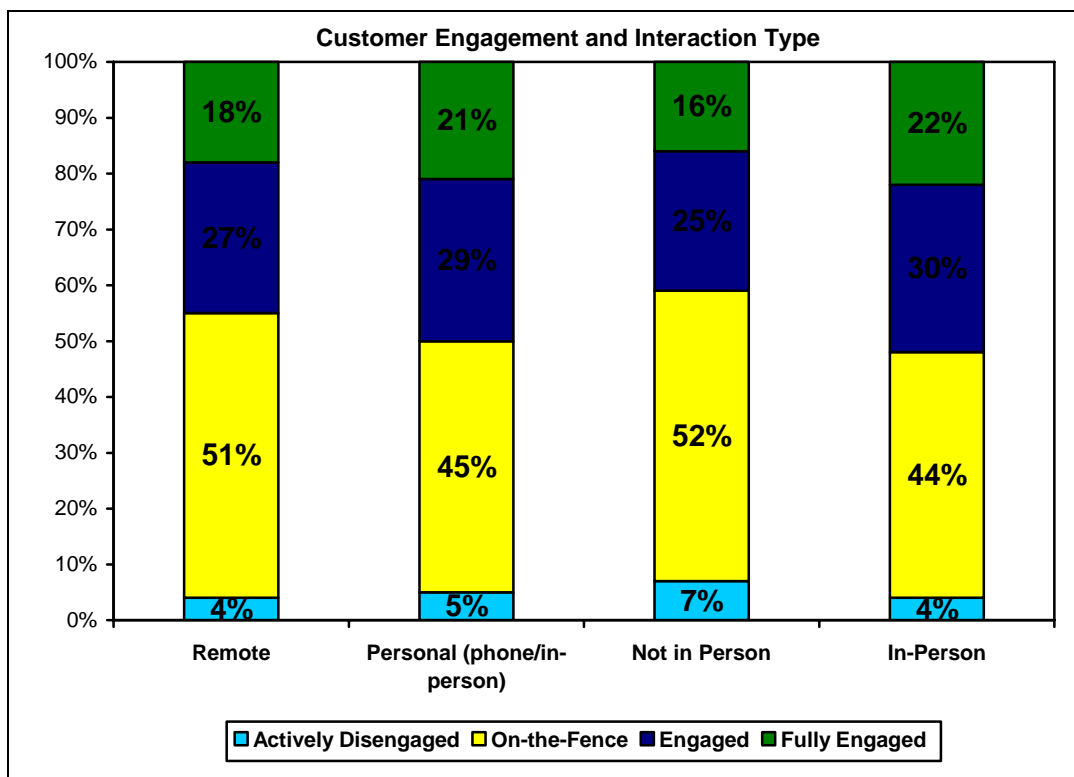
A close examination of the companies and industries that are 'winning' when it comes to Customer Engagement, plus a review of the types of experiences customers have with these 'best-in-class' organizations, has revealed some of the strategies used by such organizations:

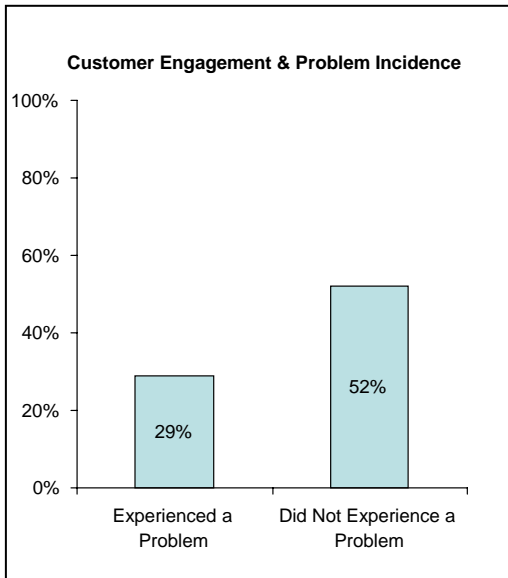
- (1) Encourage Personal Interactions with Engaged Staff
- (2) Manage Problems: Minimize, Identify and Recover
- (3) Give Loyal Customers an Opportunity to Evangelize and Provide Testimonials

***"They care about the customers and treat employees very (well). They have always been respectful and courteous."
(Engaged Wegman's Customer)***

Encourage Personal Interactions

With a handful of exceptions, such as Google, the companies in our study that are structured to deliver *personal* interactions with customers have an advantage when it comes to creating higher levels of Customer Engagement. *Employees matter.* The strong passion felt by Ritz-Carlton, Wegman's and Costco customers is clearly influenced by the exceptional people working there.





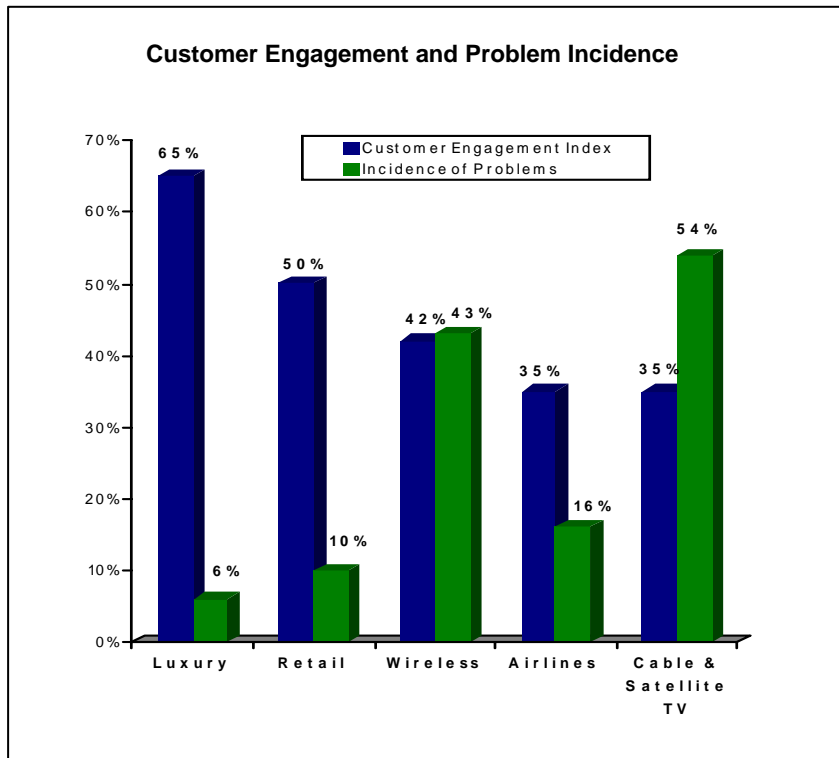
Worthy of note, customers who have had a *personal* interaction (either in person or over the phone) with a company employee are more highly Engaged than are those who have only interacted with the organization remotely (i.e., online). This pattern is even stronger when singling out customers who have had *in-person* interactions. These customers are significantly more engaged than are those who have had no *in-person* interactions (52% vs. 41%).

A company's employees can help facilitate Customer Engagement and loyalty by delivering high quality, personalized service. Many of the winners in our study have one thing in common - their dedication and focus on employees. In turn, these companies are rewarded with positive customer experiences when an engaged employee and a customer interact.

The flip side, naturally, is that poor service, delivered by *disengaged* employees, can damage the relationship with the customer.

Manage Problems

Minimize: Not surprisingly, the data show that customers who have had a problem with an organization are significantly less engaged than are those who have never experienced a breakdown in service. Specifically, just 29% of customers who have had a problem with a company are engaged versus 52% of those who have not.



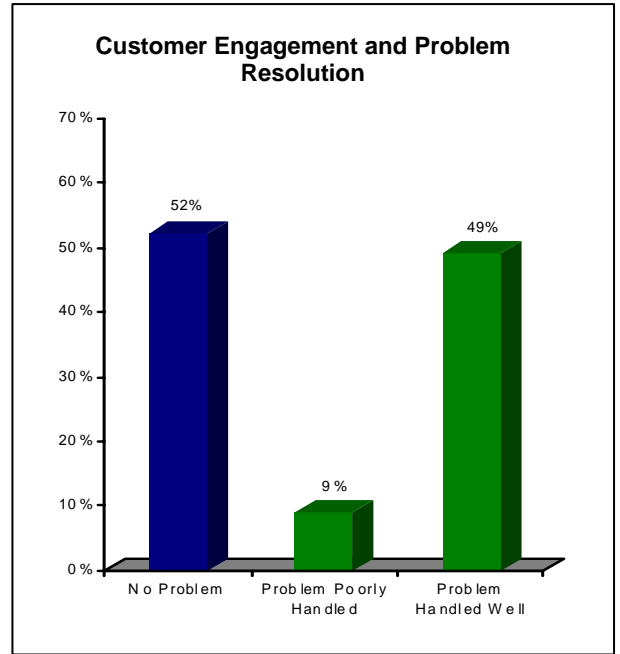
For the most part, the winning industries in our study have more reliable service delivery than do the lower performing industries. For example, just 6% of Luxury customers experienced a problem as compared to 43% of Wireless customers and 54% of Cable and Satellite TV customers.

Identify and Recover: Of course, even Luxury retailers fail to deliver flawless service every time. So when problems do occur, recovery is everything. Customers who feel that their problem was handled well are nearly as engaged as customers who never had a problem in the first place (49% versus 52%).

The unfortunate thing is that one in four customers who experience a problem never tells the organization about it. This becomes a lost opportunity for service recovery and re-engagement. Unhappy, but silent, customers are a serious threat to customer retention and loyalty.

Our research has revealed three “must do’s” to turn a potentially disengaged customer into an engaged one following a service failure. These include:

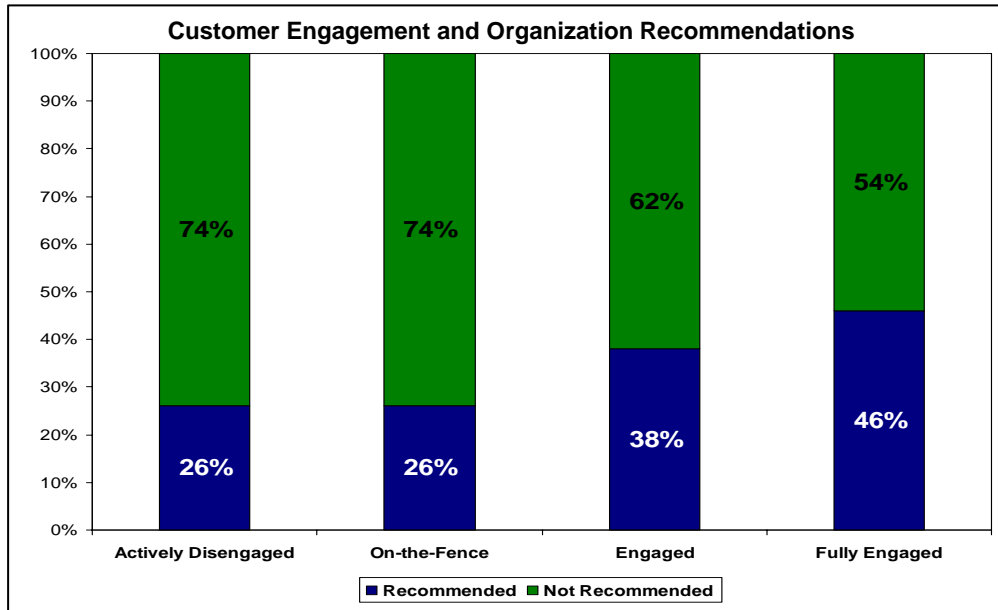
- Empathize: show you care
- Move Quickly: don’t wait to act
- Resolve It: offer appropriate solutions and information to address the problem



Give Customers an Opportunity to Evangelize and Provide Testimonials

The final Customer Engagement strategy involves the way in which the customer first hears about the brand or company. If a brand or service is recommended to a customer by a trusted source, this recommendation goes a long way toward building goodwill and Customer Engagement, even if the organization fails to meet expectations.

As seen below, 46% of Fully Engaged customers did business with an organization because it was recommended to them, versus 26% of Actively Disengaged and On-the-Fence customers.



Even more striking? A customer is more willing to forgive a service failure if they chose that organization on the strength of a friend or family member's recommendation than if they came to the company 'cold.' Specifically, close to two in five customers who chose an organization based on a recommendation and subsequently experienced a problem are engaged, versus just one in four of those experiencing a problem with an organization that was not recommended to them.

In other words, the power of a recommendation goes well beyond generating new sales. It provides insurance against a less than stellar experience.

Clearly, a recommendation creates a halo effect that organizations should try to take advantage of. By providing customers with an easy outlet for sharing their recommendations and testimonials, companies can capitalize on the positive influence that a recommendation creates. Companies like **Southwest Airlines** and **Starbucks** have introduced websites where customers can leave their comments and ideas about an experience, thus ensuring that positive word of mouth is spread quickly and effectively.

What You Can Do to Enhance Customer Engagement

The 2009 Most Engaged Customers study shows that engaging customers in tough economic times is a particularly difficult challenge. Customers expect more for less. If they don't get it from you, they will go elsewhere and, potentially, tell others to avoid you in the future.

However, this study also proves that it is possible to engage your customers and create bonds that can withstand financial constraints. Leading organizations are recognizing this and using it to their competitive advantage. These organizations know that it is more important now than ever before to take a systematic approach to capturing and acting on customer feedback, thereby creating higher levels of Customer Engagement.

Based upon the data from our study, any organization can take certain steps to ensure they are building higher levels of Customer Engagement, starting with capturing and acting on customer feedback. These are as follows:

- (1) *Uncover and Analyze Service Failures:* This study, like many others, has shown that customers who experience a service failure are much less loyal than those who never have a problem. Thus, it is critical to capture, categorize and analyze where service failures are occurring. This analysis of service breakdowns will allow your organization to prioritize required changes and improvements in operations, training, or customer service processes. Asking customers to share their feedback and experiences through a customer feedback program is an excellent way to capture this type of information.
- (2) *Make It Easy for Your Customers to Tell You About Their Problems:* One in four customers in our study who experience a problem *never tells* the organization about that problem. They do tell other people though. In fact, they are likely to tell, on average, three additional people *not* to use your company's products and services.

For this reason, it is important to make it quick and easy for your customers to provide feedback on a recent service experience - telling you about their issue, how it happened and why they are dissatisfied. Not only does this give you an insight into the most common problem areas, as discussed in point 1 above, but it also allows you to follow-up with those customers individually, if their value warrants it.

The Ritz Carlton provides multiple feedback mechanisms for their clients. A survey card is placed in every room for fulfillment upon departure and the hotel sends surveys to guests after their stay to elicit more feedback and information.

An online feedback instrument, such as a survey, is an ideal way to ensure that those customers who have had a problem are able to tell you about it quickly and easily. For this to work, however, it is essential that the survey:

- a. Is emailed to customers *immediately* after a recent service experience, as the likelihood of a customer giving feedback drops over time
- b. Is available in multiple formats, such as IVR and on your company's website, making it easy for the customer to provide feedback on his or her own

(3) *Follow Up with Your Customers:* Systems must allow individual customer feedback to be shared with the right representative in an organization for immediate follow-up. This helps organizations turn a potentially disengaged customer into an advocate following a service failure.

Newegg.com, one of the top ten performers in this year's study, implemented a daily online chat in addition to its other feedback mechanisms. This chat allows customers to voice their problems and get immediate feedback from the company to help resolve an issue. To create the most value from initiatives like this, it is important to establish an infrastructure with the ability to analyze feedback and look at results in the aggregate so important business decisions can be made.

What to Look for in a Customer Engagement Feedback Tool

- (1) Proven content that can be linked to specific and effective actions
- (2) The ability to "Push" as well as "Pull" Customer Feedback to the right individuals in the organization
- (3) A solution that organizes customer feedback into intuitive categories to drive targeted action and follow-up.
- (4) Dashboards of relevant information to help focus managers on what matters.
- (5) The ability to merge customer feedback data with existing CRM data (e.g., Salesforce.com)
- (6) Built-in accountability for follow-up, including: responsibility, action tracking and progress monitoring

Ideally, customer feedback is shared immediately with the right representative in a company (e.g., a general, regional or store manager) who is responsible for that customer's experience. From there, some form of response from your organization can follow:

- a. A thank you email generated after the customer submits their feedback is a necessary step to make the customer feel that their feedback is appreciated.
- b. Depending upon the value of the customer and the details of the experience, a more personal follow-up from a company representative may also be warranted. Analyzing the individual's spending patterns and value to the organization will drive the decision about the best next action to take.

Not all customers are created equal, so this follow-up may be targeted at retaining your highest-value customers, such as your biggest spenders, frequent fliers, or loyalty card members. Ideally, your customer engagement feedback or

management system will coordinate with your Customer Relationship Management (CRM) system, allowing customer value data to be appended to customer experience feedback; you are targeting your efforts and resources to the customers that matter most.

- (4) *Systematize customer feedback; find ways to capture testimonials and recommendations:* According to our findings, customers who choose to use an organization after receiving a recommendation are more engaged and more forgiving than are those that come to you blind. It is important to create ways for your customers to share their positive feedback with you *and* your potential customer base.

Southwest Airlines created a Suggestion Box on their website, giving customers the opportunity to make recommendations and give constructive feedback. They also have an entire section of their website devoted to testimonials from customers on how Southwest has helped them. A good customer feedback system will categorize evangelizing comments to help you use this feedback in future marketing programs.

And Don't Forget About Engaging Your Employees...

Commit to an Employee Engagement Strategy: In tough times, companies often remove their focus from the talent inside the organization. After all, it is hard to make an argument for investing in people when budgets are tight and reductions in force may be imminent. However, this year's study demonstrates that the companies dedicated to the employee experience are delivering superior customer experiences and reaping greater levels of Customer Engagement (and more profitable business outcomes) in return.

And while the connection is perhaps more obvious in customer-facing sectors, such as Hospitality and Retail, it is also evident in organizations like Google, where personal contact is at a minimum. The dedication and passion of Google employees- like those at the Ritz-Carlton, Wegman's and Costco- directly impacts the customer experience. A strong organizational commitment to its employees is where Customer Engagement starts.

Interested in Learning More about PeopleMetrics Most Engaged Customers Study?

To speak to a company representative about the Most Engaged Customers Study (2009) or receive an Industry Focus Report, please contact info@people-metrics.com or call 215.979.8030.

Interested in Learning More about PeopleMetrics Customer Engagement Management (CEM) Solution?

PeopleMetrics CEM solution is used by hundreds of managers working for leading B2C and B2B organizations every day. For more information about PeopleMetrics CEM solution or to schedule a live web demo or free trial, please contact info@people-metrics.com or call 215.979.8030.

The screenshot displays the PeopleMetrics CEM Hub interface. The main dashboard includes a navigation menu (Dashboard, Master List, Recover, Recovered, Case, Real Time) and a central area with several charts: a pie chart for 'Engagement Segments' (Engaged: 10%, Fully Engaged: 10%, On the Fence: 10%, Actively Disengaged: 10%), a bar chart for 'Problem Areas' across various departments, and a line chart for 'Yearly Progress'. Below the charts is a table for 'Areas for Improvement Growth' with columns for 'E-mail Address', 'Date', and 'Description'. A 'Recover' section provides search filters for 'Date Range' (From: 31-Jul-2008, To: 4-Sep-2008) and a 'Search' field. A 'Customer Info' table lists customer details, and an 'Action Details' panel shows 'Action Taken' and 'Comments' for a specific case.

CUSTOMER INFO					Problem Overview	
Date	First name	Last name	Company	E-mail	View Survey	PROBLEM AREA
8/7/2008	Kate	Dunlap	The Evergreens	kdunlap@evergreens.org	View	Click to view
8/4/2008	Beth	Arnholz	Comcast Corporation	beth.arnholz@comcast.net	View	Click to view
8/7/2008	Bob	Cover	Sunoco, Inc.	racover@sunoco.com	View	Click to view
7/31/2008	Cheri	Wideman	FMC Corporation	cheri.wideman@fmc.com	View	Click to view
7/31/2008	Colleen	Stratton	SEI Investments	cstratton@sei.com	View	Click to view

Action Details			
Action Taken			
Spoke to client re account management difficulties; assigning new account manager and coaching Joe on responsiveness.			
Comments			
Thanks Susan --- Good work; let's keep this case "Open" until we get additional feedback from client. William			
Status			Open
			Closed
			Open
			Pending
Submit			Close

About PeopleMetrics

PeopleMetrics helps organizations take the best actions to engage and secure their customers and employees. Our clients range from Fortune 100 to mid-sized organizations. We support them by capturing real-time feedback on customer and employee experiences and providing the insight and tools to increase engagement.

Since our inception in 2000, PeopleMetrics thought leadership, exceptional client service, and easy-to-use technology has helped hundreds of clients generate remarkable results.

For more information about PeopleMetrics services please contact info@people-metrics.com

Appendix - Ranking Customer Engagement for Companies included in the 2009 Most Engaged Customers Study

The table below ranks the brands included in this year's study within sector based upon Customer Engagement score. For more detailed results from the 2009 study please contact PeopleMetrics at 215.979.8038.

Airlines	
1.	Southwest
2.	Northwest
3.	Delta
4.	United
5.	Continental
6.	USAirways
7.	American
Cable and Satellite	
1.	DirectTV
2.	Time Warner
3.	Dish
4.	Comcast
Luxury	
1.	Ritz-Carlton
2.	The Four Seasons
3.	Cartier
4.	Armani
5.	Burberry
6.	Tiffany's
7.	Chanel
8.	Louis Vuitton
9.	Gucci
Retail - Apparel, Accessories and Footwear	
1.	Coach
2.	Victoria's Secret
3.	Chico's
4.	L.L. Bean
5.	Land's End
6.	Nine West
7.	Ann Taylor
8.	GUESS
9.	Urban Outfitters
10.	Foot Locker
11.	American Eagle Outfitters
12.	J. Crew
13.	Banana Republic
14.	Abercrombie & Fitch
Retail - Department Stores	
1.	Nordstrom
2.	Saks Fifth Avenue
3.	Neiman Marcus
4.	Bloomingdale's
5.	Macy's
6.	Lord & Taylor

Retail - Discount Stores
1. Costco
2. Wal-Mart
3. BJ's Wholesale Club
4. Target
Retail - Electronics
1. Apple
2. Gamestop
3. Dell
4. Best Buy
5. RadioShack
6. Circuit City
Retail - eRetailer
1. eBags.com
2. Netflix.com
3. Newegg.com
4. Zappos.com
5. eBay.com
6. Amazon.com
7. 1800Flowers.com
8. FTD.com
9. Overstock.com
Retail - Specialty, Grocery & Casual Dining
1. Texas Roadhouse
2. Wegman's
3. Outback Steakhouse
4. Williams-Sonoma
5. IKEA
6. Barnes & Noble
7. Bed, Bath & Beyond
8. The Container Store
9. Restoration Hardware
10. Borders
11. Crate & Barrel
12. Pottery Barn
13. Safeway
Search Engines
1. Google
2. Yahoo!
3. Ask.com
4. AOL
5. Live Search (MSN.com)
Wireless
1. T-Mobile
2. Verizon Wireless
3. AT&T
4. Sprint