

Beyond loyalty Meeting the challenge of customer engagement

A report from the Economist Intelligence Unit
sponsored by Adobe Systems

Part II





Preface

Beyond loyalty: Meeting the challenge of customer engagement is an Economist Intelligence Unit briefing paper sponsored by Adobe Systems. The Economist Intelligence Unit bears sole responsibility for this report. The Economist Intelligence Unit's editorial team executed the survey, conducted the interviews and wrote the report. The findings and views expressed in this report do not necessarily reflect the views of the sponsor. Bennett Voyles was the author of the report and Rama Ramaswami was the editor. Mike Kenny was responsible for layout and design.

Our research drew on two main initiatives. We conducted a global online survey in December 2006 and January 2007 of 311 executives from various industries. To supplement the results, we conducted in-depth interviews with executives from around the world about the level of customer engagement in their company. Our thanks are due to all survey respondents and interviewees for their time and insights.

March 2007

This is the second of a two-part report on engagement. The first part presents highlights from the research; the second part explores in more detail some of the trends and issues in engagement covered in the research, including observations from interviews with senior executives.



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Introduction

Today, more and more companies find that their biggest challenge is neither creating a high-quality offering nor finding customers but maintaining a high level of engagement with their customers. Recent research by the Economist Intelligence Unit has confirmed that companies in every region, in every sector, and across a wide range of market capitalisations, share a conviction that cultivating a high level of customer engagement is now a key strategic challenge.

Faced with highly demanding and fickle customers, executives are finding that the winning differentiator is the level of engagement—the degree to which a company succeeds in creating an intimate long-term relationship with the customer. Although the term “engagement” is sometimes used to describe customer marketing, loyalty, satisfaction and retention practices, it is also be a more strategic way of looking at customer relationships. In this approach, engagement refers to the creation of experiences that allow companies to build deeper, more meaningful and sustainable interactions between the company and its customers or external stakeholders. It is not

a fixed point that can be reached but a process that expands and evolves over time.

The good news is that a variety of new information systems and tools are now available that make it easier to support engagement. A number of executives told the EIU that they have found these tools to be helpful in creating a higher level of engagement with their customers. The downside, of course, is that as with most technological advances, these developments raise the bar for the level of connection that customers expect and demand. As a result, competition is likely to grow even fiercer for companies that lag in their adoption of the new tools of engagement.

Part I of this report summarised the findings of a global survey on engagement conducted by the EIU in cooperation with Adobe (see “About the survey,” below). The results indicate that senior executives in companies of various sizes and from different regions see cultivating customer engagement as a key challenge. Part II looks more closely at why this challenge is emerging, the common themes shaping engagement initiatives, the impact these initiatives are having on companies’ profitability and business models, and some recommended best practices for creating an engagement initiative.

About the survey

In December 2006 and January 2007 the Economist Intelligence Unit queried 311 executives on their companies’ customer engagement practices. Approximately 32% replied from western and eastern Europe, 32% from the Americas, 31% from the Asia-Pacific region, and 5% from other parts of the world. Respondents represented a wide range of industries and functions. About 50% of the respondents were C-level executives or board members. Companies with less than US\$500m in annual revenue represented 46% of the total sample; firms with revenue of US\$500m to US\$5bn, 23%; and companies with revenue of US\$5bn or more, 31%.



The distracted customer

Many companies in a variety of industries now find it extremely difficult to retain their clientele. The survey by the EIU conducted for this report found that only 13% of executives reported that they believe their customers are very committed to their companies' products.

A decline in brand loyalty, product proliferation, poorly configured supply chains—analysts have pointed to many reasons underlying the high level of customer churn. Many executives now see building strong connections with their customers as one of their companies' primary strategic challenges. And many executives also believe that a greater degree of customer engagement would translate into a number of benefits for their company: improved customer loyalty (80%), increased revenue (76%) and increased profits (75%). As companies begin to realise that weaknesses in their operations and marketing strategies do not create fully engaged customers, they are taking steps to address those deficiencies, as indicated by the firms interviewed for this report.

Build a better mousetrap, Emerson said, and the world will beat a path to your door. In fact, many executives now seem to feel that he got the order wrong. These days, their experience suggests, the path to the door is generally the most crucial part of the equation. In the eyes of many executives, the key issue facing their company is neither innovation nor quality; instead, as noted in the first part of this report, numerous companies believe they have lost a substantial percentage of sales as a result of lack of engagement. Thirty-seven percent of the executives surveyed believe they lose between 25% and 75% of their sales every year because their customers are not sufficiently engaged.

Chasing the value-add

In the next few years, a growing number of companies appear poised to try to change this state of affairs by getting to know their customers better, meeting emerging customer demands and anticipating future customer needs. For most companies, engagement initiatives will likely lead to incremental gains in efficiency and customer satisfaction. For others, however, the changes may well prove to be more profound. At Assurant Solutions, for example, executives believe that the addition of an online form-management system has had a transformative effect not only in terms of increased client commitment but in making it relatively easy to extend their product offering.

"The technology is the number one accelerator of our entire business," says Dennis Hamilton, the Nixa, Missouri-based vice president of strategic sales for Assurant Solutions. Such new systems have allowed the company to focus on refining and expanding its value proposition to its customers.

This unit of Assurant Corporation, the fast-growing Atlanta-based insurance company, has used a next-generation content-aggregation system to integrate not just its traditional insurance offerings to marine and recreational vehicle dealerships, but offerings from a variety of partners.

Mr Hamilton claims the new tools have greatly strengthened Assurant's relationship with its clients. Once, Mr Hamilton's division focused almost exclusively on providing financing and service contracts on boats and recreational vehicles. Assurant still does that, but now it can provide additional services. Through its content-aggregation system, Assurant is able to create partnerships that can add more value to clients, such as banks, which can offer financing more cheaply because the paperwork is handled through the standardised Assurant template.

Assurant's new technology, which uses service oriented architecture (SOA), has allowed the company



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to gather together data streams from a variety of different vendors into an offering that looks and feels like a single offering. Although the IT systems of those partners “talk” to Assurant’s system in a variety of different databases and computer languages, those offerings look and feel like part of the same system from the vantage point of the dealer’s desk. From the dealer’s point of view, a credit check, a service contract, and even a loan all just involve additional check-boxes and questions in a single online form.

Another key advantage, Mr Hamilton says, is that the new system is actually simpler for the dealer to use than the old system. Paradoxically, even as the offering becomes richer, the form becomes more user-friendly. Now, the system is designed to handle many compliance issues automatically, where previously the sales person would have needed to understand which customers would need to handle particular forms.

Looking ahead, Mr Hamilton says, Assurant is exploring more than 50 new partnerships, each of which may become a new income stream for the company. In the years to come, he believes, the same software that now delivers finance and service contracts will also be used to deliver major medical insurance for dealership employees, garage liability insurance, even bulk-discounts on anti-freeze.

This growing sense of possibility has led to a redefinition of Assurant’s core business, one that defines itself in relation to its customer and not its products. Rather than just selling financing and insurance solutions, as it did a few years ago, Mr Hamilton’s group now sees itself as being not a vendor but a value-adding partner to the marine and recreational vehicle dealers who remain the company’s core customers. “We’re in the dealer success business,” says Mr Hamilton. “We expand ourselves into what we can do to make our client more successful. We never want that scarlet V as Vendor tattooed to our forehead. We want that scarlet P as Partner tattooed to our forehead.”

Bridging ‘rich’ and ‘reach’

A number of executives interviewed believe their companies are making a similar shift from product-provider to partner, thanks to successful customer engagement initiatives.

Charles Jennings of Reuters says this evolution toward greater engagement “is really about breaking the richness/reach tradeoff.” Some theorists have suggested that in the past, most communications could be split between “rich” media and “reach” media, says the London-based head of global learning for the global business information giant. In most educational systems, for example, the traditional choice was between reaching a few well-heeled individuals at a very high cost or a larger public at a much lower cost. To illustrate the difference, Mr Jennings contrasts two experiences in British higher education. Traditionally, the richest experience was at Oxford or Cambridge, where students meet with their professors one-on-one every week. It is a wonderful system, but it has a drawback, he says: It doesn’t scale. “If we tried to turn all 150 universities in the U.K. into that model, we’d be knee-deep in academics,” he says.

At the other extreme was the Open University, a huge state-run school established in the 1960s in which all the materials for a course arrived in a box that could be sent virtually anywhere, even “delivered to you as you sat in your hut in the Antarctic.” “That experience had great reach because you could be anywhere in the world, and great flexibility, but the experience wasn’t very rich,” Mr Jennings says.

Today, he says, technology is making it possible for the Open University to bridge some of that gap, offering much richer course experiences online while preserving the scale that made it possible to reach many different students.

Similar changes are occurring at Reuters as well. Today, training at Reuters and in many corporate organisations is changing dramatically, according



to Mr Jennings. The model is moving away from the traditional model of learning that dates back to the ancient Greeks towards a much more fluid style that allows for different learning styles and more individually directed learning. This new model, he says, takes into account new studies that show the most effective corporate training occurs in the course of the job, not set apart in a classroom setting.

Nor is this vision restricted to a few of Reuters' employee and customer training programs. As modes of media multiply, Mr Jennings says, the ability to increase levels of customer touch and what he calls "stickability" seems to be improving. "That's very much changing the way that we work as a company," he says.

Interviews with executives in a variety of fields suggest that the educational aspect of the sale is becoming a much more fluid process—one in which the customer is teaching the vendor what he needs at the same time that the vendor is teaching the customer about its offering.

Some companies are experimenting with new kinds of online communications to forge closer relationships with customers. Ohio Casualty Group, for example, will soon begin experimenting with video chat systems that will allow independent agents to communicate with help desk personnel. It is an experiment that builds on the company's successful implementation of electronic forms to streamline transactions for its agents. Chief technology officer John Kellington believes video chat is likely to be very helpful in creating a closer bond between Ohio Casualty Group and the independent insurance agents that the company serves. "If you can engage in a video chat, if you can see the facial expression, if you can see the body language, it's a lot tighter bond than just picking up the phone," says Mr Kellington, who is based in the company's headquarters in Fairfield, Ohio.

Ohio Casualty Group is also planning on rolling out other kinds of interactivity, including the ability

for the underwriter to take control of the agents' application and process it before their eyes in order to provide not just advice but hands-on help in picking out the right form or adjusting particular provisions.



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Tools of engagement

The companies described above are reaching out to customers and attempting to engage them at different levels and in very different ways. While specific customer engagement techniques vary by industry and company, however, the following are some best practices that we identified through our research and interviews:

Be available for customers 24/7. Most executives and customer care analysts agree that one key to engagement seems to be providing customers or clients with more ways to get the information and service they want, any time they want it. Whether this means maintaining a 24/7 call centre or responding immediately to customer e-mails no matter what time of day they are received, companies must do whatever it takes to be “open for business” around the clock.

Offer a variety of communication channels, and use them to engage in two-way dialogues with customers. Most companies seem to have found that customers want access to many kinds of communications channels. Companies that support a variety of modes of communication—and that respond swiftly to customer enquiries, requests and feedback through all of them—are best poised to cement robust relationships with customers.

For example, although e-mail and Web interactions are common, many customers still prefer to use postal mail or the telephone to obtain information or discuss their concerns. Pitney Bowes, the Stamford, Connecticut-based mail and data handling company, faces a similar situation. Some customers still like the phone, while others prefer e-mail or chat—and Pitney Bowes finds it now must support them all. “What we have to do is deliver what the customer wants,” explains Rudy Chang, the company’s vice president of customer care and global e-commerce. The complication, however, is that what the customer

wants seems to be changing: “What we’re finding is that there is a shift in what the customer wants. Today, they want every channel available.”

Tailor the method of contact to the type of customer. Some customers are engaged by technology; others by the human touch. In the Middle Eastern division of a major global financial services company, for instance, marketers struggle to try to reach a variety of different groups, many with somewhat different needs, according to the firm’s regional sales director. High-end customers often want extremely personalised service, while others lower down the income ladder may settle for a more cookie-cutter approach.

Listen and learn. Customers engage more deeply with companies that listen to their needs and respond by providing more targeted information or better value propositions. A Belgian pension fund, for example, has identified particular kinds of information that would be of interest to the different demographic segments that the firm serves. The retirement questions of a doctor in his thirties are likely to be very different from those of someone nearing retirement, and the company has segmented these communications in a simple, cost-effective way.

Other companies using electronic tools to enhance customer engagement report that they are identifying similar opportunities. Pitney Bowes is now able to use its ability to review transcripts of online chat sessions, for example, to iron out problems with its service of which it had been previously unaware.

“We actually use the transcript from the chat quite extensively,” says Mr Chang. “We mine what’s in the content. The beauty of chat is it actually exposes you to a lot of useful information about what you can improve on and where you can add more value to the customer interaction.” For example, Mr Chang says, his team learned that the password reset instructions on the company’s Web site were unclear to many



customers. “We found it wasn’t clear to the customer that they could reset passwords by themselves. Within about a month, we were able to turn around and produce a new experience that reduced that one issue by 80%.” These kinds of problems, Mr Chang says, cannot be identified until a company really engages with the customer.

The uses of customer interaction data can go far beyond simple Web site changes, according to Mr Chang. He says that Pitney Bowes has used customer feedback not just to improve sales strategy but for product design as well.

Nor is the value of listening to customers restricted to large, uniformly developed markets. The financial service company’s knowledge about its Middle Eastern target market subgroups was derived from customer data and feedback, which are used to help shape product and service offerings. “We’re picking up the lessons from the US, mainly,” says the company’s regional sales director. “We’re learning from their best practices and adapting them to the cultural requirements.”

Deliver personalised responses. Customers are unlikely to engage with companies that send them cookie-cutter replies to their most important requests or concerns. Responses that are personalised, consistent and quick stand the best chance of attracting and retaining customers’ attention. To achieve this, many companies are leveraging Web chat, e-mail and personalised online record-keeping.

The online tools provide more benefits than simply scale. For Pitney Bowes’ small business segment, the Web has provided a cost-effective way to reach businesses that it could not before. Mr Chang believes, however, that the best use of technology is not necessarily as a lower-cost way to reach customers, but as a way to give customers information and service that is more closely attuned to their needs. Large companies, for instance, he says, typically want all kinds of customer interaction, from chat to personal sales reps.

Mr Chang is particularly enthusiastic about the use of chat to provide a personalised customer experience; he believes it has helped raise conversion rates. “Chat is the perfect vehicle to provide additional assistance, but at a cost to us that’s much more effective than [customers] leaving the Web site and coming to us on the phone,” he says. “We see chat as a very cost-effective way to provide a rich experience.”

Epson, the computer printer company, has found similar kinds of value in its communications tracking systems, which ensure that regardless of the number of times or means by which a customer contacts the company, the customer is experiencing a consistent response.

“Previously we would have some complaints from customers where they had already sent an e-mail or they sent multiple e-mails in a very short time frame, and we may have responded to the customer differently depending on which agent picked them up,” says Ian Bodsworth, customer interaction manager for Europe at the company’s Telford, UK headquarters.

Now, he says, all the relevant material on the customer’s case can be reviewed and the customer given one answer from the company, not three or four slightly different responses. “We are able to see all the information and to only respond to the most recent or relevant e-mail,” he explains.

This technique has been useful in preventing misunderstandings in another way as well. After three consecutive communications between a client and an agent, for instance, the third response is “quarantined” so the whole file can be reviewed by a more senior supervisor. “That’s helped us tremendously,” says Mr Bodsworth. But he acknowledges that Epson has a long way to go in terms of obtaining the in-depth customer information it needs to create a high level of engagement. “Like a lot of organisations, we do not have a perfect solution. We’re still trying to find better ways to get customer data, better ways to store customer data, and better ways to use customer data.”



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The challenge of quantifying engagement

Although the executives in the companies we interviewed share some agreement about the goal of enhancing engagement through technology, current capabilities are actually extremely diverse. At one extreme stands a British insurer whose engagement efforts are focused mostly on in-person forums of its customers several times a year. At the other is a communications and data-handling company that is now using customer information gained online to shape not only how it responds to its customers but the offering itself.

Some of the obstacles to greater levels of engagement appear to have to do with the limitations of the customer base, particularly when it comes to the ability to use online tools. The British insurer, for example, has confidentiality restrictions because many of its customers have only a business e-mail address. Companies face internal obstacles as well, especially in terms of using customer information. While the insurer is quite active in seeking out the opinions of its policyholders, and reports that it has had tremendous success with regular face-to-face forums, it still seems to be gaining limited value from the information it already gathers in its current electronic communications. Little information, for instance, is gained from call-centre recordings, because the data is used only occasionally, for training.

Another obstacle appears to be in developing measures of engagement. As clear as the gains of technology might seem on an anecdotal level, some companies have found it difficult to identify their progress in enhancing their level of engagement in a quantitative way.

Epson's experience may be typical. Although Epson executives have been happy with the communications system, Mr Bodsworth says that it has been difficult

to measure its success. "It's difficult to quantify exactly how much repeat business has come from the system, because a lot of our business comes through distributors, rather than directly to us," he says.

While Epson has pressed ahead with its commitment to customer engagement, other companies have struggled to find more precise metrics. Nearly half of our survey respondents say that the difficulty of measuring engagement is perhaps the biggest barrier to achieving greater levels of customer engagement.

Some executives have decided that precise measurements may not be possible, and are trying to satisfy themselves with more general measures. "Quite often, the customer is satisfied, and if the customer satisfaction index goes up, that's good enough," says Mr Jennings of Reuters.

Of course, as with any technology roll-out, success with a customer engagement initiative is a matter of both choosing the right tools and choosing the best way to manage those tools. Engagement experts and veterans of engagement initiatives offer a number of practical suggestions about how companies can make sure that their projects succeed:

Know your customer's needs. Obtaining this knowledge takes patience, "people" skills and the ability to use technology effectively. One way to deepen knowledge of customer requirements is to look for areas in which customers could use more help than they have traditionally received. Pitney Bowes, for example, was able to leverage Web chat to provide a much higher level of service for its small-business customers than they received previously. "Understand what you can bring to your customers," Mr Chang advises. "Have a fundamental understanding of your customers' pain points."

Set clear goals regarding the level of engagement desired. As amazing as engagement technology can be, experts agree that it is generally better to focus



on business goals rather than the technology. “There are lots of ways you can go wrong,” says Mr Jennings of Reuters. “I think there have been lots of mistakes over the last ten years, expensive mistakes, because they’ve been technology-led.” His thoughts about the importance of design in learning applications seems likely to be applicable in most contexts: “In the learning space, if you don’t have a professional instructional design process, and people who really know what you’re doing, you’re likely to lose more customers than you are to gain them.”

Make things familiar—but better. “As human personalities, we don’t like change,” says Mr Kellington of Ohio Casualty Group. “As much as we appreciate new things, we really don’t like to change what we do.” In his view, one of the reasons that engagement-related automation at his company has succeeded is that it took something familiar—the many forms that the agents already knew and used—and put it on the Internet in a more convenient form. Having the forms online simplified life for the agents, but didn’t require that their clients change much about the way they did business. “The learning curve was fairly nonexistent because they’re used to it,” Mr Kellington says.

Invest in systems integration technology. Service-oriented architecture, which can link a wide variety of programmes and platforms, can do wonders to integrate customer information and deliver targeted service. SOA is beginning to play a critical role in ensuring the success of engagement initiatives—so much so that computer engineers trained in the field are prized assets. “The integration specialist has actually become a key asset inside our development team that really didn’t exist five or six years ago,” says Assurant’s Mr Hamilton.

Conclusion

“Only connect,” advised the English novelist E.M. Forster. While Forster was speaking about interpersonal relationships, today his counsel may apply just as well to companies and their customers.

As the business world evolves with ever-increasing rapidity, through changes in customers’ needs on one side and changes in vendors’ operational abilities and product offerings on the other, cultivating and preserving a solid connection with the customer may well become an important way for companies and government agencies to define their mission. A key “best practice” to remember is to keep the corporate agenda focused on engagement. Customer relationship initiatives generally tend to centre on specific tools and tactics; rarely, if ever, is customer engagement a strategic priority. Our survey found that although executives are optimistic about the prospect of engagement initiatives, they note that in the past such initiatives have been frequently pushed aside by other concerns. Nearly 43% of survey respondents say that customer engagement efforts are often sidetracked by competing strategic priorities. This will continue to be the case unless engagement takes its place alongside overall corporate goals and strategies.

Pitney Bowes’s Mr Chang says he believes that over time, the rise in software-driven products is going to mean that customer engagement efforts are likely to meld with the product itself. Already, he says, he is seeing this in some of his company’s offerings, as communications with the client tailor the product to the client’s needs. He predicts that it is only a matter of time before such convergence between product and communications about the product happens in many other fields as well. “It’s the ultimate one-to-one relationship because it’s not just personalisation based on a few superficial attributes,” he says. “We’re really talking about the ultra-personalised experience. It’s not about who you are in a generic



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customer segment, but about the specific device that you have in your office.”

Eventually, customer engagement may well prove a fixed point in a world of flux, one that can make most other pressing questions, such as those about brand management, product innovation, and supply chain configuration, much easier to resolve. By rolling out better tools for cultivating engagement, then setting up clear goals and sufficient benchmarks for measuring and monitoring the effectiveness of those tools in strengthening the relationship, companies should be better positioned to help their customers today—and anticipate how they will want to be helped tomorrow.

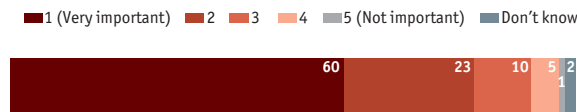
Appendix: Survey results

In December 2006 and January 2007, the Economist Intelligence Unit queried 311 executives on their companies' customer engagement practices. Our sincere thanks go to all those who took part in the survey.

Please note that not all answers add up to 100%, because of rounding or because respondents were able to provide multiple answers to some questions.

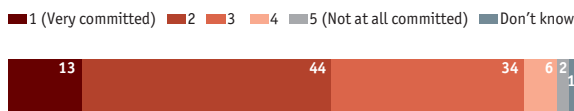
1. "Engagement" can be defined as building customer relationships that increase customer commitment to a company or brand. Engagement motivates customer participation by connecting with the customer in a way that drives purchase decisions and loyalty. To what extent does your company currently consider engagement to be of strategic importance to the business?

(% respondents)



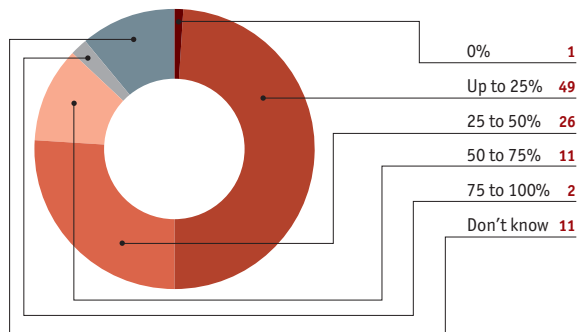
2. To what degree do you believe your customers are committed to purchasing your company's products and services?

(% respondents)



3. In your opinion, how much does a lack of customer commitment to your company's products and services cost your business in lost sales each year (eg, customers who switch to another company or fail to complete a planned purchase)?

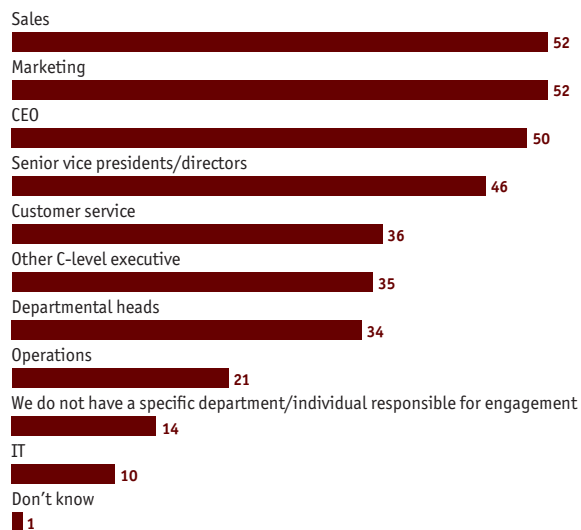
(% respondents)



4. Which of the following departments/individuals is responsible for creating engagement at your company?

Select all that apply.

(% respondents)



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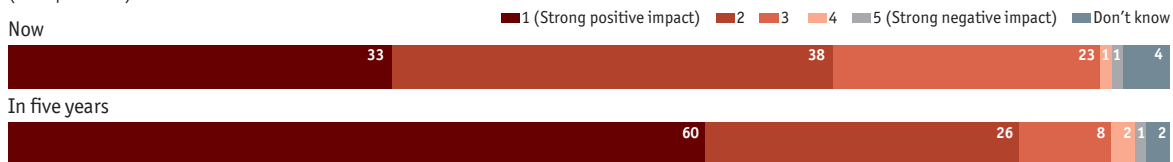
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5. What impact do you believe a strategy of creating deeper customer engagement will have on your company's growth now and in five years?

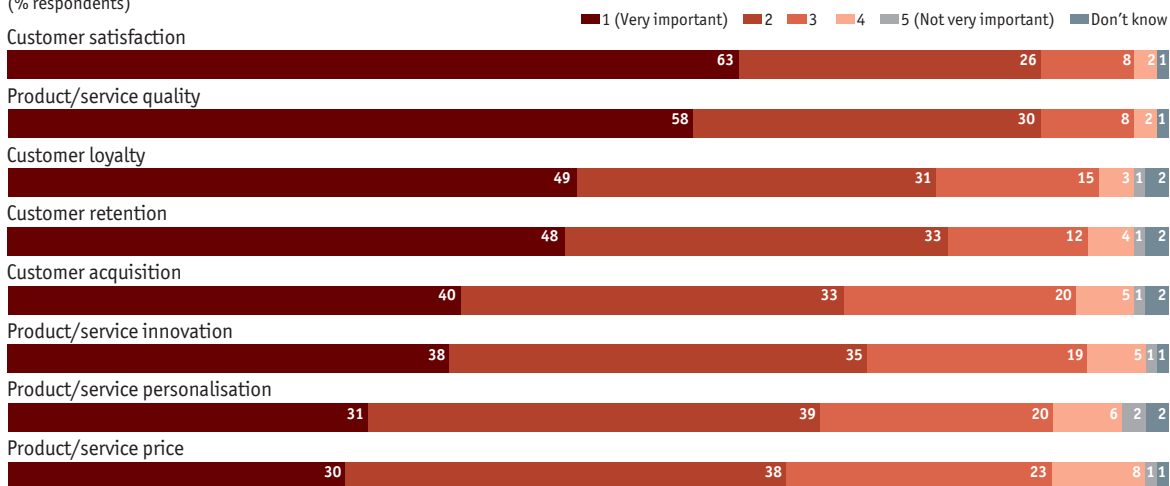
(% respondents)



6. How important are the following factors to your company's current revenue growth?

Rate on a scale of 1 to 5 where 1 = Very important and 5 = Not important.

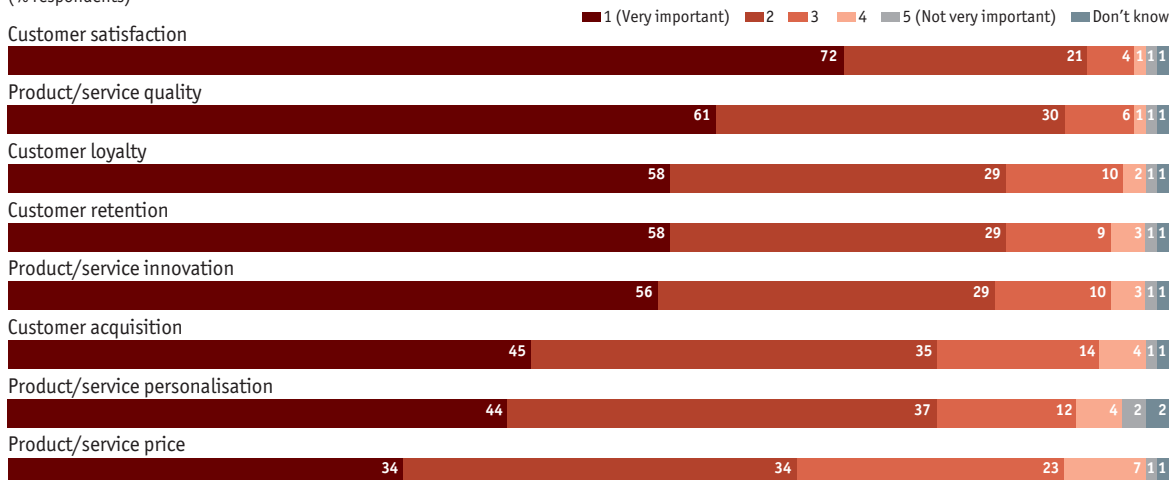
(% respondents)



7. How important will the following factors be to your company's revenue growth in five years?

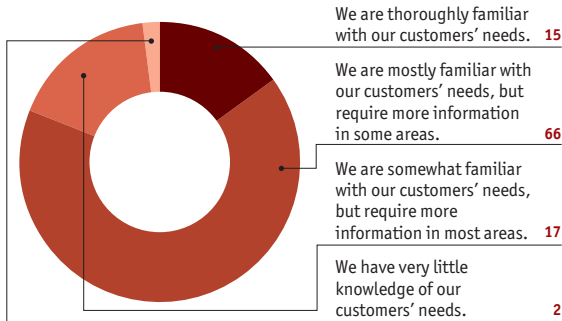
Rate on a scale of 1 to 5 where 1 = Very important and 5 = Not important.

(% respondents)



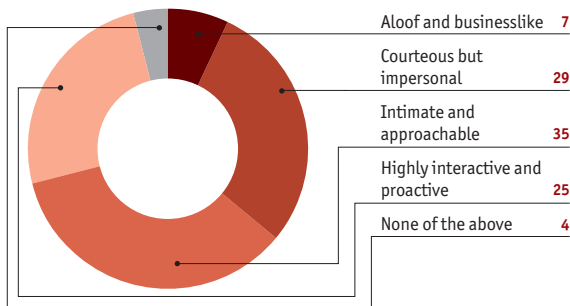
8. In your opinion, how knowledgeable is your company about its customers' needs?

(% respondents)



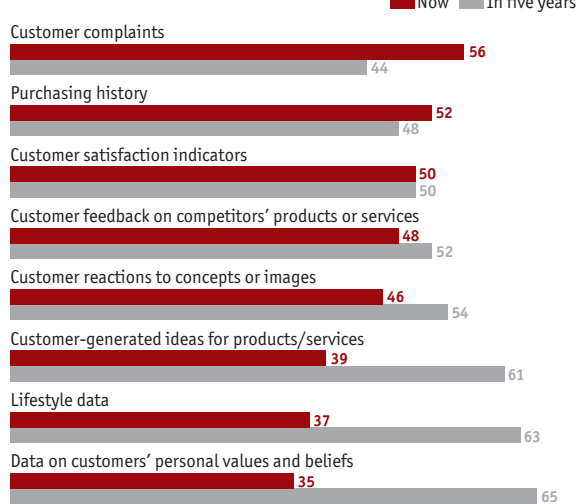
9. How would your company describe its marketing and other messages to customers?

(% respondents)



10. Which of the following types of customer information does your company currently collect or expect to collect in five years?

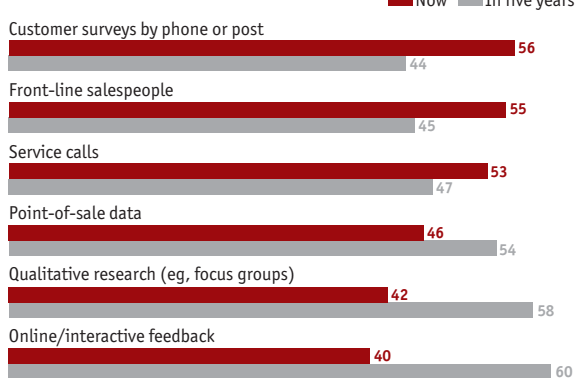
(% respondents)



11. What methods does your company currently use or expect to use in five years to collect customer information?

Select all that apply.

(% respondents)



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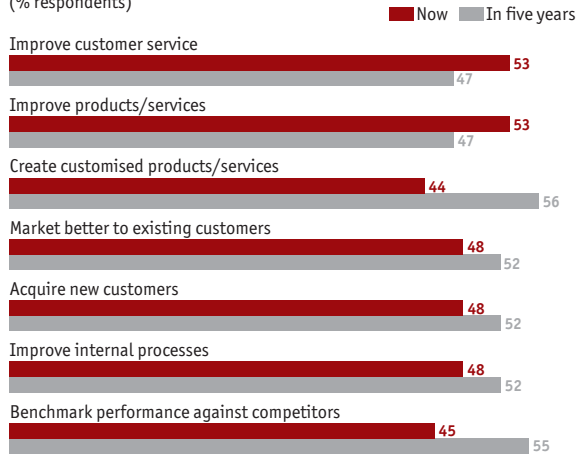
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12. What does your company currently do or expect to do with this information?

Select all that apply.

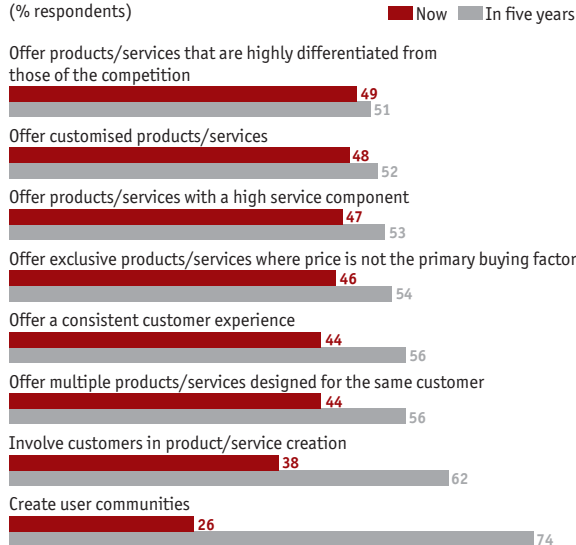
(% respondents)



13. To strengthen its relationships with customers, does your company currently practice any of the following techniques or expect to do so in five years?

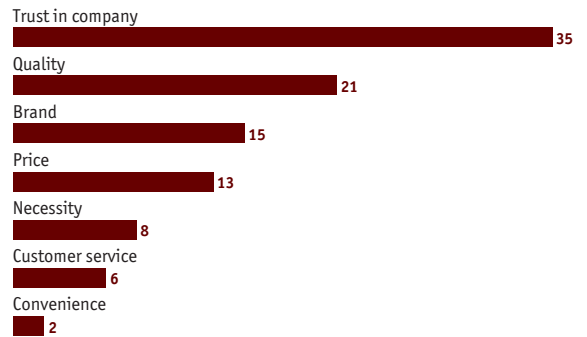
Select all that apply.

(% respondents)



14. In your opinion, which of the following factors most influences the purchasing decisions of your company's customers?

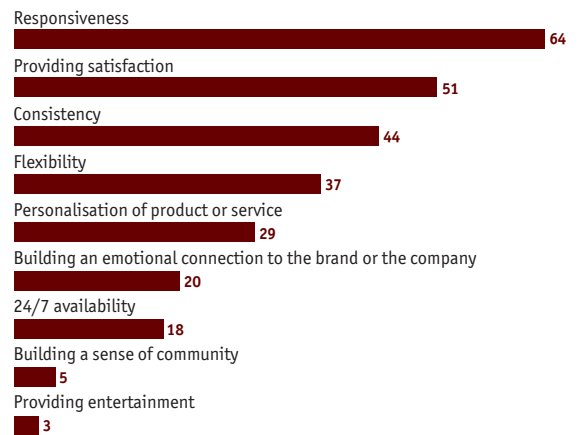
(% respondents)



15. Which of the following attributes does your company believe to be most important in engaging its customers?

Select up to three.

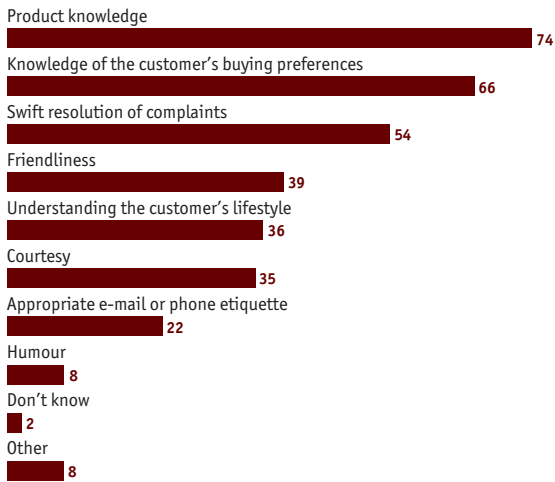
(% respondents)



16. Which traits/skills do you think are most important for your company to possess in order to engage with its customers?

Select all that apply.

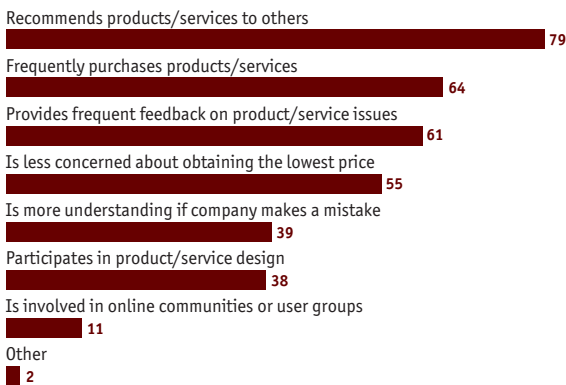
(% respondents)



17. In your opinion, which of the following attributes describe an engaged customer, or one who is committed to your company's products and services?

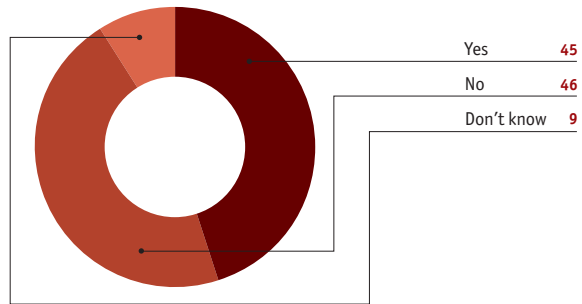
Select all that apply.

(% respondents)



18. Does your company formally measure customer engagement, or the extent of customer commitment to its products and services?

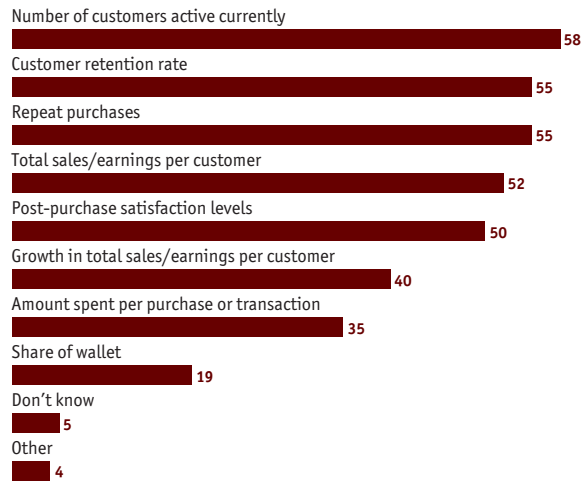
(% respondents)



19. If yes, which of the following criteria does your company track?

Select all that apply.

(% respondents)



Appendix: Survey results

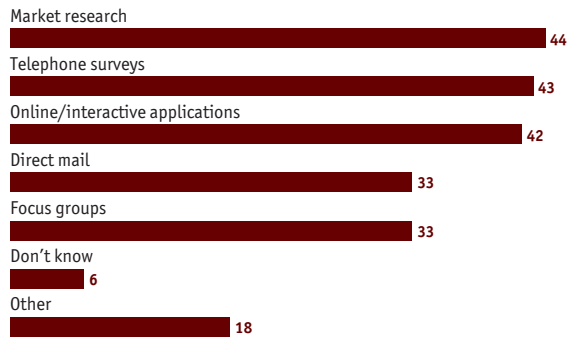
Beyond loyalty

Meeting the challenge of customer engagement

Part II

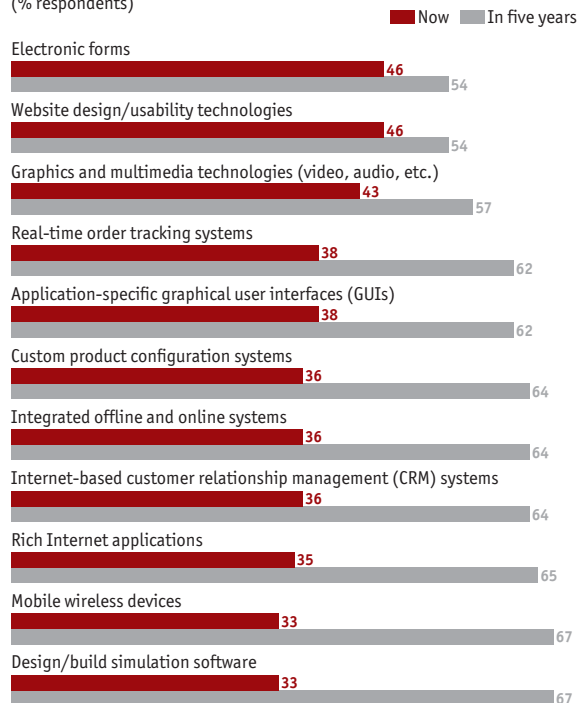
20. Which of the following mechanisms does your company use to obtain customer feedback?

Select all that apply.
(% respondents)



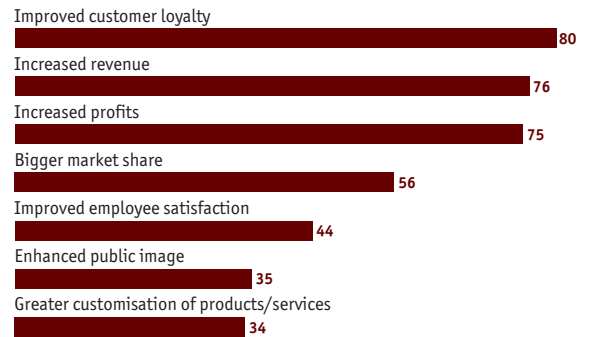
21. Which of the following technologies/applications does your company use or will use in five years to increase customer commitment to its products and services?

Select all that apply.
(% respondents)



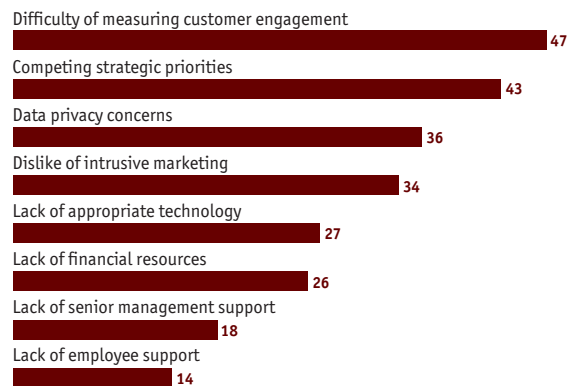
22. What does your company perceive as the benefits of achieving customer engagement?

Select all that apply.
(% respondents)



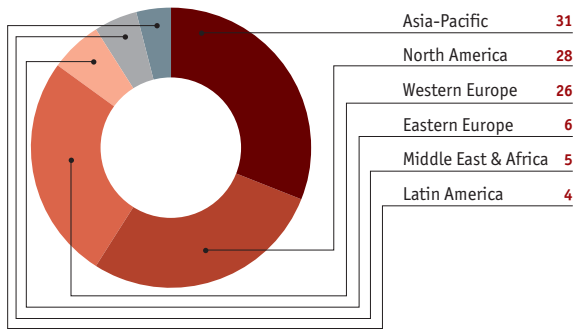
23. What does your company perceive as the barriers to achieving customer engagement?

Select all that apply.
(% respondents)

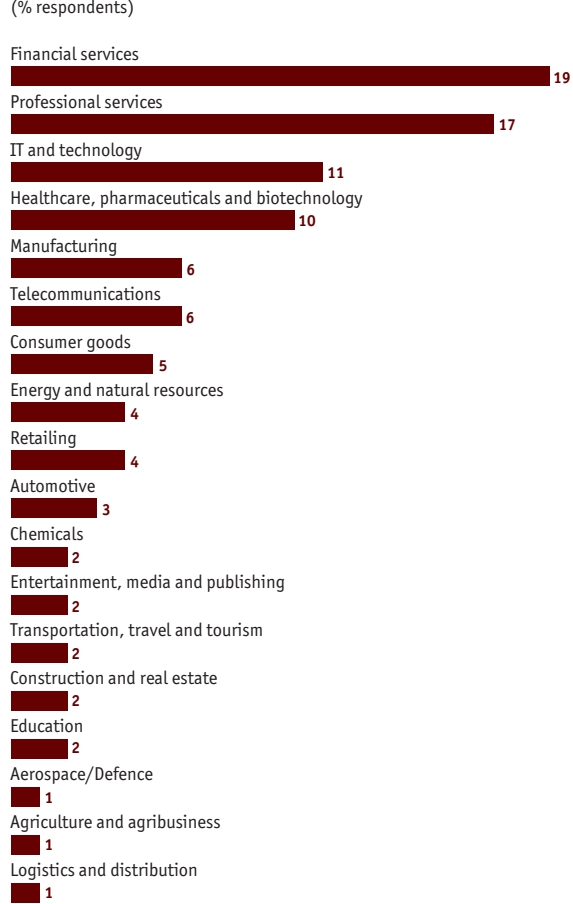


About the respondents

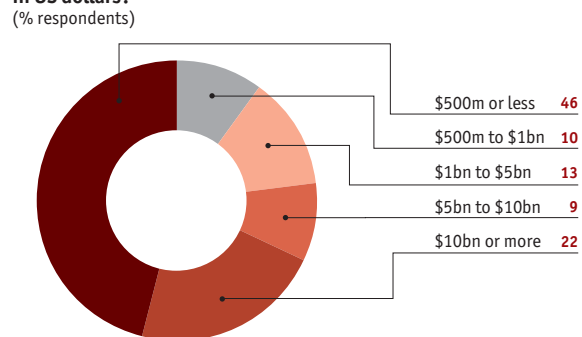
24. In which region are you personally based? (% respondents)



25. What is your primary industry? (% respondents)



26. What are your organisation's global annual revenues in US dollars? (% respondents)



Appendix: Survey results

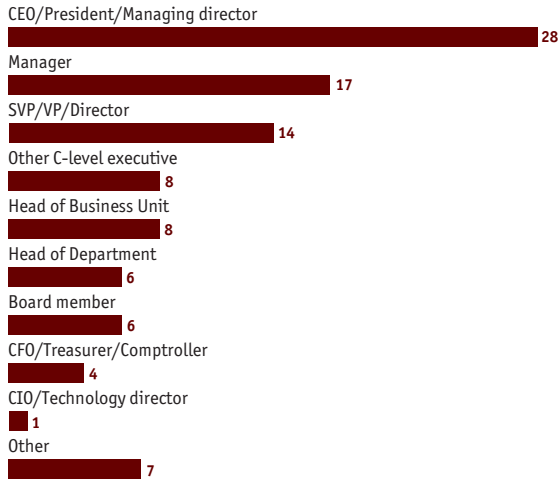
Beyond loyalty

Meeting the challenge of customer engagement

Part II

27. Which of the following best describes your title?

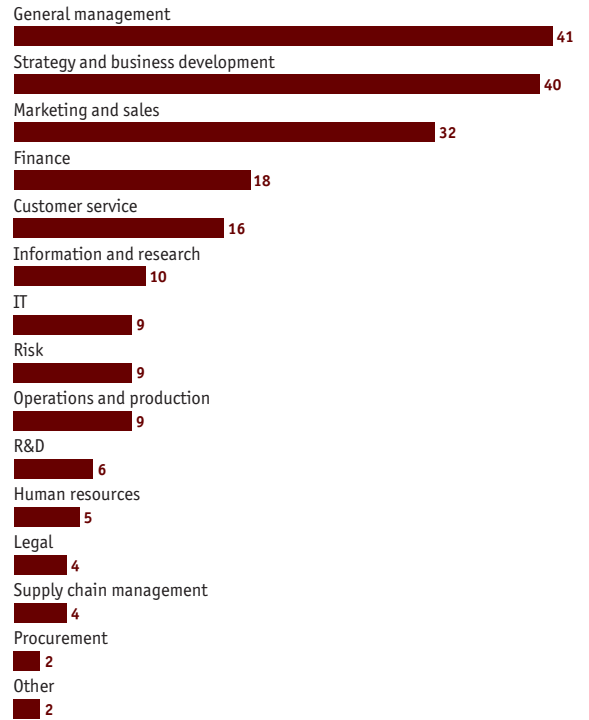
(% respondents)



28. What are your main functional roles?

Please choose no more than three functions.

(% respondents)



Whilst every effort has been taken to verify the accuracy of this information, neither The Economist Intelligence Unit Ltd. nor the sponsor of this report can accept any responsibility or liability for reliance by any person on this white paper or any of the information, opinions or conclusions set out in the white paper.

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