



# **What We Have Learned from 20 Years of Customer Interviews!**

Lynn Daniel, Founder and CEO, The Daniel Group

# Today

- ✓ Share some of the things we have learned about CX from our base of industrial clients
- ✓ Answer your questions and learn a few things!
- ✓ Identify elements that can make your CX improvement efforts more successful

# About The Daniel Group



- ✓ Founded in 1989, based in Charlotte, NC
- ✓ Support Phone and Digital Feedback Modes
- ✓ 100+ employees
  - ✓ In-house Software Development Team
  - ✓ Data Visualization, Data Processing, and Market Research Managers
  - ✓ Client Success Managers
  - ✓ English, French, and Spanish interviewer capabilities
  - ✓ Database of 1,000,000 completed surveys

A man with a beard and mustache, wearing a blue denim shirt and a black vest, is standing behind a glass counter in a warehouse or retail store. He is smiling at the camera. On the counter, there is a laptop, a clipboard with a pen, and a multi-line office phone. The background is filled with shelves of various products, including boxes and containers.

**Make excellent  
customer  
experiences the  
norm, driven by  
employees  
eager to deliver  
them!**



# Selected Clients



Linde Material Handling



Because every mile matters.™



# Client Product Examples



## Shared Characteristics:

- ✓ Expensive products critical to operation of another *business*
- ✓ Long service and support tails

- ✓ Long service and support tails



# A Short History of Our CX Work

- ✓ Started with our first client, Blanchard Caterpillar, in 2005
- ✓ Continued to expand in Cat dealer network
- ✓ Now work with both OEMs and dealers
- ✓ Focus on the broad industrial equipment category

If your equipment rolls, digs, or lifts,

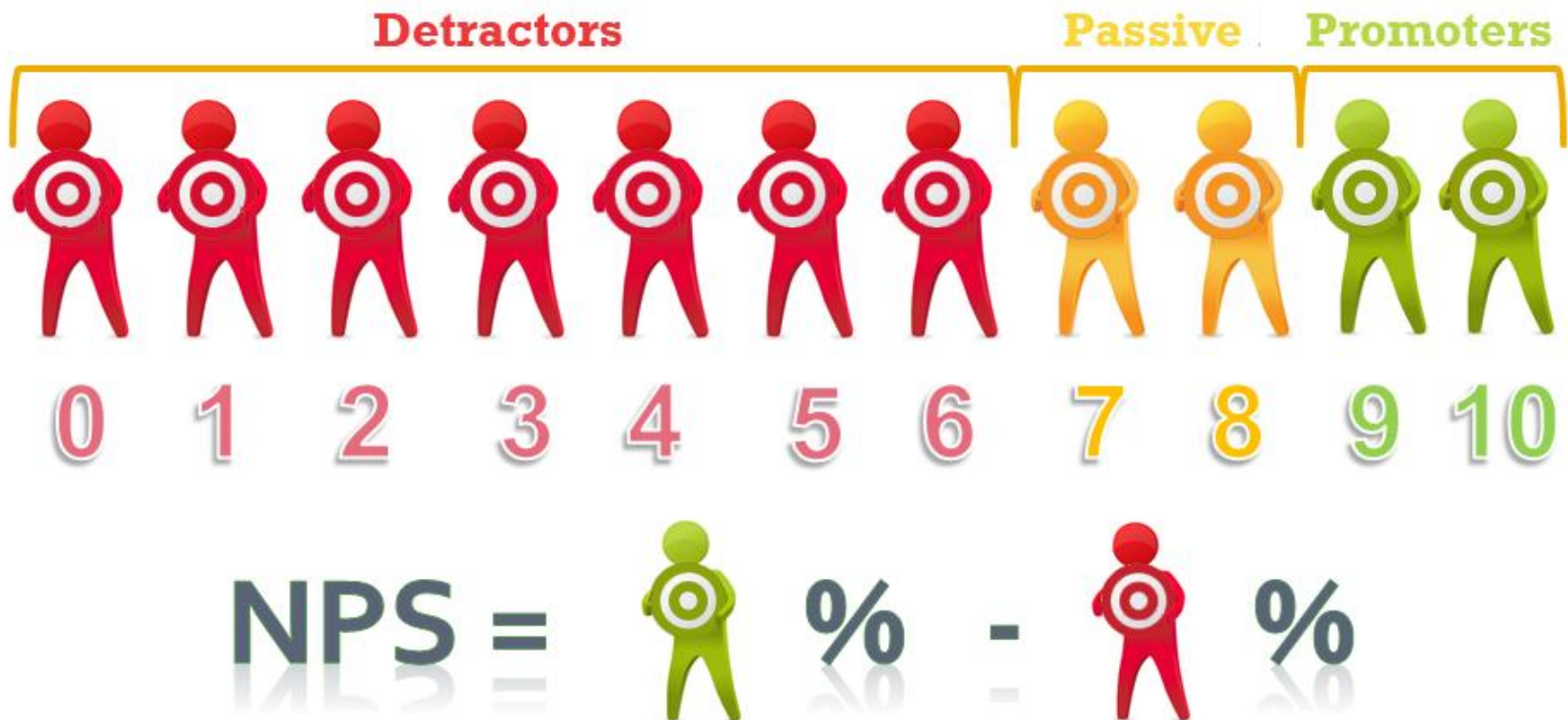
→ If it helps build or farm or fabricate,

→ If it powers those often-overlooked parts of our economy  
on which the rest of everything relies, and

→ You want to treat your customers better.

→ We want to be your first call.

# A Refresher on NPS— Likelihood to Recommend





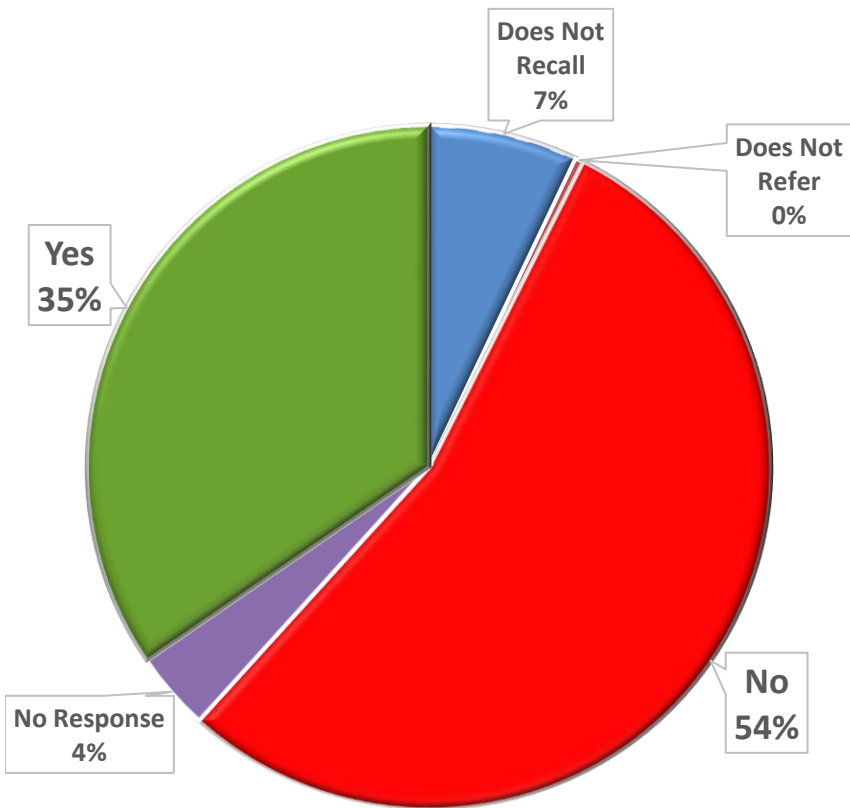
# Customers Talk to Other Potential Customers! They Do Refer!

# Customers Refer, But They Must be Happy with *Service or Product*



- NPS question asked about a customer's likelihood to refer. We wanted to gauge actual referral behavior
- Asked customers whether they have referred a provider to someone else in the last six months. They could say:
  - Yes,
  - No
  - Can't remember
  - Doesn't refer
- **Thirty-five percent** of respondents indicated they had referred
- Results were consistent with earlier work but still surprising

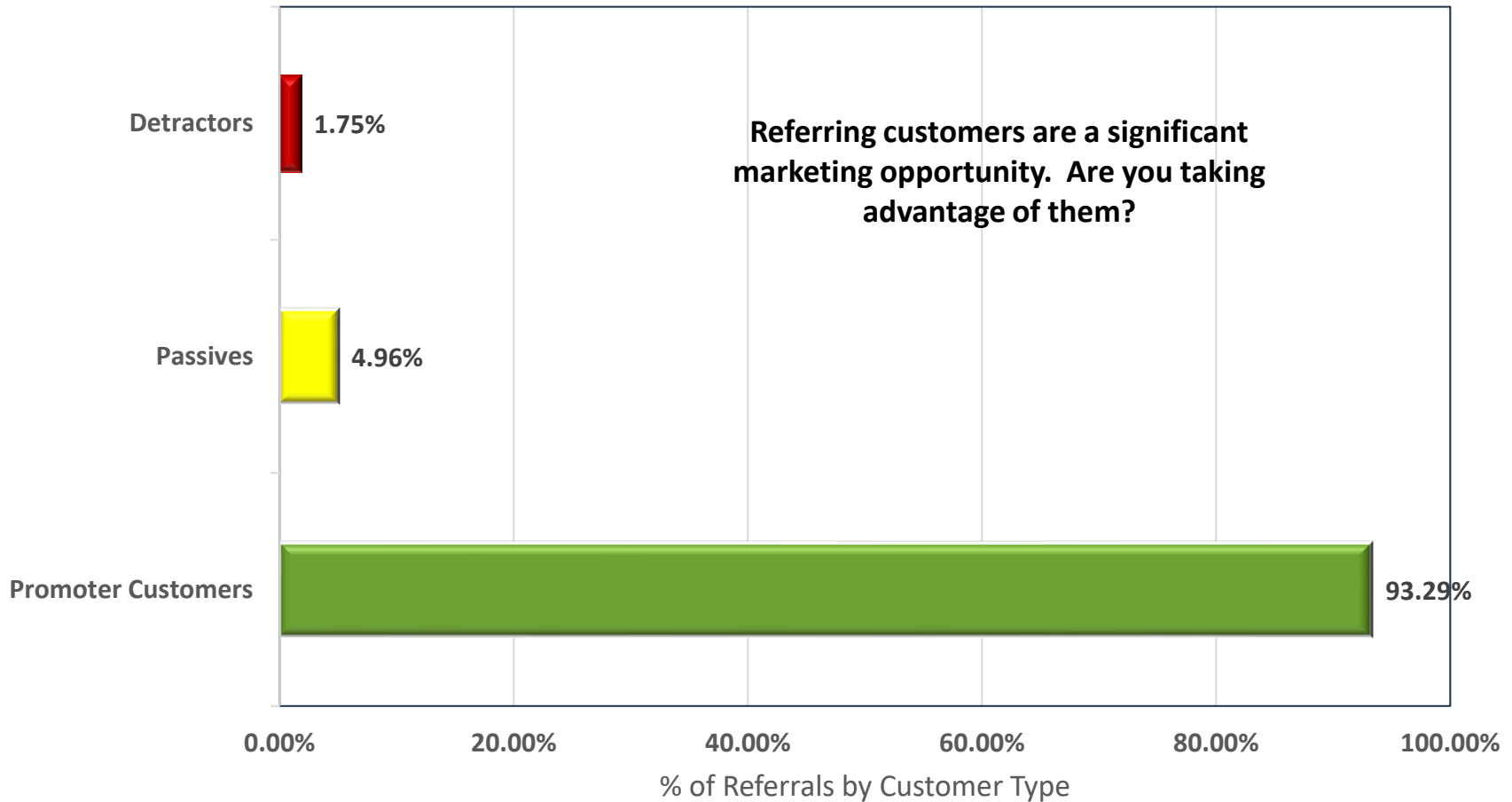
# Referral Response



- Referral rate has remained steady to up over time
- Rate is quite consistent across industries, though lower in material handling and higher in ag
- Few respondents say they do not refer (.39%)
- But.....

Source: The Daniel Group Research

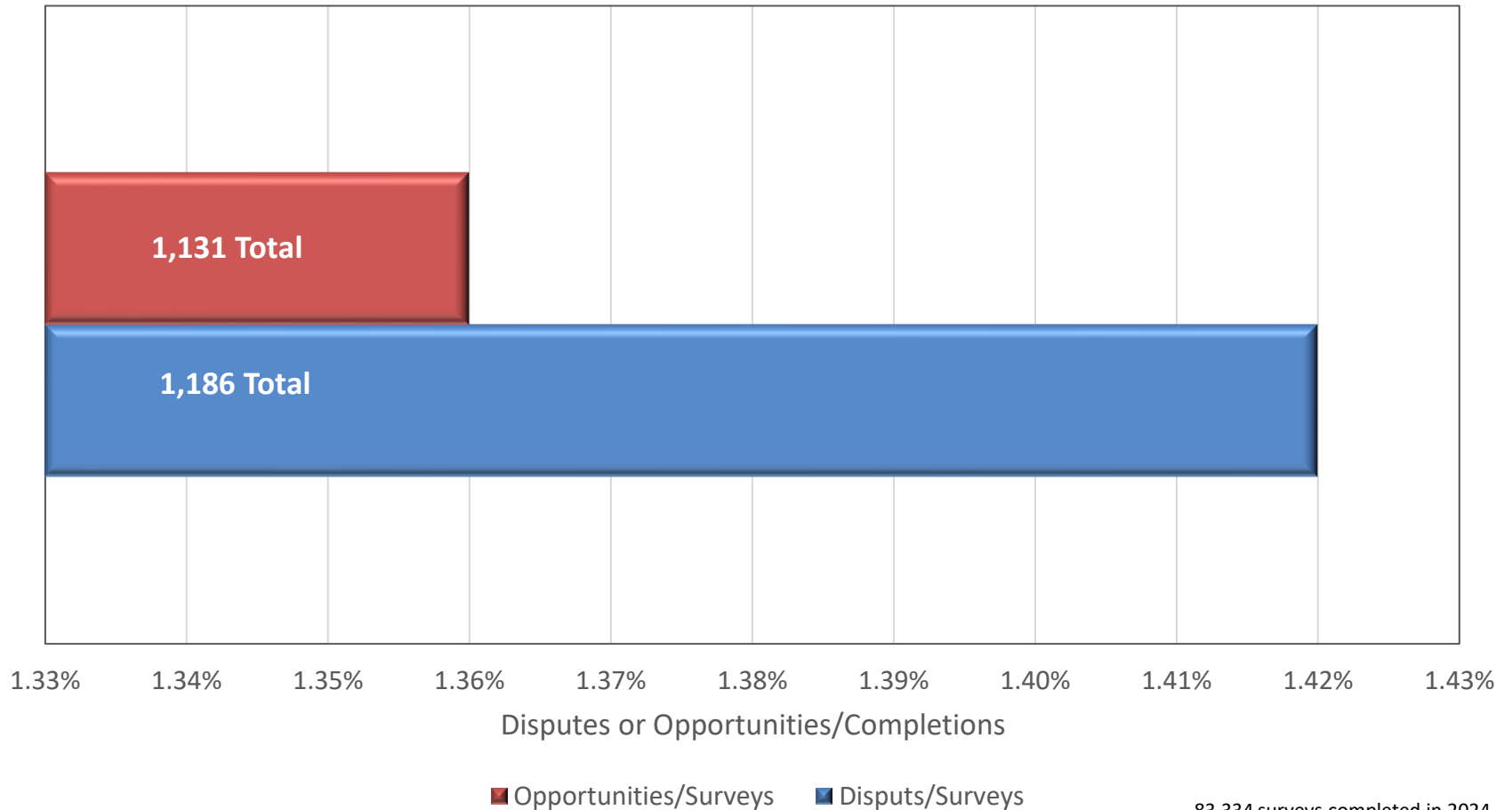
# Customers Must be Very Happy to Refer





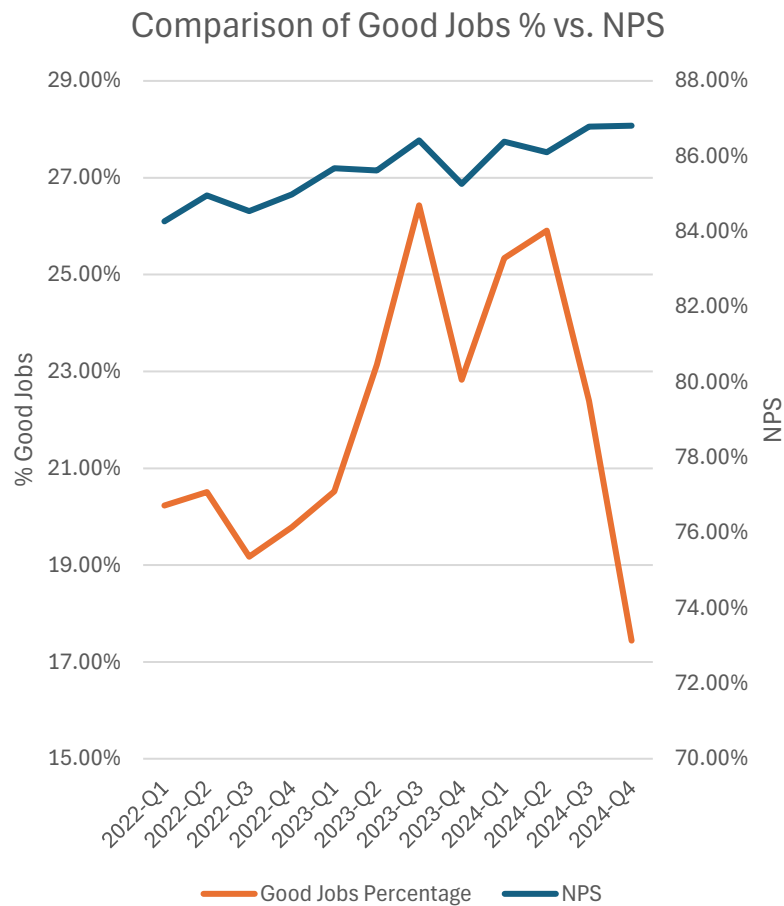
# Customers Provide Useful Feedback and Appreciate Good Service

# Disputes and Sales Opportunities Show Up



83,334 surveys completed in 2024

# Customers Appreciate Attentive Service



- ✓ When a customer mentions an individual or team, this is flagged as a Good Job
- ✓ Our clients are notified immediately by email
- ✓ Over 2024, 18,899 Good Jobs were recorded
- ✓ Huge opportunity to have customers recognize employees

The Good Jobs rate drops off toward end of most years!

# Customers Provide Useful Feedback



- ✓ *Acie said his sales representative got the equipment to him on time, and it worked well, and he was able to use it well. He said the communication could have been better between all parties, including his sales representative, the delivery person, and himself.*
- ✓ *Ms. LaFaye said more communication from the technicians regarding what they needed would have been helpful.*
- ✓ *Eric said that he (the technician) was very informative. He kept Eric aware of everything that was going on.*
- ✓ *Michael said the battery died on the lift, and he had to recharge it a couple of times. He said he also wasn't aware what the basis for the rental was. He said he was allowed 8 hours per day, and he put just 2 hours on the lift and was charged for 2 days.*

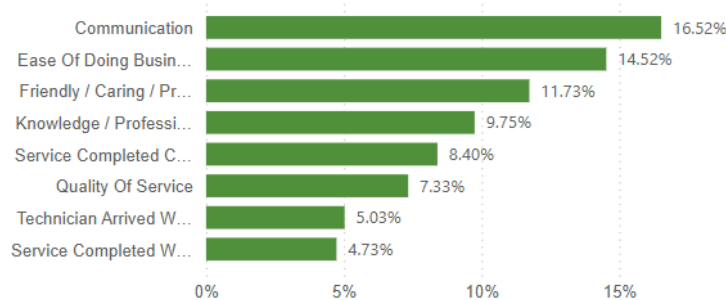


# Customer Turn-ons and Turn-offs

# Service Turn-ons and Turn-offs

- ✓ Following a scale question (generally Osat), we ask the following two questions:
  - ✓ What went well with this experience?
  - ✓ What could have been better?
- ✓ Verbatim responses are captured and tagged with appropriate tags
- ✓ Using analytics, we can better understand the reasons behind the score
- ✓ AI versus HI (human intelligence). So far, the humans are winning

## Went Well



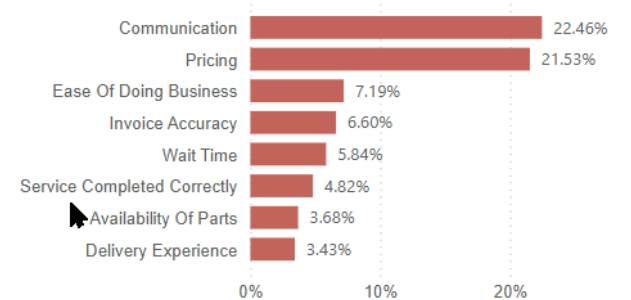
Answer	NPS	Survey Count
Communication	89.1%	2520
Ease Of Doing Business	92.3%	2216
Friendly / Caring / Professional Staff	85.3%	1790
Knowledge / Professionalism	87.2%	1487
Service Completed Correctly	82.2%	1281
Quality Of Service	90.7%	1119
Technician Arrived When Promised	82.1%	767
Service Completed When Promised	90.6%	722
Delivery Experience	86.3%	568
Availability Of Equipment	87.8%	428
Pricing	89.3%	340
Availability Of Parts	88.9%	333
Accuracy Of Order	78.1%	320
Wait Time	85.9%	272
<b>Total</b>	<b>82.7%</b>	<b>15258</b>

79.6%

NPS

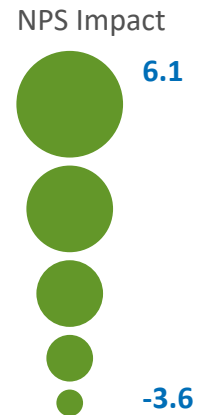
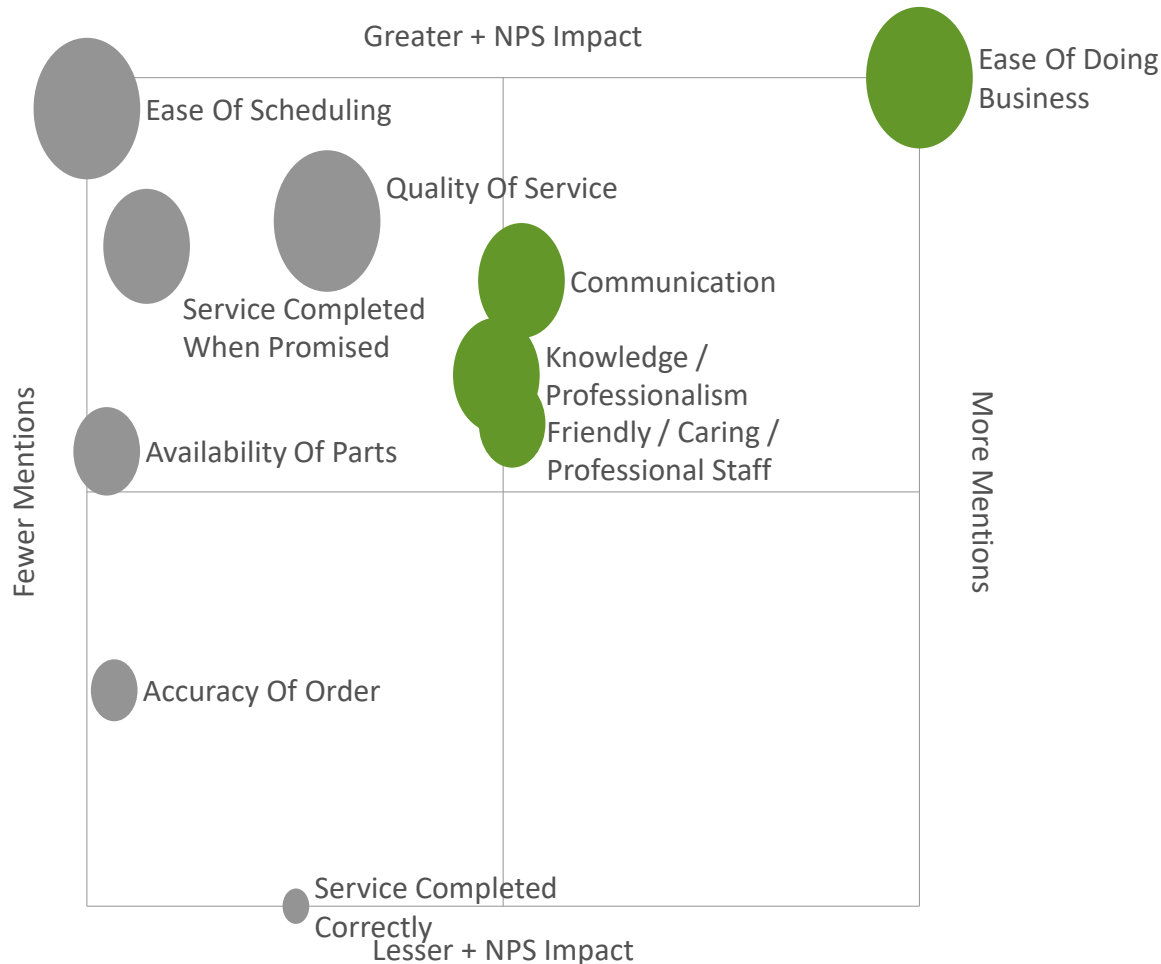
\*Total indicates # of distinct surveys, not # of responses

## Could Have Been Better



Answer	NPS	Survey Count
Communication	19.4%	531
Pricing	50.8%	509
Ease Of Doing Business	16.0%	170
Invoice Accuracy	32.0%	156
Wait Time	35.8%	138
Service Completed Correctly	-7.9%	114
Availability Of Parts	56.3%	87
Delivery Experience	42.0%	81
Service Completed When Promised	1.3%	79
Knowledge / Professionalism	-4.1%	73
Follow Up Post-Transaction	2.0%	49
Quality Of Service	6.3%	48
Friendly / Caring / Professional Staff	27.5%	41
Ease Of Scheduling	43.6%	40
Availability Of Technician	52.8%	36
<b>Total</b>	<b>45.5%</b>	<b>2364</b>

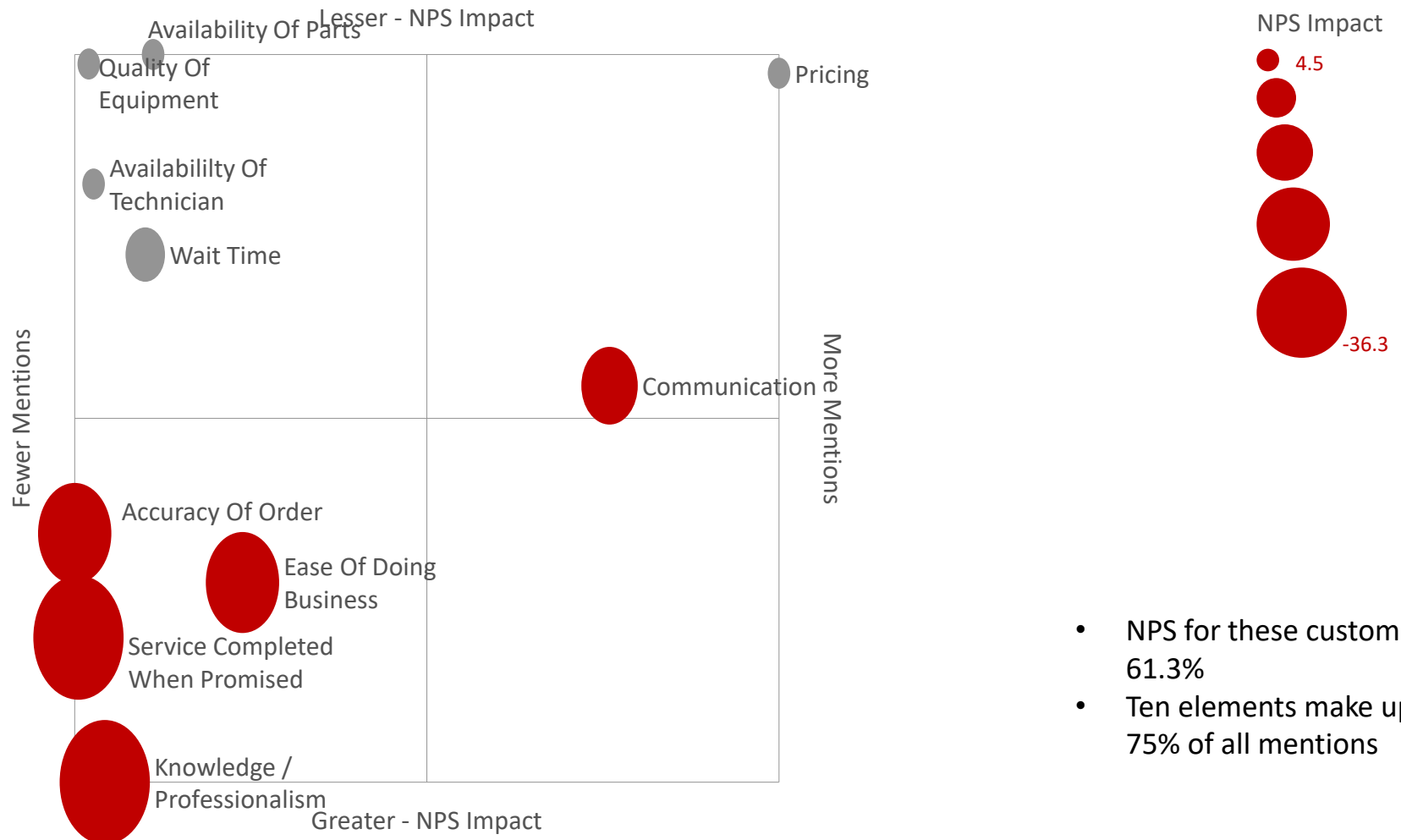
# Service Elements that Excite Customers



- NPS for these customers: 88.3%
- Ten elements make up 75% of all mentions



# Service Elements that Turn Off Customers

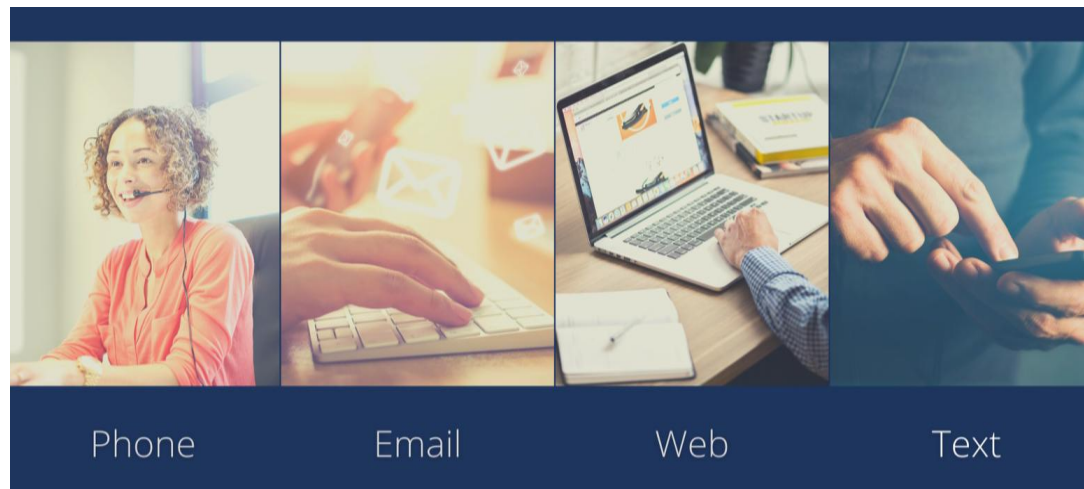


- NPS for these customers: 61.3%
- Ten elements make up 75% of all mentions

# Customers Like Options When Giving Feedback

# Phone Still Preferred Contact Mode

- ✓ Yes, we use the phone to conduct most of our interviews
- ✓ Live interviews work in the markets we serve
- ✓ The feedback is far richer and more complete than with other methods we use
- ✓ For some transactions, digital is more appropriate



# Phone vs. Email

## Phone

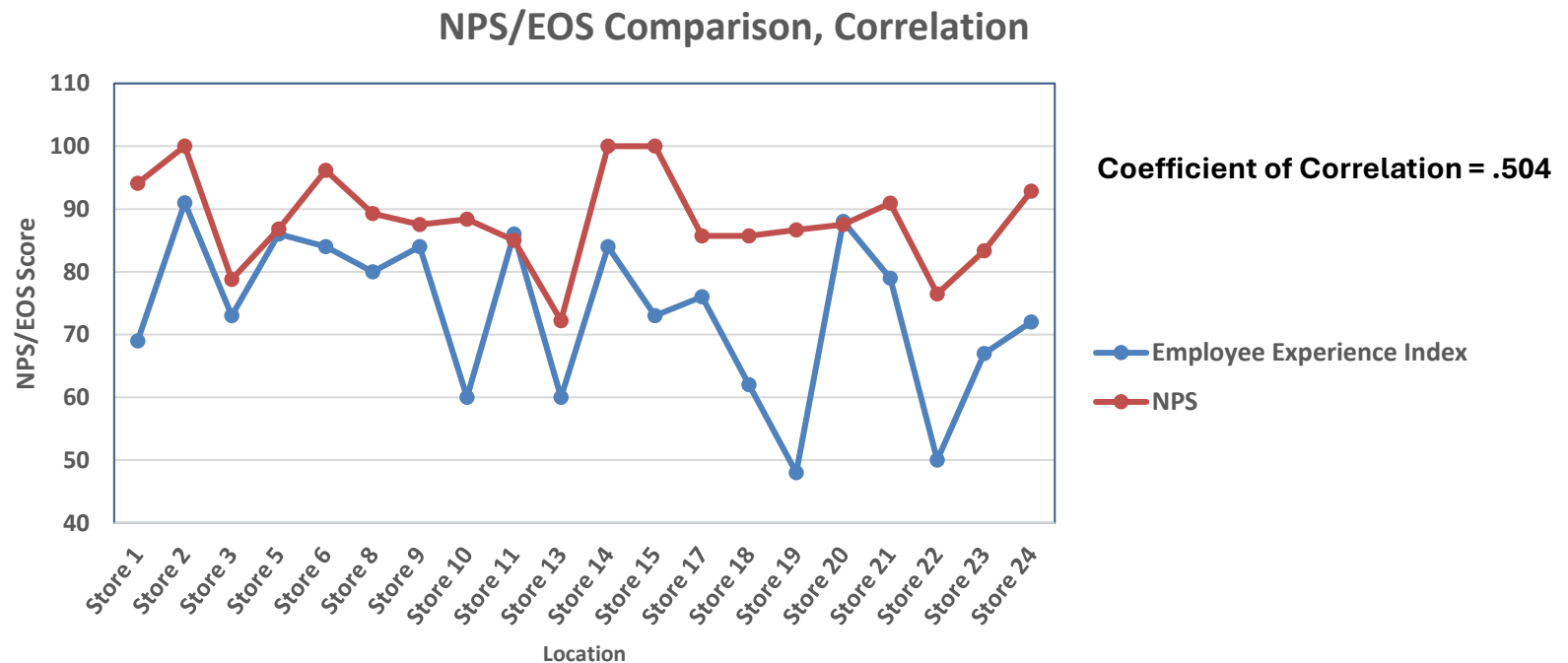
- ✓ Comment frequency: 1 per 2 surveys
- ✓ Comments mix of positive and negative
  - ✓ "...likes the knowledgeable guys on the parts counter and they know him well"
  - "...dealer holds onto machines a bit longer than I wish"

## Email

- ✓ Frequency of qualitative comments to suggestion question: 1 per 4 surveys
- ✓ Comments mostly positive yet short, most not specific/actionable
  - ✓ "Excellent parts and service"
  - ✓ "Keep up the good work"
  - "I like Joe."

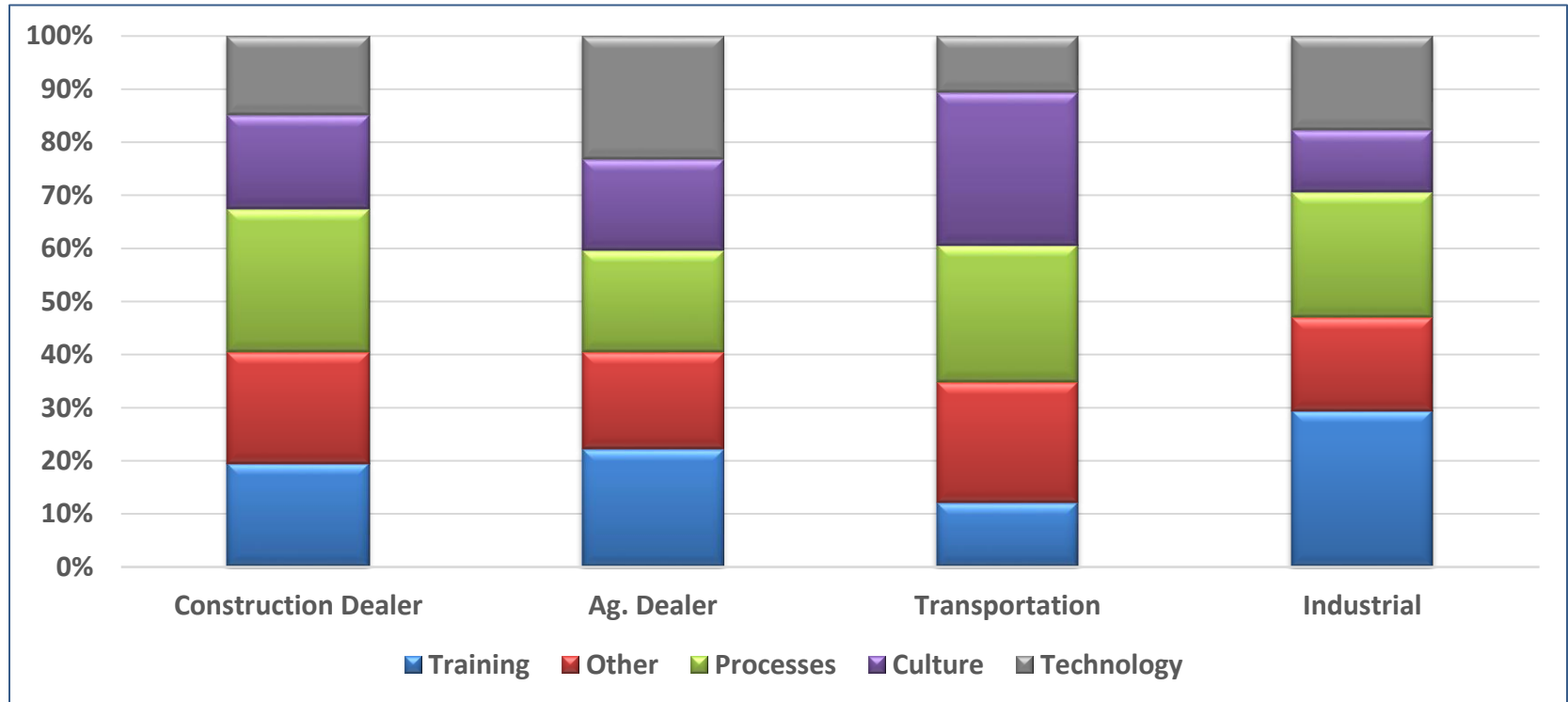
# Other Things Learned!

# CX and EX are Connected





# Significant Barriers to Improving CX



% Mentions

**Poor processes, culture, and technology create barriers!**

Source: Daniel Group Research

# Better CX Produces Better Business Outcomes

- ✓ Client implemented CX program several years ago
- ✓ After about a year, NPS increased from the 50s to the 70s
- ✓ Results:
  - ✓ Promoter transactions increased and Detractor transactions decreased
  - ✓ The client estimated that the improvement in CX saved the company about \$1.2 million annually due to reduce adjustments, less flat rate variances and less rework

# Elements to Making CX Improvement Work

- Senior leadership involvement critical
  - Expectations for effort
  - Where does CX fit among other efforts
  - Establishing accountability
- Regular sharing/monitoring of performance
  - Let the numbers speak for themselves
  - Use metrics to identify best practices
- Someone must have operational leadership for CX
  - Answer questions
  - Identify best practices
  - Identify improvement opportunities
  - Work with locations to improve
- Celebrate success
  - Improving CX is as much about changing cultures as improving processes and technology
  - Hard to measure culture change except by celebrating those things that improve the experience for customers

# Thank You



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# Questions? Comments?

