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BECOME A NET PROMOTER SCORE EXPERT

CLOSING THE LOOP

business.critizr.com

"Would you recommend Critizr to people you know?"

Described as "the decisive question" by its creator, the Net Promoter Score is this recommendation indicator which you most probably have heard about. We have already referred to this famous metric in our eBook **"NPS: Definition, Calculation & Collection"**. A content which is intended for beginners on the subject; don't forget to read it if this applies to you!

Even if it seems simple, the Net Promoter Score can be found at the center of your "customer centric" approach. Provided that it is used and analyzed properly, the NPS can be a medium for a true dynamic of ongoing improvement. **We call this dynamic "closing the loop".** This is the subject that we will address in this second special NPS eBook, which features a more advanced content than the first one...

Become a Net Promoter Score expert!

SUMMARY

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INTRODUCTION

You know about the NPS. You perhaps collect it even within your company. Or perhaps you have read our first eBook on the topic **"Discover the NPS: Definition, Calculation & Collection".** In any case, you're here because you're wondering: once I get my score, how do I optimize its use?

Well, you're right... Although the NPS is an indicator which is relatively simple to understand, the strategic lessons that it provides are not necessarily obvious at first. That's the theme that we are going to discuss throughout this eBook. As NPS experts, we have synthesized **the best analysis and use strategies for your score**.

« The NPS, a real vector of ongoing improvement and growth acceleration »

Considered as one of the most reliable KPIs by the biggest retailers (Apple, Amazon, American Express...), the NPS is progressively becoming the "must-have" customer satisfaction indicator on the European markets. This is not surprising. By going beyond the simple score, the NPS can turn out to be **a real vector of ongoing improvement and growth acceleration**... We will even see that at the time of big data and saturated markets, it would be dangerous not to take this indicator into account.

This eBook will draw the outline of an NPS that is used in an optimal manner. How do you analyze your score in a relevant way? How do you capitalize on your results? How do you engage the whole company in a "customer centric" approach and make the whole company excel through the NPS? Our answers are in these pages... So, don't wait any further, get started and become NPS experts!

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1. THE STRENGTHS OF THE NPS

A SIMPLE AND EFFICIENT MEASUREMENT OF LOYALTY

As customers, we all have already received very time-consuming satisfaction questionnaires with which our first reflex is to avoid them. This type of survey often leads to very low response rates and a tedious data analysis.

With a simple indicator such as the NPS, we can easily reduce the number of questions in a questionnaire while collecting very relevant data. By being combined with some targeted questions (on the quality of the products/services, the wait at check out, and the quality of the reception…) as well as an open question, the NPS question offers big opportunities for analysis.

Why is the NPS so successful? Because of its simplicity. The customer more willingly accepts to participate (which will take two minutes at the most) and the company improves its response rate and can count on a strong indicator of customer loyalty.
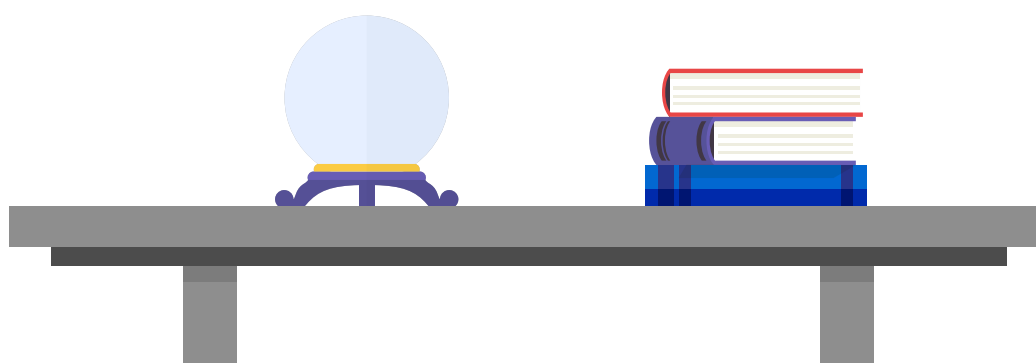
PREDICTING GROWTH

Since this indicator has become so widespread, studies have identified a strong link between high NPS and turnover growth. According to a study conducted by Bain & Company, the leaders in terms of NPS have a growth rate which is two times higher than their competitors. The NPS can explain 20% to 60% of the variation in growth rate (depending on the industries).

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Netflix, the most popular online streaming platform in the world is the NPS leader on its market with a score of 68 (a score that is well beyond the competition). The estimates predict that Netflix's penetration rate will be more than 35% in 2020 in countries such as Canada, Argentina and the United Kingdom. Large retailers such as Apple, American Express or Amazon consider **the NPS as THE decisive question and one of the most reliable KPIs.**

In 2017, all the big companies capitalize on "big data" and algorithms created by data scientists to estimate their growth and build a ROI strategy source. In this predictive approach, the NPS is a critical variable that it would be dangerous to not take into account.

IDENTIFYING PROMOTER / DETRACTOR CUSTOMERS

All the power of the NPS is without a doubt deployed on this one particular point. In one simple question, it allows you to segment your customers based on the assigned scores. To the question "Would you recommend Critizr to people you know", the promoter has given a score of 9 or 10, the passive customer has given a score of 7 or 8 and the detractor has given a score between 0 and 6.

Following this questionnaire, we therefore get three distinct groups: the promoters, the passives and the detractors. This is very valuable data in your CRM. In 2017, many companies are developing predictive marketing strategies at high speed. These strategies are intended to model customer behaviors and prospects in order to anticipate their future actions based on past and present behavior. In this approach, a customer's response to the NPS question is therefore essential: the customer's level of satisfaction allows you to optimize the performance of marketing campaigns.

CREATING A DYNAMIC OF ONGOING IMPROVEMENT

Yes, the NPS is primarily a customer recommendation indicator. But it can be a vector of much more. Companies that make good use of it can create a real dynamic of ongoing improvement.

At the macro level, they can give you very precious strategic directions. It is very relevant to cross-check the NPS results with semantic analyses or with other quantitative indicators, such as the RFA and turnover. This cross-checking is used to identify your company's areas of development. This analysis should lead you to implement strategic action plans that will directly impact the next NPS scores.

At the micro level, the NPS feedback must allow you to train your field teams to better respond to customer expectations. Identifying detractor customers is also a good thing because it allows you to set up an immediate action plan to win them back. All the major stores know that it is cheaper to win back a customer than to gain a new one. Don't wait any further to establish this virtuous circle within your company!

GETTING THE WHOLE COMPANY INVOLVED IN A CUSTOMER CENTRICITY APPROACH

By implementing the virtuous circle described above, the NPS is the means for establishing a "customer centric" approach at all levels of the company. Relatively simple to understand, the NPS is an indicator which will be easily grasped by your field teams.

Measured locally and generating instant results, the NPS allows each sales outlet to compare itself to the others. It especially allows you to be informed of the areas that need improvement in the customer experience by the customer's voice. In the framework of a reflective management practice, the NPS can be a real challenge for field teams.

Some large retailers have well understood this by placing the customer at the center of their concerns at all levels. At Leroy Merlin for example, which is the leader in its sector of activity, the field teams receive bonuses according to a customer satisfaction barometer. The NPS, which is measured locally, makes this approach easier, provided that it is well understood and does not become a "policing tool". It can be the guarantee of the customer centricity approach and develop the business.

2. INTERPRETING & ANALYZING YOUR SCORE

The NPS is a number between -100 and 100 and is not always very demonstrative. Yet thanks to a well conducted analysis, it can give decisive strategic avenues. Once your NPS has been measured, your first initiative will be to compare it with your competitors. Is that the right method? How do you see beyond the simple score? Now let's see the interpretation avenues of your NPS score.

REMINDER

See the details in our eBook "Discover the NPS: Definition, Calculation & Collection"

WHAT'S A GOOD NPS SCORE?

This is probably the first question that you'll ask yourself and it's wise to do so. You must bear in mind that there's no right answer to this question. You can read here and there that a good NPS score is generally above +20. We tend to qualify this response **since the outcome of your NPS depends on many factors**.

For example, the **business sector** plays a key role on your score. It's much easier for a customer to recommend Apple or Netflix than a company in the banking / insurance sector and that's first and foremost a cultural reason. It is therefore essential to take into account your company's sector.
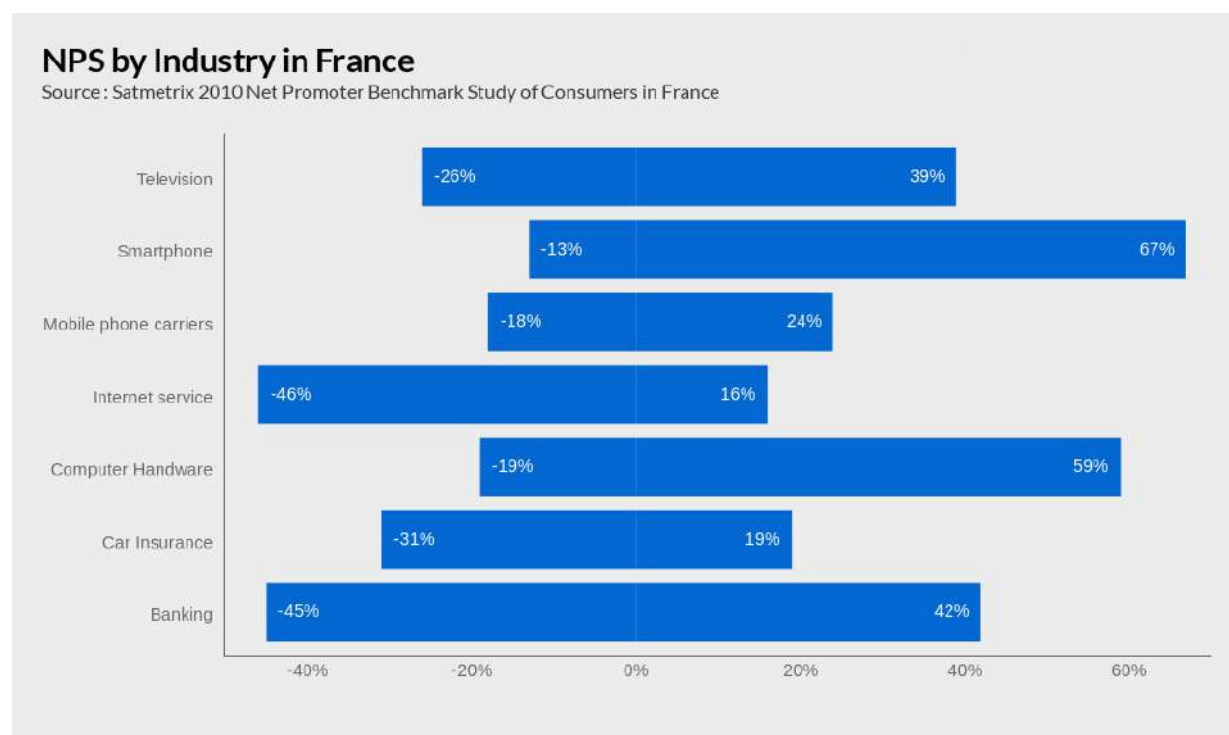
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The **collection method** also strongly influences the obtained result. We distinguish the transactional NPS from the relational NPS. The former is often higher than the latter.

REMINDER

The transactional NPS is measured spontaneously after an interaction with the company (purchase, contact with the customer service...). The relational NPS is measured at a t moment without any link with a recent interaction. It is rather intended to assess the brand image.

See the details in our eBook "Discover the NPS: Definition, Calculation & Collection"

You must also take into account **the country's culture**; in some places, it is not customary to give a score of 9 or 10. For example, this is the case in France where the reputation of French complainer is well-known! To conduct a pertinent analysis, it is therefore essential to place the NPS in its global context.

NPS by Industry in France
Source : Satmetrix 2010 Net Promoter Benchmark Study of Consumers in France

Industry	Negative	Positive
Television	-26%	39%
Smartphone	-13%	67%
Mobile phone carriers	-18%	24%
Internet service	-46%	16%
Computer Hardware	-19%	59%
Car Insurance	-31%	19%
Banking	-45%	42%

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SHOULD YOU BENCHMARK THE NPS?

Yes! It is very interesting in order to be able to compare your NPS with the sector's average. You must however bear in mind that scores differ according to the geographic area or the collection method: you should only compare your score among retailers when the collection conditions are similar.

That said, it is very difficult to find your competitors' NPS. In the United States, the NPS scores of big companies are easily accessible via the Internet. These figures are even a means of communication ("8 customers out of 10 recommend us"). This data remains very confidential in European countries.

INTERNAL NPS COMPARISON

This is where the NPS comparison becomes relevant. First of all, even though the collection method does not differ over time, it is interesting to follow the evolution of your overall NPS over time.

You must not compare over periods that are too short because this includes side effects (ex: your phone servers broke down or many sellers were sick over a given period...).
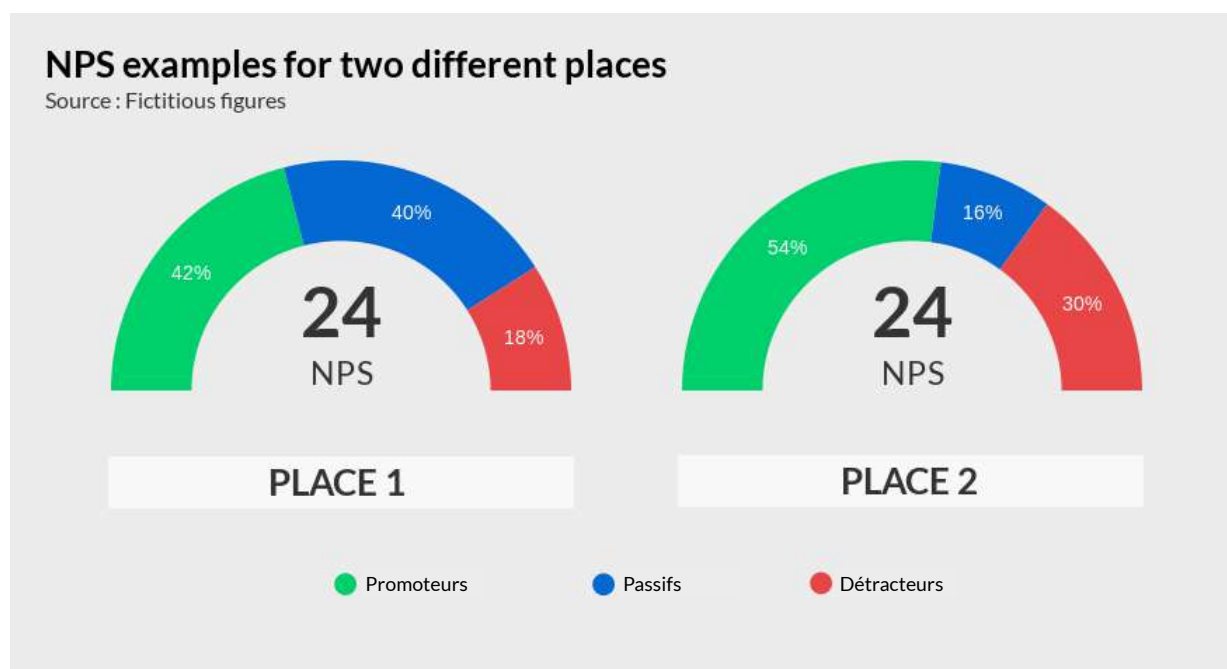
It's good to compare your current score with your last year's score at the same period. In particular, this will allow you to assess the potential impacts of the strategic actions that were implemented during the course of the year. You must also be sure to have a volume of responses which is significant enough in order to draw conclusions.

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You can also compare the NPS locally and this can be a very powerful management tool. If the collection method is similar for each of your retail sale outlets, it's a good idea to compare their scores.

Therefore, you will be able to identify the most efficient sales outlets and understand the aspects which foster a good experience for the customer. On the other hand, action plans (team training, changing the sale space) can be implemented in the least efficient sale outlets.

THE SCORE IS NOT ENOUGH FOR PERTINENT ANALYSIS

However, the analysis of a single number such as -10 or +36 is not enough in itself. You really need to get into the details, in particular by analyzing the customer distribution between promoters, passives and detractors. For example, we can identify two sale outlets with the same NPS score, but with a completely different distribution.

NPS examples for two different places
Source : Fictitious figures

PLACE 1 — 42% / 40% / 18% — 24 NPS
PLACE 2 — 54% / 16% / 30% — 24 NPS

● Promoteurs   ● Passifs   ● Détracteurs

In the example above, the two retail stores get a score of 24. However, the situation is more critical in sale outlet No. 2 where the number of detractors is very high. Just for the record, a satisfied customer will talk to 3 people they know. A dissatisfied customer will talk to 10. You must therefore act in priority on this type of sale outlet.

In addition, we can take into account the score distribution among the detractors. Indeed, a customer who gave a score of 6 to the famous NPS question is not in the same state of mind as a customer who gave zero. Yet, they are both included in the "detractors" category.

This is why some companies will divide the detractors into several categories and implement different action plans. For example, we can distinguish moderate detractors (score of 3 to 6) from super-detractors (score of 0 to 3). Priority will of course be given to the latter, who are very harmful for the company.

Finally, we at Critizr always recommend combining an NPS question with several questions; closed questions concerning specific aspects of the interaction to be assessed (reception, products...) and an open question to allow the customer to express him or herself.

Comparing the NPS results and the responses to these questions will enable you to push the analysis further and more quickly identify the criteria for customer dissatisfaction. For the open question, it's a good idea to proceed with a semantic analysis of the obtained verbatim accounts.

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A VARIABLE TO BE COMPARED

It can also be interesting to compare the NPS with different key variables. At the time of "big data", big companies have a huge amount of information which can highlight strategic trends.

It's a very good idea to compare NPS data with RFA (Recency - Frequency - Amount) data. For example, a regular customer of your retail chain who would have recently given a bad score to an NPS questionnaire, following a bad experience, would actually be a client that needs to be "pampered" in order not to lose him or her.

Finally, you can compare the NPS results with the market segmentation (customer type, age, location…). You can thus highlight the most detracting or promoting trends within the segments. For example, if you identify urban youth (ages 18-25 living in urban areas) as a great source of recommendation, you could set up street marketing campaigns or sponsorship campaigns on the social networks.
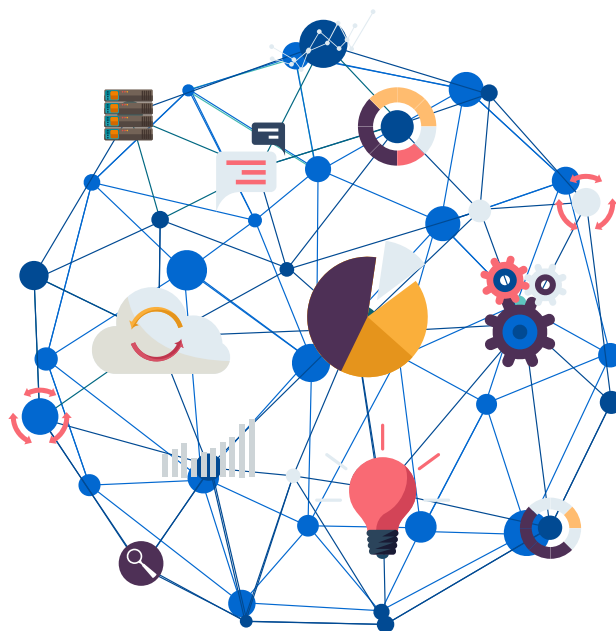
3. CAPITALIZING ON YOUR RESULTS

PUTTING THE NPS AT THE HEART OF YOUR CUSTOMER STRATEGY

With the advent of "Big Data", businesses now have a significant volume of data on every one of their customers/prospects:

- Declarative data, which is provided spontaneously by the customer while entering information **via forms or captured directly in sale outlets.**

- Behavioral data, **which is escalated through analysis and monitoring tools**: website navigation, appetence and responsiveness to different communication campaigns (e-mail, push notifications, etc...)

- Purchase data on all the online and offline transactions which are made by a particular customer.

Within this myriad of information, the concept of "**instant satisfaction**" provided by the recommendation question which determines the NPS indicator is not sufficiently placed in the center of the customer incentive strategy. Yet, as it is collected on a large scale and on a very regular basis, **this information represents a major lever in the framework of the relevance of the CRM programs that are implemented by the company.**

REMINDER

"Detractor" customers gave a score of 0 to 6
"Passive" customers gave a score of 7 to 8
"Promoter" customers gave a score of 9 to 10

See the details in our eBook "Discover the NPS: Definition, Calculation & Collection"

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USING THE AMBASSADORS' POTENTIAL

In order to use the recommendation potential of customers who are identified as "ambassadors", here are the avenues for carrying out targeted strategic actions on this group.

- **Sponsoring campaigns**

Encourage your ambassador customers to sponsor their friends via sponsorship campaigns. Let's take for example the case of Uber Eats. For the launch of this service, the American start-up set up a sponsorship system for its loyal customers which allowed them to offer 10€ to a friend for their first order. Once this first order was placed, the "sponsor" also received 10€, which was valid on the next order.

- **Social sharing campaigns**

Encourage your ambassador customers to share their experience on social networks following an online purchase or an interaction with the brand. The furniture brand Made has admirably adopted this strategy by asking its customers to send photos of the purchased furniture item placed within their interior via an internal social network. These photos can then be re-shared via Facebook or Instagram.

- **Invitations to private sales**

Invite your ambassador customers to your private sales! An invitation which can be valid for the customer and their friends. With a "VIP" reception and an exclusive offer on the event, the ambassador's loyalty will be strengthened and you can gain new customers among their friends!

- **Developments within the brand's loyalty program**

Encourage your loyal customers to renew the purchase by making their loyalty more attractive through a progressive program. A loyal customer will be able to access a privileged status that will give them the right to more benefits. The SNCF has recently implemented this type of program by offering different loyal customer statuses: Traveler, Frequent Traveler, Frequent Traveler Plus and Frequent Traveler The Club.

The ambassadors are a very reliable ROI source. 70% of consumers trust their friends and their recommendations. For comparison, only 10% trust advertising (according to a Forrester Research study). It's time to develop your "referral marketing" strategy!

You can also highlight positive experiences via communication campaigns. A company with a significant number of promoters will be able to highlight this through a corporate communication campaign: for example, "8 customers out of 10 recommend these products."

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SEIZE THE PASSIVE CUSTOMER OPPORTUNITY

Use the NPS to identify passive customers and adopt an action plan which is adapted to these customers. Passives represent an opportunity since it's easier to turn them into promoters than it is with detractors.

Customers are often passive because they have not developed a bond with the retail chain and they are especially interested in the product. Offer more support, more advice and attention to these customers. They have the potential of becoming promoters and developing your NPS.

RENEWING CONTACT WITH DETRACTORS

For "detractor" customers, the company must absolutely **renew contact with the customer in order to acknowledge receipt of their dissatisfaction** on the one hand, but especially show the esteem that the brand can hold for its customers (either satisfied or not) on the other hand.

These customers must then be the target of reactive and targeted actions by the company:
- Contact by customer service in the case of an online experience
- Contact by the sale outlet manager in the case of an offline experience

Among all these specific cases, the answers to the additional question which is sometimes included in the NPS (*Can you please explain the reason(s) for your assessment?*) can be very useful for the brand which can then more easily **contextualize and guide its contact with the customer.** The proposed solutions or offers can therefore be designed in echo of the reasons for customer dissatisfaction.

Whatever the case, prefer physical contact through a call rather than send an e-mail, which can be perceived as impersonal. Most of the time, **the customer will already feel "surprised" about having been called back** (and therefore esteemed) and the answers or solutions offered by the brand will generally alter the opinion and the opinion of customers.

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« Your most unhappy customers are your greatest source of learning » - Bill Gates

All companies are well aware that it is cheaper to keep a customer than to gain a new one. Some studies even go so far as to emphasize that brands **should indeed capitalize on the dissatisfaction of their customers**, those who are the most dissatisfied that can become the most fervent ambassadors once their request or their claim has been taken into account and processed.

At Critizr, we provide professionals who are in charge of handling customer feedback with **alert tools which enable optimal responsiveness in calling back dissatisfied customers.** Therefore, a customer holding a loyalty card who gave a score of 3/10 on a post-in-store purchase path can get called back by the store within 5 minutes after their scoring. This is just simply amazing for the customer. According to a study carried out with one of our customers, 81% of the detractors who got called back gave a better NPS score during a subsequent solicitation.

If you doubt the relevance of this action plan, you can conduct A/B testing-type analyses. We can divide the detractor customers into two categories: those who will be called back due to their bad score and those who will be "ignored". Afterwards, it will be very interesting to follow their respective re-purchase rates over a given period. This analysis will allow you to optimize your post-NPS action plans.

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4. A DYNAMIC OF ONGOING IMPROVEMENT

Since the explosion of its reputation and its adoption by countless retail chains throughout the world, the Net Promoter Score is more than a simple metric for measuring customer satisfaction. Nowadays, the NPS is a dynamic of ongoing learning and improvement known under the name of "Closing the NPS loop". The idea is to listen to the customer, act and finally return to the customer with a response in order to close the loop.

## *« Closing the loop : the virtuous circle of the NPS »*

It is the simplified customer feedback treatment process as a primary resource for creating an exceptional customer experience and generating the feedback collection ROI.

HOW DO YOU CLOSE THE VIRTUOUS NPS CIRCLE?

Two simultaneous and related processes are necessary in order to close the virtuous circle: they concern "the inner loop" and the "outer loop". The former concerns a micro level which corresponds to the individual interactions between the contact teams and the customer. The latter concerns a macro level in reference to the retail chain's overall strategy.

Closing the double virtuous circle is the means for establishing a customer centric approach in which the customer is at the heart of the company's decisions. Beyond offering an excellent customer service, it is the means for providing an unprecedented customer experience and developing the business.

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THE DYNAMIC OF ONGOING IMPROVEMENT
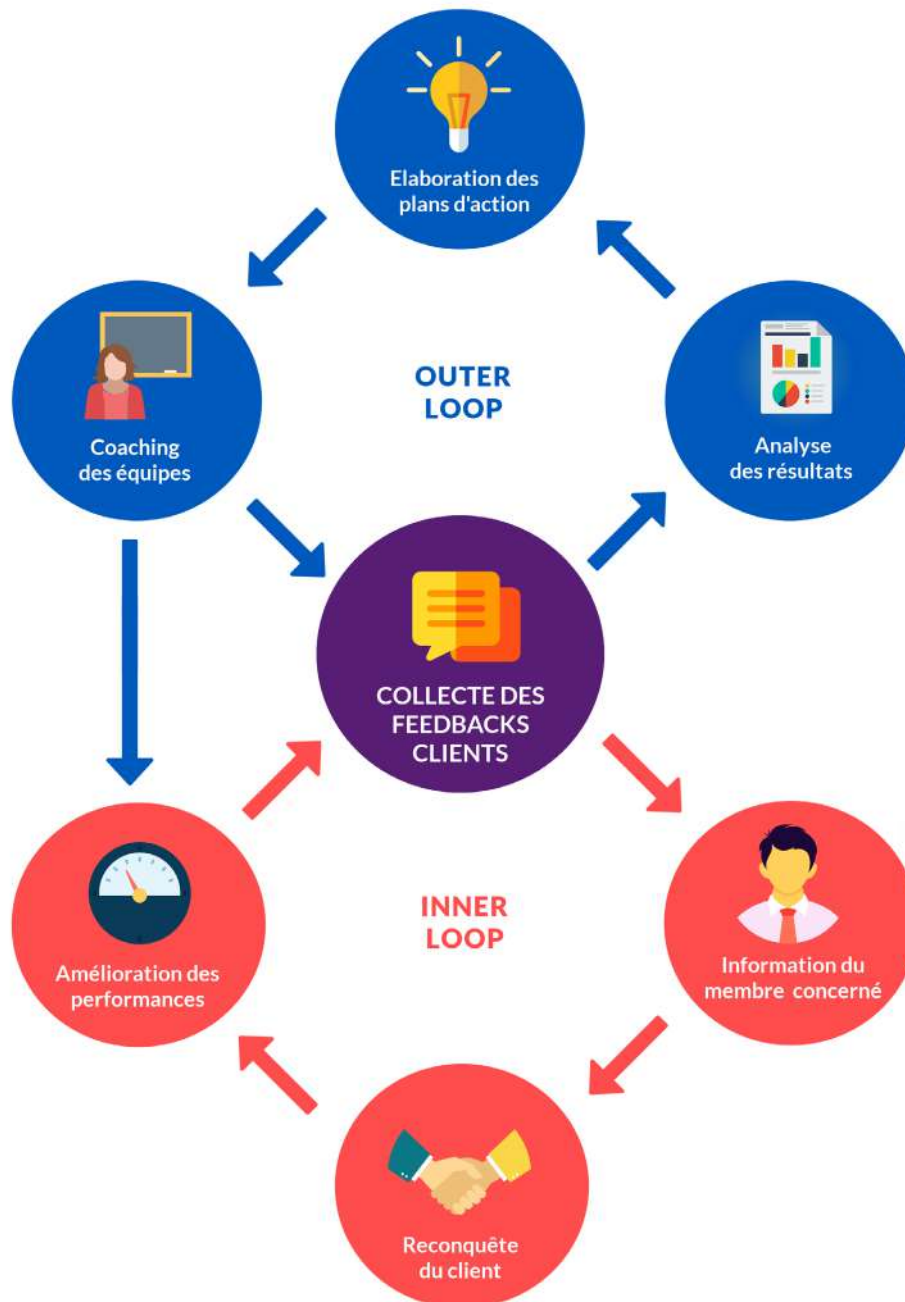
The NPS system works effectively within a double virtuous circle. It is important to couple the two processes: the inner and outer loop in order to achieve the desired objectives. The headquarters' teams make the strategy and must train the contact teams in order to carry out the action plans.

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INNER LOOP
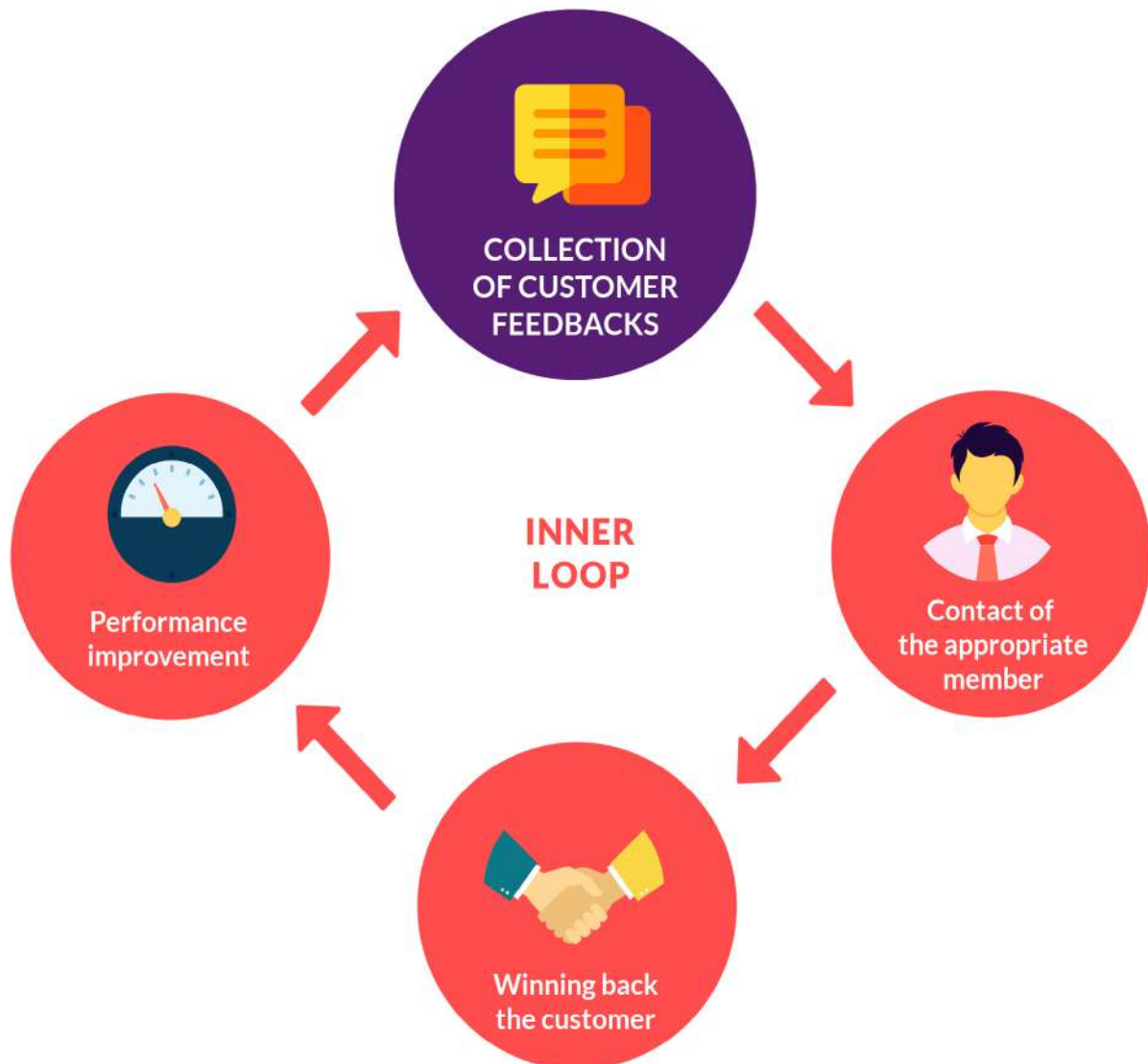
- **Collection of customer feedback :** Collect on the spot
- **Dispatch to the appropriate member of the contact team :** Instant and targeted dispatching to the employee who interacted with the customer
- **Winning back the customer: follow-up and problem resolution :** Follow-up with customers: first with detractors in order to offer them a solution and invite them to come back
- **Performance improvement :** Implement the actions necessary to improve services

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OUTER LOOP
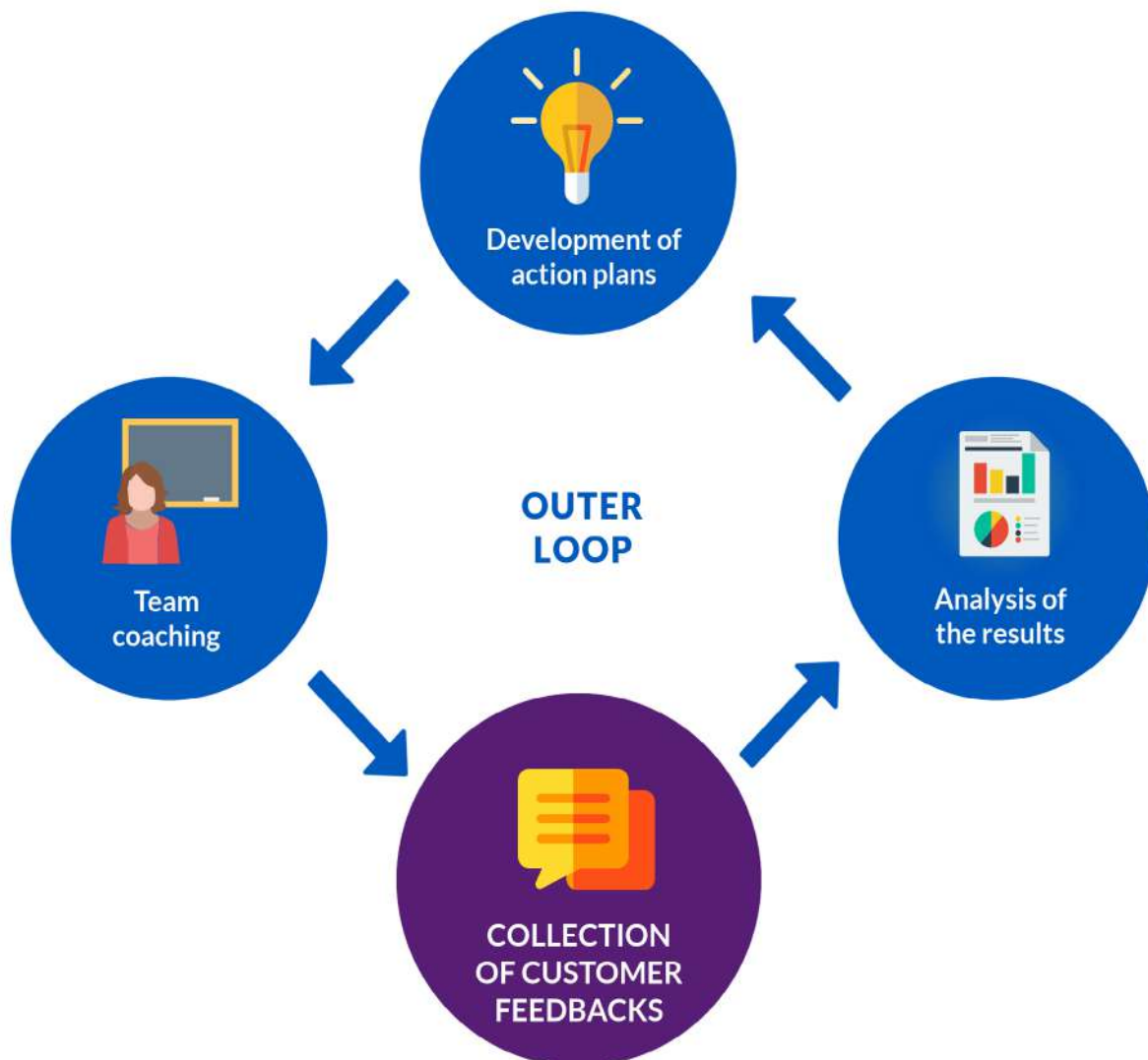
- **Collection of customer feedback :** Collect on the spot or on a one-time basis
- **Analysis of results :** Identify strengths and areas for improvement
- **Development of action plans :** Action plans are a part of a customer-centric approach. Customers' opinion are taken into consideration at all levels: Customer experience and loyalty, Pricing and product, Procurement
- **Training and team coaching :** Interactive workshops, NPS Charter, sharing of best practices, etc

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The development of an action plan is essential in order to capitalize on the satisfaction levers and improve the weak points. In the context of a dynamic of ongoing improvement, the action plans are extended to every service. For example, if customers are dissatisfied with the price, the pricing department must act. Finally, the field teams must be trained by the headquarters in order to transmit the strategic vision of the brand and help them develop their skills.

Undertaking the dynamic of ongoing improvement by the NPS with a perspective of growth hacking* allows you to achieve the NPS promises, which are increasing loyalty and growth. On the one hand, because retail chains collect customer opinions but rarely know what to do with them in order to generate a return on investment for the opinion collection, the costs incurred therefore represent a loss. On the other hand, this dynamic is a lever for customer retention and loyalty and recommendation and therefore, the continuity and increase in turnover.

5. TRAINING TEAMS ON THE NPS

The NPS remains an indicator with a "headquarters" dimension which does not mean a lot to field teams. If you want to involve sale outlet managers in your NPS approach, which is a very good initiative, they will need to be trained on the subject. Follow our advice to best get them involved in the process!

Before generalizing the project within the whole network, we advise you to first launch a test phase. Make sure the approach has been properly implemented and make the necessary adjustments (technical accessibility, customer file conformity, comprehension of the questionnaire by the customers, sufficient response rate etc...). At the end of the test, it is time to inform your teams and train them for the NPS.

THE KICK-OFF MEETING

It is the opportunity to bring your teams together (the sale outlet managers, regional managers and any person concerned by the project) in order to announce to them your desire to set up a new approach which allows them to achieve their objectives and develop their skills. The objective of this meeting is to reassure them, explain that it is not a way of controlling their work and especially answer all their questions.

This meeting is also the opportunity to explain what the NPS is as well as its method for calculating and interpreting the result. Remember to distribute little NPS guides and to provide a hotline to assist the teams. You can also announce a corporate NPS objective and encourage everyone to participate in order to achieve this objective.

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COACHING

The next step after the kick-off meeting and the arrival of the first results is coaching either one-on-one or in small groups of 3 people maximum. This first involves presenting the customer feedback and NPS score management interface and explaining its different features. Afterwards, it is important to recap the NPS calculation method and the reading of the score. Please don't hesitate to give small quizzes and allow participants to take the lead.

Finally, help teams to set up a simple action plan based on customer feedback. For example: *The product requested by the customer is unavailable => I order the product for the customer or I send them to the nearest store where I will ask my colleague to reserve the product.* Coaching does not stop at the launch of the project. It is important to organize progressive coaching sessions for different levels: beginner, intermediate and expert.

CALLING BACK DETRACTORS

The exchange with detractors will be decisive on their willingness to stay and on the turnover that you will be able to achieve with them in the future. Training teams on the callback is essential for the proper conduct of the exchange.

Here are our tips:

- Demonstrate empathy: listen to the customer and apologize if it is necessary.

- Never say: "I am calling you following our customer satisfaction survey because you are detractor."

- Provide a solution: make concrete proposals (product exchange, commercial gesture...) in order to keep and re-enchant a dissatisfied customer.

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- Invite the customer to come back and you see.

- « "Demystify" the detractor so that the employee is relaxed during the call.

So that the employee can call the customer in the best conditions, we advise you to write a response guide for them. This guide should not be a script, but rather a tool that the employee can re-use before calling customers in order to refresh their memory on the objectives and good practices.

THE NPS DEMONSTRATION AND BRAINSTORMING WORKSHOPS

Your teams need room to breathe from their daily missions. They also need to be regularly trained. Take advantage of this to organize NPS days at the regional or network level during which teams will exchange good practices for calling back detractors and the implemented action plan. This is also the opportunity to help stores in difficulty. Be careful not to intimidate the sale outlet with the lowest score.

It's a good idea to have an external person to host an NPS day. You can use the expertise of your service provider who has a vision on other retail chains and who will provide you with inspiring ideas.

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THE NPS BONUS: A GOOD IDEA?

Be careful with panhandling for positive opinions or *The Promoter Beg*. Giving a bonus according to the NPS score per sale outlet can be a good idea to motivate teams and reward their efforts. However, your goal is not to turn your contact teams into good score beggars. An exaggerated focus on the score is counter-productive; it is better to focus on progress and on the dynamics of the approach.

HOW DO YOU GET TEAMS INVOLVED?

Retail chains that hold high customer satisfaction scores generally have high employee satisfaction scores. The NPS and the ENPS (Employee Net Promoter Score = employer recommendation score) are correlated! Ensure your employees' well-being, congratulate them and engage each member on improving the customer experience.

Small tip: There is nothing more rewarding than a compliment from customers! Set up a "Happy Customer" alert system in order to distribute compliments to teams as soon as they're received; it is a guaranteed means for creating a link between employees and teams.

REMEMBER...

Training and supporting teams are indispensable to the success of a customer-centric approach. Every member brings their added value: the contact staff (such as customer service, technical assistance and sales advisors) plays a key role in deploying promoters and neutralizing detractors. Managers improve performance and know how to create excellent customer experiences. Senior managers create and provide the appropriate systems in order to ensure consistency between decisions and strategy.

CONCLUSION: AND THE CES?

The Net Promoter Score, the satisfaction indicator which was created in 2003, owes its success first and foremost to its simplicity. Holding many dimensions at stake, the NPS can be embedded in the heart of your strategy at the strategic and operational levels, as we have explained in this eBook.

The NPS is not just a simple number and the NPS question is not just a simple satisfaction question... Its creator, Fred Reichheld, referred to this question as "the ultimate question". Increasingly used by the large European companies, the NPS is now **the "must-have" indicator**, the one that we must absolutely measure.

A new indicator has recently arrived on the markets to compete with it. It is the **Customer Effort Score (CES).** This indicator measures customer effort through a single question, just like the NPS. For example, the CES question can be worded like this: "What degree of effort did you have to provide to find the desired product? ".

« The CES, a powerful indicator, complementary to the NPS »

According to the research of its creators, which was published in the Harvard Business Review, the CES is 2 times more powerful than the NPS for predicting loyalty. The CES promise is to create loyalty among your customers without spending huge budgets in order to enchant them by starting with improving your service.

At Critizr, we believe that there is a complementarity between these two indicators which would enable a controlled customer experience. **Customers who provide a high degree of effort to buy do not recommend the retail chain.** The customer is not only satisfied and loyal to a retail chain that makes things easier for them, they will even recommend it to people they know. Indeed, the link between the notion of effort and recommendation has been verified in the framework of several research projects which have demonstrated a strong correlation between the NPS and the CES.

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While the former still has a bright future, the CES is starting to find a prominent place in corporate marketing strategies. **However, it should not replace the NPS.** These two metrics measure two different concepts, effort and recommendation. Their purpose is the same: customer loyalty. They are two action plans that you can combine to achieve unprecedented results and triple the probability of creating loyalty among your customers.

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