

**CUSTOMER SATISFACTION AND ITS RELATIONSHIP
WITH A POSITIVE NPS**

Inês Bernardo dos Santos

Project submitted as partial requirement for the conferral of

Master in Marketing

Supervisor:

Prof. Renato Lopes da Costa, Invited Assistant Professor, ISCTE Business School,
Department of Marketing, Strategy and Operations

Co-Supervisor:

Prof. Hélia Gonçalves Pereira, Assistant Professor, ISCTE Business School,
Department of Marketing, Strategy and Operations

September 2018

CUSTOMER SATISFACTION AND ITS RELATION WITH A POSITIVE NPS

Inês Bernardo dos Santos

- Spine -

Acknowledgements

The realization and delivery of an academic project with this dimension and requirement was only possible due to the unconditional support and encouragement of several people who accompanied me, directly or indirectly, during these 9 months.

To Professor Renato Lopes da Costa, my special thanks for all the guidance you gave me, your professionalism, availability and support given during the realization of this project as well as other moments of my academic life. Your strategic vision and business management knowledge allowed me to take another approach in this thesis.

To Professor Hélia Gonçalves, my thanks for accepting to guide this project. I really appreciate the distinct and pragmatic way you supported me during this time and all my academic life.

To Dr. Bruno Martins, Head of the EDP Stores, to Dr. José Carlos Ribeiro, Director of EDP's Physical Channels, and to all team, including store assistants, I extend my deepest thanks to all support and cooperation. Without these people the realization of this project would be impossible, they accompanied me in all stages of the thesis, gave information, followed the development of all topics, debated certain points and answered all my requests. Although this thesis is based on a project developed for EDP Company, the support given to me was exceptional.

Finally, I want to thank the most important and present people in my life, I am fully aware that none of this would be possible alone. A big thank you to my parents who are my greatest pillars in everything in my life, my close friends who have patiently accompanied me at this stage, for the strength and motivation they have transmitted to me in every moments, even in the most difficult times.

Resumo

Esta tese, que segue a estrutura de um projeto empresa, foi desenvolvida com base em problemas observados nas lojas da empresa EDP. Com o declínio do tráfego de clientes nas lojas físicas e com o aumento da utilização e importância do indicador Net Promoter Score, surgiu a necessidade de perceber melhor o tipo de cliente da empresa, o que condiciona a sua satisfação e os motivos que o levam a visitar uma loja física da EDP, relacionando todos estes aspetos com o indicador NPS.

Para a elaboração do projeto, desenvolveu-se um estudo com base em observações diretas em determinadas lojas, respostas a questionários e preenchimento de tabelas de avaliação, assentes em duas análises com objetivos distintos. Uma primeira análise que visava avaliar a equipa e a sua performance como um todo e uma outra em que o principal foco era os assistentes com bom e mau valor de NPS.

Com as observações feitas, as principais conclusões retiradas relacionam-se com os fatores que influenciam a satisfação do cliente, que estão diretamente relacionados com a experiência que este tem em loja e a forma como é tratado durante todo o atendimento. Assim, com os principais fatores identificados, foi possível definir um conjunto de estratégias assentes em três pilares distintos, que são a reformulação das equipas, formações e melhoria das estratégias e experiência em loja. A implementação destas ações nas lojas da EDP, e posteriormente noutros canais de contacto, irá maximizar a satisfação dos clientes e, conseqüentemente, melhorar o indicador NPS da empresa.

Palavras-Chave: Consumidor; Satisfação; Lealdade; NPS; Net Promoter Score; Experiência do Consumidor; Estratégias de Retalho; Recomendação

Abstract

This thesis, which follows the structure of an in-company project, was developed based on problems observed in the stores of EDP company. With the decline of customer traffic in the physical stores and with the increase in the use of the Net Promoter Score indicator, there was a need to better understand the customer profile, what conditions his satisfaction and the reasons that lead to visit a physical store of EDP, relating all these aspects with the NPS indicator.

To formulate the project, a study was developed based on direct observations in certain stores, answers to questionnaires and registration in evaluation tables, based on two analyses with different objectives. A first analysis aimed at evaluating the team and its performance as a whole and another in which the main focus was the assistants with good and bad NPS value.

With the observations made, the main conclusions drawn are related to the factors that influence customer satisfaction, which are directly related to the store experience and the way he is handled throughout the attendance. Thus, with the main factors identified, it was possible to define a set of strategies based on three distinct pillars, which are the reformulation of the teams, training and improvement of store strategies and experience. The implementation of these actions in EDP stores, and later in other contact channels, will maximize customer satisfaction and, consequently, improve the company's NPS indicator.

Key-words: Customer; Satisfaction; Loyalty; NPS; Net Promoter Score; Customer Experience; Retail Strategies; Recommendation

Executive Summary

Knowing the profile of our customers, their needs and their main problems is essential to ensure their satisfaction and their loyalty to any company. A satisfied customer, in addition to becoming loyal to a brand, attends as a brand ambassador and talks about it to family and friends, recommending it. Observing the decline of customer traffic in physical stores, there is a need to understand what motivates a customer to go to a physical store rather than looking for another channel of contact with a company, as well as the factors that he most and least value.

With EDP's growing concern with its customers and the improvement of company's performance indicators, the opportunity and need to develop a project that study the customer, the factors that influence their satisfaction as well as the relationship between them and the Net indicator Promoter Score arises.

For the development of the project, which aimed to understand what influences customer satisfaction and its relationship with the NPS indicator, two analyses were made based on store observations, table filling and questionnaire analysis, but with different purposes. The first analysis was aimed at evaluating teams' performance and routines, the store manager profile and the way the team interpreted and valued the customer, comparing stores with a high and low NPS value. For this analysis, two pairs of stores were chosen with similar conditions of number of assistants, average customer waiting time and percentage of sales opportunities. The second analysis, despite having a similar methodology, had a greater focus on the individual performance of the assistants, trying to compare the hard (such as formations, seniority in that function, professional experience and schooling) and soft skills (such as customer, sympathy, understanding, ability to listen and respond appropriately) of assistants with high and low NPS value. In this analysis, the four assistants with the higher NPS and the four assistants with the lowest value of this indicator were chosen, during the second half of 2016 and the first half of 2017 and who still working in EDP's stores.

The main conclusions drawn were related to the role of the store manager, the choice of assistants and the quality of the attendance. Thus, the store manager plays a key role both in team building and store performance (for example, when store manager has lower

evaluations, the average of team evaluation has also lower values), so defining his role is essential. Another key point is the training of all assistants, reinforcing the importance of clients and how they should be treated from the moment they enter the stores. The assistants with the highest NPS treat the clients by their name, they present themselves to the customer, they are attentive throughout the attendance, have several professional experiences of attending to the public, had several EDP training sessions and are relatively young.

Based on the conclusions drawn and following the project management cycle that involves the planning phase, the implementation phase and the control phase, in the implementation phase were defined improvement strategies and actions based on three main pillars, which are the Reformulation of Teams, Training Sessions and Retail Strategies, related to Store Experience. Implementing these strategies will enable stores to improve the team and its performance, improve the store customer experience and, consequently, customer satisfaction.

After these changes in the stores, it is essential that the process is controlled over time and that necessary changes are made, so that there is a constant adaptation to the reality lived in the stores. At this stage, new implementation strategies can be defined or the need to go back to the planning phase and redefine the entire project again can be detected.

This project was developed through 9 months and was directed to the own stores of EDP, that is, all analyses made, data collected and needs detected were based on samples collected from the company's own 41 stores. However, checking the results after project implementation is expected to be replicated across the rest of the company channels.

Table of Contents

Introduction.....	10
Contextualization.....	10
Objectives	11
Project Structure	11
Methodology.....	12
Chapter 1 - Theoretical Basis of the Topics Covered.....	14
1. Marketing Conceptualization	14
1.1 Marketing Concept.....	14
1.2 Customer Profile	17
1.3 Brand Strategy.....	18
2. Relationship Marketing Main Concepts.....	19
2.1 Customer Satisfaction	19
2.2 Customer Experience	21
2.3 Brand Loyalty.....	23
2.4 Recommendation and Word-of-Mouth.....	23
3. Net Promoter Score (NPS)	25
Chapter 2 – Functional Presentation of the Study - Project Company	27
1. Contextualization.....	27
2. In-Company Project Objectives	46
3. Conceptual Framework.....	47
4. The Importance of Marketing in this Project	49
5. Strategic Framework of the Project (Methodology).....	52
6. Functional Framework of the Project	55
6.1 Concepts	57
6.2 Stakeholders	58

6.3	Project Development	59
6.4	Feature Map.....	66
6.5	Teams' Reformulation	67
6.6	Training.....	69
6.7	Retail Strategies	70
6.8	Control Process	72
	Conclusion	74
	Suggestions	75
	Acquired Experience	75
	Limitations.....	76
	Bibliography	77
	Appendixes	81
	Appendix 1: Choice of Stores for Observation (Analysis 1).....	81
	Appendix 2: Evaluation Grid by Assistant	83
	Appendix 3: Evaluation Grid to measure Customer Satisfaction	84
	Appendix 4: Questionnaire applied to Assistants (Analysis 1)	85
	Appendix 5: Evaluation Grid to measure Store Manager Profile.....	86
	Appendix 6: Questionnaire applied to Assistants (Analysis 2)	87
	Appendix 7: Indicators by Assistant.....	88
	Appendix 8: Results of Analysis 2	89

Introduction

Contextualization

During an internship in EDP Stores Management Department, the author was involved in several interesting projects, which allow to get a concrete view of the topics learned in college and applied in a professional context. One of the biggest challenges that the author dealt with was the relationship with the customer and how their satisfaction is vital to any organization.

Nowadays, we observe that the traffic in physical stores is getting smaller, customers are becoming more and more digital, so it is important to realize what still drives customers to the physical stores these days. When we perceive these motives, what distinguishes physical stores from virtual stores, and what leads to consumer satisfaction, it is possible to define strategies that will prevent this decline. Thus, the challenge of picking up an indicator that quantifies and analyses customer satisfaction, the Net Promoter Score, arises.

Net Promoter Score is an indicator that measures customer satisfaction as well as his brand loyalty. Published by Fred Reichheld in 2003, this indicator allows, through a simple question "How likely would you to be recommend our company to family or friends?" to the customer, it is possible to evaluate the satisfaction of customers as well as compare the companies within the same sector. The indicator ranges from -100 to 100 and is calculated by the difference, in percentage, between promoter clients (who answered 9 or 10) and detractor clients (who responded between 0 and 6).

Working with the NPS indicator daily and realizing its importance, the author thought it would be interesting to develop a project that analysed this indicator and its relationship with customer satisfaction. Therefore, this thesis will be the development of an internal study, at EDP, that allows to analyse which factors can boost customer satisfaction, how can EDP improve store experience and which factors contribute to increase customer loyalty and brand recommendation. In other hand, the author will also analyse the factors that potentiate a positive NPS and how these relate to the satisfaction itself, defining the best forms of implementation in the company and its stores.

Objectives

This thesis will be based on an in-company project and its main objective is to develop a study that allows EDP to improve its relationship with the client and, consequently, its performance. Knowing that customer satisfaction is a key point to make him loyal and considering the issue of traffic decline in physical stores, it is important to develop a study that allow us to draw important conclusions about EDP customers, which influences their satisfaction at the moment of personal contact, how we can improve their experience and how to improve the company's NPS indicator.

Also, this project aims to perceive the relationship between customer satisfaction and the NPS indicator. Assuming that the NPS is gaining increasing importance in this and other markets, it is important to clarify the utility of this indicator, how it is calculated and the key metrics. In addition, customer satisfaction influences this corporate indicator, so it is essential that the company perceives how to maximize this satisfaction, so that this indicator also increases compared to the one of its competitors.

So, with this project the author hopes to achieve two main different goals. On the one hand, it is important to define the main factors that influence positively and negatively customer satisfaction, directly related to this topic arise the factors that influence the NPS indicator. The conclusions drawn here will lead to the definition of a set of strategies to implement in stores to improve customer experience. On the other hand, one of the main objectives of this work is also create awareness for this indicator, whose use is growing and begins to be a reason for comparison and positioning for companies.

In summary, the author expects that the development of this project will increase awareness of the importance of customer satisfaction and its relation to the values of the NPS indicator. Also, the author hopes that in the future EDP will realise the advantages in applying the implementation suggestions and conclusions of the project in its stores and throughout its organizational structure.

Project Structure

After the topics defined previously, it is important introduce the structure that will be followed in this project. Considering that it is an in-company project, it is essential develop practical topics related to the market, the company and its clients, but also

theoretical topics based on articles already developed about the themes spoken. So, this project will essentially be divided into two chapters.

The first chapter will be entirely devoted to the theoretical contextualization of the whole project. In this chapter, the author will do a literature review to several scientific articles related to important topics for the development of this project. The main objectives of this chapter are to understand the main topics covered, what has been written about these, their evolution over time, the main studies and possible limitations. The theoretical contextualization of the topics will allow us to deepen our knowledge about the various points to be addressed as well as to develop a critical spirit related to them, which will influence our perception on the practical cases and the definition of main strategies.

The second chapter will be the most extensive, as it corresponds to the development of the whole project. In this chapter will be made the contextualization of the entire company environment, its internal analysis and presentation of the problem that led to the need of the project as well as the detail of all phases of the study. It will present the whole framework, the importance of the project, the objectives, the model used, the stakeholders, the main needs of the company, the main conclusions and suggestions that should be applied. The main objectives of this chapter are the explanation of the importance and usefulness of the whole project as well as the analysis of the results and the applicability of the study developed.

Methodology

Following the previous point, for the development of this thesis and project implementation, it is important to define the methodology that the author will follow to analyse and draw conclusions for its later implementation.

Therefore, following the structure presented above, for the development of the first chapter it is necessary to search several scientific articles published in recent years about relevant topics for the project. With the diverse literature gathered, it is important to analyse the different perspectives and to construct a model of literature review that serves as a theoretical basis for the whole project and that allows sustaining it.

Regarding to market analysis, it is necessary to search for indicators and different models to make the analysis of the entire environment, including the competitors and other forces that influence the market. For the internal analysis of the company under study, it is important to understand all its strategy, vision, mission and values, structure and long-term goals, talking directly with employees and company managers. Directly related to the topic under study, it is important to understand the functioning and dynamics of EDP stores, define their customers profile, as well as to know well the NPS indicator. It is important to base all this analysis with the respective theoretical framework found in the literature.

After completing these analyses, the author will be able to define the relevance of the project, develop each phase of it, define the different analyses to be tested in stores, with assistants and clients, in order to understand what factors can influence customer satisfaction and how NPS could be improved. Having these analyses defined, applied and the results of questionnaires analysed, it will be possible to implement the project, defining strategies to be applied in EDP stores, such as enhancing customer service and customer experience, and its consequent improvement in NPS.

Chapter 1 - Theoretical Basis of the Topics Covered

The proposed literature review for the thesis will be divided into three sections. The first section will be a brief contextualization of Marketing and Brand Strategy, the main objectives, the tools used and associated concepts, the author will also explain the evolution of the customer profile. In the second section, the author will focus on customer satisfaction, customer's store experience, recommendation and the factors that empower the recommendation to family and friends, as well as the factors that contribute to brand loyalty. The third and final section will address the topic of the Net Promoter Score Indicator, which is, for what it is used, how it is calculated, what are the main conclusions and their importance in decision making.

1. Marketing Conceptualization

1.1 Marketing Concept

Over the years, the concept of Marketing has suffered great changes and new concepts, strategies and new tools have been added to enhance the recognition of a company. The concept emerged around the 1950s, after the Second World War and with the fast development of trade, later it was associated as a hybrid management field intertwined from microeconomics, statistical mathematics and psychology. (King, 1965; Fullerton, 1988; Gilbert and Bailey 1990). At that time, the concept was associated with very visual aspects such as colours and logo, this was seen by companies as a way of recognition by their customers and a way to distinguish themselves from the competition. (Kotler and Levy, 1969)

Thus, all definitions and concepts associated with the beginning and origin of the concept of marketing are based on concepts such as advertising and communication. The main objective of marketing was the occurrence of the sale, the customer was aware of the product of a certain brand through the disclosure, he acquired the product and thus ended the company-client relationship and the goal had been fulfilled. (Vargo and Lusch, 2004)

However, around 1960, the concept of marketing gained two different dimensions. On the one hand, the concept of marketing totally associated with the commercial and advertising component, whose main objective was simply to sell, and on the other hand, the concept of marketing related to the customer experience and its satisfaction was created so that the choice of products of that brand was a recurring act (Levitt, 1960). It was based on this distinction that companies started to work, it was important to encourage sales through communication and advertising campaigns, but more important than that was to make customers loyal to the brand, so whenever they needed a specific product or service, they would choose the same brand, basically the goal was to make the purchase a recurrent act.

Thus, several disciplines were created related to the concept of marketing and several possible tools, within the companies created a specific department for the marketing, which allowed to work all its aspects. In addition, only marketing and advertising companies were created. Nowadays, when we think about marketing, a plenty of concepts emerged such as branding, sales, promotions and samplers, merchandising articles, advertising campaigns, loyalty cards, and many others automatically arise, marketing is no more a simple department. (Hall, 2016)

Companies have a lot of tools that allow them to increase their recognition, sales and even the number of loyal customers to their products and services. However, these tools cannot be used or analysed separated, it is important to use them and combine them according to the company's strategy. (Lake, 2017). Knowing the market in which the company is inserted, the country where it operates, the type of products it offers, the prices it practices, the way of communicating, the distribution or point of sale, the processes used, the people involved and the physical context in which it contacts directly with customers, company can easily perceive its position in relation to the competition, the points of identification and differentiation of the competition, and the best strategies to be defined in order to attract and retain customers (Dewhirst and Davis, 2005).

Regarding the communication tools also they must be adapted from company to company, considering the type of services or products, companies can opt for various forms of communication such as advertising campaigns, public relations and events,

celebrity or bloggers endorsement, samplers, flyers, direct mail, social media, among others (Bhasin, 2017).

So, the evolution of marketing began with the large-scale production process at the lowest possible price, where the main objective of the companies was to convince the customers that they needed the product. At that time, companies wanted to simply sell and the focus was on the product. After this approach comes Marketing 2.0, in which with the high number of competitors and easy access to information of each company and each product, the customer can easily compare companies, products and prices. At this stage, companies are shifting their focus on the product to focus on customers and build relationships with them (Golosinski, 2010).

After all these evolutions and all the changes suffered over the years, with the constant appearance of several options and evolutions observed in marketing and in the whole surrounding commercial context, the concept of Marketing 3.0 emerges. This concept translates a new approach to marketing, a much less abusive and aggressive approach, but rather a more participatory approach, companies no longer have a totally internal point of view of their company and adapt their entire structure to what the customer expects them. (Kotler, 2010). In this new vision, companies begin to work in their entire marketing strategy together with the customer, the customer can be part of the process of creating, developing and communicating the product, he can even customize it.

Nowadays, the concept of Marketing 4.0 begins to be inserted. This new concept of Marketing is an update of what was explored and defined in Marketing 3.0, but with the awareness of the importance of Internet and Social Networks in the customer. Taking this into account, companies must work both offline, in direct and physical contact with the customer, and also online, through social networks, through the concern to appear in the top of the pages suggested by the search engines and through the attention given to the online reviews of consumers. The combination of the different strategies and the maximization of the points and moments of contact with the clients potentiate the loyalty and satisfaction of them (Kotler *et al.*, 2016).

1.2 Customer Profile

Such as the concept of Marketing, the consumer has also undergone major changes over time. If we went back decades the consumption profile of the population was closely related to their needs, that is, people sought the products and services they needed and when they needed them. The process was easily defined, the companies made available the products and services, the customers bought and the objective, which was to sell, was fulfilled.

With the economic development and the development of marketing, companies were creating communication campaigns that would appeal not only to the purchase of products and services, but also to create customer needs. This economic development and the increase in the income of the households made people become very consumerist. (Witt, 2017). Consumerism is associated with impulse of buying, when people buy products or services without needing them, they simply do because they are in promotion, or because they are fashionable, or they saw it in a magazine, hence the current society is called consumer society. (Sarkar and Kundu, 2017)

Another factor that influenced what is the consumer of today was globalization and technological evolution. Nowadays we have a very informed consumer, who has easy access to all information about products and companies, he can compare the prices and values of each company. In this context there is also a sharing of information among consumers, sharing of experiences and recommendations on brands. (Scriven, 2014)

Thus, customers began by purchasing only the products and services when they needed them, with increased of purchasing power they began to buy through impulse acts without considering the need of the goods acquired. With easy access to information and through the reviews of other consumers have become more conscious in the buying process, they begin to buy the products and services that have better general feedback and choose the companies with which they identify at the level of ideologies and values.

Nowadays, we observe a consumer who chooses the brands and the companies in which he feels that he has an active and participative position. The consumer does not want to

be just a doll for the companies achieve their profits, he wants to feel that he has an active voice in the organization, that he is important to the organization and that his opinion is valued. In this sequence comes the concept of co-creation, in which the customer is part of the process of development, production and communication of products and services, and it is in this strategy that the big companies begin to work. (Prahalab and Ramaswamy, 2004)

Finally, one of the main factors that also define the current consumer is the appreciation that his gives to the experience that has with the brand. For him it is very important to feel that when acquiring a product or service of a certain brand has an experience and a unique service that could not obtain in any other company.

1.3 Brand Strategy

A brand is much more than a simple name, logo or slogan, it's all the experience that it offers to the customer throughout all the process (AMA, 1960). The strategy defined for a brand must be consistent with its values, its mission, its business model, the offer it makes to customers, how it communicates with customers and how it tries to retain them, as well as how it tries to create value for society. (Borg and Gratzer, 2013). It is important that all these components are aligned with the message they transmit, to maintain consistency.

A strong brand strategy allows the company to have a sustainable development and a clear image to make itself known and at the same time to distinguish itself from its competitors, is a set of rules previously defined that allows to guide the organization and all its workers to what to do, how to do, when to do, where to do and by whom (Borg and Gratzer, 2013). So, a brand strategy is a plan in which the company defines itself and how it wants to be recognized by its stakeholders, this plan is the starting point for defining all other strategies for the company. (Uggla, 2005; Lake, 2017)

From the customers' point of view, it is very important that it is easy to relate and interpret all the components of the brand. For the transmitted message to be perceptible, the colours, the tone of voice used, the developed advertising campaigns and the images

must clearly represent what the company's products and services are, as well as the message they want to convey. In this strategy, it is also important that human resources are aligned with the company's vision, since they play a key role in the relationship with the client. (Uggla and Filipsson, 2009). When all these factors are in agreement the brand stands out from the competitors and positions itself at a higher level.

When a company's employees are fully aligned with its strategy, customer can see that it is a trustworthy brand that advocates the involvement of the entire company to achieve its goals and he starts to trust in the brand.

2. Relationship Marketing Main Concepts

2.1 Customer Satisfaction

Consumer satisfaction can be understood as the attitude or opinion of the consumer after the purchase and use of a product or service. This satisfaction is not simple to evaluate, it does not translate into a scale where the answer is satisfied or dissatisfied because the overall assessment depends on numerous factors throughout the entire process from the decision to buy until the end of the use.

According to Kotler and Keller (2006; 144), the definition of the concept is summarized as *"The feeling of pleasure or disappointment resulting from the comparison of the performance expected (or resulted) by the product in relation to the expectations of the person"*. That is, in other words, customer satisfaction represents what his expectations were for a product or service of a particular brand and what your experience was as a customer.

The expectation results from the perception that a customer has about a company, related to the type of experience or status that he will acquire with that product or service, or the perception that the customer creates about the product or service (Olson and Dover, 1979). According to Rai (2013) perception is defined as the set of consumer beliefs, related to the service provided or experienced. Thus, all the customer's perception of the company, or its products and services, since the beginning to the end of the process is crucial for its satisfaction to be guaranteed. According to the Gaps Model of Service

Quality (Parasuraman *et al.*, 1988), customer assessments of service quality result from a comparison of service expectations and with the real provision of the service.

The perception and the consequent expectation occurs in many moments, from the experience with the brand, the reception and advice given by the assistants, the quality of the service in the moment before and during the purchase, if the product or service corresponds to what they advertise, if the brand offers a support service after sale and even if the brand recognizes the consumer when he wants to repeat the purchase, among others. (Saxena, 2017)

It should be noted that the most important factor for high customer satisfaction is the experience perceived during the purchase process. All the experience lived in the store, the environment, the importance and exclusivity offered to the customer, allows him to distinguish a company from its competitors. (Dash, 2017)

The concern with this indicator arose in the 60's when the increase in consumption and the number of competitors increased, at that time the first studies on customer assessment, behaviour and satisfaction were emerging. Since 1980, large companies and multinationals already gave due importance to the indicator, they began at this time asking consultants to study their customers with the emergence of the Kano Model (Verduyn, 2014). Nowadays, one of the indicators that allows us to analyse customer satisfaction is the Net Promoter Scores that was introduced in 2003, which I will explain in more detail later.

Customer satisfaction is an important indicator for companies to manage and improve their business because it allows them to perceive the level of satisfaction of their consumers, their consequent intention to repurchase and their loyalty to a brand. (Fornell, 1992; Anderson and Sullivan, 1993; Wangenheim and Bayon, 2004; Fecikova, 2004). Another important indicator is the increase of word-of-mouth that will capture new customers.

2.2 Customer Experience

Related to customer satisfaction, the theme of customer experience emerges. As has been said previously, this experience is what will determine a greater or less customer satisfaction and it is in this theme that managers have focused.

The Customer Experience can be considered any direct or indirect contacts or interactions between a company and consumers. The acts initiated by the customer as the act of purchase or use of the product or service are designated by direct contacts. Indirect contacts happen when the customer has contact with some brand information but without intention, through advertising campaigns, brand events, in conversations with friends, among others. (Meyer and Schwager, 2007)

Thus, the experience of the consumer is the result of any interaction between the consumer and the company, this experience includes everything from the way the company communicates, the quality of communication, the quality of products and services and the quality of human resources, support before, during and after the sale process. This experience will only be positive if all these aspects are in line (Lermon and Verhoef, 2016). Kotler et al. (2013; 283) say that customer experience is about, *"Adding value for customers buying products and services through customer participation and connection, by managing all aspects of the encounter"*.

Customer experience includes several elements that form the perception that a customer has of a brand or product, from the moment he met the brand, how he interacts with it, the purchase and use of the product or service, and the after-sales service. Companies are very concerned about developing quality products or reducing costs, but it's the attention and care they give the customer that makes all the difference. (Morgan, 2017).

Customer experience is no longer just brick-and-mortar; it is moving towards the online channel, which leads to the digital customer experience. There is a larger significance on the person/people rather than appealing to a mass audience (Tynan *et al.*, 2014). Companies no longer define their strategies according to internal opinions, but they start

to define strategies based on consumer opinion, to satisfy them to the fullest, providing what they want.

In addition to having an experience that is the result of all the interaction between the brand and the customer during the purchase process, we also have the experience that translates the moment of purchase of the good or service. This concrete experience is sometimes the most significant one, depending also on the type of products or services that the company offers, and for this reason there are many specific strategies for the place where purchase occurs. (Lermon and Verhoef, 2016)

To maximize the consumer experience on touchpoints, managers and marketers are constantly defining retail strategies that are more interactive with the consumer, enabling them to engage more and improve their brand connection. Thus, retail strategies are numerous, from choosing the location of the store to the way employees are dressed, everything is important. Nowadays, the main retail strategies used by companies are the attractiveness of the display, the music used, the colours, the layout of the store, the smell, the discounts, all the merchandising material, the tone of voice and the type of service, the importance given to the customer. It is also possible to try almost all kinds of products in the stores where you can buy them, such as food, clothing, electronic equipment, among others. (Aufreiter *et al.*, 2012)

The customer can identify himself with a brand and he can like the products or services that it offers, however if the quality of the service is not good or does not meet expectations, the brand is easily replaced by a competitor and for the customer will always be associated with a negative experience. The consumer experience also makes him more knowledgeable and demanding. Nowadays customers have several experiences with different brands and also several experiences with the same brand, so they are not satisfied when the consumer experience worsens or when it is stagnated for a long time and if they have the perception that other brands have evolution in customer experience, they exchange easily through.

2.3 Brand Loyalty

Following the topics discussed in the previous point, the concept of brand loyalty arises. In a market context where there is an endless number of competitors for each product, where the consumer has many options to overcome the same need and where he is increasingly informed and concerned about society, brands struggle for customer loyalty. (Aaker, 1991)

Brand loyalty is defined as the standard of consumer behaviour in which the customer feels committed to the brand by making repeated purchases at the same brand over time. (Jacobi and Kyner, 1973). According to Ranade (2010), “*Loyalty can be defined as a customer continuing to believe that your organization’s product/service offer is their best option*”. Customer loyalty research can be divided into two distinct approaches. One approach is theoretical, creating market segments based on the intensity of loyalty that customers feel. The second is empirical, linking influential variables to loyalty without regard to the loyalty intensity level. (Curran and Healy, 2014)

There are several marketing strategies that allow companies to improve the loyalty of their customers and make them more linked to the brand, such as loyalty cards, special discounts, samples and free gifts, discount coupons, among others. Although these strategies are very good incentives to choose one brand among the others, these may not be enough. For a customer to be fully satisfied and loyal to a brand, it is important that all brand experience is in harmony with, matched to their expectations and improved over time. (Ganesh *et al.*, 2000)

Brand loyalty is very important, a consumer who is satisfied and loyal to the brand, works almost like a brand ambassador and he does free advertising to the brand through word-of-mouth, attracting new consumers. (Oliver, 1999).

2.4 Recommendation and Word-of-Mouth

A recommendation is made when we really enjoy an experience that we had, and we want to provide it to our friends and family. No other marketing or communication

strategy works as well and with the impact as the word and experience of other consumers. According to Keaveney (1995), 50% of service provider replacements rest on recommendation, and according to Keller Fay Agency (2014) one in eight recommendations results in a sale.

Nowadays, almost all customers before buying a product, from the simplest to the most luxurious, or before trying a service they search for reviews from anyone who has tried before. (Chen, 2017). When new customers will experience a brand through a recommendation, even before they live the experience they already feel committed to a brand, because someone close to them likes the experience that they had. According to a 2012 Nielsen survey, 92% of customers trust in recommendations from friends and family.

Following this line, emerged the concept of Word-of-Mouth. Word-of-Mouth is a form of advertising that can be used and paid by the company or not, where satisfied customers give their testimony about their experience with a brand, product or service (Haenlein and Libai, 2017). Word-of-mouth can be a marketing tool for the company or it can come in an informal context between family and friends. When Word-of-Mouth is used by the company to advertise its products or services it is referred to as Word-of-Mouth Marketing and is a marketing communication tool. (Gimbeski *et al.*, 2015)

This strategy is very important for any business, a satisfied customer can attract dozens of potential new customers because people tend to believe in the testimonies of other consumers than in any other form of communication of the company. They feel that for a person to recommend a brand is because they really like and believe in it, because they are putting their reputation on the line by defending it. (Whitler, 2014). The negative aspect in word-of-mouth is that it works very well for the company when customers are satisfied with the brand, but when their testimony is not positive they can lead a business into insolvency.

It is necessary to know how to manage the expectations of consumers and always guarantee a minimum level of service quality, it is impossible to guarantee always a

maximum quality of service and it is also impossible that all consumers perceive the experience in the same way.

3. Net Promoter Score (NPS)

Following the analysis of customer satisfaction and the likelihood of recommend a brand to family and friends, an indicator designated by the Net Promoter Score (NPS) appears. The NPS is an indicator that was created with the objective of measuring the degree of customer satisfaction and loyalty to any type of company (Kristensen and Eskildsen, 2011).

This indicator emerged in 2003, in a context in which companies tried to grow rapidly, but in a sustainable way, that is, they wanted to have more and more customers, but also retain the actual customers and make them buy more and more (Owen and Brooks, 2008; Reichheld, 2011). So, managers wanted happy and satisfied customers, but they had the challenge of realizing the current level of customers' satisfaction.

The NPS calculation starts when the customer contacts the company in any way through any channel, at that time or later customer is faced with the question "On a scale of 0 to 10 how much would you recommend company X to a friend or family?". Depending on the given response, clients are grouped into 3 categories: detractors, which are those that respond between 0 and 6; the passives, which are those that respond 7 or 8; and the promoters, who are the ones who answer 9 or 10. (Kristensen and Eskildsen, 2011).

Defining each one of them, the promoters are the customers who are really satisfied with the company, are loyal, they give feedback and really talk about the brand to family and friends. The detractors are the customers who had a poor brand experience, criticize the company, and spread this negative message to others. Neutrals are characterized as customers who purchase the goods and services of a brand when they really need it, without any loyalty to any brand. (Reichheld, 2003)

The result in the NPS is obtained through the difference between the percentages of promoter clients with the percentage of detractors' clients. This value ranges from -100

to 100 and according to the value is grouped into three different zones: excellence zone (from 75 to 100), quality zone (from 50 to 74), improvement zone (from 0 to 49), and critical zone (de -100 a -1) (Duarte, 2017). The value obtained is only interpretable when compared to the NPS of the competing companies in the sector and also with the ones that have the best NPS in the market.

The main advantages of using this indicator is its simplicity of use. Through a single question the companies can perceive the level of general satisfaction of their customers, through the probability of recommendation to family and friends, and its applicability to any company. In addition, companies can also analyse the individual feedback of each promoter and detractor customer considering the comment or suggestion of each customer. (Birkner, 2015)

So, the main goal is to improve the performance of the company taking into account the opinion or satisfaction of each client, analyse their feedback and make decisions based on it. Its simplicity in collecting and processing information allows for more concrete responses and quick actions (Reichheld, 2003).

It is also an important indicator to understand the situation of the company and its competitors, since it makes it possible to compare the NPS between companies, and the bigger the company, the better the view of its customers. Following their evolution also allows future improvements and the definition of strategies to improve customer experience and satisfaction, as the cultivation of customer promoters will increase the market strength of any company.

Chapter 2 – Functional Presentation of the Study - Project Company

1. Contextualization

Nowadays, customer habits are changing, they are becoming more attentive and informed, and companies must be aware of these new consumption patterns to not stay behind the competition. Before the act of purchasing a product or service, potential customers will research the main characteristics of the goods as well as the feedback of who knows or who has already tried it.

Currently, although the marketing tools are very diversified and attractive, since advertising campaigns to the possibility of trying products or services, the concept of word-of-mouth has gained a lot of importance. Products and services start be evaluated considering the satisfaction of their customers and what they have to say about their personal experience. Therefore, most of the time, new customers are led to try out new products and services based on the satisfaction and recommendation of their family and friends.

Between customer satisfaction and the recommendation to his family and friends it is also important to maximize the store customer experience, so that customer becomes loyal to the brand. A positive and differentiating store experience significantly increases customer satisfaction. Due to this notion, big companies around the world start to give relevance to the Net Promoter Score (NPS) indicator. In addition of trying to maximize the satisfaction of current customers, so that they recommend the company to family and friends, companies also try to understand how the company is located on a certain scale considering the difference between the promoters and the detractors. According to what has been said above, it is important to understand the subject of customer satisfaction in today's world and how that satisfaction influences the NPS of a company.

For the development and implementation of a new strategy or project in any company it is mandatory to study the market in which the company is inserted and its surroundings. Knowing the external environment of a company allows managers to know the best practices of their competitors and see their mistakes, thus learning the best practices in the market. Thus, knowing the characteristics of the market and the competition, and the internal characteristics themselves, is an essential advantage for any company. Before

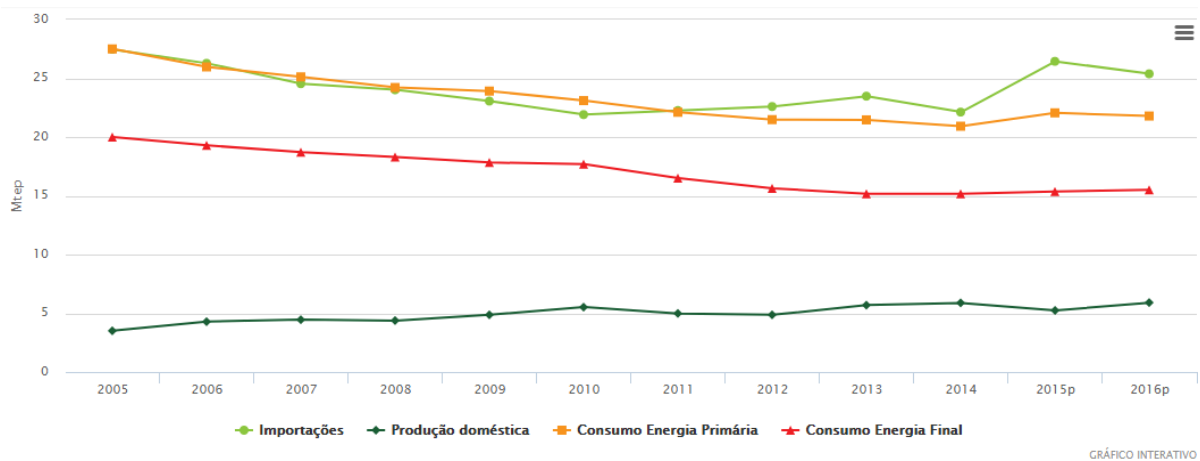
analysing the company and the main problem that led to the need of this study, the author will explore the characteristics of the Energy Market and the Electric Sector that were analysed in this study.

EDP is inserted in the Energy Market through the products and services offered. Nowadays, this market is considered one of the most vital sectors for any country. Since the industrial revolution and with technological advances, the presence of energy has become essential for the development of countries, it is a basic input for any productive process. For this reason, a well-developed and efficient energy network is usually associated to developed countries, with a secondary and tertiary sector with significant weights in the country's economy.

This market includes all production processes (primary and secondary energy), extraction, transformation and distribution of energy, encompassing all energies forms, whether renewable or non-renewable, that are possible to use by the population. When we talk about renewable energy we are considering solar, wind, hydroelectric, geothermal and biomass. As for non-renewable energies, the main examples are fossil fuels, which include coal, oil, natural gas and uranium. In relation to GVA (Gross Value Added) is estimated that this market has reached values bigger than 4,500 million Euros, in 2017.

The graph below (Figure 1), represents the evolution of the energy sector in Portugal. Imports were reduced by improving the sector's deficit to Portuguese PIB, although they remained very high, while domestic production registered a small increase, related to the increase in sales of solar panels. As for energy consumption, this has been in line with the trends of previous years.

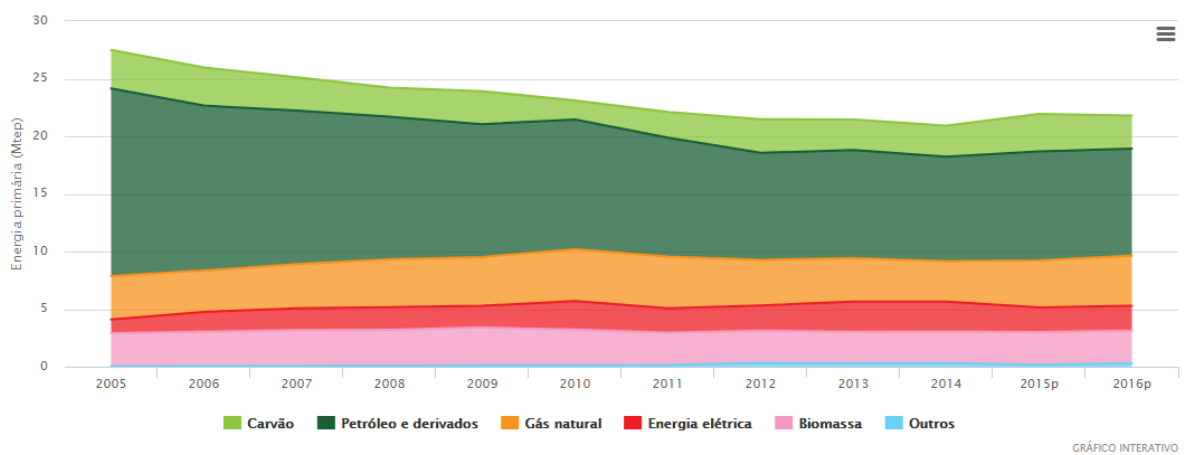
Figure 1– Evolution of the Energy Sector in Portugal



Source: DGEG, 2017

In relation to primary energy consumption (Figure 2), oil and oil products account around 42,7% of the total primary energy consumed in Portugal, in 2016. In the same period, the second most used source was natural gas, with around 20%.

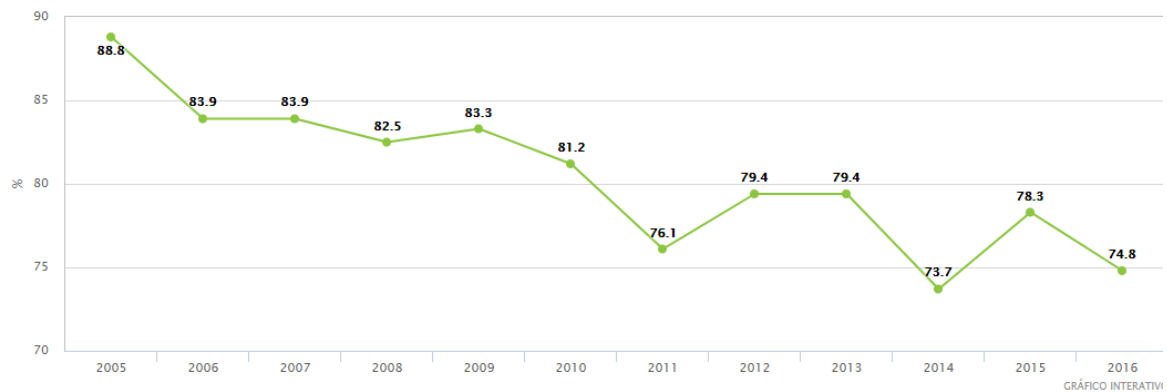
Figure 2 – Primary Energy Consumption per Source in Portugal



Source: DGEG, 2017

The reduction of the national energy dependence (Figure 3), in 2016, is explained by the decrease in the import of energy products as well as the increase of incentives to produce energy through renewable sources.

Figure 3 – Energy Dependence in Portugal



Source: DGEG, 2017

Despite being a sector that reaches the entire population, being a basic good, the profile of consumption is very focused on electricity, oil and gas in domestic consumers. While industrial consumers make more use of electricity and oil. Regarding the energy weight on the total consumer expenses, according to a 2007 Delloite study, this represents about 3% of the monthly income for domestic consumers and about 12.5% for companies.

Within this market, when analyzing the electricity and natural gas sector, there is another aspect to be mentioned. For these two sectors, there are two distinct market categories: the regulated market and the liberalized market. Basically, the regulated market is characterized by having tariffs for electricity and natural gas defined by ERSE, which reviews them annually. While the liberalized market is where each company can define their tariffs and commercial conditions, respecting some laws, regulations and rules of competition. All customers are expected to move to the liberalized market until 2020.

Due to scarcity or limited availability of sources, this market is subject to tight regulation and control by competent authorities to minimize the possible price and availability impacts on the available raw material and, consequently for the population. Thus, the government aligns itself with other entities to control the energy market and the companies that operate there to protect the consumer and other companies.

ERSE (Regulatory Entity for Energy Services) is the entity responsible for regulating the electricity and natural gas sectors in Portugal. Although this company is a national entity,

it also has representation in the European Union, it is a member of the Council of European Energy Regulators (CEER) and the European Agency for the Cooperation of Energy Regulators (ACER). CEER is a Belgium non-profit association founded in 2000, Portugal assumed the Presidency of this Council from the beginning of 2005. This association aims to protect the interests of consumers in this market in different countries and create a strong, competitive and sustainable electricity and gas market in Europe. ACER is an agency in European Union that was founded in 2011. In this agency the main functions and objectives are related to the coordination of work developed in each country, to try to create a homogeneity in the rules defined within the European community, to monitor and to communicate the developments observed in European energy markets and so on.

ERSE is characterized by being an authoritarian and independent entity in the exercise of its functions, however everything that is defined and imposed is always in agreement with the law and what is defined by the Government of Portugal. That is, all regulations made and impositions placed on companies in this sector must be in accordance with the law and the impositions defined by the entity with legislative powers in Portugal. The government recognizes and identifies ERSE as an administrative and independent entity with functions to regulate economic activity, the government also recognizes ERSE's sanctioning power. All ERSE's activity is developed around the goal of improving the energy sector in Portugal, protecting the interest of consumers and creating a fair market for all stakeholders. Therefore, all the regulation carried out by ERSE should focus on efficiency, equity, non-discrimination, competition and the transparency of energy sector activities. ERSE must also supervise and monitor all actions taken by energy sector companies in Portugal and align them with European objectives and standards.

To fulfil its mission and objectives, ERSE must supervise the markets. With the emergence of a liberalization context in this market, market surveillance has become essential to analyse whether companies' practices are in line with what has been legally defined. Market surveillance involves not only observing fair practices and promoting competition, but also replicating its benefits to other markets and to other consumers. In the performance of its functions, this entity also advocates the transmission of information in a clear and transparent way to customers.

To understand the environment, it is important to do the PESTEL Analysis. This analysis allows us to understand the impact that external environment has on a business and allows us to see if the structure and vision of the company is appropriate with the market. PESTEL is a detailed analysis of five macro environmental factors, such as political, economic, social, technological, environmental and legal, that allows a general contextualization of the market. In addition, this analysis is an essential tool for the strategic management of any company, allowing to make decisions that best match with the characteristics of each market.

Political Factors

The national political situation presents a favourable scenery for the companies that are part of this market. The political stability felt is justified by several factors. The election of the new President of the Republic in 2016 was proof of this, Marcelo Rebelo de Sousa won in all districts of Portugal. A President who marks the difference due to his energy and the most sensitive and human side, expresses confidence to the Portuguese and encourages a change of mentality and lifestyle. The Prime Minister, António Costa, with his pragmatic attitude and decisions, gives strength and stability to the current government. All this stability in the government group increases the chances of investment and confidence of citizens.

More specifically in this market, tax and energy products are subject to high taxes, which makes it impossible for competitors to enter this market easily. One of the main policies is the Contribution on the Energy Sector, which aims to finance mechanisms that promote the sustainability of this sector.

In addition to policies defined by government for this market, there is also a regulator for the energy sector. As explained earlier, this entity has several regulatory and sanctioning powers over companies operating in this sector. Thus, we have been observing the growing concern with this sector with the increase of policies that aim at promoting the development of renewable energy sources in the country.

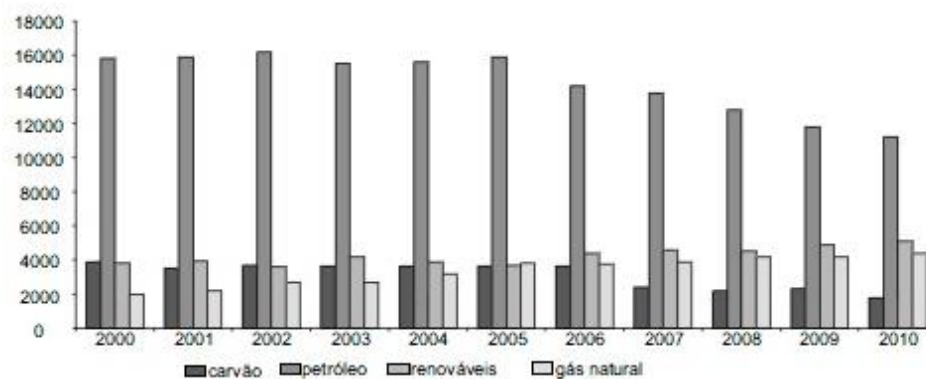
The increase in political stability and the reduction on the level of national corruption, with the most controversial cases been revealed on the media, increase citizens' confidence and favour the growth of companies.

Economic Factors

According to the energy sector, it offers products or services essential to the population, so consumers can not completely reduce consumption. However, the significant weight of energy in total production costs and total household expenditure causes supply-induced shocks to energy prices to be important determinants of economic fluctuations.

The economic crisis, lived between 2008 and 2013, has shocked consumer confidence and led many companies to announce insolvency. The decline in consumption and investment has led many companies to require internal reformulations and adaptations. In this period of crisis, at least until 2010, there was a decrease in energy consumption in Portugal (Figure 4), justified by the decrease of population's economic resources.

Figure 4 – Consumption of Energy in Portugal



Source: DGEG, 2012

After this period of crisis, Portugal is facing a cycle of economic growth. In the year 2017, the Portuguese economy registered an economic growth of 2,7%, surpassing the European growth that was around 2,5%. The European Commission estimates that this year the Portuguese economy will continue to rise, but at slower rhythm, about 2,2%. The unemployment rate is also representative of the country's economic growth. In 2016, the unemployment rate was 11.1% and in 2017 it stood at 8.9%, below the 9.2% expected by the Government. It is estimated that, until 2019, the trend will continue and be below 7%.

According to IMF forecasts of economic growth and the reduction of unemployment rate, it is estimated that consumer power and willingness to buy also increase. Also, the new

rating given to Portugal, which rose two levels in the rating and is no longer considered "junk", increases the confidence of consumers and investors.

Social Factors

For the most sectors, the social component and understanding of it plays a key role. Perceiving the habits of the population, characteristics and traditions are essential for any business. Regarding the energy market, the structure of the population has some relevance. On the one hand, any citizen needs electricity in his house, it is essential, however, the type of population and its trends in housing, define the standard of energy consumption in Portugal. In this market, it is important not only domestic consumers, but also the industrial ones.

Specifically, in Portugal, there are more citizens over 65 compared to citizens under 15, according to PORDATA and the result of the Censos questionnaires. Analysing these numbers from the point of view of the sector under analysis, the older population tends to consume the minimum energy, spending less money monthly in this sector. The population aged 15-64, which is about 7 million, are the largest consumers of energy, have smart homes or several gadgets that depend on electricity. However, this population, which is the major consumer of energy companies, is also the population that reveals greater concerns and awareness of environmental problems.

Thus, at the social level, there is a growing concern with sustainability and environment preservation. Consequently, we have seen the increase in policies and publicity campaigns aimed at responsible and efficient consumption of energy by households and companies, as well as awareness of the importance of renewable energies.

Technological Factors

From the technological point of view, this is a sector that is constantly developing. Technological innovation allows the improvement of the entire production process, as well as the constant search for new forms of sustainable energy and the improvement of the quality of existing fuels.

Technology is used not only in the production process, but also in communication with consumers. Companies are betting on simple, but increasingly recurrent campaigns in major media such as radio, television and newspapers, to increase their visibility. In the campaigns, the main points highlighted are price, advantages of acquiring certain service and social responsibility. It is also possible to observe in some stores, of companies that operate in this sector, interactive panels in which clients can make varied simulations.

Essentially, technological factors focus heavily on the production process and innovations in new forms of energy, but there is also a concern to increase and improve the way company communicates with customers, especially in a sector where there is no loyalty.

Environmental Factors

As said previously, in recent decades society has increased its sensitivity to aspects related to environmental sustainability and the preservation of natural resources. In line with the concern of population, the government has also developed policies aimed at protecting the environment and non-renewable resources. This concern also affects companies that try their best to make their activities less pollutant as possible. Companies operating in the energy sector, such as EDP, are increasingly concerned about the environment and are aware of the social responsibility they have, both for the environment and for the geographical areas where they belong or where they perform part of their activities.

In this sector, the main practices that can damage the environment are the excessive use of fossil fuels, causing the extinction of these sources of energy, air pollution and the construction of infrastructures, such as dams or thermoelectric or wind power plants, which may interfere with the biodiversity of the ecosystem, water pollution, among others.

In the case of EDP, as the author will explain later, company defined its "Environment Policy", which describes a set of actions linked to sustainable development, including respect for the climate, sustainable use of natural resources and biodiversity.

Therefore, it is essential to continue developing and implementing practices that protect the environment and the ecosystem, as well as the growing focus on renewable energies. It is also important raise consumer awareness for a moderate use of energy, define energy-saving policies and encourage the use of LED lamps.

Legal Factors

From the legal point of view, Portugal has a structure that is characterized by being excessive and too bureaucratic. Considering that this sector is subject to high taxes, too many obstacles and regulations to the exploration and construction of power stations, dams and electricity and gas distribution networks. In addition to the various laws and regulations defined by the Government, as previously mentioned, there is an entity responsible for drafting and inspecting compliance with laws in the energy sector, ERSE.

In short, there are about a hundred documents such as Laws, Decrees, Community Laws, ERSE Interpretive Opinions, ERSE Regulations, among others, which apply to Electricity, Petroleum and Natural Gas and to which companies operate in this sector must respect.

A new policy introduced in recent times that has brought some problems to companies but increases consumer confidence is the General Regime of Data Protection, which confers limitations to companies in the use of private information of their customers.

Taking a summary of the PESTEL analysis, at the political level we have a situation of governmental stability, with a President of the Republic and a Prime Minister who have the approval of the majority of citizens, the fiscal policies, the laws and regulations are controlled and defined by the state and by an external entity, companies have to comply with a strict data protection policy of their clients, and the level of national corruption is at 63 in 100. At the economic level we are facing a phase of economic growth that is felt both in the increase of the purchasing power of the consumers and in the increase of the investments in national territory. From the social point of view, we have a population that is increasingly concerned about the environment and that values options that allow a more efficient and less polluting energy consumption. Technology is increasingly evolving to improve the production process and how to distribute, making processes more efficient and less harmful. The technology has also evolved a lot in the direction of the constant

demand of renewable energies. From the environmental point of view, this is one of the most polluting sectors. According to legal issues, and considering the sector's vulnerability, there are several laws and regulations that all companies in this industry must comply with.

Porter Five Forces Analysis

According to Porter (1986), the formulation of a competitive strategy depends not only on competitors but also on a set of external forces that define the industry in which the company operates. These external forces are common to every companies in this industry, what sets it apart is how each company handles with them and one change in any of the forces requires new analysis. The five forces that need to be analysed for building an effective strategy are Threat of New Entrants, Threat of Substitutes, Bargaining Power of Customers, Bargaining Power of Suppliers and Industry Rivalry.

Threat of New Entrants

This force has a weak threat because this is a sector that requires a high capital investment to enter and not all companies have that capacity. Strict regulations and demanding government policies are also a limitation, aggravated by tight control by entities such as ERSE. Also access to the raw material is difficult and expensive and there are already many companies in the market that already have a relevant weight.

Threat of Substitute Products

Regarding this force, it has a medium-high threat, this market has many companies offering substitute products, which implies constant evaluations on prices vs income of each product. Electricity, as a product, has few substitute products, so it is important to analyse its price in different competitors and establish a value that conveys the product offered and the quality of service inherent to the product. As for natural gas we must consider that this product poses a high threat, since besides analysing what the competition offers there are also some substitute products such as gas, electricity, coal and firewood, offering more options to consumers. To reduce the weight of this threat, the quality and differentiation of the product or service from the competition must be clear.

Bargaining Power of Customers

According to the customers' power, considering that we are analysing a market in which there are no loyalty, the threat is medium. The inexistence of costs in change of Energy Company, allows that customers choose the companies according to the price that each one practices and the quality of the service that they offer. However, in a market where there are thousands of customers, each individual customer represents a very low threat.

Bargaining Power of Suppliers

As mentioned previously, this is a market dominated by some companies in which EDP has a strong influence. Regarding electricity, EDP is the electricity distributor in Portugal, that is, it supplies both the electricity it sells, but also supplies electricity to competitors. However, despite being a distributor, energy can be produced nationally by several entities or it can be bought to external suppliers. The choice of energy suppliers depends on geographic aspects, types of imported products and considerations related to energy security. While energy security involves multiple dimensions, the reliability and accessibility of energy sources are key aspects. In the last decades, Portugal has diversified the set of external suppliers, increasing the global energy security (40% are Europeans). This analysis for the choice of suppliers also includes consistency in delivery. Regarding to gas, as there are many choices of companies and products, there is less bargaining power.

Industry Rivalry

The rivalry has a medium-high threat. This market has many small businesses, and every year appear more, and it also has 5 players with great expression and high market share, so there is a great rivalry in the attempt to get as many customers as possible. The required investments in the extraction, transformation and distribution of energy are quite high, leading to markets being dominated by a small number of companies that interact with a rigid energy demand curve. Being competing in a market where there is no customer loyalty and where the prices of the products sold are similar, it is important to provide additional products and services that allow the customer to become loyal. In this perspective, the quality of the relationships established and the support given to the clients are also highly valued, as well as the advertising campaigns and the number of stores for customer's service and support have increased.

In this sector although there are barriers to entry there are also some barriers to exit. Companies operating in this market tend to have all their assets very specialized in this business sector and they are not transversal to many other sectors, there are many valuable strategic relationships that have been established with other companies both partners and clients, and emotional relationships with the clients that associate the company with something already certain and guaranteed. In sum, the main threats are centred on the power of customers and suppliers and what has a smaller threat are the threat of new entrants.

In any market is important to analyse what is being done, understand and follow the trends, the average numbers, among others. The constant search for what is being done and what are the innovations of the competitors must be constant actions for any company. In Portugal there are some players in this market, but we can consider that it is dominated by five main companies, that the author will make a brief analysis.

Galp, one of the leading companies in the Portuguese energy sector, operates in the exploration and production, refining and distribution, gas and power segments. A Portuguese company founded in 1999, despite having acquired Petrogal, company that had already been in the market for more than 30 years. Nowadays, it has direct presence in 11 countries, more than 6800 employees, with a turnover of 17 904 million euros. The customer contact channels are the contact centre, the website with a chat option, email and 47 physical stores dedicated to electricity and natural gas. Considered as one of the main and largest companies in this sector in Portugal, Galp has as main competitive advantages the fact that they have a vast offer of products and services, the fact that they have control over the entire value chain, partnerships with other companies that offer advantages and the good recognition that customers has about the company. Galp also has a high concern with social responsibility and environmental impacts, as well as a concern and need to innovate in this sector.

Endesa, a company in the energy sector, operates in the segment of electricity distribution and commercialization of natural gas. It was founded in 1944, in Spain, and currently has about 26 thousand workers. It has been present in the Portuguese market since 1993, being one of the first companies in the liberalized market of electricity. Nowadays, it has

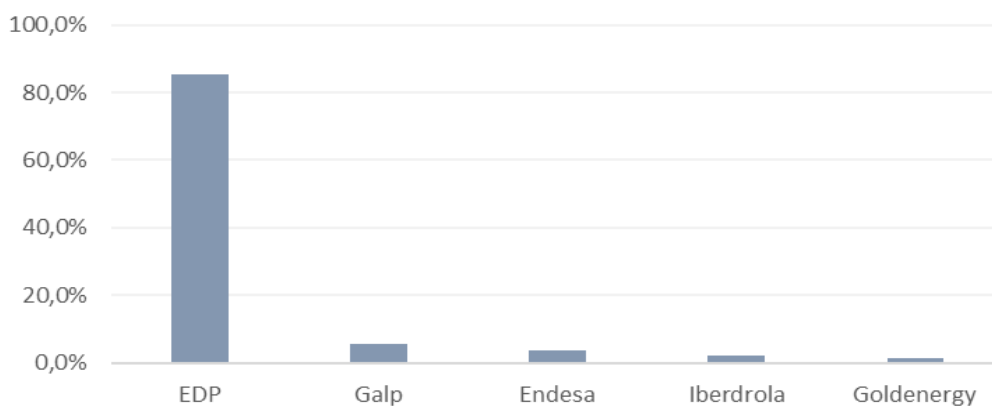
more than 12 million customers in Europe and 250 thousand in Portugal, accounting a profit of almost 3 billion euros. In the Portuguese market, it has a market share of 10,2% in the distribution of electricity and is in third place in the distribution of gas. The contact channels are the contact centre, email, website and two physical stores. The main competitive advantages of this player are the quantity and diversity of advertising and promotional campaigns, in which they emphasize price reductions on invoices and exclusive discounts with partners. They also guarantee a service without interruptions, without changes or management costs.

Iberdrola, also part of the energy sector, belongs to the electricity and gas commercialization segment. It has been in the Spanish market since 1992 and entered in the Portuguese one in 2007, is considered one of the five largest energy companies in the world and the main producer of wind energy. It predicts high investments in Portugal with the construction of a dam and three wind parks. It is currently present in 31 countries with more than 28,000 employees, more than 100 million customers all over the world and a profit of 31.5 billion euros. The contact channels in Portugal are the contact centre, the website and nine physical stores. In addition to electricity and gas, Iberdrola provides to its customers additional services such as Home Electric Protection, Electrical Emergency, Payment Protection, Gas Assistance, Gas Maintenance, Fixed Account, Electronic Invoice. The main competitive advantages are the services offered, the competitive prices and the growing concern and bet on renewable energies.

Goldenergy, the last player that the author will analyse in the energy sector, belongs to the segment of commercialization of electricity and gas. It is a Portuguese company that was founded in 2008 with the purpose of commercializing natural gas and added the component of electricity, in 2016. It is a relatively small company compared to the structures of its competitors, with around 200 employees and has about 2 thousand clients in the national territory. According to customer's contact channels, Goldenergy has contact centre, email, website, mobile app and 29 stores across the country. The main competitive advantage of this company is the recognition it has gained as the company in the industry that practices the lowest tariffs in the market, this distinction was won through a study conducted by DECO. Another advantage is the fact that the energy they use is 100% renewable.

Through the analysis of the main market players, which are the main competitors of EDP, we can conclude that in general the companies that operate in this market have a high concern with the tariffs, to try to have the main competitive values, and with the innovative forms to develop their activities to cause minimum possible environmental impact. Analysing the graph below (Figure 5), it is concluded that EDP is the one with the largest market share considering the number of customers.

Figure 5 – Market Share of each company considering the number of Customers



Source: Autor's Elaboration based on Pordata, 2016

Analysing now the company in which the author will develop the entire project, EDP, Energias de Portugal, is a Portuguese company that was founded as a state-owned company in 1976 and had its full privatization in 2013. As already mentioned, EDP is a company belonging to the energy sector segmented at the level of production, distribution and commercialization of electricity and commercialization of gas, having vertical integration. EDP is the main investor in Portugal and one of the most important engines of the national economy and development, being the main producer, distributor and marketer of electricity in Portugal.

EDP argues that its entire strategic vision is based on three pillars: controlled risk, superior efficiency and goal-focused growth. The vision is based on being a leading company in the energy sector, which integrates in its culture values and commitments with its customers, with people and with the environment. The company's mission is to drive the future with clean energy and maintain a low-risk strategy for shareholders, with sustainable growth through maximizing efficiency to achieve attractive returns. Its values are initiative (workers' behaviours and attitudes), trust (of all stakeholders), excellence in

execution, sustainability and innovation (creating value in different areas). With this vision, mission and values, the EDP Group undertakes commitments with the people with whom it works, with the clients, with the sustainability and with the results.

According to EDP, the company's strategy is based on five key points:

1. Focused Growth
2. Continued decline in Financial Dependence
3. Maintenance of Low Risk Profile
4. Reinforcing Efficiency
5. Deliver Attractive Return

EDP ensures that 70% of the energy produced comes from renewable resources, so energy production comes from 50% of water, 26% from coal, 12% from CCTG, 10% from wind, 1% from the sun and 2% from PRE (Production in Special Regime).

Listed on the stock exchange, its structure is composed of 12 groups of shareholders. EDP has a consolidated presence in 14 countries on 4 continents, is the third largest electricity company and one of the largest gas distributors in the Iberian Peninsula. With more than 12,000 employees, the EDP group provides electricity to almost 10 million customers worldwide and has 1.2 million gas connection points through its companies and some subsidiaries. In Portugal, EDP has a sales revenue of 15,746 million euros. However, it has more than 5 thousand energy suppliers, which represents more than 800 million euros in volume of purchases.

In Portugal, the EDP Group is composed of several companies that respond to the different needs of consumers at different times, such as EDP Commercial (liberalized market, services and brand), EDP Distribution (technical aspects), EDP Production, EDP Universal Service, EDP Commercial Solutions (business support), EDP Value (human resources issues), EDP Renewables (renewable energy and innovation) and EDP Gas.

According to hierarchical terms, EDP follows the common structure of this type of company with a general board of directors with its advisors, and then each company has a defined structure that allows its independent management. Regarding to human resources, in Portugal, the group employs over 6500 people and is committed to the

training and rotation of its employees. On average, each employee has 37 hours of training per year, which allows him to recycle content learned in the past and to acquire new visions and competences related to the position or department in which they are inserted within the company. In this company and in this sector, human resources tend to be very specialized in the functions they perform, however, EDP advocates internal mobility, valuing people through different areas (sales, marketing, distribution, innovation, suppliers, ...) so that they can develop both personally and professionally, broadening their knowledge of the business.

As already mentioned, EDP operates in the energy market in the electricity and gas segment, producing electricity through renewable and non-renewable sources and with external suppliers can guarantee a distribution network with more than 20 thousand km throughout the national territory, it is also the energy distributor of the competitors. At the level of commercialization, electricity has more than 5.4 million customers in Portugal, representing 88.3% of the market share, according to gas markets has about 647 thousand customers, representing 45% of market share.

In addition to these activities (production, distribution and commercialization) of products that are considered the core business of the company such as electricity and gas, EDP offers extra services to customers that allow to boost the business and increase revenue sources. Thus, EDP's main business add-ons are the sale and installation of solar panels, a health plan for the contract holder and his household, the “Funciona” service (for technical repairs), energy certifications and audits, water heaters, heat pumps, thermo accumulators, conditioned air, EDP ready (app to control household equipment), electric mobility and secure insurance invoice.

To achieve the objectives defined by sales department, the marketing and branding team must define a set of strategies that allow to better satisfy the characteristics of the current consumer. Different types of channels to satisfy different customers and different needs, increasingly hybrid stores, complementary and totally disruptive services, technological innovations and apps that simplify customers' day-to-day lives are examples of bets that EDP has made. Keeping a clean and functional image, the company tries to approach today's customer at all points of contact, recognizing EDP as the trusted brand for the electricity and gas service.

In relation to customer contact channels, EDP offers face-to-face, digital and contact centre channels. Regarding the presence channels, EDP has 41 own stores, 65 agents (with 3 different typologies) and a large direct sales team (D2D). Digital channels are made up of websites (one more institutional and one more focused on customer needs), mobile app and email marketing.

One of the factors that distinguishes EDP from competitors is its environmental policy, as mentioned before. With the notion of the increasing customer awareness of environmental problems and the impacts that energy activities have on sustainability, EDP created the Environmental Policy, defending it as a fundamental pillar of corporate strategy, an energy based on sustainable development and livelihoods. In this policy, 9 strategic management points are defined to aim to reduce the impacts of their activity. By fulfilling these commitments, they ensure the implementation and maintenance of adequate and effective environmental management systems, with the ultimate purpose of Sustainable Development. These commitments extend to environmental domains such as climate, sustainable use of natural resources and biodiversity. Also, in relation to environmental indicators, EDP is present for the tenth consecutive year in the Dow Jones Sustainability World Index, with 41 points above the average of the electric industry. This index assesses the performance of companies in terms of sustainability and their ability to adapt to market trends.

Parallel to the environmental concern, the company has a great concern with its social responsibility. The EDP Foundation seeks recognition as a reference institution in the areas of Science and Energy, Culture and Social Innovation, combating social exclusion through the development of talents and cultural training, supports innovative projects aimed at enhancing and stimulating entrepreneurship. In addition to this, EDP also has a Volunteer Program.

To summarize the information about EDP and its surrounding environment, it is important to develop a SWOT analysis. This type of analysis allows the company to adapt its strategies and objectives according to the market in which it is inserted, by describing the Strengths (company strengths), Weaknesses (weaknesses of the company), Opportunities (company opportunities in market) and Threats (company weaknesses in the market). Thus, in the case of EDP:

Strengths

- Strong Brand Reputation;
- Customer's Perceived Value;
- Strong Market Position;
- Secure Financing with Strong Investors;
- Range of Services;
- Bet Renewable Energies;
- Highly Ranked in the Dow Jones Sustainability Index;
- Strong Presence Worldwide;
- It is one of the largest producers of Wind Energy and features in the top 250 of the Forbes.

Weaknesses

- High Installation Costs;
- Require large territories for the Construction of Power Plants;
- Very focused on the Iberian Peninsula, having less presence in other parts of Europe or in Africa;
- Dependence of External Suppliers.

Opportunities

- Entry in New Markets in Expansion;
- Growing Concern about the Environment;
- Opportunities in other forms of Energy, like Biomass;
- Growing need for power in Europe.

Threats

- New Players
- Market Liberalization reduces EDP's Market Share
- Increase of Regulations and Legal Impositions
- Increase in Price and decrease of Materials and Sources
- Consolidation of Power Companies in Europe

After doing the current context of the physical stores, as well as the analysis of the energy market and of EDP, it is clear that it is necessary to develop this project for this and other companies. The perception of our client's needs, the introduction of NPS indicator in the company, as well as the identification of the factors that he values when he contacts a company are essential to change the way we approach the customer and maximize their satisfaction and improving the company's indicators.

2. In-Company Project Objectives

The need to elaborate a project such as this one that the author proposes comes within the scope of traffic trends in most physical stores, as well as a small flaw observed in EDP's business context. With the decline of the traffic in stores and the growing concern about NPS indicator, customer satisfaction and loyalty, it is important to develop a project that analyses this issue and identifies the factors that influence it.

This project relies on two pillars to achieve its objectives. On the one hand, it is important to analyse our customer's profile and realize what are the reasons that drive them to the physical stores and what do they value most in this place. By realizing these motives and preferences it is possible to define a set of strategies that should be implemented in-store to improve the customer experience and try to control the decline in traffic. We know that, with the profile of our current society, the use of digital channels to acquire products or solve technical issues is increasing, but if we perceive the points that make the difference between a physical and virtual store and if we add experiences that no other channel can offer, store traffic can stabilize or slow down at a slower rhythm.

On the other hand, the other essential pillar is the voice of the customer, that is his opinion. It is in this pillar that the small gap observed in EDP is based, the company analyse the NPS indicator only as a number, forgetting the field of comments. One of the priorities of this project is to analyse the field of comments and show the importance of the inputs that can be taken from them, investigate the opinion of the consumer, what he liked and disliked is crucial to improve his satisfaction and make him feel important for the company. So, the qualitative analysis of the comments should be added to the quantitative analysis of consumer satisfaction (NPS value).

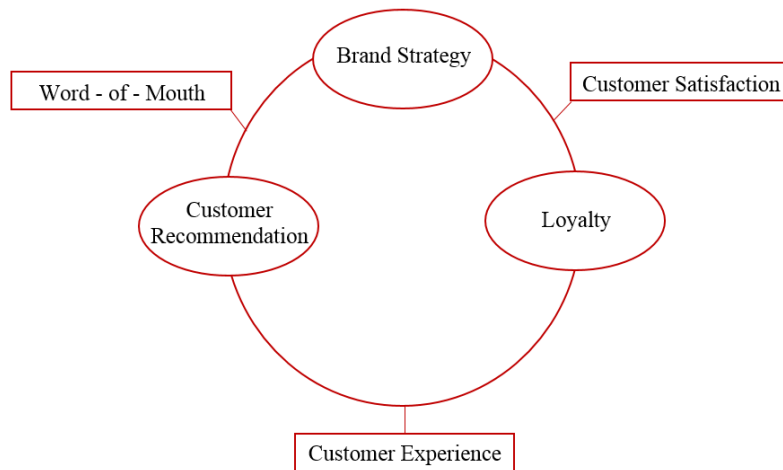
Thus, the main objectives of this project are to construct a detailed analysis about customer satisfaction, the factors that positively and negatively influence this satisfaction as the relationship between the factors that influence consumer satisfaction and the NPS indicator. Additionally, the author recommends implementation suggestions that should be applied in stores and throughout EDP, which allow improve the store experience as well as the company's NPS. This project also has the objective of create awareness about the NPS indicator in the clients.

3. Conceptual Framework

Based on the topics explained in the literature review, the objectives and purposes of the project under study, it is important to analyse in detail a set of variables to develop and apply the project in the best way. With this, it is possible to present a model that focuses the key aspects of the company's strategy as well as the strategy of this project, so that they can guide it.

The conceptual model developed (Figure 6) consists in three central themes (Brand Strategy, Loyalty and Customer Recommendation) and three lines that allow to analyse the theme of the project under study and guide it towards its objectives (Customer Satisfaction, Customer Experience and Word-of-Mouth). For the success of any project, it is not enough to master these variables well, we must know how to relate them and analyse them as a whole. After this analysis, it will be possible to draw some conclusions and start thinking about the best strategies for implementing the project in EDP's stores.

Figure 6 – Conceptual Framework



Source: Adapted from Abcouwer & Truijens (2006)

Analysing the model, the pillars for the development of the company as well as its business are based on a strong brand strategy, developed a priori and with which this project must agree, the promotion of consumer loyalty, so that he prefers EDP instead of a competitor, as well as customer recommendation, to retain our actual customer and attract new ones. These main pillars are complemented and are directly related to three other themes that are considered very important for the company and its development.

The alignment between brand strategy and the need to make its customers loyal to it, makes it important to analyse the satisfaction of current customers and understand what influences that satisfaction. Making the current customers loyal, they are likely to speak to friends and family about the company, but they only recommend it if the experience has been good. Thus, experience directly influences customer loyalty as well as the likelihood of recommendation. Based on what customers say about the brand, it is word-of-mouth, it is possible to see the likelihood of recommending the brand and allows the company to adapt or improve its strategy taking into account the opinions of its customers. With this, we realize that all variables are important and are related to each other.

Thus, this project analyses all these variables, and through these, studies which factors influence consumer satisfaction and how it can be leveraged. A satisfied customer will

be loyal to the brand and will recommend this to friends and family, also improving the company's NPS. That is, through this model we perceive the relationship that can be established between the client's experience, his satisfaction and his recommendation to family and friends (NPS).

4. The Importance of Marketing in this Project

Marketing, being a concept that encompasses several aspects, has a lot of tools and subjects that allow to study many factors related to the project under study. The need to develop this project arises from the implementation of the NPS indicator in EDP and the need to explore and improve it. Taking concrete into the theme of physical stores and their decline in traffic over time, it is necessary to understand what factors influence customer satisfaction in this channel and what factors can influence going to physical stores instead of going to other channels. So, different aspects of marketing need to be analysed.

With this need to better understand the customer and its satisfaction, the actual concept of Marketing has emerged for Marketing 3.0, in which companies begin to work with customers to define their strategies and characteristics of their products and services. Due to this notion, the concept of Co-Creation has emerged in which companies rely on their customers to create new products and services and customers feel valued and feel they are part of the all process.

Recognising that the consumer profile is constantly changing, as we realize in the literature review, it is important understand how the profile of our customer is and what he looks for in a brand or service. Nowadays, there are teams within big companies that dedicate themselves solely and exclusively to the study of their clients and the consumption profile of the market in which they are inserted. In the case of EDP, there is a department called "Client" that focuses and analyses customers, giving particular importance to customers with value. Thus, to define projects to be introduced and the future strategies, it is essential to identify and describe our client.

Another variable related to marketing that must be analysed is the company strategy. Defining a clear and rigorous strategy is essential for all companies. Sometimes it is necessary to make changes to strategies previously defined, but companies that maintain consistency over time, convey trust to consumers and investors. Therefore, it is important that before implementing any new project in the company, it is verified that the strategy and objectives of the project match with those of the brand, to respect the company's vision and mission. Without forgetting that the strategy and the way it is transmitted influences the whole company and its surroundings, it is important to define and understand what is the EDP's brand strategy.

EDP has a very well-defined brand strategy, when you think of energy companies in Portugal, EDP is the top of mind brand, people know it without being told who the company is and what they do. As a result of a successful brand strategy, people develop a particular feeling or opinion about a company and this feeling drives their buying decisions. If we analyse the case of EDP stores, despite being managed in outsourcing, all of them have a very clean image, the colours used in all merchandising are red and white, so customers can always identify the brand without seeing it. The customer experience and employee attendance are always similar.

On the other hand, in this market, loyalty can be related to a quality service, efficient technical assistance, partnerships with other companies that provide discounts, promotions on anniversaries and a unique shop experience. Stores that only sales services have some difficulties in improve and diversify customer experience, but with the technological evolution it is possible introduce mechanisms in order that the customer can experience the services in store, such as interactive panels, the possibility of the client do the simulations himself, the virtual reality experience to take the customer to the real place where he will use the service, among other things. Of course, in this context of stores, its location, merchandising, colours and music associated with the brand, layout and promotions, and the quality of human resources still be very important.

With the constant decrease in traffic in physical stores and the visible increase in digital channels, managers try to create strategies in stores that make the customer value their experience in a physical context more than in a virtual context. It is important that stores

offer what no other channel can offer, but these strategies are always in constant evolution and adaptation to the current market and the demands of consumers.

So, customer satisfaction is based on the experience he had with a brand or product against his prior expectation. Thus, satisfaction is directly related to the experience that the customer has at the time of purchase, and after this. A customer satisfied with the experience he has with a brand, becomes a customer loyal to that brand. Thus, offering an experience equal to or higher than the expectation of the customer is essential, a quality service every time of the purchase process and human resources and infrastructures aligned with the company's image make the customer feel committed with the brand. This identification and satisfaction with the brand, not only makes the customer loyal but also make him speak positively about the brand to family and friends, recommending it.

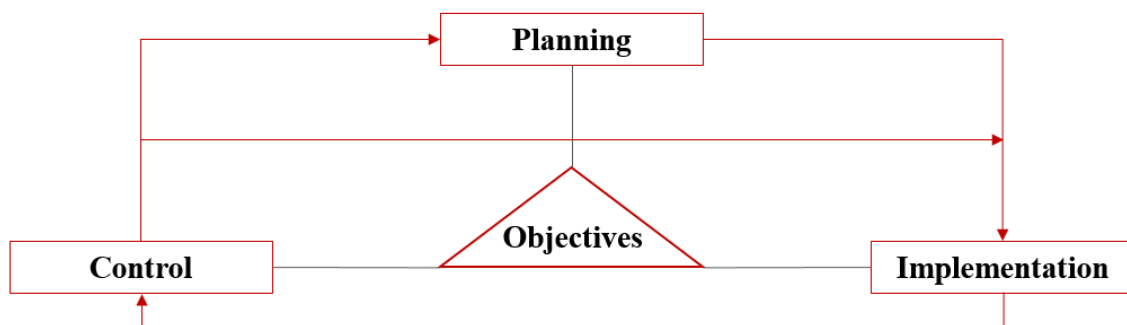
Nowadays, the recommendations of friends, family or influencers are the basis for attracting new customers. So, in this point, it is important to analyse the expectations that customers have with the service provided and how we can improve the store experience.

Finally, it is important to realize that raising awareness of the importance of customer satisfaction and its impact on attracting new customers has led companies to develop mechanisms to evaluate a customer's likelihood of recommending the brand to a friend or family. Basically, this is what the NPS indicator tries to measure, the satisfaction of its customers based on a question asked after providing the service. By categorizing customers based on their responses and analysing possible comments left, companies try to analyse this indicator to improve their quality of service. Thus, it is important to analyse what customers say about our company and see the value of our NPS, but we must also analyse that of our competitors and the industry where we are inserted. EDP has shown increasing concerns with this theme, which was introduced in March 2017, but without follow-up customer's evolution or comments.

5. Strategic Framework of the Project (Methodology)

As has been said throughout this thesis, this project has as main objective understand what are the factors that influence customer satisfaction and, after that, define strategies that allow the company to increase the satisfaction of its customers. Realizing these factors, the goal is to try to maximize this satisfaction, increase traffic in stores and, consequently, increase the recommendation of the brand that a customer makes to his family and friends. As in any project, it is necessary to define a methodology and a project management cycle (Figure 7).

Figure 7 – Project Management Cycle



Source: Author's Elaboration

The cycle of this project is based on 4 stages: objectives, planning, implementation and control. Analysing step by step, the project objectives, which are transversal to all stages, are the first thing to be defined, because, with the current lack of analysis and interpretation of the NPS indicator of EDP's stores and with the traffic decreasing in there, there is a need to create a project that aims to increase in-store traffic, improve customer satisfaction and improve the NPS of this channel, and also allows the author to analyse the relationships that are established between these three main objectives.

At the planning stage, the steps to be taken throughout the project are defined, from the initial research to the collection of information on the ground, assuming that the literature review and the analysis to the external and internal environments of the company are already done. In terms of planning, it is necessary to develop a set of actions and plans that lead to the later implementation of the project.

Based on the NPS value of each store and each assistant, between the second semester of 2016 and the first semester of 2017, considering that the physical presence in the 41 stores and the observation of 400 assistants would be impossible, the author will select the stores and assistants with better and worse NPS, to make the observations in store. For this qualitative analysis two different analyses will be tested, one more related to the store as a whole, namely stores with good or bad NPS, and another one that will evaluate only the assistants with good or bad NPS, regardless of the store. These direct observations will allow the observation of clients, the profile and characteristics of each assistant, the environment between the work team and the role and profile of the store manager, among other aspects. This qualitative approach, based on observations and direct interviews, will allow to know more about the operation in the EDP stores, to see the profile of each store assistant, to perceive its background and its perception regarding the NPS indicator. In this phase, the author will also define the profile of the customers that attend the EDP stores, what their needs and opinions, complementing with the comments they leave in the NPS questionnaire.

Regarding the quantitative approach, this will be done through questionnaires and will be applied during the observations in store, being directed to the assistants and store managers. The questionnaire that will be filled is intended to understand the satisfaction of the assistants with the workplace, with the management, with the employer and with EDP, what changes they would make, what factors they consider influencing client satisfaction and its relationship with the NPS. In parallel, it will also be in this approach that will be filled a table where the author will evaluate each attendance done to obtain a classification by assistant, which will help in the final comparison of the stores. In addition, there will be another table to be filled with information about the store manager. This type of observation and the interviews will allow a real perception of the contact with the client and what strategies can be defined to improve this interaction. The questionnaires that will be applied in the second analysis tested will be more focused on the age of the assistant, his academic education, antiquity in that job, complementary formation and previous experience in attending the public. After this observation and investigation on the ground, it is also important to talk with EDP workers who deal directly with this area and with the client, to understand if they have awareness about the NPS theme and its variables.

At this stage of the cycle arises the need to respond to the research questions that have emerged from the literature review, that are important to the company's analysis and project development. The literature review introduces us to what has been studied and proven for most cases, but it is necessary to deepen our knowledge and perceive exactly what is happening in the market in which EDP operate, that is, what is the reality of our company. Thus, taking in the conceptual framework realized after the literature review, the research questions that the author defined as well as the main points to develop in the answers are:

- What is the Brand Strategy? – Define the strategy of EDP as well as the strategy of its stores, what is the strategy of this project and its final objective.
- Who is our client and how our client profile is? – It is necessary to characterize our consumer, who he is, what are his needs, what he expects from EDP, what he looks for in EDP stores and how is his consumption profile.
- Does the experience we offer meet customer expectations? – After defining the profile of our customers and their needs, it is important to analyse what we currently have in our stores, to analyse whether the services and the experience we offer match what the customer is looking for.
- Are our consumers satisfied? – Analyse the opinions and comments of our clients, analyse the main positive and negative aspects and what the customer values.
- How can we improve the experience offered? – Assisting attendances and analysing the posture of customers and assistants, define strategies to improve the store experience.
- Our customers feel engaged with our brand? – Analyse what leads to the loyalty of customers in this sector and observe the evolution of NPS stores during the study period.
- Is the NPS an effective indicator? – Analyse key advantages and disadvantages in the current use of NPS.

When the phases described above are finished, the author will start the process of analysis of the results, the main conclusions and limitations of the study. After this analysis, the implementation phase begins, which is basically the definition of a set of strategies and the implementation of the study in the stores. In this phase the conclusions of the research results are included and, through these, the strategies to be applied in this channel, as

training of the assistants and other workers, improvement of the experience in store, among others.

Finally, the control phase will allow us to verify if the objectives defined for each stage are being met and whether if the project is to be efficient for the company. If there are nonconformities from the objectives or if the strategies are not having the desired impact, it is at this stage that these deviations are registered. Because this process is cyclical, even when the project is fully implemented in stores, it is important to define specific periods to monitor its effectiveness and, if necessary, develop new strategies and forms of implementation or, in extreme cases, reformulate the whole process and define a new plan. It is important that the project, throughout its life, be adapted to the company and its external conditions, so that it is more useful and relevant.

6. Functional Framework of the Project

As previously mentioned, to understand the factors that positively or negatively influence customer satisfaction and the NPS of EDP stores, this project will be developed based on the testing and analysis of two different analyses in the stores. These two analyses have distinct approaches, one focused on the store's NPS and the whole team's performance, and another is focused on the individual NPS of the assistants. Assuming that analyse the 41 stores and more than 400 assistants is impossible, the author will use filters to choose specific stores and assistants to test the pilot project.

Thus, the first analysis consists of, keeping the number of employees in contractual position constant, keeping similar the percentage of sales opportunities in relation to the number of calls, and also keeping similar the average waiting time of the clients, make an intensive study to the hard and soft skills of the assistants and store managers in order to explain the difference in the NPS value of the stores. Basically, in these observations the objective is to compare the teams and their respective store managers, trying to understand how team performance affects customer satisfaction by choosing similar pairs of stores under the conditions described above, but one with a high NPS and another with a low NPS value.

The second analysis consists in the choice of eight assistants, four of them with high NPS and the other four with low NPS, regardless the characteristics of the store and the team as a whole. Basically, in this investigation the author will analyse the individual profile of the assistant based on his skills in attending to the public, the knowledge necessary for the role that he plays in EDP, his personal characteristics (such as age, schooling, seniority in the workplace and professional experience) such as the relationship he establish with clients and colleagues.

These two analyses are really important for understanding customer satisfaction. Taking into account what was said in the literature review, the purchasing process is the moment of contact between the company and the customer that most influences his satisfaction (Dash, 2017), which is why it is so important to perceive how the attendances takes place currently and what can be done to improve them.

In the second analyses, it is also important to analyse the comments and ratings that customers leave on Medallia platform, which contacts clients and registers the NPS of EDP. Here in the planning, the author will analyse the research questions and respond it in the most appropriate way according to the reality of this company. According to Kotler and Keller's (2006) definition of customer satisfaction emphasized in the literature review, this satisfaction depends on the customer's perception of the company or product, when analysing the comments that they left after the contact with the company, realizing in which aspects EDP is above or below customer expectation.

After the development and conclusion of the planning phase, after the in-store observations, the conclusion of the questionnaires and the analysis of the results of these, the implementation phase is followed. This phase defines the actions and strategies that should be implemented in EDP's stores and throughout the organization so that the project's objectives could be achieved.

After the implementation of the project in stores it is important to define in detail the control phase. For any project to be effective in the long term it is important to control the variables that influence the project and the evolution of these over time. Thus, the

definition of periodicity and the control and evaluation metrics are the main components of this stage of the management cycle.

6.1 Concepts

To have a better understanding of the whole project, it is important to define some concepts that will be addressed during the development and implementation of this. Thus, the concepts that will be described here will appear several times throughout the project.

Customer Contact Channels

EDP has two main ways of contacting the customer, digital channels and presence channels. Digital channels are defined as channels that not have visual contact with the customer and these are composed by the website, call centre and app. While presence channels are defined as channels that have physical and visual contact with the customer, which include the stores, agents and door-to-door sales.

Own Stores

EDP has two distinct types of stores, its own stores and agents. Agents are stores that are physically similar to EDP stores or are stores that have other businesses (such as stationery shops) but that sell products or charge EDP services, working in franchising mode. EDP has no responsibility for the stores, only follows the performance of the stores and give bonuses when they reach certain objectives.

The own stores, in total there are 41, are stores that are under the responsibility of EDP in all aspects. However, EDP attributes the responsibility of human resources to three outsourcing companies. The observations will be made in EDP own stores because we believe that this type of stores is the one that has the greatest contact with EDP teams and that best represent the brand image and strategy.

Outsourcing

The outsourcing model, observed in the hiring and management of the human resources of EDP's own stores, is based on the hiring of companies specialized in human resources that deal with the entire process of hiring and managing the human resources of EDP's

stores. These companies are also responsible for linking EDP's strategy with store assistants, as well as ensuring that the company's goals are met. This type of management model reduces EDP's fixed costs and removes EDP responsibility from all employees.

Sales Opportunities

In the context of EDP stores, sales opportunities reflect the ratio of contracts made in relation to the number of attendances. In this sense, for this indicator, the company only counts as sales the energy contracts, which may be contracts for electricity, gas or both. As for the denominator of this relationship, all the tickets answered are counted, that is, all the attendances made.

Waiting Time Average

One of the main indicators that are part of the EDP stores KPI's is the average time the customer waits until it is answered, TME in Portuguese.

6.2 Stakeholders

The development of this project as well as its implementation in the company depends on several stakeholders throughout the different phases, from directors and managers of the EDP stores to the clients.

The planning phase is the one that needs more stakeholders, since it is the most complete and complex stage from the point of view of project design. In this phase, the first participants to be part of the process are Dir. Bruno Martins, head of EDP stores, and Dir. José Carlos Ribeiro, director of EDP's Presence Channels. Together with them, it is important to understand EDP's strategy for the company and for the stores, understand the future objectives, the main limitations and the actual panorama of the stores.

Still in the planning phase, it is important to have the help of EDP managers, Bruno Martins has a team of seven people who support the 41 own stores, each of them supports 6 or 7 stores. These people make the connection between what happens in the stores and the strategies and actions defined by EDP. It is important to realize through them what

are the main difficulties that the stores and the EDP itself feel between what is defined and what is effectively implemented in shops.

Making the journey as a pyramid from the top (directors), through the managers, to the base, reaching the store assistants. At this stage of the project, spending a lot of time in store on observations, employees have a crucial role. It is through them that the author will know the main difficulties they feel, the opportunities they see in the contact with client, as well as the needs and failures that can be solved. In this point it is important to highlight that all the assistants can collaborate, but mainly the assistants that are in the stores that were selected for observation.

Although indirectly, during the planning phase, clients are part of the stakeholder group, considering that comments left by them in the NPS questionnaires will be read.

In the implementation phase, in addition to the intervention of all the above-mentioned names, there is the addition of those responsible for the outsourcing companies, who together with the managers of the EDP stores guarantee that the project is being implemented and give feedback to the directors. In this phase yes, there is the direct intervention of the clients, since most of actions to be implemented are with the intention of generating reactions in them. In this phase also come in the Quality and Improvement team of EDP, which controls training needs and topics.

Finally, the feedback and control phase are delivered to the management teams of the stores, EDP and outsourcing companies.

So, the stakeholders of this project can be grouped into four great groups, the EDP team (which includes the directors, managers and the Improvement team), the team of outsourcing companies, shop assistants and customers.

6.3 Project Development

This stage of project development is the most important stage of all work. Here will be described in detail step-by-step of the whole project, from the way in which the analyses

were planned, their formulation and execution, the results obtained, the response of the research questions, the details of the project implementation and how everything will be done in the control process phase.

With the awareness that the traffic on the physical stores is decreasing year to year, the need to perceive what takes the customer to the stores in detriment of other channels arises. Allied to this need, customer satisfaction and its measurement through the NPS indicator have started to be an important point in EDP's KPIs. Analysing the table below (Figure 8), it is possible to compare the NPS of the different EDP channels during the second half of 2016 and the first half of 2017:

Figure 8 – NPS value per Channel

	Contact Center	Field Services	Presence Channels	Website	EDP Online	Digital	D2D	Outbound	Complaints	B2B Relational
NPS 2º sem. 2016	8	23	33	15	19	-9	–	–	–	–
NPS 1º sem. 2017	8	25	34	23	15	-6	26	23	-68	-50
NPS Average Value	8	24	33,5	19	17	-7,5	26	23	-68	-50

Source: Author's Elaboration

Despite the decrease in traffic, the presence channels, which include own stores, agents and Door-to-Door sales, are those with higher NPS values. Due to this fact, it is important to understand the main reasons that lead the customer to presence channels and what are the reasons for their satisfaction or dissatisfaction, as they directly influence the company's NPS. To carry out this analysis, the author will start by developing and implementing the project in EDP's own stores and then extending it to the remaining presence channels. As previously mentioned, to achieve the proposed objectives, the study was based on the test of two different analyses.

The first analysis is based on the comparison between similar store teams, but with different NPS. In this analysis, of the 41 own stores of EDP, were chosen two pairs of stores that had the same number of assistants, an average waiting time similar and similar opportunity of sales, to explain why, in these circumstances, one of the stores had a high

NPS and the other had a lower value. The main objective of this analysis is to compare the teams and their respective leaders, to understand what the relationship they establish as a team, what activities and goals they promote, and the role and importance of the client to the team.

Thus, in this first investigation, the stores of Évora and Famalicão and the stores of Albufeira and Covilhã (Appendix 1 and Figure 9) were chosen for observations. The methodology to be followed will be the observation of the attendances of all the assistants, see the relationship that they establish with the client and the defence of EDP brand, withdraw notes from attendances and fill out an evaluation grid by assistant (Appendix 2), complete also an evaluation grid for each attendance to measure customer satisfaction (Appendix 3), carry out a questionnaire to the assistants in order to perceive the level of satisfaction with the work place and the relationship with the team and the store manager (Appendix 4), observe the profile of store manager and the interactions between the team (Appendix 5). All weights and percentages defined in the evaluation tables were defined in conjunction with the director of the EDP stores.

Figure 9 – Analysis 1

Stores	Assistants	NPS	Average Waiting Time	% Sales Opportunity*
Évora	5	39,2	00:03:24	14,7
Famalicão	5	28	00:04:03	14,2
Albufeira	5	47,1	00:04:21	13,9
Covilhã	5	20,4	00:04:37	13,1

Source: Author's Elaboration

* The percentage of sales opportunities is calculated by the number of new energy contracts divided by the number of attendances

After applying the Analysis 1 in stores, the summary of results in the figure below were drawn (Figure 10):

Figure 10 – Analysis 1 - Results

Stores	NPS	NPS Assist. Max.	NPS Assist. Min.	NPS Max. Period	NPS Min. Period	Store Manager Classif.	Classif. Assist.	Classif. Máx.	Classif. Min.	Customer Satisfaction
Évora	39,2	40,9	32,1	57	14	4,84	4,6265	4,906	4,185	4,45
Famalicão	28	34	16,7	54	9	3,67	3,9844	4,48	3,37	3,54
Albufeira	47,1	100	28,9	62	37	4,84	4,269	4,9	4,018	4,28
Covilhã	20,4	75	11,3	52	-11	3,96	3,998	4,745	3,37	3,68

Source: Author's Elaboration

Through the results observed in the table it is possible to draw some important conclusions from this analysis, mainly related to the role of store manager. For example, when store manager has lower evaluations, the average of team evaluation has also lower values, the store manager's leader profile influences the overall team performance and the store's NPS value, in stores with the lower NPS the store manager's rank is lower than the average of the assistants' performance and in a lower ranked team there is a greater variance between the highest and the lowest evaluations.

The second analysis is based on the direct comparison between the assistants, with the lowest and highest values of NPS, during the same period of the development of Analysis 1. In this analysis, forgetting the store context in which they work, the author intends to analyse the four assistants with better and worse NPS, analyse their profiles, backgrounds and experiences. The selected assistants (Figure 11 and 12) still work in EDP stores.

Figure 11 – Analysis 2 – Assistants with high NPS

Assistant	NPS	Sample Size	Satisfaction with the Assistant	Antiquity	Store
Maria Ganchinho	59,7	77	9	01-07-2011	Loures
Amândio Almeida	59,7	67	9,3	01-09-2010	Gaia
Ana Padrão	59,6	47	9	02-12-2016	Bragança
Josemar Franco	56,9	58	8,7	01-01-2016	Lisboa MP

Source: Author's Elaboration

Figure 12 – Analysis 2 – Assistants with low NPS

Assistant	NPS	Sample Size	Satisfaction with the Assistant	Antiquity	Store
Marisa Martinho	-10	30	7,8	30-01-2017	Paivas
Cláudia Pinheiro	-10	20	7,9	01-07-2011	Lisboa MP
Tânia Saraiva	-3,6	28	8,1	01-07-2011	Laranjeiras
Hugo Levita	-1,3	76	7,8	10-02-2016	Leiria

Source: Author's Elaboration

After choosing the assistants that will be observed, it is important to define the methodology that will be followed in the observations. During the observations it is important to see the relationship that the assistant establishes with the client, the way he treats him and the time he devotes. During the observations, the author will give a questionnaire (Appendix 6) to the selected assistants to know personal information such as age, education, antiquity of service at EDP, training that has already had with issues related to EDP and what professional experiences they have had related to public attendance. In addition, will be analysed the percentage of each type of keys are answered, the time of attendance and the waiting time.

After applying and the development of the Analysis 2 in stores, the summary of results in the appendixes 7 and 8 were drawn. Regarding the type of attendance/service and its relationship with the NPS, the assistants with lower NPS do more attendances from type E, which deals with complaints about payments. Assistants with the highest NPS have a large percentage of attendances related to new contracts. In this type of assistance where the assistants have more time available for client and clarify all customer's doubts.

Regarding the inputs taken from the analysis of the personal characteristics of the assistants, the assistants with the highest NPS treat the clients by their name, they present themselves to the customer, they are attentive throughout the attendance, have several professional experiences of attending to the public, had several EDP training sessions and are relatively young.

After analysing the results of the two analyses in detail, it is possible to draw some final conclusions that will allow to define the best strategies for the project. In summary, the main conclusions drawn were related to the role of the store manager, the choice of assistants and the quality of the attendance. Thus, the store manager plays a key role both in team building and store performance, so defining his role is essential. Another key point is the training of all assistants, reinforcing the importance of clients and how they should be treated from the moment they enter the stores. Assistants must be aware of the steps to be taken to provide excellent customer service, from the time of their reception to the time they dedicate to the client.

Finally, before beginning the description of the implementation phase, it is important to respond to some of the research questions, to adapt the results of the study to the reality of the company. First, it is important to understand the company's strategy to adapt the implementation strategies to it. Thus, the future strategy of EDP bet heavily on digital channels, but also wants to continue with the provision of services in stores. The stores offer something that no other channel offers, human contact, and this is fundamental for customer loyalty. In conclusion, the implementation of this project in stores must allow to remain the traffic of customers in stores in a stable value and that customer satisfaction continues to be one of the positive factors of the stores.

Subsequently, it is important to define the profile of the customer that usually goes to EDP stores. These clients are mostly older people who do not like to deal with issues through the website, app or contact centre. The main reasons that drive this type of customers to the stores are to give the consumption information, make payments and make new contracts, although younger customers also prefer to handle new contracts in stores.

Following the reasons that lead the customers to EDP stores, it is important to realize if the current experience they offer in store corresponds to the needs and expectations of the customers. We know that customer needs are encountered in a quickly and efficiently attendance, they do not waste a lot of time on hold, or when they wait a long time there should be points of interest inside the stores, such as interactive panels or brochures, so

customers are distracted. It is important to improve this experience so that waiting times do not contribute to customer discontent.

EDP's own stores are the company's second best NPS channel (Figure 13), so we can conclude that customers are, in certain way, satisfied with their store experience. However, there are stores with large disparity of values, stores with a very high value of NPS and others with a very low value. In this market, where there is no customer loyalty, it is important for customers feel satisfied with the services offered by EDP, to prevent consumers looking for competing companies. Thus, what distinguishes companies in this sector are the quality of the services they provide, the relationship they establish with the customer, the advantages they offer and the experience that the customer has in the different channels.

Figure 13 – NPS of EDP Presence Channels

Own Stores	32,5
Agents	36,5
Door - to - Door	26,3
Total	33,5

Source: Author's Elaboration

According to what has been said previously, NPS is an indicator that is having increasing use in measuring customer satisfaction, but it is still a new topic in most companies. Because it is measured on a scale of 0 to 10, the customer is not fully aware of what is being measured when company ask the question, "On a scale of 0 to 10 how much would you recommend company X to a friend or family?". In fact, this is the question that will measure customer satisfaction, but only the answers from 0 to 6 and from 9 to 10 will be counted, without the customer knowing for sure what each value means and what will be measured. This limitation in the NPS calculation, which accounts only promoters and detractors, is one of the major limitations of this indicator, the positive point is that all companies are subject to the same impositions. The definition of the moment from which we control the implementation of the project as well as the frequency which this control is made is essential to verify that the defined objectives are being fulfilled. Monthly

monitoring of the NPS indicator, its evolution and customer feedback, and the key objectives are essential.

Thus, the main metrics to be monitored are the fulfilment of stores objectives, NPS indicator values, customer satisfaction and the knowledge of store assistants. For this last point, annual or bi-annual refresher training sessions about the main products and services sold in stores are required, as well as on new sales techniques.

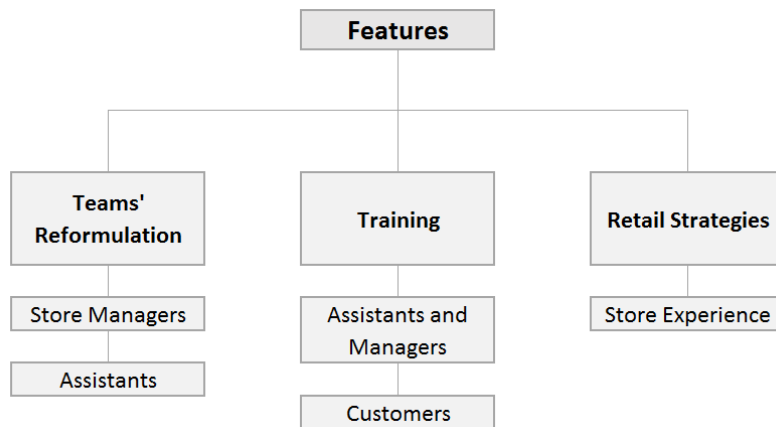
Based on the conclusions drawn from the observations made in the Analyses 1 and 2 and the investigation of the research questions, it is important to define the main conclusions and outline the strategies for implementing the project, which will be developed in the next phase of the project. The phase of implementation has application at different levels and people, for example defining assistants and store managers' profiles, reformulating teams, changing the store's physical space, making it more hybrid according to customer needs, training for teams and customers and so on. Each strategy will be explained in more detail below.

6.4 Feature Map

In this chapter is presented a summary table of the implementation suggestions obtained through the development of this project. The strategies to be applied in EDP stores and in the whole company are based on significant changes in what is currently done and are based on three main features. Thus, the three main pillars are the Reformulation of Teams, Training Sessions and Retail Strategies, related to Store Experience (Figure 14).

All these aspects, developed and executed in isolation and/or in conjunction, aim at mapping and simplifying most of the processes inherent of EDP's stores, with the common goal of improving team performance, increasing customer satisfaction and improving the EDP's NPS indicator.

Figure 14 – Project Feature Map



Source: Author's Elaboration

6.5 Teams' Reformulation

6.5.1 Actual Situation

Currently, store assistants are recruited and selected solely through the outsourcing company. Those responsible for the recruitment of these companies do the interviews, present the conditions, give the initial training and they allocate the new assistant in one of the EDP stores manage by the same company. This process is similar in the recruitment of assistants and store managers. However, in addition to this process, outsourcing companies also promote internal mobility among their stores.

In this context, the satisfaction of the assistants as well as their suitability to the store and the team is slight considered. This fact can cause disparities and bad environment between teams, which has an impact on stores' performance. Another point to emphasize is the lack of definition of the profiles that we want to have for each job performed, which should be a norm to follow in the recruitment process.

6.5.2 Future Situation Proposed

According to what has been said in the previous point, it is important to propose strategies at the level of the teams and their restructure. First, realizing that customer satisfaction is very related to the experience they have in store, especially with the relationship they have with the assistants and how they are treated. Starting with this notion, it is imperative

that there be a restructure of store teams, analyse the satisfaction of the assistants with the workplace, how the current teams function, the work environment and define the profiles of store manager and the assistants of these new teams. This need arose from stores observation and with the diagnosis that many store managers do not have a leadership profile and cannot handle with the pressure and responsibility that their position requires.

Store managers are the ones responsible for maintaining the organization of the team and are the ones who respond to the fulfilment or lack of fulfilment of the store objectives. Therefore, in hiring the store manager, it is important to look for the following profile: positive previous experience as a shop assistant (so that you have a sense of the responsibilities and difficulties of an assistant), a strong sense of responsibility and goal orientation, capacity of working under pressure and responding to possible team failures, the ability to allocate tasks and delegate responsibilities. It is also important for the store manager to participate in the recruitment and selection of shop assistants, better than anyone else they know their team, the type of customers and the main challenges in their store. In addition to all responsibilities and daily tasks, store manager should not attend, he should observe the attendance of his assistants. He should make daily meetings with the teams, from 10 to 15 minutes, to highlight the positives and negatives aspects of each person, assign responsibilities, delegate tasks, explain new procedures that may be in the company, among other topics.

Regarding assistants, it is important to define their profile for the recruitment and selection of new assistants and to train the assistants that EDP currently have. Thus, the assistants must have some previous experience in attending to the public, it is important that they like to work in team and oriented to achieve common goals, friendly and with capacity for conflict management. It is also important that they have the readiness to have training in commuting paid by the company.

Once selected the assistants and store managers it is important to begin to set procedures that should be applied in the stores. As mentioned earlier, team meetings should be introduced into the teams as a mandatory daily practice. The meetings should have an average duration of 15 minutes and should be approached different aspects of the day, such as positive and negative aspects of the assistants, points to improve, caricature

situations that have occurred, doubts of the assistants or some questions posed by clients and brief explanations about new products, services or procedures introduced by EDP.

6.6 Training

6.6.1 Actual Situation

Contractually, EDP requires that companies that provide outsourcing services to EDP stores should give certain hours of training to the assistants, which are 150 hours of initial training, before they can perform their functions, and 50 hours a year after they have joined EDP. What is happening today is that these hours of training as well as the topics covered in these sessions are neither controlled nor approved by EDP managers.

Additionally, during the observations was detected that not all assistants had access to the same trainings or any kind of documents explaining the main points addressed at these sessions, many of the assistants had not any training since they began in EDP. This factor influences the skills of the assistants, the performance of the store, as well as the satisfaction of their assistants and the confidence with which they carry out their function.

6.6.2 Future Situation Proposed

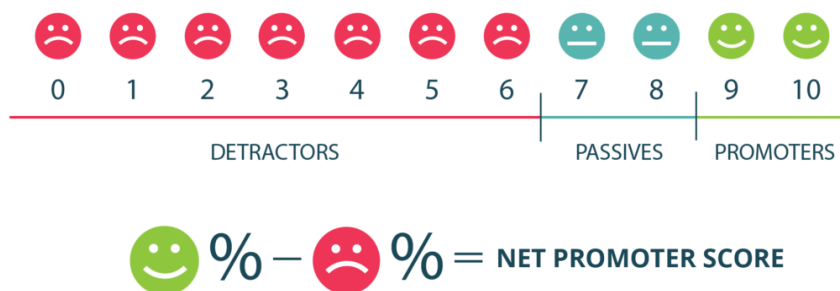
Based on what was said in the previous point and the limitations observed, it is necessary to define an annual training plan that must be followed by all service providers, who provide outsourcing to EDP stores, and ensure that all assistants are trained on the different topics or at least access to the main points addressed in these formations. Thus, each assistant should have 50 hours of training annually about important topics for the role they play. For example, trainings about products and services that EDP sells, about trends in the energy sector, sales techniques, conflict resolution, among others.

Additionally, following the training needs and the awareness that not all the assistants will have to be trained on the same topics, it is important to understand the strengths of each assistant and delegate training about these strengths to their own colleagues. Imagining there is an assistant who is very good at selling solar panels, this assistant should help his colleagues in this topic by mentioning which keywords he uses in his

speech and what arguments he uses with the client. Another aspect that can be introduced in stores is the simulation of attendances. Two to three times per week the assistants should simulate attendances with colleagues, in which one makes assistant and another client, one presents the product and the other presents objections that should be passed. This practice will allow assistants to gain more confidence with the actual clients and prepare the assistants for various problems that can be put by the customers.

Still related to this point, but not directly related to training sessions, it is important to give some insight to the client about the rating scale of NPS indicator. Most of the clients when faced with the question "How likely would you recommend this company to family or friends?" do not know for sure what each parameter means on the scale of 0 to 10. Sometimes they think that giving a 7 translates that the experience was higher than expected, but, this value does not matter to the company. Thus, stores should paste a picture similar to Figure 15 so that customers begin to become familiar with this scale.

Figure 15 – How to calculate NPS value



Source: Medallia, 2016

6.7 Retail Strategies

6.7.1 Actual Situation

Nowadays, although EDP stores have a well-defined strategy and a very clear image, transmitted throughout the layout and design of the stores, it is very simple with few areas of interest. Although they have been redesigned a short time ago and have a modern and appealing design, these are little directed to the customer and the comfort of the assistants.

The main flaws detected in the stores are related to the space dedicated to the waiting area and the attendance area. In the waiting area, the chairs are the plastic, uncomfortable and there are in few numbers. Also, in this zone the only entertainment that the customers have is the consultation of the flyers available in store. In the attendance area, the desks are close from each other, which is uncomfortable and noisy for customers and attendants.

Returning to the theme that was addressed in the literature review, it is important that stores be more efficient and at the same time more appealing. Therefore, this project advocates that in its implementation, EDP stores become more hybrid stores.

6.7.2 Future Situation Proposed

Then implementation strategies go through the concept of stores more hybrid. The concept of hybrid stores implies a set of experiences that the consumer can enjoy when they go to a store, these experiences can be directly or indirectly related to the service that the company provides. In practical terms, we know that the main reason for customer dissatisfaction is the high waiting time, but if people are comfortable while they wait, the dissatisfaction will be considerably less. Thus, EDP must reformulate the physical spaces of the stores, attendance in the entrance of the store, create self-service points, have entertainment options and a lounge.

Detailing each point, at the level of the physical space of the stores, it is important to consider two factors, on the one hand we must create comfortable waiting areas, with chairs so that the customers can sit, on the other hand we must take into account the area of attendances, where the service stations should not be too close for customers have privacy during their turn. In this follow-up and taking the host theme, it is important to have an assistant available to receive customers when they arrive at the store, help them get the correct waiting ticket (preventing customers from taking more than a ticket) and forwards customers to the machines of self-service when applicable, this aspect makes the customers feel accompanied and valued.

In relation to self-service points, mechanisms should be created that may give the client the possibility to save some time or even be autonomous in the matters that come to the

store. Thus, a zone can be created with tablets in which client inserts all his personal information and the main subject that comes to treat (avoiding losing time of attendance to give identification numbers), machines can be installed to enter the numbers of consumption for accurate billing and automatic payment machines.

Having implemented these strategies directly related to the services offered by EDP, it is important to create new strategies that allow differentiating EDP from the competition and gaining competitive advantage. At this point, there are entertainment options that can be offered at the store, such as flyers, tariff simulation panels, solar panels, one or two mobile phones to simulate the use of the app, among others. Also related to this theme is the hypothesis of creating a small lounge, where we can put a water machine and a Nespresso Professional machine, where for € 0.40 customers could drink coffee.

If EDP wants higher customer satisfaction and if company assumes that this is directly related to the experience that the customer has in store, it is essential to boost this experience.

6.8 Control Process

Finally, based on everything that has been previously described, this phase is the one that guarantees the sustainability of the project in the future. The main metrics that must be controlled are the attendance, the number of services sold and the satisfaction of the customers.

Relatively to assistants, it is important to ensure that the level of service they provide is always adequate to the quality standards of the company. It is important that all assistants have refresher sessions about all the company's products and services, curiosities related to energy issues, sales and customer relationship improvement techniques, and ensure that all assistants are minimally satisfied with the work conditions. In this theme, the training sessions and the satisfaction questionnaires will have a quarterly application.

Another point to be analysed at this stage is the control of the fulfilment of the objectives established for each store. Thus, monthly there will be a team that controls the number of

products and services sold per store, the number of attendances, the average time that each customer waited until they were call, among other indicators. Controlling these goals allow EDP to have a detailed view of each store's sales, make it possible to see if the number of employees is adequate for the traffic of each store and if customers are waiting too long, which will influence their satisfaction. This control is important for EDP managers and the chiefs of each store.

Finally, the control of customer satisfaction will be done through the NPS indicator. As already mentioned, EDP works with the Medallia platform, which is responsible for sending and registering the satisfaction questionnaires of all customers that have been in stores or in another EDP channel. Thus, there will be a team responsible for controlling the NPS of each store monthly, reading customer comments, and tracking stores with lower NPS values. This control allows to know the customers opinion and perceive the points that could be improved in the customer experience.

In any of these control phases, EDP can perceive that the strategies defined and implemented in the stores are not working, it may be necessary to plan a new project or define new strategies based on the current plan.

Conclusion

The development of this project made it possible to draw important insights, for EDP and for any other company in this sector, about the customer and their satisfaction. These days, companies must stop considering the customer as a way to achieve an end, to make a sell, but companies should look at the customer as a business partner, in which both have expectations and hope to gain with the partnership. On the business side, there is a need to sell their products and services so that they can ensure business continuity and, if possible, retain their customers, while consumers suppose the expectation they have created about a product or service be matched.

Assuming the relationship between experience and customer satisfaction, this project was developed based on the need to perceive what motivates and conditions customer satisfaction in the moment of contact with EDP stores and what is its relationship with the Net Promoter Score indicator, with the aim of maximizing both.

Thus, based on the development and study of two distinct analyses, the author noticed that the profile of the assistants, the way they treat the customer as well as the experience offered in the shop influences customer satisfaction. The consumer values personalized attendance, where at the time of reception the assistant salutes the customer, appreciates his presence, hears all his doubts and questions and shows himself helpful and friendly throughout the process. On the other hand, while not being attended, the client likes to be in a comfortable waiting area, where he can be sitting or entertained with some distractions to make time pass more easily.

Detected the points that are valued by customers as well as after observing the reality that is lived in EDP stores, a set of strategies was defined, supported by three main pillars, that should be implemented in the stores and in the teams of the EDP stores to enhance customer satisfaction. Making clear that the NPS indicator reflects the experience that the customer had with the company and customer satisfaction is directly related to this same experience, when implementing strategies that will improve the customer experience, EDP will increase their satisfaction and consequently we increase also the company's NPS.

To ensure the success of the project and ensure that the objectives are met in both the short and medium term, it is advisable to pay special attention to the control phase.

Suggestions

All projects follow a management model based on a cyclical model. In this case, the management model of this project is based on 3 phases (planning, implementation and control). Considering the cyclical format, it is expected that the users of this project, the EDP managers of the stores, will not be fixed to what is described in this study, and after the implementation of store strategies, special attention will be given to the phase and controlling process of the strategies implemented. Thus, after implementing the strategies defined in the previous points, EDP managers must follow all stages of the control process and identify the main gaps in the project and reformulate new strategies to guarantee project efficiency.

It is also suggested that future reformulations of the project, or investigations about customer satisfaction, should include larger samples, in which this satisfaction can be evaluated according to the age group, gender and type of subjects they come treat to the store. In this way, the strategies to be defined will be based on analyses and observations of groups of customers with similar characteristics and samples in relevant quantities, which will allow to extrapolate the conclusions to the universe of EDP customers.

Acquired Experience

The author believes that the enrolling of this project has had a very positive result in all aspects and for all stakeholders. For EDP and its entire management and store teams, this project has revealed interesting conclusions about the customer and the factors that determine their satisfaction. It has become, therefore, an important tool for making decisions and defining new strategies to be implemented in stores.

For the author, this project was to carry out various challenges academically, personally and professionally. From the academic point of view, it allowed to apply diverse contents, as the importance of the client and its satisfaction, in a real context in a great national company. On a professional as well as a personal level, this was the first experience in which performed functions based on the author's academic background and could not be

more grateful for the opportunity given. The level of responsibility of the project required a dedication and autonomy that the author did not know, dealing with the problems of a real company and constant improvement needs enabled to develop both personally and professionally and acquire knowledge about the needs of companies.

In fact, it is only in the context of a real company that is possible to get a sense of the importance of relating all the subjects learned in university and, above all, of maintaining coherence between all the defined strategies and the company's own strategy.

Limitations

In this project as in any study, there are always a set of limitations that can and should lead to future research and reformulations or confirmations of what was said earlier.

The main limitations identified were the sample of the observations, since they were random and convenience attendances that did not allow to extrapolate the results to the totality of the customers of the EDP stores.

Another point to emphasize is that this project was based on values established between 1 of July of 2016 and 31 of June of 2017 and in observations that took place between September 2017 and February 2018, it is important to realize that the conclusions drawn will change over time. In a market context where trends are constantly changing and where customer profile and his consumption are also changing, observations and analyses should be periodically revised to define strategies that are appropriate for each situation.

It should also be noted that this project is only a small contribution to the analysis of customer satisfaction of EDP's stores, it was based on a restricted group of stores and in a limited period of time. Considering the importance and complexity of the topic, it is considered that there is still a great way to research in this area, and this is an interesting field of study for other investigators.

Bibliography

Periodicals:

Berry, L. 2017. How Service Companies Can Earn Customer Trust and Keep It. **Harvard Business Review**

East, R., Romaniuk, J., Chawdhary, R. and Uncles, M. 2016. The impact of word of mouth on intention to purchase currently used and other brands. **International Journal of Market Research**, 59(3): 321-334

Eger, L. and Micik, M. 2017. Customer-Oriented communication in retail and Net Promoter Score. **Journal of Retailing and Consumer Services**, 35(2017): 142-149

Gombeski, J. W. R, Martin, B. and Britt, J. 2015. Marketing-Stimulated Word-of-Mouth: A Channel for growing demand. **Health Marketing Quarterly**, 32: 289-296

Gummesson, E. Total Relationship Marketing: Experimenting with a Synthesis of Research Frontiers. **Australasian Marketing Journal**, 7(1): 72-84

Hirschman, E. 1983. Aesthetics, Ideologies and the Limits of the Marketing Concept. **Journal of Marketing**, 47: 45-55

Jacoby, J. and Kyner, D. B. 1973. Brand Loyalty vs. Repeat Purchasing Behavior. **Journal of Marketing Research**, 9.

Jain, R. 2017. Brand Personality and Brand Loyalty. **International Journal of Research in Commerce in Management**, 8(6).

Kay, B. 2017. Build your brand to build client trust. **Journal of Financial Planning**, 3(10): 29-31

Kumar, V. and Pansari, A. 2016. Competitive Advantage Through Engagement. **Journal of Marketing Research**, 53(2016): 497-514

Meyer, C. and Schwager, A. 2007. Understanding Customer Experience. **Harvard Business Review**: 1-11

Prahalad, C. K. and Ramaswamy, V. 2004. Co-Creation experiences: The next practice in value creation. **Journal of Interactive Marketing**, 18: 1-10.

Scriven, J. 2014. The impact of globalization on the consumer. **The Nouman Business Review**: 1-11.

Schultz, D. E. and Block, M. P. 2015. Beyond brand loyalty: Brand sustainability. **Journal of Marketing Communications**, 21 (5): 340-355

Sorescu, A. and Sorescu, S. M. 2016. Customer Satisfaction and Long-Term Stock Returns. **Journal of Marketing**, 80(9): 110-115

Srivastava, R.K. 2009. Measuring brand strategy: can brand equity and brand score be a tool to measure the effectiveness of strategy? **Journal of Strategic Marketing**, 17(6): 487-497

Stocchi, L., Driesener, C. and Nenycz-Thiel, M. 2015. Brand image and brand loyalty: Do they show the same deviations from a common underlying pattern?. **Journal of Customer Behaviour**, 14(2015): 317-324

Tadajewski, M. 2009. Eventalizing the marketing concept. **Journal of Marketing Management**, 25 (1-2): 191-217

Yu, S. 2007. An Empirical Investigation on the Economic Consequences of Customer Satisfaction. **Total Quality Management**, 18 (5): 555-569

Unpublished Works:

- Berry, L. L., Parasuraman, A. and Zeithaml, V. A. 1993. **The Nature and Determinants of Customer Expectations of Service**. Working paper, Texas A&M University, Texas
- Borg, E. A. and Gratzner, K. 2013. **Theories of Brands and Entrepreneurship: Conceptualising brand strategies**. Paper presented in 3rd Annual International Conference on Business Strategy and Organizational Behaviour of the School of Business Soderton University, Sweden.
- Dash, S. K. 2017. **An analysis of customer needs and satisfaction: Application of Kano Model**. Working paper, Balaji Institute of Telecom and Management, India.
- Kristensen, K. and Eskildsen, J. 2011. **The Validity of the Net Promoter Score as a Business Performance Measure**. Working paper, Aarhus University, Denmark.
- Penedos, J. 2006. **A Energia em Portugal**. Study developed by Deloitte, Portugal.
- Uggla, H. and Filipsson, D. 2009. **Business and Brand Strategy: A Framework for Integration**. Working paper, Royal Institute of Technology, Sweden.

Electronic Documents:

- Ashlyn Etree; **Types of Marketing Tools**; <http://smallbusiness.chron.com/types-marketingtools-61742.html>; accessed in 26/10/2017
- Blake Morgan; **What Is Customer Experience**; <https://www.forbes.com/sites/blakemorgan/2017/04/20/what-is-customer-experience-2/#5edd807470c2>; accessed in 18/10/2017
- Francine; **Marketing 3.0: um novo marketing para um novo consumidor**; <http://www.vendamais.com.br/um-novo-marketing-para-um-novo-consumidor/>; accessed in 15/10/2017
- Conceição Gamito; **Contribuição sobre o Setor Energético**; https://www.vda.pt/xms/files/v1/O_QUE_FAZEMOS/NEWSLETTERS_E_FLASHES/Flash_Fiscal_-_Contribuicao_sobre_o_Setor_Energetico_-16.10.2013-.pdf; accessed in 22/01/2018
- Hitesh Bhasin; **Communication Tools**; <https://www.marketing91.com/communicationtools/>; accessed in 27/10/2017
- João Silvestre; **O ano da economia portuguesa em cinco gráficos**; <http://expresso.sapo.pt/economia/2017-05-04-O-ano-da-economia-portuguesa-em-cinco-graficos#gs.CzjCNMk>; accessed in 10/12/2017
- John Hall; **The Evolution of Marketing: It's Not Limited to One Department Anymore**; <https://www.forbes.com/sites/johnhall/2016/05/22/the-evolution-of-marketing-its-notlimited-to-one-department-anymore/#5313aa7f7c29>; accessed in 11/10/2017
- Kimberly A. Whitler; **Why Word of Mouth Marketing Is The Most Important Social Media**; <https://www.forbes.com/sites/kimberlywhitler/2014/07/17/why-word-of-mouthmarketing-is-the-most-important-social-media/#2f7e76eb54a8>; accessed in 25/10/2017
- Laura Lake; **How To Develop Your Brand Strategy**; <https://www.thebalance.com/how-to-develop-your-brand-strategy-2295187>; accessed in 16/10/2017
- Laura Lake; **What is Marketing? A Beginner's Guide to Marketing**; <https://www.thebalance.com/what-is-marketing-2296057>; accessed in 24/10/2017
- Matt Golonsinski; **Marketing 3.0: From Products to Customers to the Human Spirit**; http://www.kellogg.northwestern.edu/news_articles/2010/kotler.aspx; accessed in 12/10/2017

Mónica Silveiras; **S&P mantém rating e perspetiva de Portugal**; <https://eco.pt/2018/03/16/sp-mantem-rating-e-perspectiva-de-portugal/>; accessed in 22/03/2018

Neil Kokemuller; **What is a Marketing Communication Mix**; <http://smallbusiness.chron.com/marketing-communication-mix-63541.html>; accessed in 26/10/2017

Tiago Varzim; **Economia portuguesa cresce 2,7% em 2017, o maior crescimento desde 2000**; http://www.erse.pt/pt/imprensa/noticias/2016/Documents/livro_digital.pdf; accessed in 30/11/2017

Tomás Duarte; **O que é o Net Promoter Score**; <https://satisfacaodeclientes.com/netpromoter-score/>; accessed in 27/10/2017

Unknown; **Definition of Marketing**; <https://www.ama.org/AboutAMA/Pages/Definitionof-Marketing.aspx>; accessed in 11/10/2017

Unknown; **The Origin of The Marketing Concept**; <http://www.uriel.org/brandmanagement/the-origin-of-the-marketing-concept/>; accessed in 11/10/2017

Unknown; **Marketing 3.0: the future according to Philip Kotler**; <http://romebusinessschool.it/en/marketing-3-0-the-future-according-to-philip-kotler/>; accessed in 15/10/2017

Unknown; **Brand Strategy**; <http://www.marketingmo.com/strategic-planning/brandstrategy/>; accessed in 17/10/2017

Unknown; **Customer Satisfaction**; <http://managementstudyguide.com/customersatisfaction.htm>; accessed 18/10/2017

Unknown; **Kano Model**; <http://www.kanomodel.com/>; accessed in 18/10/2017

Unknown; **The Power of Customer Recommendation: Engagement and Referrals**; <https://www.peoplemetrics.com/blog/the-power-of-customer-recommendations-customerengagement-and-referrals>; accessed in 18/10/2017

Unknown; **Word-of-Mouth Advertising**; <https://www.entrepreneur.com/encyclopedia/word-of-mouth-advertising>; accessed in 23/10/2017

Unknown; **What Is Net Promoter Score**; <https://www.netpromoter.com/know/>; accessed in 26/10/2107

Unknown; **Mercado Liberalizado**; <http://www.erse.pt/pt/gasnatural/liberalizacaodosector>; accessed in 30/11/2017

Unknown; **Portugal no 29º lugar no ranking sobre corrupção no setor público**; http://www.erse.pt/pt/imprensa/noticias/2016/Documents/livro_digital.pdf; accessed in 30/11/2017

Unknown; **Caracterização Energética Nacional 2016**; <http://www.dgeg.gov.pt/>; accessed in 10/01/2018

Unknown; **ACER**; https://www.acer.europa.eu/pt/The_agency/Mission_and_Objectives/Paginas/Acts-of-the-agency.aspx; accessed in 20/01/2018

Unknown; **CEER**; <https://www.ceer.eu/index.html>; accessed in 20/01/2018

Unknown; **ERSE**; <http://www.erse.pt/pt/Paginas/home.aspx>; accessed in 20/01/2018

Unknown; **Energia e Clima: Produção e Consumo de Energia**; <https://rea.apambiente.pt/content/produ%C3%A7%C3%A3o-e-consumo-de-energia>; accessed in 22/03/2018

Unknown; **INE divulga esta quarta-feira a taxa de desemprego em 2017 que deve ficar nos 8,9%**;
http://www.erse.pt/pt/imprensa/noticias/2016/Documents/livro_digital.pdf; accessed in 22/03/2018

Unknown; **Desemprego abaixo dos 7% em 2019 nas previsões do BdP**;
<http://expresso.sapo.pt/economia/2017-12-15-Desemprego-abaixo-dos-7-em-2019-nas-previsoes-do-BdP#gs.Muk6un8>; accessed in 22/03/2018

Unknown; **FMI difere do governo nas previsões de desemprego e crescimento económico**; <https://www.jn.pt/economia/interior/fmi-difere-do-governo-nas-previsoes-de-desemprego-e-crescimento-economico-9265682.html>; accessed in 23/03/2018

Unknown; **Qual a diferença entre o mercado regulado e o mercado livre?**;
<https://casa.galp.pt/ajuda/mercado-livre-e-mudanca-de-comercializador/qual-diferenca-entre-o-mercado-regulado-e-o-mercado>; accessed in 23/03/2018

Unknown; **Valor acrescentado bruto: total e por ramo de atividade**;
[https://www.pordata.pt/Portugal/Valor+acrescentado+bruto+total+e+por+ramo+de+atividade+\(base+2011\)-2293-180184](https://www.pordata.pt/Portugal/Valor+acrescentado+bruto+total+e+por+ramo+de+atividade+(base+2011)-2293-180184); accessed in 23/03/2018

Unknown; **População residente segundo os censos: total e por grandes grupos etários**;
<https://www.pordata.pt/Portugal/Popula%C3%A7%C3%A3o+residente+segundo+os+Censos+total+e+por+grandes+grupos+et%C3%A1rios-512>; accessed in 24/03/2018

Unknown; **Galp: Sobre nós**; <https://www.galp.com/pt/sobre-nos>; accessed in 25/03/2018

Unknown; **Endesa: Quem somos?**; <https://www.endesa.pt/particulares/quemsomos>; accessed in 26/03/2018

Unknown; **Grupo Iberdrola: A energia do futuro**;
<https://www.iberdrola.pt/02sicb/corporativa/iberdrola/sobre-nos/grupo-iberdrola>; accessed in 26/03/2018

Unknown; **Goldenergy**; <https://industria.goldenergy.pt/>; accessed in 27/03/2018

Unknown; **Sobre nós**; <https://portugal.edp.com/pt-pt/a-edp/sobre-nos/a-nossa-visao>; accessed in 27/03/2018

Unknown; **Visão Estratégica**; <https://www.edp.com/pt-pt/a-edp/estrategia>; accessed in 27/03/2018

Unknown; **O que fazemos**; <https://portugal.edp.com/pt-pt/a-edp/o-que-fazemos/o-que-fazemos>; accessed in 28/03/2018

Unknown; **Desempenho e Sustentabilidade**; <https://www.edp.com/pt-pt/desempenho-de-sustentabilidade/ndice-dow-jones>; accessed in 30/03/2018

Unknown; **Política de Ambiente**; <https://www.edp.com/pt-pt/edp/politica-de-ambiente>; accessed in 30/03/2018

Unknown; **Fundação EDP**; <https://portugal.edp.com/pt-pt/uma-sociedade-mais-s-lida-mais-solid-ria-e-mais-inovadora/funda-o-edp>; accessed in 10/04/2018

Unknown; **Serviços EDP**; <https://www.edp.pt/particulares/servicos-edp/>; accessed in 10/04/2018

Unknown; **Titulares de Participações Qualificadas e Direitos de Voto**;
<https://www.edp.com/pt-pt/investidores/informacao-investidor/estrutura-acionista>; accessed in 10/04/2018

Appendixes

Appendix 1: Choice of Stores for Observation (Analysis 1)

Details of 41 own stores:

Store	Region	Zone	NPS	Assistants	TME	Attendances	Contracts	Sales Opportunity
Sao Joao da Madeira	Centro	Litoral	31,4	2	00:00:00	587	157	26,8%
Beja	Alentejo	Lit/Interior	38,3	4	00:06:59	2048	247	12,1%
Bragança	Norte	Interior	34,4	5	00:02:50	2968	440	14,8%
Famalicão	Norte	Litoral	28	5	00:04:23	2941	419	14,2%
Covilhã	Centro	Interior	20,4	5	00:04:37	2875	378	13,1%
Figueira da Foz	Centro	Litoral	34,7	5	00:02:43	2564	465	18,1%
Guarda	Centro	Interior	45,7	5	00:02:50	2715	338	12,5%
Albufeira	Sul	Litoral	47,1	5	00:04:21	2610	363	13,9%
Oeiras	Lisboa	Litoral	27,7	5	00:06:04	2902	487	16,8%
Setúbal - LC	Lisboa	Litoral	37,4	5	00:05:08	4043	701	17,3%
Gondomar	Norte	Litoral	34,9	6	00:05:20	3388	490	14,5%
Penafiel	Norte	Litoral	33	6	00:06:00	2644	313	11,8%
Viana do Castelo	Norte	Litoral	32,8	6	00:04:58	3182	497	15,6%
Vila Real	Norte	Interior	35,5	6	00:06:48	3377	422	12,5%
Aveiro - LC	Centro	Litoral	29,9	6	00:08:46	4641	902	19,4%
Castelo Branco	Centro	Interior	29,8	6	00:04:33	3506	450	12,8%
Feira	Centro	Litoral	28,2	6	00:02:44	3533	467	13,2%
Viseu - LC	Centro	Interior	33	6	00:05:21	4178	718	17,2%
Évora	Alentejo	Interior	39,2	6	00:03:24	2335	367	15,7%
Porto - LC	Norte	Litoral	28,8	7	00:06:39	5847	1071	18,3%
Caldas da Rainha	Centro	Litoral	29,9	7	00:02:50	3845	491	12,8%
Coimbra - LC	Centro	Litoral	23,5	7	00:09:30	5393	895	16,6%
Santarém	Centro	Interior	32,2	7	00:04:46	3224	399	12,4%
Portimão	Sul	Litoral	34,5	7	00:06:00	3510	527	15,0%
Sintra	Lisboa	Litoral	34,2	7	00:03:30	2808	492	17,5%
Braga - LC	Norte	Litoral	30,2	8	00:05:17	6747	1231	18,2%
Guimarães	Norte	Litoral	32	8	00:01:50	4568	706	15,4%
Maia	Norte	Litoral	37,3	8	00:04:10	3503	571	16,3%
Matosinhos	Norte	Litoral	38,5	8	00:10:20	4149	629	15,2%
Leiria	Centro	Litoral	21	8	00:07:16	3366	572	17,0%
Lisboa Marvila - LC	Lisboa	Litoral	24	8	00:08:07	2618	560	21,4%
Loures	Lisboa	Litoral	40,6	8	00:02:57	3408	582	17,1%
Cascais	Lisboa	Litoral	46,7	9	00:09:04	4456	684	15,3%
Faro	Sul	Litoral	30,2	9	00:07:22	2995	465	15,5%
Lisboa 1 - LC	Lisboa	Litoral	22,6	9	00:16:14	7733	1698	22,0%
Paivas (Seival)	Lisboa	Litoral	30,1	9	00:10:16	5168	678	13,1%
Almada	Lisboa	Litoral	41,5	10	00:03:19	5747	706	12,3%
Porto	Norte	Litoral	34,1	11	00:04:04	4227	714	16,9%
Gaia	Norte	Litoral	39,9	12	00:04:05	6694	839	12,5%
Amadora	Lisboa	Litoral	26,4	13	00:05:10	7407	930	12,6%
Lisboa MP	Lisboa	Litoral	34,2	20	00:02:23	8573	1280	14,9%

Details of the own stores excluding the stores inserted in citizen stores, since this type of stores do not allow observations, and final choices:

Store	Region	Zone	NPS	Assistants	TME	Attendances	Contracts	Sales Opportunity
Guimarães	Norte	Litoral	32	8	00:01:50	4568	706	15,4%
Lisboa MP	Lisboa	Litoral	34,2	20	00:02:23	8573	1280	14,9%
Figueira da Foz	Centro	Litoral	34,7	5	00:02:43	2564	465	18,1%
Feira	Centro	Litoral	28,2	6	00:02:44	3533	467	13,2%
Caldas da Rainha	Centro	litoral	29,9	7	00:02:50	3845	491	12,8%
Guarda	Centro	Interior	45,7	5	00:02:50	2715	338	12,5%
Bragança	Norte	Interior	34,4	5	00:02:50	2968	440	14,8%
Loures	Lisboa	Litoral	40,6	8	00:02:57	3408	582	17,1%
Almada	Lisboa	Litoral	41,5	10	00:03:19	5747	706	12,3%
Évora	Alentejo	Interior	39,2	6	00:03:24	2335	367	15,7%
Sintra	Lisboa	Litoral	34,2	7	00:03:30	2808	492	17,5%
Porto	Norte	Litoral	34,1	11	00:04:04	4227	714	16,9%
Gaia	Norte	Litoral	39,9	12	00:04:05	6694	839	12,5%
Maia	Norte	Litoral	37,3	8	00:04:10	3503	571	16,3%
Albufeira	Sul	Litoral	47,1	5	00:04:21	2610	363	13,9%
Famalicão	Norte	Litoral	28	5	00:04:23	2941	419	14,2%
Castelo Branco	Centro	Interior	29,8	6	00:04:33	3506	450	12,8%
Covilhã	Centro	Interior	20,4	5	00:04:37	2875	378	13,1%
Santarém	Centro	Interior	32,2	7	00:04:46	3224	399	12,4%
Viana do Castelo	Norte	Litoral	32,8	6	00:04:58	3182	497	15,6%
Amadora	Lisboa	Litoral	26,4	13	00:05:10	7407	930	12,6%
Gondomar	Norte	Litoral	34,9	6	00:05:20	3388	490	14,5%
Portimão	Sul	Litoral	34,5	7	00:06:00	3510	527	15,0%
Penafiel	Norte	Litoral	33	6	00:06:00	2644	313	11,8%
Oeiras	Lisboa	Litoral	27,7	5	00:06:04	2902	487	16,8%
Vila Real	Norte	Interior	35,5	6	00:06:48	3377	422	12,5%
Beja	Alentejo	Lit/Interior	38,3	4	00:06:59	2048	247	12,1%
Leiria	Centro	Litoral	21	8	00:07:16	3366	572	17,0%
Faro	Sul	Litoral	30,2	9	00:07:22	2995	465	15,5%
Cascais	Lisboa	Litoral	46,7	9	00:09:04	4456	684	15,3%
Paivas (Seixal)	Lisboa	Litoral	30,1	9	00:10:16	5168	678	13,1%
Matosinhos	Norte	Litoral	38,5	8	00:10:20	4149	629	15,2%

Appendix 2: Evaluation Grid by Assistant



Nome:
Nº EX:
Loja:
Tipo de Chefia:
Data:

CRITÉRIOS	PESO %	ESCALA				
		1	2	3	4	5
I. ACOLHIMENTO 1. O assistente está pronto a atender a horas? 2. O assistente cumprimentou o cliente e sorriu? 3. Tratou o cliente pelos nomes com que este se apresentou? 4. O assistente encontra-se devidamente fardado? 5. Tinha badge com a sua identificação legível?						
II. DIAGNÓSTICO DE NECESSIDADES 1. O colaborador identificou/interpretou corretamente a questão do cliente? 2. O colaborador mostrou-se disponível para solucionar o problema ou apresentar ofertas? 3. O colaborador identificou a oferta da concorrência, dominando as suas características? 4. Pediu o código de identificação ou contribuinte do titular? 5. O colaborador confirmou os dados do cliente?						
III. I Oferta Comercial 1. Apresentou a oferta mais adequada? 2. Foram apresentadas, de forma clara, as características corretas da oferta quanto a valores (descontos, preços, prazos)? 3. Foram apresentadas, de forma clara, as características corretas da oferta quanto a eventuais condições exigíveis? 4. Foram apresentadas os benefícios da oferta, do ponto de vista do cliente, no sentido de facilitar a sua decisão? 5. Foram apresentadas os benefícios e vantagens da oferta, face à oferta da concorrência? 6. Tentou fechar venda da oferta apresentada? 7. Foram apresentados produtos/serviços adicionais (além da oferta)? 8. O colaborador revelou confiança em relação às soluções propostas? 9. Mostrou e/ou ofereceu folhetos/preçários para sustentar a explicação dada?						
III. II Outros Assuntos 1. O colaborador ajudou o cliente a solucionar o seu problema? 2. O colaborador conseguiu solucionar o problema? Ou arranjou forma de lhe dar uma resposta mais tarde? 3. Foram apresentadas, de forma clara, todas as características da situação exposta? 4. Foram apresentadas possíveis serviços adicionais ao cliente? 5. O colaborador revelou confiança em relação às soluções propostas?						
IV. OBJEÇÃO 1. O colaborador resolve as objeções colocadas? 2. O colaborador contorna as objeções colocadas?						
V. DESPEDIDA 1. O colaborador disponibilizou-se para ajudar em mais alguma questão? 2. Agradeceu a visita?						
VI. AVALIAÇÃO GLOBAL 1. O colaborador mostrou preocupação em perceber as reais necessidades do cliente? 2. O colaborador dedicou-se exclusivamente ao cliente? 3. Ausentou-se durante o atendimento? 4. Estabeleceu contato visual ao longo do atendimento? 5. Utilizou uma linguagem clara durante o atendimento? 6. Falou pausadamente certificando-se que o cliente o estava a acompanhar? 7. Foi educado (respeitoso)? 8. Foi simpático (bem disposto)? 9. Procurou ouvir ativamente o cliente ao longo do atendimento? (não interrompeu o cliente) 10. Foi direto e assertivo a dar resposta e/ou seguimento ao assunto exposto? 11. Aspeto Estético? 12. O motivo da visita foi resolvido/esclarecido? 13. Estabeleceu uma ligação com o cliente?						

Appendix 3: Evaluation Grid to measure Customer Satisfaction



Nome:

Assunto a tratar:

Loja:

Data:

CRITÉRIOS	PESO	ESCALA				
	%	1	2	3	4	5
1. O cliente dirigiu-se calmamente ao assistente?						
2. O cliente sentiu que o assistente estava disposto a ajudar?						
3. O cliente faz juízos de valor ao aspeto estético do assistente?						
4. O cliente reage à simpatia do assistente?						
5. O cliente mostra interesse dando continuidade à conversa?						
5. O cliente ficou satisfeito com a oferta apresentada?						
6. O cliente saiu da loja satisfeito?						
7. Em algum momento o cliente sentiu-se incompreendido?						

Appendix 4: Questionnaire applied to Assistants (Analysis 1)

QUESTIONÁRIO

1. Sente-se satisfeito com o seu local de trabalho?
2. Sente que as infraestruturas estão adequadas aos serviços que prestam?
3. Sente que as infraestruturas estão adequadas às necessidades dos assistentes?
4. Se pudesse faria algumas alterações no local de trabalho?
5. O ambiente entre colegas é bom?
6. Sente que existem algumas tensões entre colegas?
7. Sempre que surge algum problema entre colegas como é que é resolvido?
8. Sempre que surge algum problema no decorrer de um atendimento como é que é resolvido?
9. Quando os clientes são menos compreensivos e/ou até agressivos o que faz?
10. Mudava alguma coisa na forma como são resolvidas as situações?
11. Descreva-me como é um dia seu? Quais as tarefas e procedimentos que costuma realizar no dia a dia?
12. Sente-se realizado profissionalmente?
13. Sente que o seu esforço e trabalho é reconhecido? De que forma?
14. Quando não sabe ou tem alguma dúvida, o que é que faz? A quem é que recorre?
15. Quais são as ações que são regularmente desenvolvidas em equipa?
16. Quais foram as ações que, ao longo do tempo, conduziram a desempenhos mais positivos?
17. Sente que estas ações podiam ser melhoradas? Em que medida?
18. Sente-se acompanhado pela chefia e PSE?
19. Qual a sua relação com a chefia?
20. Qual a sua relação com o coordenador PSE?
21. Caso fosse chefe de loja, que alterações faria?

Appendix 5: Evaluation Grid to measure Store Manager Profile



Nome:
 Nº EX:
 Loja:
 Tipo de Atendimento:
 Data:

CRITÉRIOS	PESO	ESCALA				
	%	1	2	3	4	5
I. PERFIL FACE AOS ASSISTENTES						
1. O Chefe de Loja cumpre o mesmo horário?						
2. O Chefe de Loja tem perfil de líder?						
3. O Chefe de Loja ensina fazendo?						
II. REUNIÕES						
1. O Chefe de Loja faz reuniões diárias?						
2. Durante as reuniões é abordado o tema do NPS?						
3. Durante as reuniões, o Chefe de Loja aborda os pontos críticos da equipa?						
4. Durante as reuniões, o Chefe de Loja motiva a equipa para desempenhos superiores?						
5. Durante as reuniões, o Chefe de Loja consegue solucionar problemas, atribui responsabilidades?						

DESCRIÇÃO
I. CARACTERÍSTICAS PESSOAIS
1. Idade:
2. Formação/Escolaridade:
3. NPS médio (caso atendam):
4. Antiguidade na EDP:
5. Há quanto tempo é Chefe de Loja:

Perfil de Liderança	PESO	ESCALA				
	%	1	2	3	4	5
1. É admirado/seguido pelos assistentes?						
2. Delega/atribui responsabilidades?						
3. Define o percurso? Todos sabem qual é o objetivo a atingir?						
4. Ajuda a equipa?						
5. Dá feedback constante? Faz planos individuais para cada assistente?						
6. Sabe como atuar em situações difíceis, dá o exemplo?						

Appendix 6: Questionnaire applied to Assistants (Analysis 2)



Nome:
NPS:
Loja:

Variáveis		
Envolvente	Info.	Observação
1. NPS da loja no período em estudo 2. TME da loja no período em estudo 3. TMA da loja no período em estudo 4. Tempo para atendimento da loja		
Diretas	Info.	Observação
1. Antiguidade na EDP 2. Formação em produtos/serviços EDP? Quais? 3. Escolaridade/Formação Académica 4. Mix de Senhas 5. Experiências passadas em áreas comerciais? Quais?		

Appendix 7: Indicators by Assistant



MIX DE SENHAS

Assistente	Loja	NPS Período	A	A%	B	B%	C	C%	D	D%	E	E%	Total	NPS 2017	NPS Loja (Período)	TME	TMA
Maria Silva Ganchinho	Loures	59,7	1034	25,2%	576	14,0%	871	21,2%	199	4,8%	1430	34,8%	4110	56,2	42,5	00:03:27	00:08:03
Amândio Almeida	Gaia	59,7	1578	26,3%	1008	16,8%	1697	28,2%	300	5,0%	1425	23,7%	6008	63,9	39,9	00:05:09	00:07:51
Ana Padrão	Bragança	59,6	615	11,7%	882	16,8%	1340	25,6%	353	6,7%	2048	39,1%	5238	49,1	34,4	00:09:11	00:07:19
Josemar Franco	Marquês de Pombal	56,9	950	23,2%	355	8,7%	1129	27,6%	234	5,7%	1420	34,7%	4088	60,3	31,7	00:04:29	00:08:35
			4177	21,5%	2821	14,5%	5037	25,9%	1086	5,6%	6323	32,5%	19444		37,13	00:05:34	00:07:57
Marisa Martinho	Paivas (Seixal)	-10	433	13,9%	327	10,5%	688	22,1%	53	1,7%	1614	51,8%	3115	7,6	30,1	00:09:52	00:07:16
Cláudia Pinheiro	Marquês de Pombal	-10	116	5,8%	251	12,6%	329	16,5%	95	4,8%	1201	60,3%	1992	-24	31,7	00:04:29	00:08:35
Tânia Saraiva	Laranjeiras	-3,6	289	3,5%	1687	20,7%	471	5,8%	581	7,1%	5133	62,9%	8161	16,7	22,6	00:10:59	00:09:36
Hugo Levita	Leiria	-1,3	986	20,5%	865	18,0%	1838	38,3%	255	5,3%	860	17,9%	4804	11,6	21	00:08:18	00:09:59
			1824	10,1%	3130	17,3%	3326	18,4%	984	5,4%	8808	48,7%	18072		26,35	00:08:24	00:08:52

Appendix 8: Results of Analysis 2



Assistente	NPS Período	Idade	Antiguidade na EDP	Escolaridade	Experiência com o Cliente	Formações EDP	Observações
Maria Silva Ganchinho	59,7	45	22 y	12º	EDP	Novos Produtos, Procedimentos, Técnicas de Vendas e Ética Profissional	Apesar de falar pouco com o cliente, sorri e tem um elevado conhecimento sobre todos os procedimentos o que lhe confere muita autonomia na resolução de problemas.
Amândio Almeida	59,7	33	2,5 y	Licenciatura	Yes	Novos Produtos	Atendimentos mais demorados, cumprimenta e apresenta-se aos clientes, explica todos os detalhes calmamente.
Ana Padrão	59,6	26	1 y	Licenciatura	Yes	Não	Cumprimenta e trata os clientes pelo nome, explica detalhadamente todos os processos e condições, muito atenciosa e simpática.
Josemar Franco	56,9	29	3 y	12º	Yes	Novos Procedimentos	Cumprimenta os clientes, mantém-se simpático e sorridente durante todo o atendimento, tenta solucionar os problemas ou pede ajuda aos colegas.
Marisa Martinho	-10	34	4 y	12º	Yes	Produtos	Não mantém diálogo com o cliente, ausenta-se durante os atendimentos para ir tirar dúvidas com os colegas, mantém uma postura arrogante.
Cláudia Pinheiro	-10	35	17 y	12º	Yes	Procedimentos EDP	Tem muito conhecimento sobre os procedimentos, contudo é muito apática na forma como se relaciona com o cliente, a comunicação é muito robotizada.
Tânia Saraiva	-3,6	35	9 y	12º	Yes	Técnica de Vendas	Tem conhecimento sobre os procedimentos da empresa, contudo mantém pouco diálogo com os clientes e mostra-se pouco prestável.
Hugo Levita	-1,3	30	2 y	12º	Yes	Técnica de Vendas	Explica as condições com tom autoritário, pouco falador, contra-argumenta os clientes, no discurso distancia-se da imagem EDP