# WISE

CUSTOMER EXPERIENCE MAGAZINE

VOL. 1



## RUNE HYLLESTED

### EVERY INDUSTRY NEEDS A REBEL

## RENEW YOUR CUSTOMER STRATEGY

MEET 14 BUSINESS LEADERS

## GENTLEMEN IN BUSINESS

CUSTOMER SERVICE IN LONDON

HAPPY EMPLOYEES= HAPPY CUSTOMERS

GIFT INCLUDED

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## ANNUAL CUSTOMER SURVEYS?

WASN'T THAT SOMETHING WE DID IN 2012?

# CUSTOMER INSIGHT THAT HELPS YOU NAVIGATE




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"THERE IS ONLY
ONE BOSS.
THE CUSTOMER.
AND HE CAN FIRE
EVERYBODY
IN THE COMPANY
FROM THE CHAIRMAN ON DOWN,
SIMPLY BY SPENDING
HIS MONEY
SOMEWHERE ELSE."

– SAM WALTON

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# THE EDITØR COMMENTS



In 2015, Deadline, the daily news programme, broadcast an episode in which the topic of discussion was: "How can we strengthen Danish businesses?" Two atypical, but very successful entrepreneurs, Tiger store founder Lennart Lajboschitz and Chef
Claus Meyer, gave their entrepreneur colleagues advice. Their message was clear: too many Danish businesses are driven by numbers. "Very often we see reports that only focus on finance, but finance is not what gives
a business substance, " says Lennart Lajboschitz. Claus Meyer continues: "You need to ask yourself what your company could do, to do something incredible in the world."

There is still a long way to go, but the future looks bright. The customer experience has become part of the agenda for businesses in recent years. The "dark times" when the CFO and the other finance teams controlled the company have been replaced by new times and new leaders; leaders with a slightly different focus and who are willing to ask different questions of the management. How satisfied are our customers? Would they recommend us? Do the customers even remember us, or are we just any old supplier to them? LEGO, which is arguably Denmark's most successful company, is already doing it. Their Director Jørgen Vig uses Net Promoter Score® as an alternative KPI to run and grow the company. In fact, LEGO calls Net Promoter Score® their "love score".
In LEGO they ask themselves: how many of our customers love us so much that they remain customers for life and recommend us to their friends and colleagues? It really is as simple as that – and that's what makes it so brilliant.
We want to celebrate the leaders who walk up front and lead the way in their companies. They show that growth comes through customer insight and a good customer experience. It no longer makes sense to differentiate yourself on price and product; the only thing left is good customer experience. In this magazine we have gathered a broad selection of different companies: B2B, B2C, smaller and larger companies. What all the companies have in common is that they focus more on their customers than on themselves.

I have chosen Administrating Partner Rune Hyllested for the front page. The reason for this is primarily that their company has an impressive Net Promoter Score® - in the 70s. The meeting with Rune also revealed an innovative leader, showing the way for his colleagues in an otherwise very traditional industry. Every industry needs a rebel.
I would like to thank all the people who have contribution and who were willing to take action. These people don't just talk about change – they make it happen.

**J. Christian Andersen**
- Chief Editor

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# AMBU

## *Customer service The American Way*





# A DANE IN THE WORLD

**Allan Toft Jensen, Vice President, Sales, Ambu**

I have a degree in engineering from the Technical University of Denmark and have a Graduate Certificate in Business Administration. Amongst other things, I have worked in R&D and marketing as a product manager. Later I moved into sales, which involved frequent travel to Japan, Australia and New Zealand. After I had been doing that for three and a half years, I was ready to move to the USA where I was meant to stay for three years; however, things did not turn out that way. I had only been in the job in Chicago for three months when the company was bought by Ambu. I continued my career in Ambu and have now lived and worked in America for 15 years



**AMBU IS A DANISH COMPANY** that was founded in 1937. We are mostly known for our Ambu bags, resuscitation bags to help keep people alive following a car crash or heart attack. The Ambu bag was the product that initially made the company well known. Since 2002 we have grown into a much larger company: from $18 million to $140 million today. That's some growth! In relation to our customer experience programme, we have 14 sales reps in our department who are primarily internal sellers and do their sales over the phone. They are not telemarketing people, but salesmen who follow the sales process from start to finish. They are the ones who create and maintain the sale.

One aspect of any business that can be difficult to develop is customer loyalty. A couple of years ago we gained between 1200-1500 new customers, but we also lost 500 annually. A lot of them would only ever place one order with us. When we were introduced to Net Promoter Score®, I was totally sold on the idea and thought it was very exciting.

**WE GOT A GOOD SCORE** pretty quickly and I think we actually got it all the way up to 80 a few years ago. This happened at the same time as we closed our warehouse and outsourced the shipping of our goods. This turned out to be trickier than anticipated and our score instantly dropped to 45. Since then we have solved our shipping issues, but during that time we spent a lot of time talking to our customers who were unhappy. We were able to do this due to the very concrete feedback we got from the system telling us that customers were unhappy with our shipping services.

We follow up on customers who score us 9 and 10 to try to find out what else we can do for them. Furthermore, we have had great success with asking them for testimonials, which we can use for our marketing, and have also managed ▸

# AMBU IS LOCATED IN THE STATE OF MARYLAND ON THE AMERICAN EAST COAST



to get some of them to help us create content. We definitely use our "9s" and "10s" and have done this with great success.

**OUR SALES** reps contact the customers who score us 7 or 8 to find out what we can do better in order to get them to score us 9 or 10. I have an example here of a customer who scored us 8, but after our sales rep had a chat with him we found out that the issue was focussed around pricing which had changed. We got the matter cleared up and the customer scored us 10. To me that is a success story that demonstrates how we are improving.

I personally contact customers who score us 6 or below. If I can't get hold of them I send them an email straight away. We pride ourselves on getting back to customers ASAP. Some people think that you need to hold off a bit and let them sit on their low score, but I disagree. The sooner you get back to the customer, the sooner they will feel valued even though our contact with them might cease after this.

**WE RECENTLY** got a very low score of 3, which made us realise that many of the surgeries we sell to are very sensitive to any price changes. If they don't get the same price offer as they did two years ago they will automatically give us a low score. In light of this, I have decided that we need to be careful with the concept of "buy one get one free" as our customers get used to the lower prices and get upset when we then take the offer away from them. Generally speaking, such offers don't give us an after-sale. They are something you can do maybe once a year, but not monthly or quarterly.

This is something we have learnt from NPS®. Sometimes we don't do ourselves any favours by getting our customers used to a lower price which then goes away later. It's difficult to take the good offers away from the customers once they get a taste for them. We shouldn't try to differentiate ourselves on price but on our customer experience and the high quality of our products. ■



**“THE SOONER YOU GET BACK TO THE CUSTOMER, THE SOONER THEY WILL FEEL VALUED.”**


BRFKREDIT
Good customer experience is not a new buzzword. It is good old common sense, which has been around for at least as long as BRFKREDIT has delivered financial solutions since 1797.

Lene Hvalsø,
Marketing Consultant



**BRFKREDIT'S GOAL** is to listen to our customers and be a customer-orientated company. We believe that a combination of modern technology and dedicated employees is the foundation of our business and the key to its continuous development. We have tried several IT solutions for our customer experience programme. It was only once we started using the Net Promoter Score® question that we managed to integrate the results from our customer surveys into our extended sales process.

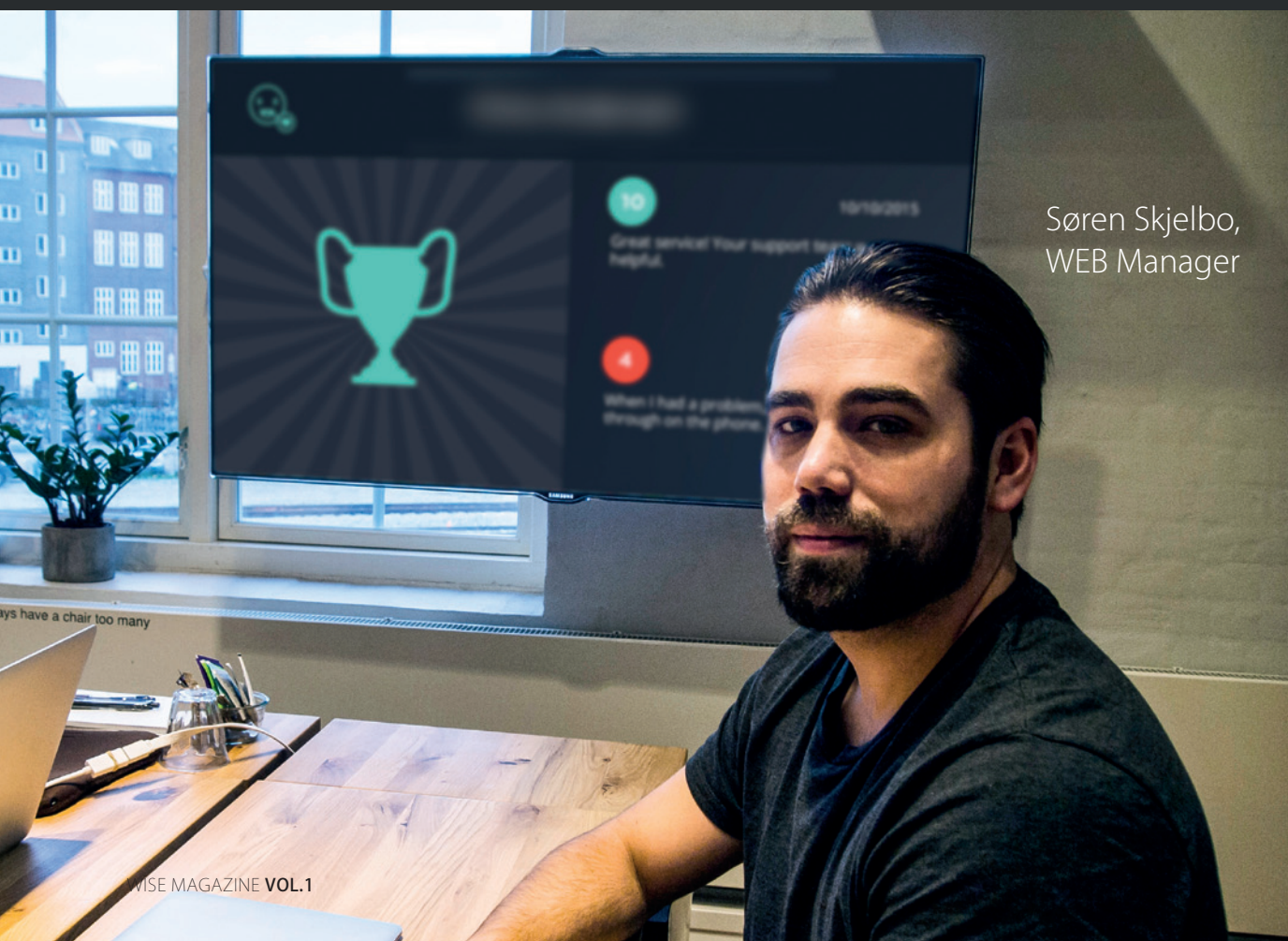
**MANY OF OUR CLIENTS** are large businesses, which is why it is important that we get replies from all of them. The fact that the NPS® involves only one question makes it easier to gather the answers and it has been well received by our customers. We only ask the same customer once a year and have spread all our customers over the whole year in order to get running feedback. We have status meetings about our customer feedback several times a year and we use our NPS® as a key performance indicator.

Focussing on the customers' feedback to the NPS® question, we discuss what we can do to improve our service, and this is then implemented. If we have any dissatisfied customers, we always follow up on them! We evaluate the dialogue we have had with the customers as well as the process and the offer they received. We keep in constant touch with our customers as all this takes place. Our goal is to provide everyone with friendly and professional service. Customers talk to each other - and customers recommending us are the best ambassadors we can get. ■

**"IT IS MUCH BETTER MARKETING WHEN OUR CUSTOMERS SPEAK POSITIVELY ABOUT US AND EVEN BECOME AMBASSADORS AND RECOMMEND US TO OTHERS."**

# BOLIA.COM

**Bolia is a different type of furniture shop. Our company has stores throughout Denmark, Sweden, Norway, Germany and Holland and our Internet store is also a central part of the DNA of our company. As such, all of Europe can fall in love with our furniture designs, order them, and get them delivered to their homes. The customer experience is not something we give only to the customers who come into one of our stores - we also give it to those who visit our website.**



**WE STARTED** using the customer experience programme because we wanted to focusmore on our customers and engage with them via all media.
It is important to meet the customer where the customer is. With the customer experience programme, we get the chance to get to know our customers. They can tell us if they feel there is a problem with our website or in one of our shops. Our job is to make sure that we produce something our customers like.

Our customers are very good at telling us about their experiences and suggesting potential improvements, which we greatly appreciate. The customer experience programme gives us the needed insight into customer behaviour.

**THANKS TO** Net Promoter Score® we are now able to compare all of our shops. Our individual shops can even compare their own results with results from the rest of the company. They can use the system to see what others are good at and thereby learn from each other. We can, for example, see if there is a need for greater product knowledgeamongst our sales staff in our stores.
This was one of the "touch-points" we discovered needed attention thanks to Net Promoter Score®

One of the other "touch-points" we have looked at is how we send small parts like screws to our customers. We also want this to be a good experience for our customers. That's why we decided to try and do something extra and put some chocolate or another small gift in the package. Opening a package should always be a good experience.

**I HAVE** a background as a web designer and programmer. I am now the web
manager and am in charge of all of our digital content. You could say that I am responsible for all "touch-points" where there is a screen involved.

In many ways I am the middleman between our IT and marketing departments. News travels fast these days via social media so if we have an unhappy customer we usually find out about it very fast via, for example, via Facebook. That is why it is extremely important that we are ready to deal quickly with these situations. We focus strongly on giving the customer an experience when they buy something from us.

**WE ALWAYS TRY** to get people to smile both when they are visiting our website and when they visit one of our stores. This is one of the things we feel is helping us move our passive satisfied customers to becoming loyal ambassadors.

To me, customer experience is more than just figures. The bottom line is, of course, also important, but we can't just look at figures. We have to look at the experience and what our customers want because this is what controls our future economy. ■



# HEDEDANMARK




## WHAT'S LOST ON THE OUTSIDE CAN BE WON ON THE INSIDE

# "WE WANT TO FOCUS EVEN MORE ON OUR EXISTING CUSTOMERS"

**Three out of four divisions of HedeDanmark use Net Promoter Score® for measuring customer satisfaction for a number of our "green" business areas. As a business developer, Jacob Christiansen helped launch the project and is responsible for the job of securing satisfied customers who are supported throughout their time with us. He started using the Customer Experience program in light of this.**

**HEDEDANMARK** is a business focussed around nature; we are a so-called "green service company". We very much depend on the professionalism of our employees and their ability to handle our customers well. HedeDanmark is linked to other green service companies and we work in forest areas, on open land and in cities - meaning that HedeDanmark has a very broad working area. The common thread running through our activities is that they are all focussed on green areas and high professionalism.

Like all other professional companies, we want as many satisfied customers as possible. We want this for all the areas we work in: managing forests, establishing climate-secure installations or taking care of the upkeep of green areas in our cities. Focus on customers is vital for us in order to attract them and develop our company.

**AS A BUSINESS** we need to have a healthy turnover, but we are - unlike most other commercial businesses - owned by an association called Hedeselskabet. On a day-to-day basis we act like any other commercial business, but the profit we make goes back to the association, which every year gives money to research and dissemination of nature, environment and energy.

In many ways you can say that we work for a higher cause. It is therefore extremel important that we have highly satisfied customers. In the past, we conducted customer satisfaction surveys amongst our customers, but the surveys consisted of 10-20 questions. Every year, we shortened our surveys as we believed they were too time-consuming for our customers. This is why we were pleased when we were introduced to Net Promoter Score®, which analyses customer satisfaction ▸

in a different and much simpler way: asking only one question and for one comment. Measuring how likely the customer is to recommend us fits well with our business. In previous customer surveys, customers had replied that they are currently customers because they have always been doing business with us. Net Promoter Score® gives us a fast, simple and clear overview of whether we are doing the right thing for our customers.

**WE PAY GREAT ATTENTION** to the feedback we receive, but we don't focus that much on the score itself as it is important to us that the feedback reaches the management and the relevant employees. We contact the customers who have expressed the greatest dissatisfaction straight away. For us this is about finding out where our focus needs to be in order to satisfy our customers as much as possible. Furthermore, we need to understand what issues our passive satisfied customers have had with us. What is it that makes them remain in this group? We have more people in the group of passive satisfied customers and it has been great for us to look at what can be done to move them.

**"Net Promoter Score® gives us an incredible opportunity to get an overviewand to look at whether the things we are**

It has been quite simple for us to implement NPS® in our organisation and we are currently using it in three of our four divisions. You get immediate feedback on how we are behaving towards our customers and all of our employees have been very positive towards it.





**SOME OF THE** lower scores that employees sometimes receive are usually just based on small details that went wrong. It can be a matter that wasn't finished or talked about properly.

The system quickly catches the little things and helps to improve customer satisfaction fast. Our employees have been incredibly accepting of and ready for this change. I feared that they wouldn't understand why everyone needed to know how their customers were doing, but this turned out not to be the case.

Some people have been slightly sceptical towards NPS®. We have already managed to address some customer dissatisfaction and are now looking forward to getting the continuous feedback from our customers. It is important that the customer feels that their feedback matters and that they benefit from giving it. We believe that customers are motivated to reply knowing that their feedback will be used actively and in the end give them better service. ■

# TIMELOG




Sascha Skydsgaard,
Head of Marketing & Operations

# ANNUAL CUSTOMER SURVEYS? WASN'T THAT SOMETHING WE DID IN 2012?

**TIMELOG'S** vision is to optimise the way our customers spend their time, in order to enablethem to reach their personal, project and business goals without losing the overview. We do this via our Web-based business system. We have 30 dedicated employees who assist our more than 700 customers and 17,000 daily users, who are spread out over 15 countries.

Net Promoter Score® has become an integrated part of our business. We hold follow-up meetings to discuss our customer feedback roughly every six weeks. We split into small groups of 3-4 people and we always try to mix people from the different departments. I believe that people can benefit greatly from getting an insight into other departments' processes. After 30-45 minutes, the groups return with a list of suggestions based on the customer feedback. We then choose two suggestions from the lists, which can be implemented at short notice; i.e., within a month. The groups also propose an improvement that can't be implemented as quickly as it involves a lot of people. Each employee votes for the suggestion they prefer and we choose two short-term and two long-term suggestions. The idea is that the two first suggestions need to be implemented by the next meeting. When it comes to the long-term suggestions, we arrange for a group of 2-4 people to discuss how we should solve the potential issue and implement the suggestion in the most effective way. This gives the group small projects to discuss in their department before attending the next meeting. All of the suggestions that get written down during our follow-up meetings are kept. At the next meeting, the suggestions are passed to the employees, who are free to choose from those suggestions or come up with new ones. This gives people a feeling of not having to start over every time.

**AT SUBSEQUENT** meetings we: evaluate how our suggestions have been received, see whether they have been enacted and whether the response has been positive. Naturally we keep an eye on the projects we have started in order to constantly monitor whether they are working out. ▸

**IT IS IMPORTANT** to distinguish between product and service. We believe our product has its own life, which we have a clear strategy and "roadmap" for. The question is: what can we, as marketing people, do in order to deliver something that goes beyond the product? Is there something we can add to improve how customers view our product? Everyone has an opinion when it comes to software systems, which is why we look at how we can communicate and provide a service for our customers at the highest level; this gives us an extra layer of service and gives the customer a great experience.

**"We look forward to celebrating our new Net Promoter Score® milestone, which we will mark with a large cake for the whole of the organisation."**

We focus a lot on considering what our responsibility is in the customer cycle, which is why mixing people from different departments in our follow-up meetings works so well. NPS® gives us a common ground in the company and strengthens our interdisciplinary collaboration. Furthermore, the idea is also to take the focus and responsibility away from management in order not to have everyone turn to management for advice on how we can improve. I believe that our employees between them probably have more great ideas than the management as they are the ones dealing with the customers on a daily basis. Many of the ideas that surface are "low-hanging fruits". They are small things that could have been instigated by the management, but could just as well be instigated by others. This also helps give employees ownership of the idea and a feeling of success as they have helped develop and implement the idea. This keeps the focus on whether our projects are good.

**NPS® HAS BECOME** a well-used everyday term for us. Everyone knows what NPS® is and everyone keeps an eye on the screen on a daily basis. The whole mentality of NPS® is that it is just as important a tool and parameter as our financial numbers. NPS® has reached the same level, as the two things are connected. If our NPS® is low, it will have an effect on our financial numbers. If our NPS® is high, we will grow more financially. NPS® became a permanent KPI from day one along with all our other KPIs.

People are very enthusiastic and interested in the feedback - even the development department and our department in Malaysia, which doesn't even have that much customer contact. NPS® has really given us unity in our organisation and we view it as our common benchmark. Furthermore, it is important as we have shifted our focus away from not just looking at our product. Our product is, naturally, the company's baby, but this is why NPS® has really contributed to changing the way we think in the company. Obviously we focussed on our customers previously, but not in this process-orientated and strategic way where everyone in the company sees it as a common benchmark. For us, implementing NPS® has been a great experience and we have managed to implement it very quickly. I am positively surprised at how quickly our employees have taken it up. The main reason for this has been that NPS® is easy and simple. It is just one question and that is something everyone can relate to. It is only a number we are looking at, but we are of course able to analyse what type of customer gives us which score. That said, this is not necessarily something the whole company needs to get into.

**"The whole mentality of NPS® is that it is just as important a tool and parameter as our financial numbers."**





**WE LOOK FORWARD** to celebrating our new Net Promoter Score® milestone, which we will celebrate with a large cake for the whole of the organisation. I really believe that this is something to celebrate. We haven't yet reached the point where we want to get to on the NPS® scale due to the fact that we haven't measured in this way before. This is why we have instigated a number of initiatives of which some are based on feedback from customers. I can see that it won't take much for us to reach a high NPS®. We have set ourselves an ambitious target and we look forward to celebrating the first milestone when we reach our next "big birthday" on the NPS® scale. Normally a celebration in the company is centred around product releases and new customers. This will be a celebration of the market instead. All of our employees will, no matter where they are based, be part of the celebration as they have all contributed greatly to our improved score. We focus just as much on the various touch-points as we do on the product. This is why I believe it is healthy for our company to look at our work from new angles.

# “THEY ALWAYS SAY TIME CHANGES THINGS, BUT YOU ACTUALLY HAVE TO CHANGE THEM YOURSELF.”

**– Andy Warhol**



**MY BACKGROUND** is that I have been working for TimeLog for 8 years. I have a master's in English and intercultural market studies from Copenhagen Business School. Customer service has always been an interest of mine and I used to work in a shop when I was younger. In TimeLog I have helped develop our customer service strategy and have developed a procedure for how we give our customers feedback and how we communicate with them.

**I STARTED** in our sales department and was later made responsible for our marketing and customer service. Having been in the company for 8 years, I have met our customers on all of the various stages they go through with our company. This has meant that I have been able to see problems from different angles. I feel that, with my background, I have developed a deep understanding of the dynamics between the different departments. I believe it is important that we are given the chance to go beyond our normal remit in order to solve potential issues and give our customers something extra so they get the feeling that we have gone above and beyond for them.

**"NPS® works both for people who are analytical and those who are not. The good thing about NPS® is that everyone can be part of it."**

In the past, we sent out large customer satisfaction surveys which gave us a vast amount of useful information. Unfortunately, however, they gave us too much information for us to be able to actually use it.

We received feedback from 150 customers in one go annually and on top of the day-to-day running of the business we felt we were drowning. When I read about NPS®, I could see that we had the NPS® question in our survey already and I wanted to look further into it. I decided that something needed to change before we sent out our annual customer survey again.

**I PRESENTED** it to the rest of the management who luckily supported the idea. People have been very motivated to get started with NPS® because it is so simple. NPS® works well both for people who are analytical and those who aren't. The good thing about NPS® is that everyone can be part of it. Everyone sees the same thing and can choose how far you want to look into the data. Overall, everyone gets the same sense of what the status of the company is. That way NPS® favours all parties no matter where they are in the company. Everyone has the same understanding and you won't be lost if you don't dig deeper and analyse the numbers. I believe that feedback from our customers can make a company better. This is something to keep in mind and it goes for both the good and the bad customer feedback. Furthermore, it is also important to celebratethe positive feedback and not just focus on the unhappy customers.

**WE SELL** our products internationally; and, despite the geographical distances,we have managed to build some
very strong relationships. We opened our office in Holland in August 2015 at the same time that we introduced NPS® to the company. We are on first-name terms with our customers in Holland even though we have only just started visiting the companies. Having a good relationship has made a huge difference. I think NPS® helps create a feeling of partnership with the customer and not just a supplier-customer relationship. It has always been important to me that we pick up the phone if there is an issue with a customer. To me, that is a form of partnership. If you don't view your relationship in this way, then you won't call the customer or you will be too scared to have the confrontation as you worry that they might leave your company. ■

# CAD & THE DANDY

## ~~LADIES~~ CUSTOMERS FIRST

**The editor of WISE magazine dropped by Cad and The Dandy in London to get a tailor-made suit and have a chat with the two owners – two English gentlemen – about good customer service. Maybe we need more gentlemen in business?**



James and Ian,
Owners of Cad & The Dandy, London



James, Cad & The Dandy

**WE HAVE BEEN RUNNING** Cad & The Dandy for about five years and the business has grown a lot during this time. Our mantra is: amazing suits at amazing prices. We work together with Relationwise because customer satisfaction plays an important role for us. Our suits are not "just" a product. Everyone wants their suit in a specific way. They either want it to have a loose fit or a slim fit, so everyone feels just as unique as the suit itself. Seeing our customers as unique individuals is probably what we need to focus on as a business.

English guys are incredible. They love looking smart, but they might not always be the first to say if they want the sleeves to be different next time. When using a feedback system like NPS it gives our customers the opportunity to say: "I think the service was great, but next time I would like to see some more variety" or something along those lines. I believe that when you have a good product like Relationwise it is relatively easy to see the results improving.

It has been an amazing learning curve for us to have this system at our disposal in order to get feedback on both smaller and bigger matters and ensure that our service keeps reflecting what we do and want. We have grown enormously over the past years. Last year we went up by 65 percent in what was otherwise a tough year for retail. We need to ensure that our business and service continues in the same way. Relationwise has a great product which helps us focus on what it is we do and not just on our products. It helps us focus on the service we provide and those two things are inextricably linked.

Free trial
relationwise.com/test

# Use Net Promoter Score® to discover how loyal your customers are, how likely they are to stick around - and WHY

Your all-in-one Customer Experience platform.
Easy to get started, easy to use.




In the world of business, the winners are the ones who make the right decisions at the right times. To be able to do this you need access to reliable information. Relationwise gives you the type of dashboards you need to get true insight into your business.

Free trial
relationwise.com/test

# WHAT IS NET PROMOTER SCORE®?

**Net Promoter Score® is also known as the "ultimate question" to ask your customers: How likely are you to recommend us and why? Customers will rate you from 0-10, where 10 is the best.**

## A KPI that can look into the future

NPS® does something which no other model does better. Imagine a KPI (Key Performance Indicator) that could show you how the future will look. You already have plenty of KPIs that show you the current, or previous, state of things. Not many companies have access to a KPI that shows them future customer behaviour. This is the amazing essence of NPS®.



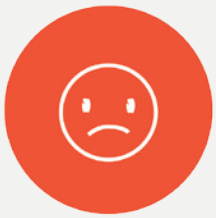
### "Promoters" (9,10)

These are very satisfied and loyal customers whom you can count on for life. The customer is even prepared to recommend you to other potential customers.



### "Passive Satisfied" (7,8)

Passive satisfied customers are not unhappy, but see you as one supplier among many others. These customers can be tempted away by other companies should they get a better offer.



### "Detractors" (0-6)

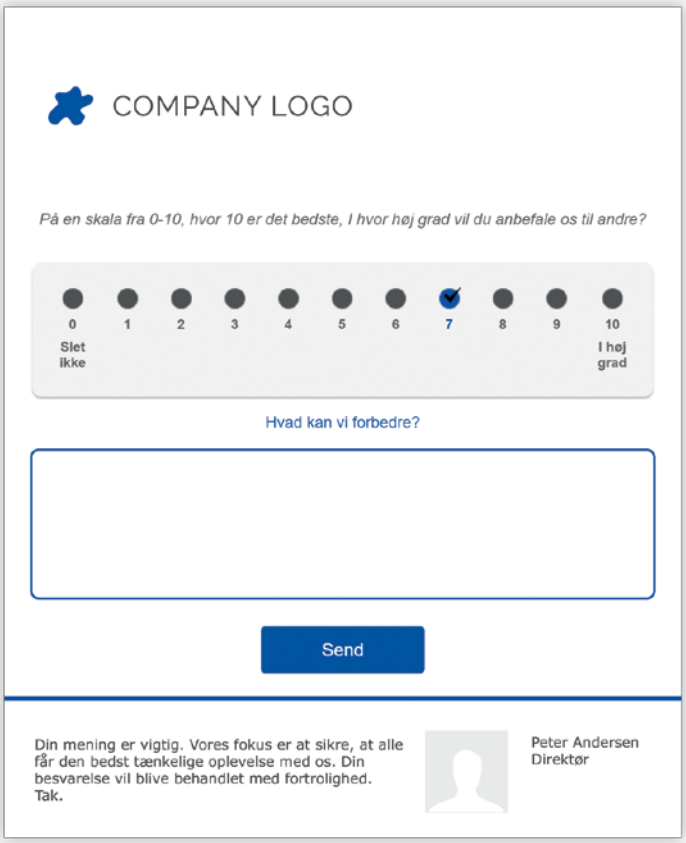
The expectations of the customer have not been met and the customer is on their way out. The customer may even be so dis-satisfied that they spread negative word of mouth about you.

The big question now is how your customers are divided between these three groups, and even more importantly, how you can move customers up towards promoter level – and what this could mean to your business.

Free trial
relationwise.com/test

# HOW DO I GET MY NPS®?

The annual customer survey is dead! Rather than asking your customer to answer a big survey once a year, it has been shown to be much more effective to ask a single question regularly - and be updated regularly.




## Customer feedback on autopilot

Ask your customers regularly. The system ensures that the same customer won't be asked too frequently.

## The customer replies

The customer gets an email with the question: How likely are you to recommend our business and why?

## You get the results

With our dashboard you can easily keep up with customer feedback and make better decisions.

Free trial
relationwise.com/test

# ONE CLICK TO THE NEWEST KNOWLEDGE ABOUT YOUR CUSTOMERS

Identify how many of your customers are at risk of leaving you and how many will stay for life.










Discover the proven methodology of Net Promoter Score® - used by companies like Apple and LEGO.

Free trial
relationwise.com/test

# SHOW HISTORY

## *Swipe through time*

Track your progress from day to day or month to month.
Get your results documented by showing before and after data.



Free trial
relationwise.com/test

# TV DASHBOARD

You can now opt to have the dashboard displayed on a TV screen at your company so that all employees can see how many happy and unhappy customers you have. The dashboard can, for example, be displayed in the canteen or the reception area. This way you make sure that the numbers motivate everyone in the organisation to do their best.




Give your team the opportunity to celebrate every time a detractor becomes a promoter.

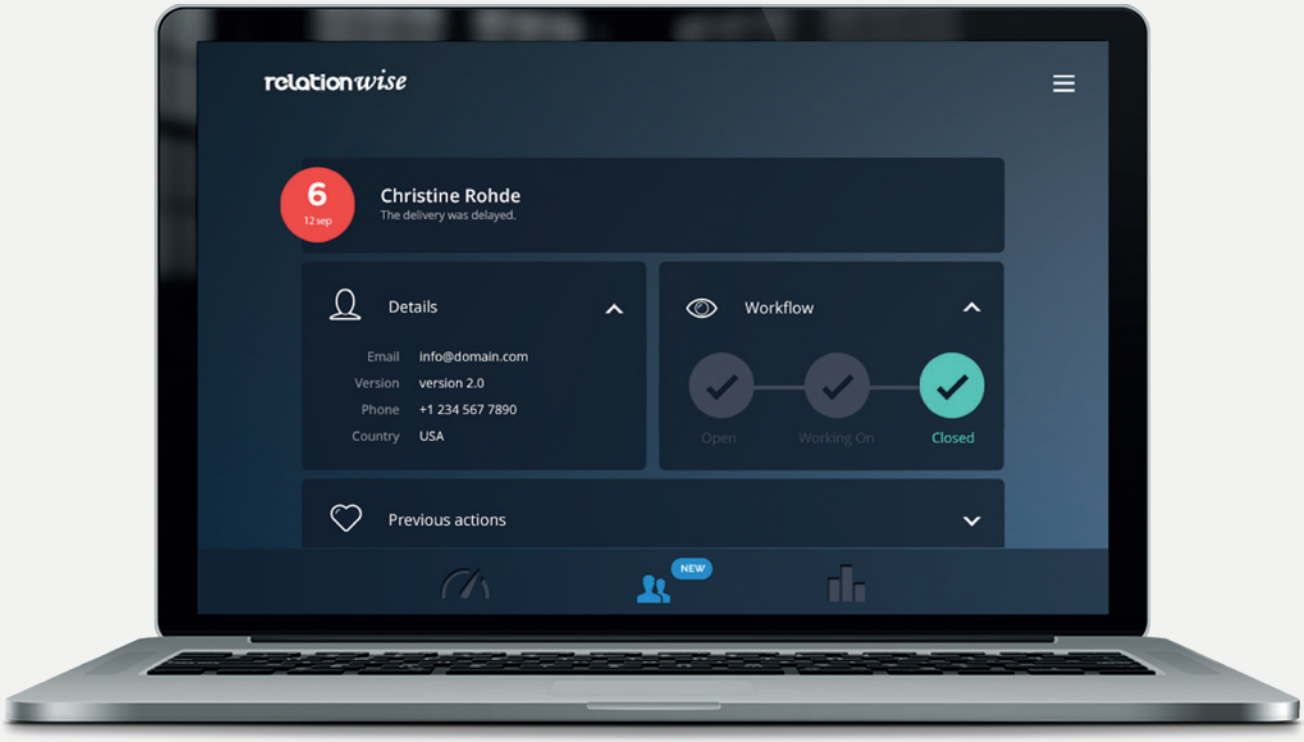
See the customer's latest and previous scores and comments.

Free trial
relationwise.com/test

# ACTIONABLE CUSTOMER FEEDBACK THAT MAKES A HUGE DIFFERENCE

The alert function sends you notifications when customers respond negatively. When you receive alerts immediately you can react much faster than other companies to customer unhappiness. Detracting customers can be converted into loyal promoting ambassadors before they begin spreading negative word of mouth about your company.

You can also get alerts sent straight to your email.




Get an auto-generated monthly report sent directly to your email where you get a full overview of unhappy customer incidents and info on how many were subsequently resolved - and how promptly.

Free trial
relationwise.com/test

# BENCHMARK
# YOUR ORGANISATION

In our benchmark module you can compare how loyal your customers are with specific members of your team, department, shop, product - or whichever kinds of comparisons make sense for your organisation.




You can drill down into data and see the results from, for example, a specific department, a country, etc.

# It has been an amazing learning curve for us to have this system at our disposal.”



Christian, Relationwise

Even though Relationwise is a technology company I believe it is more important to talk about company culture. As I see it there are two types of cultures. There is the company culture where people constantly want to improve and there is the company culture that consists of mediocrity.

Unfortunately, I see a lot of companies who fall into the last category. I think everyone has tried buying something where either the product or the service was bad. The problem is that when your company culture is mediocre, then employees don't want to make a difference.

They are essentially there just to cash in their salary. What we are trying to do with our solution is to encourage companies to actually listen to their customers and improve their ways through the feedback they receive – that is a culture where you are constantly improving ▸

> **“We never advertise as we wouldn’t gain from it. What works instead is recommendations from our customers.**





### James, Cad & The Dandy

Retail is currently struggling within our specific area. Luxury goods is one of the areas that has been hit hardest during the recession because people cut down on expenses. Despite this we had a great year last year and the new year is off to a good start too. Our business success has always been focussed on two things: our product and our service. We never advertise as we wouldn't gain anything from it.

What works instead is recommendations from our customers. There is a greater chance that someone will buy a suit from us if their friend says: "Hey, this was made by Cad and The Dandy. Why don't you get them to make your next suit?". Our business survives due to references and recommendations. The most fundamental thing to us is to make our customers happy and make sure that we provide the best possible service.

### Christian, Relationwise

What you are saying here is key. It's all about making your customers happy and getting them to start recommending you. The thing that many companies get wrong when they measure customer satisfaction is that they don't measure whether the customer is loyal and would recommend them to others. We call it "the satisfaction trap". Just because a customer says that they are satisfied it is not the same as being a loyal customer who will stay with you.

Maybe the customer finds a better price somewhere else and they choose to go with a competitor. Therefore the most important thing is that you make your customers happy – not just satisfied, but really happy in order for them to recommend you to their friends and family. This is also why we don't ask our customers whether they are satisfied, but whether they will recommend Cad & The Dandy to their friends. ■

# DANISH ARCHITECTURE CENTRE

**... is Denmark's national centre for developing and promoting knowledge of architecture, construction and urban planning.**

**I HAVE WORKED** at Danish Architecture Centre for two years and I was the one who initially introduced our customer experience programme. They didn't use Net Promoter Score® before I started and we have now been using it for about 18 months. NPS® has the advantage of helping us move and react to feedback very quickly and get instant results. We have focussed on getting NPS® up and running in relation to our visitors.

All our products use NPS®: exhibitions, education, networking for the building industry and professional events. Both our Board of Directors and our project managers can relate to what NPS® is and why it works. It matters to people both at the top and the bottom of our organisation as well as all our middle managers.

**WE ARE AN ORGANISATION** driven by projects, finance and results. Even though we are a cultural institution we are basically a commercial business, which is a bit unusual. Furthermore, we are a non-profit organisation that receives money from others for our projects. The combination of partly receiving public funding and partly having to raise money means that we need powerful arguments to say: "What does our audience actually think of what we deliver? And how do we impact on them? "We combine NPS® with our audience surveys and ask people to give us their address and contact information.

Through our models in Geomatics (demographic data analyses) we get a better insight into who our guests are and which products they use. It helps us find out who our core audience is. They are generally the ones who like our product the most and who give us the highest scores. Generally, they score us far above average. ▸



Nanna Sverrild,
Communication Advisor

**WE HAVE 7 DIFFERENT** touch-points for our customers. One of the products many of our customers engage with is our exhibitions. Those who visit our exhibitions come into the building where there is an iPad and we offer them a free cup of coffee if they help us improve. If they give us their contact information they receive a text with a voucher for a free coffee in our café. We see this as one of our touch-points.

Another touch-point is that everyone who signs up for our activities via our ticketing system automatically receives a follow-up email where they can choose to answer the NPS® question and get a free cup of coffee in return. We have two types of customers: our visitors and our stakeholders. Our stakeholders are the ones who help us finance our projects and they of course want to know who our visitors are and how satisfied they are. NPS® is a very strong tool for this purpose.

Our tours around Copenhagen get quite a high NPS® score. Generally, it seems that people score us higher if there has been a personal point of contact so this is something we are really focussing on. We work a lot with what we like to call the "excellent hosting" concept, as hosting is what we mainly do, which is why we want "excellent hosting" to be the framework for the organisation. One should feel welcome and get a sense that this is something special. "Excellent hosting" is very important to us. The trick is to get NPS® to become a KPI that we use.

**I FIRST PRESENTED NPS®** to our Board of Directors a year and a half ago. We had just launched a new strategy with KPIs focussed on customer satisfaction. From this we were able to see that our customer satisfaction was around 90% and it stayed like that for all of 2014. The problem was that making a target from that number for 2016 and 2018 was difficult. We wanted it to stay at 90%. That was why I suggested that we swapped our customer satisfaction KPIs for NPS® and at the same time started working on our core promises, which
we also had KPIs for. They were based around the "excellent hosting" concept and giving our audiences an experience



**“I HAVE BEEN GIVEN A KPI THAT ACTUALLY SHOWS A DEVELOPMENT IN RECOMMENDATIONS AND THEREBY ALSO IN OUR GROWTH POTENTIAL.”**

**WE ARE NOW IN A PLACE** where we are starting to work with KPIs that are linked to NPS® and the next step is for me to give a talk on how we can deliver our core promises. I have been given a KPI that actually shows a development in recommendations and thereby also in our growth potential.

Our NPS® score is going in the right direction and one of the things that makes a difference is the fact that we work with it on a strategic level. This is of course an important thing to do and is also something that makes the Board really value it. I went about using NPS® in a slightly different way during the first year of using it. To begin with I focussed on getting the score and the feedback out amongst our project managers and got them to use it. They quickly realised that they could use it in their product development and reporting. I kept going with it in the organisation without involving the people at the top.

It was important to get the feedback out to the people who were involved in the projects, which gave them an opportunity to give our old and new tour guides both positive and negative feedback.

It is motivating for the employees who deliver the products. Our COO supports NPS® and was fully convinced by it following its implementation. NPS® helps us handle our customers in a more professional way. The next step for us is to decide on some common guidelines, even though our different products in the organisation need different things.

We need to make a systematic strategy for how we deal with both satisfied and dissatisfied customers. We have currently given the feedback to the project managers and asked them to deal with it. This of course means that they are requesting guidelines, but they have all dealt with it in an extremely professional manner.

**ONE OF THE CHALLENGES** is that people have a great love for "their" product because what they do matters to them. Negative scores can impact on employees more than positive ones, but this is something we are aware of. It is very important that it doesn't become demotivating for the people who develop our products. Furthermore, it is also important that we use our feedback systematically. Our Board of Directors focus on it as well as our project managers who use it in their daily work. We also have middle managers who need to be able to see that a particular type of exhibition gives us good NPS® results and afterwards find out how we can transfer this knowledge to future projects.

We have instigated an award, which we call the Audience Award. The award is given out quarterly at our morning meetings where we are all gathered. We came up with the award to put focus on quality and the customer experience. You can receive the award if you have helped move the NPS® score, but it could also be that someone has come up with a new way of dealing with our satisfied or dissatisfied customers. Another reason could be that you have product developed on the basis of the feedback we have received. The award can be given either to a team or a single person. The idea came from our director, who thought it would make a great next step on our customer journey. ■




### NUDGING BOOSTS OUR REPLY RATE

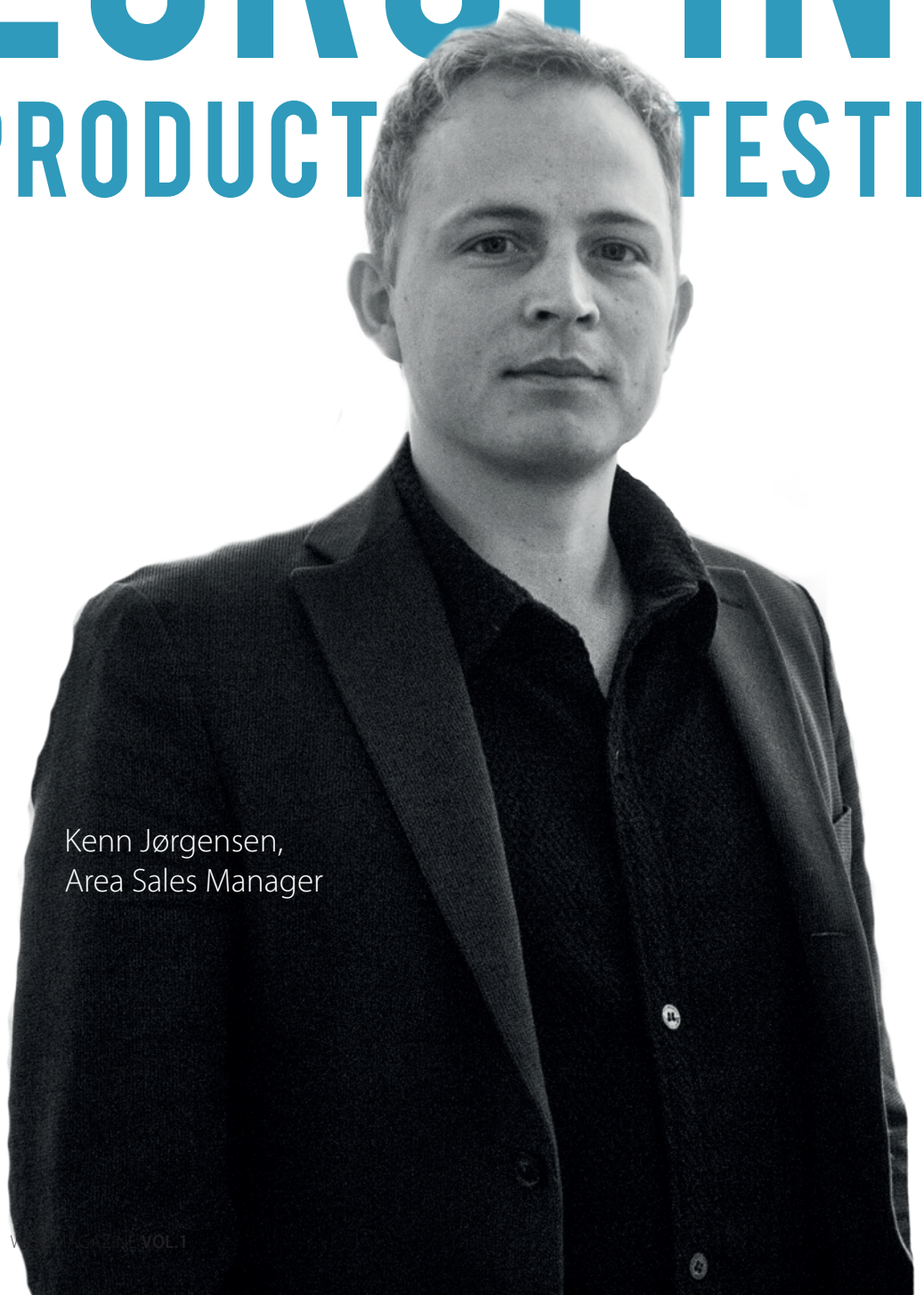
At DAC one of our interns from Copenhagen Business School was interested in "Nudging" and boosting reply rate on our iPads, which our visitors see at the end of the exhibition. We moved the iPads to correspond to people's movement patterns in the exhibitions. Furthermore, we also changed the graphic design on the screens – and that worked! Our reply rate went up dramatically. It was also important to make it known to our customers that they can get a free cup of coffee when they fill out a survey and we placed the iPads in places where people could sit and take their time to fill out the survey.

# Nanna Sverrild

What motivates people to take action has always been an interest of mine. I have a bit of an atypical background because I'm a humanist. I have a master's in modern culture and communication, but I have also studied at Copenhagen Business School and in America. I have always had an interest in what drives us as individuals. Being a humanist I understand that many of the people here at DAC are not focused on numbers. What we need to do is translate numbers into quality and good experiences for our audience. We need to transform them into something people can relate to and understand. It is important that we give people a sense of the numbers and that we make them "live" in an organisation that focusses more on individuals than numbers. I have been surprised at how well NPS® has been received and how well people have handled being scored on their performance.



# EUROFINS
## PRODUCT TESTING



Kenn Jørgensen,
Area Sales Manager

**EUROFINS IS** a global network of laboratories that is present in over 40 different countries with more than 400 laboratories and 35,000 employees. I represent the Eurofins Consumer Product Testing division, where our daily mission is to contribute to global health and safety by providing our customers with best-in-class laboratory services. The services we deliver to our customers are technical consultancy and the biochemical testing of products such as building materials, food packaging, cosmetics, etc. With our service as an input, we deliver value for the cutomer as an output. In our company, we are very focused on that value output – we use it in our daily customer dialogues and in the way we present our company. The value output for our customers is: fast market access, product differentiation, reduced costs and minimized risks.

In our daily quest for excellence, we use the Relationwise Customer Loyalty (NPS) program as a marker of our service level. It is very important for us that we don't let ourselves drown in a flood of useless KPI metrics that are not related to our value proposition. NPS is the best indicator we can get of how our organization is performing in terms of customer service and quality, because it allows our own customers to rate us and explain to us how we can improve our service – and not just once per year, but every time we do business.

**WE ASK OUR CUSTOMERS** the magic NPS question exactly seven days after we have invoiced them. By doing this, we give them the opportunity to score us on the whole process from start to finish, including invoicing and payment. Our customer feedback is distributed to the sales reps responsible for the customers and to the people involved in testing and consulting in the labs. Thus, enabling everyone to keep track of the feedback from the customers they've worked with. ▸

It gives us a boost to receive feedback from people we have worked with over a period of time. We also use the feedback to proactively increase our operational performance – all scores of 6 or below are handled as a complaint in a fixed procedure where we take corrective and preventive measures to make sure we fix the problem and make sure it doesn't happen again.

We have used Net Promoter Score® for five years now, and to begin with people were sceptical of it as a tool. A few employees thought this was a way of bothering our customers with unnecessary emails, and perhaps a few employees did not like the fact that the system was sending out emails on their behalf. Then, as our employees started getting feedback on their work, they began to acknowledge its value and accept it as a tool in the organization. Now it is something our employees talk about, and they tell each other when they get a score of 10.

Since we have been using NPS® for some years now, we have collected quite a lot of data. It is interesting to see the feedback history from customers that have rated us on a number of occasions. In many cases we can see that we have improved our performance towards these customers, and today, we also realize that these customers are still here. It is a fact that there is a direct positive relationship between loyalty and retention. Happy customers are loyal, loyal customers stay. Customers that stay are good customers, because they are more profitable and require fewer resources than new customers. Another interesting aspect is to see whether or not our customers are willing to recommend our company. But, even more interesting is to find out how they actually start doing it. Attitude and behaviour are not the same; they are, however, dependent. Attitude is relatively easy to impact; behaviour is more difficult. Our challenge for the future in relation to NPS is to see if we can impact our customers to actually start promoting Eurofins, e.g. in industry organizations. ■

# “NOW IT IS SOMETHING OUR EMPLOYEES TALK ABOUT AND THEY TELL EACH OTHER WHEN THEY GET A SCORE OF 10.”



## Kenn Jørgensen

I have an MSc in Marketing from Aarhus University BSS (Business and Social Sciences) and my role in Eurofins Consumer Product Testing has gone from working primarily with internal and external business development, to working as Head of Sales for our European sales team.

# OLIVERS



**BUSINESSES NEED TO MAKE MORE OF AN EFFORT TO GET THE SAME LOYALTY FROM THEIR CUSTOMERS THAT YOU GET FROM A DOG.**

**Lene Harvig – Chief Marketing**

**No one loves animals more than OLIVERS and we think they deserve the best we can give them. That's why we offer quality food for dogs and cats ordered online and delivered straight to your door.**




**WE STARTED** thinking that we would just measure our customer satisfaction for a while whilst we were switching to a new website to see how our customers felt about the new version. However, we quickly realised that NPS® works well as a continuous tool.

It is great for getting an overview of our business. The system helps quantify any potential problems, making it easier to focus on the important things and put resources towards areas that need improving.

One of the ways we have achieved this is by using the word count function monthly. One of the things that quickly became clear to us was that we had issues with our logistics. This was connected to our recent change to another supplier.

**OUR DIRECTOR** is very active when it comes to our use of Net Promoter Score® and walks daily past the screen with our live dashboard and often refers to it. Furthermore, she also receives all of the customer feedback and reads the comments on a daily basis. She is really good at spreading the positive feedback within the organization. Should we have any issues we have a customer service team who are great at grabbing the phone rather than just emailing the customers. We would rather solve things with the customer over the phone as it is one-on-one and easier to work out how we can solve it. This also makes it more personal and creates relationships whereby we secure higher customer loyalty.

We have also used the system for testimonials, which we previously struggled to find because we had no idea whether the customer was happy or unhappy unless they voiced their opinion on Facebook. This is one of the issues Net Promoter Score® has solved for us. We can now easily contact our ambassadors and we have given them a gift voucher as a thank you for letting us use their comments. It is an amazing tool for "storytelling" about our company and I'm guessing that will help us get new customers. ■

# STORM ADVOKATFIRMA

## Professionalism is a given, but what isn't a given is the good customer experience.

**I AM THE CO-FOUNDER** and Administrating Partner of STORM Law Firm. One of my most important jobs is making sure that the five values of the company are implemented and complied with, as well as making sure that our skilled employees develop their competencies in a creative way.

My vision for the company is that we should be forward-looking in every way and think of long-term solutions. Quick fixes do not work when it comes to customer service. We need to think about much more long-term solutions, which sometimes means that we have to say no to some cases. When we accept a case we go all in and have all the specialists required.

We were quite a young team when we started out, but as we have gone along we now have a good balance of young and older "lions". For us this is the perfect combination because it means we have both the young and hungry but also some very experienced people.

Customer experience has been a focus of ours from day one. The reason for this is that we in STORM really want to make a difference.

It's obviously expected that I know the legislation, but it is important to our customers that I create value for them and that they understand the dispositions I recommend, which isn't always a given. At the end of the day the customers are the reason we are here.

This means that we need a way to know whether STORM is delivering what we promise. We have always worked with processes and it was natural for us to start a process with regard to our customer satisfaction. In our experience we succeed with the things we focus on. Currently our focus is on our desire to have very high customer satisfaction. This is why we chose a tool that would automate the process and maintain our focus on the satisfaction of our customers. ▸



Rune Hyllested,
Administrerende partner

**“If you always play it safe you will never develop. When it comes to customer satisfaction you shouldn’t be scared of being wrong once in a while.”**

**IN JUST SIX MONTH**S we have had some good results. The first step was Net Promoter Score®, which entails different procedures for how customer feedback should be dealt with. If we learn that a customer has had an unsatisfactory experience, we need to react promptly. The point of the system is to give customers a chance to voice their opinions. It is very important that the customers feel that we follow up on their feedback and deal with it. We chose to put up the screen with the dashboard in our canteen. The more visible – the more focus.

Getting these comments is valuable knowledge for us and we appreciate people taking the time to help us refine our product. This is what has the greatest value for us. The critical comments are very important to us as they help us adjust to potential issues. Our score is currently 72, but no matter what the score is the focus should always be on doing things in a better and smarter way.

My partners and I agree that customer feedback should be prioritised so that it doesn't end up lying around waiting for our next annual evaluation.

If we don't have customer satisfaction at the top of our mind it will slide into the background. Focus will also automatically mean improvements, which is why I believe it is important to make the results visual to all the employees. In our organisation all the lawyers have their own dashboard. Furthermore, we also have employees in support functions who also need to keep up with what goes on in the company. It quickly became apparent that expectations do not always match the result. Some customers give us better feedback than expected whereas others score us worse than expected. In all cases it is always best if the customer makes the effort to write an in-depth comment.

**“We have put the screen with the dashboard up in our canteen. The more visible – the more focus.”**



**OUR STRENGTH** is that we implement things very quickly. We did this with NPS® and we have good reason to be proud of it. Our company has only existed for just over three years. We currently
have about 35 people and we are all very focussed on processes. Industry and field is irrelevant when it comes to customer feedback.

Every company has a product to sell and customers to sell to. It is therefore crucial that the company is able and willing to improve their ways.
If we just stand still, we don't create any value for our customers. I believe that what you should do for your customers is very specific to the industry you work in. We have a pillar in the company that has "Do something!" written on it. I think this is the best advice when it comes to customer satisfaction. If you are in doubt as to whether you should go left or right, the only thing not to do is stand still. If you always play it safe you will never develop. When it comes to customer satisfaction you shouldn't be scared of being wrong once in a while. ■

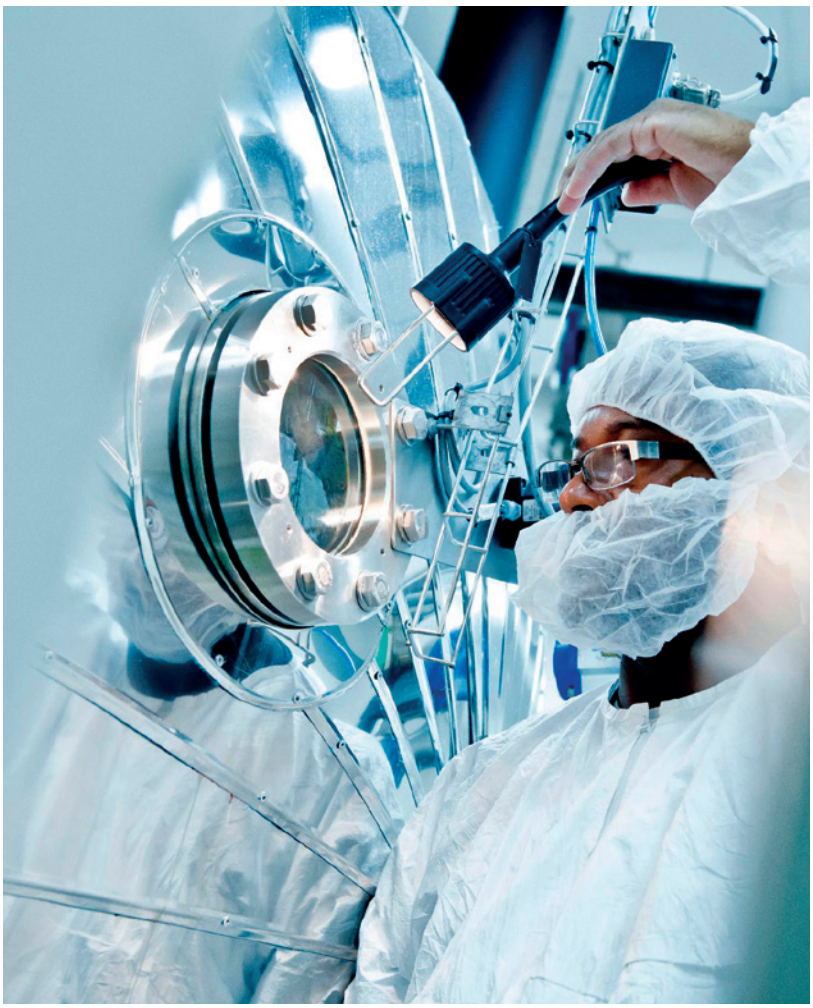
# XELLIA
## PHARMACEUTICALS

**DON'T THINK EVERYTHING IS ABOUT PRICE AND PRODUCT.
IT'S NO GOOD THINKING THAT IN AN INCREASINGLY COMPETITIVE MARKET.**



Maja Læssøe,
Senior Marketing Analyst

**XELLIA PRODUCES ANTIBIOTICS**, which we sell as finished pharmaceutical products, but also active ingredients for other pharmaceutical companies to use in their products. We are a B2B only company and our production is based in Copenhagen, China, Hungary and now also in the USA where we are in the process of expanding our production capacity. We sell our products to companies all over the world and specialise in producing antibiotics for multi-resistant bacteria. I work as a market analyst in our marketing department. One of my responsibilities is to find out how our customers feel about us. Previously we didn't have much competition, but we are positioned in the generic part of the pharmaceutical industry and like many other industries we are experiencing growing competition from Asia. This is why it is essential for us to differentiate ourselves from our competitors.



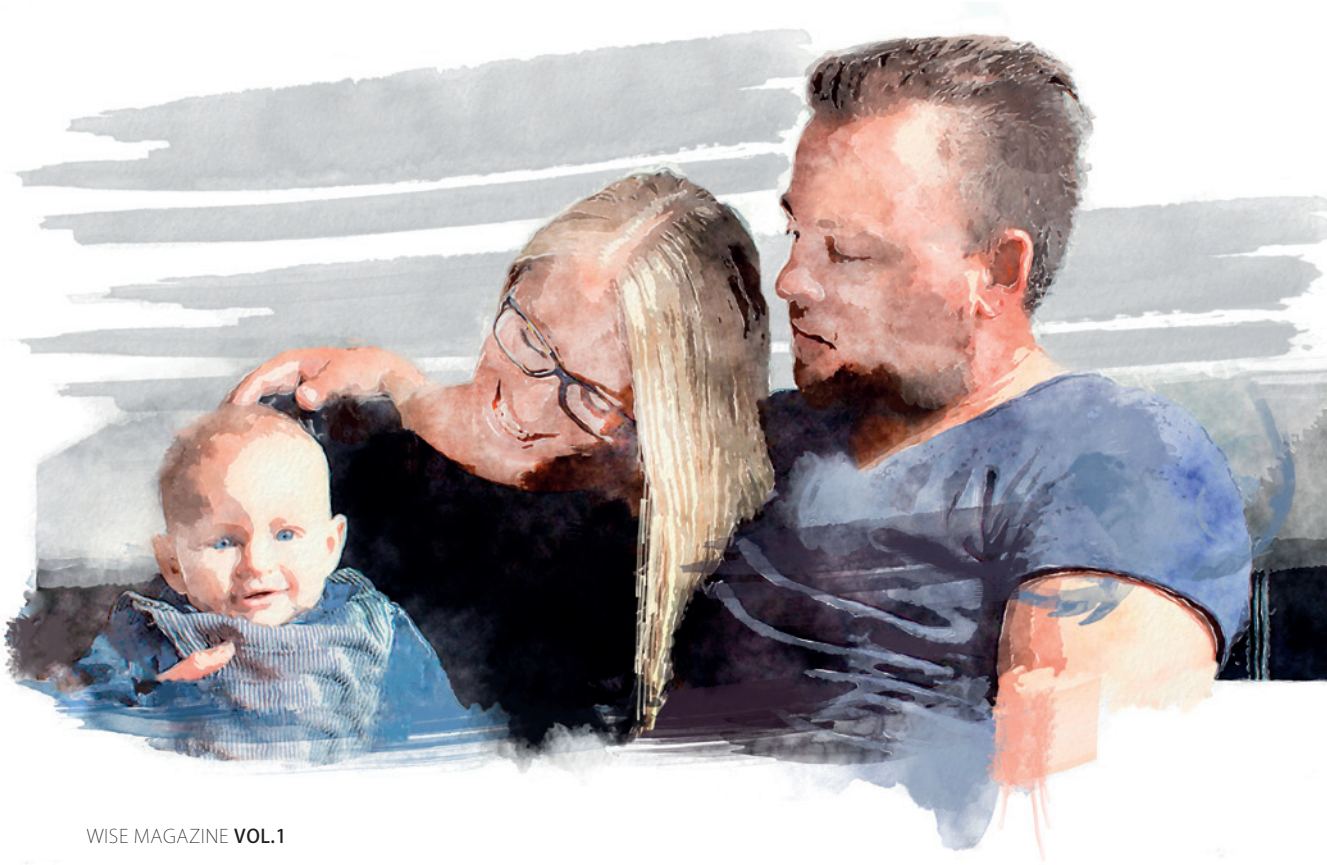
**PREVIOUSLY THERE HAS** been a focus on price and product, but this is not enough in an industry with growing competition. Amongst other things we distinguish ourselves by the service we provide in connection with a sale. For example, we have a technical support team available to help our customers with any technical questions they may have about our products. Furthermore, we actively strive to deliver our products on time. As well as having a good relationship with our customers these are other things that really matter to them. It makes a difference to many customers that they know their local area manager and the company and that they know that we deliver what we have promised.

Some of what we want to focus on going forward is actively using the feedback we receive. For example, we got a comment from a customer who wanted to be contacted more often, but this is something that can vary a lot from customer to customer. This is of course useful information for the manager who deals with that customer. The more feedback we receive the more interesting it becomes to analyse it and follow the development in our customer satisfaction.

**OUR MARKETING** is very centred around participating in a few annual conferences where we meet our customers. In connection with the conferences we also hold a social event for our customers. It is all very based on the customer relation and it makes a difference that you have a common reference point other than the business. In this way you can say: "Nice to see you at the event" when you next contact the customer. We feel doing these customer events works well for us. Many customers also mention our friendly staff as a reason for giving us high NPS® scores. With NPS® we get feedback straight from the customer, which we can pass on to the relevant people. It is a strong tool to use internally in our organisation as we now have it in writing straight from the customer, rather than hearing what the customer said from another person. ■

# STEMCARE

> "WE DON'T JUST TAKE CARE OF STEM CELLS.
> WE ALSO TAKE EXTRA GOOD CARE
> OF OUR CUSTOMERS"




Lisbeth Jensen,
Company's director

**STEMCARE IS DENMARK'S** only stem cell bank. We are a private company, and the service we involves collecting umbilical cord blood from newborn babies. Subsequently, we extract the unique stem cells, so that if the child should fall ill, the stem cells can improve the child's treatment options, either now or in the future.

In this start phase, we have looked minutely at what our existing customers think of us. We had no data on or insight into what they think of us, so we sent them a questionnaire and asked them how likely they would be to recommend us to others. NPS® has done a good job both for us and our segmented customers, and we are especially focussing on those who have ranked us in a particular way and who do not feel that we have lived up to their expectations. It is our top priority, and that is why we have set up a procedure to troubleshoot the customer experience within 24 hours.

The other part is our promoters, whom we are, of course, very happy with. This is also one of the reasons we chose the system here – because we know that 50 to 60 per cent of those who have secured their child's stem cells are returning customers. You could say that if we fail to take care of those customers, we risk losing our revenue.

**NPS® GIVES YOU** some opportunities, transparency. We get through to our customers, and it is life-affirming – as it is to all companies – to be able to feel and set a mark, to talk to your customers. This is indeed an absolute advantage. Surprisingly, it became deeply rooted and a counterpart to our heavy priority system; this has had a significant impact and has been of great benefit to us.

**WE GATHER** around the NPS® measurements, which is a bit traditional, I think. They arrive on a regular basis; i.e. we do not have a regular routine for when we read them. We get together two to three times a month to review the rankings, and this is more motivating for the employees than when I praise them. Suddenly it becomes clear that not only customer service contributions make a difference; other functions in the departments also have a lot to say when it comes to the customers' experiences of us. So it is in itself rewarding and motivating to have NPS® as a focal point, in addition to other initiatives aimed at motivating the employees. ■



Jørn Emil Svidsen,
Director

# ADMIND



**THE DIRECTOR OF ADMIND HAS A MESSAGE FOR OTHER DIRECTORS:**

"GRAB THAT PHONE AND TALK TO THE CUSTOMERS WHO AREN'T SATISFIED!"

## From their office in Copenhagen Admind delivers digital solutions that makes life easier for the service industry.




**OUR SATISFIED CUSTOMERS** will happily share their experiences with others. Unfortunately, our unsatisfied customers do the same. This is why it is important that we follow up on the lower scores and this is something I put great focus on. I call all customers who score us 8 and below, which is not a satisfying score to get when 10 is the highest. I think it is important for us to get hold of the passive satisfied customers. We are not satisfied with a score of 8 which is why we always contact our passive satisfied customers and our customers always welcome our calls.

**WE WANT TO DIFFERENTIATE** ourselves with the personal relationship. This is what is left if you don't want to compete on product and price. We have maintained the same price for our products for many years as we decided that price should not be the reason for customers to not choose us as their supplier. The fifth point of our mission is that: "Everyone should be able to afford our highly developed products with a simple approach and countless opportunities". We have seen that our competitors have chosen to follow our pricing levels meaning that this is no longer a competition measure. We have to create a personal relationship and credibility if we are to survive. Otherwise we will become just one of many. It is an invaluable aid to have a tool to systematically ask our customers so we can ensure that our customers are content and that they have the option of letting us know if they are not. This gives us a competitive advantage.

A message to other directors who have become a bit detached from their customers could be to go out with one of the sellers. I believe it could be healthy for us to see what happens in the field and thereby keep a finger on the pulse. Sellers enjoy being joined by the boss and, furthermore, it helps give them a closer relationship and for the director to get a closer relation with the customers. If you ask me it should be obligatory for all directors: focus on your frontline and customer satisfaction. ■



*For director Henrik Jørgensen, in a tough market, customer loyalty is not just something you read about in a report once a year - it is a daily thing*

# HORTICOOP

**A customer is like a plant. If you nurture it and give it plenty of water and sun it will grow – and maybe even bear more fruit than last year.**

**I AM THE DIRECTOR** of Horticoop. We are a trading company primarily I aimed at the horticulture industry in Denmark and we sell pretty much anything needed for horticulture pr duction. In many ways you could say that I was born into this business as my parents owned an arable farm. I trained as a gardener myself and became the operational manager of a farm. Later on I decided that I would rather go into sales and started working for a company which sold products for the horticultural industry. I was head of sales for this company for a number of years until I started Horticoop. We are doing well and have managed to grow every year in what is otherwise a falling market.

**WE STARTED** using NPS® in order to clearly understand how our customers feel about us. We look at all the data we get from the feedback on a daily basis and we actively get in touch with customers who give us a high score to find out if there is anything we can do better for them.

We of course do this in order to create ambassadors, but mainly to create customers who are loyal to us. This is my main interest. We have focussed a lot more on our daily sales and daily service since starting to use NPS®. We now get measured on the service we provide rather than the price of our products.

We have three sellers and I also drive out as a seller. Our salespeople have access to our customer feedback on their tablets and mobile phones, which means that they can actively keep up to date with how the customers are feeling and get in touch with the customers who give us a bad score. We use the feedback actively.

**"We now get measured on the service we provide rather than the price of our products."**

Our salespeople think it's nice to know how things are going but not everyone thinks it's nice to go out to the customer to have that dialog with them. You can't just ask the customers why they have only scored us a 5. What you need to do instead is ask them what we can do better.

As the director of the company, I use our feedback and regularly speak to our sales team about potential issues. However, our salespeople generally get high scores from our customers so most of the time we know the reason for any low scores. With regard to future plans, we obviously wish to expand our group of ambassadors but the primary thing is to get our customers to stay loyal. It is much easier to provide a service to a loyal customer than having to fight to get a new one. The customers who come easily go easily too. ■



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