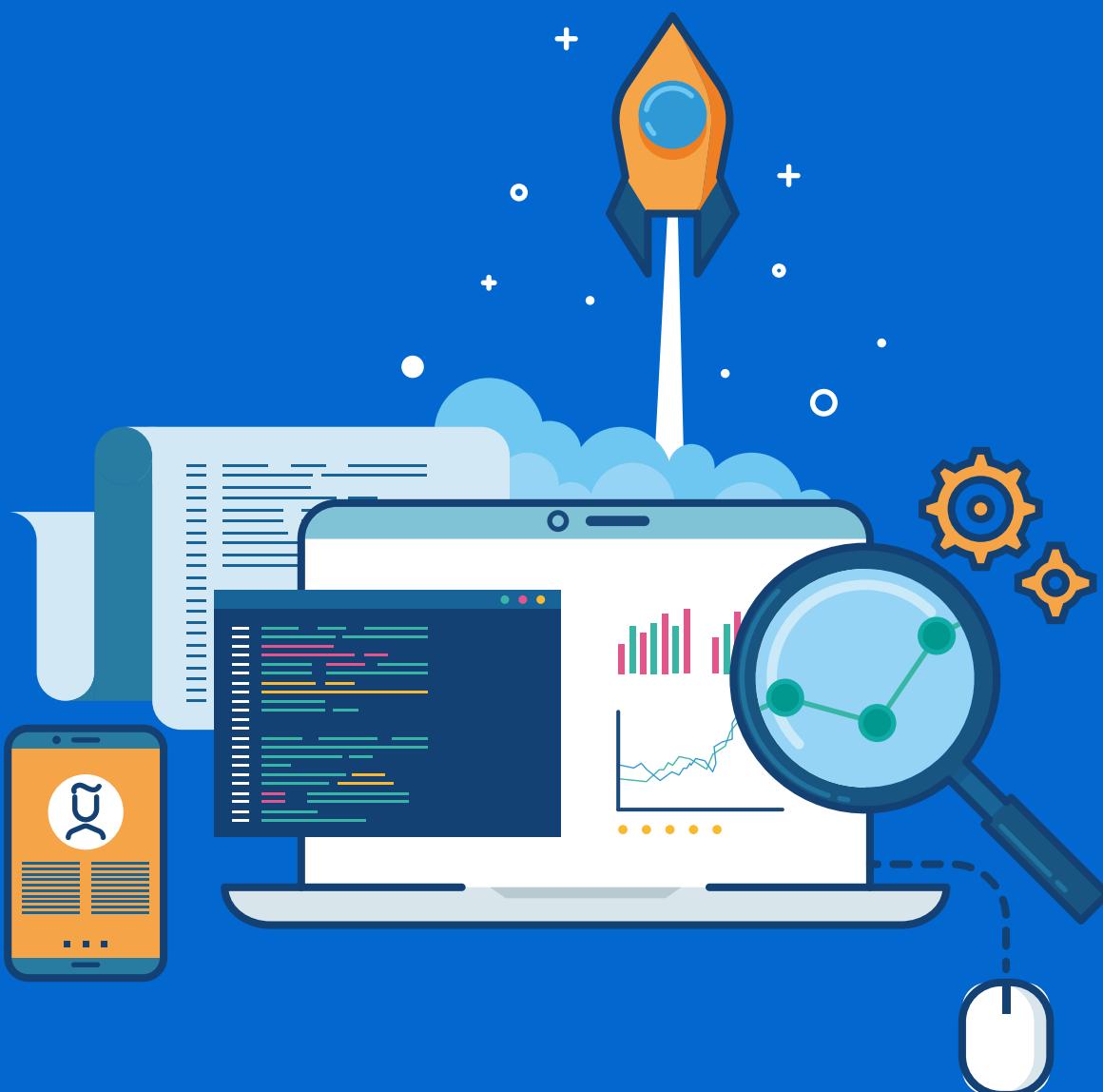


Critizr. for Business

MEASURING CUSTOMER SATISFACTION



business.critizr.com



Critizr. for Business

Customer engagement & satisfaction measure

Critizr is a multichannel customer engagement solution that aims to facilitate interaction between physical stores and their clients. The job of Critizr is to act as a trusted third party between the customer and the store. For companies, Critizr guarantees the reliability of customer feedback and simplifies processing.



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INTRODUCTION

Customer satisfaction is a much more complex concept than might first be thought. A client may be satisfied but ultimately unfaithful, in the same way that an unsatisfied customer might remain faithful. **Customer satisfaction is, quite simply, the raison d'être of every company**; the converse does not make sense because, without customers, there can be no companies.

Client satisfaction is a marketing term that **measures how the products or services of your company meet or exceed your customers' expectations**. This is a very important concept that gives the different services of an organization (customer knowledge, marketing, top management, etc.) key indicators that generate differentiation, better management, and continuous improvement.

91% of unsatisfied customers will no longer return to your business (Liveworkstudio). If the majority of companies placed more emphasis on creating satisfied customers, they would certainly be surprised to see their businesses grow rapidly. **If you want to know whether or not your client will purchase from you in the future, take a look at the customer satisfaction measurement**. If you want to identify differentiation axes in relation to your competitors, then see the satisfaction measurement.

But how is client satisfaction measured? Satisfaction can be measured according to a number of elements, **as long as there has been a precise interaction with the brand/company**. Often, customer satisfaction is associated with purchases, even though it takes place even before purchase, especially among non-buying customers. It also applies to the use of a product, a service, after a call from customer service, or following all of the interactions identified.

There are many indicators that measure client satisfaction as a whole, and each of them measures different elements. The NPS (Net Promoter Score) for example, measures the intention of your respondents to recommend you. The scope of customer satisfaction measurement is very wide, and this is why this new eBook will focus on the Critizr vision. You will thus have the opportunity to discover how to measure customer satisfaction in a meaningful way through the use of precise indicators and a set of good practices specific to Critizr.

When talking about customer satisfaction measurement, we must also talk about customer monitoring strategy. It's simple – **without feedback, there is no measurement possible**. Facilitating customer expression throughout your business' lifecycle will allow you to start off with good fundamentals to measure satisfaction. Do not hesitate to consult our [e-book on customer feedback](#) to find out more.



I. THE CHALLENGES OF CUSTOMER SATISFACTION TODAY

Today, it is **increasingly difficult for companies to find new customers**. Paradoxically, strategies to win over new customers are still omnipresent and increasingly more complicated. For example, in 2016, **the expected cost to businesses of ad blockers amounted to 41 billion euros** (PageFair/Adobe). The ad blocker boom and Banner Blindness effect are not new, but they greatly complicate the task of businesses. While winning over new customers remains necessary, companies have better growth prospects if they focus on retaining their existing customer base. First, it is less expensive to try to retain a customer than to try to win over a new one. And second, although it is very easy today for customers to see what your competitors have to offer, they do not necessarily want to change brands unless they are dissatisfied.

Customer satisfaction is paramount. A customer satisfied with his experience is a customer who will come back to your business in the near future. Although loyalty is a relative term today, the most likely way to achieve it is to satisfy your customers.

In increasingly competitive environments, the sustainability of companies is under strain. **The proliferation of unresolved customer dissatisfaction** gradually leads a company to lose many customers. With a cost to companies amounting to **nearly 6 billion euros**, customer satisfaction involves a major financial stake (Accenture). Faced with unsatisfied customers with limitless powers of expression on the web, your brand image will be likely to suffer. **Negative word-of-mouth can quickly become uncontrollable**. It becomes as difficult to retain customers as to win over new ones.

Measuring customer satisfaction means refocusing on customers as the heart of your business. It means clearly telling your customers, "Your opinion is indispensable for me. It will allow me to know if you are satisfied or dissatisfied with the experience that I am currently offering you. And, if you are dissatisfied, your comments will allow me to improve in order for you to become satisfied, which is my priority!" By adopting this approach, you will improve the overall satisfaction of your customers, and much more. Measuring customer satisfaction will allow you to identify brand ambassadors – customers that are so satisfied about what your business can offer them that they will be eager to spread the good word to those they know.

"A satisfied buyer means, in the end, a dozen customers won over."

Satisfying customers means ensuring the development and good health of your organization. The proof of this can be seen in the business giant Amazon, whose strategy involves thinking about its customers day and night. **This "obsession" is evident even in the brand's logo, which represents a smile.** Romain Moog, the President of Amazon.fr, explains that client satisfaction is the biggest marketing investment item of the company: "We do not rely on advertising very much, we prefer to invest in the customer experience. For us, a satisfied buyer means a dozen customers won over."* If measuring customer satisfaction is still an ad hoc process within your company, you know what you have to do.

*RelationClientMag.fr - 09/10/14



II. WHY MEASURE CUSTOMER SATISFACTION?

Difficulties in finding new customers, losing money, consumer volatility or the dramatic consequences of customer dissatisfaction show how important it is to try and satisfy your customers. The stakes are real, but concretely, what will measuring customer satisfaction bring you?

Through monitoring your customers and measuring their satisfaction (notations or verbatim), you will be able to **identify their needs and expectations and gain better customer knowledge**. It is not the market or your personal desires that speaks to you, but rather your customers. They do so in their own way, although it is not always obvious how to draw the right conclusions. It is up to you to put the right monitoring channels and the right measurement indicators in place in order to identify their real needs.

These analyses are very valuable and will enable you to **implement relevant corrective actions to improve the experience of your customers**. Like Amazon, continuously listening to your customers and measuring their satisfaction is part of a process of continuous improvement. It is not for nothing that the French website of this American giant was voted best website of the year by Internet users 5 years in a row. Many contact points have been deployed: telephone, e-mail, customer service that can be reached 24/7, a chat service, web call-back, as well as social networks. All of these channels allow not only to solve the problems of customers, but also to measure their satisfaction in order to identify points for improvement. This data also provides the opportunity to **optimize marketing campaigns (CRM) through very precise targeting**. You could very well imagine sending specific e-mails to unsatisfied customers in order to win them back.

Thanks to customer satisfaction measurement with the Critizr tool, our Save.co customer can react in real time and deploy corrective actions in due time.”

“Critizr allows us to be very responsive in dealing with customer dissatisfaction. When one of our customer tells us that he is dissatisfied, our sellers are immediately alerted within the processing interface and we can act accordingly, including with call-backs. ”



Hugo Saías

Brand Manager @Save.co

Last but not least is the valorization aspect of an approach such as satisfaction measurement. This particular point is addressed in one of our eBooks.

Customer satisfaction is a wonderful management resource. Communicating measurement indicators internally **allows you to direct your teams and to raise awareness throughout the company with regard to “Customer Centricity.”** Amazon has developed a system entitled “Voice of the Customer” which consists in transmitting to its teams the verbatim positive and negative responses of their customers. This is a new way of working that is gaining traction throughout an increasing number of companies.

Satisfied customers often have many positive things to say; and it is a **way to valorize the work of your employees**, which you should not hesitate to use to motivate them. Speaking of motivation, customer satisfaction is also a performance lever for your employees. The DIY company Leroy Merlin thus integrates customer satisfaction into their remuneration.

What about external communication? Can this approach be valorized in our immediate environment? Of course, the answer is yes. Measuring the satisfaction of your customers shows that you listen to them and hear them. Hearing your customers means understanding the measurement indicators and thus implementing actions to improve the experience of your customers, **who will then boost your future results in a positive way**. Do not hesitate to **display your indicators on your communication platforms**, your websites, your social media... from satisfaction to loyalty to winning over new customers, the loop is complete!



III. HOW TO MEASURE CUSTOMER SATISFACTION?

1. *Without customer monitoring, no measurement is possible.*

In order to improve your business, it is essential for you to measure the satisfaction of your customers in order to identify areas for improvement and not be afraid to take initiatives. As we explained previously, without customer feedback, no measurement is possible. The first major step is thus to deploy a customer monitoring strategy. The digital landscape and current technologies have made it possible to multiply the points of contact, which you must **be able to use in order to facilitate the expression of your customers.**

This first part has already been the subject of a full eBook on collecting customer feedback. The idea here is to provide you with some food for thought. Generally speaking, it is important to differentiate the type of approach you use when dealing with feedback collection: **the push strategy and the pull strategy.**

The push strategy consists of **soliciting the customer to give you feedback.** This especially takes place after a purchase, when you ask for the opinion of customers regarding their purchase and/or consumption experience. For its part, **the natural expression of the customer is a part of the pull strategy.** The idea is to let your customers spontaneously express themselves through the listening channels that you put at their disposal. At Critizr, we recommend deploying a combination of these two complementary approaches. This will provide you with greater representativeness and maximize the volume of evaluations which you collect. Although some channels are used for one of the strategies, most of them can be adapted to both.

Among the most interesting collection channels are e-mails, store locators (the web page of the sales point), social networks, mobile applications, as well as instant messengers (Messenger, WhatsApp, etc.). These digital channels are complementary to the more traditional formats, such as e-mail, for example.

Should all customers be monitored?

In order to understand and identify your customers' expectations, you shouldn't limit your monitoring strategy to only a part of your customers. Most companies tend to favor their existing customers, which is very intuitive. However, although by listening only to your existing customers, you will end up understanding their expectations, you will **not necessarily understand those of your non-customers**, who are the people which you are looking to attract to your company. **Ask yourself who the customers of your competitors** are and deploy a 360° monitoring strategy in order to find out why they are not your customers today. Who knows, you might be able to identify a totally untapped new market by monitoring your non-customers.

What about dissatisfied customers? Should they be monitored as well, despite the fact that they represent the "negative" aspects of your company? Yes, and they should even be focused on. Indeed, a dissatisfied customer who provides feedback, is heard and is answered to often becomes a satisfied customer.

"As long as your dissatisfied customers express themselves, you win."

In fact, dissatisfied customers will be the ones who will give you the most leads for optimization, since if they complain, it is usually because they have identified a point of friction through their experience.

For a better representation of your satisfaction measurement process, have this **360° vision (satisfied and dissatisfied customers, as well as non-customers)** and don't content yourself with only monitoring your most loyal customers.

The concept of permission marketing



In a world with an overabundance of messages, it becomes **very complicated to get your customers' attention**. When you measure the satisfaction of your customers, they give you some of their time, which is an extremely precious variable, since it is difficult to obtain. If you launch an intrusive marketing campaign to collect customer satisfaction data, it is unlikely that you will be able to keep their attention. On the other hand, permission marketing is an effective technique in this case.

The idea is to **ask for the authorization of the targeted people before sending them a message**. Your customers thus **volunteer to have you talk to them**. You get their attention and most likely some of their time when they fill out your satisfaction surveys. The term "opt-in" is often associated with permission marketing, since it is closely linked to it. "Opting in" involves asking the permission of the targeted people to send them an e-mail or collect data about them. In order to measure the satisfaction of your client base, do not hesitate to solicit the cooperation, not only of your opt-in, but also of your opt-out customers, who are those who are not opposed to receiving your messages, but who have not explicitly given their authorization either.

2. The different types of measurement

There is no single way to measure the satisfaction of your customers. That said, some are more relevant than others. Your choice of method will depend on your objectives and resources. From ad hoc studies to continuous measurements, we will present everything here.

Ad-hoc measurement

An ad hoc study is a study carried out at time T, made to order so as to obtain precise results allowing for the deployment of more adapted solutions. The advantage of this type of measurement is that it is tailor-made on the basis of a particular problem, such as an event, for example. However, in measuring the satisfaction of your customers, **this measurement will give you a fixed view**, which is its main weakness. Once again, customer satisfaction is an evolving concept which cannot simply be limited to a single measurement at time T. While your customers may be satisfied today, they will not necessarily be satisfied tomorrow. When it comes to allowing you to react effectively to dissatisfied customers, this type of measurement remains limited.

Barometric measurement

This is a regular measurement of customer satisfaction. It makes it possible to measure changes in customer satisfaction over time and to evaluate the effectiveness of actions carried out from one survey to the other. **This measurement can be repeated every quarter, every semester, etc.** The choice of indicators related to your objectives and the operational implementation of this type of measurement requires special attention. Indeed, the comparison of the data will only be relevant if the measurement method remains stable over time.

The satisfaction barometer provides a measurement of customer satisfaction fixed in time, but more representative than an ad hoc measurement.

Continuous measurement

The last type of study possible in measuring customer satisfaction is this approach, which we recommend to all companies wishing to improve by measuring the satisfaction of their customers. Continuous measurement offers a value added compared to the previous measurements and allows you to better understand “what pleases” or “what does not please” your customers in order to undertake improvement actions.

The satisfaction questionnaire that you have completed will no longer be administered at time T, but can be completed at any time. Do your customers really want to express themselves when you send them a questionnaire every six months? Here at Critizr, we believe that **customers must be able to express themselves in as simple a manner as possible, and whenever they want to do so**. Continuous measurement offers optimal reactivity. It allows you to follow the day-to-day changes in the satisfaction of your customers, thus enabling you to implement corrective actions in real time. This type of method requires a flexible tool that can easily be integrated into your ecosystem. It is an undeniable advantage in a world where instantaneousness is increasingly the norm.

3. How to construct and structure a satisfaction questionnaire?

Whether ad hoc, barometric, or continuous, you have now defined the type of study that you will deploy in your environment in order to measure the satisfaction of your customers. Now, you have to build and structure your customer satisfaction questionnaire. This step must be taken in full knowledge of the different types of questions, scales of measurement, and general good practices. The stakes are high, and you must be able to meet your starting objectives and problems in order to remove the brakes to customer expression, as well as any potential biases.

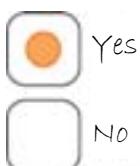
The different question formats

Closed questions

The quality of the answers you will get depends often on the quality of the question you ask! When building your questionnaire, your choice of questions is therefore significant.

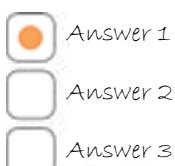
Closed questions offer the respondent one or more possible answers among a series of pre-determined responses. In order to ensure that this method is relevant, make sure that you know and have identified all of the possibilities. This will allow you to get an **accurate and immediate** response. On the other hand, however, closed questions do not allow respondents to express themselves fully on a topic.

There are different types of closed questions:



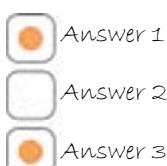
Dichotomous choice questions

These have two exclusive response modalities (e.g. yes or no). They have the advantage of being simple, but allow for few nuances to an answer. As such, it is not advisable to use them for questions involving judgment.



Multiple choice, single answer questions

This type of question is very widespread and very useful if you would like to use this data in your marketing segmentation (e.g.: marital status).

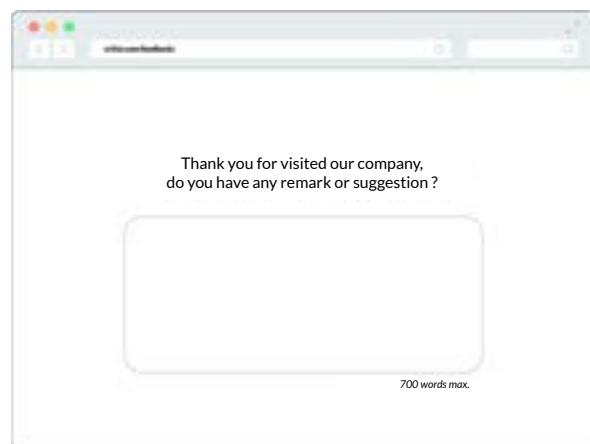


Multi-dichotomous questions

The respondent can select several responses from among the proposed modalities. This method is reserved for certain questions in which a choice can be made for several answers at the same time.

Open-ended questions: the utility of verbatim

This question format makes it possible to create a link with a respondent by collecting his opinion in detail. By retrieving a verbatim response, you engage in a dialogue and can create a closer relationship. Open-ended questions are very complementary to closed questions, **and facilitate customer expression in order to allow you to better understand certain results**. In a satisfaction questionnaire, today it is necessary to allow customers to speak up by asking a **single open-ended question** in order to maximize the length and precision of the verbatim.



By giving the respondent the opportunity to express himself without a restrictive framework (apart from the number of characters), **you will allow him to become involved in the questionnaire**. The collected verbatims (free text comments) will have a minimum of biases and will allow you to obtain the maximum amount of information and details. This feeling of being really listened to will give your customers a feeling of trust! Thus, even after a negative experience, the respondents will have a tendency to make constructive recommendations, which will allow you to improve your customer satisfaction.

Unlike closed questions, the answers you get will not be equal. Some of your customers will find it easier to express their feelings, thus their answers will be clearer and more easily exploitable.

Measurement scales

Measurement scales are used to assess the satisfaction of your customers through their attitudes or opinions. They make it possible to identify a behavior, a belief, an importance or even an intention. Integrating such scales into your questionnaire is an important step, as it directly impacts the reliability of your results. The choice of scale type depends on your objectives.

Likert scale

You have probably heard of it. It is the best-known scale for studies of this type. The Likert scale is a scale numbering between 5 and 7 modalities (a modality is a choice). It involves the measurement of degrees of agreement, interest, or approval by the respondents: from strong disagreement to strong agreement. This scale can be either odd or even, depending on whether or not you choose to include the option of a neutral choice for your respondents.

It is important to remain objective with this type of question. Since this is a so-called metric variable, the difference between any 2 modalities should always remain equal.

- | | |
|----------------------------------|--------------------------|
| <input type="radio"/> | Strongly disagree |
| <input type="radio"/> | Disagree |
| <input type="radio"/> | Do not agree or disagree |
| <input checked="" type="radio"/> | Agree |
| <input type="radio"/> | Strongly agree |

Semantic support scale

This is the generalization of the Likert scale. With it, it is no longer a degree of agreement that you measure, but rather frequencies or evaluations. For example: Very typical; 1 ; 2 ; 3 ; 4 ; 5 ; 6 ; 7 ; Not at all typical.

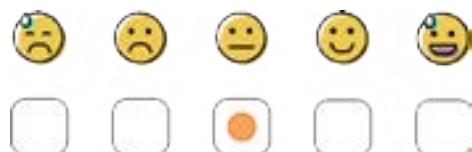
Semantic differential scale

Osgood's differential scale is a numerical scale of 5 to 7 degrees which allows you to see the perception of respondents with regard to two adjectives having an opposite meaning (for example: available/unavailable). We speak of semantic support when each step is assigned an evaluation (excellent, good, average, passable, bad).

useful useless

Iconic support scale

The modalities of this type of scale are represented by stylized faces (smiling faces scale) expressing a gradation. They provide a snapshot of a customer's feelings, but remain very basic. These scales are interesting in some special cases, especially if you are dealing with children.



Structuring a questionnaire: be clear, concise and precise!

The structuring of a satisfaction questionnaire should be seen as a funnel, from the most generic questions to the most detailed, and from the simplest questions to the most complicated.

First of all, the **shorter your questionnaire, the higher your response rate**. Don't forget that satisfaction measurement is an integral part of the customer experience. Put yourself in the shoes of your customer... you had a great experience, but in the aftermath you are asked to complete a tedious questionnaire that is several pages long. The impact on your overall experience will be terrible. Your customers are giving you some of their time, if you abuse this you will increase your drop-out rate.

“Customers need simplicity to express themselves.”

At Critizr, we recommend that you include a maximum of 5 questions to your satisfaction questionnaire, which should not take more than 5 minutes for your respondent to complete. Your closed questions should enable you to capture the key moments of the purchase experience, before moving on to the verbatim to let the customers say what they want, and not what your company wants to hear.

Secondly, questions that are too long or ambiguous are your enemy. Remember that you have to facilitate the expression of your customers in order for them to answer all the questions that you ask. How many of your customers answered some questions quickly, or even randomly, because they did not understand what you were asking them? Ask yourself if all your questions are really useful. It is not unusual to see many questionnaires with redundant questions.

Don't hesitate to synthesize your ideas! To facilitate the construction of your questionnaire, start from the principle that a question should only have one measure. Third, be specific with regard to your question format. For example, questions including measurement scales are particularly suitable if your main objective is to manage your employees. They are generally more reliable (they have proved themselves over time), and allow for greater nuances in their answers (the Likert scale, for example)! Don't hesitate to **pair an open question to your other question types**. Customer verbatims are very useful for customer knowledge, but this requires semantic analysis, since information is more complicated to structure than notations.

Which indicators should be used when measuring customer satisfaction?

The choice of indicators is intimately linked to the objectives behind the measurement of customer satisfaction. Want to know if your customers appreciated your product/service in order to improve it? Want to know if some of your current customers might recommend your brand/company? The answers to these questions are found in different measurement indicators. As such, you should have a good knowledge of them. Let's look at 5 indicators of customer satisfaction that will enable you to meet your objectives.

Customer Satisfaction Score

Although this is the most basic measure of customer satisfaction, it is also one of the most used by companies, since it is simple and intuitive.

What is your level of satisfaction? Are you satisfied?

Allows you to **measure the satisfaction of your customers following a precise interaction with your company**, such as after a purchase, for example. It is a versatile indicator, since the question asked can involve both the company in general, as well as a specific criteria of the purchasing process (product, reception, waiting time, etc.).

Although the CSAT often requires a **dichotomous question** ("yes" or "no") it can also be measured as an attitude (very satisfied, satisfied, etc.) or numerical scale (rating from 1 to 5 stars, for example). The CSAT is obtained by adding the positive responses (for example: "very satisfied" + "satisfied" modalities) which are then divided by the total number of responses, before multiplying the whole by 100 to obtain a percentage.

When measuring by criteria, this indicator is interesting to determine friction points in the customer experience, thus allowing you to act in consequence.

Net Promoter Score

The Net Promoter Score (NPS) measures the propensity of customers to recommend your products or brand.

Would you recommend Critizr to those around you? (friends, family)

The NPS is a very interesting indicator, as it allows you to identify who, among your current customers, are your **brand promoters or ambassadors** (brand advocates), or **detractors**.

Based on an attitude (very satisfied, satisfied, etc.) or numerical scale (ratings from 0 to 10), the NPS allows you to classify your respondents into 3 distinct categories:



THE DETRACTORS

These are the respondents who gave you a **rating of between 0 to 6**. They are potentially dangerous for your company, given their reach on social network and through digital word of mouth. Disappointed or frustrated, **these customers will not fail to share their dissatisfaction with their surroundings, and even further afield**. Their negative impact on your brand image may be considerable, but identifying them through NPS is an opportunity to remedy this. **It is essential for you to reconnect with your “detractors.”** Do not hesitate to deploy targeted action and monitoring plans before their destructive influence becomes too great. For example, the Nocibé stores, thanks to the Critizr system and the NPS measurement, give a telephone call to their detractor customers within 48 hours in order to hear about and understand the reasons for their dissatisfaction, and provide solutions to them.



THE PASSIVES

These are the respondents who gave you a rating of **between 7 and 8**. Although they are generally satisfied with your offering, they are still far from being promoters. The risks of infidelity from competing offers remains important.



THE PROMOTERS

These are the respondents who gave you a **rating of 9 or 10**. True gold mines, promoters are loyal and very enthusiastic customers. In fact, they are so enthusiastic that they act as real ambassadors for your brand. The rating to be classified in this category is purposely high in order to ensure that these customers are real and unconditional fans of your products or services. Do not hesitate to **act on this customer segment in order to help raise their profile** and give them the means of recommending you even more. To obtain the NPS, just subtract the percentage of promoters from that of detractors. This thus gives you a score of between **-100 and +100**.

Below 0, the recommendation intention of your respondents is very low. However, **an NPS is considered as “good” when it is between +45 and +60.** Spotify, for example, has an NPS of 46, and Nikon has a score of 65 (NPS Benchmarks).

That said, the NPS remains an indicator that is fairly difficult to measure and interpret. Well-known to headquarters, the NPS is still used too little by teams in the field. And yet, each measurement indicator should be able to be used in the field, where the customers are. Communicating this indicator, which is very focused on the “customer experience” can improve the management of your teams internally. Ask yourself whether or not the efforts made by your company’s employees improve the customer experience and the level of recommendation?

The Net Promoter Score has other limitations that need to be addressed. First of all, an NPS of 65 assigned to two different respondents **does not mean that they will have the same level of recommendation.** Secondly, when it comes to calculating the score itself, **there is no distinction or weighting with regard to ratings from 0 to 6**, even though the difference between them is very important. This means that the same score can be obtained several different ways, even though the conclusions to be drawn from them might not be the same.

Customer Effort Score

The Customer Effort Score (CES) is an indicator that gives a critical look at what is called “customer enchantment.” To summarize the thought behind this approach, **the idea is that to retain customers, it is necessary to exceed their expectations.** Three Americans, Matthew Dixon, Karen Freeman, and Nicholas Toman, have shaken up this approach. They started from the principle that customer loyalty (their intention to make more purchases) is rather explained by the **low level of effort a customer has to make**, rather than by the fact that his expectations were exceeded (customer enchantment).

Thus, the question of the CES is essentially "**What level of effort did you need to make in order for your request to be processed?**" To answer this question, the customer can give a rating of 1 (for a low level of effort) to 5 (for a high level of effort). This is an interesting measurement, since the customer does not need to evaluate what he was offered as such, but rather his **own level of effort**. It also allows you to identify the sensitive points (points where significant efforts need to be made on the part of the customer) throughout the customer journey, and thus the key points that need to be optimized.

This indicator **should be measured immediately after a purchase in order to ensure that the consumer remembers the efforts** that he had to make. Continuous customer monitoring is thus even more relevant in these cases. The main limitation that can be highlighted is the fact that the CES measures the effort made by the respondent and does not cover all actions initiated by a company to satisfy its customers. It is an interesting indicator that should be used in complementary ways to other measures.

Intention to re-purchase

Like the NPS, the intention to re-purchase is very centered on the notion of loyalty. This indicator **reflects, in terms of percentage, the clear intention of a customer to deepen his relationship with a company – or not**. It thus expresses the experience felt with regard to your product/service. The higher its value, the greater the confidence of the consumer, which can have ancillary benefits such as re-purchases (and sometimes even a higher value basket), and positive word-of-mouth. You should remember that customer loyalty seems to be very dependent on their level of confidence and satisfaction, two concepts that do not necessarily go together. Indeed, customer satisfaction is far from meaning an automatic re-purchase. It is thus an indicator which should be relativized and associated with other indicators, such as those we have reviewed previously.

**The Critizr Customer
Relationship Rating**

Today, despite increases in the number of contact points thanks to digital technology, customers still lack confidence in brands/companies. 91% of dissatisfied customers do not take the time to give feedback to a company (Understanding Customer). Companies must be able to fully listen to their customers and show them all of the efforts that they make to satisfy them. It is from this observation that we at Critizr have deployed a new indicator specific to our solution: the Customer Relationship Rating. This rating is calculated on the basis of three criteria related to the company's Customer Centricity:

- **The response rate to customer messages.** Listening to customers is one thing, but it is important to create a climate conducive to exchanges by responding to feedback from customers. A customer will be more likely to express himself if he knows that the brand/company answers 95% of customer feedback.
- **The response time for these messages**
- **The quality of the responses given**

The first two criteria are not based on any declaration, but on observed performances. This is a measure that values the involvement of all employees and the company in general. For the third criterion, it is the customer who rates the quality of your response and his satisfaction with regard to the consideration that you have given him.

QUID of the Customer Orientation Score (COS®)

The Customer Orientation Score® is an indicator that is still very new in the world of customer relations. Although this rating does not directly measure customer satisfaction, **it focuses on the company itself and on its level of Customer Centricity**, namely its ability to place customers at the heart of its concerns. Daniel Day, the creator of the COS®, explains that although it is important to want to transform your company and deploy both tools and KPIs, at the end of the day, focusing on the implementation of norms and processes that will distort the customer relationship is a mistake. In particular, he talks about the “lobotomization of the customer relationship.” By wanting to achieve good results in customer satisfaction, **employees sometimes lose their customer sense**. This is a paradoxical observation that even management has difficulty managing.

The overall idea of the COS® is to assess the level of customer culture. Despite all of the processes deployed to satisfy your customers, do the attitudes and behaviors of your employees reflect a real concern to sustainably satisfy customers? Its diagnosis ensures that employees will always focus on customer satisfaction. **This indicator can be interesting to analyze upstream of the customer satisfaction measurement.** If your level of customer culture is high, you should be able to satisfy your customers, because it shows that you take them into account and place them at the center of your business.



CONCLUSION

In an increasingly competitive economic environment in which companies lose an average of half of their customers after five years, putting the customer back at the heart of your business is essential. Measuring the satisfaction of your customers is thus essential.

By assessing the satisfaction of both your customers and non-customers, you will be able to identify their real needs and sources of dissatisfaction. This is valuable information that will allow you to give a new impetus to your offering or to optimize your customer experience, as well as implement corrective actions that will improve the overall satisfaction of your customers and improve their level of satisfaction.

“The measurement of customer satisfaction helps a company to rethink its business, optimize its customer experience, and drive its internal teams to focus on Customer Centricity.”

Although there is no single way to measure customer satisfaction, we at Critizr are convinced that customer satisfaction must be measured continuously. Listening to customers must be done on a day-to-day basis, and not on an ad hoc basis in the manner of ad hoc or barometric studies. For the most representative results possible, customers must be able to express themselves simply and whenever they want, through clear, concise, and precise satisfaction questionnaires. Unfortunately, these tools are too often an impediment to customer expression, because they are either too long or not well-adapted to their needs.

In order to get the most accurate picture possible of your customers' level of satisfaction, you will need to integrate several additional indicators to meet your objectives. Among the most interesting measurement indicators is the NPS, which measures your customers' recommendation intention, the CSAT, which measures the overall satisfaction of respondents with regard to your business, and the CES, which gives a critical look at "customer enchantment" through the level of customer effort and their intention to re-purchase. It is a good idea to add a couple of customer verbatims to these indicators in order to confirm or invalidate the conclusions and analyses which they draw.

Don't forget that customer satisfaction is a great resource for management. Communicate your indicators to all of your employees, because it is a crosscutting project. Do not hesitate to democratize the use of certain indicators by the field teams, such as the NPS, for example. In this sense, you will valorize the work of your employees and will initiate a virtuous circle around a strong customer culture. Do not forget to communicate externally as well: rich snippets, press relations, social networks, etc.

Now that all of your employees have access to the right information and are grouped around the satisfaction of your customers, the hardest remains to be done: building an action plan. You can decide to act on your promoter customers, in order to cultivate their recommendations, or on the contrary, to act on your dissatisfied customers through contextualized and reactive marketing campaigns. Measuring your customers' satisfaction will give you better customer knowledge that you will have to exploit to improve the experience of your customers, retain them, and win over new ones.



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