

Centralizing insights in a decentralized global enterprise: Winning with global CX measurement

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OUR PURPOSE

CONNECTING THE WORLD TO SHARE FOOD
AND CARE FOR ONE ANOTHER

**The leader in the foodservice industry:
Sysco's geographic footprint**

Sysco's decentralized business model allows for each market lead to choose the vendor best suited to their market

	 North America			 Europe			 LACE			
Business	 U.S.	 Canada	 <small>a Sysco company</small> UK	 Ireland	 France	 <small>En del av Sysco</small> Sweden	 <small>Foodservice a Sysco company</small> Costa Rica	 Panama	 <small>Foodservice a Sysco partner</small> Mexico	 Bahamas
VOC Vendor	Vendor A	Vendor A	Vendor X	Vendor Y	Vendor Z	Vendor B	Vendor A	None	None	Vendor A
Methodology	Email-to-Web	Email-to-Web	CATI, Email-to-Web	CATI, Email-to-Web	CATI, Email-to-Web	CATI, Email-to-Web	Email-to-Web	None	None	Email-to-Web
Feedback Frequency	Always On, Bi-Annual	Always On, Bi-Annual	Monthly, Bi-Annual	Quarterly	Quarterly	Monthly	Quarterly	None	None	Bi-Annual
Feedback Type	Transactional, Relationship	Transactional, Relationship	Transactional, Relationship	Transactional, Relationship	Transactional, Relationship	Transactional, Relationship	Relationship	None	None	Relationship
CRM	Vendor 1	Vendor 1	Vendor 1	Vendor 1	Vendor 2	Vendor 3	Vendor 1	None	None	Vendor 1

A top-down view of a person sitting at a wooden table outdoors. The person is wearing a light-colored, textured sweater and a black watch. They are using a silver laptop. On the table next to the laptop is a white coffee cup with a saucer and a spoon, and a pair of sunglasses. The laptop screen displays the Sysco website, showing a 'Today's Delivery' section with a map, a 'Your recent orders' section with a table, and a 'Start New Order' button. The background is a blurred outdoor setting.

Pros and cons of primary metrics: Strategic alignment for global impact

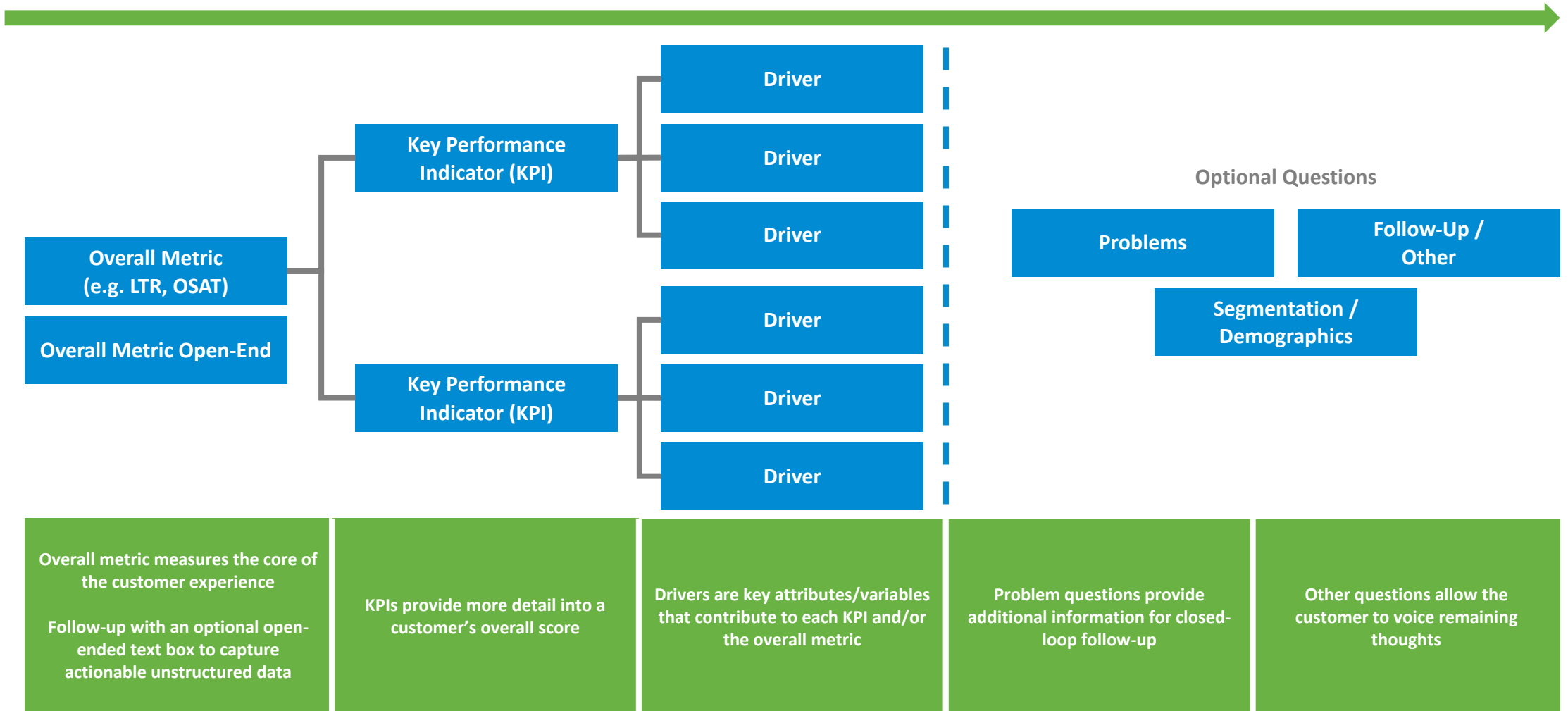
Alignment on an overall metric to measure the core of the customer experience is necessary

NPS		OSAT		Both NPS and OSAT	
Pros	Cons	Pros	Cons	Pros	Cons
<ul style="list-style-type: none"> • Easy to measure and understand • Comparable benchmark across industries • Sensitive to changes in Performance • Correlated with growth and profitability (based on customer loyalty) 	<ul style="list-style-type: none"> • Factors often beyond control of frontline • Larger confidence intervals (NPS scale -100 to +100) may be misleading for frontline • Can mask improvement, (e.g. moving LTR from 0 to 6 does not change NPS) 	<ul style="list-style-type: none"> • Strongly correlated to factors within control of frontline • Familiar and comparable benchmark to competition • Confirms customer experience for specific moments or interactions 	<ul style="list-style-type: none"> • Episodic measure, ignores overall loyalty with company • Less meaningful for administrative and executive functions • Hard to compare equally across industries 	<ul style="list-style-type: none"> • Embeds CX measures across entire organization • Creates direct alignment between metrics within employee's span of control • Strong organizational alignment and clarity 	<ul style="list-style-type: none"> • Requires tight governance and management processes • Can be confusing to track two different metrics without clear expectations




**Survey design best practices:
Building robust methodology standards**

Order and flow impact accuracy of results, with questions flowing from general to specific



Methodology standards must ensure like-for-like, or fair comparisons across geographies

Question	Best Practice	Reason
How many points on a scale?	11-point	<ul style="list-style-type: none"> • More points means more variability in the data • Gives us the ability to better distinguish top/bottom performers
0-10 (11-point) or 1-10 (10-point)?	0-10	<ul style="list-style-type: none"> • 1-10 can be confusing to some cultures as '1' can be interpreted as being the 'best' • 0-10 also gives us an 11-point scale that is consistent with the NPS methodology
Left to right or right to left?	Left to right	<ul style="list-style-type: none"> • Over 80% of common languages are written in left to right scripts
How many points to anchor?	End points only	<ul style="list-style-type: none"> • Adding additional anchors between the endpoints changes the scale from interval to ordinal, which effectively makes averages meaningless
N/A / Don't Know / Prefer Not to Answer		<ul style="list-style-type: none"> • Is the question really not applicable to some participants? How so? <ul style="list-style-type: none"> • Can we utilize combination of feed file information and conditioning to get around this? • Is the question required? If not, why not leave it blank instead of providing an N/A option? • "Prefer not to answer" option should exist in all demographics/related questions (gender, ethnicity, etc.)



**Effective change management for cultural transformation:
The journey to global customer-centricity**

It's a marathon, not a sprint.



Sysco[®]

At the heart of
food and service



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Customer Insights
Sysco Corporation



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