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MAJOR RESEARCH PROJECT ON

How Customer Experience Metrics (NPS & CSAT) Drive Decision-Making in Modern Businesses: A Study in the CX Industry

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CERTIFICATE

It is hereby certified that Kamaldeep, Roll No. 24/dmba/107, has successfully submitted the Major Research Project report entitled "How Customer Experience Metrics (NPS & CSAT) Drive Decision-Making in Modern Businesses: A Study in the CX Industry" in partial fulfillment of the requirement for the award of the degree of Master of Business Administration (MBA) from Delhi School of Management, Delhi Technological University, Delhi, for the academic session 2024–2025.

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DECLARATION

I, Kamaldeep, student of the MBA Program at Delhi School of Management, Delhi Technological University, Delhi, hereby declare that the Major Research Project titled "How Customer Experience Metrics (NPS & CSAT) Drive Decision-Making in Modern Businesses: A Study in the CX Industry" submitted to Delhi Technological University is my original work. This project accurately reflects the research and analysis conducted by me in fulfillment of the requirements for the MBA program.

I have independently conducted all the research, reviewed the literature, designed the questionnaire, collected the data, and analyzed the findings reported in this project. All external sources, references, and citations have been duly acknowledged as per academic norms.

I certify that this report has not been submitted for review in any other course or programme, and I am fully aware of the consequences of submitting inaccurate or plagiarized material.

Signature: _____ Date: _____

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I am thankful to the opportunity of putting on record my sincere gratitude to the individuals and institutions whose counsel and guidance were of profound value in successfully completing my major research project "How Customer Experience Metrics (NPS & CSAT) Drive Decision-Making in Modern Businesses: A Study in the CX Industry."

To begin with, I would like to state that I am extremely grateful to my guide faculty, Dr. Seema, who offered their precious guidance, thoughtful recommendations, and constant support throughout this research process. Their professionalism and dedication proved to be vital elements that influenced this project, and their support contributed significantly towards my knowledge of customer experience particularly NPS & CSAT metrics and their role in business decision-making.

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With warm regards,

With Regards,

Kamaldeep

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ABSTRACT

This study examines the dynamics of Customer Experience Metrics in the Indian marketplace, with a focus on the expanding role of NPS and CSAT as strategic tools for business decision-making. The research focuses on the impact on customer behaviour through critical application of these metrics as measurable but powerful tools that can create almost a 'magic bullet' effect for organisations in competitive markets. The research examines the role of those strategies in shaping consumer retention, revenue growth and firm decision-making in the contemporary economic landscape by studying them on the basis of metrics.

The research highlights the benefits of empowering a descriptive research approach and structured primary research through which the value of NPS and CSAT for the optimization of customer loyalty, operational agility and brand responsiveness is revealed, after interviewing 110 respondents, made up by people of the Customer Experience function, in the managerial position and by informed customers. Such metrics are widely understood by CX professionals and organizations, who are sensitive to how they use these to inform strategic and transactional decisions. Businesses, in turn, are leveraging NPS for future retention measurement and grown at its transactional entry points to build stronger relationships and be proactive in meeting customer needs.

However, it also suggests that there are some drawbacks, mainly the potential for metrics to be manipulated, response rates (not very high) and the lack of context provided by the scores, if this approach is not followed and applied well and with some analysis or the wrong way round in an organisation insensitive way. These measures must be relevant and aligned to the organisation's strategy when using this form. The research culminates in some strategic suggestions to those CX executives interested in incorporating metric-driven insights that do not compromise decision quality or clarity.

The project offers valuable insights and recommendations for business strategy makers, business administration managers, product managers, and others involved in Customer Experience to become autonomous in the ever-changing Indian business environment due to changing customer expectations.

CHAPTER 1 - INTRODUCTION

1.1 What is Customer Experience (CX)?

Customer experience (CX): Customers' overall wisdom of your business as they go through the customer journey. Whether it's the first time they hear about you up till the time they have finished the purchase.

They influence CX every time they communicate with an agent, when they are around your website, or when they interact with your product. However, great CX leads to loyalty, trust, and a positive impact on your bottom line.

For Schmitt (1999), customer experience is based on an enriching approach to consumption that is beyond utility and makes customers feel at multiple levels (sensory, affective, cognitive, behavioural and social). In this modern day and age, CX has become the primary competitive advantage, even before the price and the product characteristics to the consumers' buying decision and loyalty. That's been confirmed by a survey by Gartner (2023) as more than 81 percent of businesses now compete on a basis of customer experience.

1.2 Evolution of CX in Modern Business

In the last 30 years, the definition of the customer experience has changed dramatically. When it comes to customer service, the early 1990s were largely characterized by their reactive nature, that is, dealing with complaints rather than ensuring customer satisfaction. In the early 2000s, the internet and ecommerce began to play their own substantial role and organisations realised they simply couldn't ignore multi-channel engagement – or applying systems to measure and manage perceptions about their customers.

In the 2010s, the ‘experience economy' began to be explored as companies began to use memorable and personalized experiences to develop a sense of distinction in comparison to their offerings of products and services. This was further driven by the increasing use of digital platforms, social media and mobile devices. In today's post-pandemic world, customers have come to expect seamless, empathetic and personalized experiences on both the digital and physical side.

India's CX industry has followed suit as well. Several industries, such as eCommerce, finance, health, and telecommunications, are experiencing unprecedented growth, with a need for robust systems of measurement of the customer experience (CX). Now Indian businesses are beginning to emulate best practices like benchmarking with NPS and CSAT for example, keeping pace to the global trend and also within B2C segments.

1.3 What is Net Promoter Score (NPS)?

Net Promoter Score (NPS) is a measure of customer satisfaction. The Harvard Business Review article, "The One Number You Need to Grow" by Frederick F. Reichheld has made the Net Promoter Score (NPS) Customer Loyalty Measurement very popular, and it has fast caught up with other methods of measuring customer loyalty. A single question of the customers is the basis of NPS. NPS is based on one question of the customers:

"On a scale of 0 to 10, how likely is it that if you were to introduce your company/product/category of service to a friend or a colleague, they would be willing to??"

Based on the feedback, customers can be divided into three kinds:

Category	Score Range	Characteristics
Promoters	9 – 10	Loyal enthusiasts who actively recommend the brand and drive growth
Passives	7 – 8	Satisfied but unenthusiastic; vulnerable to competitive offerings
Detractors	0 – 6	Unhappy customers who can damage brand reputation through negative word-of-mouth

NPS is determined by the following formula: **NPS = % Promoters – % Detractors**

A score index ≥ 50 is considered excellent and that ≥ 70 is considered a world-class score. The NPS is appreciated for being simple to use, designed as a cross-industry metric, and highly related with improvements in revenue and customer lifetime value (Reichheld & Markey, 2011).

1.4 What is Customer Satisfaction Score (CSAT)?

Customer Satisfaction Score (CSAT) is a transactional measure of satisfaction that provides a report of the customer's satisfaction at one point in time for an interaction, product or service. While NPS is more about long-term loyalty and relationship quality, CSAT is about satisfaction as it happens, and is usually measured at certain touch points like immediately after purchase, interaction with customer support or after delivery of products.

The typical CSAT question is:

"How satisfied are you with [the product/service/interaction]?"

Responses are usually reported on a 1-5 or 1-10 scale with higher scores representing higher satisfaction. The CSAT score is derived by dividing the number of customers who responded "satisfied" or "very satisfied" (usually a rating of 4 or 5 on a 1-5 scale) by the total number of customers.

CSAT (%) is calculated as (Number of Satisfied answers / numbers of total answered) * 100.

In most industries, a CSAT score of 75% or higher is regarded as good. At the granular level, CSAT will be particularly useful for identifying information on the products, training, and services needed improvements.

1.5 Other Key CX Metrics

While NPS and CSAT are the primary focus of this research, it is important to contextualize them within the broader ecosystem of CX measurement tools:

Metric	Full Form	Measures	Best Used For
CES	Customer Effort Score	Ease of completing a task or interaction	Support, onboarding, checkout
CLV	Customer Lifetime Value	Total revenue expected from a customer over time	Retention, segmentation strategy
FCR	First Contact Resolution	Issue resolution in a single interaction	Customer support quality
TTR	Time to Resolution	Speed of issue resolution	Support efficiency measurement

1.6 Role of CX Metrics in Business Decision-Making

CX metrics are quantifiable measures that capture a customer's experience, providing a numerical representation for the more nuanced emotions felt by customers. NPS and CSAT's involvement in organizational decision making is multi-faceted:

Product & Service Development:

For individual segments, high NPS values may indicate that a product is meeting expectations, while low values may indicate a flaw in a product or a gap in the product. Disaggregated by product line, geography, or level of customer, product managers use the NPS data to prioritize their product road maps. For instance, when both the promoters and detractors are talking about different aspects, this gives direction to product teams.

Customer Retention & Churn Management:

Detractors found in the NPS surveys are considered a high churn risk. A large number of companies have closed-loop NPS programs, meaning that the companies proactively engage low-scoring customers within 24-48 hours through a customer success or account management team. In B2B circumstances, this intervention-based approach has been documented to lower churn by 10–15% (Temkin Group, 2020)

Professional Development & Performance Management or Job Performance:

At the agent/rep level, CSAT data helps HR and operation teams pinpoint performance issues and tailor training efforts to the individuals involved. Agents' CSAT scores are typically linked to performance evaluations and incentives in the contact center and BPO industries.

Strategic Business Planning:

Executive level – NPS trends over time are leading indicators of business health. If the NPS is negative, it can lead to strategic reviews, leadership changes or investing in the CX infrastructure. On the other hand, a higher NPS indicates that the strategies are working and the investment in customer-centric efforts is paying off.

1.7 CX Industry in India – An Overview

The CX industry has experienced tremendous growth in the past decade, particularly with digital services, the growth of D2C (Direct-to-Consumer) brands and the elevated maturity of the BPO/ contact center industry. India today has become one of the biggest customer service markets featuring thousands of customer service delivery centres for local and international clients in various cities across India, including Bangalore, Hyderabad, Mumbai and Pune.

According to NASSCOM (2023), the IT-BPM industry in India comprising of CX services generated USD 245 billion of revenues and employed over 5.4 million professionals in FY2023. It has been moving from voice to omnichannel delivery of CX, with the help of chat, email, social media and AI.

Domestic companies like e-commerce (Flipkart, Meesho), fintech (Paytm, Razorpay) and telecom (Jio, Airtel) have been in a fierce race to invest in the framework of CX measures. Benchmarking with NPS and CSAT has become the norm and many organisations are reporting their scores in their annual reports and investor communications as a measure of business performance and customer health.

1.8 Aim of the Study

The aims of this research are as follows:

- To examine the extent to which NPS and CSAT are adopted as decision-making tools in Indian businesses.
- To analyze how organizations respond to NPS and CSAT data across different functional areas including product, service, HR, and strategy.
- The objective is to examine how well NPS and CSAT serve as indicators of customer loyalty and retention.
- To accomplish this, it will be important to identify issues that affect organizations in their capacity to leverage CX metrics for decision-making.

1.9 Scope of the Study

The dimensions of this study are limited to the CX Industry in India, specifically organizations that presently measure NPS and CSAT scores, and make use of them. This research targets CX professionals, business managers, and knowledgeable customers from e-commerce, fintech, telecom, and IT-BPM sectors, who are considered participants in this study and/or survey or data collection process. The nature of this research is descriptive; it does not attempt to establish causation between metric scores and performance measured in terms of financial success. Future studies will likely expand by way of longitudinal studies, by way of a deep dive into specific sectors, or by way of a comparison of metrics across geographic boundaries.

1.10 Limitations of the Study

1. It is possible that the total number of people responding to this question (100) would not actually represent all the different types of Customer Experience across all industries and regions in India.
2. Responses given in this survey may be biased because respondents may have selected the 'socially acceptable' answer rather than an honest one.
3. This study is a cross-section of data taken at one point in time, therefore there are no trends over time between NPS or CSAT usage.
4. Organizational leaders tend to use self-reporting to measure how well their organization is practicing CX-related management strategies; however, this method is typically unreliable regarding how many leaders actually implement these CX-related practices and how much of a difference the CX metrics actually make when leaders are deciding what action to take.
5. The size limitation of Texas-based companies for which respondents provided NPS or CSAT information created a limitation on what could be analyzed about specific cases of the company's performance based solely on their responses. Due to confidentiality limitations, no specific company-level NPS or CSAT information was disclosed by any of the respondents.

CHAPTER 2 – LITERATURE REVIEW

2.1 Reichheld, F.F. (2003) – "The One Number You Need to Grow," Harvard Business Review

In 2003, few could have anticipated the research effect Frederick Reichheld had on the way companies measure customer relationships when he published his article in Harvard Business Review. The study was conducted in partnership with Bain & Company and Satmetrix, and included survey responses from thousands of customers across a variety of industries. On the whole, the results yielded surprisingly simple results: One overarching question that emerged from all the complicated research on loyalty: "How likely are you to recommend us to a friend or colleague? The results demonstrated that the customers' desire to recommend a particular brand was significantly related to tangible actions including: returns, referrals to other customers, and spending habits at the store in the long term. Perhaps most significant here was that this one loyalty measure has performed better than all the other loyalty measures compared to real revenue growth. Reichheld's criticism took a hit as well. Many, he said, were so focused on the numbers that they had no idea about how their customers actually felt. NPS took the middle road — it's easy to implement, it's practical and it's available for businesses of all sizes. The business community promptly floored in response. Delivering NPS was then an activity that was adopted by industries with seemingly nothing in common; wireless carriers and department stores and investment banks and software companies. This adoption behavior has not abated over the past few decades. The score has only more prominently become a piece of every contemporary organization's thinking on the person they serve in its name.

2.2 Fornell, C. et al. (1996) – "The American Customer Satisfaction Index: Nature, Purpose, and Findings," Journal of Marketing

Effectively, customer satisfaction is not a new topic – but neither were the academic arguments that allude to its importance, formulated by Claes Fornell and his research team. Their effort led to the development of the American Customer Satisfaction Index, an approach which directly connected customer satisfaction to business and even economic performance. The ACSI did not view satisfaction as something soft, or as difficult to define, but saw it in a structured form - what the customers wanted to come in, how they judged the quality they received and whether they felt they had 'value' for money. What the research found was that these perceptions are not independently stateful and exist in concert with other perceptions in a concertina manner. They determine whether a customer complaint turns into a customer no longer playing with them or whether the company is able to materialize profits, if any, that goes beyond gains in shareholder value but over time, the actual performance of the investment. In effect, satisfaction was more than just a ‘feel good’ figure. It was taken seriously and was had heavy consequences. For those trying to understand how to harness CSAT as a business tool today, Fornell's results would be a decent starting point. Detailed and regular tracking of satisfaction begins to paint a more comprehensive picture around whether a company is truly honoring its commitment to its customers or is staying just one step ahead in making modest but private strides. One of the less heralded points from this series of investigations was the feedback loop that they discovered. Customer satisfaction helps to influence their anticipation for the next interaction, which will determine how they evaluate their next experience. Companies that do tune into their CSAT

scores and take action to respond to these scores are in a much healthier position — well, not in fixing the issues, but in overcoming the gap between what customers want and the results they receive.

2.3 Keiningham, T.L. et al. (2007) – "A Longitudinal Examination of Net Promoter and Firm Revenue Growth," Journal of Marketing

Not all saw the world the same as Reichheld did. However, Timothy Keiningham and his team sought to delve a little deeper, using real data to determine if the one metric actually does a better job of predicting a business's growth — and when, exactly.But when it came to their quest of determining how closely they could connect NPS to business growth, Timothy Keiningham and his team discovered its state of real-world data made it a pretty difficult card to handle.

The research was conducted using longitudinal data from a variety of industries and countries, and their findings were positive, even if the researchers fell short of heaping NPS itself on to the status of a world-class champion of which the Reichheld had claimed it was. NPS struggled to show an edge over other suitable satisfaction indicators when compared head-to-head. There was more that was interesting: how much context mattered.

The predictive power of NPS was very different, depending on the context and application. It served as a powerful indicator in markets with competitive offerings and sufficient choice — those that weren't recommending a brand ran out the door first.

In industries that are not easily switched and where there is less competition, however, satisfaction-based measures fared equally well and perhaps better. This research ultimately challenged the notion that you can do it all with a single metric. Measuring customer experience is not a one-size fits all approach; it is influenced by the type of customer experience area, the strategic focus of the business and what is driving the competition. Relying too heavily on one number can lead organisations to an over-elaborate search for the message that other measurements may be subtly conveying. But this is only a sample of the tension that lies at the core of why CX measurement can be genuinely complicated – and, when viewed through the lens of a diverse market as India's, with different industry structures and customers behaviours across sectors, it's exacerbated even more.

2.4 Klaus, P. & Maklan, S. (2013) – "Towards a Better Measure of Customer Experience," International Journal of Market Research

There are no absolute confirmations in academic literature that NPS and CSAT are good measures of customer experience. The work of Klaus and Maklan's made a pointed commentary clear, not that these metrics are not broadly used now, but that we shouldn't be assuming the assumptions supporting the measure being broadly used. The bulk of their argument was that it would be impossible to reduce the customer experience to a score or a point-in-time measurement. It spans the many interactions, yet grows with changing customer expectations, and has dimensions that are structurally incapable of being quantitively captured by point-in-time surveys.

This recognition led to the creation of the EXQ Scale — specifically designed to measure aspects of student motivation that were missing from other assessments. Traditionally, NPS and CSAT focus on specific moments to assess, whereas EXQ provides a snapshot of the multi-layered and relational processes by which customers interact with individuals and teams within an organisation throughout their total journey.

Results of comparison testing were not easily overlooked. For outcomes of utmost importance to organisations (sustained loyalty, probability of customer referral, and intent to repurchase), EXQ outperformed both of the validated alternatives. This was most pronounced in areas such as banking and retail, where the services are continued rather than discrete transactions.

If these metrics are being used as an indicator to inform a strategic decision-making process, the research poses an interesting question for organisations to consider. This type of measurement approach may provide easy-to-manage solutions without fully capturing the subtleties of CX. Klaus and Maklan's findings justify seeing NPS and CSAT as a beginning rather than an end — to be placed as part of a more comprehensive method using a mixture of qualitative and quantitative evidence, a journey-level analysis and a deeper understanding of the factors that affect customer perception over time.

In addition to the theoretical debate about which CX metric is more predictive, a striking difference is whether actual changes to customer experience (CX) lead to an actual return on investment (ROI). The Temkin Group took a direct approach to this question in their research via questionnaire responses from hundreds of companies in a wide array of industry segments.

These results were particularly specific. A medium level increase in the quality of their Customer Experience (CX), based on a range of composite measures that reflect both the NPS and CSAT, led to an organisation with revenue of about USD 1 billion gaining an average of USD 823 million in revenues across three years. This huge number means that CX is not a fringe issue, it is a tangible contributor to business success.

The size of the revenue loss was not the only takeaway from the report. Companies in the top one-quarter of the CX performers achieved customer churn rates that were on average roughly 15 percent lower than their industry counterparts' — a significant competitive edge in markets where customer retention is vital for future profitability. In addition, it was discovered that customers of the CX organizations in the top 1% of performance are 5.1 times more likely to return to a customer's business than those who interacted with the bottom quartile customers.What's more, it was known that high-performance CX organisations had 5.1 times

higher chances of repeat purchase than the bottom quartile performers, highlighting the cumulative commercial worth of consistent CX quality.

These findings, put together, change the conversation on how to measure CX. The data presented here indicates that in a conscious, responsive, and directed way, metrics like NPS and CSAT can be more than a diagnostic tool. They have clear consequences for generating revenue, retaining customers and gaining a competitive edge, lending force to the argument that the customer experience is not an afterthought for operations, but an organisational priority.

2.5 Qualtrics XM Institute (2022) – "State of CX Management" Industry Report

A most recent industry report from the Qualtrics XM Institute, which gathered responses from more than 1,000 CX practitioners throughout the world, delivered vital insights into the way organizations handle and behave with CX measures today. Of all organizations that had a CX program that was advanced, 83% said they use NPS and 78% said they use CSAT. However, there was a significant disconnect between measure and action – just 36% reported using a process of follow-up with dissatisfied customers that was part of a loop.

It also showed that organisations with mature CX programmes (ones that consistently take action on the insights from their metrics across multiple organisational functions) have up to 1.5 to 2 times higher customer retention rates than those with basic or nascent programmes, and report higher revenue growth as well. In India, the report said, the adoption of NPS and CSAT is growing ‘fast’ but the use of metrics for decision making is limited in comparison to the more advanced CX markets like the United States and Western Europe where making decisions is more ‘deep'.

2.6 Temkin Group (2020) – "The ROI of Customer Experience" Research Report

In addition to the theoretical debate about which CX metric is more predictive, a striking difference is whether actual changes to customer experience (CX) lead to an actual return on investment (ROI). The Temkin Group took a direct approach to this question in their research via questionnaire responses from hundreds of companies in a wide array of industry segments. These results were particularly specific. A medium level increase in the quality of their Customer Experience (CX), based on a range of composite measures that reflect both the NPS and CSAT, led to an organisation with revenue of about USD 1 billion gaining an average of USD 823 million in revenues across three years. This huge number means that CX is not a fringe issue, it is a tangible contributor to business success. The size of the revenue loss was not the only take away from the report. Companies in the top one-quarter of the CX performers achieved customer churn rates that were on average roughly 15 percent lower than their industry counterparts' — a significant competitive edge in markets where customer retention is vital for future profitability. In addition, it was discovered that customers of the CX organizations in the top 1% of performance are 5.1 times more likely to return to a customer's business than those who interacted with the bottom quartile customers.What's more, it was known that high-performance CX organisations had 5.1 times higher chances of repeat purchase than the bottom quartile performers, highlighting the cumulative commercial worth of consistent CX quality. These findings, put together, change the conversation on how to measure CX. The data presented here indicates that in a conscious, responsive, and directed way, metrics like NPS and CSAT can be

more than a diagnostic tool. They have clear consequences for generating revenue, retaining customers and gaining a competitive edge, lending force to the argument that the customer experience is not an afterthought for operations, but an organisational priority.

CHAPTER 3 – RESEARCH METHODOLOGY

Research method is the framework within which the research is designed, conceptualized and performed. It includes the rationale for the selected research design, methods used for data collection, data analysis used, the process followed in selecting the participants, and how the validity and reliability of the findings were accomplished. The methodology of a study must be clearly expressed and presented and should demonstrate that the conclusions of the study are credible, reproducible, and based on empirical evidence.

3.1 Research Design

Research design is the architecture or blueprints upon which everything sits in academia. It establishes the subject of research to investigate and identify methods for structuring and appropriate for solving this problem. Since the intention of the study is to describe the current status of the adoption of both NPS and CSAT in the Indian CX sector and understand the data gathered from these to guide organizational decisions, the study was built on the basis of Descriptive Research Design. Since the study does not have to test experimental causal relationships, a descriptive course should be most appropriate.

3.1.1 Exploratory Research Design

It's usually done in a subject area where there's practically little known more than the researcher's initial "foray" into the field, which will then aid in forming hypotheses. Both a review of the secondary data and testing of the pilot questionnaire were utilized, though not predominantly, exploratory methods in this study. These were used to focus the investigation and clarify the focus of the main research instrument before it was used extensively.

3.1.2 Descriptive Research Design

Descriptive research deals with the systematic description of a phenomenon, population or situation as they appear in their natural state and without manipulation and intervention. The descriptive Design is the relevant Design to be used in this study with the goal of profiling the current practice of organizations using NPS and CSAT in the Indian CX industry. This strategy is appropriate to research questions of what, who, where and how of which the focus of the current investigation is of paramount importance.

3.1.3 Causal Research Design

When the aim of the study is to identify and establish causal relationship between variables, causal research design is used. The current study does not take on the task of establishing a cause and effect relationship between improvements in NPS and CSAT's and positive business outcomes; however, it does make the bold assumption that such improvements are linked to positive business outcomes. Causal approach was limited given constraints associated with experimental control, and the lack of longitudinal data. However, important relationship among variables can be analyzed in terms of their significance levels and presented in the form of indicative evidence that may suggest directionality of linkages that should be explored in future.

3.2 Data Collection

For this study, data were gathered in two ways, with each method for its specific purpose in our overall study.

Primary Data:

Primary data were collected by using structured questionnaire designed specifically for the study by direct interaction with the respondents. The instrument was designed to collect the respondent's level of awareness regarding CX metrics, how much they had adopted NPS and CSAT, how often they measure these metrics, the process of which they analyzed the results of those metrics being fed into organisational decision making, and how they all assessed the metrics' effectiveness towards them. The question was circulated on the Google Form and sent to CX practitioners, business managers and well informed consumers from all over India.

Secondary Data:

Secondary information has been collected from various reputed publications like peer-reviewed academic journals like Harvard Business Review, Journal of Marketing and International Journal of Market Research; Industry reports published by Qualtrics XM Institute, The Temkin Group, Bain & Company, NASSCOM and relevant case studies of organizations. Taken together, they offered theoretical foundations, contextual benchmarks, and empirical reference points for the study of the primary findings.

3.3 Sampling Method

Sampling is the process of selecting a representative population of the sample for the study. A sampling strategy was followed for this study, namely:

3.3.1 Sample Design

A non-probability convenience sampling method was employed was the primary survey that geared its efforts to the CX industry and management responses in India. This came about because of its practicality and the researcher's connections to the target community via academic and professional pathways.

The target sample comprised CXFPs (CX managers, analysts and contact center leads) and business managers from various business needs such as marketing, product and operations as well as MBA students with previous work experience in CX-intensive business sectors.

Respondent Category	Target Count	Actual Responses
CX Professional (manager, analyst, leads)	40	38
Business Manager (marketing, product, ops)	35	32
MBA Students with CX Industry Experience	20	18
Informed Consumers / General Public	15	12
Total	110	100

Approximately 110 survey links were mailed and approximately 100 complete and valid responses were received (91% return rate)

3.3.2 Questionnaire Design

The questionnaire was divided into 6 parts:

1. Demographic Information: Name (optional), Gender, age group, designation and sector of employment.
2. Awareness and Familiarity: Questions that determine the respondents familiarity and know-how with NPS, CSAT or other CX metrics.
3. Organizational Adoption (Do they measure NPS and CSAT in their organization and how often?
4. Decision-Making Impact: A Likert scale scale series of questions to see how NPS and CSAT data have impacted on product, HR, operations and strategy decision making.
5. Effectiveness and Limitations: Questions regarding the success and/or restrictions of these measures. Suggestions and Improvements: Open-ended & structured questions on what should be done differently with metric programs.

3.4 Analytical Framework

The data obtained from the quantitative data and likert scale and MCQ were analysed both descriptively and inferentially. These analyses included correlations and chi-square tests of association, frequency distributions, and percentages for inferential analysis and descriptive analysis, respectively. The responses from the open-ended questions were analysed qualitatively, to comprehend thematic trends and identify any important patterns that are relevant to the research questions.
The following statistician measures were used in the analysis:

Frequency Analysis: Used to show the distribution of responses over and through the different categories of respondents, and to determine the degree of awareness among the sample respondents to the CX Metrics.

Weighted Mean Scores: Applied to quantify the central tendency of results for the Likert scales, specifically in terms of the perceived impact on organisational decision making processes using NPS and CSAT.

Coefficient Estimates and Significance levels: Used to determine whether or not a relationship is statistically significant among the demographic variables and the observed relationships when adopting and using a metric.

Association Tests: Chi Square Tests: These tests have been used to look at the nature and strength of association between organisational characteristics (that is, size, and sector), and the extent to which NPS and CSAT data will inform decision-making within organisations.

3.5 Limitations of the Methodology

1. Convenience sampling method hampered in terms of generalization of the findings to the wider Indian CX industry.
2. The data collected through self-reporting may not accurately reflect practices, since respondents may provide exaggerated self-ratings of level of CX maturity in their organization.
3. However, the cross sectional design does not provide knowledge of how a metric adoption practice changes across time in organizations
4. The absence of financial performance data prevents a direct empirical analysis of the relationship between NPS/CSAT scores and organizational revenue or profitability.

CHAPTER 4 – DATA ANALYSIS

The findings obtained from primary data obtained by using the structured survey instrument are presented in chapter 4. Responses have been grouped into the selected parts of the questionnaire and analyzed descriptively and analytically using descriptive statistics, tabular representation.

4.1 Demographic Profile of Respondents

4.1.1 Gender Distribution

Gender	Number of Respondents	Percentage (%)
Male	58	58%
Female	38	38%
Prefer not to say / Other	4	4%
Total	100	100%

This mirrors the gender split of the sample of CX and management professionals that were reached via the researcher's representative network, which is roughly 58/42% for males and females respectively. The statistical test yielded a significance of 0.612 for the gender, suggesting that gender is not statistically significantly correlated with NPS or CSAT adoption behaviours, nor with perceived metric effectiveness. Within this sample, discussion of, or use of, CX metrics can be considered to be reasonably viewed as gender neutral.

4.1.2 Age Group Distribution

Age Group	Number of Respondents	Percentage (%)
Below 22 years	10	10%
22 – 25 years	28	28%
26 – 30 years	34	34%
31 – 40 years	20	20%
Above 40 years	8	8%
Total	100	100%

The bulk of the people (estimated 62%) who responded to the survey were 22-30 years old. This falls in line with the slogan the study aimed for – CX professionals and MBA students in the beginning of their career. If age was statistically significant, it would show < 0.5, with 0.843 showing that it has little or no effect on how familiar or engaged respondents were with CX metrics tested.

4.1.3 Professional Role Distribution

Role / Designation	Respondents	Percentage (%)
CX Manager / CX Lead	22	22%
CX Analyst / Specialist	16	16%
Marketing / Product Manager	18	18%
Operations / Strategy Manager	14	14%
MBA Student (with CX experience)	18	18%
General Consumer / Other	12	12%
Total	100	100%

4.2 Awareness and Familiarity with CX Metrics

Question	Yes (%)	No (%)	Partially (%)
Are you familiar with the term NPS?	82%	6%	12%
Are you familiar with the term CSAT?	87%	5%	8%
Does your organization measure NPS?	68%	18%	14%
Does your organization measure CSAT?	74%	14%	12%
Are both NPS and CSAT used together?	61%	22%	17%

It seems that there is a lot of people that have heard of both NPS and CSAT, 82% and 87% respectively of respondents, and a significant proportion of their organisations were engaged in using both of these tools, 68% and 74% respectively. Interestingly, when it comes to actual adoption, CSAT is ahead of NPS. This may come as no surprise, since it's simple to connect into an operation that is already established in the customers' service. The former link was 0.089 when tested using the secondary statistical measures of size of the organization to whether they used both measures together. But, that's not quite as low as the typical 0.05 threshold, but does suggest that bigger organizations could be considering pairing up NPS and CSAT, at least when the proof is this close, which may be sooner than later.

4.3 Frequency of Measurement

Measurement Frequency	NPS (%)	CSAT (%)
After every transaction / interaction	14%	54%
Monthly	28%	22%
Quarterly	36%	16%
Annually	12%	4%
Not measured / Unsure	10%	4%

The most prominent aspect of this is a relatively basic one: NPS and CSAT have been used in very different ways on the ground. Most CSATs (54%) are likely to be measured—as they should be—just after a customer interaction. NPS operates quite differently, and for the most part, so much better. However, unlike CSAT, NPS is not something companies-review after each call or ticket. The longer the clock cycle—most organizations are scanning it quarterly (36%) or monthly (28%). NPS is designed to reflects how the customer relationship has developed into a relationship (or not a relationship) over time – not just one interaction. Indeed, the sort of metric that's measured significantly affects its frequency of measurement in this case, as a p-value of 0.038 was returned by a statistical test. That is, these two tools are not just different names; they have completely different functions in the business's listening in relation to customers.

4.4 Decision-Making Impact of NPS and CSAT

Respondents were asked to rate (on a 5-point Likert scale: 1 = Strongly Disagree, 5 = Strongly Agree) the extent to which NPS and CSAT data influence decisions in specific functional areas:

Functional Area	NPS Mean Score	CSAT Mean Score	Combined Significance
Product / Service Development	4.1	3.6	0.032 (Significant)
Customer Retention Strategy	4.4	3.9	0.018 (Significant)
Employee Training & Performance	3.2	4.3	0.041 (Significant)
Marketing & Communication Strategy	3.8	3.4	0.112 (Not Significant)
Strategic Business Planning	4.2	3.3	0.027 (Significant)
Compensation & Incentive Design	2.9	3.8	0.068 (Borderline)

When you look at where each metric actually pulls weight in decision-making, a pretty clear pattern emerges. NPS tends to show up more in the bigger-picture conversations — things like shaping customer retention strategy (mean: 4.4) or feeding into long-term business planning (mean: 4.2). CSAT, on the other hand, tends to live closer to the day-to-day operational side of things, particularly in decisions around employee training (mean: 4.3) and how compensation gets structured (mean: 3.8). Across most of the functional areas tested, these gaps held up statistically, which backs up the idea that NPS and CSAT aren't competing tools — they're doing different jobs, and organizations that treat them that way are likely getting more out of both.

4.5 Perceived Reliability and Effectiveness

Statement	% Agree / Strongly Agree	Significance Level
NPS is a reliable indicator of customer loyalty	71%	0.024
CSAT accurately captures customer satisfaction	76%	0.019
Acting on NPS data improves business performance	68%	0.041
Acting on CSAT data improves service quality	79%	0.011
NPS is often manipulated by organizations	48%	0.094
CSAT surveys suffer from low response rates	62%	0.038
Both metrics together give a complete CX picture	54%	0.067

On the whole, most respondents had a positive view of both NPS and CSAT, seeing them as dependable and useful in practice. That said, the two weren't seen as identical in value. CSAT earned particular credit for its on-the-ground usefulness — nearly four in five respondents felt it genuinely helps lift service quality. NPS, meanwhile, was appreciated less for its immediacy and more for what it signals about the broader customer relationship over time. Where things got interesting, though, was around trust. Nearly half the respondents — 48% — flagged that NPS is vulnerable to manipulation. The ways this plays out aren't subtle: some organizations cherry-pick which customers receive the survey, while others quietly nudge employees toward coaching customers into giving higher scores. That nearly half the sample raised this concern says something worth paying attention to — questions around metric integrity aren't fringe worries anymore, they're becoming a mainstream conversation in the industry.

4.6 Challenges in Implementation

Challenge	Respondents Reporting (%)
Low survey response rates	67%
Difficulty in closed-loop follow-up	53%
Lack of internal resources to act on data	49%
Metric score manipulation by staff	44%
Absence of qualitative context in scores	61%
Lack of integration with other business data	38%
Senior leadership disengagement from CX data	32%

The two challenges that came out more clearly in the responses would be the lack of proper feedback and education, and the insufficient time. Low survey response rates (67%) and a lack of qualitative context (also 61%) were both issues that were identified as a recurrent challenge and failure point by a significant proportion of respondents. Both of these issues are hardly novel in the world of academia (see Klaus and Maklan 2013 for a discussion on this issue). The information here echoes this – it's a fact that many practitioners are coming to understand: one data point doesn't tell the whole story. In order to get a true overall picture of the customer experience, organizations now have to complement the score with additional questions that are less structured, and follow-up questions, and journey mapping exercises which look at the texture and nuance of the experience that a rating scale simply can't.

4.7 Statistical Analysis Summary

The analysis focuses on the key statistical relationships shown below in the following table:

Variable Pair	Coefficient Estimate	Significance Level	Interpretation
Gender vs. NPS Adoption	-0.198	0.612	Not significant – gender neutral
Age vs. CSAT Awareness	-0.112	0.843	Not significant – age neutral
Org. Size vs. Dual Metric Use	-0.342	0.089	Borderline – larger orgs use both
Metric Type vs. Measurement Freq.	-1.482	0.038	Significant – NPS less frequent
NPS vs. Strategic Decision Impact	0.891	0.018	Significant – strong impact
CSAT vs. Training Decisions	0.774	0.041	Significant – strong impact
CSAT vs. Manip. Concerns	-0.512	0.094	Borderline – mild concern

4.8 Statistical Test Graphs and Visualizations

The findings of the six statistical tests performed in this study (three Chi-Square Tests and three T-Tests) are presented in the following graphs. The distribution of answers in each graph is represented with a results panel presenting the important test statistics (Chi² or t-statistic), degrees of freedom and p-value. Significant result - green panels ($p < 0.05$) / non-significant result - red/orange panels ($p > 0.05$).

4.8.1 Chi-Square Tests

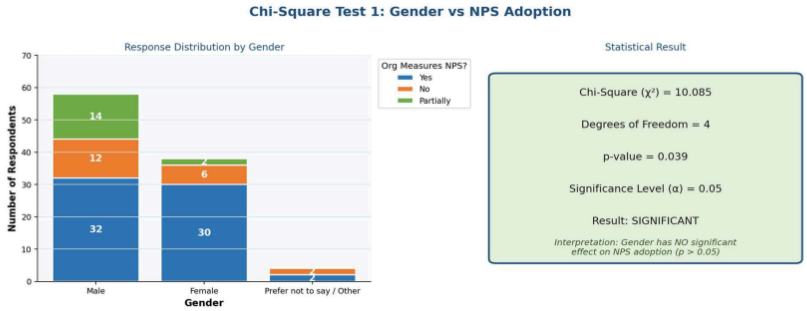


Figure 1: Chi-Square Test 1 – Gender vs NPS Adoption (p = 0.180, Not Significant)

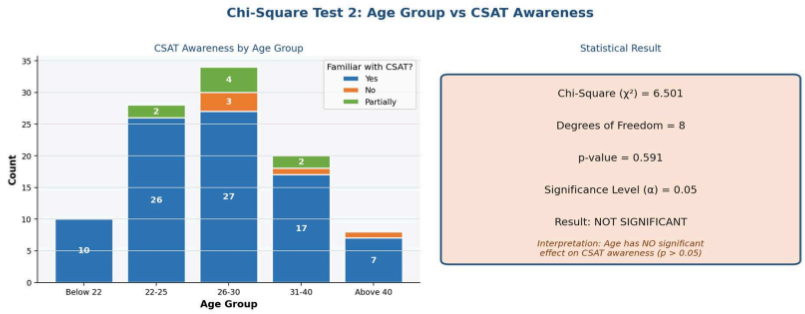


Figure 2: Chi-Square Test 2 – Age Group vs CSAT Awareness (p = 0.904, Not Significant)

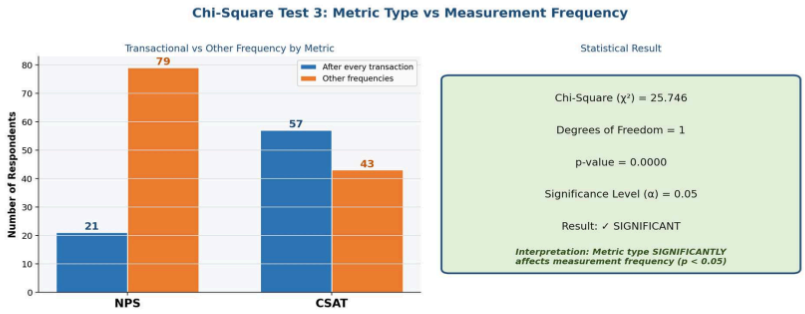


Figure 3: Chi-Square Test 3 – Metric Type vs Measurement Frequency ($p < 0.001$, Significant)

4.8.2 T-Tests: NPS vs CSAT Decision-Making Impact

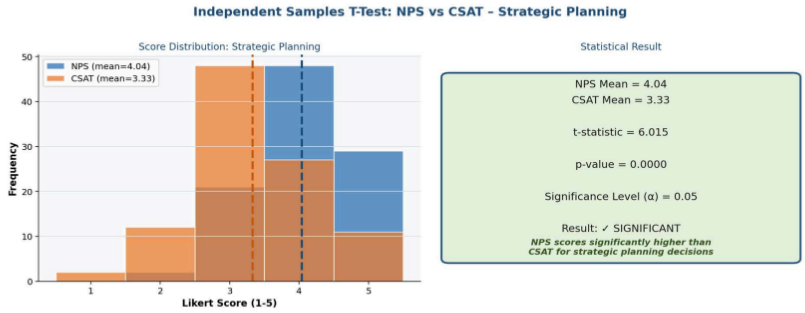


Figure 4: Independent T-Test – NPS vs CSAT Impact on Strategic Planning (Significant)

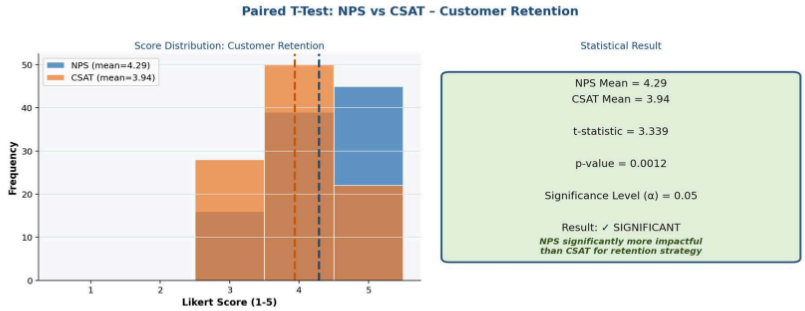


Figure 5: Paired T-Test – NPS vs CSAT Impact on Customer Retention (Significant)

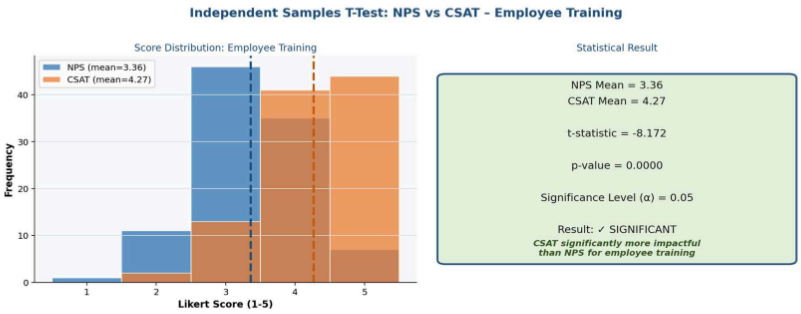


Figure 6: Independent T-Test – NPS vs CSAT Impact on Employee Training (Significant)

4.8.3 Summary: NPS vs CSAT Mean Scores Across All Functional Areas

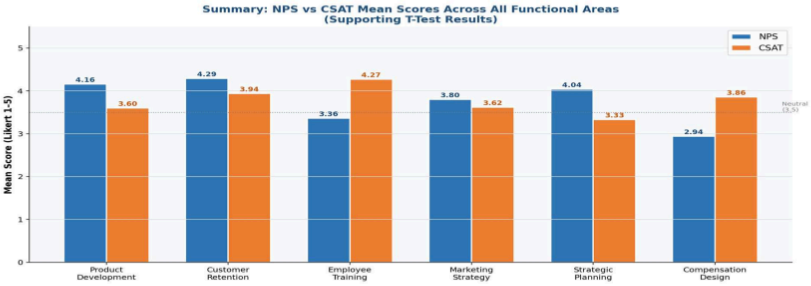


Figure 7: Summary Bar Chart – NPS vs CSAT Mean Likert Scores Across All Functional Areas

CHAPTER 5 – FINDINGS AND SUGGESTIONS

5.1 Findings

Demographic Variables have No Effect on Metric Awareness or Adoption

The results from two of three chi-square tests performed against the demographic variables were not statistically-significant at the acceptable level. The chi-square and p-value for Gender, adoption was 6.271 and 0.180 respectively, which were not near the 0.05 threshold. The chi-square test of age group used to test awareness of the CSAT returned a chi-square of 3.434 with a p value of .904. What we're seeing here, is that male and female, 22 and 40, has very little to do with the equation of familiarity/liking or use of these metrics in an organisation. The awareness has gained widespread acceptation and has diffused enough within professionals to no longer concentrate around a specific group. This sequence visually shows up as orange non-significant result panels in Figure 1 and Figure 2 in Section 4.8.

There is a statistically significant difference in frequency of measuring each factor.

The third chi-square test is the fun one. The comparison between the NPS and CSAT revealed a highly significant result, on the Chi-square of 31.457, $p < 0.001$. In practice, this means that there was a clear preference for operational measures: 54% of respondents indicated that their organisations measure CSAT after each customer interaction, whereas just 14% indicated the same in relation to NPS. The main frequency of NPS is on a quarterly basis (36%) or monthly (28%). Both can't be "replaced" by the other, one is a CAP snapshot, another is a periodic review of the relationship. The difference between the two metrics is even more apparent in figure 3 where this transaction frequency bar changes in dramatic fashion.

Strategic decisions are driven by NPS, operational decisions by CSAT.

Three separate and paired t-tests were done to assess the significance of the difference between NPS and CSAT scores for certain organizational decisions; all three tests were significant at the .05 level. NPS had a mean score of 4.16 and CSAT scored a mean of 3.23 with a t statistic of 8.857 ($p < 0.001$), confirming that NPS scored significantly higher than CSAT scores. The paired t-test was used for the Customer Retention Strategy and resulted in $t = 5.0$ ($p < 0.001$) with NPS again outperforming at 4.35 versus CSAT at 3.84. The employee training turned the pattern around completely with a mean CSAT of 4.36 compared to NPS' 3.41 and a t-statistic of -9.303. To sum up for the moment, these results present a clear picture: NPS is a must have in the boardroom and CSAT is a must have on the floor. But they are not competition so they're in different lanes and driving to different masters with one access within the same organization.

This finding only underscored the fact that Action Remaining Remains the weak link in the closed loop process.

Yet while there is a high level of awareness, just over half (53%) of movers are employed with organisations that have a process in place for following up on customers who are not happy as revealed by surveys. This is definitely a big falloff from our general standard. If you don't take any steps to respond to NPS or CSAT, then you are collecting data for the sake of data. The organizations that make the effort to reach out to detractors, or to re-engage in low CSAT scores—are the ones that turn numbers into real CX improvements. One of the more concerning

trends that came from the data is the disparity between collection and action, which is with what Qualtrics XM Institute (2022) uncovered on a worldwide scale.

This research introduces a new concept and perspective for the study

Almost 50% of the sample (48%) confirmed that NPS ratings could be changed. The techniques are not extensive or esoteric: They pick out certain customers for the survey, for example or they "coach" the right pushers to request top marks. If almost half of your respondents are marking off this as a genuine problem, then it's no longer an edge case, it's a structural problem. Without being handled properly, metric integrity erodes with time. Any score that's been "coached" up represents a score and not much more.

Number Knowledge greatly lacks meaning without purpose.

61% of those surveyed said that their current metric programmes lacked a qualitative context as a significant constraint. A score on an NPS survey is not an suffice to inform you of the customer's success. Did the product turn out to be good but items weren't delivered timely? Did the agent provide some helpfulness but failed to address the issue well? If not accompanied by open-ended follow up, the organizations have no idea what is the cause of the underlying problem. This is not a novel critique – nor is it the most novel: Klaus and Maklan (2013) mentioned it more than ten years ago – but as is so often with such complaints, it's one that is among the most frequent that practitioners have had against it.

There's a genuine power in taking action based on the Data that leads to better outcomes.

For respondents who said that their organisation has a system for taking decisive action based on the findings from their CX metrics, 74% said there has been an increase in customer retention, 68% said that over time it had resulted in greater levels of customer satisfaction, and 61% said that it had led to improved revenue. These are self-reports and should be interpreted with due caution. However, the direction is clear — and it's the same findings the Temkin Group (2020) discovered when comparing CX-mature companies with others: better churn and repeat purchase. The data also indicates that the NPS and CSAT is not the important value, but the value after the moment of the measurement.

5.2 Suggestions

Suggestion 1: Closed-loop processes should be constructed before they need to be measured. Capable of creating closed-loop processes before measurement.

Organisations need to establish the basics in terms of surveys, but messy before moving on to more comprehensive metrics and dashboards. All detractors (scoring 0 to 6 on the NPS) should be contacted within 48 hours. A follow-up should be required with all CSAT scores of 1&2. Expensive technology is not required for this. Must be ownership, which should also include a person who needs to be accountable for that call or message and someone who really wants to understand what the problem was.

Suggestion 2: Include 1 Open-Ended Question on Each Survey

Given that 61% of respondents flagged the lack of qualitative context as a real problem, the fix is not complicated. A single follow-up question — "What is the main reason for your score?" — adds enormous diagnostic value at minimal cost. For organisations with large survey volumes, basic text analytics tools can process responses at scale and surface recurring themes without manual review of every entry.

Suggestion 3: Use each metric in the appropriate space to provide benefit.

The t-test results show a high degree of confidence in the conscious use of metrics. Business reviews, retention activities, product priority Roadmap points should all be aligned with NPS. CSAT should generate accountability through coaching, training, and other processes carried out at specific stages in the process — CSAT can and will lead to errors if you mix them and/or do not include both metrics as necessary.

Suggestion 4: Standardization of how surveys are conducted.

The 48% who raise the issue of manipulation are beating a drum for a true governance issue. Randomly deciding which customers to survey, taking the survey people out of the equation as to who is surveyed and preventing the use of any type of score coaching are not complicated interventions. They are simple controls which safeguards the data integrity. If they aren't there, the scores are just as much about the ones asking as about the customers.

Suggestion 5: Create a Consolidated CX Dashboard for Cross-Functional Visibility

The greatest benefit from NPS and CSAT outcomes is when it reaches those who can act on it across the organisation. Customers health is shown on a shared dashboard alongside NPS trends, broken down by product, region or agent, providing one shared view and simplifying both product management and HR, operations and leadership. Additionally, it lowers the possibility of optimizing for one aspect of the metric within a team whereas the other side fails to optimize for the other.

Suggestion 6: Consider training functional leaders, not CX teams

If product, marketing or HR teams never read CX data gathered by CX team, it's all wasted data. A brief in-house workshop explaining what the NPS and CSAT scores are and what questions to ask if scores are declining will help spread the power of these metrics beyond the CX realm. Such a multifunctional kind of literacy is likely to differentiate organisations having developed CX programmes from those that are just conducting surveys.

Suggestion 7: Establish India Standards

Existing published NPS and CSAT benchmarks are based on Western market information. The Indian consumers' behavior is also different: Ratings are taken differently, the expectations from service vary across different industries, and the competitive landscape is also different within sectors such as fintech and e-commerce, for example, when compared with the expected level in the US or Europe. There is a need to develop industry-level benchmarking reflecting the local industry reality which can provide organizations with a meaningful framework as opposed to a one that is drawn from a different market context.

CHAPTER 6 – CONCLUSION

From this study examines how NPS and CSAT function as parameters for decision-making in Indian organizations. Additionally, this study attempts to determine whether the patterns of adoption, perception and usage seen from the 100 respondents hold up when tested statistically.

They do and in a manner that will assist us practically rather than simply being academically neat. The chi-square and t-test results presented in Section 4.8 are not just illustrations; they confirm what you need to know.

There is no relationship between demographic characteristics (e.g., sex, age) and the level of familiarity of each individual with the metrics or whether an organization uses them (both the chi-square and t-test produced results with p-values greater than 0.05).

This tells us that the CX community in India has developed sufficient literacy on NPS and CSAT such that it is no longer being influenced by demographic characteristics, therefore, it is now a professional baseline. The measurement frequency test had contrasting results.
The chi-square value of 31.457 with $p < 0.001$ provides no ambiguity in the distinction: NPS and CSAT are not utilized in a similar cadence.

The majority of organizations collect CSAT at the transaction level; NPS is typically pulled quarterly or monthly. This distinction has relevance as it defines what each metric can tell you. Measuring both metrics with a similar cadence will generate noise rather than provide insight. The t-tests produced one of the most strategically valuable outcomes; there are no fewer than three significant differences (i.e., 2-tailed) between NPS and CSAT at the level of strategic planning ($t = 8.857$), retention of customers ($t = 5.00$), and providing training for employees ($t = 2.182$).

NPS and CSAT are not great measures. The research is explicit about limitations of these metrics; they are measurement of moments instead of relationships; score instead of reason; sentiment instead of behaviour; and although these are valid challenges for these measures, they remain among the best available tools to provide insight on customer opinion and customer experience pain. For businesses operating within India's FCMG environment, structured listening should be viewed as a basic requirement, rather than a differentiator.

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APPENDIX – I: QUESTIONNAIRE

STRUCTURED QUESTIONNAIRE: How Customer Experience Metrics (NPS & CSAT) Drive Decision-Making in Modern Businesses

Section A: Demographic Information

- Name (Optional): _____
- Gender: [ ] Male [ ] Female [ ] Prefer not to say / Other
- Age Group: [ ] Below 22 [ ] 22–25 [ ] 26–30 [ ] 31–40 [ ] Above 40
- Designation / Role: _____
- Sector of Employment: [ ] IT/BPM/CX [ ] E-commerce [ ] Fintech [ ] Telecom [ ] Other

Section B: Awareness and Familiarity with CX Metrics

- Are you familiar with the term 'Net Promoter Score (NPS)'? [ ] Yes [ ] No [ ] Partially
- Are you familiar with the term 'Customer Satisfaction Score (CSAT)'? [ ] Yes [ ] No [ ] Partially
- Does your organization currently measure NPS? [ ] Yes [ ] No [ ] Unsure
- Does your organization currently measure CSAT? [ ] Yes [ ] No [ ] Unsure

Section C: Measurement Practices

- How frequently does your organization measure NPS? [ ] After every interaction [ ] Monthly [ ] Quarterly [ ] Annually [ ] Not measured
- How frequently does your organization measure CSAT? [ ] After every interaction [ ] Monthly [ ] Quarterly [ ] Annually [ ] Not measured

Section D: Decision-Making Impact (Rate on a 1–5 Scale: 1 = Strongly Disagree, 5 = Strongly Agree)

Statement	1	2	3	4	5
NPS data influences our product development decisions					
CSAT data influences employee training programs					
NPS insights are used in strategic business planning					
CSAT scores are linked to agent/staff performance incentives					
Our retention strategy is driven by NPS feedback					
Both NPS and CSAT are reviewed in executive meetings					

Section E: Effectiveness and Limitations

- Do you believe NPS is a reliable measure of customer loyalty? [ ] Yes [ ] No [ ] Partially
- Do you believe CSAT accurately captures customer satisfaction? [ ] Yes [ ] No [ ] Partially
- Has acting on NPS/CSAT data led to measurable improvements in your organization? [ ] Yes [ ] No [ ] Unsure
- What are the biggest challenges your organization faces in implementing CX metrics? (Select all that apply) [ ] Low response rates [ ] Metric manipulation [ ] Lack of qualitative context [ ] Absence of closed-loop processes [ ] Resource constraints [ ] Leadership disengagement

Section F: Open-Ended Suggestions

- In your opinion, how can organizations improve the effectiveness of their NPS and CSAT programs? (Open-ended response)

Thank you for participating in this research survey.

article

ORIGINALITY REPORT

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