



# From Simple to Sophisticated

## HOW DISCOUNT TIRE'S INVESTMENT IN CUSTOMER FEEDBACK IS CHANGING UNDERSTANDING, EXPERIENCE DELIVERY, AND COMPANY CULTURE

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For families across the country, having a safe and reliable means of transportation is essential. And with 95% of American households owning and relying on a car—whether it's getting to work or school on time, dropping kids off at soccer practice, or making a quick trip to the grocery store—the smallest puncture in a tire can turn an ordinary day into a nightmare. For this reason, Discount Tire knows it's selling more than just tires—it sells reliability, and helps people get where they need to go.



When Bruce T. Halle founded Discount Tire in Ann Arbor, Michigan in 1960, his inventory consisted of only six tires. He served as the tire technician, cleaning crew, sign painter, salesman, and accountant. Fast forward nearly 60 years, and Discount Tire is now the world's largest tire and wheel retailer with over 1,000 locations in 33 states, and a thriving e-commerce business.

### From Manual to Automatic

Halle's value proposition for Discount Tire was simple: *always give the customer a good deal; surprise the customer with unexpected benefits like clean bathrooms, free snow tire changes or free flat repairs; build your customer base through word of mouth; and have fun.* For many years, listening to customer feedback has been the company's gauge for whether it was delivering on this promise; however, as the company grew, it continued to outgrow Voice of Customer (VoC) technology platforms.

Discount Tire's previous VoC platform enabled it to collect customer feedback—with a few caveats. "Our previous platform was a basic, predominately do-it-yourself, ad hoc survey tool that simply couldn't scale to match our growing footprint—and ambition," says Mike Bolland, Director, Omni Channel Customer

Insights and Experience at Discount Tire. As the number of surveys increased, the speed of the platform deteriorated. The reporting was rudimentary, and while the platform could collect open-ended (i.e., unstructured) customer feedback, there was no way to automate the analysis of the data. In fact, internal analysts at Discount Tire had to manually "bucket" open-ended customer feedback throughout the year. And while this process helped identify customer pain points, the lack of timely, concrete, directional data meant there was a lack of actionability, and subsequently, a lack of executive buy-in on customer experience initiatives.

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Mike Bolland, Director, Omni Channel Customer Insights and Experience, Discount Tire

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## BY THE NUMBERS

PARTNER SINCE 2017



# NO. 1

WORLD'S LARGEST TIRE  
AND WHEEL RETAILER

# 1,000+

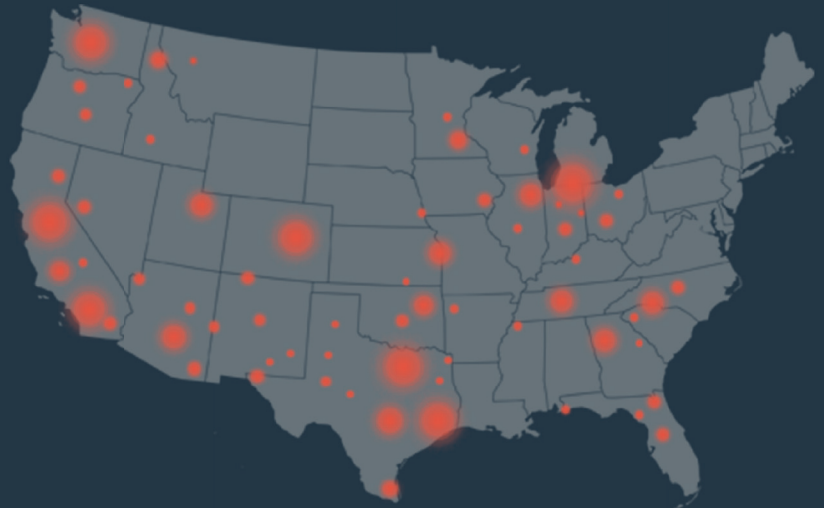
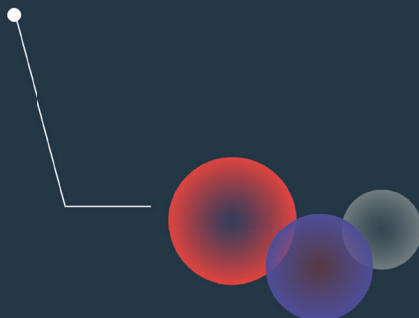
LOCATIONS

# 33

STATES

# 60,000

CUSTOMER  
RESPONSES/MONTH



### Performance-Boosting Engine

When Discount Tire partnered with InMoment in 2017, it sought an automated, enterprise-wide solution that could not only deliver the *what* behind customer experiences, but also the *why* and the *how*. But it didn't want to start from scratch.

InMoment ingested the past two years of Discount Tire's customer feedback data so individual locations could continue tracking both year-over-year and store-versus-store performance without the need to develop a new baseline. And by leveraging a combination of customer-centric feedback collection methods, advanced reporting, and self-service analysis tools, customer experience intelligence has a new and impactful role throughout the organization.

For instance, video feedback—which gives customers the opportunity to be truly authentic and deliver invaluable feedback with a personal touch—has proven to be a powerful tool for Discount Tire. From front-line staff to top-tier executives, video feedback—with facial expressions and emotions—brings learning to a new level.

Discount Tire now posts an "Unexpected Experience of the Week" on its internal *Knowledge Center*, which helps remind employees of the important role they play in the daily lives of customers. "Video feedback communicates this message much more effectively than traditional text feedback," says Bolland. Further, video feedback is used by the company's Learning & Development team to bring training initiatives to life.





## Under the Hood

Discount Tire leverages InMoment's "automotive dealership" text analytics model to automate the analysis of unstructured data for deeper, more impactful understanding. According to Bolland, "When you check the air pressure of a tire, knowing it's dropped from 35psi to 30psi doesn't tell you much. Is there something wrong with the valve stem? Is there a slow leak? Tracking customer experience works in the same way. The analysis of open-ended customer comments helps us understand not only *why* scores are going up or down, but also exactly what we need to do to improve."

Due to InMoment's ability to analyze and report on massive amounts of unstructured data, Discount Tire can keep its survey short. It asks only three questions related to the company's KPIs (*would you recommend, wait time, and knowledge/professionalism of associate*) with a comment box following each prompt, so customers may speak freely about their experiences.

InMoment turns metric-based responses into targeted opportunities through Coach™, which tells each store what areas to focus on for the most significant impact on customer satisfaction.

Explore™ gives Discount Tire the ability to search specific themes in the unstructured feedback that are most important to the brand. For instance, the company knows that wait time is always going to be a key component of customer satisfaction. However, open-ended comments help the retailer understand why a 60-minute wait at one location is a non-issue, while 60-minutes at another location can feel like an eternity. Explore helps Discount Tire identify, replicate, and train on what's working well—and avoid what's not.



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Mike Bolland, Director, Omni Channel Customer Insights and Experience, Discount Tire



### Fueling the Future

*The Customer Delight Index (CDI)*—Discount Tire’s version of Net Promoter Score—is reported during every quarterly business review, with a section dedicated specifically to the voice of the customer (e.g., comments and videos). The customer’s voice is becoming more ingrained throughout the business, and more important at the highest levels of the company. Moving forward, customer feedback will be ingested by Discount Tire’s CRM. This integration will allow staff to see not only a specific customer’s service history, but also, how each interaction was perceived by the customer—allowing technicians to deliver more personalized communication. For example, a technician would know if a customer reported a long wait time during their previous visit, could apologize, and then ensure the current experience is much more positive.

Discount Tire also plans to leverage Coach Pro™, an enhanced version of Coach that uses both structured and unstructured

feedback to develop training plans for Regional and District managers based on day of week, time of day, staffing levels, and more. Plus, the retailer is currently beta testing Mobile Voice Feedback which gives customers the ability to simply speak into their phones and have feedback automatically transcribed to text. Lastly, Discount Tire will be launching Resolve™ in its contact center, arming the team with an integrated, full-service case management solution.

For Discount Tire, the investment in a comprehensive Customer Feedback Management platform has completely changed the way it views the customer experience. From the questions it asks to the intelligence it gains to successfully closing the loop with its customers, InMoment allows Discount Tire to focus on what’s truly important to the company: keeping its customers on the road through unparalleled service delivery and hassle-free experiences.