how do you turn a brand **INTO A RELIGION?**
a customer **INTO A FANATIC?**
an employee **INTO AN AMBASSADOR?**
a product **INTO AN OBSESSION?**

WITH EXPERIENCES. Ass-kickingly-great-write-home-kind-of-experiences.

Brands are the sum of the experiences they deliver—and great experiences don't happen by accident.

Qualtrics Experience Management helps brands assess the quality of their experiences and continually improve them.

With an advanced technology platform for research, analysis, and action, brands can now dive deeper

into the hearts and minds of customers, employees, and prospects.

Imagine understanding people so well, you can determine what they want even before they want it.

That's the predictive power of Qualtrics.

close the
EXPERIENCE

GAP

We are living in an experience economy. An economy that has produced stunning successes—and just as many catastrophic failures. Businesses are winning, or losing, based on the quality of the experiences they provide.

Those who are losing ground, are succumbing to the experience gap. The experience gap is the divide between your stakeholders' sentiments, and your business's understanding of them. An experience gap is a dearth of information—or an abundance of misleading information—that allows you to believe you're delivering what customers and employees want, when you're not.

Operational data tells you what's happening.

EXPERIENCE DATA tells you why.

X=WHY

Experience gaps are so deceptive because operational data (o-data) shows most companies exactly what is happening to their business. They keep up-to-the-minute records on things like how many cars they're producing, how many employees are requesting sick days, or what their sales-per-region are. The rise of centralized accounting, CRM, human resource information systems, and enterprise resource software have made o-data table stakes for modern business.

We know what, but not why.

O-data is everywhere, but experience data (x-data) is scarce. X-data is the human factor data that comes straight from customers, employees, and prospects—in their own words. Without x-data, affinity drops, customers defect, products flounder, and talented employees leave. Without the why, companies miss the next big thing.

Today's companies are o-data rich, but x-data poor. And the x-data they have isn't being used. We're changing that, with a technology platform unlike any you've seen before.

Introducing Qualtrics Experience Management™.

CUSTOMER STORY Allianz + **QUALTRICS**

HOW DO YOU RAISE THE EXPERIENCE BAR FOR AN ENTIRE INDUSTRY?

Allianz Global Corporate & Specialty (AGCS) provides insurance solutions for the largest businesses in 22 countries. Already a market leader, AGCS chose to raise the bar by embedding total customer centricity across the entire organization. When you're delivering products for the future, combined with a level of service clients have never seen, you need the democratized insights and predictive power of the world's first experience management platform.

PLANNING FOR AN UNCERTAIN FUTURE

Allianz was the market leader, but they were operating in a highly competitive market, where excess supply and declining rates were making it difficult to decide what to do next. Rather than staying put, they decided to put customer experience at the center of their strategy, so that they could ensure profitable growth in the years to come.

According to one Board Member, Allianz had previously attempted to implement a broad-sweeping customer feedback program. But the technology available at the time had limited their ability to turn customer insight into action. He said, "We tried to be customer-centric before. But we were not globally consistent." All their experience data was funnelling into departmental and geographic silos instead of being shared company-wide. Allianz couldn't move in unison to drive truly impactful innovations to their product lines and processes.

So they brought together a team of 35 key business leaders across the organization to build a scalable customer experience management program that would win over customers and accelerate growth year after year. They needed a technology partner that could harness their vision and help them overcome the data silos that were holding them back.

"We tried to be customer-centric before. But we were not globally consistent."

FINDING THE RIGHT PARTNER

AGCS wasn't looking to outsource their program, where they might pay an exorbitant premium to receive a binder of customer insights every other year or so. They wanted a technology platform that allowed them to collect continuous experience data on their own. And they wanted to work with intelligent, determined people who would help them build internal competencies and institutional knowledge so they could take total control of their customer experience.

Allianz's due diligence compared and contrasted every alternative solution. After discovering Qualtrics, it took Allianz just six weeks to go from pitch to contract—an unheard-of timeframe for an organization that large. The Allianz team said that they weren't just investing in Qualtrics' platform, they were investing in Qualtrics' team of people. Allianz's Global Practice Director said, "We felt the most comfortable and confident with the people at Qualtrics. We felt like we gained a team who was invested in us as much as we were in them."

"We felt the most comfortable and confident with the people at Qualtrics. We felt like we gained a team who was invested in us as much as we were in them."

SETTING A STRONG FOUNDATION, THEN BUILDING RAPIDLY

Qualtrics helped Allianz start small, iterate, and refine—then scale their experience management program globally. The program design and implementation process included a series of market-by-market launches, starting in France, then expanding every two to three weeks with launches in other markets. Although up to 80% of program structure was identical for each market, each launch came with nuances, such as market-specific questions, localization, and integration with local CRM systems.

Before long, Allianz had rolled out a globally consistent program to collect experience data from customers in 22 countries and 16 languages. They uncovered a wealth of insights. With the ability to easily filter and prioritize those insights by location and function, employees gained the ability to see exactly where to take action next. Qualtrics helped them gain the power to "think globally and act locally."

> "
Clients are starting to appreciate that they have the ability to ask for more from insurers that they would've in the past.

UTILIZING THE PREDICTIVE POWER OF DEMOCRATIZED INSIGHTS

Across departments and countries, AGCS used the experience data they collected to raise the bar for experience quality in countless ways. For example, they found that their institutional clients were growing increasingly uneasy about cybercrime. Before that sentiment was even on their competitors' radar, Allianz had rolled out products to protect their large clients against this multibillion dollar threat—giving those clients invaluable confidence and peace of mind.

Allianz's engineering consultants, who advise clients on the risks associated with their large building projects, came into consultations with heightened awareness of their clients' expectations. As a result, they garnered a reputation for going above-and-beyond, and for being much more prepared and responsive than their competition. According to Allianz's Head of Engineering, "Clients are starting to appreciate that they have the ability to ask for more from insurers that they would've in the past."

Perhaps the biggest business impact occurred in claims. Once considered a back-office function, claims evolved into a strategic, client-facing function at Allianz. In addition to illuminating key drivers of satisfaction during the claims process, experience data had informed their team of client preferences that they weren't aware of. Maintaining a truly painless and efficient claims experience is central to Allianz's reputation in the marketplace, and they now have processes in place to make every paid claim a reverberating declaration of their trustworthiness and devotion to their clients.

So, how do you raise the bar for an entire industry? By collecting continuous customer experience data and democratizing it, so that customers' beliefs, emotions, and sentiments echo across countries and departments, in boardrooms and product development meetings. And when it comes to enabling such efforts, there's only one technology platform to consider.

With Qualtrics Experience Management, Allianz maintained their #1 position in Europe and gained significant ground in other markets. They rolled out a single system for managing the experience in 22 countries. They increased their ability to predict clients' needs. Most importantly, they earned lifelong loyalty from clients who see them as an integral, forward-thinking business partner.

Allianz + QUALTRICS

With over 140,000 employees and 85 million clients, Allianz is the world's largest insurance provider. Before deploying Qualtrics, Allianz was at risk of losing their leadership position in the institutional market due to intense competition. They needed to predict market trends with greater accuracy and make proactive changes to their processes and product lines. The Allianz Board of Directors launched a new, customer-centric strategy and partnered with Qualtrics to implement a highly complex, global experience management program.

"We've become more than just customer-centric— Qualtrics XM helped us become more predictive of customers' needs. That improves their satisfaction and loyalty."

GLOBAL PRACTICE DIRECTOR

RESULTS

- Qualtrics' team understood Allianz' complex needs and delivered a comprehensive experience management solution optimized for the complexities of their industry.

- Allianz used Qualtrics Experience Management to collect, analyze, and act on experience data from their clients and broker partners in 22 countries and 16 languages.

- With real-time experience data at their fingertips, thousands of agents across the company moved in unison to understand drivers of client loyalty, predict future client risks, and innovate new experiences.

- This resulted in developing new products for their clients to protect against emerging risks such as cybercrime—a potential multibillion-dollar threat to any large organization.

- Qualtrics XM enabled Allianz to transform their claims department from a traditional back-office function to a strategic client-facing function, giving them a new competitive advantage.

- Ultimately, Allianz further distanced itself from competition, increased customer loyalty, and identified new revenue streams—all amidst intensely competitive market conditions.

#1 provider in Europe

22 COUNTRIES single system for managing the experience in 22 countries

↗ increased ability to predict clients' needs

PROGRAM SCALE & SCOPE

// **22 COUNTRIES**

// **16 LANGUAGES**

// **500,000+ ANNUAL SURVEY RESPONSES**

Michelin $+$ **QUALTRICS**

Michelin North America is a $10.76 billion per year tire company with 19 plants, 16 locations, and 22,000 employees. The company's BFGoodrich brand had been a heritage name steeped in American history—the embodiment of 40 years of racing. However, for a decade, the brand had taken a backseat in terms of investment, resources, and product development. In 2016, Michelin's team turned to Qualtrics and created a strategy to breathe new life into the BFGoodrich brand.

"It's exciting that Michelin has recognized the flexibility of the Qualtrics platform and the advantages of switching to it."

MARKET RESEARCH MANAGER

RESULTS

- Michelin's brand strategy for BFGoodrich was centered around collecting experience data and building brand awareness at in-person events.

- Since events were taking place at offroad races where WiFi was unavailable, collecting data was a manual, labor-intensive process.

- Qualtrics Experience Management's offline app gave Michelin's research team the ability to collect insights anywhere, anytime.

- Michelin now adds customers to its brand research panels at every event they attend. In fact, over 50% of customers they've conversed with have opted into their panels.

- With Qualtrics' panel management functionalities, it's incredibly easy for Michelin to manage their panels effectively on an ongoing basis. They can effortlessly control things like contact frequency and optimize open rates by embedding the first question from surveys in emails.

- Michelin has made huge strides in reviving the BFGoodrich brand among customers, evidenced by the continuous growth of its NPS score.

2X increase in Net Promoter Score

50% opt-in to research panel

Real-time insights, anytime, anywhere

PROGRAM SCALE & SCOPE

// **19 PLANTS AND 16 LOCATIONS**

// **22,000 EMPLOYEES**

// **10 LANGUAGES**

1-800 Contacts **+** **QUALTRICS**

1-800 Contacts is the world's largest contact lens company, providing the best brands and the fastest, easiest, and most enjoyable way for millions of customers to order and reorder contact lenses. In today's digital marketplace where impersonal interactions are the norm, 1-800 Contacts uses its digital platform to create personalized human connections with their customers. Partnering with Qualtrics, they've developed an extraordinary experience management program that has earned them customers for life.

"With Qualtrics Experience Management, we're actually creating customers for life."

DIRECTOR OF MARKETING STRATEGY AND INSIGHTS

RESULTS

- 1-800 Contacts' service model has always been about providing a superior customer experience. But as their processes became more digital, their opportunities to connect with customers diminished.

- With Qualtrics Experience Management, they gained the ability to converse with customers anytime, anywhere, and on their preferred devices. After a transaction, after a phone call, in their mobile app, you name it—1-800 Contacts can send out a request for feedback and get it back in real time.

- What they've done with that feedback has truly set them apart. They've added personal touches to thousands of orders in real time based on feedback received.

- "Making the customer's day" is the new mantra at 1-800 Contacts. It has reinvigorated their workforce and increased their employee engagement.

- With a wealth of experience data, 1-800 Contacts has been able to make the changes that matter most to their customers. Their customers have responded with strong loyalty, evidenced by an increase in reorder rate and additional monthly revenue.

3.8%
increase in reorder rate

135K
additional monthly revenue

13+ POINT
Net Promoter Score increase

PROGRAM SCALE & SCOPE

// DELIVER 200,000 CONTACT LENSES EACH DAY

// 100,000+ SURVEY RESPONSES PER MONTH

// 8 MILLION CUSTOMERS

CUSTOMER STORY Pandora + QUALTRICS

HOW DO YOU DRIVE TARGETED AWARENESS AND INCREASE REVENUE?

Since the year 2000, Pandora Media has had one single mission: to only play music its users will love. Pandora boasts an impressive 80 million monthly active users. However, Pandora recently faced a huge experience gap. In order to compete effectively for advertising revenue, they needed to better understand and communicate their brand to Generation Z. For that, they needed a brand experience management solution that could collect feedback and actionable insights from young listeners on their terms.

We needed to better understand Gen Z.

INNOVATIVE BRANDS ARE OFTEN IMITATED

How often have you fallen in love with a new artist or song? Pandora burst onto the scene with a streaming music service that allowed listeners to create radio stations based on their favorite artists and songs. At the heart of Pandora's technology was its Music Genome Project, which powered a sophisticated platform that could analyze songs using up to 450 distinct musical characteristics, then serve up radio stations tailored specifically to each individual listener's preferences. No other music service offered such a personalized and explorational experience.

However, Pandora's innovative approach inspired followers, eager to attract advertisers to their respective platforms. Technology leaders such as Google and Apple took notice and invested in their own music streaming offerings to capitalize on this $2B per year opportunity. Spotify appeared with considerable appeal to listeners. Pandora understood the growing threat from competitors and recognized that the future of its platform rested on Generation Z, the generation also known as "post-millennials," aged 13 to 19 years old. The media company knew this young demographic—that consumes more music than any past generation—was critical to its future growth, product development, and relationship-building with advertisers.

However, a huge experience gap opened because Pandora lacked data to understand post-millennials' wants and expectations. Without a proper Gen Z narrative to inform and refine its brand message, Pandora was losing young listeners and presenting an outdated brand identity. They needed to explore how their teen listeners were integrating music into their everyday lives. That would require answers to questions such as:

- How long do they keep their headphones on?
- Who are they listening to?
- Who are they listening with?
- How important is music compared to other types of media such as television, movies, or the internet?
- What other apps do they have open while using Pandora?

To get these answers, Pandora needed to collect experience data from their post-millennial listeners. And for that, they needed to connect with them on their terms.
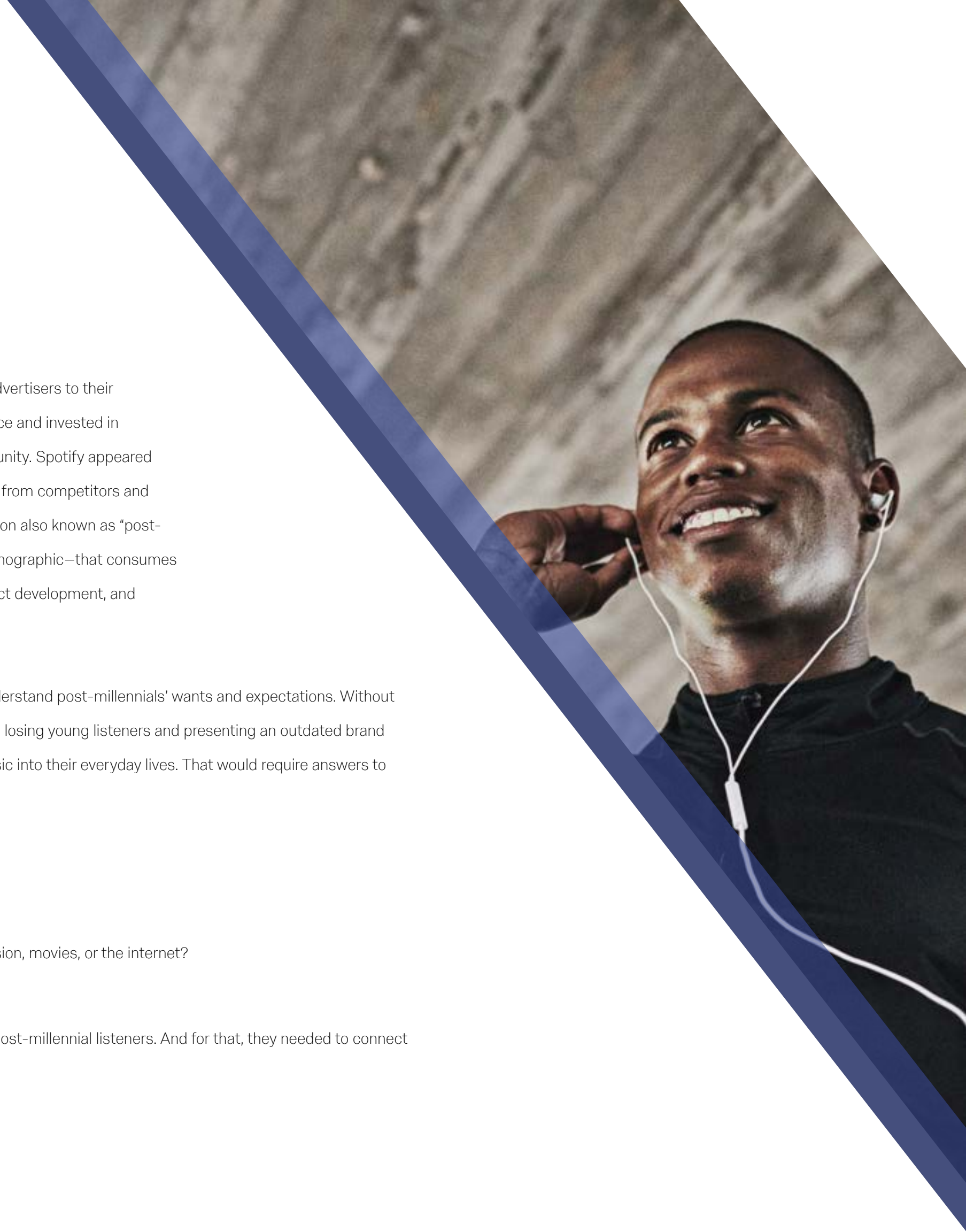
A SOPHISTICATED, YET SIMPLE BRAND RESEARCH SOLUTION

To understand and engage Gen Z, Pandora's consumer insights team needed a solution that was robust, yet easy-to-use. Pandora's Senior Director of Consumer Insights had used Qualtrics at a previous company and knew Qualtrics Experience Management would be the best fit. She said, "I can't think of another tool that would allow us to do our job—and empower other departments at Pandora—better than Qualtrics. It's just easier and quicker." The Pandora team liked that Qualtrics made creating feedback requests almost as easy as Pandora makes creating online music stations. Qualtrics provided the media company with a solution that was sophisticated enough to handle in-depth research, and simple enough to use in-house without training employees.

With Qualtrics, Pandora now had full control over their entire research process. With the ability to maintain their own research panels, Pandora could now do in a week what used to take six. Pandora's team used Qualtrics to design and field online questionnaires aimed at determining how teens were using Pandora to enhance their moods, build confidence, and connect with others.

Using Qualtrics' democratizing preview and export capabilities, the team was able to distribute multiple versions of questionnaires seamlessly while still in the development process. Many Pandora teams chimed in throughout this process. Sales, marketing, communications, and various senior managers all collaborated in concert. Qualtrics made it simple to keep everyone in the loop.

TURNING INSIGHTS INTO INTEREST, FROM CONSUMERS AND ADVERTISERS

In just one week Pandora collected thousands of completed responses from teen listeners. Pandora's various teams easily tracked the results through Qualtrics' real-time reporting features to get a head start on understanding listeners and building their narrative.

The research conducted with Qualtrics revealed, among many other things, that Gen Z listeners

- Listen to Pandora nearly as much as they engage in social media
- Wear their earbuds between four and seven hours each day
- Are eager to connect with brands through live music events and experiences
- Use music to help them study and complete their homework

With a heightened understanding of their post-millennial listeners, Pandora could present a clear picture of this audience to advertisers, who doubled down on their investments in Pandora as a distribution channel. The additional revenue allowed Pandora to invest in the listener experience— and Gen Z responded with renewed interest in Pandora's brand.

Pandora's research efforts also resulted in valuable press pick-ups. Their innovative research established the company as the authoritative thought leader of its industry. Their thought leadership was picked up by press outlets, such as eMarketer, MediaPost, Mobile Marketer, and more, who referenced Pandora's findings in everything from articles, to white papers, to reports—generating free traffic for Pandora's content and website.

In the end, Pandora gained a crucial competitive edge with their superior understanding of a demographic that consumes more music than any generation of the past. For Pandora, a wealth of experience data proved key to adding revenue and reinvigorating interest in their brand experience.

"I can't think of another tool that would allow us to do our job—and empower other departments at Pandora— better than Qualtrics.
It's just easier and quicker."

Pandora + **QUALTRICS**

Since the year 2000, Pandora Media has had one single mission: To play only music its users will love. Pandora currently boasts an impressive 80 million monthly active users. However, Pandora's marketing leaders found themselves in a place where, in order to increase revenue, they needed to better understand and communicate their brand to Generation Z. For that, they needed a brand experience management solution that could collect feedback and actionable insights from young millennial listeners on their terms.

"I can't think of a platform that's more helpful for driving our target customers' awareness, perceptions, and preferences."

DIRECTOR OF CONSUMER INSIGHTS

RESULTS

- Qualtrics provided Pandora with an experience management solution that was sophisticated enough to handle in-depth research, and simple enough to use in-house without training employees.

- Qualtrics' democratized platform ensured that sales, marketing, communications, and various senior managers could all collaborate on research efforts and access insights.

- Pandora gained the ability to quickly build eager panels of listeners for research, as well as to manage those panels effectively by automatically and effortlessly controlling contact frequency and opt-outs.

- After just one week, Pandora collected nearly 2,000 responses from teen listeners. To get that same amount of feedback used to take at least six weeks.

- Real-time reporting gave them the ability to quickly build a narrative about their audience. For example, they learned that their teen listeners listen between four and seven hours each day.

- Having a heightened understanding of their young audience and stronger usage behaviors has made Pandora radio a preferred place for advertisers, who have increased their investments in Pandora as a distribution channel.

rapid research panel for survey results in hours, not weeks
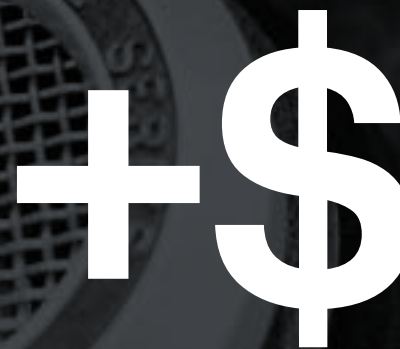
increased advertising revenue

improved brand awareness and press pick-ups

PROGRAM SCALE & SCOPE

// **OVER 80 MILLION LISTENERS EACH MONTH**

// **50,000-MEMBER RESEARCH PANEL**

// **200,000+ SURVEY RESPONSES**

qualtrics.
customer EXPERIENCE™

CUSTOMER STORY jetBlue + QUALTRICS

HOW DO YOU DELIVER WHAT'S MOST IMPORTANT TO CONSUMERS?

With 19,000 crew members working together, JetBlue carries more than 35 million customers a year to 96 cities in the U.S., the Caribbean, and Latin America with an average of 925 daily flights. Since its inception, JetBlue has demonstrated an extraordinary commitment to exceeding its passengers' expectations for value and comfort. From discovering purchase drivers to closing the loop on feedback, JetBlue wanted total control of its customer experience management program. So JetBlue turned to Qualtrics.

"" It was the worst day in our history.

Despite being a darling of the airline industry since it was founded, JetBlue took a hit on Valentine's Day, 2007, when an ice storm caused the airline's entire system to grind to a halt. In fact, all domestic carriers in the northeast were impacted. The storm affected thousands of passengers directly, and thousands more indirectly. However, it was JetBlue's operational performance during and after the storm that got the bulk of the negative media attention. Why? Because some of JetBlue's planes experienced the longest delays. Passengers were stuck on the tarmac for up to ten hours. According to JetBlue's Director of Customer Support and Insight, "That Valentine's Day proved to be the singular worst operational day in JetBlue's history."

When the airline realized what it had put its loyal customers through, leaders feared that they might lose all of the goodwill they had built, and perhaps see their customers go elsewhere. Faced with this possibility, JetBlue immediately went to work to examine what caused the failures. JetBlue's then-CEO issued an apology and JetBlue created its own Customer Bill of Rights. It was an important demonstration of the company's commitment to exceeding customer expectations, and it intensified over time. However, JetBlue's ambitions eventually exceeded the capabilities of the technology they used to gather experience data.

IMPLEMENTING AN END-TO-END CXM SOLUTION

Company leaders knew they needed better data and more actionable insights. They needed to know how their customers expected to be treated at every touchpoint and in any circumstance—from common situations like ticketing and check-in, to extreme situations like ice storms. The very nature of air travel, with all its careful choreography, complex operations, and data silos, makes it ripe for failure when things go wrong.

JetBlue recognized they had experience gaps that could inadvertently lead to taking the wrong actions, or to not acting when they should. JetBlue also realized they needed a better way to measure, predict, prioritize, and respond to customer feedback in real time, down to the passenger and gate level. In order to acquire that feedback, they had to invest in a system that allowed them to engage in conversations with customers on any device and in nearly any location or circumstance.

For JetBlue, Qualtrics Experience Management was the only platform that offered the reach they needed along with total control over all phases of program management. By combining relational data (brand purchase drivers) with transactional data (experience and satisfaction) in a centralized hub, JetBlue gained the ability to pinpoint their biggest impact areas and make immediate changes.

DISCOVERING PURCHASE DRIVERS, CLOSING THE LOOP ON FEEDBACK

By combining flight frequency and pricing studies, JetBlue found that 82% of their passengers cared less about baggage fees than overall ticket prices. JetBlue responded by rolling out different rate structures and passenger pricing options, which were well-received. By diving deeply into passengers' feedback in Philadelphia, JetBlue traced dissatisfaction to the lack of airport shops and amenities open early in the morning. JetBlue responded quickly by simply passing out water, juice, and coffee at the gate. Customer morale rose immediately.

In Lima, TSA requires that customers be interviewed prior to arriving at the ticket counter. Those interviews are not completed by JetBlue, but when JetBlue analyzed feedback, they found that the interviews were contributing to passengers' negative perceptions about JetBlue. JetBlue's team sat down with the security teams conducting the interviews and shared hospitality tips that helped create a better experience for customers.

In a separate airport, JetBlue noticed negative comments and a lower NPS at gate A18. They dug in and found the terminal speaker was broken and passengers couldn't hear what the gate agent was saying. With Qualtrics, JetBlue sent an automated alert to the airport maintenance crew and it was fixed the same day. Scores went back up.

Identifying experience gaps and closing them quickly is now part of every employee's day-to-day work at JetBlue. JetBlue's EVP of Customer Experience said, "We are committed to turning customer feedback into real insights for the company and real benefits for the customer—we couldn't do that without an innovative, end-to-end solution like Qualtrics."

To deliver what's most important to customers, you need to be able to collect feedback and respond in real time, and you need analysis tools that are sophisticated, yet simple enough to get at the loyalty drivers hidden in x-data—quickly. JetBlue uses Qualtrics to measure and manage the entire customer experience. At times, the individual changes required to deliver an exceptional experience are small. The cumulative results aren't.

With Qualtrics Experience Management, JetBlue won its 12th consecutive J.D. Power award, added additional revenue to its bottom line, and saw its Net Promoter Score increase. Now that's elevating the customer experience.

"We are committed to turning customer feedback into real insights for the company and real benefits for the customer— we couldn't do that without an innovative, end-to-end solution like Qualtrics."

jetBlue + **QUALTRICS**

With 19,000 crew members working together, JetBlue carries more than 35 million customers a year to 96 cities in the U.S., Caribbean, and Latin America with an average of 925 daily flights. Since its inception, JetBlue has demonstrated an extraordinary commitment to exceeding its passengers' expectations for value and comfort. From discovering purchase drivers to closing the loop on feedback, JetBlue wanted total control of its customer experience management program. So JetBlue turned to Qualtrics.

"With Qualtrics, we turn real-time feedback into actionable insights that benefit our passengers, employees, and company."

EVP CUSTOMER EXPERIENCE

RESULTS

- Qualtrics Experience Management gave JetBlue a better way to measure, predict, prioritize, and respond to customer feedback in real time, across the end-to-end customer journey.

- With the ability to combine relational data (brand purchase drivers) with transactional data (experience and satisfaction) into a centralized hub, JetBlue gained the ability to easily pinpoint their biggest impact areas and make immediate changes.

- By combining flight frequency and pricing studies, JetBlue found that 82% of their passengers cared less about baggage fees than overall ticket prices. They responded by rolling out different rate structures and pricing options for passengers, which were well-received.

- With closed-loop feedback in place, JetBlue is now able to send customer issues automatically to frontline staff, so that they're addressed in real time.

- From small fixes like broken terminal speakers, to major changes such as working with TSA staff on improving the security experience, JetBlue can improve a passenger's experience in the moment, in addition to driving larger customer experience initiatives.

- Every employee is now empowered to identify experience gaps in every interaction throughout the customer lifecycle.

12 consecutive J.D. Power awards

$100M additional annual revenue

↗ continuous Net Promoter Score increase

PROGRAM SCALE & SCOPE

// **19,000 CREW MEMBERS USING A SINGLE PLATFORM**

// **OPERATIONS IN 96 AIRPORTS**

// **AVERAGE OF 925 FLIGHTS DAILY**

CBS Interactive **+** **QUALTRICS**

CBS Interactive (CBSi) is an online content network for information and entertainment. Their websites stream original shows, news, sports, games, music, and more. Today's viewers have short attention spans and only the best and most engaging media brands attract consistent viewership. In this highly competitive environment, CBSi wanted to better understand users' current perceptions and how well they were addressing them. They also wanted to improve online ad effectiveness, targeting ability, and site conversion.

"The insights we've gained have resulted in successful new product launches, increased revenue, and double-digit increases in awareness—all of which help to position CBS Interactive competitively as a brand in the digital marketplace."

MARKETING MANAGER

qualtrics.
brand **EXPERIENCE**™

- Qualtrics quickly became CBSi's go-to tool for research relating to viewer attitudes and usage, platform redesign, and ad sales.

- For CBSi, a democratizing feature of Qualtrics was its ease of use. Even practitioners with no programming experience could send out highly sophisticated and targeted requests for feedback, and glean insights from data in real time.

- Qualtrics' flexibility allowed CBSi to integrate its feedback collection seamlessly into its digital experience, ensuring that conversations with stakeholders were enjoyable and productive.

- CBSi has achieved deeper and more holistic insights through its use of Qualtrics XM. With a deeper understanding of their audience, they've been able to make more effective pitches to advertisers—resulting in new revenue streams.

- CBSi now has a brand experience that's truly differentiated in the marketplace.

30%
increase in site conversion

10+ POINT
increase in Net Promoter Score

Double-digit incease in brand awareness

PROGRAM SCALE & SCOPE

// **875,000 SURVEY RESPONSES**

// **28 BRANDS (FROM 60 MINUTES TO CBS NEWS TO C|NET)**

// **SOPHISTICATED SITE INTERCEPT SYSTEM**

Whole Foods Market ✛ **QUALTRICS**

Whole Foods Market is one of the largest organic and natural grocery chains in the world, with 462 stores and over 91,000 employees. In the notoriously volatile food industry, a company is only as strong as its leadership. Whole Foods didn't have a process in place to ensure that employees had a clear path to promotion. Qualtrics Experience Management gave Whole Foods the tools it needed to make its promotion experience world-class, and to discover and nurture world-class leadership from within.

"Using a new platform for the first time and with the highest levels of leadership within your organization can be daunting—there's no room for error. Qualtrics has worked just as advertised. Our leadership talent went from unknown and uncertain to strategic and confident."

SENIOR ANALYST

RESULTS

- Qualtrics XM gave Whole Foods' Team Member Insights group a truly robust research solution they could use to reach across the entire organization in a seamless way.

- Customizable 360 reports, with real-time data and comments, greatly improved the team's efficiency.

- Visualizations such as the radar graph in Qualtrics allowed leaders to identify major gaps between self-assessments and peer/manager assessments, empowering them to see blind spots.

- The ability to brand surveys and reports helped with program adoption. Employees felt that the promotion experience had become a seamless and enjoyable part of their overall employee experience.

- With highly visible and actionable insights in hand, Whole Foods' leadership was now able to see not only who was prepared for their next promotion, but who was interested in one.

- Whole Foods was able to make decisive hires across the company and take note of emerging stars. Its leadership talent went from unknown and uncertain to strategic and confident.

360°

assessments rolled out to over 6,000 leaders worldwide

Real-time feedback

Increased employee engagement & satisfaction

PROGRAM SCALE & SCOPE

// **91,000 EMPLOYEES WORLDWIDE**

// **462 STORES**

// **150,000 SURVEY RESPONSES A YEAR**

CUSTOMER STORY Zillow + QUALTRICS

HOW DO YOU RETAIN YOUR BEST EMPLOYEES WHILE SCALING RAPIDLY?

Zillow is the leading real estate and rental marketplace, with a living database of more than 110 million U.S. homes. Launched in 2006 and headquartered in Seattle, Zillow empowers consumers with data so they can buy, sell, rent, finance, and remodel with confidence. In just three years, beginning in 2014, Zillow's workforce went from 800 to 3,000. To ensure that employees had a clear channel to voice their feedback surrounding the employee experience in a period of turbulent growth, Zillow invested in Qualtrics Experience Management.

"We're a data-driven organization. We make a ton of decisions based on data and provide data to all of our consumers, so being able to provide experience data about our employees was really exciting for our leaders."

RAPID GROWTH, FAST-APPEARING CHALLENGES

In 2014, Zillow acquired its closest competitor. With two distinct workforces and cultures united in a such short time period, Zillow's leadership knew that it would be critical to give employees a channel to voice their feedback as they worked to build a unified workforce. But at the time, Zillow didn't have a platform in place that they could use to measure the entire employee lifecycle. Their employee feedback was collected with a limited-functionality tool that didn't offer the flexibility they'd need to keep tabs on the employee experience across every key experience and at a team-by-team level.

Qualtrics Experience Management Platform provided Zillow with the solution they were looking for, but experience data is only as valuable as what you're able to do with it. Zillow used Qualtrics' flexible dashboards to turn employee insights into action at every stage of the employee lifecycle and at every level of the organization.

A MULTILEVEL, FULL-LIFECYCLE APPROACH TO EMPLOYEE EXPERIENCE

Qualtrics XM allowed Zillow to take a full-lifecycle approach to understanding and optimizing the employee journey. This meant running all of their employee feedback programs on one platform, making it easy to connect insights from onboarding, candidate reaction, exit, and employee engagement data. And not only could they draw more connections between surveys, they could easily change those surveys in real-time. For example, Zillow was able to quickly adjust their engagement survey to gather more data around manager effectiveness when it became a spotlighted issue.

With flexible dashboards that allowed for different views by level, Zillow's leadership could get a holistic view of the organization and also dive deeper to see results for every team or unit that rolled up to them. This empowered team leaders to monitor the progress they were making with their teams on employee experience issues, relative to the company as a whole. Qualtrics also offered built-in protections for employee confidentiality. If teams don't have enough responses to adequately preserve anonymity, Qualtrics automatically hides those team results until the confidentiality threshold is met.

With a truly sophisticated employee experience management program in place, Zillow gained the ability to see the employee experience gaps that existed within their organization, and move immediately to understand what was causing those gaps and how to close them.

DEEPER INSIGHTS THROUGH AUTOMATED DRIVER ANALYSIS

One of the first company-wide employee experience gaps Zillow found via research conducted on Qualtrics XM was that while their employee engagement was high, their employees' intent to stay was noticeably lower. Zillow recognized that retaining key talent would be a priority moving forward, but determining how to do that would require further research and action. Their employees were highly motivated, but not as dedicated to a long-term future with the company. Fortunately, features within Qualtrics helped them get to the root cause of this disparity.

Zillow's team used automated key driver analysis within Qualtrics to identify and rank the aspects of the employee experience that would be most likely to influence employees' decisions to stay with Zillow long-term. They found that career development was an important driver that they weren't delivering on as well as they could.

With that in mind, Zillow rolled out a comprehensive playbook for leadership. Zillow's head of human resources described it as, "a guidebook for managers on how to develop employees successfully at Zillow. It tells them what's unique about our employees' needs and how to fulfill those needs on a daily basis." As a result of this initiative, Zillow has seen measurable improvement to their favorability scores for this key driver of the employee experience.

When your workforce scales rapidly, it can be a scary proposition for company leaders. Zillow used Qualtrics XM to navigate a turbulent period of growth, all while improving the impact of their employee research and zeroing in on key drivers of engagement and satisfaction pertaining to the employee experience lifecycle.

Zillow is the leading real estate and rental marketplace, with a living database of more than 110 million U.S. homes. Launched in 2006 and headquartered in Seattle, Zillow empowers consumers with data so they can buy, sell, rent, finance, and remodel with confidence. In just three years, beginning in 2014, Zillow's workforce went from 800 to 3,000. To ensure that employees had a clear channel to voice their feedback surrounding the employee experience in a period of turbulent growth, Zillow invested in Qualtrics Experience Management.

"Our mantra is power to the people, and so we empower consumers with data. We're doing the same thing now internally by empowering our leaders and employees with data about the employee experience."

EVP CUSTOMER EXPERIENCE

RESULTS

- In conjunction with rapid growth, Zillow's acquisition of a key competitor resulted in its workforce growing from 800 to 3,000 in just three years.

- To keep a pulse on employee engagement, satisfaction, and intent to stay during this turbulent time period, Zillow invested in Qualtrics XM.

- Qualtrics XM's built-in key driver analysis empowered leaders to instantly identify the most impactful actions they could take to drive engagement, retention, and more.

- With Qualtrics, real-time, anonymous feedback is routed directly to team leaders and presented in a tailored, filterable view so that each leader can evaluate the attitudes and perceptions of their team at a glance or in depth—all while maintaining employee confidentiality.

- Prepared with x-data from their employees, Zillow was able to roll out an informed, company-wide playbook for leaders, ensuring that teams across the organization were delivering the experiences that employees valued most.

- Their employees' engagement and intent to stay increased. Zillow successfully navigated a period of rapid workforce scaling and solidified their position as an employer of choice.

increased employee engagement, retention, and satisfaction

improved operating efficiency for HR analytics teams

X-data-informed leadership playbook

PROGRAM SCALE & SCOPE

// **RAPID WORKFORCE EXPANSION FROM 800 TO 3,000 IN THREE YEARS**

// **250,000 SURVEY RESPONSES**

// **FAST, FREQUENT TALENT INFLUXES VIA ACQUISITIONS**

American Express + **QUALTRICS**

American Express currently ranks #85 in the Fortune 500, with $1 trillion in billed business worldwide. As the world's largest credit card issuer by purchase volume, American Express strives to make it easier, safer, and more rewarding for consumers and businesses to purchase the things they need. In order to continually be recognized as the leading experience innovator in its industry, AMEX sought a customer experience management solution that provided speed, control, and flexibility in a user-friendly package.

"We're leveraging Qualtrics to better manage the experiences of our customers around the world. The results from our relationship with Qualtrics are encouraging."

CUSTOMER INSIGHTS MANAGER

RESULTS

- AMEX wanted to go from having a transaction-based relationship with their customers to an experience-based relationship, as this would help them differentiate their services from competitors.

- Quickly, AMEX was able to roll out a customer experience management program that had been optimized through A/B testing.

- AMEX maintains a massive number of accounts. A critical aspect of Qualtrics Experience Management was that it could easily be integrated with their data warehouse and CRM system.

- Executive-level dashboards give AMEX's managers the ability to filter customer insights by location and business segment. Accordingly, they can better track their progress and reference the program often to maintain executive buy-in and awareness of results.

- AMEX is rolling out an employee 360 program at the same time as their customer-facing program in order to draw key connections between their experience data.

Increased
speed
of research

Device-agnostic
surveys for improved
response rates

Connected employee
engagement scores and
customer satisfaction scores

PROGRAM SCALE & SCOPE

// **50 DIFFERENT SURVEYS RUNNING CONTINUOUSLY**

// **30 LANGUAGES**

// **OPERATIONS IN 40 COUNTRIES**

// **1.25M SURVEY RESPONSES**

Alliance HealthCare + **QUALTRICS**

For more than 40 years, Alliance HealthCare has provided diagnostic imaging, radiation therapy, and interventional pain management services to innumerable inpatients and outpatients. Alliance HealthCare's employees are highly skilled caretakers and system operators. Since their business depends on retaining the best and brightest, they needed an employee experience platform that could produce actionable insights at every stage of the employee lifecycle.

"We had no way to look at employee experience trends over time. With Qualtrics, we're now collecting actionable insights at every point in the employee lifecycle."

VP, HUMAN RESOURCES

RESULTS

- Alliance HealthCare was facing higher-than-expected new-hire turnover.

- Additionally, they had been spending a couple hundred thousand dollars every five years to have an outside firm run a single employee engagement study.

- Qualtrics XM allowed them to leverage their in-house expertise, and offered a flexible solution that could conform to the program they were building from the ground-up.

- Alliance HealthCare implemented a full-lifecycle employee experience solution, complete with 360-degree surveys, onboarding surveys, exit surveys, and more.

- They've used the actionable insights they've gained to take tactical steps to improve career development and employee satisfaction. One of the key drivers of employee satisfaction they identified was their 401K plan, so they were able to make influential changes in that area.

- With all their insights contained on a single, democratized platform, Alliance HealthCare is now able to see clearly whether they are making progress on addressing employee experience gaps and retaining their best employees.

50%
decrease in new employee turnover

35%
increase in onboarding satisfaction

Increased ability to act on insights

PROGRAM SCALE & SCOPE

// **1,100 EMPLOYEES**

// **OPERATIONS IN 46 U.S. STATES AND CHINA**

// **100,000+ ANNUAL SURVEY RESPONSES**

P&G + **QUALTRICS**

Founded in 1837, Procter & Gamble Co. is the world's #1 maker of household consumer goods, with $76 billion in revenue and one of the most valuable brand portfolios anywhere, including 21 "billion-dollar brands," and over 200 others in 180+ countries. In their highly competitive market, where consumer devotion hangs in the balance, every product detail matters. That's why P&G tests, refines, and re-tests its products. Since perfect precision is their mandate, not merely a goal, P&G needed a platform that would ensure the highest-quality product experience data.

"Experience gaps are everywhere in our market. The wrong decision for packaging or messaging could cost P&G millions or even billions of dollars, and that's why we rely on Qualtrics to help us get things right."

SENIOR SCIENTIST, PRODUCT PLANNING

RESULTS

- P&G urgently needed to optimize their $2B annual product research program.

- Qualtrics Experience Management offered a competitive edge from the very beginning, as they gained the ability to conduct more precise research, faster than the competition.

- When they needed to test new packaging designs and bottle architecture for their Pantene brand, Qualtrics allowed them to quickly recruit consumers to participate in multiple waves of diary studies.

- Before Qualtrics, P&G had received inaccurate responses from product testers, because their feedback-collecting technology was cumbersome and inconvenient, resulting in testers putting off entries until days after their usage period.

- Qualtrics' conversational, omnichannel technology decreased the hassle previously experienced by testers, and that resulted in more accurate data.

- P&G confidently moved forward with their thoroughly tested product designs and added revenue and share growth for their multibillion-dollar haircare brand in a highly competitive market.

10X faster research project turnaround

30% more precise data vs. alternative methods

+$ Millions saved, revenue grown, and share gained

PROGRAM SCALE & SCOPE

// **22 BILLION-DOLLAR BRANDS**

// **200+ PORTFOLIO BRANDS**

// **110 COUNTRIES**

Liberty Mutual **+** **QUALTRICS**

Liberty Mutual is a diversified global insurer with over 50,000 employees and 900 locations throughout the world. With that kind of scale, finding the right customer experience management solution can be challenging. Liberty Mutual was dissatisfied with the performance and flexibility of its previous solutions. After completing a rigorous evaluation process, Liberty Mutual selected Qualtrics Experience Management, and the early wins are piling up.

"With Qualtrics Experience Management, we're able to close the loop with customers at every touchpoint. It's like our customers are sitting next to us and telling us constantly how we're doing."

DIRECTOR, CUSTOMER INSIGHTS

RESULTS

- After going through three different solutions in five years, Liberty Mutual was ready to experience a platform with no compromises.

- Qualtrics XM gave Liberty Mutual the ability to close the loop with all their non-promoter customers, as well as those who left comments over a certain character count. This was not an easy feat when you consider the volume of feedback they receive.

- Alerts built into Qualtrics' solution ensure that frontline managers and upper managers are notified of emerging service trends—before they become crises.

- Results are populated back to customizable dashboards so that managers can track issue resolution efficiency, as well as various other metrics that are relevant to their teams.

- With democratized insights in hand, the entire company knows what's most important to customers, at that moment—and can drive improvement efforts accordingly.

CX Increased customer satisfaction

Increased Net Promoter Score

Can now close the loop with customers at a global scale

PROGRAM SCALE & SCOPE

// 50,000 EMPLOYEES

// 800,000+ ANNUAL SURVEY RESPONSES

// 900 LOCATIONS AROUND THE WORLD

CUSTOMER STORY Yamaha+QUALTRICS

HOW DO YOU ENSURE SUCCESS AT EVERY STAGE OF THE DESIGN PROCESS?

Yamaha is the world's largest manufacturer of musical instruments. In fact, they make one-quarter of the instruments used by musicians worldwide. When your products have to be as innovative as the artists who use them, you need a product experience management platform that's fast and flexible enough to put the customer's voice into every step of the development process, from strategy, to launch, to tracking.

> We decided that we needed to be much more purposeful in the way that we acquired customer research.

ENSURING THAT PRODUCTS DON'T FALL FLAT

There's a reason musical artists name their instruments. The bond between a musician and their instrument is finely tuned over years and years of shared experience. Musicians develop exceptionally strong preferences. Yamaha's consumer base is made up of some of the most demanding personalities in the world. There's no room for error when a significant percentage of your customers make their living playing your product on a stage in front of thousands of paying fans. The product experience must deliver in every way.
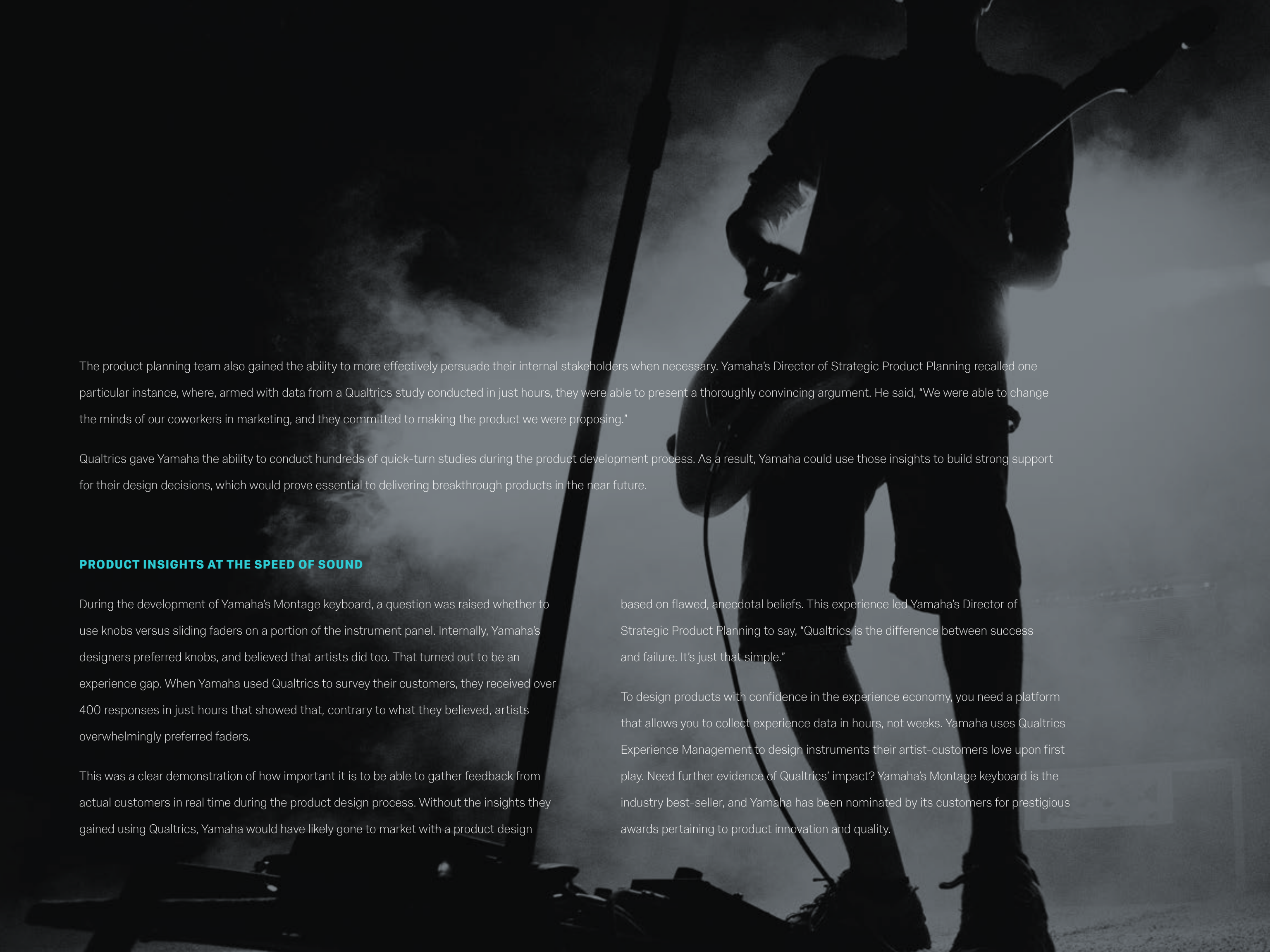
In 2015, Yamaha's product research team knew that they weren't collecting experience data fast enough to keep up with the demands of their innovative customers. Yamaha's Director of Strategic Product Planning said, "We decided that we needed to be much more purposeful in the way that we acquired customer research." They searched for a platform that would allow them to optimize products at every stage of development, from concept to post-launch, with real input from the real people using their instruments every day. They discovered Qualtrics Experience Management.

PUTTING THE CUSTOMER'S VOICE IN EVERY DESIGN MEETING

Immediately, Yamaha experienced a strong business impact using Qualtrics. With an intuitive interface and world-class support, Yamaha quickly adopted Qualtrics throughout the entire organization. Having democratized insights, accessible on a single system, had a profound effect on the way different departments interacted and collaborated.

With individuals from all corners of the organization looking at the same experience data, conversations that had previously been limited to things like budget concerns and logistics shifted to discussions about who Yamaha's customers were, what their needs were, and how to satisfy those needs as a company. Through this collaboration, Yamaha found that people who had believed that their problems were isolated to their own teams discovered common ground—from which they could launch unified efforts to deliver better, more cohesive experiences to customers.

The product planning team also gained the ability to more effectively persuade their internal stakeholders when necessary. Yamaha's Director of Strategic Product Planning recalled one particular instance, where, armed with data from a Qualtrics study conducted in just hours, they were able to present a thoroughly convincing argument. He said, "We were able to change the minds of our coworkers in marketing, and they committed to making the product we were proposing."

Qualtrics gave Yamaha the ability to conduct hundreds of quick-turn studies during the product development process. As a result, Yamaha could use those insights to build strong support for their design decisions, which would prove essential to delivering breakthrough products in the near future.

PRODUCT INSIGHTS AT THE SPEED OF SOUND

During the development of Yamaha's Montage keyboard, a question was raised whether to use knobs versus sliding faders on a portion of the instrument panel. Internally, Yamaha's designers preferred knobs, and believed that artists did too. That turned out to be an experience gap. When Yamaha used Qualtrics to survey their customers, they received over 400 responses in just hours that showed that, contrary to what they believed, artists overwhelmingly preferred faders.

This was a clear demonstration of how important it is to be able to gather feedback from actual customers in real time during the product design process. Without the insights they gained using Qualtrics, Yamaha would have likely gone to market with a product design

based on flawed, anecdotal beliefs. This experience led Yamaha's Director of Strategic Product Planning to say, "Qualtrics is the difference between success and failure. It's just that simple."

To design products with confidence in the experience economy, you need a platform that allows you to collect experience data in hours, not weeks. Yamaha uses Qualtrics Experience Management to design instruments their artist-customers love upon first play. Need further evidence of Qualtrics' impact? Yamaha's Montage keyboard is the industry best-seller, and Yamaha has been nominated by its customers for prestigious awards pertaining to product innovation and quality.

" Qualtrics is the difference between success and failure. It's just that simple. "

Yamaha **+** **QUALTRICS**

Yamaha is the world's largest manufacturer of musical instruments. In fact, they make one-quarter of the instruments used by musicians worldwide. When your products have to be as innovative as the artists who use them, you need a product feedback platform that's fast and flexible enough to put the customer's voice into every step of the development process, from strategy, to launch, to tracking. Qualtrics Experience Management gives Yamaha the tools they need to make sure that every product experience is everything their artist-customers expect.

"When it comes to getting our products right, Qualtrics is the difference between success and failure. It's just that simple."

DIRECTOR OF STRATEGIC PRODUCT PLANNING

RESULTS

- With Qualtrics XM, Yamaha gained the ability to collect insights at every stage of product development, from concept to post-launch.

- Qualtrics was so easy to use that it was quickly adopted throughout the organization. Yamaha went from relying on intuition and precedent to actually providing the products their customers were demanding.

- Qualtrics' flexibility allows for rapid, quick-turn studies. Yamaha can send out a request for feedback and get actionable insights back in days, not weeks.

- During the development of Yamaha's Montage keyboard, a question arose about where to use sliding knobs versus faders. Yamaha used Qualtrics to collect data from their customers and received 400 responses in a matter of hours.

- Yamaha now confidently makes design decisions in hours that used to take weeks. Most importantly, they optimize their product experiences with insights from real musicians.

2X increase in rapid research

#1 best-selling keyboards in the industry

✓ nominated by customers for prestigious industry awards

PROGRAM SCALE & SCOPE

// ONE-QUARTER OF ALL INSTRUMENTS WORLDWIDE ARE MADE BY YAMAHA

// 70,000 SURVEY RESPONSES

// OFFLINE AND ONLINE DATA COLLECTION

Qualtrics is a rapidly growing software-as-a-service company and the leader in experience management. More than 8,500 enterprises worldwide, including more than 75 percent of the Fortune 100 and 99 of the top 100 U.S. business schools, rely on Qualtrics. Our solutions make it easy to measure, prioritize, and optimize the experiences organizations provide across the four foundations of business: customer, product, employee and brand experiences. To learn more, and for a free account, please visit qualtrics.com.