

4TH EDITION

# STATE *of the* CONNECTED CUSTOMER

Insights from 15,000+ consumers and business buyers worldwide on unprecedented shifts in customer expectations and behavior



# A Note from Simon Mulcahy

Salesforce Chief Innovation Officer



Our fourth "State of the Connected Customer" report provides a snapshot of a world thrown into flux by ongoing economic, health, leadership, social justice, and climate crises. Personal and professional lives have merged, and customers are calling on businesses to adapt.

Amid this uncertainty, we wanted to look at the new landscape of customer engagement. What we found is that customer expectations and behaviors have shifted radically, rapidly, and permanently; as our physical world has shrunk, the digital imperative companies have contended with for decades has reached an abrupt tipping point. Customers demand digital-first convenience and are leaning on brands to innovate like never before. They're seeking not just more personalized experiences, but empathetic ones.

These crises impact more than companies' digital endeavors; they are laying bare an urgency to earn and build trust while supporting and caring for all stakeholders – from employees and customers, to shareholders, to society at large. As a company that views business as a platform for change, we believe this must be viewed and acted upon as a transformational moment.

As the world adapts and shifts, challenge can – and should – breed opportunity, ingenuity and innovation; listening to the connected customer at this critical time and pivoting to meet their expectations will separate the businesses that emerge from this time stronger and more resilient from those that struggle to adapt. I sincerely hope you find these insights helpful as you navigate our new world.

Simon Mulcahy

A handwritten signature in black ink, appearing to read "Simon Mulcahy". The signature is fluid and cursive, with a long, sweeping underline.

# What You'll Find in This Report

For the fourth edition of the "State of the Connected Customer" report, Salesforce Research surveyed 12,000 consumers and 3,600 business buyers worldwide to consider:

- How customer expectations and behaviors are transforming amid ongoing crises
- Which criteria customers use to evaluate brands in an increasingly online world
- Whether the rapid and extensive shift to digital will impact customer expectations in the long term
- Why and how customers are holding companies to account in new and unprecedented ways

Due to rounding, not all percentage totals in this report sum to 100%. All comparison calculations are made from exact numbers (not rounded numbers).

Data in this report is from a double-blind survey conducted from July 16 through August 18, 2020. Respondents represent 27 countries across six continents. Data was weighted to accurately represent the general population. All respondents are third-party panelists. For further survey demographics, see page 40.



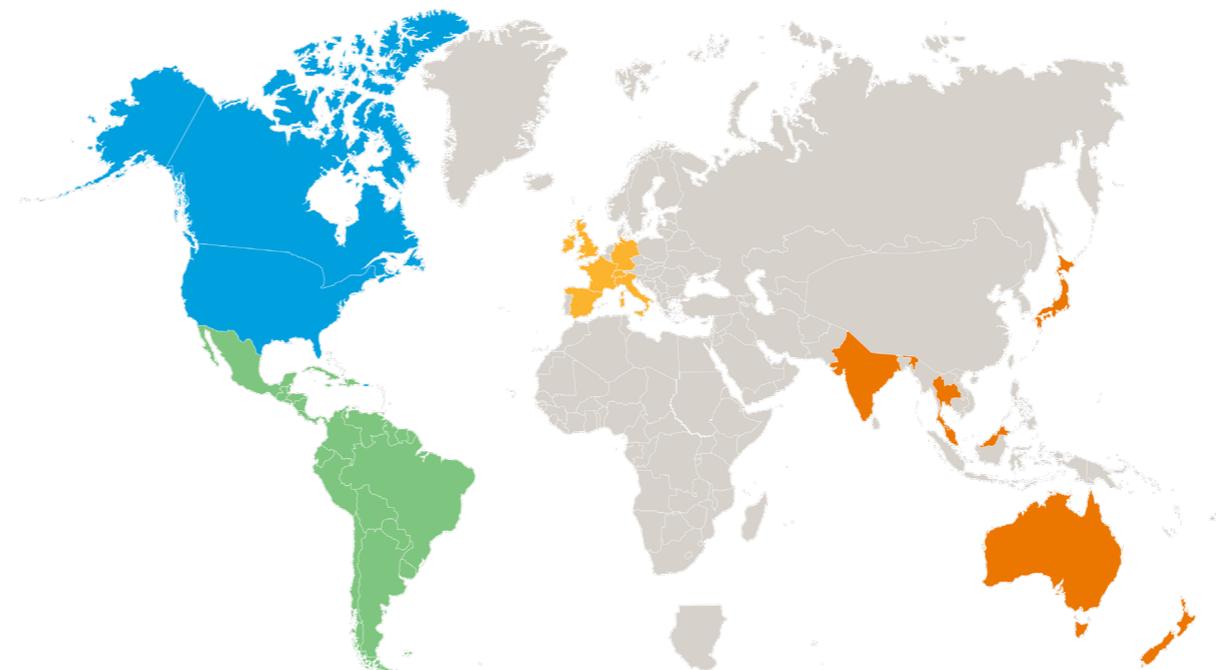
**3,600**

business buyers surveyed worldwide



**12,000**

consumers surveyed worldwide



Salesforce Research provides data-driven insights to help businesses transform how they drive customer success. Browse all reports at [salesforce.com/research](https://salesforce.com/research).



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## Executive Summary

An ongoing string of crises has affected all facets of life, including a fundamental shift in how customers connect with brands. The implications for companies across industries cannot be overstated.

Empathy, personalization, convenience, and digital transformation are the keys to customer relationships. As these same customers reevaluate the role of business in society, the notion of stakeholder capitalism is increasingly factored into purchase decisions.

### 01

#### Customer Connections Are Essential amid Crises

The events of this year have upended the relationships between customers and brands. During a time when uncertainty and confusion reign, brands have an opportunity to reinforce and rebuild trust with new and loyal customers alike. **Ninety percent of customers say how a company acts during a crisis demonstrates its trustworthiness.**

### 02

#### Understanding and Convenience Drive Differentiation

As each individual navigates change and uncertainty, empathy for and support of customers' unique needs, expectations, and challenges are as critical, as is providing a convenient, connected experience that eliminates unnecessary burdens in a stressful time. **Fifty-four percent of customers say it generally feels like sales, service, and marketing don't share information.**

### 03

#### The Digital Imperative Hits Its Moment of Truth

Digital-first behavior is here to stay as customers develop new habits that will last for the long term. As digital engagement grows, customers expect companies to digitize their operations for multichannel, high-touch interactions. This relies in no small part on the use of personal information, and customers are calling for enhanced transparency and stewardship. **Eighty-eight percent of customers expect companies to accelerate digital initiatives due to COVID-19.**

### 04

#### Customers Demand That Brands Demonstrate Their Values

Long-overdue reckonings with social, economic, and ecological ills have come to the fore, and society is calling on businesses to do their part in righting wrongs. A failure to heed responsibilities to more than shareholders threatens bottom lines. **Eighty-six percent of customers say the societal role of companies is changing.**



01

## Customer Connections Are Essential amid Crises

Spurred by a global pandemic the likes of which society has not experienced in over a century, every facet of our personal and professional lives has changed. From how we interact with each other, to how we get around, to – for some of us – where we do our jobs, our day-to-day experiences look quite different than at the dawn of 2020.

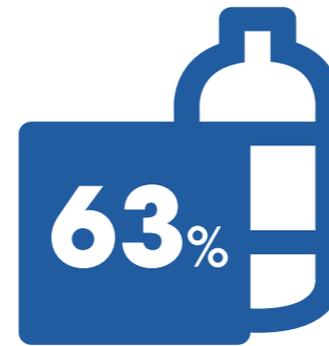
The customer-brand relationship is not immune from this tidal wave of change. Whether buying for themselves or on behalf of their businesses, customers' seemingly overnight shift to digital-first lifestyles has implications that reach far beyond our current crises.

This new dynamic – not to mention the accompanying economic uncertainty – poses extraordinary challenges to businesses across sectors, but it also presents an opportunity to rethink and reset how they engage customers and, ultimately, provide value.

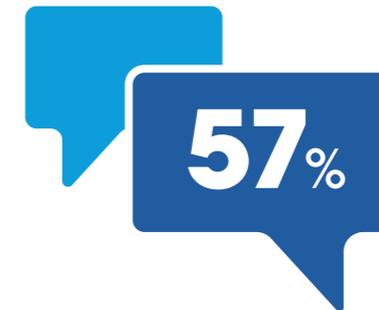
See pages 29 and 30 for additional data segmentations.

### Unprecedented Change Is Happening in Real Time

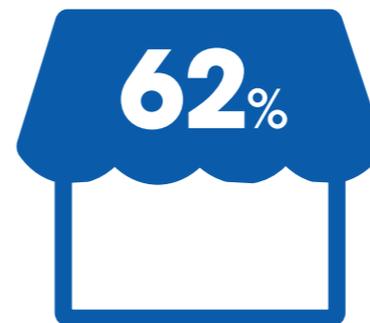
Customers Who Say the Following Has Transformed During 2020



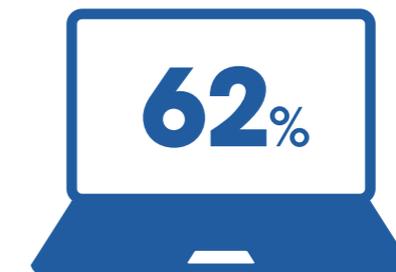
Obtaining goods and services



Engaging with companies



Conducting their lives offline



Conducting their lives online

01

## Customer Connections Are Essential amid Crises

Despite the change that has swept businesses and customers with unprecedented speed and scale, customer experience still reigns supreme as a key competitive differentiator. Combined with employee experience, other research has found, customer experience also functions as a revenue accelerator.\*

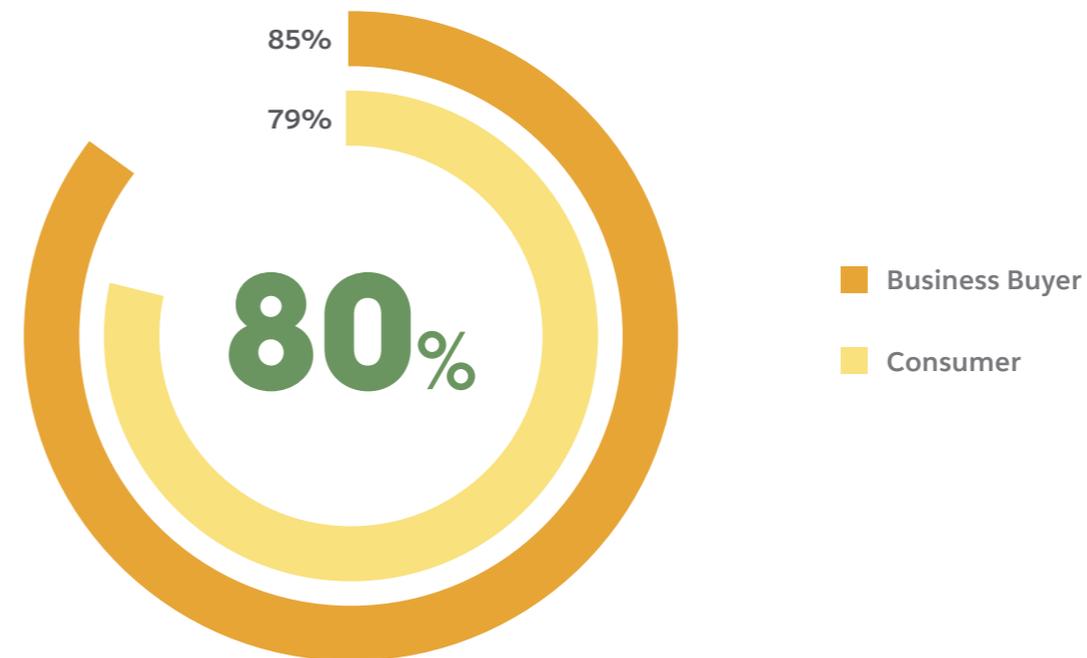
Four-fifths of customers place the same emphasis on flawless engagement as they do on product quality – the same share as during the economic expansion of 2018. That figure includes 83% of millennials, as well as 85% of business buyers, whose high standards underscore the critical nature of customer experience for B2B and B2C companies alike.

Extraordinary experiences help companies earn more than sales – they build relationships. **Fifty-three percent of customers say they feel an emotional connection to the brands they buy from the most.**

See pages 27 and 28 for additional data segmentations.  
\* "The Experience Equation," Salesforce in partnership with Forbes Insights, October 2020.

### Amid Crises, Experience Remains a Key Differentiator

The Experience a Company Provides Is as Important as Its Product or Services



01

# Customer Connections Are Essential amid Crises

All companies – regardless of whether or not they delivered superior experiences before – are now challenged to meet an entirely new set of customer needs and expectations. And those needs and expectations are largely digitally driven.

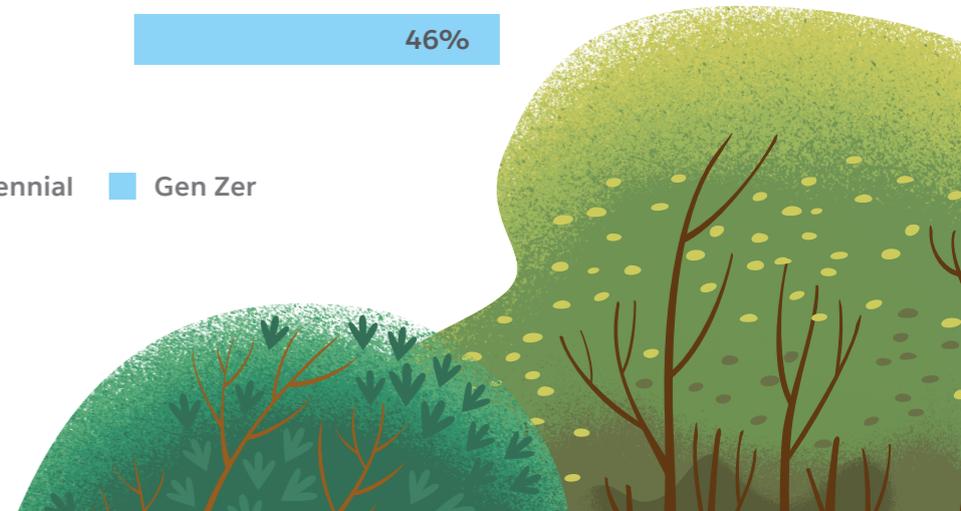
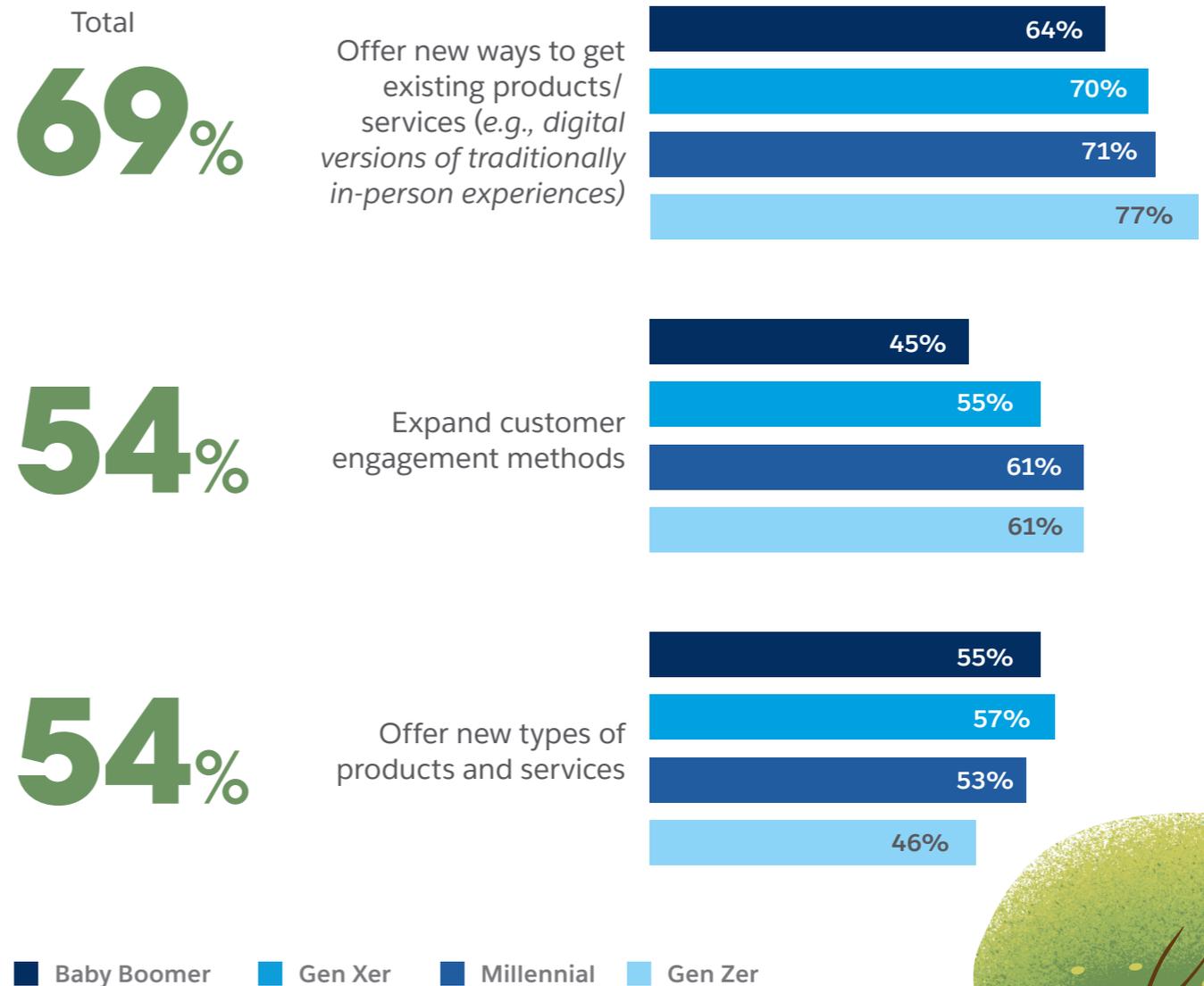
**88% of customers** expect companies to accelerate digital initiatives due to COVID-19.

While a majority (54%) of customers believe companies should offer new products and services in response to COVID-19, that’s significantly less than the 69% who want companies to translate the products and services they’ve enjoyed all along into new formats (namely, digital versions of in-person experiences). Gen Z has a particularly strong craving for digital innovation.

Expanded methods of engagement – including through digital channels – are also popular in a socially distant world, especially with younger generations.

## Digital Innovation Drives New Standard of Engagement

Actions Customers Say Companies Should Take in Response to COVID-19



01

# Customer Connections Are Essential amid Crises

The surge in digital life isn't the only customer upheaval companies must navigate. This moment is by and large the time for businesses to overhaul how they operate, engage, and contribute to society across a variety of fronts.

**78% of customers** say this year's crises should be a catalyst for business improvement.

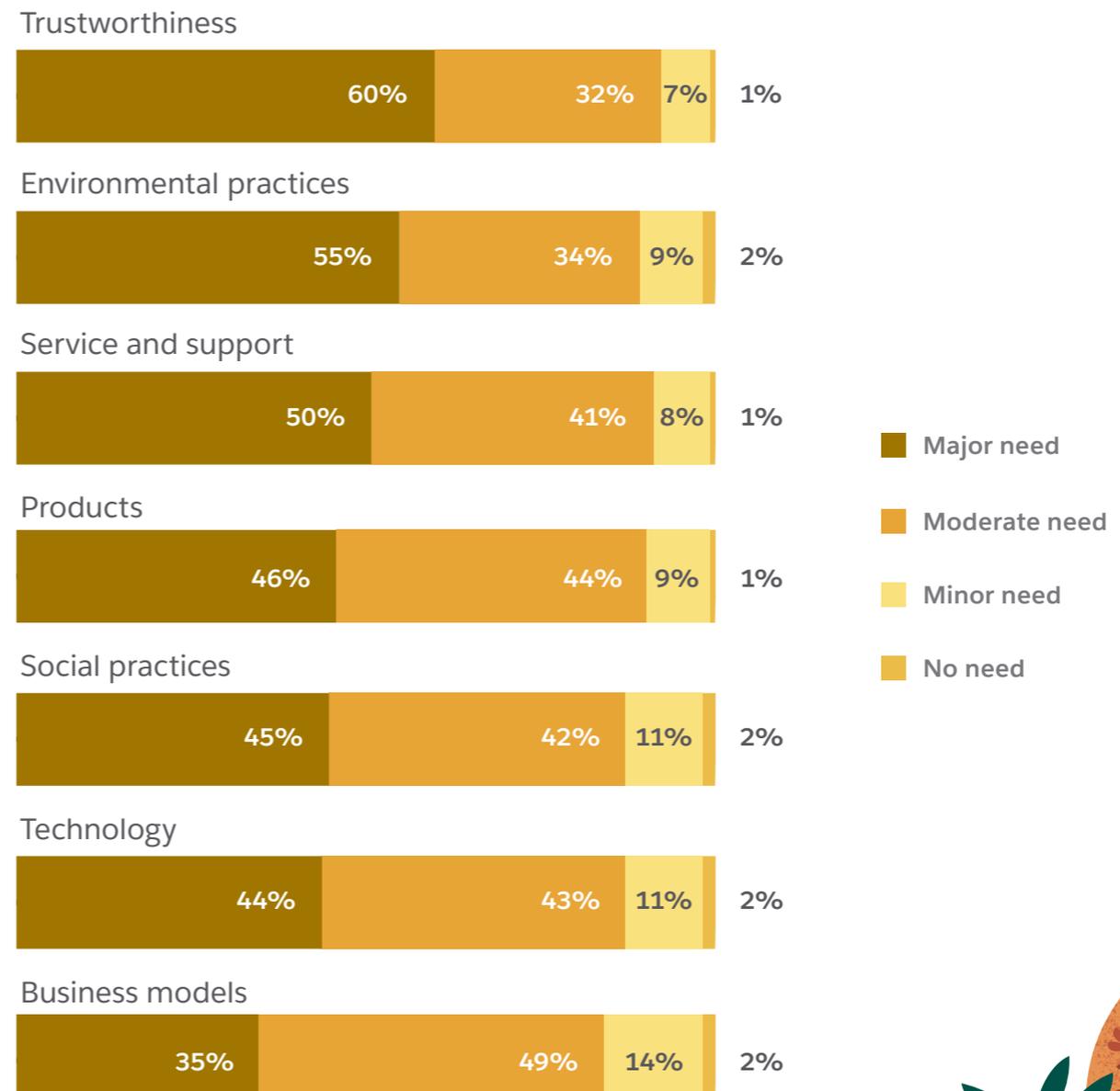
From how they treat the environment to the service and support they offer to the very nature of their business models, the vast majority of customers see a major or moderate need for improvement.

The fundamental building block of relationships, trust rises above all other imperatives. **Ninety-nine percent of customers believe companies need to improve their trustworthiness.**

See pages 34 and 35 for additional data segmentations.

## Customers Seek Brand Renovation

Degree of Business Improvements Generally Needed, According to Customers



01

## Customer Connections Are Essential amid Crises

The criticality of building trust with customers isn't new, but its importance is magnified in the midst of a series of cascading crises. Today, customers aren't just putting more emphasis on the importance of trust in their relationships with brands but also setting a higher bar for earning that trust.

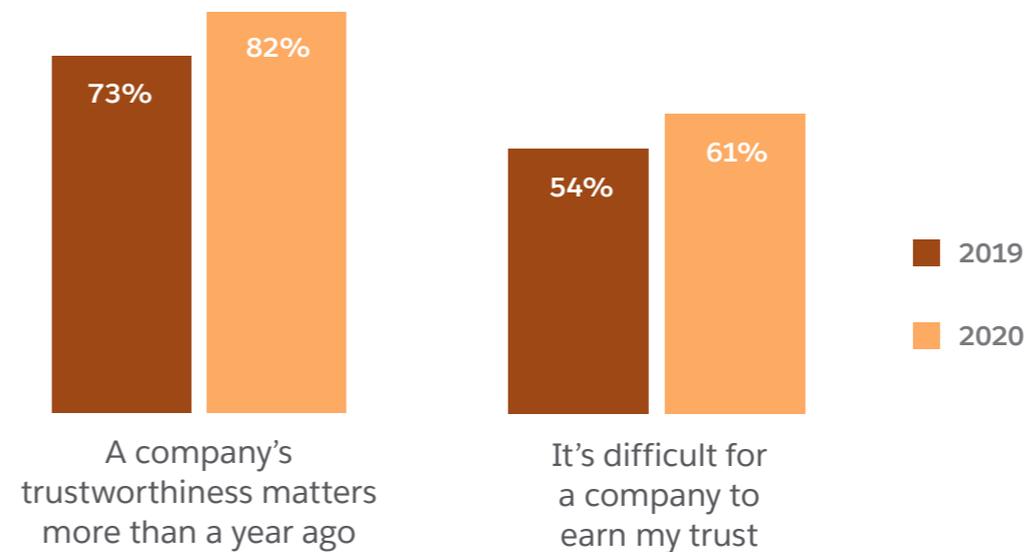
**90% of customers** say how a company acts during a crisis reveals its trustworthiness.

As norms and worldviews shift and the actions of organizations come under more intense scrutiny, companies' actions have greater consequences in the court of public opinion. These actions can influence whether or not existing customers choose to continue their relationships with a brand and whether or not new customers will choose to start one.

See page 42 for additional data segmentations.

### Trust Is Being Forged – or Not – with New Vigor

Customers Who Agree with the Following Statements



**31%** trust a company **less** because of its response to this year's crises

**51%** trust a company **more** because of its response to this year's crises



01

# Customer Connections Are Essential amid Crises

While the majority of the population generally trusts companies to be honest and act with others parties' interests in mind, a significant minority – a third or more in some cases – have their doubts. These individuals don't only question companies' customer-centricity, but also their performance as corporate citizens.

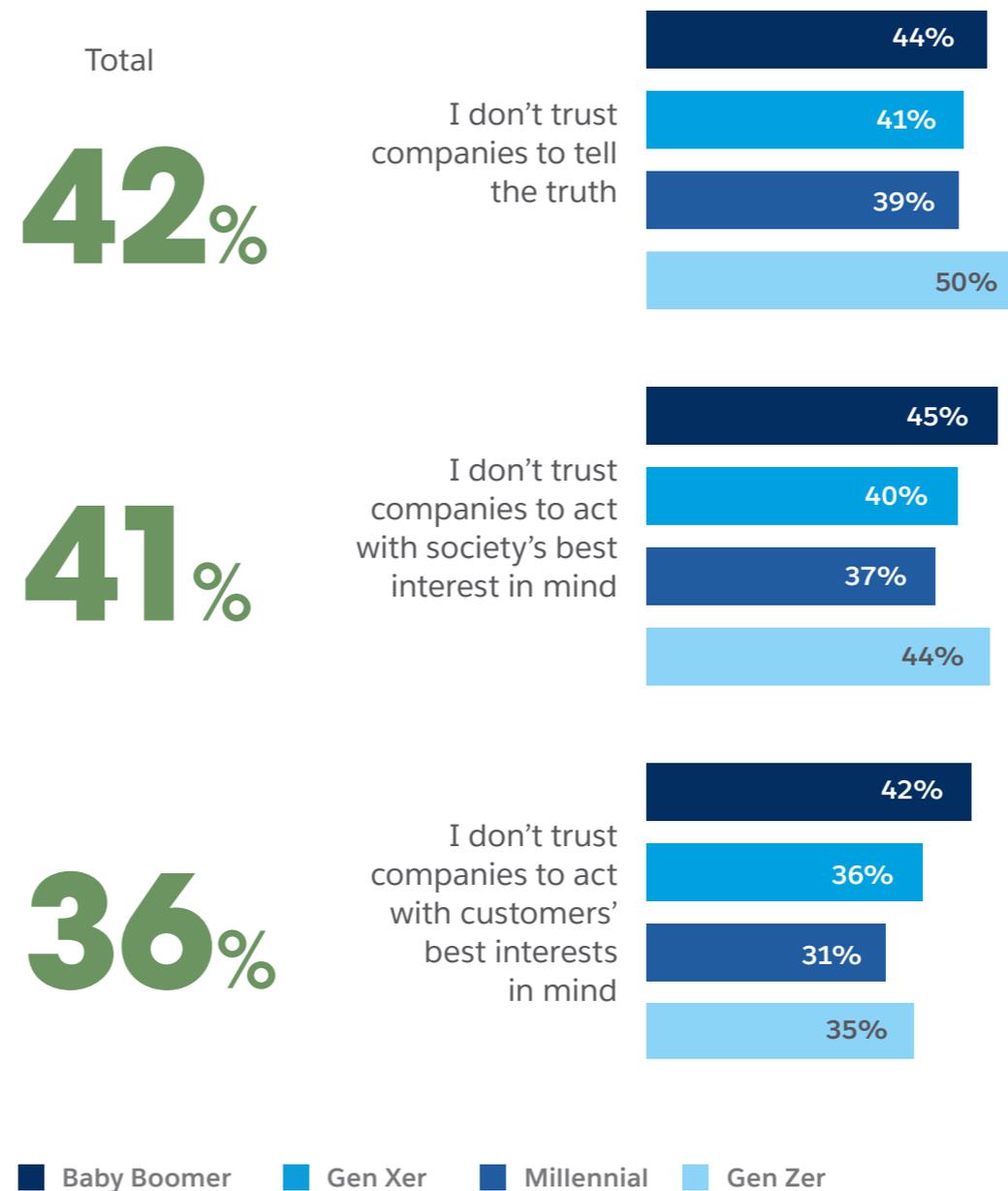
**48% of customers** say they generally trust companies.

A generational view proves valuable for companies seeking to bolster trust, and in surprising ways. Baby boomers, with their extensive life experiences, are overall the most skeptical generation when it comes to actions and motivations of companies. However, the youngest generation – Gen Z – isn't far behind. In fact, Gen Z customers are slightly more likely than baby boomers to doubt a company's honesty. Conversely, millennials are the most trusting generation.

See pages 27 and 28 for additional data segmentations.

## Boomers and Zoomers Are Particularly Skeptical

Customers Who Say the Following





## Spotlight: B2B Relationships Fall Short of Expectations

By and large, sales reps are falling short of business buyers' expectations by failing to demonstrate an understanding of their unique circumstances, and by pushing products over solutions. In our latest survey of sales professionals, high performers – who constitute just 9% of respondents and are the most confident in their ability to close deals – were 24% more likely than their underperforming competition to say they connect with customers on a personal level.\*

In B2B customer relationships, trust is built when sales reps offer tailored solutions based on a demonstrated understanding of a business's unique challenges and goals.

\* "State of Sales," Salesforce, September 2020.

**84% of business buyers** are more likely to buy from a company that demonstrates an understanding of their business goals.

As an economic downturn squeezes budgets and business buyers ruthlessly prioritize their investments, these trusted advisor relationships are all the more critical.

### Expectation

**85%** of business buyers expect sales reps to demonstrate a firm understanding of their business

**66%** of business buyers expect sales reps to develop solutions rather than pitch products

**86%** of business buyers expect a trusted advisor relationship with sales reps

### Reality

**57%** of business buyers say sales reps often lack adequate knowledge of their business

**63%** of business buyers say most sales interactions focus on products rather than solutions

**73%** of business buyers say most sales interactions feel transactional



## Understanding and Convenience Drive Differentiation

### Service Experiences Are Paramount

Customers Who Agree with the Following Statements



Like all relationships, those between customer and company need to be nurtured to reach their full potential. Thus, the role of customer service has evolved from merely addressing acute issues to fostering a sense of care.

Great customer service doesn't just benefit trust and engagement – it benefits the bottom line and can even restore lost trust. **Ninety-one percent of customers say they're more likely to make another purchase after a great service experience.**

Great service experiences are personalized, seamless, and quick – simple in theory but hard to deliver in reality.

**83% of customers** expect to engage with someone immediately when contacting a company – up from 78% in 2019.

**52% of customers** describe most service interactions as fragmented.

See pages 29-33, 37, and 38 for additional data segmentations.

## Understanding and Convenience Drive Differentiation

### Companies Fall Significantly Short of Customer Expectations

Expectation



Reality



66%



34%



Personalization has become so ubiquitous that most customers now expect nothing less from all of their interactions.

**52% of customers** expect offers to always be personalized – up from 49% in 2019.

In a time when every customer is navigating their own set of uncharted and evolving circumstances, personalization is a subset of something bigger: holistic understanding and, ultimately, empathy. If someone has lost their job, for instance, it's tone deaf to send an offer for an expensive item they eyed before. Similarly, if a business owner has had to slash investments, it's likely not the ideal time to push a product or service upgrade.

Demonstrating 1-to-1 empathy on a grand scale is no small order, but customers are acutely aware of the disconnect between their expectations and reality.

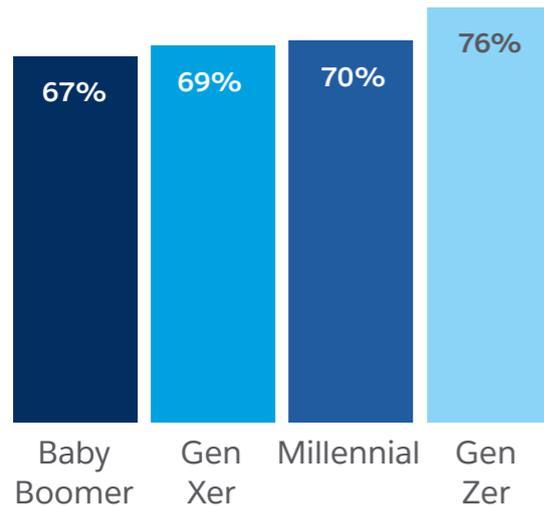
See pages 39 and 40 for additional data segmentations.

02

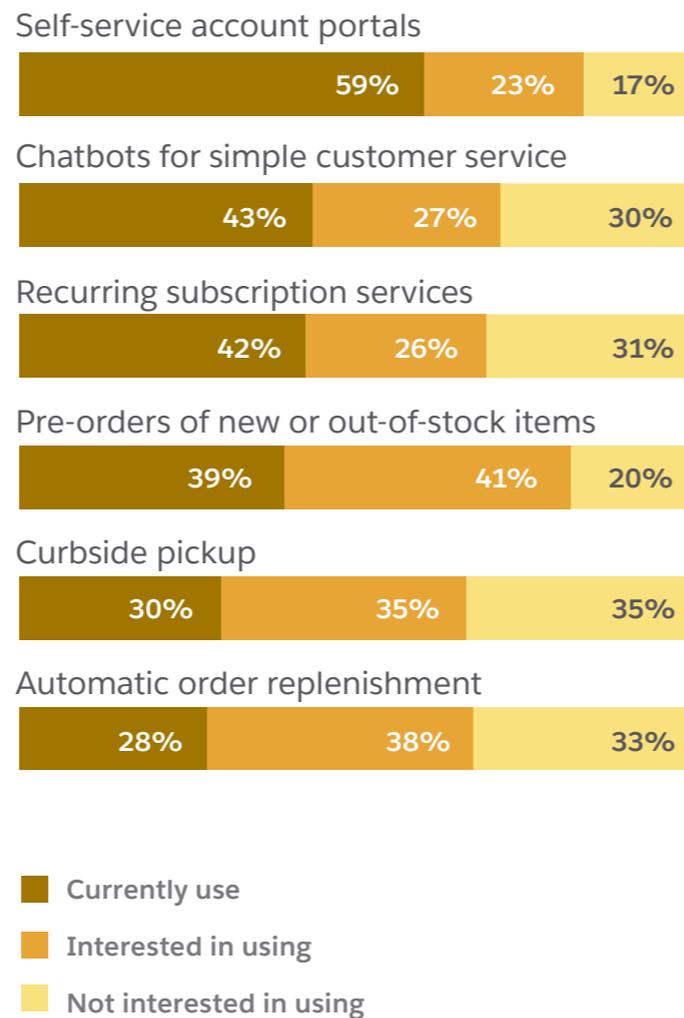
# Understanding and Convenience Drive Differentiation

## Convenience Is Still King

Customers Who Prioritize Convenience over Brand



Extent of Customer Use of or Interest in the Following



Even brands with sterling reputations can flounder if they don't make it easy to do business. As the purchasing power of digital natives increases, the definition of convenience is shifting, too.

All generations prioritize convenience over brand, but this is particularly true for Gen Zers – a cohort that can't remember a time when anything wasn't on demand with a tap or swipe.

As a result, they are experimenting with both established and emerging ways to simplify purchases. Self-service account portals, popularized by retail banks, are now used by more customers than not. More cutting-edge offerings powered by artificial intelligence (AI) and automation are gaining traction, too.

During the current public health crisis, services that reduce risk – such as curbside pickup – are also on the rise.

**83% of customers** expect flexible shipping and fulfillment options such as buy-online-pick-up-in-store.

See pages 31-33, 39, and 40 for additional data segmentations.





# Spotlight: Connected Experiences Remain Elusive

Central to providing the trusted, empathetic, and convenient experiences customers demand is connected engagement across their various digital touchpoints. Providing this is easier said than done, particularly given customer expectations for a united front of salespeople, customer service agents, and other individuals armed with the same context and information.

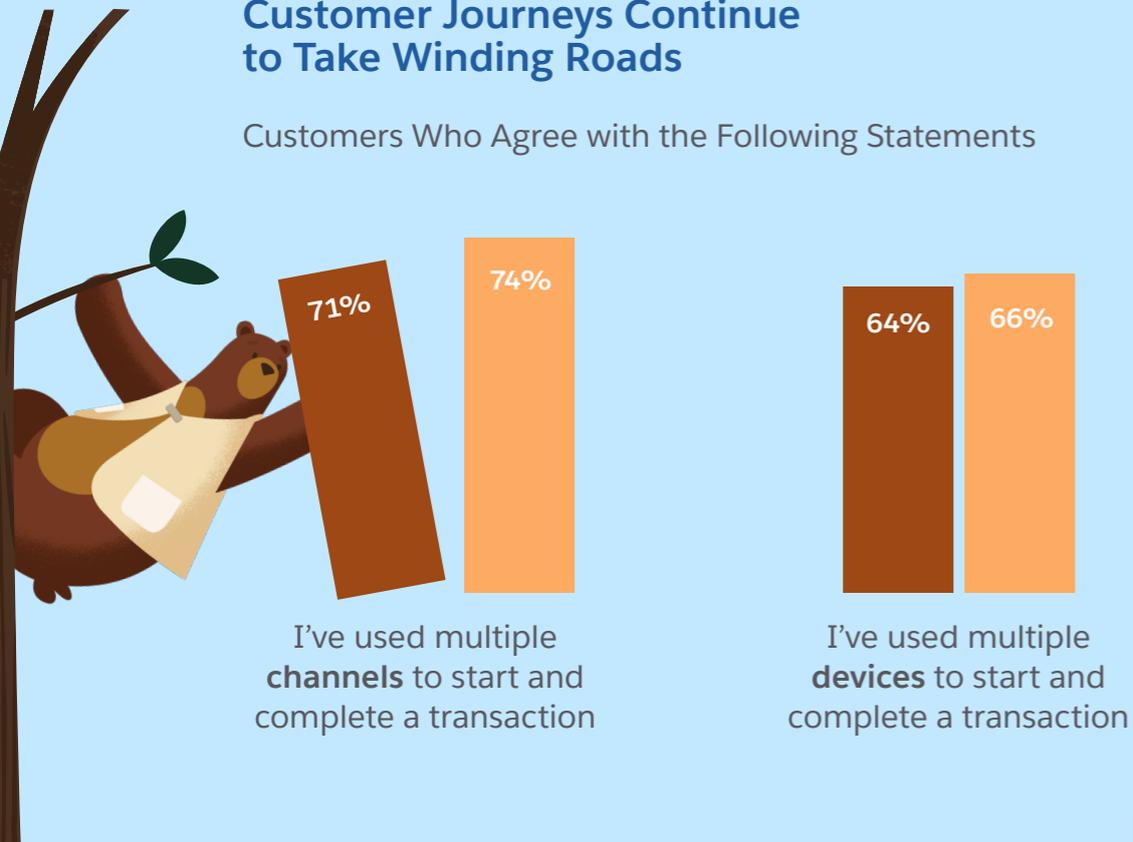
Since last year, customers have sensed a slight degree of improvement from businesses in this regard, yet the majority still say their standards of engagement are not being met.

**76% of customers** expect consistent interactions across departments.

**54% of customers** say it generally feels like sales, service, and marketing don't share information.

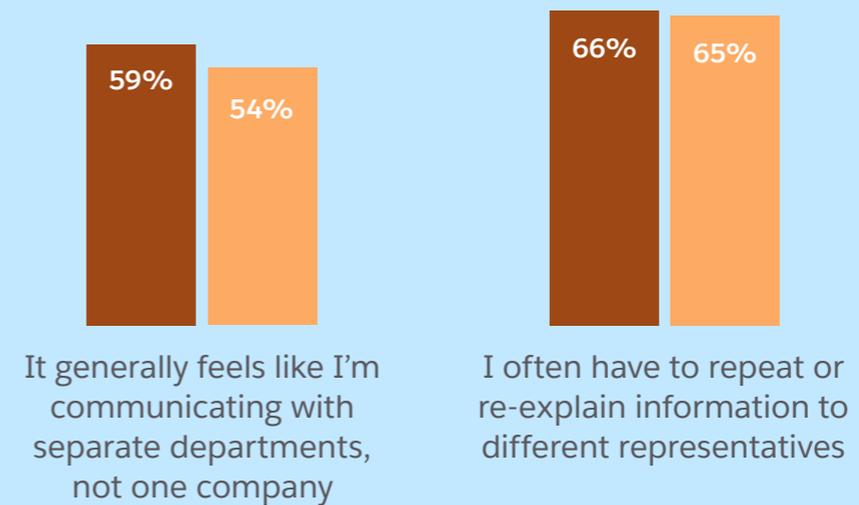
## Customer Journeys Continue to Take Winding Roads

Customers Who Agree with the Following Statements



## Companies Make Limited Progress on the Path to Connected Experiences

Customers Who Agree with the Following Statements



■ 2019 ■ 2020

See page 27-28, 31-33, and 39-41 for additional data segmentations.

## 03

## The Digital Imperative Hits Its Moment of Truth

Customers turn to an average of nine channels to browse inventory, seek advice, and make purchases. Millennials claim to use more channels than other generations, even Gen Z.

**76% of customers** prefer different channels depending on context.

What hasn't changed since last year is as notable as what has. Email, phone, and in-person engagement remain customers' favorites, and online chat – often in the form of website pop-up windows – and mobile apps continue to round out the top five.

In 2020, messenger apps like WhatsApp and social media edged up in popularity. Text/SMS and video chat made their debut on the list of customers' 10 most-preferred channels this year.

At the end of the day, each individual has their own preferred means of engagement. In a world in which 66% of customers feel treated like a number, providing options and continuity between different channels is a differentiator.

### Omni-Channel Engagement Breaks Customer Experiences by Design

#### Top 10 Preferred Channels\*

1	↔	Email
2	↑1	Phone
3	↓1	In-person
4	↔	Online chat
5	↔	Mobile apps
6	↑2	Messenger apps
7	↑4	Text/SMS
8	↓2	Online portals
9	NA	Video chat
10	↔	Social media

↑ Increase in ranking from 2019   ↓ Decrease in ranking from 2019   ↔ No change

\* Base: Customers who use the indicated channels. 2020 data is weighted to best reflect country-level populations, whereas 2018 and 2019 data were not.



## 03

## The Digital Imperative Hits Its Moment of Truth

It's no secret that with much of the physical world intermittently cordoned off to various degrees, customers are spending increasing amounts of time online. In fact, digital engagement has hit a tipping point this year, with an estimated 60% of interactions taking place online, compared to 42% last year.

**68% of customers** say they're online more often than not.

This trend is expected to persist beyond the pandemic. **Fifty-eight percent of consumers expect to do more online shopping after the pandemic than before, and 80% of business buyers expect to conduct more business online.**

As consumers and business buyers alike spend more time in their home offices and living rooms and less time in stores and offices, their rising standards have accelerated the timetable for digital transformation.

See pages 29 and 30 for additional data segmentations.

### Customers' Digital Transformations Shift into High Gear, and for the Long Haul

Customers Who Agree with the Following Statements



Customers' Estimated Split of Online and Offline Interactions with Companies



03

# The Digital Imperative Hits Its Moment of Truth

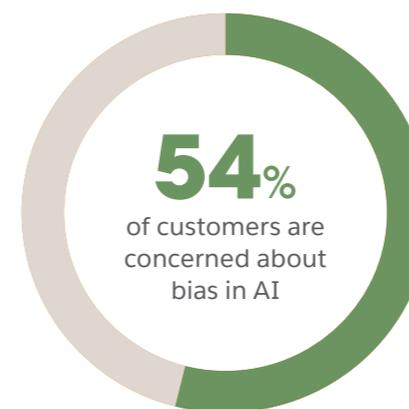
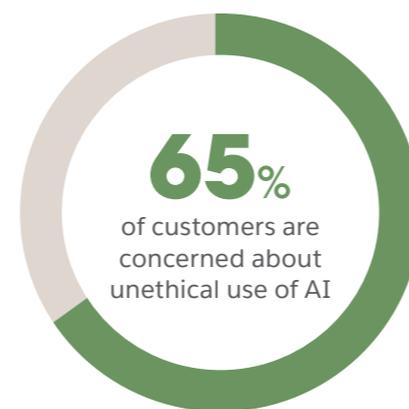
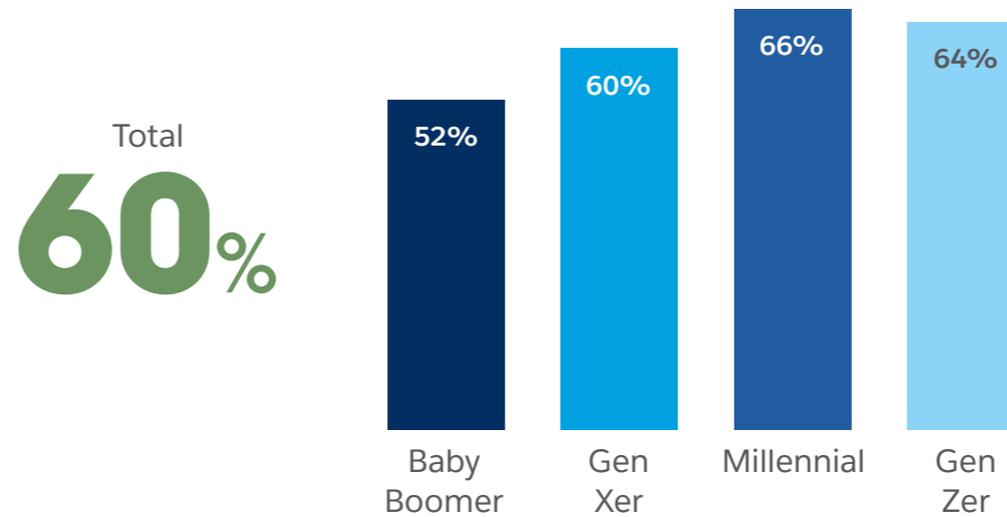
The role of AI in everyday life is steadily becoming more recognized and understood.

**46% of customers** can think of an example of AI they use every day – up from 40% in 2019.

Overall, 60% of customers are open to the use of AI in customer engagement, including 66% of millennials. That figure is down slightly from the 62% who agreed in 2019, as a stubborn aura of distrust surrounds the technology’s potential. Fewer than half (48%) of customers trust companies to use AI ethically, and 54% are concerned about its potential bias.

## Ethics Comes to the Forefront as AI Becomes Commonplace

Customers Open to the Use of AI to Improve Experiences



## 03

## The Digital Imperative Hits Its Moment of Truth

Distrust in AI can be traced in large part to the data that powers it. Since 2019, more consumers have recognized the benefit they get from sharing personal information, but nearly two-thirds still view its use cases as opaque.

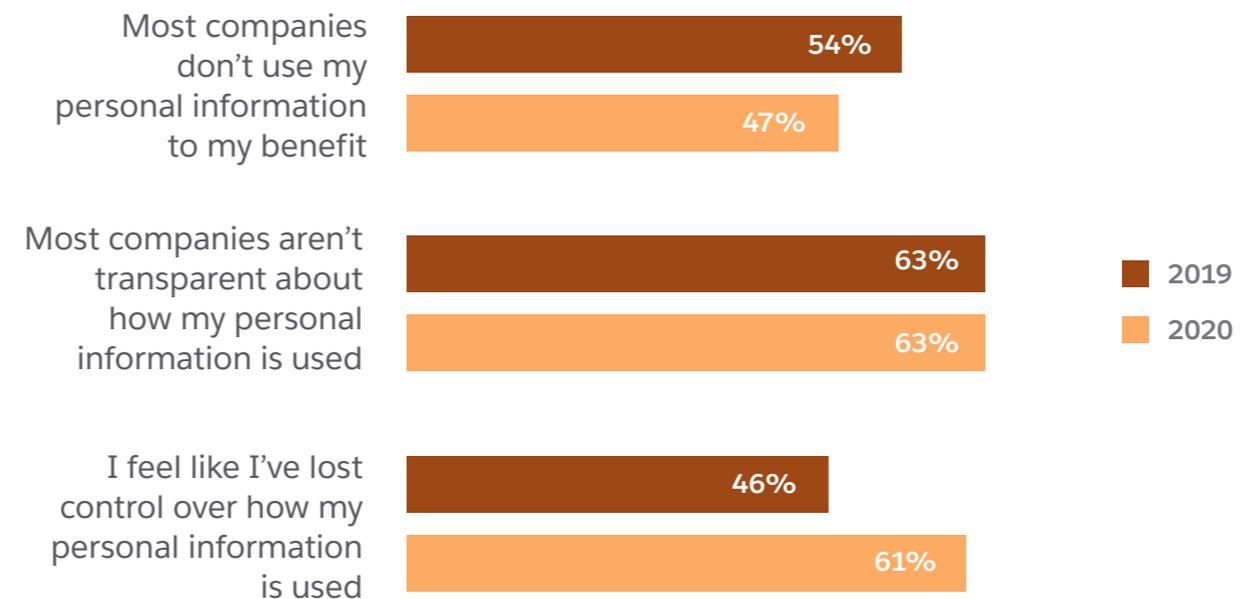
**Only 27% of consumers** completely understand how companies use their personal information.

Most worryingly, the share of consumers who feel they've lost control over their personal information has risen dramatically over the course of just one year. This is despite two years having passed since the implementation of the European Union's General Data Protection Regulation (GDPR), among other privacy legislation.

This dynamic presents a true conundrum for businesses which are also under pressure from these same consumers to provide personalization, empathy, and convenience that savvy use of data makes possible.

### A Lack of Transparency Limits the Potential of Digital Engagement

Consumers Who Agree with the Following Statements



**86%** of consumers want more transparency over how their personal information is used





## Spotlight: Contact Tracing Offers a Turning Point in the Data-Value Exchange

As the role of personal data comes under more intense scrutiny from individuals worried about transparency, control, and ethical use, there is one area where they are more willing and ready to share it – in the fight against COVID-19.

Consumers generally want to be a part of the COVID-19 solution, and 71% understand the role their personal information plays in the contact tracing efforts.

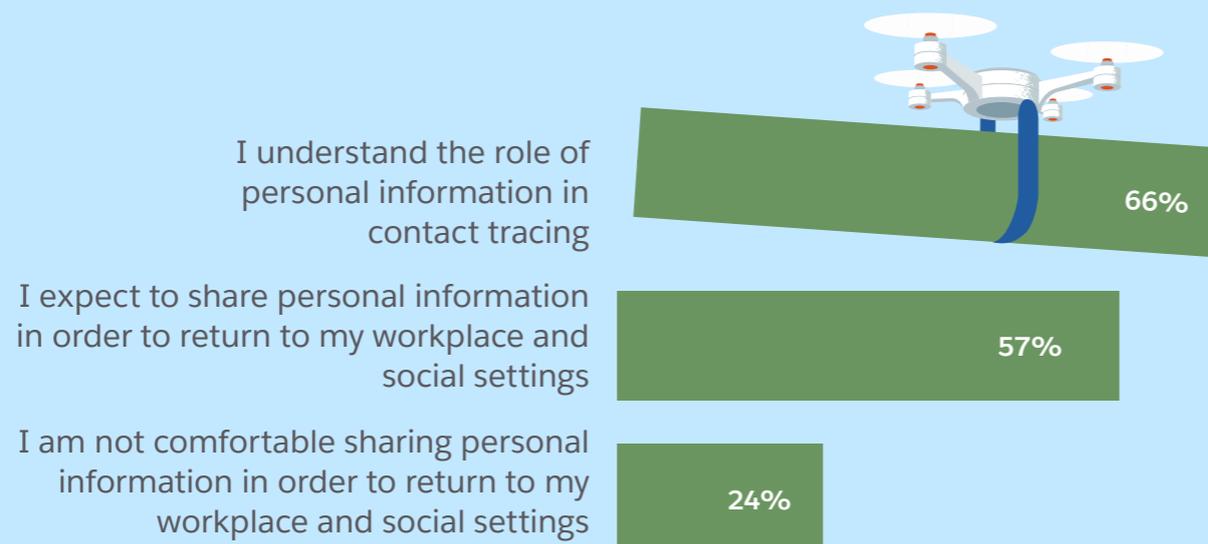
**71% of customers** expect COVID-19 to change how people think about their personal information.

Should businesses, nonprofits, and governments seize this opportunity to demonstrate the immense good that can come from transparent, ethical use of personal information, it could mark a turning point in how customers view, manage, and share their data.

Ultimately, time will tell if this data-driven public health initiative will lead to a mindshift on the parts of customers and companies alike in their data-value exchanges.

### Customers Lean into the Role of Data in Fighting a Pandemic

Customers Who Agree with the Following Statements

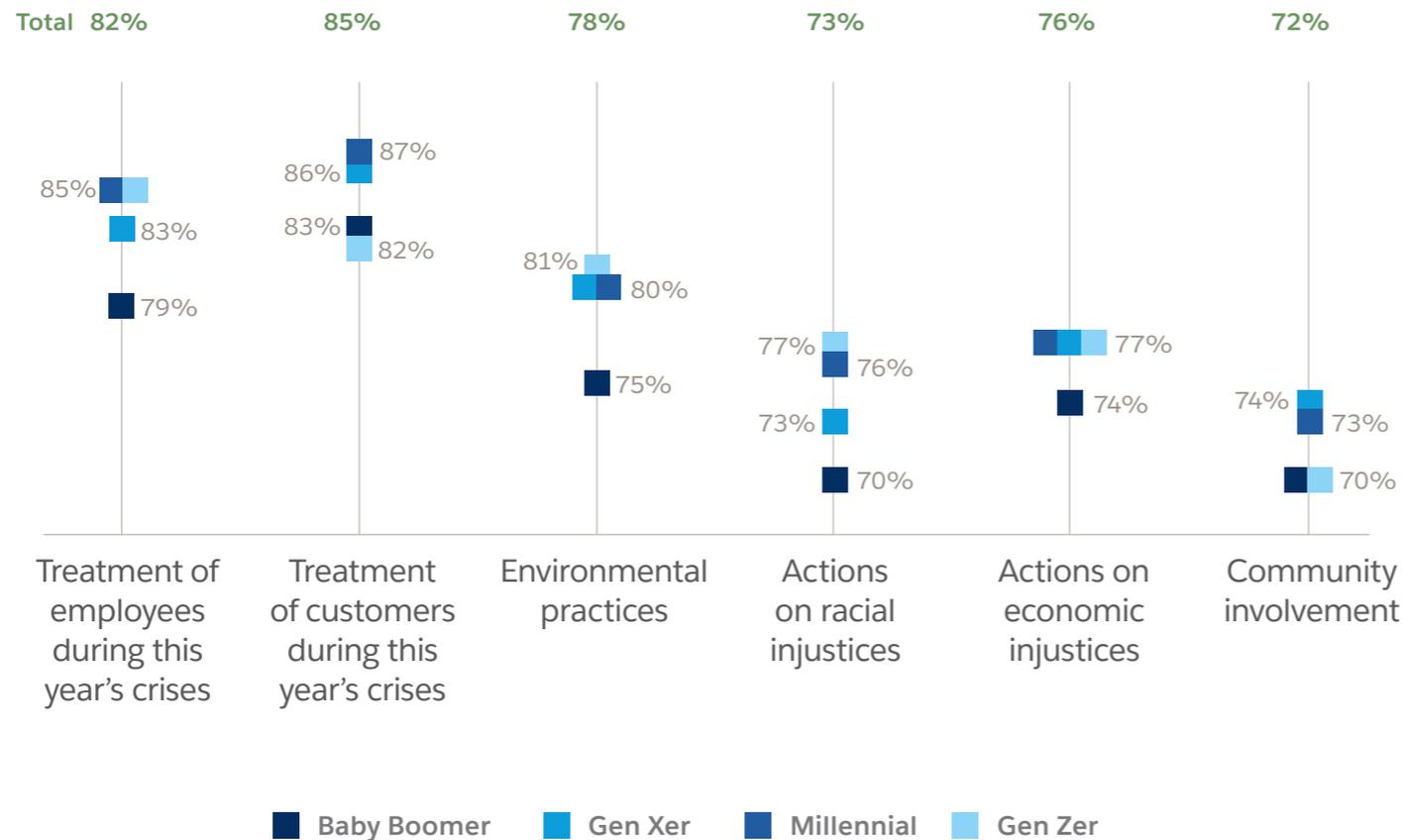


04

# Customers Demand That Brands Demonstrate Their Values

## Corporate Values Impact Customer Acquisition and Retention

Consumers Who Say the Following Influence Their Decision to Buy from a Company



As digital transformation revolutionizes customers' behaviors and preferences, it's not the only phenomena impacting their buying decisions.

**56% of customers** have reevaluated the societal role of companies this year.

Companies' reputations are shaped by the intersection of long-standing issues that have been laid bare by the events of 2020, including the treatment of employees, actions against racial and economic injustices, community involvement, and the existential threat of climate change.

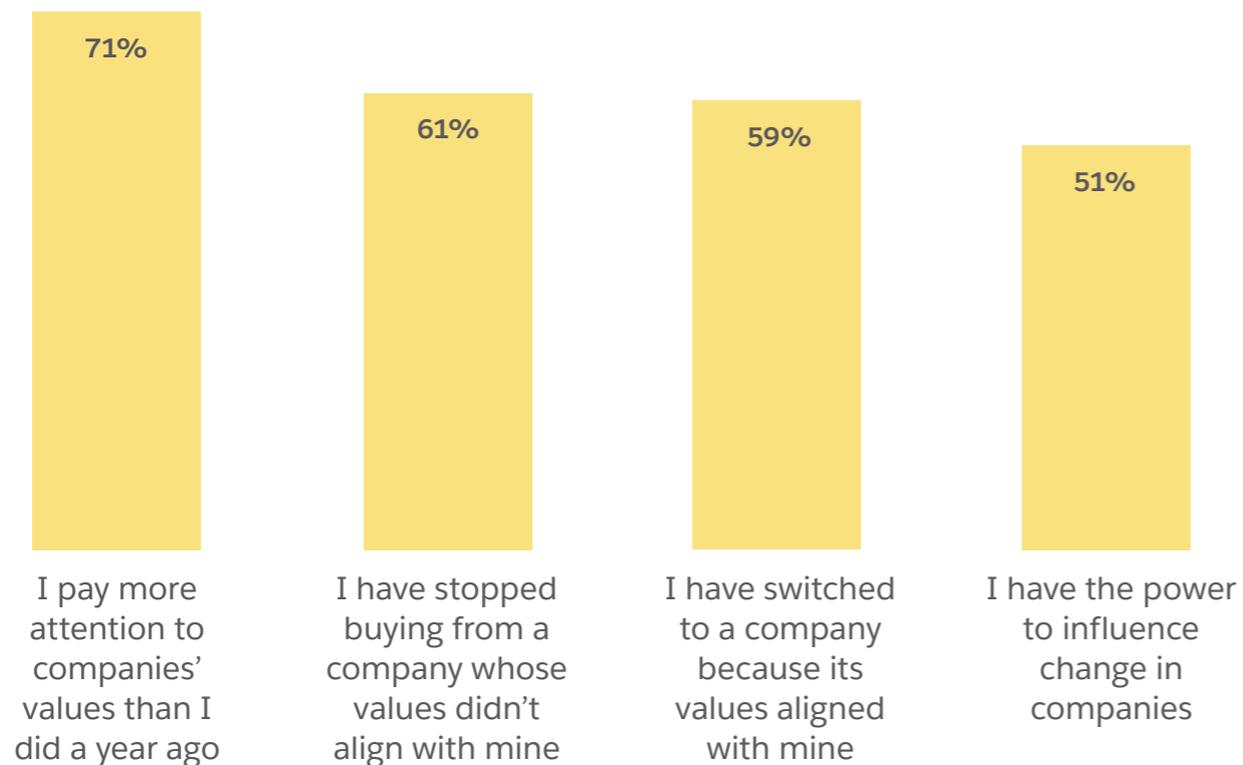
In short, companies are being held to a higher standard, and in areas that boardrooms have largely not considered. Although many may assume these sentiments exist solely among younger generations, they are in fact pervasive across all age groups.

See page 43 for additional data segmentations.

## Customers Demand That Brands Demonstrate Their Values

### Consumers Recognize Their Power to Influence Change

Consumers Who Agree with the Following Statements



See page 42 for additional data segmentations.

Individuals know the power they wield as consumers and business buyers when it comes to building the world they want to see. **Fifty-five percent of customers believe they have the power to influence change in companies.**

In some instances, customers are cutting ties with brands until they've addressed ethical shortcomings. Already, 62% of customers claim to have stopped buying from companies whose values didn't align with theirs. This trend is also influencing B2B purchases.

**75% of business buyers** say vendors' ethics increasingly factor into their purchasing decisions.

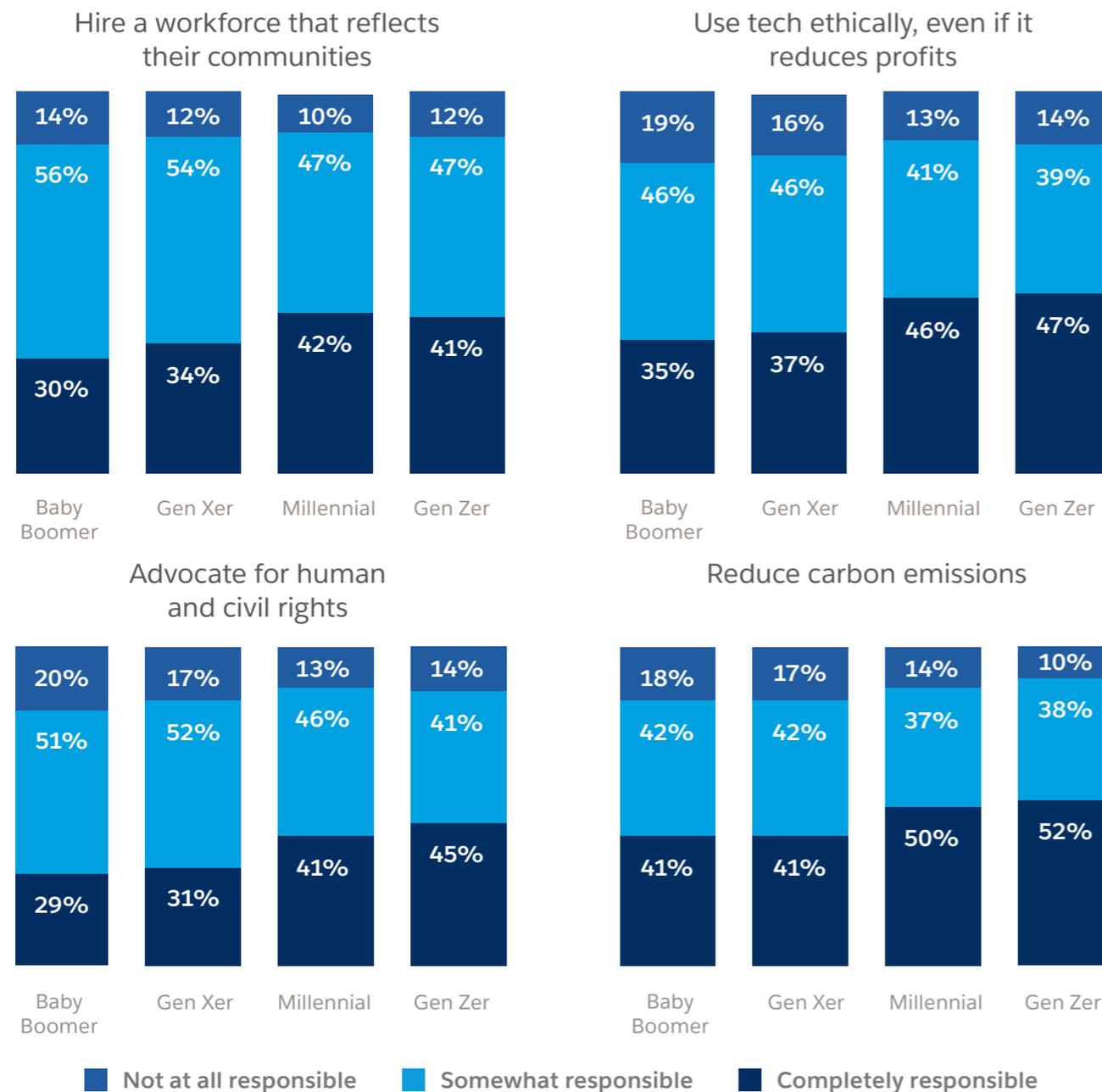
There is evidence that changing customer sentiment is impacting what it means to be a business in the first place, with the influential Business Roundtable organization reversing its long-standing support of shareholder primacy.\*

\* Business Roundtable. (August 19, 2019). Business Roundtable Redefines the Purpose of a Corporation to Promote 'An Economy That Serves All Americans' [press release].

04

# Customers Demand That Brands Demonstrate Their Values

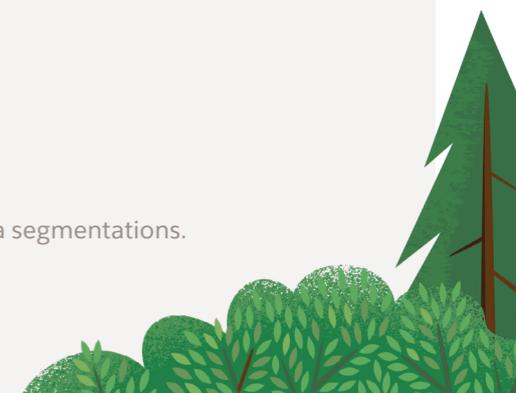
## Younger Generations Set the Accountability Bar Higher



Ultimately, the rising calls for businesses to stand for more than their financial interests are a call for action, in addition to words. **Eighty-nine percent of customers expect companies to clearly state their values, and 90% expect them to clearly demonstrate those values.**

As younger generations of customers claim more say in the trajectory of their world, they'll view the degree to which companies are responsible for acting in the best interest of their communities, neighbors, and environment – among other things – as more important than their predecessors.

See pages 44 and 45 for additional data segmentations.





# Look Ahead: Lessons from across Sectors and Industries

Customers navigate products, services, and experiences from a variety of industries throughout their day-to-day lives, criss-crossing between the personal and professional, digital and physical, essential and supplementary. As they do this, their standards are being constantly influenced, with distinctions between sectors often blurred in their minds.

Companies seeking to differentiate themselves are wise to look beyond their immediate competition and evaluate how their capabilities stack up against other industries.

**62% of customers** say their experiences with one industry influence their expectations of others.

## As Other Sectors Influence Customer Expectations, Competitive Fields Widen

Best and Worst Performing Sectors Across the Following Criteria, According to Customers\*

	Innovation	Customer-Centricity	Product Quality	Service/Support Quality	Responses to 2020 Crises	Social Responsibility	Environmental Responsibility
Top 3	1 Technology	1 Healthcare	1 Healthcare	1 Healthcare	1 Healthcare	1 Healthcare	1 Nonprofit
	2 Automotive	2 Travel & hospitality	2 Technology	2 Technology	2 Technology	2 Nonprofit	2 Healthcare
	3 Communications	3 Retail	3 Consumer goods	3 Communications	3 Consumer goods	3 Consumer goods	3 Manufacturing
Bottom 3	10 Nonprofit	10 Manufacturing	10 Financial services	10 Financial services	10 Financial services	10 Media	10 Communications
	11 Travel & hospitality	11 Financial services	11 Media	11 Media	11 Travel & hospitality	11 Financial services	11 Financial services
	12 Government	12 Government	12 Government	12 Government	12 Automotive	12 Automotive	12 Media

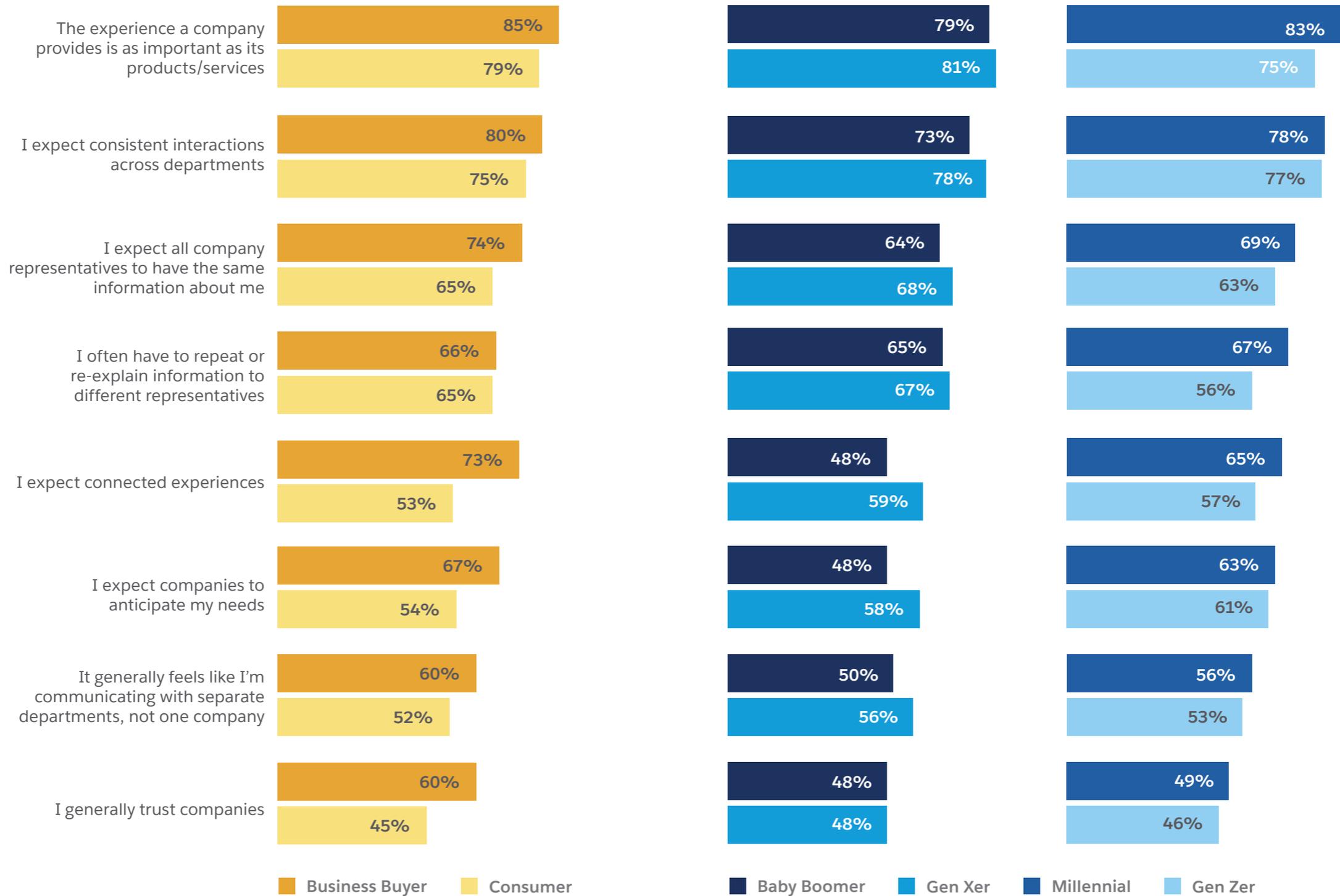
\*Based on answers of "completely describes."



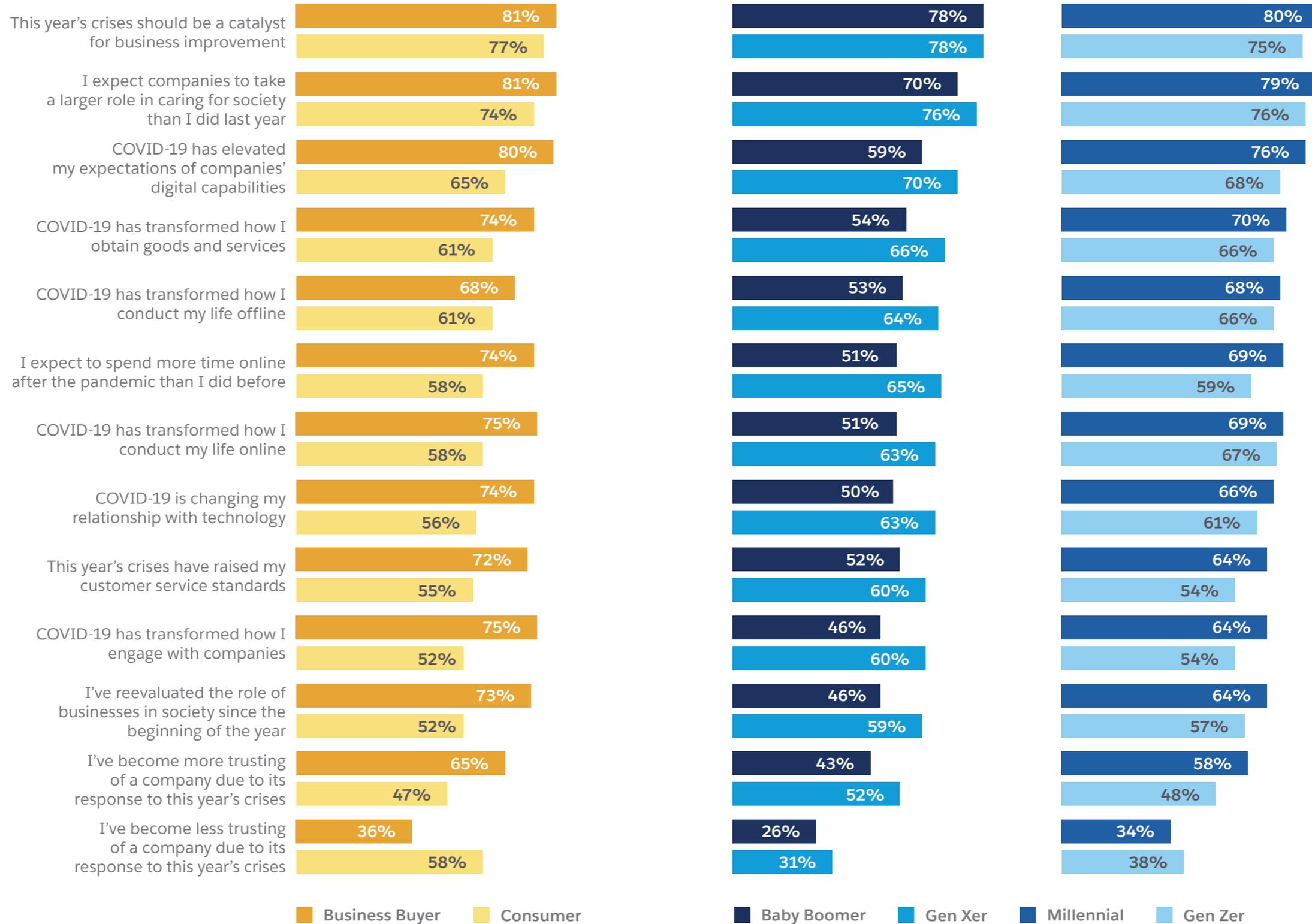
# APPENDIX



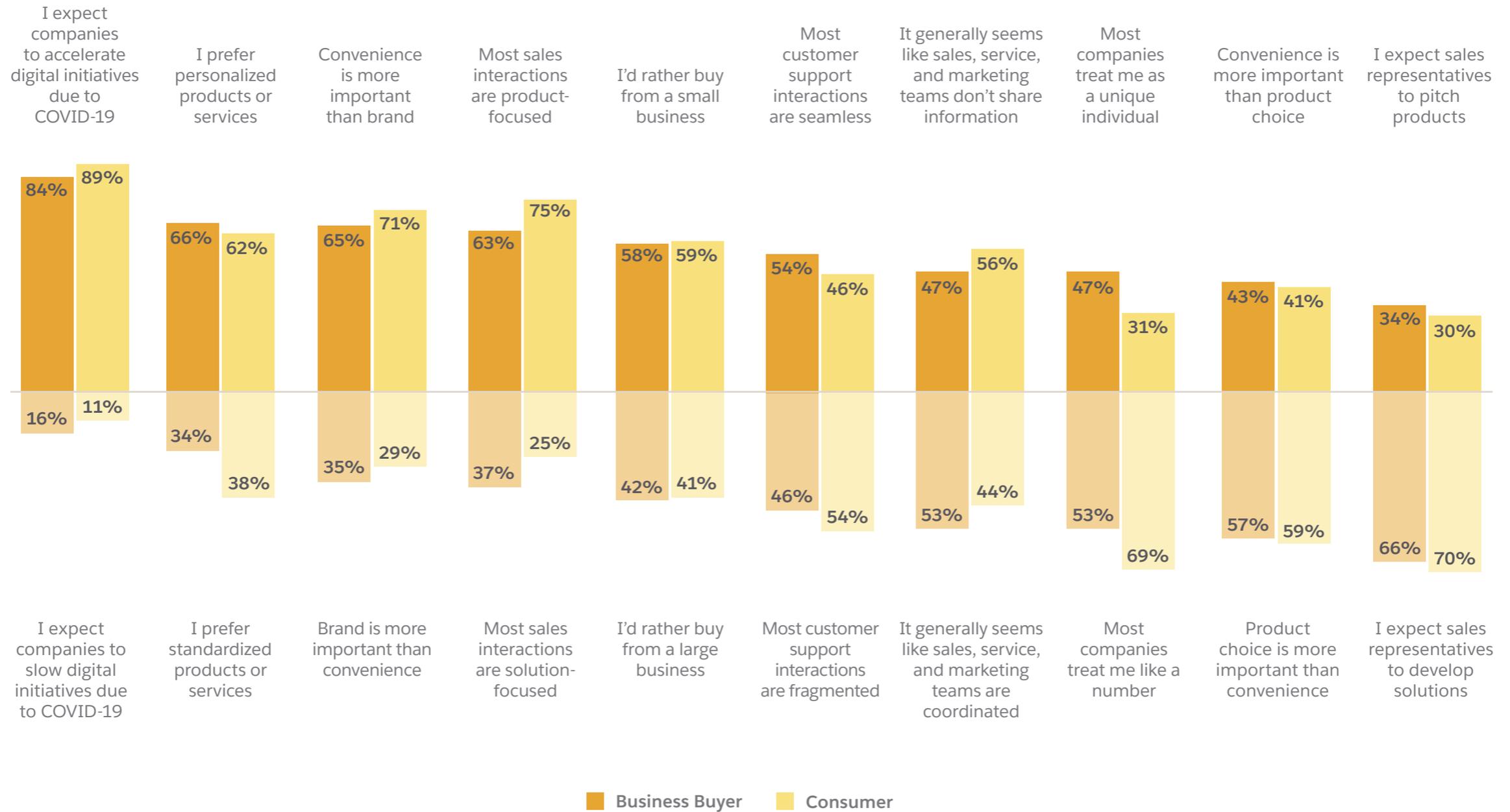
## Customers Who Agree with the Following Statements



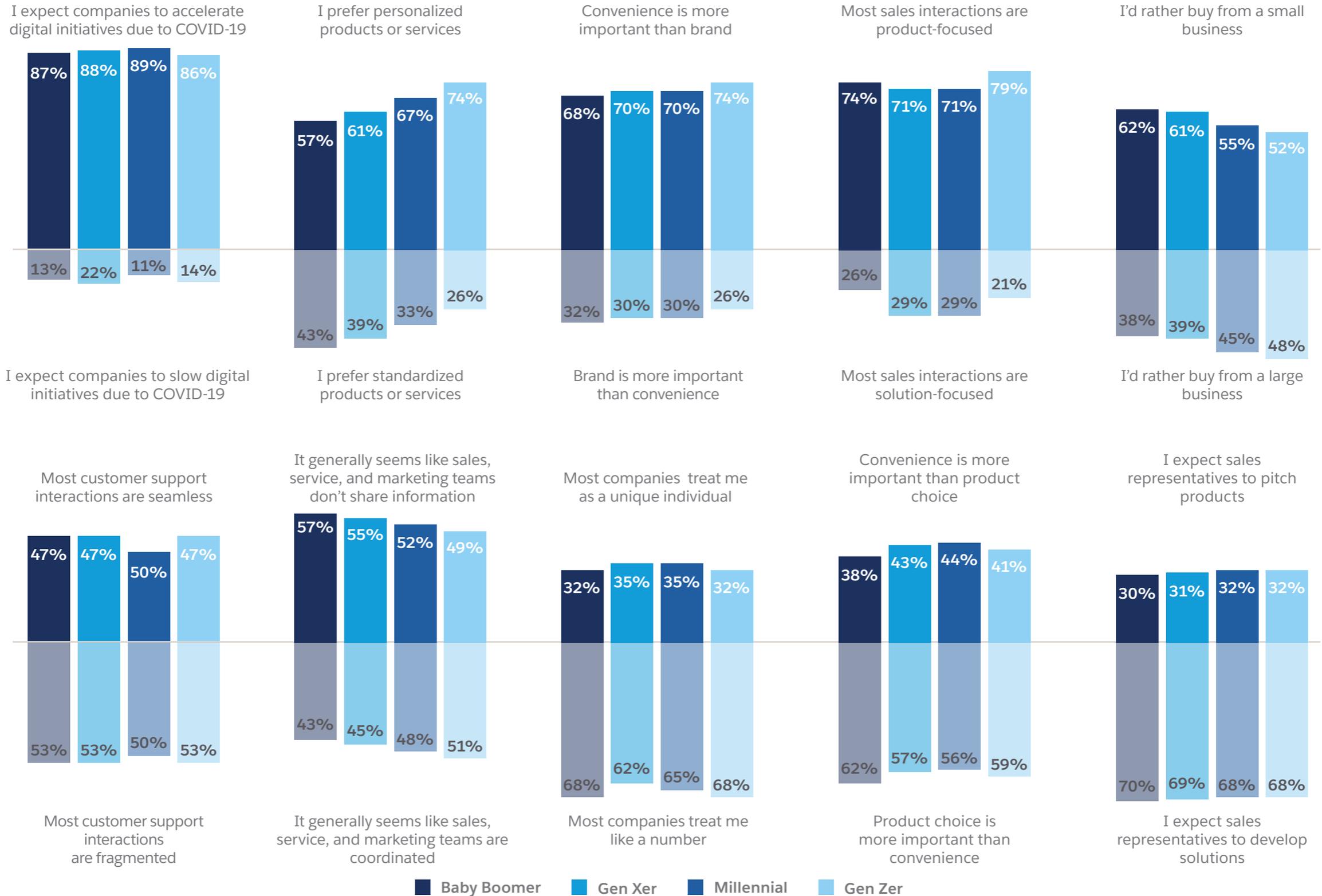
## Customers Who Agree with the Following Statements



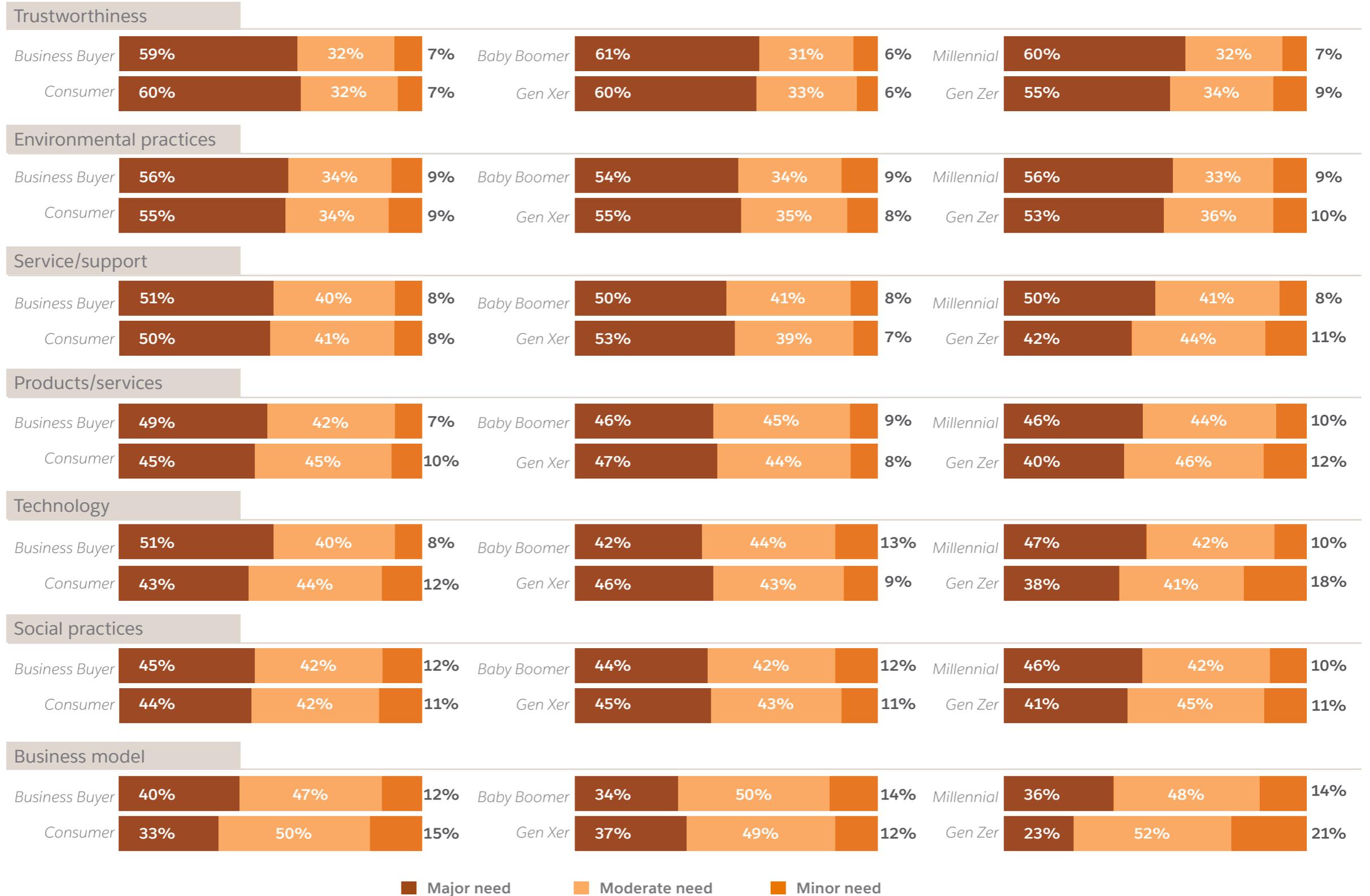
## Customers Who Agree More with Each Statement



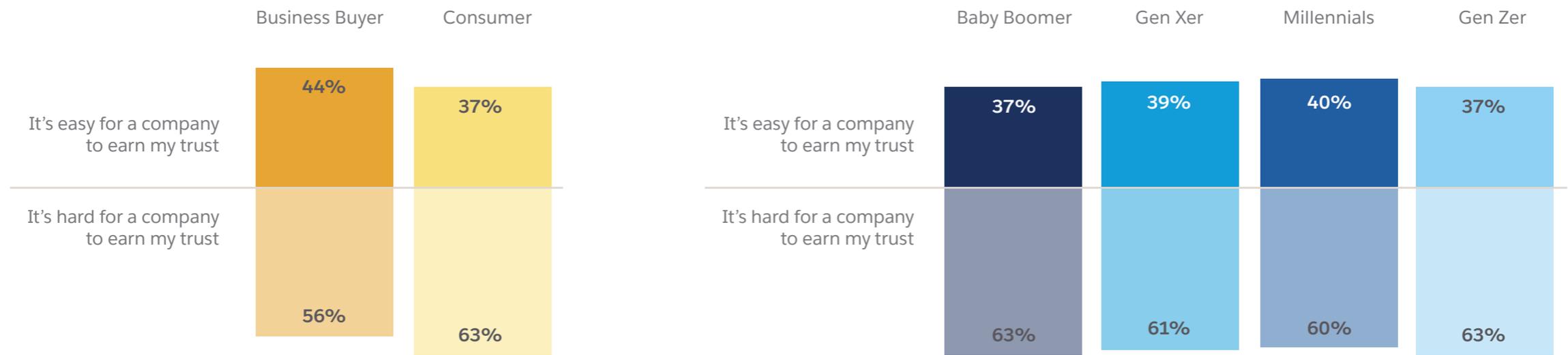
## Customers Who Agree More with Each Statement



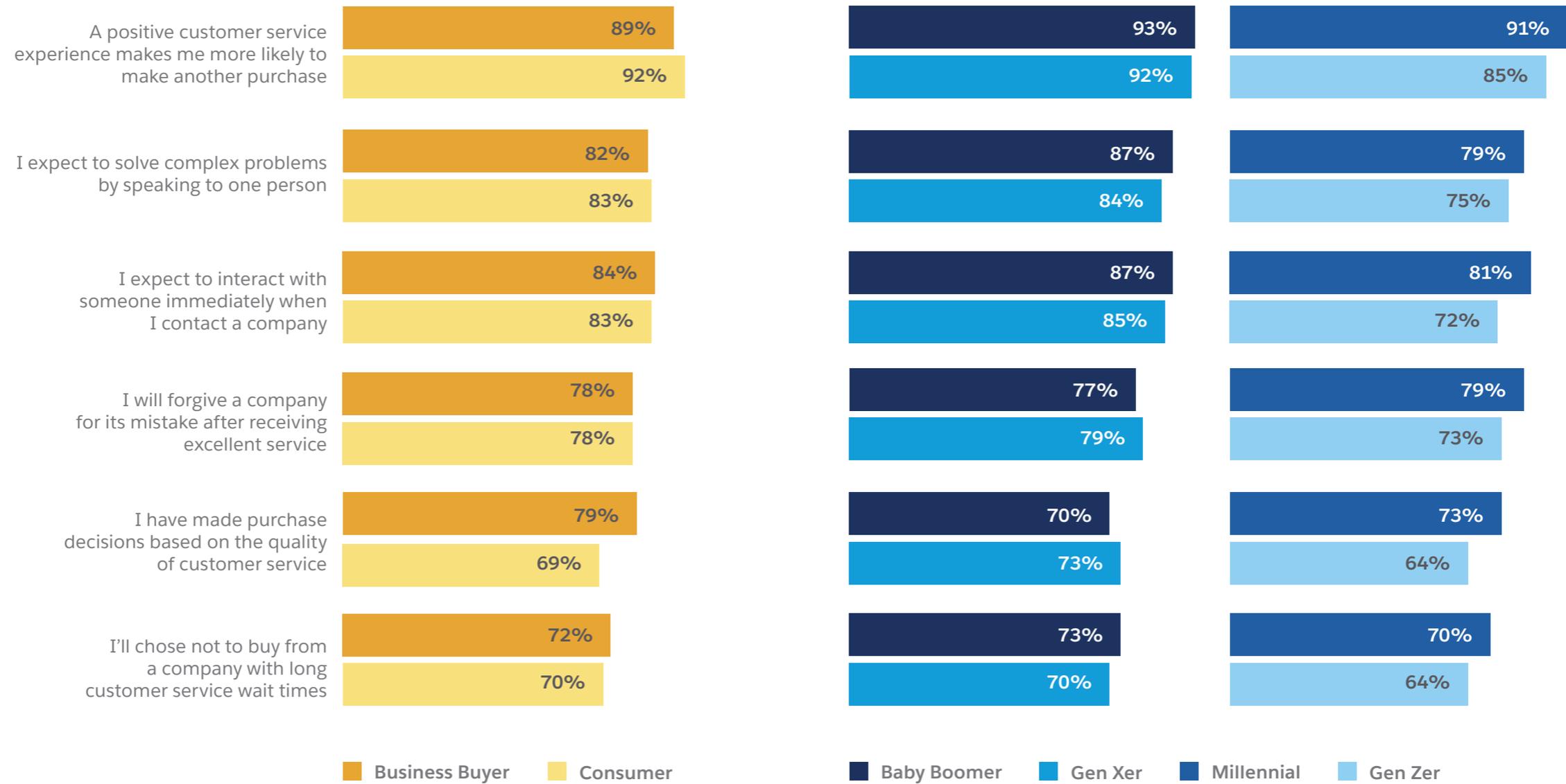
## Degree of Business Improvements Needed, According to Customers



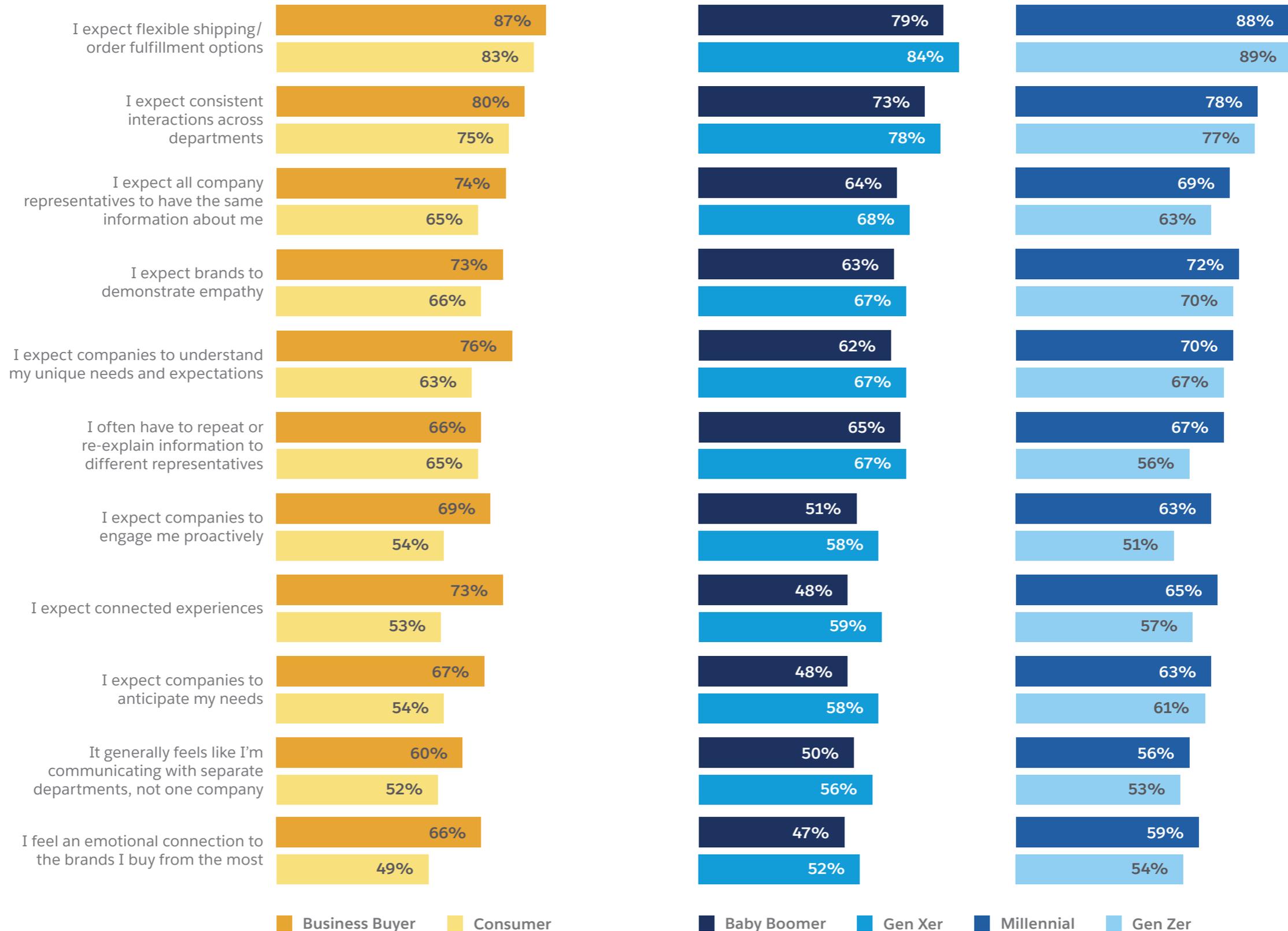
## Customers Who Agree More with Each Statement



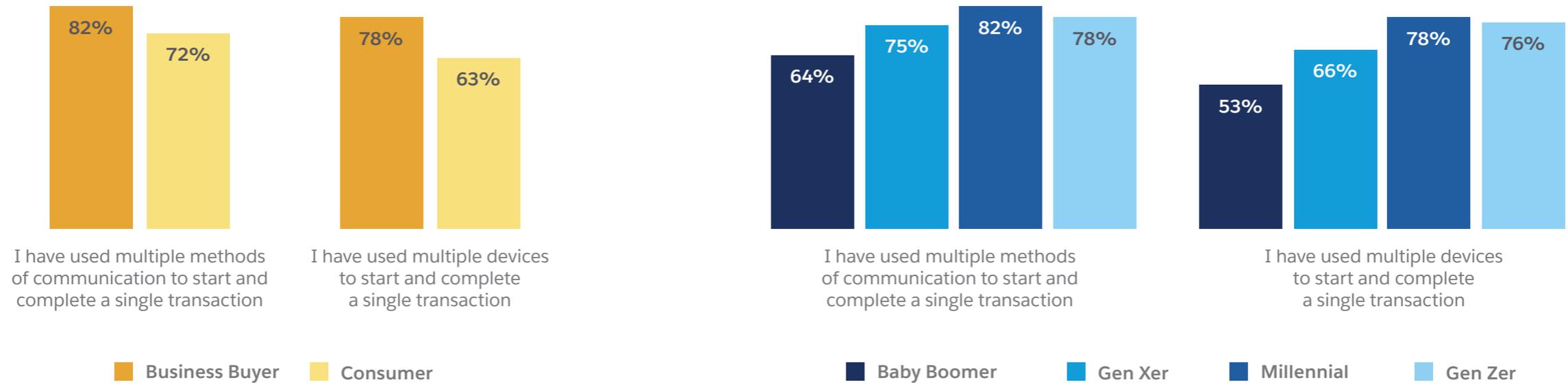
## Customers Who Agree with the Following Statements



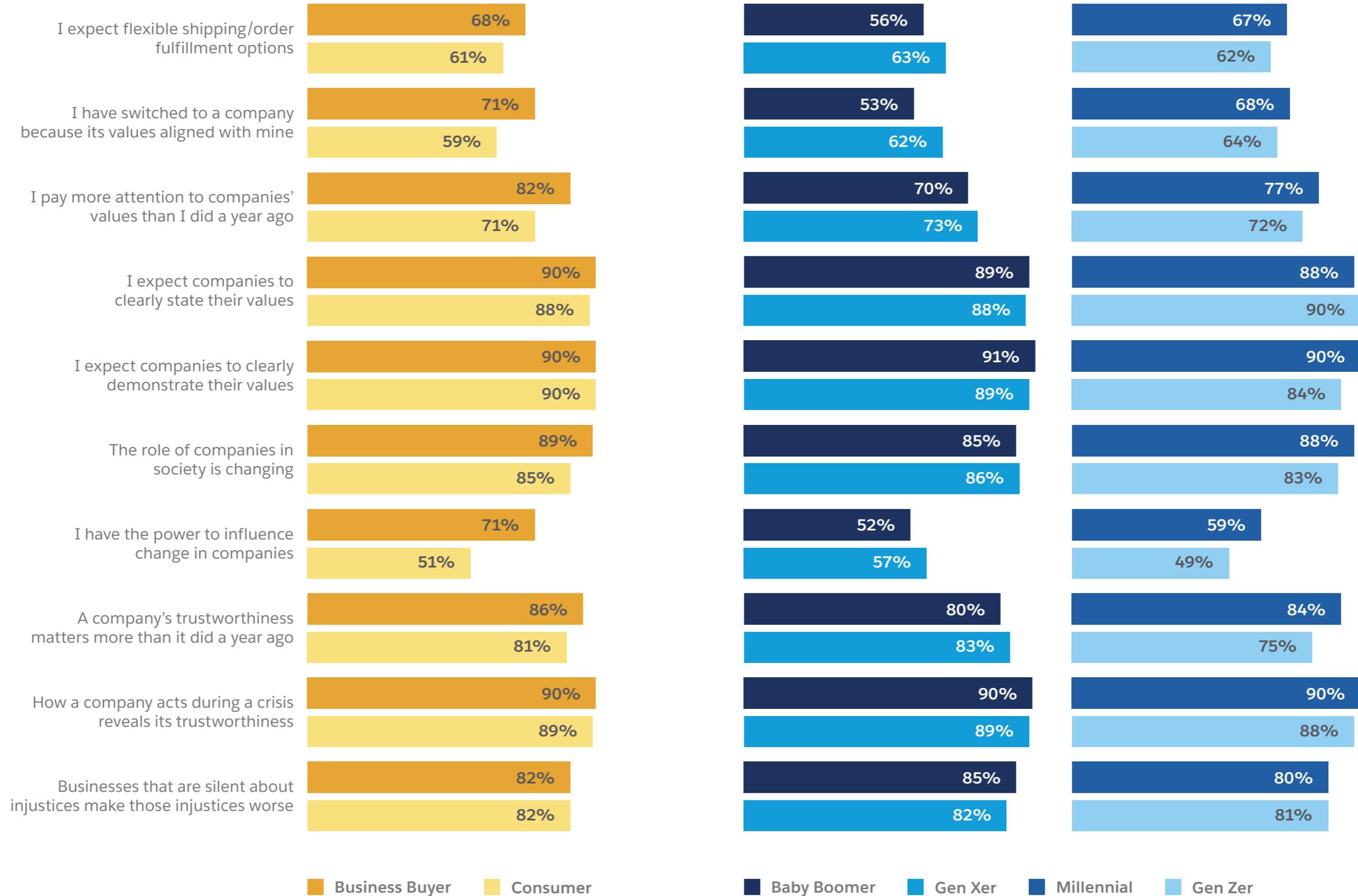
## Customers Who Agree with the Following Statements



### Customers Who Agree with the Following Statements

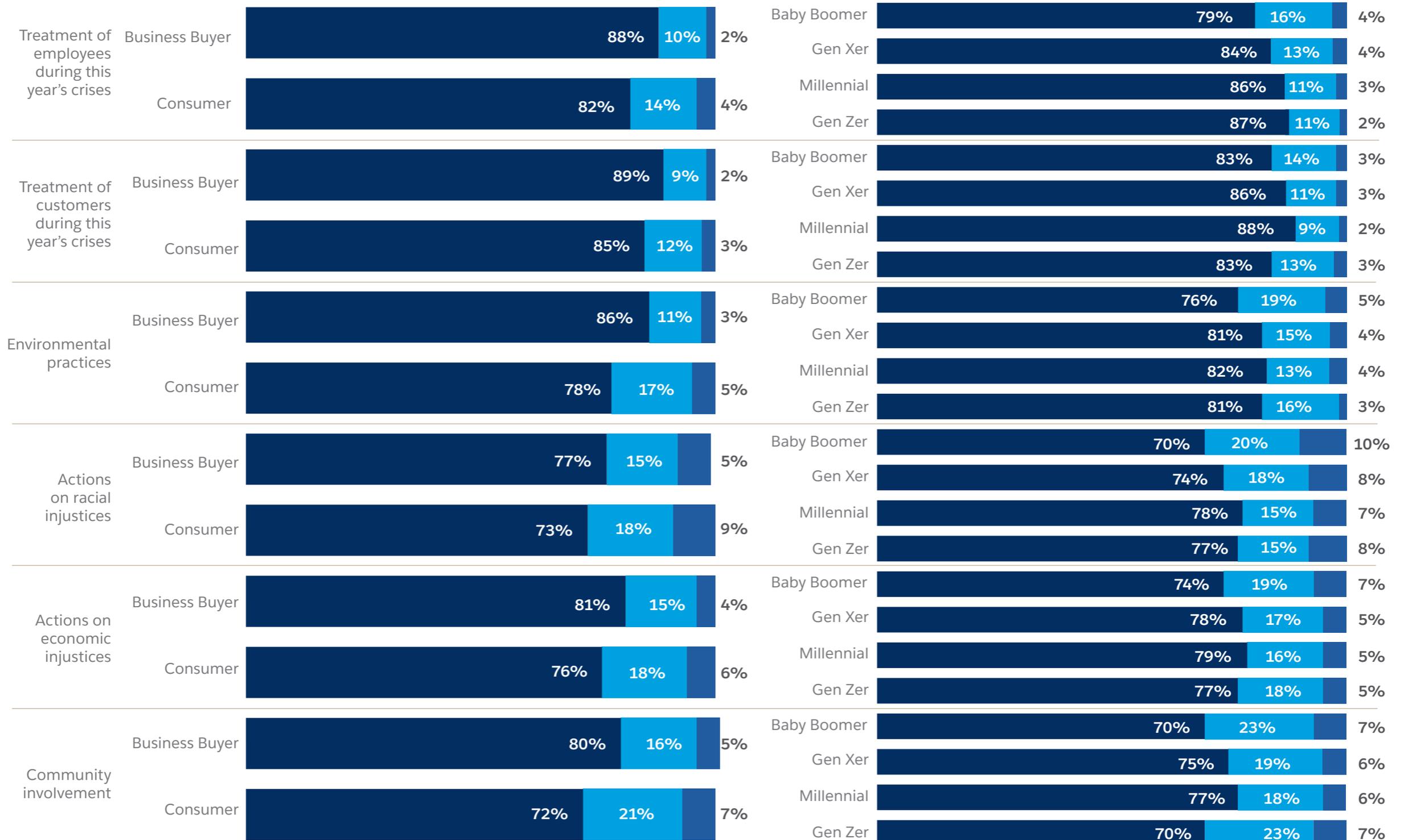


### Customers Who Agree with the Following Statements



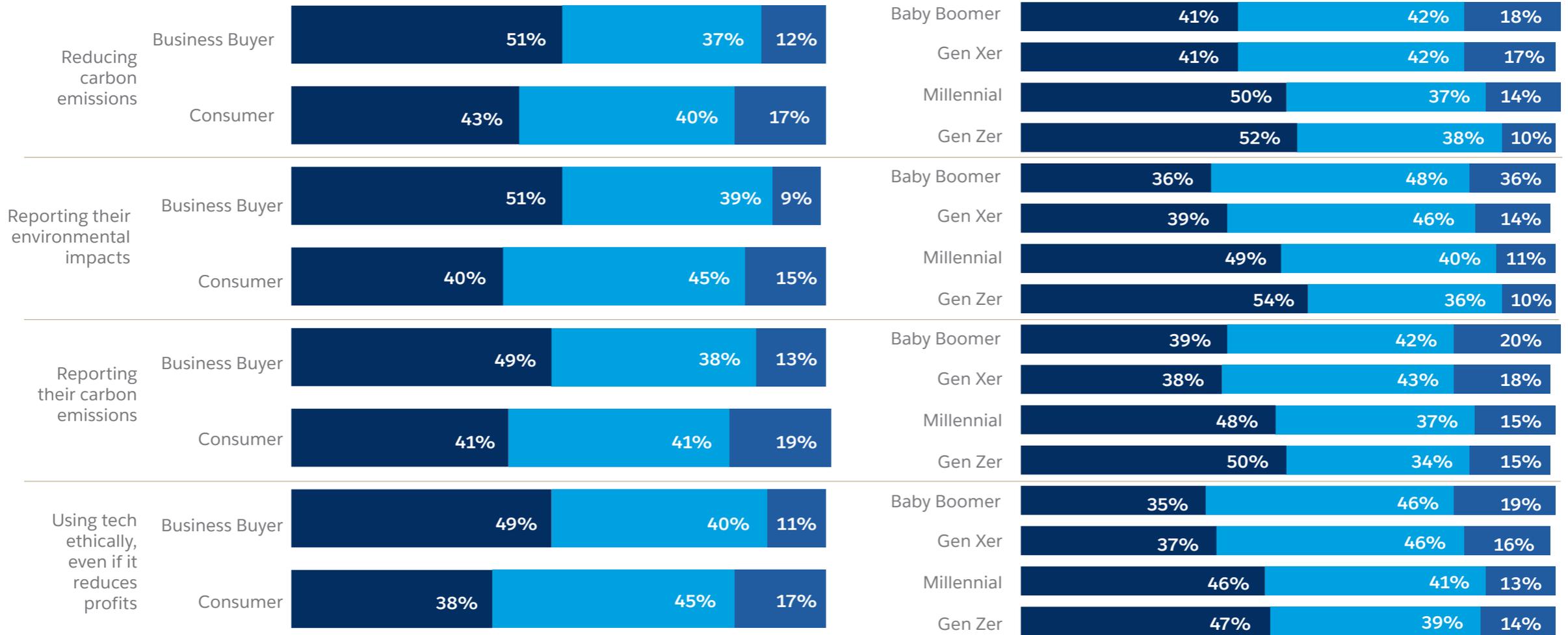
## Degree to Which the Following Factors Influence Buying Decisions

■ A great deal/somewhat ■ A little ■ Not at all



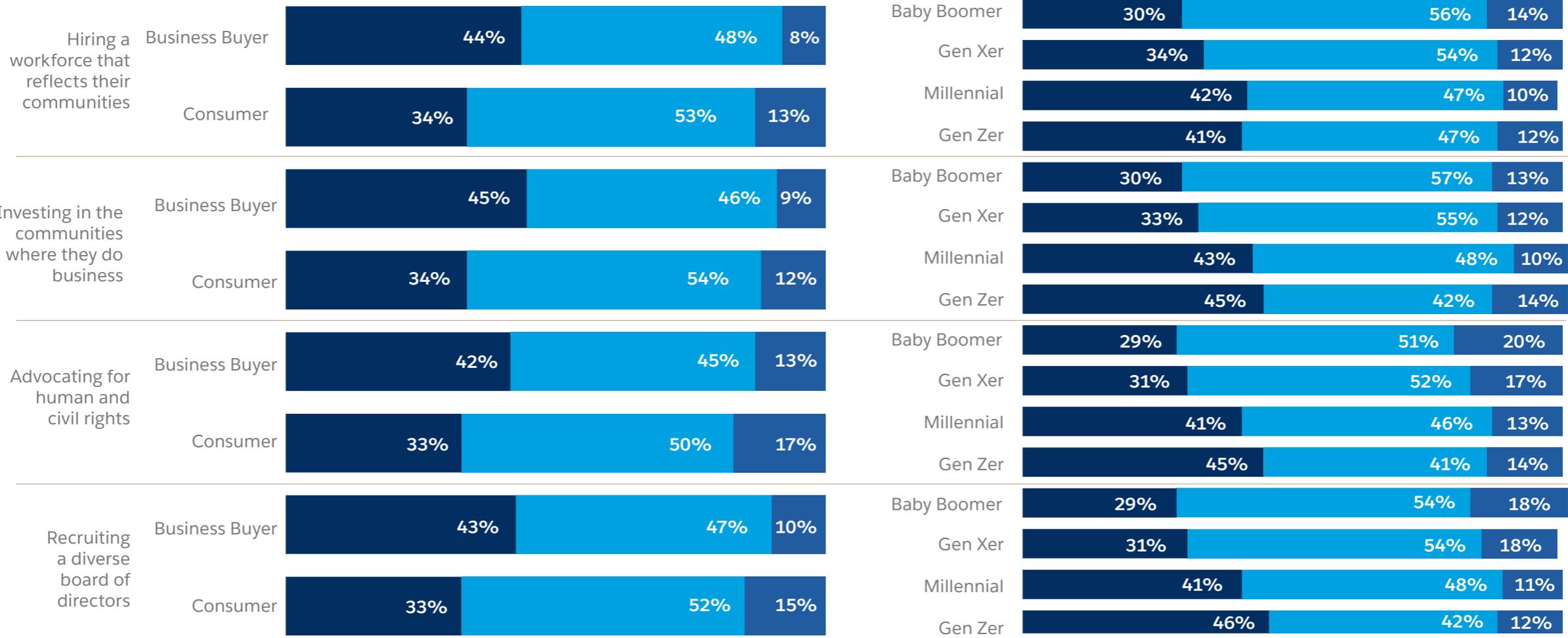
## Degree to Which Customers Believe Companies Are Responsible for the Following

■ Completely responsible
 ■ Somewhat responsible
 ■ Not at all responsible



## Degree to Which Customers Believe Companies Are Responsible for the Following

■ Completely responsible
 ■ Somewhat responsible
 ■ Not at all responsible



# SURVEY DEMOGRAPHICS



# Survey Demographics

## Customer Type

Business Buyers .....	23%
Consumers .....	77%

## Generation

Baby Boomers (born 1946-1965) .....	31%
Gen Xers (born 1965-1980) .....	28%
Millennials (born 1981-1996) .....	32%
Gen Zers (born after 1996) .....	9%

## Gender

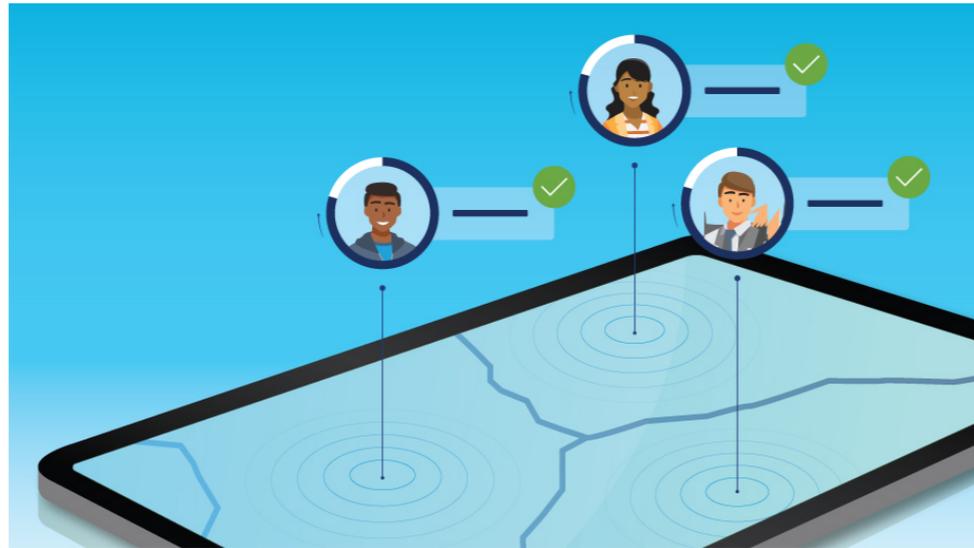
Male .....	57%
Female .....	42%
Other .....	1%

## Country

Australia .....	4%
Belgium .....	4%
Brazil .....	4%
Denmark .....	<1%
Finland .....	<1%
France .....	4%
Germany .....	4%
India .....	4%
Ireland .....	4%
Italy .....	4%
Japan .....	4%
Netherlands .....	4%
New Zealand .....	<1%
Norway .....	<1%
Philippines .....	4%
Poland .....	4%
Singapore .....	4%
South Africa .....	4%
South Korea .....	4%
Spain .....	4%
Sweden .....	4%
Switzerland .....	4%
Thailand .....	4%
United Arab Emirates .....	4%
United Kingdom .....	4%
United States .....	8%



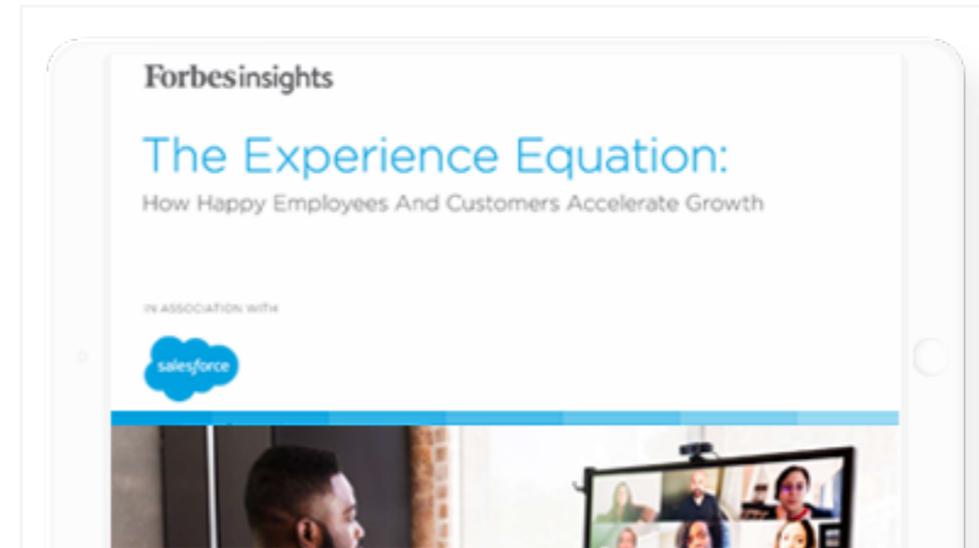
# Learn more about connected customers and business transformation



## Tableau Dashboards

Segment key findings by demographics and geographies in our interactive Tableau dashboards

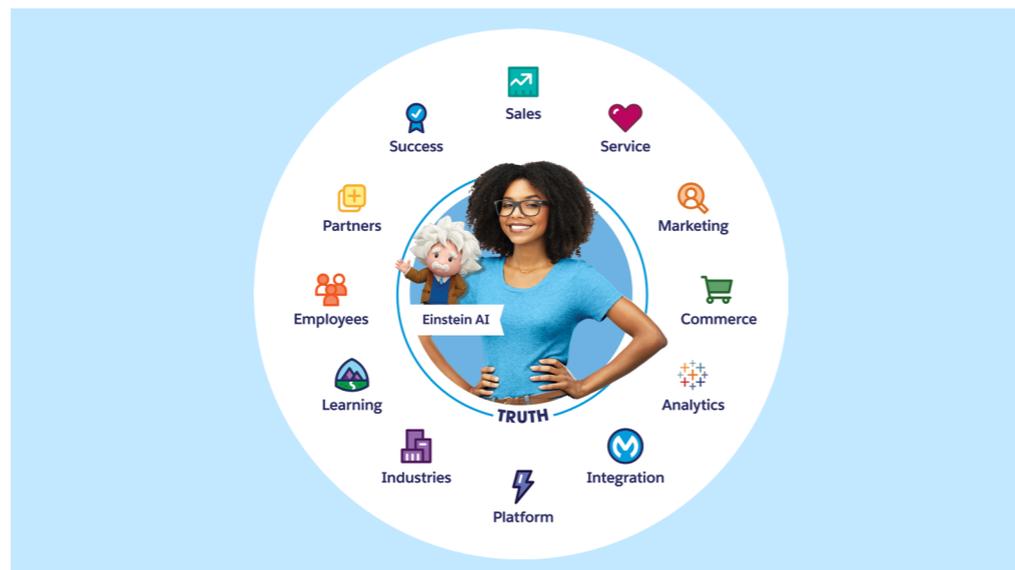
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Learn how the world's #1 CRM helps connect to your customers by uniting sales, service, marketing, commerce, IT, and analytics

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