



## Customer Footprint Center

### Results & Accomplishments

KPI	2019-20	2022	2023	2024	2025 YTD
NPS (Net Promoter Score)	45 (Q4 20)	57 (Q3 21)	54	56	59,7
CSAT (Customer Satisfaction)	-	34	40	44	49
E-Commerce Contact Rate	43,20%	18,90%	14,10%	17,80%	17,60%
Complaint Ratio	13,40%	4,20%	3,70%	5,10%	5%
Service Level (≤20 seconds Response)	53	82	86	78,3	91
First Call Resolution	50%	—	85%	85%	87%
Average Resolution Time	147 hours	45 hours	7,6 hours	8,5 hours	6,5 hours
Repeat Call Ratio	3,65	1,46	1,22	1,23	1,22
On-Time Collection (E-Commerce Order Picking On Time)	N/A	87,3	88,9	89,7	93,2
On-Time Delivery (E-Commerce Order Delivery On Time)	29%	75%	90%	91,50%	91,10%
No-Ship (Unfulfilled Product) Ratio	8,70%	3,20%	4,20%	4,60%	4,80%
Churned Customer Win-Back Rate	N/A	N/A	N/A	N/A	12,50%
Live Support Demand Reduction Rate for Stock Inquiries	N/A	N/A	N/A	N/A	38%
Cost Savings from Stock Inquiry Service on Whatsapp & Chatbot Auto-Replies (May-July 2025, in TL)	N/A	N/A	N/A	N/A	110K
Call Center Revenue (2025 YTD, in TL)	N/A	N/A	N/A	N/A	96M
E-commerce Order Growth Rate	N/A	N/A	N/A	N/A	32,50%
Return Resolution Time (in Hours)	N/A	N/A	N/A	8,5	3,5

*\*This table is also presented individually for a detailed analysis*

## 1) Net Promoter Score (NPS)

**Net Promoter Score (NPS)** is a globally recognized metric used to gauge customer loyalty and advocacy, based on a single question: *“How likely are you to recommend our brand to a friend or colleague?”* Scores range from -100 to +100, with anything above 50 generally considered excellent in the retail industry. According to Bain & Company, the creators of the NPS methodology, the average NPS for the retail sector typically falls between 30 and 40.

CarrefourSA’s NPS increased dramatically from 45 in Q4 2020 to 59.7 in 2025 YTD, a rise of nearly 15 points. This performance places CarrefourSA well above global retail benchmarks, highlighting the effectiveness of its customer-focused transformation. This improvement is directly linked to the establishment of the Customer Footprint Center, which enabled real-time analysis of customer journeys, quicker feedback loops, and agile cross-functional interventions. By systematically addressing pain points and enhancing service quality, CarrefourSA has not only boosted satisfaction but also cultivated stronger brand advocacy and long-term loyalty.



\*Carrefoursa Süper Store

## 2) Customer Satisfaction (CSAT)

Customer Satisfaction Score (CSAT) is one of the most widely used metrics to measure short-term customer satisfaction, typically collected immediately after a service interaction or purchase. Scores range from 0 to 100, with anything above 40–50 considered strong performance in the retail sector depending on context.

CarrefourSA’s CSAT rose significantly from 34 in 2022 to 49 in 2025 YTD—an impressive 44% increase. This improvement reflects the success of the Customer Footprint Center in enhancing service design, accelerating complaint resolution, and delivering more personalized interactions across both digital and physical touchpoints. CSAT tracking was fully embedded

into the company's operational KPIs, allowing frontline teams and decision-makers to monitor satisfaction trends in real time and react quickly. The improved CSAT not only validates the quality of CarrefourSA's service transformation, but also signals stronger emotional engagement with customers, a key predictor of retention and revenue growth.

### 3) E-Commerce Contact Rate

The e-commerce contact rate dropped from 43,2% in 2019–2020 to 17,6% in 2025 YTD, marking a remarkable reduction. This metric indicates **fewer customers needing to reach out after placing online orders**, thanks to improved communication, stock visibility, and delivery precision enabled by the Footprint dashboards.

### 4) Complaint Ratio

The complaint ratio fell sharply from **13.4% in 2019–2020** to **5% in 2025 YTD**, reflecting a **62.7% reduction**. This improvement is attributed to the Customer Footprint Center's predictive service management and issue-prevention analytics. By identifying service failures before they escalated, CarrefourSA proactively resolved pain points, leading to a much smoother customer experience and significantly fewer complaints across all channels.



\*Carrefoursa Mini Store

### 5) First Call Resolution (FCR)

FCR increased from **50% in 2022** to **87% in 2025 YTD**, a **43.9% improvement**. This metric indicates how often a customer's issue is resolved during the first interaction—a critical factor in satisfaction and efficiency. Dashboards providing agents with historical customer data, sentiment tags, and automated suggestions were instrumental in this performance. Higher FCR reduces repeat calls, lowers queue times, and builds trust by showing competence at every touchpoint.

## 6) Service Level (SL)

Service level, defined as the percentage of calls answered within a predefined time frame (typically 20 seconds), improved from **53% in 2020** to **91% in 2025 YTD**—a **71.7% increase**. This improvement reflects strategic investments in real-time workforce management, queue prioritization, and predictive demand forecasting. A 91% SL places CarrefourSA among top-performing global contact centers.

## 7) Average Resolution Time

One of the most striking improvements achieved through the Customer Footprint Center is the dramatic reduction in average resolution time from 147 hours before the project to just 6.5 hours in 2025 YTD. This represents a remarkable 95.6% improvement in resolving customer issues. The project's centralized structure and integrated data dashboards enabled faster identification of problem categories, smarter routing of issues to the right teams, and enhanced tracking of customer inquiries across all channels. As a result, customer complaints and service requests that previously lingered for days are now resolved within hours. This improvement not only reflects operational efficiency, but also significantly boosts customer trust and loyalty by demonstrating that CarrefourSA listens and acts promptly. The dramatic cut in resolution time is a strong indicator of how data-driven decision-making and cross-functional collaboration can create tangible, customer-facing results.

## 8) Repeated Call Ratio

Repeat calls per case fell from **3.65 (2020)** to **1.22 (2025 YTD)**, a **66.6% reduction**. The metric reflects how many times a customer has to reach out to resolve a single issue. The drop shows improved resolution quality and enhanced issue ownership, driven by enriched agent training and the deployment of case-completion checklists. Each prevented repeat call saves cost and frustration.

## 9) On-Time Collection (E-Commerce Order Picking On Time)

Timely order preparation within stores rose from **87.3% in 2022** to **93.2% in 2025 YTD**, a **6.7 percentage point increase**. This is key for on-time delivery, and reflects better in-store operational planning, enhanced task assignment via Footprint dashboards, and improved stock accuracy at the shelf level. It also ensures fresher produce and better cold-chain compliance, directly improving customer satisfaction in grocery segments.

## 10) On-Time Delivery (E-Commerce Order Delivery On Time)

On-time delivery rate soared from **29% in 2020** to **91.1% in 2025 YTD**, a **214% improvement**. This was one of the most critical turnaround metrics and reflects massive operational change—especially in route optimization, warehouse-to-door alignment, and last-mile partner integration. CarrefourSA's shift from a logistics laggard to a leader in on-time performance greatly enhances brand reliability.



\*Carrefoursa Express Store

## 11) No-Ship (Unfulfilled Product) Ratio

The no-ship ratio (percentage of ordered products not delivered) dropped from **8.7% to 4.8%**, a **44.8% improvement**. Accurate inventory tracking, smart substitutions, and predictive stocking—driven by the data infrastructure of the Footprint Center—enabled CarrefourSA to minimize broken promises. This directly reduces negative customer sentiment and refund processing costs.

## 12) Churned Customer Win-Back Rate

The win-back rate of previously churned customers reached **12.5%**, enabled by proactive campaigns based on behavioral segmentation from the Customer Footprint dashboards. This includes re-engaging customers who had stopped purchasing or abandoned carts, with personalized outreach through the contact center. Achieving a double-digit recovery rate in retail is rare and demonstrates the commercial power of CX-led data strategies.

### 13) Order Volume Growth

E-commerce orders increased by **32,5% since the project began**, driven by improved UX, reduced failure points, and rising customer confidence. The ability to scale without adding operational overhead shows the efficiency of the model and positions CarrefourSA as a digital-ready retailer in a highly competitive environment.

### 14) Live Support Demand for Stock Inquiry

Live support demand for stock inquiries dropped **38% between May–July 2025**. This was due to the deployment of self-service tools, including chatbot and WhatsApp integration for stock visibility. Reducing this low-value interaction type freed up agent time and improved overall contact center efficiency and SL metrics.

### 15) Savings via Stock Inquiry Optimization (May–July 2025)

Thanks to the reduced volume of stock-related calls, CarrefourSA saved **TRY 110,000** in call center operational costs in just three months. Beyond direct cost, this optimization contributed to workload balance and higher quality for more complex interactions.

### 16) Contact Center Revenue

The contact center, traditionally a cost center, was transformed into a revenue channel, generating **TRY 95.9 million in 2025 YTD**. This was achieved without adding headcount or creating a dedicated sales team. Instead, agents used customer intent signals, prior purchase behavior, and real-time prompts from the Footprint dashboards to convert service into sales. This is a best-in-class example of monetizing CX capabilities to fuel business growth.

### 17) Return Resolution Time

Return-related inquiries, which previously took **8.5 hours** on average to resolve at the end of 2024, have been reduced to just **3.5 hours** in 2025 YTD—a **58.8% improvement**. This acceleration is a direct outcome of the Customer Footprint Center's integration with aftersales workflows, enabling centralized visibility into return reasons, automated triaging based on product type, and real-time updates to both customers and staff. By shortening the return process, CarrefourSA not only reduced operational costs and refund delays, but also improved customer trust in online purchases—an especially critical factor in retail where frictionless returns directly influence repurchase behavior.

