

DATA SNAPSHOT

U.S. Consumer Journeys Needing Improvement Across 22 Industries

Bruce Temkin, XMP, CCXP XM Institute

Moira Dorsey, XMP XM Catalyst

Talia Quaadgras Senior Research Associate

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Executive Summary

KEY FINDINGS IN THIS REPORT

As part of our annual US Consumer Benchmark study, we asked a demographically representative online panel of US consumers that recently interacted with companies across 22 industries to identify up to two experiences that need to be improved. Respondents also answered the standard Net Promoter Score[®] (NPS[®]) question: How likely are you to recommend <company> to friends and colleagues? Consumers selected a response from 0 (not at all likely) to 10 (extremely likely). We then determined the NPS given by consumers that had and had not encountered experiences that need to be improved. From their answers, we learned that:

- + Consumers frequently encounter broken journeys. On average across all industries, over half of the responses identified at least one journey that needs improvement. The most broken journey occurs for TV/internet service provider customers; 27% say that 'getting help from the customer service department' needs improvement.
- + Broken journeys have a significant impact on NPS. Consumers who identified a journey that needed improvement provided an NPS, on average across all industries, 20 points lower than those that did not identify that broken journey.
- + Consumers find it difficult to get help from customer service. In seven of 22 industries, consumers most frequently identified 'getting help from the customer service department' as a journey that could use improvement. When identified as a broken journey, it had the most negative impact on NPS of all journeys in 12 of 22 industries.
- + Negative experiences with banks have the greatest impact on NPS. When a banking experience is identified as broken by a consumer, it has an average impact of -34 points to a company's NPS, the highest of all industries. Customers that struggle to get help from a bank's customer service department give an NPS 54 points lower than those that did not.



STUDY KEY FACTS

- US online study
- Conducted Q3 of 2021
- 9,055 consumers
- 22 industries

U.S. Consumer Journeys Needing Improvement Across 22 Industries

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Methodology



Journeys That Need The Most Improvement

KEY TAKEAWAYS

- Getting help from the customer service department' is most frequently selected as a problematic journey by consumers in seven of 22 industries.
- + 'Finding and selecting the right product/service' is the most frequently cited problematic journey by consumers in five of 22 industries.

ABOUT

This table shows the journeys that were most frequently said to need improvement for each industry by consumers.

Journeys that consumers most frequently say need the most improvement

Most Problematic Journey	Industry	Most Problematic Journey
Claiming your baggage	Hotel	Locating the right hotel
Getting service on a vehicle	Insurance	Finding and selecting the right policy
Getting help from customer service department	Investment	Understanding statements
Finding and selecting the right vehicle		Getting help from customer service
Popoliving useful undated	Services	department
	Retail	Finding and selecting the right product
Getting help from customer service department	Software Firms	Updating the software
Using the electronics	Social Media	Receiving useful updates
0	Streaming Media	Finding and streaming the content you want
Receiving useful updates	TV/Internet Service Provider	Getting help from customer service department
Finding and selecting the right products	Utilities	Getting help from customer service department
etting help from customer service department	Wireless Carriers	Getting help from customer service department
	Claiming your baggage Getting service on a vehicle ietting help from customer service department Finding and selecting the right vehicle Receiving useful updates ietting help from customer service department Using the electronics Getting the right order Receiving useful updates Finding and selecting the right products	Claiming your baggageHotelGetting service on a vehicleInsuranceGetting help from customer service departmentInvestmentFinding and selecting the right vehicleParcel Delivery ServicesReceiving useful updatesRetailGetting the electronicsSoftware FirmsUsing the electronicsStreaming MediaGetting the right orderTV/Internet ServiceReceiving useful updatesTV/Internet ServiceGetting the right orderTV/Internet ServiceFinding and selecting the right productsUtilitiesFinding and selecting the right productsUtilities

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Journeys That Most Impact NPS

KEY TAKEAWAYS

- + 'Getting help from the customer service department' is the journey with the greatest negative impact on a company's NPS when selected by consumers for 12 of 22 industries.
- + When the journey 'using the product/services' is broken, it has the largest negative impact on NPS for a company in six of 22 industries.

ABOUT

This table shows the journeys that have the greatest negative impact on the NPS score consumers give companies.

When consumers identify these journeys as needing improvement, companies have the largest drop in Net Promoter Score (NPS)

Industry	Most Impactful Journey	Industry	Most Impactful Journey
Airlines	Getting help from customer service department	Hotel	Getting help from customer service department
Automotive	Driving the vehicle	Insurance	Getting help from customer service department
Banking	Getting help from customer service department	Investment Firms	Getting help from customer service department
Car Rental	Driving the vehicle	Parcel Delivery Services	Shipping the parcel
Computer and Tablet Makers	Getting help from customer service department	Retail	Getting the right products
Consumer Payments	0	Software Firms	Using the software
Electronics	Getting help from customer service department	Social Media Streaming Media	Using the account Receiving status on the purchase
Fast Food	Eating the food		Receiving status on the purchase
Food Takeout and Delivery	Getting help from customer service department	TV/Internet Service Provider	Getting help from customer service department
Grocery	Getting help from customer service department	Utilities	Getting help from customer service department
Health Insurance	Submitting and resolving a claim	Wireless Carriers	Getting help from customer service department

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Problematic Journeys: Airlines

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KEY TAKEAWAYS

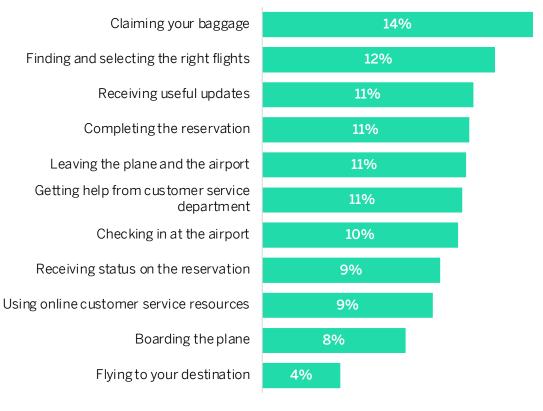
+ The journey airline consumers most want to see improved is 'claiming your baggage', with 14% saying this journey is broken.

+ The journey that the fewest consumers think needs improvement is 'flying to your destination'.

ABOUT

This chart shows the percentage of consumers that think each interaction with a specific airline company needs to be improved, aggregated across all airline companies included in the analysis. Thinking of your interactions with [an airline], which of these experiences most needs to be improved?

(Select up to two options)



How Journeys Impact NPS: Airlines



NPS difference when consumers identify an airline journey that needs improvement

NPS	when selected	NPS when not selected	NPS difference
Getting help from customer service department	-21	19	39
Flying to your destination	-15	16	31
Leaving the plane and the airport	-9	17	27
Using online customer service resources	-9	17	26
Boarding the plane	-3	16	19
Receiving status on the reservation	-2	16	18
Checking in at the airport	0	16	16
Claiming your baggage	1	17	16
Completing the reservation	4	16	12
Receiving useful updates	7	16	9
Finding and selecting the right flights	14	15	1

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KEY TAKEAWAYS

- + When none of these journeys are identified as broken, consumers provide airlines with an NPS of 48. When one or more journey needs improvement, consumers give an NPS of -1.
- Consumers that say 'getting help from the customer service department' is a broken journey provide an NPS 39 points lower than those that didn't say so.
- + 'Finding and selecting the right flights' is the journey that, when broken, has the least impact on an airline's NPS.

ABOUT

These charts show the NPS that consumers give an airline company when they say a journey needs improvement, the NPS consumers give airlines when a journey is not in need of improvement, and the difference between those two NPS scores.

Problematic Journeys: Automotive

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KEY TAKEAWAYS

 The journey auto consumers most want to see improved is 'getting service on a vehicle', with 16% saying this journey is broken.

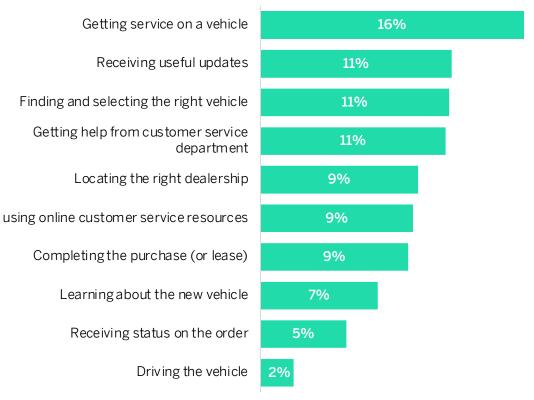
+ The journey the fewest consumers think needs improvement is 'driving the vehicle'.

ABOUT

This chart shows the percentage of consumers that think each interaction with a specific auto company needs to be improved, aggregated across all auto companies included in the analysis.

Thinking of your interactions with [an auto company], which of these experiences most needs to be improved?

(Select up to two options)



How Journeys Impact NPS: Automotive



NPS difference when consumers identify an auto journey that needs improvement

NPS wher	ı selected	NPS when not selected	NPS difference
Driving the vehicle	-7	27	34
Using online customer service resources	-1	29	30
Getting help from customer service department	0	29	29
Completing the purchase (or lease)	1	29	28
Receiving status on the order	1	28	26
Receiving useful updates	4	29	25
Finding and selecting the right vehicle	6	29	23
Getting service on a vehicle	7	30	23
Learning about the new vehicle	19	27	8
Locating the right dealership	26	26	1

KEY TAKEAWAYS

- + When none of these journeys are identified as broken, consumers provide auto companies with an NPS of 53. When one or more journey needs improvement. consumers give an NPS of 7.
- + Consumers that say 'driving the vehicle' is a broken journey provide an NPS 34 points lower than those that didn't say so.
- + 'Locating the right dealership' is the journey that, when broken, has the least impact on an auto company's NPS.

ABOUT

These charts show the NPS that consumers give an auto company when they say a journey needs improvement, the NPS consumers give auto companies when a journey is not in need of improvement, and the difference between those two NPS scores.

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Problematic Journeys: Banking

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KEY TAKEAWAYS

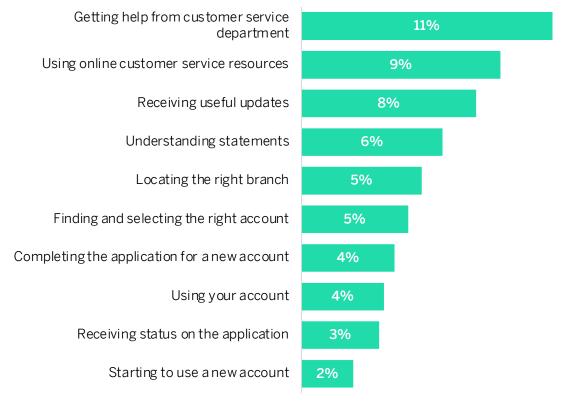
- + The journey that bank consumers most want to see improved is 'getting help from the customer service department', with 11% saying this journey is broken.
- + The journey the fewest consumers think needs improvement is 'starting to use the new account'.

ABOUT

This chart shows the percentage of consumers that think each interaction with a specific bank needs to be improved, aggregated across all bank companies included in the analysis.

Thinking of your interactions with [a bank], which of these experiences most needs to be improved?

(Select up to two options)



How Journeys Impact NPS: Banking



NPS difference when consumers identify a bank journey that needs improvement

	NPS when s	elected	NPS when not selected	NPS difference
itified with	Getting help from customer service department	-22	32	54
urney 'e an	Using your account	-15	27	43
	Using online customer service resources	-11	29	41
n the roken	Understanding statements	-5	28	33
lower	Completing the application for a new account	-5	27	32
int' is least	Receiving status on the application	-5	27	32
lease	Starting to use a new account	-5	27	31
	Receiving useful updates	-1	28	29
a bank	Locating the right branch		0 27	27
e NPS eed of se two	Finding and selecting the right account		5 27	22

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KEY TAKEAWAYS

- + When none of these journeys are identified as broken, consumers provide banks with an NPS of 46. When one or more journey needs improvement, consumers give an NPS of -7.
- Consumers that say 'getting help from the customer service department' is a broken journey provide an NPS 54 points lower than those that didn't say so.
- + 'Finding and selecting the right account' is the journey that, when broken, has the least impact on a bank's NPS.

ABOUT

These charts show the NPS that consumers give a bank when they say a journey needs improvement, the NPS consumers give banks when a journey is not in need of improvement, and the difference between those two NPS scores.

Problematic Journeys: Car Rental



KEY TAKEAWAYS

+ The journey car rental consumers most want to see improved is 'finding and selecting the right vehicle', with 16% saying this journey is broken.

+ The journey the fewest consumers think needs improvement is 'driving the vehicle'.

ABOUT

This chart shows the percentage of consumers that think each interaction with a specific car rental company needs to be improved, aggregated across all car rental companies included in the analysis.

Thinking of your interactions with [a car rental company], which of these experiences most needs to be improved?

(Select up to two options)

Finding and selecting the right vehicle	16%
Receiving useful updates	14%
Getting help from customer service department	13%
Completing the reservation	13%
Jsing online customer service resources	13%
Returning the vehicle	12%
Choosing the right location	11%
Receiving status on the vehicle	10%
Picking up the vehicle	8%
Driving the vehicle	2%

How Journeys Impact NPS: Car Rental



NPS difference when consumers identify a car rental journey that needs improvement

NPS when	selected	NPS when not selected	NPS difference
Driving the vehicle	-20	9	29
Using online customer service resources	-12	11	23
Getting help from customer service department	-12	11	23
Picking up the vehicle	-12	10	22
Receiving status on the reservation	-4	10	14
Completing the reservation	-3	10	14
Returning the vehicle	-3	10	13
Finding and selecting the right vehicle	-1	10	11
Receiving useful updates	-1	10	11
Choosing the right location		14 8	-6

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KEY TAKEAWAYS

- + When none of these journeys are identified as broken, consumers provide car rental companies with an NPS of 37. When one or more journey needs improvement, consumers give an NPS of -5.
- + Consumers that say 'driving the vehicle' is a broken journey provide an NPS 29 points lower than those that didn't say so.
- + 'Choosing the right location' is the journey that, when broken, shows the NPS given by consumers is higher than when it is not broken.

ABOUT

These charts show the NPS that consumers give a car.rental company when they say a journey needs improvement, the NPS consumers give car rental companies when a journey is not in need of improvement, and the difference between those two NPS scores.

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Problematic Journeys: Computer & Tablet Makers

KEY TAKEAWAYS

+ The journey that computer and tablet consumers most want to see improved is 'receiving useful updates', with 13% saying this journey is broken.

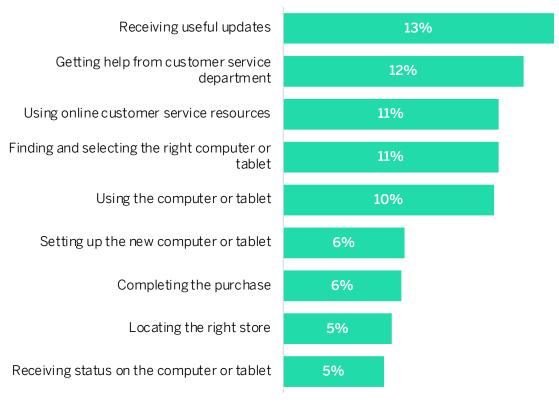
+ The journey that the fewest consumers think needs improvement is 'receiving status on the computer or tablet'.

ABOUT

This chart shows the percentage of consumers that think each interaction with a specific computer and tablet maker needs to be improved, aggregated across all computer and tablet maker companies included in the analysis.

Thinking of your interactions with [a computer/tablet maker], which of these experiences most needs to be improved?

(Select up to two options)



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How Journeys Impact NPS: Computer & Tablet Makers

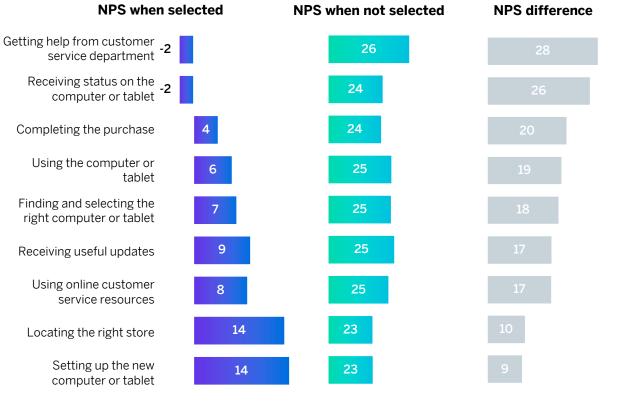
KEY TAKEAWAYS

- + When none of these journeys are identified as broken, consumers provide computer and tablet makers with an NPS of 42. When one or more journey needs improvement, consumers give an NPS of 5.
- + Consumers that say 'getting help from the customer service department' is a broken journey provide an NPS 28 points lower than those that didn't say so.
- + 'Setting up the new computer or tablet' is the journey that, when broken, has the least impact on a computer/tablet maker's NPS.

ABOUT

These charts show the NPS that consumers give a computer and tablet maker when they say a journey needs improvement, the NPS consumers give computer and tablet makers when a journey is not in need of improvement, and the difference between those two NPS scores.

NPS difference when consumers identify a computer/tablet maker journey that needs improvement



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Problematic Journeys: Consumer Payment

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KEY TAKEAWAYS

- + The journey that consumer payment users most want to see improved is 'getting help from the customer service department', with 10% saying this journey is broken.
- + The journey the fewest consumers think needs improvement is 'receiving status on the application'.

ABOUT

This chart shows the percentage of consumers that think each interaction with a specific consumer payment company needs to be improved, aggregated across all consumer payment companies included in the analysis.

Thinking of your interactions with [a consumer payment company], which of these experiences most needs to be improved?

(Select up to two options)



How Journeys Impact NPS: Consumer Payment

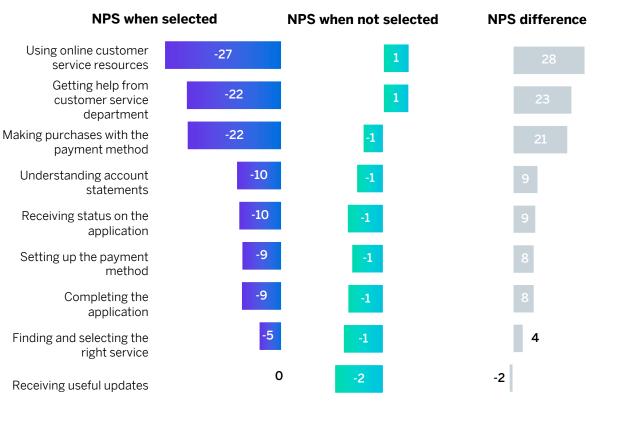
KEY TAKEAWAYS

- When none of these journeys are identified as broken, consumers provide consumer payment companies with an NPS of 5. When one or more journey needs improvement, consumers give an NPS of -14.
- + Consumers that say 'using online customer service resources' is a broken journey provide an NPS 28 points lower than those that didn't say so.
- + 'Receiving useful updates' is a journey that, when broken, shows the NPS given by consumers is higher than when they say it is not broken.

ABOUT

These charts show the NPS that consumers give a consumer payment company when they say a journey needs improvement, the NPS consumers give consumer payment companies when a journey is not in need of improvement, and the difference between those two NPS scores.

NPS difference when consumers identify a consumer payment journey that needs improvement



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Problematic Journeys: Electronics

KEY TAKEAWAYS

+ The journey that electronics consumers most want to see improved is 'using the electronics', with 14% saying this journey is broken.

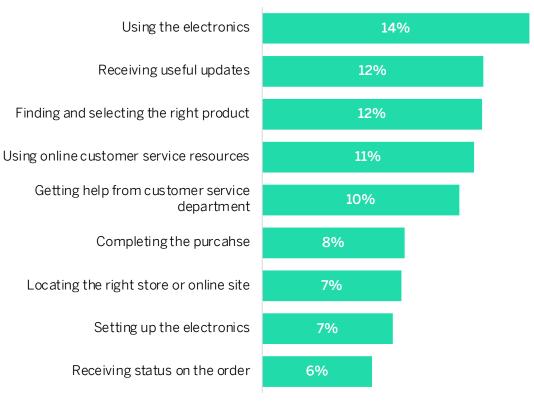
+ The journey the fewest consumers think needs improvement is 'receiving status on the order'.

ABOUT

This chart shows the percentage of consumers that think each interaction with a specific electronics company needs to be improved, aggregated across all electronics companies included in the analysis.

Thinking of your interactions with [an electronics company], which of these experiences most needs to be improved?

(Select up to two options)



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How Journeys Impact NPS: Electronics



NPS difference

KEY TAKEAWAYS

- + When none of these journeys are identified as broken, consumers provide electronics companies with an NPS of 37. When one or journey needs improvement. more consumers give an NPS of 2.
- + Consumers who that say 'getting help from the customer service department' is a broken journey provide an NPS 23 points lower than those that didn't say so.
- + 'Locating the right store or online site' is the journey that, when broken, has the least impact on an electronic company's NPS.

ABOUT

These charts show the NPS that consumers give an electronics company when they say a journey needs improvement, the NPS consumers give electronics companies when a journey is not in need of improvement, and the difference between those two NPS scores.

NPS difference when consumers identify an electronics journey that needs improvement

NPS when not selected

	Jeleelee		
Getting help from customer service department	-3	20	23
Receiving status on the order	-3	19	22
Completing the purchase	-1	19	20
Receiving useful updates	2	20	18
Setting up the electronics	3	19	15
Finding and selecting the right product	5	19	14
Using online customer service resources	6	19	13
Using the electronics	8	19	11
Locating the right store or online site	13	18	5

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NPS when selected

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Problematic Journeys: Fast Food



Thinking of your interactions with [a fast food restaurant], which of these experiences most needs to be improved?

(Select up to two options) Getting the right order 17% Finding and selecting the right food 8% Getting help from customer service 6% department Using online customer resources 5% Completing the purchase 5% Locating the right restaurant 5% Eating the food 4%

4%

Receiving useful updates

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KEY TAKEAWAYS

+ The journey fast food consumers most want to see improved is 'getting the right order', with 17% saying this journey is broken.

+ The journey the fewest consumers think needs improvement is 'receiving useful updates'.

ABOUT

This chart shows the percentage of consumers that think each interaction with a specific fast food company needs to be improved, aggregated across all fast food companies included in the analysis.

How Journeys Impact NPS: Fast Food



NPS difference when consumers identify a fast food journey that needs improvement

NPS when	1 selected	NPS when not selected	NPS difference
Eating the food	-12	27	39
Getting the right order	-5	32	37
Getting help from customer service department	-6	28	34
Completing the purchase	4	27	23
Using online customer resources	8	27	19
Finding and selecting the right food	10	27	17
Locating the right restaurant	21	26	5
Receiving useful updates	22	26	4

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KEY TAKEAWAYS

- + When none of these journeys are identified as broken, consumers provide fast food companies with an NPS of 41. When one or more journey needs improvement, consumers give an NPS of 2.
- + Consumers that say 'eating the food' is a broken journey provide an NPS 39 points lower than those that didn't say so.
- + 'Receiving useful updates' is the journey that, when broken, has the least impact on a fast food restaurant's NPS.

ABOUT

These charts show the NPS that consumers give a fast food company when they say a journey needs improvement, the NPS consumers give fast food companies when a journey is not in need of improvement, and the difference between those two NPS scores.

Problematic Journeys: Food Takeout & Delivery

KEY TAKEAWAYS

+ The journey that food takeout and delivery platform users most want to see improved is 'receiving useful updates', with 14% saying this journey is broken.

+ The journey the fewest consumers think needs improvement is 'choosing the right location'.

ABOUT

This chart shows the percentage of consumers that think each interaction with a specific food takeout and delivery company needs to be improved, aggregated across all food takeout and delivery companies included in the analysis.

Thinking of your interactions with [a food takeout and delivery platform], which of these experiences most needs to be improved?

(Select up to two options)

Receiving useful updates	14%
Receiving status on the order	13%
Receiving the right order	13%
Finding and selecting the right products	12%
Using online customer resources	12%
Getting help from customer service department	12%
using the product(s)	11%
Choosing the right location	10%

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How Journeys Impact NPS: Food Takeout & Delivery

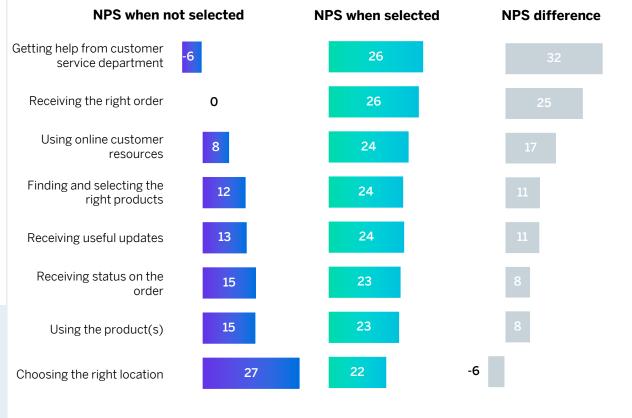
KEY TAKEAWAYS

- When none of these journeys are identified as broken, consumers provide food takeout and delivery companies with an NPS of 47. When one or more journey needs improvement, consumers give an NPS of 10.
- + Consumers that say 'getting help from the customer service department' is a broken journey provide an NPS 32 points lower than those that didn't say so.
- + 'Choosing the right location' is a journey that, when broken, shows the NPS given by consumers is higher than when it is not broken.

ABOUT

These charts show the NPS that consumers give a food takeout and delivery company when they say a journey needs improvement, the NPS consumers give food takeout and delivery companies when a journey is not in need of improvement, and the difference between those two NPS scores.

NPS difference when consumers identify a takeout/delivery journey that needs improvement



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Problematic Journeys: Grocery



KEY TAKEAWAYS

+ The journey grocery users most want to see improved is 'finding and selecting the right products', with 12% saying this journey is broken.

+ The journey the fewest consumers think needs improvement is 'returning a product'.

ABOUT

This chart shows the percentage of consumers that think each interaction with a specific grocery company needs to be improved, aggregated across all grocery companies included in the analysis.

Thinking of your interactions with [a grocery store], which of these experiences most needs to be improved?

(Select up to two options)

Finding and selecting the right products		12%
Getting help from customer service department	9%	6
Using online customer service resources	7%	
Completing the purcahse	7%	
Locating the right store	5%	
Receiving useful updates	5%	
Using the products	4%	
Returning a product	4%	

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How Journeys Impact NPS: Grocery



NPS difference when consumers identify a grocery journey that needs improvement

NPS whe	n selected	NPS when not selected	NPS difference
Getting help from customer service department	1	37	35
Finding and selecting the right products		37	29
Completing the purchase	8	35	27
Using the products	11	34	24
Using online customer service resources		35	21
Receiving useful updates	14	34	20
Returning a product	18	34	16
Locating the right store	18	34	16

Base: 9,055 US consumers

Source: Qualtrics XM Institute Q3 US Benchmark Study

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KEY TAKEAWAYS

- + When none of these journeys are identified as broken, consumers provide grocery companies with an NPS of 47. When one or more journey needs improvement, consumers give an NPS of 9.
- Consumers that say 'getting help from the customer service department' is a broken journey provide an NPS 35 points lower than those that didn't say so.
- + 'Locating the right store' is the journey that, when broken, has the least impact on a grocery store's NPS.

ABOUT

These charts show the NPS that consumers give a grocery company when they say a journey needs improvement, the NPS consumers give grocery companies when a journey is not in need of improvement, and the difference between those two NPS scores.

Problematic Journeys: Health Insurance



KEY TAKEAWAYS

- + The journey health insurance consumers most want to see improved is 'getting help from the customer service department', with 15% saying this journey is broken.
- + The journey the fewest consumers think needs improvement is 'completing the enrollment'.

ABOUT

This chart shows the percentage of consumers that think each interaction with a specific health insurer needs to be improved, aggregated across all health insurance companies included in the analysis.

Thinking of your interactions with [a health insurer], which of these experiences most needs to be improved?

(Select up to two options)

Getting help from customer service department	15%	
Finding doctors covered by your plan	13%	
Submitting and resolving a claim	12%	
Finding and selecting the right plan	12%	
Using online customer service resources	11%	
Receiving useful updates	9%	
Receiving status on the health plan	8%	
Understanding statements	6%	
Completing the enrollment	6%	

How Journeys Impact NPS: Health Insurance

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NPS difference when consumers identify a health insurance journey that needs improvement

	NPS when se	lected	NPS when not selected	NPS difference
entified grocery	Submitting and resolving a claim	-16	24	40
one or ement,	Getting help from customer service department	-10	24	34
g and	Finding doctors covered by your plan	-1	22	23
ourney n those	Completing the enrollment	-2	20	23
ourney	Using online customer service resources		0 21	21
act on a	Finding and selecting the right plan		3 21	18
	Receiving useful updates		4 20	16
s give a	Receiving status on the health plan		4 20	16
needs insurers and the	Understanding statements		6 20	14

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KEY TAKEAWAYS

- + When none of these journeys are identified as broken, consumers provide grocery companies with an NPS of 45. When one or more journey needs improvement, consumers give an NPS of 0.
- + Consumers who say 'submitting and resolving a claim' is a broken journey provide an NPS 40 points lower than those that didn't say so.
- + 'Understanding statements' is the journey that, when broken, has the least impact on a health insurer's NPS.

ABOUT

These charts show the NPS that consumers give a health insurer when they say a journey needs improvement, the NPS consumers give health insurers when a journey is not in need of improvement, and the difference between those two NPS scores.

Problematic Journeys: Hotels



KEY TAKEAWAYS

+ The journey hotel guests most want to see improved is 'locating the right hotel', with 13% saying this journey is broken.

+ The journey the fewest consumers think needs improvement is 'spending time in the hotel'.

ABOUT

This chart shows the percentage of consumers that think each interaction with a specific hotel company needs to be improved, aggregated across all hotel companies included in the analysis.

Thinking of your interactions with [a hotel], which of these experiences most needs to be improved?

(Select up to two options)

Locating the right hotel	13%
Finding and selecting the right room	13%
Receiving useful updates	13%
Getting help from customer service department	12%
Using online customer service resources	11%
Completing the reservation	11%
Checking out of the hotel	11%
Receiving status on the reservation	8%
Checking into the hotle	8%
Spending time in the hotel	6%

How Journeys Impact NPS: Hotels



NPS difference when consumers identify a hotel journey that needs improvement

NPS wher	selected	NPS when not selected	NPS difference
Getting help from customer service department	-11	21	32
Spending time in the hotel	-11	19	30
Receiving useful updates	0	20	20
Using online customer service resources	0	19	20
Checking into the hotel	3	18	16
Finding and selecting the right room	4	19	15
Completing the reservation	4	19	14
Receiving status on the reservation	4	18	14
Locating the right hotel	12	18	6
Checking out of the hotel	1	7 17	0

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KEY TAKEAWAYS

- + When none of these journeys are identified as broken, consumers provide hotels with an NPS of 45. When one or more journey needs improvement, consumers give an NPS of 2.
- Consumers that say 'getting help from the customer service department' is a broken journey provide an NPS 32 points lower than those that didn't say so.
- + 'Checking out of the hotel' is the journey that, when broken, has the least impact on a hotel's NPS.

ABOUT

These charts show the NPS that consumers give a hotel when they say a journey needs improvement, the NPS consumers give hotels when a journey is not in need of improvement, and the difference between those two NPS scores.

Problematic Journeys: Insurance

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KEY TAKEAWAYS

+ The journey that insurance consumers most want to see improved is 'finding and selecting the right policy', with 12% saying this journey is broken.

+ The journey the fewest consumers think needs improvement is 'understanding statements'.

ABOUT

This chart shows the percentage of consumers that think each interaction with a specific insurer needs to be improved, aggregated across all insurance companies included in the analysis. Thinking of your interactions with [an insurer], which of these experiences most needs to be improved?

(Select up to two options)

Finding and selecting the right policy	12%	
Receiving useful updates	11%	
Getting help from customer service department	10%	
Using online customer service resources	10%	
Submitting and resolving a claim	10%	
Receiving status on the policy	8%	
Completing the purchase and enrollment	6%	
Finding and selecting the right branch	6%	
Understanding statements	5%	

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How Journeys Impact NPS: Insurance



NPS difference when consumers identify a journey that needs improvement

NPS when	n selected	NPS when not selected	NPS difference
Getting help from customer service department	-14	31	44
Finding and selecting the right policy	-5	30	35
Completing the purchase and enrollment	-4	28	32
Receiving status on the policy	-1	28	29
Understanding statements	-1	27	28
Submitting and resolving a claim	2	29	27
Using online customer service resources	4	28	24
Receiving useful updates	11	28	17
Finding and selecting the right branch	14	27	13

Base: 9.055 US consumers Source: Qualtrics XM Institute Q3 US Benchmark Study

KEY TAKEAWAYS

- + When none of these journeys are identified as broken, consumers provide insurance companies with an NPS of 50. When one or journey needs improvement, more consumers give an NPS of 1.
- + Consumers that say 'getting help from the customer service department' is a broken journey provide an NPS 44 points lower than those that didn't say so.
- + 'Finding and selecting the right branch' is the journey that, when broken, has the least impact on an insurance company's NPS.

ABOUT

These charts show the NPS that consumers give an insurer when they say a journey needs improvement, the NPS consumers give insurers when a journey is not in need of improvement, and the difference between those two NPS scores.

Problematic Journeys: Investment Firms

KEY TAKEAWAYS

+ The journey that investment firm clients most want to see improved is 'understanding statements', with 14% saying this journey is broken.

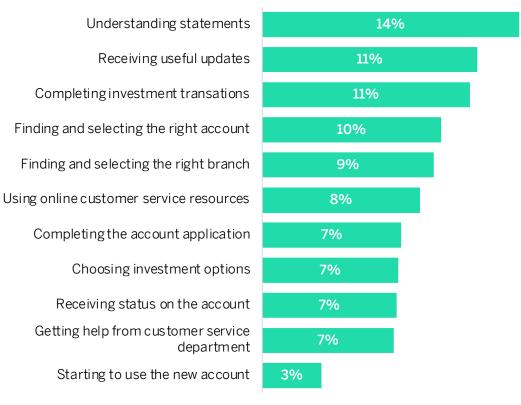
+ The journey the fewest consumers think needs improvement is 'starting to use the new account'.

ABOUT

This chart shows the percentage of consumers that think each interaction with a specific investment firm needs to be improved, aggregated across all investment companies included in the analysis.

Thinking of your interactions with [an investment firm], which of these experiences most needs to be improved?

(Select up to two options)



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How Journeys Impact NPS: Investment Firms

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KEY TAKEAWAYS

- + When none of these journeys are identified as broken, consumers provide investment firms with an NPS of 50. When one or more journey can use improvement, consumers give an NPS of 9.
- + Consumers that say 'getting help from the customer service department ' is a broken journey provide an NPS 34 points lower than those that didn't say so.
- + 'Finding and selecting the right branch' is the journey that, when broken, has the least impact on an investment firm's NPS.

ABOUT

These charts show the NPS that consumers give an investment firm when they say a journey needs improvement, the NPS consumers give investment firms when a journey is not in need of improvement, and the difference between those two NPS scores.

NPS difference when consumers identify an investment journey that needs improvement

NPS when	selected	NPS when not selected	NPS difference
Getting help from customer service department	-3	32	34
Completing the account application	1	31	31
Finding and selecting the right account	3	32	28
Receiving status on the account	4	31	27
Starting to use the new account	6	30	24
Using online customer service resources	9	31	22
Understanding statements	11	32	21
Receiving useful updates	12	31	19
Completing investment transactions	15	31	16
Choosing investment options	15	30	15
Finding and selecting the right branch	23	30	7

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Problematic Journeys: Parcel Delivery Services

KEY TAKEAWAYS

- + The journey that parcel delivery service consumers most want to see improved is 'getting help from the customer service department', with 14% saying this journey is broken.
- + The journey the fewest consumers think needs improvement is 'completing the purchase'.

ABOUT

This chart shows the percentage of consumers that think each interaction with a specific parcel delivery company needs to be improved, aggregated across all parcel delivery companies included in the analysis.

Thinking of your interactions with [a parcel delivery service], which of these experiences most needs to be improved?

(Select up to two options)

Getting help from customer service department	14%
Receiving status on the delivery	13%
Shipping the parcel	10%
Receiving useful updates	10%
Using online customer service resources	9%
Finding and selecting the right service	6%
Choosing the right location	4%
Completing the purchase	4%

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How Journeys Impact NPS: Parcel Delivery Services

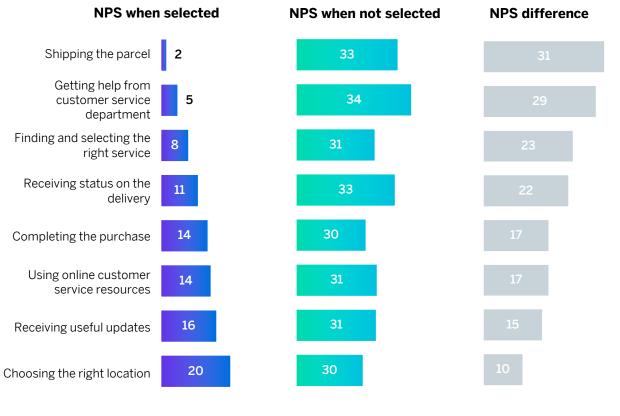
KEY TAKEAWAYS

- When none of these journeys are identified as broken, consumers provide parcel delivery services with an NPS of 46. When one or more journey needs improvement, consumers give an NPS of 12.
- + Consumers who say 'shipping the parcel' is a broken journey provide an NPS 31 points lower than those that didn't say so.
- + 'Choosing the right location' is the journey that, when broken, has the least impact on a parcel delivery service's NPS.

ABOUT

These charts show the NPS that consumers give a parcel delivery company when they say a journey needs improvement, the NPS consumers give parcel delivery companies when a journey is not in need of improvement, and the difference between those two NPS scores.

NPS difference when consumers identify a parcel delivery journey that needs improvement



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Problematic Journeys: Retail



KEY TAKEAWAYS

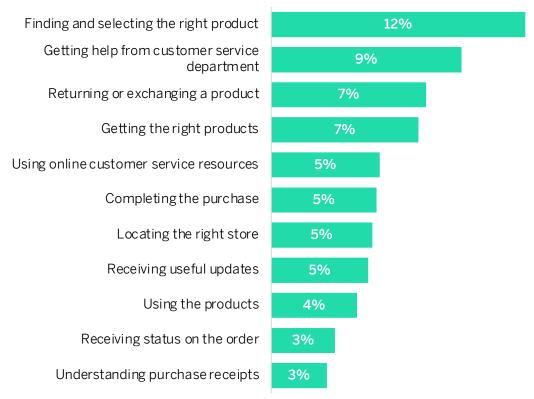
- + The journey that retail consumers most want to see improved is 'finding and selecting the right product', with 12% saying this journey is broken.
- + The journey the fewest consumers think needs improvement is 'understanding purchase receipts'.

ABOUT

This chart shows the percentage of consumers that think each interaction with a specific retailer needs to be improved, aggregated across all retail companies included in the analysis.

Thinking of your interactions with [a retailer], which of these experiences most needs to be improved?

(Select up to two options)



How Journeys Impact NPS: Retail



NPS difference when consumers identify a retail journey that needs improvement

NPS when	n selected	NPS when not selected	NPS difference
Getting the right products	3	36	32
Returning or exchanging a product Understanding purchase		35	30
receipts	8	34	26
Receiving useful updates	9	34	26
Getting help from customer service department	11	36	25
Completing the purchase	10	35	25
Finding and selecting the right product	14	36	22
Using online customer service resources	13	34	21
Locating the right store	19	34	15
Using the products	22	34	12
Receiving status on the order	29	33	4

KEY TAKEAWAYS

- + When none of these journeys are identified as broken, consumers provide retailers with an NPS of 48. When one or more journey needs improvement, consumers give an NPS of 13.
- + Consumers that say 'getting the right products' is a broken journey provide an NPS 32 points lower than those that didn't say so.
- + 'Receiving status on the order' is the journey that, when broken, has the least impact on a retailer's NPS.

ABOUT

These charts show the NPS that consumers give a retailer when they say a journey needs improvement, the NPS consumers give retailers when a journey is not in need of improvement, and the difference between those two NPS scores.

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Problematic Journeys: Software

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KEY TAKEAWAYS

+ The journey software users most want to see improved is 'updating the software', with 17% saying this journey is broken.

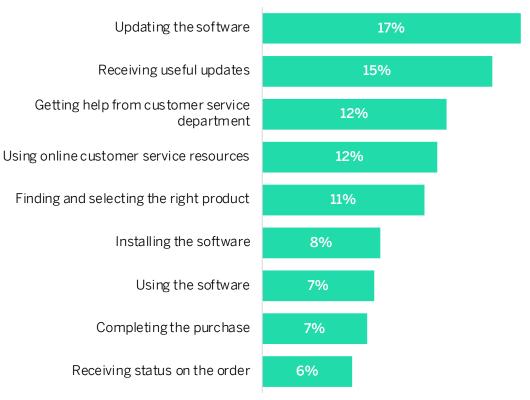
+ The journey the fewest consumers think needs improvement is 'receiving status on the order'.

ABOUT

This chart shows the percentage of consumers that think each interaction with a specific software company needs to be improved, aggregated across all software companies included in the analysis.

Thinking of your interactions with a software company, which of these experiences most needs to be improved?

(Select up to two options)



How Journeys Impact NPS: Software



NPS difference when consumers identify a software journey that needs improvement

NPS wher	n selected	NPS when not selected	NPS difference
Using the software	-5	24	30
Getting help from customer service department	0	25	25
Using online customer service resources	3	25	22
Receiving status on the order	4	23	20
Completing the purchase	6	23	17
Receiving useful updates	10	24	15
Installing the software	10	23	13
Updating the software	14	24	10
Finding and selecting the right product	15	23	7

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KEY TAKEAWAYS

- When none of these journeys are identified as broken, consumers provide software companies with an NPS of 44. When one or more journey needs improvement, consumers give an NPS of 8.
- + Consumers that say 'using the software' is a broken journey provide an NPS 30 points lower than those that didn't say so.
- + 'Finding and selecting the right product' is the journey that, when broken, has the least impact on a software company's NPS.

ABOUT

These charts show the NPS that consumers give a software company when they say a journey needs improvement, the NPS consumers give software companies when a journey is not in need of improvement, and the difference between those two NPS scores.

Problematic Journeys: Social Media

Qualtrics XM institute[™]

KEY TAKEAWAYS

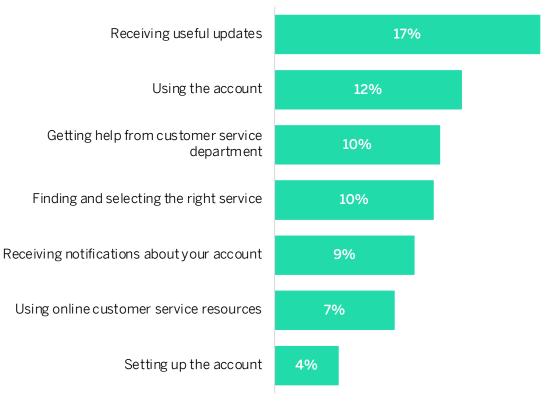
+ The journey that social media platform users most want to see improved is 'receiving useful updates', with 17% saying this journey is broken.

+ The journey the fewest consumers think needs improvement is 'setting up the account'.

ABOUT

This chart shows the percentage of consumers that think each interaction with a specific social media company needs to be improved, aggregated across all social media companies included in the analysis. Thinking of your interactions with [a social media platform], which of these experiences most needs to be improved?

(Select up to two options)



How Journeys Impact NPS: Social Media



KEY TAKEAWAYS

- + When none of these journeys are identified as broken, consumers provide social media companies with an NPS of 34. When one or iourney needs improvement. more consumers give an NPS of 13.
- + Consumers that say 'using the account' is a broken journey provide an NPS 29 points lower than those that didn't say so.
- + 'Receiving notifications about your account' is the journey that, when broken, has the least impact on a social media company's NPS.

ABOUT

These charts show the NPS that consumers give a social media company when they say a journey needs improvement, the NPS consumers give social media companies when a journey is not in need of improvement, and the difference between those two NPS scores.

NPS difference when consumers identify a journey that needs improvement

NPS when no	ot selected	NPS when selected	NPS difference
Using the account -	1	28	29
Setting up the account	5	25	20
Getting help from customer service department	13	26	13
Using online customer service resources	16	25	9
Finding and selecting the right service	16	25	9
Receiving useful updates	19	25	6
Receiving notifications about your account	23	24	2

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Problematic Journeys: Streaming Media

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KEY TAKEAWAYS

+ The journey that streaming media platform users most want to see improved is 'finding and streaming the content you want', with 18% saying this journey is broken.

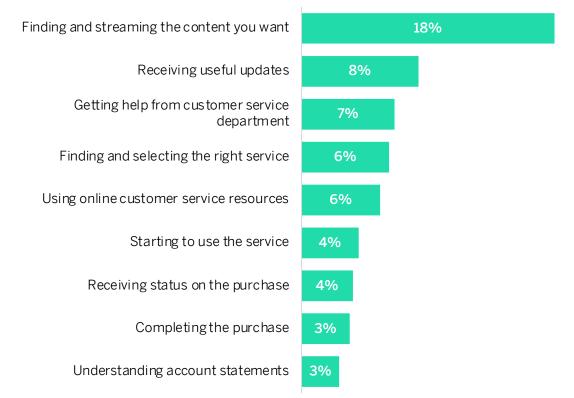
+ The journey the fewest consumers think needs improvement is 'understanding account statements'.

ABOUT

This chart shows the percentage of consumers that think each interaction with a specific streaming media company needs to be improved, aggregated across all streaming media companies included in the analysis.

Thinking of your interactions with [a streaming media platform], which of these experiences most needs to be improved?

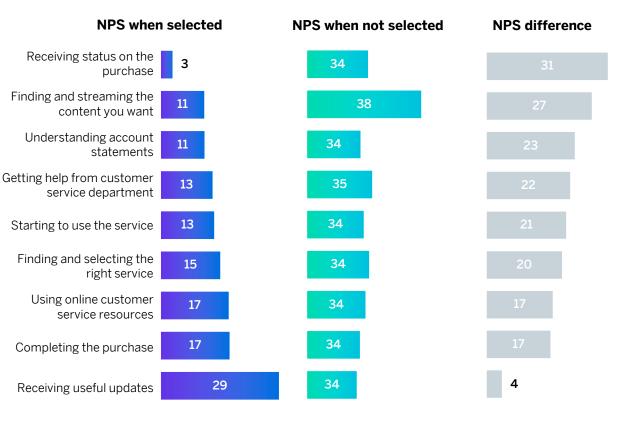
(Select up to two options)



How Journeys Impact NPS: Streaming Media

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NPS difference when consumers identify a social media journey that needs improvement



KEY TAKEAWAYS

- + When none of these journeys are identified as broken, consumers provide streaming media companies with an NPS of 46. When one or more journey needs improvement, consumers give an NPS of 16.
- + Consumers that say 'receiving status on the purchase' is a broken journey provide an NPS 31 points lower than those that didn't say so.
- + 'Receiving useful updates' is the journey that, when broken, has the least impact on a streaming media company's NPS.

ABOUT

These charts show the NPS that consumers give a streaming media company when they say a journey needs improvement, the NPS consumers give streaming media companies when a journey is not in need of improvement, and the difference between those two NPS scores.

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Problematic Journeys: TV/Internet Service Provider

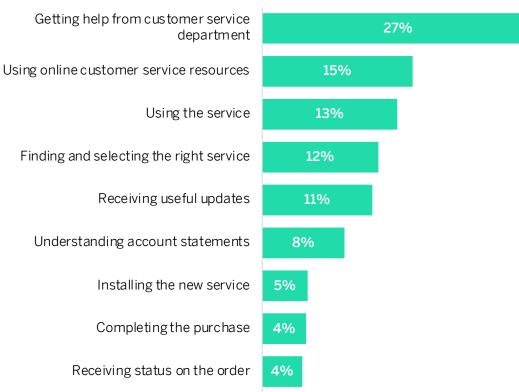
KEY TAKEAWAYS

- + The journey that TV/Internet Service Provider consumers most want to see improved is 'getting help from the customer service department', with 27% saying this journey is broken.
- + The journey the fewest consumers think needs improvement is 'receiving status on the order'.

ABOUT

This chart shows the percentage of consumers that think each interaction with a specific TV/internet service provider needs to be improved, aggregated across all TV/internet service companies included in the analysis.

Thinking of your interactions with an [TV/internet service provider], which of these experiences most needs to be improved?



(Select up to two options)

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How Journeys Impact NPS: TV/Internet Service Provider

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NPS difference when consumers identify a TV/ISP journey that needs improvement

NPS when	selected	NPS when not selected	NPS difference
Getting help from customer service department	-20	23	43
Using online customer service resources	-13	16	29
Using the service	-8	14	22
Finding and selecting the right service	-6	14	20
Understanding account statements	0	12	13
Installing the new service	0	12	11
Receiving status on the order	1	12	11
Receiving useful updates	4	12	8
Completing the purchase	1	0 11	2

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KEY TAKEAWAYS

- + When none of these journeys are identified as broken, consumers provide TV/internet service providers with an NPS of 40. When one or more journey needs improvement, consumers give an NPS of -5.
- Consumers that say 'getting help from the customer service department' is a broken journey provide an NPS 43 points lower than those that didn't say so.
- + 'Completing the purchase' is the journey that, when broken, has the least impact on a TV/internet service provider's NPS.

ABOUT

These charts show the NPS that consumers give a TV/internet service provider when they say a journey needs improvement, the NPS consumers give TV/internet service providers when a journey is not in need of improvement, and the difference between those two NPS scores.

Problematic Journeys: Utilities

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KEY TAKEAWAYS

+ The journey utilities users most want to see improved is 'getting help from the customer service department', with 17% saying this journey is broken.

+ The journey the fewest consumers think needs improvement is 'using the utilities'.

ABOUT

This chart shows the percentage of consumers that think each interaction with a specific utilities company needs to be improved, aggregated across all utilities companies included in the analysis.

Thinking of your interactions with [a utilities company], which of these experiences most needs to be improved?

(Select up to two options)

Getting help from customer service department	17%
Receiving useful updates	16%
Understanding account statements	15%
Using online customer service resources	15%
Finding and selecting the right service	13%
Completing the service application	8%
Receiving status on the application	7%
Installing the new service	6%
Using the utilities	5%

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How Journeys Impact NPS: Utilities



NPS difference when consumers identify a utilities journey that needs improvement

NPS when	ı selected	NPS when not selected	NPS difference
Getting help from customer service department	-12	20	32
Using online customer service resources	4	17	21
Receiving useful updates	-1	17	18
Installing the new service	2	15	13
Understanding account statements	4	16	12
Using the utilities	3	15	12
Receiving status on the application	4	15	10
Completing the service application	11	14	4
Finding and selecting the right service	12	14	2

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KEY TAKEAWAYS

- + When none of these journeys are identified as broken, consumers provide utilities companies with an NPS of 39. When one or more journey needs improvement, consumers give an NPS of 0.
- + Consumers who say 'getting help from customer service department' is a broken journey provide an NPS 32 points lower than those that didn't say so.
- + 'Finding and selecting the right service' is the journey that, when broken, has the least impact on a utilities company's NPS.

ABOUT

These charts show the NPS that consumers give a utilities company when they say a journey is in need of improvement, the NPS consumers give utilities companies when a journey is not in need of improvement, and the difference between those two NPS scores.

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Problematic Journeys: Wireless



KEY TAKEAWAYS

+ The journey wireless consumers most want to see improved is 'getting help from the customer service department', with 21% saying this journey is broken.

+ The journey the fewest consumers think needs improvement is 'receiving status on the order'.

ABOUT

This chart shows the percentage of consumers that think each interaction with a specific wireless company needs to be improved, aggregated across all wireless companies included in the analysis.

Thinking of your interactions with [a wireless provider], which of these experiences most needs to be improved?

(Select up to two options)



How Journeys Impact NPS: Wireless



NPS difference when consumers identify a wireless journey that needs improvement

NPS when	1 selected	NPS when not selected	NPS difference
Getting help from customer service department	-5	36	41
Finding and selecting the right service/phone	3	30	28
Using the service/phone	2	30	27
Using online customer service resources	7	31	24
Completing the purchase	10	28	19
Setting up a new service/phone	13	29	16
Understanding account statements	14	29	15
Receiving status on the order	16	28	12
Receiving useful updates	23	28	5
Locating the right store	25	28	2

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KEY TAKEAWAYS

- + When none of these journeys are identified as broken, consumers provide wireless companies with an NPS of 53. When one or more journey needs improvement, consumers give an NPS of 10.
- Consumers that say 'getting help from the customer service department' is a broken journey provide an NPS 41 points lower than those that didn't say so.
- + 'Locating the right store' is the journey that, when broken, has the least impact on a wireless company's NPS.

ABOUT

These charts show the NPS that consumers give a wireless company when they say a journey is in need of improvement, the NPS consumers give wireless companies when a journey is not in need of improvement, and the difference between those two NPS scores.

Methodology



DATA CALCULATION

Figure 1 is the top journey from each industry as calculated for Figures, 3, 5, etc., and Figure 2 is the top journey from each industry with the biggest difference as calculated for Figures 4, 6, etc.

In **Figures 3, 5, 7, 9, 11, 13, 15, 17, 19, 21, 23, 25, 27, 29, 31, 33, 35, 37, 39, 41, 43,** and **45**, we calculated the chart by taking the total number of consumers that identified that journey as needing improvement for all qualifying companies within each industry and dividing it by the total number of respondents for all qualifying companies in each industry. A qualifying company had 100+ respondents that recently interacted with that company.

In **Figures 4, 6, 8, 10, 12, 14, 16, 18, 20, 22, 24, 26, 28, 30, 32, 34, 36, 38, 40, 42, 44,** and **46**, we derived the NPS scores for the first chart by taking the total number of promoters and detractors that selected each journey for improvement for all qualifying companies within each industry and performing the NPS calculation using the total number of respondents in that industry that chose that journey for improvement. The second chart was calculated by taking the total number of promoters and detractors that didn't select each journey for improvement for all qualifying companies within each industry and performing the NPS calculation using the total number of respondents in that industry that industry that didn't choose that journey for improvement. The difference was calculated by subtracting the NPS for those that did select each journey for improvement from the NPS for those that did not select that journey for improvement*.

The NPS calculated for consumers who thought none of the journeys needed improvement was calculated by using an exclusive 'none of these need improvement' option in place of the journey and calculating an NPS as was done for the first chart.

*NPS difference numbers may appear slightly different than expected due to rounding.

AUTHORS Bruce Temkin, XMP, CCXP – Head of Qualtrics XM Institute Moira Dorsey, XMP – XM Catalyst Talia Quaadgras – Senior Research Associate PUBLICATION DATE February 2022

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