

Case Study
SuperValu

CXINDEX™

LEARN HOW SUPERVALU HAS ACHIEVED REMARKABLE CUSTOMER EXPERIENCE OUTCOMES SINCE ADOPTING CX INDEX



SUMMARY

SuperValu is part of the Musgrave Group and has 223 stores located throughout Ireland. It also serves its customers through an increasingly popular online channel. A key challenge for SuperValu is to ensure that the brand's customer experience objectives and actions are clearly communicated and defined for a disparate range of stakeholders at multiple management levels across various locations.

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OBJECTIVES

- Improve customer satisfaction
- Increase customer loyalty
- Improve stakeholder engagement
- Increase average spend per basket

OUTCOMES

- **33%** increase in instore NPS
- **23%** increase in online NPS
- Vastly increased stakeholder engagement
- Quantifiable financial outcomes - promoters spending an extra €14 per week on average
- Clarity for the business on key areas of focus to drive incremental revenues



SuperValu CXINDEX™

"For SuperValu, CX Index has delivered, better Insights, more automated processes and streamlined distribution of data for all stakeholders that has delivered significant improvements in Customer Experience. We look forward to continuing on the journey as we strive to retain our position as industry leaders."

SIOBHAN HENNESSY,
HEAD OF CUSTOMER EXPERIENCE,
MUSGRAVE RETAIL PARTNERS



MEASURED ROI

PROMOTERS SPENDING

22%

EXTRA THAN DETRACTORS

SHOPPERS WHO SPEND
A MINIMUM OF

€40

HAVE AN NPS THAT IS 6% HIGHER

10%

REDUCTION IN CUSTOMER TURNOVER WHEN CUSTOMERS CONVERT TO BEING PROMOTERS

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INTRODUCTION AND BACKGROUND

SuperValu operates in the highly competitive grocery retail industry that has experienced significant disruption in the past 2 decades from new low - cost market entrants that have experienced growth in market share. SuperValu is strongly positioned as a community brand which is in no small part due to the fact that a large proportion of the stores are franchise owned and managed by people who are often part of the communities they serve.



PREVIOUS STATE

Prior to adopting CX Index, SuperValu did not have a real time automated feedback system to help their retail partner improve the day to day experience in their stores, nor sufficient volume of overall consumer feedback to statistically drive prioritisation of activity within the business relating to CX matters.
Neither did they have a system to distribute key information to the complex network of 223 stores, employing thousands of people.

CHALLENGE

While the franchisee model is a strong part of the SuperValu community identity, it also means that consistent delivery of the brand promises can be somewhat of a challenge on a day to day basis. The key outcome here was to bring forward a robust mechanism that can work for all of the different stakeholders and ensure every employee across all locations, understood the actions needed to be taken to deliver better experiences.

IMPLEMENTATION

SuperValu identified that they needed a Voice of the Customer solution that met the following requirements:

- **Intuitive -** the platform should have a friendly interface that is easy to use. The most common functions are easily accessed, and there are no rigid hierarchies that are often found in development projects.

- **Automated communication -** relevant customer feedback needs to be delivered across all locations, in the appropriate format, via Login and automated reporting.

- **Scalable and Flexible -** the platform can handle large volumes of data, with availability across a multitude of managerial and regional tiers.

- **Analytics capability -** the ideal platform would have built-in ability to conduct a wide range of analyses.

- **Closed loop functionality -** the system needed to have an intuitive means for store managers to respond to and resolve customers who's experience didn't meet the required standards.

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KEY STAGES OF THE IMPLEMENTATION

- **Driver Analysis**

  Prior to launch, SuperValu conducted a driver analysis to ascertain key determining factors in the customer experience. This shone a light on the touchpoints that needed to be focused on. As a result of this research, CX Index created a custom Top Tier tool for SuperValu to benchmark top tier scores for each of the KPIs and drivers which CX is measured against

- **Survey Design**

  A combination of CSAT and NPS metrics are used with a 1-7 scale for the CSAT and traditional 0-10 scale for the NPS.

- **Customer Engagement**

  SuperValu has a loyal customer base, a significant proportion of these are members of the ***"Real Rewards"*** loyalty programme. It was determined that integrating data from the loyalty programme could help deliver context around the feedback and make capturing customer information more straightforward.

- **Integration**

  It is imperative that each survey questionnaire can relate, in real-time, with the contextual data around the customer interaction. The metadata provides answers to a lot of relevant questions, and through it, SuperValu is able to ***avoid asking a customer a question about something they already know about them.*** It is through the combination of metadata and survey responses that actions to drive improvements in the business can be uncovered.

- **Access Levels and Filters**

  One of the key facets around the design of the Musgrave platform is a custom architecture that is designed around the unique needs of the organisation. This includes overall operational level, group level, store level and regional manager access. While access is provided across a range of criteria, there are also filters in place based on Musgrave's organisational hierarchy and geographiclocations.

- **Roll-out**

  CX Index™ was rolled out to a sample of 30 stores at the start of 2018 and within several months all SuperValu stores went live, with action plans created by store owners and managers to address areas where individual stores could improve.

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The award winning CX team at SuperValu came up with a pragmatic approach to ensure the message got out to everyone, regardless of seniority, within the organisation and CX Index was able to deliver what it needed. Physical notice boards have been placed in staff areas in all locations, to ensure all people across the organisation are aware of the actions needed to be taken to effect change.

OUTCOMES

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- Quantifiable financial outcomes - promoters spending **22%** more on average
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ROI

SuperValu quickly saw value that enhanced customer experience can deliver and quantify financial gains from the improvement in CX. They discovered that shoppers responding as promoters, were spending 22% more than detractors. Also, the promoter score of small basket shops to larger trolley shops increased by 6% and a there is 10% decrease in customer turnover when they convert to being Net Promoters.

SuperValu has also experienced emphatic proof at store level, that those who improved their scores, increased both their margins and revenues greatly – with retailer partners quoting that this has been a “game changer” in their business



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