

# Voice of the customer - NPS (Net Promoter System)

## Voice of the customer



The objective of voice of the customer is to **enable growth acceleration** and **sustain our competitive advantage**, increasing share of wallet & profitability by better understanding and serving customer needs, acting on them and driving a culture of continuous improvement. Ultimately, this further differentiates Solvay value proposition by strengthening competitive advantages (promotion drivers). The Net Promoter System is built to **identify true drivers** of Customer Advocacy.

## Net Promoter Score

### Definition

The NPS assumes a subdivision of respondents to the following question: **"How likely would you recommend Solvay to a colleague?"** into:

- **"Promoters"** who provide ratings of 9 or 10
- **"Passives"** who provide ratings of 7 or 8
- **"Detractors"** who provide ratings of 6 or lower

The Net Promoter Score is calculated by subtracting the percentage of detractors from the percentage of promoters resulting in a score. The Net Promoter Score has a high correlation with the overall customer loyalty.

The NPS question is accompanied by additional open-ended question: "Could you explain the reason for your score? ", helping to define the "driver" behind the Net Promoter Score.

## Market and Frontline NPS

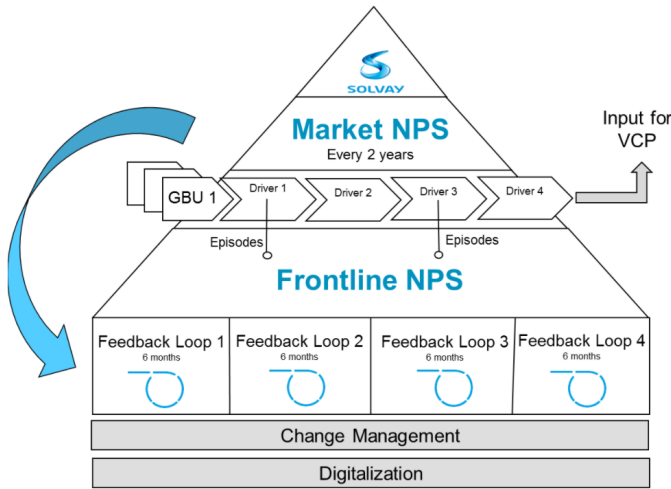
### Objectives of Market and Frontline NPS

Market NPS is ran every 2 years and aims to:

- Identify key areas of improvements based on Customer feedback (Drivers Matrix)
- Input for the Value Capture Plan (VCP)

Frontline NPS is ran continuously for specific customer segments and aims to:

- Identify individual actions to adopt a more customer focused way of working
- Determine account and GBU structural actions

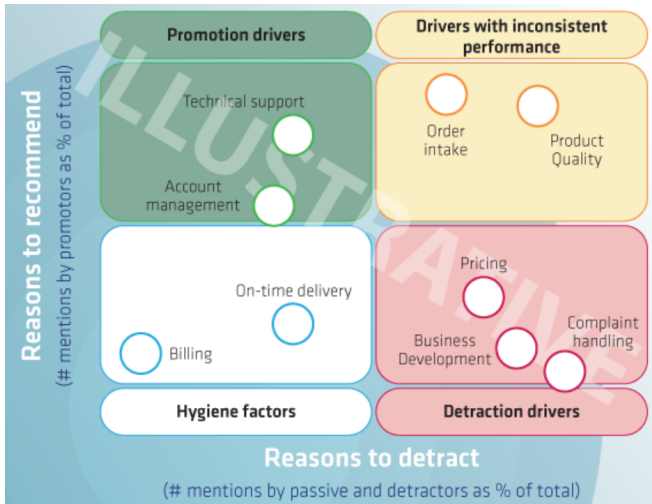


**Market NPS**

The Market NPS(MNPS) is conducted every two years by each GBU with the support of the Transformation Center. The objective is to understand drivers of customer advocacy and define strategic focus areas to differentiate vs. competition. This input will be integrated in the GBUs Value Creation Plan (VCP). One of the key outcome of the MNPS is the driver matrix which is directly built based on customer feedback when answering the NPS question: **“How likely are you to recommend Solvay to a colleague and why?”**.

The Market NPS Matrix is divided into 4 categories:

- The **WHITE** box represents themes mentioned by very few Promoters and very few Detractors. They are considered as irrelevant drivers as customers don't mention them spontaneously.
- The topics in **YELLOW** on the other hand represent the drivers mentioned by a majority of both Promoters & Detractors, meaning there is a clear inconsistency in the perceived performance. Further investigation is therefore needed to understand where the incoherence lies.
- The topics appearing in the **RED** box are detraction drivers and are causing dissatisfaction from our customers.
- The **GREEN** box shows the true promotion drivers and what differentiate Solvay from competitors. This is Solvay's value proposition.



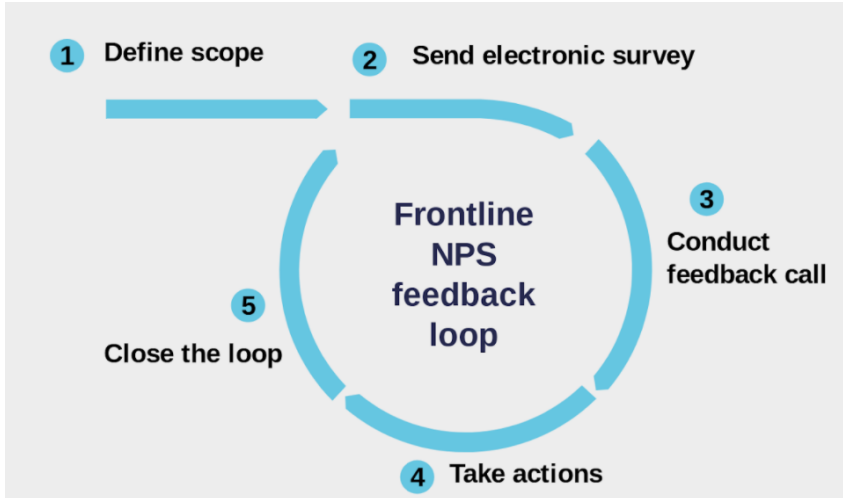
**Frontline NPS**

The Frontline NPS (FNPS) is composed of a Feedback loop. This approach should be embedded in the new ways of working. It aims to confront frontlines with direct customer feedback to drive behavior change and ensure we implement continuous improvement and differentiation for priority accounts.

This five-step approach has been developed to capture customer insights, build robust action plans to address key challenges and reinforce our strengths, and finally close the loop by informing customers of what Solvay has done to meet their needs even more. Customer feedback is recorded in an e-survey, followed by feedback calls upon customer request, and analyzed to determine action plans at:

- **Individual level:** feedback that can be resolved directly by an employee; i.e. if a customer says, **“I need to know who your backup is when you are unavailable.”**
- **Account level:** feedback gathered from different touchpoints in Solvay with the same customer which should be addressed at account level i.e. if a customer has some specific requirements in terms of packaging.
- **GBU level:** challenges that should be tackled at a more structural level; i.e. if an account says, **“It would be better if Solvay had a warehouse located near our area.”**

Both Market NPS and Frontline NPS results are embedded in the CRM.



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- [Géraldine de Visscher](#)