

# Understanding Business Drivers

Customer  
Orientation

Lean  
Six Sigma

Agile  
Processes

Process  
Metrics

Uncovering  
Cause-Effect

## Understanding Business Drivers for Software Products from Net Promoter® Score Surveys

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**NET PROMOTER®**  
LOYALTY PARTNER

# Whom do you believe?

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- **Scientific statement:**

- ➔ Explaining contents and impact on sensory nerves

- **Personal statement:**

- ➔ They taste so good!  
So fresh!

# What is Net Promoter Score?

If a friend or colleague would ask you: how likely are you to recommend <our product/service>?



Please tell us the reasons why you selected your score

Promoters – in % of total sample  
– (minus)

Detractors – in % of total sample

---

Net Promoter Score (NPS)

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# Customer Loyalty

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- Loyal Customers

- ➔ Repurchase
- ➔ Buy New Product Lines
- ➔ Recommend, and
- ➔ Give Feedback

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- Small increase in NPS → Huge increase in future business

- ➔ Net Customer Value (NCV)
  - Future business depreciated by NPV Discount Factor
- ➔ Strong correlation between NPS and NCV

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# Word-of-Mouth Economics (WOM)

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## *What is the sales value of a positive recommendation?*

- Assume:
  - ➔ Promoters make **5** positive referrals on average
  - ➔ Detractors make **4** negative referrals on average
  - ➔ One negative referral needs **6** or more positive counterweights
  - ➔ It takes **3** positive referrals to persuade prospect
  - ➔ New customers generated by referral are worth twice (2\*) the average NCV;
  - ➔ Detractors buy over time only half (1/2) of average NCV
- Example:
  - ➔ Assume € 430'000 is average NCV
    - Promoters NCV is € 860'000 on average
    - Detractors NCV is € 215'000 on average
  - ➔ Promoters: € 860'000 + € 715'000 WOM (≙ **5/3** new customers) = **€ 1'575'000**
  - ➔ Detractors: € 215'000 – € 3'430'000 WOM (≙ **6\*4/3** lost customers) = **€ -3'220'000**
- Future Growth is a matter of **% Promoters** – **% Detractors** = NPS

# WOM Economics for B2B Software Products

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## Word-of-Mouth Economics (WOM)

### Test Sheet

Part 1: Net Customer Value (NCV) - New Customer 2010

Discount Factor:

#### Expected Profit per Year for Average Customer

|                          | 2010             | 2011     | 2012     | 2013     | 2014     | 2015      | 2016     | 2017     | 2018     | 2019     | 2020     |
|--------------------------|------------------|----------|----------|----------|----------|-----------|----------|----------|----------|----------|----------|
| Total Revenue            | € 200'000        | € 50'000 | € 50'000 | € 50'000 | € 50'000 | € 100'000 | € 75'000 | € 75'000 | € 75'000 | € 75'000 | € 75'000 |
| Total Cost               | € 150'000        |          |          |          |          |           |          |          |          |          |          |
| Net Profit               | € 50'000         | € 50'000 | € 50'000 | € 50'000 | € 50'000 | € 100'000 | € 75'000 | € 75'000 | € 75'000 | € 75'000 | € 75'000 |
| Present Value            | € 50'000         | € 45'045 | € 40'581 | € 36'560 | € 32'937 | € 59'345  | € 40'098 | € 36'124 | € 32'544 | € 29'319 | € 26'414 |
| <b>Net Present Value</b> | <b>€ 428'968</b> |          |          |          |          |           |          |          |          |          |          |

#### Part 2: Word-of-Mouth Economics

Average positive referrals per Promoter:       Detractor NCV  € 214'484  
 Average negative referrals per Detractor:       Average NCV € 428'968  
 One negative referral needs  or more positive counterweights      Promoter NCV  € 857'935  
 It takes  positive referrals to persuade prospect

Value of Promoter: € 1'572'881 (Promoter NCV + 5/3\*Average NCV)    € 857'935 + € 714'946  
 Value of Detractor: € -3'217'257 (Detractor NCV - 6\*4/3\*Average NCV)    € 214'484 - € 3'431'740

**Value of turning**      **Business Growth Threshold**  
**Detractor -> Promoter:** € 4'790'138      NPS = 34% (how many more promoters we need to outweigh detractors)

# Typical B2B WOM Economics

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- NPS > 34 % means growth in market share
  - ➔ Promoters outweigh detractors
  - ➔ Otherwise, competition will gain, sooner or later

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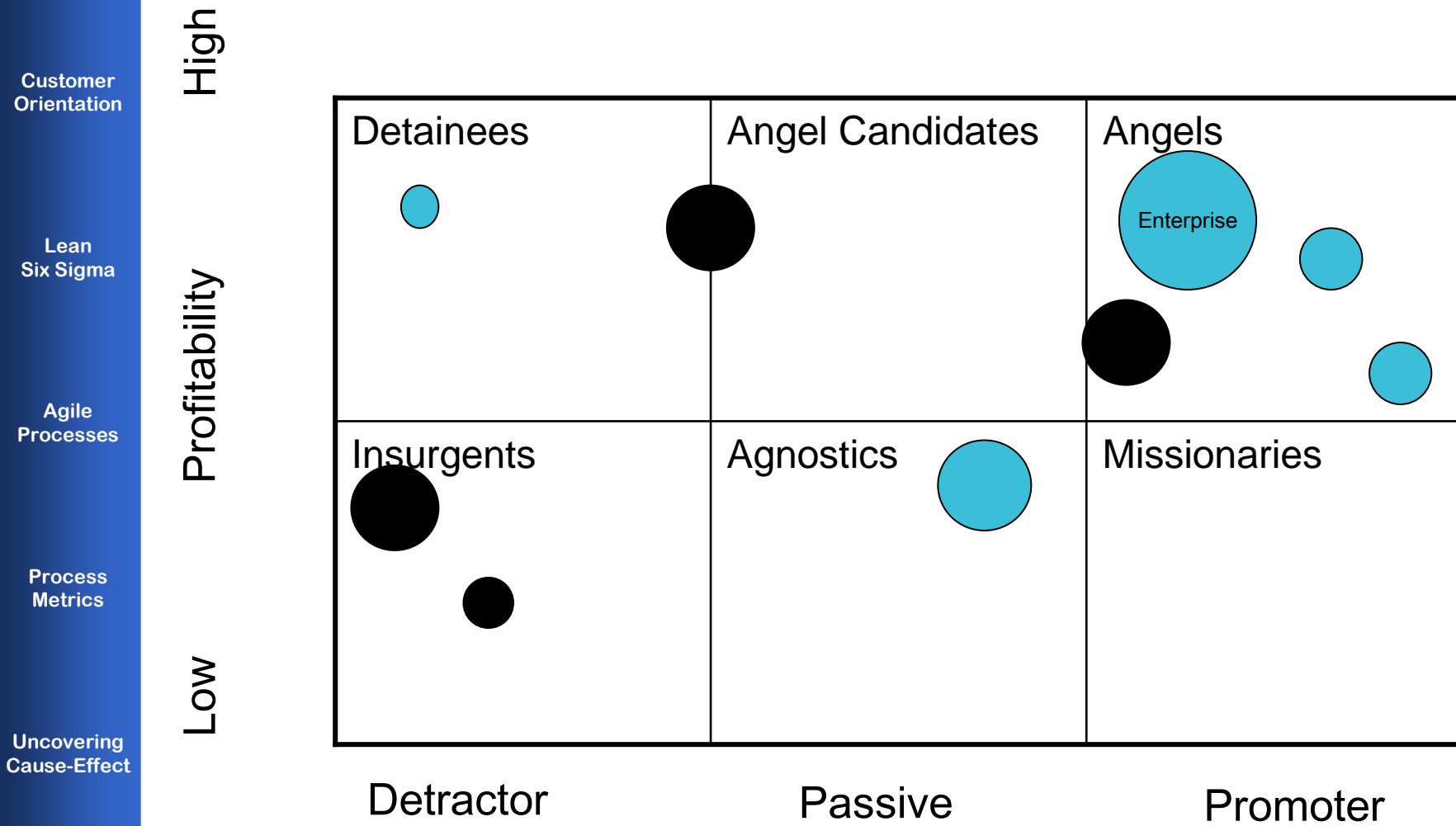
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## Business Growth Threshold

**NPS = 34%**

# Customer Priorities Map



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High

Profitability

Low

Detractor

Passive

Promoter

# What Can Be Done to Increase NPS?

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- Understand the Drivers for High NPS

- ➔ From relationship survey feedback
- ➔ From transactional surveys
  - After completing Sales, Licensing, Support, Project transactions
- ➔ Understand which Capabilities, Processes, and Qualities correlate with high NPS

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- Attack Root Causes

- ➔ Improve processes
  - Sales, Licensing, Support, Capabilities, and Qualities
- ➔ Institutionalize processes
  - Become predictable like a Swiss Clock!

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# Transfer Function Business Drivers → NPS

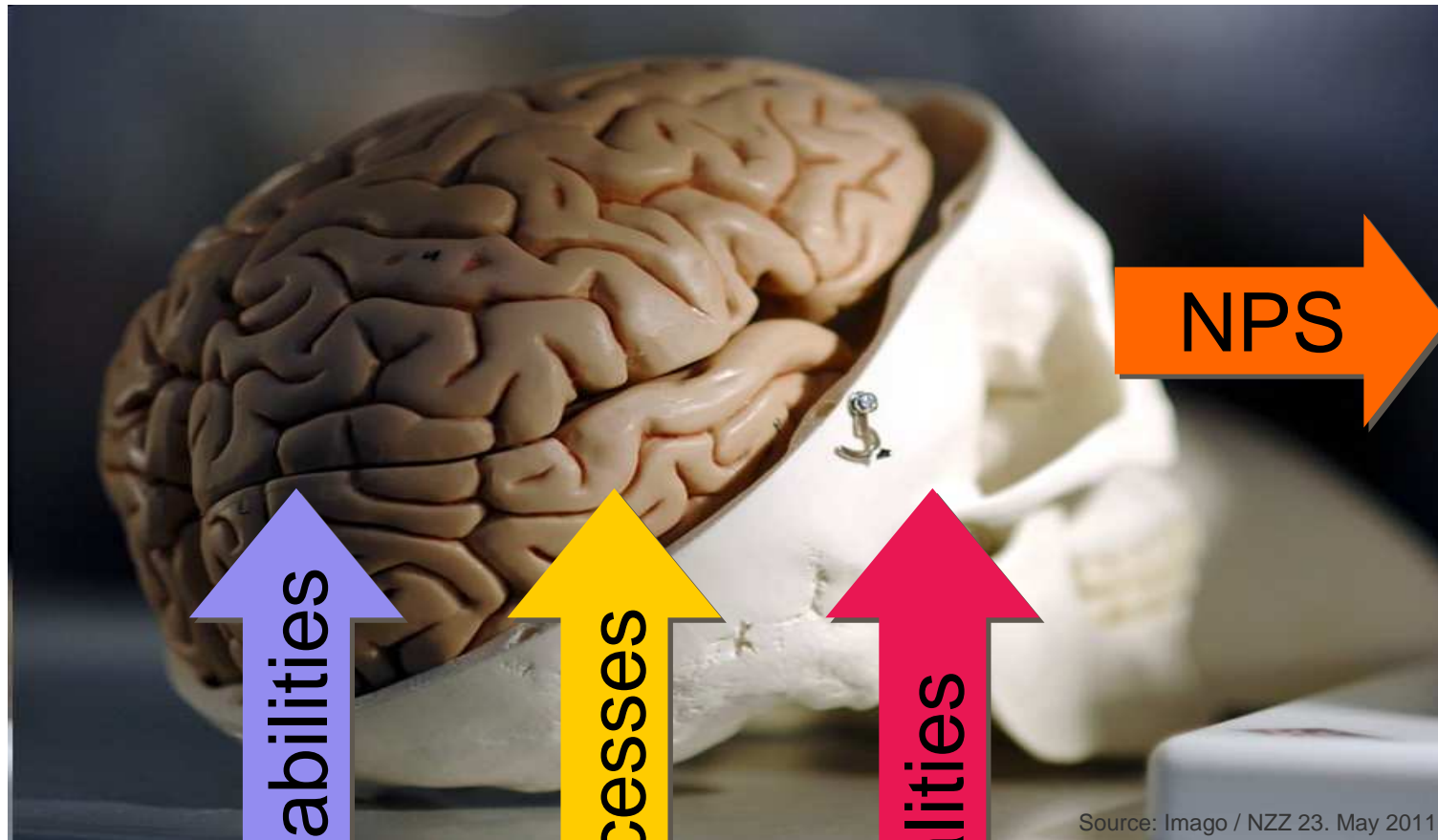
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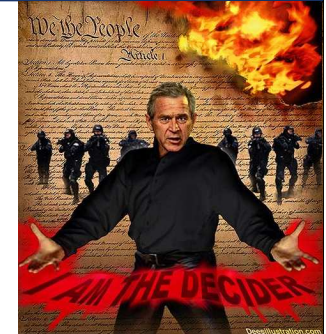
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Source: Imago / NZZ 23. May 2011

# Customer Segmentation



## ● Roles

- ➔ Deciders – Member of the Board
- ➔ Influencers – Production / IT / Management
- ➔ Users – User of Software or Service

## ● Industries

- ➔ Enterprises
  - Integrate software with their core business
- ➔ Factories
  - Use software for providing isolated services

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# NPS per Segment

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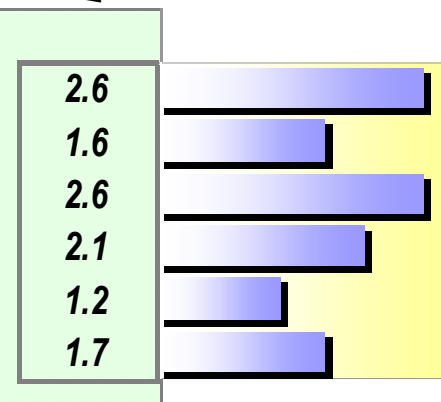
- Enterprise – Decider: NPS-E.1 50%
- Enterprise – Influencer: NPS-E.2 31%
- Enterprise – User: NPS-E.3 50%
- Factory – Decider: NPS-F.1 39%
- Factory – Influencer: NPS-F.2 23%
- Factory – User: NPS-F.3 31%

Segments equally weighted!

## Net Promoter Score Profile

|                          | Net Promoter Score              |
|--------------------------|---------------------------------|
| <b>NPS-E Enterprises</b> | NPS-E.1 Enterprise – Decider    |
|                          | NPS-E.2 Enterprise – Influencer |
|                          | NPS-E.3 Enterprise – User       |
| <b>NPS-F Factories</b>   | NPS-F.1 Factory – Decider       |
|                          | NPS-F.2 Factory – Influencer    |
|                          | NPS-F.3 Factory – User          |

NPS Profile



# Business Drivers (proposed)

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|                          | <i>Topics</i>                   | <i>Attributes</i>                            |
|--------------------------|---------------------------------|--|
| <b>BD-1 Capabilities</b> | BD-1.1 Capability - Management  | BD-1.1.1 Ability to track and manage actions |
|                          | BD-1.2 Capability - Integration | BD-1.2.1 Integrate with other applications   |
|                          | BD-1.3 Capability - Design      | BD-1.3.1 Appearance and relevance of output  |
| <b>BD-2 Processes</b>    | BD-2.1 License Policy           | BD-2.1.1 Licenses, contracts, T's & C's      |
|                          | BD-2.2 Ease of Doing Business   | BD-2.2.1 Support, responsiveness, competence |
| <b>BD-3 Qualities</b>    | BD-3.1 Product - Timeliness     | BD-3.1.1 Deliver new features in time        |
|                          | BD-3.2 Product - Reliability    | BD-3.2.1 High product quality, no bugs       |

- Capabilities
- Processes
- Qualities



# Verbatim Analysis

Customer Orientation

|           |   |
|-----------|---|
| <b>7</b>  | It depends on the type of application you're looking for  |
| <b>5</b>  | cost  |
| <b>10</b> | Easy to use - Just what we needed to optimize our process |
| <b>7</b>  | Zkvalitnění spolupráce v posledních měsících              |
| <b>7</b>  | Software hodnotím jako komplexně dobré řešení             |
| <b>10</b> | The software suite gives me the technology I need         |
| <b>8</b>  | Overall the product works as advertised and               |

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|    |   |   |    |   |  |    |
|----|---|---|----|---|--|----|
| -2 |   | 1 |    |   |  |    |
|    |   |   | -3 |   |  |    |
| 1  |   | 1 |    | 1 |  |    |
|    |   |   |    | 2 |  | 1  |
|    |   |   |    |   |  | 2  |
| 1  |   | 1 |    |   |  | 1  |
| 1  | 1 |   |    |   |  | -1 |

Importance: 3  
Satisfaction: -3

|                         |                          |                     |                |                        |                      |                       |
|-------------------------|--------------------------|---------------------|----------------|------------------------|----------------------|-----------------------|
| 44                      | 19                       | 68                  | 15             | 84                     | 13                   | 72                    |
| 32                      | 13                       | 64                  | -7             | 36                     | 7                    | 56                    |
| Capability - Management | Capability - Integration | Capability - Design | License Policy | Ease of Doing Business | Product - Timeliness | Product - Reliability |

Importance  
Satisfaction

# Verbatim Analysis

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## Importance Counting Method

- **Three points are assigned to each respondent, which can be distributed among the business drivers**
  - ➔ This rule forces the analyst to investigate into the response focus in the free text supplied by customers
  - ➔ Points can be distributed as follows:
    - 1–1–1 among three business drivers
    - 2–1 if one driver is strongly accentuated
    - 3–0 if the answer is single focused on one aspect only
  - ➔ Weak affirmation or answers too general can reduce the total number of points given to two or one
- The analysis returns a frequency metric that measures the importance given to each of the business drivers



# Verbatim Analysis

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## Satisfaction Counting Method

- **Each of the three points assigned for importance can become negative**
  - ➔ Their absolute total still not exceeding 3!
  - ➔ Missing satisfaction can yield negative impact on NPS
- **Both importance and satisfaction frequency metrics should explain the observed NPS**
  - ➔ Otherwise you have to assume that customers recommend what they don't deem important
  - ➔ Or they recommend despite not being satisfied



# Validation of Analysis

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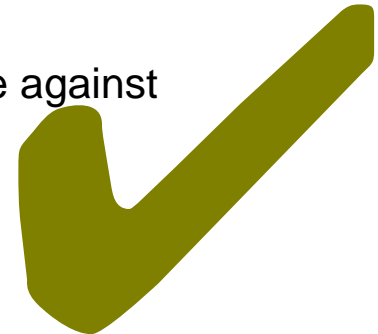
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- The profile of the response must explain the score
  - NPS measures whether people are inclined to recommend
    - Business Drivers must be important enough
    - Respondents must be satisfied with performance against business drivers
  
- What if score is not explained?  
What if Convergence Gap remains widely open?
  - Wrong Business Drivers selected, or
  - Verbatim not understood correctly
    - Needs time-consuming investigation, or
    - A different interpretation may close convergence gap



# Transfer Function

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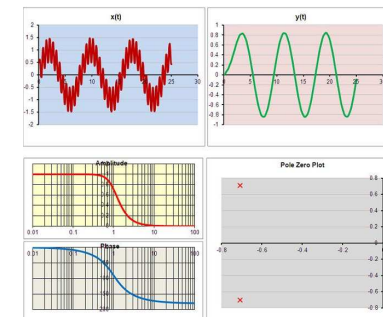
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- Transfer functions origin from analysis of systems such as single-input single-output filters
- In Design for Six Sigma, they are used for designing processes that deliver responses at defined variability levels
  - ➔ They describe how a profile vector  $\underline{x}$  of controls impacts the response profile vector  $\underline{y}$  of the process:  $\underline{y} = \mathcal{T}(\underline{x})$
- The process under question is the survey process  $\mathcal{T}$ 
  - ➔ The controls are the Business Drivers
  - ➔ The observed response is the Net Promoter Score (NPS)



# Prediction and Transfer Function

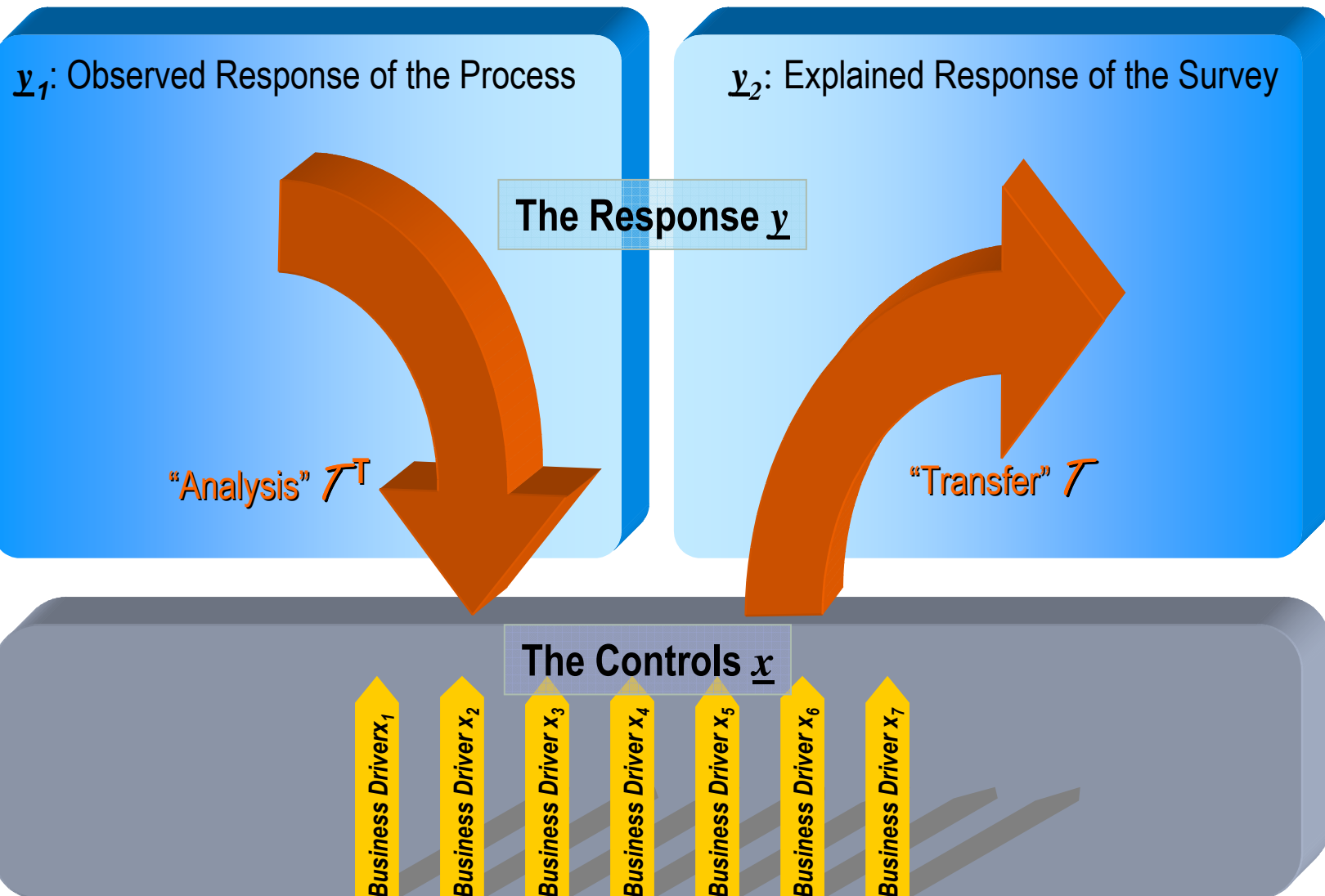
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# Finding Eigenvectors

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- The so-called “Annihilator” method
  - ➔ Intersects the vector space with its **Dual Vector Space**
    - i.e., the vector space spanned up by the transposed base vectors of the original vector space
  - ➔ Matrices in the dual vector space are **transposed**
  - ➔ Dual vector spaces are a powerful concept for analyzing behavior and topology of multilinear vector spaces

$$\mathcal{T} = \begin{bmatrix} \tau_{1,1} & \tau_{1,2} & \cdots & \tau_{1,m} \\ \tau_{2,1} & \tau_{2,2} & \cdots & \tau_{2,m} \\ \cdots & \cdots & \cdots & \cdots \\ \tau_{n,1} & \tau_{n,2} & \cdots & \tau_{n,m} \end{bmatrix} \quad \xrightarrow{\text{transposition}} \quad \mathcal{T}^T = \begin{bmatrix} \tau_{1,1} & \tau_{2,1} & \cdots & \tau_{n,1} \\ \tau_{1,2} & \tau_{2,2} & \cdots & \tau_{n,2} \\ \cdots & \cdots & \cdots & \cdots \\ \tau_{1,m} & \tau_{2,m} & \cdots & \tau_{n,m} \end{bmatrix}$$

- $\mathcal{T} \bullet \mathcal{T}^T$  is a positive, rectangular matrix that has Eigenvalues  $\lambda$  and thus Eigenvectors  $\underline{y}$ :  $[\mathcal{T} \bullet \mathcal{T}^T](\underline{y}) = \mathcal{T}(\mathcal{T}^T(\underline{y})) = \lambda \underline{y}$

# The Convergence Gap

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- The **Convergence Gap** describes how much the achieved response from a Transfer Function  $\mathcal{T}$  differs from the observed response

$$\| \underline{y} - \mathcal{T}(\mathcal{T}^T(\underline{y})) \|$$



- The profile  $\underline{y}$  is called a **Decision Metrics** for the Transfer Function  $\mathcal{T}$  if there is an  $\varepsilon > 0$  such that the vector distance  $\| \underline{y} - \mathcal{T}(\mathcal{T}^T(\underline{y})) \| < \varepsilon$

# Attenuation of the Verbatim Signal

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- Neutrals add a verbatim to their score, but the metric collapses the referral scores onto two percentages
- High ratio of neutrals dampens the NPS while their verbatim signal is the same as from low ratio
  - ➔ Absorb the excess verbatim signal that originates from the total number of points given during verbatim analysis

| Promotors | Neutrals | Detractors | Total | NPS | Signal Strength | Attenuation Factor | Adjusted Strength |
|-----------|----------|------------|-------|-----|-----------------|--------------------|-------------------|
| 133       | 0        | 67         | 200   | 33% | 600             | 1.00               | 600               |
| 90        | 77       | 33         | 200   | 29% | 600             | 0.62               | 369               |
| 67        | 100      | 33         | 200   | 17% | 600             | 0.50               | 300               |
| 44        | 133      | 22         | 200   | 11% | 600             | 0.33               | 200               |

# Analysis – Importance

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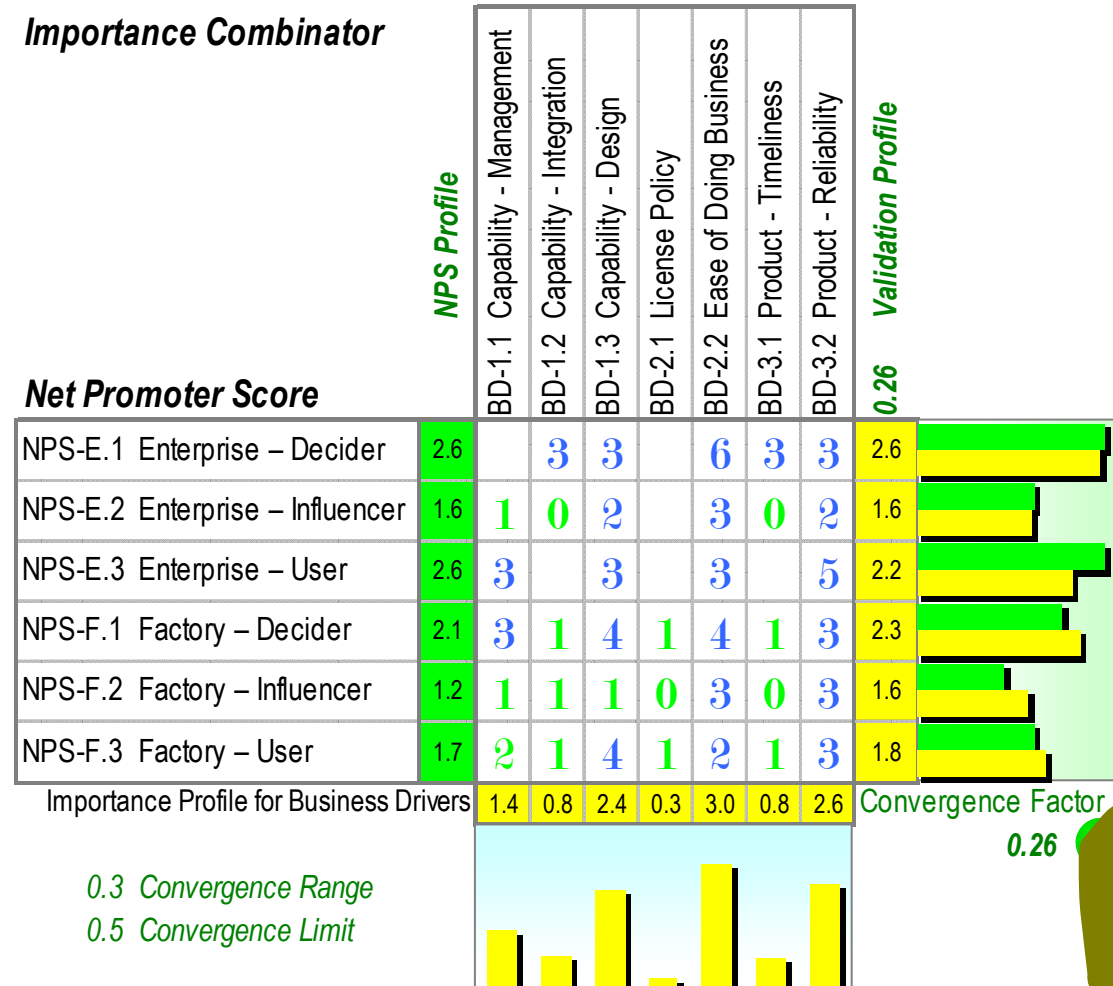
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## Business Drivers Importance Combinator

## Business Drivers



# Analysis – Satisfaction

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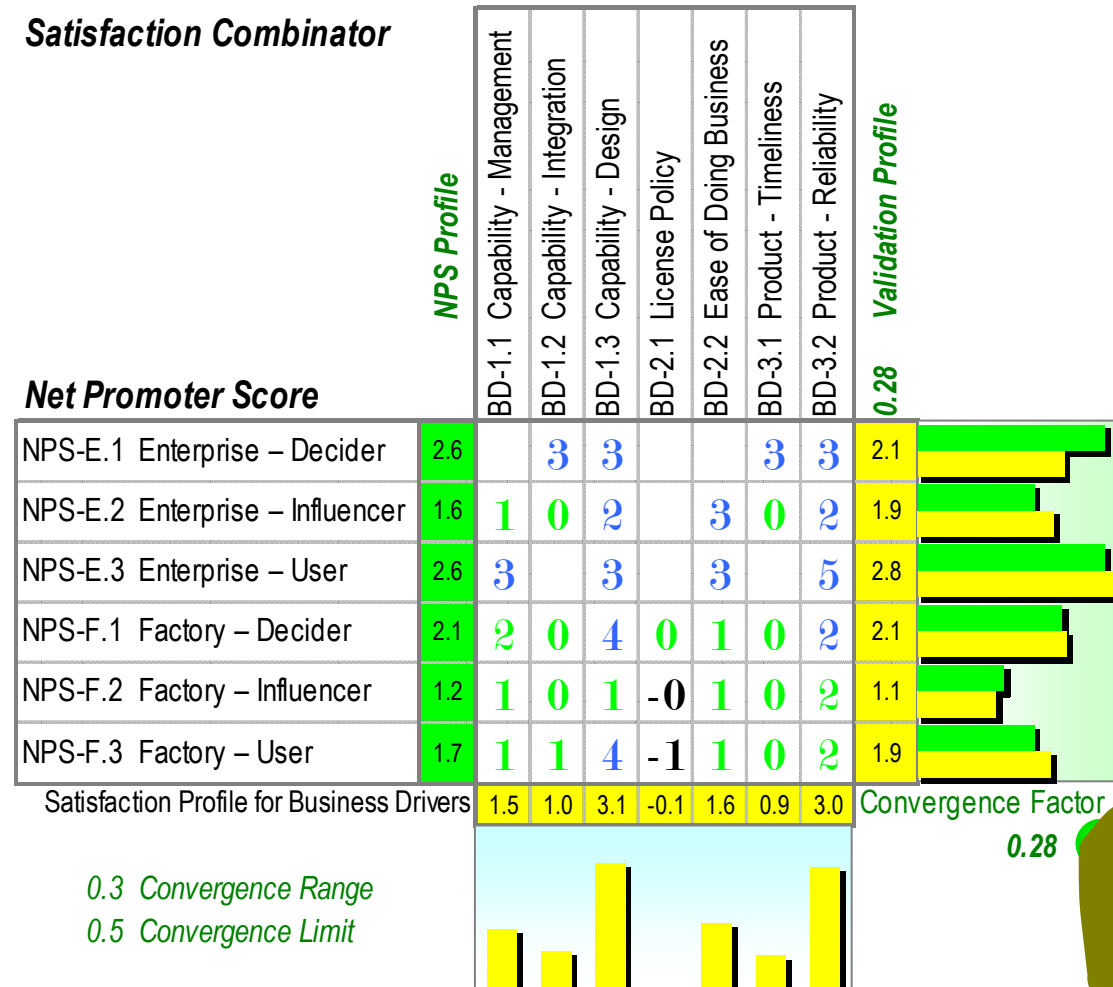
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## Business Drivers Satisfaction Combinator

## Business Drivers



# Compare Importance and Satisfaction

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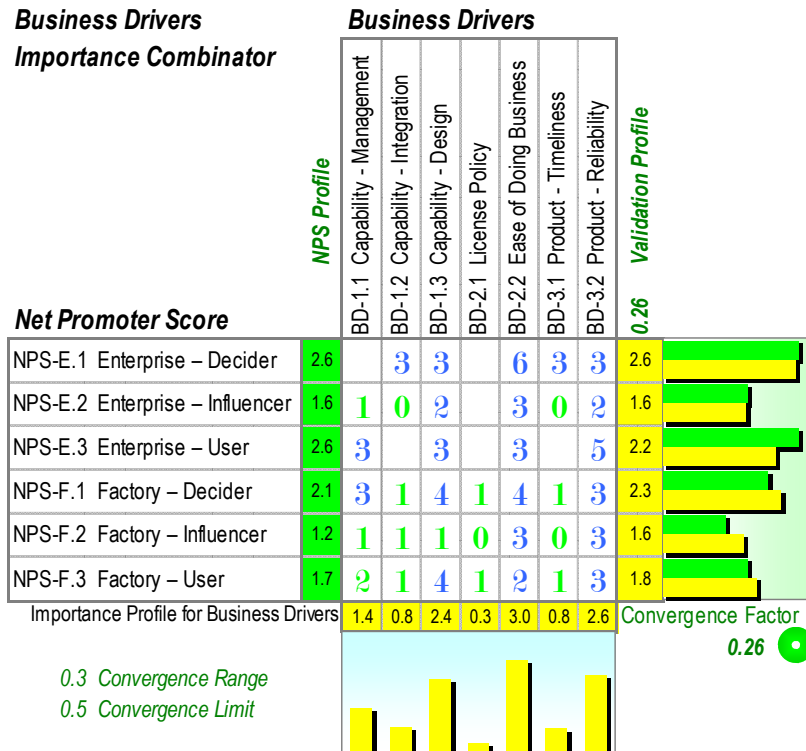
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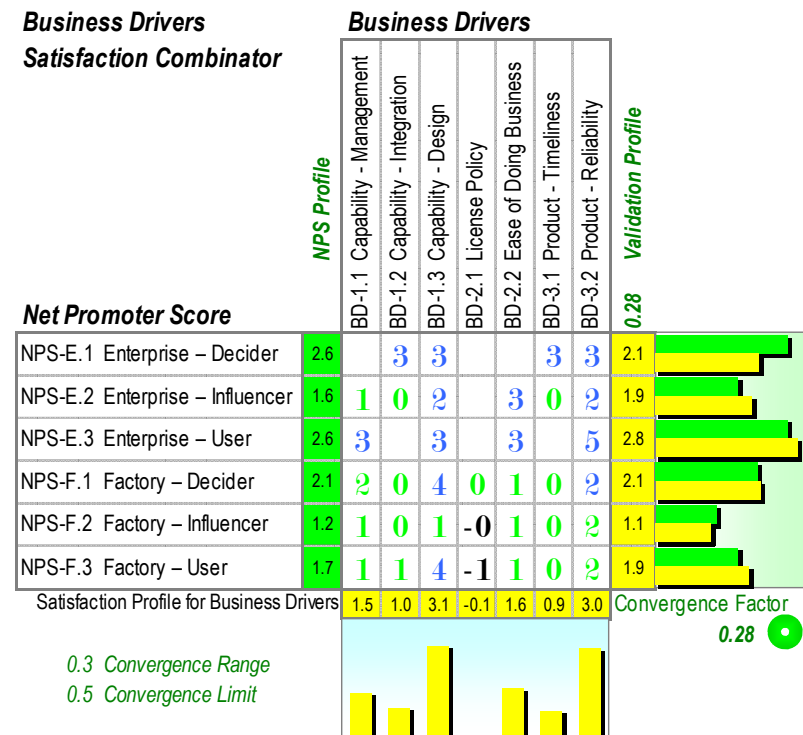
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## Business Drivers Importance Combinator



## Business Drivers Satisfaction Combinator



Problem with Licensing

Problem with Ease of Doing Business

# Measurement Errors?

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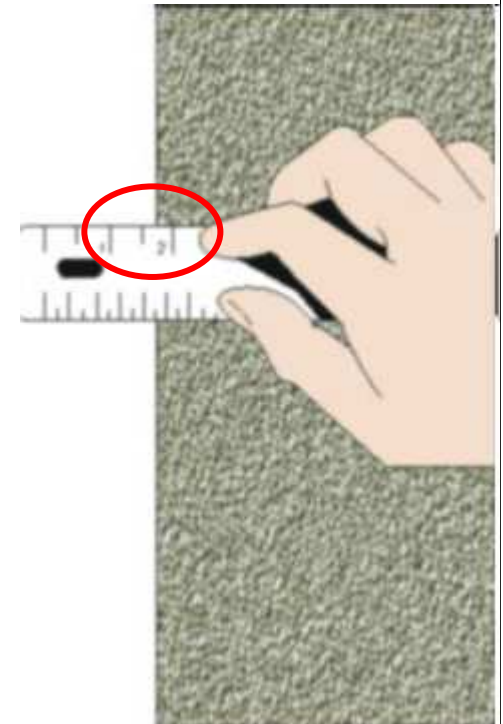
- What happens of
  - ➔ Verbatim Analysis is wrong?
  - ➔ Business Driver Selection is wrong?

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# Measurement Errors in the Verbatim Analysis

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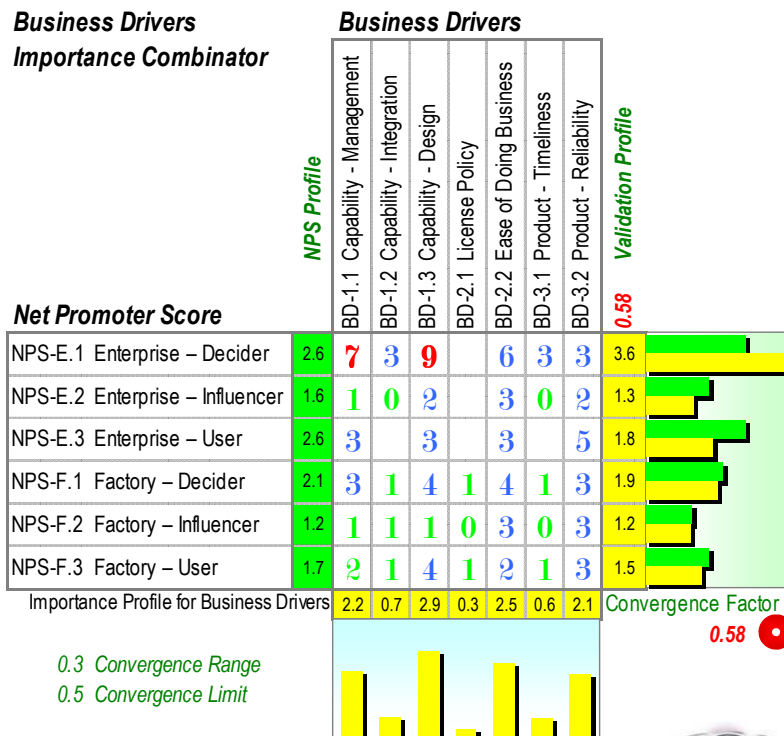
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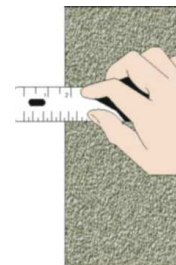
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**Business Drivers Importance Combinator**



- The convergence gap identifies measurement errors
  - ➔ There is room for interpretation
  - ➔ Wrong interpretation causes convergence gap to open
- For instance
  - ➔ Counting a verbatim as high importance that wasn't meant that way causes the signal becoming too strong
  - ➔ Consequence: the convergence gap opens



# Invalid Analysis – Wrong Business Driver

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- Replacing
  - ➔ BD-2.1: License Policy
- by
  - ➔ BD-2.a: Support Policy
- Support is mentioned often in conjunction with BD-2.2: ‘Ease of Doing Business’ but with different wording by deciders and influencers
- Thus BD-2.2 and BD-2.a both filter the same signal, loosing the BD-2.1 ‘License’
  - ➔ Analysis no longer valid

**Business Drivers Importance Combinator**

**Business Drivers**

| Net Promoter Score                      | NPS Profile                    |                                 |                            |                       |                               |                             |                              | Validation Profile |     |
|---|--------------------------------|---------------------------------|----------------------------|-----------------------|-------------------------------|-----------------------------|------------------------------|--------------------|-----|
|   | BD-1.1 Capability - Management | BD-1.2 Capability - Integration | BD-1.3 Capability - Design | BD-2.a Support Policy | BD-2.2 Ease of Doing Business | BD-3.1 Product - Timeliness | BD-3.2 Product - Reliability |                    |     |
| NPS-E.1 Enterprise – Decider            | 2.6                            | 3                               | 3                          | 6                     | 6                             | 3                           | 3                            | 2.8                |     |
| NPS-E.2 Enterprise – Influencer         | 1.6                            | 1                               | 0                          | 2                     | 6                             | 3                           | 0                            | 2.1                |     |
| NPS-E.3 Enterprise – User               | 2.6                            | 3                               |                            | 3                     |                               | 3                           | 5                            | 1.7                |     |
| NPS-F.1 Factory – Decider               | 2.1                            | 3                               | 1                          | 4                     | 1                             | 4                           | 1                            | 3                  | 1.9 |
| NPS-F.2 Factory – Influencer            | 1.2                            | 1                               | 1                          | 1                     | 6                             | 3                           | 0                            | 3                  | 2.0 |
| NPS-F.3 Factory – User                  | 1.7                            | 2                               | 1                          | 4                     | 1                             | 2                           | 1                            | 3                  | 1.5 |
| Importance Profile for Business Drivers | 1.3                            | 0.8                             | 2.1                        | 2.3                   | 2.7                           | 0.7                         | 2.3                          | 0.54               |     |

0.3 Convergence Range  
0.5 Convergence Limit



# Conclusion

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- NPS Surveys are popular because
  - ➔ Only the 'Ultimate Question'
  - ➔ Short and Flexible
- Analyzing NPS is more demanding than traditional survey
  - ➔ Six Sigma Eigenvector Theory provides suitable technique
- The real benefit is
  - ➔ You learn from the customer the Unexpected
  - ➔ Opportunity to improve both
    - **Processes**, and
    - **Product**

*Now we understand  
customer's business goal!  
From just one question*



# Questions?

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# Backup

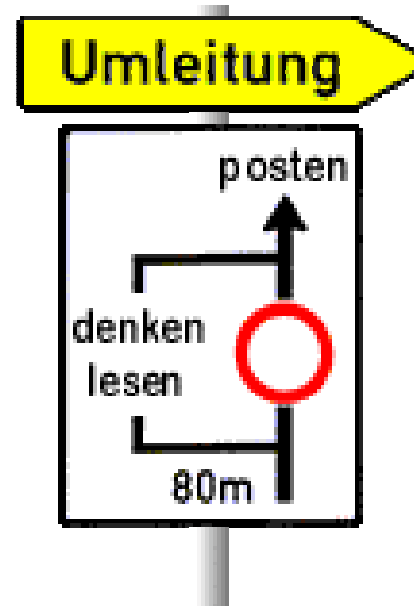
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# Validation of the Transfer Function

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- The Response is known
  - ➔ By measurement – customer preferences
  - ➔ By business strategy decisions
- The verbatim analysis must be validated
  - ➔ It defines the Transfer Function
  - ➔ Analysis contains measurement errors
    - Verbatim Analysis produces a solution profile
    - Solution profile must explain the observed measurements
  - ➔ Dual Vector Space:
    - Eigenvector of  $\mathcal{T} \cdot \mathcal{T}^T$  eliminates measurement errors
- The Controls are measurable; validated profile compares with
  - ➔ Functional Size of Capabilities
  - ➔ Total Effort spent on Qualities
  - ➔ Total Cost of Processes

$$\mathcal{T}(\underline{\mathbf{x}}) = \underline{\mathbf{y}}$$

# Eigenvector of a Transfer Function $\mathcal{T}$ – Math!

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- The goal profile  $\underline{y} = \langle y_1, y_2, \dots, y_m \rangle$  describes business goals
- Solution with profile  $\underline{x} = \langle x_1, x_2, \dots, x_n \rangle$  such that  $\mathcal{T}(\underline{x}) = \underline{y}$  is requested
- **Quality is linear:**
  - ➔ Thus  $\mathcal{T}$  can be written as an  $n \times m$  matrix
  - ➔ The transpose  $\mathcal{T}^T$  is an  $m \times n$  matrix
- Note  $\mathcal{T} \bullet \mathcal{T}^T$  is a square matrix ( $m \times m$ );  $[\mathcal{T} \bullet \mathcal{T}^T](\underline{y}) = \mathcal{T}(\mathcal{T}^T(\underline{y}))$ ,  $\forall \underline{y}$
- Note that  $\mathcal{T} \bullet \mathcal{T}^T$  is not the Identity function!
  - ➔ Since cause/effect cannot be reversed!
- An **Eigenvector**  $\underline{y}$  fulfills the equation
 
$$[\mathcal{T} \bullet \mathcal{T}^T](\underline{y}) = \lambda \underline{y}$$
  - ➔  $\lambda$  is a scalar number; we can set it to  $\lambda = 1$  by normalization
  - ➔ If  $\underline{y}$  is an Eigenvector then  $\underline{x} = \mathcal{T}^T(\underline{y})$  is the solution!
- We need to know how good the solution  $\underline{x}$  is for the goal  $\underline{y}$
- The vector distance  $\| \mathcal{T}(\underline{x}) - \lambda \underline{y} \|$  is called the **Convergence Gap**
- A small Convergence Gap means a good prediction, because
  - ➔ It can be repeated!  $[\mathcal{T} \bullet \mathcal{T}^T](\underline{y}) = [\mathcal{T} \bullet \mathcal{T}^T]([\mathcal{T} \bullet \mathcal{T}^T](\underline{y}))$  is decision metrics!



# Eigenvector of a Transfer Function $\mathcal{T}$ – Easy!

Customer  
Orientation

Lean  
Six Sigma

Agile  
Processes

Process  
Metrics

Uncovering  
Cause-Effect

- The customer knows what he wants:  $\underline{y}$ 
  - ➔ The NPS response profile
- Business knows their business domain
  - ➔ They know how  $\mathcal{T}$  works on controls  $\underline{x}$ !
  - ➔ They know how  $\underline{x}$  transforms into referrals  $\mathcal{T}(\underline{x})$
- Does  $\mathcal{T}(\underline{x})$  meet NPS Survey Response  $\underline{y}$ ?
  - ➔ Look at the difference between  $\underline{y}$  and  $\mathcal{T}(\underline{x})$ !
- This is the **Convergence Gap**  $\|\underline{y} - \mathcal{T}(\underline{x})\|$ 
  - ➔ This is a measurement for process consistency!
  - ➔ This measurement **validates** the verbatim analysis

*We can predict whether  
we will meet customer's  
business goal!*

