Università
Ca'Foscari
Venezia

Master Degree

in **Management**

"Innovation and Marketing"

(LM)

Final Thesis

Evaluating the customer relationship through the Net Promoter Score

Supervisor
Ch. Prof. Andrea Stocchetti

Graduand
Camilla Marcato
Matriculation Number 860145

Academic Year
2021 / 2022

Alla mia mamma, al mio papà e alla nonna Natalina, i miei fari

A mia sorella, la mia fonte di ispirazione e il mio punto fermo

A Ludovica e Leonardo, i miei angioletti

A Lucia, la mia ancora di salvezza

A miei presenti amici, i miei punti di forza

A Marco, la mia rinascita

A me stessa.

INDEX

CHAPTER 1

Measuring customers experience

CHAPTER 2

The Net Promoter Score Research

CHAPTER 3

Application Analysis: the case of Carel Industries

CHAPTER 4

Final Summary

CHAPTER 5

Conclusions

INTRODUCTIONS

This thesis is based on a project of evaluation of the customer fidelity through the use of the Net Promoter Score analysis. The goal is to investigate the potentiality and applicability of this method as a good recommendation tool and as a predictor of financial performance.

Customer fidelity (or customer loyalty) is probably one of the most recurring topic when talking about customer relation with a company, and it is traditionally associated to customer satisfaction, which is strongly influenced by the expectations that is the real issues between the perception and the expectation of quality.

However, the actual assessment of customer satisfaction is very difficult to estimate and its relationship with customer loyalty depends upon many factors, including complex and unpredictable factors. Many managers try to overcome the problem by looking at the feedback achieved directly by surveys or any type of direct conversation that can give an idea of how customers could behave in the future so to prevent mishaps.

Fredrick Reichheld, in 2003, has introduced the concept of the Net Promoter Score (NPS) thanks to which it is possible to track and analyze all the customer survey metrics, and consequently to determine their loyalty . For him, all of this is made it possible by only one question submitted at the clients that the the firm have to manage.

In this dissertation, the Net Promoter Score is investigated through literature and practical cases. Moreover, I am reporting how I applied the NPS during the training internship I held at the company Carel Spa.

My work is divided into five chapters, where firstly I try to explain the importance to measure the performance and the voice of the customer, sustained by theoretical thesis.

Then, I describe the recommend one (NPS), in details, the studies for and against the superiority of the metrics through investigation, examination, research, example and so on. I have also compared the NPS method with others in order to find the best practices that the industries can apply and the key points shared by all the quoted methods.

In the third chapter I investigate directly the way in which Carel put the NPS investigation into practice. First I have made an analysis about the complexity of the firm, in order to investigate its strengths and weaknesses and to get an overall picture. Then, I deal with the opportunity I had of studying in concrete the applicability of the NPS made it by Carel at its Italian branch and analyse all the data provided to me.

Finally, in the last chapter, I illustrate the project carried out with the analysis I made of the applicability of the process in the CSE branch. All of this thanks to the support of the internal staff that allowed me to develop and share my own presentation with the result I got.

CHAPTER 1: THE RELEVANCE OF CUSTOMER FIDELITY

1. MEASURING CUSTOMER EXPERIENCE

Customer fidelity (or customer loyalty) is probably one of the most recurring topic when talking about customer relationship. The typical arguments in favor of investing (more or less heavily) in customer fidelity advise to do it in order to monitor the customer loyalty and to obtain the largest data of multiple behavioral criteria. Customer loyalty is one of the most powerful drivers of growth and profit, that it is possible to measure in a firm.

However, gaining the loyalty of the customer is not an easy task, and it might require significant organizational and financial effort. Therefore, it is legitimate to ask ourselves:

- Which are the practices, tools, organizational procedures, etc., that are necessary to pursue and monitor customer loyalty?
- To what extent the investment and efforts required are justified by the advantage of customer loyalty? Are there any situations in which pursuing customer fidelity is a dominated strategy?

This chapter deals with the overall topic of the relevance of customer fidelity in the strategy of the company. First, I want to explain some models of investigation, used by firm's managers, to understand why is so important for an industrie to monitor its customer satisfaction performance, reporting concreate cases. Second, I look at the literature for a theoretical overview and third, I explain the most interesting method to get efficient data about satisfaction, the voice of the customers (VOC).

1.1 BACKGROUND ON CUSTOMER EXPERIENCE AND SATISFACTION

Customer satisfaction (CS) is a topic that have relieved a lot of discussion through literature, especially in the recent past years.

Kotler and Keller (2012) said that "satisfaction is a person's feelings of pleasure or disappointment that result from comparing a product's perceived performance (or outcome) to expectations".

According to Griffin (2008) [1]"definition of customer loyalty as a manifestation of the behavior of the units of decision making purchases continue - going against the goods / services of a company that is selected."

Is satisfaction a base to measure loyalty? Do the managers have to follow steps in order to predict behaviors?

These are some matters discussed in the theory by researcher. Especially, is famous the theory of the reasoned action (Ajzen and Fishben, 1980) that is close to the hierarchical logic where the behaviors come from intentions, that, in turns, start with the grade of satisfaction. Other theorists, like Oliver in 1999, found out that satisfaction is a primary lever to enhance loyalty. Nevertheless, most managers don't follow hierarchical rules. They try to go "beyond" satisfaction.

About that, a current literature, presented by Reichheld's (2003), supports the positive link between recommendations and loyalty behaviors. In fact, behavioral intentions are most of the town strongly correlated with customer behavior relative to perceptions of customers satisfaction.

In literature it is important to analyze fields of research as marketing, organization, management and market information and usage in their whole, and to adapt them to the environment, in order to better implement the strategy system and achieve efficient financial growth. Theoretical mechanisms are still associated at the performance.

The challenge in reviewing literature is the matter of fact that there is not a standard in the prediction of customer satisfaction. For this, researchers have deployed a lot of scales and questions to better investigate these issues, where variations between different studies confirm it: there are no single models that guarantee the customer satisfaction.

Lot of deployments have discussed about the multi-dimensional phenomenon, others about the different questions Satisfaction scale that must be developed, others about the different instruments to use to monitor customer satisfaction, and so on. What is a cause of loyalty for some firms or industries is not always a straightforward for others.

Apart from that, literature has found some key drivers, fundamental for determinants customer satisfaction, as well as some approaches that might be used. Few determinants that affecting customer satisfaction can be commitment, service fairness, communication, price fairness and relational benefit. Some can be more relevant for some types of industries rather than others.

---

[1] http://www.journalijar.com/uploads/122_IJAR-28699.pdf

In terms of approaches, the most popular methodologies for measuring customer satisfaction are the NCSI (National Customer Satisfaction Index), that takes different names in base of the nation like Sweden that has its own barometer, others are the NCSB (Norwegian Customer Satisfaction Barometers), and the most popular, like ACSI (American Customer Satisfaction Index) and its European Counterpart ECSI (European Customer Satisfaction Index). Each version has its own modifications but they all have some fundamental points on common. The methodology look at the CSI as customer evaluation not only regarding the experiences but with a more global vision about consumption. These analysis take into account antecedents like consequences.

Other methodologies are the SERVQUAL, the IPA, the DEA or the MUSA.

The SERVQUAL method, suggested by Parasuraman (1988) and implemented by further studies and application, is about service quality expectations and perceptions. It is defined as one of the best instrument for predicting CS in a firm. This is not generic but must be customized.

The MUSA, introduced by Grigoroudis and Siskos (2002), has the goal to analyze the customer satisfaction in term of supply. The MUSA method works under pre-defined criterions.

The IPA is more an analytical technique designed to analyze the attributes perceived and their quality. In practice, if they are able to satisfy the expectations of consumers. The DEA is another powerful technique made off to solve decisional problems because it is competent In measuring the efficiency of several industries. The DEA takes into account the cause-effect relationship.

In conclusion, there are a lot of methods that can be useful for measuring CS, also not mentioned, and not one perfect for all. Even the key factors that affect the customer perceptions are many and so it is important to individuate the main ones that influence its own specific firm, sector or service in order to understand the degree of satisfaction and thus if the objective is reached.

1.2 THE CONCEPT OF CUSTOMER FIDELITY AND ITS IDENTIFICATION

This study investigates how the people in charge of measuring the customer satisfaction play their role and why their work is so important today. These findings show that satisfaction is interpreted as an attitude by the fact that strongly linked to the loyalty relationship through which firms are able to develop with their customers.

Primarily, satisfaction is strongly influenced by the customers' expectation and perceptions. In particular it is linked to the quality servicer and brand preference. Derives from what,

customer satisfaction is very difficult to estimate in accuracy because it is made of complex, various and unpredictable factors. Today, a huge amount of data about customers behavior and preferences that can be collected through a series of both physical and ICT tools. However, the majority of such data are not suitable enough.

To this end, many industries use indices to monitor the behaviors of the people in accordance with their performance, like the ACSI (American Customer Satisfaction Index). The ACSI Analytics try to overcome the problems linked to collect unsatisfactory type of data by turning raw data into financial data, relevant for the decision-making. The ACSI model works through:

[2] "- Separating signals from noise

- Moving from correlations and artificial intelligence (AI) patterns to cause-and-effect interpretations

- Calibrating measurement instruments toward profitability"

The ACSI method is applied to the customers with the use of surveys with ten-point scale and not eleven-point scale, as the NPS, because [3] "research has shown that a ten-point scale is by far the most efficient". Moreover, it is verified that the most efficient surveys applied are those that are not so long and are very accurate. The companies with high ACSI, show, in accordance, high customer loyalty, success and profits.

The European counterpart of ACSI its EPSI rating, also perceived as a good solution.

Another process that helps managers to investigate about the satisfaction of their customers, is the Customer's Satisfaction Information Usage (CSIU). This is useful because it gives an understanding of the overall environment, helping in making decision for the deployment of the resources. These method is applied by in-depth interviews and focus groups. In other words, it gives an explication of the process of the market orientation and the theoretical mechanism that must be taken into consideration by the firm, so why optimizing the CS. The company that achieved a great CSIU has also recorded competitive advantage and have efficient funding. The goal is the ability to adapt the firm's process (routines and procedures) to the surrounding environment, learning by the market, customers, competitors and channel members. These give the possibility to have an understanding of the customers needs and wants in order to be more efficient and effective than competitors, so to achieve success.

---

[2] https://www.theacsi.org/national-economic-indicator/us-overall-customer-satisfaction

[3] "Is the NPS a trustworthy performance measure?" Kai Kristen and Jacob Eskildsen

Through a study, applied by [4]Neil A. Morgan, Eugene W.Anderson, and Vikas Mittal, it emerges that there are less bias result when there is the possibility to use open-ended questions, involving more than one interviewer and amplify the interviews research. They also find that CS is based on "formalization" through specialization and routinization,"frequency" that refers to the number of times activities are performed in a given time frame,"measures" that refers to the specific indicators of CS with which firms collect data, and "sampling" that is the ways that firms identify and target customers from whom they collect CS data.

The CS take into account different type of data, among which are:

- data integration (combination of resources as a single data set),
- analytical sophistication (statistical analysis used to interpret and derive meaning from CS data),
- Relationships examined (link among variables of CS data).

Through the analysis of this data it is possibile to identify specific problems, solve and transform them into strategic acts able to improve the process and therefore the long term actions.

The authors of this study found, at the end, that there are many firm's factors that influence the CSIU outcomes as the customer concentration, the cultural orientation, the human and technology resources, the advantage position, the competitive of the firm's marketplace, the market dynamism, or the customer homogeneity. In any case CSIU can vary across firms.

From another point of view some enterprises adopt the enterprise's system ESQUi. This tool is designed to help managers to acquire new customers promoters and improve business, reducing costs. This system operates as a market-research instrument through questionnaire and makes it possible to understand the value of dissatisfaction of customers and translates the information obtained in operating activity.

What makes this approach useful is the fact that it is possible to see a very high response rate (customer cooperation exceeds 95%) and lower sample bias. Furthermore, it enhances the reliability of scores, using both call and e-mail surveys. Having an idea of the number of customer promoters, companies are able to measure the world of mouth a using them as competitive advantages.

It is relevant to implement continuous improvement practices to the ESQi system by:

---

[4] Morgan, N. A., Anderson, E. W., & Mittal, V. (2005). Understanding firms' customer satisfaction information usage. Journal of marketing, 69(3), 131-151.

-training program for improving the service and experience of customers with the company.

-on-the-spot fixes, in order to take rapid action to sustain word of mouth

-experimentation, new tactics, new approaches and strategies, looking at the changes in order to improve outcomes

-closing the loop even faster, answering to the complaints thanks to the right feedback

-learning from the best, that generally comes from focus groups divided by regional and national area

The problem of ESQi is the fact that it looks only at the result in percentage of promoters and not the detractors. Apart this, looking at the ESQi score is useful to monitor the number of operational mistakes, maintain superior growth, deliver better customer experience, and expand into adjacent markets.

Customer loyalty is a complex thing, but predictive model analytics can provide various advantages for its measurement, because:

1- help managers to organize accurate data technique to predict customer loyalty

2- data technique predicts customer loyalty and identifies customers churn and benefits of multidimensional systems

3- text-mining approach determine, because feedback makes possible to find group of customers

4- data points measure customer systems behavior and loyal attitude

5- NPS is the opposite of the actual patterns

A CONCRETE INVESTIGATION OF DIFFERENT CUSTOMER SATISFACTION METRICS

A case study made on three industries (retail banking, mass-merchant retail and Internet service providers) where are used correlation analysis, Chi-square Automatic Interaction Detector (CHAID) and regression analysis, demonstrates that only the use of multiple indicators instead of one (like only recommendation) is not sufficient to predict the customers loyalty behavior because the measurement must balance and manage different aspects of the customer experience simultaneously. If this is not taken into consideration the risk is the possibility of misallocation of resources.

Satisfaction comes by expectations and perceptions, the companies have measured their service quality with the help of the ACSI analysis. But, to have an idea more specific about the perceptions, the best method is oriented to concentrate the research in term of cost and taste. The technique that can help managers on this is the Customer Value Analysis

(CVA) approach, since investigate on the customers' response to a "worth what paid for" question.

In this study it emerges that there are some factors strongly based on the satisfaction, that influences unequivocally the perceptions and the expectations of the customers. In fact, when loyalty emerges, firstly, the preferences, as the brand preference on which any of us expect something different and fulfilling from it. These important elements, summing with the overall experiences, influence, in turn, the repurchase. Repurchase is an important key factor for research that works on these intentional factors that strongly influences the behaviors, without leaving out the recommendation (word of mouth) or the retention.

For all the sector it emerged emerged that also the integration of the share-of-wallet is an important criteria to have an idea about the spending share of its customers. Like the trend in spending, often measured by the RFM (recency, frequency, monetary value) segmentation.

It is difficult to understand, but essential, the role of the word-of-mouth recommendations. The company must create a powerful customers experience that pushes people to spread about them, their products or services, in the most positive way as possible.

Therefore, this study, want to demonstrate that not only one instrument is able to satisfy the several field of research that must be investigated in order to have reliable data about the satisfaction of the customers. The examination was applied to more than 8000 customers in the three industries or research (retail banking, mass-merchant retail, and Internet service providers (ISPs)) where the respondent are investigate about their relationship with firms or brands, base on their personal experiences in order to achieve data about customer satisfaction, expectations and value attribute by them. As a result of these loyalty survey, it is impossible to attribute a best predictor of behaviors but it emerges the importance to consider a multidimensional approach by the fact that loyalty is based on experience and experience is a personal thing that can not be generalized and considered as the same for all. Therefore, the findings demonstrate that there is no one or simple solutions trying to interpret the satisfaction and turn this into direct profits. Every firms/ industries have to understand between a variety of possibilities to find the most suitable method of analysis to link metrics together.

In my opinion, investing in the customer satisfaction nowadays is not only important but essential for growth, because the cleaner the measures each company must consider, the less money is wasted. However, there is not a practice guidance for managers for the best method to follow in order to rich the success. Eery firms have to understand their own best

view. As obvious, not all the managers are able to do it perfectly, on the contrary most of the time they register failure and frustration.

Understanding the best customer satisfaction information to adapt to the surrounding landscape is the heart's of the firms system organization.

1.3. THE VOICE OF THE CUSTOMER

Nowadays the role of the customers is more and more important within a company, in particular the way on witch their desired, needs and wants influences the direction of the firm and of other people.

Modern consumers are interested in the product functionality, especially because they have trust on advertising, but, now, the new consumers (called postmodern consumers) focus more their attention on the symbolic aspects of the products, so they try to define their lifestyle through the product on which they must be able to convey their personalities. The focus is not on the product/service itself but on the signs that turns around.

Here is the role of the Voice of the Customer (VOC) as an important tool to manage carefully.

In practice, the VOC gives the possibility to the customers to express their-self in order to help firms and even industries to develop products and services. It can be also defined the core of the process, where all start. The analysis at the customer are made it by surveys and the information gained are transformed into powerful strategies. If you wan to reach the success the first step is to understand the VOC, how it works, how to better implement it and which are the most prominent data to be analyzed.

By the fact that, for customer, what is become most important is the experience, in its global form, it is necessary to take into consideration all the aspects of these, from the first perception to the end of the journey, so with the loyalty. Creating an efficient voice of customer program can be the key to increase customer, improve business and give more value to your teams.

[5]"US businesses lose $136.8 billion a year to preventable customer churn, and reports show that just a 5% increase in customer retention can increase profits by 25 to 95%."

Why VOC process work?

A poor understanding of customer led to further implications in term of quality, lead time, and cost-customer satisfaction management (Jiao, 2006). The program works 24 hours a day, every the day of the year, and gate information in the real time.

---

[5] https://monkeylearn.com/voice-of-customer/

The Voice of the Customer methodology is based on several methods and even here the company itself have to research the most suitable. The data achieved in every approach can be different or the way in which these data are collected. The analysis is made by surveys, social media, feedback forms, website behavior, chatbots, recorded phone calls, or customer review. One or more than one together.

The main popular types of surveys are customer satisfaction surveys (CSAT) and Net Promoter Score (NPS), made it even more online through chat, e-mail, google meets, and so on, after a customer journey, so after been in touch with the most possible number of touchpoints.

The analysis of the question uses generally the CSR (Customer Satisfaction ratio) index, a correlation between the customer outputs and the design inputs.

Conducting a survey is about clarity (verifying that the customers have really understood the question, so what you want that they perceive), comprehensiveness (verifying that with these question you are able to investigate all the areas that you are interested into) and acceptability (verifying that what you mean is accepted in terms of length, privacy, appropriateness, etc).

The questions can be of two types: close-ended or open-ended. The open ended provide more info background because people can express whatever they want but the problem is that they are not easy to analyze and difficult to manage because they require greater communication skills of respondents and this can be inconvenient.

The close ended questions are better because they are questions like 1-10 scale and require only calculation to be analyzed, so facilitating comparison, they are more clear and better for sensitive issues. The cons here are the fact can comple respondents to choose between a range that is not identificative for them or they can respond with carelessness.

It is also important to invite people to the participation of the survey with solicitation letters and before actual survey, to try find the correct type of customers for the survey that are useful for the investigation that you are looking for.

Additional tools that the firms use are the data mining as text-mining techniques, sentiment analysis or the ACSI Index (American Customer Satisfaction Index), a market-based performance for firms, industries, economic sector, national economies measure. This model takes into consideration the quality of the product and service data compared with the experience of their customers.

The DAE (Data Analysing Engine) process, is another methodology based on the conversion of customer data in insight for the development of the firm's qualities.

The advantage gained is perceived especially by the design engineers that develop and plan the product and the service in order to be competitive, in time with the needs and wants of the customers and, fundamentally, not wasting money with unnecessary and expending changed.

The main rule is that there is no one-size-fits-all process, but even more important is the fact that every company needs to be aware of the goal that want to be reached, so what they need to discover, the type of data to take into account, which technologies better achieve these goal, and which are the best way to analyze the collected data not to waste time and money, so take the correct action. In order to do these there are relevant steps to take into consideration. First, collect data (quantitative and qualitative) with a technologies suppuration. Second, analyze the data with an efficient process, processing the data and obtaining relevant key to work, like words and rules.

Some successful example can be done by the big industry that Amazon built. The director, Jeff Bezos has crated its own success around the voice of the customer. They used open-ended questions and technologies machines, automatically, take out the most salient information from respondent in term of keywords, demographic data, sentiment, subject, and so on. Also use other instruments for the engagement with customers that increase customer loyalty and brand awareness.

Implementing a successful voice of the customer inside your business allows to growth not only in terms of profit, this is a positive consequences that happens if the work inside and outside is done in a versatile, efficient and effetely way.

CHAPTER 2

2. THE NET PROMOTER SCORE RESEARCH

Follow the goal of the companies, that is to grow and rise profits doing business, whereas achieve good and true feedback, increasing in term of loyalty of the customers and against competitors, so become the first one on their market.

But, how can companies do this? How can they manage good accountability as well as create satisfactory value for customers?

As mentioned before, a sophisticated type of investigation that can help them in achieving information about customer perceptions is the NPS analysis. In this chapter I deal with the main aspects of the NPS methods and try to explain why it is so important to apply them, or not.

2.1 WHAT IS THE NPS?

The NPS is a philosophy emerged in the 2003, by the author Frederich Reichheld, an expert, noted author and speaker about customer loyalty topic that introduced a new way to collect data about the satisfaction of the customers.

The novelty of the NPS index is around the concept of the introduction of an index not complex but easy to understand and apply by all the managers. The main objective of these measurements is to bring companies to not waste time and money with a lot of verbose surveys. Here, there is only one question, simple and efficient to take into account, able to work for the entire organization, that is: "How likely are you to recommend us to a friend or colleague?".

The NPS, Net Promoter Score, is the "ONE NUMBER you need to grow", as Reichheld says. The basic idea is to gauge the loyalty of a firm's customer relationships and its direct correlation with the revenue growth. This is viewed as an alternative at the traditional customer satisfaction research.

Through studies by the Harvard Business School with the teamwork of Reichheld and with the collaboration of the Bain and Company Consulting, it was possible to demonstrate that the NPS is a survey metrics to track all the segments of customers that interact with an organization. Bain and Company research, also, establishes a strong link between organic growth and company's NPS.

To measure the level of score, the answers are rating with a scale from 0 to 10, where:
- from 0 to 6, that are the customers categorized as detractors (unhappy customers that generate negative WOM and high rate of defection, decreasing the company's profile reputation),
- from 7 to 8 that are customers categorized as passives (passively satisfied customers),
- from 9 to 10 that are customers categorized as promoters (loyalty enthusiastic customers that represent the 80% of referents).

Then, a summary number was calculated by the formula that takes into consideration the percentage of promoters minus the percentage of detractors.

In order to better understand, detractors are the customers that are not staunch with the company, principally for their product and policy and deemed responsible for the generation of bad profits. They switch to the competition when it is possible, despite negative word of mouth and negative feedback or make a lot of complaints. All of these actions bring to waste firm's reputation to the eyes of others customers and reduce the possibility to recruit the best skilled employees.

To the contrary, success is achieved by good profits, earned thanks to the good relationship and cooperation of the company with their customers, building with them great experience. The customers that are able to generate economics advantages across the business, the true growth, are called promoters. The goal of the company is to hold the most possible number of promoters and be able to satisfy their needs and wants, in order to generate positive word of mouth and increasing reputation, attracting new customers and shareholders. All this have a priority because nowadays people trust more the company by the positive feedback that receive from others rather than by the persuasion of the advertising of the company itself.

The last category are the passives. This type of customers is satisfied by the company service but is motivated more than the inertia than by the real benefit received, so shift between the company and competitors occasionally. They are not loyal but neither unsatisfied.

But, NPS can not be considered just a score!

For these reason, NPS practitioners, also, asked respondents "why" for their ratings, using an unstructured open-ended question and obtaining relevant feedback from customers, every day.

Thanks to these process it is possible to achieve information to realize fuel innovation that satisfies and draws the attention of new customers. The key is to learn by promoters and gain new promoters.

The salient fact, is that this question must be considered only as the first step. Subsequently, it is important that managers and employees find the best way of scoring the response, pulling out an interpretation that brings to the right direction of actions.

Interpreting the scale means to consider ten as "extremely likely" to recommend, five as neutral and zero as "not at all likely".

The advantage of this system is that it can be used by business but also nonbusiness organizations (like schools, hospitals, charities, government, etc.).

Lot of prominent companies, like American Express, Microsoft, General Electric, have experienced this method trying profits.

Derek Martin, director of American Express, worries about NPS for its credibility as customer-loyalty metric of measurement of the business' bottom line and affirms: "data that

says that as net promoter score rises, customers spend more money, they're more loyal, they're putting more dollars on an American Express card, and they're leaving us less."

The winning factor is the fact that the surveys are directly connected to the business economics, as reported by the General Electric Healthcare: "NPS links well to both market share and profitability".

Nevertheless, industries can grow despite a low NPS. For that reason, this number can not be the only one to take into consideration.

The best things that a company can do is to build a high-quality relationship with customers meanwhile train its employees. This means to invest a considerable amount of money and time, but the benefits are considerable in term of development.

Building customer relationship is a way to gain competitive advantage and higher market-share leadership.

ACADEMICS FOR NPS

From what we've said so far, the NPS looks like a perfect measurement of customer satisfaction. But not everyone thinks the same way. There are several claims about the power of this "one number" as sufficient instrument to measure the customer loyalty and its management for a firm.

The Net Promoter Score is victim of its own power! The main critiques come from literature review.

In 2007, Keiningham, in his study about customer satisfaction and loyalty metrics, relationship with customer retention, recommendation, and share of wallet, came at the conclusion that the NPS is not always the best predictor of growth or loyalty metrics. By a research made about data coming from 17 firms and by confronting the NPS with another method applied that is the ACSI data, the author shows how NPS can be a best predictor for a lot of industries, but not for all.

In the same year, Grisaffe study on NPS validation, raised several interesting questions. He argued that NPS is one measure but not the only measure to take into consideration. It's helpful, but not enough. For him, NPS is not a cause of loyalty, so he suggests a multidimensional approach for understand customer experience. The true root causes that brings companies into a long run success.

Pingitore (2007), studied the strength limitations and the customer feedback regarding NPS. He warned, after an examination on multiple industries, that NPS is not functional alone because not satisfied, not delighter and not committed in the right direction. In some cases it was the best, in others the worst.

In 2013, Pollack and Alexandrov investigated about the nomological validity of the NPS. The authors conducted a survey of 159 respondent on customer satisfaction and repurchase intention. They found that WOM was a better predictor than NPS.

Morgan an Rego (2006) in their study about customer satisfaction and loyalty metrics about future business performance found that firm can not focus only on feedback and recommendation, so not only on the NPS.

Kristen and Eshilden (2011) made a survey on NPS (BTC) to examine the relationship between the NPS and customer retention, finding that these methods contain several mistake. Firstly that NPS fails its own validity test because the clusters emerged not correspond at the value assigned by Reichheld. In brief, the authors do not find clusters as promoters, passives and detractors.

Across these studies, that making strong claims, we can arrive to the conclusion that working only on the NPS is counterproductive for firms. NPS is not always the best predictor of business, anyway it is one of the best.

Some authors have also said that these metric is inadequate taken as a single item, but multiple item provide a more reliable picture. Despite this, Mecredy et al. (2018) report: "Even if NPS is no better a predictor than other customer satisfaction measures, literature suggests it may still be superior from a practical perspective if it is easier to apply."

For practitioners and academics the recommendations are equal at the word of mouth and at the differentiation. For these reason, there are also a lot of critique at the Reichheld approach for the consideration of loyalty as a "focus" and not as a recommendation, the WOM not as a measure of loyalty but as an "outcome" of loyalty.

As seen before, for them, one single measure is not enough but only an element that tells you "something" and not make "clarification" of the mean of the question about loyalty: is it an outcome? a measure? a cause? an indicator? These are some questions that emerged by the studies of researcher.

For Reichheld, loyalty is not equal to the repetition behaviors but it is more similar to the willingness to pay. In reality, it is difficult to find loyalty without repurchase, said the theorist.

Other critiques are given by the fact that the NPS is not always equal to growth. As a matter of fact, this methodology does not work for all the industries, like those of software or computer or other services industry. More operating information and different types of loyalty approach, here, are needed, because customers have another consideration of loyalty.

Reichheld correlate NPS to the business performance, because, in his consideration, loyalty causes recommendation and business growth. By scientists, on the other hand, there are no connections not connections between and see the correlation different from causation, because, in order to achieve growth, they consider cause equal to true loyalty and so the effect made it not as a recommendation. The temporal precedence (causality) is one of the fundamental conditions that Reichheld does not consider.

Is also questionable the fact on how this number is calculated from the moment that the NPS take into consideration three main type of customers: promoters, passives and detractors. But, why are the passives not considered in the calculus? Where does that slice of customers disappear?

As we can see, the NPS calculation takes into account only promoters and detractors. So, it is not clear why Reichheld divides the customers into three groups. In this way, emerged both conceptual and empirical problems to adapt to different types of scenario.

It also emerges the fact that NPS is not enough for determine the growth, the customer loyalty measure or manage success! As a matter of fact, satisfaction not always is the best way to asses loyalty and repetition on purchase.

Only multidimensional system has been designed as the real indicator needed for the empirical data collection, since NPS analyzes only customer loyalty and not the actual behavior. Complexity is the true approach for building customers relationship into the long run and for being competitive on product, system, intangibles and so on. Company needs attitudinal and behavioral data sources to predict customer loyalty.

[6]"Study contributes to study the unreliability of the NPS on the overall satisfaction of the NPS as single measurement for B2B complex type of industry". Confronting the NPS with the Satmetrix (American Customer Satisfaction Index) analysis on the same industries, we can understand that the loyalty-based behaviors can be measured only with this multidimensional approach.

An example of a most efficient alternative way to measure customer loyalty is using data mining techniques as the RFM (recency, frequency, monetary) that make it possible to maximize the profits, especially in a B2B organization. This is possible because a lot of factors such as market conditions, customer behavior and perception, or emotions are taken into consideration.

---

[6] Zaki, M., Kandeil, D., Neely, A., & McColl-Kennedy, J. R. (2016). The fallacy of the net promoter score: Customer loyalty predictive model. Cambridge Service Alliance, 10, 1-25.

With these methods, it is possible to gain feedback by using text mining as customers data (action, resources, sentiment) to improve customer loyalty measurement, or text analytics as quality for understand customer experience. The main point is to use together this type of data in order to predict customer loyalty and WOM (behavioral and attitudinal components). In fact, the data collection must work on several factors together, like: business, data-source, variables, model, survey, NPS, qualitative, behavioral, demographic. This is quite important to improve organization customer loyalty by the fact that meanwhile improve touch-points and timepoints customers, the RFM technique is applied with the use of objective objects of validation, like text mining and algorithms.

It is also important to understand the source of the data across multiple systems, like attitudinal (NPS comments), behavioral (transactional NPS that are the financial source like sales or product), or demographics (regional data) to have an overview. In effect, predict variables come from:

-RFM analysis and segmentation (purchasing behavior customer, improve customer life-value, predictive of behavior and loyalty.

-demographic variables: define active customer in days for transaction

-quantify text analytics (text mining model) to analyze open-ended question: improve comments and info on customer experience, feedback (compliments, dissatisfaction…).

As final step, it is meaningful to use validation and evaluation, like using the Bayesian model Descriptive Analytics. This methods analyze current measurement give by the NPS, adding the trends emerged by the customers feedback. Bayesian churned data in specific geographical area in order to identify the focus of their efforts for retain customer.

WOM INVESTIGATION

Since its introduction, the NPS method has become very popular to measure the customers loyalty. Nowadays, gaining loyalty means gaining success. Industries leaders for these purpose invest in real conversation that drives business, so they invest in word-of-mouth (WOM), that made the NPS even more significant.

Experiments report that customers that assign higher NPS are also more likely to spread about the firm, in a positive way.

Acquiring positive WOM, hence, means to acquire consistent cash flows, that in order increase revenues. We talking about word-of-mouth when a customers make positive recommendation, regarding the organization, to a friend, a colleague or a family member. This recommendation can happen face-to-face or by encounters, like through a phone

conversation, e-mail or social media. Therefore we talk about an analysis of the human behaviors.

For company its great important possessing this type of data in order to have a panoramic view of the overall customer experience, in terms of customer behavior, as purchase, intention and satisfaction. This information can be reached thanks of the survey-based measure that makes it possible to understand, from the feedback, in which ways better allocate resource and make powerful improvements. But, why have so many business introduced these approach in place of the original ones?

First, WOM is everywhere. It is born from emotion of real experiences permitting very low-cost investments, meanwhile building customer loyalty. Connecting the positive association emerged to the brand creates in the mind of the consumers a certain type of differentiation from competitors.

Second, WOM permits an immediate and direct conversation, that enhance the sense of credibility, working also perfectly in the cyberspace, where the other methods are limited. Moreover, it's almost automatic the creation of brand advocates that share their experience online as well as offline. As a consequence, the company, without too many efforts, acquires new customers that in turn spread about and promote the brand.

Third, managers and researcher alike the fact that word-of-mouth plays a determinant role on the impact of the consumer on the firm final sales.

In sum, WOM behavior is a powerful tool to take into consideration, but, in the same time, it's also its relationship with the NPS measurement. In particular, one question must be asked: how are they linked? Or better, are they really linked?

NPS becomes very popular principally for its simplicity but this is also the case of its weaknesses. Negative WOM is not even taken into consideration in the analysis of the customers, bringing out a lot of loss of data and limitless. Moreover, not always people that are unlikely to recommend the company also assign negative score. From these point of view all the work made by the NPS is questionable.

The NPS make it possible to differentiate the type of customers but not to have a direct impact on the WOM because they are not able to predict customers' actual behavior, even if they are particular related.

In conclusion, to improve the results it is essential not to exclude any method, but to use them together. After all, NPS performs well and WOM seems to perform equally as well, if not better.

All of these affirmations are supported by several research and studies made by various diplomatics through the years. For example, we can consider one, made by the Sage Journals by Nèomie Raassens and Hans Haans. They investigate a sample of 189 customers with the goal to obtain information about the positive relationship between promoter scores and WOM behaviors, and, base on the customers answers, verify if necessarily the positive recommendation correspond with the positive score on surveys. The study divides the people investigated into the three categories (promoters, detractors and passives), pointing out that customers with higher score are more positive to spread about. Further, it emerged that there are some consumers that are ranking very low but who are at the same time engaging in high WOM behavior. In some companies also with an activity higher than the promoters.

In brief, the results indicate a strong linkage between high score and positive WOM activity but with a negative note. The NPS takes for granted the relationship, considering only promoter and this is the reason why companies fall in a flop and losing a lot of opportunities, by the fact that also others types of customers play a relevant job. As expected, these essays show that passives perform differently from promoters and detractors, but this is not the only factor to consider.

Managers must pay attention to the whole customers to reach their efforts. Theorists analyze that it is more easy to have negative WOM than positive, because people are more oriented in do so. So, to reach the success it is important to learn by these, without exclude anyone.

A HOLISTIC EXAMINATION OF NPS

A holistic examination of NPS made by Timothy L.Keiningham et al., one of the best research in the field of management, puts in evidence other sides of these tool.

On his studies he tries to find the link for customer loyalty metric at macro and micro levels between the NPS and the WOM customer loyalty metric, finding several claims, making explanation of them and pointing out that there are two more relevant criticism, that can't be ignored.

With a managerial prospective, the work of Reichheld has influenced a lot the perception of how measure the loyalty inside a corporation. On the other side, the role of the word-of-mouth can't be ignored. He reported successful examples of industries, that, with these mechanism have reached the power, giving priority to social media marketing, that costly in reality nothing and produce direct conversations. WOM creates recommendation that produces "loyal customers that sell the business for you". By data receiving by surveys of

more 400 companies, emerges that NPS is not so useful because it works only on small industry. At a macro level there is no way to assess that the NPS is a reliable indicator on company's ability to grow, because the link was not found. Compared with ACSI (American Consumer Satisfaction Index) and other Barometer as NCSB (Norwegian Customer Satisfaction Barometer), in interview about customers intention to recommend, their satisfaction, or their repurchase intentions, it emerges how the changes in revenue, made under a loyalty point of view, are not directly correlated with NPS, because are not direct correlate to the change in revenue of the respective industries, but more by a sum of factors. So, many industries claim the fact that the NPS can be used juxtaposed with other metrics.

The second examination regards micro-level data. For this investigation, are been made surveys regarding customers experience with the firms, especially tracking their behavior on purchase. Also here it is not visible the fact that NPS is able to work alone in a way to ensure loyalty. Recommend intention and repurchase intention found to be almost identical, so use only a single metric is not suggested.

In conclusion, NPS falls as a single number and has a suffered a lot of critiques for this affirmation. This holistic study make it possible to see that firms "are forced to monitor and manage multiple customers behaviors simultaneously", both for a macro and a micro point of view, for the complexity on which these are performed, not possible to calculate or direct correlate, if not with a wide variety of models.

2.2 MEASURING TYPES OF NPS (research, survey, investigation, applicability, reliability and practical example)

THE MEASUREMENT

Companies have to allocate reliable financials for pursue principles and remaining focused on customers, by the fact that, the objectives of the market, now, are oriented in a better understanding of the client satisfaction, the prominent factor, that influences the choices and the measuring of the KPIs (key performance indicators). The data achieved are unquestionable and objective, able to guide towards right action. The Net Promoter Score can be strategic to understand data and build strong relationship.

First of all, there are seven main principles to know and follow in order to apply the NPS methods correctly:

First: the company has to ask the Ultimate Question ("How likely is it that you would recommend us to a friend or colleague?") in the survey, after the invitation on the survey

made it by telephone or via email. Other questions that ask in the survey (just one or two to add), must be made so as do not affect the score itself, but only to have further feedback to make improvements in the organization system and to solve problems.

Second: find the right scale to rank, like 0 to 10 scale, where 10 means "extremely likely" and 0 means "not at all likely". For Reichheld this is the most successful method because follow the school grades procedure, it is easier to compare with the competition around the world and it is being adopted by the most world's leading companies.

Third: take into consideration for first the feedback from core customers because are the most profitable in the business and are the stronger influencer of strategies For this, companies, needs high response rate (almost the 65%). In a business-to-business system it is most difficult to gain this feedback from other industries, and mark customers as promoters, passives or detractors. The main powerful way is to look at the frontline executive.

Fourth: measure financial data frequently in line with the results given by the NPS measurements to help employees to follow the right job in managing the customer service with more respondent and more satisfaction act. Improvements come out, consequently.

Fifth: Use granular data to have performance measurements. This is possible by visualizing the NPS metrics as a result not as a market research, thanks to the precision of the data by the "would recommend" question. In any case, it is not always possible to find this type of specificity because the customers are influenced by the experience they have with the company. In any case, this type of data make easier to distinguish between customers loyalty to determine the segment, the profitability, and the main problems that affect employees.

Sixth: gain potential source of bias thanks to measurement techniques. It may be necessary to submit post-surveys to better clarify the main salient point and provide effectively solutions that pick high the value of relationship.

Seventh: use the three main source of bias in line with NPS. Here, it is important the work of employees that must work with a front-line system, such as customer service, technical support or sales play. In order to do this the employees must be adequately trained.

During the application of the NPS, attention should be paid at some conditions that may ostacolate the process, like:

- Fear: conditions that identify the customers that make negative rating and, consequently, generate inflation. To try to smooth out this it is important to get the higher number of

honest feedback by transparent mechanism at the eyes of the clients. This permit to gain market power.

- Bribery: in the commercial practice with suppliers the exchange of favors compromises the credibility and increases bias. To avoid that false voice gets around, it is important to educate customers and employees about the base of your clear policy from the beginning.

- Inflation: in the most of the case this is generated by negative feedback. Customers can also not make any type of comment or not negative but only because they think that with their action they do not produce any kind of benefit or changing, so they are passive. One way to be active against this is using the NPS question because make in the condition the customers to think about it.

- Bias: the most critique conditions. Companies must take into consideration seven types of strategy to overcome it. First, by using e-mail when is possible because people, in general, are more comfortable to give feedback not directly with the interlocutor. Second, use unpredictably in order to be in time with the response. Third, maintain transparency in the policy system. Fourth, a third party to collect candid feedback. Fifth, educate employees and customers about the principles of your company. Sixth, use appropriate audit procedures. Seventh, look at valid systems to incentivize customers to participate.

- Consistency: it is vital to be accurate in using loyalty metrics, as the NPS system to gather feedback in order to compare process and targeting.

- Link the behaviors: validate the link between customers scores and customer behaviors, over time, it is vital in order to sustain constructive feedback and to differentiate in an easy way the segment that drive growth. NPS can help both the parts, in term of building strength relationship and saving cost.

THE FAIL OF SATISFACTION SURVEY

Researches have ascertained that a system that looks only at the satisfaction-surveys is not fully able to keep an effective customer-feedback. Precisely:

First, this type of system includes too many questions that irritate the customer, invests a lot of money and time that can become difficult to manage.

Second, it is not foregone that customers give true answer but they can answer randomly for boredom or lost of concentration, also not respond only the most profitable customers that have a different approach with the company and create confusion and poor decisions.

Third, it is not always possible with the principle of anonymity to find the correct action to take in order to satisfy the dissatisfied customers.

Fourth, many firms use this type of survey only to make promotion, so they make surveys that are don't help the company credibility to build relationship with their customers.

Fifth, there is no direct link between satisfaction-survey scores and customer behavior.

Sixth, referring to this type of research survey what companies obtain are rummy data not based on the personal relationship with the customer.

Seventh, the surveys have nonstandard metrics, are different industries to industries, business to business, company to company, vendors to vendors, so, also, the feedback are different and more difficult to compare with competition. All of this create a clime of confusion.

Eighth, traditional satisfaction surveys look at the overall customer's experience and emotion, so are not specific and create confusion about the goal of transactions with relationship.

Ninth, it is important to give the right feedback received by customers survey complaints in order to give the impression to take seriously their complaints with the company.

Tenth, spending millions of dollars in dissatisfaction surveys that only irritate customers and not provide the right answer to make profits or growth. Instead of focusing in customer experience, employees that canalize their creativity in gaming the system, measuring what customers are thinking, feeling and doing.

IS THE NPS THE BEST PREDICTOR OF GROWTH?

After be aware by the fact that the satisfaction surveys are inadequate, a lot of researchers, scholars, managers, investigators, marketers researcher and so on, have discussed about the real efficiency of the NPS as the best predictors of growth.

At the end, we can see that everyone have its own theory, but, what comes out, is practically the same: the companies need a better solution than the NPS for understanding customers value, delivering the best value to costumers, winning market share, and create truly loyal customers. Practically, even the practitioners most attached to the NPS methods credibility, arrive to the point of which is strongly important for business the use NPS, but not only. A multidimensional approach is the most suitable choice.

Scholars have found five main problems regarding the recommend question, that sustain their thesis:

1- NPS is an indicator of "how you are doing" but provides no data to help you know "what to do". NPS gives information but does not help to decide "how to improve" because it is not statistically reliable and not representative of decision-makers in the market.

2- NPS focuses only on keeping customers, not on winning new customers and retaining old one. Keeping customers is important but not enough.

3- NPS does not provide competitive data because it is not a competitive metric, but to have a measure of the marketplace this data are essential. There are a lot of cases of companies, in fact, that saw the number of theirs customers decrease even that the number of loyal increase because the number of detractors increases and shift to the competition. So, in this case, it is possible to see that while the number of NPS increases, the number of detractors decreases. The problem is that the number of passive increase, too. There is a lot of loss of information.

4- There is no such thing as a "passive" customers. In fact, a company, to gain success must beat the competitors' offers and not measure a firm's competitive customer perception.

5- NPS is internally focused, not externally focused. This can be a problem in the moment that brings up profit than customers' loyalty. The key to have success in order to address at the satisfaction of customers needs is to have a more great vision about loyalty.

On this way NPS is not seen as the best predictor of growth but it is considered in any case a good one, like others, such as overall satisfaction or likelihood to repurchase. Furthermore, also the methodology on which these methods is applied is subject of claims for the fact that, in its calculus of differentiations score, lacks of meaningful information. The NPS obfuscates the real meaning of what customers respond in the survey, principally because not take into consideration part of their respondent, the passives one.

Others, pointing out that the problem can represent the mode on which NPS represent only one dimension of the overall customer loyalty world. This is supported by the factor analysis, a technique with the aims of measuring the best value of customer loyalty by the interpretation of survey data, examining in detail which are the better variables. What emerges in the end, on this research, are three types of different customer loyalty: the retention loyalty (customers that do not switch to the competition and remain loyal for a long-period); the advocacy loyalty (customers that advocate your product and/or brand and leads to the acquisition of new customers); the purchasing loyalty (customers that increase their purchasing behaviors and leads to increase revenues). These three types of customers correspond at different type of business growth. This means that focusing only on the work of the NPS, companies are limited on the simple term of awareness or for making the right questions in the surveys, because they do not take into account these different segments and different type of needs. Meaning and improving each of these types

of customer loyalty can bring to a more direct impact on revenue and enhance in easier way the customer growth. Also with this practice we can see another weakness of the NPS. So, if the NPS is not the best measurements, is it possible to determine more powerful way to asses these problems? Are there better methods?

Until now, I have always sustained the thesis on which I explain the NPS as a powerful and unquestionable tool for companies that want to understand their customer, but after various research, all that I brings to the conclusion that the NPS methods are not like these. At least, it must be supported by other techniques for having a better overall vision of the market and, in order to be competitive, to increase revenues, to be seen as a power from all the shareholders. So, as to operate efficiently. For that reason I have try to find some practice replaceable at the NPS, or possible to add in order to implement its work.

NPS VS CVM

Starting with an analysis of the weak points of the NPS, Kordupleski[7] and later Fisher[8], highlight that there is not always direct correlation between customer satisfaction and business performance, sustained by the NPS theory, by the individuation of three core problems:

- there are too raw types of data analyzed that can bring to a mistake.

- there is not always direct correlation between customer satisfaction and competition analyses.

- the Value is not consider as a metric but as the trade-off between customer's satisfaction of the services.

To repair this error, they suggest a value metric called CVA or Customer Value that provides the CVM (Customer Value Management) process approach.

In this sense, the CVM approach can help more efficiently companies to understand "what you can do" for customers, rather than NPS with which you can only understand "what customers do for you".

In fact, the NPS Approach, focused on the customer satisfaction metric, is triggered by recent events. The surveys are for person who had the recent experience, even if they are not decision-makers or purchase-influencers. Does not survey competitors' customers. So, this method is only focused on the recent transaction and experiences, no matter the importance of the event. This approach is most used by the middle managers to have an

---

[7] Kordupleski R. *Mastering Customer Value Management*. Cincinnati, OH: Pinnaflex Educational Resources; 2003.

[8] Fisher NI. *Analytics for Leaders: A performance Measurement System for Business Success*. New York, NY: Cambridge University Press; 2013.

idea about the performance of service centers such as technical support of individuals, like service representatives.

On the other hand, the CVM Approach is a marketplace perception survey not triggered by an event but it measures the general market perception at the time. Surveys decision-makers and key influencers determine which company they buy from, measures both the competitors and the sponsoring company's value. This approach is used by senior managers in order to understand where a company's resources, products and services have to make improvements.

Is the CVM a really better solution?

Carry out market research, the CVM is important for some main reasons: find out what is its critical for people in term of product or service that they are seeking to purchase, with the sustain of statistically sound method; ascertain what people think about your company's, offerings with higher-level business drivers; obtain timely feedback about what you need to fix and with what priority; detect changes in the market, like emerging preferences, styles, technologies, and so on; find out how the competition is viewed where it can be helpful create a benchmarking metrics; improve your business bottom line! Another finding is about the Value that customers attribuite in term of Quality and Price, based on the CVM. The customer Value is identified as the willingness to repurchase or the willingness to recommend your company to someone else. No important factor affecting the market's overall perception of Value are omitting and is important to make decision process to focus improvements efforts.

A neon on these system is about the model that only look a few high-priority areas of improvements. This model is not perfect and there are a lot of information unexplained. Over that, the CVM is defined as a strong enough process to gain competitive advantages by the way that it is based on the relationship between the company and its market, between the company and its competitive performance and, most important, because it is based on continuous improvements.

Comparing with the NPS it emerges the problem that this method is more imprecise and not always correlate to profit and growth. It is not customer friendly.

The Customer Value process, somewhat, bases its survey asked at the decision-maker (typically a user) an evaluation about all their experience with the company. This evaluation is in the lost of times accompanied by a reason for the loyalty rating.

We can see that, for the business to consumer the CVA metric is useful to predict the market share and for the business to business, to develop the decision-maker surveys.

An important key factor is the concept of the Value Map here adopted, strategic for the understanding of the company position on the market. As a matter of fact, companies can select their target market (economy, average, or premium) and, through these, gain market superiority in term of price and quality.

When companies analyze the customer satisfaction they must answer at two important question that are: "How are we going?" And "what should we do?".

For Customer Value Management, companies obtain competitive information and are able to involve price and quality, rather than for NPS, where companies have uncalibrated competitive information and are not able to understand the decision-maker's perception of Value.

WINNING STRATEGIES

Other strategies, that the company is invited to implement are correlated to: invest in the right customers segment, focusing on their experience; go in the same direction of the employee works; renewing and reinventing customers life in line with the company act. These action must be taken to brings into a business success.

A way to make in practice these notion is, for example, by invest in advertising, salespeople, acquisition, or line extension. As Bain call, industries have to look at the three Ds: design, deliver and develop capabilities. These elements taking together reinforcing the company structure and make it is possible to see the improvements on the voice of the customers side.

Every customers segment have different value prepositions, these mean that the company must be able to stay in different part of the the promoter-detractor scale. On this scale it is possible to measure the level of profitability with the level of the NPS. More customers are above the line of profitability and in the right side, more cost of capital match the return and more promoters there are.

In practice, the grid is so useful for understand where to allocate resources and on which segments, in order to gain more promoters than detractors. For realize this, there are three main priority to take into consideration:

1- Invest in the most profitable side, that is the upper right sector, also called premium clients, because are the customer that are more in line with the company business, that generate positive word of mouth, and make more easy to drive strategies into priorities. So make possible growth in term of expansion, finance, acquisition of new customers, customers experience, like add extra services (create partnership programs, special card).

2- reduce bad profits, by solving detractors problems with the aim to convert them into promoters, also because reduce your reputation at the eyes of the customers with negative voicing.

3- find additional promoters, with investments that required economic sense, like create premium shipping (incrementation of the prices) or tracking their movements as the migration on the competition or the investments they make. Some other initiative are the creation of incentives, like a cardmember only incentrate on unique offers, very important for maintain an active role with loyalty customers.

Another important step is understand the value proposition, not only as a product or service, but also, as an overall experience with the company. Invest in the purchases market, rather than invest in new one make a lot of advantages, like:

-increase awareness of customers

-reinforce the employees company loyalty, that in turn save company from loss

-increase word of mouth about the company

-increase the level of service and level of competition

-increase the number of promoters rather than detractors

Design, invest, innovate and create different value propositions for different market segments is essential for growth in business. Invest in customer experience, so, is another key drive for rich the success.

CREATE PROMOTERS

A decisive strategies is also relate to invest into promoters. These mean invest into long-term customers but the problem is that they are part of the minority of them, so these can mean encounter some difficulties. In any case, by delivering propositions effectively with a creation of right priorities and by sending the right messages about organization, this acquisition become feasible.

Particular important, during this action, is the role of the operator of employees (people inside a company that have a face to face with the customers and communicate with them) because they have the work of been the promoters of itself. This is the only way to be sure to create real promoters.

By sending the right messages, ensure people focus on the company without confusion or misguided. This is important because imprint the customers awareness and, most salient, the employees knowledge. More a company is able to recruit high-profile of candidate, more strong is it at the eyes of the overall shareholders present on the market. Accordingly,

is helpful invest in training people inside the company for attract the top talent, that, in succession, lead to a lot of advantages from the competition, raise the level of productivity, creativity and services quality.

Companies, even more, implement their organization work with the introduction of the "boot camp", classes where employees learn about company skills and how behave through direct communication, that must be different for different type of customers, and against bias.

We have always to keep in mind that the customers experience is delivered, firstly, by employees. As a result, invest in culture, for make employee more personally connected with the company, is the best way to operate, nowadays. Groups works, are another strategies for make staff member action as a strong team, that measure quality, productivity, attendance and safety, helping in deliver outstanding services.

All of these choice are a way to find different creative ways that generate innovation and development.

One profitable example of powerful investment on employees training is made by the call center service. Employees, in this sector, are in direct and in timely contact with customers, spending time in listen their problems and needs, try to find a way to solving their difficulty with the company, find new creative solutions by decisions taking together with them in a direct way. So, their work is measured on the ability to resolve all the customer's issue on the first call that give an incentive that motivate and gives input. Therefore, investing on employees, here, is not only required, but essential.

NPS scores can be helpful on these purpose! Its application make it possible to quantify how much delighted the clients are, in term of customer experience evaluation. The objective of this method is to design a right structure of organization for develop successful propositions. But, the real goal is to generate more promoters as possible. Promoters generate the true growth by repeating purchasing, by referrals, and through them is also possible understand information for reduce cost and wasting time.

Companies must be capable to create this type of customers through own capabilities, for attract others customers that, in turn, attract new customers, like people that live with them, or are part of their family, or a friends or colleges. The focus is to listen the customers point of view, by:

- Hold direct conversations: the company's senior executives focus on one customers segment and develop structure organization around those offerings. This work is often done by sales marketing departments or researchers surveys, because they think this is

the best way to be in direct contact with them. NPS is better because permit to stay in touch with customers directly, every day, without delegate the job.

- Create process for systematic listening frontline employees: effective system to gather information, create significant solution or alternatives. The best way to serve customers problems creativity is creating community in order to expand the number of applicants soon as possible, extending company's services as applications.

- Let customers guide innovation, for gain rapid-response that give a lot of advantages from the competition, like eBay that make innovation through empowerment of the service as the message-board dialogue. These help the seller, selling its merchandise or facilitating the exchange of messages. In this way, company learn the issues, the complaints and needs of customers through the use of the right channels, without wasting important resources.

- Help customers delight one another, the way it's invest in customer communities with the aim to protect them with community policy from fraud and abuse. The feedback provided helps buying and seller one another for transaction thanks the power of the word of mouth. Company must give incentives to the buyers to take this actions in exchange of a window of opportunities.

- Create an inner circle program, in order to become members they have to give a response at one important question that is the Ultimate Question, and then at a the follow-up question, more specific, in order to understand the reasons of their voting for transform detractors into promoters. This is important because give different types of ideas, especially for marketing messages, business strategies or software development focus on the most efficient activities.

- Bring traditional customers into the circle, as using Internet service to bring end customers or end companies into communities members, to have more information that here the data considered more credible from the right segment, because, this customers should produce true and voluntary action, shared of ideas, insights and innovation.

From these point, the best way to grow, is through investments in listening and involving customers in direct conversations, more easy to add in the organizational system, today, thanks the online tools.

DEVELOP COMMUNITY

Managers, with the aim of increase value for shareholders, boost margins and cut the cost on product or service. But, for doing real good business, companies must be able to organize relationships and create community, giving the possibility to, in an easier way, to

manage the feedback, to make customers in the circumstance of behaving following the "Golden Rule" principles and to give at the employees (especially at managers) the possibility of advance in the their career and/or building solid relationship with their colleagues.

Create a community is not just a way to survive but become part of the routine of every members. The team, reinforce the value of the firm and ensure the eligibility of promotion. To keep monitored this foundation and the emerging information, companies needs a reliable variable, in order, at the end, elaborate a good strategy program. They need the Net Promoter Score. Has been verified that all the industries with an high NPS can claim that own: "more and more referrals; more and more purchases by existing customers, fanatical customer loyalty, commitment, and creativity; and positive word of mouth in the marketplace, often amplified by the Internet". This transparency and ethical number, build a "kind of self-regulation", but, also, is very critical at the eyes of the investors interesting at see the results of growth or at the stock prices variations.

More faster companies earn highest loyalty, more faster and more in an easier way they growth and acquire winning in their market. An example of community efficacy strategies are be make investments like the mergers and acquisition of organizations.

The fragility founded, is that the NPS measurement create enemies in the market on which operate, because, thanks the information acquired, the managers learn how to play the game and become competitive. In large companies this is translate as the challenge is the maintenance of their role at the top of his internal market rank-scale NPS measurement. With these, create accountability and permit at the community to works from the inside of the organizations and not as an outside regulator."NPS leaders have found that community policy works" because make the possibility to place customers and employees as the main source of the companies prosperity.

A way to attract the right kind of customers is looking at the NPS as a mean for community prosperity, that generate positive word of mouth (especially thanks at the Internet era) and increase loyalty by developing relationships on society and inside the company. In practice, is one of the most powerful way to identify the best actions to take for generate promoters. As Taylor says "that one number become more than a metric- it become a journey to the truth".

Under these point of view, NPS measurements is a powerful instruments that help to growth.

RELATIONSHIP WITH CUSTOMERS BEHAVIORS

A research, made by Keiningham et al., try to figure out, examining different type of customer satisfaction and loyalty metrics, the link with customer retention, recommendation and share of wallet. This study was applied at three different industries, that are the retail banking, the mass-merchant retail and the Internet service providers (ISPs), using correlation and regression analysis.

The findings are not in line with what Reichheld affirm. Also, is possible to see that the recommendation of intention alone are not sufficient as a single predictor of customer's future loyalty behavior. The theorist suggest to shift to a more variable system because result more efficient for measure performs and predict recommendations or retention.

In fact, it was verified that, by using only one single indicator, as meter of measurement, there was a misallocation of resources and a myopic focus of customers' recommend intentions.

Thus, to monitor their performance and guide improvement efforts, managers use, frequently, the customer feedback system with the goal to find the optimum gauge of customer loyalty and most efficient allocation of resources, in line with the customers behavior. This feedback are studied by the measures of satisfaction, repurchase intention and word-of-mouth, as leading indicators of customer behaviors.

Firstly, satisfaction measure is significant to understand what customers perceived and what customers expected. The SERVQUAL, nel their work giving a value of this purpose of perceptions, in particular about the relationship between the service quality repurchase intention to retention and the firm financial outcomes. In addiction, company can use also the ACSI (American Customer Satisfaction Index) measurement for satisfaction, or, many managers managers, use the CVA evaluation system. With these last methodology is more easier understand the value that the customer attributed at the product of the company, and what they want to pay for, taking into consideration their overall experiences.

The brand preference, are also correlated at the satisfaction, because have an important impact on the behavioral loyalty metrics, in term of influence the customers' expectations. The repurchase intention, instead, help managers to identify the future purchasing behavior with the connection between intentions and repurchase.

But, even more important is become the role of the recommend intention, based on the word-of-mouth. This practice have acquired a lot of success because that is perceived by customers as a non-commercial type of communication, not linked to the sale of product

made by the firm only with the aim of profit. For these reason, it was became the most trusty technique for the customers.

In addition to all of that, to predict the customer future behavior, is also important to look at the RFM (recency, frequency and monetary value) system to have an idea about the trend in spending for different type of firms category.

Managers can use these measures follow a hierarchical structure, or not, but what is fundamental is to use all of these tools. Even Reichheld (2003) talk about the use of intentions, but with a different purpose, so use them as an outcome and not as a cause of investigation.

The theory of Keiningham are supported by several hypothesis made in literature, as the intentions, the repurchase intentions, the recommend intentions are more correlated to a behavior than a perceptions or intentions and, verify the fact, that, even under theoretical founds, a multi variation model is deemed as significantly better for customer's behaviors prediction.

The analysis is also make in practice with a survey of the clients of the three type of different industries cited above. Customers are asked to respond about their personal experience with the brand or firm. What emerge by two analysis (regression and correlation) is that there are correlation between attitudinal variables and and customer behaviors, the recommend intention is not even the best predictor for customer loyalty, and a multivariate dimension perform better in comparison at the single use of recommendation.

These study make in discussion all the work made by Reichheld and Satmetrix and questions the fact that customer loyalty is not an easy things to translate and fully understand. The behaviors are someway unpredictable, but a multidimensional approach can help to mitigate the gap.

CUSTOMER SATISFACTION INFORMATION USAGE

Others way for having information about customer satisfaction or about how company collect and use these customer information, can be with the CSIU (Customer Satisfaction Information Usage), and more precisely, as Morgan, Anderson and Mittal did, by in-depth interview, focus group of managers and through the study of existing literature. With these methods they are also able to investigate about the verdict of Reichheld's affirmation that see the recommend intention as a single predictor useful for future customer's behaviors.

They draw a model of CSIU and identify the linkage between its components. After, they compare their results with theory and find the contingency factors with the aim to arrive at a fully CSIU process that consider all the aspects, both in theory and practice.

They do all of these because with the CSIU is possible to use for guide managers that look at the firm performance, implementing marketing strategy, create marketing control systems with appropriate metrics as CS (customer satisfaction). Is important to remember that not all the company can have the same, or, even, similar CSIU.

To develop an efficient model of CSIU, firstly, they sustain the importance to investigate about the key components of CSIU and how connect them together.

The literature suggest to take into consideration three main bodies for protect firm and develop competitive advantage. First, says that the business performance is a function of the firm's ability to process information in order to adapt to its surrounding environment. Second, is vital to learning by the market the information about customers, competitors and channel members, to better satisfy their needs and wants. Third, use the control systems to take under control the routines and procedure mechanism that are maintained or altered by patterns in the organization.

With these basis, if interpreted as key organizational, companies have to establish a plan to establish the business activity, the geographic scope, size and sample. After this, through an investigation made it with a face-to-face in-depth interviews to collect efficient data. Is impossible to esclude bias using this methodology, because include a lot of uncertain as qualitative type of data, open-ended questions, a vast number of interviews and interviewer.

At the final step, the research look at the findings and discuss about in a focus groups with managers of different firms able to asses validity of the investigation, better give and explanation of the act to take and at the relationships to consider.

What emerge with the comparison with the literature are the CSIU Subprocess, composed by four main characteristics: data scanning, data analysis, CSI dissemination and CSI utilization.

In order to develop a framework of firms'CSIU, their fieldwork suggest a relationship between employee outcomes and CSIU, a relationship between CSIU and customer perception and behaviors and a relationship between CSIU and firms' financial performance.

Another point is to figure out the contingencies factors that affect firms' CSIU and how these influence the subprocess.

The factors are the culture orientation, the customer concentration, the human and technology resources, the positional advantage, the competitive intensity, firm performance, customer homogeneity and the market dynamism.

Summing and making an analysis what emerge at the end is the validity of the formalized data collection, the multivariate driver analysis, the regular dissemination of findings, and the impact on decision making in customer service and account management functions. These are classify as the fundamental to arrive at the success.

In any case, if managers use the CSIU can stumble in a "learning gap" that limits their learning about customers from the market but bring for sure at some advantage like how allocate resources. Allocate resources is an important step to maximize effectiveness of investments, that mean acquire competitive advantage, control dissemination and utilize in the most efficient way information.

So, the ability of use, create and utilize the CSI systems, is an object for marketing manager that are oriented at rich the success for company, especially thanks the superior understanding of the customer needs and wants, that in turn allows to arrive before their competitors.

Now I went from theory to practice. In this part of the chapter, I focus on marketing research for analyze the applicability of the NPS.

APPLICABILITY OF THE NPS IN CROSS-CULTURAL MARKETING RESEARCH

This detailed experimentation was made in the Japan and in the Korea industries by the Asia Marketing Journal[9], who investigated on the issue of the negative scores.

The Journal, analyze different examples, case studies and strategies in the system trying out the conclusion that the real key influential factor is the customer psyche and not the recommendation. How they reach these ending?

Firstly, they consider the fact that several studies questioning the validity of the NPS system for measuring customer satisfaction and experience, particularly concentrated by what Dorell (2011) has identified as a problem of these methods, that is the cultural differences. Essentially, cultural means differences that, in turn, means different results in the customer experience or satisfaction. Thus emerge the first issue: the NPS can be high in some countries, rather than very low in others. These fluctuations are also correlated to the results achieved through the years.

---

[9] Seth, S., Scott, D., Svihel, C., & Murphy-Shigematsu, S. (2016). Solving the mystery of consistent negative/low net promoter score (NPS) in cross-cultural marketing research. Asia Marketing Journal, 17(4), 43-61.

So, an analysis of the NPS question of "recommendation to a friend" identify that the question under discussion puts consumers in the position of having to deal with two stimuli (company and friends) instead of one, like in the traditional survey. These generate confusion in the analysis of the ending data by the firm because what they ask is not what the customers really think. Generally the clients not recommend the company to a friend because not want take responsibility over friends or colleague if something go wrong, but these not mean that they are really detractors.

These problem has been solved by the companies, that, after asking the recommend questions, added open-ended question to better understand "why" they not want acting as recommenders.

The weakness of these is yours applicability only effective if the size of target to analyze are not too large.

Example of this case is finding on an investment bank that own very high scores on general satisfaction but very low scores when they ask if they would like to recommend. In order to identify the reason of these discrepancy they make telephone interviewed at the person that give these low scores at the recommend question. What appear suggest that these people acting on these way for personal reason and not because are detractors of the company. Therefore, they have been better classify as "ambivalent customers".

Another issues regarding the methodology on which the NPS categorize its findings, by dividing its respondent between promoters, detractors and passives.

Performing an experiment in order to investigate about it, by a practical case of a Japanese pharmaceutical industry, that not use standard type of scale but retain more important investigate about the validity and reliability of their customers satisfaction with accurate instruments and technique. They sustain their thesis since they have verified different results on the NPS questions over years and these events alarmed them about the truthfulness of data they were collecting. To solve these doubt, they began to use the Psychometrics Based Model that is based on the priority to identify the correct respondent and not the correct size or sample. Moreover, want to figure out which are the correct items and questions to submit, in order to have a model that all the industries can use and adapt. Really important on these methods is the fact that use a multi-item question with different scales and the Customer Psyche is a key factors.

Thank these experiments we can arrive at the conclusion that the NPS is a dependent variables in a multivariate analysis and it is so dangerous to keep only these question for marketing decision. A multi-item scale was found to be more profitable for measure behavior, since the behavior are guided by the psyche. Company must implement the recommendation data with the data reach by open-ended questions. These is the only way to check validity and reliability.

VALIDITY OF NPS AS BUSINESS PERFORMANCE MEASURE

Another investigation about the NPS claim to see what Reichheld believes, that the recommendation are the only number useful for measuring customer loyalty, rather than the information provided by the standard measurements, like ACSI or EPSI ratings. This study was made with an experiment at the Nordic insurance industry by Kristensen and Westlund[10] focused on the ABPM criteria. These criteria are able to verify across the validity, reliability, robustness, structural context and relevance of the efficient work of measuring made by the NPS. But, what the analysis shows is its inadequacy at all of these values. The validity is examined after trying to answer at a some research questions, where emerge that the scale used are not the best: a 10-point scale is retained more efficient. The segment division is also seen as a mistake, since can not be a standard equal for all the nations, by the fact that not take into consideration the cultural differences. It's also seen as imprecise, since required a large sample size for achieve specific type of data (also for the verification of the prediction error for a standard measure of loyalty that is + o - around 2%). Finally can lead to a wrong conclusion, since not take into consideration the "No Answer" category, missing a lot of information and increasing artificially the number of detractors.

The only things that is recognized as an advantage is its ease of applicability, but is not sufficient to provide the information that the company needs to know in term of customer satisfaction.

IS THE NPS A TRUSTWORTHY PERFORMANCE MEASURE?

After these study I focus more the attention on the ACSI and EPSI ratings to verify if they are really better measurement systems for loyalty. I have based my research on the experiment survey conducted in the 2006 that take into consideration the entire insurance sector of Denmark by Kristensen and Eskildsen, that have published their findings in the

---

[10] Kristensen, K., & Eskildsen, J. (2011, June). The validity of the Net Promoter Score as a business performance measure. In 2011 International Conference on Quality, Reliability, Risk, Maintenance, and Safety Engineering (pp. 970-974). IEEE.

TQM Journal of 2006[11]. The analysis support that the NPS is not what is claimed as the only number companies need to grow.

Additionally, the NPS is compared with other loyalty measurement of loyalty.

The NPS is a simplification of a Likert or semantic differential scale through a recording of the item score into fewer categories. The main problem for them is that only two of the three categories are take into consideration, translated into a loss of important information about what customers really think. Also what for others researcher is an advantage of these methods, namely his simplicity, in these essay is criticize by the fact that, in reality, a more efficient model must be implemented to cope with a set of complicated relationships and because standardization is not feasible.

In fact, firstly, these experiments try to investigate about the sense of diving the customers into the three groups. The results clearly shows that these is not suitable for the national cultural characteristics.

Moreover, using the EPSI and the ACSI ratings with 11-point scale and not the ten point scale of the NPS, the results appears truthful, since the inclusion of the "no answer" category.

We can conclude, once a time, that the NPS is a more uncertain measure than the traditional ones. The study asses that the organization are able to better investigate about customers loyalty with the use of ACSI or EPSI ratings. This is valid for business-to-consumer industries but also for business-to-business industries.

NOMOLOGICAL VALIDITY OF THE NET PROMOTER INDEX QUESTION

Another type of study, instead, evidence the ability of the Net Promoter Index (NPI) as a business performance measurement superior from others, especially from the voice of the customer metrics, hailing its question. The data analyzed here arrived from an experiment survey about satisfaction submitted at people belonging from different services sectors by the University of Wisconsin Oshkosh[12].

From a first analysis of the literature, the investigator founded that the positive recommendations lead customers to come back for business and also influence the others behaviors. This findings make evident the fact that the NPI is able to create relationship with its clients, thanks the positive connection created between the repurchase intentions

---

[11] Kristensen, K., & Eskildsen, J. (2014). Is the NPS a trustworthy performance measure?. *The TQM Journal*.

[12] Pollack, B. L., & Alexandrov, A. (2013). Nomological validity of the Net Promoter Index question. Journal of Services Marketing.

and the recommendations. So, according with them, the NPI is see as able to predict growth.

But, the modern literature, go against what Reichheld claims, supporting the main idea that there is not causation between NPI and financial performance. The superiority of the NPI is a lot of criticize and not retained to perform better than other voice of the customer metrics. Churchill (1979) add the concept of the multiple-item measures as more reliable than the single-metric measure, as the NPI, by the fact that are able to capture more information and therefore exhibit higher content validity.

Since the NPI measuring the word-of-mouth behavior the investigator affirm that "the greater the consumer satisfaction, the greater WOM and NP; the greater the customer satisfaction, the greater the re-purchase intent"[13]. Originally the WOM is seen as a consequence but Reichheld add the sentence that can be viewed also as an antecedent. Here, the research on the literature affirm that the customers who recommend a brand become committed and will be more likely to repurchase the brand in the future, so: "the greater WOM and NP, the greater the repurchase intent"[14].

After the nomological analysis the analysis is make in practice to actually see, with a probe, what information they can achieve. After a questionare submitted at some university students, that take the part of different services industries, have the goal to find out consistent item of Net Promoter, overall satisfaction, word-of-mouth and repurchase intention. What they are expected to see is a correlation between NPI and WOM but also that the WOM, since is a multi-item measure, be capable to achieve an elevate number of information.

At the end, the results show that the NP and the WOM vary across industry. First, the theory of correlation between the two has been found with also the assertion that the value are not identical. Second, the effect of the NP on re-purchase intention seems to be generally lower than the effects of WOM. Third, the NP affects directly the satisfaction on re-purchase intention. For that reason, the NP is deemed to perform well if not better than the WOM measures.

In any case, the researchers suggest to use the NPI, but with caution, because these system is not capable to work in the same way in all the business sector. In particular way, in the service quality is very volatile. Besides, increasing the NPI mean increase

---

[13] Pollack, B. L., & Alexandrov, A. (2013). Nomological validity of the Net Promoter Index question. Journal of Services Marketing.

[14] Pollack, B. L., & Alexandrov, A. (2013). Nomological validity of the Net Promoter Index question. Journal of Services Marketing.

significantly certain cost that increase for sure the revenue, but not necessarily the profit. All of the action have implications and the research make evident that is not profitable to cross the point of diminishing returns.

PRACTICAL EXAMPLE OF NPS

But what happen really if the industries applied the NPS system? Here are reported two case study for analyze the situation.

- IBM training services CASE STUDY

With these study I want to investigate about the direct effect of the NPS in existing business. I select the concreate case of the IBM training services[15], because here its demonstrate that, even if the success is not directly correlated with the NPS, there are some corporate perspective to consider. In fact, the researcher, at the conclusion of their investigation, propose a scheme useful for affair.

The analysis began with an overview of the literature. Firstly, they focused on what Reichheld says, specifically in what he reported in his statement that "no others Key Performance Indicators (KPIs) are needed".

Secondly, they consider the criticism done by Keininghnam, Cooil and Aksoy, who, compared the the NPS with ACSI, issuing the judgment of the inferiority of the NPS. However, other research, that made the same comparison, affirm that both the methods need an enhancement.

Go in practice, the authors have analyzed data from IBM database related in the usage of NPS, that are: quality data, email exchanges and meeting minutes.

IBM uses the Reichheld traditional question, plus an additional one, for investigate about "why" of their judgments. In these way, the case highlights the importance effect to ask these clarification, from the moment that complexity comes up when the companies looks at "how" to improve. As a result, NPS, here, is seen as superior, only if accompanied by an additional question. Anyway, the current research also shows that NPS can be a solutions for driving towards change any services, began the part of the innovation strategy of a company.

---

[15] Ziegler, A., & Peisl, T. (2020, September). The value of a net promoter score in driving a company's bottom line: a single-case study from IBM training services. In European Conference on Software Process Improvement (pp. 151-161). Springer, Cham.

NET PROMOTER SYSTEM TO MEASURE INTENTION TO RECOMMEND RELIGIOUS MISSION ORGANIZATION

Another study that I founded interesting to analyze for understand how to utilize the net promoter score is given by a doctor of philosophy of the department of communication of the University of Utah, Jeffrey Todd Nellermoe in its essay of the 2012 about the intention to recommend religious mission organizations[16].

The inquiry examine the value of using the NPS to measure the intentions through the power of the word-of-mouth in marketing for religious mission organizations. The ultimate question (UQ) is asked in its traditional form:"how likely is it that you wold recommend us to a friend or colleague?", and two open-ended questions are later added, that are: "What is the primary reason for the score you gave us?" And "What is the most important improvement we can make that would make you more likely to recommend us?".

Is important make this analysis because, nowadays, the use of the word of mouth is for the organizations a powerful and low-cost tool, irreplaceable. This method increase customer experience, influence repurchase behavior and commit long-term customers. Furthermore, organizations that look at the word of mouth are able to acquire more profitable customers than the others and enhance awareness. The lovely side, is also that it can be used by a large variety of organizations.

A problem happen when a person that is satisfied, not always make a positive recommendation or refers for fears or irrational beliefs, not inclined to change easily.

This exploratory study search, through the Theory of Planned Behavior (TPB), variables to examine the value of using the Net Promoter Score (NPS) as system of measurement able to give profitable word-of-mouth (WOM) recommendations.

Two different religious mission organizations, the EEO (Eastern European Outreach) and the EEMN (East European Mission Network), are here tested and the response are thus evaluated follow the TPB variables: the attitude toward behavior (ATB) that investigate about belief, the subject norms (SN) that investigate about social pressure, and the perceived behavioral control (PBC) for perceptions. Also, with the regression analysis it has been possible to split the score into promoters, passives and detractors. "The understanding enables the design of appropriate communication interventions to increase

---

[16] Nellermoe, J. T. (2012). Integrated marketing communication: Utilizing the Net Promoter system to measure intention to recommend religious mission organizations. The University of Utah.

the likelihood of positive recommendation, which can lead to increased public awareness of the organizations and the people it serves"[17].

The survey that are used for the research were constructed follow the principles of tailored design method which is focus upon social exchange theory which focuses on appealing to potential respondents in multiple ways.

Second, the score were standardized in order to ensure comparison of results.

This type of methodology of investigation is named as explanatory because use both the NPS system, the correlation and the demographic analysis (sex, education, age, etc.) and the TPB coefficients of determination. This is important because, follow these study, the higher are the value of the NP score for an organization, the higher are the number of loyalty customer and, plus, the demographic questions allows to better understand organization's consistency and background.

At the end, the results provided various conclusions.

The first that comes out is that the distribution of the UQ scores appear not so different in respect at the variance of the NP categories between the two organizations. Also, the distribution of the TPB variables AB and PBC vary significantly, and the variables SN did not. These results shows that the TPB variables, alone, are able to explain the amount of variance within the UQ scores.

For the information gained by the demographic factors is possibles to see that has not been found correlation with the UQ or the NP for the EEO, rather than it was found correlation through age and education for EEMN sample. This reflect the different cultures of the two samples and the requirements necessary to serve them.

We can note that the NP categories can vary differently and not make the true. Significant differences can be also see by all the predictor variables and the inclusion of these variables can not make validation for the model of the predictive power that explain the use of the ultimate question scores in the theory of the planned behavior variables. The more the model is simple, the more useful communication intervention the company can do.

---

[17] Nellermoe, J. T. (2012). Integrated marketing communication: Utilizing the Net Promoter system to measure intention to recommend religious mission organizations. The University of Utah.

"According with the theory of planned behavior, the performance of any behavior is predictable from intentions to perform the behavior and from perceived behavioral controls. Intentions are predictable from attitude toward behavior, subjective norms, and perceived behavioral controls." For intentions are first important to asses TPB variables, then add other variance.

The past behavior and the perceived behavioral control are not always consider in the TPB variables. So, responding at a questioner of free-response open-ended mitigate bias that increase the use of multiple questions and the accuracy of the model with the measures of behavior of intention. For example, the addition of a specific part of the day can simplify the focus of attention by the organization.

The TPB variables, in the prediction of intentions, can make significant statistical differentiation from one groups to another, in term of different social attitude considerations.

The goal of these research was to understand the validity of use, only, the ultimate question plus two open-ended questions. In practice, if is possible to reduce the number of single item measures and produce significantly results of predicting intention.

For religion organizations, the PN questions provides significantly patterns of decisions, but with weaker correlation values with the TPB variables, that play a primary role in determine the WOM and that these variables, was been viewed, can be used alone to predict intention.

In other words, by only using the three questions permit to identify the belief of persons, strong determinator factor. But, NPS question is only the first step. After, follow the determination of the survey is convenient to gain adequate feedback, where respondent also leave personal contact and information about the experiences. These is important because own high rate of participation means receive variables results and a reliable type of communication.

In order to promote this interventions, organization must identify the TPB variables that are the main antecedent of intentions and behaviors.

Communication interventions must be unique to satisfy needs and attract as many people as possible, or at least trigger discussion. Each type of population have its own belief that make more difficult to spread the same message to all and be perceived in the same way. The goal of the organization is to increase as possible the number of loyalty and satisfied persons, so create promoters that in turn create positive WOM referrals.

In order to achieve this, the NPS can be useful by the fact that people can express their desired for further investments or improvements.

In the last years are emerging a lot of virtual community, like in Facebook or Twitter that create dynamic source of information where participants can share their vision, upcoming trips, impact, and share experiences. Other personal type of virtual communication can be in the form of email, cellphone or post. What company gain out of these is a key fundamental: be innovative following the needs of their customers.

2.3 REFLECTION ABOUT NPS

In summary, I have divided the main aspect of the NPS between advantages and disadvantages in order to have a complete overview of the main aspect of these methods by the analysis that I have done in this chapter.

ADVANTAGES	DISADVANTAGES
Simplicity in the application and to understand	Alone is not enough
Is a loyalty metrics	Don't give deep insights about customers
Gather employee feedback	Don't address employees issues
Help meet your brand advocates	It's time consuming and expensive
It's quick, short and straightforward	Lack of accuracy
Enhance customer journey	Not take into account multidimensional variables
Can be used by a large variety of organizations	Not work for all the industries
It is correlate to the business economics	Not consider causality condition
Build strong relationship	Not consider all the respondents at the surveys
Generate positive WOM	Loosing a lot of useful information
Generata promoters	Is no statistically reliable
Influence others behaviors	Isn't representative of decision-makers in the market
People can express their desired for improvements	Focus only on keeping customers but not on winning new one
	Is not a competitive metric
	Is only internally focused and not externally focused
	Not consider actual differences
	Represent only one dimension of the overall customer loyalty

	Is not linked to financial performance

Become aware of these aspects, a question comes in mind: what are the market most suitable for the use of these tool? Will it also be efficient in predicting growth in the companies in line with the new trends?
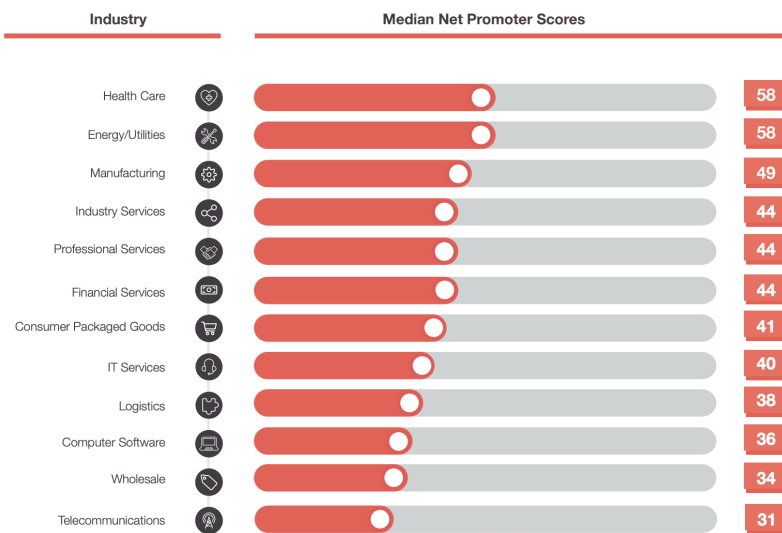
By a simple research is possible to see that the Healthcare is the industry that makes the most use of it within its system. This is easily related to the fact that, in these sector, the customer experience is much bigger that the company's bottom line. Here NPS is used to measure the

Figure 1- Industry NPS (Source: Te Use of the Net Promoter Score Magazine)

customer loyalty and satisfaction in order to obtain information about how likely patients or subscribers are recommend them to their friends or family member. The respondent are the ultimate test of sustained service and patient care, and, moreover, are the number one indicator of company health and of the future growth rate. If the result number of patient considered as promoter exceeds the number of patient considered as passives, the company can think to maintain the quality of their services, otherwise have to implement with right action its strategies in order to satisfy the detractors too.

So, NPS make an idea of "how to serve" but also "how to provide" care, from the moment that, thank its facilities of use and understanding, is spreading about all over the internal company, generating relationship and connections. That's the key improving for cultural change.

Through an investigation made it by A. Alismail et al., in their article[18], available in the National Library of Medice, they compared the traditional survey method with the Tablet-Based Tool, that use the NPS. Firstly, the data achieved by the traditional methods (like

---

[18] The Use of the Net Promoter Score (NPS) in an Outpatient Allergy and Pulmonary Clinic: An Innovative Look into Using Tablet-Based Tool vs Traditional Survey Method, Abdullah Alismail, Brett Schaeffer, Andrea Oh, Saba Hamiduzzaman, Noha Daher, Hae-Young Song, Brian Furukawa, and Laren D Tan. 2020; 11: 137–142. Published online 2020 May 19. doi: 10.2147/ PROM.S248431, National Library of Medicine

phone survey, text or email) are obtain not before two weeks, rather than the NPS results are assessed right after the visit in the clinic with a high response rate, the 27% of response rate with traditional method against the 99,2% of response rate using NPS. This show that the patients are more willing to respond at some survey questionnaire in clinics rather than in later investigations.

Therefore, NPS helps effectively the healthcare organizations in determining patient satisfaction or recognize trends or actions that not satisfy them and change their action quickly.

But are the advantages gained with the use of the NPS applied at the new trends of the market? is these tools able to perform in?

The market is constantly change with even more importance created around the role of the consumers as primary source of success. So, it is easy to understand that an investigation about its degree of satisfaction is quiet important if not necessary. Even more, the new market trends is composed by a new figures, the influencers, that have gained a key role in affecting the choice of the clients all over the word with digital and social media tools. In fact, the influencers can be broadly defined as the power to affect person in their purchase or perceptions of the vendor's credibility. The NPS can be also here a great way for investigate about the real loyalty powered by them, by the fact that is an investigation founded on the generation of positive recommendation by the others. "To get recommendation, you have to ask for recommendations"[19].

In conclusion, we have see that NPS is not a perfect tool and can not be used alone to have all the information needed, but can be not excluded, rather be implemented.

CHAPTER 3

3. APPLICATION ANALYSIS: THE CASE OF CAREL INDUSTRIES

During my internship at Carel LTD, I have had the opportunity to make in practice my studies about the applicability of the NPS. Specifically, I have investigated and saw how Carel Industries implemented its strategy system with the use of these management tool, with an overview of its business customers.

First of all, a presentation of the company it's mandatory.

---

[19] https://www.referanza.com/resources/blog/how-to-scale-influencer-marketing/

3.1 CAREL INDUSTRIES

Carel is a worldwide industry, leader in control solutions for air conditioning, refrigeration and heating applications, with the aim to help customers to protect the environment by energy savings and by reducing their impact. The company was founded in the 1973 in Brugine (PD) and now boasts a turnover of 420,4 millions of Euro (+26,8% higher then 2020), with a service expanded to the whole world thanks to its 29 branches and its 10 production facilities, plus the help of their worldwide partners and dealers scattered among 75 countries.

Their solutions are suitable for commercial, industrial and residential sectors.

The environmental issues is becoming a corporate priority that must be in line with their superior quality, where innovation is a key strategy. Continues improvements, on this purpose, is the way on which they operate both for air conditions and refrigeration systems. In fact, a lot of money are, each year, devolved in the research and development (more than 5% of the turnover and more than 13% of the employees works on the research and development department). Moreover, the transaction of the traditional gas or fossil fuel systems are converted into electric solutions that allow the use of renewable sources. In today's market, Carel is able to promote not only products but entire solutions for optimizing and reducing consumption and greenhouse gases more than 201.5 tonnes of CO_2e, twice the emissions avoided in 2020. [20]"In 2021, CAREL carried out works to reduce energy consumption at production sites. These initiatives entailed the replacement of lighting systems with LED technology at Italian production sites, which led to total energy savings of 168,845 KWh, 72% of which was attributable to CAREL HQs and the remaining 28% to Recuperator."

The company is divided in two main divisions of operation: the air conditioning (for industrial applications HVAC and residential applications) and the air refrigeration (for internationally awarded REF). More in detail, the main system application for the refrigeration are suitable for the supermarket, the c-store, the restaurant chain, the refrigerated warehouse, and so on. For what concern the HVAC, otherwise, the markets is oriented to satisfy the residential, the commercial, the industrial process and the data centre application.

Instead, the main selling canals act through the promotion (consultant influencer) and the partnership (strategic planner). This two figures can reach the end customer directly or by the OEM (used for join with other clients, like in the central control or the software for tablet); by the dealers, named as the wholesalers, that, in order, are able to sell to

---

[20] https://www.carel.com/environmental-protection

contractor or to installer or to a system Integrator; or by passing through program, like hospital project.

Across the years Carel have register consolidation in term of sales, EBITDA, sales by region, market, and channel. As we can see, the sales in 2010 was around 60 millions of Euro but only in the 2018 have reached 250 millions of Euro and the EBITDA was grow from 25000 Euro to 55000 Euro in the same span of years.

3.1.1 HISTORY OF CAREL INDUSTRIES

Here, we talk about more than 49 years of works in control solutions and humidification systems for HVAC/R. In order to explain the main salient point that have characterized the formation of the industry, I summarized as follow:

1973-79 -Carel was founded near Padua for the production of electrical panels.

1980-89 -The SMD technology and the test-in-circuit technology were introduced in the production processes. The first monitoring system for air conditioning units that brings to an increase in performance and durability.

1990-99 -Carel register ita first time in the European market. Began, so, the process of company expansion where the first subsidiary, CAREL France, was established in Lyon. After these, other subsidiaries born in UK, in South America and in Deutschland. Moreover, won the ISO 9001 certification, for the high quality recognition.

2000-2004 -Was established a new production plant in USA and a thermodynamic Laboratory in HQs which deals with the experimentation of the regulation techniques of refrigeration machines, with a particular attention to the new technologies. In the same time the worldwide growth doesn't stop. New branches are recorded in China, Australia, USA and Asia.

2005 -The production plant was transported also in China, precisely in the factory of Suzhou, because the company wanted to respond to the growing demands of the Chinese market.

2006-08 -In this years CAREL collect wins: won Mediobanca Award and the prize of "Excellent Company" from Eurispes, being among the first hundred in Italy.
New branches emerged in Spanish, India and South Africa.

2009 -New branches in Russia and Korea.

2010-12 -A new production plant born in Brazil and CAREL receives the ISO 14001:2004 certification and changes its legal form to Join Stock Company.

2013-14 -In China are set also the thermodynamic Laboratory and CAREL received the OHSAS 18001: 2007 certification for the health and safety of workers. New branches were added as the CAREL Nordic.

2015 -Born CAREL Mexicana and CAREL Middle East, while new production plant born in Croatia and in the USA were built thermodynamic Laboratory.

2016 -The Heos system won the AHR Innovation Award and new branches were register in Thailand and C.R.C.

2017 -Carel won the RAC Cooling Award and the heaterSteam Titanium in the China Ref Innovation Award, while the Heez won the World Beverage Innovation Award and Heos system won the Destaque Innovation Seal Award.
New branches emerged in Alfaco Polaska.

2018 -The company made its debut on the Stock Exchange Market and EmJ winner at China Refrigeration Innovation Award. New branches emerged, meanwhile, in Japan and in Hygromatik (Recuperator) they made an acquisition.

2019 -A new production plant born in Suzhou and the CAREL USA expands. New winnings were the Small & Mid Cap Award and the HECU CO2 was the winner at China Refrigeration Innovation Award.

2020 -Was an year to remember, because:
- iJ was the Bronze Winner for the Refrigeration & Ice Machines category of the Dealer Design Awards Program
-the E2V-Z valve won the China Refrigeration Innovation Award for the Refrigeration equipment category
- CAREL won the Eccellenza d'Impresa award for the Internationalization category

2021 -A new acquisition: Engine S.r.l., CFM Soğutma ve Otomasyon A.Ş.
Other awards:
- Heosone and Heos CO2 took two prizes at the China Refrigeration Innovation Awards as innovative products in commercial refrigeration
- iJ was a winner in Catering Products/Restaurant & Kitchen Supplies at the European Product Design Awards.

This continues process of expansion and innovation has led the company to the world power that it is today, counting more than 1800 dislocated employees. CAREL can rely on an extensive and well-structured sales and customer support network.

3.1.2 MARKET POSITION AND KEY STRATEGIES

As already mentioned, Carel can be defined as a dynamic and innovative company that follows trends, such as: the global market growth, the efficiency, the natural refrigerants and the IoT. Considering that, the mission is mainly oriented on the "high efficiency solutions", point of departure and arrival in all the design, production and marketing processes, but, in the meantime, with the purpose to place the customers at the centre, by:

-control technology and humidification for air conditioning and refrigeration;

-product support of customers, with the most efficient energy savings solutions;

-data-driver services through IoT platform, able to grant personal value.

Also the attention at the environment is another of the priorities for the Carel groups and is taken into consideration, either in the characteristics of the products sold and in the production processes, through which the products are made.

So, Carel precisely utilize these key strategies to operate:

1- be the specialist in HVAC and Refrigeration

2- operate globally with the same world-class manufacturing standards

3- want to be closer to the customers for better understand their needs

4- improve their operating performance

5- innovate to achieve higher energy saving

6- integrate solutions for vertical applications

We can see that is the innovative approach that is consider as the most important part of the strategy. In fact, after the foundation in the 70s, already in the 80s, the company have seen its first newness in term of production (the electronic microprocessor of control for HVAC/R) and in the 90s seen its first European subsidiaries. In the 2000 became more international, growing geographically and in the 2010 Carel founded the Carel Group with the aim to cross market solutions. In the 2018 see the first significant extension in term of investments, sales, EBITDA, consolidation, sales by region and sales by channel, thanks to this continuous innovation. In this way, the constant development of innovative technologies allows to introduce on the market products always at the forefront, able to anticipate the needs and requirements of customers.

The main vertical solutions, that made it possible this system, are: supermarket simplification, restaurant chain, commercial application, data center application, AHU unit application, CDU unit application, HOES system.

I have decided to develop the Business Models Canvas of Carel to look in a specific way at the components that interact with one another. After that, I have worked on their Value Propositions Models.

CAREL VALUE PROPOSITIONS

The Value Propositions must to be interpret as a place where the company's product and services interacts with customer's desires, strategic for growth in business. The Value Proposition of Canvas is primarily divided between Customer and Products. On the side of customer we find their wants, needs and fears. Rather than, on the side of the product, we find the benefits, the experience and the features.

For what concern Carel, I have elaborate this freamwork:

- Wants: Responsibility, Environment respects, Customer Service, Supply service, Quality products.
- Needs: High quality standards, Functional and Aesthetic differentiation, Technology Innovation.
- Fears: Hackers, High costs, Unclear communication, Delate in delivery.
- Features: High-efficiency solutions, Manufacturing safety, High quality, data driven service.
- Benefits: product development, greater reliability, lower product cost, less impact on the environment.
- Experience: High quality business, innovative solutions, energy savings, environmental protection, supply advanced solutions, closeness to customers.

THE BUSINESS MODEL CANVAS

KEY PARTNERS	KEY ACTIVITIES	VALUE PROPOSITIONS	CUSTOMER RELATIONSHIPS	CUSTOMER SEGMENTS
They rely on external partners like universities to devlop basic R&D. IoT partner and digital transformation operation.	REGIONAL LOCALIZATION LEAN R&D DIGITAL PLAN IoT AUTONOMOUS ROBOTS **KEY RESOURCES** HUMAN AND RESOURCES IT AND R&D KNOW-HOW	HIGH EFFICIENCY SOLUTIONS: components and software to manage the equipment. Support customers with the most efficient energy savings solutions. Data-driven service related to IoT. Attention to the environment. Innovation.	Technical communication **CHANNELS** INTERNATIONAL SALEFORCE PROMOTION PARTNERSHIP	OEM DEALERS SYSTEM INTEGRATORS INSTALLERS AND CONTRACTORS END CUSTOMER

COST STRUCTURE	REVENUE STREAMS
Standard coststructure of manufacturer: plants, energy, equipments…	Sales and very little componenet of service. Sales by region, market and channels. Access to revenue score through servization. Continue innovation.

Figures 2 - Business Model Canvas (Source: Our elaboration from company profile power point)

THE LEAN THINKING MANAGEMENT

From the 2007, Carel have introduced a journey of transformation of its organization embracing the philosophy of the "Lean Thinking", which is based on continuous improvement, with the aim of increasing value for the customer by reducing waste. This new method is not only a set of tools and techniques that embrace the production, but the overall organization, at all the levels. The decision to undertake a similar path was born on the one hand from the desire to increase its competitiveness in an expanding and increasingly demanding market, and, on the other hand, to avoid that the sense of satisfaction that characterized some areas of the company at that time was extended to the whole company. Principally, despite the fact that the company was in perfect economic and financial health, there was some weak signals: difficulty in communicating information, delate from the production towards customers, the process of development of new products was gentling longer and longer, due to a lack of coordination between functions. The need for change became apparent. But these happen gradually.

In the 2008, the transformation join in the Research and Development department, changing the way on which the team operate. First, the project were characterized by members that performed a specific skill, there was a limited number of people working on a

project and the participation saw a limited contribution. So, for all that reason, the number of late closed projects grew up.

With the introduction of the compact team, the project was not anymore longer defined as isolated or shrunk, but from that moment every member of the team had to bring their own contribution in respect at its specific competence, but also in respect of others activities more simples or generic. On this way the staff member was able to improve its own cross-function competences. In the 2009, the Lean Management has also started to transform the operations level. It is passed, therefore, from one organization divided for functions to a structured of Value Stream. The functions was changed in center of competences, that no longer working as independent entity, but sharing knowledge and increasing communication between. In this way, multifunctional teams have been formed, in which the sharing of knowledge from different competence centers leads to rapid and efficient problem solving. To further facilitate the integration of functions and give a further boost to the demolition of these walls, it was decided to create large open spaces in which there are different offices, but related to the same macro-area; in this way, the exchange of information is further facilitated and dropped in the daily context.

The Lean Management has given the company the opportunity to develop its corporate strategy and harmonize it with proposals for improvement at an operational level, fosters the involvement and growth of people, encourages broader proactivity and leadership, promotes a culture of learning from errors and constantly searching for problems and opportunities, that give life to new initiatives and projects.

But this is not all! The Lean in Carel is constantly growth and is not going to stop, because the concepts of value, customer, and people, doing the right things at the right time, experimenting and working as a team to improve processes and grow, are the directions to follow when exploring new and unknown territories. This way to operate has brought surprising results, like, for example, for every hour invested in continuous improvement in production, a saving of three hours in cycle time has been estimated.

If CAREL was able to grow despite the years that have followed the economical crisis of 2008, it is mainly due to the transformation process Lean, becoming in the 1994.

After some years from the implementation it was necessary to create an exclusive office denominated as LDO (Lean Development Office) dedicated to continuous improvement that today operate in all the areas, in order to support the entire organization and in a way that the standards became equal and not anymore exclusive of the Headquarters, but applied in all the foreign subsidiaries.

ORIGINS OF LEAN THINKING

Briefly I want to show from where the Lean was conceived.

It all began with the development of the e-management in the main industries, thanks to Ford, and after with the Taylorism, that sanctioned a unique way to run across a phase or process scientific determinable, the Toyota Product System (TPS). This was defined as the first true and real "production system" organization that created and applied a productive and managerial system, base for the industrial modern capitalism. The principal of the taylorism-fordism are:

-exist "one best way" for follow one process or phase, scientific determinable.

-parcelling and standardization of work and process: Just-in-time and assembly line

-standardization and industrialization of product.

-split of thinking (management) and executive (operators).

-training and specialization of operators (highest salary) with instruction of support standard and operative.

The TPS has become, into the end of the 60s, a managerial system all-encompassing, a philosophy, adopted in all the process and at all the level. The process start with the providers and after englobe all the supply chain. With this system, Toyota has been able to remain stable even during the global recession and against the most fierce competitors. Like in the NUMMI case. Nummi was an American automobile factory that sent its employees to see and learn from Toyota system in Japan. Here the employees have had the possibility to find out the TPS and in only one year, Nummi become the most productive organization in the United State.

The TPS, around 90s, was defined as Lean Thinking or Lean Management: "a production system that shortens the lead time through the elimination of waste in every step of every process, that guarantee a better quality and minor cost, making improvement the security and motivation of workers". From that moment, the TPS technique has become viral all around the world and was implemented into companies, but only if the culture and the growth of shareholders are take into consideration.

The Lean Thinking operate follow 5 main principles, that are:

1- identify value for customer

2- map the Value Stream

3- create flow

4- establish a pull system

5- pursuit of perfection
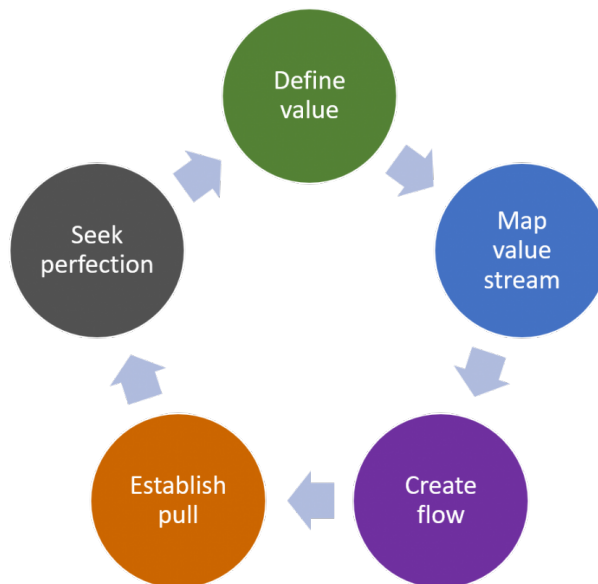
Figures 3 - Lean Thinking Management (Source: Lean Management in Carel Power Point)

The foundation of the Lean Management is to reduce waste, classify as MUDA, MURA or MURI. When a process is not balanced (MURA) create overload for equipment, facilities and personnel (MURI), causing no-value-added activities.

In order to improve, these wastes must be fought.

Another important instruments under which this system operate is by follow the five S: sort,

Figures 4 - Lean Management Steps (Source: Lean Management in Carel Power Point)

set in order, shine, standardize and sustain. These step are set up in order to optimize the work area and try to eliminate the risk of clutter. These is an easy way of comprehension for everyone and can be applied in any field.

Moreover these methods includes the introduction of the PDCA, or Deming cycle: an iterative process, base on a scientific method that guide at the resolution of the problem (Problem Solving) and to continuous improvements (Kaizen). For conduct an efficient PDCA is important to subdivide the process into four section, that are plan (define and

misuse the problem), do (implement countermeasures), check (verify the results) and act (standardize), where the plan phase must have the main attention. The advantages brought are the possibility to looks at the real causes of the problem and seeks countermeasures. In detail:

- It provides a standardized method that can be used in any area of business.

- Saves time in searching for the most effective solution.

- It works as a roadmap that can ensure the complete execution of a project.

- It provides a detailed analysis of common errors, useful in resolving them.

- It is used to control and document the initiation of new processes.

- The PDCA cycle establishes guidelines for eliminating the causes of a problem, regardless of personnel changes.

- It fosters teamwork through the active participation of all stakeholders.

Through the act phase (standardization) is also possible to consolidate the improvement achieved which prevents from regressing to the previous situation.

One of the main rules of the process is that it is not allowed to move to the next phase if the current one has not been completed, to avoid the "jump to the conclusion".

Also Carel has undergone a process of improvement by moving from a Silos organization to a process organization, where the company generates value and has profit though its process and not through its functions or divisions. The approach thus enables the achievement of objectives based on effectiveness and efficiency in terms of increased customer satisfaction, cost reduction and value creation.

3.2 CAREL AND NPS

Since the new vision, Carel have tried to be more close to its customer by introducing in their system an analysis of the customer satisfaction and achieve useful data about to take into consideration as a tool for further implementation.

From 2019, has adopted the NPS model, alongside the current model, with the aim of gather and analyze in a structured way the Voice Of the Customer (VOC). This is essentially done because, even in the B2B market, where the company mostly operate, the VOC are emerged and represent a fundamental mean on which spread information about company, so to make the company known. Moreover, the NPS is seen as a good indicator of company's future growth.

Carel gate feedback information in three different ways: after selected experiences, transactions or episodes (like after purchase or an interaction of an event, an exhibition or

a promotion); after have contact a sample of customers, asking them how likely they would be to recommend the company to friends or colleagues, and why, providing and overall assessment of the relationship between company and customer; after the comparison of the competitive benchmark with competitors, learn what respondents think about an entire value proposition, not just the relationship with the company. The most efforts, anyway, are concentrated principally on experiences and relationships.

Further, Carel adopts different types of NPS surveys for different types of clients in its B2B market because this market require a particular attention, the surveys must include a lot of variables and the traditional NPS need that others questions must be added to better understand the needs of respondents. This is done especially to address at the differences that the firm can encounter in its global market on which operate, because the clients express different type of needs and wants, but principally have different vision of the way in which the company operate or build relationship, mostly influenced by their culture.

The company is complex, so have different survey according with the person or department with whom Carel gets in touch. The key accounts customers departments are: logistics, purchasing, R&D and sales and marketing. Some departments are "merged", like logistics and purchasing, and here the company need to play attention to not duplicate question.

NPS is consider by the theorist as "good" when is over 30, "great" when is over 50 and "excellent" when is over 70. However, before setting the target goal, the company should consider the industry, the product offering, and the price positioning because each industry is unique and there is no single number that will determine what is a "good" score.

In any case, NPS is applied because can bring more advantages than disadvantages. In fact, the main pros highlighted by the company are:

- the immediately of the survey rather than the traditional method, that can bring a wrong interpretation for the delate, putting in danger the value of the collecting data.
- The facility to understand the reason of satisfaction and the specific touchpoints, by the fact that are correlated to a specific question.
- The clear insights, because is universally known as standard, useful to understand the position of the firm in comparison with partners or competitors

On the other hand, the cons emerged are:

- Is not the better metric to understand business performances.
- There is the risk to concentrate more in the number, instead focusing on the real root causes.

Carel have decide to fill the file in front of the customer, not via email, in order to greater collect the big amount of data from the different dimensions, that goes from the middle managers (R&D managers or logistic managers) to the customer departments. By these consideration, the NPS is applied by phases: questioning the customers, evaluating the results internally, creating an Action Plan, sharing the results with the customer and implementing the Action Plan.

In all the step the recommendation must be interpret as:

- A metric of synthesis: is enough to shift a number of clients that are detractors, with 6 rating, into a passives, with a 7 ratings, for enhance the NPS.
- A dimension of campions that induce to concentrate into the tendency, no to the campion itself.
- A social mission that no give satisfaction on the personal experiences. So the brand equity is not in term of customer satisfaction.
- A different tool for different countries, in fact the Italian clients rarely use nine and ten to rank.
- A useful tool for support the marketing and research.

The results achieved are in two levels. The first levels are in term of fidelity to sell, cross-selling, price sensitive reduction and positive world of mouth. The second level is about low cost for clients acquisitions, growth of prices, positive reputation, stable relationship with clients and reduction of services cost.

NPS is also consider as an economic driver because accelerate the cash flow, reduct the volatility/vulnerability and enhance the actions evaluation. A high customer experience create emotive connection with their own customers that is reflected on the business growth.

In the implementation phase of these measurement, Carel follow five steps, that, in order, are: acknowledgment and commitment, build survey, monitoring criteria, feedback and improvements actions and actions accountability.

1- acknowledgment (detractors): the NPS must be seen as a discipline at all the organization level. Is important that the company concentrate its energy around the customer, so around the voice of the customers. The department that are in charge of this are the managers, the senior team plus the head of central bodies.

2- build survey: the responsible in charge are the NPS team plus the top management. Here is important to mapping the process of integration with the clients, define the main touchpoint on which focus for enrich the opportunity of dissatisfaction of the clients and implement the system data base of feedback, monitoring and calculate the NPS.

3- Monitoring criteria: by the Lean model that make evidence about the initial problem, where they are relevant. The people in charge here are always the NPS team and the top management.

4- Feedback analysis with staff (RCCA analysis) and actions for improvements: is important to begin from the feedback of the detractors, identify the problem, make the pareto of issue for understand the actions to implement, share comments with staff and RCCA analysis about the corrective actions and long term models, close the circle showing voluntary to recovery with detractors and, last, make an analysis about the stronger points (promoters) and sharing of the best practices. The department in charge of this step are the NPS coordinator plus the interested departments of the touchpoints with clients (operations sales).

5- actions: NEP, verify the status of the activities. Here there is the ownership of the corrective actions from the staff, where the NPS are the "habit" in term of mood of been and behave. It can be useful to organize meetings to verify and for make continuous adjustment from feedback, in order to transform these action into "usual activities". The responsibility here is in charge of the NPS coordinator plus the interested departments in the touchpoint.

So, the steps of the process can be, on this way, summarize as:

1- identify the target of customers, so ready every comment starting from detractors.

2- classify the problems (waste), make the process map and build the question of the survey

3- submitting with the Pareto issues for corrective action prioritization

4- PDCA (data collection of analysis) analysis with staff for medium long-term action

5- with the PDCA close the loop with detractors by contact him personally

6- share the best practices and strengths, represented by promoters

This must become a routine process that start from the detractor's comments with the aim to recover them and, in the same time, with the goal of improvement the internal processes through the identification of corrective actions to be implemented. At the end, the company close the loop with customers. A useful step is the analysis of strengths (promoters) which need to become the basement of the new process.

The Lean model is important to be implemented in line with the NPS, to bring benefits in term of productivity, quality, efficiency, quickly and profitability, like in the Lean Manufacturing of Toyota that make possible to break down waste, stocks, delate, defects and human resources. This produce continues value for the flow, the management, the results and the continues improvements.

From an example of the CAREL roadmap of the 2019, we can understand the key accounts on which it operate, that involve:

- the analysis of 4 key accounts (at group level) in the first sample

- the interview of 4 customer departments for customer (sales and marketing, logistics, purchasing and R&D)

- the inclusion of 5 countries (both Headquarters and Subsidiaries): Italy, Germany, UK, France and USA.

- the submission of the total survey in 24 hour.

The global NPS score founded highlights different value, such as: 100 score (positive NPS) by 5 survey for Sales and Marketing, 67 score by 6 survey for Purchasing, 0 score (negative NPS) by 4 survey for Logistics and 57 score by 7 survey for R&D.

The vision of the analysis was made in term of quality of product and process, of information provided to the customers, of time (timing, respect of deadlines, waiting time for support and punctuality), and of tools (tools in use with customers and commercial documentation, software, orders and quotes forms, etc.).

The results show that there is no high rate as expected and there is difficulty on the sensitivity part, at country level, that create difficulty to make comparison. The "face to face" answer, moreover, demonstrate that the process is slower but leave detailed feedback.

In sum, there is a negative evaluation of the overall NPS, mostly perceived in the Logistics and Purchasing sectors. We can realize that there is an elevated perception of difficulty on the comprehension of the information because there is too much complexity on the mean of the messages delivered, especially in the brochure and in some questions of the survey.

HOW CAREL USE THE NPS

Carel have decide to monitoring the VOC by a selection of the Key Accounts, that are in constantly contact with the clients, in its NPS surveys, in order to obtain a feedback from the perception of its customers collected and ordering these data in two fundamental axes for the evaluation of the supplier: the "quality" axes and the "service/logistics" axes. The quality includes products, services and all that is consider as a quality offer through the clients. The services mainly regards the logistics, shipments and the level of the service offered.

The value obtained for each item are symbolically represented by a "semaphore" in three degrees of colors that allows to visually evaluate the customer perception. There is the green, when there is no problem or complaint by the customers, or no product is deemed

defective, so there is no negative feedback for Carel. The yellow is used for signal slight problems or slight claims, so that are insignificant with no implication and not require a refund, or there can be some returns but not considered as relevant by the company. Finally, the red color is applied when there are important claims or there are an unclear situation or when a consistent claims is appeased only with a refund that mean further implications, or there is the case that the company have been received a lot of relevant refunds and were confirmed as caused by itself.

Carel believes that the Voice of Customers (VOC) is a good way to get up-to-date and gather realistic information on the topic. With these end, the voice of the clients is monthly collection by the Quality Manager Group, originally, and every year is planned a selection of the top clients by the marketing area. On this purpose, is asked at the Unit Market Manager to point out the clients as top and, also, to introduce or/and remove those, in respect of the precedent year.

The clients must be considered as principal not only for the volume of the business, but also for the rapidity of response and for the relevance of their feedback. In fact, the most relevant customer are those that are able to be the first user of the company's products and spreading information about it, realizing a significant feedback.

In the 2009, at this original program, was add the NPS model, for improve the collection and the management of information about the VOC. It was recognized the need to have the availability of a dashboard that, without intermediation by the sales network, regularly provides direct information on the degree of customer satisfaction. This new model proposes to exceed the classic questionnaires of customer satisfaction, that often turn out too much complex and record a low degree of answer.

The model, also in Carel, is applied with its degree from 1 to 10 from the question "how much likely you are to recommend our product/service/site to a friends or colleagues?". The answer achieved from the clients are classify as:

- from 0 to 6 degree as detractors: unsatisfying clients that can damage the brand through a negative word of mouth;
- From 7-8 degree as passives: satisfying clients but indifferent, the can be influenced from the competition
- From 9 to 10 degree as promotes: fidelity clients that repurchase the product and will recommend it to others.

By making the value more than one hundred to the promoters, zero at the passives and minus one hundred at the detractors, is possible to calculate the global NPS on this way: NPS=%promoters - %detractors.

In any case, the NPS represent advantages but also some disadvantages, like: perform well in contest with a quite number of players or where is relative easy to switch from one supplier to another or is characterize from a certain degree of maturity. Elements as partial monopoly of one or more players in markets or canals or a strong technology advantage can create, otherwise, conditionings for its effectiveness. The clients may be forced, in this case, to select a particular supplier.

But, Carel doesn't found particularly contraindications for its applicability. The industry have substantial number of players, the network effects are minimal, the customers can change easily profile and the industry is mature. Besides, there are a wide spread of adoption of its current products and services. These are important reason that permit the application of the NPS that is associated at its proven correlation with the degree of growth.

Nevertheless, the company is aware that the NPS can not be limited by only one question. Is for these reason that consider as necessary be in the condition to understand the ragion of a determinate evaluation, adding at the questionare a series of questions (multiple choices or open questions) linked as much as possible to the "points of contact" or touchpoint (meetings points between clients and company) that the company have with the customer (pre-sales, order entry, customer service on delivery, technical customer service, invoicing, general support…).

The main touchpoint were analyzed for different type of persons that interact with the company, in order to achieve a complete overview of the experiences for all. And they are:

-innovation knowledge sharing

-understanding customer needs

-product presentation

-commercial offer

-relationship management (visit, calls)

-order processing

-delivery

-commercial support

-technological support (CST)

-invoicing

-claim management

-quality (of product).

The construction of the questionnaire is an extremely important phase that must involve as many stakeholders as possible. What is important is to flank the administration of the survey with a structured follow-up process that allows to analyze the causes of a negative

evaluation (DETRACTORS), proposing and timing the necessary countermeasures, and finally providing feedback to the client.

At the same time, it is also important to analyze the reasons for a positive evaluation (PROMOTERS) in order to capitalize on "best practices" with a view to their extension and standardization.

Carel has an additional plus point: the use of the Lean organization system with a long experience and a recognized level of excellence in various business areas. This must be integrated and joined together at the NPS, with the aim of ensuring regularity and effectiveness of the improvement actions.

The implementation process will be developed according to the following phases:

1- Identification of potential market/channel subsets on which to apply the model,

2- Selection of the first pilot (market/channel area),

3- Mapping of the processes of interaction with the customer (identification of the categories in which grouping possible causes of satisfaction and dissatisfaction of the customer),

4- Construction of the survey on the base of the outputs of the previous phase,

5- Definition of the range of customers and monitoring criteria,

6- PDCA (Plan-Do-Check-Act) analysis, starting with detractors and moving on to promoters,

7- Implementation of a structured and visual monitoring process,

8- Standardization (extension).

The Lean Group have involved other people putting them on the centre, in order to achieve growth, by:

1- explain the NPS at the team, why the firm use it, which result the company can achieve, so why is important to use.

2- demonstrate that into the Italian branche these methods have worked, showed the carried out analysis and the graphic and number about the satisfaction of the clients and the dissatisfaction

3- show possible solutions at the emerging problems after accurate analysis and what have permits the advantage (strengths).

4- explain what the company have intention to do it

5- verify the comments of the team LDO, if they are satisfy, why and if they are incentives to apply these methods.

Has been seen that is fundamental for the firm to repeat these analysis with periodicity to achieve standardization.

For the moment, they have tired out only two methods, extended to all the branches. Over the single NPS score, looked in particular for the measurement of the specific branches market, channel and geographic area, the company apply at its process standard survey in order to gather professional and fundamental information subjected at their main clients, to identify the main critiques specific for area (area or provided service) or for clients.

The final survey is structured on questions about the quality, the time of delivery, the tipe of information provided and the tools that the company utilize. Furthermore, has been thought to divided it for the two main groups: the purchasing/logistic side and the technical department side.

Gong in details, now I expose what the Italy branches of Carel have done in its application of the NPS process, which are the data achieved and the best evaluation made it, also for looking the way on which the company operate, before start with my project in another division, so to have a working starting point on which to analyze, understand the weaknesses and possibly make improvements so as not to commit the same mistake.

After, I have decide to add a survey, with the same questions, at the staff of Carel.

THE ITALY BRANCHES

The NPS Survey on the Italy Branches (2020) are made it by following its original process, suggested by Reichheld. So, briefly, the question made it is about recommendation, the respondents are divide into three categories (promoters, detractors and passives) and the NPS calculation, that was made it at the end, involve the percentage of promoters minus the percentage of detractors.

The main touchpoint are the general one, just mentioned above, and are considered as causes of dissatisfaction for the quality, info, time and tools. For each of its four categories there are some questions evaluated with the three degrees of colors: red from 0 to 6 score, yellow from 7 to 8 score and green from 9 to 10 score. The green clients, in turn, help to enhance the number of people interested in the company; the yellow clients do not give satisfaction, but neither do they damage company; the red clients create a bad reputation, so they will not return to repurchase.

If the result obtained is like ten, the clients are promoters, so they are satisfy by the industry but, in any case, they can make passive notes that must be analyzed. If the notes are red, so are negative and the clients are detractors, is fundamental for the company to look at the comments. Look at the comments it can be always useful in order to make improvements or repair with the right action.

To begin and do the work efficiently, is important, firstly, analyze the approach make in practice by the Italy branches in its market.

Therefore, we can see that the canals of investigation was divided in four: the HVAC OEM, the HVAC PROJECTS, the REF OEM and the REF DEALERS. Also, there are a division made it for the customer department of reference that can be purchasing/logistic or technical. Although this division, specific surveys for departments have always been carried out for the diversity of clients that approach at the investigation. There are two different relevant type of clients for the two different big market. For the HVAC market, the clients are like hospital or commercial centre that search air conditioning solutions, so are clients interested in the health of the person. The REF market, that is interested on the foods refrigeration, so we spoke about counters, distributors, supermarkets, etc. The typology of the clients must be seen also on the vision of the canals: clients OEM that keeping manufacturing, dealers that sell directly the product of the company to the final consumers, or project, that sell at whom work for project by contracts.

We can count ten clients for the HVAC OEM, nine clients for the HVAC PROJECTS, seven clients for the REF OEM and seven for the REF DEALERS, for a total of thirty three participants.

On the questionnaire the company analyze on the vertical axis the level of satisfaction and on the horizontal axis the category analyzed.

With this analysis what the company can also obtain is a review, from feedback, of their main problems that are in term of time (availability, delivery), quality of information (presentation, report), communication (complexity technical part). With this method the company obtain an overview of their level of clients satisfaction and comments about the delivery on the survey.

So, the HVAC-OEM on the purchasing/logistic side have register a NPS score equal to 37,5 that mean that the overall level of satisfaction disclosed here is attributed at the color yellow, so the clients are classify as passives. The worst evaluation are emerged for the communication of information, for the invoicing issues and for the punctuality. So, going to see the comments released to these critical issues emerges that the perform related to the last year have been influenced from the impact of the COVID emergencies, that have caused tribulations and delete both for the communication and for the punctuality. Adding to these, there is a problem for having efficiency information because, most of the time, the messages are deliberate with delate by the logistic department. About the invoicing, the clients founds issues in term of misalignment with the price of the list and the price that are

out of the list, between the price of the order and the price of the CO2 improving or between the price of the changing list and the price of deviation.

But, how we have said so far, is also important for growing and make the right investments to look also at the best evaluation.

This is an example of the survey evaluation elaborated it by Carel at its clients of the purchasing/logistic department, made it with fourteen questions, in order to investigate about the overall satisfaction of the work/services efficiency, and the last one is the the recommendation question. In order to better analyze the data, alongside the questions, the staff have added a specification about the topic of them and the type of value that emerges, so if it is about quality, tools, time or information. After, a column is added for the average of the score for each demands, to arrive at the most salient value for its analysis:
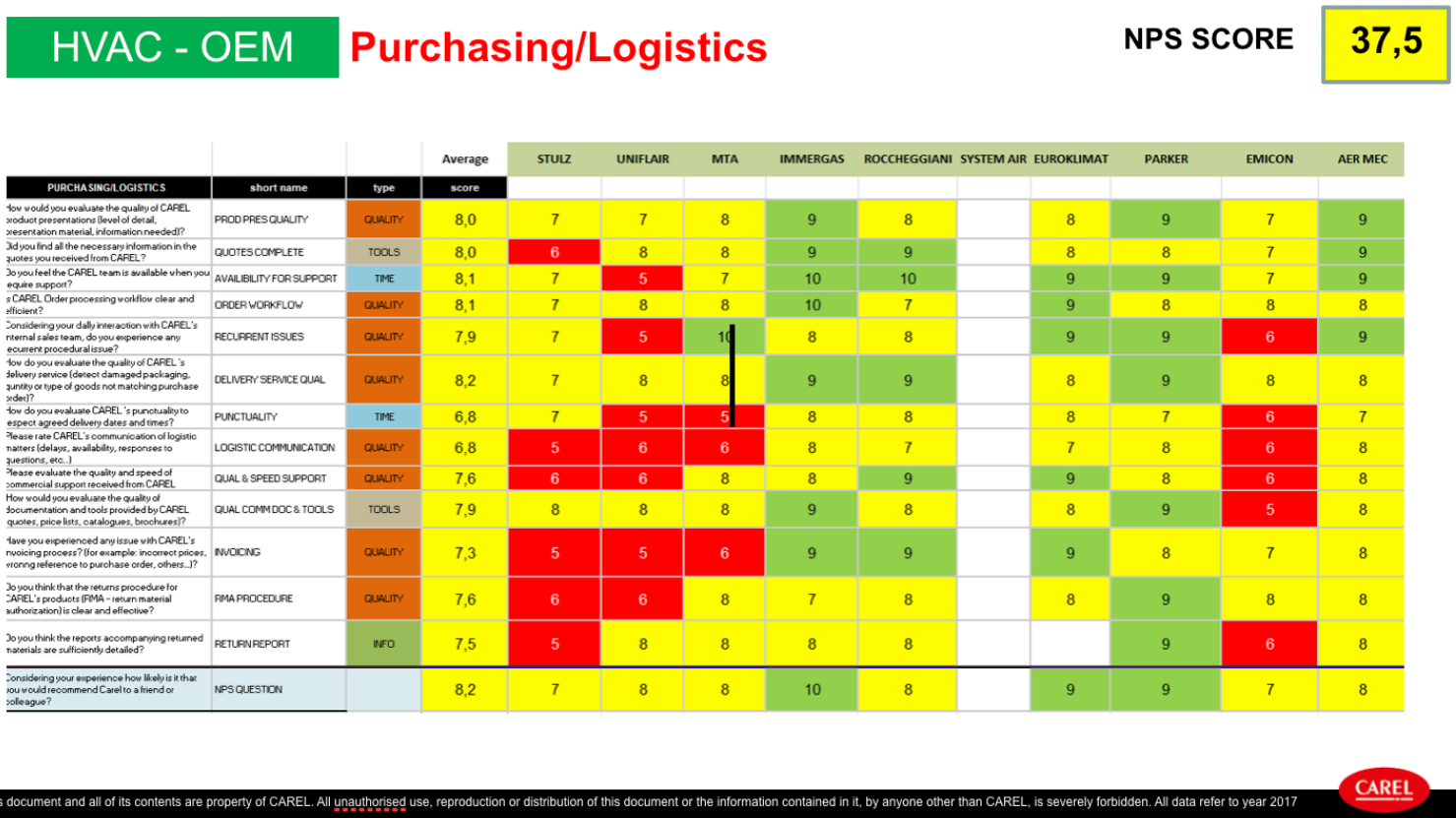
HVAC - OEM Purchasing/Logistics NPS SCORE 37,5

PURCHASING/LOGISTICS	short name	type	Average score	STULZ	UNIFLAIR	MTA	IMMERGAS	ROCCHEGGIANI	SYSTEM AIR	EUROKLIMAT	PARKER	EMICON	AER MEC
How would you evaluate the quality of CAREL product presentations (level of detail, presentation material, information needed)?	PROD PRES QUALITY	QUALITY	8,0	7	7	8	9	8		8	9	7	9
Did you find all the necessary information in the quotes you received from CAREL?	QUOTES COMPLETE	TOOLS	8,0	6	8	8	9	9		8	8	7	9
Do you feel the CAREL team is available when you require support?	AVAILIBILITY FOR SUPPORT	TIME	8,1	7	5	7	10	10		9	9	7	9
Is CAREL Order processing workflow clear and efficient?	ORDER WORKFLOW	QUALITY	8,1	7	8	8	10	7		9	8	8	8
Considering your daily interaction with CAREL's internal sales team, do you experience any recurrent procedural issue?	RECURRENT ISSUES	QUALITY	7,9	7	5	10	8	8		9	9	6	9
How do you evaluate the quality of CAREL's delivery service (detect damaged packaging, quntity or type of goods not matching purchase order)?	DELIVERY SERVICE QUAL	QUALITY	8,2	7	8	8	9	9		8	9	8	8
How do you evaluate CAREL's punctuality to respect agreed delivery dates and times?	PUNCTUALITY	TIME	6,8	7	5	5	8	8		8	7	6	7
Please rate CAREL's communication of logistic matters (delays, availability, responses to questions, etc..)	LOGISTIC COMMUNICATION	QUALITY	6,8	5	6	6	8	7		7	8	6	8
Please evaluate the quality and speed of commercial support received from CAREL	QUAL & SPEED SUPPORT	QUALITY	7,6	6	6	8	9			9	8	6	8
How would you evaluate the quality of documentation and tools provided by CAREL (quotes, price lists, catalogues, brochures)?	QUAL COMM DOC & TOOLS	TOOLS	7,9	8	8	8	9	8		8	9	5	8
Have you experienced any issue with CAREL's invoicing process? (for example: incorrect prices, wrong reference to purchase order, others...)?	INVOICING	QUALITY	7,3	5	5	6	9	9		9	8	7	8
Do you think that the returns procedure for CAREL's products (RMA - return material authorization) is clear and effective?	RMA PROCEDURE	QUALITY	7,6	6	6	8	7	8		8	9	8	8
Do you think the reports accompanying returned materials are sufficiently detailed?	RETURN REPORT	INFO	7,5	5	8	8	8	8			9	6	8
Considering your experience how likely is it that you would recommend Carel to a friend or colleague?	NPS QUESTION		8,2	7	8	8	10	8		9	9	7	8

Figura 4 - NPS Average Score HVAC - OEM (Source: NPS Survey Power Point)

the average value of the ultimate question, that is in some way consider as the key point of the investigation.

later, the value attributed by each customer have been colored to have a visual impact on the overall trend on that specific section.

In this case, is easy to see that the prevailing color is the yellow, so, also without to look at the evaluation, we immediately understand that here that there is not an alarming situation but seriousness actions must be taken to change it.

For the technical part of the HVAC-OEM the same approach was used, with the only change in some demands, more suitable at these specific sector.

Here, the value of the NPS score reveled was very positive, in fact it is 70 with an average on the ultimate question equal to 8,8. In this case, we can see that the clients are at the most satisfying by the service, so they are evaluated as promoters.

In any case, as always, looking at the comments can be useful because negative comments can emerge, every time. In fact, some worst evaluation was founded and are principally on the deadline respect and on the product presentation quality of information. The date between the launch of the product and the availability are defined too much optimistic and they reveled out a lack of systematization on the periodic presentation of the
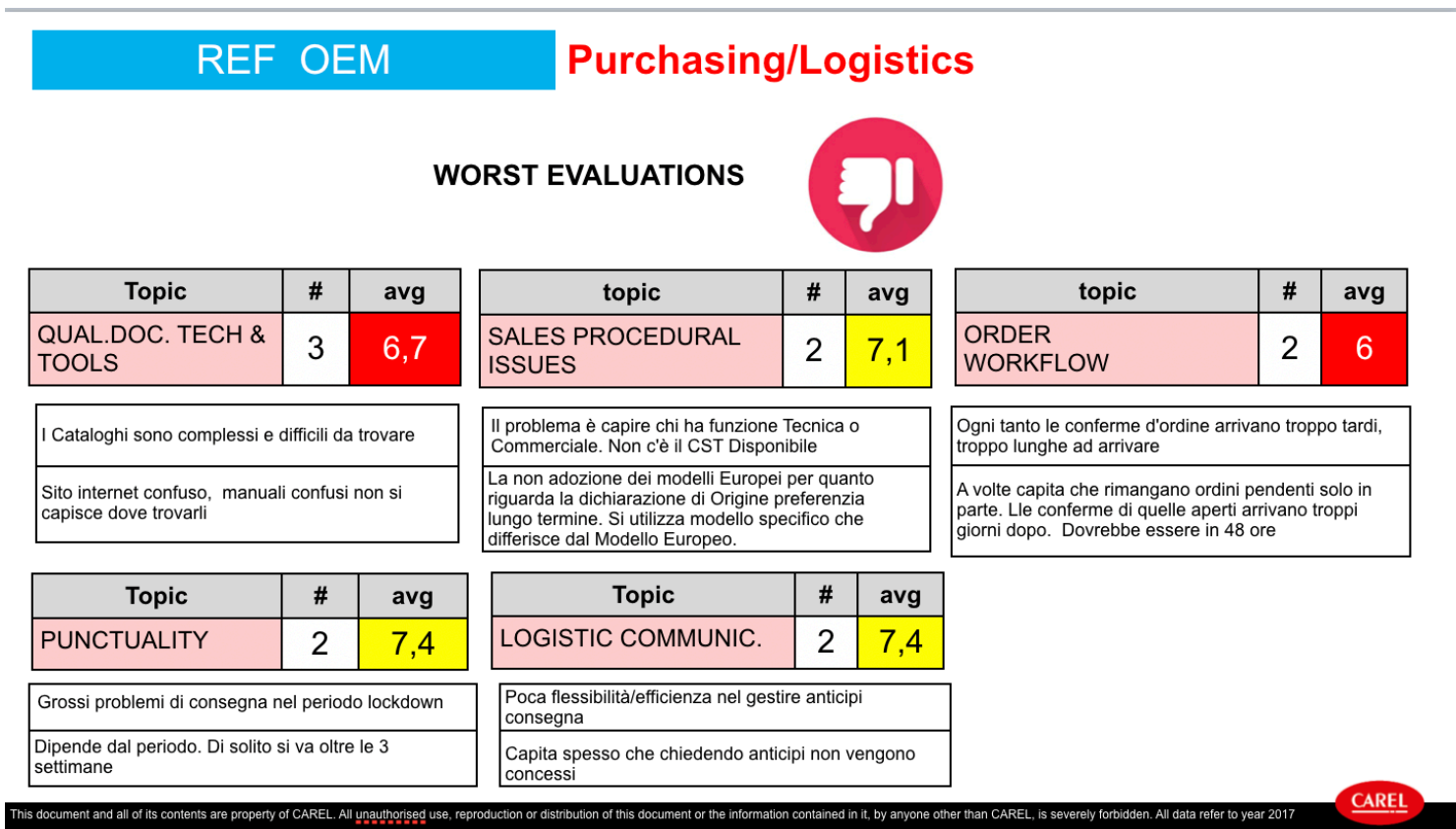

Figura 5 - NPS Worst Evaluation HVAC - OEM (Source: NPS Survey Power Point)

novelty, detected only one or maybe two times per year. On the other side, many positive comments are founded with high value of evaluation in a lot of topic.

In summary, this departments, thanks to these analysis had the opportunity to learn from the feedback of its clients, the main resources, on the topic on which he felt he had to

investigate, understanding where actions had to be taken, where bring improvements and what are its strengths, to be competitive.

At the end of the each departments analysis it was provided an overview of the main issues related to take stock of the situation.

The analysis continued with the REF-OEM departments with, first the purchasing and logistics and after with the evaluation of the score on the technical side.

The first NPS score analyzed is equal to zero, so the clients are here passives. In fact the average on the NPS question is equal to 7,9, so it is consequently been marked with the yellow color. The worst evaluation was signed on five topic with also two color marked with the red, so with value vary low usually given by dissatisfied customers, like detractors. Below I have reported an example how the company did the evaluation of the these comments.

It is possible to see that for the worst comments for each negative or for the worst passives comments have been made means of evaluation.

The worst evaluation are on quality documents and tools, sales producers issue, order workflow, punctuality and on the logistic communication.

Below I also inserted an example of how Carel evaluate the best review.

In this case is possible to see that the comments are not taken into exam but are exposed only the topic with the the higher degree, to take note of the most relevant aspect without wasting time.

Also, the technical side of these departments have register a passive NPS score with a value of 14,3 where the average at the NPS question is equal to 7,4 point.

The negativity, here, are relegated especially on the samples available, the deadlines respect, the technical support quality, the technical support speed and on the return report.

Going on, there is the analysis of the REF Dealers that in the purchasing and logistic side demonstrate a passive NPS with a score equal to 28,6 and an average at the question equal to 8,1, rather than a negative score equal to -16,7 score on the technical side with an average score equal to 7,2. Here there is the first case of customers signal as detractors, these mean that there is high level of unsatisfactory type of situation. There is five topic that, here, register a very low degree of value on average and a lot of negative comments to examine. What comfort is that regardless to this is possible to see also an elevated number of positive evaluation at more than five topic. So, there is problematic that can be resolved but not all is lost.

The HVAC- Projects, on the other hand, a passive NPS equal to 66,7, almost close to the point of positivity. In fact, the average on the ultimate question is equal to 9,2. The technical side register the same result.

topic	#	Avg		Topic	#	avg		topic	#	avg
DELIVERY SERVICE QUALITY	5	8,4		INVOICING	4	8,1		QUOTES COMPLETE	2	8,1

topic	#	Avg		Topic	#	avg		topic	#	avg
AVAILABILITY FOR SUPPORT	2	8		SALES PROCEDURAL ISSUES	2	7,1		PUNCTUALITY	2	7,4

topic	#	Avg		Topic	#	avg

Figura 6 - NPS Best Evaluation HVAC - OEM (Source: NPS Survey Power Point)

At the end the company takes stock of the situation, that are:

- The REF market is not soo good, and the assumed conclusion lead to think that maybe the clients are more exigent but after the analysis of the comments is possible to see that the main claims arrive from the fact that no explanatory catalog is provided for this sector. So the company must examine the case and take a decision about that. That is: make it or not the catalogue by using the tool of the Pareto to analyze the problem. Moreover, is important to take informed the clients about the decision taken by the company after the interview, if its contribution was made useful or not and so to incentive its participation with the aim to involve him also in further research and/or surveys.

- Only with an adequate number of surveys is possible to see important feedback on which to make appropriate considerations, almost ten to have evidence on the statistic analysis.

- The video call has proved to be the most effective and least time consuming way to submit surveys, during the pandemic period. Probably suitable also for a post-COVID moment. The effectiveness of these methods has been verified because are more easy to do, especially if, for example, the company make the survey in November but use the data in April when there are, for sure, some different conditions, so the data achieved are

considered not anymore realistic. The data, in order to be more reliable, must be achieved no more than two o three moths ago, the reasonable period. So, these virtual approach help for sure the company in achieving data in time and in saving cost.

- The two dimensions of purchase and technical have proven to be adequate and manageable.
- The directors of these branches, that use the feedback to make improvements and to look at the Italian market, have found that is not even true that there are differences for different countries. So, the company have decided to make an analysis for all the Europe market (European, German and Spain)and, after this, is possible to verify a more preciously synthesis, with more efficient results. By these consideration of regularity, has been detected that can be very useful to make this analysis every quarter because is a powerful tool that also the banking and the investors going to see for the investments.

So, the main problem, synthesize, are emerged on the canals of communication, time, and price communication, that is the quality of the communication considered as not efficient. How can Carel trigger the improvements?
This is the main question that the directors of these project wondered at the end. The result of their meetings brings to the conclusion that the company have a predominant technical profile and lack in engaging communication. So, the company's first move, to repair at these issues, was to make a good summary that highlights the main problems.
Looking at the input and opportunity, turned out to be fundamental to routinized procedure, which lead to take action only after studying the feedback. In fact, thanks to this, it has been possible to create catalogues and concrete report, based on the quality of the product, which proving the reflection of customer satisfaction.
Another way to solve the problem of the logistic communication has been solved by making the clients aware and convey structural problems when they arise so that the firm will not receive complaints, for example in cases of delay. Furthermore, in order to achieve trusty feedback, it is understood that interviews must be done, not by the sales manager, but, by the employees that have minor influences on the clients during the investigation.

After these analysis, in my opinion Carel needs to improve in term of quality of communication for sure, because in all the departments figure out as too much complex in the information deliberated, especially towards dealers that are usually to work with in a simple language.

In fact, Carel became aware of this complication through this feedback and started to produce brochure in order to make more clear the traditional catalogues.

Another critiques that emerged is for the type of informations not delivered in a correct way, mainly associated with the lack of warning in case of delays.

Questions that Carel can ask to itself in order to investigate about it for example can be: "are the general general issue taken into consideration? Have been applied the correct solutions? Has been seriously considered the order of the question, the length, the deep specify and the way on which is possible to make it easy the questions?" These are some important points to take into consideration, which should no means be regarded as discounted or obvious.

Also can be useful to not exclude the employees opinion and an accurate investigation on what they really think of the company and how they evaluate the service. This is the new approach in order to be more efficient and produce improvements and innovations.

CHAPTER 4

4.1 PROJECT PRESENTATION

During my stage project about NPS, at the Carel Industries SPA, I have worked on precise task to learn the applicability, the efficiency and the limitations of the method. Specifically, the object defined with the tutor assigned to me was to implement a structured corporate wide process to collect and monitor the VOCs. The main activities that have been entrusted to me, were:

- implementation of the model near commercial branches in Italy and foreign;
- coordination of the main activities as identification of customers set, review of questions and planning interviews;
- Preparation of documentation of introduction to the model for branch and customer;
- data processing and final synthesis at cluster level (customer group or branch);
- consolidation of data at corporate level in order to identify the opportune corrective actions;
- search in literature of examples of best practices of application and their comparison.

So, I have had the opportunity to work with a model that are just in use at Carel from two years, applied to a specific trial (Italian branche) with the aim to verify the validity for extend it to the foreign subsidiaries. Beyond the individual NPS score, which will allow for the construction of specific benchmarks, by market, channel and geographic area, the

provision of structured surveys allows for the collection of very valuable information to identify specific critical issues by category (area or service provided) or by customer. The undetectable side of this project, for me, is the continue research of the issued emerged, their analysis and the fundings of reliable solutions.

4.2 PROGRAM SCHEDULE

Essentially the program was structured dividing the task on weeks.

During the first week, I'm been involved in an activity of reading of the texts selected by me and my professor, to first have a solid theoretical basis, thus for move later on practical application. After this initial imprinting, we planned to start creating a summary and fix the excel files relating the CSE branche, which were divided between their four clients: the summary for the HVAC dealers, the summary of the REF dealers, the summary of the HVAC OEM and the summary for the REF OEM. The NPS question, on the purchasing and technical part, it was decided to apply for every client company interviewed, about the investigation on the quality, tools time and information on average. These interview was made it by the CSE team, that worked with only their foreign clients. The objective was try to have an idea about the major causes of possible problems and how often these occur, by the comments earned, that make sense in case of lower score or specify some criticality's even if on the whole the rating is good.

At the end of the first week, was scheduled by my tutor an activity, carried out using slides, to understand the major functionalities and the way on which the Lean Management team operates within the company, their main tasks and the story of the Lean Thinking, from the Toyota Production system history.

During the second week I focused on the interviews yet to be completed, in particular in that carried out at the Slovenian company ORCA. My job was to work on the issues that arose, analyze them and identify feasible improvements. The interview lasted in total 25 minutes, with a brief introduction of what is going to be done and an explanation to the grades that the clients should give, so that relevant scores can be obtained, concentrated more in the good (9-10) or bad (0-5) range. Has emerged that was very important explained this step at the clients because the fewer passive grades company's get, the more accurate measurements can obtain. The interviewers were two members of the CSE team and not two directors of the departments, as it had already been ascertained, during the interviews carried out at the Italian branch, that by subjecting customers to questions asked by staff, they were less pressured and more open to dialogue.

After these, I have had the opportunity to work with the manager of the HVAC CSE about the interpretation of the surveys and its expectation, if these instruments has fulfilled its duties.

During the third week, I have made a meticulous analysis of the NPS applied to the Italian branches, how it handled the problems that arose from the surveys, for better make improvements on the CSE department.

In the fourth week, I continued the analysis of the Italian surveys through the presentation of the NPS made it by my tutor, the analysis of the survey application mode, takin notes from the action list, the slate of candidates, the survey template, the survey template of the HVAC Project and the survey of the HVAC OEM. Moreover, I have assisted at a one presentation of the NPS to five guys of the LDO (Lean Department Operations) team in order to see how to make a presentation, before I start working on it. For that reason, I started working on the evaluation of the NPS OCE and its structure, analyzing the problems emerged from the customers interviewed, follow the rules revealed that set to go from the general to the specific. At the end of the week I planning for the following week an investigation interview at the staff of the CSE for a mine personal investigation about their perceptions of this method of working.

In the fifth week, I have made the survey template on Google Drive (Excel file) of the NPS internal analysis of the staff, making interviews at each one of the respondents with demands in line with the method, so that go from 1 to 10, plus adding personal question about the "personal expectations" which included open long-answer. At the end, I predicted a summary for the total average to have an idea about what they think in practice. Nevertheless, I continued to work on the literature text.

Then, I did a comparison with the tutor and fixed the excel file with the work airing with the staff of Carel 2, that includes the spread, the NPS internal analysis of the CSE for every respondent scores and the final average for both technical and purchasing departments, plus the comments and a preparation of a summary with a conclusive average.

After that, I planned the tasks for the following week, which included:

- The file setup;
- Check files created for customers and highlight negative feedback, signing a summary with the main problems;
- Presentation of the final score related to the NPS.

So, in the sixth week, I have organize the excel files, reading literature and made a control related to the file of the OEM NPS. In addition, I began to drafting the presentation that I

was supposed to give at the end of the project to the Carel directors and managers in charge.

The next week, I occupied all my time in the preparation of this presentation in a way that, during the eight week, I make the interview at the missing staff members. Into the ninth week I'm going on with the literature of the text and in the tenth week I have prepared the presentation of the CSE NPS. In the eleventh week, the time has come to present my work. After this final step, I integrated my elaboration with the feedback received from the CSE's directors, in addition or in correction, like the implementation of the analysis of the partners missing on the project.

In the twelfth week I present my project to marketing managers and work on it. During the thirteenth week, I made the synthesis of the literature, with a meeting organized by my tutor, where I have had the opportunity to work with him on the synthesis and addition on my work.

In the last week I make an interview programmed with Carel 3 by Google Meet, because also these departments want to learn and apply for its clients the methods of recommendation, using also the part made by me for the analysis of the internal staff.

The purchasing and the technical part of the company for the HVAC/OEM is equal to 80, so they are promoters but also find out some critiques where implement its work, to better satisfy their needs and, so, increase their loyalty, thanks a better services. Other side, like REF DEALERS have a summary NPS equal to 50, so they are detractors type of clients for the technical side put promoters on the purchasing/ logistic side. The HVAC DEALERS are passives with an NPS equal to 75, both from logistics and technical part.

4.3 NPS SURVEY CSE PRESENTATION

In this part of the chapter I explain the presentation that I have made and exposed at the directors of the CSE and to others marketing managers of the company during my internship.

I have, as learned by Carel, calculate the Net Promoter Score for the CSE as they have just done before for the Italian branches. So, in order to measure the fidelity of these type of consumers by

a set of questions with the traditional evaluation from 0 to 10, where Promoters, Detractors and Passives are identified. With these data, at the end, it was for me possible to trace the NPS index for these departments. Through the touchpoint, however, that represent the meeting point between the firm and the clients, like shipping, technical support, reclaims, and so on, it was possible to verify the needs of the clients more specifically, in a way to improve the service offered and enhance the performance of the company, so as to appear more solid at their eyes.

At the end of my presentation, I have included, after the meeting and under the suggestion of the manager director of the department, not only the feedback received by clients, but also the one belonging to the business partners, that are divided between the HVAC REF into the HVAC&R SUPPLIER and the CAREL SPOL.

Therefore, beginning with the analysis of the HVAC-REF partners, first on the Purchasing and Logistics side, the NPS highlighted here gave us a score of 0 with an average score equal to 7. As a result, they are considered as passives. The main critical points that I have emphasized regarding: the product presentation quality, the punctuality, the RMA procedure, the return report and the main salient comments received by these partners specify the fact that the presentation are developed by the point of view of the manufacture's but even taken into consideration the consumer's point of view because, principally, there are not the right handbooks, there are frequently delay, too open costs, a lot of people are involved without real benefits and the report are not always clear or detailed. In addition, I have considered, not only the worst evaluation, but also the best one, with the aim to having an idea of the strengths relate at these area, where continues to work, because people are satisfied that give advantages, more easy to improve.

The technical side show again an NPS score equal to 0 and an average around 7, so once again there are no detractors and no promoters (unsatisfactory results for the company). The main critical points analyzed here emphasis that the innovation are introduced with delay in respect to the market, that mean a missing in opportunity, combined with the a lot of notifications for delays. Moreover, there is problem with the product presentation in term

of quality, the returns enforce high costs and the reports return are not always correct or clear, so others many useful information are lost.

By moving in the analysis concerning the clients and the staff, first we consider the fact that has been done with the aim to understand how the company appears at their eyes and the evaluations or the main critiques that can help to move versus improvements. The study was done by an examination divided for canals/markets and for the clients that here are divide into three groups: the HVAC OEM, the REF OEM and the REF DEALERS. The other way is oriented in measuring the clients divided for the two departments that are the technical and the purchasing/logistics. Is important to specify these passages because we're made different surveys for the different departments.

In specific, there are five clients for the first group, three for the second one and others five for the last group of clients, for a total of thirteen respondents companies.

Has come up that the main weaknesses interests in particular the technical parts, mainly for the the REF sector. Let's look at the details.

The NPS emerged are, in any case, positive for the first groups of clients, so they are promoters, even if many passivity are highlighted. The main comments of the HVAC OEM make in evidence that the feedback are in the complex very positive and, in fact, really few issues are highlighted and zero negative scores are presents on average. But, the main negative scores are in term of time and quality of information and the main critical points are around communication, availability for support, deadline respect, delivery of the technical innovation, the RMA procedure and the return report. So not that few.

Continuing, the NPS for the REF Dealers is 50 for the purchasing side, far lower from what we have just seen above, because they are half promoters and half passives. In the technical part they recorded a total of 80, so here they are promoters. About them, in the complex, is possible to see that the general feedback are very positive, although, from a logistics point of view, there are many negative scores and the main criticality's embedded the communication, the deadline respect, the RMA procedure and the return report.

The HVAC Dealers clients are for both the departments with an NPS equal to 75, good even if not excellent. The feedback are very positive and the main negativity emerged only in term of time and quality. The critical points are mainly for the communication and for the deadline respect.

So, altogether the final picture is very positive. These I show the tablet of the NPS on the final score:

	HVAC OEM	HVAC DEALERS	REF DEALERS
PURCHASE LOGISTICS	80	75	50
TECHNICAL DEPT.	80	75	80

Figura 6 - NPS Final Score (Source: NPS CSE Survey Power Point)

So, the main problems are in term of time (availability and punctuality) and in term of quality of the information (like the presentation and the report).

CAUSE OF MISSING SATISFACTION

Availability -> TIME

Logistic communication -> QUALITY

Tech innovations -> QUALITY

Deliver innovations -> QUALITY

Rma procedure -> QUALITY

Return Report -> INFO

Punctuality -> TIME

Quality tech Doc&Tools -> TOOLS

Figura 7 - Comments (Source: NPS CSE Survey Power Point)

4.3.1 INTERNAL ANALYSIS

In the second part of my analysis I have had the idea to investigate also about the perception that have the staff towards the Carel's work, the core essence of the industry. Since this step had never been done before, I imagined I could understand their point of view by asking them the same seventeen questions that had been asked to partners and customers whatever the critical issues highlighted by consumers are the same of the CSE Staff, plus some open-ended questions, only for them, in order to analyze the comments and possibly derive useful advice for business development. Basically, what I have done is a circle that begin questioning the customers, then evaluating the results, creating an action plan, sharing the results with the customers, in a way to implement the action plan and so restart the circle.

These are the part of the employee that I have interview, one at a time.
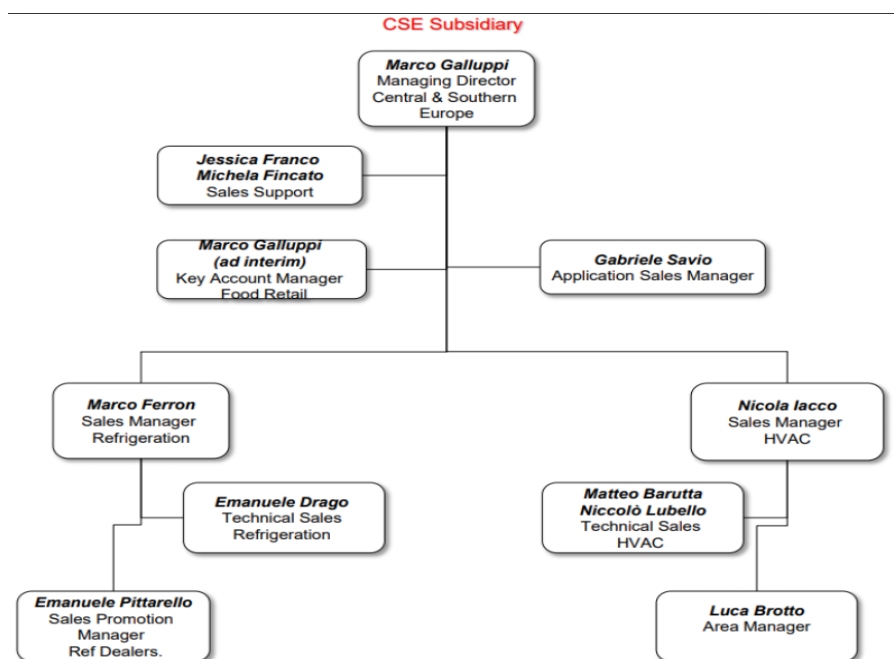

Figura 8 - CSE Subsidiary (Source: NPS CSE Survey Power Point)

The CSE Carel results as promotes of the NPS analysis, demonstrating an average equal to 9,3, that is extremely positive. But these not mean that problems doesn't exist.

In fact, about these method of evaluation the staff expressed negativity towards the RMA procedure in term of quality, the character of technology documents and tools relate to the process and reports in their comments as too complex and complicated to fully understand for them because is not always well defined what they are going to do. Also, define the

technical information too specific to be easily interpreted by the customers without asking clarification. Other critiques are been made at the technology innovation, mainly because of their delay in being introduced to the market.

Is possible to see that these criticality's highlighted are very similar to these emphasize by the customers.

The my open-questions of evaluation have been summarized in 4 main, that, in order, are:

1- do you think the NPS Carel Analysis is a good method and well performed, able to satisfy on general expectations?

2- in your opinion, do you change something of the process? (ex. Question, behavior of customer, general carrying out..)

3- in your opinion, which are the main problems that are raised from customers?

4- do you think can be a good idea to send an e-mail before the official face-to-face survey? And introduce a question about the delivery time expectations?

By these, the man salient comments of the staff that emerged were:

1- Interview more people from the same company to get better feedback

2- Improve the documentation provided / process to the more simplified staff

3- Improve/simplify/avoid/ reformulate the questions to make it more usable even by dealers (simplify the language used in the questions submitted)

4- More personal questions (do they answer truthfully even subjected to an online survey?)

5- Interpretations of neutral questions such as red or green to improve survey effectiveness.

Finally, I have asked to them a final important question related to the improvement of the NPS analysis inside of the firm, to investigate what they would prefer to change. They answer giving to me three options, that are in relation to add at these methods of investigation:

1- E-mail before the official face-to-face survey in order to give an explanation of why the industry is going to these interview and of what is more oriented to investigate;

2- Introduce a question about the delivery time expectations on the personal survey ("In your opinion, Is Carel able to well perform the NPS analysis?"). this can helpful in case the industry want to investigate what customers think about with their YES or NOT RESULTS, especially difficult to interpret in the field of complexity, good division, technological and logistic information, face-to-face methods validity;

3- More feeling or expectations.

NPS IN CAREL	type	AVARAGE SCORE	TECH. SALES HVAC AREA	SALES PROMOTION HVAC AREA	TECH SALES REF AREA	SALES PROMOTION REF AREA
How well did the tech innovations introduced by Carel satisfy your expectations and needs?	QUALITY	7,7	8.5	9	5	9
How do you consider the capacity of CAREL to deliver the innovations accordingly to what was introduced?	TIME	7,5	9	9	5	7
Has CAREL been effective in respecting agreed deadlines?	TIME	7,3	7.5	6	9	7
How would you evaluate the quality of CAREL product presentations (level of detail, presentation material, information needed)?	TOOLS	9	7.5	10	8	9
Did CAREL make samples available at the agreed time in the introduction product phase?	TIME	8,3	8.5	7	9	9
Did you find all the necessary information in the quotes you received from CAREL?	TOOLS	6,3	8.5	7	6	6
Do you feel the CAREL team is available when you require support?	TIME	9	8	9	9	10
Is CAREL Order processing workflow clear and efficient?	QUALITY	8	8	8	8	8
Considering your daily interaction with CAREL's internal sales team, do you experience any recurrent procedural issue?	QUALITY	8,0	9	6	9	8
How would you evaluate the quality of the technical support provided by CAREL?	QUALITY	9	9	9	9	9
How would you evaluate the speed of the technical support provided by CAREL?	TIME	7,8	9	6	8	8
How would you evaluate the quality of technical documentation and tools provided by CAREL (technical leaflets, manuals, release notes)?	TOOLS	8,3	6.5	9	8	8
Have you experienced any issue with CAREL's invoicing process? (for example: incorrect prices, wrong reference to purchase order, others..)?	QUALITY	7,8	9	4	9	9
Do you think that the returns procedure for CAREL's products (RMA - return material authorization) is clear and effective?	QUALITY	5,1	7,5	2	4	7
Do you think the reports accompanying returned materials are sufficiently detailed?	INFO	4,7	6.5	6	2	6
How would you evaluate the quality of Carel products?	QUALITY	9	8.5	9	9	9
Considering your experience how likely is it that you would recommend Carel to a friend or colleague?	NPS QUESTION	9,3	9	10	10	8

Figura 10 - NPS Average Score Internal Staff (Source: NPS CSE Survey Power Point)

What really emerged is the fact that the tool must be changed because they are not organized to well perform and become independent by the other sector that can help to realize better investments by the staff by the fact that come to be more easy to catch more attendibile results for their specific analysis of the critiques and their analysis about their way of operating.

Also, in their opinion, NPS can make a great work into the big industries sector, but, in order to make possible these, is important repeat with annuity the investigation to generate improvements and confront data. Fundamentally remain the way to consider the importance to be always in touch with the clients by responding at their feedback personally via e-mail or by catalogues.

A method on which is possible to bring real benefit is interview more people as possible from the same company to get better and complete feedback, improve the documents provided/process to the more simplified staff, make more personal questions (do they answer truthfully even subjected to all online survey?), and make interpretation of the neutral questions such as red or green to improve survey effectiveness.

4.4 REVIEW

Thanks the NPS analysis made it with the Carel we can fully analyze the problematic that the clients can encounter during the affair between the customer-company relationship and their personal perception achieved with the direct interview, so that they can improve and

repair their own damage by making the customer participate and enhancing their role inside the company.

What they have researched it's an investigation about its technical and purchasing quality services, proving thanks the average scores gained. Generally, they can count on a high level on the technical side but not on the communication quality.

So, these can be interpret as a lessons to learn from its own error and get better.

As we can see, when the Net Promoter Score is high also the clients are most satisfied and are more incentivate to recommends the company. This mean that is possible considered by Carel the NPS as a good indicator of loyalty but only with the right expedients, such as simple additional questions adding at the survey, keeping the collecting data monitored between over the years, branches and competitors, or adding personal expectations.

This experience was really important for me because it allowed me to be able to test the reliability of the Nps analysis, how it works within a major multinational company, what advantages and disadvantages it really brings. Nps is a very sensitive tool, necessary to be analyzed carefully without taking anything for granted. I was really happy to have been able to experience this method concretely alongside the staff of a subsidiary and to have been able to take my analysis to a higher level thanks to the data provided and collected during this period. Adding my personal contribution with the internal analysis I have tested something new inside the company, that which was greatly appreciated and will be reused in future analyses carried out by the company using the same method and based on the same questions from other foreign subsidiaries such as the one in Germany from which I received direct appreciation.

CHAPTER FIVE

5.1 CONCLUSIONS

The presented study shows that interpreting the consumer loyalty is not a simple matter, even with the help of the NPS examination. Several factors must be taken into account, as well as various advantages and disadvantages, their adaptability and applicability to the concrete case and the correct interpretation, possibly supported by other methods of analysis.

Recommendation techniques should therefore not be seen as unambiguous but as possible solutions to the interpretation of consumer behavior that concerns all the industries, including Carel. It is therefore essential to consider the role of the consumer as the basis of business decisions by constantly analyzing his or her perception of the

company through direct pre- and post-sales interviews, in order to keep the relation alive, facilitate improvements and keep the role of the interested customers active. All of which is also fueled by the surrounding market that keeps competitiveness between companies alive.

In this study, I tried to demonstrate that there are many methods that can measure behaviors and, more precisely, loyalty behaviors, and they can bring advantages to the industries that take it into consideration in their process. One of this methods is the one created by Friedrich Reichheld also called the Net Promoter Score, that involve recommendation.

Some problems could emerge because the NPS is not always linked to the business performance, anyway it can be a good indicator to follow in taking decisions. As we have found through literature, the NPS can not be used alone but it needs the support of other measures of loyalty, in order to have a more precise view. The consequence of this approach are seen by managers with the misallocations of resources and misunderstandings of the real customer needs, with consequence of less efficiency in the respondent action rather than their competitors, ways that permit the firms to reach the success.

Although these analyses have been made and disclosed, many companies use this method with the support of other techniques such as Carel.

With Carel I had the opportunity to experiment with a concrete case the application of the methods, the elaboration of the data achieved through feedback, the emerged conclusion and the actions taken in order to continue improve it cornerstones or make up to its errors. Moreover with an analysis I made I had the opportunity to estimate an NPS average of the personal staff expectations about the application of the methods, what improvements they would make and on the subject of how they rate the service provided by the company. It was found that the opinion of the consumers regarding the quality of the supply did not differ much from the one of the staff, both on the technical and purchasing sides.

In conclusion, it is possible to say that the application of the NPS can be a helpful strategy to drive the change and lead the firm innovation.

It would be interesting to continue the analysis that I started and conducted at Carel in its other foreign branches as it would be also interesting to analyze all the data and have a final report on the overall performance of the company, always subjecting both customers and staff to the same type of investigation but with more targeted and differentiated questions to be able to make better improvements to the process and to satisfy all the

different kinds of consumer that have a relation with the company, which is a very important step in order to acquire new customers and face innovative scenarios.

5.2 BIBLIOGRAPHY AND SITOGRAPHY

Aguwa, C. C., Monplaisir, L., & Turgut, O. (2012). Voice of the customer: Customer satisfaction ratio based analysis. Expert Systems with Applications, 39(11), 10112-10119.

Fisher, N. I., & Kordupleski, R. E. (2019). Good and bad market research: A critical review of Net Promoter Score. Applied Stochastic Models in Business and Industry, 35(1), 138-151.

Grisaffe, D. B. (2007). Questions about the ultimate question: conceptual considerations in evaluating Reichheld's net promoter score (NPS). Journal of Consumer Satisfaction, Dissatisfaction and Complaining Behavior, 20, 36.

Keiningham, T. L., Aksoy, L., Cooil, B., Andreassen, T. W., & Williams, L. (2008). A holistic examination of Net Promoter. Journal of Database Marketing & Customer Strategy Management, 15(2), 79-90.

Kristensen, K., & Eskildsen, J. (2011, June). The validity of the Net Promoter Score as a business performance measure. In 2011 International Conference on Quality, Reliability, Risk, Maintenance, and Safety Engineering (pp. 970-974). IEEE.

Kristensen, K., & Eskildsen, J. (2014). Is the NPS a trustworthy performance measure?. The TQM Journal.

Morgan, N. A., Anderson, E. W., & Mittal, V. (2005). Understanding firms' customer satisfaction information usage. Journal of marketing, 69(3), 131-151.

Nellermoe, J. T. (2012). Integrated marketing communication: Utilizing the Net Promoter system to measure intention to recommend religious mission organizations. The University of Utah.

Pollack, B. L., & Alexandrov, A. (2013). Nomological validity of the Net Promoter Index question. Journal of Services Marketing.

Reichheld, F. F., & Covey, S. R. (2006). The ultimate question: Driving good profits and true growth (Vol. 211). Boston: Harvard Business School Press.

Seth, S., Scott, D., Svihel, C., & Murphy-Shigematsu, S. (2016). Solving the mystery of consistent negative/low net promoter score (NPS) in cross-cultural marketing research. Asia Marketing Journal, 17(4), 43-61.

The Use of the Net Promoter Score (NPS) in an Outpatient Allergy and Pulmonary Clinic: An Innovative Look into Using Tablet-Based Tool vs Traditional Survey Method, Abdullah Alismail, Brett Schaeffer, Andrea Oh, Saba Hamiduzzaman, Noha Daher, Hae-Young Song, Brian Furukawa, and Laren D Tan. 2020; 11: 137–142. Published online 2020 May 19. doi: 10.2147/PROM.S248431, National Library of Medicine

Zaki, M., Kandeil, D., Neely, A., & McColl-Kennedy, J. R. (2016). The fallacy of the net promoter score: Customer loyalty predictive model. Cambridge Service Alliance, 10, 1-25.

Ziegler, A., & Peisl, T. (2020, September). The value of a net promoter score in driving a company's bottom line: a single-case study from IBM training services. In European Conference on Software Process Improvement (pp. 151-161). Springer, Cham.

SITOGRAPHY

https://www.referanza.com/resources/blog/how-to-scale-influencer-marketing/
www.carel.it