CX CASE STUDY: AIRLINES
European Airline partners with Nielsen to understand brand awareness and improve passenger ratings

CLIENT BUSINESS ISSUE

• The airline company wanted to compare and understand feedback scores from among its Business Class passenger base

• The company also wanted to understand how their airline compared with other airlines for Business Class experiences

• The objective was to identify key service differentiators based on the needs of the modern Business Class passenger

NIELSEN’S CX SOLUTION

• Nielsen conducted online surveys of customers of 12 worldwide airline operators, using quantitative and qualitative measurement

• Nielsen combined this research with measurement of total brand awareness to gauge the airline’s reputation across a global base

• NPS was employed as the lead metric to determine each passenger’s likelihood to recommend the airline

• Reporting would be split across categories such as airport lounge, plane seats, catering, entertainment, cabin crew and amenities

SUCCESS OUTCOMES

• Using the results, the airline improved its Business Class satisfaction by +3 to 95%

• NPS was 40+, indicating a strong position compared with global NPS leaders

• Improvements included free on-board Wi-Fi, better airport transfers, addition of privacy panels and an improved entertainment system

• Further improvement areas include consistent customer service, better seat privacy and ticket affordability
CX CASE STUDY: AUTOMOTIVE #1

Nielsen introduces CX technology and better research management for a manufacturer in China

CLIENT BUSINESS ISSUE

• Big automotive brand in China conducted an after-sales Customer Satisfaction tracker
• CATI surveying with lengthy customer contact lists used
• Recording and updating customer contact records proved very difficult and time-consuming
• Time-frames were very tight; 20,000 interviews to be completed within a 15 day window every month

NIelsen’S CX SOLUTION

• Nielsen introduced a real-time data collection and technology platform
• Capabilities included real-time survey imports, results analysis and tracking NPS scores together with ranking at dealership level
• Nielsen made several recommendations to improve the CATI interview and research process including:
  o Interviewer resource management
  o Achievement of daily interview targets
  o Updating of interview list and customer contact information

SUCCESS OUTCOMES

• NPS from after-sales surveying improved steadily after the introduction of Nielsen’s solutions
• The effectiveness of sales and after-sales customer service increased by 38%
• Only 1 complaint was received in the first 3 month of Nielsen’s programme
CX CASE STUDY: AUTOMOTIVE #2

Middle Eastern dealership’s KPIs increase through working with Nielsen’s bespoke solutions

CLIENT BUSINESS ISSUE

- This automotive company has a complex estate with many leading car brands sold across a large number of international dealerships
- A wide variety of customer touchpoints meant that an omni-channel approach would be necessary
- The company had no reporting in real-time and little visibility of customer experience at dealership level, having to conduct research themselves

NIELSEN’S CX SOLUTION

- Nielsen partnered with a leading global EFM technology provider with extensive experience in the Automotive industry:
  - ResponseTek
- The primary measurement was CATI CX Tracker feedback plus Mystery Shopping for extended dealership visits; all reported on real-time dashboards
- As well as using NPS as the lead metric, Nielsen developed a bespoke “Customer Service Value” scorecard, comprising 14pt individual attributes

SUCCESS OUTCOMES

- Between 2017-2019 the company’s NPS increased from 35 to 51 and the “Customer Service Value” score increased by 20% across all attributes
- 360° visibility of results is enabled across the entire business at all levels
- Mystery Shopping supported sales transformation through constant showroom feedback
- In 2019-21 the company will include SMS and Contact Centre surveys whilst adding further operating markets
## CX CASE STUDY: BANKING #1

UK bank asks Nielsen to test its Customer Outcomes framework using Mystery Shopping

### CLIENT BUSINESS ISSUE

- A global bank with HQ in the UK wanted to place less emphasis on product sales and increase its focus on customer satisfaction.
- Objectives were to understand if colleagues were making the right product & service recommendations based on customer needs.
- Research scope included Customer Outcomes for mortgages, wealth, credit cards and savings enquiries.

### NIELSEN’S CX SOLUTION

- Nielsen proposed several stages to achieve the company’s measurement objectives:
  - Customer Journey Mapping
  - Mystery Shopping in branches
  - Query resolution & escalation process
  - Insight Activation reports tailored directly for Heads of Business
  - Online platform for results analysis
- Mystery Shopping programme focussed on testing products, scenarios and touch points.
- Audio recordings also collected from Mystery Shopping visits for playback.

### SUCCESS OUTCOMES

- Journey Mapping enabled the company to recreate and identify authentic customer journeys and service barriers.
- Mystery Shopping insight outcomes included ID verification issues which resulted in overall colleague re-training and ID checking process improvements.
- Key reporting was enabled for compliance colleagues.
- Data is accessible in real-time due to online platform.
# CX CASE STUDY: BANKING #2

Canadian bank sees key their key CX metrics improve by working with Nielsen on continuous tracking

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| • The bank needed to identify feedback from the traditionally harder-to-reach Wealth segment of their customer portfolio | • A 2 year research programme focussing on actionable CX metrics | • The bank has seen key metrics increases over the last 2 years:  
  o An overall NPS increase from 27 to 33  
  o Further category NPS increases; biggest for Trust Wealth customers from 28 to 48 |
| • The bank also found it difficult to frequently talk to customers following issues with contact methods and details | • Nielsen recommended using NPS (Net Promoter Score) quarterly service tracking through CATI surveys and personal interviewing | • Customer feedback has shown an increased focus by relationship managers on service |
| • The bank also wanted to explore perceptions towards brand, attitudes towards financial planning and demographic splits | • Nielsen also measures customer satisfaction on Financial Advisors following personal appointments | • The bank now has a much clearer view of feedback by customer segment |
| | • Reporting would be split out by customer segmented groups, so the bank could understand NPS and satisfaction by different demographics | |
CX CASE STUDY: BANKING #3

Nielsen helps a Central European bank research its customers and better focus on their needs

CLIENT BUSINESS ISSUE

• The bank wanted to run a research programme to ensure they remained compliant with European Banking Authority requirements

• The solution would require a mixed-data collection methodology across various customer touchpoints

NIELSEN’S CX SOLUTION

• Nielsen recommended a mixed-methodology CX tracking programme comprised of:
  - SMS surveys via mobile
  - CATI interviews to support above

• Nielsen combined the lead metric of NPS (Net Promoter Score) with a dedicated question to measure the EBA’s key focus area of client needs

• Specific customer groups were targeted for surveying to determine categories as well as general results

SUCCESS OUTCOMES

• Achieving results from SMS surveys enabled the bank to show compliance with and consistency of results based on the EBA’s minimum service standards

• Results were further adopted by the bank’s national sales teams to underpin monthly incentives-based rewards

• The bank now absorbs mixed-method results to understand the key differences between quick turnaround SMS surveys vs. in-depth CATI interviews
CX CASE STUDY: FINANCIAL SERVICES
International provider gains key customer insight through Nielsen global crowd sourcing

CLIENT BUSINESS ISSUE
- An international financial services company recognised the need to source customer feedback in large volumes and quickly
- Full requirement was to gain non-linear feedback on any feedback topic at any time
- Company had utilised traditional research methods many times before but were looking to leverage the power of “Crowd Sourcing”

NIELSEN’S CX SOLUTION
- Nielsen established a customer panel combining the concepts of both Crowd Sourcing and Gamification, avoiding the limitations of traditional survey methods
- Distribution of feedback base was across 164 countries to enable a true multi-market view
- Approach was to enable feedback on any topic at any time so that feedback was not restricted to fixed topics or a limited range of issues

SUCCESS OUTCOMES
- Immediate feedback enabled development of the following:
  - Biometric identification
  - Chat Bot services
  - Financial support planning
- Development of the bank’s credit card products and services, including:
  - Online log-in & security
  - Clearing overall balances
  - Privilege distinction for top usage customers
- Personas built from a wide range of customer demographics
CX CASE STUDY: HEALTHCARE

Premium Healthcare company in the UAE commissions Nielsen to track patient satisfaction

CLIENT BUSINESS ISSUE

- This Healthcare company wanted to track brand awareness and usage and to understand perception vs. marketplace competition
- The brand offers premier standard facilities and services and therefore tracking of patient satisfaction against expectations is essential
- Patient visits to locations were not meeting the highest satisfaction standards, however

NIELSEN’S CX SOLUTION

- Nielsen’s overall CX strategy provided measurement in three key areas:
  - Brand Health – F2F interviews on street
  - In-Patient Satisfaction – CATI surveys
  - Out-Patient Satisfaction – F2F interviews at hospital
- Samples of interviews were tightly controlled in order to maximise insight gained from these patient groups, including local UAE residents, ex-pat populations and international visitors

SUCCESS OUTCOMES

- Quarterly survey results across two years of measurement yielded critical insight regarding patient insurance cover
- New payer contracts were established with Insurance providers across the region leading to a dramatic decline in concerns regarding cover
- Greater service insight was revealed on outpatient appointments and hospital bed occupancy
# CX CASE STUDY: INSURANCE #1

Nielsen introduces EFM technology to improve New Zealand Insurance company’s NPS results

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<tr>
<td>• A large Insurance company in New Zealand wanted to measure omni-channel feedback from customers</td>
<td>• Nielsen partnered with a leading global EFM technology provider with experience in the Insurance industry:</td>
<td>• Since inception in 2016 the company’s brand NPS scores have improved by 17% (+8 NPS) in line with Insurance market leaders</td>
</tr>
</tbody>
</table>
| • The company was seeking implementation of powerful EFM (Enterprise Feedback Management) software technology | • Nielsen recommended specific CX metrics for different business areas:  
  o NPS for brand  
  o Experience scores for frontline staff | • Frontline colleague Experience scores are also now in the positive extreme |
| • Emphasis was to be placed on real-time insight and closing the loop on service issues | • Collaboration with stakeholders through initial design & delivery stages | • Main areas of frontline results increases are due to highly improved service delivery |
| | • Forums and feedback sessions for colleagues were made available throughout deployment | • Co-creation with stakeholders and frontline leaders from day #1 ensured maximum programme engagement |
CX CASE STUDY: INSURANCE #2
New Zealand insurance company partners with Nielsen to increase NPS and customer retention

CLIENT BUSINESS ISSUE
• This insurance company based in New Zealand was running several customer experience measures, with no single view of customer “truth”
• They wanted to secure a read on satisfaction, service and NPS on a regular basis to gain new customers and retain existing ones
• While focused on the rural sector with some domestic and commercial customers, they had been losing market share

NIELSEN’S CX SOLUTION
• Due to the company’s diverse customer base Nielsen proposed monthly NPS interviews using CATI calls
• Likelihood to re-join and overall satisfaction were also supporting metrics alongside Net Promoter Score
• Nielsen aligned all separate legacy feedback reporting into one single monitor and removed out of date approaches, including infrequent touchpoint surveying and the use of biased research sample
• The programme results were included in the company’s overall performance scorecard and to assist in training new starters

SUCCESS OUTCOMES
• Working with Nielsen since 2010 the company’s NPS has increased from 9 to 56
• In 2012 the programme won Gold in the national Market Research Effectiveness Awards
• Following first year results the company introduced different service models to better serve customers
• Further problems identified by the research have all been improved, including call centre wait times, personalisation of statements, customised pricing and flexible staff resourcing
CX CASE STUDY: MANUFACTURING

Nielsen measures B2B feedback for Asian Chemicals company using proprietary CX metrics

CLIENT BUSINESS ISSUE

• This chemicals manufacturer based in Asia wanted better insight on their relationships with product distributors and resellers

• The measures needed to include feedback on product quality, stemming from original factory production standards

• A further requirement was to be able to make like-for-like service and product comparisons with industry competitors

NIELSEN’S CX SOLUTION

• Nielsen recommended a multi-methodology research approach to capture feedback from a wide range of distributors and resellers:
  ○ Face to face field interviews
  ○ CATI interviews
  ○ Online surveys

• Nielsen also recommended measurement through two key proprietary metrics:
  ○ Nielsen eQ – Trade Satisfaction
  ○ Nielsen RSI – Relationship Strength Index

• Benchmarking data was also made available using Nielsen’s Global CX Norms to enable cross-industry comparisons

SUCCESS OUTCOMES

• Nielsen’s touchpoint interviewing gave real “customer stories” back to the company, so that specific service problems could be identified and addressed

• The immediate impact was so successful that the programme scope was increased from 1 group business unit in 2017 to all 10 business units by 2018

• The programme insight has become a vital component in company operations, likely to be renewed for a further 3 years in 2019
CX CASE STUDY: RETAIL #1
Large European retailer increases their NPS through Nielsen exit interviews and real time dashboards

CLIENT BUSINESS ISSUE

• This company was measuring customer feedback in their stores but only had a basic paper-based research programme, given by cashiers to customers at till points

• The limitations of this approach meant no overall data, limited reporting capabilities and no visibility of store-level performance

• The company had no key CX metric in place, so couldn’t compare or benchmark their results

NIELSEN’S CX SOLUTION

• Nielsen proposed a national bi-annual Customer feedback tracking study across approximately 270 stores

• The lead metric is NPS, enabling the company to compare and benchmark their performance with other retailers

• Data collection method moved from paper surveys to real-time upload from exit interviews conducted immediately after a shopping experience, capturing “in the moment” feedback

• The company has access to an online reporting platform where results can be viewed and analysed

SUCCESS OUTCOMES

• Significant NPS increases have been achieved – from 60 (Q1 2014) to 79 (Q4 2018)

• Access to real time insight and changes to product and service have been a key success factor

• Granular dashboard reporting allows NPS results by store, by area and company overall

• The programme’s success has led to further extended research conducted in franchise and cash & carry stores
CX CASE STUDY: RETAIL #2
Supermarket chain in Middle East improves service and products through Nielsen Mystery Shopping

CLIENT BUSINESS ISSUE

- The company saw a decline in market share whilst competitor shopping experiences were improving
- Some feedback had been received that retail store conditions and customer service were both poor
- Large scale of company’s retail estate (381 stores) meant consistent issues were hard to identify and corrective actions were hard to take

NIELSEN’S CX SOLUTION

- Nielsen proposed parallel CX research solutions:
  - Mystery Shopping
  - Online Customer Satisfaction
- The Mystery Shopping methodology focussed on 4 key parameters:
  1. Convenience
  2. Hygiene & Cleanliness
  3. Product Quality
  4. Customer Service
- The above 4 factors were made part of an Assessment “Diamond” where no one KPI took precedence over another, thus enabling the company to focus on overall improvement and understand key satisfaction drivers

SUCCESS OUTCOMES

- 2 year’s worth of programme results to date are essential for HR evaluations of store and colleague performance
- Nielsen’s Mystery Shopping contributed to improvements in store signage, freshness of stock, removal of pest infestations and more effective staff resourcing
- Results are now a vital part of quarterly company business performance reviews
- Nielsen expects a complete programme renewal in 2019
CX CASE STUDY: RETAIL #3
Nielsen helps large European supermarket chain uncover key drivers towards customer satisfaction

CLIENT BUSINESS ISSUE

- This supermarket chain wanted to understand customer feedback across their stores in Hungary and from their main competitors
- The company identified the top 5 strengths and weaknesses they wanted to track to improve store service and win greater market share
- Existing measurement did not enable a deep understanding of customer preferences during their shopping experiences

NIelsen’S CX SOLUTION

- A 3 year programme to track customer satisfaction trends using the following methodologies:
  - Exit interviews immediately after shopping experiences across 3 different store types (hypermarket, supermarket & franchise)
  - At-home interviews with customers following competitor store visits
  - Accompanied Shopping Trips in both stores and competitor stores
- Nielsen recommended NPS as the lead metric to capture customer’s likelihood to recommend compared with their competitors

SUCCESS OUTCOMES

- In-depth outcomes from personal interview experiences led to specific action plans and service changes made by the company
- Specific insight revealed that quality and availability of the supermarket’s own fresh and processed meat brands had a high impact on satisfaction
- As a result Nielsen is now conducting specific deep-dive research into individual product lines as a separate tracking programme
CX CASE STUDY: RETAIL #4

Nielsen provides enhanced Mystery Shopping for Swedish retailer with stores in the Middle East

CLIENT BUSINESS ISSUE

- This retailer had been running Mystery Shopping for some time but missing measurement of key touchpoints during the in-store customer journey
- There were major concerns in stores regarding check-out queues being overly long and poorly managed
- The retailer also suspected that the self-service model which works in other markets was failing in the UAE based on fierce customer-centric competition

NIelsen’S CX SOLUTION

- Nielsen provided a full 360° Mystery Shopping programme and reporting schedule with a key Mystery Shopping satisfaction metric tracked over time
- 4 key areas of measurement underpinned the programme’s scoring system:
  - Customer Centricity
  - Product Basics
  - Appearance of Store & Co-workers
  - Easy Buying
- Programme design was collaborative, based on practical considerations and logical customer journeys, focussing on specific product enquiries

SUCCESS OUTCOMES

- Over 2 years an uplift in Mystery Shopping score of +5% points was achieved
- Main impact on results was the overhaul of training and staff initiatives following each successive wave of visits
- Solutions to long queues included improved online ordering and new in-store Order & Collection Points
- Customer engagement also improved through “Suggestive Selling” re-training following results
## CX CASE STUDY: TECHNOLOGY

Technology company recruits Nielsen to increase its customer satisfaction across Asian markets

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<tr>
<td>• Need for Customer Satisfaction tracking results to feed into overall management scorecard</td>
<td>• Nielsen began a three-year transformation programme including C-Sat tracking and Service Quality impact vs. previous year</td>
<td>• Since 2016 scores have increased to 90%+ in both Hong Kong and China</td>
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<td>• Feedback from customers was that service had been ordinary and indifferent</td>
<td>• Stakeholder engagement sessions and request for high level sponsorship from Managing Director</td>
<td>• Singapore and Malaysia have also seen their overall C-Sat scores improve to 80%+</td>
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<tr>
<td>• Company was already measuring a mixture of key metrics and KPIs causing business confusion</td>
<td>• Balanced scorecard with C-Sat included as a key metric to better impact remuneration for company employees</td>
<td>• 62% of customers now feel the overall service they receive has improved</td>
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<tr>
<td>• Business is multi-market with a requirement for cross-region reporting at various levels</td>
<td></td>
<td>• Managing Director is now a key programme sponsor and joins all market level MDs at bi-annual results presentations</td>
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CX CASE STUDY: TELCO #1
SIM-only Mobile operator partners with Nielsen to measure relationship strength and NPS

CLIENT BUSINESS ISSUE

• This mobile operator wanted to gain feedback from a broadly distributed and varied usage customer base
• The operator only offers SIMs and Pay-As-You go mobile plans, therefore focusses on good mobile signal and great customer service rather than innovative handset features
• A robust CX metric was required in order to establish a basis for comparison with other mobile operators

NIELSEN’S CX SOLUTION

• Nielsen implemented an online research programme with interviews across 6 European markets
• NPS was the recommended key metric alongside Nielsen’s proprietary RSI (Relationship Strength Index) model
• Nielsen RSI focusses on 6 key attributes behind relationship strength: Trust, Price, Comparison, Value, Satisfaction and Fulfilment
• Nielsen interviewed a broad distribution of customers in order to gain widespread and varied feedback

SUCCESS OUTCOMES

• Through Nielsen’s RSI model, the operator has seen a 10% increase in these scores from inception to latest results, meaning a stronger relationship with customers
• Results also indicate a reduction in customer churn through acting on customer feedback
• The operator is achieving a higher complaints resolution rate, through awareness of trending issues
CX CASE STUDY: TELCO #2

Leading mobile network in Saudi Arabia asks Nielsen to track C-Sat across national customer base

CLIENT BUSINESS ISSUE

- This mobile operator wanted key insight on customer satisfaction compared to national competitors
- The operator had a number of customer key attributes they wanted to track over time
- Lower market share compared with other mobile networks meant the operator wanted to understand differences in coverage, service standards and pricing

NIELSEN’S CX SOLUTION

- Nielsen recommended online surveying, tracking Customer Satisfaction
- Nielsen utilised a blend of NPS and proprietary Nielsen CX metrics in order to track Satisfaction across different groups and customer types
- Attributes measured and captured included emotional and functional engagement factors
- Diversity across regions and nationality groups also meant key customer segmentation was essential

SUCCESS OUTCOMES

- As this was a group commissioned tracking programme, the mobile operator was able to cross-nationally compare results
- Results from various customer demographics led to focused improvements centred on sub-populations from various international backgrounds
- Saudi national customers also registered satisfaction increases following focused Loop Closure based on service dissatisfaction
CX CASE STUDY: TELCO #3
Middle Eastern mobile operator enhances KPIs through Nielsen Mystery Shopping

CLIENT BUSINESS ISSUE

• This mobile network operator was experiencing stiff competition in local stores through ongoing customer service comparisons

• The operator wanted to continue investing in stores as a “front end” for customer engagement and brand experience

• Several locations had already been identified as sub-standard based on customer experience factors

NIELSEN’S CX SOLUTION

• Nielsen executed an extensive national Mystery Shopping programme in order to capture and track all customer-facing operational and brand KPIs

• All stores received 4 x visits per year ensuring even distribution

• Key KPIs covered included Exterior Condition, Scenario/Product Testing and Colleague Product Awareness

• Nielsen produced a key metric Mystery Shopping score using combined results from different key KPIs, tracked across the entire estate

SUCCESS OUTCOMES

• Low KPI scores were the immediate focus area for all stores; this resulted in store-level focused improvements

• Results enabled creation of ranked store reporting, with a special category generating for poor-performing stores based on customer experience alone

• Benchmarking vs national competitors was also implemented in order to track against immediate competition
CX CASE STUDY: TELCO #4
Leading mobile operator in Thailand works with Nielsen to transform B2C & B2B customer experience

CLIENT BUSINESS ISSUE

• As a leading mobile operator, this client wanted to better understand and track satisfaction among its core customer base
• The operator already ran a number of tracking studies and research projects without commonality across results
• Client has no clear picture of what was impacting service levels and ultimately ensuring repeat business

NIELSEN’S CX SOLUTION

• Nielsen implemented tracking with lead metrics of NPS and C-Sat as parts of a balanced scorecard
• Nielsen also utilised its proprietary satisfaction measure eQ, in order to further enhance insight and results from this tracking programme
• Set up was initially for B2B customers, where the operator had little visibility of insight and key account understanding
• Nielsen importantly standardised measurement across all locations to provide a consistent perspective on feedback through key CX metrics

SUCCESS OUTCOMES

• Results achieved immediate management attention; many years later is now used as a Corporate-wide measure
• Nielsen has expanded measurement from B2B to Contact Centre and now in B2C
• Key impact factors are immediately highlighted; e.g. recent score drops based on up-country regional performance
• Other transformation based on programme results includes improved Claim process handling and Salesperson performance
CX CASE STUDY: TRANSPORT
Middle Eastern company partners with Nielsen to measure CX ahead of global event

CLIENT BUSINESS ISSUE

• A transport company with a brand new infrastructure recognised the need to prioritise customer delight as a key part of its development strategy

• With no existing network the company had colleagues experienced in CX but no basis for comparison

• The company wanted to combine the best current practices in market research, customer feedback and technology

NIELSEN’S CX SOLUTION

• Nielsen partnered with a leading CX platform provider and a social media analytics company to provide a 360° customer feedback solution:

  • Programme implementation phased over 5 years to ensure the company could develop CX maturity alongside new infrastructure

  • Ability to adapt and flex requirements based on real-time business changes built into programme from day #1

SUCCESS OUTCOMES

• Early fieldwork and demographic analysis have led to re-modelling of some elements of physical journeys

• New infrastructure phases are leading to increased real time feedback and insight

• Social analysis phase yielding brand feedback ahead of opening of new locations

• Combination of field research and real-time survey feedback enables total visibility
CX CASE STUDY: UTILITIES

Nielsen helps a global energy provider capture better NPS feedback and improve their results

CLIENT BUSINESS ISSUE

• An energy utilities company based in Europe wanted key driver analysis of NPS surveys
• Required different insight from both residential and business customer base
• Limited visibility of actions to improve results and achieve greater market share
• Competitor results often better and improving

NIELSEN’S CX SOLUTION

• Nielsen introduced a new CX tracking study measuring NPS through CATI phone interviews
• Monthly frequency for surveying with annual Key Driver Analysis on NPS factors
• Advanced statistical models to ensure data accuracy (Shapley Value & Bayesian Networks)
• Priority Action Plan around three key business areas:
  o Brand Perception
  o Value Proposition
  o Touchpoint Feedback

SUCCESS OUTCOMES

• Company NPS score has improved YOY since 2011:
  o 40+ for residential
  o 30+ for business
• Company NPS is now only 5pts away from residential market leader and joint top for business
• Results are now monitored to mitigate sector threats and avert dissatisfaction
• Nielsen has been selected as research partner through competitive tender in 2011, 2014 and 2018