

## Theoretical foundations on Customer Experience (customer experience, NPS, CSAT, CES, Service Balcony, Journey Map)

Sustentos teóricos sobre Customer Experience (customer experience, NPS, CSAT, CES, Balcón de servicio, Journey Map)

Carlos Ermel Bourne Gastezzi\*  
Martha María Fernández Rodríguez\*  
Andrés Castillo\*

### ABSTRACT

A result of the Balcony of Services research project was presented to optimize Customer Experience at the Tecnológico Universitario Espíritu Santo (TES). It responded to the problem of failure to identify opportunities or weaknesses that students face in the educational and administrative services offered by TES, which can affect their educational experience, and was instrumental in understanding and improving student satisfaction. To this end, the specific objectives that were desired to be achieved with the measurement system were defined, among which the following stand out: general customer satisfaction, identifying areas of improvement in the service or evaluating the impact of the improvement initiatives that are implemented. Based on them, the metrics that will help measure the customer experience are determined. Some common metrics include Net Promoter Score (NPS), customer satisfaction (CSAT), customer loyalty, and customer retention. These metrics respond to the industry and specific objectives and will be supported theoretically in this

\* MSc. Instituto Superior Tecnológico Espíritu Santo, con condición de universitario, Guayaquil, Ecuador, cebourne@tes.edu.ec, <https://orcid.org/0000-0001-9785-9126>

\*MSc. Instituto Superior Tecnológico Espíritu Santo, con condición de universitario, Guayaquil, Ecuador mmfernandez@tes.edu.ec, <https://orcid.org/0000-0002-4765-7419>

\*MSc. Instituto Superior Tecnológico Espíritu Santo, con condición de universitario, Guayaquil, Ecuador, aecastillo@tes.edu.ec, <https://orcid.org/0009-0004-5300-6761>

JOURNAL OF BUSINESS  
and entrepreneurial  
**studies**

ISSN: 2576-0971



Atribución/Reconocimiento-NoComercial- CompartirIgual 4.0 Licencia  
Pública Internacional — CC

**BY-NC-SA 4.0**

<https://creativecommons.org/licenses/by-nc-sa/4.0/legalcode.es>

Journal of Business and entrepreneurial  
April - June Vol. 8 - 2 - 2024  
<http://journalbusinesses.com/index.php/revista>  
e-ISSN: 2576-0971  
[journalbusinessentrepreneurial@gmail.com](mailto:journalbusinessentrepreneurial@gmail.com)  
Receipt: 29 October 2023  
Approval: 08 December 2023  
Page 10-21

article. The research is theoretical based on theoretical methods such as: analysis and synthesis, induction and deduction from the abstract to the concrete.

**Keywords:** Theoretical support, Customer Experience, Service Balcony

## RESUMEN

Se presentó un resultado del proyecto de investigación Balcón de servicios para optimizar Customer Experience en el en el Tecnológico Universitario Espíritu Santo(TES). Respondió al problema de la falta de identificación de oportunidades o debilidades que enfrentan los estudiantes en los servicios educativos y administrativos ofrecidos por el TES, lo cual puede afectar su experiencia educativa, y fue fundamental para comprender y mejorar la satisfacción de los estudiantes. Para ello, se definieron los objetivos específicos que se deseaban lograr con el sistema de medición entre los que se destacan: la satisfacción general del cliente, identificar áreas de mejora en el servicio o evaluar el impacto de las iniciativas de mejora que se implementen. En función de los mismos se determinan las métricas que ayudarán a medir la experiencia del cliente. Algunas métricas comunes incluyen el Net Promoter Score (NPS), la satisfacción del cliente (CSAT), la lealtad del cliente y la retención de clientes. Dichas métricas responden a la industria y objetivos específicos y serán sustentadas teóricamente en este artículo. La investigación es de tipo teórica sustentada en métodos teóricos como: análisis y síntesis, inducción y deducción de lo abstracto a lo concreto.

**Palabras clave:** Sustentos teóricos, Customer Experience, Balcón de servicio

## INTRODUCTION

In the current context, providing a quality educational experience has become a fundamental objective for educational institutions. In particular, at Tecnológico

Universitario Espíritu Santo (TES), the need has been identified to improve the students' experience, both in educational and administrative aspects, in order to guarantee their satisfaction and academic success.

The main objective of this research project is the implementation of a measurement system based on the Customer Experience at TES. It seeks to identify the opportunities and weaknesses experienced by students in relation to the services offered, in order to improve their educational and administrative experience.

In this article, it is proposed to investigate the theoretical foundations related to Customer Experience in a way that serves as a support for the implementation of the Service Balcony.

Customer experience refers to the perceptions, emotions and opinions that a customer has during all the interactions they have with a company or brand throughout their life cycle. This includes everything from the first contact with the company to post-sales and ongoing support. A positive customer experience involves meeting their needs, exceeding their expectations and providing exceptional service.

The importance of customer experience has been widely recognized in the field of marketing and business management. Much research and studies have focused on understanding how companies can improve customer experience to drive satisfaction, loyalty and business growth (Kalbach, 2016). KPIs (Key Performance Indicators) or Key Performance Indicators are metrics used to measure an organization's performance and progress toward its strategic goals. KPIs are specifically selected based on aspects critical to business success and are used to assess performance and effectiveness in key areas (Parmenter, 2019). NPS (Net Promoter Score) is a metric used to measure customer loyalty and satisfaction towards a company or brand. It is based on a simple question, "On a scale of 0 to 10, how likely would you be to recommend our company/product/service to a friend or colleague?" Customers are divided into three categories based on their responses: promoters (9-10), passives (7-8) and detractors (0-6). NPS is calculated by subtracting the percentage of detractors from the percentage of promoters (Bahre S. , 2022).

CSAT (Customer Satisfaction Score) refers to customer satisfaction score and is a metric used to measure the level of customer satisfaction with respect to a given product, service or experience. This metric is obtained through surveys or questionnaires in which customers are asked to rate their satisfaction on a predefined scale.

The CSAT is a useful tool for companies to assess the level of customer satisfaction and identify areas for improvement. By measuring customer satisfaction, organizations can take steps to address customer concerns and improve the quality of their products or services (Manlio Del Giudice, 2018) .

CES (Customer Effort Score) is a metric used to measure the effort that customers must make to interact with a company, product or service. It is based on the idea that reducing

customer effort in their interactions with a company can generate greater satisfaction and loyalty (Matthew Dixon, 2013).

A journey map, also known as a customer experience map, is a visual representation that shows a customer's complete journey through all interactions with a company, product or service. It provides a holistic view of the customer experience, from the first point of contact to the post-sales stage, and allows for the identification of improvement opportunities and pain points along the journey (Kalbach, 2016).

Detractors refer to customers who have had a negative or unsatisfactory experience with a company, product or service, and who have a high likelihood of issuing negative feedback or not recommending the company to others. Detractors can have a significant impact on a company's reputation and its ability to retain and attract customers (Bahre S. , 2022).

In the context of Net Promoter Score (NPS), neutral customers are those who have had a satisfactory experience but are not necessarily excited or engaged with a company, product or service. They have a neutral attitude and are less likely to share positive or negative feedback (Bahre S. , 2022).

Promoters refer to customers who have had a highly satisfactory experience with a company, product or service, and who have a high likelihood of recommending it positively to others. Promoters are considered brand advocates and can be a valuable source of referrals and advocacy (Bahre S. , 2022).

In the context of digital marketing, advocates play a key role in promoting a brand and generating customer loyalty. The circular cycle of promoters refers to the process by which satisfied customers become promoters of a brand, positively influencing other consumers and thus generating a virtuous circle of recommendations and loyalty (Diaz, 2019, citing Deloitte, 2017).

The term "service balcony" is used to refer to an approach to customer service that involves enabling and empowering employees to make decisions and solve problems quickly and effectively without having to constantly rely on supervision or approval from superiors.

Rather than following a traditional hierarchical approach, where customer inquiries and issues are escalated through multiple levels of management, the service balcony concept promotes autonomy and decentralized decision making in front-line employees. This allows for a more agile and efficient response to customer needs, providing quality service and generating greater satisfaction.

## **MATERIALS AND METHODS**

The research is theoretical, guided by theoretical methods related to analysis and synthesis, induction and deduction and logical history that allowed a theoretical journey Customer Experience (customer experience, NPS, CSAT, CES, Service Balcony, as a theoretical background for the design of the Service Balcony to optimize Customer Experience in the TES.

Students and teachers of the Gastronomy career of the Instituto Superior Tecnológico Universitario Espíritu Santo participated. The Net Promoter Score (NPS) has become, since its creation in 2003, the main indicator of customer loyalty for companies. After an exhaustive study, Fred Reichheld, creator of the NPS, proved that recommending a product, service or brand to people close to us is the behavior that best reflects customer loyalty. When we recommend our loved ones or people close to us, we seek to enrich the lives of others by sharing a good experience. We do not do it lightly, we do it with conviction, our own reputation comes into play.

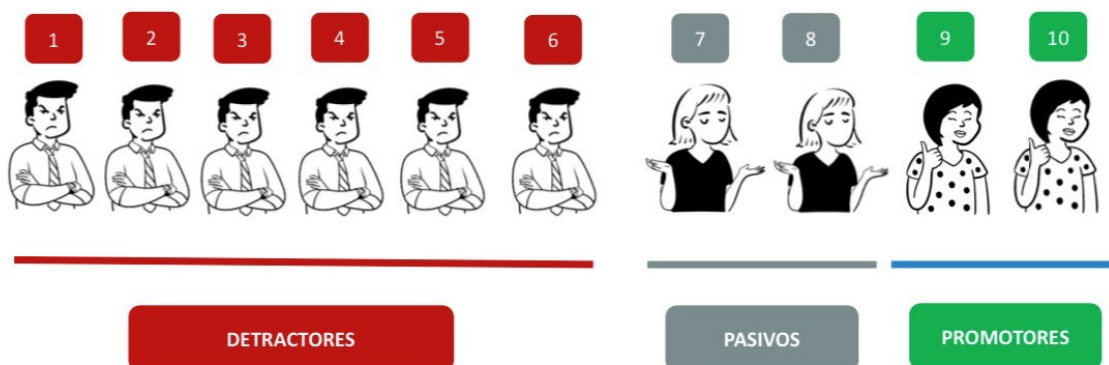
It was thanks to this study that the NPS was born, which consists of a single but powerful question:

"From 1 to 10, how likely are you to recommend (brand name) to family and friends?"

## RESULTS

Those who give a probability of 9 or 10 are the promoters, who will really look for any opportunity to recommend and speak well of the brand, from their own experience. On the other hand, those who give a probability of 6 or less are the detractors. They are also going to talk about the brand, but to highlight negative aspects or share a bad experience.

**Figure 1.** Net Promoter Score (NPS)



Source: Authors

What about those who gave a probability of 7 -8? This group is called "passive", they are not dissatisfied, but they are not enthusiastic either. Do we want passive, lukewarm, unenthusiastic customers, even if they consider the product or service to be good? The answer is easy: No! We want enthusiastic promoters who bring new customers to the company.

The formula for calculating the indicator is simple

**Figure 2** formula for calculating the indicator



Source: Authors

There is a lot to analyze in this equation. Is the NPS the result of many liabilities, which are not even considered in the equation, or of many detractors that could even lead to a negative NPS. How many more promoters vs. detractors does the company have, and how does this change with time and actions taken?

While there are industry NPS against which companies belonging to the same industry can be compared, this should be a more personal indicator, i.e., it should reflect how well our company is doing, either improving or sustaining customer loyalty.

Brands with high NPS, I can mention some like Amazon, Apple, American Express, Southwest Airlines and Jet Blue. What do all these brands have in common? They seek to enrich the lives of their customers! Yes, that's the same thing we do when we recommend something to our friends and family.

This is the real purpose of NPS: "To understand how well we are succeeding in enriching the lives of our customers."

According to a recent survey conducted by Bain & Company it was shown that only 10% of business leaders believe that the main purpose of business is to maximize customer value. While there is a lot of talk these days about customer-centric companies, the reality is that most continue to focus on profit. Not that the desire for good profits is a bad thing, but when they come from our customer advocates, it is even better because they are profits that are sustained over time and in times of crisis.

One of the most important roles of the NPS is to help managers or business leaders to build and foster a customer-centric culture, looking for ways to add value. Loyalty involves investing time and resources in building long-term relationships.

Properly implemented NPS reveals how consistent the company is in adding value and loving its customers. It is an indicator that should inspire and motivate, driving the company to want to serve its customers better.

As Fred Reichheld himself would say in his most recent book "Winning on Purpose", the NPS equation should be interpreted like this:

**Figure 3.** Way to interpret equation.



Source: Fred Reichheld

"Customer experience is an increasingly popular term in the corporate environment, especially with respect to strategy and long-term planning.

CX, for short, refers to how the customer perceives the brand, depending on what their total exposure to it has been like. It is the sum total of each person's perception of your organization. Unlike customer service or customer relationship management, CX is not directly related to a single or specific sector of the company.

The overall context of each customer's experience is determined by the actions of the company: it depends on its product or service, the messages it sends, and the interactions during the sale and in subsequent stages. But ultimately, how those touch points are experienced is up to the customer. It is not something the company can control (although it can certainly work to influence it). Instead, it is defined by the customer and their customer journey.

In this day and age where everything is shared via social media, it is critical to the success of brands to invest in new technologies and ways to control what is said about them."

KPI's, an acronym for Key Performance Indicators, are metrics used to quantify objectives that reflect the strategic performance of digital marketing campaigns. They are indicators directly linked to objectives that are usually defined in percentage values. Choosing the right KPIs or performance indicators is based on a good understanding of what is important to the organization and this often depends on the department that is measuring performance. For example, the KPIs useful for financing will be very different from the KPIs assigned to sales.

The SMART rule applies to them, as it is considered that they should be specific, measurable, achievable, relevant and time-bound (a time frame for the achievement of the target must be given).

NPS



The Net Promoter Score is an indicator used in customer experience programs. It is used to determine customer loyalty to a company. It is measured through a survey that has a single question and is reported with a number ranging from -100 to +100. The goal, naturally, is to obtain a higher score.

NPS is often considered the gold standard of customer experience. It was created in 2003 by Bain and Company. Today, millions of companies use it to measure how their customers perceive them.

To measure customer perception, it is based on a single question:

How likely are you to recommend [the organization/product/service] to a friend or co-worker?

How satisfied a customer is with a company's products or services depends on a multitude of factors. However, customer satisfaction is primarily determined by comparing the customer's expectations with the degree to which the company meets these expectations.

As this is a very important element for the success and stability of a company, it is essential to measure and evaluate customer satisfaction on a regular basis in order to obtain information that will enable us to take appropriate action. One indicator that helps us to do this is the CSAT value. This indicator, whose name derives from Customer Satisfaction, expresses the level of customer satisfaction in the form of a percentage.

The CES (Customer Effort Score) is the customer effort rate or customer effort indicator. This indicator is a key figure that can be determined with the help of a customer satisfaction survey. The focus is on the degree of effort a customer has to make in order to clarify a concern or problem with a company. This includes queries, problems or questions that may be related to products or services or even to the purchasing process as such (e.g. use of the online store).

The customer journey map is a customer experience management tool that allows you to map each of the stages, interactions, channels and elements that a customer goes through during the entire purchase cycle. All the customer's steps on the way to the product must be analyzed in order to recognize and amplify the positive moments in the user experience (UX) on the one hand, and identify and eliminate the negative moments on the other.

A detractor will proactively seize any opportunity to dissuade people from using your product or service. They tend to speak louder than promoters and can have a very negative impact on your overall NPS score.

Neutrals



A passive person is likely to have liked your product or service, but it was not a success. They may mention it in the right context, but are unlikely to personally endorse it as the best product available on the market.

Communication becomes an essential strategic element for customer service, as it plays a key role in expanding the customer base, generating loyalty, motivating employees and conveying the quality standards that need to be implemented. As stated by (Silva, 2016), communication is the key means that allows us to occupy a relevant place in the minds of our consumers

Promoters are highly satisfied customers who act as active advocates and ambassadors of a company or brand. These customers are so impressed with the experience they have had that they are willing to enthusiastically recommend the products or services to others, whether they are friends, family or even through their social networks.

Improving the customer experience through proper investment presents numerous benefits, such as strengthening the brand, increasing customer loyalty, and reducing churn and churn. As noted by (Diaz, 2019), this improvement also inspires customers to become brand advocates, which in turn contributes to increased sales due to positive word-of-mouth. According to Wen Lou et al. (2018), this strategy of improving customer experience has a significant impact on company growth and success.

## CONCLUSIONS

In conclusion, the "service balcony" is a strategic concept within the customer experience that represents a company's perspective and approach to providing exceptional customer service across all touch points and communication channels. The "balcony" metaphor suggests that the company is positioned in an elevated position to constantly observe and monitor customer interactions.

From this "balcony", the company has a panoramic view of customers' needs and expectations throughout their journey, allowing it to anticipate their requirements and respond quickly and effectively to their queries, problems or requests. The "service balcony" approach implies a firm commitment to customer satisfaction and seeks to provide a positive experience at every stage of the customer lifecycle.

To implement the "service balcony," companies must be attentive to customer interactions, whether in person, through phone calls, emails, online chats or social networks. This means having systems and processes in place to collect and analyze customer experience data, identify patterns, needs and opportunities for improvement, and act proactively to exceed expectations and resolve any issues that may arise.

The "service balcony" is a key strategy for building strong, long-lasting customer relationships, fostering loyalty and generating enthusiastic advocates. By constantly observing from this balcony, companies can maintain a customer-centric approach and

continually improve their customer experience to exceed expectations and stand out in a highly competitive marketplace.

## REFERENCES

- Bahre, S. (2022). Net Promoter Score (NPS) as a Predictor of Future Sales Growth - Empirical Insights to Improve Managerial Practice. *Journal of the Academy of Marketing Science*. Obtenido de <https://link.springer.com/article/10.1007/s11747-021-00790-2>
- Bahre, S. (2022). Net Promoter Score (NPS) as a Predictor of Future Sales Growth - Empirical Insights to Improve Managerial Practice. . Obtenido de <https://link.springer.com/article/10.1007/s11747-021-00790-2>
- Bahre, S. (2022). Net Promoter Score (NPS) as a Predictor of Future Sales Growth - Empirical Insights to Improve Managerial Practice. *Journal of the Academy of Marketing Science*. Obtenido de <https://link.springer.com/article/10.1007/s11747-021-00790-2>
- Bahre, S. (2022). Net Promoter Score (NPS) as a Predictor of Future Sales Growth - Empirical Insights to Improve Managerial Practice. *Journal of the Academy of Marketing Science*. Obtenido de <https://link.springer.com/article/10.1007/s11747-021-00790-2>
- Barros, F. D. (2020). *Técnicas de ventas telefónicas en telemarketing*. España: E-Learning S.L. Obtenido de [https://www.google.com.ec/books/edition/COMM08IPO\\_T%C3%A9nicas\\_de\\_ventas\\_telef%C3%B3nicas/4R36DwAAQBAJ?hl=es-419&gbpv=0](https://www.google.com.ec/books/edition/COMM08IPO_T%C3%A9nicas_de_ventas_telef%C3%B3nicas/4R36DwAAQBAJ?hl=es-419&gbpv=0)
- Carrasco, F. A. (2023). *Técnicas de venta*. IC Editorial. Obtenido de <https://elibro.net/es/ereader/bibliotes/229383?page=11>.
- (2008 ). *Constitución de la República del Ecuador*. Decreto Legislativo 0.Registro Oficial 449 de 20-oct-2008. Obtenido de [https://www.oas.org/juridico/pdfs/mesicic4\\_ecu\\_const.pdf](https://www.oas.org/juridico/pdfs/mesicic4_ecu_const.pdf)
- Diaz, J. (2019). Obtenido de Repositorio Comillas: <https://repositorio.comillas.edu/xmlui/bitstream/handle/11531/27937/TFG%20-%20Diaz%20de%20Cerio%20Escudero%2C%20Javier%20Luis.pdf?sequence=1>
- Kalbach, J. (2016). *"Mapping Experiences: A Guide to Creating Value through Journeys, Blueprints, and Diagrams"*. Canadá: O` Reilly Media. Obtenido de <https://books.google.com.ec/books?id=fK4fDAAAQBAJ&printsec=frontcover&hl=es#v=onepage&q&f=false>

- Kalbach, J. (2016). *"Mapping Experiences: A Guide to Creating Value through Journeys, Blueprints, and Diagrams"*. Canadá: O` Reilly Media. Obtenido de <https://books.google.com.ec/books?id=fK4fDAAAQBAJ&printsec=frontcover&hl=es#v=onepage&q&f=false>
- León, E. M. (2019). *Atención al cliente en el proceso comercial: operaciones administrativas comerciales*. Bogotá: Ediciones de la U. Obtenido de <https://elibro.net/es/ereader/bibliotes/127101?page=106>
- (2006). *LEY DE PROPIEDAD INTELECTUAL*. Registro Oficial Suplemento 426 de 28-dic.-2006, modificada 2014. Obtenido de <https://www.gobiernoelectronico.gob.ec/wp-content/uploads/2018/10/Ley-de-Propiedad-Intelectual.pdf>
- (2021). *Ley orgánica de defensa del consumidor: Principios generales*. Obtenido de <https://www.dpe.gob.ec/wp-content/dpetransparencia2012/literala/BaseLegalQueRigeLaInstitucion/LeyOrganicadelConsumidor.pdf>
- (2021). *LEY ORGÁNICA DE PROTECCIÓN DE DATOS*. Registro Oficial Suplemento 459 de 26-may.-2021. Obtenido de [https://www.finanzaspopulares.gob.ec/wp-content/uploads/2021/07/ley\\_organica\\_de\\_proteccion\\_de\\_datos\\_personales.pdf](https://www.finanzaspopulares.gob.ec/wp-content/uploads/2021/07/ley_organica_de_proteccion_de_datos_personales.pdf)
- Manlio Del Giudice, M. R. (2018). *The Satisfaction of Change: How Knowledge and Innovation Overcome Loyalty in Decision-Making Processes*. Estados Unidos: Palgrave Macmillan.
- Marjorie Acosta Véliz, L. S. (2018). *La administración de Ventas*. Alicante: ÁREA DE INNOVACIÓN Y DESARROLLO, S.L. Obtenido de <http://up-rid2.up.ac.pa:8080/xmlui/bitstream/handle/123456789/1498/La-administracion-de-ventas.pdf?sequence=1>
- Matthew Dixon, N. T. (2013). *"The Effortless Experience: Conquering the New Battleground for Customer Loyalty"*. New York, Estados Unidos: Penguin Group. Obtenido de [https://www.google.com.ec/books/edition/The\\_Effortless\\_Experience/NgN-SQu4hmMC?hl=es&gbpv=1&dq=%22The+Effortless+Experience:+Conquering+the+New+Battleground+for+Customer+Loyalty%22+-+Matthew+Dixon,+Nick+Toman,+Rick+DeLisi+\(2013\)&pg=PR5&printsec=frontcover](https://www.google.com.ec/books/edition/The_Effortless_Experience/NgN-SQu4hmMC?hl=es&gbpv=1&dq=%22The+Effortless+Experience:+Conquering+the+New+Battleground+for+Customer+Loyalty%22+-+Matthew+Dixon,+Nick+Toman,+Rick+DeLisi+(2013)&pg=PR5&printsec=frontcover)
- Parmenter, D. (2019). *Key Performance Indicators. Developing, Implementing, and Using Winning KPIs*. Estados Unidos: John Wiley & Sons, Inc. Obtenido de <https://books.google.com.ec/books?id=-42nmHij5e0C&printsec=frontcover&hl=es#v=onepage&q&f=false>

Silva, M. J. (2016). Obtenido de dspace.esPOCH.edu.ec:  
<http://dspace.esPOCH.edu.ec/bitstream/123456789/12668/1/62T00156.pdf>