



# **The Digital Journey: Research on Consumer Behavior, Frustration and Loyalty**

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# Agenda

1

The state of digital customer journeys today

2

Achieving a truly best-in-class digital experience

3

Concluding remarks

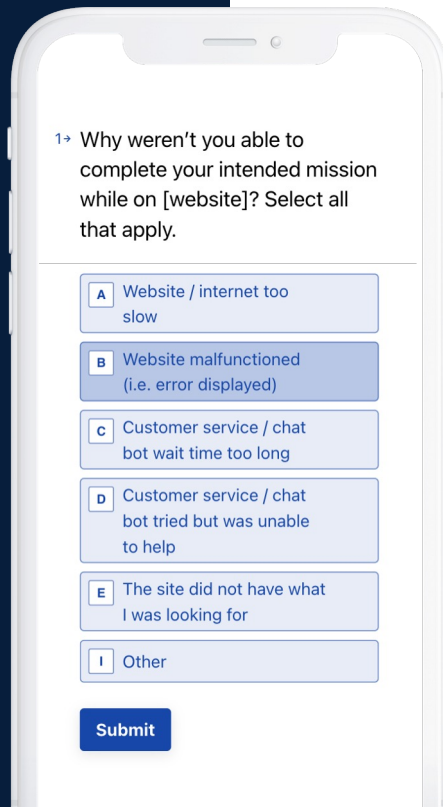
# About our Data

## From Medallia Market Research Digital Experience Benchmark Survey

58 brands total, 80-120 prior 30 day website visitors per brand.

Data collected November 2022.

**Medallia**



1→ Why weren't you able to complete your intended mission while on [website]? Select all that apply.

- ☐ A Website / internet too slow
- ☐ B Website malfunctioned (i.e. error displayed)
- ☐ C Customer service / chat bot wait time too long
- ☐ D Customer service / chat bot tried but was unable to help
- ☐ E The site did not have what I was looking for
- ☐ I Other

**Submit**



Standardized questions for comparisons across brands / industries



Respondents from an external research panel (not collected through Medallia clients' own customer feedback channels)

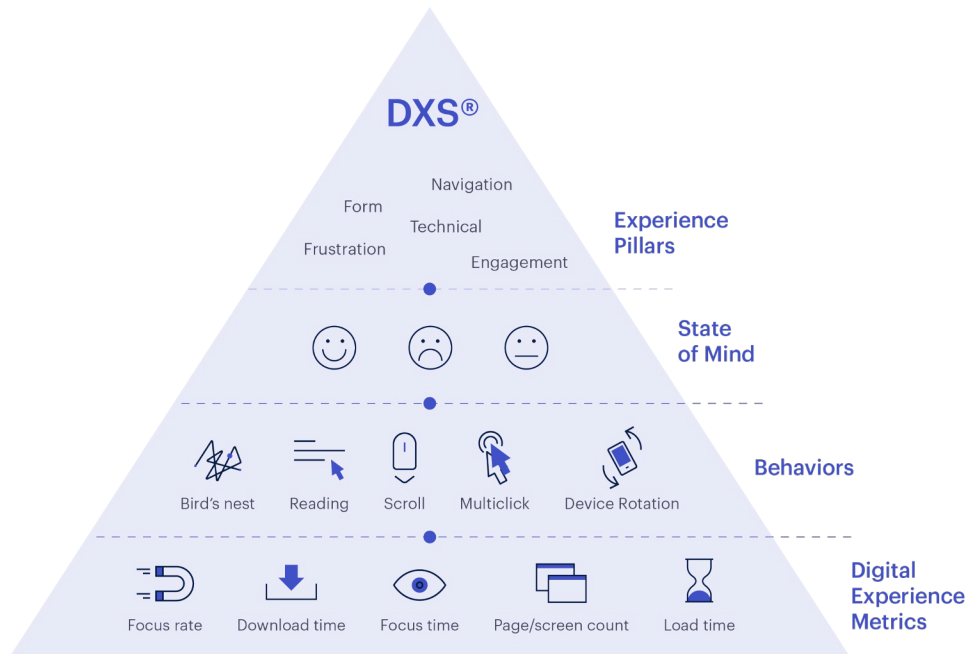
# Medallia Framework for Digital Experience Metrics

## Defining the metrics

**OSAT:** Metric measuring customers' overall satisfaction with their current experience on a scale of 0-10.

**NPS:** Metric reflecting how likely overall customer base is to recommend your brand, product, or service, measured from -100 - +100.

**DXS:** Objective measure of every digital experience based on behavioral analytics, scored 0-10. Five aspects of experience considered: Engagement, Frustration, Technical, Form, and Navigation.



DXS helps you quantify every experience, interact with customers in real-time, and uncover previously overlooked opportunities to engage with customers and drive growth.



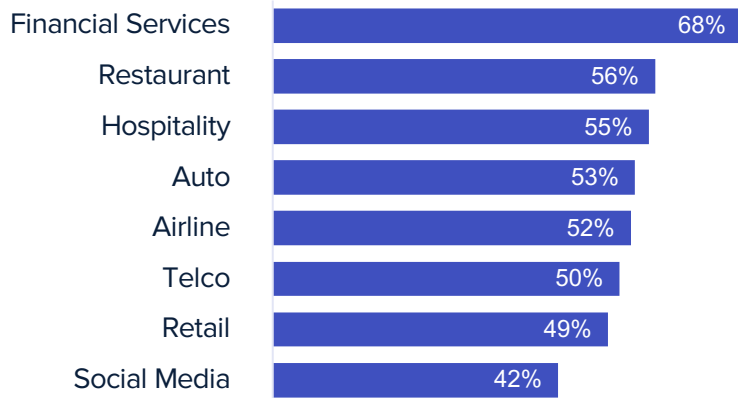
# The state of digital customer journeys today

# Behavioral intelligence and feedback both show there's room for improvement

Most verticals lie between 40-60%, and no vertical achieves more than a 70%, meaning most brands are delivering a middling experience at best.

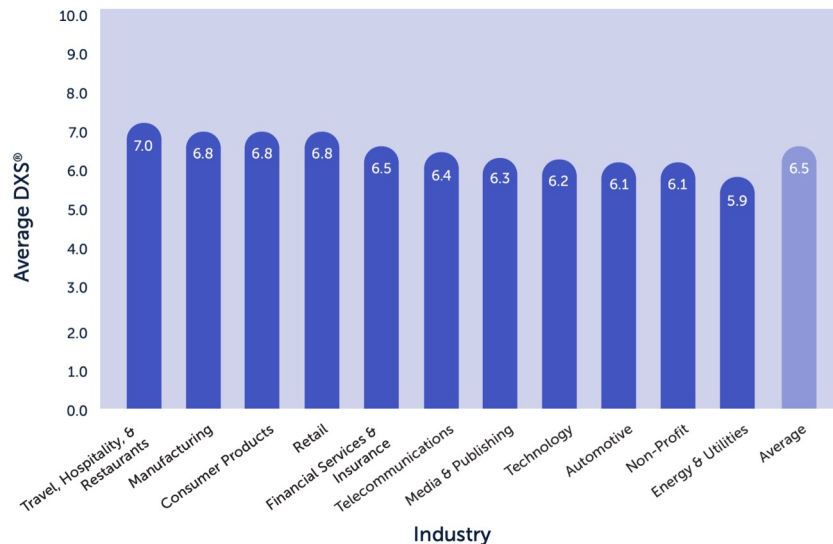
## Top 2 Box Satisfaction: brand website visitors by industry

US national; simple average of brands tracked per industry category; % rating 9-10 on 0-10 scale of satisfaction level



## Overall DXS: brand website visitors by industry

Source: 2022 DXS Benchmarks by Industry



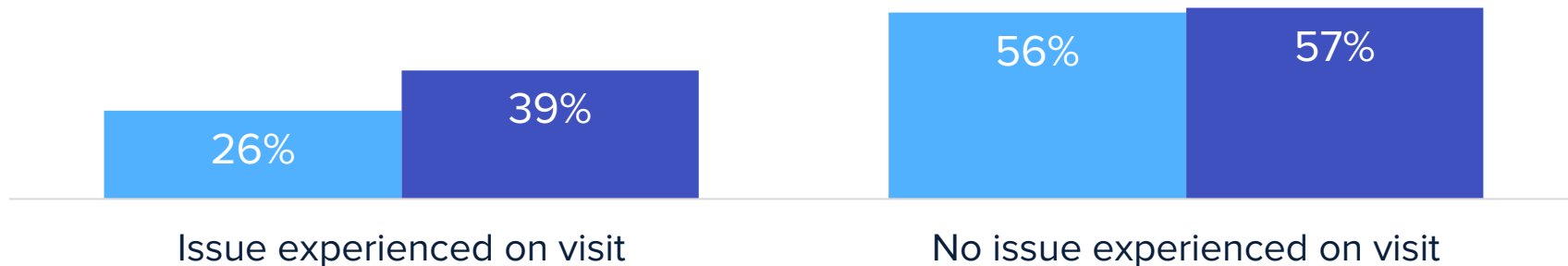
From Medallia Market Research Digital Experience Benchmark Survey (58 brands total, 80-120 prior 30 day website visitors per brand). Collected 11/2022.

# An experienced issue affects perception of brand not just based on that visit, but overall

## Impact on Likelihood to Recommend (LTR) if issue occurred or not

Restaurant and retail average for each channel. Top 2 Box %: % rating 9-10 on 0-10 scale of Likelihood to Recommend

- LTR asked based on that visit alone
- LTR asked based on overall history with brand



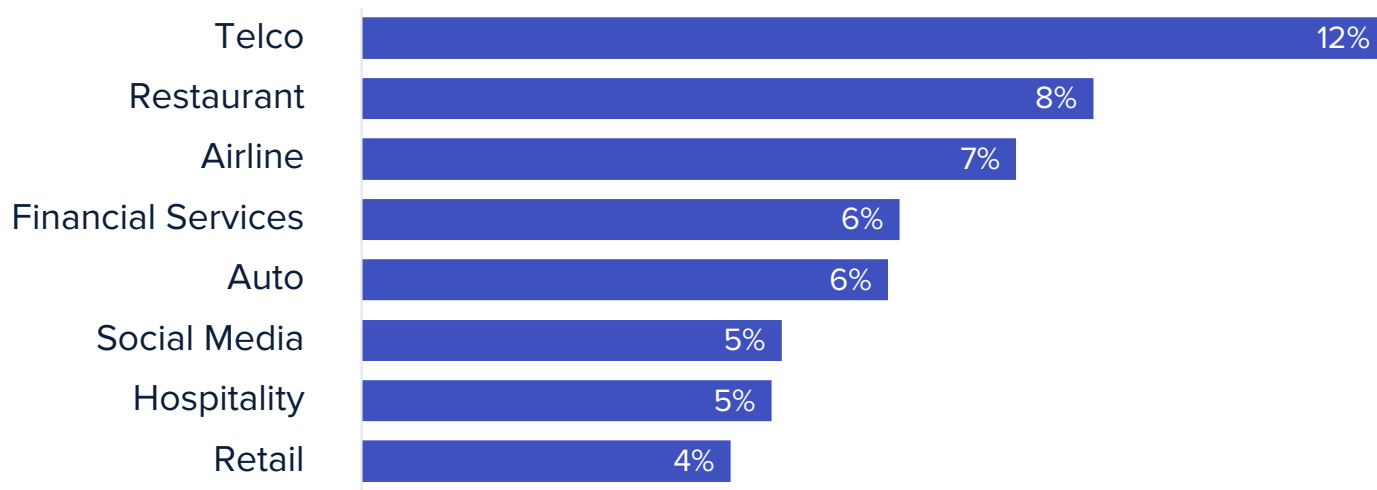


# And issues are common enough to matter

The digital experience is one met with some sort of problem as many as 1 in 8 visits, depending on the industry.

## % of visitors encountering issue on website

US National; Simple average of brands tracked per industry category

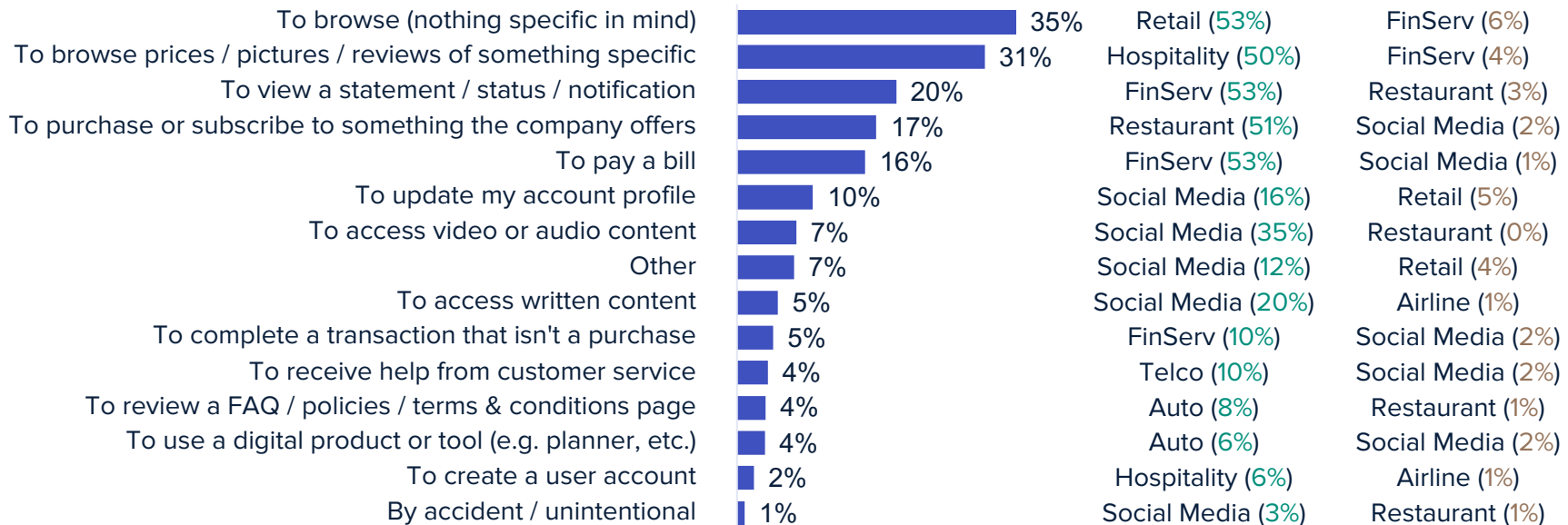


# Shopping and account mgmt dominate visit intent

Some industries differ however, with accessing content or making online payments more common.

## Website visits: Trip Missions

% of visitors selecting, average across all brands; multiselect allowed

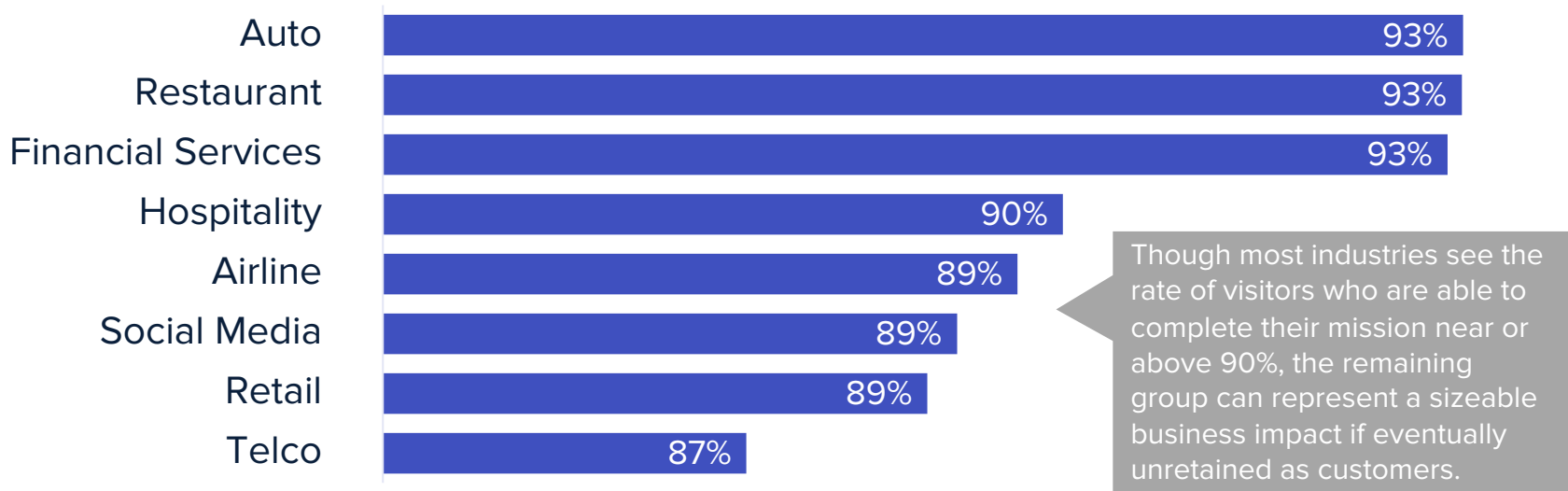


# But barriers exist to successful website visits

In about 9 in 10 cases across industries, website visitors are able to complete their intended mission on the visit.

## Ability to complete intended mission on website visit

US National; Simple average of brands tracked per industry category

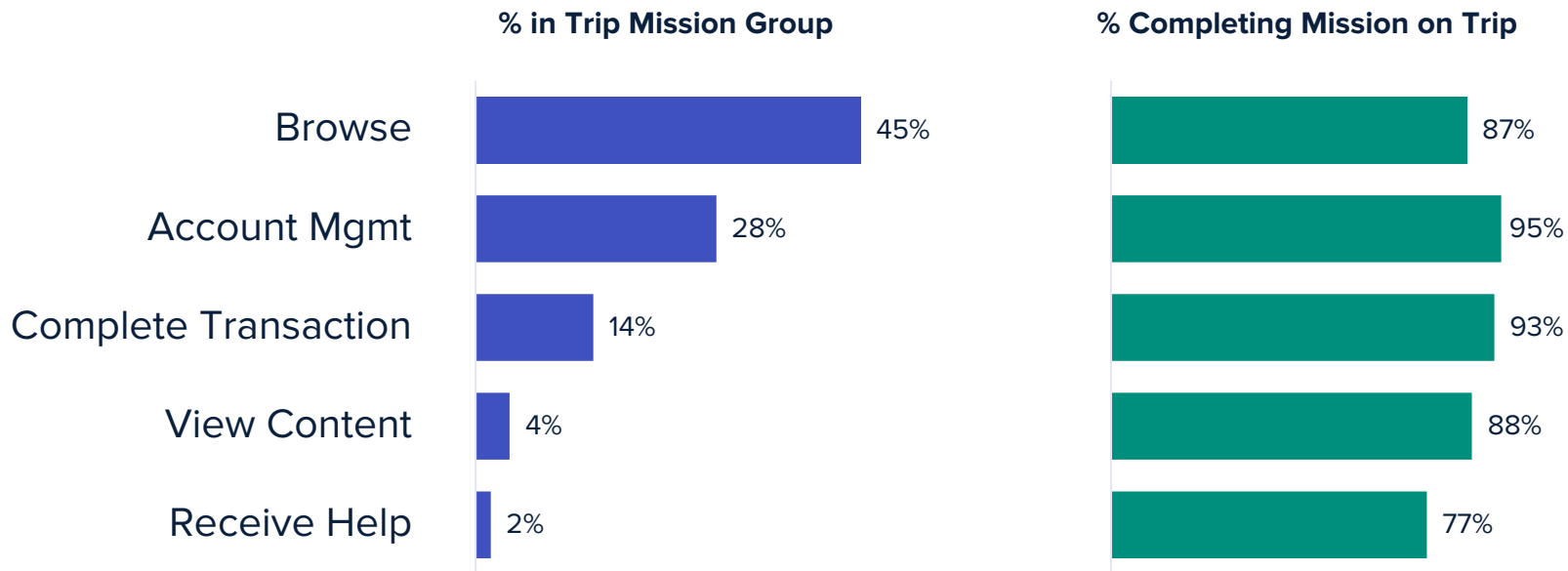


# Browsing or needing help most likely to be an unfulfilled mission

Account management or completing transaction most likely to be fulfilled

## Trip Mission Groupings and % of Visitors Completing on Trip

% of visitors selecting, average across all brands; limited to single-mission visitors (over 80% of total)

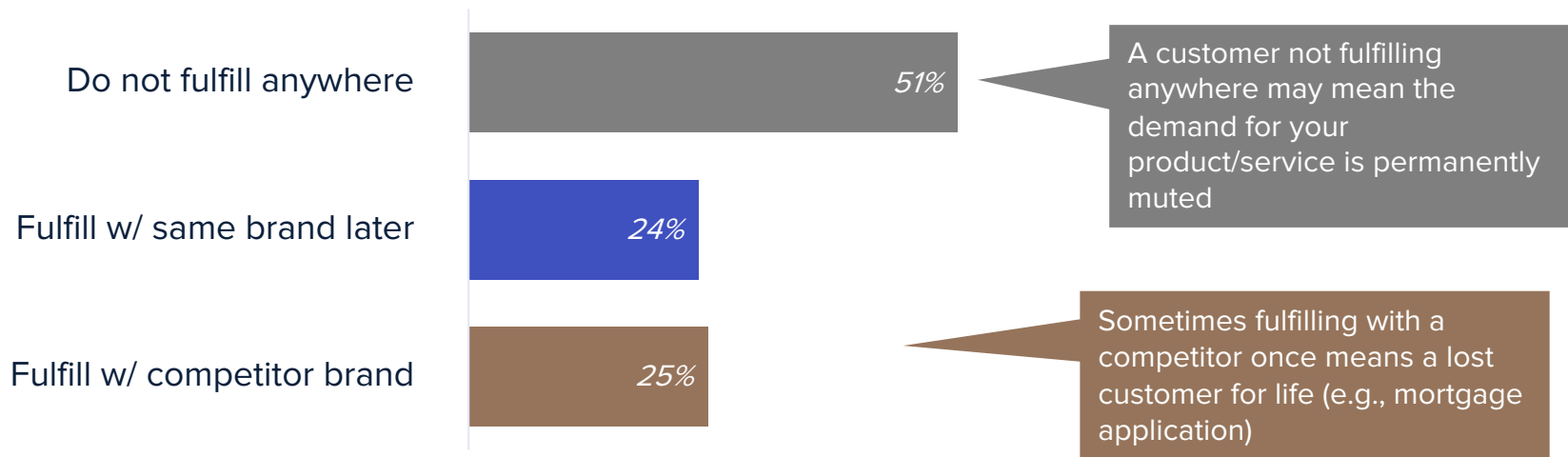


# The damaging impact of an unfulfilled mission

A large percent of visitors will flock to a competitor to get what they need if they can't get it from the original brand's website visited.

## What visitors do afterward

US National; Simple average of brands tracked per industry category





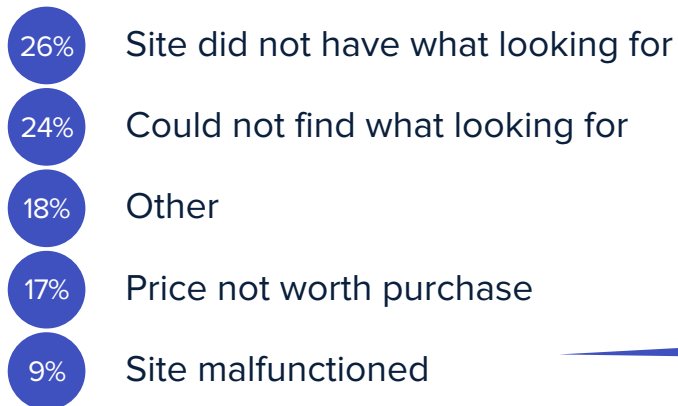
Achieving a true best-in-class digital  
experience

# #1: Distinguishing between “errors” and “issues”

What a customer considers an “issue” is not always caught by the company

## Top reasons for unfulfilled missions

US National; Simple average of brands tracked per industry category



**A majority** of all reasons for an incomplete mission are due to “issues”, but not “errors”, which are harder to identify, and even harder to solve

**Only 9%** of tasks fail because there is an actual technical error on the website

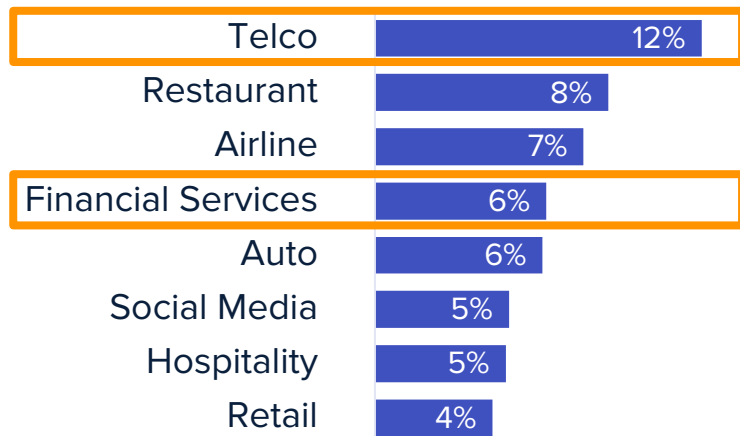
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## #2: Leveraging multiple data sets fast-tracks analysis

The discrepancies between feedback scores and behavioral intelligence can tell a story

### % of visitors encountering issue on website

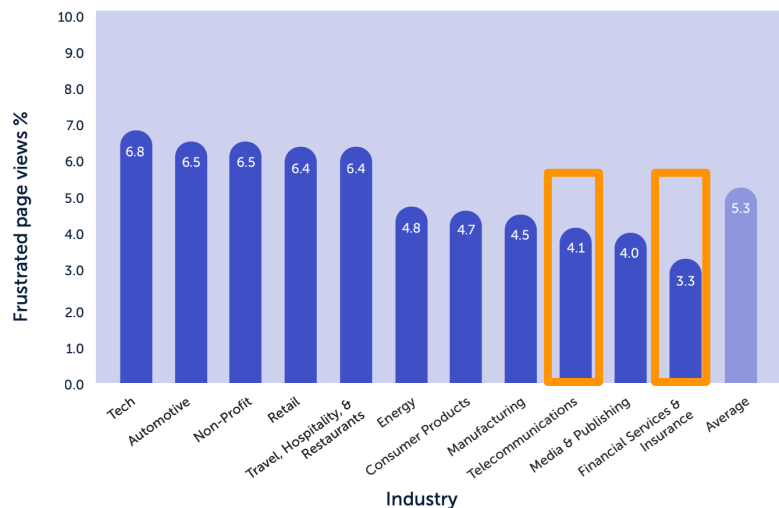
US National; Simple average of brands tracked per industry category



From Medallia Market Research Digital Experience Benchmark Survey (58 brands total, 80-120 prior 30 day website visitors per brand). Collected 11/20

### Frustration per page: brand website visitors by industry

Source: 2022 DXS Benchmarks by Industry







## Warning

Experience brand is delivering is temporarily acceptable to some users, but major experience problems need to be addressed.



## Excellent

Experience brand is delivering is meeting, and in some cases, exceeding customer expectations.



## Poor

Experience brand is delivering is grossly under customer wants/expectations, and needs critical attention.



## Misaligned

Experience brand is delivering is misaligned with customers wants/expectations, and needs critical attention.

$OSAT = 10$

$DXS = 0$

$DXS = 10$

$OSAT = 0$

# Bucketing “issues” into solvable problems

High DXS but low OSAT/NPS means what the brand is delivering is *misaligned* to customer wants

## CONTENT

Actual content on website/app is not up to customers' expectations (e.g., price, offerings)

*Possible solution:* Conduct market research and adjust offerings to fit with market expectations

## JOURNEYS

The customer journey did not align with that customer's historical relationship with brand

*Possible solution:* Refined segmentation of existing customers with curated journeys by segments

## CAPABILITY

The customer's desired activity, e.g., self-service, is not supported on the property

*Possible solution:* Update digital property based on most common customer requests



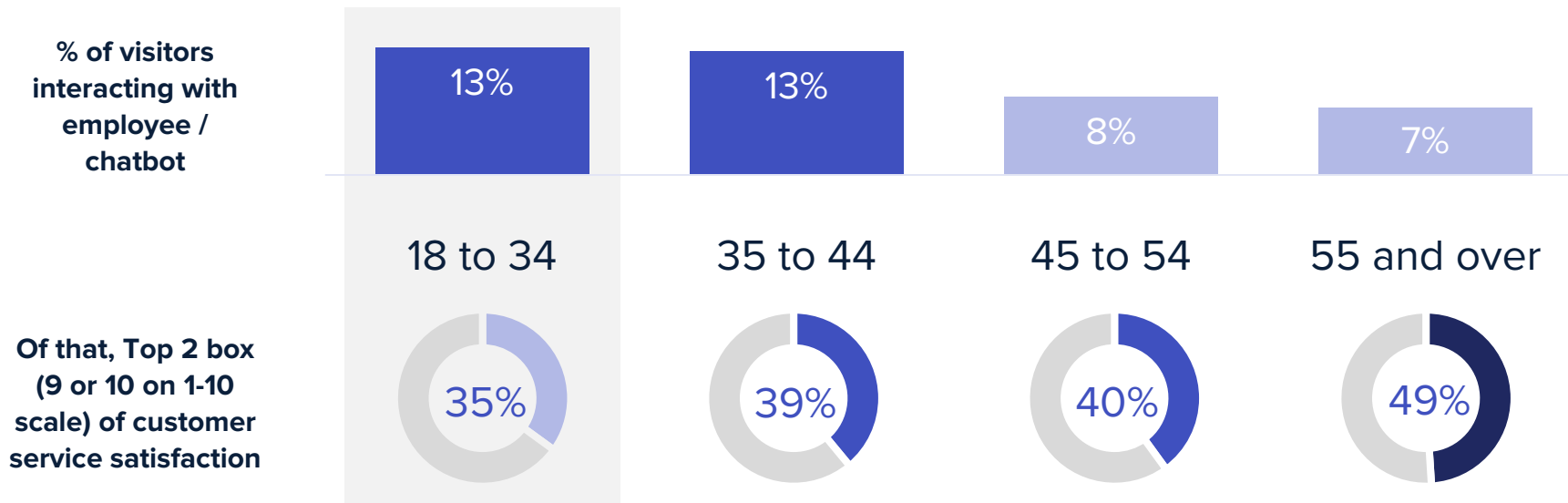
## #3: Understanding profile of your own digital visitors

# Case in point: age considerations in brand experience

Younger visitors use customer service more often but are left unsatisfied

## Web visitors and customer service interaction: differences by age group

% of visitors selecting, by age group



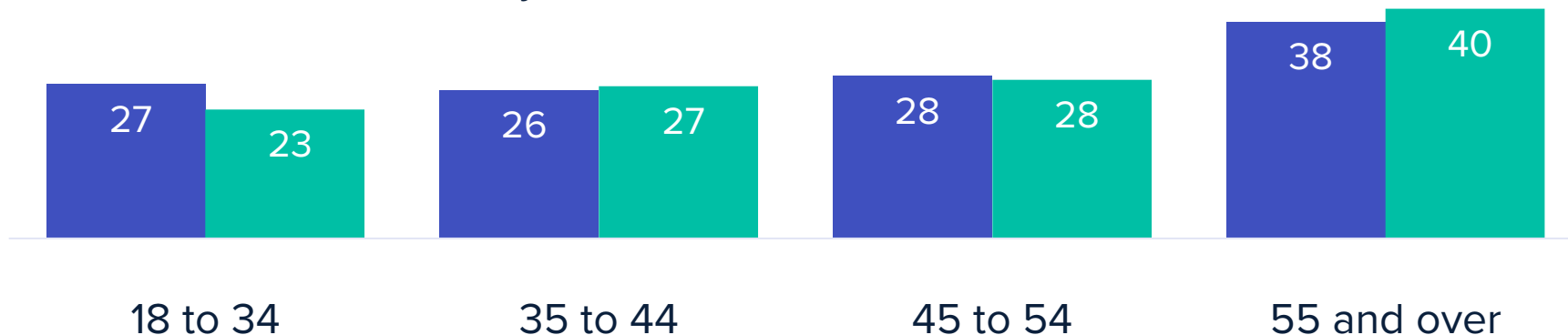
# In general, younger visitors have worse perception of brands

The 18 to 34 and 35 to 44 age cohorts average the lowest Net Promoter Score toward the brand visited, both based on the most recent visit and total history.

## Net Promoter Scores: differences by age group

% of visitors choosing 9-10 in likelihood to recommend brand minus % choosing 0-6; results by age group

- NPS based on last web visit
- NPS based on full history w/ brand

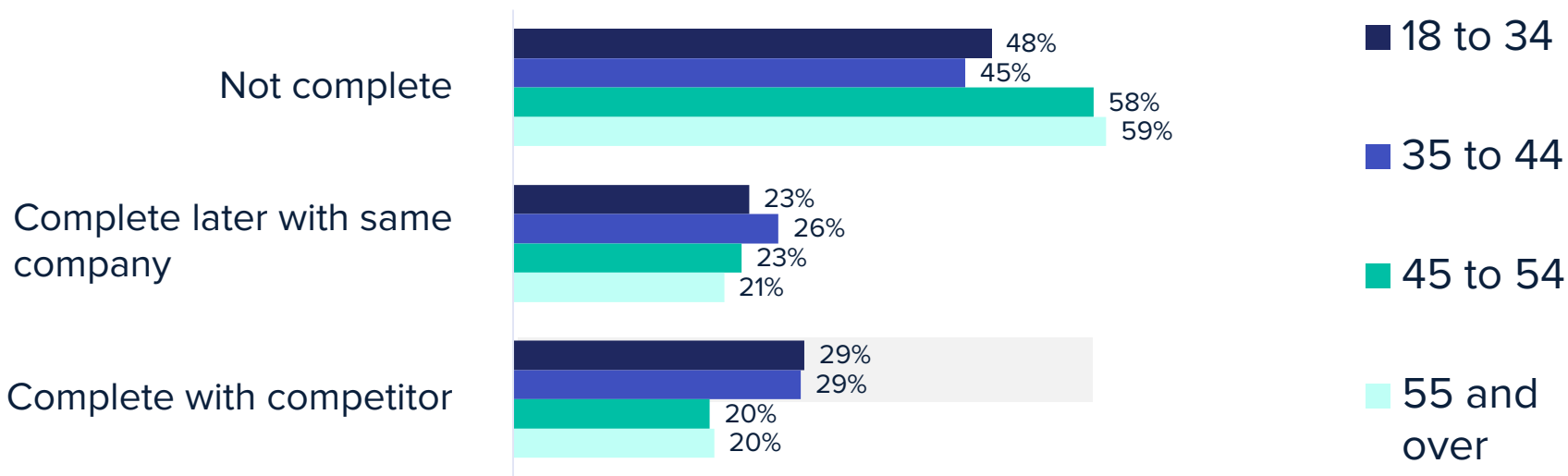


# They're also the most at risk of taking their business elsewhere

The 18 to 34 age cohort is most likely to resolve an unfilled mission after a website visit by solving it with a competitor.

## What is done afterward if web visit does not fulfill mission, by age group

% of visitors selecting, by age group. Among population with unfulfilled mission in most recent website visit.





# Concluding Remarks

# Three takeaways for brands today

## #1: Errors vs issues

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Errors are generally technical, whereas issues are more abstract

Issues are more common and have a more significant impact on the experience

## #2: Leveraging multiple data sets

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Looking at the customer experience from different angles can help “nail down” what an issue is, and how to fix it

## #3: Your customer's identity is key

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Understanding customer demographics is critical to delivering the right experience and cultivating brand loyalty





Thank You

# Digital Experience Metrics Framework

| Excellent  | Misaligned   | Warning   | Poor  |
|--|--|---|---|
| High DXS + High OSAT   | High DXS + Low OSAT  | Low DXS + High OSAT   | Low DXS + Low OSAT  |
| Experience brand is delivering is meeting, and in some cases, exceeding customer expectations. | Experience brand is delivering is misaligned with customers wants/expectations and needs critical attention. | Experience brand is delivering is temporarily acceptable to some users, but major experience problems need to be addressed. | Experience brand is delivering is grossly under customer wants/expectations and needs critical attention. |