



Client Loyalty

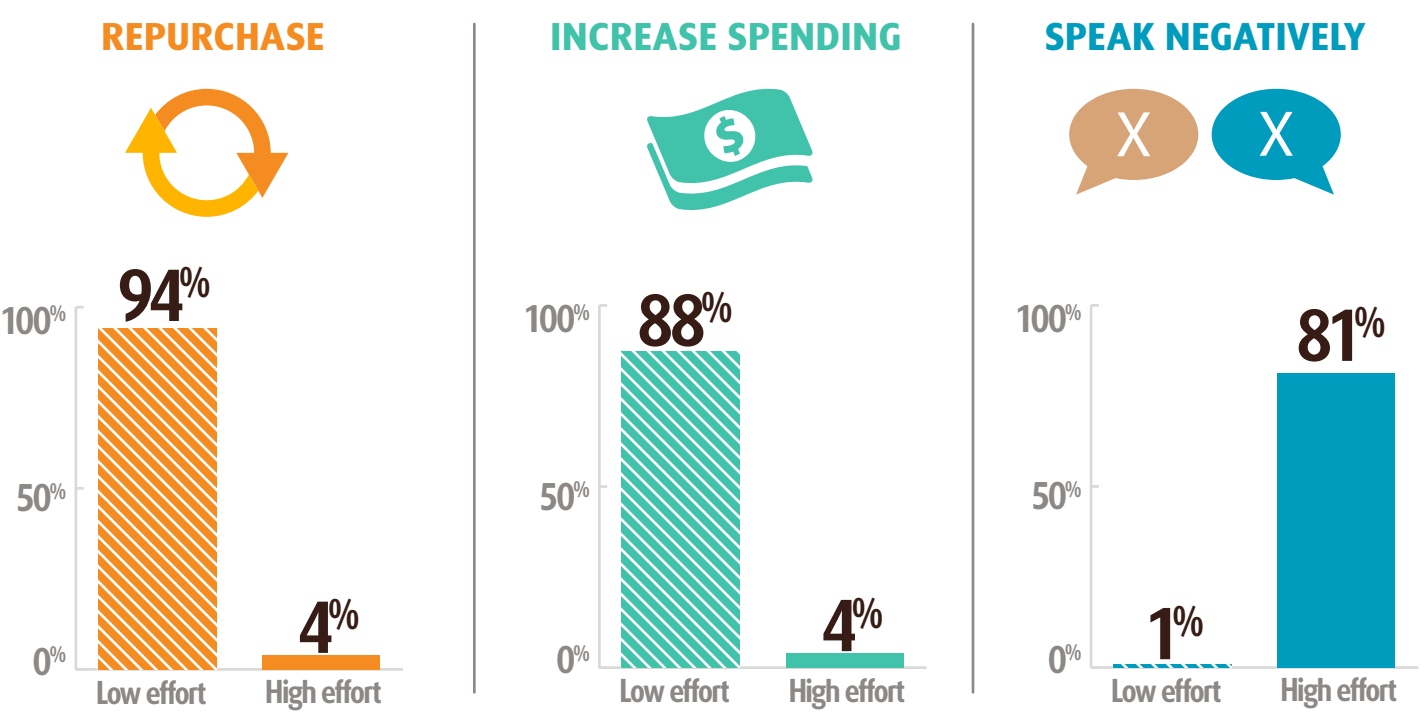
Gain Insights into What Drives Customers to Stay

Creating a positive experience and ease of doing business are the foundation for maintaining client loyalty over the long term.

Consumer companies are diligently working on ways to reduce the amount of effort customers must expend to get what they want and have their issues resolved. According to research conducted by the Corporate Executive Board (CEB), excessive customer effort is a key driver of dissatisfaction and disloyalty. Compared to the aspirational goal of "customer delight," customer effort can be measured and improved.

Professional service firms can learn from and build on such insights to enhance their client relationships. In a professional services engagement, loyalty and contract renewals revolve around long-term relationships and performance reviews. Reducing client effort and minimizing hassle—at all levels of a client engagement—can drive long-term loyalty.

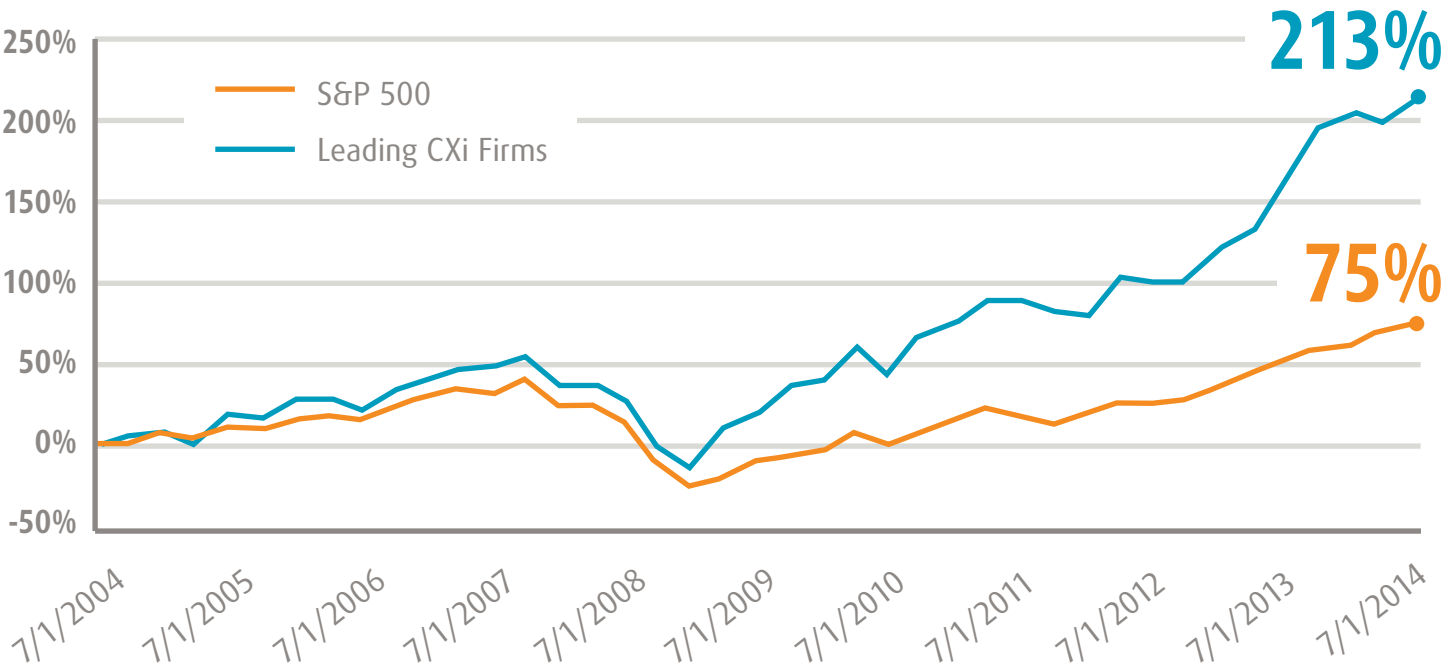
The Effortless Experience Influences Client Loyalty, Spending Increases and Word of Mouth



Source: *The Effortless Experience: Conquering the New Battleground for Customer Loyalty* (Penguin, 2013), CEB, n = 97,176 customer call center and self-service interactions.

Calculating ROI of Customer Experience Leaders

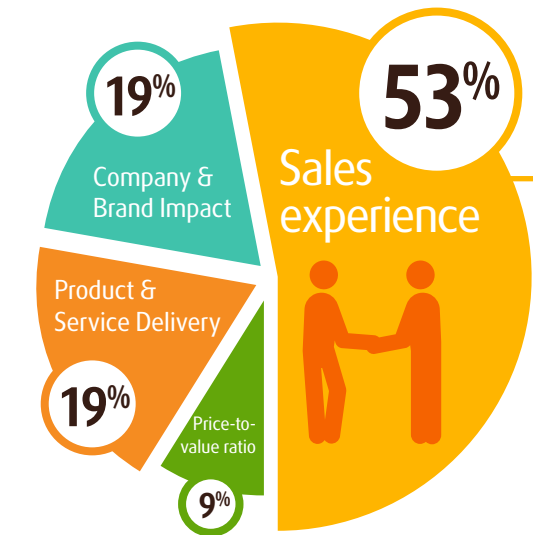
This index compares the stock returns of customer experience leaders (assessed via the Forrester Customer Experience Index) against the S&P 500. Over a decade customer experience leaders posted an average 10-year return of 213%, almost triple the S&P 500 (75%).



Source: West Monroe Partners. CXi indicates Customer Experience Index.

Loyalty Is a Function of the Client Experience

More than half of business-to-business customer loyalty is a function of the purchase experience, outweighing brand, product and service quality, according to CEB's Sales Leadership Council. "Suppliers that gain customers' greatest loyalty are 'easy to do business with.' Companies that overcomplicate the purchase are doomed to play catch-up to those suppliers who quickly and efficiently deliver new ideas (and, by definition, new solutions) to their customers."



THE SALES EXPERIENCE: MAKE IT EASY

DRIVERS OF CUSTOMER LOYALTY

- Offers valuable perspectives on the market
- Helps me evaluate alternatives and navigate changes
- Helps me minimize risks and avoid potential land mines
- Makes it easy to buy from
- Provides widespread support across my company

Source: CEB Sales Leadership Council, 2013.

**The Effortless Experience: Conquering the New Battleground for Customer Loyalty* (Penguin, 2013).

Contract Renewal: Does the Client's Team Like Doing Business with You?

What matters most for client loyalty in business-to-business and professional services firms? It's what the client's operational team thinks of a particular provider. That means client loyalty has to be consistently earned multiple times at different levels.

DRIVERS OF DECISION-MAKER LOYALTY (INDEXED)



Source: CEB

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