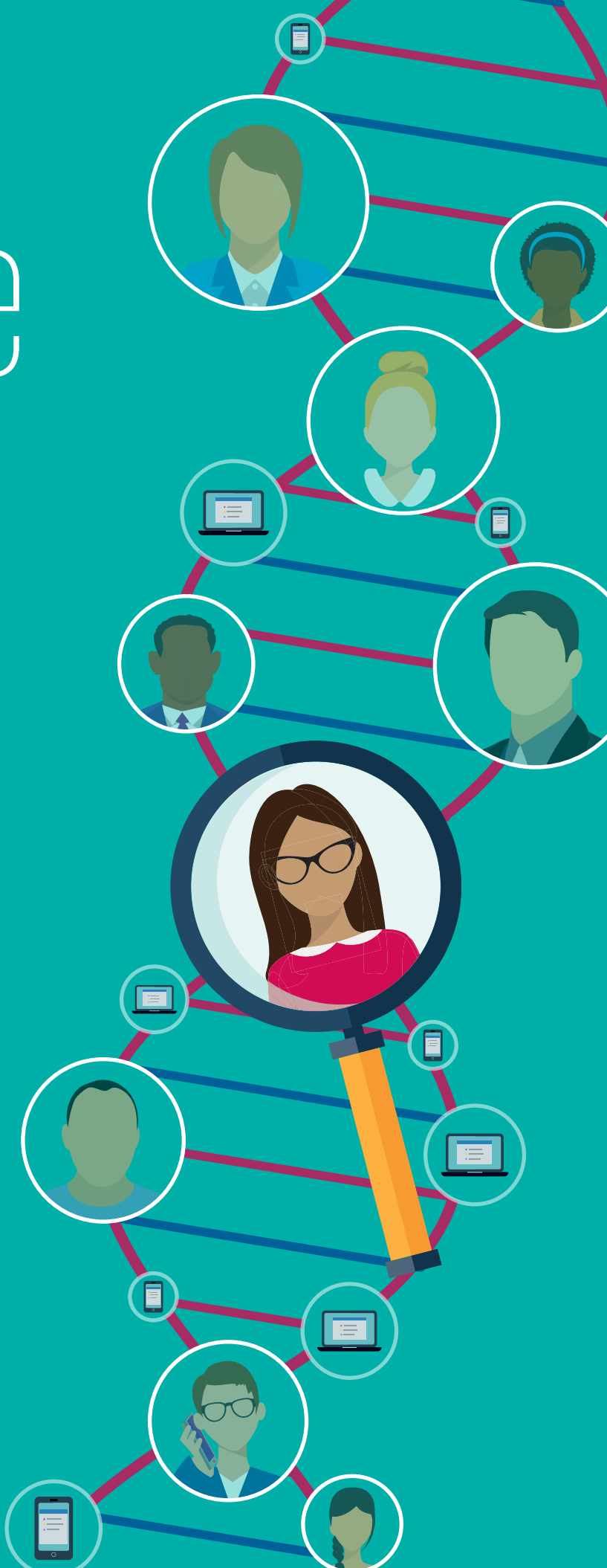




Know me

The key to an individualized,
personal customer experience



2018 US Customer
Experience Excellence Analysis

June 2018
www.kpmg.com/us/customeradvisory

#CustomerFirst

With our annual KPMG Customer Experience Excellence Report, we look in detail at the state of customer experience across the US, and how leaders are performing.

What we see is a strategic discipline that is beginning to find its way. Where, in a world of increasing customer expectations, organizations are gradually coming to terms with what is required to compete on the battlefield of customer experience (CX).

Customer expectations, however, are rising faster than organizations' ability to harness the principles of customer experience and change their approach to their customers. Consequently, despite significant investment, most organizations are failing to capture the full benefits of CX—competitively or commercially.

Customers are more demanding and more decisive when companies fail to meet their expectations. Organizations now rarely get a second chance.

Our research shows that three over-arching themes are emerging.



Personalization

- It requires customer data, but customers are increasingly reluctant to provide it.

Contextualized data

- Customer-led organizations require new frameworks to understand the value they create for customers—and the value different types of customers create for them.

Connected organizations

- To take advantage of customer insights and react more quickly, organizations must unite the front, middle and back office around the customer.

The days of superficial segmentation and personalization are no longer good enough. To compete successfully, you must know your customer and deliver individualized solutions.



Customers want experiences that recognize their unique selves. At their core, they are seeking solutions to their personal circumstances and life challenges.”

Julio Hernandez
KPMG Global Center of Excellence Lead &
US Customer Advisory Lead

Even the leading organizations in our study are struggling; several saw their scores decline in 2018. Conversely, companies who made radical changes are now beginning to reap the benefits.

Despite massive investments in customer experience, overall, the quality of company interactions experienced by American consumers declined during 2017.

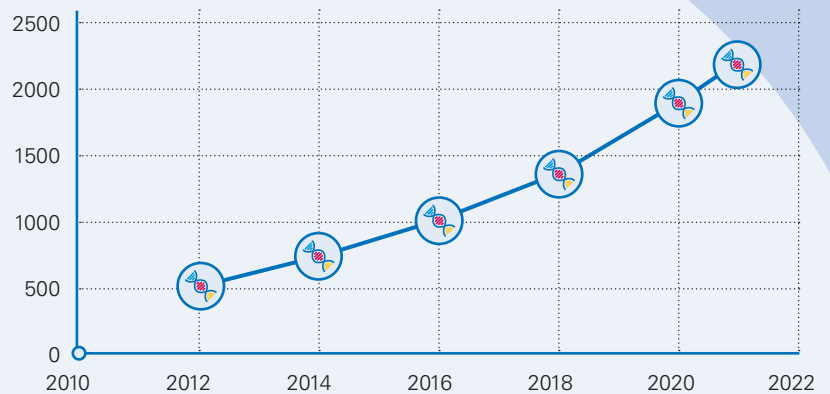
At the heart of this is the rapid escalation in customer expectations.

The 2018 US KPMG Customer Experience Report reveals insights about what customers expect and how companies are changing to meet them.

The research undertaken covers 14 countries and has measured more than 1,400 brands. It illustrates how organizations are making a difference in their CX programs.

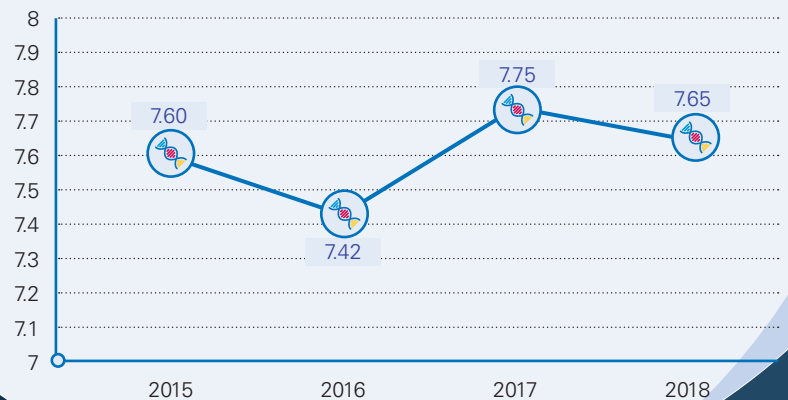
Most businesses fail CX economics

Spend on CX (millions)



Source: Markets & Markets, global spend on CX technology market sizing and forecasts (2018)

Average CX score



Source: KPMG, Customer Experience Excellence Centre, average Global CX score (2012-2018)

Key findings in the US include:



The US customer excellence index declined by one percentage point in 2018.



New entrant Navy Federal Credit Union claims the top spot in our list.



The two leading companies are member owned.



The top 10 includes three grocery retailers: Wegmans, Publix and H-E-B. While each are regionally based, there are common lessons to be learned.



Top companies all have leading employee policies and are listed as a great place to work.



To provide personalized experience, organizations need lots of personal data. They must build trust with customers and ensure they protect privacy.



The highest movers are organizations who have made the most dedicated and focused efforts to radically improve the quality of the experiences they create.



Customer journey mapping is the single most important CX tool. Journeys must continually be updated as new technologies arrive and customer needs change.

Contact us

Julio Hernandez

Principal
Global Customer Center of
Excellence Lead &
Customer Advisory Lead
KPMG in the United States

T: 404-222-3360

E: juliojhernandez@kpmg.com

Jeff Mango

Managing Director
Customer Experience Lead
KPMG in the United States

T: 770-853-7020

E: jmango@kpmg.com

For your complete copy of the 2018 US Customer Experience Excellence Analysis, go to [kpmg.com/us/CEereport](https://www.kpmg.com/us/CEereport)

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