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FXI: THE FORESEE EXPERIENCE INDEX 2015 RETAIL EDITION

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EXECUTIVE OVERVIEW

It's time for retailers to stop talking omnichannel while acting single channel.

Offline habits and attitudes are now part of the normal online shopping experience. In fact, the channels are blended in customers' minds, and they don't necessarily think of mobile, web and store as distinct retail experiences. When we're watching TV, we don't care if it is live, recorded, streaming or watched on an app. We simply consume programming wherever and whenever we feel like it, and we expect it to be there when we want it to be. Consumers see retail similarly; they see one retailer. The modern consumer expects and demands seamlessly integrated shopping experiences that allow them to engage where, when and how they want.

However, consumers will judge retailers overall based on each discrete customer experience. You can lose an in-store customer if you don't have a good web experience. You can gain a web customer if you have a useful mobile site. If you drop the ball on any one touchpoint—web, mobile, store, contact center—all touchpoints could be dragged down. If you aren't performing well across the board, you will be penalized everywhere. While many retailers still consider web, mobile and store experiences as distinct, consumers don't.

The following highlights are explored in more depth in the full report:

Black Friday has become Black November.

People are beginning their holiday shopping earlier and earlier year after year. In 2014, 48% began their shopping in October and 45% in November. This year in 2015, 19% began their shopping *before* October, 33% in October and 41% in November. In ten years, we may not even have this concept of the day after Thanksgiving having shopping significance. Consumers not only are shopping earlier but are ready to adopt new technology. Thirty-nine percent want drone delivery now and would select that delivery option. Twenty-seven percent would donate more to charity if they could check a box during the checkout process to add a charitable donation to their retail purchase; some think that retailers should start offering altruistic options like that. And optimism is upon us: 60% of shoppers want to buy gifts above and beyond their list. Shoppers who plan to purchase are more satisfied (82) than shoppers who are there to simply research (77).

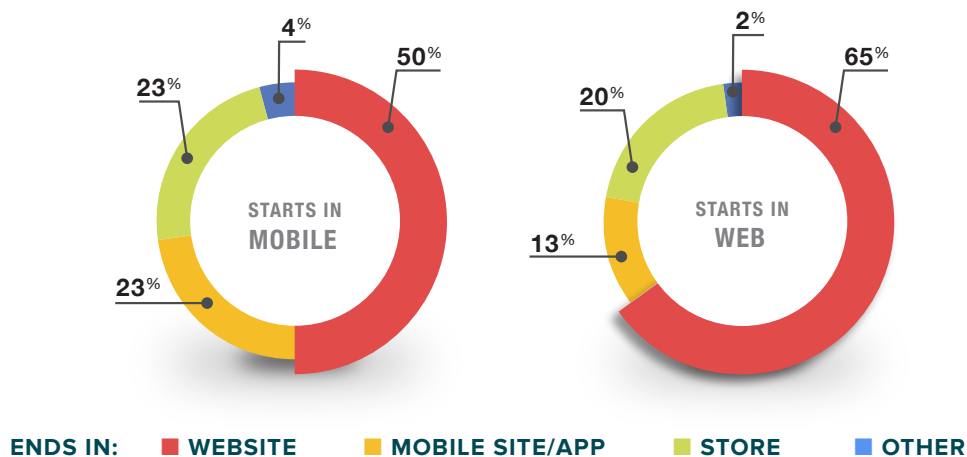
Customer journeys are easy to define but hard to measure. Retailers know that consumers are moving from channel to channel, even if they don't always know how to provide a unified customer experience. Customer journeys do not usually end in mobile even when they start there.

For example, 50% of mobile visitors who eventually make a purchase after a mobile retail experience do so from that retailer’s website, and they are more satisfied than those who purchase from mobile.

It turns out that mobile is often a preparatory experience for an eventual web purchase. Consumers are able to research, access product details and even estimate cost in mobile, but they do not purchase. Why? Security and privacy concerns are less prevalent but still present. The root cause is simple: It’s still easier to transact commerce on web vs. mobile. To this point, one survey respondent commented, “All mobile apps are somewhat difficult to navigate, and there is not enough product information. Also, due to the size of the screen, the pictures are too small.”

Current analytical tools are excellent at tracking visitors anonymously within a channel (when a user authenticates, it’s even easier) but suffer when asked to piece together a complete customer journey through the full multi-channel path to purchase.

FIGURE 1: WHERE DOES THE CUSTOMER JOURNEY END?



Retailers are in control of their destinies. Consumers want an omnichannel experience but don’t often get it. Retailers seemingly can only concentrate on a few things each year. This year, customers are more satisfied with websites, while scores for mobile and stores stagnated. In years past, we saw mobile increase significantly in years when people focused on creating quality mobile sites and apps. This past year, much of the work was on maintaining mobile and getting back to the workhorse of digital—traditional retailer dot com websites—giving them a facelift and integrating them with inventory systems. Brick-and-mortar experiences continue to perform as the revenue maker as they have for years with little real customer experience-related innovation across the industry beyond rethinking discounting strategies.

The evolved e-commerce consumer demands a true omnichannel experience. In 2016, retailers must focus on channel integration and delivering on its promise with true retail innovation. Buy-online-pickup-in-store, in-store high-speed wifi and in-store kiosk assistance connected to mobile phones will all be the norm at the major retailers. Like an unsuccessful multitasker, many retailers have sacrificed the whole experience while improving parts of it. We need to start seeing retail-driven technologies to help consumers shop-in-store-and-buy-on-web (or mobile). Only then will retailers concede that consumers are in control. We're close. Be more like Nordstrom in web. Be more like Express in store. Be less like Walmart in mobile.

Employees wear their hearts on their sleeves, whether their employers want them to or not. Store associates' engagement has a direct, positive effect on customer satisfaction for the stores measured in this study. Since employee engagement has such a strong correlation with satisfaction, employers who take initiatives to increase the engagement of their client-facing workers are virtually guaranteed higher customer satisfaction.

Service matters. So does price. Price is the top priority for 89% of measured web experiences (it is also the priority for 67% of mobile experiences and 62% of store experiences). We determine priorities by quantifying which elements of the customer experience will have the greatest impact on overall satisfaction.

Consumers have long been wise to the fact that other options are just a click away. As retailers have improved the customer experience, feature and function becomes less of a differentiator and price comes back into focus for consumers. Consumers appreciate a good experience but they also appreciate a fair relationship between price and quality. It's important to note that price matters on average, but individual retailers will have different priority areas. Any individual retailer acting on industry averages could be making a mistake.

Satisfaction in the U.K. is 4 points lower than in the U.S. It is unclear whether differences between U.S. and U.K. satisfaction are due to lagging maturity amongst U.K. websites or cultural differences. In either case, it's more useful for British retailers to compare themselves primarily to their peers in the U.K. rather than to American retailers.



1

**THE MULTICHANNEL
CUSTOMER EXPERIENCE**

SECTION 1: THE MULTICHANNEL CUSTOMER EXPERIENCE

KEY FINDINGS

- » Channel experiences are blending together from the consumer perspective like never before. Consumers no longer differentiate among store, web and mobile channels, but they view each as another way to interact with the same company.
- » Showrooming is often misunderstood as a negative practice, when in fact it often results in sales in other channels for the same retailer—not necessarily from a competitor.
- » Conversion is an outdated KPI. The future of retail is measuring the contribution that one experience or channel has on the next experience, whether or not the customer converts in the original channel.
- » Most of the retailers measured in this report provide fairly consistent experiences across channels, though historically many others do not. Retailers who are measuring the customer experience across channels can bring all experiences in line with one another while identifying areas of highest priority within and across channels.

Holiday shoppers are migratory creatures. They consume content, comparison shop, make purchase decisions and share their opinions where and when it best serves them: on websites, in stores, at call centers, with mobile devices and through social media. Our collective challenge in the retail industry is to figure out how to paint a complete picture of this customer journey in a way that is at once measurable and actionable—and ultimately profitable.

Retailers now have the choice to hibernate or evolve. They can hibernate by ignoring customer journeys and preferences and entering a state of inactivity that will lead to shrinking revenues and market share. Or they can evolve in a customer-centric way, entering into a meaningful dialogue and set themselves up for immediate and long-term success.

Channel experiences are blending together like never before. Half (51%) of web and mobile shoppers use their mobile phone while in a store—often to compare prices (50%) or get more product details (46%). Online purchasers are the least siloed. Twenty-six percent of respondents who purchased from a retailer's store have had a previous digital interaction with the retailer in the last three months. Almost twice (50%) who purchased from a retailer's online channel have had an in-store experience in that same timeframe.

Showrooming is misunderstood, or worse, ill-defined. Showrooming is currently defined as the practice of visiting a store in order to examine a product before buying it online or with a mobile device at a lower price from another retailer. We've got data that speaks to that journey from store to digital: 50% of digital purchasers (website or mobile) this holiday season have had a store experience with *that* retailer in the last three months. And from digital to store: 26% of store purchasers have had a previous digital interaction with that retailer in the last three months. They are going from offline to online but with the same retailer. Concepts such as showrooming have a subtle subtext: it's bad for someone to walk out of a store ("lost that sale") or not buy in that online visit ("they didn't convert"). That's a retailer's perspective. Consumers are not setting out to undermine a brick-and-mortar experience. They just want to shop how they shop, not necessarily how the retailer wants them to shop.

Conversion is an archaic KPI (key performance indicator). Enlightened retailers see the longer view of the customer journey. Retailers have focused for so many years on optimizing for conversion. That's incomplete. The future of retail is measuring the contribution that one experience has on the next experience—doing that continuously—so retailers can tune the multi-channel experience and not the single-channel experience. If the product is available in a store or online when a consumer is there and it's close to price-parity, they will buy it from the store. Instant gratification wins in a world where time has value. It's hard for companies to see cross-channel impact because online analytical tools, such as clickstream analytics, don't link up with offline floorplan tracking or POS information tracking in store. Only when you listen to the consumer can you understand how they migrate from channel experience to channel experience.



Understanding the multichannel customer experience has become critical in the modern retail landscape. The chart below shows that the top retailers who have all three channels in the FXI are providing fairly consistent experiences across channels. Keep in mind these are some of the biggest and most successful retailers.

FIGURE 2: CUSTOMER SATISFACTION SCORES FOR MULTIPLE CHANNELS

Company	Web	Store	Mobile
Apple	82	83	82
Bass Pro Shops	82	82	82
Best Buy	77	78	79
Cabela's	80	80	83
Costco	80	81	81
CVS	77	76	78
Dick's Sporting Goods	76	78	78
Gap	80	78	80
Home Depot	78	79	78
Kohl's	79	80	78
Lowe's	79	79	78
Macy's	79	78	79
Nordstrom	82	81	81
Sears	76	75	77
Staples	77	78	78
Target	78	80	79
Walgreens	79	75	79
Walmart	79	76	76



All scores are reported on a 100-point scale. Retailers who are measuring the customer experience across channels can bring all experiences in line with one another while identifying areas of highest priority within and across channels.



2

**CUSTOMER EXPERIENCE
BY CHANNEL**

SECTION 2: CUSTOMER EXPERIENCE ACROSS CHANNELS

KEY FINDINGS

- » Satisfaction with web experiences is up two points to 79, matching its all-time high score.
- » Mobile is flat (79).
- » Brick-and mortar stores is also flat (78) and slightly lower than satisfaction with digital channels. Moreover, satisfaction with stores has decreased over time.

You can put away your flannel shirts and grunge music, because it's not the 1990s. While e-commerce sites have been around since then, the **web is consistently enjoying higher customer satisfaction during the holiday shopping season** than ever before. The decade-long focus on providing a satisfying customer experience in the web channel is paying off in high satisfaction scores and revenue. In 2005, web satisfaction was at 74 on the study's 100-point scale but jumped the next year to 79, never again to fall below 77 (its score in 2014). This year, it rose two points to 79, and Cyber Monday alone had a record setting \$3.07 billion in sales.

Meanwhile, **satisfaction with golden child mobile and traditional brick-and-mortar stores have remained flat at 79 and 78 respectively.** While mobile satisfaction increased three points from 2011 to 2012, it has stagnated for the past three years. Improving the mobile customer experience has been the focus of many retailers, and until this year, desktop website improvement has taken a backseat to mobile (and social). This trend is good and bad for consumers. Consumers want a better total customer experience, and each year they see one part of the experience improve—this year is desktop web—but never all three. This lack of united, multichannel advancement is concerning because mobile as a browsing and purchasing channel has become more and more prevalent. According to the Pew Research Center, the percentage of adults in the U.S. who own a smartphone increased from 35% in 2011 to 64% in 2015. Retailers who truly differentiate the customer experience offered by their mobile sites and apps can break away from the pack.

¹ Adobe's Digital Index

Stores, however, began with higher customer satisfaction compared to web and mobile, but the overall satisfaction score has decreased. Since 2011, it has dropped four points, a significant percentage on our scale. Accordingly, in-store sales are suffering over time as well. Year-over-year brick-and-mortar sales decreased by 10% for the Black Friday weekend.

Holiday shoppers' needs and expectations are being better met by digital channels compared to the in-store experience. Within each of the channel commentaries below, we'll go into greater detail about elements of the channel experience that have the greatest impact on holiday shopper satisfaction and what can be improved to increase sales and loyalty next year.

FIGURE 3: AVERAGE SATISFACTION SCORE BY CHANNEL AND YEAR

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Point Change Since 2014	Point Change Since Beginning
Average Satisfaction Scores Across U.S. Websites Measured	74	75	74	74	79	78	79	78	79	77	79	2	5
Average Satisfaction Scores Across U.S. Mobile Websites and Apps Measured	❖	❖	❖	❖	❖	❖	76	79	79	79	79	0	3
Average Satisfaction Scores Across U.S. Stores Measured	❖	❖	❖	❖	❖	❖	82	79	79	78	78	0	-4
Average Satisfaction Scores Across U.K. Websites Measured	❖	❖	66	67	71	72	73	74	73	❖	75	2	9



² ShopperTrak



3

**U.S. WEB
CUSTOMER EXPERIENCE**

SECTION 3: U.S. WEB CUSTOMER EXPERIENCE

KEY FINDINGS

- » Amazon's website has the highest customer satisfaction rating (86), up three points from last year and four points higher than any other measured retailers.
- » Nine websites had notable improvements of four or more points since last year: Nordstrom, Ralph Lauren, Abercrombie & Fitch, Gap, 1-800-Flowers, Hayneedle, Wayfair, Fingerhut, Rakuten, Target and REI.
- » On average, in order to improve customer satisfaction, retail websites should focus most on perceptions of price and value and least on the appeal, variety and availability of merchandise. Priorities will differ from website to website.

The big news out of last year's findings was the fall of Amazon in the eyes of customers. In 2014, Amazon dropped a whopping five points from a customer satisfaction score of 88 points (on a 100-point scale) to 83. This year, **Amazon is climbing back up**, slowly but surely, to 86, which is where it was in 2010. While Amazon lost focus before, it now leads—again—by a statistically significant margin.



For a period of time last year, competition figured out Amazon's playbook. Some retailers mirrored offering better customer-focused shipping policies, customer experience technologies (such as ratings/reviews and recommendation engines) and piping in content syndication for deeper product descriptions, which created parity for a while. Amazon created whitespace from the competition this year by returning to its roots with a buckling down on their core tech and differentiators (such as shipping excellence), the best return policy in the business and a widening merchandise selection.

¹ Adobe's Digital Index

While Amazon is the leader, customer experience can be defined as the intersection between what you expect and what you think you actually got. Amazon still needs to continuously challenge itself if it wants to return to its previous high score of 88. If conventional showrooming does still exist for some, Amazon is the beneficiary. But what if someone inverts the playing field? New technology is changing showrooming. PriceLocal offers a browser plug-in that sits atop your Amazon.com web experience and finds local stores that will match the Amazon price. If it takes off, it could turn Amazon into the Google of local retail shopping. Imagine that. For now, being four points ahead of the nearest competitors should be good enough.

FIGURE 4: CUSTOMER SATISFACTION SCORES FOR WEB

Amazon	86	Lenovo	79
Apple	82	Lowe's	79
Bass Pro Shops	82	Macy's	79
Nike	82	Office Depot	79
Nordstrom	82	Oriental Trading	79
QVC	82	Shutterfly	79
1-800-Flowers.com	81	Walgreens	79
Abercrombie & Fitch	81	Walmart	79
L.L.Bean	81	Ann Taylor	78
Netflix	81	Express	78
Ralph Lauren	81	FTD	78
REI	81	Google Play	78
Victoria's Secret	81	Grainger	78
Williams-Sonoma	81	Home Depot	78
Barnes & Noble	80	J.Crew	78
Cabela's	80	JCPenney	78
Costco	80	Neiman Marcus	78
Fanatics	80	Rakuten (formerly buy.com)	78
Foot Locker	80	Target	78
Gap	80	Toys "R" Us	78
Hayneedle	80	Best Buy	77
HP	80	CVS	77
HSN	80	Etsy	77
Newegg	80	PC Connection	77
TigerDirect	80	Staples	77
Vistaprint	80	Urban Outfitters	77
Belk	79	Dick's Sporting Goods	76
Dell	79	Groupon Goods	76
Fingerhut	79	Sears	76
Kohl's	79	Wayfair	76
Land's End	79	Overstock	74
		zulily	74

FIGURE 5: CUSTOMER SATISFACTION SCORES FOR WEB BY CATEGORY

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Point Change Since 2014	Point Change Since Beginning
Average Satisfaction Scores Across Websites Measured	74	75	74	74	79	78	79	78	79	77	79	2	5
Apparel/Accessories													
Nordstrom	❖	74	74	74	79	78	77	79	79	77	82	5	8
L.L.Bean	80	80	80	78	80	83	81	85	84	82	81	-1	1
Ralph Lauren	❖	❖	❖	❖	❖	❖	❖	77	79	77	81	4	4
Victoria's Secret	❖	❖	❖	76	80	79	81	80	82	78	81	3	5
Abercrombie & Fitch	❖	❖	❖	❖	❖	❖	❖	75	78	77	81	4	6
Fanatics	❖	❖	❖	❖	❖	❖	❖	78	78	77	80	3	2
Foot Locker	❖	❖	❖	❖	❖	❖	❖	76	78	77	80	3	4
Gap	73	74	❖	69	76	78	73	77	77	75	80	5	7
Macy's	❖	71	71	70	79	75	78	77	78	78	79	1	8
Belk	❖	❖	❖	❖	❖	❖	❖	❖	❖	❖	79	❖	❖
Land's End	❖	❖	❖	❖	❖	❖	❖	❖	❖	❖	79	❖	❖
Neiman Marcus	❖	❖	❖	❖	❖	❖	❖	77	78	77	78	1	1
Ann Taylor	❖	❖	❖	❖	❖	❖	❖	78	76	77	78	1	0
Express	❖	❖	❖	❖	❖	❖	❖	❖	79	76	78	2	-1
J.Crew	❖	❖	❖	❖	❖	❖	❖	77	74	75	78	3	1
Urban Outfitters	❖	❖	❖	❖	❖	❖	❖	77	74	75	77	2	0
zulily	❖	❖	❖	❖	❖	❖	❖	❖	73	74	74	0	1
Books/Music/Videos													
Netflix	84	86	86	84	86	86	79	80	80	82	81	-1	-3
Barnes & Noble	77	77	78	78	❖	❖	81	79	83	78	80	2	3
Google Play	❖	❖	❖	❖	❖	❖	❖	❖	❖	78	78	0	0
Computers/Electronics													
Apple	76	79	79	78	82	82	83	80	82	80	82	2	6
Newegg	79	78	77	78	81	82	82	81	81	80	80	0	1
TigerDirect	77	76	77	77	80	73	79	76	❖	78	80	2	3
HP	74	78	75	76	78	78	80	80	80	78	80	2	6
Lenovo	❖	❖	❖	❖	❖	❖	❖	❖	❖	❖	79	❖	❖
Dell	74	77	74	74	79	76	80	77	79	78	79	1	5
Best Buy	72	73	74	73	77	77	78	77	78	77	77	0	5
PC Connection	❖	❖	❖	❖	❖	❖	❖	❖	❖	❖	77	❖	❖

(Continued on page 17)

FIGURE 5: CUSTOMER SATISFACTION SCORES FOR WEB BY CATEGORY (Continued from page 16)

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Point Change Since 2014	Point Change Since Beginning
Average Satisfaction Scores Across Websites Measured	74	75	74	74	79	78	79	78	79	77	79	2	5
Flowers/Gifts													
1-800-Flowers.com	75	74	71	72	75	77	❖	80	76	77	81	4	6
FTD	69	❖	❖	❖	❖	❖	❖	74	76	75	78	3	9
Food/Drug													
Walgreens	❖	❖	❖	❖	❖	❖	❖	80	79	77	79	2	-1
CVS	❖	❖	❖	❖	❖	❖	❖	76	75	76	77	1	1
Hardware/Home Improvement													
Lowe's	❖	❖	❖	❖	❖	❖	❖	75	81	78	79	1	4
Grainger	❖	❖	❖	❖	❖	❖	❖	77	75	75	78	3	1
Home Depot	❖	❖	❖	69	❖	75	78	78	78	79	78	-1	9
Housewares/Home Furnishings													
Williams-Sonoma	❖	77	75	74	79	80	80	79	81	78	81	3	4
Hayneedle	❖	❖	❖	❖	❖	❖	❖	76	76	74	80	6	4
Wayfair	❖	❖	❖	❖	❖	❖	❖	75	74	72	76	4	1
Mass Merchant													
Amazon	82	84	82	84	87	86	88	88	88	83	86	3	4
QVC	80	80	80	79	83	84	83	84	83	83	82	-1	2
Costco	69	69	72	72	79	79	79	78	81	78	80	2	11
HSN	75	75	76	69	76	79	76	81	79	79	80	1	5
Fingerhut	❖	❖	❖	❖	❖	❖	❖	72	75	73	79	6	7
Kohl's	❖	❖	❖	❖	❖	❖	79	80	80	80	79	-1	0
Walmart	73	73	74	78	79	80	79	78	80	79	79	0	6
JCPenney	71	76	75	76	81	78	83	78	79	77	78	1	7
Rakuten (formerly buy.com)	72	72	70	70	76	77	74	75	74	74	78	4	6
Target	70	74	72	75	78	77	76	79	78	73	78	5	8
Sears	68	73	70	70	75	74	75	75	74	75	76	1	8
Overstock	71	71	70	69	76	76	72	75	73	75	74	-1	3
Office Supplies													
Office Depot	72	73	71	72	77	76	75	78	79	77	79	2	7
Staples	71	73	73	77	77	78	78	77	78	78	77	-1	6

(Continued on page 18)

FIGURE 5: CUSTOMER SATISFACTION SCORES FOR WEB BY CATEGORY (Continued from page 17)

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Point Change Since 2014	Point Change Since Beginning
Average Satisfaction Scores Across Websites Measured	74	75	74	74	79	78	79	78	79	77	79	2	5
Specialty/Non-Apparel													
Vistaprint	❖	❖	❖	❖	❖	80	83	83	81	81	80	-1	0
Oriental Trading	❖	❖	❖	❖	❖	❖	❖	80	80	78	79	1	-1
Shutterfly	❖	❖	❖	❖	❖	❖	❖	80	82	80	79	-1	-1
Etsy	❖	❖	❖	❖	❖	❖	❖	❖	80	77	77	0	-3
Groupon Goods	❖	❖	❖	❖	❖	❖	❖	❖	77	78	76	-2	-1
Sporting Goods													
Bass Pro Shops	❖	❖	❖	❖	❖	❖	❖	76	83	80	82	2	6
Nike	❖	❖	❖	❖	❖	❖	❖	76	77	77	82	5	6
REI	❖	❖	❖	❖	❖	❖	❖	76	79	77	81	4	5
Cabela's	❖	❖	❖	❖	82	77	79	81	80	79	80	1	-2
Dick's Sporting Goods	❖	❖	❖	❖	❖	❖	❖	❖	76	76	76	0	0
Toys/Hobbies													
Toys "R" Us	69	71	72	❖	75	77	75	76	77	77	78	1	9

❖ = not measured



Nordstrom is a big winner in this year’s research by gaining five points since 2014 to reach 82. More companies should emulate their straightforward strategy: extreme focus on the customer, smart investments in making an omnichannel experience a reality and a dedicated customer experience team thinking deeply about all phases of the customer journey. In an open-ended comment, one survey respondent said about Nordstrom.com: “It feels almost as posh and decadent as shopping in a Nordstrom store.” All of their hard work and desire to deliver a better digital customer experience is paying off in their scores.

Overstock.com and Zulily are at the low end of the FXI. However, Zulily is making gains; their customer experience score went up from a 73 to 74 while Overstock.com’s went down a point to 74 this year. These are two retailers whose brand promise is built on discount prices. Presumably, most customers are going into the web experience with the belief that they’ll encounter better-than-typical deals. Understanding how effective the website is at setting expectations is key to improving the overall experience.

U.S. WEB: WHAT IMPROVEMENTS HAVE A REAL BUSINESS IMPACT AND WHY

ForeSee's unique measurement methodology identifies which elements of the customer experience have the greatest impact on determining how satisfied customers are with the channel experience—according to the customers themselves. We asked shoppers to respond to questions about key elements shared across all websires for the brands featured in the FXI.

However, each web experience is unique to a retailer. Therefore, these high-priority elements differ depending on the experience and whether or not it meets its specific audience's needs and expectations.

This chart shows that price jumped to become the highest priority element—in the eyes of consumers—for 89% of websites in the FXI while merchandise dropped to 44%. It also describes how ForeSee defines these elements.

FIGURE 6: TOP-PRIORITY AREAS OF IMPROVEMENT FOR U.S. WEB

	Price: value for the price and competitiveness of the product prices	Merchandise: appeal, variety and availability of products available
2015	89% of websites	44% of websites
2014	7% of websites	53% of websites



While retailers improved how satisfied customers are with the merchandise offered on their sites, consumers have high expectations on the deals they believe they should be seeing. Retailers have taught consumers how to treat them. And consumers are not fooled easily. Retailers may try to lure holiday shoppers in with doorbuster-style deals, but today's savvy shoppers know a good deal when they see one. Consumer perception that they are not receiving notable discounts isn't only in their heads. Major retailers' deals were only 2.5% or less for Black Friday weekend³.

For the remaining elements measured this year, navigation is the top priority for 15% of websites and product descriptions is the top priority for 16% of websites in the FXI.

³ Boomerang Commerce

In other words, if retailers increase satisfaction with top-priority elements, they also increase the likelihood that their customers will engage in profitable behaviors in the future such as purchasing and recommending. Improving the customer experience has a clear connection to improving business performance. These priority maps below highlight areas of focus for two retailers.

FIGURE 7: FXI 2015 HIGH CUSTOMER EXPERIENCE SCORE FOR U.S. WEB: AMAZON

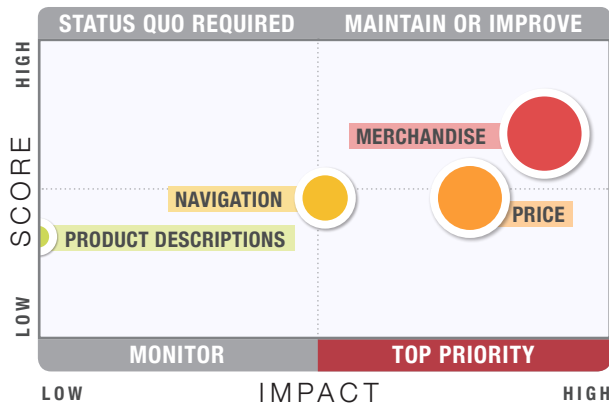
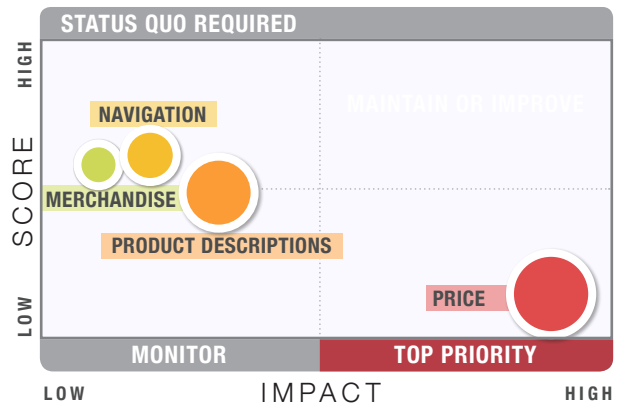


FIGURE 8: FXI 2015 CUSTOMER EXPERIENCE SCORE FOR U.S. WEB: OVERSTOCK



Key: Position of each bubble indicates its score and impact. Size of each bubble also indicates the relative size of impact.

ForeSee’s methodology has a long history of demonstrating the causal relationship between the customer experience and critical future behaviors. Improving the customer experience improves business performance. In addition to measuring the drivers of customer experience and overall customer experience, the 2015 FXI measured future business outcomes. The business outcomes that were measured for U.S. web respondents include:

- » **BRAND CONFIDENCE**
- » **PURCHASING FROM THE RETAILER’S WEBSITE AGAIN**
- » **BUYING FROM THE RETAILER BUT IN A DIFFERENT CHANNEL IN THE FUTURE**
- » **PURCHASING FROM THE RETAILER THE NEXT TIME SIMILAR MERCHANDISE IS NEEDED**
- » **RECOMMENDING THE COMPANY**
- » **RETURNING TO THE WEBSITE IN THE FUTURE**



4

**U.S. MOBILE
CUSTOMER EXPERIENCE**

SECTION 4: U.S. MOBILE CUSTOMER EXPERIENCE

KEY FINDINGS

- » Amazon's mobile experience has the highest customer satisfaction rating (84), up two points from last year. Burberry, Cabela's and Hayneedle are in a three-way tie for second place.
- » Walmart and QVC had the biggest declines in mobile satisfaction, both falling three points to 76 and 79 respectively.
- » Target has improved the most in its mobile customer experience over time, and Macy's and CVS are the biggest year-over-year gainers.
- » Price emerges as the top priority element for two thirds of mobile retail sites, while others should focus on merchandise, navigation or product descriptions.



Holiday shoppers report Walmart lost focus on mobile this year, dropping three points to bring up the rear in our rankings. Only one other company dropped so precipitously this year in mobile (QVC also dropped 3 points). Walmart is flat in their web scores but improved its brick-and-mortar score (increasing 5 points). Given how much of Walmart's revenue is from the store channel, it makes sense to focus on the in-store experience. However, mobile is the front door for so much commerce now. Whether an overt corporate strategy decision to focus less on mobile in exchange for focus on stores or simply poor execution, Walmart has its work cut out to improve the mobile experience.

Burberry is brilliant in mobile. Scoring an 83 (only Amazon scores higher), Burberry has perhaps the most beautiful mobile retail site we've seen (though look-and-feel is only one element of a multi-faceted mobile customer experience). Burberry's overall score is bolstered because the company scores so well in product descriptions. Burberry's immersive experience is thoughtful, simple to use and inclusive of a carousel of pristine visual images with simple pinch-and-zoom full-screen viewing, a brief easy-to-read garment description, favorites list, sizing guide, social sharing, easy product filtering, a recommendation engine and access to feedback and customer service. All of those features are on a single product detail page. One survey respondent said, "I like how easy to navigate it is. I like that you don't have to click several pages to get to what you want." Every retailer should be checking out Burberry's app right away and emulate what they can in 2016.

Overstock is weak in both web and in mobile. Can it keep up with increasing expectations? It doesn't look like it. Similarly, Staples underperformed in mobile and is heading in the wrong direction, down one point this year. For Staples, mobile could be such a forum for innovation, especially amongst some of their customer segments such as small businesses. However, there seems to be a focus on the status quo at Staples, and innovation in mobile feels a long way away.

As a top gainer over time, Target steals the show by increasing seven points from 72 points in 2011 to 79 this year. Target slipped one point in 2014 but regained it in 2015 to regain its peak score of 79, first hit in 2013. Macy's and CVS posted the largest year-over-year increases.

FIGURE 9: CUSTOMER SATISFACTION SCORES FOR MOBILE

Company Name	2011	2012	2013	2014	2015	Point Change Since 2014	Point Change Since Beginning
Average Satisfaction Scores Across Mobile Websites and Apps Measured	76	79	79	79	79	0	3
Amazon.com	84	85	87	83	85	2	1
Hayneedle	❖	❖	❖	❖	83	❖	❖
Cabela's	❖	❖	❖	❖	83	❖	❖
Burberry	❖	❖	❖	❖	83	❖	❖
Bass Pro Shops	❖	❖	❖	❖	82	❖	❖
Apple	85	83	82	81	82	1	-3
Newegg	❖	❖	❖	81	81	0	0
Nordstrom	❖	❖	81	80	81	1	0
Costco	❖	78	80	79	81	2	3
NET-A-PORTER	❖	❖	❖	❖	80	❖	❖
Williams-Sonoma	❖	❖	❖	❖	80	❖	❖
Fanatics	❖	❖	❖	82	80	-2	-2
Gap	❖	❖	78	80	80	0	2
Oriental Trading	❖	❖	❖	❖	80	❖	❖
Wayfair	❖	❖	❖	❖	80	❖	❖
Target	72	77	79	78	79	1	7
Office Depot	❖	❖	79	80	79	-1	0
Walgreens	❖	❖	78	77	79	2	1
Best Buy	76	77	78	78	79	1	3
Macy's	❖	77	77	76	79	3	2
QVC	❖	83	82	82	79	-3	-4
Staples	76	77	76	79	78	-1	2
Lowe's	❖	❖	79	77	78	1	-1
Etsy	❖	❖	❖	77	78	1	1
CVS	❖	❖	79	75	78	3	-1
Google Play (play.google.com)	❖	❖	❖	80	78	-2	-2
Home Depot	75	❖	80	77	78	1	3
Dick's Sporting Goods	❖	❖	77	77	78	1	1
Kohl's	❖	78	80	78	78	0	0
Sears	71	74	75	76	77	1	6
Overstock.com	❖	❖	❖	76	77	1	1
Groupon Goods (groupon.com/goods)	❖	❖	❖	❖	77	❖	❖
Walmart	72	75	80	79	76	-3	4

❖ = not measured



U.S. MOBILE: WHAT IMPROVEMENTS HAVE A REAL BUSINESS IMPACT AND WHY

ForeSee’s unique measurement methodology identifies which elements of the customer experience have the greatest impact on determining how satisfied customers are with the channel experience—according to the customers themselves. In the survey instrument, we asked shoppers to respond to questions about key elements shared across all mobile sites and apps for the brands featured in the FXI.

However, each mobile experience is unique to a retailer. Therefore, these high-priority elements differ depending on the mobile experience and whether or not it meets its specific audience’s needs and expectations.

This chart shows the top-priority element breakdown for mobile sites and apps in the FXI. It also describes how ForeSee defines these elements.

FIGURE 10: TOP-PRIORITY AREAS OF IMPROVEMENT FOR U.S. MOBILE

	Price: value for the price and competitiveness of the product prices	Merchandise: appeal, variety and availability of products	Navigation: ease and consistency of finding, sorting and displaying products	Product Descriptions: clarity and thoroughness of product descriptions and images
2015	67% of mobile sites/apps	64% of mobile sites/apps	33% of mobile sites/apps	27% of mobile sites/apps
2014	38% of mobile sites/apps	44% of mobile sites/apps	❖	❖



If retailers increase satisfaction with top-priority mobile elements, then they will also increase the likelihood of their customers engaging in profitable behaviors in the future such as purchasing and recommending. Improving the customer experience has a clear connection to improving business performance. These priority maps below highlight areas of focus for two retailers.

FIGURE 11: FXI 2015 HIGH CUSTOMER EXPERIENCE SCORE FOR U.S. MOBILE: AMAZON

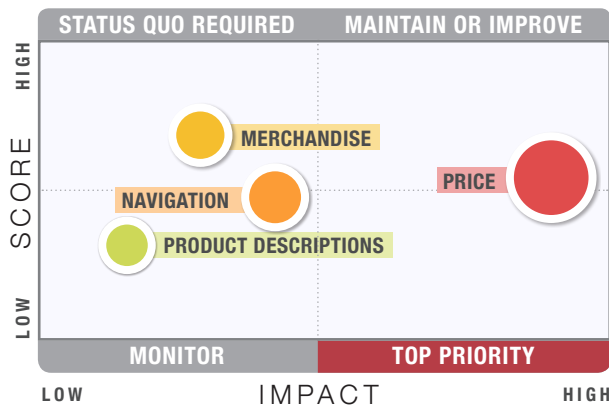
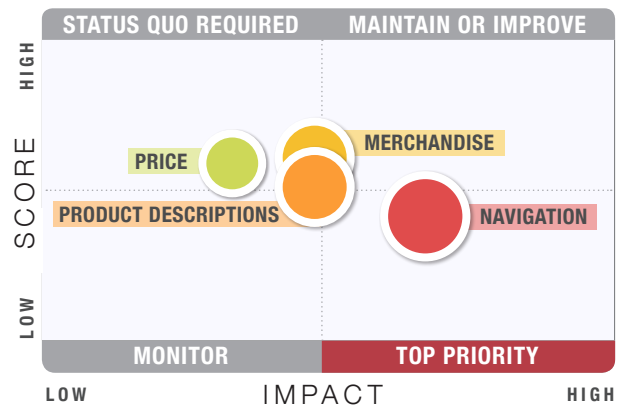


FIGURE 12: FXI 2015 LOW CUSTOMER EXPERIENCE SCORE FOR U.S. MOBILE: WALMART



Key: Position of each bubble indicates its score and impact. Size of each bubble also indicates the relative size of impact.

Walmart’s mobile priority map stands out because navigation is the clear priority here while price needs to maintain the status quo. Walmart’s mobile navigation is a glaring issue that distracts from their competitive pricing. Less satisfied customers are less likely to make a purchase.

In other words, if satisfaction with top-priority elements is increased, the likelihood that their customers will engage in profitable behaviors in the future also increases.

The business outcomes that were measured for U.S. mobile respondents include:

- » **BRAND CONFIDENCE**
- » **PURCHASING FROM THE RETAILER’S MOBILE SITE OR APP AGAIN**
- » **BUYING FROM THE RETAILER BUT IN A DIFFERENT CHANNEL IN THE FUTURE**
- » **PURCHASING FROM THE RETAILER THE NEXT TIME SIMILAR MERCHANDISE IS NEEDED**
- » **RECOMMENDING THE COMPANY**
- » **RETURNING TO THE MOBILE SITE OR APP IN THE FUTURE**



**U.S. STORE
CUSTOMER EXPERIENCE**

SECTION 5: U.S. STORE CUSTOMER EXPERIENCE

KEY FINDINGS

- » Apple has the highest in-store customer satisfaction score, up one point from last year to 83. Bass Pro and Express are tied for second, each with a score of 82.
- » Express (up seven points to 82) and Walmart (up five points to 76) had the biggest year-over-year improvements to customer experience in stores. Even with the increase, Walmart still comes in at the bottom of the Index.
- » Data shows that high employee satisfaction scores strongly correlate with customer ratings of store service. BassPro, True Value and Victoria's Secret have the highest employee engagement scores.
- » Price emerges as the top priority element for just shy of two thirds of stores (62%), while others should focus on merchandise, navigation or product descriptions.



In a year when there has been no overall improvement to the store experience in aggregate, Apple reigns supreme, again enjoying higher customer satisfaction than the rest of the stores measured this year. Apple has consistently solved for what consumers want in store, namely easily-findable employees with deep product knowledge. Many retailers have one or the other; consumers want both. Fast fashion retailers have pushed the envelope on store experience with bright and bifurcated store layouts with center walls strongly dividing merchandise. These shiny and new store layouts are disrupting the status quo that pervades store experience, even after all these years of innovation in other channels.

Express made a huge leap of seven points from 75 (on a 100-point scale) in 2014 to 82 in 2015. You can definitively see which retailers are making an effort with their store experience in this era of rising expectations. Going into the holiday season, same-store sales were already up 6%, according to Express. Its stores are very well merchandised with several levels of presentation, the top wall layer with display only (vs. product out of reach) as well as classic colorizing techniques being used in a modern way. Add to those experiential improvements this year fast fashion techniques, such as increased on-trend merchandise, and it's a recipe for success. Express can attest that great customer experience consistently drives financial results.

While Apple gained one point from last year to achieve an 83 in 2015, keep in mind its score has decreased since we first measured them in 2011 at an 85. Known for its expensive technology and stylish brand, holiday shoppers still love Apple, just not as much as they used to. Increased competition over the years in the smartphone and tablet market hasn't taken Apple out of the game by a long shot, but it's made a dent. Ultimately, Apple may be the victim of its own success. When you revolutionize the retail experience upon entering the retail game, consumer expectations are high out of the gate—and it's hard to exceed expectations in a world where they're so high.

JCPenney has been coming back after its massive drop of 10 points to 75 in 2012. It gained one point in 2015 to reach 77. It's no secret that change to its promotional offers in 2012 hugely upset customers. The good news is that it has steadily improved the customer experience, showing that gains made since then are holding true. Its focus on their customers and not its competition has helped it make customer experience decisions for maximum impact.

True Value and ACE both are four points higher than their big-box hardware/home improvement competitors, Lowe's and Home Depot. They have more of a neighborhood store feel to their customers with words such as "convenient," "close by" and "friendly" frequently used to describe the brands. One respondent even said, "Usually more expensive, but the clerks are always helpful."

FIGURE 13: CUSTOMER SATISFACTION SCORES FOR STORES

Company Name	2011	2012	2013	2014	2015	Point Change Since 2014	Point Change Since Beginning
Average Satisfaction Scores Across Stores Measured	82	79	79	78	78	0	-4
Apple	85	83	83	82	83	1	-2
Bass Pro Shops	❖	❖	❖	❖	82	❖	❖
Express	❖	❖	❖	75	82	7	7
Costco	84	82	82	81	81	0	-3
Nordstrom	84	79	83	80	81	1	-3
REI	❖	❖	❖	❖	81	❖	❖
True Value Hardware	❖	❖	❖	❖	81	❖	❖
Victoria's Secret	❖	❖	83	80	81	1	-2
Ann Taylor	❖	❖	❖	81	80	-1	-1
Belk	❖	❖	❖	❖	80	❖	❖
BJ's Wholesale Club	❖	❖	❖	❖	80	❖	❖
Cabela's	❖	❖	❖	❖	80	❖	❖
Kohl's	84	81	81	79	80	1	-4
Target	82	81	81	79	80	1	-2
Ace Hardware	❖	❖	❖	❖	79	❖	❖
Bed Bath & Beyond	❖	80	79	❖	79	❖	-1
Home Depot	81	79	81	79	79	0	-2
Lowe's	❖	81	81	79	79	0	-2
Best Buy	80	80	79	78	78	0	-2
Dick's Sporting Goods	❖	❖	78	77	78	1	0
Gap	❖	❖	77	76	78	2	1
Macy's	81	80	80	76	78	2	-3
Meijer	❖	❖	❖	❖	78	❖	❖
Staples	82	79	80	77	78	1	-4
JCPenney	85	75	76	76	77	1	-8
TJ Maxx	❖	75	78	❖	77	❖	2
CVS	❖	76	77	75	76	1	0
Walmart	77	75	73	71	76	5	-1
Sears	77	74	76	75	75	0	-2
Walgreens	❖	78	80	75	75	0	-3
Rite Aid	❖	❖	78	❖	74	❖	❖
Ross Dress for Less	❖	73	74	❖	74	❖	1
Dollar General	❖	75	75	❖	73	❖	-2
Family Dollar	❖	❖	77	❖	73	❖	-4

❖ = not measured



Why the Customer Experience in Stores Starts with Retail Associates

Our data shows that retail employees wear their hearts on their sleeves, and their satisfaction has a huge impact on customers' experiences in stores.

The first graph shows that stores' service score—as rated by customers in the FXI—is significantly related with the likelihood for employees to recommend the brand. Retailers have spoken about the linkage between employee experience and customer experience, but here is the data to prove it.

FIGURE 14: STORE SERVICE SCORE & BRAND RECOMMENDATION

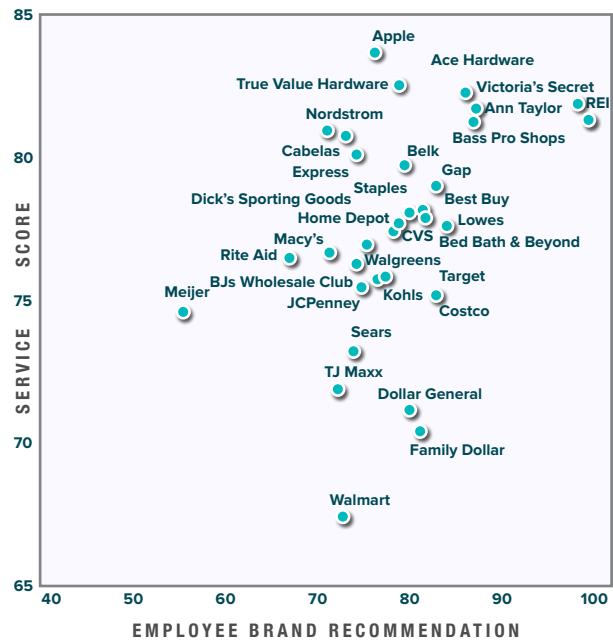
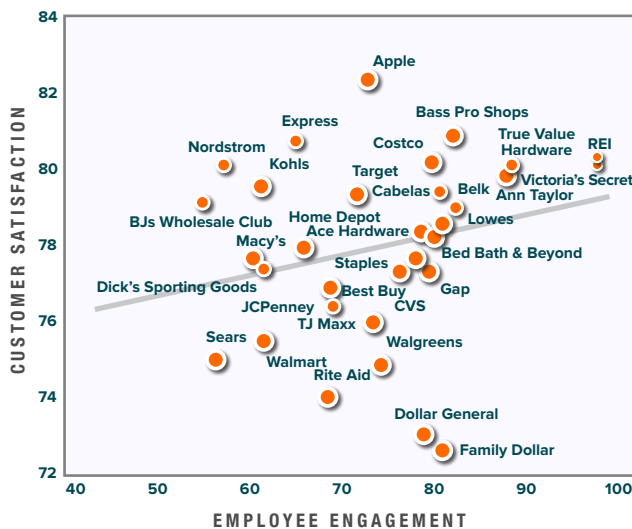


FIGURE 15: CUSTOMER EXPERIENCE AND EMPLOYEE ENGAGEMENT



This second graph demonstrates the connection between how satisfied customers are with the store experience and how engaged employees are with the company. For the second straight year, we fielded an employee experience study on the workplace engagement of retail store employees who work at the stores featured in the FXI. When this data is paired with the customer experience data from the FXI, we discover that the employee experience is meaningfully and statistically connected to in-store customer experience. While the reality of employee experience driving customer experience has been long suspected in the retail realm, the data featured in this FXI report proves it quantitatively. The better the employee experience, the better the customer experience.

BassPro, True Value and Victoria's Secret are in enviable positions compared to other retailers. Each has found a way to engage its employees, meaning associates feel an emotional connection with the company. This leads not only to meeting customer expectations in the stores but also exceeding them.

U.S. STORE: WHAT IMPROVEMENTS HAVE A REAL BUSINESS IMPACT AND WHY?

ForeSee’s unique measurement methodology identifies which elements of the customer experience have the greatest impact on determining how satisfied customers are with the channel experience—according to the customers themselves. We asked shoppers to respond to questions about key elements shared across all store locations for the brands featured in the FXI.

However, each store experience is unique to a retailer. Therefore, these high-priority elements differ depending on the store experience and whether or not it meets its specific audience’s needs and expectations.

The following chart shows the top-priority element breakdown for stores in the FXI. It also describes how ForeSee defines these elements.

FIGURE 16: TOP-PRIORITY AREAS OF IMPROVEMENT FOR U.S. STORES

	Price: value for the price and competitiveness of the product prices	Merchandise: appeal, variety and availability of products	Service: availability and helpfulness of store associates and service provided at checkout	Store Environment: layout, atmosphere and how well the products are organized
2015	62% of stores	35% of stores	9% of stores	26% of stores
2014	16% of stores	72% of stores	16% of stores	16% of stores



Price, as in the other channels, continues to be on customers’ radars this year. Everyone wants to ensure he or she has a good deal.

What is unique to the store channel is the additional consideration of the impact that employee experience has on effecting overall customer satisfaction with the store experience. Retailers will need to also pay attention to how satisfied employees are with their experience while keeping an eye on elements of the experience—such as price, merchandise, service and environment—that drive the brick-and-mortar experience.

These priority maps below highlight areas of focus for two retailers.

FIGURE 17: FXI 2015 HIGH CUSTOMER EXPERIENCE SCORE FOR U.S. STORES: APPLE

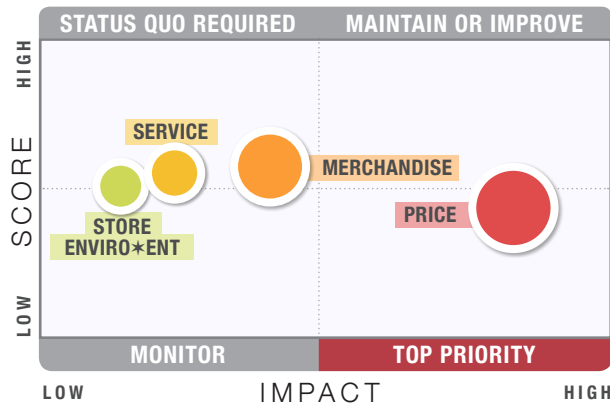
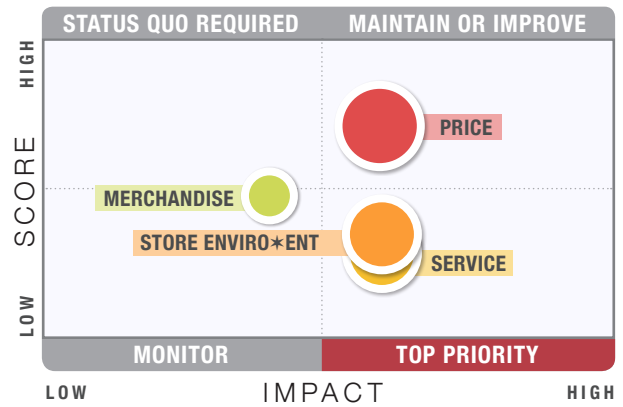


FIGURE 18: FXI 2015 LOW CUSTOMER EXPERIENCE SCORE FOR U.S. STORES: FAMILY DOLLAR



Key: Position of each bubble indicates its score and impact. Size of each bubble also indicates the relative size of impact.

The business outcomes that were measured for U.S. store respondents include:

- » BRAND CONFIDENCE
- » PURCHASING FROM THE RETAILER'S STORE AGAIN
- » BUYING FROM THE RETAILER BUT IN A DIFFERENT CHANNEL IN THE FUTURE
- » PURCHASING FROM THE RETAILER THE NEXT TIME SIMILAR MERCHANDISE IS NEEDED
- » RECOMMENDING THE COMPANY
- » RETURNING TO THE STORE IN THE FUTURE



6

**U.K. WEB
CUSTOMER EXPERIENCE**

SECTION 6: U.K. WEB CUSTOMER EXPERIENCE

KEY FINDINGS

- » On average, U.K. e-retailers have improved substantially over time, from 66 in 2007 to 75 in 2015.
- » Amazon.co.uk is the highest-scoring website, with a score of 81, followed closely by John Lewis at 80.
- » Netflix's U.K. website is the top gainer, up seven points from the last FXI measurement to 78. All-time gainers of 10 points or more include Asda, Currys, Debenhams, John Lewis, Netflix and Ryanair. RyanAir is up 11 points but still trails the Index with a score of 71.
- » Improving prices is a top priority for a large majority of U.K. retail websites (87%).

Success! The customer experience across U.K. websites in aggregate has improved slowly but surely in the nine years since ForeSee first began measuring U.K. retailers in 2007. The aggregate score for U.K. retailers has improved gone from 66 (on a 100-point scale) to 75 in 2015. The e-commerce web experience, while four points behind the U.S. aggregate web score, is better at meeting Christmas shoppers' needs and expectations than ever before. We tend to see lower satisfaction scores in the U.K. in general, but it is unclear whether that is because of cultural differences resulting in more conservative scoring or in less satisfying experiences.

As more British retailers began introducing Black Friday deals online and in the store over recent years, shoppers are starting to expect a season of savings leading up to Christmas. During Black Friday weekend, online sales were up considerably compared to store sales⁴ as consumers preferred the convenience of shopping from their homes instead of on high street. However, Black Friday is a newer concept. In the U.K. web survey, 49% of shoppers said they would shop on Black Friday compared to 60% in the U.S. In addition, 45% of U.K. respondents said they wouldn't shop on either Black Friday or Cyber Monday compared to only 15% of American shoppers.

Hopefully, as more British consumers learn to watch for Black Friday and Cyber Monday sales, retailers will ensure they are providing web experiences that are satisfying, leading to repeat business, such as the leaders in the 2015 FXI.

⁴ British Retail Consortium

Amazon.co.uk continues to lead with 81, with John Lewis taking the close second spot at 80. However, Amazon decreased by three points since last measured, going down steadily since its peak of 86. As in the U.S. last year, Amazon's score began dropping once other e-commerce sites began emulating it, and thus, being more of a direct competitive threat. Amazon.co.uk will need to better understand its site visitors' needs and expectations in order to not only stop its slide but also keep the gap between them and the competition from closing.

Other retailers follow the upward trend of steady improvement including several with increases of scores of 10 points or more since 2007. Others have made gains and dips but have ultimately upheld higher satisfaction with their improved web customer experience. For example, Tesco's website regained its high of 76, a three-point gain since first being measured.

In the travel category, everyone's websites have improved considerably except British Airways'. Airlines Easyjet and Ryanair and travel company Thomson have made large gains, whilst British Airways has stagnated. Easyjet and Ryanair are European challenger airlines, and Ryanair publicly struggled with its reputation for customer experience a few years ago. However, it has made customer experience a focus in recent years, and efforts seem to be paying off with an increase of 11 points since 2012. Respondents frequently commented on how easy Ryanair's website is to use, with one noting it's "not too fancy but simple enough."

FIGURE 19: CUSTOMER SATISFACTION SCORES FOR U.K. WEB

Company Name	2007	2008	2009	2010	2011	2012	2013	2015	Point Change Since 2013	Point Change Since Beginning
Average Satisfaction Scores Across Websites Measured	66	67	71	72	73	74	73	75	2	9
Amazon.co.uk	75	78	83	83	85	86	84	81	-3	6
John Lewis	69	68	77	78	80	80	79	80	1	11
Netflix	❖	❖	❖	❖	❖	68	71	78	7	10
Thomson	❖	❖	❖	71	72	73	74	78	4	7
House of Fraser	❖	❖	❖	❖	72	73	74	76	2	4
Tesco	❖	❖	❖	73	75	76	74	76	2	3
next	67	66	70	69	72	73	75	76	1	9
ASOS.com	67	70	74	73	73	73	73	76	3	9
Apple	❖	71	76	75	78	77	78	76	-2	5
Debenhams	63	61	71	73	72	76	75	76	1	13
Argos	67	70	73	77	77	75	75	76	1	9
Asda	64	69	73	76	74	76	74	75	1	11
New Look	❖	❖	73	72	72	74	75	75	0	2
Boots	❖	68	70	69	73	74	75	75	0	7
Matalan	❖	❖	❖	❖	❖	❖	❖	75	❖	❖
Expedia	❖	❖	❖	72	70	72	71	75	4	3
easyJet	❖	❖	❖	72	71	73	71	75	4	3
Thetrainline.com	❖	❖	❖	69	74	74	72	74	2	5
Sports Direct	❖	❖	❖	72	72	74	74	74	0	2
Very	❖	❖	❖	67	❖	72	72	74	2	7
British Airways	❖	❖	❖	70	70	72	74	74	0	4
Sainsbury's	❖	❖	❖	❖	❖	❖	❖	74	❖	❖
Marks & Spencer	70	68	73	78	77	75	77	73	-4	3
Dixons Carphone	❖	❖	❖	❖	❖	❖	❖	73	❖	❖
Currys	60	60	66	69	73	72	70	72	2	12
Lastminute.com	❖	❖	❖	68	69	70	68	72	4	4
Homebase	❖	❖	67	67	69	71	69	71	2	4
Ryanair	❖	❖	❖	61	64	61	60	71	11	10
National Rail Enquiries	❖	❖	❖	❖	❖	❖	❖	69	❖	❖
B&Q	❖	❖	❖	❖	❖	❖	❖	68	❖	❖



U.K. WEB: WHAT IMPROVEMENTS HAVE A REAL BUSINESS IMPACT AND WHY

ForeSee’s unique measurement methodology identifies which elements of the customer experience have the greatest impact on determining how satisfied customers are with the channel experience—according to the customers themselves. At the aggregate, this chart shows the top-priority element breakdown for U.K. websites in the FXI.

However, each web experience is unique to a retailer. Therefore, these high-priority elements differ depending on the web experience and whether or not it meets its specific audience’s needs and expectations.

FIGURE 20: % OF U.K. WEB RETAILERS BY TOP PRIORITY ELEMENT

	Price: value for the price and competitiveness of the product prices	Merchandise: appeal, variety and availability of products	Navigation: ease and consistency of finding, sorting and displaying products	Product Descriptions: clarity and thoroughness of product descriptions and images
2015	87% UK websites	33% UK websites	23% UK websites	20% UK websites
2013	3% UK websites	58% UK websites	❖	❖



If retailers increase satisfaction with top-priority elements, they also increase the likelihood that their customers will engage in profitable behaviors in the future such as purchasing and recommending. Improving the customer experience has a clear connection to improving business performance. These priority maps below highlight areas of focus for two retailers.

FIGURE 21: FXI 2015 HIGH CUSTOMER EXPERIENCE SCORE FOR U.K. WEB: AMAZON.CO.UK

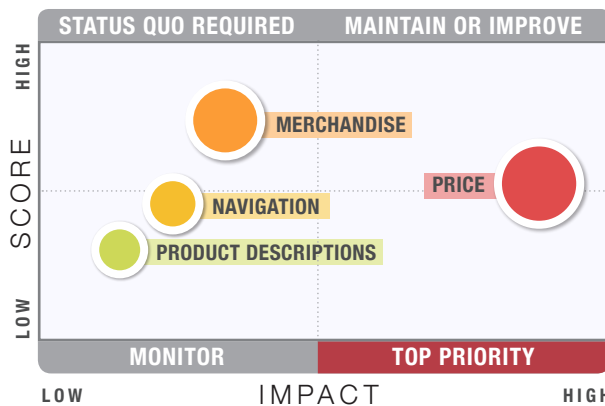
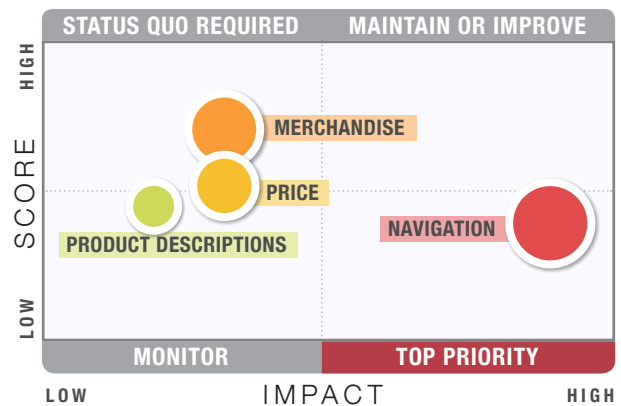


FIGURE 22: FXI 2015 LOW CUSTOMER EXPERIENCE SCORE FOR U.K. WEB: B&Q



Key: Position of each bubble indicates its score and impact. Size of each bubble also indicates the relative size of impact.

ABOUT THE FXI

Since 2005, ForeSee has produced the ForeSee Experience Index (FXI): Retail Edition, a study that quantifies holiday shopper satisfaction with the digital and brick-and-mortar experiences provided by top retailers in the U.S. and U.K. While there are many sources that offer metrics related to holiday sales or traffic, our objective is to provide scientifically sourced insights that illuminate the “why” behind those numbers. And who better to explain why they purchase (or don’t) than the consumers themselves?

ForeSee’s retail clients of all sizes leverage our unique methodology to continuously measure customer experiences across their web, mobile and store channels. ForeSee not only helps them know how well they are meeting customer expectations today, but we also utilize predictive analytics to identify which elements of the experience need improvement in order to drive future revenue and loyalty.

The FXI takes that same renowned analytical methodology and for the eleventh straight year applies it to a panel of holiday season shoppers who browsed or purchased in web, mobile and store channels. The result is a series of scores on a 100-point scale with accompanying analysis that retailers can use to compare themselves to competitors, measure changes in satisfaction levels over time, and predict future revenue and loyalty.

The FXI: 2015 Retail Edition was fielded from November 6 to December 1, 2015 and collected customer experience data from over 40,000 survey responses. We determined which retailers to include based on revenue and other factors. We used the following reputable third-party sources to determine the select retailers we ultimately focused on:

- » **US WEB: 2015 INTERNET RETAILER TOP 500 GUIDE**
- » **US MOBILE: 2015 INTERNET RETAILER MOBILE 500 GUIDE**
- » **US STORES: NRF STORES TOP 100 RETAILERS**
- » **UK WEB: IMRG’S TOP 50 ONLINE RETAILERS**

ABOUT THE AUTHOR, RESEARCH TEAM, AND FORESEE

AUTHOR

Eric Feinberg

Eric drives ForeSee's marketing strategy, working closely with the company's product, client services and sales teams to infuse innovation and operational excellence into its offerings. Since joining ForeSee in 2004, he has contributed to the organization's strategic growth, particularly providing leadership around mobile solutions. He is the author of several of the company's thought leadership studies, including the 11th annual ForeSee Experience Index (FXI) and the American Employee Study. He is a frequent speaker on customer experience analytics and marketing best practices. Eric is a board member of the Digital Analytics Association (DAA) and an adjunct professor of mobile marketing at the University of California, Irvine Extension. Previously, he worked as a web analyst, multichannel strategy consultant, usability specialist and focus group moderator. Eric is a graduate of the University of Michigan.

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FORESEE

Founded in 2001, ForeSee is the pioneering leader in [Voice of Customer \(VOC\) solutions](#). ForeSee helps companies and public sector organizations deliver a successful omnichannel experience for their customers and make more informed decisions about how to grow their businesses. Powered by its patented scientific methodology, ForeSee's solutions combine cloud-based customer experience analytics software with actionable insights provided by a team of more than 100 analysts. The company has 650 customers in industries such as retail, financial services, healthcare, consumer packaged goods, and government. ForeSee, a subsidiary of Answers Corporation, is headquartered in Ann Arbor, MI and has offices in Washington, D.C., Mountain View, New York, St. Louis, Vancouver and London. For more information, visit www.foresee.com.