Exceptional times. Extraordinary people.

Frontline staff’s dedication has made them the real CX heroes
Welcome to the 2020 CXi Ireland Customer Experience Report brought to you by The CX Company. This is the sixth year of the survey and this year in particular is a very interesting one, as we see the impact of the COVID-19 pandemic on both customers and companies as experiences and expectations have changed to adapt to a new reality. It makes for some very interesting reading!

We hope you enjoy reading this report, and please do get in touch to find out more and how you can become a subscriber to the survey, we’d love to hear from you.

Cathy Summers
Editor

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METHODOLOGY:
The CXi survey was conducted by The CX Company, in partnership with Amárach Research, in July/August 2020. A representative cross section of Irish consumers was asked to give feedback on their customer experiences with 150+ companies across ten sectors.

Over 32,000 experiences were evaluated using The CX Framework, as well as loyalty, value for money, channel usage and NPS.

In this year’s survey we added new questions about how brands met customer expectations during COVID-19 and how customers rate their online journeys.
In this, the sixth year of our CXi Ireland Customer Experience (CX) report we have seen unprecedented levels of change in all aspects of our lives and those of our customers. As we have battled to come to terms with our constantly evolving ‘new normal’, companies have also battled to understand what CX Excellence means for their customers and their employees. In some respects, we have almost seen a “re-set” or “going back to basics” of CX with trust, care and reassurance being of utmost importance to customers. And yet we have also seen huge customer behaviour changes with an upsurge in online usage.

Managing this level of change in such a short time period has taken massive commitment, collaboration, energy and passion. And for many companies this had paid off as we have seen an improvement in Ireland’s CX score of 1.1%. Just under 70% of brands in the survey improved their CX score this year, compared to only 10% last year. An indication that the pandemic has moved customer experience from a boardroom discussion to frontline action.

The Irish Credit Union and An Post are the only two brands to maintain Top 10 status since the survey started in 2015. An amazing achievement! Both are embedded in the community and have demonstrated unstinting commitment to their customers during the pandemic. What sets them and the other Top 10 brands apart from the rest is their relentless focus on customers and giving them the best experience possible. Meeting customer expectations is not enough for these brands, they go out of their way to exceed them and their position in our Top 10 is testament to this.

Our survey measures CX Excellence through our Six Emotional Drivers and the one that has seen the biggest increase this year is ‘I Trust You’, indicating that customers only want to deal with those companies that have their best interests at heart, who are genuine, authentic and do what they say they are going to do. Conversely, the Emotional Driver that has seen the biggest decrease is ‘You Get Me’ which is all about walking in your customer’s shoes. Being able to understand and empathise with each customer’s circumstances is even more important in these current times of stress, worry and change.

We have talked in previous years about the importance of getting the balance right between technology and the human touch and it’s still something we firmly believe is critical for CX success. There is no doubt that online plays a hugely vital and valuable role in CX but it is not enough on its own to deliver the emotional connections that are so important to us and our experiences. The most memorable experiences are the ones that engender the strongest emotions which are sparked by interacting with others.

What stands out for us this year is the “frontline heroes”, the people who are interacting with customers day in and day out, who have put their own health at risk and gone above and beyond to help customers. This takes a special kind of person and we want to recognise all of these “frontline heroes” for what they contribute and the important role they play as too often they are forgotten. Giving frontline team members the right tools, supports and training to help them to deliver CX Excellence is vital. Make sure you nurture them, look after them, empower them and invest in them. They are one of your greatest assets.

The CX Company
Authors: Cathy Summers, Michael Killeen, Siobhan Mallen and Laura Killeen
Designed by Tara Doherty and Paul Gibson
Frontline Heroes Delivering
Stand-out Experiences During COVID 19

Our theme for this year’s report is focused on recognising the efforts of the frontline staff who have delivered above and beyond for customers. They have done what matters most when it matters most and we can see the impact of this in our league table this year.

We have seen a strong relationship between the impact that these frontline staff have on how customers view their overall experience. As part of the survey we asked customers to rate brands for the impact their staff have on the customer’s experience. It is no coincidence that seven of the companies with the highest scores for staff impact also feature in our overall Top 10 league table. You’ll see which companies they are in the table below:

Highest Scorers for Staff Impact on Customer Experience

<table>
<thead>
<tr>
<th>Company</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Irish Credit Union</td>
<td>TOP 10</td>
</tr>
<tr>
<td>Specsavers</td>
<td>TOP 10</td>
</tr>
<tr>
<td>Shaws Department Stores</td>
<td>TOP 10</td>
</tr>
<tr>
<td>Marks &amp; Spencer</td>
<td>TOP 10</td>
</tr>
<tr>
<td>An Post</td>
<td>TOP 10</td>
</tr>
<tr>
<td>FBD</td>
<td>TOP 10</td>
</tr>
<tr>
<td>SuperValu</td>
<td>TOP 10</td>
</tr>
<tr>
<td>Carraig donn</td>
<td></td>
</tr>
<tr>
<td>Homevalue</td>
<td></td>
</tr>
<tr>
<td>Allcare Pharmacies</td>
<td>TOP 10</td>
</tr>
</tbody>
</table>

There are numerous examples of how staff in these companies went the extra mile during COVID-19, checking up on customers to make sure they were safe, delivering items to customers who were cocooning and providing a reassuring presence in the community. Many staff took risks and put themselves on the line to help their customers.

Exceeding Expectations

What many of these staff and companies have in common and what makes them stand out is that they exceeded customers’ expectations. Understanding, meeting and exceeding expectations is a constant challenge for companies because they never stay the same, they are always changing and, in many cases, rising. This was definitely the case from March onwards when the pandemic hit. As part of the survey we asked customers to rate companies for whether they failed, met or exceeded expectations during COVID-19.

Here are the top fifteen companies who had the highest scores for exceeding their customers’ expectations during COVID-19:

<table>
<thead>
<tr>
<th>Company</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Allcare Pharmacies</td>
<td>TOP 10</td>
</tr>
<tr>
<td>Irish Credit Union</td>
<td>TOP 10</td>
</tr>
<tr>
<td>An Post</td>
<td>TOP 10</td>
</tr>
<tr>
<td>Homevalue</td>
<td></td>
</tr>
<tr>
<td>Laya Healthcare</td>
<td></td>
</tr>
<tr>
<td>FBD</td>
<td>TOP 10</td>
</tr>
<tr>
<td>Passport Service</td>
<td></td>
</tr>
<tr>
<td>Lloyds Pharmacy</td>
<td></td>
</tr>
<tr>
<td>An Garda Síochána</td>
<td></td>
</tr>
<tr>
<td>McCabes Pharmacy</td>
<td></td>
</tr>
<tr>
<td>Nespresso</td>
<td></td>
</tr>
<tr>
<td>Specsavers</td>
<td>TOP 10</td>
</tr>
<tr>
<td>Dominos Pizza</td>
<td></td>
</tr>
<tr>
<td>Lidl</td>
<td>TOP 10</td>
</tr>
<tr>
<td>SuperValu</td>
<td></td>
</tr>
</tbody>
</table>

A third of these companies are also in our overall Top 10 league table demonstrating that their staff went above and beyond for their customers. A big well done to all of them and to the other companies featured here whose staff took it upon themselves to go the extra mile when customers needed them most.
2020 has been a very different year on every level and this is reflected in our CXi 2020 Survey. What matters most to customers has changed radically but they have sought safety, care and reassurance from the brands they know best. Many companies recognised they needed to adapt their CX approach to align with these changing customer needs and expectations. Some have succeeded and others have been less successful.

After two years of steady decline in 2018 and 2019 Ireland is beginning to see a slight recovery in CX performance.

WHAT IS DRIVING CX SUCCESS IN IRELAND:

- COVID-19 has forced brands to re-assess their customer experiences, to focus much more on their customers, to be adaptable and implement change faster and more effectively.
- Trust is even more integral to building strong customer relationships than ever before. In a time of fear and uncertainty customers will only deal with brands they trust and who have their best interests at heart.
- Exceeding customer expectations and going the extra mile is recognised and appreciated by customers. It demonstrates authentic care. Brands that step up will stand out and be remembered.
- Frontline staff are the new heroes and their impact is huge. Human interaction creates emotion and the experiences we remember are those that engender the strongest emotions.
- Online is necessary and must always be fit for purpose, but it is not sufficient on its own to deliver CX excellence. Getting the balance right between technology and human is vital.
- Value has become increasingly important to customers, it’s not about what they pay, it’s about what they get.

The UK continue to improve, driven by companies with deep understanding of how customer needs and behaviours are changing. These companies are also prepared and able to react quickly and effectively to these changes.
The CX Framework

Six Emotional Drivers

We use our CX Framework to measure CX Excellence. The CX Framework is made up of Six Emotional Drivers that enable companies to build emotional bonds with customers.

These bonds create deeper relationships between the customer and the company. This ultimately leads to an outcome of advocacy and growth.

The CX Framework is based on thousands of surveys and interviews with customers of many different companies to understand how they felt when they interacted with the company. The CX Framework can be used in any type of organisation, whether it’s large or small, whether its customers are consumers or businesses or whether it’s in the public or private sector.
The Economics of CX Excellence

Delivering CX Excellence provides organisations with many benefits including increased retention, greater revenue from cross sales, reduced costs to serve and lower acquisition costs. Ultimately this creates greater shareholder value. Using The CX Framework consistently enables organisations to create emotional connections and long-term relationships with customers that will deliver growth.

The following diagram illustrates the economics of Customer Experience Excellence:

MAKE THE BUSINESS CASE FOR CX:

- **Increased Retention** - Customers who have a better experience are 2.7 times more likely to keep doing business with you.
- **Increased Sales** - Companies that perform well in CX have customers that are seven times more likely to purchase more and eight times more likely to try other products or services.
- **Lower Price Sensitivity** - 86% of customers are willing to pay more for a great Customer Experience.
- **Lower Costs to Serve** - Making it easier for customers to do business with you means they will contact you less. This has the potential to reduce costs by as much as 20%.
- **Increased Employee Satisfaction** - Companies that are truly focused on CX have employee satisfaction rates 1.5 times higher than others.
- **Increased Lifetime Value** - A CX Promoter is worth between 600 to 1400% more than a detractor over their lifetime with a company.
- **Increased Profits** - Customer centric organisations are 60% more profitable than companies who don’t focus on customers.
- **Lower Acquisition Costs** - Sales are driven from positive word of mouth rather than expensive sales and marketing campaigns.
Ireland CXi Report 2020

Ireland's Top 10

<table>
<thead>
<tr>
<th>Rank</th>
<th>Company</th>
<th>Sector</th>
<th>CX Score out of 10</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st</td>
<td>IRISH CREDIT UNION</td>
<td>Financial Sector</td>
<td>7.99</td>
<td>No change</td>
</tr>
<tr>
<td>2nd</td>
<td>SHAW'S DEPARTMENT STORES</td>
<td>Retail Sector</td>
<td>7.55</td>
<td>Up 26 places</td>
</tr>
<tr>
<td>3rd</td>
<td>AN POST</td>
<td>Retail Sector</td>
<td>7.52</td>
<td>Up 7 places</td>
</tr>
<tr>
<td>3rd</td>
<td>SPECSAVERS</td>
<td>Retail Sector</td>
<td>7.52</td>
<td>Up 2 places</td>
</tr>
<tr>
<td>5th</td>
<td>ALLCARE PHARMACIES</td>
<td>Retail Sector</td>
<td>7.46</td>
<td>Up 31 places</td>
</tr>
<tr>
<td>6th</td>
<td>MCCAULEY HEALTH AND BEAUTY</td>
<td>Retail Sector</td>
<td>7.40</td>
<td>Up 32 places</td>
</tr>
<tr>
<td>7th</td>
<td>MARKS &amp; SPENCER</td>
<td>Retail Sector</td>
<td>7.39</td>
<td>Up 17 places</td>
</tr>
<tr>
<td>8th</td>
<td>FBD</td>
<td>Insurance Sector</td>
<td>7.33</td>
<td>Up 17 places</td>
</tr>
<tr>
<td>8th</td>
<td>LIDL</td>
<td>Supermarket Sector</td>
<td>7.33</td>
<td>Up 25 places</td>
</tr>
<tr>
<td>10th</td>
<td>DUNNES RETAIL</td>
<td>Retail Sector</td>
<td>7.31</td>
<td>Up 60 places</td>
</tr>
</tbody>
</table>

This year, there are seven new entrants into the Top 10 including Lidl, who were last in the Top 10 in 2018. These seven brands have jumped an average of 30 places each (208 places in total) to get into the Top 10 which is a great achievement. Four sectors are represented, three of them (Financial, Retail, Insurance) were there last year and Supermarket are back in this year. Not surprising, given the important role they have played during the last six months.

Irish Credit Union and An Post are the only two brands to have maintained a Top 10 position since the survey began in 2015. The Irish Credit Union celebrate their sixth year at no. 1 which is a phenomenal achievement, particularly as they have widened the gap in scores between themselves and the no. 2 brand, which this year is Shaws Department Stores. What our Top 10 brands have in common is their relentless focus on understanding what matters most to customers and being able to deliver it in the experiences they give them.

Industry Colour Key:
- Entertainment
- Financial
- Insurance
- Communications
- Public Sector
- Restaurants
- Retail
- Supermarkets
- Travel
- Utilities

Change versus last year:
- Move up
- Move down
- No change
- New entry
IRISH CREDIT UNION

Financial sector, 1st - No change

From great to extraordinary. Six in a row for Irelands CX champions didn’t come easy during the lockdown. Extraordinary focus from a group that consistently give a real damn about every single member’s needs. One of our pandemic highlights was where one branch office organised a joint initiative with the local Gardai to provide and deliver up to €200 cash to elderly cocooning members to their door step via squad cars. Numerous other initiatives were put in place to make life easier for frontline staff to do their private banking on their terms. The Irish League of Credit Unions are supported by a central CX leadership team who believe where there’s a will there’s a way.

SPECSAVERS

Retail sector, 3rd - up 2 places

Specsavers continue to invest in cutting edge technology delivering a frictionless online experience right across the full customer journey. They have been ahead of the pack allowing customers book appointments online as well as view latest offers and try on glasses virtually. The little things done extremely well from a trustworthy email confirming appointment, to a directional store map to avoid getting lost, to managing your expectations brilliantly by sharing what to expect on the day clearly. The follow up communiqué is equally as helpful to new customers in particular.

SHAW'S DEPARTMENT STORES

Retail sector, 2nd - up 26 places

No surprise that Shaws have finally been recognised for their CX Excellence delivery. Like the Credit Union and An Post, they are deeply embedded in their local communities on a first name basis. Shaws human customer interactions are the most important part of the overall customer experience they give. During COVID-19, the entire Shaws team created a perfectly safe and welcoming environment for a concerned rural population. Every Member of staff performed impeccably with sharpened knowledge of how best to keep safe. They were 100% confident in performing their duties around their customers, suppliers and colleague’s on health and safety issues. This was hugely appreciated in rural areas throughout the country.

ALLCARE PHARMACIES

Retail sector, 5th - up 31 places

While Allcare Pharmacies have been growing their market share at pace they never lost their focus on superior patient care. They found numerous ways to make it easier for patients to do business with them particularly during COVID-19. Their success is not down to any one silver bullet but down to doing many things brilliantly. For instance, committing to putting a dedicated trainer on the road and giving online training access to staff who are empowered to do what’s right at the right time. They continue to invest in technology solutions, particularly SMS messaging, to help communicate better with vulnerable patients and the addition of patient Apps that were life savers for those cocooning. They also continue to invest in bright new retail fit outs across the country. Allcare roots remain firmly in the healthcare and the wellbeing of their patients and staff across hundreds of Irish communities.

AN POST

Retail sector, 3rd - up 7 places

An Post have been one of the most consistent CX champions globally by remaining in our Top 10 for the sixth year running. From the get go, An Post were out of their blocks with numerous pandemic initiatives, all of which were led by employees who really care. Stand outs were the ‘send love’ campaign including two free stamps. The free post cards to stay connected with family and friends was also brilliantly received. They also introduced the buddy pass to allow family members pick up money for vulnerable neighbours who couldn’t travel. ‘No one gets left behind’ seems to be the mantra for An Post frontline post men and women who helped make life better for all Irish citizens.
**Ireland CXi Report 2020**

**Ireland's Top 10**

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**MCCAULEY HEALTH AND BEAUTY**
- Retail sector, 6th - up 32 places

McCauley’s have gone through tremendous growth of late and wanted to make sure that they never lost sight of the deep community relationships they had built with their customers over the years. Yes, they created an extremely safe environment for customers and staff alike. Yes, they improved their online experience which provided incredible convenience during the pandemic. And yes, they committed to staff training so that they could deal with traumatised customers in dire need of advice and support. One area that McCauley’s stand head and shoulders above most retailers today is their commitment to fix customer issues with a fast and heroic attitude. This resolution approach has created an army of ambassadors for their brand across the nation who then go out of their way to promote the business on their behalf.

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**MARKS & SPENCER**
- Retail sector, 7th - up 17 places

A consistent global champion constantly appearing in the top ten in the markets they serve. Their loyal following consider them the go to for quality basics. Empathetic well-trained staff go out of their way to give customers a ‘remarkable’ experience every time. The M&S “never the same again programme” sums up the position of many companies as they begin to reimagine their businesses and prepare for post crisis transformation. Underpinning this is putting the customer at the heart of executive decision making by linking employee and customer feedback to guide their voice of their stores programme.

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**FBD**
- Insurance sector, 8th - up 17 places

FBD have been fixated with rural community care ever since they founded Ireland’s insurance group created by farmers for farmers. Like An Post and Credit Unions, FBD are another indigenous brand who have become part of each local communities DNA. Great pride is taken to make sure their customers are the heart of all decision making internally. While other financial services are closing offices, FBD continue to open and started to expand into Dublin for the first time. Human interactions are critically important to their base and are what sets FBD apart. This was key in deciding to operate their superb call centre in the midlands who deliver better localised customer outcomes.

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**LIDL**
- Supermarket sector, 8th - up 25 places

Lidl revolutionised the Irish grocery sector when they first arrived with quality products and affordable prices. The third leg of the stool, Customer Experience Excellence, has now been completed. They listen to customers and act on their inputs with speed. Their non-grocery items continue to exceed expectations and leave Irish consumers flabbergasted as to how they can still sell items at those incredible prices. Our COVID favourite was a recent communique to their customers informing them that they were closing early on a Sunday evening to allow them to say thank you to their amazing teams for their continued hard work during the crisis. Not many companies have gone so far as to genuinely recognise the performance of the front line and back office staff. As we have shared in the past...happy staff = happy customers.

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**DUNNES RETAIL**
- Retail sector, 10th - up 60 places

Dunnes investment in flagship store refits and online convenience has raised them to CX champion status. Discovering their new store experiences have stimulated positive dinner table discussions across the nation. And keeping the online home store operational during the pandemic was a godsend to Irish families. You get a sense that there is an absolute commitment to customer centric decision making. Stepping into their customers’ shoes to truly understand their needs is also noted. Staff seemed focused on not just managing Irelands new sky-high consumer expectations but exceeding them. Little things like staff bringing out free cups of tea to customers queuing show the human and empathetic side of this genuine family business. Dunnes have been on a constant customer journey of doing what is best for Irish consumers and it seems to be paying off big time.
Our 2020 survey ranked 151 brands from across ten different sectors. Consumers were asked to identify brands they had interacted with as a customer since the start of the year. They were asked to score each brand based on their CX performance using the Six Emotional Drivers in our CX framework. The scores for each Emotional Driver are combined to create an overall CX Excellence score. This CX Excellence score determines where each brand ranks in our league table. The diagram below plots all of the brands and shows how the results from 2020 compare to those from the previous three years.

The overall CX score has improved by 1.1% in 2020 after two years of decline which is positive and reflective of the fact that organisations have had to put real focus on their customers during the COVID-19 crisis. However, the gap between the top and bottom of the league table is widening with the Top 10 increasing scores by +3.6% and the brands ranked 140+ declining by -8.4%.

The highest CX score in 2020 is 7.99 (Irish Credit Union) and the lowest is Ryanair (4.09), the lowest score since the survey started. The decline really kicks in for the brands that are ranked 101+, demonstrating they have not been able to meet changing customer needs and expectations. This widening of CX performance highlights those brands that have stepped up and stood out during COVID-19 and those who have not.

The Historical View - 2017 to 2020

<table>
<thead>
<tr>
<th>Ranking Group</th>
<th>Average CX Score 2020</th>
<th>CX Score Movement from 2019 to 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall</td>
<td>6.61</td>
<td>+1.1%</td>
</tr>
<tr>
<td>Top 10</td>
<td>7.48</td>
<td>+3.6%</td>
</tr>
<tr>
<td>11 - 50</td>
<td>7.09</td>
<td>+2.8%</td>
</tr>
<tr>
<td>51 - 100</td>
<td>6.69</td>
<td>+1.2%</td>
</tr>
<tr>
<td>101 - 140</td>
<td>6.18</td>
<td>-1.6%</td>
</tr>
<tr>
<td>140+</td>
<td>5.32</td>
<td>-8.4%</td>
</tr>
</tbody>
</table>
Irish CX Trends from the 2020 CXi Survey

CHANGING FORTUNES

As we can see from the previous graph, the performance in each of our five ranking categories varies quite significantly, particularly from the Top 10 category and the brands in the 140+ ranking category. The graph below shows how the fortunes of the different ranking categories have changed over time. The brands that rank in the Top 10, 11-50 and 51-100 categories have improved their average CX Excellence score since 2019 after a decline in the previous years. However, the brands that rank 101-140 and 140+ are on a downward trajectory.

The gap between the top-ranking brands and the bottom ranking brands is becoming wider as time goes on. In 2017 the variance in CX score between the Top 10 and the brands ranked 140+ was 26.3%, in 2020 this has grown to 40.6%. This really demonstrates the differences between those brands that were able to adjust to their customers changing needs and expectations during COVID-19 and those who weren’t. In addition, customers are becoming more discerning and expect a certain standard of experience from every brand they deal with. Consistently maintaining and improving this standard of experience is one of the biggest challenges that companies face and we see this illustrated in the level of movement in the league table every year as they struggle to keep up with customer expectations and changing needs.
Irish CX Trends from the 2020 CXi Survey

EMOTIONAL DRIVER PERFORMANCE

Over the last three years we have seen much movement in the scores for each of the Emotional Drivers. The graph below shows how these scores have changed and what are the reasons behind the changes.

MOVERS AND SHAKERS

▲ Highest Jumpers

Three brands jumped over 60 places between 2019 and 2020:
- **Liberty Insurance** – from 124 to 47 (77 places)
- **Bord Gáis Energy** – from 125 to 51 (74 places)
- **Londis** – from 107 to 44 (63 places)

Two of these brands also had the highest increase in their CX Excellence score. Bord Gáis Energy increased their score by 10.9% and Liberty Insurance increased their score by 10.7%.

The three biggest movers in the last three years:
- **Elverys** – moved 113 places from 127 to 14
- **FBD** – moved 102 places from 110 to 8
- **Londis** – moved 88 places from 132 to 44

▼ Biggest Faller

**Oxendales** dropped 70 places from 4 in 2019 to 74 in 2020.

**Ryanair** saw their CX Excellence score drop by -28.4%, the biggest drop of any brand in the survey.

The biggest fallers in the last three years are:
- **Deliveroo** – fell -97 places from 29 to 126
- **Parcel Motel** – fell -71 places from 26 to 97

✚ New Brands

We included thirteen new brands in the 2020 survey. Four of them made it into the top 100 and two of them, **Homevalue** and **Revolut**, made it into the top 30.
Irish CX Trends from the 2020 CXi Survey

**You Deliver On Your Promise** is the most challenging of the Emotional Drivers to score consistently well. It’s all about being able to meet customer expectations which are constantly changing and rising. COVID-19 has had a massive impact on what customers expect with safety and care being critical to how they view their experiences. Companies that actively listen to customer feedback and are able to adapt their experiences quickly are the ones that are doing well whereas those who don’t are struggling to meet expectations and are likely to lose customers.

**You Know Me** has improved slightly between 2019 and 2020 indicating that some brands are getting back on track with understanding and delivering on customer needs. This has been particularly challenging this year as COVID-19 has completely changed what is most important to customers. **You Know Me** is the most impactful of the Emotional Drivers because it is all about treating each customer as an individual, as a human being is key.

**I Trust You** has seen the biggest increase in score this year, driven by organisations providing reassurance and care during COVID-19. **I Trust You** is the most important of the Emotional Drivers because trust is at the core of any relationship, without trust there is nothing. To deliver on this Emotional Driver companies need to do what they say they are going to do, act with integrity and demonstrate care for both their employees and their customers.

**You Make It Easy** continues to be Ireland’s highest scoring of the Emotional Drivers, reflecting the investment that has been put into online and digital innovation. Online is a key channel for customer interactions but when customers have a detailed query or have an issue they are more likely to want to talk to a human. Making it easy for customers to contact you, get through to the right place and talk to someone who can answer their query is just as important.

**You Get Me** has seen the biggest decline of all the Emotional Drivers in 2020. This Emotional Driver is all about understanding each customer’s individual circumstances and showing them empathy. It means that organisations have to walk in their customers’ shoes. This year, the need to show empathy has increased dramatically as customers have seen huge changes to their daily lives as a result of COVID-19. Each person’s experience of the pandemic and lockdown is very different so recognising this and acting accordingly is key to CX in 2020.

**You Fix Things** has remained flat in terms of scores since 2019. Issue management is a key element of CX and fixing problems effectively for customers can have a hugely positive effect on how they view their experience. Making it easy for customers to complain, maintaining effective communication during the resolution process and taking ownership of customer issues are all key behaviours associated with this Emotional Driver.

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**I Trust You** has seen the biggest increase in score this year, driven by organisations providing reassurance and care during COVID-19. **I Trust You** is the most important of the Emotional Drivers because trust is at the core of any relationship, without trust there is nothing. To deliver on this Emotional Driver companies need to do what they say they are going to do, act with integrity and demonstrate care for both their employees and their customers.

**You Fix Things** has remained flat in terms of scores since 2019. Issue management is a key element of CX and fixing problems effectively for customers can have a hugely positive effect on how they view their experience. Making it easy for customers to complain, maintaining effective communication during the resolution process and taking ownership of customer issues are all key behaviours associated with this Emotional Driver.

**You Get Me** has seen the biggest decline of all the Emotional Drivers in 2020. This Emotional Driver is all about understanding each customer’s individual circumstances and showing them empathy. It means that organisations have to walk in their customers’ shoes. This year, the need to show empathy has increased dramatically as customers have seen huge changes to their daily lives as a result of COVID-19. Each person’s experience of the pandemic and lockdown is very different so recognising this and acting accordingly is key to CX in 2020.
SECTOR SUCCESS IN THE TOP 100

Our survey covers ten business sectors. There were mixed fortunes this year when we look at the percentage of brands from each sector that made it into the top 100. The graph below shows this percentage for 2020, compared to 2019.

PERCENTAGE OF BRANDS BY SECTOR IN THE TOP 100

The Supermarket Sector has 100% of its brands making the top 100, compared to only having 70% of brands in the top 100 in 2019. This clearly demonstrates how the sector has really stepped up to the place during COVID-19.

The Financial Sector has gone from having only 14% of brands in the top 100 in 2019 to 67% in 2020, indicating that CX has become a core strategy for most and how they had to demonstrate empathy and make things as easy as possible for customers over the last six months. Insurance has also seen an improvement, along with Utilities.

The Communications Sector has dropped by 10%. It continues to be a challenge for these companies to deliver CX, particularly given the level of importance that connectivity plays in our lives. This reliance on communication services has spiked significantly in recent months adding more challenges for this sector.

Unsurprisingly the Travel Sector has dropped as consumers have been travelling less and have experienced much frustration and disappointment caused by how the travel companies have dealt with cancellations, re-bookings and refunds.
This year there were 180 brands that featured in the survey. Of these, 151 achieved the required sample size of 75 and were ranked in the league table. There were 29 brands who didn’t get the required sample size, as a result of reduced interactions during COVID-19. The worst hit sectors who didn’t get the sample size were Travel (10 brands), Restaurants (6 brands) and Entertainment (5 brands).

### Industry Colour Key:
- Entertainment
- Financial
- Insurance
- Communications
- Public Sector
- Restaurants
- Retail
- Supermarkets
- Travel
- Utilities

### Change versus last year:
- Move up
- Move down
- No change
- New entry

<table>
<thead>
<tr>
<th>Rank</th>
<th>Brand</th>
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<tr>
<td>1</td>
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<tr>
<td>2</td>
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<tr>
<td>3</td>
<td>an post</td>
<td>Up 7 places</td>
</tr>
<tr>
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<td>Specsavers</td>
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</tr>
<tr>
<td>5</td>
<td>Allcare Pharmacy</td>
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</tr>
<tr>
<td>6</td>
<td>McCauley</td>
<td>Up 32 places</td>
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<td>7</td>
<td>M&amp;S</td>
<td>Up 17 places</td>
</tr>
<tr>
<td>8</td>
<td>FBD Insurance</td>
<td>Up 17 places</td>
</tr>
<tr>
<td>10</td>
<td>DUNNES Retail</td>
<td>Up 25 places</td>
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<td>Homevalue Hardware</td>
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</tr>
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<td>M&amp;S Simply Food</td>
<td>Up 14</td>
</tr>
<tr>
<td>12</td>
<td>Boot</td>
<td>Down 4</td>
</tr>
<tr>
<td>14</td>
<td>DUNNES stores</td>
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<td>IKEA</td>
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<tr>
<td>151</td>
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Industry Colour Key:
- Entertainment
- Financial
- Insurance
- Communications
- Public Sector
- Restaurants
- Retail
- Supermarkets
- Travel
- Utilities
Every year we celebrate our CX Champions who are recognised by their customers for providing memorable experiences they will value, delight in and share with others. All of the results are based on over 30,000 brand evaluations from our 2020 CXi survey.

Irish Credit Union have put in another remarkable performance to maintain their position as the best overall brand and best brand in the Financial sector for the sixth year in a row. They are also the best brand for Loyalty.

Congratulations also go to The Passport Service (Public Sector), Tesco Mobile (Communications Sector) and Netflix (Entertainment Sector) who have also maintained their champion status in their respective sectors.

In a very competitive sector, Lidl have recaptured the award for the best performing Supermarket brand, as well as being recognised as the best brand for Value.

We welcome new champions Shaws Department Stores (Retail Sector), Bord Gáis Energy (Utilities Sector), AirBnB (Travel Sector), FBD (Insurance Sector), Dominos Pizza (Restaurant Sector) and Liberty Insurance (Biggest Mover).

A big well done goes to all our champions. It is a huge achievement to be recognised by your customers for delivering CX excellence.
The 2020 CXi report covers 151 brands across 10 sectors. In what has been a difficult and very different year for most sectors, here we’ll look at the performance of each sector to see how it has changed in the last year, which sectors are doing well and which are struggling to keep pace with changing customer needs and expectations created by the global pandemic.

Not surprisingly, this year has seen a lot of changes in the sector rankings. The Supermarket sector has jumped from second to first place, increasing their overall CX score by 6.1%, the highest jump of all the sectors. The Retail sector has moved back down to second reflecting the mixed fortunes of many of their brands. We have also seen a significant jump from the Financial sector who moved from 6th place in 2019 to 3rd in 2020, overtaking the Insurance sector who have dropped from 3rd place to 4th this year.

The Restaurants and Travel sectors are two that have been hardest hit by COVID-19 and both have dropped down the table, Restaurants by one place from 4th to 5th and Travel from 5th to 8th. The Public Sector has also been under pressure this year with increased levels of customers interacting with them. They have dropped by one place from 8th to 9th. In contrast, Entertainment and Utilities have moved up the table, Entertainment by one place from 7th to 6th and Utilities two places from 9th to 7th. Communications/Telecoms remain at the bottom of the table and have seen the largest decrease of any of the sectors dropping by a disappointing -4.3%.

<table>
<thead>
<tr>
<th>Sector</th>
<th>Ireland 2020 Sector Ranking</th>
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<th>Movement</th>
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<td>Supermarket</td>
<td>1</td>
<td>2</td>
<td>▲ Up 1 place</td>
</tr>
<tr>
<td>Retail</td>
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<td>1</td>
<td>▼ Down 1 place</td>
</tr>
<tr>
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<td>3</td>
<td>6</td>
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</tr>
<tr>
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<td>4</td>
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</tr>
<tr>
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<td>5</td>
<td>4</td>
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</tr>
<tr>
<td>Entertainment</td>
<td>6</td>
<td>7</td>
<td>▲ Up 1 place</td>
</tr>
<tr>
<td>Utilities</td>
<td>7</td>
<td>9</td>
<td>▲ Up 2 places</td>
</tr>
<tr>
<td>Travel</td>
<td>8</td>
<td>5</td>
<td>▼ Down 3 places</td>
</tr>
<tr>
<td>Public Sector</td>
<td>9</td>
<td>8</td>
<td>▼ Down 1 place</td>
</tr>
<tr>
<td>Communications</td>
<td>10</td>
<td>10</td>
<td>◄► No Change</td>
</tr>
</tbody>
</table>
2020 CXi Report
Sector Analysis

Supermarket Sector
Retail Sector
Financial Sector
Insurance Sector
Restaurants Sector

Entertainment Sector
Utilities Sector
Travel Sector
Public Sector
Communications Sector
Supermarket Sector

Having moved into first place in the rankings this year, the Supermarkets are the only sector to have all 10 brands in the top 100.

All brands in the sector have seen positive movement in both their rankings and overall CX score. Lidl have made their way back into the Top 10, ranking 8th in the overall survey. They are closely followed by M&S Simply Food, Dunnes, Supervalu and Aldi all making their way into the top 20. However, of all of the brands in the sector the biggest improvements in ranking comes from the smaller brands, Londis and Centra who moved up 63 and 42 places respectively.

In a year that saw circumstances change for many, the supermarkets reacted quickly and put their customers first. Not surprisingly they have seen their “You Get Me” scores increase by 4% putting them significantly ahead of the other sectors in terms of delivering an empathetic experience. The sector’s excellent response to COVID-19 is also reflected in the 97% percent of customers who felt they met or exceeded their expectations during the pandemic.

Retail Sector

After three years at the top of the sector rankings, Retail has dropped to second place. However, despite a particularly challenging year for retail, the sector has still improved their overall CX score and widened the gap between them and the eight sectors below them. All but five of the 57 brands in the sector made it into the top 100 this year, with seven brands making it into the Top 10. The biggest jumpers in the sector were two homegrown brands, with Dunnes Retail moving up 60 places to 10th and Elverys moving up 58 places to 14th.

Retail appears to be the most trusted sector, with the highest scores on the “I Trust You” Emotional Driver. This is largely driven by An Post who have the highest “I Trust You” scores in the overall survey and the pharmacy brands who also scored very well on this particular Emotional Driver. In both cases, the efforts of their front-line heroes have been recognised and hugely appreciated by their customers.

Financial Sector

Ranking 3rd out of the ten sectors, 2020 marks the Financial sectors highest ranking since the survey began. While the Irish Credit Union remain at number one for the sixth year running, the sector has seen some significant changes this year. Newcomers Revolut and An Post Money have scored quite well against their sector competitors with Revolut ranking 26th in the overall survey and An Post Money at 60th. Six of the nine brands in the sector made it into the top 100 this year compared to just one last year.

The sector as a whole increased their overall score by 6% between 2019 and 2020. EBS and AIB have seen the biggest increases in the sector at 7.3% and 7.2%. The sectors quick response to the COVID-19 crisis has had a very positive impact on it’s “I Trust You” score which increased by 12.3%, and it’s “You Fix Things” scores which increased by 5.4%. These are the largest increases in scores for these Emotional Drivers across all ten sectors in the survey.

Insurance Sector

Having moved steadily up the rankings in previous years, the Insurance sector will be disappointed to have dropped from 3rd in 2019 to 4th in 2020. However, despite a negative movement in ranking, the sector has seen a marginal improvement in its overall CX score of 0.5%. Of the 16 brands in the sector 11 of them made it into the top 100 and one brand, FBD, made it into the Top 10. The health insurers are holding strong at the upper end of the rankings, with Irish Life Health at 30, Laya at 32 and Vhi Healthcare at 47. The offering of refunds to customers by health insurers while the private hospitals were taken into the public system during COVID-19 had a largely positive impact with customers.

The sector as a whole has seen decreases across “You Fix Things”, “You Get Me”, and most significantly the “You Deliver on Your Promise” Emotional Driver, indicating that insurers are struggling to understand and meet changing customer expectations.

Restaurants Sector

In what has been a very tough year for the Restaurant sector, their ranking has dropped 4th to 5th in 2020. Customer interactions were dramatically reduced and restricted as many outlets were closed. While 10 of the 12 brands remain in the top 100, 8 of the 12 brands in the sector have seen their ranking drop this year. Notably in a year where take-out and home delivery was the only option for a period, the online delivery specialists Deliveroo and Just Eat struggled to keep pace. With Deliveroo dropping by 47 places to 126th and Just Eat dropping by 40 places to 78th in the overall survey.

Deliveroo have seen their overall CX score decrease by 13.5% since 2018. Ironically for the brand, their “You Deliver on Your Promise” Emotional Driver has seen the biggest decrease across all of the six Emotional Drivers.
2020 CXi Report
Sector Analysis

Entertainment Sector

The Entertainment sector ranks 6th out of the ten sectors. Having seen a significant drop in their overall score last year, the sector has seen a slight increase of 1.1% this year.

Netflix, National Lottery and new entrant Spotify are the only brands in the sector reaching the top 100. National Lottery had the largest jump in the sector and the 4th largest in the overall survey, moving an impressive 60 places in ranking and 9% in their overall score. This is largely down to a massive 21% increase in their “I Trust You” scores. In a year when in-home streaming services boomed, Netflix remain on top of the sector despite dropping a further 12 places to 42, while new entrants to the sector Disney+ and Amazon Prime Video failed to make the top 100. Interestingly, the sector had one of the lowest percentage of customers who felt that they exceeded their expectations during COVID-19.

Utilities Sector

Utilities ranked 7th, in 2020 moving up from 9th in 2019 having placed at the bottom for the previous two years. A positive performance for the sector as their overall CX score moved up 3.5% in the last year. The biggest increase in the sector comes from Bord Gáis Energy who improved by an impressive 10.9%, the largest increase in overall CX score of all brands in the survey. This places them at the top of their sector, ranking at 51. Electric Ireland rank second in the sector at 90, having dropped 3 places from 2019. Panda and SSE Airtricity are the only two other brands in the sector to drop in ranking, moving down 17 and 24 places respectively.

Interestingly, Utilities are the one of the few sectors along with the other essential services sectors, Supermarkets and Financial Services, who improved on the “You Deliver On Your Promise” Emotional Driver. The sector also had the highest percentage of customers who felt they met their expectations during the COVID-19 crisis.

Travel Sector

The Travel sector dropped further down the table this year to 8th place, having dropped from 3rd to 5th in 2019. Not surprisingly, given the challenges they have encountered this year, Ryanair have seen the biggest decrease in their overall CX score down a massive 28% on 2019. This sees them at the bottom of the league table. Aer Lingus also saw decreases in their score and their ranking, dropping 55 places from 48 to 103. The challenges customers encountered in cancellations and refunds was also evident as the sector had the highest percentage of customers who felt the brands they dealt with failed to meet their expectations during the pandemic.

Public Sector

The Public Sector also dropped further down the table this year, from 6th in 2018 and 8th in 2019, the sector dropped to 9th in 2020.

The Passport Service continue to lead the way at the top of their sector, ranking at 51. Electric Ireland rank second in the sector at 90, having dropped 3 places from 2019. Panda and SSE Airtricity are the only two other brands in the sector to drop in ranking, moving down 17 and 24 places respectively.

Interestingly, Utilities are the one of the few sectors along with the other essential services sectors, Supermarkets and Financial Services, who improved on the “You Deliver On Your Promise” Emotional Driver. The sector also had the highest percentage of customers who felt they met their expectations during the COVID-19 crisis.

Communications Sector

The Communications sector has remained at the bottom of the league table for the second year running. We are so dependent on connectivity in our personal and work lives, and this has become even more important during COVID-19 as many of us are working from home and are distanced from our friends and family. Many of the 14 brands in this sector have failed to cope with customer demands with only Tesco Mobile making it into the top 100. coming in at 83. Despite a number of well-known brands such as WhatsApp, Zoom, Instagram and Twitter being included in the survey for the first time, all of them failed to make the top 100.

Tesco Mobile and Virgin Media are the only brands in the sector to improve their overall CX score. While Three, Sky and eir saw significant drops in their overall CX scores. eir saw their score drop by over 11%, leaving them just above Ryanair at the bottom of the table.

In a time of crisis, when delivering an empathetic experience became even more important than ever, the Communications sector saw their “You Get Me” scores drop by almost 12%. This is the largest decrease across all of the 10 sectors.
Key Business Success Trends
We Will Focus On in 2021

No. 01
Consumers will seek greater value

No. 02
Customer complaints is the most cost effective and powerful form of retention and acquisition growth

No. 03
Acceleration of online options

No. 04
We will not return to a CX normality

No. 05
CX is not fluffy. It’s very important that we keep it that way

No. 06
Staff will lead brand differentiation

No. 07
Fail fast will replace expensive research initiatives

No. 08
Leadership emotional intelligence training investment

No. 09
Small and young companies are delivering exceptional CX

No. 10
Access to customer networks will be sought after

No. 11
The vulnerable are a new customer segment

No. 12
Delivering on Company values will pay significant dividends in the future
Key Business Success Trends
We Will Focus On in 2021

No. 01
Consumers will seek greater value

Irish consumers have less money in their pockets and more time on their hands, allowing them to research and seek the best value deals. Companies that require premium pricing to survive will only be able to do so by delivering CX Excellence throughout the full customer journey. The benefits of great experiences are tangible with customers the world over willing to pay up to a 16% price premium on products and services, plus increased loyalty and advocacy. Be prepared to deliver CX Excellence and explore adding additional bundles to current products/service packages or simply reduce price points this year.

No. 02
Customer complaints is the most cost effective and powerful form of retention and acquisition growth

Customer complaints won’t be an after-thought as they are now. They will be an integral part of the experience from the very first time we make contact with an organisation. When fixed properly, customers will become immediate advocates for the brand. This will help retain customers longer and play a key role in acquiring new customers via customers advocacy. Also, when complaints are raised, CC teams will set expectations as to what the customer journey will look like, allowing customers to track the progress of their complaint wherever possible.

The Internet of Things will also make customer complaints invisible. By 2025, it’s easy to envisage a situation where internet-connected machines will be in control of service interactions. If a dishwasher self-diagnoses a problem, it will notify the manufacturer that a part needs replacing. The service query can be raised without the customer having to get involved. Products with built-in customer service are a consumer’s dream.

No. 03
Acceleration of online options

Digital delivery has become a necessity for most customers who are confined at home. Adoption has grown strongly, even among the most “digitally resistant” customers. For some companies, the rapid development of digital functionalities is key to ensuring continuity of services. China-based Ping An Bank rolled out new “Do It At Home” functionality and received more than eight million page views and nearly 12 million transactions within half a month. Players in service industries have also accelerated digital value-added services like advice and education. The future desire to avoid physical contact with staff is speeding up online shopping and the development of self-service till areas. Customers’ normal patterns of life have come to a halt. Simple activities like a trip to the grocery store or dining out with friends are now difficult, risky, or even prohibited.

Overall online penetration in China increased by 15–20 percent. In Italy, e-commerce sales for consumer products rose by 81 percent in a single week, creating significant supply-chain bottlenecks. Online led experiences will continue to grow in popularity once COVID-19 is quelled, and companies that act quickly and innovate in their delivery model to help consumers navigate the pandemic safely and effectively, will establish a strong advantage. Home delivery has gone from a convenience to a necessity.

No. 04
We will not return to a CX normality

COVID-19 is predicted to have infected 300 million people, with 3 million global deaths by years end. COVID has traumatized billions of consumers and changed forever the way we engage with our customers. COVID has left thousands in Ireland without jobs, and forced everyone to reconsider that those they love are suddenly physically vulnerable.

Irish consumers plan to be cautious, even when the spread of the virus subsides—with substantial implications for economic and social recovery. Shopping online has become the new normal and 40% plan to shop more online in the future, even 65+ year olds say so. The majority of Irish of consumers want companies to implement physical protection and distancing measures to help keep them healthy. One third are currently saving more than they normally do, and 26% plan to save more in the future than normal. Many Irish businesses may not be in a position to greet customers face to face in their stores until winter 2021.
No. 05  
**CX is not fluffy. It’s very important that we keep it that way**

Let’s block all fluffy jargon and language from creeping into the CX discipline. Words associated with marketing, social media, branding, culture change are full of fluff. CX is brilliantly simple to understand and works brilliantly on the bottom line. No need for fluff.

No. 06  
**Staff will lead brand differentiation**

We are witnessing a shift toward differencing your business via your staff. Human interaction matters now—and 80% of consumers globally want more of it in the future. When it comes to demonstrating care toward employees, make sure to double down on supporting employees—customers will notice and appreciate this as well. Don’t assume that customers will automatically migrate to existing digital and remote platforms. Rather, actively raise awareness and the internal capabilities needed to support adoption of these experiences.

The way employers treat employees will transform the way employees treat customers. Employee listening sessions will soar. Frontline employees are a company’s eyes and ears on the ground. Solicit and collecting employee feedback has always proved useful in gauging how customers are feeling and how daily interactions are changing. Sadly, this source of insights often goes largely overlooked—while 78% of frontline employees report that their leaders have made customer experience a top priority, nearly 60% say they believe that their ideas for improving that experience often go unheard. It’s now absolutely proven that human touch delivers Remarkable CX. The frontline staff is the critical linchpin in driving CX Excellence. If employees are not equipped, competent, engaged, and empathetic, then the end result will be a poor customer experience. Equipping and engaging staff to be brand ambassadors is essential to delivering on the brand promise and differentiation.

No. 07  
**Fail fast will replace expensive research initiatives**

There is a growing awareness from leadership teams of the value that a bad or positive customer experience has on profitability. CX metrics (NPS/CSAT) are becoming too expensive to gather with constrained budgets. As a result, CFO approval on initiatives may become tougher. We will see more companies piloting quick CX initiatives in the short term to hammer the point of ROI in the long term. Fail fast in CX will become the norm.

No. 08  
**Leadership emotional intelligence training investment**

IBM surveyed approximately 5,670 executives across 48 countries to learn more about the skills needed to execute business strategies. According to the research, executives are beginning to place the highest priority on behavioural skills (or soft skills), like the newest internationally accepted form of emotional intelligence.

Emotional intelligence is quickly gaining traction in psychology labs and HR departments in businesses across the globe. According to USC applied psychology, emotional intelligence helps leaders motivate and inspire good work by understanding others’ motivations. It brings more individuals to the table and helps avoid the many pitfalls of groupthink, empowers leaders to recognize and act on opportunities others may be unaware of, and can produce higher morale and assist others in tapping their professional potential. With even the most highly technical roles now including efficient communication with external departments and diverse stakeholders, recognizing others’ moods and motivations is like a new form of corporate literacy. Like any skill, the key to gaining emotional intelligence is training - cognitively recognizing one’s own thought processes, emotions, and biases and putting personal worries about status aside in order to create personalized connections and make optimal business decisions. The CX Company’s six Emotional Drivers enable companies to build deeper bonds with their customers. They are now the standard emotional intelligence drivers globally.
Key Business Success Trends
We Will Focus On in 2021

No. 09
Small and young companies are delivering exceptional CX

Just about every company in every industry trumpets the importance of the customer experience, but it’s the same handful of larger companies — the Credit Unions, An Post, Passport Office, Amazon, Ritz-Carlton that maintain icon status.

While these companies have undoubtedly dominated the game of personalized customer experience in their given industries, smaller and younger companies are nipping at their heels because they don’t carry the baggage of old systems and red tape. The Revolut’s, Keep Cups, Sprout and Nespresso’s of this world are the cool kids on the block that know and act on trends that are “in” before anyone else. They also exceed expectations by being a small agile company that can change direction immediately. Organisations that don’t focus on CX are dying or folding. If companies are not focusing on providing a better customer experience, they run significant risks long term. Stop and look at younger companies that don’t have their bureaucracy and see how often they get it right.

No. 10
Access to customer networks will be sought after

We will segment our customers by how well they are connected. There will be a movement toward ringfencing your most connected customer advocates and reward them with individual moments of greatness in exchange for accelerating their advocacy amongst friends, family and colleagues.

No. 11
The vulnerable are a new customer segment

Design customer journeys around vulnerabilities and help customers integrate via new channels. We are not just talking about the aged with pre health conditions, we are all considered to be vulnerable now.

No. 12
Delivering on Company values will pay significant dividends in the future

Companies who deliver on their values are proving more resilient in the current crisis, just as they did in the last recession. Consumers are applying greater scrutiny of company’s community support that align with their values rather than contradict them. Companies that do what’s right for the end customer rather than their bottom line will be respected for years to come. Going out of your way for customers during COVID-19 will pay off in the future. Reach out care for your customers. The first step in caring is to reach out—not in marketing or overt attempts to gain a competitive edge, but to offer genuine support. Budweiser redeployed $5 million usually spent on sports and entertainment marketing to the American Red Cross. A credit-card company quickly recognized the pandemic’s financial burden and waived one month of interest on credit cards. Government officials have encouraged others to do the same.

These experiences are critical for customers in the short term, and the impact will build positive relationships that are bound to last long after the crisis has ended. Companies need to clarify with frontline staff, at what point does doing the right thing conflict with shareholder value. Now more than ever, people need extra information, guidance, and support to navigate a novel set of challenges from keeping their families safe, to helping their kids learn when schools are shut down. They want a resource they can trust, that can make them feel safe when everything seems uncertain, and that offers support when so much seems to be overwhelming. A baseline starting point is staying true to company values and purpose. Research shows that 64 percent of customers choose to buy from socially responsible brands, a figure that has grown significantly in the past two years. The way organizations step up to play this role for their customers, their employees, and the broader community will leave lasting memories in customers’ minds.
Do you want to be able to benchmark the CX performance of your brand against your competitors and best-in-class in Ireland?

To get access to our full range of data and insights become a subscriber to our CXi Survey. You will also get a range of significant benefits including CX action planning, priority tickets for our CX events and best practice sharing through our CX community.

At the core is our unique data set of 216,500 consumer brand evaluations across 170 brands, based on six years of research with over 15,000 consumers. We have two standard packages or we can offer a customised subscription to meet individual needs and budgets.

SUBSCRIBER SERVICES INCLUDE:

- **Survey Results and Insights**: Comprehensive analysis and benchmarking of your company’s CX and online performance including competitor, sector, national and global comparisons

- **Qualitative Consumer Feedback**: Specific verbatim by brand

- **CX Action Planning**: Action planning workshop for your team including preparation, facilitation and output of results

- **CXi Community**: Access to our CXi subscriber community for best practice sharing of insights and key learnings

- **Training**: Discounted prices on our Professional Certificate in CX and Professional Diploma in CX through our CX Academy

- **Events**: Priority tickets to The CX Company quarterly breakfasts and networking events

To find out more about becoming a subscriber to the CXi Survey please call or email Michael Killeen (mkilleen@thecxcompany.com) or Cathy Summers (csummers@thecxcompany.com) at The CX Company on 01 662 2277.
The CX Company has created the best practice four stage planning tool to help companies deliver CX Excellence. This tool has been developed through engagement with leadership teams and frontline staff in top performing CX companies across all sectors around the world.

This is a tried and tested approach that can be used by both B2C and B2B companies during any stage of their CX journey.

To find out more, contact Michael Killeen on 01 622 2277 or email mkilleen@thecxcompany.com.
We offer four unique services to our clients:

**CXi Insights**
We provide CX benchmarking and insights to our clients using our annual CXi Survey and subscription service.

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We offer tailored face-to-face training and accreditation for senior management staff of all levels. Plus online CX education programmes through The CX Academy.

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We design and create remarkable CX moments to help our clients bring CX Excellence to life for their customers and staff.

The CX Company help leading companies accelerate their delivery of CX Excellence to their customers and staff. Our CX best practice is designed from robust customer insights and benchmarks along with global best practice.

We have a proud track record of helping companies differentiate their business to dominate competitors, lock in your customers for longer, motivate customers to become inspired advocates and empower your staff to deliver CX Excellence consistently across all touchpoints.

Last year our subscriber base jumped an average of +18 places on the CXi league table, and this year we worked with nine of the top twenty leaders to improve their CX delivery across all channels.

To understand how we can help you, contact Michael Killeen or Cathy Summers on 01 622 2277 or email us at mkilleen@thecxcompany.com or csummers@thecxcompany.com and we will invest time with you to explore the best approach for your business.
Globally Recognised, 
Online CX Qualifications
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"I just wanted to say that this course is one of the best courses I’ve ever had the pleasure of completing. I feel like it was designed specifically for me, and I literally cannot wait to sit down at my computer each morning to begin the content of the next session... I honestly can’t put it down!"
Robert Boyle, Irish Life Health

"I would like to sincerely thank you and your team for the time and effort you all put into the course in Customer Experience. As part of my role I am now undertaking the task of journey mapping and thanks to your course, I am able to use Module 4 to really help the team understand and walk in our members’ shoes."
Tara Cotter, Laya Healthcare

For further information contact Ana Silva: Ana@thecxacademy.org

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