

WHITE PAPER

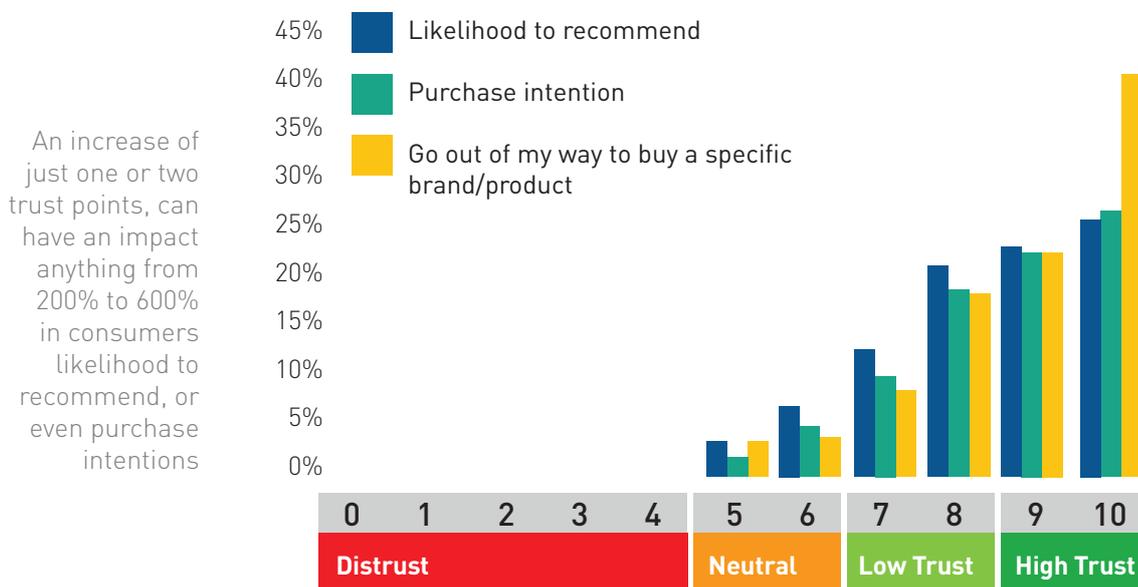
We have good satisfaction and NPS scores, but they don't seem to translate into revenue.

How do we connect them better?

The more I trust, the more likely I am to recommend. That makes sense intuitively, and it's statistically been proven. We support the NPS as a key indicator. What's more confusing and challenging for many sales organisations is

- That improving the NPS is often difficult
- An improved NPS often doesn't correlate with more revenue
- The KPI doesn't align with sales results

A detracting factor is the human ingenuity one. One frequently observed behaviour is the organisational collusion. Frontline staff figure out that it (literally) pays to tell clients: 'You may be asked to rate how well I did. For us, anything under nine is unacceptable.' Clearly this changes the rating a customer would normally have given staff.



Neither management, nor their NPS consultants mind though, because the NPS shift translates into achieving KPI and bonuses. The ones left to pick up the pieces are shareholders and customers, for whom the service doesn't really get better.

The other factor is a factual error in assessing what drives the NPS. In all our studies, we look at the drivers of trust, NPS and satisfaction, because the HuTrust® facets drive all or the vast majority of them.

What we often see is that the top three drivers for trust vs likelihood to recommend are the same, but have a very different impact.

This means that an attribute that drives the NPS strongly may not become sales effective, because it doesn't drive trust at the same rate.

The explanation is simple; trust is an innate feeling. I may trust my bank for an appealing vision and choose them because of that. But if I'm asked if and why I would recommend them, I'd struggle to articulate my trust and reason to recommend. That's why I would default to a more rational reason like 'they have well trained staff' or 'they have lots of ATMs everywhere'.

The net effect is that in NPS systems the focus on the reasons to recommend at the detriment of building trust that becomes sales effective. By looking at both together, the drivers can be aligned.

The HuTrust® model maps out how businesses can target and measure specific aspects of the consumers trust. Giving a much more direct and measurable way to try and become more trusted.

