

# NPS Customer Loyalty Report

Insights from 40,000+  
Businesses on How to  
Meet Customer Loyalty  
Challenges



# Executive Summary



Benchmarks are helpful because of all the data they include, but they can be overwhelming for that very reason. We've distilled the main takeaways from each section here so you can see the big picture.

## What We Learned About Business Growth and Priorities

- More than half of survey respondents indicate having 'happy customers' is the top driver of their business growth.
- Increasing customer loyalty is the most important goal for respondents, followed by growing market share and improving employee engagement.



Higher-performing brands put greater emphasis on brand reputation and superior products/services as top drivers of business growth.

## CX Strategy & Approach

- Nearly three out of five respondents are 'extremely committed' to providing a superior customer experience to their customers.
- The main ways to collect CX insights are with NPS surveys, email surveys, mystery shoppers, unsolicited feedback, and transactional data.
- CX insights are collected from current, past, and potential customers and customer-facing employees.



Higher-performing brands have a stronger commitment to providing superior CX and are more likely to have a customer-centric culture.



Lower-performing brands are more likely to rely on unsolicited feedback and transactional data. They are also more likely to collect insights about the customer experience from their employees than from the customers themselves.

## Benchmarking CX

- Companies who monitor the practices of their peers know where they are ahead and where they are lagging. This informs their path forward, including which practices they should abandon and which they should improve.
- Examples from industry leaders help free up innovation logjams and close the gap in competition.
- Setting goals based on a data scoreboard increases clarity in CX strategies and leads to attainable growth and new business.
- The number one metric used by companies for benchmarking CX is the Net Promoter System (NPS).
- Average and exemplary NPS scores vary by type of industry. Comparing your scores to those of similar businesses is the best option.
- Following up with negative customer feedback, analyzing trends in responses, and sharing findings with your staff to improve training and morale are top ways to improve NPS score.

## Customer Feedback Collection, Analysis, Reporting

- Operations and/or marketing departments are most likely to be responsible for managing customer feedback.
- Most companies are integrating a range of other data with their customer feedback - most companies are integrating a range of other data, typically operations data, with their customer feedback.
- Key loyalty driver analysis and Net Promoter analysis are the most common analyses undertaken – unsurprisingly, the most common metrics tracked are NPS, loyalty metrics, and CSAT.
- Corporate, regional, and local employees/managers have access to the data and analysis, with executives and senior management most commonly reviewing the reports. It is less common for individual employees to see the analysis and reporting (one out of four).



### Higher-performing brands are more likely to

- Rely more on their marketing departments to help manage customer feedback.
- Keep a close eye on the data, analyzing and reporting in real time or on a daily basis, rather than on a weekly basis.
- Task franchise owners/managers and customer-facing staff with reading and reviewing NPS reports.



### Lower performing brands are more likely to

- Integrate operational data with customer feedback in analysis and reporting.
- Use company scorecards and company dashboards.

## Taking Action

Customer feedback is primarily used for CX improvements and follow-up with dissatisfied customers.

- Results are typically shared and discussed on a weekly or monthly basis.
- Ad hoc meetings are the most common way that root cause analysis is conducted.
- Improvement goals are most commonly set at the corporate/brand level or the location/service area level.
- A majority of respondents agree that goals to improve customer feedback are set at the right level of difficulty.
- Most agree their employees have knowledge and skills to understand customer feedback.
- 73% of respondents agree their customer-facing employees have autonomy to make decisions and take action.



### Higher performing brands are more likely to

- Use feedback for marketing/PR communications than for personal communications to customers.
- Share and discuss results on an ad hoc basis.
- Agree their employees understand customer feedback and have autonomy to make decisions and take action.

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# Introduction



Listen360 works with over 40,000 businesses to better engage their customers using real-time feedback. We realized there was an untapped wealth of knowledge at our finger tips.

So we surveyed stakeholders within those 40,000 businesses (and analyzed 8 million responses from them) to see how they're meeting the growing demand for excellence and to analyze how they're quantifying business relationships.<sup>1</sup>

In addition, we surveyed and examined the practices of 166 unique brands to see how they're using the Net Promoter System<sup>®2</sup> and other CX strategies.

With this report, you will be able to see how your organization stacks up to the leading brands and how you can improve your CX efforts with the best in class practices and NPS.



## In this report, you will learn

- The most common drivers of business growth
- The ways peer companies are prioritizing CX efforts in the coming years
- The benefits of benchmarking NPS and assessing where you rank
- The CX practices and strategies that will help you improve your business

<sup>1</sup>All Listen360 data was gathered in 2019 and compiled in 2020.

<sup>2</sup>Net Promoter System is a registered trademark of Bain & Company, Inc., Fred Reichheld and Satmetrix Systems, Inc.

## Methodology

We wanted to understand which practices are the driving force behind customer loyalty. And because we wanted to go big picture, we didn't just survey our own customers; we enlisted some help so we could fully understand the scope of contemporary customer feedback efforts.

Our report contains two important data sets:

- One comes from the Mozaic Group<sup>2</sup>, an independent market research firm that analyzed survey responses from C-suite executives of popular multi-location businesses. The surveys were distributed digitally, contained 45 questions, and took an average of 10 minutes to complete. Of those surveyed, 166 brands completed the survey with an 80/20 split between Listen360 customers and non-customers, respectively.
- The second data set comes from Listen360's certified NPS data. We took a look at 8 million survey responses from customers of 40,000 different businesses over a 12-month period. The findings enhanced our insights into best practices and were well worth the deep dive.

Altogether, this information provides us with a window into the world of customer experience, retention, and overall brand loyalty.

<sup>2</sup> Mozaic Group has conducted research on behalf of a long list of inspiring companies including Microsoft, Facebook, Adobe, and Google to tackle their important research challenges.



# Business Growth and Priorities

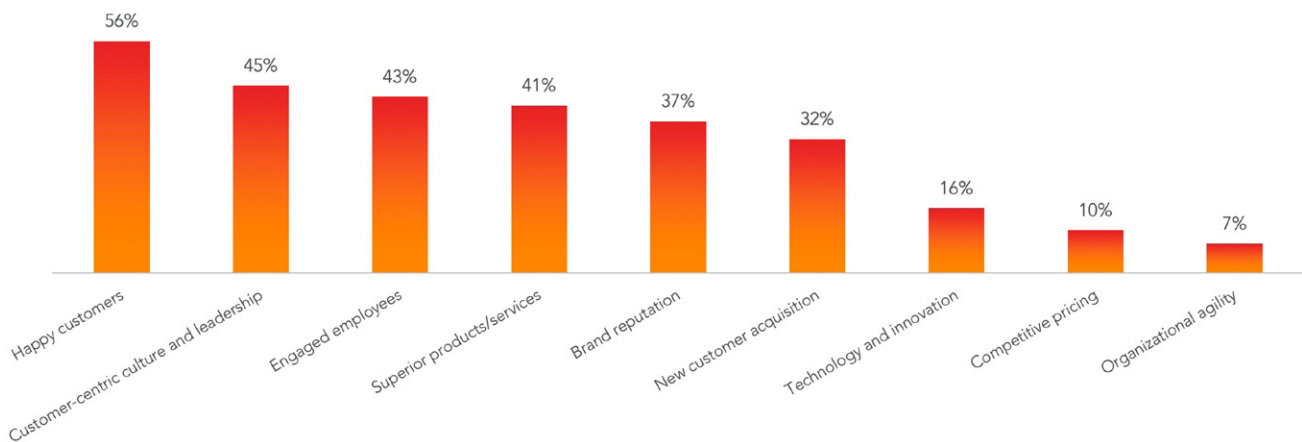


To first get an idea of what businesses are and should be focusing on most, we took a look at business growth drivers and priorities. It's no surprise that "happy customers" topped the growth-driver list, and it's clear that companies plan to prioritize increasing customer loyalty.

## "Happy customers" is the top driver of business growth.

Secondary drivers of business growth include customer-centric culture and leadership, engaged employees, and superior products/services.

### TOP DRIVERS OF BUSINESS GROWTH

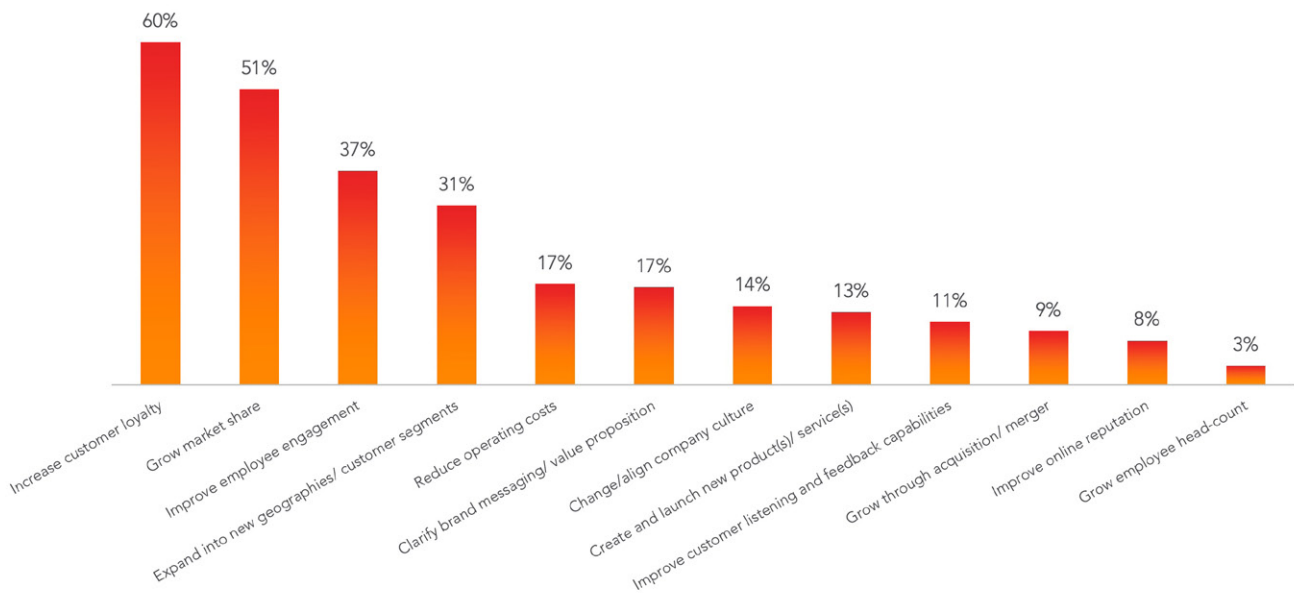


Q33: Which of the following would you say are the top drivers of business growth for your company? 'Other' and 'Don't know' are excluded from the chart. Base: All respondents. n=185.

## Increasing customer loyalty is the most important priority, followed by growing market share.

Employee engagement also ranked highly, with more than one-third of respondents indicating it as a priority. Making both customers and employees happy are trending goals.

### MOST IMPORTANT GOALS AND PRIORITIES FOR C-SUITE EXECUTIVES



Q34: What are the most important goals and priorities for your company? 'Other' and 'Don't know' are excluded from the chart.  
Base: All respondents. n=183.

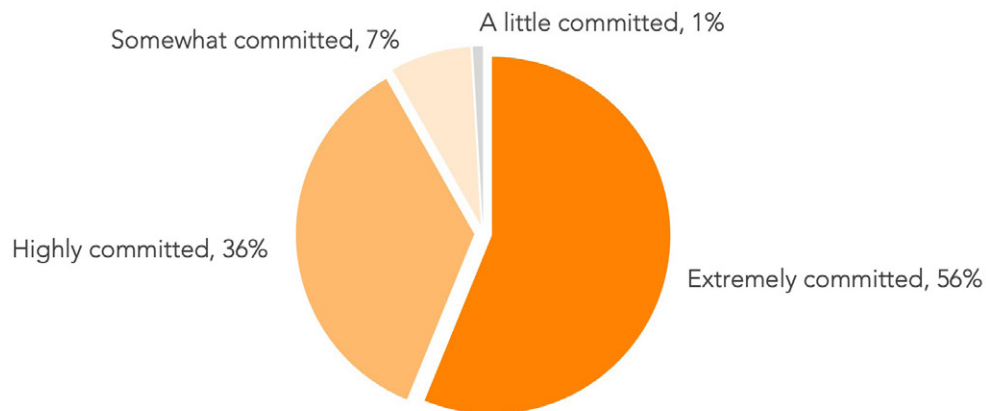
# Customer Experience Strategy and Approach



Next, we wanted to see exactly how invested these businesses are in promoting growth through delighting customers and how they're doing it. It turns out that 92% are either "highly" or "extremely" committed to providing a superior CX. In addition, higher-performing brands are more likely to indicate that they are extremely committed to providing a superior customer experience.

**Nearly three out of five businesses are "extremely committed" to providing a superior customer experience to their customers.**

## COMMITMENT TO PROVIDING A SUPERIOR CX



Q2: How would you rate your company on its commitment to providing a superior customer experience to its customers?  
Base: All respondents. n=219.

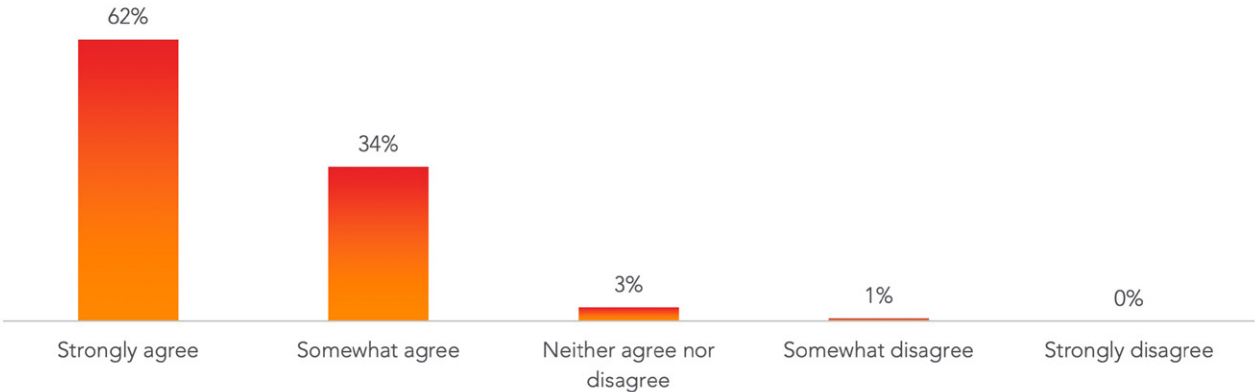
Despite 92% stating that they are “highly” or “extremely” committed to providing a superior CX, only 62% are confident that they have a customer-centric culture.

**62% 'strongly agree' they have a customer-centric culture.**

A customer-centric culture correlates with being extremely committed to providing a superior CX, as well as higher performance (as measured by brand NPS and Google star rating).

**COMPANY HAS A CUSTOMER-CENTRIC CULTURE**

Answered by Listen360 Customers only



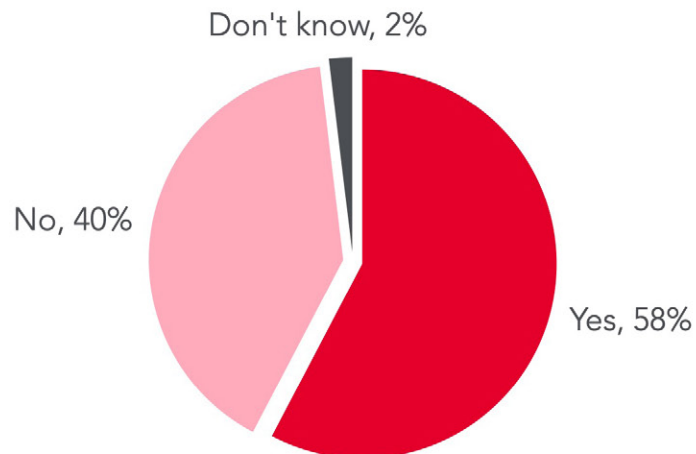
Q4: How much do you agree that your company has a truly customer-centric culture?  
Base: Customers only, n=167.

That being said, only 58% of non-customers say that they have a formal CX strategy.

Shockingly, 40% reported having no established CX strategy whatsoever. This indicates a massive gap between the 92% reporting a commitment to a superior CX and those who are actually taking steps toward it.

**58% of repondants who aren't Listen360 customers have a formal CX strategy.**

#### COMPANY HAS A FORMAL CX STRATEGY



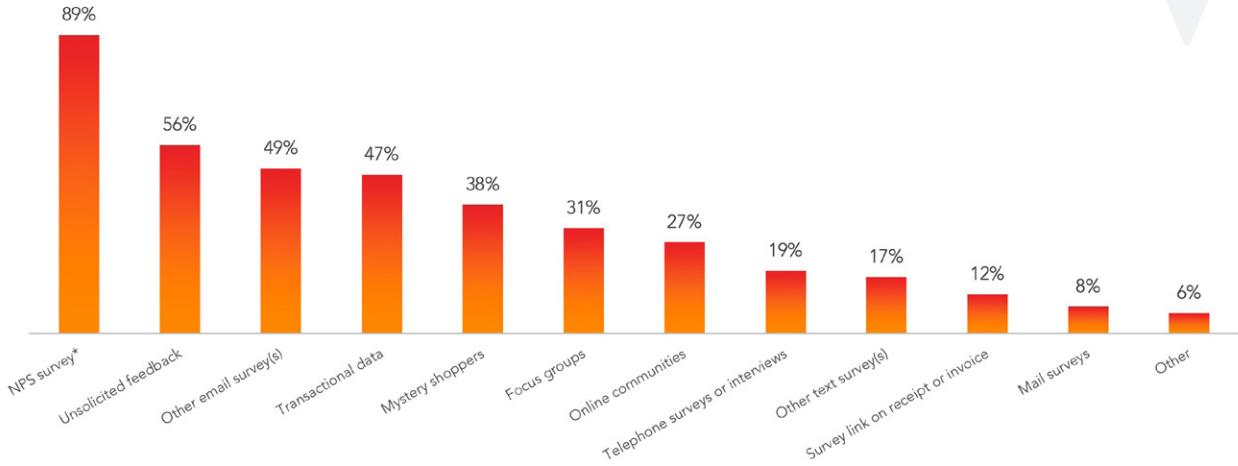
Q39: Does your company have a formal Customer Experience (CX) strategy?  
Base: Non-Listen360 customers only. n=52.

Of those who do have a CX strategy in place, NPS is the most common method for collecting insights, followed by unsolicited feedback and other forms of email surveys.

**NPS/email surveys, unsolicited feedback, and transactional data are the most common ways of collecting CX insights.**

### METHODS USED FOR COLLECTING CX INSIGHTS, INTELLIGENCE, AND FEEDBACK

**Selected Open Ends:**  
"Social Media;" "Sales Dept/lost lead data;"  
"Reviews;" "Published surveys;" "Face-to-face interactions;" "Conferences"



Q5: Please indicate all the ways that your company collects insights, intelligence, or feedback on the customer experience. \*Asked as 'Listen 360's NPS survey' in the Customer survey, and as 'Net Promoter Score (NPS) survey (text or email)' in the non-customer survey.  
Base: All respondents. n=213.

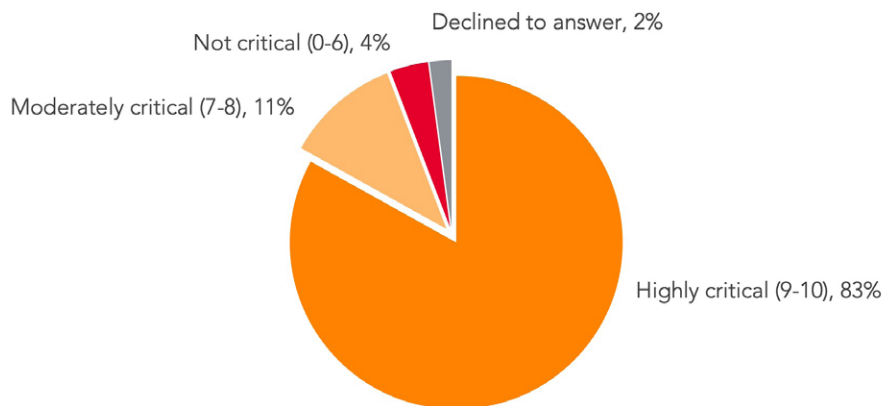
This question was asked as "Listen 360's NPS survey" in the customer survey, and as "Net Promoter Score (NPS) survey (text or email)" in the non-customer survey.

Regardless of the method, the importance of gathering intelligence from customers can't be denied.

A whopping 83% of respondents indicated that customer feedback is crucial to their businesses. This reinforces the trend towards increasing feedback and CX efforts in coming years.

**A majority indicate customer feedback is highly critical to their business success.**

#### HOW CRITICAL CUSTOMER FEEDBACK IS TO BUSINESS SUCCESS



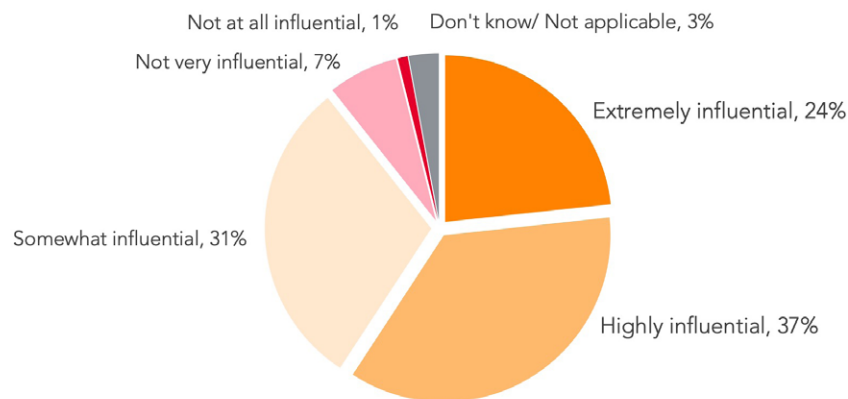
Q0: How critical is customer feedback to the success of your business? Condensed from a 0-10 scale.  
Base: All respondents. n=189.

Given the high value placed on customer feedback, it's not surprising that more than half of the respondents say customer feedback is "highly" or "extremely" influential in their decision making.

### Customer feedback influences strategic decision-making.

One in four respondents say customer feedback is 'extremely' influential in strategic decision-making at their company.

#### INFLUENCE OF CUSTOMER FEEDBACK ON STRATEGIC DECISION MAKING



Q8: How influential is customer feedback (customer survey: from the Listen360 NPS survey) to strategic decision making at your company?  
Base: All respondents. n=200.

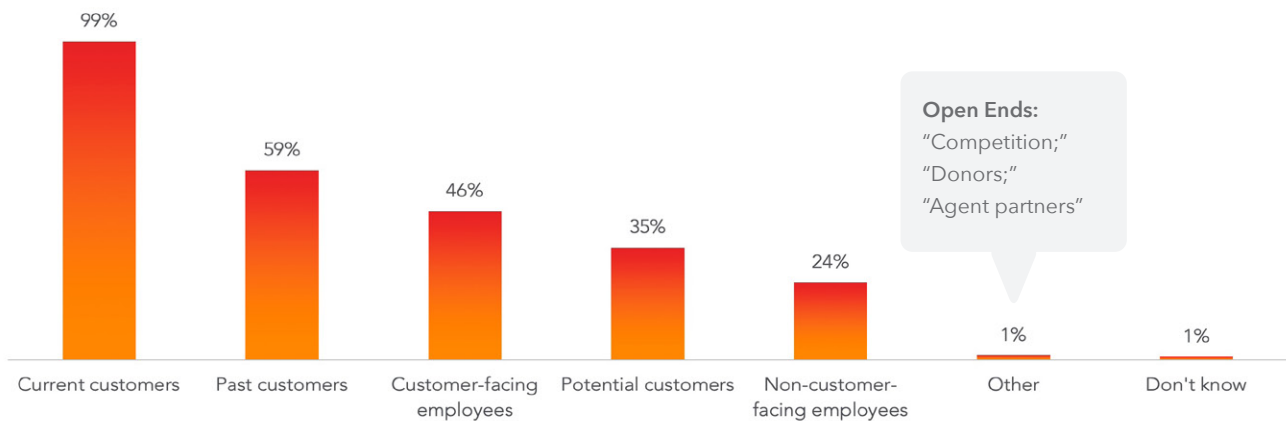


While the vast majority of companies are collecting feedback from current customers, an impressive 59% are gathering feedback from former customers as well. There is something to be said for breaking up customer feedback into different segments to examine the customer journey.

**59% of companies also collect insights from past customers in addition to collecting insights from current customers.**

Customer-facing employees are a source of insight on the customer experience for 46% of companies.

### FROM WHOM INSIGHTS, INTELLIGENCE, FEEDBACK ARE COLLECTED



Q6: From whom does your company collect any insights, intelligence, or feedback on the customer experience?  
Base: All respondents. n=213.

Surveying at different points in the customer journey allows businesses to identify

### Practices to avoid or improve before, during, or after a service.

**Feedback often reveals details about your CX that you might not have noticed otherwise.**

Customers often have strong opinions about things such as parking, scheduling, wait times, employee behavior, billing, and other nuances of your service. Tweaking practices based on these responses can mean the difference between a loyal and a lost customer.

### Reasons former customers left and if there is a chance to win them back.

**Did they leave because they moved or did something turn them away?**

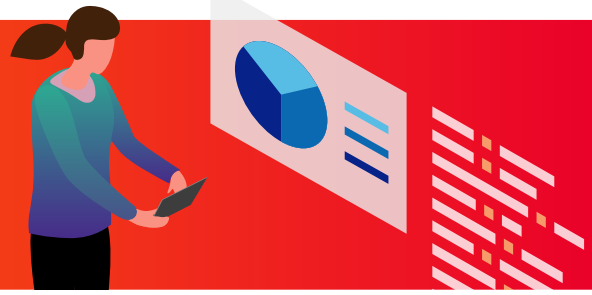
**Are they at risk of tarnishing your reputation?**

### Potential to win future business from past customers or prospects who aren't quite ready to buy yet.

**A promoter who receives a consultation is far more likely to become a customer than a detractor who receives one.**

Consider doing targeted marketing or sending special offers to this promotor group.

# Benchmarking CX



## Why Use a Benchmark?

So, we've seen why customer feedback is important to so many businesses and how it fits into their organizations. Knowing this, you can benchmark your own information to learn how you relate to leading brands. Self-assessment can be difficult sometimes, but data doesn't lie or pull any punches. Benchmarking will give you realistic, actionable goals to improve your standing in your industry.

- **Know Your Strengths and Weaknesses.**

Comparing your data with that of your industry peers and competition will help you recognize where you're excelling and where you're coming up short. It can also illuminate your path forward, providing insight about how to stay ahead and what unhelpful practices to let go of.

- **Learn from the Best.**

If Tiger Woods offered you some pointers on your short game, you'd probably take them, right? Emulating the best in the business certainly doesn't hurt. Taking a look at what industry leaders are doing might help clear up some roadblocks you're hitting when it comes to innovation.

- **Win New Business.**

Better practices translate to a better bottom line. We can all agree on that. But knowing where you stand in your industry goes so much further. A benchmark can act as a scoreboard that informs and motivates your team, uniting them in the pursuit of a shared, tangible goal.

## The #1 Metric for Benchmarking

It's clear that customer feedback is a major driver of growth and highly influential when it comes to business decisions and improving experience. So why do almost half of businesses report having no formal CX strategy? For those who don't, they should. For those who do, NPS is the most highly adopted and ranked strategy. In case you're unfamiliar with NPS, let's quickly review the basics you'll need to know in order to get value out of this section.

As we've seen, NPS is used by 89% of companies with a real strategy in place. Why is it so common? Because, like benchmarks, NPS is an excellent way to quantify key aspects of your business. You wouldn't be reading this report if you didn't value metrics and CX, and NPS marries the two perfectly.

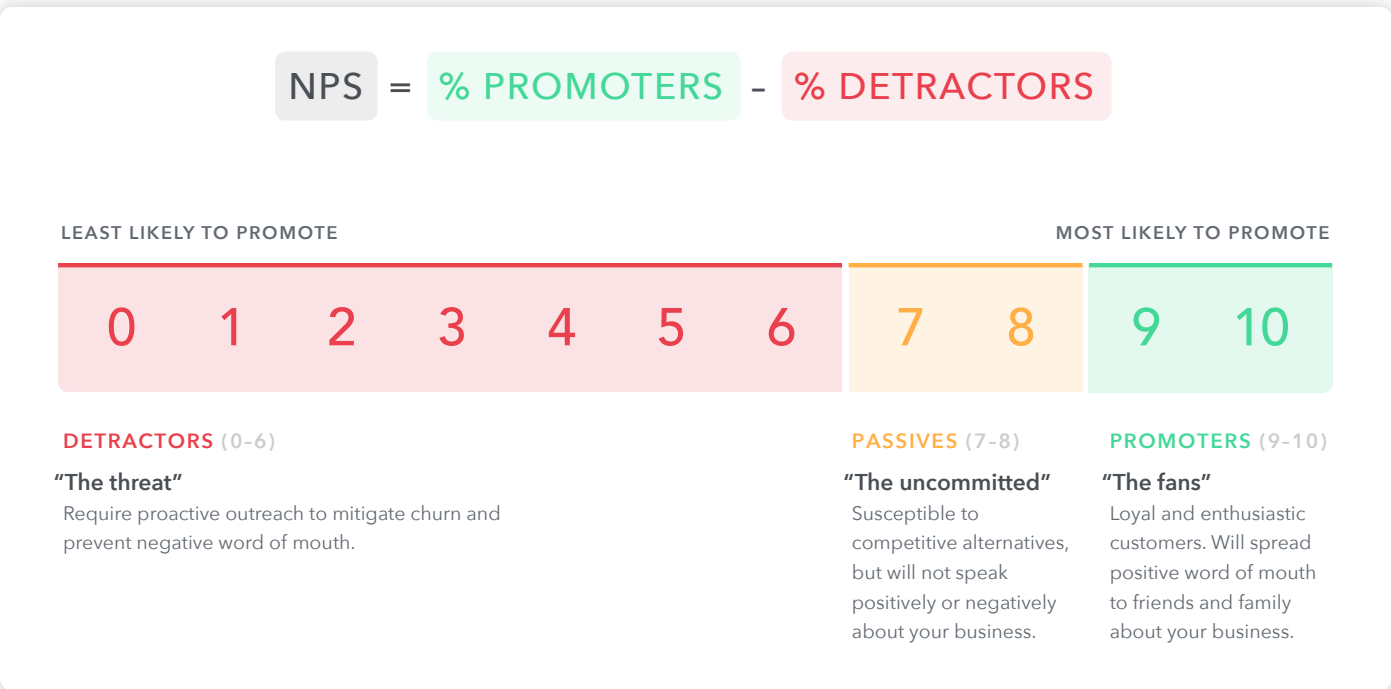
So many companies are using NPS because it simplifies the process of learning how your customers are thinking and feeling. The time-tested method has proven its worth across a multitude of industries. Since its introduction in 2003, NPS has become the gold standard for measuring customer loyalty. Similar to the results of our study, more than two-thirds of the Fortune 1000 companies use the system as a KPI. They all see the value in setting clear, numeric goals tied to customer feedback. This approach leads to –

- Lower churn rates
- Greater operational income
- More referrals and brand awareness
- Increased employee happiness and productivity
- Healthier bottom line

NPS makes things simple – for you and for your customers. Customers simply respond to the question: "On a scale of 0-10, how likely are you to recommend our business to a friend or colleague?" Respondents to this question are split into three groups that share a distinct set of characteristics and behaviors.

You calculate your brand's NPS with this simple formula:

$$\text{NPS} = \% \text{ Promoters} - \% \text{ Detractors}$$



The score can range from a low of -100 (if every customer is a detractor) to a high of 100 (if every customer is a promoter).

Calculating your score will help you set goals and track your progress, but it's also important to contextualize your score. A "good" NPS score is totally relative to industry and sector. An exemplary score for one business might be a poor score for another. It's important to gauge yourself against your industry peers to gain an accurate idea of where you stand. That's where the benchmarks we're going to share with you come in handy.

## What Is a Good Net Promoter Score?

While NPS is used in every imaginable industry, scores are not standard. Just like you don't have the same relationship with your barber as you do your auto mechanic, NPS advocates like Apple and Orangetheory Fitness have very different relationships with their customers. A good score in one industry does not necessarily translate to another.

That's where a benchmark comes into play. You need to get an idea of how your peers in your space are doing. We've broken down NPS scores by industry to more accurately portray how customers relate to certain types of businesses. Keep in mind, though, the brands we've included here are the best of the best. So, if you're aiming high, here's where you need to land.

# Net Promoter Benchmarks by Industry

**Comparing Wisely**  
 If your goal is to be the best of the best, this is the neighborhood you want your NPS scores to be in.

Better than 25% of businesses | Better than 50% of businesses | Better than 75% of businesses | Better than 90% of businesses

Industry	Better than 25% of businesses	Better than 50% of businesses	Better than 75% of businesses	Better than 90% of businesses
<b>Children's Services &amp; Youth Development</b>	71	73	82	86
Daycare	72	72	76	81
Extracurricular	69	74	84	87
<b>Fitness</b>	63	74	82	89
Gyms	45	59	73	75
Boutique Fitness	76	82	87	91
<b>YMCA</b>	64	68	70	74
<b>Home Services</b>	66	76	84	90
Home Improvement	74	79	83	88
Moving/Hauling	79	87	87	89
Pest Control	63	72	79	82

# Net Promoter Benchmarks by Industry Continued





## Improving your NPS

Now that you have a good idea of where your peers are and where you should be aiming, it's time to start working toward your goals. Here are the top three ways you can start improving your customer experience and NPS:

### 1. Follow up with detractors as quickly as possible.



#### **Detractors are not to be taken lightly!**

According to a study by American Express, customers will tell an average of 15 people about a poor experience but they will only tell approximately 11 people about a good one.

Not only does it cost more to generate a new customer than it does to keep an existing one, that lost customer will take plenty of potential business away as well. It pays to follow up and make things right as quickly as possible. By diligently closing the loop with these customers, you may even turn them into some of your best promoters.

### 2. Mark trends in your feedback.



#### **When you're analyzing customer sentiment on a consistent basis, you can spot patterns in your customer's responses over time.**

You might discover game-changing details that otherwise would never have crossed your mind.

For example, a doctor's office dug into some patient responses and found that patients were upset that others who arrived after them were being seen first. While those later arrivals actually had earlier appointment times, other patients had no way of knowing. The office started displaying a patient schedule

in the lobby to show the order of appointments, and complaints dropped immediately. This is a definite trend; studies show that detractors become the most loyal and outspoken promoters of your business if you take the steps necessary to convert them. Monitoring NPS feedback can help you improve your business in ways you would never expect.

### 3. Coach your teams and share feedback.



**Happy, well-trained employees make for happy customers.**

Customer feedback can give insight into individual interactions your customers are having with your employees.

Not only can you address and correct behavioral or transactional issues with data to back it up, but you can share positive feedback to boost team morale. Some companies post positive customer quotes about their most recognized employees on social media every month as recognition. We know of a particular CEO who personally calls an outstanding employee each week to show appreciation.

# Collecting, Analyzing, and Reporting on Customer Feedback



It's time to dive into the nuts and bolts of CX feedback strategy – the "who, what, when, where, why," if you will. What do you need to include, and how do you implement a CX feedback strategy in your business? Let's take a look at how others are doing it to find out.

Many businesses collect feedback at key points in the buying process and/or shortly after an interaction. This timing naturally yields higher response rates. Another strategy to increase response rates, represented by an additional 20% of survey respondents, is offering incentives to customers in exchange for feedback. Depending on your business type, it may be beneficial to have a strategy that includes both strategies as options.

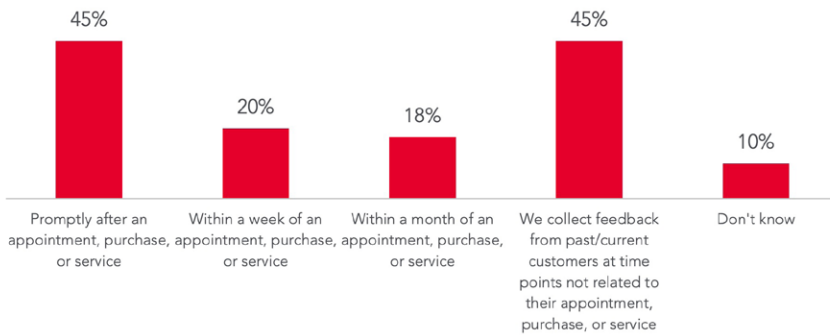
While it's helpful to see what most companies are doing, it's important to note that there is no one-size-fits-all solution offered here. By all means, use common practices as jumping-off point; they'll get you moving in the right direction. But continually monitor and analyze feedback to better understand and respond to your customers as they move through the crucial points in their customer journey. Use that feedback to inform how your company can grow.

## 45% of respondents collect feedback promptly after customer interactions.

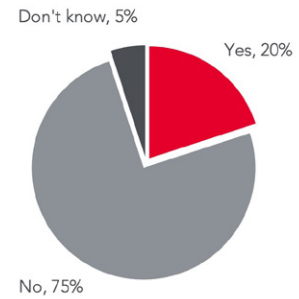
In addition, 45% collect feedback at time points unrelated to their most recent interaction.

Only 20% of non-Listen360 customers give incentives to customers to encourage their feedback.

### WHEN CUSTOMERS ARE ASKED FOR FEEDBACK



### INCENTIVES ARE OFFERED FOR FEEDBACK



Q41: At what point in the customer's journey do you ask a customer for their feedback?

Q42: Are incentives usually offered to your customers for their feedback?

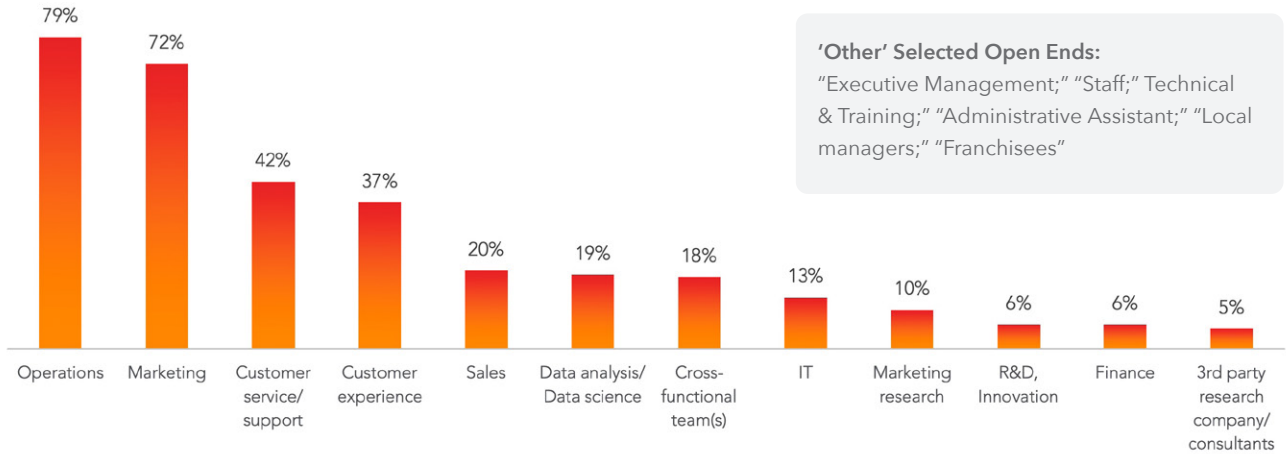
Base: Brands not using Listen360 only. n=40.

Who should be responsible for collecting, analyzing, and reporting on feedback data? The survey indicates that, in most companies, these responsibilities fall to operations and marketing. This makes sense. Operations should always be striving to better and more efficiently serve customers, and happy customers are much easier to serve. Marketing should be very interested in customer perceptions of the brand; NPS enables them to dig into what customers like about the business and amplify positive feedback to grow their brand's reputation.

**Operations & marketing departments primarily do the review, analysis, and reporting.**

Customer service/support and customer experience staff are also involved.

**DEPARTMENTS/TEAMS RESPONSIBLE FOR REVIEWING, ANALYZING, REPORTING ON FEEDBACK**



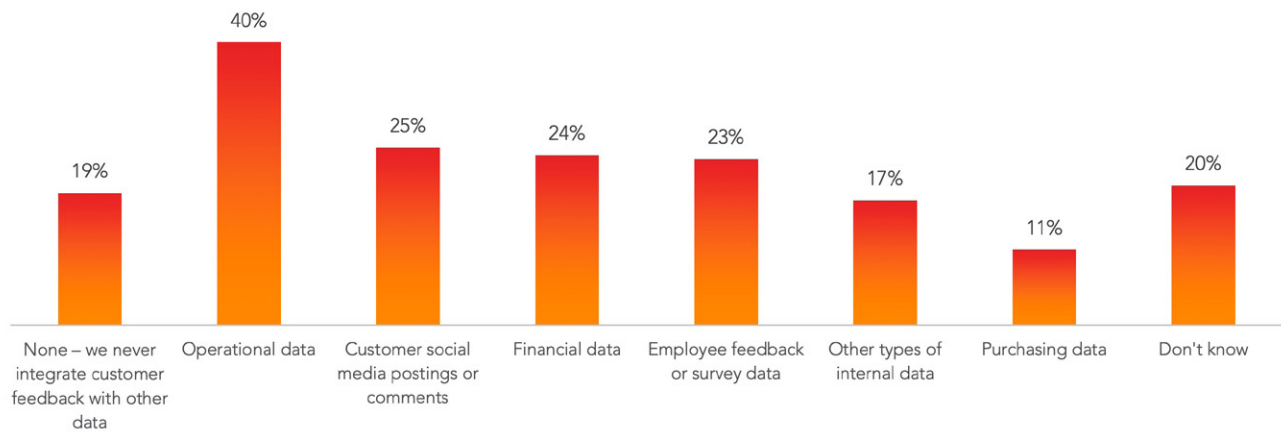
Q9: Which departments or teams are responsible for reviewing, analyzing and/or reporting out customer feedback (customer survey: from the Listen360 NPS survey)? Chart not showing 'Other' and 'Don't know'.  
 Base: All respondents. n=191.

While feedback is crucial, it's just one piece of the puzzle. Our survey shows that most companies are integrating feedback data with other data sets. Customer feedback is strongly correlated with things like operational data and profitability, so it's a good idea to pair feedback findings with other metrics to set better goals and measure progress.

**Most companies integrate other data with CX feedback data.**

Integration of operational data is most common.

**OTHER DATA INTEGRATED WITH CUSTOMER FEEDBACK**



Q10: Does your company ever integrate any of the following types of data with (customer survey: the NPS data collected via Listen360's survey) (prospect survey: customer feedback)?

Base: All respondents. n=189.

While the idea of a customer feedback system seems pretty straightforward based on the trends in the data, there are a lot of moving pieces when it comes to logistics. The majority of companies use a third-party dashboard for feedback reporting. Consolidating and automating the process lets you focus on what matters most – executing strategies based on the findings.

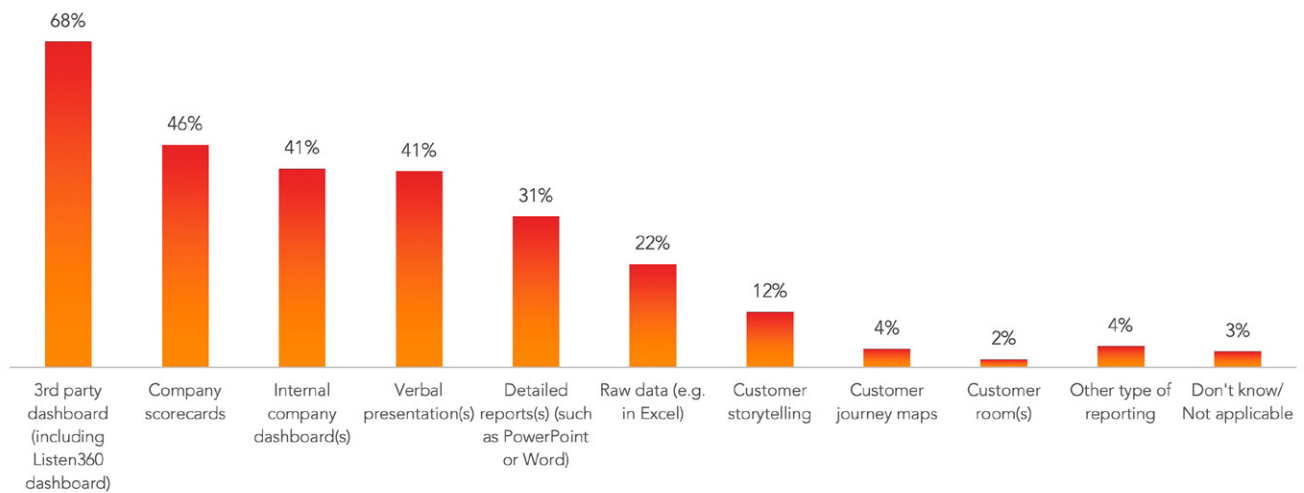
**Third-party dashboards (including Listen360's dashboard) are used by 68% of companies for reporting out feedback.**

Secondary reporting methods include verbal presentations and company scorecards and dashboards.

**Selected Open Ends:**

"Emails;" "Facebook Workplace highlights in a weekly summary;" "Leaderboards;" "Website testimonials"

**WAYS CUSTOMER FEEDBACK IS REPORTED OUT**



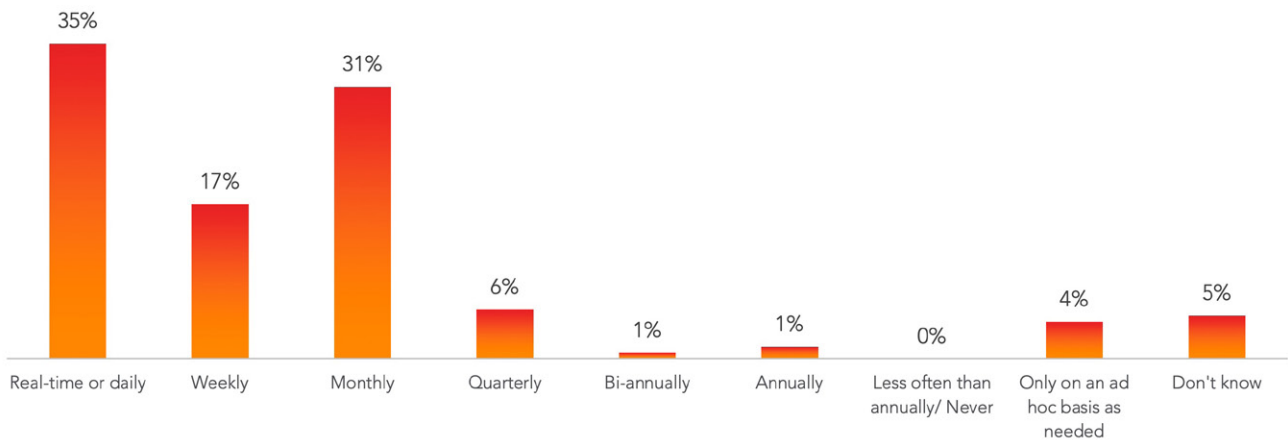
Q14: How does customer feedback (customer survey: from the Listen360 NPS survey) get reported out?  
Base: All respondents. n=181.

So how often should you be looking at this data? We think the answer is "all the time," and the survey results back us up. The data shows that higher performing brands are more likely to analyze feedback on a daily basis or in real time rather than on a weekly basis. Diligence is key to pleasing your customers.

**It's most common to analyze & report monthly or more often.**

Higher performing brands are more likely to analyze and report in real-time or on a daily basis, rather than on a weekly basis.

**FREQUENCY THAT NPS SURVEY RESULTS ARE ANALYZED AND REPORTED**



Q15: How often do NPS survey results get analyzed and reported out?  
Base: Listen360 customers only, n=144.

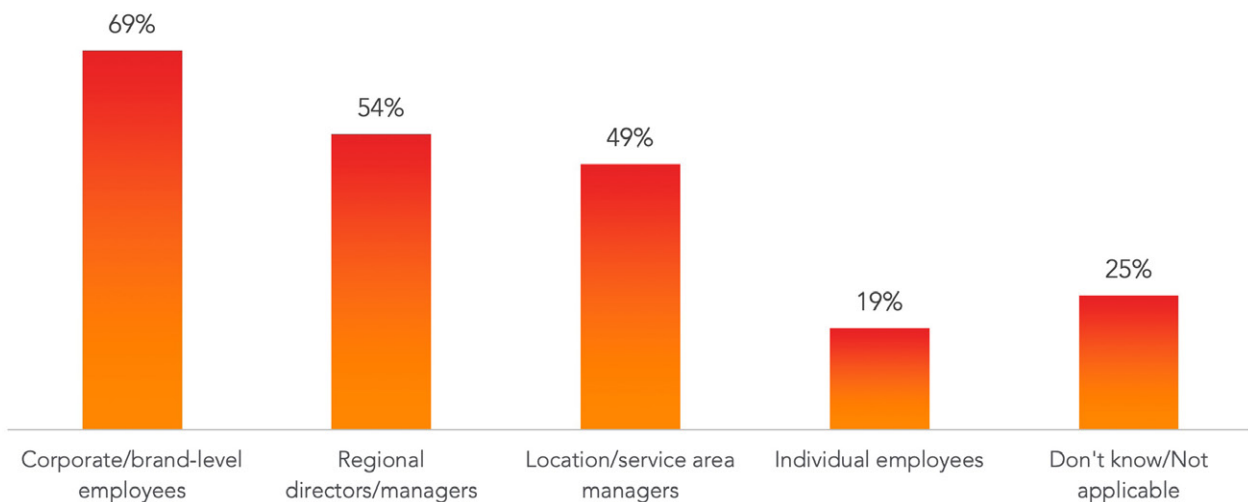


Who exactly should have access to the numbers? The data shows that, while it's less common for companies to share all the details with individual frontline employees, the local management team is in the know. When multiple levels of leadership have access to these insights, team-building, training, and inspiration come much more easily.

**Corporate, regional, and local managers have access to data.**

Fewer companies share customer feedback data and analysis with individual employees.

**WHO HAS ACCESS TO CUSTOMER FEEDBACK**



Q12: Who in your company has access to (customer survey: additional analysis based on the NPS survey data)(non-Listen360 customer survey: customer feedback data and analysis)?  
Base: All respondents. n=183.

# Taking Action



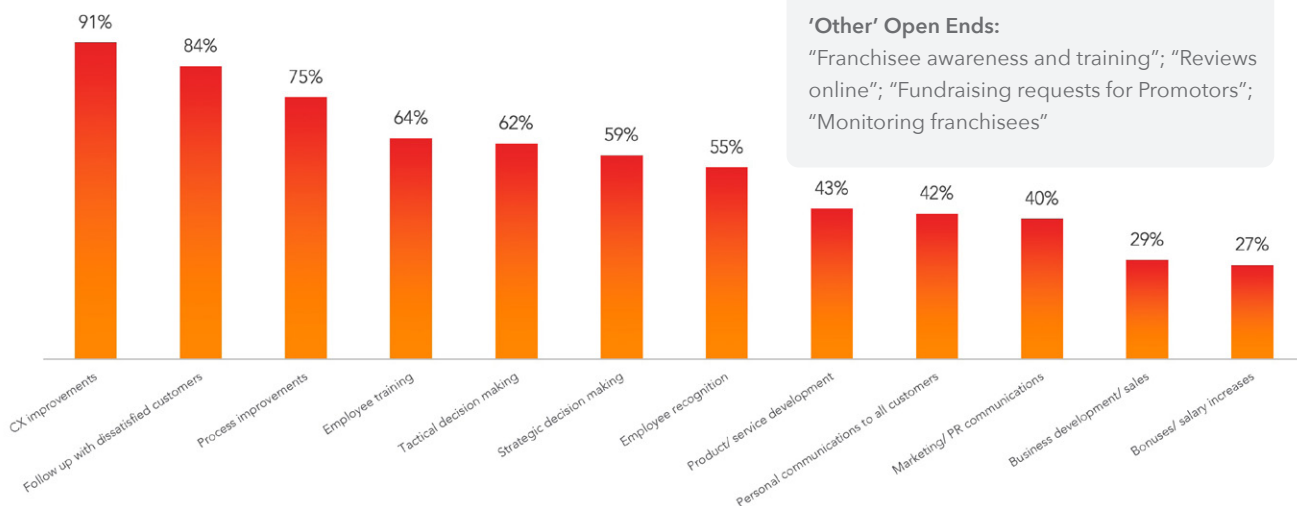
Now, we'll take a look at how businesses with CX strategies use the feedback they collect to give you some idea of how your peers approach CX improvement and how to be proactive in your own business.

It's no surprise the number one use of customer feedback among respondents is improving CX. Quickly closing the customer feedback loop saves existing business, improves the chances of winning new business, and mitigates the potential for a damaging online review.

## Customer feedback is primarily used for CX improvements.

Secondary uses include follow up with dissatisfied customers and process improvements.

### USES OF CUSTOMER FEEDBACK

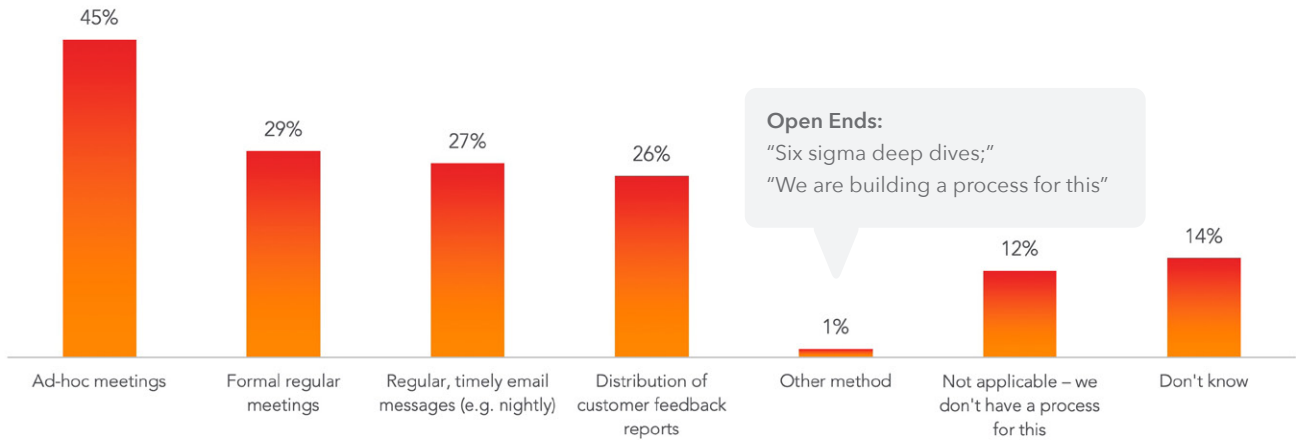


Q7: What does customer feedback (customer survey: from the Listen360 NPS survey) get used for in your company? Chart is excluding 'Other uses' and 'Don't know'  
Base: All respondents. n=203.

Every business is different, and it's important to find a way to disseminate customer feedback to relevant team members that fits your company culture.

**Root cause analysis is most commonly conducted in ad hoc meetings.**

### THE WAYS ROOT CAUSE ANALYSIS IS CONDUCTED



Q21: How does your company conduct root-cause analysis on issues or concerns that emerge from (customer survey: the Listen360 NPS survey) (non-Listen360 customer survey: customer feedback)?  
Base: All respondents. n=172.

### VOICE OF THE CUSTOMER

#### BRAND-LEVEL IMPROVEMENT PROCESS

"At the brand level, voice of the customer analysis is conducted by Ops & Marketing Depts to identify key pain point threads as well as high points of customer satisfaction. Pain points are prioritized, and action plans are built into the annual operating plans for remediation.

"Feedback is shared with Senior Leaders at monthly strategic review meetings...and we hold voice of customer huddles."

"We share the data with the front-line team, follow up daily on any negative comments, and report annually to our entire company."

"We review results carefully and correlate findings to store success ...Customer service is recognized at conference."

O6: Please explain your company's process for making brand-level improvements based on the NPS survey data. Selected open ended comments shown.  
Base: Customers who provided a text comment to the question. n=50.

Commitment to improving your CX with customer feedback must come from the top down in your organization. Most businesses set feedback goals at the brand level, displaying a commitment to the customer across the entire network and ensuring everyone is on board.

**Customer feedback improvement goals are typically set at the corporate/brand-level or the location/service-area level.**

### SETTING GOALS FOR IMPROVING NPS OR CUSTOMER FEEDBACK

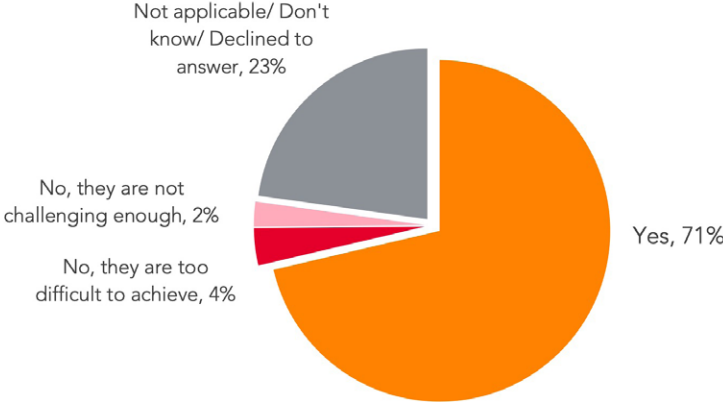


Q22: Does your company set goals for improving (customer survey: the Net Promoter Score (NPS)) (non-Listen360 customer survey: customer feedback)?  
Base: All respondents. n=171.

While you don't want to set unattainable goals, you don't want to sandbag your goals, either. Make sure you're setting standards that challenge you to strive for excellence instead of a self-congratulatory metric. Most respondents agreed that their company's feedback goals are appropriately set.

**Seven out of ten companies agree that goals to improve customer feedback are set at the right level of difficulty.**

**CHALLENGING AND ACHIEVABLE GOALS FOR IMPROVEMENT**



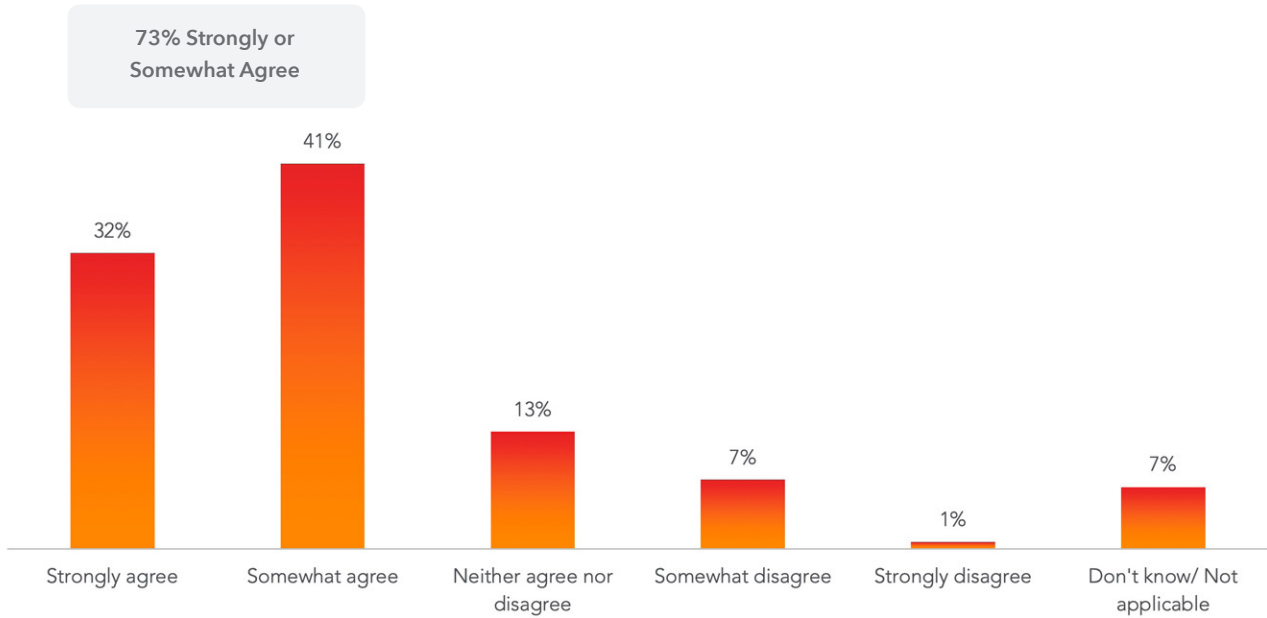
Q23: In your opinion, are the goals both challenging and achievable?  
Base: All respondents. n=171.

The vast majority of respondents agreed that frontline employees are equipped to act on customer feedback. Armed with valuable information, customer-facing employees are not only more confident with interactions, but they're much more adequately prepared to understand and improve adverse situations.

**73% of respondents agree that their customer-facing employees have the autonomy to make decisions and take necessary action.**

Customer-facing employees at higher performing brands are even more likely to have this autonomy.

**AGREEMENT: CUSTOMER-FACING SERVICE EMPLOYEES HAVE THE AUTONOMY TO MAKE DECISIONS AND TAKE ACTION**

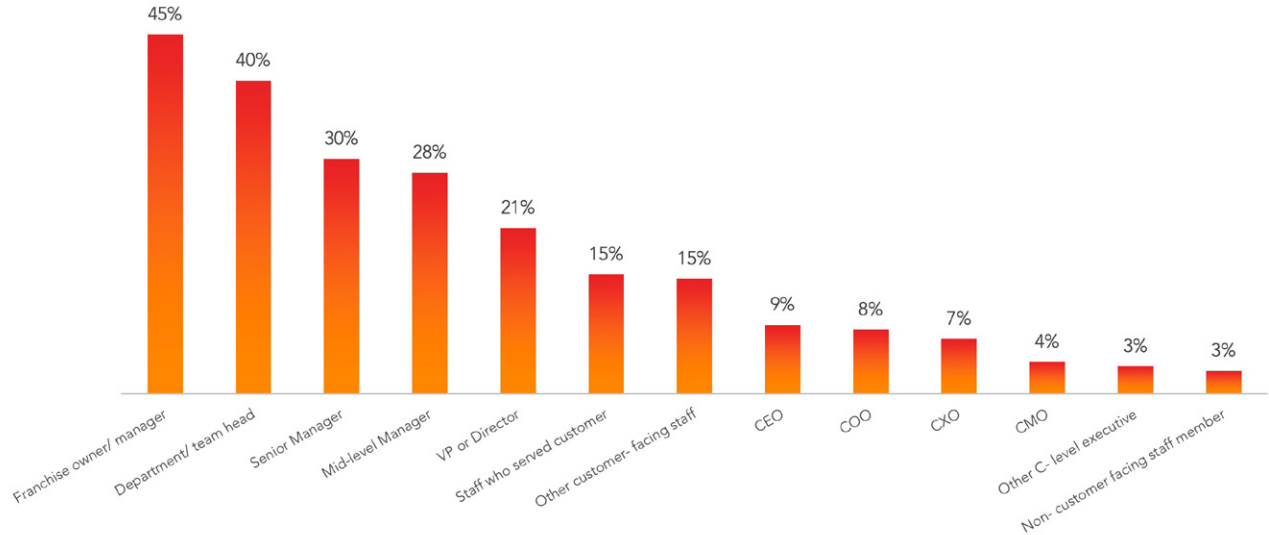


Q24: How much do you agree with this statement? Customer-facing service employees in our company have the autonomy to make decisions and take necessary actions based on customer feedback from the Listen360 NPS survey.  
Base: Listen360 customers only. n=136.

Closing the loop and following up with customers is a great way to dive deeper into a potential problem, initiate speedy service recovery, and prevent negative word of mouth. Respondents stated that franchise owners, managers, or department heads are most commonly accountable for these customer follow-ups. Having leaders do the follow-ups keeps it less confrontational and is a great way to demonstrate care.

**Franchise owners/managers and department/team heads are most likely to be accountable for customer follow up.**

### WHO IS ACCOUNTABLE FOR FOLLOW-UP WITH CUSTOMERS



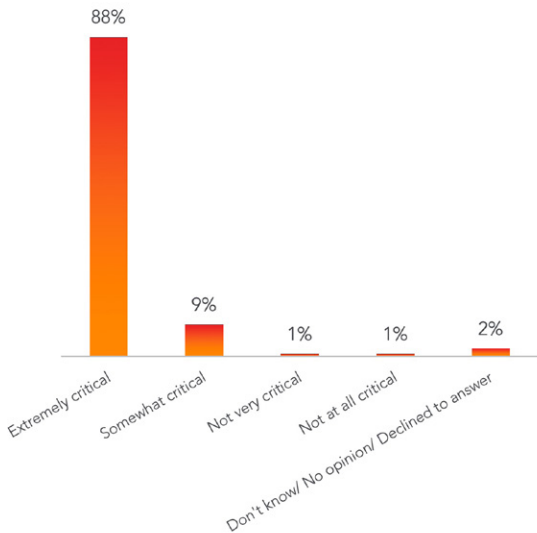
Q25: Who in your organization is accountable for following up with customers based on customer feedback (customer survey: from the Listen360 NPS survey)? 'Other', 'No one is held accountable' and 'Don't know' are excluded from the chart. Base: All respondents. n=172.

Always follow up with unhappy customers. When you don't try to make it right, they can do a lot of harm to your brand. But when you do try to make it right, unhappy customers may change their tune and become some of your biggest promoters. With 88% of respondents agreeing that this is critical, it's hard to disagree.

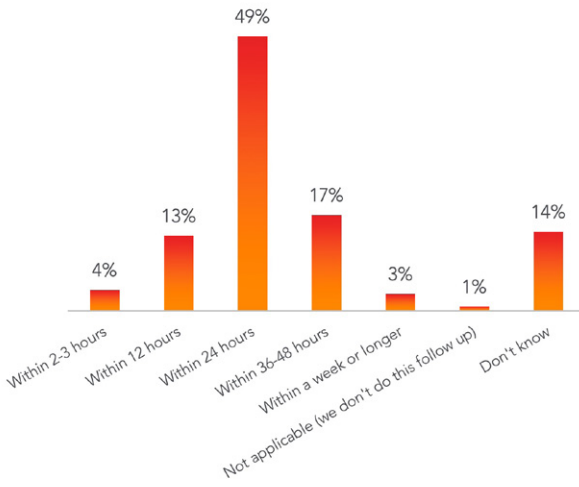
**Most Listen360 customers surveyed say that it is extremely critical to follow up with detractors (88%); only 1% say they don't do this.**

Most commonly, Listen360 customers are following up with detractors within 24 hours.

### OPINION ON HOW CRITICAL IT IS TO FOLLOW UP WITH DETRACTORS



### TYPICAL TIMEFRAME FOR FOLLOW UP WITH DETRACTORS



Q26: In your opinion, how critical is it to follow up with Detractors (those scoring 0-6 on the NPS question)?  
Q27: Within what time frame does someone in your company follow up with Detractors?  
Base: Listen360 customers only. n=136.

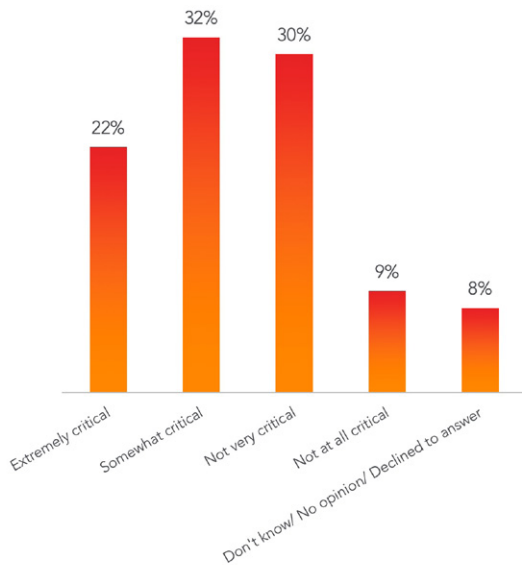


It's not nearly as common for businesses to follow up with delighted customers. A little over a third of respondents don't do this, but it's interesting to take a look at the sizable portions of those surveyed who do. Following up with promoters could be considered what we call a "delighter" factor. Promoters won't expect you to follow up, so if you don't, there is likely no penalty. If you do, though, they will be very pleasantly surprised. Sometimes doing the things your competitors aren't will give you an edge.

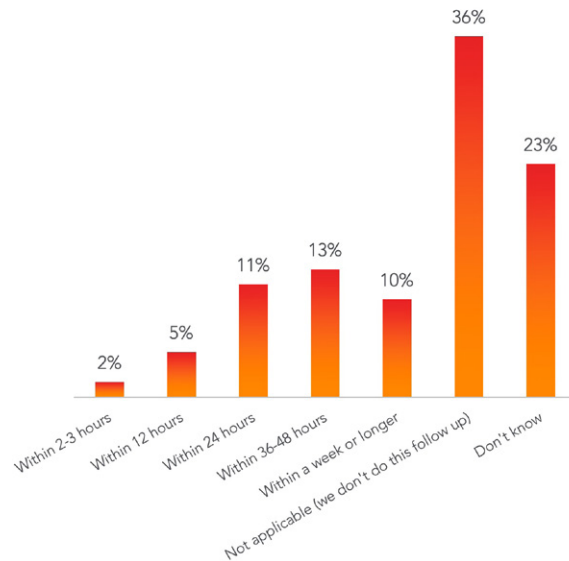
**Far fewer Listen360 customers say it is extremely critical to follow up with promoters (only 22%); 36% indicate they don't do this.**

The timeline for follow up with promoters ranges from within 24 hours to longer than a week.

#### OPINION ON HOW CRITICAL IT IS TO FOLLOW UP WITH PROMOTERS



#### TYPICAL TIMEFRAME FOR FOLLOW UP WITH PROMOTERS



Q28: In your opinion, how critical is it to follow up with Promoters (those scoring 9 or 10 on the NPS question) who have provided an online review?

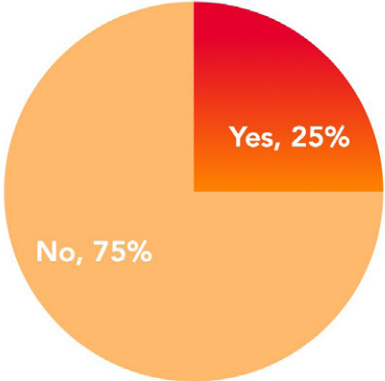
Q29: Within what time frame does someone from your company follow up with Promoters who have provided an online review?

Base: Listen360 customers only. n=132-133.

Most businesses keep their scores close to the chest and decide how best to distribute the information in house. A quarter of respondents, though, publish the numbers online.

**25% of Listen360 customers publish their Net Promoter Scores online.**  
Higher performance clearly correlates with the behavior of publishing NPS online.

**DO YOU PUBLISH YOUR NET PROMOTER SCORES ONLINE?**

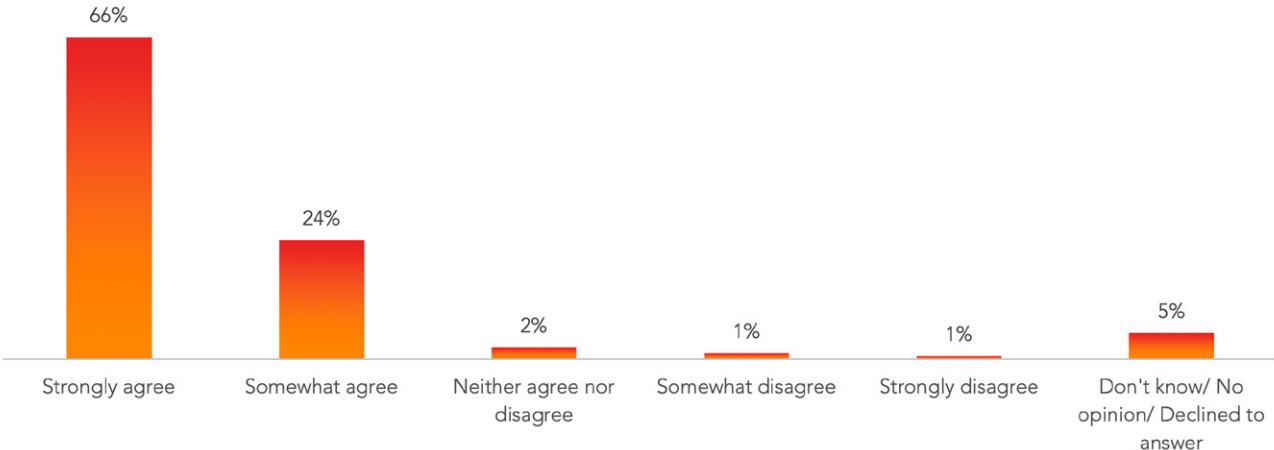


Q31: Do you publish your Net Promoter Scores online?  
Base: Listen360 customers only, n=132.

Following up with an unhappy customer can not only change the way they feel about your brand, it can also change the way they talk about your brand to the world at large. Online reviews can be much more detrimental than a random comment on social media.

**Two-thirds of respondents strongly agree that proactive tracking and follow-up on customer feedback positively impacts online reputation.**

**AGREEMENT: PROACTIVELY TRACKING AND FOLLOWING UP ON CUSTOMER FEEDBACK CAN HAVE A POSITIVE IMPACT ON ONLINE REPUTATION/STAR RATINGS**



Q30: How much do you agree with this statement? Proactively tracking and following up on customer feedback can have a positive impact on our online reputation/star ratings?  
Base: All respondents. n=168.

We hope you've learned as much about CX trends and top-performing customer-feedback strategies as we have. For more insights, resources, and guides to help you on your journey to a better CX, [join us at Listen360.com](https://listen360.com).

