

Examining the Net Promoter Score (NPS) for Convenience Store: Is NPS Impacted by Consumer Demographics?

Market Zincirleri için Net Tavsiye Skoru (NTS) İncelemesi: NTS, Tüketici Demografik Özelliklerinden Etkileniyor mu?

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Abstract: This study aims to investigate whether Net Promoter Score (NPS) is affected by consumer demographic characteristics and how customer demographics influence Net Promoter Score (NPS) in the context of convenience stores. A questionnaire was developed, and the link was distributed to the entire list of over 50,000 loyalty members. About 6,000 valid responses were received for analysis. Significantly different effects of demographics on NPS were found. Among regular customers and loyalty card holders, males purchased more frequently than females, and younger customers exhibit a higher NPS than older cohorts. The results have important implications for companies operating in both domestic and international markets. By focusing on enhancing customer recommendations and NPS scores, businesses can potentially elevate their sales and profits.

Keywords: Net Promoter Score, Demographics and NPS, Recommending Convenience Store, Customer Satisfaction and Loyalty

JEL Classification: D12, L81, M31

Öz: Bu çalışmanın amacı, Net Tavsiye Skorunun (NPS) tüketici demografik özelliklerinden etkilenip etkilenmediğini ve müşteri demografik özelliklerinin Net Tavsiye Skorunu (NPS) marketler bağlamında nasıl etkilediğini araştırmaktır. Çalışma için anket geliştirilip websitesi adresi 50.000'den fazla sadakat üyesinin tamamına gönderildi. Analiz için toplamda 6.000 civarı kullanılabilir anket elde edildi. Demografik özelliklerin NPS üzerindeki etkilerinde önemli ölçüde farklı etkileri bulundu. Düzenli müşteriler ve sadakat kartı sahipleri arasında, erkekler kadınlara göre daha sık alışveriş yapmış ve daha genç müşterilerin NPS'si, daha yaşlı gruplara göre daha yüksek çıkmıştır. Sonuçlar, hem yurtiçi hem de uluslararası pazarlarda faaliyet gösteren şirketler için önemli çıkarımlara sahiptir. Şirketler, tavsiye edilme oranını artırma ve NPS'ye odaklanma doğrultuda potansiyel olarak daha yüksek satış ve kar elde edebilirler.

Anahtar Kelimeler: Net Tavsiye Skoru (NTS), Demografi ve NTS, Marketleri Tavsiye Etme, Müşteri Memnuniyeti ve Sadakati

JEL Sınıflandırması: D12, L81, M31

1. Introduction

Reichheld (2003) introduced the Net Promoter Score (NPS) as a tool to measure customers' satisfaction and their likelihood to recommend a company, brand, product, or service to their

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friends or colleagues. Research suggests that NPS is one of the best single-item predictors of customer retention (de Haan et al., 2015) and one of the most widely used customer feedback metrics in business (Morgan et al., 2005). NPS is a method to predict customer purchase and referral behaviors (Rowe, 2021) and helps firms find loyal users (Rajasekaran and Dinesh, 2018). Moreover, NPS serves as an effective method for measuring the level of customer satisfaction (Reichheld, 2006, 2011). Recently, Reichheld et al. (2021) report that the firms that have the highest NPS achieve twice the returns in the stock market. However, there is considerable debate about NPS's predictive value for customer retention and profitability (Keiningham et al., 2007; Pollack and Alexandrov, 2013).

A typical survey question used to calculate NPS is: "On a scale of 0 to 10, how likely is it that you would recommend [organization, product, service] to a friend or colleague?" (Reichheld, 2003, 2006). Based on the responses to this question, respondents are categorized into three groups: Promoters, consisting of those who answer 9 or 10; Detractors, consisting of those who answer 0 to 6; and Passives, consisting of those who answer 7 or 8.

The NPS is calculated as a single score for benchmarking by subtracting the total percentage of detractors from the total percentage of promoters and disregarding passives. The NPS benchmarking studies in different industries show that most industries' NPS fell between 0.28 and 0.47 (NPS Benchmark, 2021), where department/specialty stores having the highest NPS between 0.58 and 0.62, followed by the tablet computers industry with NPS between 0.47 and 0.56, and the Internet Service industry having the lowest NPS between -0.01 and 0.02.

Prior studies have also focused on identifying the factors as influencers or drivers of NPS. For instance, research has explored the relationship between customer satisfaction, loyalty, and NPS (Srirahuyu et al., 2021), user satisfaction with library services (Gadkari, 2018), and correlations with factors such as trust, value for money, and a suitable or wide choice of products (Korneta, 2014).

Several studies, however, questioned the relationships between NPS and customer loyalty and satisfaction. For example, a study by Keiningham et al. (2007) found no evidence that NPS was the best predictor of customers' future loyalty intentions but was rather a good predictor of growth. Another criticism is that NPS is an overly simplified way of measuring/modeling the relationship between customer satisfaction, loyalty, and NPS in relation to sales and profits (Keininngham et al., 2008; Pingitore et al., 2007).

Given the benefits of NPS in promoting customer loyalty, customer retention, and customer recommendation (e.g., de Haan et al., 2015; Lee, 2021; Reichheld et al., 2021) and using it as customer feedback metric (Morgan & Rego, 2006, 2008) for sales growth and business performance, there is a need for a study to identify and examine the factors influencing NPS to to enhance its effectiveness. In this regard, some studies recommend additional research to determine the key influencers/drivers and their relationships with NPS (e.g., Burnham & Wong, 2018; Korneta, 2014). Moreover, Eger and Micik (2017) state that multiple factors are at work concerning the impact of NPS and recommend developing a composite measure to capture data on multiple constructs. As indicated above, there is an intense debate regarding the value of the NPS for business because of the conflicting findings concerning the potential benefits of NPS.

In a study, Eskildsen and Kristensen (2011) suggest that the impact of demographics also needs to be investigated. They indicate that previous research has shown that the NPS suffers from distinct gender differences. As a result, they recommend investigating the impact of demographics on NPS. However, a review of extant literature indicates that there is no prior research that shows how NPS is influenced by customers' demographics. More specifically, there is no evidence of NPS being different for gender, age group, income, education, and purchase frequency. This study is in response to a call to investigate the impact of demographic factors on NPS. Therefore, the main goal of the study is to examine the effects of customer demographics on NPS and determine if NPS is significantly impacted by consumer demographic characteristics. Based on a review of the literature and to the best of our knowledge, prior studies have not examined the effects of demographics on NPS. Therefore, this study intends to fill this void in literature.

This study makes an important contribution to the NPS literature by providing insights into the impact of the consumer demographics on NPS and the likelihood of getting recommended. In this regard, the results of the study revealed that the consumer demographics have different effects on NPS. For example, a) Females are more likely to recommend the convenience store, suggesting that the company managers could attract more female customers; b) Loyalty card holders have significantly higher NPS than non-card users, which suggests that this convenience store (or any business) can increase its NPS by promoting its loyalty program to have more customers participate and encouraging its loyalty cardholders to use their loyalty cards; c) Both age and income of customers have a significant effect on NPS, and d) Purchase frequency has a significant effect on NPS, where the higher the purchase frequency, the higher the NPS is, which show the

importance of getting customers to purchase more frequently. These findings could benefit companies and organizations in increasing their NPS and promoting their brands, because, as Reichheld et al. (2021) assert, higher NPS is likely to lead to higher sales and profitability. Also, by addressing the call to investigate the impact of consumer demographics on NPS and likelihood of getting recommended, the study fills the void in the NPS literature. This insight could help develop effective strategies to improve the NPS, subsequently leading to increased sales and profitability.

The findings of this study could allow both domestic and international companies to identify the effects of consumer demographics on recommendations, thereby influencing NPS. Given that numerous global companies such as Apple (Denning, 2011), Best Buy, Delta Airlines (Safdar & Pacheco, 2019), and GE (Gupta & Zeithaml, 2006) used NPS as a core marketing metric in their decision-making, employee remuneration, and included in earnings reports (Safdar & Pacheco, 2019), findings of this study could also be utilized by global companies to aid them in their international operations, especially in expanding to new global markets. The implications of these findings will be discussed in more detail for international companies in a global context.

2. Background

A review of extant literature reveals that several studies were conducted to determine the relationship between NPS and sales growth and profitability. For example, some studies examined NPS for forecasting or predicting sales growth and profitability (e.g., Baehre et al., 2022; van Doorn et al., 2013). Other studies, however, questioned the utility of NPS as a predictor of future sales growth (e.g., Grisaffe, 2007; Sharp, 2008). Some of the other studies examined the NPS in relation to customer loyalty, word-of-mouth, and customer retention, as well as identifying the drivers of NPS. However, there is considerable debate especially in academic research regarding the predictive value of NPS regarding customer retention and profitability (Keiningham et al. 2007, 2008; Pollack & Alexandrov, 2013). It was claimed that many of the potential benefits of the NPS program were not realized (Burnham & Wong, 2018). Keiningham et al. (2007) find no evidence that NPS was the best predictor of customers' future loyalty intentions but was a good predictor of growth. Baehre et al. (2022) state only the recently developed brand health measure of NPS is effective at predicting future sales growth.

Prior studies examined customer perceptions of NPS in various industries that include healthcare (Hamilton *et al.*, 2014; Brown, 2020), non-profit (Burnham & Wong, 2018; Srirahuyu

et al., 2021), retail (Eger & Mičık, 2017; Keiningham et al., 2007), technology (Gadkari, 2018; Rajasekaran & Dinesh, 2018), academic libraries (Srirahayu et al., (2021), insurance (Kristensen & Eskildsen, 2011), public sector (Vochin et al., 2020), banking, convenience store, home furnishings, security systems and transportation (Keiningham et al., 2007). Moreover, NPS has been successfully linked to word-of-mouth behavior (Keiningham et al., 2007; Raasens & Haans, 2017), retention intent (Leisen Pollack & Alexandrov, 2013), and actual customer retention (de Haan et al., 2015).

A recent study by Lee (2021) identified several benefits of using NPS over other customer satisfaction measures. Some of these benefits are serving as a benchmark against competitors; tracking change over time; providing a KPI measure of the whole business; being simple enough to be understood by everyone; giving direction for change and improvement; and measuring the likelihood of repeat business. Lee (2021) further explains that NPS mistakenly believed that it is only one question and recommends surveying customers at least twice a year to track change over time. Once the NPS of a business is calculated, the progress can be tracked and compared to the average NPS of an industry. The NPS is readily available from many reputable sources, such as Statista, Netigate, Topline Strategy, Benbria, XM Institute, MarketingCharts, Satmetrix, Retently, and Deep-Insight.

To identify the influential factors that lead to a high NPS, some studies have examined customer perceptions and potential drivers of NPS. A study by Kristensen and Eskildsen (2014) finds that factors such as image, expectations, product quality, service quality, and value, on average, predict 60 percent of the cases correctly, identifying respondents as promoters, detractors, and passives. In addition, Srirahayu et al. (2021) empirically show that while loyalty has a direct effect on NPS scores, satisfaction has an indirect effect on NPS through loyalty. Similarly, Gadkari (2018) states that (library) user satisfaction plays an important role in individual responses to NPS surveys. These findings indicate that NPS can help identify loyal customers (Rajasekaran & Dinesh, 2018). Eger and Micik (2017) state that multiple factors are at work in determining the impact of NPS. Based on their research, Eger and Micik (2017) identified indicators of loyalty for donors that include satisfaction, trust, commitment, and/or re-purchase intention, which could influence the NPS, that is the likelihood to recommend. Finally, as indicated before, Eskildsen and Kristensen (2011) believes that, per their research regarding gender differs for NPS, examining

NPS by consumer demographics would provide insights into their potential effects on NPS to develop effective strategies regarding getting recommended and increasing NPS.

3. Study Objectives

The overall objective of this study is to examine the relationships between NPS and consumer demographics and their impact on the likelihood of getting recommended by different consumer demographics in the context of convenience stores. Given the importance of the NPS for a company's sales growth and profitability, it is essential to explore the effects of consumer demographics to determine if NPS for a convenience store varies by different demographics of consumers. The findings of the study will benefit brand managers to promote convenience stores in a more targeted way in the highly competitive convenience business industry. The specific objectives of the study are to:

RO1. Determine the NPS for the chain of convenience stores included in the study.

RO2. Investigate whether and how NPS for a convenience store is affected by customers' demographics (gender, age, education, income, purchase frequency, being a loyalty card user, being a regular customer of this convenience store).

RO3. Discuss the implications of the findings for sales growth, especially in international marketing.

Figure 1 presents the relevant customer demographics characteristics: gender, age, education, income, regular customer, loyalty member and user of loyalty card to examine their relationships with recommending and NPS. Because prior studies did not examine how consumer demographics are related to the likelihood of recommending a brand or product, thus NPS, this study intends to fill the void in the literature by examining the potential influence of the various demographic characteristics on NPS. The results of these analyses would help managers to develop effective strategies to improve the NPS, which could positively influence sales growth and profitability.

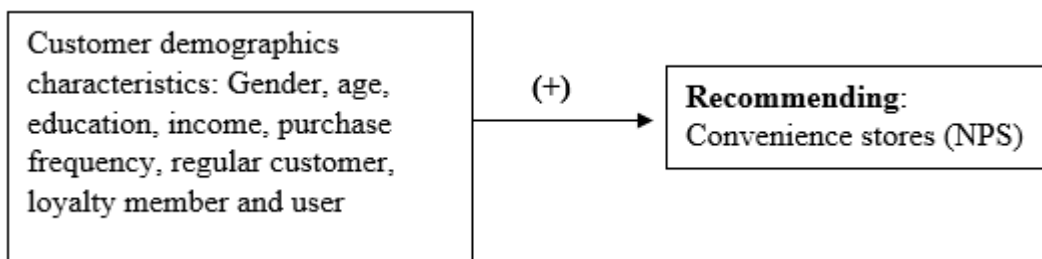


Figure 1. The Influence of Demographics on the Likelihood of Recommending Convenience Store (NPS)

4. Methodology

An online survey instrument was developed to address the research objectives. The question for NPS was obtained from the relevant research (Reichheld, 1993, 2021; Rowe, 2021). In measuring the likelihood of recommending the store in determining the NPS, the respondents were asked, “How likely is that you will recommend the convenience store to a friend or family member”, which is measured with an 11-point scale, ranging from 0=not at all likely to 10=extremely likely. To address the proposed relationship in Figure 1 as a focus of the study, the demographic questions included are gender, age, education, income, being a regular customer, loyalty member, and being a user of the loyalty program. The survey was pretested first by using academic experts, then by a few company employees. These pretests improved the clarity, understandability, and easy comprehension of the items.

The survey instrument was programmed in Qualtrics to be administered online. The target population of this study was the current customers who are members of the convenience store’s loyalty program. The survey link included instructions that explained the purpose of the survey and indicated that taking the survey was voluntary and the survey participants could stop at any time while taking the survey. To improve the response rate, ten \$50 gift cards were offered to those who completed the survey and were willing to participate in a random drawing. The link was sent to the entire list of 50,000 loyalty members. Two email reminders were sent one week apart. Within three weeks, this process produced 6,099 usable surveys for analysis.

The selected respondent profiles in Table 1 show that 56.2% of the respondents were female and 41.3% were male, and 93.6% were regular customers. As expected, 99.8% had loyalty cards, 98.8% used their loyalty cards, and 43.6% shopped daily or 2-3 times a week. Also, 26.2% were between 56-65 years old, and 41.4% of respondents were between 46-65 years old and 31.5% earned \$30,001 to \$60,000, 13.1% earned \$15,001 to \$30,000, and 12.3% earned \$60,001 to \$75,000.

Table 1. Respondent Demographic Profiles

Gender	Frequency	Percent	Use loyalty card	Frequency	Percent
Male	2493	41.3	Yes	5973	98.8
Female	3394	56.2	No	72	1.2
I prefer not to disclose	155	2.6	Total	6045	100
Total	6042	100.0	age	Frequency	Percent
Regular customer	Frequency	Percent	18 to 25	176	2.9
Yes	5711	93.6	26 to 35	546	9.1

No	382	6.4
Total	6093	100.0
Have loyalty card	Frequency	Percent
Yes	6050	99.8
No	13	0.2
Total	6063	100
Household income	Frequency	Percent
Less than \$15,000	441	7.4
\$15,001 to 30,000	776	13.1
\$30,001 to 45,000	914	15.4
\$45,001 to 60,000	953	16.1
\$60,001 to 75,000	731	12.3
\$75,001 to 90,000	677	11.4
\$90,001 to 105,000	489	8.3
More than \$105,000	943	15.9
Total	5924	100

36 to 45	1043	17.3
46 to 55	1520	25.2
56 to 65	1579	26.2
66 or older	1161	19.3
Total	6025	100
Purchase frequency	Frequency	Percent
Daily	737	12.1
2-3 times a week	1915	31.5
Once a week	1521	25
Every two weeks	1171	19.3
Once a month	485	8
< once a month	252	4.1
Total	6081	100

5. Results

5.1. ROI: Determining the NPS

The first objective of the study is to determine the NPS for the convenience store. The distribution of the responses is presented in Figure 2 to gain insights into the responses to the NPS question. The results show that about half of the respondents (49.4%) are extremely likely to recommend this convenience store, which reflects a high level of customer satisfaction and loyalty, as a key measure of NPS. The responses to NPS question are used to determine Detractors (percent of responses to ratings of 0-6), Passives (percent of responses to ratings of 7-8), and Promoters (percent of responses to ratings of 9-10). The results show that 0.62 of respondents are classified as Promoters, 0.19 as Passives and 0.19 as Detractors. Based on these responses, this convenience store has an NPS of 0.43 ($NPS = 0.62 - 0.19$), as shown in Figure 2. This is similar to the NPS for most industries and indicates that this convenience store would receive good recommendations from its customers.

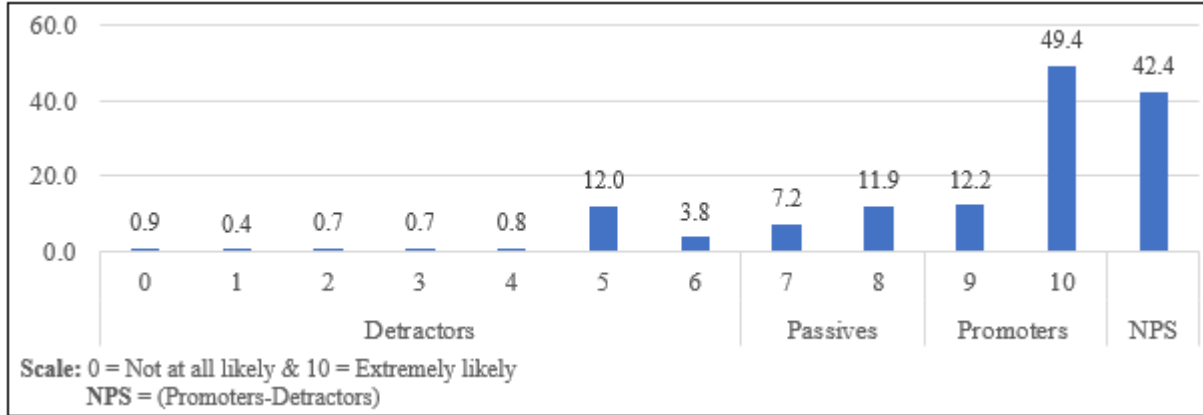


Figure 2. Likelihood to Recommend Convenience Store to friends and Family members (percent)

5.2. RO2: Examining NPS by Demographic Factors

RO2 examines if NPS is impacted by respondents’ demographics. Several analyses of NPSs and each of the demographic variables were conducted with each of the demographic variables. To conduct this analysis, as indicated before, the likelihood of recommending variable is classified into three groups -- promoters, passives, and detractors. Because recoded NPS and the demographic/ behavioral variables are categorical variables, cross-tabulation analysis was undertaken to test if NPS groups are significantly associated with gender, regular customer, loyalty card user, purchase frequency, age, and income.

The results are presented in the following section. Table 2 presents the results for comparisons of the NPS for the convenience store by gender, regular customer, and loyalty card user. The comparisons are significant (Chi-square, $p < .001$), which shows that there are differences in NPS by the gender of respondents, where females have a higher NPS (0.41) and males (0.44). The results suggest that females have a significantly higher intention to recommend this convenience store than males.

The comparison of NPS by being regular customers (Table 2) shows that there is a statistically significant difference between the two groups (Chi-square, $p < .001$), where regular customers have an NPS of 0.46, whereas non-regular customers have an NPS of -0.14. This finding emphasizes the importance of having regular customers in getting recommended; thus, increasing sales.

The comparisons of NPS by loyalty card users (Table 2), where the comparisons are statistically significant (Chi-square, $p < .01$). This indicates that loyalty card users have a higher NPS, so they are more likely to recommend the convenience store. These findings show the

importance of not only having a loyalty card but also getting customers to use the loyalty card for NPS and getting recommended.

Table 2. Cross Tabulation of Detractors, Passives, Promoters for Convenience Store by Gender, Regular Customer, and Loyalty Card User

Gender	Detractors	Passives	Promoters	NPS (Promoters-Detractors)	Chi-square
Male	0.19	0.22	0.59	0.40	p < .001
Female	0.19	0.17	0.64	0.45	
Regular Customer	Detractors	Passives	Promoters	NPS (Promoters-Detractors)	Chi-square
Yes	0.17	0.19	0.64	0.47	p < .001
No	0.45	0.23	0.32	-0.13	
Loyalty Card User	Detractors	Passives	Promoters	NPS (Promoters-Detractors)	Chi-square
Yes	0.19	0.19	0.62	0.43	p < .01
No	0.35	0.19	0.46	0.11	

The comparisons of NPS by shopping frequencies in Table 3 are significant for the convenience store (Chi-square, $p < .001$), which indicate that the purchase frequencies are significantly related to NPS. The results show that all net promoter scores are positive for all shopping frequencies, except less than once a month for this convenience store (NPS = -0.19). As shown in Table 3, NPS is the highest for daily shoppers of the convenience store. These findings indicate that as the frequency of shopping increases, the NPS also increases, suggesting that the likelihood of recommending the convenience store increases. These findings point out the importance of shopping frequency, which could have implications for NPS and recommending this convenience store.

Table 3. Cross Tabulation of Detractors, Passives, Promoters for Convenience Store by Purchase Frequency

Purchase Frequency	Detractors	Passives	Promoters	NPS (Promoters-Detractors)	Chi-square
Daily	0.08	0.12	0.80	0.72	p <.001
Once a week	0.19	0.21	0.60	0.42	
2-3 times a week	0.12	0.17	0.71	0.59	
Every two weeks	0.28	0.23	0.49	0.21	
Once a month	0.31	0.24	0.45	0.15	
Less than once a month	0.52	0.16	0.32	-0.19	

The comparisons of NPS by age in Table 4 are significant for convenience store (Chi-square, p <.001), which suggest that customer age is significantly related to NPS. All NPSs are positive for all age groups and are fairly high ranging from a low of 39 to a high of 51, where NPS is the highest for 18 to 25 years old (51) followed by the 26-35 age group, 36-45 age group, 46-55, age group, 56-65 age group, and it is the lowest for the 66 and older group of the convenience store. These findings indicate that while all age groups are likely to recommend the convenience store, the likelihood of recommending declines as customers get older.

Table 4. Cross Tabulation of Detractors, Passives, Promoters for Convenience Store by Age

Age Groups	Detractors	Passives	Promoters	NPS (Promoters-Detractors)	Chi-square
18 to 25	0.16	0.18	0.66	0.50	p < .001
26 to 35	0.16	0.19	0.65	0.49	
36 to 45	0.16	0.19	0.65	0.49	
46 to 55	0.18	0.19	0.63	0.45	
56 to 65	0.20	0.21	0.59	0.39	
66 or older	0.23	0.19	0.58	0.35	

Finally, Table 5 shows the comparisons of NPS by income groups. The comparisons are significant for income groups (Chi-square, p <.001), which indicates that the purchase income is significantly related to NPS and recommending the convenience store. The results show that all NPS are positive for all income groups, and NPS is the highest for the \$15,000-\$30,000 income group, followed by the \$30,000-\$45,000 income group. These findings point out that while there

is no certain pattern for NPS and recommending, all income groups have NPS that are similar to general industry scores or better.

Table 5. Cross Tabulation of Detractors, Passives, Promoters for Convenience Store by Income

Income	Detractors	Passives	Promoters	NPS (Promoters- Detractors)	Chi-square
Less than \$15,000	0.20	0.15	0.64	0.44	p < .001
\$15,001 to 30,000	0.16	0.17	0.67	0.51	
\$30,001 to 45,000	0.17	0.18	0.65	0.48	
\$45,001 to 60,000	0.19	0.18	0.63	0.44	
\$60,001 to 75,000	0.19	0.19	0.61	0.42	
\$75,001 to 90,000	0.21	0.22	0.58	0.37	
\$90,001 to 105,000	0.18	0.22	0.60	0.42	
More than \$105,000	0.21	0.23	0.56	0.35	

6. Discussions and Implications

This study examined the effects of customer demographics on NPS; thus, the likelihood of recommending convenience stores. In this regard, this study is in response to calls for additional research: by Eskildsen and Kristensen (2011) to investigate the impact of demographics as they state that the NPS suffers from distinct gender differences found in previous research. By addressing this call for more research, the findings of the study provide some insights into these the impact of consumer demographics on NPS. These insights could have significant managerial implications for companies to utilize NPS and the likelihood of getting recommended to potential customers.

In evaluating the likelihood of recommending, the results show that about half of the customer respondents (49.4%, Figure 2) were extremely likely to recommend this convenience store, suggesting that the customers are very satisfied with their experiences with this convenience store. In addition, the promoter score of 0.62 and the detractor score of 0.19 (in Figure 3) suggest that significantly more consumers are likely to promote this convenience store. The NPS score of 0.43 indicates that the brand has a strong satisfied customer base that would highly recommend the business. Compared to the industry NPS standards of 0.28-0.47 (NPS Benchmark, 2021), the NPS for this convenience store is within the industry standards. These findings show that this convenience store has a healthy business operation with a satisfied and loyal customer base.

One of the objectives of the study was to examine the relationships between NPS and consumer demographics to determine if NPS was impacted by consumer demographics. The study found that female customers are significantly more likely to recommend the convenience store than male customers and those who prefer not to be disclosed. These findings imply that a) since females are more likely to recommend the convenience store, the company managers could attract more female customers and b) find a way to improve the NPS for male customers and customers who prefer not to respond to the gender question. The results also show that regular customers have a higher NPS and, therefore, the company should try to convert non-regular customers into regular customers. As they become regular customers, there would be more customers who could recommend this convenience store. This also shows the importance of having regular customers for businesses.

The results of the study provided very insightful information regarding the loyalty card and their use. The findings indicate that loyalty card holders have significantly higher NPS, suggesting that the company should try to motivate non-loyalty cardholders to have a loyalty card. Also, the results show that users of loyalty card holders have significantly higher NPS than non-card users. These findings imply that this convenience store (or any business) can increase its NPS and the likelihood of getting recommended by a) promoting its loyalty program to have more customers participate in their loyalty program, and b) encouraging its loyalty cardholders to use their loyalty cards. These findings are consistent with the positive effect of loyalty programs on some specific consumer behavior (e.g., Chaudhuri et al., 2019; Taylor & Neslin, 2005). In addition, the study found that the purchase frequency has a significant effect on NPS, where the higher the purchase frequency, the higher the NPS is. These findings show that consumers who shop more frequently are very satisfied and are more likely to recommend the convenience store. The benefits of frequent shopping are not only more sales but also getting more recommendations for new and prospective customers. Therefore, there should be a strategic effort to increase the purchase frequency to realize these benefits,

As for age, the study found have high NPS for all age groups, ranging from 0.35 to 0.51, which are within the industry standards of 0.28-0.47 or higher (NPS Benchmark, 2021). These findings reveal that the age of customers has a significant effect on NPS, where younger customers have significantly higher NPS than older customers. The managers of the convenience store should make sure to continue doing everything to keep the age groups with high NPSs to keep them as promoters of their store. Finally, the results for income indicate that the income groups have a

significantly different impact on NPS, where higher NPS for some groups suggests that some income groups (such as \$15,001 to 30,000 and \$30,001 to 45,000 groups) are more likely to recommend this convenience store than other income groups. These high NPSs indicate that customers are satisfied with this convenience store and are willing to recommend it to others. The managers of the convenience store could do everything to maintain and/or increase or, at the very least, maintain the NPS among these income groups and get them to recommend their stores.

Moreover, given that the purchase frequency, consumer age, and income are positively related to NPS, the companies should develop strategies that encourage their customers to shop more frequently and focus on the right age and income groups to increase recommending and NPS. These discussions show the importance of identifying and understanding the relationships between NPS and demographic variables in developing effective strategies to increase the likelihood of getting recommended and NPS, thereby potentially contributing to sales growth and profitability in both domestic and international markets.

This is the first study in which the results show significant relationships between NPS and consumer demographics. These findings suggest that consumer demographics could be utilized in increasing NPS and getting recommended to attract new customers and increase sales for domestic companies but could be even more relevant for companies entering the international markets. For example, since females have a higher NPS, companies entering new international markets could initially focus on attracting female customers and encourage them to recommend the company's brands, especially in the new international markets to gain new customers. Similarly, given the importance of capturing regular customers, offering loyalty programs, and repeated use of loyalty cards to increase the likelihood of being recommended, and NPS, the companies entering new international markets could develop strategies to utilize these strategies to attract new customers that could increase sales in these new markets. Moreover, given that the purchase frequency, consumer age, and income are positively related to NPS, the companies should develop strategies that encourage their customers to shop more frequently and focus on the right age and income groups to increase recommending and NPS. These strategies would help all companies to increase sales and profits, especially international companies in new international markets. These discussions show the importance of identifying and understanding the relationships between NPS and demographic variables in developing effective strategies to increase the likelihood of getting

recommended and NPS that potentially contributes to sales growth and profitability in both domestic and international markets.

7. Limitations and Suggestions for Further Research

This study provided important insights into the relationships between NPS, and consumer demographics and factors identified as drivers of NPS and their relationship with and potential influence on NPS. However, the study has several limitations, which must be considered in interpreting the findings. 1) The study was conducted with only the loyalty program members of this convenience store. A future study should be conducted with non-loyalty member customers to compare if the perceptions of the two groups are different regarding the factors included in this study. 2) The study was conducted for one convenience store. The same study could be replicated with other convenience store brands in different parts of the country to compare the findings if they confirm the framework proposed in Figure 1. 3) The study was conducted in a convenience store business. Similar studies should be replicated in different industries to improve the reliability and generalizability of the relationships proposed in Figure 1. 4) The study was conducted in the United States, a single culture. It is recommended that future studies be conducted in different cultures in similar and/or different industries to test if the findings are consistent with those found in the United States. This would be especially beneficial for international companies that enter new global markets.

Future studies should be conducted in cross-industries and/or cross-cultural contexts to determine the impact of the industry and/or culture on the effect of consumer demographics on getting recommended and the NPS. Despite these limitations, the results of this study offer important insights into the relationships between NPS and consumer demographics that could help develop successful strategies.

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