



FORESEE MOBILE SATISFACTION INDEX

HOLIDAY RETAIL EDITION

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Commentary and Analysis by:

Larry Freed, President and CEO, ForeSee

Eric Feinberg, Senior Director,

Mobile, Media, and Entertainment, ForeSee

Research by:

Julie Anderson, Research Analyst, ForeSee



RETAILERS: DOES YOUR MOBILE CUSTOMER EXPERIENCE SHINE?

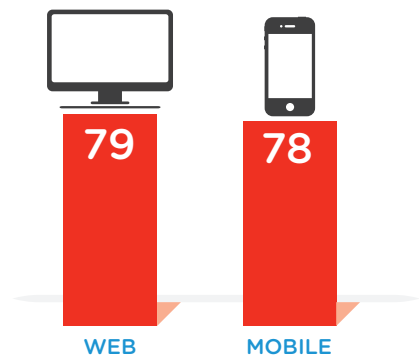


A good customer experience is predictive of loyalty, recommendations, sales, and brand preference. The companies measured in the ForeSee E-Retail Satisfaction Index (U.S. Holiday Edition) are setting the bar high, but some company leaders still struggle to understand and meet the expectations of their mobile customers. Companies that are not measuring the mobile customer experience are operating in the dark, and it's time to turn the lights on.



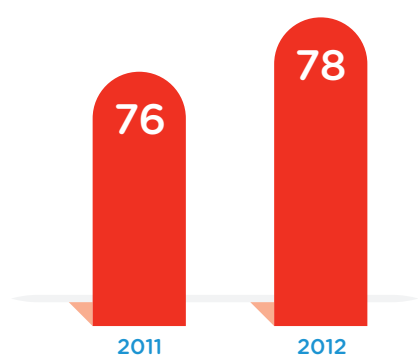
MOBILE IS THE PRESENT

This year, customer satisfaction with Mobile and Web Experiences was nearly identical.



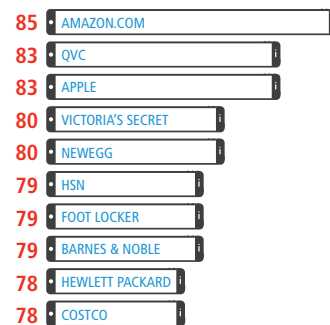
MOBILE IS IMPROVING

Among the top 25 retailers, mobile satisfaction improved year-over-year



RETAILERS PROVIDING THE BEST MOBILE CUSTOMER EXPERIENCE

Do you know how your mobile satisfaction stacks up to these industry leaders?



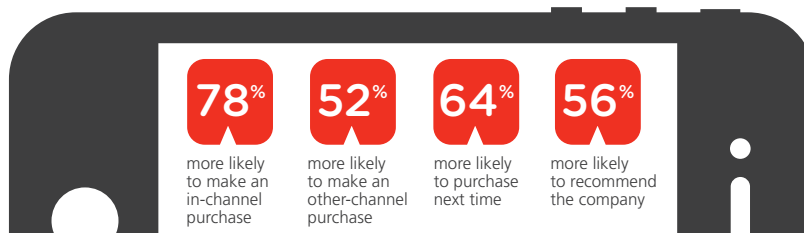
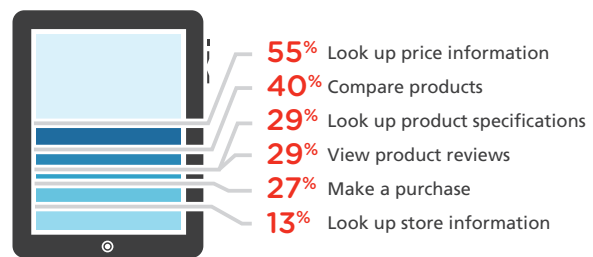
SHOWROOMING: IS YOUR MOBILE CHANNEL WORKING FOR OR AGAINST YOU?

Almost 70% of mobile users reported using their mobile phone while in a retail store this holiday season. If your mobile channel isn't satisfying your customers while they're in your store, you could be driving customers to the competition.



MEASUREMENT PROVIDES CRITICAL INSIGHT

Understanding how mobile shoppers are using their phones and tablets can help guide retailers in deciding what kind of functionality to prioritize.



Source: ForeSee Mobile Satisfaction Index, Holiday Retail Edition

SATISFACTION MATTERS

Satisfied mobile shoppers are more likely to purchase again and recommend your company. Ask your customers how satisfied they are with your mobile site or app, and their responses will do most of the heavy lifting in helping to create a successful mobile experience.



EXECUTIVE SUMMARY

The ForeSee Mobile Satisfaction Index: Holiday Retail Edition includes an in-depth look at how customers rated the mobile experiences (including phones and tablets) of 25 of the top mobile retailers in the country during the 2012 holiday shopping season. We used *Internet Retailer's* list of the 300 largest retail m-commerce web sites in the U.S. to select which retailers would be measured. Critical findings emerging from the research include:

- > **Overall:** Customer satisfaction with the mobile experience has increased since last holiday season. The aggregate mobile retail satisfaction score for 2012 was 78 on the study's 100-point scale, compared to 76 for last year. Individual scores range from 73 to 85. Amazon leads the pack with an 85. See page 9 for a list of individual scores for the top 25 mobile retailers.
- > **Mobile vs. Web:** At an aggregate level, customers are rating their web experiences (79) very similarly to their mobile experiences (78). At a company level, some companies are providing a better mobile experience than their own traditional website provides. Find out which companies have the biggest gap between their traditional web and mobile experiences on page 9.
- > **Showrooming:** Brick and mortar retailers are concerned that their stores are acting as showrooms for online competitors. Nearly 70% of survey respondents reported using their mobile phone while in a store during the 2012 holiday season. Of those who did use a phone while in a store, 62% accessed that store's site or app while 37% accessed a competitor's site or app. More analysis on page 9.
- > **Retail vs. Financial Services:** In a similar study conducted in November, ForeSee found that the average satisfaction score for the largest financial services companies' mobile sites and apps was 77, compared to the largest retail sites and apps at 78, meaning customers think retailers are providing a better mobile experience in general. Read more on page 15.
- > **Multichannel:** This report dives into the multichannel shoppers and the steps they took this holiday season, comparing mobile, store, and web shoppers from ForeSee's 2012 holiday research studies. Find out where people prefer to go first on page 13.

INTRODUCTION: SATISFACTION MATTERS (MORE) IN MOBILE

Plain and simple: companies that are not measuring the mobile customer experience are operating in the dark. It's time to turn the lights on. Measuring mobile satisfaction is no longer an add-on for companies to consider. Phones and tablets are an integral nexus of online traffic and serve as companion channels to virtually every other customer touch point.

Customers do not think of retailers in terms of channels. They want a seamless, excellent, merged experience, where they can shift easily between devices and channels. Mobile can no longer be seen as a tactical play for retailers who operate in channel silos. Customers are using mobile devices at home, on the go, while in stores, and while at work, and a retailer's mobile sites and apps can work for them or against them.

If you're not satisfying your customers in the mobile channel, someone else will.

In this study we take a look at 25 of the top retail companies providing mobile experiences for customers during the 2012 holiday shopping season, because company leaders are still struggling with understanding and meeting the expectations of their mobile customers. In fact, many don't know how to measure the mobile experience in a way that is accurate, actionable, and predictive.

The mobile revolution is here, and these companies—even the largest and best at what they do—cannot afford to waste time, effort, and resources making poor decisions when it comes to their mobile experiences. Metrics that simply track activity will not provide much insight; retailers need better measurements and more actionable intelligence on this all-important channel.

Measuring customer satisfaction with the mobile experience is essential because satisfaction is the best indicator of future success. When done correctly, extensive research shows that a good customer experience is predictive of loyalty, recommendations, sales, and brand preference. A strong measurement can pinpoint areas of improvement to help company leaders to make the best strategic, tactical, and operational business decisions.

THE SCORES: AMAZON, QVC, AND APPLE TOP THE CHARTS

Overall satisfaction with the mobile experiences provided by the measured retailers during the 2012 holiday season was 78 on the study's 100-point scale, with individual company scores in a fairly narrow range of 73-85. Keep in mind, though, that these are some of the most widely used retail mobile sites and apps. It should be noted that while this study offers an excellent opportunity for companies—both those included in this study and those not included—to benchmark against some of the best mobile experiences delivered in the e-tail space, business leaders must understand that it goes beyond looking at satisfaction scores. To make improvements and move their company forward, they need to listen to and meet the expectations of their customers, not Amazon's (or any other company's) customers.

Methodology

The ForeSee Mobile Satisfaction Index analyzes mobile satisfaction scores, impacts, future behaviors, and other key findings through the eyes of the consumer. This report concentrates exclusively on the 25 largest U.S. mobile retailers (as defined by *Internet Retailer*) and serves as a great starting point for companies that want to benchmark their mobile performance against some of the best businesses in this category.

More than 6,200 surveys were collected from visitors to these 25 companies' mobile commerce apps and sites on phones and tablets from November 21 to December 10, 2012. The study was conducted using a consumer panel. All scores are on a 100-point scale.

The chart to the right shows mobile satisfaction scores (based on ForeSee's 100-point scale) for the 25 retailers included in the ForeSee Mobile Satisfaction Index (Holiday Retail Edition). The scores reflect customer experiences with mobile sites and apps on phones and tablets.

Mobile Experience	Satisfaction
Aggregate Mobile Satisfaction for Top 25 Mobile Retailers	78
Amazon.com	85
Apple	83
QVC	83
NewEgg	80
Victoria's Secret	80
Barnes and Noble	79
Foot Locker	79
HSN	79
Costco	78
Hewlett Packard	78
Kohl's	78
SportsmansGuide.com	78
Best Buy	77
Buy.com	77
J.C. Penney	77
Macy's	77
One King's Lane	77
Staples	77
Target	77
Walmart	75
Gilt.com	74
Overstock	74
RueLaLa	74
Sears	74
Shop NBC	73



MOBILE SATISFACTION OVER TIME

Mobile satisfaction improved from 76 in 2011 to 78 in 2012. When we directly compare the nine companies measured in both indices, there was an average increase of 2.3 points. In fact, only one company decreased in satisfaction (Apple, -2), while the rest showed increases. Several showed significant gains, such as Victoria's Secret (+5),

Target (+5), Barnes and Noble (+4), Sears (+3), and Walmart (+3). These companies are closing the gap on Amazon, which is the clear leader in mobile satisfaction (as well as web satisfaction, for that matter). This overall score increase is a good sign for the future of the retail mobile experience, but put the celebration on hold for now. While these companies are improving, keep in mind that these are the biggest and best, who likely have the most resources. Improvements among these giants do not necessarily mean the majority of smaller retailers are keeping up with customers' expectations of mobile commerce experiences.

Company	Mobile Satisfaction Holiday 2012	Mobile Satisfaction Holiday 2011	Difference Holiday 2012-2011
Target	77	72	5
Victoria's Secret	80	75	5
Barnes and Noble	79	75	4
Sears	74	71	3
Walmart	75	72	3
Amazon.com	85	84	1
Best Buy	77	76	1
Staples	77	76	1
Apple	83	85	-2



CUSTOMER SATISFACTION WITH WEB VS. MOBILE

ForeSee measures satisfaction across multiple channels. Every year, we measure customer satisfaction with the top 100 retail websites by revenue, allowing us to compare satisfaction between a company's traditional website and its mobile experiences. The conventional wisdom is that mobile consistently lags behind web.

Is it better to have a higher web score or a higher mobile customer satisfaction score? There is no right answer to this question. As consumers move from one channel to another, they expect a seamless, easy, and intuitive experience. Any drop-off in the level of experience can lead to a disgruntled consumer and a potential lost customer.

But when comparing the aggregate scores using the same companies measured in both the indices, satisfaction with mobile and web experiences are nearly identical: 78. This similarity demonstrates that the performances of the web and mobile channels—at the aggregate level—are closer than you think. On an individual company level, however, there are some differences between the two channels, and in some cases those differences are significant.

While Amazon leads both indices in satisfaction, the company also has one of the largest score gaps (3 points) between the two channels, in favor of web. NBC Shop shows a 5-point gap between its web (78) and mobile (73) experiences, showing that even leaders may have some work to do to get their mobile satisfaction on par with their web experience. Mobile is a growing channel and one that will only continue to increase in consumers' adoption. Smartphone and tablet adoption rates are on the rise and according to Nielsen, 74% of 25-34 year olds now own smartphones. As mobile usage grows, retailers should be refining their mobile sites and apps in order to satisfy and maintain a loyal customer base.

On the other end of the spectrum, there are a handful of companies whose mobile experience outperforms customer satisfaction with their website. Apple (+3) and Foot Locker (+3) both demonstrate that they are doing something a little better in their mobile experience, and the success can be carried over to the web.

The table to the right shows the difference between mobile and web satisfaction for the companies for which we have scores in both channels.

MAKE SHOWROOMING WORK FOR YOU

Showrooming isn't a new trend by any means. Companies like Best Buy have acknowledged that some of their customers are coming to the store to look at the merchandise in person (the "showroom") but then shopping online (often via mobile) to get a better price through a competitor.

Here's the surprise: although almost 70% of mobile users measured reported using their mobile phone while in a retail store this holiday season, many of them are doing so to check that company's website.

However, there is a smaller, less satisfied group of mobile shoppers who are accessing a competitor's site while in your store. This shows that if your mobile and/or store experience doesn't meet expectations, customers will go somewhere else.

Company	Mobile Top 25 Holiday 2012	Web Top 100 Holiday 2012	Difference Mobile – Web
Amazon.com	85	88	-3
QVC	83	84	-1
Apple	83	80	3
Victoria's Secret	80	80	0
NewEgg	80	81	-1
Barnes and Noble	79	79	0
HSN	79	81	-2
Foot Locker	79	76	3
SportsmansGuide.com	78	78	0
Costco	78	78	0
Kohl's	78	80	-2
Hewlett Packard	78	80	-2
One King's Lane	77	NM	NA
Macy's	77	77	0
Staples	77	77	0
Buy.com	77	75	2
Best Buy	77	77	0
Target	77	79	-2
J.C. Penney	77	78	-1
Walmart	75	78	-3
Overstock	74	75	-1
Gilt Groupe	74	72	2
RueLaLa	74	73	1
Sears	74	75	-1
Shop NBC	73	78	-5



Today's customer is a multichannel shopper that will visit the store and use their mobile device as integral and integrated part of their shopping experience. Our research shows that showrooming isn't necessarily a bad thing, and it highlights the importance of the mobile experience for brick and mortar companies. Storefront retailers have an opportunity to keep their customers by providing a better experience for them. But to do that, each retailer must understand the needs of its own multichannel customer, and that requires precise and accurate measurement.

How did you use your mobile phone while in retail stores this holiday season?

- > 62% accessed the store's website on their phone (satisfaction for this group is 79)
- > 37% accessed a competitor's website on their phone (77)
- > 21% accessed a shopping comparison website (Shopzilla.com, Shopping.com) on their phone (77)
- > 20% accessed the store's mobile shopping app on their phone (79)
- > 11% accessed a competitor's mobile shopping app on their phone (77)

Mobile has become the ultimate companion channel. Mobile can be used while in a store, it can be used to look up something you see while home watching TV on your couch (or on your tablet or laptop); mobile is the only channel that can be used as a companion to virtually every other channel customers are using to interact with retailers.

Aside from using their phone or tablet as a companion channel, what are the main reasons mobile shoppers are turning to phones and tablets?

Consumers utilize mobile retail sites and apps for a variety of reasons. Users who used the mobile site or app to make a purchase were the most satisfied. More than half of the respondents used the mobile site or app to look up price information and 40% compared products. Understanding how mobile shoppers are using their phones and tablets can help guide retailers in deciding what kind of functionality to prioritize.

How did you use the mobile site/app?

- > 40% compared different products
- > 55% looked up price information about a product
- > 29% looked up product specifications
- > 29% viewed product reviews
- > 27% made a purchase
- > 13% looked up store information (location, hours)
- > 6% none of these

PURPOSE OF MOBILE COMMERCE USAGE

Visitors planning to buy something were more satisfied than those who came to research products.

What was the main thing you intended to do the last time you visited this company's mobile website/used its mobile app?

- > 36% came to the website planning to buy something on the site
- > 50% came to the website to research a product
- > 15% visited the website for a different reason (other than researching a product or making a purchase)

Only 5% of those who visited the mobile site of app did not make any purchase of any kind, while 9% purchased from a competitor. A full 86% of respondents either purchased from the company they visited or planned to in the future.

Thinking about what you actually did, did you purchase the product?

- > 49% yes, from this company
- > 9% yes, from a competitor
- > 37% not yet, but I still may purchase the item(s) I researched this holiday season
- > 5% no, I did not make a purchase, and I do not intend to

HOLIDAY SHOPPING

More than half of mobile users during the holiday season used their mobile phone to research products and recorded a 79 in satisfaction, which was on par with the 26% of shoppers who made purchases on their mobile phones and 13% who used the retailer's app.

Which of the following ways did you use your mobile phone this holiday season?

- > 56% used a mobile phone to access the Internet to research products (compare product details, look up prices, find store locations, etc.)
- > 26% made purchases online from a mobile phone
- > 27% used a mobile phone to compare products or prices while shopping in person in a store
- > 13% used retailer-developed mobile shopping apps
- > 27% none of these

THE MULTICHANNEL SHOPPER

As part of the ForeSee E-Retail Satisfaction Index (U.S. Holiday Edition), ForeSee measured the web, mobile, and in-store channels to piece together a comprehensive view of the multichannel, multi-device shopper. ForeSee has done this research at an aggregate level for the biggest retailers.

Let's look at the mobile user as they take their first step in the researching/shopping for a product, all the steps they took in researching/shopping a product, and purchase channel (satisfaction scores are in parentheses):

More than half of respondents visited the company's website via PC first (57%), and they were highly satisfied (80). While only 6% visited a mobile channel as their FIRST interaction with the company, this group was just as satisfied (80).

% of Respondents	What step did you take FIRST in researching/shopping for the product?	Satisfaction for this Segment
57%	Visited the company's website via PC	80
9%	Visited a competitor's website via PC	74
7%	Used a comparison shopping website	75
6%	Used another online resource to research the product	76
4%	Asked people they knew about the product	76
5%	Visited the company's store	78
2%	Visited a competitor's store	74
6%	Visited the company's website, mobile site, or mobile app with a mobile phone	80
2%	Accessed a competitor's website, mobile site, or mobile app with a mobile phone	75



While only 6% visited the mobile site or app FIRST, one in five visited it at some point while only one in ten accessed a competitor's mobile site or app.

% of Respondents	What are ALL of the steps you took in researching/shopping for the product?	Satisfaction for this Segment
73%	Visited the company's website	79
40%	Visited a competitor's website	77
24%	Used another online resource to research the product	77
22%	Used a comparison shopping website	77
21%	Visited the company's website, mobile site, or mobile app with a mobile phone	79
21%	Visited the company's store	79
19%	Asked people they knew about the product	79
11%	Accessed a competitor's website, mobile site, or mobile app with a mobile phone	77
11%	Visited a competitor's store	76



For shoppers who went on to make a purchase, one in five purchased from a mobile site or app, and this group was highly satisfied. Those who purchased from a store (23%) were the least satisfied purchasers (satisfaction of 78).

% of Respondents	From which channel did you make your purchase?	Satisfaction for this Segment
54%	From a website	82
23%	From a store	78
20%	From a mobile website or app	82
2%	From a catalog/contact center	80



When a company investigates the number of mobile purchasers who bought in specific channels and syncs that information with all the steps those shoppers took, we see the customer's journey materialize. If we do the same for web and store channel purchasers, we can compare and contrast channel purchasers.

CUSTOMERS GIVE RETAIL HIGHER MARKS THAN FINANCIAL SERVICES FOR THE MOBILE EXPERIENCE

We can learn a lot from comparing satisfaction not only between customer touch points but between industries. Satisfaction is defined as how your actual experience lives up to your expectations, and customer expectations are formed by experiences across channels and industries. When one industry provides a clearly superior experience in a given channel, it affects customer expectations across all industries. If a customer regularly has an easy, intuitive, positive mobile experience in one industry, mobile expectations will rise across all industries.

ForeSee conducted a similar study of the mobile experience for financial services in October 2012. Comparing the results, customers are slightly less satisfied with financial services mobile site and app experiences than they are with retail mobile sites and apps. The measure of financial services' mobile sites and apps included banks/credit unions, credit cards, and brokerage firms. The 17 measured financial services companies reported an aggregate score of 77, with individual scores ranging from 73 to 78. The holiday mobile retail scores were just slightly higher, with an aggregate of 78, and a range of individual scores from 73 to 85.

The narrow range of scores between the financial services companies indicates that there is no clear leader, and any one of those companies has the ability to measure its customers and make the improvements that will catapult it to the top of the list. In retail, on the other hand, the 12-point range shows that while some companies are doing really well, companies that are scoring at or below the aggregate average have a lot of catching up to do.

WHY SATISFACTION MATTERS

Satisfaction matters because it determines what consumers will do next. Measuring and improving satisfaction scores is not a beauty contest or done so that companies can run commercials about having the most satisfied customers. Satisfied customers buy more. They buy more often, they recommend your company, and their loyalty is greater. Satisfaction is the key to growing your business.

The proof is in the pudding: we compared less satisfied visitors (with mobile satisfaction scores 69 or less) to highly satisfied website visitors (with satisfaction scores of 80 or higher). Based on likelihood scores, satisfied mobile shoppers say they are 78% more likely to make in-channel (mobile) purchases when compared to dissatisfied shoppers. They are also 52% more likely to make other-channel purchases (store, contact center, etc.), 56% more likely to give positive recommendations, and 64% more likely to purchase from that company next time they are buying a similar product.

Likely Future Behaviors for Mobile Visitors to the Top 25 Retailer Mobile Sites

Likely Future Behavior	Average Scores, Respondents Scoring Mobile Satisfaction 80+ (Highly Satisfied)	Average Scores, Respondents Scoring Mobile Satisfaction 69 or Lower (Dissatisfied)	% Difference
In-Channel Purchase	87	49	78%
Other-Channel Purchase	88	58	52%
Purchase Next Time	92	56	64%
Recommend Company	92	59	56%



FACTORS AFFECTING MOBILE CUSTOMER SATISFACTION

Clearly mobile satisfaction is critical to the future success of a retail business. But how can retailers increase mobile satisfaction so shoppers are even more likely to buy, recommend, and return to the mobile site?

The ForeSee method scientifically measures several key drivers, or elements, of mobile satisfaction.

The ForeSee model results tell us how users feel about these performance areas and how much influence each element has on their overall satisfaction. Improving the high-impact elements in the eyes of visitors leads to quantifiable increases in satisfaction. The elements that have the most impact on overall satisfaction (and therefore on future behaviors, both online and offline) differ for specific retailers.

This study measures four general elements of a retail mobile experience: merchandise, functionality, content, and price. For the purposes of this study, these elements are measured in broad strokes because we use a panel to measure visitors who had their mobile experience up to a few days or weeks before the measure was taken. (We are able to determine the impact of a wider range of more detailed elements for our clients because consumers are surveyed immediately after a mobile experience.) ForeSee technology quantifies which elements have the greatest impact on overall satisfaction, which may or may not be the lower-scoring elements. Companies are likely to improve satisfaction the most by **focusing improvements on the elements that have the greatest impact on satisfaction**, rather than focusing on scores alone.

ELEMENTS OF MOBILE SATISFACTION

Element	What It Measures	Websites that Should Prioritize the Element
Price	Perceptions of the fairness and competitiveness of a retailer's prices	Among the elements measured in this research, price is a top priority element for just one company. Price is typically the lowest impacting element, and almost 52% (13 sites) show it as the lowest priority.
Merchandise	The appeal, variety, and availability of products on the mobile site	Among the elements measured in this research, merchandise is a top priority element for 6 (24%) of the companies.
Site/App Functionality	The usefulness, convenience, and variety of features available to mobile site visitors	Among the elements measured in this research, website functionality is a top priority for improvement for 16 (64%) companies.
Content	Perceptions of accuracy, quality, and freshness of information on the site	Among the elements measured in this research, content is a top priority for four companies.



Almost two-thirds (64%) of the measured mobile experiences should be prioritizing improvements to site or app functionality (the usefulness, convenience, and variety of features available to mobile site visitors).

In other words, the fundamental tenets of good retailing exist in mobile just as they do in other channels.

Another similarity between channels: price matters less than many retailers think, both on traditional websites and in mobile channels. ForeSee research shows that both online and in mobile experiences, prices are rarely the top priority for improvement. This is particularly interesting given that 55% of survey respondents are using the mobile channel to look up prices. Customers may indicate that prices are important to them, but the methodology reveals price is not the element with the biggest impact on overall satisfaction.

Just as companies vary from one to another, so too should the elements of a touch point experience.

Consumer expectations can affect satisfaction: people may expect lower prices from some retailers and better service from others. By understanding the impact of specific aspects of a mobile experience on their audience's satisfaction, retailers can focus their efforts on the changes that are likely to matter most and save on costly investments in upgrades that are unlikely to result in desired future behaviors.

CONCLUSION

Mobile isn't just moving at lightning speed; right now it's changing at lightning speed, and drastically changing the way today's multichannel, multi-device consumers are engaging with companies. Business leaders shouldn't stand idle and watch the opportunity go by. If they measure mobile (and measure it the right way), their customers will do most of the heavy lifting in creating a successful mobile experience. They will help identify the purpose of the visit, show you their likely next step, and tell you their location and the devices they use. All you have to do is ask them.

ABOUT THE AUTHORS

As president and CEO of ForeSee and author of the book *Managing Forward*, **Larry Freed** is an expert on customer satisfaction and authors dozens of research papers and reports on the subject every year. Larry speaks extensively on the topic at private- and public-sector industry events and has been quoted in numerous publications and by media outlets, including *CNN*, the *Wall Street Journal*, the *Washington Post*, the *New York Times*, *Investor's Business Daily*, *Internet Retailer*, *Internet Retailing*, *Multichannel Merchant*, *DM News*, *Computerworld*, *Federal Computer Week*, and *Government Executive*, among many others.

As Senior Director of Mobile, Media & Entertainment, **Eric Feinberg** provides leadership to ForeSee's mobile solutions as well as solutions related to the media and entertainment industries. He is responsible for working with product, delivery, sales, and marketing teams to ensure that ForeSee brings innovation and operational excellence to its mobile offerings. Eric brings 15 years of customer-focused experience to the team, and is currently on the Board of Directors for the Digital Analytics Association (DAA), formerly the Web Analytics Association.

Julie Anderson, research analyst at ForeSee, has over 13 years of consulting and research experience in public and private organizations with a focus on large-scale data analytics. Through her work as a satisfaction research analyst at ForeSee, she has extensive experience with the American Customer Satisfaction Index (ACSI) and in providing voice-of-customer analytics with a special focus on digital analytics.

ABOUT FORESEE

As a pioneer in customer experience analytics, ForeSee continuously measures satisfaction and delivers powerful insights on where to prioritize improvements for maximum impact. ForeSee applies its trusted technology across channels and customer touch points, including websites, contact centers, brick-and-mortar locations, mobile experiences, and social media interactions. Because ForeSee's proven method measures satisfaction in a manner that is predictive of customer loyalty, purchase behavior, future financial success, and even stock prices, executives and managers are able to drive future success by confidently prioritizing the efforts that they know will achieve business goals.

Working across the public and private sectors, with expertise in a range of business and consumer industries, ForeSee combines the best in customer satisfaction measurement, proven predictive analytics, actionable usability analysis, and rich observational data to work with large and small organizations around the world. The results of measuring success through the customers' eyes are better outcomes for businesses and better experiences for consumers.

ForeSee is a privately held company headquartered in Ann Arbor, Michigan. Visit us at www.foresee.com for customer experience solutions and original research.