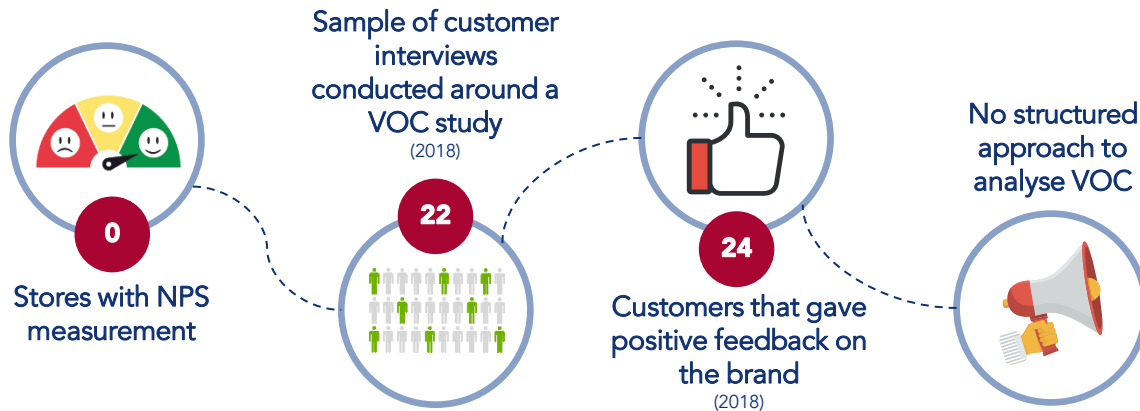


Creation of a VOC & NPS Process

PICTURES BEFORE



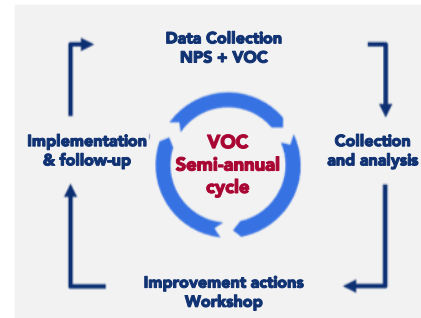
PICTURES AFTER



NPS Collection at the counter



VOC Survey tested with 119 respondents



Cyclical process for improvement implementation

Problem

- Lack of customer feedback information to feed marketing and sales initiatives
- Inability to evaluate the success of the different approaches used in each store

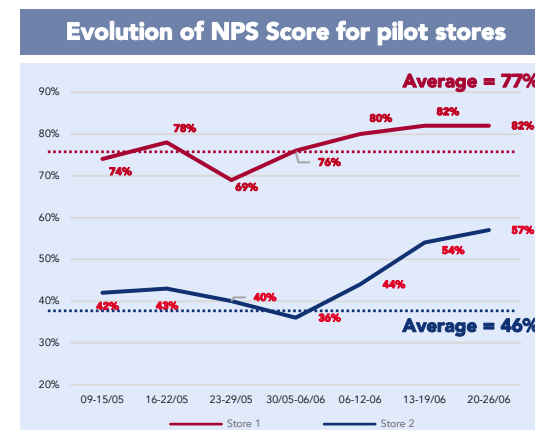
Root causes

- Absence of a robust, structured and regular customer listening process (VOC)
- No metrics implemented for customer satisfaction regarding the service quality
- Conduction of ad-hoc external surveys without improvement-oriented questions

Solution approach

- Introduction of a transactional Net Promotor Score (NPS) measurement system in the stores areas and inclusion of this indicator in the Daily KAIZEN™ routine of the teams
- Client-centric approach to the processes redesigned
- Voice of the Customer (VOC) survey designed and tested in a real environment with 119 respondents
- Creation of a cyclical process for the improvements to be implemented as a result of the VOC

Benefits



NPS Evolution Ratio → Revenue

	Baseline	Average Value	Maximum Value	Δ Average Value	Δ Maximum Value	
Store 1	NPS (by analysed period)	74%	77%	82% (20-26/06)	+ 3 p.p.	+ 8 p.p.
	Revenue (by analysed period)	617 028 €	749 794 €	901 191 €	+ 21 %	+ 46 %
	No. Customers Served	1659	1571	1488	- 5%	- 10%
Store 2	NPS (by analysed period)	42%	46%	57% (20-26/06)	+ 4 p.p.	+ 15 p.p.
	Revenue (by analysed period)	213 726 €	253 814 €	410 018 € (20-26/06)	+ 19%	+ 92%
	No. Customers Served	1820	1236	1421	- 32%	- 22%