

# Marc Grainer

Chairman & Co-Founder



*“Companies make three basic mistakes measuring the customer experience. First, they measure a laundry list of items instead of the few things that really drive loyalty. Second, they spend far too much money measuring the wrong things. Third, since their results aren't actionable, they collect scores instead of taking action.”*

Pioneer. Innovator. Influencer. Three words that convey the authentic and continuing impact of Marc's body of work. His legacy is firmly rooted in nearly four decades of service to some 500 companies around the world.

In the 1970's, the results of Marc's landmark research for the White House Office Of Consumer Affairs created no less than a paradigm shift in business practice. Refuting the prevailing wisdom that customer care was a cost center, his seminal study substantiated and quantified the marketing and brand loyalty benefits of effective customer care.

In the 1980's, Marc's entrepreneurial work became a cornerstone of corporate America's efforts to deliver a better customer experience. He developed proven methodologies for measuring customer care ROI, created best practice frameworks for benchmarking customer care effectiveness, designed leading edge customer care training programs, and created a software solution that was a forerunner of today's CRM applications. His consultation was pivotal to launching some of America's inaugural toll free customer care centers and ongoing customer satisfaction tracking programs.

In the 1990's, Marc helped shape a global interest in a better customer experience, working with companies in South America, Europe, Asia, Australia, and the Middle East.

Marc's legacy of cutting-edge work continues today. He provides strategic consulting to leading companies that seek a better ROI for their customer experience investments.

Marc and his wife Diane reside in Potomac, Maryland.

## Education

- University of Michigan, B.A., Political Science, 1969, Magna Cum Laude/Phi Beta Kappa
- Harvard Law School, J.D., 1972

## Experience

- Nearly 40 years
- TARP US, Founder & Chairman
- TARP Europe, Founder & Managing Director

## Professional Affiliations & Distinctions

- Co-Founder, Customer Care Alliance
- Past Chair, Board Of Trustees, American Craft Council
- Advisory Board Member, The Furniture Society
- Advisory Board Member, The Textile Museum
- Past Board Member, The James Renwick Alliance
- Past Board Member, The Founder's Circle Of The Mint Museum Of Craft + Design

## Most memorable professional moment

Some years ago, I was asked to review the customer care programs of a major American auto maker. Truth be told, they were doing a mediocre job of executing those programs and, in the process, spending tens of millions of dollars to LOSE billions of dollars of sales. Sitting in a meeting with senior leadership, I said, "If I were your boss, I'd fire you." Following a moment or two of awkward silence, they agreed! As a result of this "AH HA" moment, the company changed course 180 degrees and adopted a series of new programs that became state of the art in the auto industry. Their change of heart came from a realization that improved customer care translated into increased sales and a fantastic ROI.

## Most treasured professional accomplishment

Authoring the Complaint Handling in America study for the White House Office Of Consumer Affairs. This study demonstrated that companies could make a substantial profit and ROI by effectively handling customer complaints. The results of this study had a much greater positive impact on the marketplace than all of the consumer protection regulation and legislation adopted during that period. It was this study that convinced me and, more importantly, corporate America that treating customers fairly was actually "good business."

## If I wasn't helping the marketplace move from measuring to managing the customer experience, I'd be...

I first became interested in the field some 40 years ago while a student at Harvard Law School. Thank goodness. I probably would have ended up practicing corporate law. So I suppose you could say that my interest in improving the customer experience saved me from a fate worse than death.

## Letting my hair down...

I'm likely visiting my grandchildren, traveling, or cavorting about the art world.

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