Customer Satisfaction Research Study

Data from 2,400 customers reveals how far companies must go to please (or alienate) customers

Customer-First Marketing Discoveries
December 2016

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HYPOTHESIS

How marketers can respond to the seismic shift of consumer empowerment

A fundamental shift in customer thinking

After years of disruptive change that has lead to better-informed, more empowered consumers, it has become more difficult than ever for brands to control customer perception with traditional marketing.

One approach to succeed in this new era is to come alongside customers and help them achieve their goals versus only driving them toward business goals.

A shift from...

Customer-Centric Marketing — aiming at the customer
Customer-centric marketing puts the customers at the center of marketing; all promotions and messaging flow toward them in the way that is most relevant to them. Marketers put themselves in the customers' shoes to sell to them better.

To...

Customer-First Marketing — elevating the customer
Customer-first marketing uses the customers' goals as the compass to make decisions about marketing approach. They put the long-term interest of the customer above the short-term company conversion goals. Marketers put themselves in the customers' shoes to serve them better, thus building a long-term, sustainable competitive advantage.

Elements of customer-centric marketing

Customer-centric marketing is a step in the right direction, moving beyond product-centric marketing to better serve modern, more empowered customers. It typically consists of:

- Personalization
- Customization
- Assessing customer needs
- Maximizing efficiency
- Understanding needs and wants of customers
- Co-production and self service

> “It is possible that in many situations the various dimensions of customer-centricity are not as important as **simply solving the customer’s problem**.”

Steve Alter
University of San Francisco,
School of Business and Management

Customer-first marketing definition

Customer-first marketing (CFM) is an approach to marketing that strives for the highest degree of customer satisfaction through deep understanding of customers' needs and wants and creating a value proposition with valuable products and services that exceed their expectations.

KEY DIFFERENTIATOR: In this approach, customer needs come before the immediate gain of a business, and customer knowledge guides product development, business and marketing decisions.

A CFM organization pursues long-term strategy to provide value to customers instead of focusing on maximizing its own short-term revenue. As a result, CFM leads to customer loyalty, an increase in share of wallet, and sustainable business success.

Customer-first marketing is a key differentiator between satisfied and unsatisfied customers

We asked 2,400 U.S. consumers about the companies with which they were satisfied and dissatisfied:

Q. Thinking about the marketing of [company name], which of the following is true about your experience?

Chart 1.1
N=2,400

Satisfied Customers

1	I consistently have good experiences with it	56%
2	It is easy to conduct business with the company whether online, in person or on the phone.	43%
3	It doesn't always try to sell to me but tries to provide value	35%
4	Its marketing is not intrusive	34%
5	It is respectful of my privacy	33%
6	It makes me feel like I have a relationship with the company	31%
7	Its marketing is engaging and interesting to me	25%
8	It knows what I like and don't like	23%
9	It puts my needs and wants above its own business goals	18%
10	Other	0.4%

Source: MarketingSherpa

Unsatisfied Customers

1	The company does not put my needs and wants above its own business goals	35%
2	The company doesn't make me feel like I have a relationship with them	34%
3	The company always tries to sell to me instead of providing value	27%
4	It is not easy to conduct business with the company whether online, in person or on the phone	26%
5	I've heard negative things about the company from people I know (friends, family, coworkers, etc.)	25%
6	The company's brand isn't a good fit with who I am	17%
7	The company doesn't know what I like and don't like	16%
8	I've heard negative things about the company on social media from people that I don't know personally	16%
9	I've heard negative things about the company in the press	14%
10	Its marketing is boring and irrelevant to me	12%
11	The company 's marketing is intrusive	11%
12	Other	10%
13	The company is not respectful of my privacy	9%

Source: MarketingSherpa

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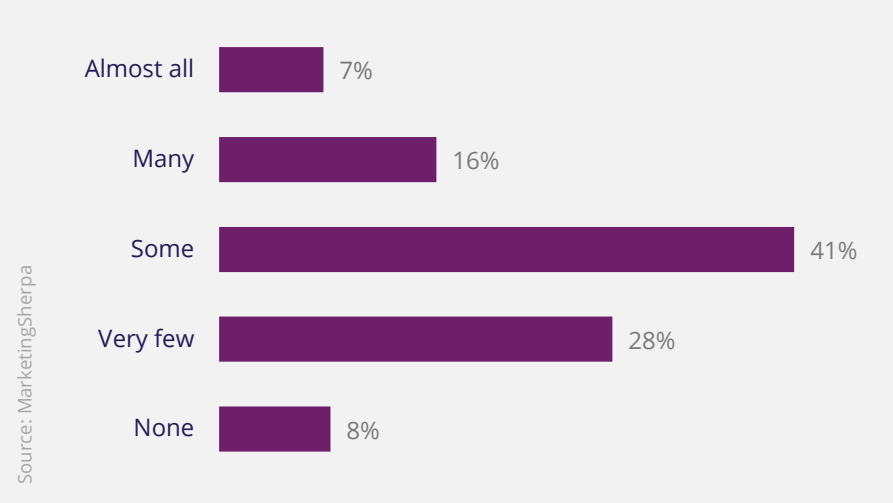
Source: MarketingSherpa

Many customers likely don't perceive your company as practicing customer-first marketing

Q. Of the companies you interact with, how many put your needs before their own interests in their marketing?

77% of American consumers think that many companies do not practice customer-first marketing.

Chart 1.2
N=2,400



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RESULTS

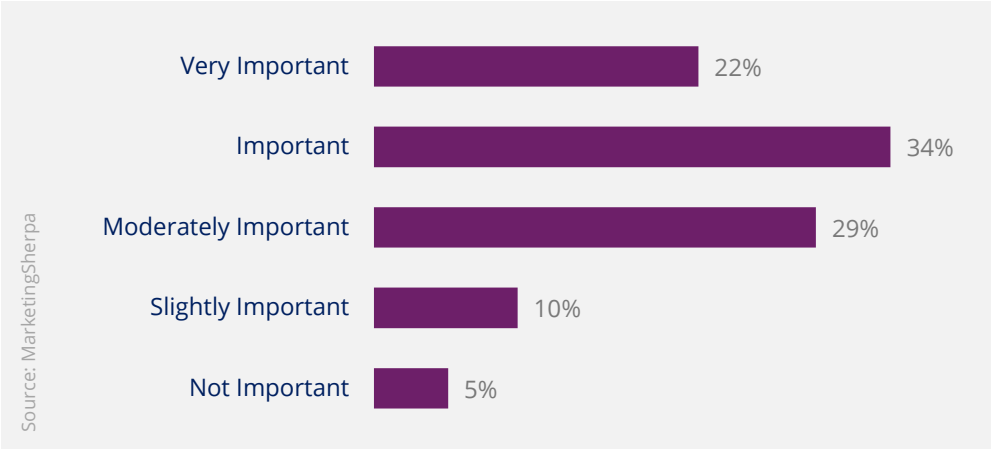
How customer-first marketing produces satisfied customers

All customers say customer-first marketing is important, of course, but what's really interesting is...

Q. How important is it for you that the marketing of a company that you do business with puts your interests before its own?

Marketers don't have control over every aspect of a business that might make a customer unsatisfied, but they **can control the marketing**.

Chart 2.1
N=2,400

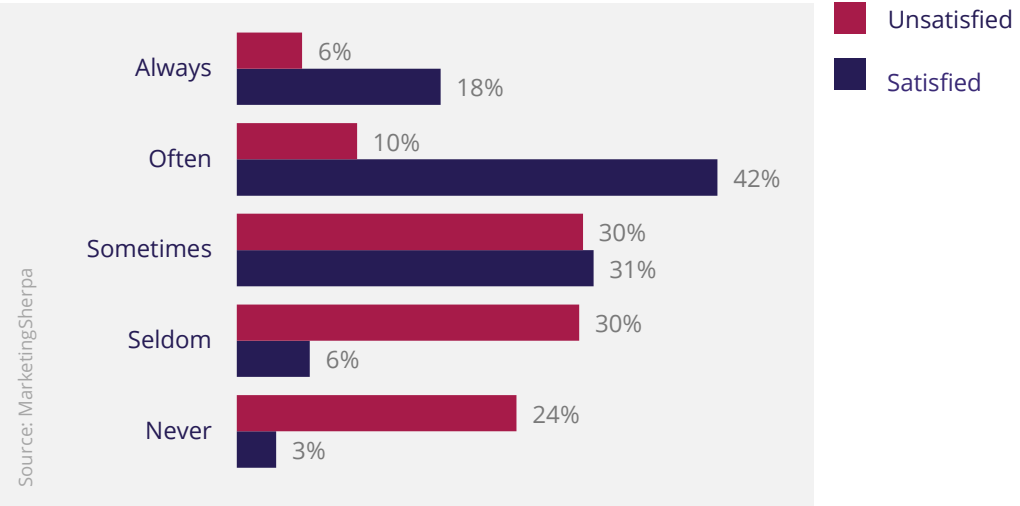


...highly satisfied customers say the company's marketing puts their needs before the company's business goals more often.

Q. How much does [company name]'s marketing put your needs before its business goals?

Satisfied customers were **three times more** likely to say the company often or always puts their needs before its business goals than unsatisfied customers.

Chart 2.2
N=2,400

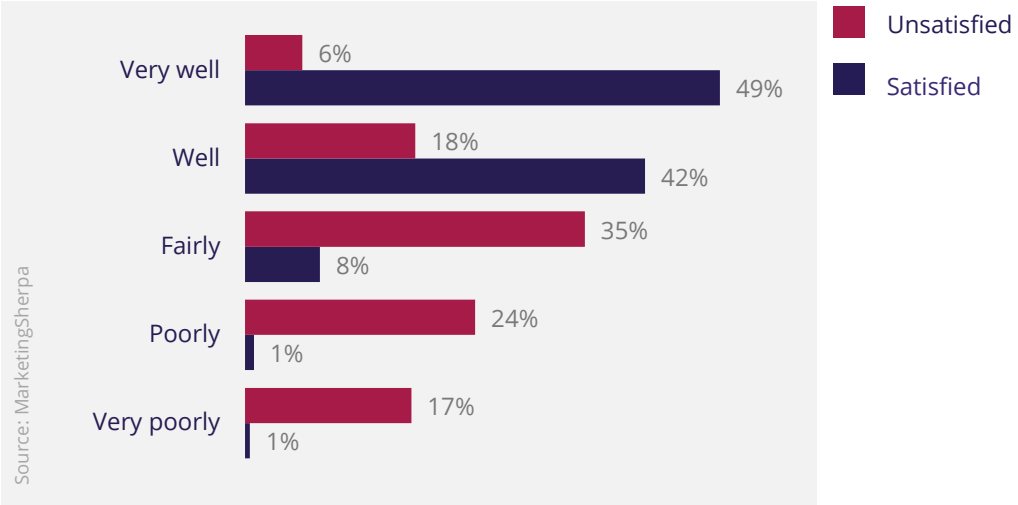


It is easy to alienate customers when the marketing message doesn't align with the true value delivered.

Q. How well do the products/services of [company name] do their intended job?

It is marketing's job to set customer expectations accurately. Not surprisingly, **half** of **satisfied customers** felt the product **did its intended job very well**, while **only 6% of unsatisfied** customers felt the same.

Chart 2.3
N=2,400

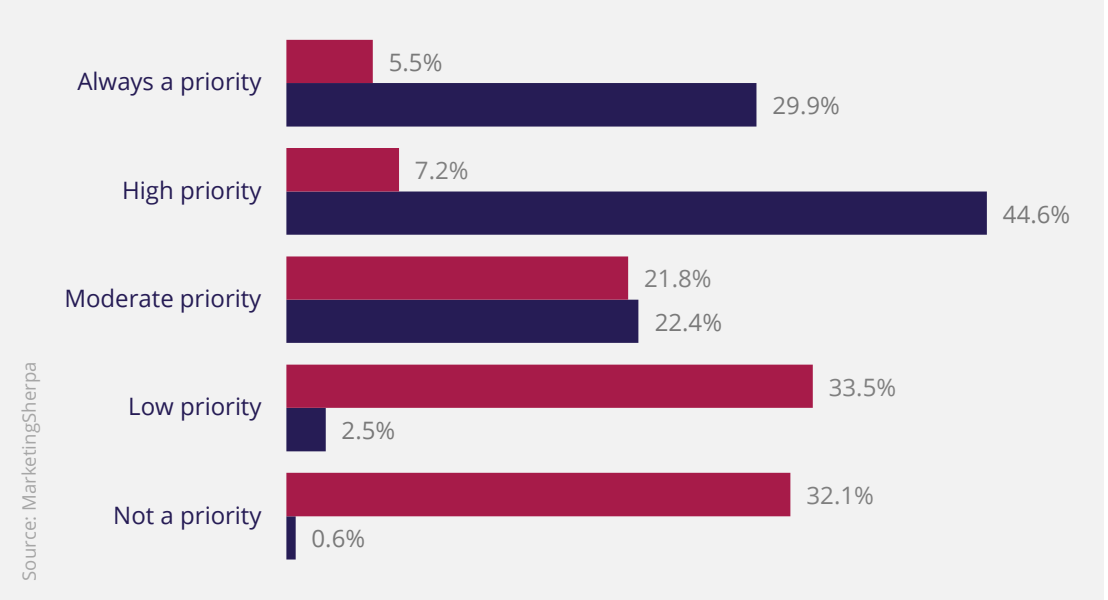


And beyond just marketing, satisfied customers are more likely to view the entire brand as a customer-first business.

Q. How well do you feel [company name] prioritizes your needs as a customer against its own business goals?

Chart 2.4
N=2,400

To produce satisfied customers, it's critical for marketers **to think beyond their own departments** and advocate for the customer in every decision that affects that customer — from product development to final delivery.



Customers notice when you practice customer-first marketing that provides value, or when you put your own conversion goals first.

Q. Thinking about the marketing of the selected company, which of the following is true about your experience?

Chart 2.5
N=2,400

Satisfied Customers

1	I consistently have good experiences with it	56%
2	It is easy to conduct business with the company whether online, in person or on the phone.	43%
3	It doesn't always try to sell to me but tries to provide value	35%
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Source: MarketingSherpa

Unsatisfied Customers

1	The company does not put my needs and wants above its own business goals	35%
2	The company doesn't make me feel like I have a relationship with them	34%
3	The company always tries to sell to me instead of providing value	27%
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12	Other	10%
13	The company is not respectful of my privacy	9%

Source: MarketingSherpa

Customers are more likely to be satisfied when you use your marketing to help them make the best decisions.

*Q. Which one of the following is true about [company name]'s marketing? Select all that apply.**

Chart 2.6
N=2,400

Satisfied Customers		Unsatisfied Customers	
Purchasing experience (whether online or in person) is easy	55%	Purchasing experience (whether online or in person) is easy	24%
Purchasing experience (whether online or in person) is enjoyable	46%	It only contacts me when it has something of value for me	23%
It helps me to make the best decision for me	37%	It advertises in publications and on websites that I visit and I value	22%
Its marketing doesn't just try to sell me but provides value	37%	It makes me feel that the marketing I receive is meant for someone like me	14%
It makes me feel that the marketing I receive is meant for someone like me	31%	Its marketing doesn't just try to sell me but provides value	12%
It advertises in publications and on websites that I visit and I value	28%	**It helps me to make the best decision for me**	11%
It promotes its support of causes that align with my values	22%	Its marketing proactively tells me when a product is not the best solution for me	11%
It only contacts me when it has something of value for me	22%	Purchasing experience (whether online or in person) is enjoyable	10%
The content it provides helps me overcome challenges and meet my goals	16%	It promotes its support of causes that align with my values	9%
Its marketing proactively tells me when a product is not the best solution for me	15%	The content it provides helps me overcome challenges and meet my goals	8%

Source: MarketingSherpa

When customers think you're helping them make the best decision for them, you build trust and strengthen your long-term relationship with them. 37% of satisfied customers say the company helps them make the best decision, but only 11% of unsatisfied customers say the same.

*The above percentages represent the percent of respondents who selected each item.

Personalization is important, but it's not a primary concern for most customers.

*Q. Which one of the following is true about [company name]'s marketing? Select all that apply.**

Chart 2.7
N=2,400

Satisfied Customers

Purchasing experience (whether online or in person) is easy	**55%**
Purchasing experience (whether online or in person) is enjoyable	**46%**
It helps me to make the best decision for me	**37%**
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It promotes its support of causes that align with my values	**9%**
The content it provides helps me overcome challenges and meet my goals	**8%**

Source: MarketingSherpa

Customers agree that marketing that supports their decision making or reflects their preferences is helpful, but it's not as important as getting through the purchase experience easily and enjoyably.

*The above percentages represent the percent of respondents who selected each item.

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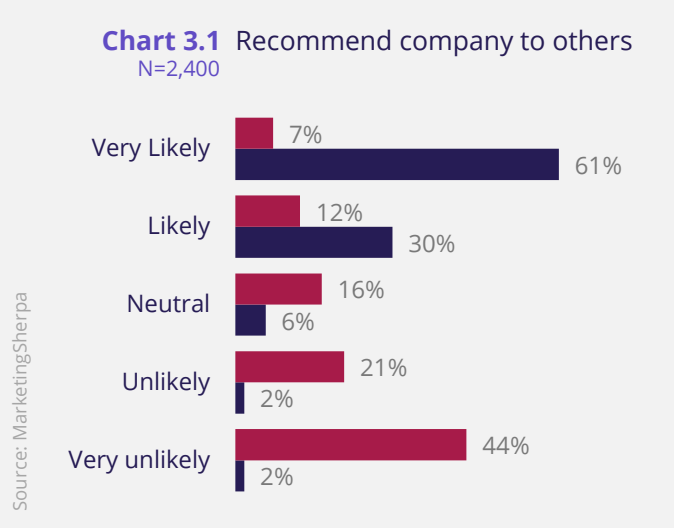
BENEFIT

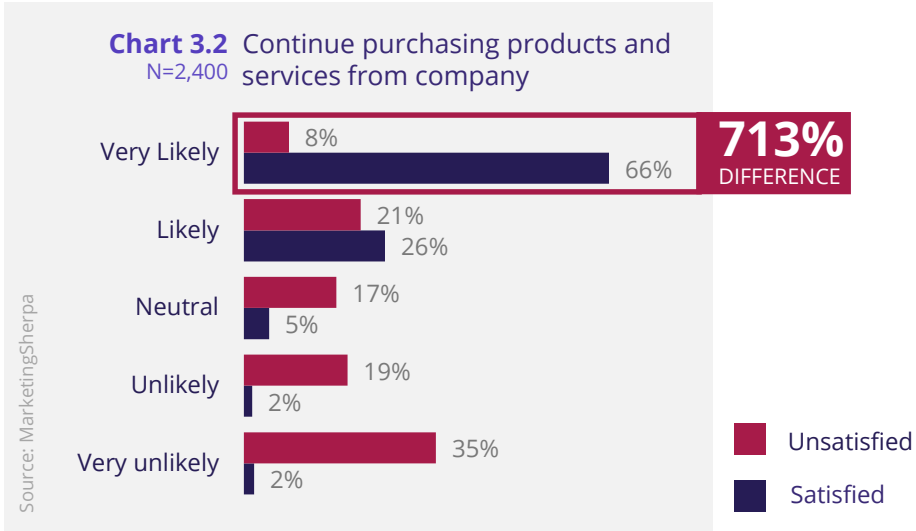
Why satisfied customers are valuable

As shown in the previous charts, customer-first marketing leads to satisfied customers. It probably won't surprise you that satisfied customers foster business and marketing success, but here is some data you can use in your next meeting to prove it.

Consumers' satisfaction with your brand leads to more purchases and recommendations.

Q. Thinking about [company name], how likely are you to do any of the following?

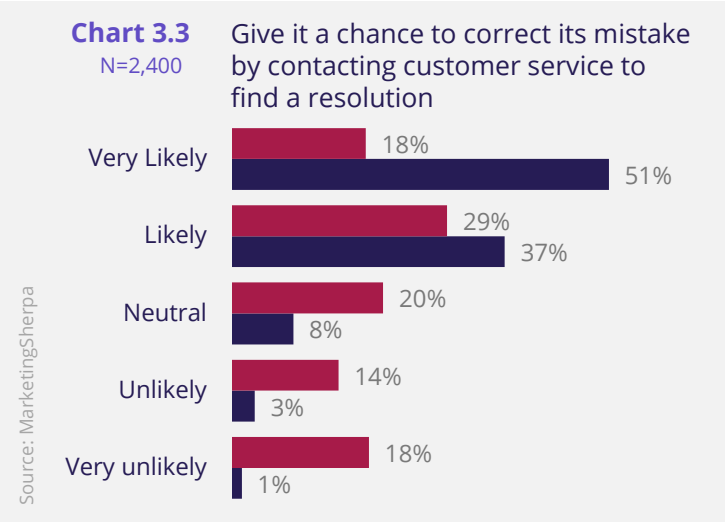


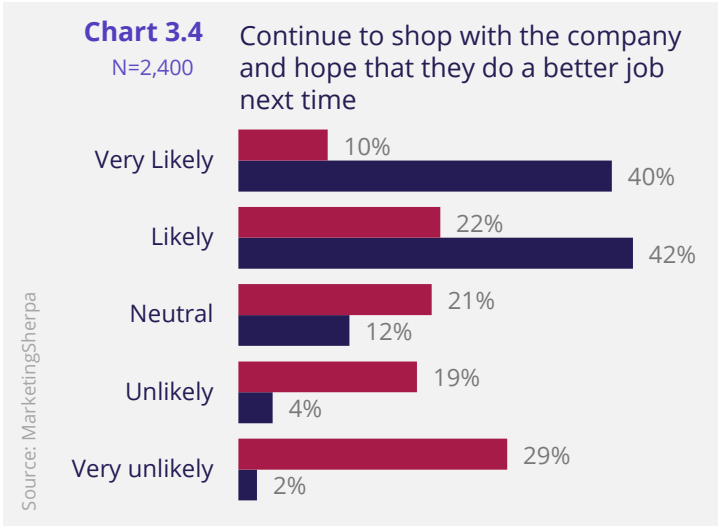


As expected, **satisfied customers are more likely to continue purchasing** from a brand they like (66% very likely vs. 8% very likely for unsatisfied customers) **and recommend it** to others (61% very likely vs. 7% very likely for unsatisfied).

Plus, if you make a mistake, satisfied customers are more forgiving.

Q. When [company name] makes a mistake and fails to meet your expectations, how likely are you to do the following?

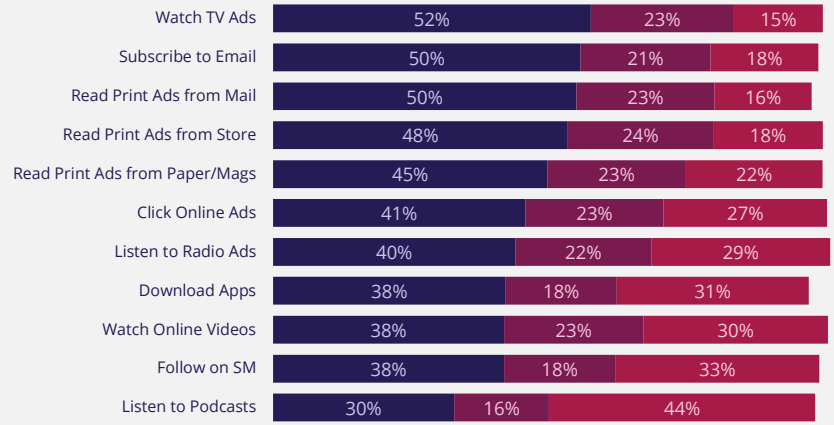




51% of **satisfied customers** are **very likely to contact customer service** (vs. 18% of unsatisfied customers) **and** 40% would give the company a second chance and **continue shopping** (vs. just 10% of unsatisfied).

Satisfied customers are more likely to engage with your brand on every channel than unsatisfied customers.

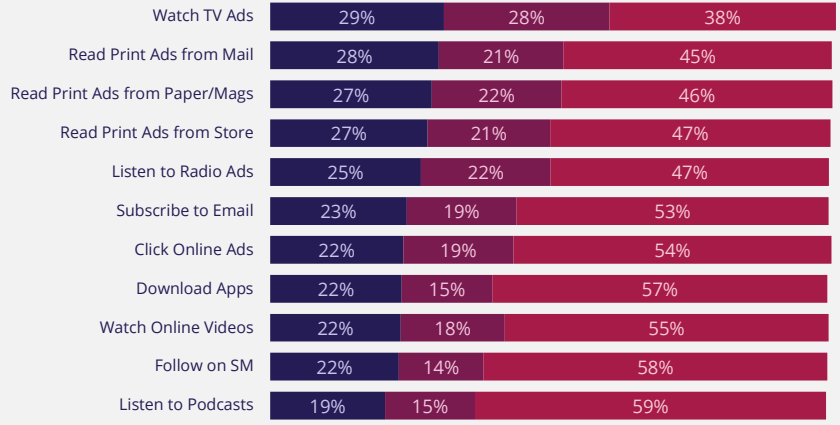
Chart 3.5 Q. Thinking about companies that have products and services you are generally **satisfied** with, how often do you do the following?



Source: MarketingSherpa

N=1,200

Chart 3.6 Q. Thinking about companies that have products and services you are generally **unsatisfied** with, how often do you do the following?



Source: MarketingSherpa

N=1,200

Often/Always Sometimes Never/Rarely

Marketers should spend their budget on satisfying customers. Once you've reached satisfaction, then focus on marketing.

APPLICATION

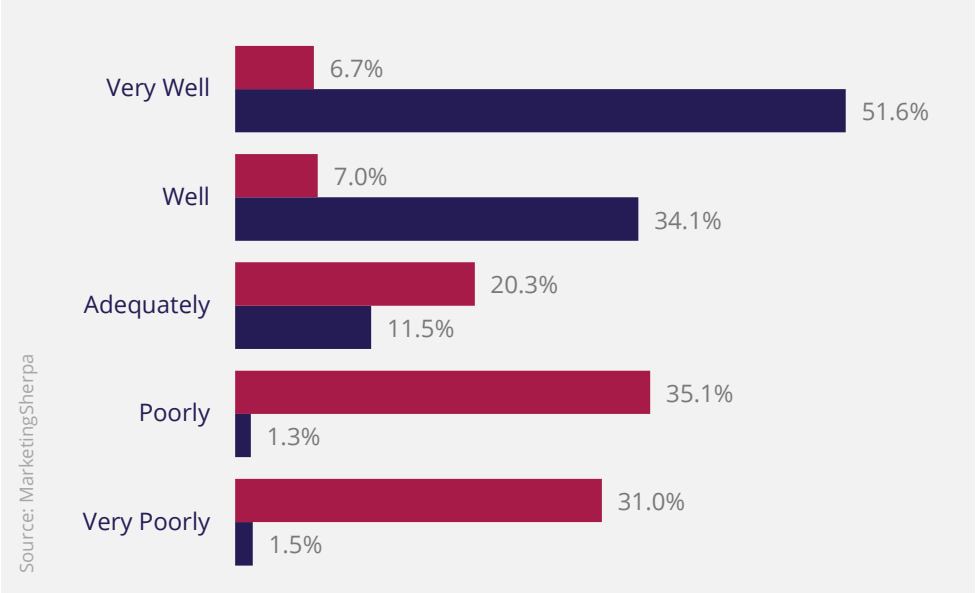
Discoveries to help customer-first marketing at every level

As marketing leaders foster a customer-first marketing culture, they can use these further discoveries to help drive marketing results with this approach.

Investments in customer research pay off in satisfied customers.

Q. How much do you feel [company name] understands and responds to your needs and wants?

Chart 4.1
N=2,400



One way marketers can help the business produce satisfied customers is by **providing the data and insight** into customers needs and wants — and then **ensuring the business processes are in place to fulfill them**.

Companies with highly satisfied customers don't settle for an easy purchase experience; they create an enjoyable one.

*Q. Which one of the following is true about [company name]'s marketing? Select all that apply.**

Chart 4.2
N=2,400

Satisfied Customers

Purchasing experience (whether online or in person) is easy	55%
Purchasing experience (whether online or in person) is enjoyable	46%
It helps me to make the best decision for me	37%
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Source: MarketingSherpa

An easy purchase process was the top response for both highly satisfied and highly unsatisfied customers. The 'enjoyability' of the purchase experience was a much bigger differentiator. It was the second most popular response for satisfied customers, but the seventh most frequently selected response (out of 10) for unsatisfied customers.

*The above percentages represent the percent of respondents who selected each item.

Customers trust traditional channels like print, TV and direct mail more than digital channels.

Q. In general, which type of advertising channels do you trust more when you want to make a purchase decision?

Online pop-up ads are by far the **least trusted** by customers making a purchase decision.

Chart 4.3
N=2,400

Ads I trust

Print ads (newspaper, magazines)	82%
TV ads	80%
Ads/catalogs I receive in the mail	76%
Radio ads	71%
Ads in outdoor and public places (like billboards, transit ads, posters, etc.)	69%
Search engine ads (Google, Yahoo!, Bing, etc.)	61%
Video ads that appear prior to an online video	47%
Sponsored posts on blogs that I read	43%
Ads embedded in social media (Facebook, Instagram, etc.)	43%
Online banner ads	39%
Mobile phone ads	39%
Ads in podcasts	37%
Online pop-ups	25%

Source: MarketingSherpa

Among digital channels, skipping online pre-roll ads and blocking online ads are the most frequent ways customer disengage.

Chart 4.4 Q. Of the companies with which you are generally **satisfied**, how often do you disengage with their marketing by doing the following?

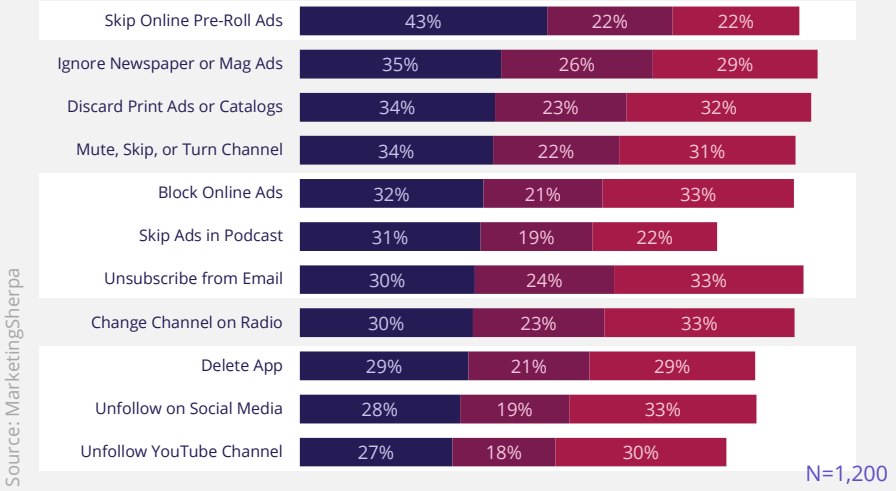
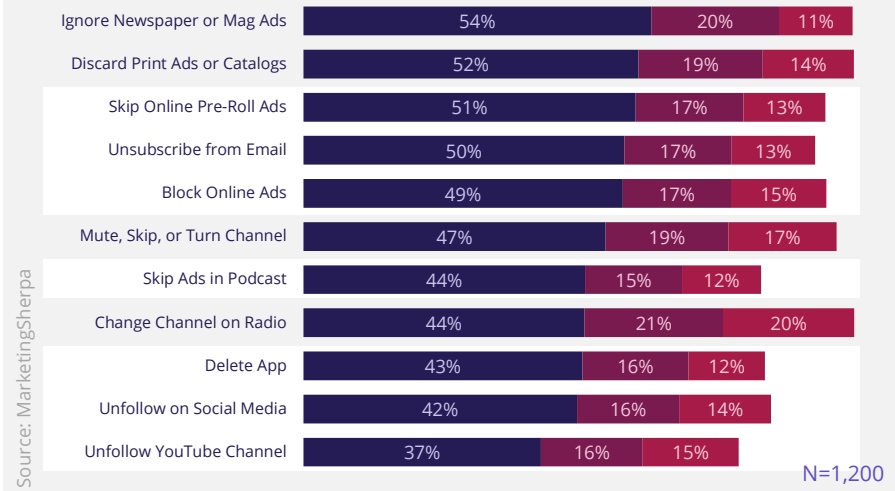


Chart 4.5 Q. Of the companies with which you are generally **unsatisfied**, how often do you disengage with their marketing by doing the following?



Often/Always Sometimes Never/Rarely

Among traditional channels, ignoring print ads and discarding catalogs are the most frequent ways customers disengage.

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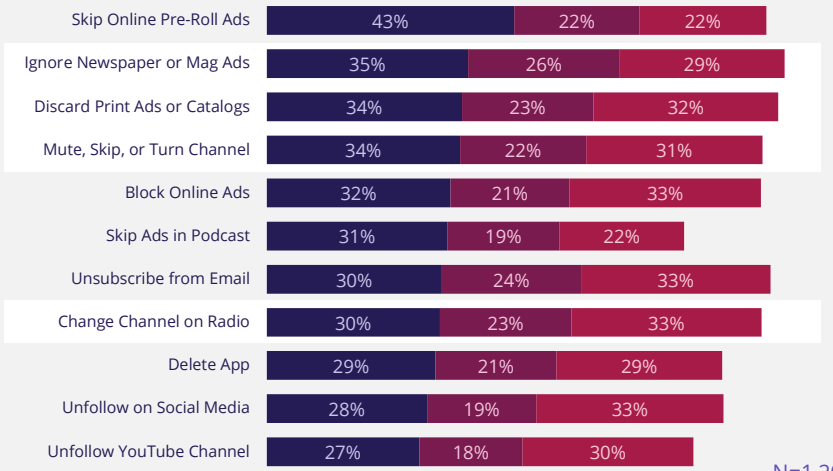
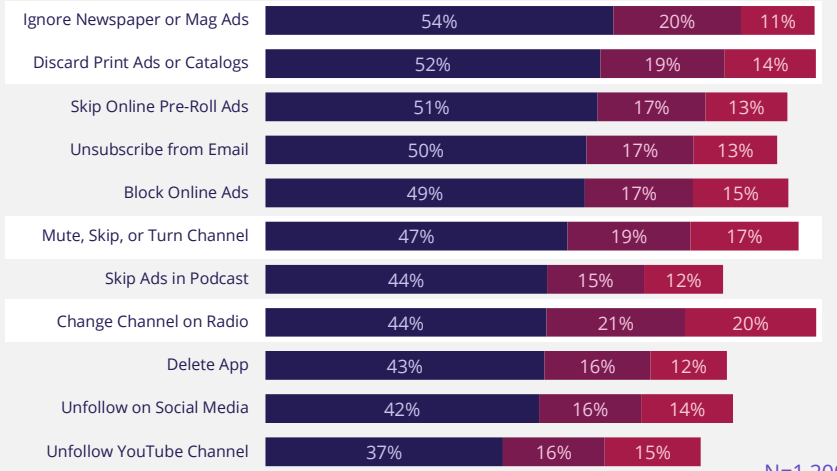


Source: MarketingSherpa

N=1,200

Chart 4.7 Q. Of the companies with which you are generally **unsatisfied**, how often do you disengage with their marketing by doing the following?



Source: MarketingSherpa

N=1,200

Often/Always Sometimes Never/Rarely

Email volume and lack of relevance are the top reasons why customers unsubscribe. Interestingly, few consumers report they unsubscribe because of mobile rendering issues.

Q. Why do you unsubscribe from the email lists of companies with which you are [satisfied/unsatisfied]? Select all that apply

Chart 4.8
N=2,400

	I get too many emails in general	26%
	The emails are not relevant to me	21%
	I receive too many emails from this company specifically	19%
	The emails are always trying to sell me something	19%
	The content of the emails is boring, repetitive and not interesting to me	17%
	I don't have time to read the emails	16%
	I receive the same ads and promotions in the email that I get in print form (direct mail, print magazines, newspapers, etc.)	13%
	The email is too focused on the company's needs, and not enough on my needs	11%
	The email seems like it is intended to meet other people's needs, not people like me	10%
*	The emails look too cluttered and sloppy	10%
	I don't trust their email to provide the information I need to make purchase decisions	10%
*	I get emails that don't look good on my smartphone	7%
	Other reasons	1%

Source: MarketingSherpa

The mobile optimization of emails has been a key focus of marketers for several years. These improvements may have made a difference as customers do not report cluttered emails or rendering issues as reasons to unsubscribe. Or, they don't care.

Customers block online ads because they get in the way of the customer's desired experience.

Q. Why do you block online ads of companies with which you are [satisfied/unsatisfied]? Select all that apply.

Chart 4.9
N=2,400

I dislike large ads that pop up over entire webpage	30%
Ads make the webpages load too slow	26%
Rollover ads are intrusive	23%
I don't like remarketing (trying to sell me a product I've viewed elsewhere or already bought)	19%
Audio autoplay of online ads is intrusive	19%
Showing personalized adds based on data about me is invasive	16%
I know the value of advertising, but I don't care	11%
I don't see the value in advertising (e.g., getting free content, finding products, etc.)	10%
Other - Write In (Required)	2%

Source: MarketingSherpa

It's not that all online ads are horrible. Regardless of satisfaction, few customers report that they see no value in online advertising at all. They do appreciate the free content and education that online ads provide. They just don't like intrusive ads.

Customers demand apps be useful since even free apps have a cost. (They take up storage space and use data.)

Q. Why do you delete the app of the companies with which you are [satisfied/unsatisfied]? Select all that apply.

Chart 4.10
N=2,400

The app is not useful	18%
The app takes up too much space on my cellphone/tablet hard drive	17%
The app uses up a lot of data	17%
I don't like the ads in the app	13%
The app doesn't perform well, or has bugs	13%
I get the same deals and promotions in the app that I get in the mail (direct mail, print magazines, newspapers, etc.)	12%
The app gives me too many promotional messages for in-app purchases	12%
The app invades my privacy	12%
The app is too focused on the company's needs, and not enough on my needs	9%
The app seems like it is intended to meet other people's needs, not people like me	8%
I don't trust their app to provide me the information I need to make purchase decisions	8%
I don't use my cellphone that much	6%
I am not very tech-savvy	6%
Other reasons	1%

Source: MarketingSherpa

When designing and improving their mobile apps, marketers must constantly monitor how much usefulness and value they are providing to their customers — to justify the space and data that customers must "pay" to download and use their app.

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REALITY CHECK

How far must brands and marketers go to satisfy customers?

How far must brands and marketers go to satisfy customers?

Thanks to social media, hacking, push-button digital publishing, generational shifts that have created new expectations, and a host of other changes, **consumers' relationships with brands have radically shifted**.

The result has been **radical upheaval in many industries**. Apple overtook Microsoft. Organic food companies grew, while traditional powerhouse consumer brands lost billions of dollars in market value. Customers fell in love with Google, thanks to all of its free products. Zappos happened. And so did Uber.

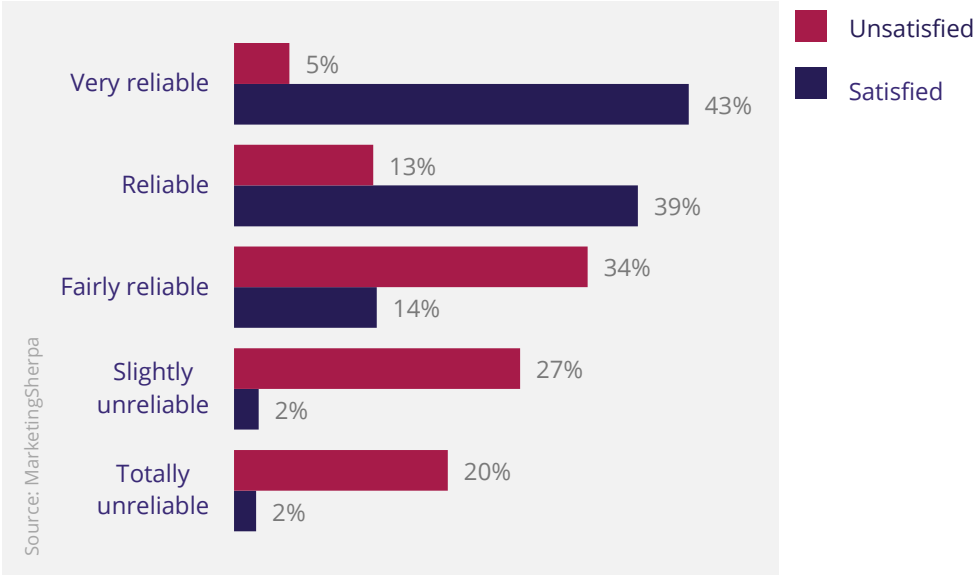
These changes bring up an essential question. **Have customers' expectations of brands shifted?** And if so, how far must brands and marketers now go to satisfy customers?

A “minimum viable product” is not enough to satisfy customers. Your company must deliver a “minimum awesome product.”

Q. How reliable are [company name]'s products/services?

Reliability is overwhelmingly tied to satisfaction, with **43%** of satisfied customers considering their chosen company’s products/services very reliable, and only **5%** of unsatisfied customers saying the same thing. Similarly, **39%** of satisfied customers considered the products/services reliable, and only **13%** of the unsatisfied customers evaluated the products/services reliable.

Chart 5.1
N=2,400



While customers have many reasons to be satisfied, it takes fewer things to make them unsatisfied.

When asked the question "What has made you satisfied or unsatisfied with your selected company?" satisfied customers chose **five reasons*** each, compared to unsatisfied customers who only chose **three reasons*** each, on average.

Q. What has made you satisfied or unsatisfied with [company name]?

Chart 5.2
N=1,200

Satisfied Customers: Top 5 Reasons

Doing business with [company name] is convenient	57%
The products/services meet the quality standards I expect	56%
The prices of its products/services are reasonable	56%
Its products/services are reliable	56%
Its customer service is great	53% ◀*

Unsatisfied Customers: Top 5 Reasons

Its customer service is not great	44%
I don't have consistent good experiences with it	35%
If there are any issues, the company doesn't try to resolve it to my satisfaction	30% ◀*
Its products/services don't meet the quality standards I expect	26%
Its products/services are not reliable	25%

Source: MarketingSherpa

Customer-first marketing is a key differentiator between satisfied and unsatisfied customers.

We asked 2,400 U.S. consumers about the companies with which they were satisfied and dissatisfied:

Q. Thinking about the marketing of [company name], which of the following is true about your experience?

Chart 5.3
N=2,400

Satisfied Customers

1	I consistently have good experiences with it	56%
2	It is easy to conduct business with the company whether online, in person or on the phone.	43%
3	It doesn't always try to sell to me but tries to provide value	35%
4	Its marketing is not intrusive	34%
5	It is respectful of my privacy	33%
6	It makes me feel like I have a relationship with the company	31%
7	Its marketing is engaging and interesting to me	25%
8	It knows what I like and don't like	23%
9	It puts my needs and wants above its own business goals	18%
10	Other	0.4%

Source: MarketingSherpa

Unsatisfied Customers

1	The company does not put my needs and wants above its own business goals	35%
2	The company doesn't make me feel like I have a relationship with them	34%
3	The company always tries to sell to me instead of providing value	27%
4	It is not easy to conduct business with the company whether online, in person or on the phone	26%
5	I've heard negative things about the company from people I know (friends, family, coworkers, etc.)	25%
6	The company's brand isn't a good fit with who I am	17%
7	The company doesn't know what I like and don't like	16%
8	I've heard negative things about the company on social media from people that I don't know personally	16%
9	I've heard negative things about the company in the press	14%
10	Its marketing is boring and irrelevant to me	12%
11	The company 's marketing is intrusive	11%
12	Other	10%
13	The company is not respectful of my privacy	9%

Source: MarketingSherpa

Customer-first marketing is a key differentiator between satisfied and unsatisfied customers.

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Q. Thinking about the marketing of [company name], which of the following is true about your experience?

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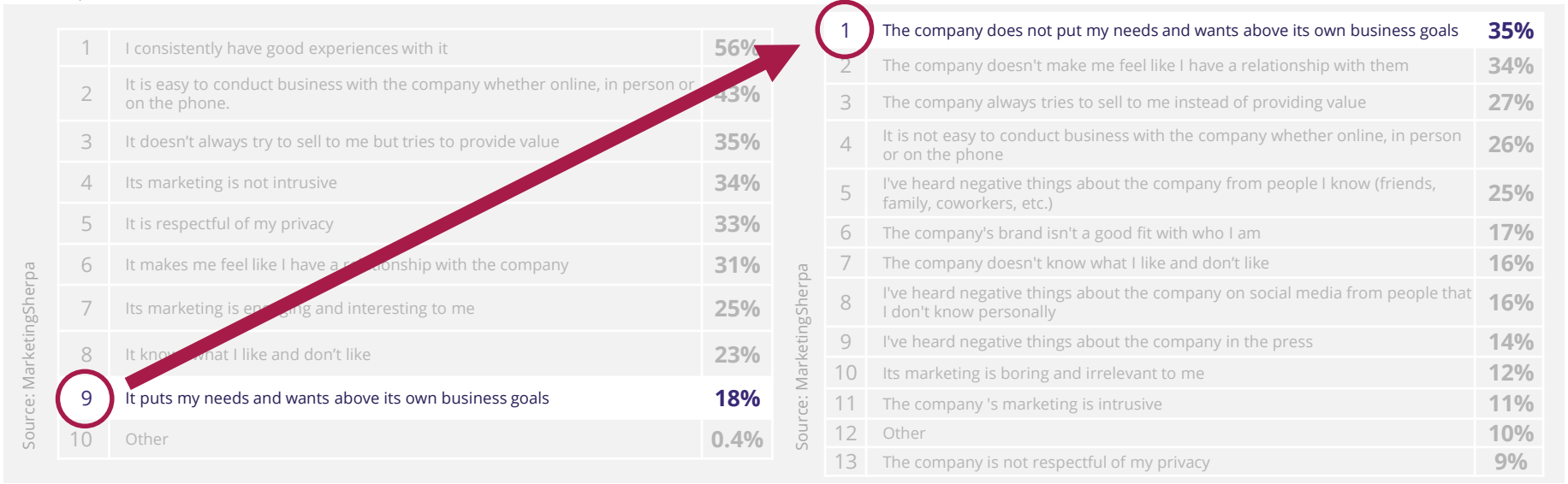
N=2,400



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SELF-ASSESSMENT

Levels of customer-first marketing maturity

The levels of marketing maturity

The research does not indicate that customer-centric marketing is not good or that companies aren't doing it. But it asks how marketers and executives benchmark their level of marketing maturity.

A brand can be successful at a shallower level, but long-term customer satisfaction and the accompanying growth require investment in customer-first marketing at deeper layers of the Conversion Heuristic.

> So if it's generally agreed upon that customer-first marketing is essential to survival, let alone growth, why do companies struggle with it so much? Marketing benchmarks are difficult for many executives to reset. **It's difficult to justify sending fewer, more targeted emails, and risk programs not delivering against quarterly targets**. Unfortunately, **the long-term damage caused by this approach** is likely to **outweigh any short-term gains**. Once you forgo tailoring an experience to the customer, you can expect them to cut off communication, or worse, take their money somewhere else.

Jamie Beckland
VP Product and Marketing
janrain

The levels of marketing maturity

The patented MECLABS Institute Conversion Heuristic (developed by the parent research organization of MarketingSherpa) has been **discovered from and validated by more then 15 years of real-world behavioral experimentation**. It brings a cognitive framework to the factors that affect the probability of conversion.

$$C = 4m + 3v + 2(i-f) - 2a©$$

C = Probability of conversion
m = Motivation (of the user)
V = Clarity of the value proposition (why)

i = Incentive to take action
f = Friction elements of the process
a = Anxiety about entering information

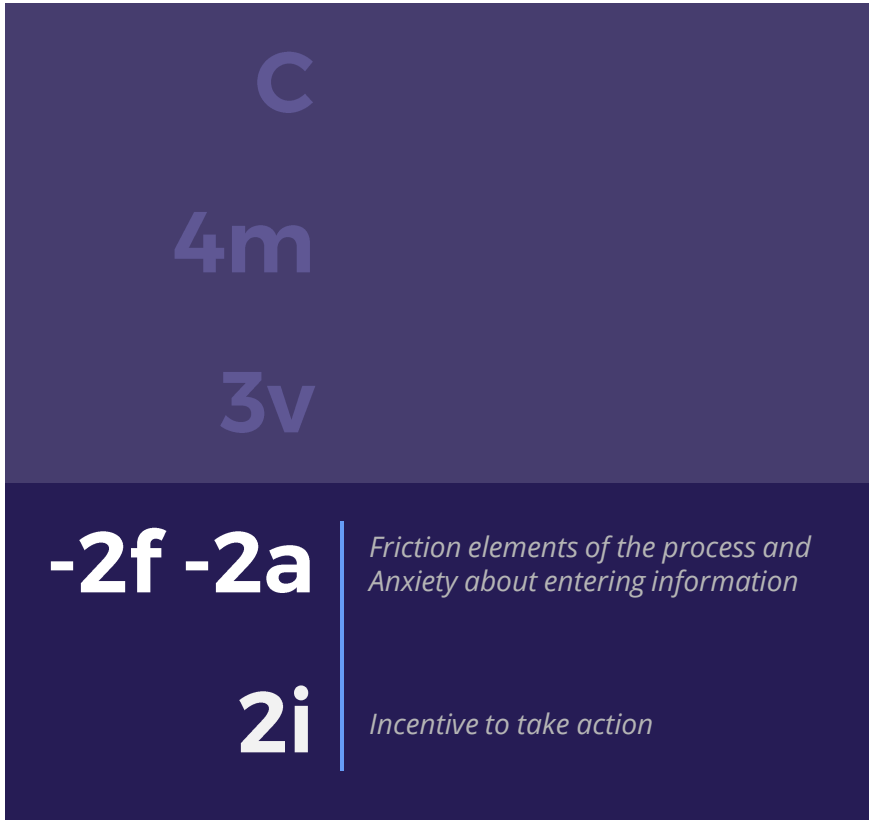
Level 1: Incentive-based marketing

At the base level, companies use **incentives to encourage customers to take a conversion action.**

If enough resources are invested in incentive-based marketing, it can result in meeting the desired KPIs in the short term.

However, it will cover up serious flaws in the product and business that **hinder long-term, sustainable competitive advantage**.

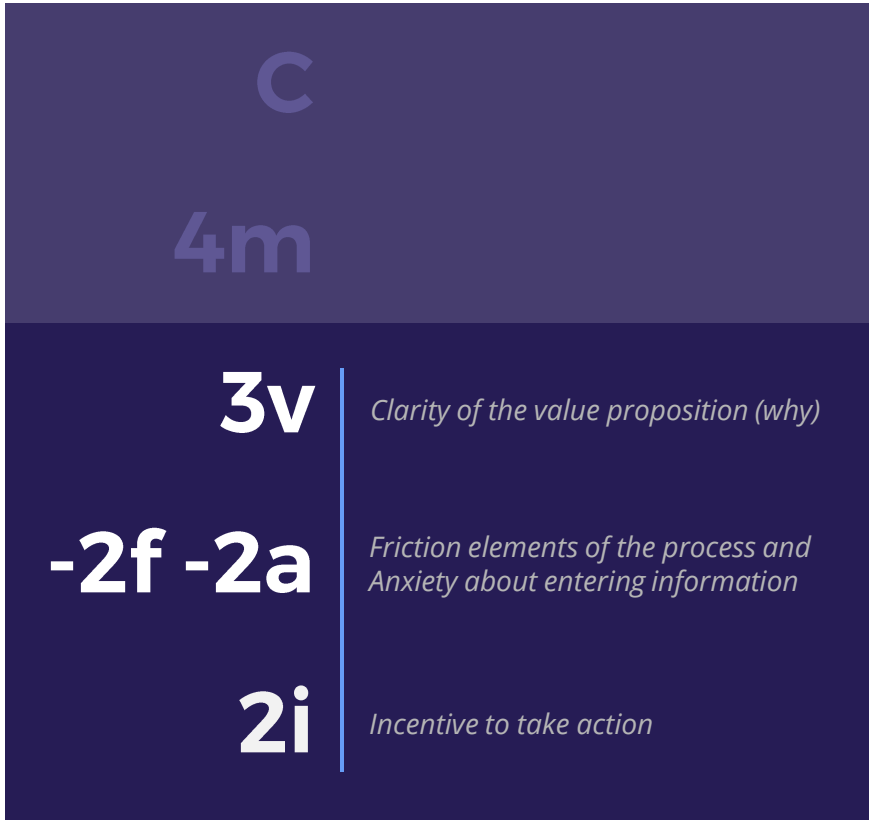
Level 2: Customer experience-based marketing



By building on traditional marketing incentives with a **seamless customer experience that reduces friction** and utilizing marketing **messaging that reduces anxiety**, businesses will have further success.

However, their long-term success and margins will still be weighted down by expensive incentives and **factors that competitors can easily replicate**.

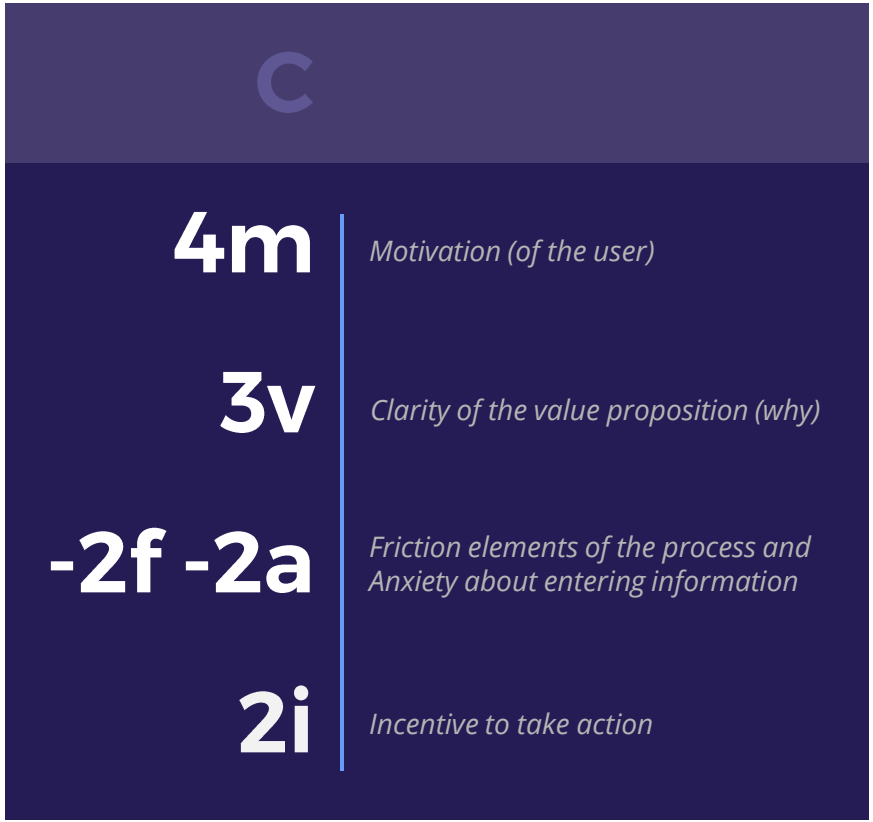
Level 3: Value-based marketing



A powerful **value proposition is key to achieving a sustainable competitive advantage.** A value proposition is the clear, credible answer to the question — "If I am your ideal customer, why should I purchase from you rather than your competitors?"

A differentiated, appealing value proposition entices customers to act for more than ephemeral reasons and is **difficult for competitors to replicate.**

Level 4: Customer-centric marketing



At a higher level, companies **incorporate the motivation of the potential customer into their marketing plans**.

This results in more targeted and personalized marketing, with the customer at the center of the design and delivery of the value-based messaging, seamless customer experience and incentives.

Customers receive more relevant offers and information targeted to their needs and are therefore **more likely to convert** than when receiving general messages about the value of a product.

Level 5: Customer-first marketing

C	*Probability of conversion* *Customer-First: The nature of the conversion*
4m	*Motivation (of the user)*
3v	*Clarity of the value proposition (why)*
-2f -2a	*Friction elements of the process and Anxiety about entering information*
2i	*Incentive to take action*

The highest level of marketing maturity is customer-first marketing. In this practice, marketers move to the other side of the equation — not only exploring how to increase customer action, but **the very nature of that action itself.**

C = 4m + 3v + 2 (i-f) - 2a©

These **companies choose conversion goals that are in the customers' best interest and focused on providing value to the customer** at every single interaction, which may mean sacrificing short-term goals (i.e., leads generated, quarterly sales goals) for ultimate long-term gain.

As a result, **customers** perceive the company as acting in their best interests, have a better relationship with the company and **view it as a preferred option**.

ACTION ITEMS | FURTHER RESEARCH

Putting these discoveries into action

Putting these discoveries into action

Marketing leaders and marketing managers can attend MarketingSherpa Summit 2017 to learn from Dan Briscoe, Ginger Shimp and other case studies filled with inspirational stories of customer-first marketing to give them ideas for improving their marketing efforts.

How a construction software company increased revenue 53%

> Simply put, to get over ourselves. That was our key transformational lesson. To quit the sales and marketing obsession to focus only on our company, to talk only about ourselves, and to quit trying to show how innovative our products are and how beloved our customer support is across the industry. Nobody really cares, and when they do care, they don't want to hear it from us.

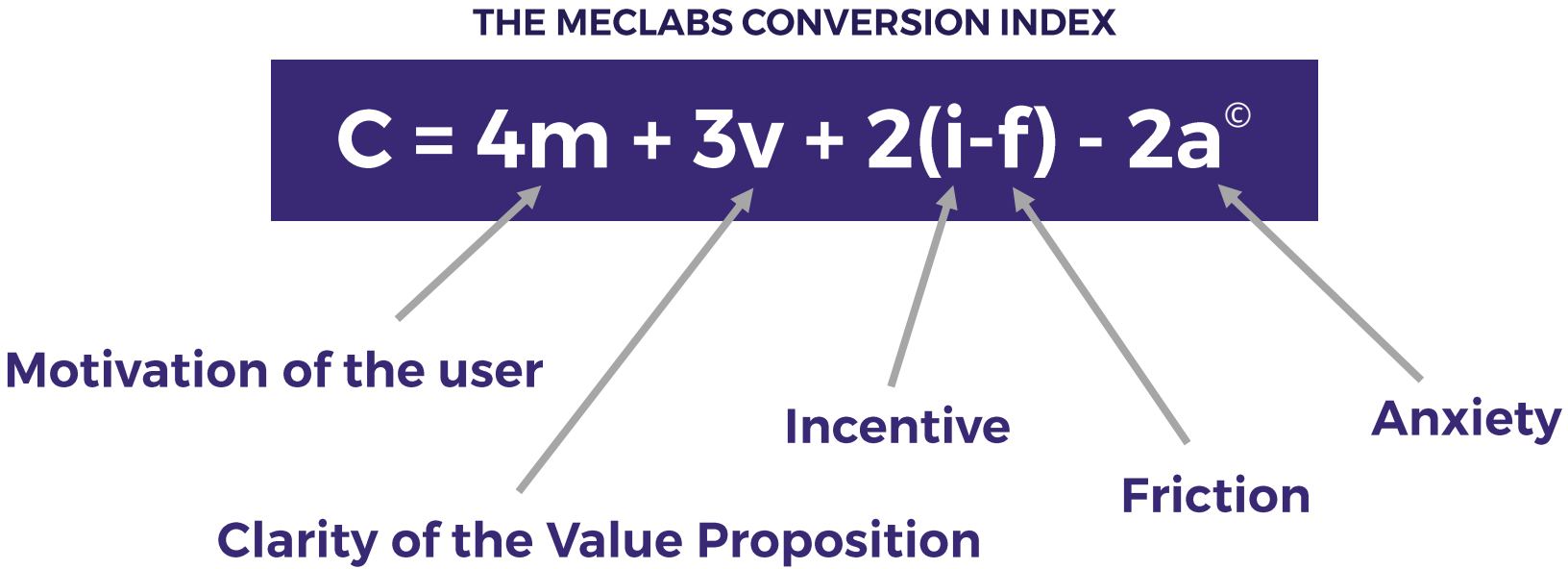
– **Dan Briscoe**, *VP of Marketing, HCSS Software*

How SAP built $50 million of marketing-touched pipeline

> We understand the importance of putting our customers at the forefront of our success and truly believe that by helping our customers run better, we help the world run better. I hope our story will inspire others to do the same.

– **Ginger Shimp**, *Marketing Director, SAP America*

Learn more about the Conversion Heuristic



Visit: MECLABS.com/Heuristic

Three ways to support your marketing objectives

MarketingSherpa Summit 2017

Get proven, actionable marketing education through customer-first, brand-side case studies and interactive learning activities

Get more information at:
MarketingSherpa.com/Summit17

Research Partnership

Drive significant revenue increases in 2017

To learn more, visit:
MECLABS.com/Partners

UF Graduate Certificate Program

Get the only graduate certification in MECLABS Institute's patented methodology

Get more information at:
MECLABS.com/UF

METHODOLOGY

How this research study was conducted

Who published this research study?

MarketingSherpa

Based in Jacksonville, Florida, MarketingSherpa — a subsidiary of MECLABS Institute — is a publication specializing in reporting on inspiring stories of customer-first marketing. Interviews, case studies and data analyses are published for the benefit of the entire marketing industry. MarketingSherpa, currently in its 17th year, has published more than 7,000 articles on MarketingSherpa.com and hosts the largest vendor-neutral conference dedicated to customer-first marketing since 2005.

MECLABS Institute

Founded in 1997 and based in Jacksonville, Florida, MECLABS Institute is the world's largest research institute dedicated to discovering how people make choices.

MECLABS has been involved in direct Research Partnerships with companies throughout Asia, Europe and the Americas since 2001. As an institute focused on offer-response optimization particularly in the field of value exchange, the Institute is dedicated to taking an academic approach to improving the discipline of marketing by teaching its discoveries through workshops, online learning and a graduate certificate program developed in partnership with the University of Florida's College of Journalism and Communications.

MECLABS Institute's two publishing subsidiaries — MarketingExperiments and MarketingSherpa — publish experiments and provide insights to the marketing community.

Who conducted this research study?

Dr. Maryam Afshar, Senior Director of New Disciplines
Lead Researcher, Academic Review, Survey Development and Interpretation

Daniel Burstein, Senior Director of Editorial Content
Editorial Review, Story and Copy Development

John George, Data Sciences Manager
Data Analysis and Interpretation

Derrick Jackson, Director of Data Sciences
Data Analysis and Interpretation

Pamela Jesseau, Director of Marketing
Editorial, Story and Design Support

Annie Summerall, Copy Editor
Copy Editing

James White, Graphic Designer
Design and Graphic Development

How was the research conducted?

In September and October 2016, MarketingSherpa sampled **2,400 consumers**, sampled to reflect a close match to the U.S. population, to help business leaders and marketers get a better understanding of the impact of customer-first marketing on American consumers.

1,200 consumers completed a survey telling us about their experiences with a brand with which they were **highly satisfied**

1,200 consumers completed a survey telling us about their experiences with a brand with which they were **NOT satisfied**

Who are the respondents?

Survey conducted Sept. 30 – Oct. 3, 2016

Chart 7.1 Age Range

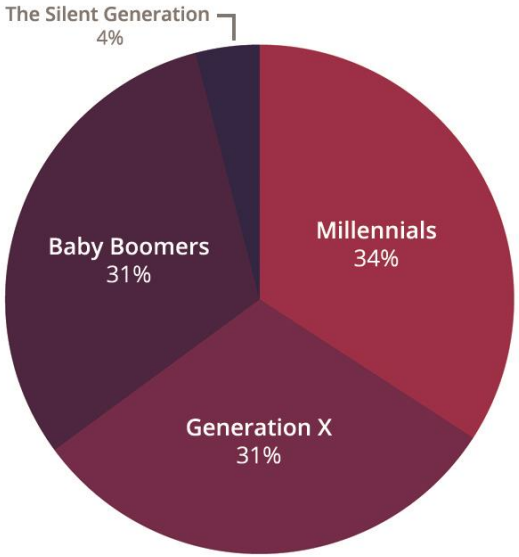


Chart 7.2 Gender

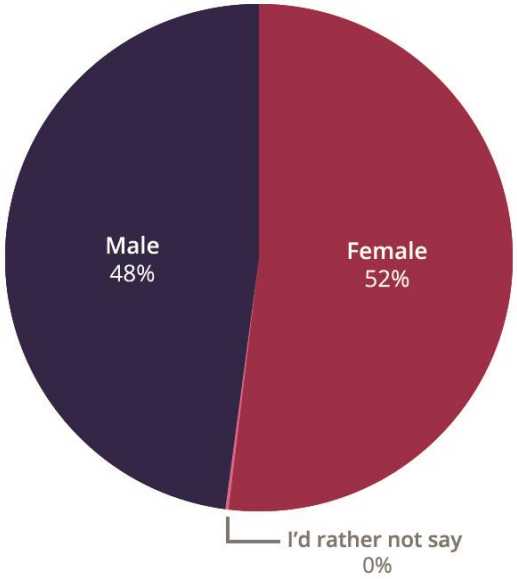
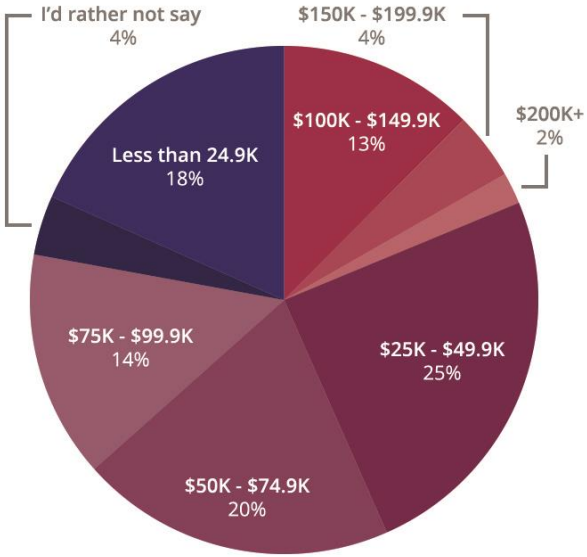


Chart 7.3 Income



Source: MarketingSherpa

N=2,400

MECLABS SERVICES

To support their ever-expanding research program, MECLABS has developed a series of science-based agency services, including:

- **Customer Research & Conversion**
- **Website Development & Design**
- **Product Creation & Launch**
- **Value Proposition & Brand Work**

MECLABS has conducted these science-based agency services in countries around the world spanning from Australia to Japan. They have worked with small startups and with many of the Fortune 50 leaders.

Now, with the world's largest independent research program in the field, their library includes:

20,000 EXPERIMENTAL TREATMENTS

2,500 BRAND-SIDE CASE STUDIES

500,000 EXECUTIVE INTERVIEWS

37,000 BENCHMARKED COMPANIES

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Customer Satisfaction Research Study

Data from 2,400 customers reveals how far companies must go to please (or alienate) customers

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Customer-First Marketing Discoveries
December 2016