

Master Thesis : "Turning the company CE+T Power from a product-centric to a customer-centric business model"

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Turning the company CE+T Power from a product-centric to a customer-centric business model

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Executive Summary

This thesis investigates how CE+T Power, a leading manufacturer of electric power converters, can evolve from a product-centric to a customer-centric organization. The research was initiated in response to recurring concerns regarding insufficient profitability and customer attrition.

« Acquiring a new customer can cost five to seven times more than retaining an old one »

(Forbes, 2022)

Although these issues were initially perceived as isolated or anecdotal, a structured analysis confirmed their systemic nature and revealed the need for a strategic transformation focused on customer value creation.

The study combines a literature review with a comprehensive internal and external diagnosis. The literature highlights that organizations capable of aligning their operations, culture, and structure around customers achieve superior financial performance and long-term competitiveness. However, such transitions require profound organizational changes, encompassing leadership mindset, governance, and internal processes.

Empirical findings from CE+T Power's customer survey, internal interviews, and sales data analysis reveal several weaknesses rooted in its product-driven culture. The company's current organization fosters technical excellence but lacks accountability for market performance and customer satisfaction. Customers perceive CE+T as innovative yet insufficiently attentive to their needs, feedback, and business challenges. Misalignments were also found between employees' assumptions and customers' actual expectations, particularly regarding support quality, communication, and customization.

Based on these findings, the thesis proposes a structured roadmap for CE+T Power's transformation. Key recommendations include reorganizing the Product Management function around customer segments, strengthening cross-functional collaboration, implementing new customer insight and feedback mechanisms, and investing in digital tools to support proactive customer engagement. These initiatives should be supported by strong leadership commitment, a clear communication plan, and a phased implementation approach to ensure internal alignment and stakeholder buy-in.

While the transformation entails cultural and structural challenges, it also opens significant opportunities for CE+T Power to reinforce its market position, increase customer loyalty, and achieve sustainable growth. The study concludes that moving toward customer-centricity is not only a strategic necessity but also a pathway to operational efficiency and long-term resilience.

Acknowledgements

This incredible two-year journey of the Open Border MBA began for me in January 2024. On April 1st of that same year, I took on a new role as Sales & Marketing Director at CE+T Power. Just three weeks later, the International Marketing seminar led by Mrs. Sara Leroy-Werelds began. When she started speaking about customer-centricity on that Friday, I immediately felt that there was something to be done at CE+T Power in this regard. By the Sunday evening of the seminar, I was convinced: I wanted to transform CE+T Power into a customer-centric organization. From that moment, the subject of my thesis was decided.

Today, I would like to express my sincere gratitude to Mr. Robert Eyben, Chairman of CE+T Group, and to Mr. Benjamin Hayen, CEO of CE+T Group, not so much for entrusting me with a challenging and rewarding position within their company during the same period as my MBA, but rather for giving me the opportunity to embark on such an enriching professional and personal journey. My thanks also go to Mr. Benjamin Hayen and Mr. Fabrice Orban, CEO of CE+T Power, for their understanding during the intense final weeks before this thesis submission. Despite a period of very high activity, they showed great patience and support.

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Beyond the valuable knowledge acquired throughout these two remarkable years, I must admit that I have truly learned to master the Pareto principle the hard way. Time is not an infinite resource, a lesson made even clearer when balancing a demanding professional role, an MBA, and family life. This is the reason why today, my deepest thanks go to my three life companions, my wife Muriel and my two daughters, Chloé and Laly, for their unwavering understanding and patience. We spent less time together and I missed many important moments at home, but it was all undeniably worth it.

I now look forward to making up for that lost time and focusing my energy on putting the conclusions of this thesis into practice at CE+T Power.

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List of abbreviations / Glossary

AC : Alternating current

AI : Artificial Intelligence

BESS : Battery Energy Storage System

C&I : Commercial and Industrial

CRM : Customer Relationship Management

DC : Direct current

EMS : Energy Management System

GSM-R : Global System for Mobile Communications – Railway

HMI : Human-Machine interface

KPI : Key Performance Indicator

LBC : Little Box Challenge

NPS : Net Promoter Score

UPS : Uninterrupted Power Supply

Preamble

This first section does not intend to provide a detailed scientific explanation of electrical power conversion. Instead, its purpose is to clarify and simplify several fundamental concepts for the reader, concepts that are essential to fully grasp the business environment in which CE+T operates. A basic understanding of these principles is necessary, as they underpin both the technological challenges and the opportunities that shape the company's industry.

Within the framework of the global energy transition, the demand for efficient and reliable power conversion is increasing at an exponential pace. The growing penetration of renewable energy sources, the electrification of transportation, and the digitalization of infrastructure are driving a surge in applications, the scope of which is limited only by human ingenuity. Each of these applications requires tailored solutions to ensure that different sources and consumers of electricity can be seamlessly integrated.

Certain renewable energy generation systems, such as photovoltaic panels or wind turbines, inherently produce direct current (DC). By contrast, the vast majority of household and industrial equipment operates on alternating current (AC). Furthermore, batteries, used as energy storage systems, also operate with direct current, and not necessarily at voltage levels compatible with those of other devices. Electric vehicle charging stations provide an illustrative example: depending on their power rating, they may operate with DC (in the case of fast and ultra-fast charging) or with AC (in the case of slower, lower-power charging).

Bridging these differences requires specialized devices. Equipment that converts DC into AC is referred to as an inverter, while that performing the reverse conversion is known as a rectifier. Devices capable of handling both conversions are generally referred to as converters, and they constitute the cornerstone of modern energy systems.

In practice, a multitude of configurations exist between AC and DC systems. The interconnection of these diverse assets frequently requires multiple stages of power conversion, each of which inevitably affects the overall efficiency, resilience, and cost-effectiveness of the installation. Designing solutions that minimize energy losses while maximizing system flexibility has therefore become a critical engineering and business challenge.

It is in this context that CE+T operates. The company specializes in the design and manufacturing of advanced power converters that enable the bidirectional transformation between AC and DC. By providing this crucial link, CE+T contributes to the integration of diverse energy assets, ranging from renewable generation and energy storage to electric mobility and digital infrastructure. Figure 1 illustrates an example of various DC and AC assets interconnected through a complex CE+T converter, enabling their seamless integration into a single, unified system reducing the number of conversions while maximizing the efficiency of the whole system.

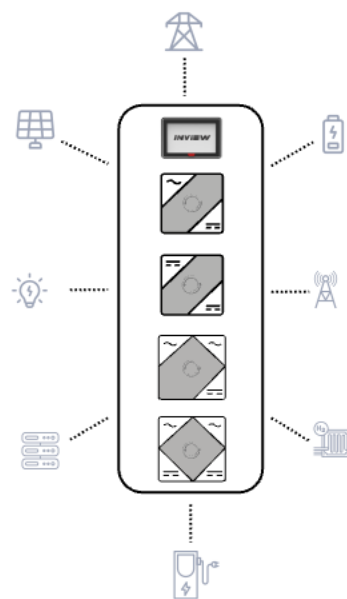


Figure 1 : Example of multiple conversions with CE+T product

A compelling example of the pivotal role played by CE+T Power's products in the energy transition is the P-Grid, a hybrid solution developed by one of the largest CE+T Power's customers to power construction tower cranes.



Figure 2 : Illustration of tower cranes powered by the P-Grid

Traditionally, such cranes rely on one of two power supply options:

1. A large diesel generator, which operates only briefly at its nominal power during lifting operations. As a result, it runs inefficiently most of the time, consuming excessive fuel and emitting high levels of pollution. These generators are even prohibited in some urban areas today.
2. A high-power grid connection, which is often expensive and difficult to obtain on construction sites.

The P-Grid offers an innovative alternative. It integrates a battery pack and a smaller diesel generator that operates continuously at optimal efficiency to recharge the batteries. At the heart of this system are CE+T Power converters, which transform AC power from the generator into DC power for the batteries and vice versa, enabling the entire hybrid solution to function. When the crane requires energy, it draws from the stored battery power, resulting in significantly lower CO₂ emissions and a significant reduced fuel consumption.



Figure 3 : The P-Grid - hybrid power supply

1 Introduction

1.1 Context

1.1.1 Overview of CE+T Power

1.1.1.1 History

CE+T Power is a Belgian company headquartered in Wandre, in the Province of Liège. Its origins date back to 1934, when engineer and university professor Joachim Frenkiel founded the company to produce transformers. At the time, Belgium's electrical landscape was highly fragmented, and Frenkiel sought to standardize power delivery for emerging household appliances like refrigerators and washing machines.

The company's operations were disrupted during World War II due to Frenkiel's Jewish heritage and the German occupation. However, it re-emerged after the war under the name *SA Confort Électrique et Téléphonique (CET)*, restarting operations in an old building in Liège. During the 1950s, as televisions became widespread and voltage fluctuations posed new challenges, CET began producing voltage stabilization systems. This period also marked its expansion into telecommunications equipment such as door phones, supporting infrastructure development in Belgium's growing cities.



Figure 4 : First facilities of CE+T in Liège

In the 1960s, a fatal fire in a Brussels shopping center spurred new safety regulations for emergency lighting. CET quickly positioned itself as a national leader in this emerging segment. The booming telecom sector further propelled the company's growth, particularly through its partnership with the Belgian national telecom operator (RTT). During the 1970s and 1980s, the company transitioned ownership from the Frenkiel to the Paque family and rebranded as CE+T, short for *Construction Électronique + Télécommunication*. This era marked a technological shift towards advanced DC to AC power conversion systems.

The 1990s were a turning point, with CE+T adopting a more strategic approach to innovation and growth. The company focused heavily on modular DC-to-AC inverters, eventually launching the world's first modular inverter. This breakthrough redefined power conversion and established CE+T as a global reference in the industry. The company also outsourced manufacturing to concentrate on R&D, relocated to a modern facility, and pursued international expansion. A management buyout in 1999 gave CE+T new momentum and independence to accelerate its strategic goals.



Figure 5 : Current CE+T facilities in Wandre



Figure 6 :
Logo of Google LBC

A major milestone came in 2016, when CE+T's R&D team, the "Red Electrical Devils", won the Google Little Box Challenge, outperforming over 2.000 global competitors. The challenge was to create the world's smallest and most efficient 2 kVA inverter. CE+T not only succeeded but exceeded expectations, demonstrating its technological leadership and collaborative spirit. The \$1 million prize was shared among all CE+T employees worldwide, reinforcing the company's inclusive and team-oriented culture.

1.1.1.2 CE+T Group

Today, CE+T Power¹ has grown beyond its original structure to become part of a broader group of entities, as illustrated in Figure 7. This group includes the founding company CE+T Power, alongside several entities that have been created or acquired over time :

- Alpha Innovations SA, headquartered in Louvain-La-Neuve, along with its Swiss subsidiary Ripe Energy, specializes in the design, development, and production of customized power supply and monitoring systems. Their expertise lies particularly in critical backup and power conversion solutions, serving a range of sectors including transport, industry, energy management, and healthcare. Ripe Energy specializes in serving the defence sector.
- JEMA SA and its subsidiary JEMA France, based in Louvain-la-Neuve, is engaged in the design, development, and production of high-performance power systems, with a strong emphasis on DC power supplies, transformers, rectifiers, and related power electronics.
- CE+T America, a spin-off of CE+T Power founded in 2008 and based in Atlanta, Georgia, designs and manufactures solutions tailored to the U.S. market by leveraging the full range of converters and technologies available within the Group.
- CE+T Energrid, a startup founded in 2017, was established to support the energy transition by delivering advanced energy management and storage solutions to residential, commercial, and industrial customers around the world.

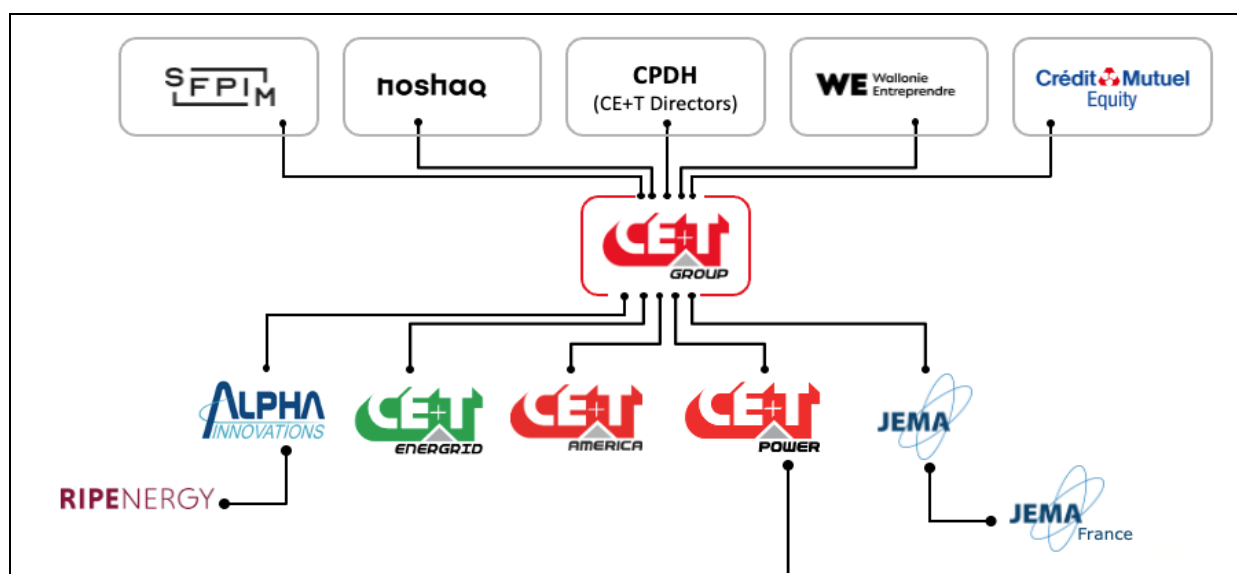


Figure 7 : Structure of CE+T Group

The CE+T Group is now primarily owned by a holding company composed of CE+T's directors, complemented by additional shareholders who provided capital in 2023 to sustain and accelerate growth. These investors include federal institutions (SFPI M), regional actors (Noshaq and Wallonie Entreprendre), as well as private equity funds (Crédit Mutuel Equity).

¹ The company's legal name is CE+T SA, but it is marketed as CE+T Power. In this thesis, the term CE+T Power will therefore refer to the legal entity CE+T SA.

1.1.1.3 CE+T Power

This thesis will focus specifically on CE+T Power, the original entity that initially developed on its own, both through organic growth and strategic acquisitions, and from which originated what is now known as the CE+T Group.

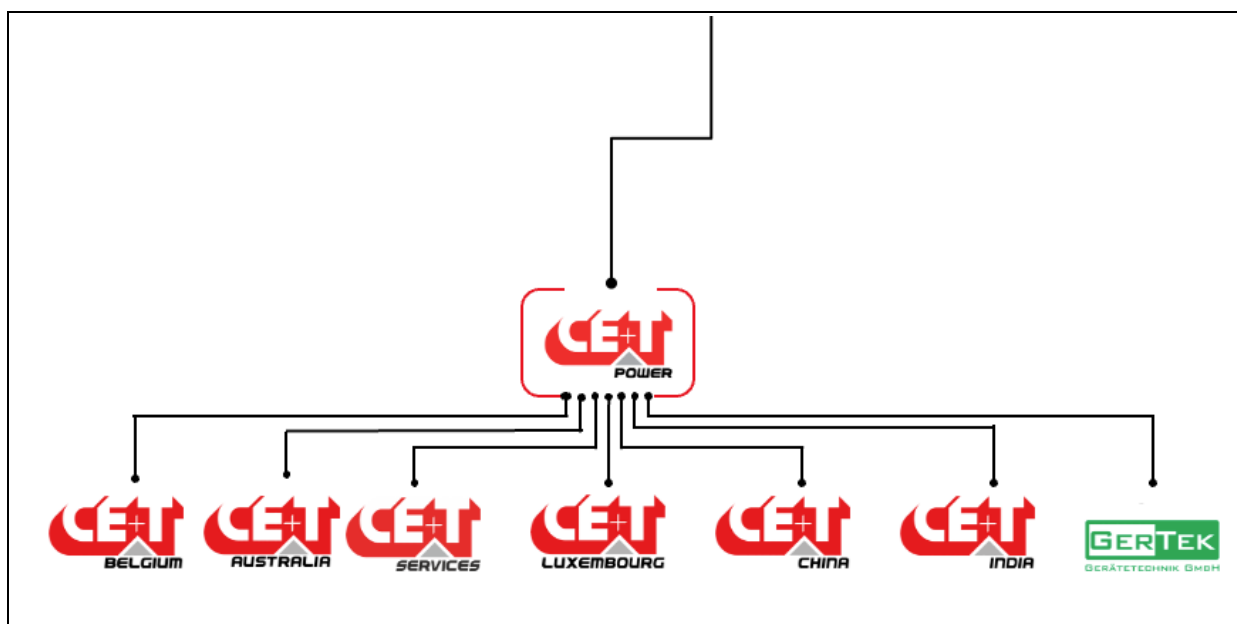


Figure 8 : Structure of CE+T Power

CE+T Power is composed of the following entities:

- CE+T Belgium based in Wandre, the original headquarters hosting the main corporate functions such as Finance, R&D, Product Management, Sales, Marketing, IT, Quality and HR.
- CE+T Australia, established in 2023 as a dedicated sales office to address the specific needs of the Australian market and to overcome the challenges posed by the time difference with the headquarters.
- CE+T Services, based in Wandre, supports customers throughout the entire lifecycle of their CE+T Power systems by providing commissioning, maintenance, and repair services. It also offers technical support, training, system upgrades, and real-time monitoring solutions to ensure optimal performance, reliability, and longevity of CE+T products.
- CE+T Luxembourg, hosting an R&D office based in Troisvierges.
- CE+T China, a factory based in Suzhou for the manufacturing of the power converters. CE+T China is also responsible for managing sales and customer relationships within the Chinese and broader Asian markets.
- CE+T India, another factory in Chennai as well as a design office in Bangalore. The design office is responsible for a part of the Engineering, certifications, manuals, etc... under the control of the R&D director in Belgium.
- Gertek, a German entity based in Nuremberg that has been acquired in 2020 with the purpose of gaining entries into the German market.

1.1.1.4 Activities



Figure 9 : Prisma Storage - 250 kW AC-DC bi-directional converter System

CE+T designs, develops, markets, and sells a wide range of power converters, including inverters and rectifiers. Over the years, the company has introduced unique features such as scalability, modularity, and bi-directionality, which have consistently kept its products ahead of most competitors. These innovations are not just technical differentiators, they directly address the evolving needs of customers across various industries.

For example, scalability allows customers to start with a small system and expand it easily as their power demands grow, making CE+T solutions ideal for dynamic environments such as data centers or telecom infrastructure. Modularity simplifies maintenance and upgrades, reducing downtime and operational costs, which is particularly valuable in critical applications like industrial automation or energy storage systems. Bi-directionality, enabling power to flow in both directions, supports advanced applications such as grid support, energy arbitrage, and integration of renewable energy sources.

Another key advantage of CE+T's product architecture is that the modules are fully hot-swappable. This means that individual units can be added, removed, or replaced without shutting down the system or interrupting the power supply. For customers operating in mission-critical environments such as hospitals, rail infrastructure, or financial data centers, this feature significantly enhances system availability and reliability. It also allows for quicker maintenance interventions and lower service costs, further reinforcing CE+T's commitment to operational excellence.

These features, combined with CE+T's commitment to quality and innovation, position the company as a trusted partner for customers seeking reliable, future-proof power conversion solutions.

In parallel with the manufacturing of hardware solutions, CE+T's offering has evolved to include smart power conversion platforms, digital monitoring tools, and systems compatible with IoT and smart grids, enabling customers to optimize and monitor their energy usage in real time.



Figure 10 : Prisma Storage - 250 kW AC-DC bi-directional converter System

1.1.1.5 Markets

Historically, CE+T Power used to serve the telecommunications sector, providing inverter systems for critical backup power applications. In the 1990s and early 2000s, as mobile and internet infrastructure expanded globally, CE+T became a key provider of DC/AC inverters designed to maintain power continuity in telecom networks. This market formed the foundation of CE+T's growth and technological expertise.

While Telecom remains an important market segment for CE+T, the commoditization of these products and the competition from low-cost brands and solutions slowly erode the market share of CE+T in this field.

Over time, CE+T leveraged its inverter technology to expand into adjacent markets. The sector of data centers and IT, boosted by the emergence of artificial intelligence represent a new market for CE+T with a very high potential of growth.

As a UPS supplier, CE+T is also active in the transportation sector. CE+T ensures the power backup of railway critical infrastructures such as track switching, level crossing, signalling, but also dedicated communication network (GSM-R) used by train drivers, traffic control centers and trackside workers for train control, emergency calls and group and broadcast calls.

CE+T Power is actively involved in the power and utilities sector, providing advanced energy conversion solutions that support grid stability, energy storage, and critical backup applications. With its modular inverter systems and smart power platforms, CE+T enables utilities and energy providers to enhance the reliability and efficiency of their infrastructure. The company's technologies are particularly suited for integration with renewable energy sources, microgrids, and decentralized energy systems, aligning with the sector's transition toward more sustainable and resilient power networks.

The industrial sector (C&I) became an early adopter of CE+T's modular systems, especially in environments requiring compact, scalable, and maintenance-friendly backup solutions. These industrial applications reinforced CE+T's focus on high-reliability power in mission-critical environments.

Last but not least, CE+T is active in the energy management sector, providing solutions that help organizations optimize the use, conversion, and storage of electrical energy. Through its advanced power converters and system architectures, CE+T enables efficient energy flow between sources, storage systems, and loads. These technologies support applications such as backup power, grid stabilization, renewable energy integration, and peak shaving. By focusing on flexibility, reliability, and energy efficiency, CE+T contributes to more sustainable and resilient energy infrastructures across various industries.

CE+T also aims at providing solutions for the Defence Industry. The products offered may be embarked in defence vehicles to secure the various electricity supply requirements or be integrated in larger battery solutions for building autonomous deployed camps.

1.1.1.6 Current Organizational structure

Figure 11 presents the current organizational structure of CE+T Power. It illustrates a traditional functional hierarchy in which activities are grouped according to their specific domains, such as Sales and Marketing, Research and Development, Operations, and Support functions. This structure has historically enabled clear accountability and specialization within each department, supporting the company's product-oriented strategy. However, as the subsequent chapters will demonstrate, this configuration also contributes to organizational silos and limits cross-functional collaboration, particularly in the context of developing stronger customer relationships. Understanding the current configuration is therefore essential before considering any structural changes aimed at fostering a more customer-centric organization.

It is particularly noticeable that there is no mention of customer support nor after-sales in this chart. Indeed, these activities have been outsourced to a subsidiary company, CE+T Services.

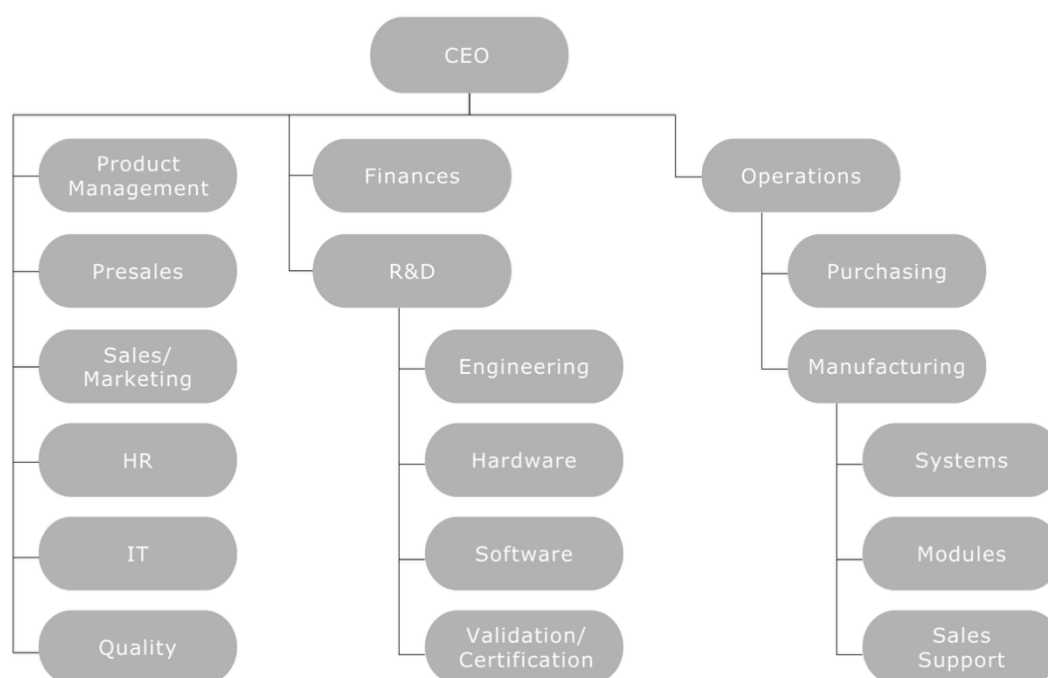


Figure 11 : Current organization chart of CE+T Power

1.2 Problem statement

The central challenge facing CE+T Power is its limited and persistently lower profitability compared to similar companies in the same industry and geographical area. Figure 12 compares the EBITDA-to-turnover ratios of CE+T SA, EVS SA, BEA SA², and Alpha Innovations SA based on values published on the Belgian Central Balance Sheet Office³. The results show that CE+T's profitability is significantly lower than that of its peers.

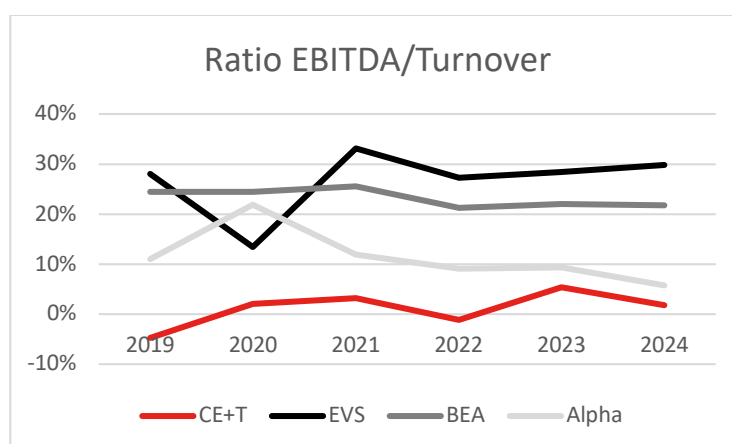


Figure 12 : Comparison of financial ratios with peer companies

Despite strong engineering expertise and a solid reputation for product quality, financial results have not matched those of comparable companies. This indicates that the company's business model has not succeeded in converting technological strengths into sustainable economic performance.

² The figures for BEA SA exhibit slight variations due to the company's financial year ending on March 31. Nonetheless, the overall trend remains consistent and retains its validity for comparative analysis.

³ Except for EVS SA, for which consolidated data were obtained from *Morningstar* (2025)

A key factor behind this underperformance is customer attrition. Sales data over the last decade suggest that more than half of CE+T's customers have reduced or ceased their purchases. Since the company does not operate under long-term contractual agreements that lock in clients, customer relationships are fragile and often short-lived. As indicated by Pfeifer (2005), the cost of acquiring new customers further erodes profitability, as replacing lost clients requires greater resources than retaining existing ones. This situation creates a structural disadvantage, where limited retention directly translates into constrained profitability.

For CE+T Power, which operates primarily through value-added resellers⁴ serving as its direct clients, the issue of customer attrition is even more critical. Unlike companies addressing a vast pool of end-users, CE+T Power depends on a limited number of qualified partners worldwide capable of integrating and distributing its solutions. This finite market means that each lost partner represents not only a loss of recurring business but also a significant reduction in future growth opportunities.

Underlying these dynamics is CE+T's product-centric orientation, which prioritizes engineering excellence over customer experience and relationship building. Research shows that while product-centric strategies may foster innovation, they often fail to maximize financial outcomes because they overlook customer value creation and long-term loyalty (Sheth, Sisodia & Sharma, 2000). In contrast, customer-centric organizations achieve superior profitability by focusing on retention, customer lifetime value, and co-creation of solutions with clients (Shah et al., 2006).

Evidence of customer attrition and limited loyalty suggests that the current model may not sufficiently address the long-term needs of customers, especially in a competitive market where differentiation increasingly depends on service, customer experience, and value co-creation rather than purely on product features.

The absence of systematic mechanisms to capture customer insights makes it difficult for CE+T to ensure that its solutions are developed with a deep understanding of customer needs. As a result, the company risks losing competitiveness against firms that have already embraced customer-centric models.

The problem addressed in this thesis is therefore to understand why CE+T's product-centric orientation has resulted in customer attrition and limited profitability, and to explore how the company could transition toward a customer-centric business model capable of enhancing loyalty, improving financial performance, and ensuring sustainable growth.

To better understand and frame this issue, we will first define customer attrition in general terms in the next section and then propose an alternative approach that more effectively serves the objectives of this thesis and supports future monitoring of the problem.

1.3 Definition of Customer attrition

As defined by HubSpot (2024), the customer attrition rate (also referred to as customer churn rate) is calculated as follows:

⁴ A Value-Added Reseller (VAR) is a partner who integrates the CE+T Converters into larger equipment. For instance, some resellers build BESS by combining the CE+T converters, some batteries, an EMS software and the mechanical capabilities to integrate the whole system into a stand-alone container.

$$\text{Attrition rate (\%)} = \frac{\text{Number of customers lost in a period}}{\text{Total number of customers at the start of the period}} \times 100$$

However, in our case, certain partners are to some extent compelled to remain customers, either because they are involved in multi-year programs or because they must provide replacement products as part of their own support commitments to end-customers. Moreover, since CE+T does not have formal contracts with its clients, as a telecommunications operator would, where contract termination directly signals the actual loss of a customer, it is difficult to determine precisely when a customer has truly left based on such a simple definition.

For these reasons, a more tailored approach is required. In this study, we therefore adopt a customized definition of customer attrition that better reflects CE+T Power's business model and sales dynamics. Instead of relying on a binary classification of "active" versus "lost" customers, attrition is assessed through the analysis of long-term sales trends, identifying those customers whose purchasing volume has significantly declined or ceased over time. Two distinct methods were developed to support this assessment.

In the first method, if the yearly order intakes over the last three years for one customer are all individually lower than the average over the last 10 years for this customer, the test is considered positive:

$$\begin{aligned} OI_{n,2022} &< AvOI_n \\ \text{AND } OI_{n,2023} &< AvOI_n \\ \text{AND } OI_{n,2024} &< AvOI_n \end{aligned}$$

Where :

$OI_{n,2022}$ = Order intake of customer n in 2022

$AvOI_n$ = Average order intake of customer n over the last 10 years

In this second method, we have calculated the average difference in order intake (in %) between every two consecutive years for each customer. In case this average delta is negative, the test is deemed positive:

$$\frac{\left(\frac{OI_{n,2016} - OI_{n,2015}}{OI_{n,2015}}\right) + \dots + \left(\frac{OI_{n,2024} - OI_{n,2023}}{OI_{n,2023}}\right)}{9}$$

Where :

$OI_{n,2016}$ = Order intake of customer n in 2016

This approach provides a more realistic representation of customer disengagement in the context of CE+T's indirect, project-based relationships.

1.4 Quantitative Assessment of Customer attrition

The analysis focuses on sales data from the last ten years (2015-2024)⁵. Older records were excluded because they correspond to a period when CE+T Power's product portfolio was significantly different from the current situation. In addition, the company's commercial dynamics have evolved: whereas in earlier years customers typically approached CE+T Power proactively to purchase products, the current market context requires significantly more effort from the sales team to secure and maintain business. Including older historical data could therefore have distorted the analysis by reflecting customer behaviours under conditions that are no longer representative of the company's present business model. Concentrating on this ten-year period thus allows for a meaningful assessment of customer attrition trends that are comparable, and relevant to the company's current strategic environment.

Using method #1, we identified 58% of positive cases, referring to customers whose order intakes in 2022, 2023, and 2024 were each below their ten-year average.

Method #2 revealed 69% of positive cases, corresponding to customers showing an average year-over-year decline in order intake, indicating an overall downward trend in turnover.

Both methods reveal that, over the past decade, more than half of CE+T's customers have either reduced their activity or ceased doing business with the company. This underlines the urgent need to prioritize customer retention as a strategic objective, notably through a transition toward a customer-centric business model. A deeper understanding of the reasons for customer attrition is therefore essential in order to design a model that more effectively responds to their needs and expectations.

1.5 Possible Explanatory Factors for Customer attrition

1.5.1 Predominance of product centrality

Although the concept of customer-centricity has gained significant traction in recent years, CE+T continues to follow a predominantly product-centric approach. This orientation can be traced back to a combination of historical, organizational, and operational factors that have shaped the company's strategic priorities over time. To understand why this model persists, it is important to look at the internal dynamics and structural conditions that continue to reinforce a focus on products rather than on customer needs.

First, CE+T's strong engineering-driven culture plays a central role. Founded and largely staffed by engineers, the company has accumulated decades of expertise in the design and development of advanced power electronics. This background has naturally led to a strong emphasis on technical innovation and product performance. This focus on engineering excellence has, over time, overshadowed considerations related to customer experience or market expectations. Similarly, CE+T's legacy as an industrial manufacturer of inverters and rectifiers has long anchored it in a traditional "product-push" logic, the idea of building products first and finding customers afterwards, rather than co-developing solutions alongside them.

The organizational structure further sustains this mindset. Teams are often organized around product lines, research and development, and technical functions rather than customer segments or end-user outcomes. This structure, along with associated KPIs and internal decision-making processes, tends to

⁵ For confidentiality reasons, the data are not included as an annex but may be provided by the author upon request.

reward product performance over customer satisfaction. Moreover, CE+T's sales model, which often involves partners, distributors, or integrators, limits direct interaction with end-users. As customer feedback is filtered through intermediaries, valuable insights about needs or frustrations may be lost, making it difficult to foster truly customer-centric practices.

Another factor is the historical success of this product-focused model. In technically demanding niche markets, product quality and reliability have long been sufficient to secure deals. This success can create a sense of comfort and reduce the perceived urgency to transition toward customer intimacy or service-based differentiation. Compounding this, the company lacks systematic processes and tools to collect and analyze customer experience data, such as satisfaction scores, usage patterns, or feedback trends. Without these insights, it becomes challenging to integrate customer perspectives into strategic decisions.

Finally, the commercial discourse at CE+T remains largely centred on product features and technical specifications rather than on the customer's broader use case or business problem. As a result, sales and marketing activities tend to reinforce a product-centric logic, perpetuating a cycle in which technical excellence takes precedence over customer understanding and long-term relationship building.

1.5.2 Unbalanced portfolio

The lack of in-depth market understanding during the product development process has led to a complex and fragmented product portfolio at CE+T. Without clear alignment with customer needs or market demand, many products are developed based on technical assumptions rather than validated use cases. As a result, the product range includes a high number of references, some of which are rarely or never sold. This not only increases internal complexity in terms of production, inventory management, and support, but also creates confusion for customers and sales teams, making it harder to position the right solution. Streamlining the offering based on actual market needs could improve efficiency and clarity across the value chain, while drastically reducing the inventory value, a recurrent problem at CE+T as it reaches nowadays around 30% of the yearly turnover⁶.

1.5.3 Unclear strategic product positioning

The absence of a deliberate product positioning has led the company to spread its efforts across multiple competitive dimensions without achieving dominance in any. By trying to compete simultaneously on price, performance, innovation, and service, the company dilutes its resources and fails to create a distinctive identity in the market. This strategic ambiguity not only weakens the brand perception but also fosters internal inefficiencies, as product development and commercial strategies lack a clear guiding principle. In contrast, competitors that have made decisive choices in their positioning can concentrate their efforts, reinforce their value proposition, and thus capture stronger customer loyalty.

The company has adopted a contradictory approach by seeking to combine a wide range of features comparable to those of competitors with the ambition of being the cheapest provider on the market. This dual ambition structurally compresses margins, while the products remain more expensive than low-cost alternatives and fail to achieve true differentiation. Such an absence of clear strategic positioning illustrates what Porter (1980) identified as being "stuck in the middle," a situation in which

⁶ The total turnover for 2025 is estimated at €54 million, while the stock is expected to reach approximately €16 million by year-end.

firms are unable to secure either cost leadership or differentiation. Scholars such as Treacy and Wiersema (1993) further argue that long-term competitive advantage requires a dominant value discipline, whether operational excellence, product leadership, or customer intimacy, yet the current approach does not align with any of these paradigms. Additionally, Kim and Mauborgne's (2005) *Blue Ocean Strategy* highlights the importance of creating uncontested market space through focused value innovation, an approach that stands in stark contrast to the company's attempt to compete on all fronts simultaneously. This strategic ambiguity also results in organizational misalignment: sales representatives frequently report that products are perceived as too expensive, while lacking a coherent narrative or defensible value proposition to justify their market position.

2 Literature review

The shift from a product-centric to a customer-centric organization is widely acknowledged today as the appropriate strategic direction. As Shah et al. (2006) note, “firms that have managed to successfully traverse the path to customer centricity have reaped rich rewards in the form of superior financial performance and loyal customers.”

However, for CE+T Power, such a transformation would require significant effort as well as substantial financial and human resources. It is therefore essential to ensure that the recommended transition rests on solid evidence rather than assumptions.

The purpose of this literature review is hence to assess whether the proposed transition constitutes an appropriate and sustainable strategic orientation to address the profitability challenges previously described at CE+T Power. This review is based on the premise that strengthening customer focus can foster greater customer loyalty, which in turn may contribute to improving the company’s financial performance.

This literature review will subsequently provide the foundation for structuring the organizational transition and for anticipating potential challenges that may arise during its implementation, such as resistance to change.

2.1 Starting point

The starting point for this theoretical review is the work of Sobrinho et al. (2025), which presents a systematic literature review examining the concepts of product and customer centrism, as well as customer experience and customer loyalty.

Another key source for this literature review is the article by Shah et al. (2006) entitled “*The Path to Customer Centricity*,” which provides a comprehensive framework for understanding how organizations can transform their structures and culture to become more customer-oriented.

2.2 Legitimacy of customer-centricity

Shah et al. (2006) first refer to Drucker, who was among the earliest to emphasize in *The Practice of Management* (1954) that “it is the customer who determines what a business is, what it produces, and whether it will prosper.” He emphasized that profit is a consequence, not the goal, a principle central to modern customer-centric strategy.

Shah et Al. (2006) then demonstrate that customer-centric organizations outperform product-centric ones in the long run, because they achieve higher customer loyalty and retention, build stronger brand relationships, and generate more stable revenue streams.

They also cite Levitt (1960) and emphasize that he introduced the concept of *marketing myopia* to describe firms that focus excessively on internal aspects and products rather than on external market needs. They note that Levitt’s central argument is that growth and long-term success stem from satisfying customer needs rather than merely producing goods and that he further contends that marketing should not be viewed as a separate department or function, but as the core philosophy guiding the entire organization. Accordingly, all internal activities, including production and research and development, must serve the overarching objective of meeting customer needs, which means for the firm adopting an “outside-in” perspective that begins with the market and the customer rather than the product.

They then note that Levitt (1960) also warned that even successful companies can be victims of their own success in case they ignore change and stay focused on their existing product offering. Continuous innovation guided by evolving customer needs is essential.

Narver and Slater (1990) established a connection between customer orientation and business profitability. Although their work is framed within the broader concept of market orientation, it provides empirical evidence that customer orientation is positively correlated with superior financial performance.

2.3 Product-centric vs customer-centric approach

Shah et al. (2006) compare both approaches in the following table :

	<i>Product-Centric Approach</i>	<i>Customer-Centric Approach</i>
Basic philosophy	Sell products; we'll sell to whoever will buy	Serve customers; all decisions start with the customer and opportunities for advantage
Business orientation	Transaction-oriented	Relationship-oriented
Product positioning	Highlight product features and advantages	Highlight product's benefits in terms of meeting individual customer needs
Organizational structure	Product profit centers, product managers, product sales team	Customer segment centers, customer relationship managers, customer segment sales team
Organizational focus	Internally focused, new product development, new account development, market share growth; customer relations are issues for the marketing department	Externally focused, customer relationship development, profitability through customer loyalty; employees are customer advocates
Performance metrics	Number of new products, profitability per product, market share by product/subbrands	Share of wallet of customers, customer satisfaction, customer lifetime value, customer equity
Management criteria	Portfolio of products	Portfolio of customers
Selling approach	How many customers can we sell this product to?	How many products can we sell this customer?
Customer knowledge	Customer data are a control mechanism	Customer knowledge is valuable asset

Table 1 : Shah & al. (2006), The path to customer centricity. Journal of Service Research. Page 115

2.4 Shaping factors and barriers

According to Van den Hemel & Rademakers (2016), building a truly customer-centric organization depends on a set of shaping factors and is constrained by several organizational barriers. The shaping factors include a clear and inspiring vision of customer centricity, leadership commitment that consistently models customer-focused behaviour, empowered employees who can take initiative to serve customers effectively, and an integrated organizational structure that facilitates collaboration across departments. These elements together create the conditions for sustained customer orientation and long-term value creation. However, the authors also identify three key barriers that often impede this transformation: a culture of fear and judgment that discourages experimentation and openness, the trap of excessive complexity, where offering too many choices or features undermines clarity and execution, and short-term performance pressure, which pushes organizations to prioritize immediate financial results over long-term customer relationships. Overcoming these obstacles requires cultural change, simplification, and leadership commitment to a long-term customer-centric vision.

2.5 Human resources dimension of Customer Centricity

According to Sparrow (2013), achieving customer centricity is not solely a matter of strategy or organizational design but fundamentally a question of people management. The author emphasizes that customer orientation is shaped by how employees are recruited, trained, evaluated, and rewarded, as these practices directly influence customer experience. Leadership plays a decisive role in modelling customer-focused behaviour. Consequently, Sparrow argues that human resource systems must be deliberately aligned to promote empathy, responsiveness, and shared accountability for customer outcomes. In essence, customer centricity is as much a people challenge as it is a strategic one, requiring a coherent alignment between organizational culture, leadership, and HR practices.

2.6 Conclusion

The literature leaves no ambiguity: sustainable customer loyalty and long-term profitability can only be achieved by placing the customer at the core of every organizational process, from manufacturing and product design to research and development and service delivery. Firms that succeed in aligning all functions around customer value consistently outperform those that remain product driven.

CE+T Power ticks all boxes of the table above (Table 1) of the typical product-centric organization and, as a result, faces recurring issues of customer attrition and subsequent limited profitability. In addition, CE+T Power's current organizational context shows several of the barriers described by Van den Hemel and Rademakers (2016). The company is particularly exposed to the last two, excessive complexity and short-term performance pressure, which are reflected in fragmented processes, overlapping responsibilities, and a strong focus on immediate sales results. To a lesser extent, elements of the first barrier, a culture that may inhibit open dialogue and experimentation, can also be observed. Overcoming these obstacles will require a deliberate cultural shift, streamlined internal processes, and leadership commitment to balance short-term objectives with a long-term customer-centric vision.

To ensure its future competitiveness, it is therefore essential to assess how both customers and employees perceive the current situation, to identify the most effective pathways toward customer centricity, and to establish a clear and actionable roadmap for implementing this strategic transformation.

3 Customer Perceptions and internal alignment

Understanding the degree of customer satisfaction and loyalty is essential to assessing how effectively CE+T Power meets market expectations. However, achieving customer centricity also requires alignment between the company's internal perception of customers' needs and the customers' actual experience. This section therefore combines external insights, gathered through a customer survey, with internal insights, collected from employees, to evaluate the consistency of both perspectives. The analysis concludes with a gap assessment identifying potential misalignments between what customers value and how the organization perceives and delivers it.

3.1 Empirical analysis of customer satisfaction and loyalty

3.1.1 Methodology

To investigate the current level of customer-centricity in general and the phenomenon of customer attrition in particular, a structured customer satisfaction survey was employed as the primary research instrument. The survey was designed to gather both quantitative and qualitative data, combining closed-ended questions to enable statistical analysis with open-ended questions to capture more detailed insights. It targeted a representative sample of CE+T's customer base in order to ensure validity and reliability of the findings. The full survey questionnaire is provided in Annex 1.

Particular attention was paid to the formulation of questions to avoid bias and to cover different dimensions of the customer experience, such as product quality, service support, pricing, and overall relationship with the company. This methodological approach provides a systematic means of identifying the factors that may drive customers to reduce or terminate their engagement with CE+T.

The survey was distributed on July 9, 2025, via e-mail (see Annex 2) to the entire customer marketing database, which included 2,458⁷ accounts of past and current customers. A total of 60 responses were received. Two follow-up reminders were sent on August 26 and September 17 to the recipients who had not clicked the link to the survey. We also placed a banner (Figure 13) under staff email signatures to encourage customers to complete the survey.



Figure 13 : E-mail banner used for promoting the satisfaction survey

As shown in Figure 14, only 30 to 40% of recipients opened the email, and an even smaller proportion (3,1 to 13,7%) clicked on the survey link. Among the 488 individuals who accessed the survey, only 60 (approximately 12%) completed it, suggesting that its length (30 questions) may have been a discouraging factor. We also observed that the timing of the email distribution played a significant role, as the majority of responses were received within the first hour after each email dispatch.

⁷ Figure 14 indicates that 2.459 recipients were included in the first distribution. Indeed, one additional copy was sent to the author for verification purposes.

☐	Customer Satisfaction Survey 2025 - LAST CALL Regular email - Legacy builder Last edited Tue, Sep 16, 02:54 PM by Claire Kinet	Sent Wed, Sep 17, 11:30 AM	Customers Segment: Targeted c... 2,029 recipients	34.2% Opens	4.3% Clicks	View report 
☐	Customer Satisfaction Survey 2025 - relance Regular email - Legacy builder Last edited Mon, Aug 25, 02:49 PM by Claire Kinet	Sent Tue, Aug 26, 10:00 AM	Customers 2,371 recipients	40.3% Opens	13.7% Clicks	View report 
☐	Customer Satisfaction Survey 2025 Regular email - Legacy builder Last edited Wed, Jul 09, 11:31 AM by Claire Kinet	Sent Wed, Jul 09, 11:32 AM	Customers 2,459 recipients	30.6% Opens	3.1% Clicks	View report 

Figure 14 : E-mailing campaign statistics

3.1.2 Error margin

The total population of clients over the last 10 years is 1008. Considering that 60 clients have responded to the satisfaction survey and a confidence level of 95% is opted for, the margin of error will be calculated as follows:

$$\text{Error margin} = Z \times \sqrt{\frac{p(1-p)}{n}} \times \sqrt{\frac{N-n}{N-1}}$$

Where :

Z = 1,96 (for 95% confidence)

p = estimated proportion (we will use the worst case of 50%) = 0,5

n = Sample size = 60

N = Total population = 1008

The error margin in our case will be : $1,96 \times \sqrt{\frac{0,5(1-0,5)}{60}} \times \sqrt{\frac{1008-60}{1008-1}} \cong 12,3\%$

This means that, regardless of the actual survey results, the true proportion measured across the entire population of 1.008 clients would fall within a range of 12,3 percentage points above or below the observed value. Furthermore, due to the chosen confidence level of 95%, the survey results are with 95% certainty a reflection of the population of 1.008 customers. In practical terms, the survey provides insights that are reliable within this statistical precision, while also highlighting the limits of generalizing from a relatively small sample.

3.1.3 Sample distribution

The survey structure and the collected responses are presented respectively in Annexes 1 and 3. It should be noted that certain questions may appear only partially relevant to the objectives of this thesis. This is due to the fact that the customer satisfaction survey is conducted every two years and serves broader purposes beyond the scope of this thesis.

In terms of sector of activity, the largest share of respondents belongs to the industrial sector (38%), followed by telecommunications (32%), energy management (18%), data centers (8%), and transport (3%). This distribution mirrors CE+T's historical diversification across the market segments. Indeed while precise figures are not readily available, the company's two traditional core markets are industry and telecommunications. Energy management appears slightly over-represented, which is consistent with its status as a key growth target for the future. Data centers account for roughly 10% of turnover, depending on the year. The transport sector, though seemingly under-represented at 3%, actually

reflects its real weight within the business, around 5% of turnover, given that it consists of only a few large accounts.

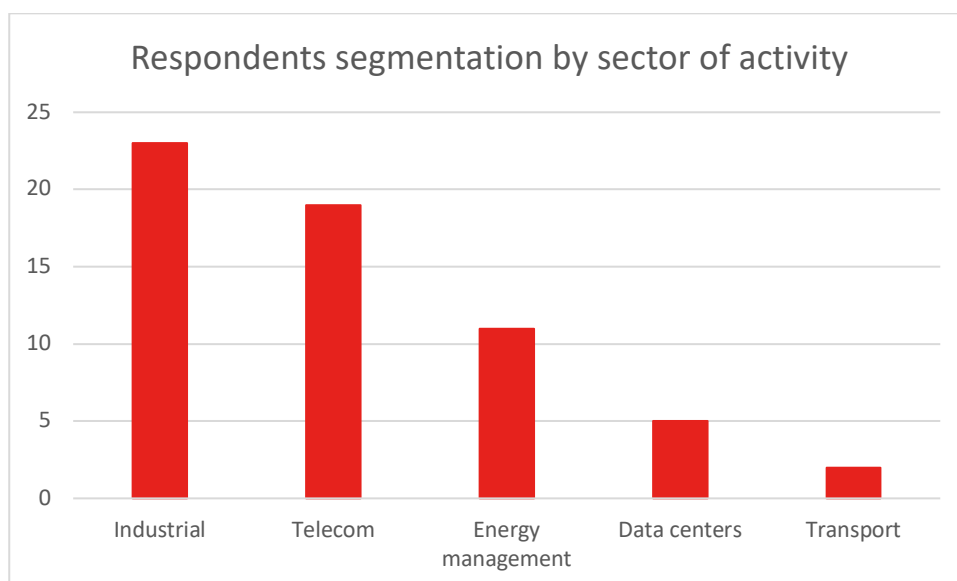


Figure 15 : Respondents by sector

Regarding the duration of the business relationship, most respondents have been customers for more than five years (67%), while 17% have been clients for three to five years and another 17% for one to three years, which is consistent with the composition of the actual population of customers over the last 10 years as 74% of customers (743) placed a first purchase order before 2021 (more than 5 years), 15% (154) before 2023 (3 to 5 years) and 11% (111) within the last 3 years.

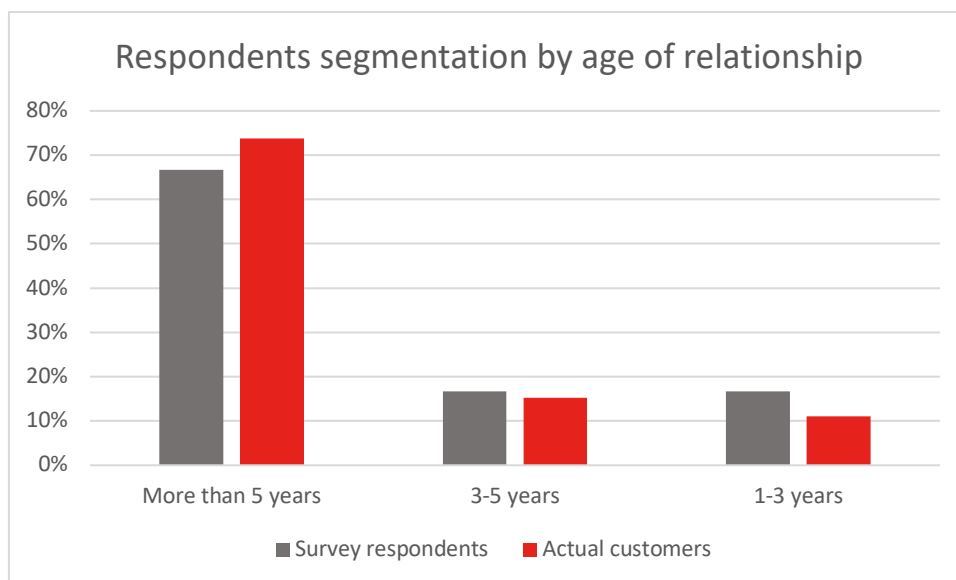


Figure 16 : Respondents by age of relationship

Finally, the sample encompasses a range of professional roles within client organizations, including Technical Directors (30%), Chief Executive Officers (28%), Engineers (25%), Sales representatives (12%), and Procurement Managers (5%). This diversity of positions ensures that the collected insights integrate both strategic and operational perspectives on customer experience and satisfaction.

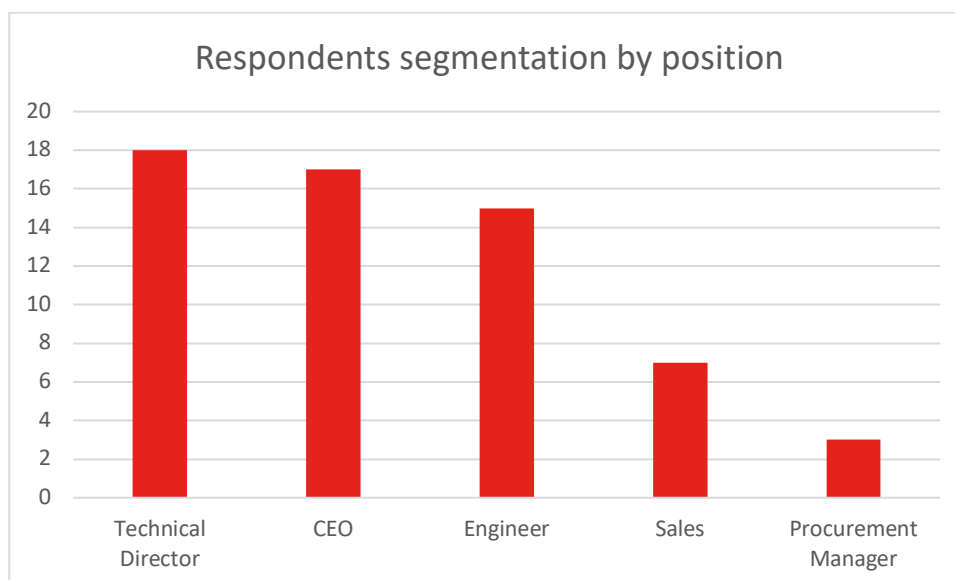


Figure 17 : Respondents by position

It is important to note that the composition of the sample may introduce a certain bias in the interpretation of the results. Since a majority of respondents have maintained a business relationship with CE+T Power for more than five years, they are likely to represent a group of generally satisfied and loyal customers. As a consequence, their perceptions and evaluations might lean toward a more favourable assessment of the company's performance and customer relationship quality. This potential bias should therefore be considered when analyzing the survey outcomes, as it may slightly overstate the overall level of satisfaction compared with that of the broader customer base, which also includes newer or less engaged clients.

Although the sample cannot be considered fully representative of CE+T Power's entire customer base, its composition provides a sufficiently balanced and informative overview to identify key trends and perceptions relevant to the company's customer relationships.

3.1.4 Interpretation of the results

The following section presents the results of the customer survey. Each question was designed to explore a specific dimension of the customer experience. The responses are analyzed individually in the next sections to identify key insights and areas for improvement.

3.1.4.1 General satisfaction (Question 5)

Question 5 : How satisfied are you in general with CE+T Power ?

A majority of respondents are satisfied (47%) or very satisfied (35%) with CE+T's products. However, a minority (10% neutral, 3% unsatisfied, 5% very unsatisfied) indicates that some customers experience significant dissatisfaction.

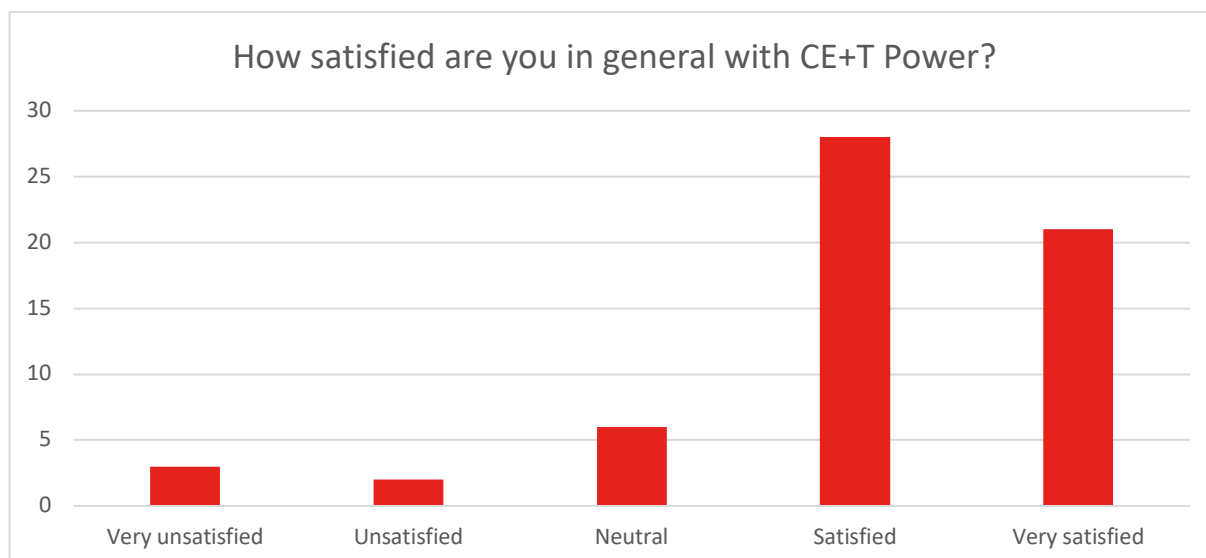


Figure 18 : General satisfaction

3.1.4.2 Incidence of Issues Reported by Customers

Question #6 : Have you ever faced issues with CE+T Power's products or services?

Among the 60 respondents to the questionnaire, 72% indicated that they had already encountered at least one issue with CE+T Power, while 28% stated that they had never faced any problem. This distinction is particularly relevant, as it provides insights into how direct experience with product or service issues may influence overall satisfaction and perception of the company.

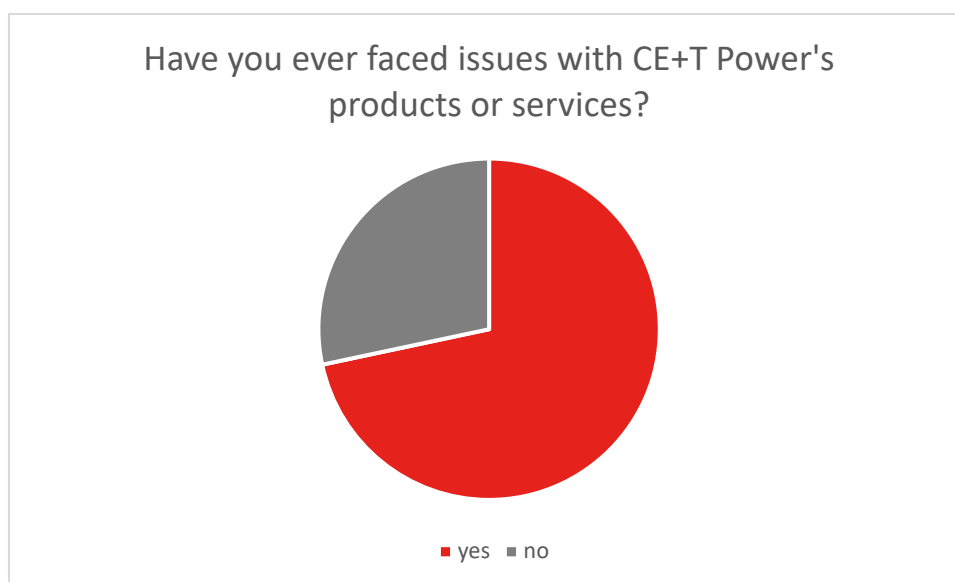


Figure 19 : Proportion of customers having experienced issues

If we compare the results of this question with the previous one, we notice, somewhat unexpectedly, that having experienced an issue with CE+T Power does not seem to negatively affect overall satisfaction. In fact, the weighted average of general satisfaction among customers who have faced issues is even slightly higher (4,1/5) than that of the overall customer base (4,0/5). This counterintuitive outcome might be explained by the way these problems were handled and resolved. Indeed, effective issue resolution demonstrates responsiveness and reliability, often strengthening customer trust more than a problem-free experience (Lim & Ting, 2025).

	Weight	Occurences for all respondents	Occurences for respondents having faced issues
Very unsatisfied	1	2	0
Unsatisfied	2	2	2
Neutral	3	6	6
Satisfied	4	28	21
Very satisfied	5	21	43
Total		60	43
Weighted average		4,0	4,1

Table 2 : Comparison of satisfaction for customers having faced issues or not

3.1.4.3 Additional services

Question #8 : What additional services or features would you like CE+T Power to offer? (1 = not at all / 5 = very much)

The next question in the survey aimed to identify which additional services customers would find most valuable, with the objective of exploring new ways for CE+T Power to better serve their needs and strengthen customer relationships. Respondents were asked to rate their interest in several potential services on a scale from 1 to 5, namely remote monitoring, predictive maintenance, faster support response, training programs, customization, and subscription-based services. The results show that remote monitoring and faster support response both received the highest average scores (3,9), followed closely by training programs (3,8) and product customization (3,7). Predictive maintenance was rated moderately (3,2), while subscription-based services obtained the lowest interest, with an average score of 2,2. These results indicate that customers mainly value services that enhance reliability, responsiveness, and operational efficiency, whereas the concept of subscription-based offerings appears to be less appealing at this stage.

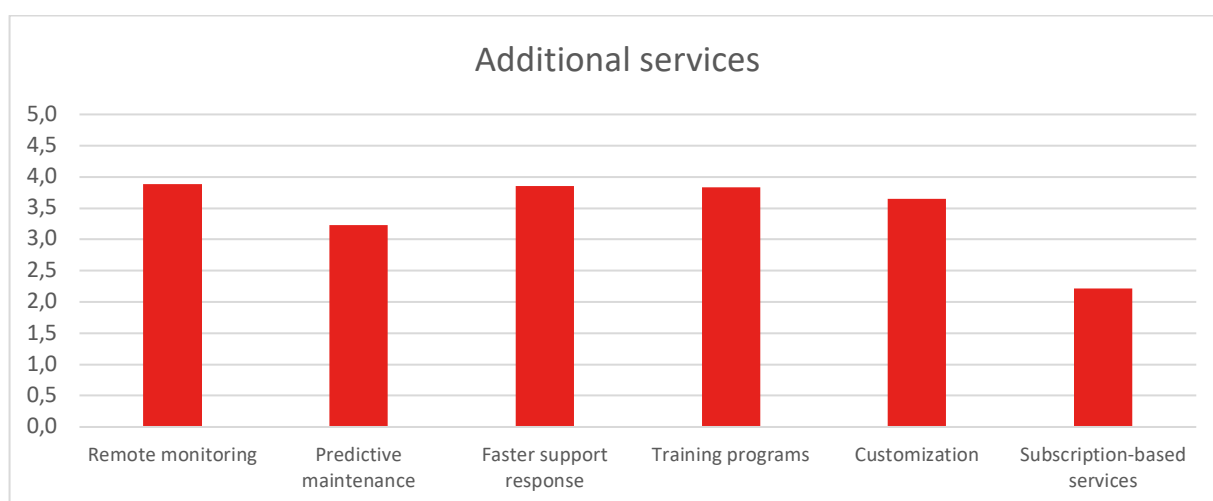


Figure 20 : Additional services

3.1.4.4 Customer willingness to pay for enhanced service levels

Question #10 : Would you be willing to pay more for a premium customer service experience (highly customized service, 24/7 availability,...)

Another question explored customers' willingness to pay a premium for enhanced services, such as highly customized solutions or 24/7 support availability. Out of the 60 respondents, only 23% indicated that they would be willing to pay more, while 77% answered negatively. This result might suggest that most customers expect high-quality service to be included in the standard offering rather than as an additional paid option. It also suggests that efforts to improve customer satisfaction should focus on strengthening the value of the existing service level rather than developing premium service tiers that might attract limited interest.

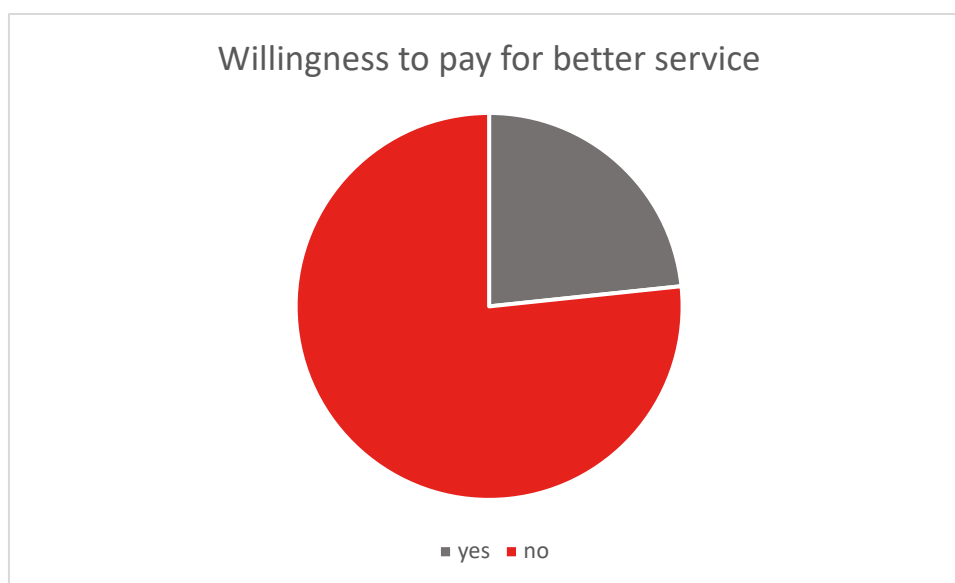


Figure 21 : Willingness to pay for better service

3.1.4.5 Understanding the Main Purchase Drivers

Question #12 : Did these factors push you to choose CE+T Power over competitors? (1 = not at all / 5 = very much)

This question aimed to understand the key factors that initially attracted customers to CE+T Power, in order to identify the company's main competitive strengths and the aspects that most influence purchasing decisions. Respondents were asked to rate the importance of several potential drivers—price, reliability, technical performance, brand reputation, customer support, and customization—on a scale from 1 to 5. The results show that technical performance (4,3) and reliability (4,0) are the dominant factors, highlighting CE+T Power's strong reputation for product quality and dependability. Brand reputation (3,8), customer support (3,6), and customization (3,6) also appear to play a meaningful role, though to a slightly lesser extent. In contrast, price (2,6) is rated significantly lower, indicating that CE+T Power's customers seem to be more motivated by technical excellence and reliability than by cost considerations, which is an encouraging sign for a company positioned on quality and innovation.

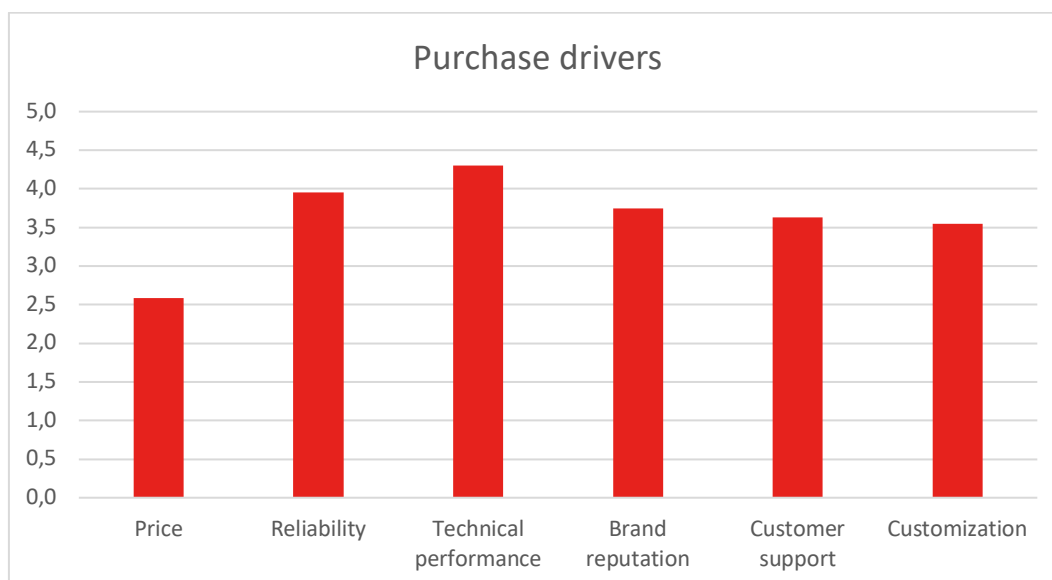


Figure 22 : Purchase drivers

3.1.4.6 Evaluation of satisfaction along the customer journey

Question #14 : How satisfied are you with the process of getting quotes?

Question #15 : How satisfied are you with the process of getting order confirmations?

Question #16 : How satisfied are you with the delivery times ?

Question #17 : How satisfied are you with CE+T Power's customer aftersales service and technical support and documentation?

The following batch of four questions aimed to assess customer satisfaction with CE+T Power's key operational processes, in order to identify potential strengths and weaknesses along the customer journey. Respondents were asked to rate their satisfaction with four main stages of interaction: the quotation process managed by the sales department, order confirmations handled by sales support, delivery times related to manufacturing, and customer support services. The results show that customers are most satisfied with the quotation process (4,0), followed by order confirmations (3,7) and customer support (3,5). Delivery times received the lowest score (3,1), indicating that delays or inconsistencies in lead times may negatively impact the overall customer experience. Overall, the findings suggest that while commercial interactions are generally well perceived, operational efficiency, particularly in production and delivery, remains an area for improvement.

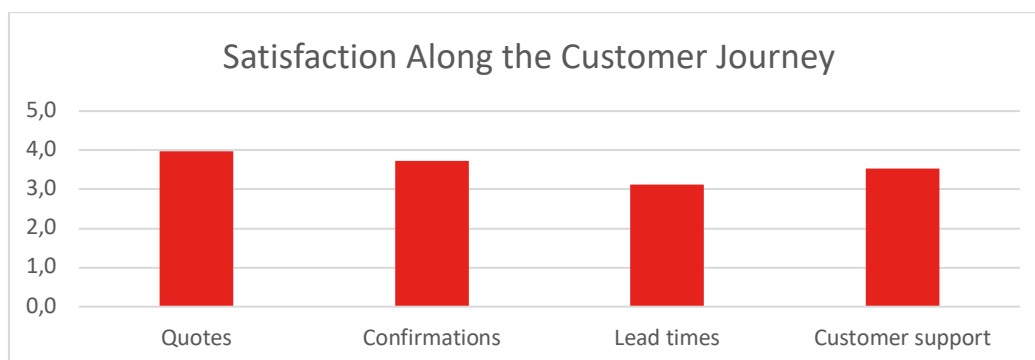


Figure 23 : Satisfaction along the customer journey

3.1.4.7 Perceived understanding of customer needs, feedback and adaptability

Question #18 : Do you feel that CE+T Power understands your specific needs as a customer?

Question #19 : Do you feel that CE+T Power actively listens to your feedback and makes improvements based on it ?

Question #20 : How personalized do you feel CE+T Power's solutions are to your business challenges?

These three questions were designed to assess how customers perceive CE+T Power's ability to understand their needs, listen to their feedback, and provide personalized solutions, all essential dimensions of a customer-centric approach. Respondents were asked to rate each aspect on a scale from 1 to 5. The first question, evaluating how well CE+T Power understands its customers' specific needs, achieved an average score of 3,6. The second, measuring whether the company actively listens to feedback and implements improvements, obtained a slightly lower average of 3,5. The third, related to the perceived level of personalization of CE+T Power's solutions, also resulted in an average of 3,5.

Overall, these results indicate that customers have a generally positive perception of CE+T Power's attention to their needs and feedback, though not yet at an excellent level. The consistency across the three scores suggests that while the company is seen as customer-oriented, there remains room for progress in translating customer input into tangible actions and in further tailoring solutions to specific business challenges. Strengthening feedback loops, improving communication about implemented improvements, and increasing solution customization could help CE+T Power reinforce its customer-centric positioning.

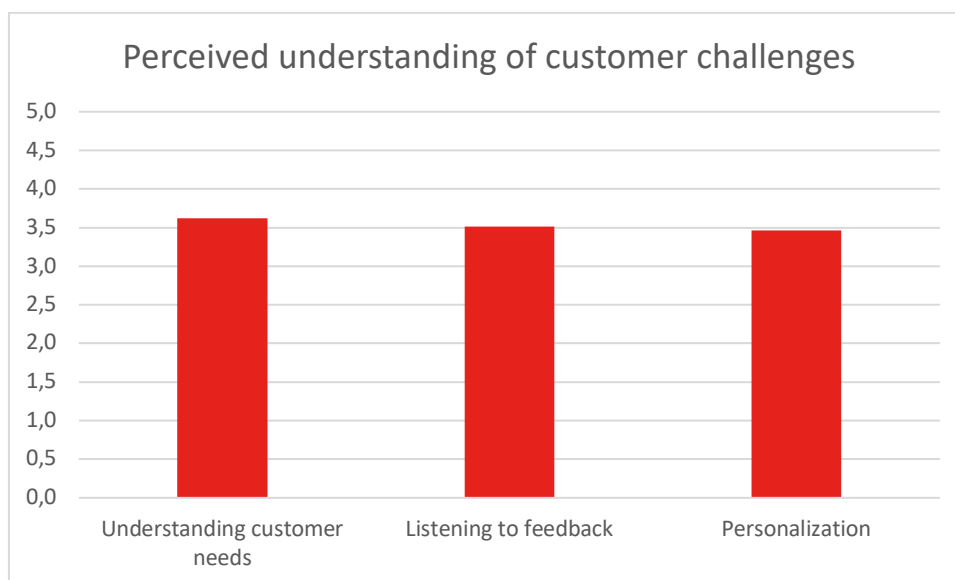


Figure 24 : Perceived understanding of customer challenges

3.1.4.8 Proactive outreach

Question #21 : Have you experienced any proactive outreach from CE+T Power (e.g., checking on system performance, offering tailored solutions, suggesting optimizations)?

Question #22 : If yes, how would you rate the value of these interactions?

This question #21 aimed to evaluate the level of proactivity demonstrated by CE+T Power in its customer relationships. Proactive outreach such as checking system performance, proposing tailored solutions, or suggesting optimizations, is a key indicator of customer-centric behaviour, as it reflects a

company's ability to anticipate customer needs rather than simply reacting to issues. Among the respondents, 47% (28) reported having experienced such proactive interactions, while 53% (32) indicated they had not. This almost even split reveals that CE+T Power's approach is only partially perceived as proactive. While a significant portion of customers acknowledge initiatives in this area, the majority still experience a more reactive relationship. Strengthening systematic follow-ups, preventive communication, and data-driven customer monitoring could therefore help reinforce the perception of CE+T Power as a truly proactive and attentive partner.

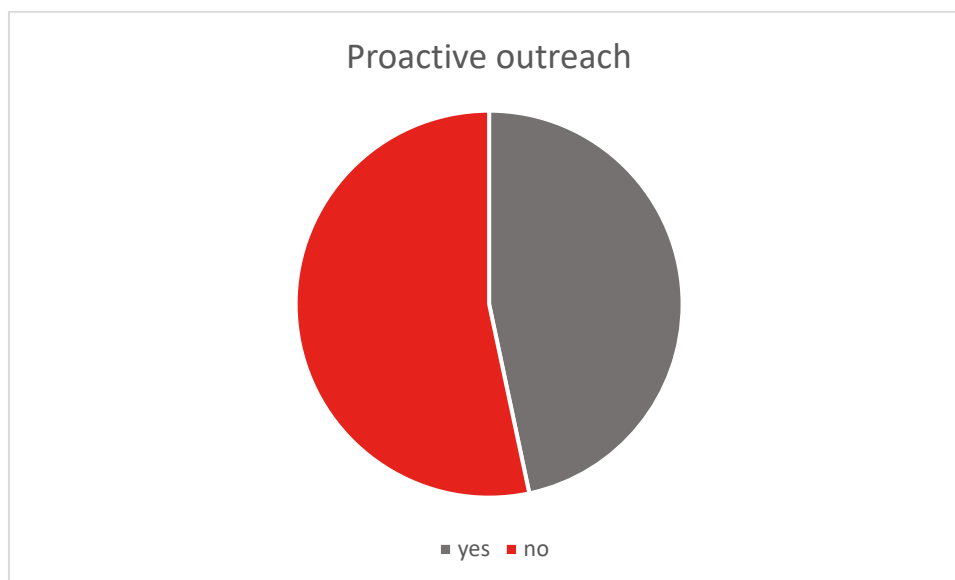


Figure 25 : Proactive outreach

Among the 28 respondents who reported having experienced proactive outreach from CE+T Power, a follow-up question (#23) asked them to evaluate the quality of this interaction on a scale from 1 to 5, ranging from “very bad” to “very good.” None of the respondents rated the experience negatively, while only 4% (1) rated it as neutral, 36% (10) as good, and 61% (17) as very good, resulting in a high average score of 4,6. These results indicate that when proactive initiatives do occur, they are highly appreciated and perceived as valuable by customers. This finding highlights a strong potential for CE+T Power: by extending such proactive practices to a broader customer base, the company could significantly enhance overall satisfaction and reinforce its image as a responsive and forward-looking partner.

3.1.4.9 Customer Preferences for Future Support Enhancements

Question #24 : What additional customer support services would you value?

This question was designed to identify which customer support improvements would be most valued by CE+T Power's clients, with the aim of guiding future service enhancements and prioritizing actions that deliver the greatest perceived benefit. Respondents were asked to select up to three preferred options among several potential initiatives, including faster response times, a dedicated account manager, proactive maintenance and troubleshooting, customized training programs, an online self-service portal, and more frequent check-ins. The results show that faster response times (37) and customized training programs (35) were the most frequently chosen, followed closely by proactive maintenance and troubleshooting (32). The online self-service portal (25) and the assignment of a dedicated account manager (23) also generated significant interest, while more frequent check-ins (19) and “none” (9) were less commonly selected. These outcomes suggest that customers primarily

value responsiveness, technical proactivity, and skill development opportunities. Strengthening these dimensions could therefore have a direct and positive impact on customer satisfaction and loyalty.

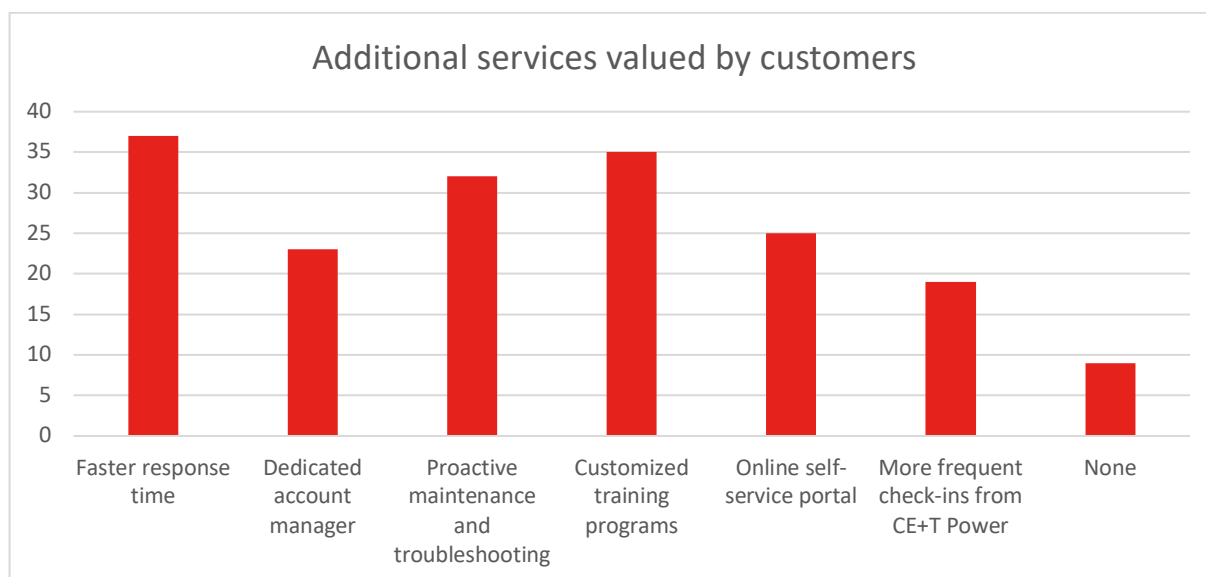


Figure 26 : Additional services

3.1.4.10 Assessing the ease finding products and solutions that fits the needs

Question #25 : How easy is it to collaborate with CE+T Power to find solutions that fit your needs?

This question aimed to evaluate how easily customers can find a product or solution within CE+T Power's range or through its tailored offerings that fits their specific needs. The objective was to assess the clarity, accessibility, and adaptability of CE+T Power's portfolio from the customer's perspective. Respondents rated this aspect on a scale from 1 ("very difficult") to 5 ("very easy"), resulting in an average score of 3,85. The fact that the score does not reach the top level implies that some customers may still experience challenges in navigating the offer or identifying the most appropriate configuration. Simplifying the product portfolio, improving communication tools, and providing stronger technical guidance could further facilitate the selection process and enhance the overall customer experience.

3.1.4.11 Transparency

Question #26 : How transparent is CE+T Power in its communications regarding product updates, service changes, or potential issues?

This question aimed to measure customers' perception of CE+T Power's transparency in its communications, particularly regarding product updates, service changes, or potential issues. Transparency is a fundamental component of trust and long-term customer relationships, as it reflects the company's openness, reliability, and commitment to honest communication. Respondents were asked to rate CE+T Power's transparency on a scale from 1 ("not transparent") to 5 ("highly transparent"), yielding an average score of 3,6. This relatively modest result suggests that, while communication is generally perceived as adequate, there remains significant room for improvement. Some customers may feel insufficiently informed about changes that affect them directly. Increasing the frequency and clarity of updates, as well as proactively sharing information about corrective actions could strengthen customer confidence and reinforce CE+T Power's reputation for openness and reliability.

3.1.4.12 Interest in Co-Creation and Early Product Involvement

Question #27 : Would you like CE+T Power to involve you more in product development (e.g., early testing, pilot programs, feedback sessions,...)?

This question was intended to assess customers' interest in being more actively involved in CE+T Power's product development process, for example, through early testing, pilot programs, or structured feedback sessions. Such collaboration can be a powerful lever for customer-centric innovation, enabling the company to design solutions that more accurately address real-world needs. Out of the 60 respondents, 40% (24) expressed interest in greater involvement, while 60% (36) preferred not to participate. Although the majority remains passive, the proportion of customers willing to engage is relatively high and represents a valuable opportunity. This indicates that a significant segment of CE+T Power's customer base is open to co-creation and collaboration, which could help strengthen both product relevance and customer loyalty if appropriately leveraged through formalized pilot programs or customer advisory panels.

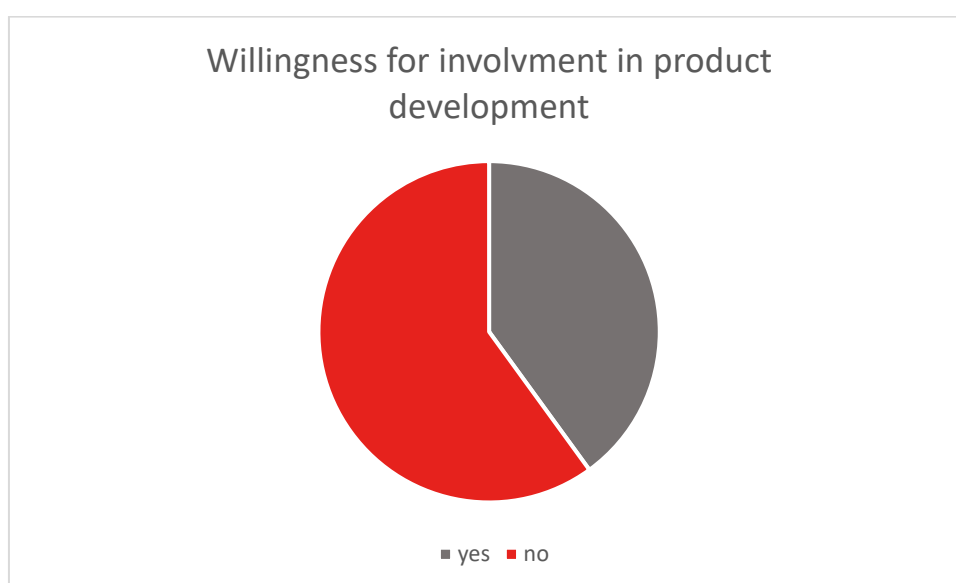


Figure 27 : Willingness for involvement

3.1.4.13 Customer recommendation for increased customer-centricity

Question #28 : What would make CE+T Power a more customer-focused company in your opinion?

This open-ended question was designed to explore customers' views on how CE+T Power could increase its customer-centricity in general. It was the occasion for them to share their most valuable ideas. Although some answers were a bit out of scope, the others revealed several recurring themes. Many respondents emphasized the need for better communication and responsiveness, particularly regarding documentation, delivery times, and technical follow-up. Others called for greater regional support, such as local stock availability and technical assistance, especially in markets like Australia. A few highlighted the importance of listening to customer needs and market trends, suggesting that CE+T Power should strengthen its feedback mechanisms and adapt solutions to local contexts. Interestingly, some comments also recognized that CE+T Power is already perceived as customer-focused, showing an overall positive sentiment. In summary, while customers appreciate the company's engagement, they expect more proactive collaboration, faster communication, and localized support to reinforce their partnership with CE+T Power.

3.1.4.14 Likelihood to recommend (NPS perspective)

Question #29 : How likely are you to recommend CE+T Power?

Last but not least, respondents were asked to rate their likelihood on a scale from 0 (not at all likely) to 10 (extremely likely). The result showed an average of 8,05 which will be discussed more specifically in the next section.



Figure 28 : Likelihood to recommend

The distribution of the likelihood to recommend, as shown in figure 28, reveals a generally positive perception of CE+T Power among respondents. With an average score of 8,1, customers demonstrate a relatively high level of satisfaction and willingness to recommend the company. The median value of 7,9, which is close to the mean, indicates a fairly balanced distribution without strong skewness, suggesting that most customers share a similar opinion. However, the standard deviation of 2,14 reflects a noticeable spread in responses, meaning that while many customers are satisfied, a significant portion remains less enthusiastic or even critical. This variability highlights that customer experiences with CE+T are not entirely consistent. Some clients are highly loyal advocates, while others may have encountered issues that temper their willingness to recommend.

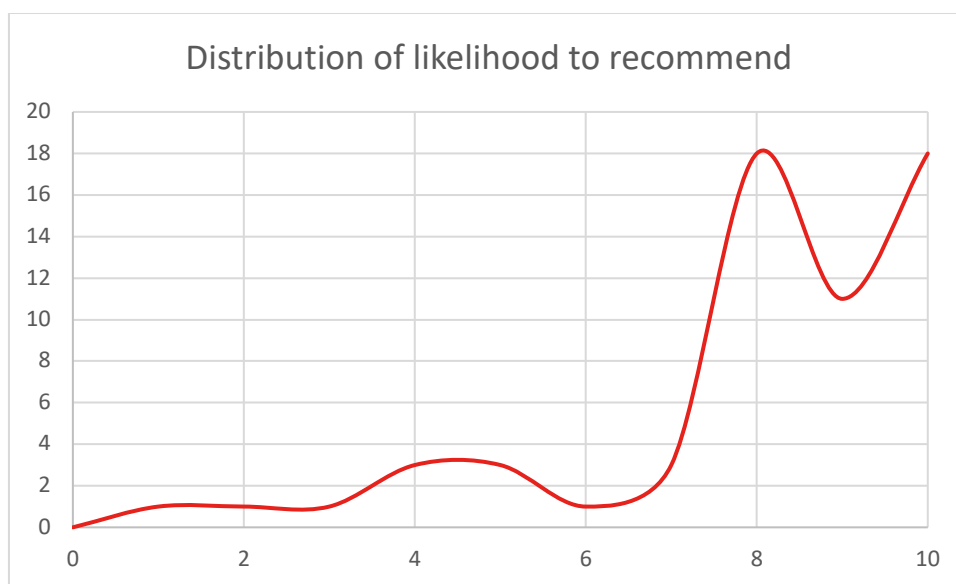


Figure 29 : Distribution of likelihood to recommend

Based on the results of this question, we calculated the Net Promoter Score (NPS). The NPS is a customer loyalty metric that measures the likelihood of customers recommending a company, product, or service to others. It is calculated by subtracting the percentage of detractors (those rating 0–6) from the percentage of promoters (those rating 9–10) on a 0–10 recommendation scale. This single indicator aims to capture a company's growth potential through customer advocacy (Reichheld, 2003).

$$\% \text{ promoters} = \frac{\text{Number of promoters}}{\text{Total respondents}} \times 100 = \frac{29}{60} = 48,3\%$$

$$\% \text{ detractors} = \frac{\text{Number of detractors}}{\text{Total respondents}} \times 100 = \frac{10}{60} = 16,7\%$$

$$NPS = \% promoters - \% detractors = 48,3\% - 17\% \cong 32\%$$

An NPS above 0 is positive as it means that the company has more promoters than detractors. According to B2B International (2025), typical Net Promoter Scores in B2B contexts range between 25 and 33, providing a benchmark against which CE+T Power's performance can be evaluated.

Hence a score of 32 indicates a good but not exceptional loyalty. Indeed, if we focus on the manufacturing sector, CustomerGauge (2025) reports that the average NPS reaches there 49 which is significantly higher than the score achieved by CE+T.

3.1.4.15 Likelihood to recommend (NPS perspective)

Question #30 : What is the primary reason for the score you provided above?

This very last open-ended question was included to better understand the motivations behind the satisfaction scores provided by customers in the previous question. While quantitative ratings such as the NPS indicate the level of satisfaction, they do not explain *why* customers feel that way. This qualitative question therefore aimed to capture the underlying drivers of loyalty and identify the key strengths and weaknesses perceived by CE+T Power's clients.

We grouped the qualitative answers according to the most cited criteria (See last page of Annex 3):

- Good quality, reliability or technical performance (or equivalent) was mentioned 36 times
- Professionalism and good relationship was mentioned 14 times
- Good service and/or support was mentioned 8 times
- Bad service and/or long reaction time was mentioned 7 times
- High price was mentioned 4 times
- Long delivery times was mentioned 2 times

The responses reveal several consistent trends. Many customers highlighted product reliability, technical quality, and innovation as the main reasons for their positive evaluations. Customer support and the professionalism of the sales and technical teams were also frequently mentioned as major strengths contributing to satisfaction. Some respondents emphasized the long-standing relationship and trust built with CE+T Power, showing appreciation for continuity and personal connections. On the other hand, a few comments pointed to areas for improvement, particularly regarding delivery times, technical follow-up reaction time and product pricing.

Overall, the feedback confirms that CE+T Power's reputation for high-quality products is a core differentiator, while operational and communication aspects remain opportunities for further progress.

3.2 Employee perspectives on customer-centricity and gap analysis

In addition to the direct measurement of customer satisfaction through the survey, a parallel assessment was conducted internally by asking CE+T Power employees to predict how they believed customers would respond to the same set of questions. This methodological approach enables a systematic comparison between actual customer perceptions and the internal assumptions of employees. Such a comparison is particularly relevant in the context of customer-centric transformation, as discrepancies between perceived and real customer expectations may reveal internal misalignments, or blind spots within the organization. Identifying these gaps provides an

empirical basis for evaluating how accurately employees understand the customer experience and highlights areas where organizational changes are required.

3.2.1 Methodology

Within this framework, ten employees (about 10% of the total staff of CE+T Power) from ten different departments of the company: Sales Support, Sales, R&D (validation), Customer Support, After-Sales Service, Manufacturing (head of), Manufacturing (worker), Finance, CE+T Power CEO and CE+T Group CEO were interviewed and asked to estimate how they believed our customers had responded to the survey questions. The interview structure and the collected responses are presented respectively in Annexes 4 and 5.

To enable comparison, weighted averages of both customers and employees' responses were calculated.

For example, for question number 1, customers were asked: *"How satisfied are you in general with CE+T Power?"* with the following possible answers:

- Very unsatisfied
- Unsatisfied
- Neutral
- Satisfied
- Very satisfied

1, 2, 3, 4 and 5 points were then respectively attributed to the answers very unsatisfied, unsatisfied, neutral, satisfied and very satisfied.

We received the following occurrences from the customers:

- Very unsatisfied : 3
- Unsatisfied : 2
- Neutral : 6
- Satisfied : 26
- Very satisfied : 21

which gives a weighted average of : $\frac{3 \times 1 + 2 \times 2 + 6 \times 3 + 26 \times 4 + 21 \times 5}{60} = 4,0$

The question then asked to the employees was : *"How do you believe our customers are satisfied in general with CE+T Power ?"* with the same possibilities.

We received the following occurrences from the employees:

- Very unsatisfied : 0
- Unsatisfied : 0
- Neutral : 6
- Satisfied : 4
- Very satisfied : 0

Which gives a weighted average of : $\frac{0 \times 1 + 0 \times 2 + 6 \times 3 + 4 \times 4 + 0 \times 5}{10} = 3,4$

3.2.2 Gap analysis

3.2.2.1 Satisfaction

The questions 5, 14, 15, 16 and 17 respectively related to the general satisfaction, the satisfaction in the quote process, the order confirmation process, the delivery times and the customer support have been grouped together.



Figure 30 : Comparison - Satisfaction

The comparison between customer feedback and employee assumptions across these key satisfaction criteria reveals a systematic underestimation by employees. On a 5-point scale, customers rated their overall satisfaction at 4,0, whereas employees estimated it at 3,5. The same trend appears for quotation handling (4,0 vs 3,0), order confirmations (3,7 vs 3,4), lead times (3,1 vs. 2,0), and customer support (3,5 vs 3,0). These results suggest that employees perceive the company's performance as weaker than customers actually experience it. The largest gap is observed for lead times, which employees consider particularly problematic, likely due to internal weak organization and frequent customer complaints on this topic. Overall, this pattern reflects a certain internal pessimism or lack of confidence in the company's operational performance, emphasizing the need for stronger internal communication and feedback loops to align perceptions.

3.2.2.2 Purchase drivers

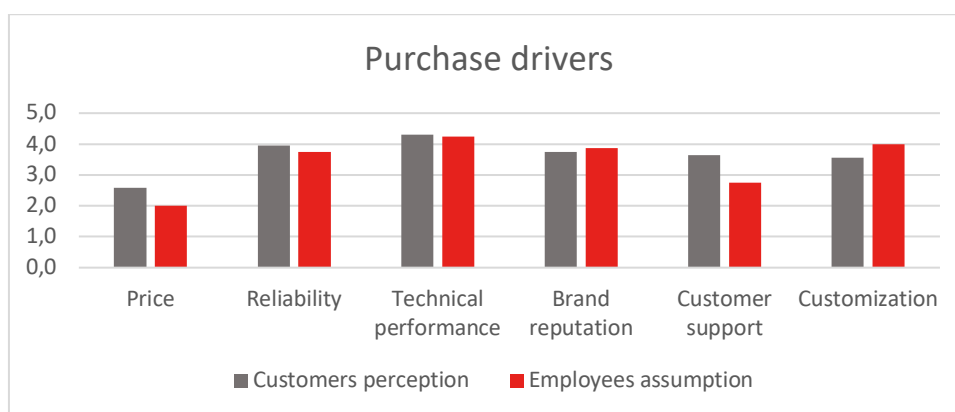


Figure 31 : Comparison - purchase drivers

The analysis of purchase drivers reveals a relatively good overall alignment between customers and employees, though a few notable perception gaps persist. Both groups agree on the high level of technical performance, which received identical scores of 4,3, confirming that CE+T Power's technological excellence remains a key differentiator in the market. Similarly, reliability and brand reputation are consistently rated highly by both customers and employees (4,0 vs 3,8 and 3,8 vs 3,9, respectively), underlining a shared understanding of the company's core strengths. However, discrepancies appear for other drivers: employees tend to overestimate the negative role of price (2,0 vs 2,6) and positive role of customization (4,0 vs 3,6), while underestimating the value of CE+T Power's customer support (2,8 vs 3,6). These differences suggest that employees may perceive CE+T Power's success as more dependent on technical and product-related aspects, while customers place relatively more weight on relationship quality and service support. This reinforces the need to enhance customer-centric awareness internally and ensure that operational priorities reflect the real expectations of the market.

3.2.2.3 Perceived understanding, feedback, adaptability, clarity and transparency

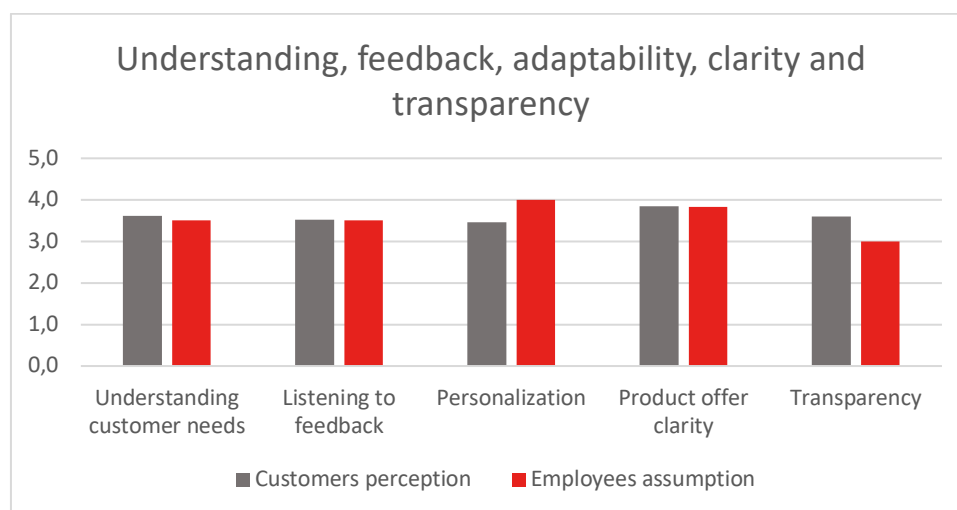


Figure 32 : Comparison - Understanding, feedback, adaptability, clarity and transparency

The comparison of perceptions regarding customer understanding and communication shows a fairly close alignment between customers and employees. Both groups agree that CE+T Power performs reasonably well in understanding customer needs (3,6 vs 3,5), listening to feedback (3,5 vs 3,5), and providing a clear product offer (3,9 vs 3,8). However, employees slightly overestimate the degree of personalization offered (4,0 vs 3,5) and underestimate the company's transparency (3,0 vs 3,6). This suggests that while employees are aware of the company's strengths in customer interaction, there remains room to improve how openness and information-sharing are perceived, ensuring that customers feel fully informed and involved in the relationship.

3.2.2.4 Likelihood to recommend (NPS)

The comparison between customers' responses and employees' assumptions reveals a significant perception gap regarding customer loyalty. Based on the survey, CE+T Power's NPS stands at 32%, which indicates a fairly positive level, but yet to be improved as described in section 3.1.4.14, of customer advocacy and satisfaction. However, when asked to estimate how customers would respond, employees collectively assumed an NPS of 10%, with two promoters, one detractor, and seven passives. This discrepancy suggests that employees tend to underestimate customer satisfaction and loyalty, possibly reflecting a lack of confidence in the company's customer relationships or limited

visibility into customer perceptions. The contrast highlights the importance of internal alignment and communication, as employees' perceptions of customer sentiment can strongly influence their motivation, behaviour, and ability to deliver a customer-centric experience.

3.2.3 Conclusion of the employees interviews

The overall comparison between customer perceptions and employee assumptions highlights a systematic misalignment between how CE+T Power is perceived externally and internally. Across nearly all dimensions, employees tend to underestimate customer satisfaction and loyalty, reflecting a degree of internal pessimism or a limited view of the customer experience. While customers generally express positive opinions, particularly regarding product reliability, technical performance, and brand reputation, employees perceive the company's performance as weaker, especially in operational aspects such as lead times or customer support.

At the same time, employees overemphasize certain factors, such as price sensitivity and customization, while undervaluing relationship-driven elements like service quality and transparency. This indicates that internal perceptions remain somewhat product-centric, whereas customers increasingly value trust, responsiveness, and collaboration.

Altogether, these findings point to a clear need for better internal alignment and communication around customer feedback and priorities. Strengthening the internal understanding of customer expectations through regular feedback sharing, customer journey reviews, and CRM insights would help bridge this perception gap and foster a more genuine customer-centric culture within CE+T Power.

It should be noted, however, that the sample size of ten employees limits the statistical validity of these conclusions. The results should therefore be interpreted as indicative rather than definitive. Nonetheless, the consistency of responses across participants supports the reliability of the observed trends, with greater reason as the standard deviation of all employee ratings for questions rated on a 1 to 5 scale never exceeds 1 (See Annex 5), suggesting a broadly shared perception among respondents.

4 Proposed strategy for transitioning to a customer-centric model

4.1 Recommendations

Building on the insights gathered from the customers' and employees' surveys, this section proposes a strategy to guide CE+T Power in its transition from a product-centric to a customer-centric organization. The following six recommendations address the key weaknesses identified through the analysis, ranging from limited customer understanding and insufficient feedback integration to structural and digital inefficiencies. Each recommendation is designed to strengthen customer focus at both strategic and operational levels, ensuring that CE+T Power develops the capabilities, culture, and tools necessary to deliver greater value and foster long-term customer loyalty.

These recommendations will also result in the following organizational changes (highlighted in red) illustrated in the organization chart below (figure 33).

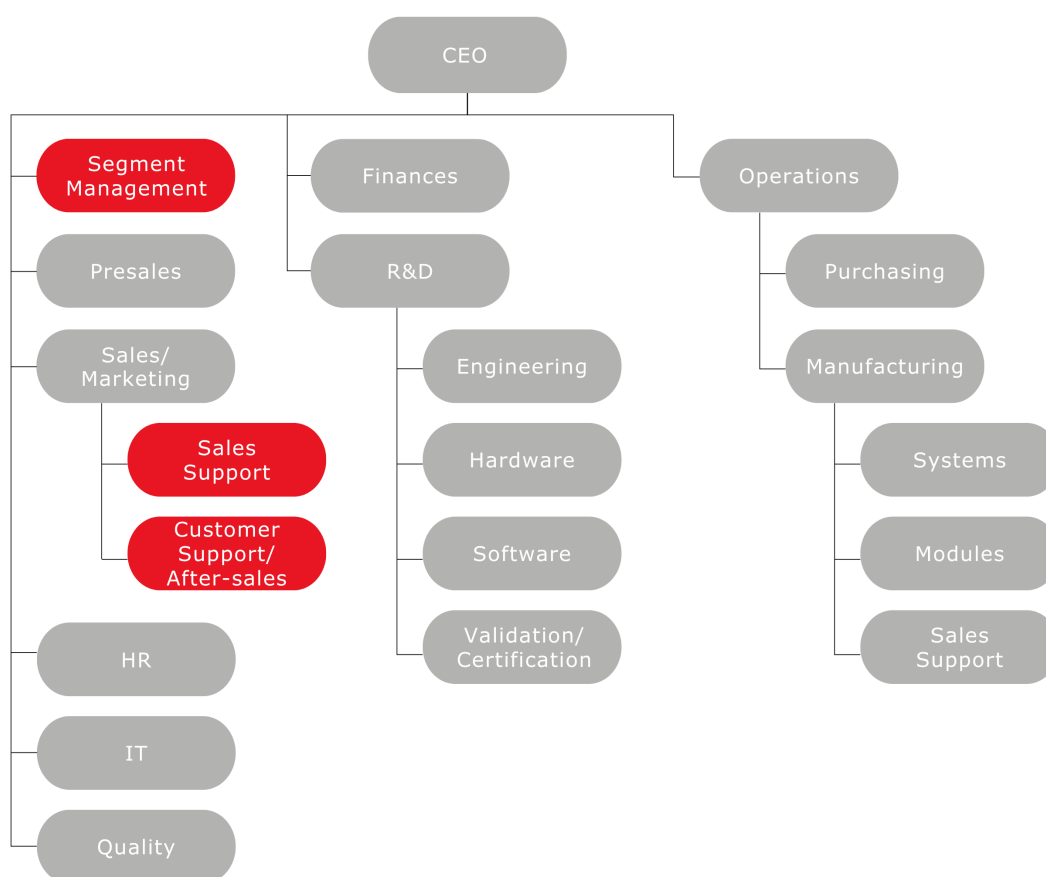


Figure 33 : Proposed modified organization chart

4.1.1 Reorientation of the Product Management Function

A first recommendation for building a customer-centric organization concerns the reorganization of the Product Management department, which is currently structured around product lines rather than customer segments. In its present configuration, the Product Management is responsible for the different ranges of converters but has no direct accountability for the turnover generated or for the business performance of the associated markets. This setup encourages strong technical expertise but maintains an inward, product-driven logic, where attention is primarily focused on features, innovation, and costs, often at the expense of a deep understanding of customer needs and market realities.

The customer survey provides compelling evidence supporting the need for such a transformation. Question 18, which assessed whether CE+T Power understands its customers' needs, received a modest score of 3,6 out of 5, suggesting that customers perceive a lack of alignment between what they expect and what CE+T delivers. Similarly, question 19, on the company's ability to actively listen to customer feedback, scored 3,5 out of 5, indicating that customers do not feel sufficiently heard or involved in shaping the company's offer. Finally, question 20, which evaluated whether CE+T understands customers' business challenges, also obtained a score of 3,5 out of 5, reinforcing the perception that the company's approach remains too technical and insufficiently market-oriented. Collectively, these results point to a structural gap between CE+T's product focus and its customers' strategic and operational realities.

To address this gap, it is recommended to restructure the Product Management function around customer segments rather than products. Each Segment Manager would be responsible for

developing an in-depth understanding of the needs, pain points, and business models specific to their target customers, and for translating these insights into concrete product strategies and value propositions. This new structure would also bring clear accountability for turnover and profitability, ensuring that Product Management contributes directly to business growth. By working closely with the Sales team, Segment Managers would equip them with the appropriate tools, such as value-based sales arguments, competitive benchmarks, and tailored communication materials, to strengthen CE+T's market presence and responsiveness.

In this configuration, CE+T Power's activities would be organized into three strategic customer segments:

1. Global Infrastructure & Telecom, serving large-scale and mission-critical applications requiring high reliability and global support;
2. Energy Flexibility & Prosumer Sites, addressing the fast-evolving needs of decentralized energy management, storage integration, and grid flexibility;
3. Industry & E-Mobility, covering industrial energy conversion and emerging electric mobility applications.

Such a segment-based organization would enhance strategic alignment, accountability, and market responsiveness. Each Segment Manager would act as a "business owner" for their market, ensuring that development priorities and innovation efforts are directly linked to customer requirements. Furthermore, this approach would facilitate continuous feedback loops between customers, Sales, and R&D, closing the gap identified in the survey results. Equipped with digital tools such as CRM data, market analytics, and customer satisfaction indicators, Segment Managers would be able to track performance, anticipate market trends, and ensure that product strategies translate into measurable business impact.

In summary, shifting from a product-based to a customer-segment-based Product Management structure would directly address customers' perception that CE+T Power does not fully understand or listen to them. It would embed customer insight, accountability, and market-driven innovation at the core of the company's operations, key prerequisites for the successful transition from a product-centric to a genuinely customer-centric business model.

4.1.2 Reintegrate customer support into CE+T Power

As illustrated in chapter 1.1.1.6, all service-related activities were outsourced to CE+T Services in 2021. This decision was originally motivated by the objective of gaining better control over costs and benefits, and it was initially assumed that such a change would have little impact on day-to-day operations. However, in practice, the consequences have been significant. Employees of CE+T Services, although located in the same building, do not demonstrate a strong sense of belonging to the group. Moreover, as highlighted during one of the customer interviews, there have been instances where CE+T Services attributed delays to CE+T Power, claiming that late hardware deliveries from the parent company were the cause.

The survey results further confirm that the current support structure does not fully meet customer expectations. Question 17, which assessed satisfaction with customer support, yielded an average score of 3,5 out of 5, indicating a rather neutral perception and clear room for improvement. Similarly, question 8, concerning the speed of customer support, received a score of 3,9 out of 5, suggesting that customers expect faster responses and greater reactivity. Furthermore, question 12 revealed that customer support is not among the key reasons why customers choose CE+T Power (average score of

3,6 out of 5), implying that this function does not currently constitute a competitive differentiator. Collectively, these findings highlight the need for a structural and cultural shift in the way CE+T Power manages its support activities.

The outsourcing of customer support has created an organizational gap that hinders effective communication between sales representatives and support staff. This structural separation slows down information exchanges, complicates coordination, and ultimately increases response times to customer issues. As a result, customers often experience fragmented communication and delayed resolutions, which negatively affect their overall perception of CE+T Power's service quality. Reintegration of the customer support function within CE+T Power would help restore proximity and alignment between teams, fostering more effective collaboration, faster response times, and a more seamless experience for customers.

A further challenge arises from the geographical dispersion of the support team, part of which is based in India. While the technical expertise of this team is widely recognized, several French-speaking customers have reported communication difficulties and expressed a clear preference for receiving support in their own language. This finding reinforces the notion that linguistic and cultural proximity remains a key component of perceived service quality, particularly for a company headquartered in a French-speaking region. Addressing this aspect through reintegration would thus contribute to strengthening trust and satisfaction among local and regional customers.

In addition, reintegrating customer support into CE+T Power would help close the design loop. Technical issues reported by customers could be directly escalated to the R&D department, allowing engineers to analyze recurring problems and identify potential improvements in product design. This systematic feedback channel would accelerate learning from the field, ensuring that product development is more tightly aligned with actual customer experiences and expectations. Ultimately, this process would contribute to enhancing product quality and reinforcing CE+T Power's customer-centric approach.

For these reasons, it is recommended that the customer support function be reintegrated within CE+T Power, and more specifically under the Sales Department. Such alignment would promote closer collaboration between sales representatives and technical support personnel, ensuring faster, coordinated, and customer-focused responses. It should be noted, however, that this recommendation does not concern the installation and commissioning teams, which may remain within CE+T Services. These activities are primarily directed toward end-customers rather than distribution partners, and CE+T Services could even extend this operational responsibility across all entities of the group. In contrast, reintegrating the customer support function into CE+T Power would strengthen the company's capacity to respond proactively to its partners and reinforce its evolution toward a customer-centric organization.

4.1.3 Repositioning the Sales Support Function

Another key recommendation concerns the organizational positioning of the Sales Support function, which currently reports to the Manufacturing Department (see Figure 11). In its present configuration, the team's activities are primarily influenced by production priorities and cost-optimization objectives, rather than by customer satisfaction. This production-driven orientation often leads Sales Support employees to favour operational efficiency and cost control, such as selecting the least expensive transport options or limiting their involvement in value-added logistics tasks like customs clearance or

freight organization unless these are separately invoiced. While economically rational, this approach can create friction, reduce flexibility, and ultimately compromise the customer experience.

The customer survey provides clear evidence of these limitations. Question 16, which assessed satisfaction with the order confirmation process, obtained a relatively modest score of 3,7 out of 5, indicating that customers perceive gaps in communication or timeliness during this critical stage of the purchasing process. Even more revealing, question 17, which evaluated satisfaction with delivery lead times, scored only 3,1 out of 5, the lowest result among all operational dimensions measured. These findings highlight the need for better coordination between sales, support, and manufacturing to align operational performance with customer expectations.

By repositioning the Sales Support team under the Sales Department, CE+T Power would shift the function's orientation from serving internal production objectives to serving customer needs. This structural realignment would empower Sales Support to act as a direct extension of the sales force, facilitating proactive communication with customers, anticipating potential delivery delays, and advocating for solutions that balance customer satisfaction with operational feasibility. Importantly, such a change could also have a positive indirect effect on lead times: when Sales Support operates at the service of customers rather than manufacturing, it gains greater influence over prioritization decisions, ensuring that urgent or strategically important orders receive the necessary attention throughout the process.

To further strengthen collaboration between these two closely related teams, it is recommended to establish dedicated tandems pairing each sales representative with a specific Sales Support employee. This one-to-one relationship would promote mutual understanding, streamline communication, and reinforce accountability in managing customer requests. In contrast to the current setup, where multiple Sales Support employees handle requests from several sales representatives, resulting in fragmented information and diluted responsibility, the tandem approach would foster efficiency, responsiveness, and ownership.

Ultimately, repositioning the Sales Support function within the Sales Department, supported by clearer role alignment and closer collaboration, would represent a decisive step toward building a customer-centric organizational culture. It would ensure that every operational decision, from quotation to delivery, is guided primarily by the goal of maximizing customer satisfaction rather than minimizing internal costs.

4.1.4 Digital tools

A key recommendation for strengthening customer-centricity at CE+T Power is the adoption of digital tools, particularly a Customer Relationship Management (CRM) system. A well-implemented CRM would enable sales representatives and support staff to centralize customer information, track interactions, and monitor the history of quotations, orders, and support requests. By creating a single source of truth, such a system would ensure that all customer-facing employees have access to up-to-date information, thereby reducing communication gaps and improving responsiveness.

This recommendation is directly supported by the customer survey results. Question 14, addressing satisfaction with the quotation process, yielded an average score of 4,0 out of 5, while question 15, on order confirmation, scored 3,7 out of 5, both indicating that customers perceive room for improvement in these operational touchpoints. These processes are critical moments in the customer journey, and their current limitations likely stem from fragmented communication and limited process visibility. A CRM could streamline these interactions by automating quotation follow-up, tracking

order progress, and ensuring that all stakeholders (sales, support, logistics, and customers) share consistent information.

Furthermore, question 24 of the survey revealed that 25 out of 60 respondents explicitly expressed interest in an online self-service portal. This result clearly indicates that customers themselves are seeking digital tools to make their interactions with CE+T more efficient and convenient. Such a platform could complement the CRM by allowing customers to access quotations, check order statuses, download documentation, and submit support tickets directly, thus reducing response times and dependency on individual employees.

In parallel, the implementation of a structured ticketing system for the customer support team would represent another step forward in digital transformation. By ensuring that every customer request is logged, tracked, and assigned, a ticketing platform would minimize the current disadvantage of having support staff split between Belgium and India. It would also improve accountability and continuity, even when certain employees working part-time for instance, are unavailable. Beyond operational efficiency, ticketing systems generate valuable data for identifying recurring technical issues, data that, when analyzed and linked with AI tools (which are not yet largely used within CE+T), could help CE+T close the design loop by detecting correlations between symptoms and root causes of failures, and feeding valuable insights back into R&D for product quality improvement.

Finally, customer-centricity should not stop at internal processes but should extend to CE+T's products themselves through their Human-Machine Interface (HMI). The HMI is the primary touchpoint between users and CE+T technology, and it plays a decisive role in shaping the user experience. Several survey comments highlighted challenges in configuring or monitoring systems, underscoring the need for clearer, more intuitive interfaces. Enhancing the HMI with simplified navigation, contextual help, and remote monitoring capabilities would make products easier to operate and strengthen the perception of CE+T as a customer-oriented innovator. By combining digitalization of both internal and external interfaces, CE+T would take a decisive step toward delivering a seamless, transparent, and truly customer-centric experience.

4.1.5 Transforming the corporate mindset for customer orientation

Over the past years, customer centricity within CE+T has gradually decreased, largely as a consequence of the company's growth in size. As the organization expanded, new entities were created, functions became more specialized, and processes were increasingly oriented toward efficiency and internal coordination rather than direct customer engagement. While these changes have supported growth and cost control, they have also unintentionally distanced employees from the customer perspective, creating silos and limiting accountability for the overall customer experience.

Beyond structural changes, it is essential to recognize that a successful transition toward customer-centricity also requires a profound cultural shift across the entire organization. The prevailing mindset must evolve (or come back!) from an inward-looking, product-driven perspective to one that consistently prioritizes customer value and satisfaction. This transformation involves not only management but all employees and workers, regardless of their function. To foster this shift, several initiatives can be implemented:

- Regular training sessions to raise awareness about customer needs and expectations addressed to mixed teams of the whole organization

- Workshops and cross-departmental projects that encourage collaboration and shared responsibility for customer outcomes such as « Live my Life » experiences between positions that are very close or further away from customer interactions
- Integration of customer-centric objectives into performance evaluations
- Recognition programs that celebrate employees who demonstrate outstanding customer focus

Transparent communication from leadership is equally critical, ensuring that every individual understands the strategic importance of customer orientation and how their role contributes to it. By embedding customer-centric values into daily practices and decision-making processes, CE+T can build a company-wide culture in which every employee feels responsible for enhancing the customer experience. It is evident that such a mindset must be initiated and actively promoted by the company's top leadership, and consistently reinforced by both senior and middle management, in order to ensure its successful adoption across all levels of the organization.

4.1.6 Crisis management procedure

Another recommendation to strengthen customer centricity is to make systematic use of the existing crisis management procedure (PQ 2038) embedded in the ISO quality system, which has so far been rarely activated. This procedure defines a "quality crisis" as any event significantly impacting customer satisfaction and specifies that a case qualifies as a crisis when a product does not achieve expected functionalities and at least one of the following criteria is met:

- A safety issue
- Discontinuity of service (the critical back up functionality is lost for the client)
- Significant revenue loss for CE+T
- Damage to customer equipment
- Financial loss for the customer due to degraded performance
- Damage to CE+T equipment

Once a crisis is declared, the procedure requires the application of the 8D methodology, including containment, root cause analysis, corrective and preventive actions, and transparent communication with the customer. Instituting a weekly management review of all active crisis cases, as foreseen in the procedure, would not only demonstrate responsiveness but also signal to customers that their concerns are systematically addressed at the highest level. This structured approach would reinforce accountability, shorten resolution times, and provide valuable organizational learning to prevent recurrence, thereby aligning operational practices more closely with the principles of customer centricity.

To ensure continuous improvement and visibility, KPIs could be directly associated with this process, such as:

- Number of crises opened per year (indicator of severity and recurrence)
- Average resolution time (speed of corrective action)
- Containment response time (delay between detection and first customer communication)
- Customer satisfaction after crisis resolution (via post-crisis feedback survey)

These KPIs would transform the crisis management procedure from a rarely used tool into a measurable driver of customer trust and organizational resilience.

4.2 Barriers

As discussed in the literature review, and particularly in the work of Van den Hemel and Rademakers (2016), cultural and structural obstacles often persist even when the strategic direction toward customer centricity is clearly defined. Therefore, while the proposed strategy outlines a coherent path for CE+T Power's transformation, the company must remain vigilant regarding the internal barriers that could slow down or compromise its successful implementation.

In CE+T's case, the first risk lies in its engineering-driven culture, where the focus on technical excellence may limit open dialogue and discourage employees from challenging established practices or proposing customer-oriented improvements.

A second barrier relates to excessive product complexity. CE+T's extensive and highly customized product portfolio, while a testament to its innovation capacity, extends lead times and makes the offer less transparent for customers. Simplifying the range and clarifying product-market fit will be essential to deliver consistent value.

Finally, short-term performance pressure remains a significant obstacle. The focus on monthly turnover and production targets can undermine the long-term perspective required to build customer loyalty and trust. To ensure the success of the transition, CE+T's management will need to actively mitigate these barriers by fostering long-term customer relationship.

4.3 Roadmap for transition

To successfully transition from a product-centric to a customer-centric organization, CE+T Power must implement the following set of coordinated initiatives across structural, cultural, and technological dimensions.

The roadmap below proposes a phased deployment over two time horizons, short term (0–12 months) and medium term (1–2 years), structured around six strategic pillars corresponding to the recommendations outlined in Section 4.1.

Time horizon	Short-term (0–12 months)	Medium-term (1–2 years)
Product Management Reorientation	Communicate decision to restructure Product Management around customer segments. Define three key segments (Global Infrastructure & Telecom, Energy Flexibility & Prosumer Sites, Industry & E-Mobility). Identify Segment Leaders and establish their responsibilities for market analysis and turnover accountability.	Incentivize segment leaders on turnover and profitability. Develop segment-specific strategies and value propositions. Evolve Segment Managers into true business owners with strategic decision-making authority.
Customer Support Reintegration	Prepare reintegration plan for Customer Support under CE+T Power Sales Department.	Complete reintegration of Customer Support within CE+T Power.

	Assess required staffing adjustments and define clear internal escalation procedures between Support, Sales, and R&D.	Establish systematic feedback channel to R&D for recurring issues. Implement bilingual/multilingual support policy.
Sales Support Repositioning	Realign reporting structure of Sales Support under Sales Department. Implement temporary but clear communication templates for quotations.	Roll out the tandem model across all markets.
Digital tools deployment	Launch ERP system within CE+T Power. Complete implementation of ticketing system for support requests. Evaluate CRM vendors and define configurator specifications. Launch CRM pilot (limited to one business unit). Start concept design for online customer portal.	Deploy ERP in foreign entities of CE+T Power. Deploy CRM company-wide. Launch online customer portal for self-service (quotations, order tracking, documentation). Integrate CRM, ticketing, ERP, and configurator into a unified customer data platform. Enhance HMI interfaces for usability and remote monitoring.
Corporate Mindset Transformation	Conduct internal awareness campaign on customer centricity. Launch cross-departmental “Live my Life” workshops. Integrate customer focus into performance appraisals. Initiate leadership communication plan on customer orientation.	Expand training programs on customer empathy and problem-solving. Include customer satisfaction metrics in bonus systems. Reinforce middle-management role in sustaining cultural change.
Crisis Management Activation	Reactivate ISO PQ 2038 procedure and train relevant managers. Institutionalize weekly crisis review with top management. Publish quarterly KPI dashboards.	Link crisis metrics to overall customer satisfaction and retention KPIs.

	Document improvements and communicate back to customers.	
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4.4 Quick wins

To secure staff engagement and build momentum around the transformation, it is essential to achieve and communicate some early, tangible successes or “quick wins.” These initial achievements help demonstrate that change is both real and beneficial, fostering confidence and adherence among employees. The implementation of the new ERP system represents a valuable opportunity in this regard. As the system is nearly completed, it can be positioned as an early success story that directly supports the company’s transition toward greater customer centricity. By clearly communicating that this implementation is part of the broader transformation program, CE+T can reinforce the sense of progress and collective purpose across the organization.

4.5 Communication strategy for internal and external stakeholders

Effective communication of the transformation plan and its roadmap is essential to ensure understanding, alignment, and engagement across the organization. Transitioning toward a customer-centric model represents a significant cultural and structural shift that requires the commitment of all employees. Clear and transparent communication will help explain the rationale behind the changes, the expected benefits for both customers and internal teams, and the role each department will play in the process. In practice, this will involve organizing dedicated communication sessions, such as presentations, workshops, and Q&A meetings, where management can share the vision, milestones, and progress of the roadmap. Regular internal updates through digital channels (intranet, internal newsletters) will also maintain momentum and foster a sense of shared ownership of the transformation.

In parallel, communicating these changes to customers will be equally important to strengthen trust and reinforce CE+T Power’s customer-centric positioning. Customers should understand that the organizational transformation aims to better meet their needs, improve responsiveness, and enhance overall collaboration. This communication will emphasize the company’s long-term commitment to partnership and service excellence rather than being perceived as an internal restructuring. In practice, customers will be informed through targeted channels such as newsletters, direct communications from account managers, and communication via our regular social media. By clearly articulating the benefits they can expect, such as improved support, simplified processes, and solutions better aligned with their challenges, CE+T Power can position this evolution as a positive and customer-driven initiative.

4.6 Key performance indicators for measuring customer centric progress

Key Performance Indicators (KPIs) are essential because they transform strategic objectives into measurable outcomes, providing organizations with a concrete basis to evaluate progress and performance. By making goals quantifiable, KPIs enable managers to detect gaps, implement corrective actions, and align individual contributions with broader organizational priorities. They also enhance accountability and transparency, as performance becomes visible, comparable, and actionable. More broadly, KPIs support informed decision-making and continuous improvement, thereby strengthening organizational effectiveness (Franco-Santos, Lucianetti, & Bourne, 2012).

On the contrary, without KPIs specifically designed to track the progress toward customer centricity, CE+T would lack a clear mechanism to assess whether initiatives aimed at shifting away from a product-centric logic are truly effective. Improvements in customer satisfaction, loyalty, or service quality would remain anecdotal rather than evidenced, making it difficult to distinguish real progress from isolated successes. In such a context, the transformation risks losing momentum, as employees and managers would not see tangible proof that their efforts are moving the company closer to a customer-centric model.

4.6.1 Customer Satisfaction and Loyalty

- **Customer Satisfaction Score (CSAT):** % of customers rating interactions positively.
- **Net Promoter Score (NPS):** Likelihood of recommending CE+T to others.
- **Customer Retention Trend:** This KPI will be derived from Method #2 developed in section 1.3.

4.6.2 Customer support

- **First Response Time (support):** Average time to respond to customer inquiries.
- **Resolution Time:** Average time to resolve support tickets.
- **Self-Service Usage Rate:** % of customers using online portals or self-service features (directly linked to your survey finding that 25/60 respondents want more digital services).

4.6.3 Internal Alignment with Customer-Centricity

- **CRM Usage Rate:** % of sales/support staff actively using CRM functionalities.
- **Customer-Focused Training Participation:** % of employees trained in customer-centric practices.
- **Customer Feedback Loop Closure Rate:** % of reported issues communicated back to R&D or acted upon.

5 Conclusions

The starting point of this thesis stemmed from internal concerns and informal assumptions suggesting that CE+T Power was facing financial inefficiencies and lacked customer centricity, leading to the recurrent loss of partners and customers. Through a comprehensive analysis, these assumptions were largely confirmed and, in many cases, quantified. Building on these findings, the study then explored how CE+T Power could transition from a product-centric to a customer-centric organization, a shift widely acknowledged as a key driver of sustainable growth and long-term competitiveness. Combining insights from the literature, data analysis, and customer feedback, this research has brought to light both the challenges currently confronting the company and the many opportunities for improvement and development that lie ahead.

The findings highlight that while CE+T Power benefits from strong technical expertise and a reputation for product reliability, its culture and structure remain largely oriented toward engineering and innovation rather than customer understanding and relationship management. This product-driven focus has led to several limitations, such as fragmented communication, insufficient feedback loops, and a lack of accountability for customer outcomes. However, these challenges also represent fertile ground for improvement. They provide a clear starting point for redefining how the company creates and delivers value, from emphasizing technological performance to fostering deeper customer partnerships.

The analysis of customer data and survey responses has further confirmed that clients appreciate CE+T Power's technical excellence but expect greater attentiveness to their evolving needs. This gap between internal perception and customer expectations underscores the necessity of organizational alignment around a shared customer-oriented vision. Encouragingly, the study also revealed a strong internal willingness to change and a growing awareness of the benefits associated with customer centricity, both in terms of loyalty and long-term profitability.

To address these findings, a strategic roadmap has been proposed, focusing on several key levers: reorganizing product management around customer segments, reinforcing cross-functional collaboration, implementing robust digital tools such as CRM systems, and embedding customer insight into daily operations and decision-making processes. These initiatives, combined with a clear communication strategy toward employees and customers, will help CE+T Power create a coherent and engaging transformation journey.

Ultimately, this transition is not only a structural adjustment but a cultural evolution. Becoming truly customer-centric requires patience, consistency, and leadership commitment. The company will need to continuously monitor progress, encourage feedback, and celebrate small wins to maintain momentum. The potential rewards, greater customer loyalty, stronger differentiation, and subsequent improved financial performance, justify the investment and effort required.

In conclusion, while CE+T Power faces tangible challenges on its path toward customer centricity, the opportunities identified throughout this study demonstrate that success is within reach. With the right strategic direction, sustained leadership support, and collective engagement, CE+T Power can transform these challenges into a catalyst for growth, innovation, and closer partnerships with its customers.

Annex 1 – Customer satisfaction survey structure

We value your feedback! Thank you for choosing CE+T Power. Please take a few moments to complete this short survey and let us know how we are doing. Your input helps us improve and serve you better. We kindly ask you to be as objective and critical as possible. Your honest and even severe feedback is essential to help us grow and provide the best possible service. Don't hold back: your insights are truly valuable to us.

1. Your first and last name ^{8*9} :
2. What is the primary industry of your company? * (Select one option)
 - ☐ Data Centers Telecom
 - ☐ Industrial
 - ☐ Railway
 - ☐ Renewable Energy
 - ☐ Energy transition
3. What is your role in the company? * (Select one option)
 - ☐ CEO
 - ☐ Technical Director
 - ☐ Procurement manager
 - ☐ Engineer
 - ☐ Other (Specify) :
4. How long have you been a CE+T Power customer? * (Select one option)
 - ☐ Less than 1 year
 - ☐ 1-3 years
 - ☐ 3-5 years
 - ☐ More than 5 years
5. How satisfied are you in general with CE+T Power's products? * (Select one option)
 - ☐ Very unsatisfied
 - ☐ Unsatisfied
 - ☐ Neutral
 - ☐ Satisfied
 - ☐ Very satisfied
6. Have you ever faced issues with CE+T Power's products or services? * (Select one option)
 - ☐ Yes
 - ☐ No
7. If yes, how was the issue handled? (open question)
8. What additional services or features would you like CE+T Power to offer? (1 = not at all / 5 = very much) *
 - Remote monitoring
 - Predictive maintenance

⁸ For confidentiality reasons, the answers to this questions have been removed in Annex 2.

⁹ The questions marked with an asterisk were mandatory

- Faster support time
- Training programs
- More customization options
- Subscription-based services

9. Any other that are not specified? (Open question)

10. Would you be willing to pay more for a premium customer service experience (highly customized service, 24/7 availability,...)? * (Select one option)

- ☐ Yes
- ☐ No

11. Which other companies did you consider before choosing CE+T Power? * (Open question)

12. Did these factors push you to choose CE+T Power over competitors? * (1 = not at all / 5 = very much)

- Price
- Reliability
- Technical performance
- Brand reputation
- Customer support
- Customization

13. Any other that are not specified? (Open question)

14. How satisfied are you with the process of getting quotes? * (Select one option)

- ☐ Very unsatisfied
- ☐ Unsatisfied
- ☐ Neutral
- ☐ Satisfied
- ☐ Very satisfied

15. How satisfied are you with the process of getting order confirmations ? * (Select one option)

- ☐ Very unsatisfied
- ☐ Unsatisfied
- ☐ Neutral
- ☐ Satisfied
- ☐ Very satisfied

16. How satisfied are you with the delivery times? * (Select one option)

- ☐ Very unsatisfied
- ☐ Unsatisfied
- ☐ Neutral
- ☐ Satisfied
- ☐ Very satisfied

17. How satisfied are you with CE+T Power's customer after sales service and technical support and documentation? * (Select one option)

- ☐ Very unsatisfied
- ☐ Unsatisfied

- ☐ Neutral
- ☐ Satisfied
- ☐ Very satisfied

18. Do you feel that CE+T Power understands your specific needs as a customer? * (Select one option)

- ☐ Not at all
- ☐ Slightly
- ☐ Moderately
- ☐ Well
- ☐ Extremely well

19. Do you feel that CE+T Power actively listens to your feedback and makes improvements based on it? * (Select one option)

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

20. How personalized do you feel CE+T Power's solutions are to your business challenges? * (Select one option)

- ☐ Not personalized
- ☐ Slightly Personalized
- ☐ Moderately Personalized
- ☐ Personalized
- ☐ Highly personalized

21. Have you experienced any proactive outreach from CE+T Power (e.g., checking on system performance, offering tailored solutions, suggesting optimizations)? * (Select one option)

- ☐ Yes
- ☐ No

22. If yes, how would you rate the value of these interactions? (Open question)

23. If yes, how would you rate the value of these interactions? (Select one option)

- ☐ Very bad
- ☐ Bad
- ☐ Neutral
- ☐ Good
- ☐ Very good

24. What additional customer support services would you value? * (Select 3 options)

- ☐ Faster response time
- ☐ Dedicated account manager
- ☐ Proactive maintenance and troubleshooting
- ☐ Customized training programs
- ☐ Online self-service portal
- ☐ More frequent check-ins from CE+T Power
- ☐ None

25. How easy is it to collaborate with CE+T Power to find solutions that fit your needs? * (Select one option)

- ☐ Very difficult
- ☐ Difficult
- ☐ Neutral
- ☐ Easy
- ☐ Very easy

26. How transparent is CE+T Power in its communications regarding product updates, service changes, or potential issues? * (Select one option)

- ☐ Not transparent
- ☐ Slightly transparent
- ☐ Moderately transparent
- ☐ Transparent
- ☐ Highly transparent

27. Would you like CE+T Power to involve you more in product development (e.g., early testing, pilot programs, feedback sessions,...)? (Open question)

28. What would make CE+T Power a more customer-focused company in your opinion? (Open question)

29. How likely are you to recommend CE+T Power? * (1 = not at all likely / 10 = Extremely likely) *

30. What is the primary reason for the score you provided above? * (Open question)

Annex 2 – E-Mail used for sending the customer survey

Tuesday, October 14, 2025 at 4:04:05 PM Central European Summer Time

Objet: Customer Satisfaction Survey 2025
Date: mercredi 9 juillet 2025 à 11 h 32 min 37 s heure d'été d'Europe centrale
De: CE+T Power ⚡
À: Sébastien Michel

[View this email in your browser](#)



Dear ,

We value your feedback!

Thank you for choosing CE+T Power. Please take a few moments to complete this survey and let us know how we are doing.

Your input helps us improve and serve you better. We kindly ask you to be as **objective and critical** as possible. Your honest and even severe feedback is essential to help us grow and provide the best possible service.

Don't hold back: your insights are truly valuable to us.

[Go to Customer Satisfaction Survey 2025](#)

The CE+T Power Team
For any assistance, you may reply directly to this email.



1



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You are receiving this email because you have shown some interest for us via our website or because you have been in contact with one of our sales representatives.

Our mailing address is:

CE+T Power
Rue du Charbonnage 12
Wandre 4020
Belgium

[Add us to your address book](#)

Want to change how you receive these emails?

You can [update your preferences](#) or [unsubscribe from this list](#).



Annex 3 : Customers' answers to survey

ID	1	2	3	4	5	6	7	8
1 What is the primary industry of your company?	Industrial	Telecom	Renewable Energy	Renewable Energy	Production and integration of guaranteed power supply systems	Telecom	Telecom	Industrial
2 What is your role in the company?	CEO	Sales	Technical Director	Engineer	Technical Director	CEO	Technical Director	CEO
3 How long have you been a CE+T Power customer?	1-3 years	More than 5 years	3-5 years	1-3 years	More than 5 years	More than 5 years	More than 5 years	More than 5 years
4 How satisfied are you in general with CE+T Power's products?. Answer	Very satisfied	Very satisfied	Unsatisfied	Very satisfied	Satisfied	Neutral	Satisfied	Satisfied
5 Have you ever faced issues with CE+T Power's products or services?	Yes	No	Yes	No	Yes	Yes	Yes	Yes
6 If yes, how was the issue handled?	Fast reaction, but for Software Problems it tooks long to solve them	all handled excellent, many many thanks to Sylvain Bertacco for supporting us all these years.	Slowly, with CE+T technical staff rather not being response to providing onsite support or fixes.	I underwent training at the CE+T plant and the knowledge and materials I received were enough for me to solve the problem on my own. In the event that it is impossible to solve the problem on my own, we send the equipment to the CE+T service center.	Long time to answer, different answers from different people, issues not always solved even after months	The contractual delivery period is not being respected, and that has not yet been resolved.	generally good, but the last after-sales service (RMA M023995) took a long time, we had to contact the service several times	
7 What additional services or features would you like CE+T Power to offer? (1 = not at all / 5 = very much). Remote monitoring	5	3	1	4	3	2	3	3
8 What additional services or features would you like CE+T Power to offer? (1 = not at all / 5 = very much). Predictive maintenance	1	5	1	5	3	2	4	4
9 What additional services or features would you like CE+T Power to offer? (1 = not at all / 5 = very much). Faster support response time	5	3	5	5	5	5	4	5
10 What additional services or features would you like CE+T Power to offer? (1 = not at all / 5 = very much). Training programs	5	3	4	4	4	5	4	3
11 What additional services or features would you like CE+T Power to offer? (1 = not at all / 5 = very much). More customization option	5	4	4	5	4	4	3	4
12 What additional services or features would you like CE+T Power to offer? (1 = not at all / 5 = very much). Subscription-based services	1	4	1	5	2	1	3	2
13 Any other that are not specified?								no
14 Would you be willing to pay more for a premium customer service experience (highly customized service, 24/7 availability,...)?	No	Yes	Yes	Yes	No	No	No	No
15 Which other companies did you consider before choosing CE+T Power?	ABB							
16 Did these factors push you to choose CE+T Power over competitors? (1 = not at all / 5 = very much). Price	3	4	2	3	2	1	3	1
17 Did these factors push you to choose CE+T Power over competitors? (1 = not at all / 5 = very much). Reliability	3	5	4	5	5	2	4	4
18 Did these factors push you to choose CE+T Power over competitors? (1 = not at all / 5 = very much). Technical performance	5	5	4	5	4	4	4	4
19 Did these factors push you to choose CE+T Power over competitors? (1 = not at all / 5 = very much). Brand reputation	3	5	4	5	4	2	4	4
20 Did these factors push you to choose CE+T Power over competitors? (1 = not at all / 5 = very much). Customer support	5	5	2	5	4	2	3	3
21 Did these factors push you to choose CE+T Power over competitors? (1 = not at all / 5 = very much). Customization	5	4	4	4	4	4	3	5
22 Any other that are not specified? 1								
23 How satisfied are you with the process of getting quotes?. Answer	Very satisfied	Very satisfied	Very satisfied	Neutral	Neutral	Neutral	Satisfied	Very satisfied
24 How satisfied are you with the process of getting order confirmations?. Answer	Very satisfied	Satisfied	Satisfied	Neutral	Neutral	Neutral	Satisfied	Very satisfied
25 How satisfied are you with the delivery times?. Answer	Neutral	Satisfied	Neutral	Neutral	Neutral	Unsatisfied	Very unsatisfied	Satisfied
26 How satisfied are you with CE+T Power's customer after sales service and technical support and documentation?. Answer	Satisfied	Very satisfied	Very unsatisfied	Neutral	Satisfied	Unsatisfied	Satisfied	Satisfied
27 Do you feel that CE+T Power understands your specific needs as a customer?. Answer	Moderately	Extremely well	Not at all	Well	Well	Slightly	Moderately	Moderately
28 Do you feel that CE+T Power actively listens to your feedback and makes improvements based on it?. Answer	Strongly agree	Strongly agree	Strongly disagree	Agree	Neutral	Neutral	Agree	Agree
29 How personalized do you feel CE+T Power's solutions are to your business challenges?. Answer	Highly personalized	Personalized	Moderately personalized	Personalized	Personalized	Slightly personalized	Personalized	Moderately personalized
30 Have you experienced any proactive outreach from CE+T Power (e.g., checking on system performance, offering tailored solutions, suggesting optimizations)?	No	Yes	No	Yes	No	No	No	Yes
31 If yes, what sort of interaction was it?		We had very good cooperation on several projects where customized solutions were needed, Sylvain was always very helpfull.		UX testing				battery charging protocol
32 If yes, how would you rate the value of these interactions?. Answer		Very good		Good		Neutral		Very good
33 What additional customer support services would you value?	Customized training programs;Faster response times;None;	Faster response times;Dedicated account manager;Proactive maintenance and troubleshooting;	Faster response times;None;Customized training programs;	Proactive maintenance and troubleshooting;Customized training programs;Online self-	Faster response times;Online self-service portal;Proactive maintenance and troubleshooting;	Faster response times;Dedicated account manager;More frequent check-ins from CE+T Power;	Customized training programs;Faster response times;Proactive maintenance and troubleshooting;	Faster response times;Online self-service portal;Proactive maintenance and troubleshooting;
34 How easy is it to collaborate with CE+T Power to find solutions that fit your needs?. Answer	Easy	Very easy	Easy	Easy	Easy	Difficult	Easy	Easy
35 How transparent is CE+T Power in its communications regarding product updates, service changes, or potential issues?. Answer	Transparent	Transparent	Transparent	Transparent	Transparent	Slightly transparent	Transparent	Transparent
36 Would you like CE+T Power to involve you more in product development (e.g., early testing, pilot programs, feedback sessions,...)?	Yes please	yes	We have spent over \$300k testing and debugging CE+T issues	early testing	Yes, I would like to, but in my circumstances it is not always possible. We have a war...			Yes, for inverter module applications (modular and bidirectional inverter, small power 5 to 10kva)
37 What would make CE+T Power a more customer-focused company in your opinion?		hm, difficult to say as my experience so far was always very good ... so YOU ARE A CUSTOMER FOCUSED COMPANY.	Responsive bug fixes.	integration with storage				?
38 How likely are you to recommend CE+T Power?	10	10	4	9	8	4	7	8
39 What is the primary reason for the score you provided above?	The Hardware is one of the best Hardware i ever seen	the good long term relationship i had so far with CE+T, and a big big big thank you to Sylvain for all the years supporting us	Its has taken over 2x years to get working firmware!	great company, great product, great features	Equipment reliability	In case of issues we miss transparency and focus on solution. technical quality		flexible hardware, easy integration, reliable but these modular systems are expensive per KW

ID	9	10	11	12	13	14	15	16
1 What is the primary industry of your company?	Telecom	Energy Transition	Telecom	Industrial	Industrial	Telecom, Industrial & power generation	Data Centers	Energy Transition
2 What is your role in the company?	CEO	Technical Director	Engineer	Engineer	General Manager	CEO	Technical Director	CEO
3 How long have you been a CE+T Power customer?	More than 5 years	3-5 years	1-3 years	More than 5 years	3-5 years	More than 5 years	More than 5 years	More than 5 years
4 How satisfied are you in general with CE+T Power's products?.Answer	Very satisfied	Unsatisfied	Satisfied	Very satisfied	Satisfied	Very satisfied	Very satisfied	Neutral
5 Have you ever faced issues with CE+T Power's products or services?	Yes	Yes	Yes	No	No	Yes	Yes	Yes
6 If yes, how was the issue handled?	Via RMAs, on time help response via the specialist	At the end the items where repaired. But communication and RMA-handeling is impossible.	We have not had adequate product training on the configuration of the Sierra 10 and Sierra 25.			quickly and efficiently	is along time for inverter BRAVO communication error can't soft but the product still on	
7 What additional services or features would you like CE+T Power to offer? (1 = not at all / 5 = very much).Remote monitoring	5	5	5	4	4	5	5	5
8 What additional services or features would you like CE+T Power to offer? (1 = not at all / 5 = very much).Predictive maintenance	4	4	5	4	4	3	3	5
9 What additional services or features would you like CE+T Power to offer? (1 = not at all / 5 = very much).Faster support response time	1	5	5	5	2	5	3	5
10 What additional services or features would you like CE+T Power to offer? (1 = not at all / 5 = very much).Training programs	4	3	5	5	4	4	3	2
11 What additional services or features would you like CE+T Power to offer? (1 = not at all / 5 = very much).More customization option	4	1	5	4	4	2	4	5
12 What additional services or features would you like CE+T Power to offer? (1 = not at all / 5 = very much).Subscription-based services	1	1	5	3	1	1	3	1
13 Any other that are not specified?								Faster and more in depth response on reason for (recurring) failures
14 Would you be willing to pay more for a premium customer service experience (highly customized service, 24/7 availability,...)?	Yes	No	No	No	Yes	No	No	Yes
15 Which other companies did you consider before choosing CE+T Power?	ALPHA	iWell, Huawei	Eltek	ALFA	Eltek	none	Indosat, Indonesia power, and industrial	Victron, Socomec
16 Did these factors push you to choose CE+T Power over competitors? (1 = not at all / 5 = very much).Price	5	2	5	5	1	3	4	3
17 Did these factors push you to choose CE+T Power over competitors? (1 = not at all / 5 = very much).Reliability	4	4	4	5	4	5	5	2
18 Did these factors push you to choose CE+T Power over competitors? (1 = not at all / 5 = very much).Technical performance	3	4	4	5	4	5	5	5
19 Did these factors push you to choose CE+T Power over competitors? (1 = not at all / 5 = very much).Brand reputation	1	1	4	5	4	5	5	3
20 Did these factors push you to choose CE+T Power over competitors? (1 = not at all / 5 = very much).Customer support	3	5	4	5	2	5	5	2
21 Did these factors push you to choose CE+T Power over competitors? (1 = not at all / 5 = very much).Customization	4	4	4	5	2	5	5	2
22 Any other that are not specified?1								
23 How satisfied are you with the process of getting quotes?.Answer	Very satisfied	Neutral	Satisfied	Satisfied	Neutral	Very satisfied	Satisfied	Neutral
24 How satisfied are you with the process of getting order confirmations?.Answer	Satisfied	Neutral	Satisfied	Very satisfied	Neutral	Neutral	Satisfied	Satisfied
25 How satisfied are you with the delivery times?. Answer	Neutral	Unsatisfied	Neutral	Satisfied	Neutral	Neutral	Neutral	Neutral
26 How satisfied are you with CE+T Power's customer after sales service and technical support and documentation?.Answer	Very satisfied	Very unsatisfied	Neutral	Very satisfied	Neutral	Very satisfied	Very satisfied	Unsatisfied
27 Do you feel that CE+T Power understands your specific needs as a customer?.Answer	Extremely well	Not at all	Moderately	Well	Moderately	Slightly	Well	Moderately
28 Do you feel that CE+T Power actively listens to your feedback and makes improvements based on it?.Answer	Agree	Strongly disagree	Neutral	Agree	Agree	Agree	Neutral	Disagree
29 How personalized do you feel CE+T Power's solutions are to your business challenges?.Answer	Personalized	Slightly personalized	Moderately personalized	Personalized	Moderately personalized	Personalized	Highly personalized	Moderately personalized
30 Have you experienced any proactive outreach from CE+T Power (e.g., checking on system performance, offering tailored solutions, suggesting optimizations)?	No	No	No	No	No	Yes	No	No
31 If yes, what sort of interaction was it?						follow up calls from the AU sales team		
32 If yes, how would you rate the value of these interactions?.Answer	Online self-service portal;More frequent check-ins from CE+T Power;Dedicated account manager;	Dedicated account manager;Proactive maintenance and troubleshooting;More frequent check-ins from CE+T Power;	Good	More frequent check-ins from CE+T Power;Online self-service portal;Faster response times;	Faster response times;Dedicated account manager;Customized training programs;	Neutral	Customized training programs;More frequent check-ins from CE+T Power;None;	Very good
33 What additional customer support services would you value?	Online self-service portal;Customized training programs;Faster response times;	Proactive maintenance and troubleshooting;Faster response times;None	Good	More frequent check-ins from CE+T Power;Online self-service portal;Faster response times;	Faster response times;Dedicated account manager;Online self-service portal;	Neutral	Online self-service portal;Customized training programs;Faster response times;	Good
34 How easy is it to collaborate with CE+T Power to find solutions that fit your needs?.Answer	Very easy	Difficult	Difficult	Neutral	Neutral	Easy	Neutral	Neutral
35 How transparent is CE+T Power in its communications regarding product updates, service changes, or potential issues?.Answer	Transparent	Not transparent	Slightly transparent	Moderately transparent	Transparent	Not transparent	Transparent	Slightly transparent
36 Would you like CE+T Power to involve you more in product development (e.g., early testing, pilot programs, feedback sessions,...)?	Pilot programs	No, do not expect that much of this.	yes, I would like you to inform us of the changes in the FW version so we can verify it on our devices.	YES		would love to, but realistically I don't have the time.		Yes, Yes, Yes!
37 What would make CE+T Power a more customer-focused company in your opinion?		Account management, direct contact and people that respond and follow up to problems.	Worry about whether your equipment is working properly	Improved response times, updated documentation, and improved delivery times.		more collaborative marketing to attract customers		
38 How likely are you to recommend CE+T Power?	10	2	5	9	8	10	10	1
39 What is the primary reason for the score you provided above?	The reliability of the product	Bad service, difficult to contact, follow-up and repairs are a big problem, planning maintenance is difficult.	If I don't have a good knowledge of how the equipment opetarates, can't recommend it.	Product quality, adaptability to work in very high geographical areas	Innovative products	Great product & I enjoy working with the sales & support team in AP	good product	We wouldn't like our competitors to use the same technology as we do.

ID	17	18	19	20	21	22	23	24
1 What is the primary industry of your company?	Manufacturing & Services	Industrial	Energy Transition	Renewable Energy	Telecom	Telecom	Telecom	Industrial
2 What is your role in the company?	Project Supervisor	Technical Director	Engineer	Sales Manager	Sales Manager	Technical Director	Engineer	National Sales Manager
3 How long have you been a CE+T Power customer?	More than 5 years	More than 5 years	More than 5 years	1-3 years	More than 5 years	More than 5 years	More than 5 years	1-3 years
4 How satisfied are you in general with CE+T Power's products?. Answer	Satisfied	Satisfied	Satisfied	Satisfied	Satisfied	Very satisfied	Satisfied	Neutral
5 Have you ever faced issues with CE+T Power's products or services?	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes
6 If yes, how was the issue handled?	Module /modules were repaired but with already with corresponding repair cost even if fault were discovered during initial powering up.		To much longer		Professional way		It is still a problem, your logistical does not get back to us about an outstanding order.	
7 What additional services or features would you like CE+T Power to offer? (1 = not at all / 5 = very much).Remote monitoring	5	4	3	2	4	5	4	3
8 What additional services or features would you like CE+T Power to offer? (1 = not at all / 5 = very much).Predictive maintenance	5	3	3	5	2	2	4	2
9 What additional services or features would you like CE+T Power to offer? (1 = not at all / 5 = very much).Faster support response time	5	5	3	3	3	5	4	4
10 What additional services or features would you like CE+T Power to offer? (1 = not at all / 5 = very much).Training programs	4	5	3	3	4	3	5	3
11 What additional services or features would you like CE+T Power to offer? (1 = not at all / 5 = very much).More customization option	3	3	3	3	3	1	4	3
12 What additional services or features would you like CE+T Power to offer? (1 = not at all / 5 = very much).Subscription-based services	3	3	3	2	2	1	2	2
13 Any other that are not specified?	None		Specify tools to generate technical support for order					
14 Would you be willing to pay more for a premium customer service experience (highly customized service, 24/7 availability,...)?	No	No	No	No	Yes	No	No	No
15 Which other companies did you consider before choosing CE+T Power?	None, you are the only one preferred and approved by customer.		None	EU Tender procedure	No one	No others	Eaton	Meanwell, Cotek
16 Did these factors push you to choose CE+T Power over competitors? (1 = not at all / 5 = very much).Price	3	3	4	1	2	2	2	2
17 Did these factors push you to choose CE+T Power over competitors? (1 = not at all / 5 = very much).Reliability	5	5	4	4	4	5	4	3
18 Did these factors push you to choose CE+T Power over competitors? (1 = not at all / 5 = very much).Technical performance	5	5	4	4	4	5	4	4
19 Did these factors push you to choose CE+T Power over competitors? (1 = not at all / 5 = very much).Brand reputation	5	3	3	3	4	4	4	3
20 Did these factors push you to choose CE+T Power over competitors? (1 = not at all / 5 = very much).Customer support	4	3	4	3	3	2	3	4
21 Did these factors push you to choose CE+T Power over competitors? (1 = not at all / 5 = very much).Customization	3	5	3	4	2	2	3	2
22 Any other that are not specified?1	None							
23 How satisfied are you with the process of getting quotes?. Answer	Neutral	Unsatisfied	Neutral	Satisfied	Satisfied	Very satisfied	Satisfied	Neutral
24 How satisfied are you with the process of getting order confirmations?. Answer	Neutral	Neutral	Satisfied	Neutral	Neutral	Satisfied	Satisfied	Unsatisfied
25 How satisfied are you with the delivery times?. Answer	Satisfied	Satisfied	Satisfied	Very unsatisfied	Neutral	Very unsatisfied	Neutral	Neutral
26 How satisfied are you with the delivery times?. Answer	Satisfied	Neutral	Satisfied	Neutral	Neutral	Satisfied	Satisfied	Neutral
27 Do you feel that CE+T Power understands your specific needs as a customer?. Answer	Well	Moderately	Well	Well	Moderately	Well	Well	Moderately
28 Do you feel that CE+T Power actively listens to your feedback and makes improvements based on it?. Answer	Agree	Neutral	Agree	Neutral	Neutral	Agree	Neutral	Neutral
29 How personalized do you feel CE+T Power's solutions are to your business challenges?. Answer	Personalized	Personalized	Moderately personalized	Not personalized	Personalized	Moderately personalized	Moderately personalized	Moderately personalized
30 Have you experienced any proactive outreach from CE+T Power (e.g., checking on system performance, offering tailored solutions, suggesting optimizations)?	No	No	Yes	No	Yes	Yes	No	No
31 If yes, what sort of interaction was it?	None		Interactive discussion		Telecom systems			
32 If yes, how would you rate the value of these interactions?. Answer	Neutral		Good		Good		Neutral	
33 What additional customer support services would you value?	Proactive maintenance and troubleshooting; Customized training programs; Online self-service portal		Faster response times; Dedicated account manager; Customized training programs		None; Customized training programs; Faster response times		Faster response times; Dedicated account manager; Customized training programs	
34 How easy is it to collaborate with CE+T Power to find solutions that fit your needs?. Answer	Easy	Easy	Easy	Easy	Neutral	Easy	Easy	Neutral
35 How transparent is CE+T Power in its communications regarding product updates, service changes, or potential issues?. Answer	Transparent	Moderately transparent	Transparent	Moderately transparent	Moderately transparent	Slightly transparent	Transparent	Moderately transparent
36 Would you like CE+T Power to involve you more in product development (e.g., early testing, pilot programs, feedback sessions,...)?	You should communicate with our Local Technical Support with regards to product development.		No specific request		No		No	
37 What would make CE+T Power a more customer-focused company in your opinion?							Has the issue of ordering in AUD been rectified?	
38 How likely are you to recommend CE+T Power?	9	9	8	8	8	6	8	4
39 What is the primary reason for the score you provided above?	Your Inverter Systems are proven reliable over the years.		reliability of CET product and philosophy of EC/TSI and Bravo		Good products and continious product development		Great products and well support by the sales team	
			Good products and solutions		Reliable products		My dealings have always been in foreign currency with the product always on long lead time	

ID	25	26	27	28	29	30	31
1 What is the primary industry of your company?	Renewable Energy	Industrial	Energy Transition	Industrial	All	Telecom	Telecom
2 What is your role in the company?	Technical Sales Manager	CEO	CEO	Engineer	GM	Key Account manager	CEO
3 How long have you been a CE+T Power customer?	3-5 years	More than 5 years	More than 5 years	More than 5 years	More than 5 years	More than 5 years	1-3 years
4 How satisfied are you in general with CE+T Power's products?. Answer	Satisfied	Satisfied	Satisfied	Satisfied	Very satisfied	Satisfied	Neutral
5 Have you ever faced issues with CE+T Power's products or services?	Yes	Yes	Yes	Yes	No	Yes	Yes
6 If yes, how was the issue handled?	Always professionally	received support from CET MD in our region and CET service team		Quality	It has been corrected.		Poorly
7 What additional services or features would you like CE+T Power to offer? (1 = not at all / 5 = very much).Remote monitoring	5	4	5	3	5	4	3
8 What additional services or features would you like CE+T Power to offer? (1 = not at all / 5 = very much).Predictive maintenance	3	4	5	3	3	4	3
9 What additional services or features would you like CE+T Power to offer? (1 = not at all / 5 = very much).Faster support response time	5	4	5	4	3	4	5
10 What additional services or features would you like CE+T Power to offer? (1 = not at all / 5 = very much).Training programs	3	4	5	4	3	4	5
11 What additional services or features would you like CE+T Power to offer? (1 = not at all / 5 = very much).More customization option	3	4	5	4	3	3	5
12 What additional services or features would you like CE+T Power to offer? (1 = not at all / 5 = very much).Subscription-based services	4	1	3	4	3	3	1
13 Any other that are not specified?		Much better delivery time		-		Australian based stock , shorter lead times, more technical support for your Australian based team , really great people but poorly supported from head office ,	
14 Would you be willing to pay more for a premium customer service experience (highly customized service, 24/7 availability,...)?	Yes	No	No	No	No	No	No
15 Which other companies did you consider before choosing CE+T Power?	RIELLO UPS BELGIUM	for CET products we always stay with CET from start of cooperation		Benning, Pixol, Eltek Rectiverter	various	DELTA	CE+T competitors
16 Did these factors push you to choose CE+T Power over competitors? (1 = not at all / 5 = very much).Price	2	2	2	2	5	3	1
17 Did these factors push you to choose CE+T Power over competitors? (1 = not at all / 5 = very much).Reliability	4	5	4	4	3	4	2
18 Did these factors push you to choose CE+T Power over competitors? (1 = not at all / 5 = very much).Technical performance	4	5	4	5	3	4	2
19 Did these factors push you to choose CE+T Power over competitors? (1 = not at all / 5 = very much).Brand reputation	4	5	4	3	5	4	2
20 Did these factors push you to choose CE+T Power over competitors? (1 = not at all / 5 = very much).Customer support	3	4	2	3	3	3	2
21 Did these factors push you to choose CE+T Power over competitors? (1 = not at all / 5 = very much).Customization	4	4	2	4	3	3	2
22 Any other that are not specified?1		Professional and supporting management		-		So what I mean by above is your price is high , your customer support when Joeri has time and is available is great but when he is in the field we are dead in the water, I cant comment on tech performance as we had multiple failures , now we have a credit we cant use	
23 How satisfied are you with the process of getting quotes?. Answer	Satisfied	Very satisfied	Satisfied	Satisfied	Very satisfied	Satisfied	Satisfied
24 How satisfied are you with the process of getting order confirmations?. Answer	Satisfied	Neutral	Unsatisfied	Neutral	Very satisfied	Neutral	Unsatisfied
25 How satisfied are you with the delivery times?. Answer	Neutral	Unsatisfied	Unsatisfied	Neutral	Very satisfied	Unsatisfied	Very unsatisfied
26 How satisfied are you with CE+T Power's customer after sales service and technical support and documentation?. Answer	Satisfied	Satisfied	Neutral	Unsatisfied	Very satisfied	Satisfied	Neutral
27 Do you feel that CE+T Power understands your specific needs as a customer?. Answer	Well	Extremely well	Slightly	Well	Extremely well	Moderately	Not at all
28 Do you feel that CE+T Power actively listens to your feedback and makes improvements based on it?. Answer	Agree	Strongly agree	Disagree	Agree	Strongly agree	Neutral	Disagree
29 How personalized do you feel CE+T Power's solutions are to your business challenges?. Answer	Highly personalized	Personalized	Personalized	Personalized	Moderately personalized	Slightly personalized	Not personalized
30 Have you experienced any proactive outreach from CE+T Power (e.g., checking on system performance, offering tailored solutions, suggesting optimizations)?	Yes	Yes	Yes	Yes	Yes	Yes	No
31 If yes, what sort of interaction was it?		All our projects	Observed quality issues with modules in the field		-	Sales personnell have active	
32 If yes, how would you rate the value of these interactions?. Answer	Good	Very good	Good	Good	Very good	Neutral	Neutral
33 Customized training programs;Online self-service portal;None	Customized training programs;Online self-service portal;None	Faster response times;Proactive maintenance and troubleshooting;Online self-service portal		Faster response times;Online self-service portal;More frequent check-ins from CE+T Power		Proactive maintenance and troubleshooting;Customized training programs;Online self-service portal	
34 What additional customer support services would you value?		Faster response times;Proactive maintenance and troubleshooting;Online self-service portal		More frequent check-ins from CE+T Power;Faster response times;Proactive maintenance and troubleshooting		Online self-service portal;Faster response times;Proactive maintenance and troubleshooting	
35 How easy is it to collaborate with CE+T Power to find solutions that fit your needs?. Answer	Easy	Easy	Easy	Easy	Very easy	Easy	Neutral
36 How transparent is CE+T Power in its communications regarding product updates, service changes, or potential issues?. Answer	Transparent	Highly transparent	Highly transparent	Moderately transparent	Highly transparent	Moderately transparent	Moderately transparent
37 Would you like CE+T Power to involve you more in product development (e.g., early testing, pilot programs, feedback sessions,...)?		Already satisfied		-		yes	
38 What would make CE+T Power a more customer-focused company in your opinion?		Better documentation		Response time, pre-info of my system		-	
39 How likely are you to recommend CE+T Power?	9	10	10	7	8	10	8
40 What is the primary reason for the score you provided above?	High quality products	Fast response from Management, sales and technical team, Product quality and reliability, Brand and support		Great team		Excellent customer sales representatives and outstanding system solutions	
41		on going business a		There is always room for improvement		Already answered that several times thru the survey	

ID	32	33	34	35	36	37
1 What is the primary industry of your company?	Industrial	Renewable Energy	Renewable Energy	Industrial	Power Protection	Marine & Offshore
2 What is your role in the company?	Engineer	CEO	Technical Director	Operations Manager	General Manager - Sales & Marketing	CEO
3 How long have you been a CE+T Power customer?	1-3 years	1-3 years	1-3 years	More than 5 years	More than 5 years	More than 5 years
4 How satisfied are you in general with CE+T Power's products?. Answer	Very unsatisfied	Very satisfied	Very satisfied	Satisfied	Very satisfied	Satisfied
5 Have you ever faced issues with CE+T Power's products or services?	No	Yes	Yes	Yes	Yes	Yes
6 If yes, how was the issue handled?	Supported well with technical support		We are working hand in glove with CE+T to develop your Sierra and InView product capable of meeting the demands of grid replication within a standalone power system. It is challenging and we'll go from Factory development/configuration to site testing and commissioning. CE+T Australia technical support is more a Q&A process. We ask a question and then we get around 50% of the answer. We don't see CE+T Technical support willingly going above and beyond to achieve our mutual goal.		We have successfully resolved the issue by holding a conference call with our technical and CE+T teams, along with the customer	
7 What additional services or features would you like CE+T Power to offer? (1 = not at all / 5 = very much).Remote monitoring	5	2	4	3	4	3
8 What additional services or features would you like CE+T Power to offer? (1 = not at all / 5 = very much).Predictive maintenance	3	2	2	1	4	1
9 What additional services or features would you like CE+T Power to offer? (1 = not at all / 5 = very much).Faster support response time	5	2	5	5	3	5
10 What additional services or features would you like CE+T Power to offer? (1 = not at all / 5 = very much).Training programs	4	5	3	3	4	3
11 What additional services or features would you like CE+T Power to offer? (1 = not at all / 5 = very much).More customization option	3	5	4	5	4	3
12 What additional services or features would you like CE+T Power to offer? (1 = not at all / 5 = very much).Subscription-based services	1	1	1	1	1	1
13 Any other that are not specified?	No		Rack mounted UPS solution with Sierra 10			
14 Would you be willing to pay more for a premium customer service experience (highly customized service, 24/7 availability,...)?	Yes	Yes	No	No	No	No
15 Which other companies did you consider before choosing CE+T Power?	None	Enatel Victron Selectronic	The CE+T product is good but also well priced (high). Focus on pricing and ongoing technical support will be important or alternatives will be sort by our customers.		We have only considered CE+T brand for Inverters	
16 Did these factors push you to choose CE+T Power over competitors? (1 = not at all / 5 = very much).Price	2	2	1	1	1	1
17 Did these factors push you to choose CE+T Power over competitors? (1 = not at all / 5 = very much).Reliability	5	5	1	4	4	4
18 Did these factors push you to choose CE+T Power over competitors? (1 = not at all / 5 = very much).Technical performance	5	5	3	5	4	4
19 Did these factors push you to choose CE+T Power over competitors? (1 = not at all / 5 = very much).Brand reputation	4	5	3	2	5	1
20 Did these factors push you to choose CE+T Power over competitors? (1 = not at all / 5 = very much).Customer support	4	4	2	2	4	1
21 Did these factors push you to choose CE+T Power over competitors? (1 = not at all / 5 = very much).Customization	3	5	3	2	3	4
22 Any other that are not specified?1	No		No		EP Marine & Offshore Branding & global Marine & Offshore Partner	
23 How satisfied are you with the process of getting quotes?. Answer	Satisfied	Very satisfied	Satisfied	Very satisfied	Satisfied	Very satisfied
24 How satisfied are you with the process of getting order confirmations?. Answer	Satisfied	Satisfied	Neutral	Neutral	Satisfied	Unsatisfied
25 How satisfied are you with the delivery times?. Answer	Satisfied	Satisfied	Neutral	Satisfied	Satisfied	Neutral
26 How satisfied are you with CE+T Power's customer after sales service and technical support and documentation?. Answer	Satisfied	Very satisfied	Unsatisfied	Unsatisfied	Satisfied	Unsatisfied
27 Do you feel that CE+T Power understands your specific needs as a customer?. Answer	Well	Well	Slightly	Moderately	Well	Well
28 Do you feel that CE+T Power actively listens to your feedback and makes improvements based on it?. Answer	Agree	Agree	Disagree	Agree	Agree	Neutral
29 How personalized do you feel CE+T Power's solutions are to your business challenges?. Answer	Moderately personalized	Highly personalized	Not personalized	Moderately personalized	Moderately personalized	Personalized
30 Have you experienced any proactive outreach from CE+T Power (e.g., checking on system performance, offering tailored solutions, suggesting optimizations)?	Yes	Yes	Yes	Yes	Yes	Yes
31 If yes, what sort of interaction was it?	Offering the correct systems when necessary	Significant time spent with CE+T developing the required solution		Given the unsatisfactory support from CE+T Australia, CE+T management were responsive and good in ensuring support was arranged from CE+T India. Continued support from CE+T India will be expected during site commissioning and initial operations. We cannot rely on CE+T Technical support in Australia to be helpful or responsive.		With our/CE+T account manager's initiative
32 If yes, how would you rate the value of these interactions?. Answer	Very good	Very good	Very good	Very good	Good	Very good
33 What additional customer support services would you value?	Faster response times;Proactive maintenance and troubleshooting;Customized training programs	Customized training programs;Online self-service portal;Proactive maintenance and troubleshooting		Proactive maintenance and troubleshooting;More frequent check-ins from CE+T Power;Faster response times		More frequent check-ins from CE+T Power;Online self-service portal;Proactive maintenance and troubleshooting
34 How easy is it to collaborate with CE+T Power to find solutions that fit your needs?. Answer	Easy	Very easy	Difficult	Very easy	Easy	Easy
35 How transparent is CE+T Power in its communications regarding product updates, service changes, or potential issues?. Answer	Transparent	Highly transparent	Transparent	Highly transparent	Moderately transparent	Slightly transparent
36 Would you like CE+T Power to involve you more in product development (e.g., early testing, pilot programs, feedback sessions,...)?	No need	Yes	At a lower level working to meet the needs of our customers but the development process is a CE+T responsibility		Yes	Yes, this will boost the revenue globally for CE+T
37 What would make CE+T Power a more customer-focused company in your opinion?	N/A	Unsure at this time, CE+T have been excellent in providing us with offers but I believe there are opportunities used globally that could benefit the Australian market that arent conveyed well such as energy storage for lifts. With CE+Ts global reach there would be lots of technologies and use cases used in other parts of the world that could be deployed down under.		From a technical support viewpoint		
38 How likely are you to recommend CE+T Power?	8	10	10	8	10	9
39 What is the primary reason for the score you provided above?	Unique product range.	Ian Rowlands	Only that the CE+T management are responsive and supportive, CE+T India technical has been great but CE+T Technical Australia is too difficult to deal with and does not "own" issues as they arise.		Good products, and EP Marine branding.	Reliability
						EP M&O Bradning & global partner

ID	38	39	40	41	42	43	44
1 What is the primary industry of your company?	Telecom	Industrial	Industrial	Railway	Industrial	Data centers	Telecom
2 What is your role in the company?	CEO	Technical Director	Procurement Manager	CEO	Technical Director	Technical Director	Engineer
3 How long have you been a CE+T Power customer?	3-5 years	More than 5 years	3-5 years	More than 5 years	More than 5 years	More than 5 years	More than 5 years
4 How satisfied are you in general with CE+T Power's products?. Answer	Satisfied	Very satisfied	Very satisfied	Satisfied	Very satisfied	Satisfied	Very satisfied
5 Have you ever faced issues with CE+T Power's products or services?	No	Yes	No	Yes	Yes	No	Yes
6 If yes, how was the issue handled?	The time to fix it sometimes took to much time			Sometimes the issues have not been taken serious, the latest measures show promising improvement		N/A	Handled very well and in professional manner
7 What additional services or features would you like CE+T Power to offer? (1 = not at all / 5 = very much).Remote monitoring	3	5	4	4	5	5	4
8 What additional services or features would you like CE+T Power to offer? (1 = not at all / 5 = very much).Predictive maintenance	3	1	4	4	5	4	3
9 What additional services or features would you like CE+T Power to offer? (1 = not at all / 5 = very much).Faster support response time	4	1	4	5	5	4	1
10 What additional services or features would you like CE+T Power to offer? (1 = not at all / 5 = very much).Training programs	4	4	5	4	5	5	5
11 What additional services or features would you like CE+T Power to offer? (1 = not at all / 5 = very much).More customization option	4	3	5	4	5	5	4
12 What additional services or features would you like CE+T Power to offer? (1 = not at all / 5 = very much).Subscription-based services	3	1	4	3	5	1	3
13 Any other that are not specified?							None
14 Would you be willing to pay more for a premium customer service experience (highly customized service, 24/7 availability,...)?	No	No	No	No	Yes	Yes	No
15 Which other companies did you consider before choosing CE+T Power?	None	DELTA/ELTEK	ELTEK (DELTA)	As we are part of CET Group, our primary source is CET		no more	Huawei
16 Did these factors push you to choose CE+T Power over competitors? (1 = not at all / 5 = very much).Price	4	2	3	2	3	3	4
17 Did these factors push you to choose CE+T Power over competitors? (1 = not at all / 5 = very much).Reliability	3	4	3	3	5	4	5
18 Did these factors push you to choose CE+T Power over competitors? (1 = not at all / 5 = very much).Technical performance	4	4	4	4	5	4	5
19 Did these factors push you to choose CE+T Power over competitors? (1 = not at all / 5 = very much).Brand reputation	3	5	4	3	5	4	5
20 Did these factors push you to choose CE+T Power over competitors? (1 = not at all / 5 = very much).Customer support	3	4	4	3	5	4	5
21 Did these factors push you to choose CE+T Power over competitors? (1 = not at all / 5 = very much).Customization	3	5	4	4	5	2	4
22 Any other that are not specified?	1						
23 How satisfied are you with the process of getting quotes?. Answer	Satisfied	Very satisfied	Neutral	Neutral	Very satisfied	Satisfied	Very satisfied
24 How satisfied are you with the process of getting order confirmations?. Answer	Satisfied	Very satisfied	Satisfied	Satisfied	Very satisfied	Satisfied	Very satisfied
25 How satisfied are you with the delivery times?. Answer	Satisfied	Satisfied	Neutral	Neutral	Satisfied	Satisfied	Very satisfied
26 How satisfied are you with CE+T Power's customer after sales service and technical support and documentation?. Answer	Neutral	Neutral	Neutral	Unsatisfied	Very satisfied	Satisfied	Very satisfied
27 Do you feel that CE+T Power understands your specific needs as a customer?. Answer	Well	Moderately	Well	Moderately	Extremely well	Well	Extremely well
28 Do you feel that CE+T Power actively listens to your feedback and makes improvements based on it?. Answer	Neutral	Neutral	Neutral	Neutral	Strongly agree	Agree	Agree
29 How personalized do you feel CE+T Power's solutions are to your business challenges?. Answer	Moderately personalized	Highly personalized	Moderately personalized	Personalized	Personalized	Personalized	Moderately personalized
30 Have you experienced any proactive outreach from CE+T Power (e.g., checking on system performance, offering tailored solutions, suggesting optimizations)?	No	No	No	Yes	Yes	No	No
31 If yes, what sort of interaction was it?							
32 If yes, how would you rate the value of these interactions?. Answer	Online self-service portal;More frequent check-ins from CE+T Power;Customized training programs		Neutral	Dedicated account manager;Customized training programs;Proactive maintenance and troubleshooting	Good	Faster response times;Dedicated account manager;Proactive maintenance and troubleshooting	Faster response times;Dedicated account manager;Proactive maintenance and troubleshooting
33 What additional customer support services would you value?	Faster response times;Dedicated account manager;Customized training programs		Dedicated account manager;Customized training programs;Proactive maintenance and troubleshooting	Dedicated account manager;Customized training programs;More frequent check-ins from CE+T Power	Faster response times;Dedicated account manager;Proactive maintenance and troubleshooting	Faster response times;Dedicated account manager;Proactive maintenance and troubleshooting	Faster response times;Proactive maintenance and troubleshooting;Online self-service portal
34 How easy is it to collaborate with CE+T Power to find solutions that fit your needs?. Answer	Easy	Easy	Easy	Neutral	Very easy	Easy	Easy
35 How transparent is CE+T Power in its communications regarding product updates, service changes, or potential issues?. Answer	Moderately transparent	Moderately transparent	Moderately transparent	Moderately transparent	Transparent	Transparent	Highly transparent
36 Would you like CE+T Power to involve you more in product development (e.g., early testing, pilot programs, feedback sessions,...)?	No	Yes on Pre-testing before production	yes	yes	all		
37 What would make CE+T Power a more customer-focused company in your opinion?				Listening to the market demands/ customer centricity can be enlarged		they are already	
38 How likely are you to recommend CE+T Power?	8	10	8	8	9	9	10
39 What is the primary reason for the score you provided above?	Easy product selection, fast response, good support		Quality product	Price level	Great products and innovative team - putting the customer back to the center and it will be 10		Product and commercial attention
					Reliability		Product and support

ID	45	46	47	48	49	50	51
1 What is the primary industry of your company?	Telecom	Industrial	Industrial	Telecom	Industrial	Industrial	Industrial
2 What is your role in the company?	Technical Director	Technical Director	Technical Director	CEO	Project Manager	Engineer	
3 How long have you been a CE+T Power customer?	3-5 years	3-5 years	3-5 years	More than 5 years	3-5 years	More than 5 years	
4 How satisfied are you in general with CE+T Power's products?. Answer	Very satisfied	Very satisfied	Satisfied	Very unsatisfied	Very satisfied	Satisfied	Satisfied
5 Have you ever faced issues with CE+T Power's products or services?	No	No	Yes	No	Yes	Yes	No
6 If yes, how was the issue handled?	CE + T sent wrong material but changed right away					The problem was resolved free of charge, but no further explanation was provided as to the root cause. The number of Sierra_25s sent back for repair was somewhat surprising.	
7 What additional services or features would you like CE+T Power to offer? (1 = not at all / 5 = very much).Remote monitoring	3	5	5	5	4	4	2
8 What additional services or features would you like CE+T Power to offer? (1 = not at all / 5 = very much).Predictive maintenance	3	2	4	3	5	3	4
9 What additional services or features would you like CE+T Power to offer? (1 = not at all / 5 = very much).Faster support response time	2	5	4	1	4	3	2
10 What additional services or features would you like CE+T Power to offer? (1 = not at all / 5 = very much).Training programs	3	5	5	3	5	1	3
11 What additional services or features would you like CE+T Power to offer? (1 = not at all / 5 = very much).More customization option	2	5	5	3	5	3	4
12 What additional services or features would you like CE+T Power to offer? (1 = not at all / 5 = very much).Subscription-based services	3	2	4	1	3	1	2
13 Any other that are not specified?							no opinion
14 Would you be willing to pay more for a premium customer service experience (highly customized service, 24/7 availability,...)?	Yes	No	No	No	No	No	No
15 Which other companies did you consider before choosing CE+T Power?	Vertiv, Delta	none	BORRI, BENNING	VARIOUS	Ninguna	Meanwell, Studer, COTEK	none
16 Did these factors push you to choose CE+T Power over competitors? (1 = not at all / 5 = very much).Price	2	1	5	1	3	4	2
17 Did these factors push you to choose CE+T Power over competitors? (1 = not at all / 5 = very much).Reliability	4	5	4	5	5	2	3
18 Did these factors push you to choose CE+T Power over competitors? (1 = not at all / 5 = very much).Technical performance	4	5	4	5	5	5	4
19 Did these factors push you to choose CE+T Power over competitors? (1 = not at all / 5 = very much).Brand reputation	4	5	4	5	5	2	3
20 Did these factors push you to choose CE+T Power over competitors? (1 = not at all / 5 = very much).Customer support	5	5	4	5	5	4	4
21 Did these factors push you to choose CE+T Power over competitors? (1 = not at all / 5 = very much).Customization	4	1	4	3	5	3	4
22 Any other that are not specified?1					Experiencia con los equipos		no opinion
23 How satisfied are you with the process of getting quotes?. Answer	Very satisfied	Very unsatisfied	Satisfied	Very unsatisfied	Very satisfied	Satisfied	Satisfied
24 How satisfied are you with the process of getting order confirmations?. Answer	Very satisfied	Very satisfied	Very satisfied	Very unsatisfied	Very satisfied	Satisfied	Satisfied
25 How satisfied are you with the delivery times?. Answer	Satisfied	Neutral	Satisfied	Very unsatisfied	Neutral	Neutral	Satisfied
26 How satisfied are you with CE+T Power's customer after sales service and technical support and documentation?. Answer	Satisfied	Very satisfied	Satisfied	Very unsatisfied	Satisfied	Neutral	Satisfied
27 Do you feel that CE+T Power understands your specific needs as a customer?. Answer	Extremely well	Moderately	Well	Extremely well	Extremely well	Well	Well
28 Do you feel that CE+T Power actively listens to your feedback and makes improvements based on it?. Answer	Strongly agree	Neutral	Neutral	Strongly agree	Agree	Neutral	Agree
29 How personalized do you feel CE+T Power's solutions are to your business challenges?. Answer	Personalized	Moderately personalized	Moderately personalized	Highly personalized	Highly personalized	Moderately personalized	Personalized
30 Have you experienced any proactive outreach from CE+T Power (e.g., checking on system performance, offering tailored solutions, suggesting optimizations)?	Yes	No	No	Yes	Yes	No	Yes
31 If yes, what sort of interaction was it?	Recommendations of configuration or systems application. Recommendations of customer in our local area			FULL TECHNICAL AND BUSINESS SUPPORTING WITH END USER CUSTOMER.	Interacción personal y visita en mi país del gerente de cuenta y especialista		suggesting optimizations
32 If yes, how would you rate the value of these interactions?. Answer	Very good	Neutral	Very good	Very good	Very good	Good	
33 What additional customer support services would you value?	Faster response times;Proactive maintenance and troubleshooting;Customized training programs	None;Proactive maintenance and troubleshooting;Customized training programs	Proactive maintenance and troubleshooting;Customized training programs;More frequent check-ins from CE+T Power	Faster response times;Dedicated account manager;Customized training programs	Customized training programs;Proactive maintenance and troubleshooting;More frequent check-ins from CE+T Power	Dedicated account manager;Proactive maintenance and troubleshooting;Faster response times	Online self-service portal;Dedicated account manager;Customized training programs
34 How easy is it to collaborate with CE+T Power to find solutions that fit your needs?. Answer	Very easy	Very easy	Easy	Very easy	Easy	Easy	Easy
35 How transparent is CE+T Power in its communications regarding product updates, service changes, or potential issues?. Answer	Highly transparent	Highly transparent	Highly transparent	Highly transparent	Highly transparent	Slightly transparent	Transparent
36 Would you like CE+T Power to involve you more in product development (e.g., early testing, pilot programs, feedback sessions,...)?	Program pilots, feedback sessions		FEEDBACK SESSIONS TO CUSTOMIZE SOLUTIONS FOR OUR MARKET	YES	SI	no opinion	
37 What would make CE+T Power a more customer-focused company in your opinion?	better price to compete with chinese options and growinf on the brazilian market				Trabajar en mantener equipos y repuestos con stock de entrega más rápida o stock en la región		no opinion
38 How likely are you to recommend CE+T Power?	10	10	9	10	10	7	8
39 What is the primary reason for the score you provided above?	CE+T has very good products, is a recognized company in the business, and the treatment received in my native language makes negotiations much easier.		quality and technology	COMPETITIVE PRICE	DUE TO BUSINESS / RELATION, SUPPORTING OF CE+T THROUGH THE ENTIRE BUSINESS RELATIONSHIP		Somos uno de sus canales de distribución, conozco el producto desde hace 17 años y no lo cambiaría por ningún otro
						Your products are technically interesting.	Good Products

ID	52	53	54	55	56	57	58
1 What is the primary industry of your company?	Industrial	Data Centers	All above	Data Centers	Telecom	Telecom	Data Centers
2 What is your role in the company?	Technical Director	Engineer	Engineer	Procurement Manager	CEO	Engineer	Technical Director
3 How long have you been a CE+T Power customer?	1-3 years	More than 5 years	More than 5 years	More than 5 years	More than 5 years	More than 5 years	More than 5 years
4 How satisfied are you in general with CE+T Power's products?. Answer	Satisfied	Satisfied	Satisfied	Satisfied	Very unsatisfied	Neutral	Very satisfied
5 Have you ever faced issues with CE+T Power's products or services?	Yes	No	Yes	No	No	Yes	Yes
6 If yes, how was the issue handled?	We had problems with PV curtailment and dynamic control and had to purchase new Sierra 25 48/230-277 modules.						3 mount until finised
7 What additional services or features would you like CE+T Power to offer? (1 = not at all / 5 = very much).Remote monitoring	5	1	2	4	4	5	5
8 What additional services or features would you like CE+T Power to offer? (1 = not at all / 5 = very much).Predictive maintenance	2	1	2	4	3	5	1
9 What additional services or features would you like CE+T Power to offer? (1 = not at all / 5 = very much).Faster support response time	4	2	4	2	3	4	5
10 What additional services or features would you like CE+T Power to offer? (1 = not at all / 5 = very much).Training programs	3	2	3	3	4	5	3
11 What additional services or features would you like CE+T Power to offer? (1 = not at all / 5 = very much).More customization option	2	2	2	2	5	3	5
12 What additional services or features would you like CE+T Power to offer? (1 = not at all / 5 = very much).Subscription-based services	3	2	2	2	2	3	1
13 Any other that are not specified?	AI features						remote monitoring using SNMP
14 Would you be willing to pay more for a premium customer service experience (highly customized service, 24/7 availability,...)?	No	No	No	No	Yes	No	No
15 Which other companies did you consider before choosing CE+T Power?	Pixil,Phoenix Contact	Cotek, I think	Not really, perhaps Eltek, Vertiv, Delta	-	APLHA	Eltec, Automation	no
16 Did these factors push you to choose CE+T Power over competitors? (1 = not at all / 5 = very much).Price	2	3	2	3	5	1	3
17 Did these factors push you to choose CE+T Power over competitors? (1 = not at all / 5 = very much).Reliability	3	4	4	4	5	3	4
18 Did these factors push you to choose CE+T Power over competitors? (1 = not at all / 5 = very much).Technical performance	5	4	4	4	5	3	5
19 Did these factors push you to choose CE+T Power over competitors? (1 = not at all / 5 = very much).Brand reputation	3	4	4	4	3	3	5
20 Did these factors push you to choose CE+T Power over competitors? (1 = not at all / 5 = very much).Customer support	3	5	3	4	4	5	5
21 Did these factors push you to choose CE+T Power over competitors? (1 = not at all / 5 = very much).Customization	2	4	5	4	3	5	5
22 Any other that are not specified?1	very customer oriented behaviour which is great						
23 How satisfied are you with the process of getting quotes?. Answer	Neutral	Satisfied	Satisfied	Satisfied	Very satisfied	Neutral	Satisfied
24 How satisfied are you with the process of getting order confirmations?. Answer	Satisfied	Satisfied	Unsatisfied	Satisfied	Very satisfied	Neutral	Very satisfied
25 How satisfied are you with the delivery times?. Answer	Satisfied	Satisfied	Unsatisfied	Unsatisfied	Very satisfied	Very unsatisfied	Neutral
26 How satisfied are you with CE+T Power's customer after sales service and technical support and documentation?. Answer	Neutral	Satisfied	Satisfied	Neutral	Very satisfied	Neutral	Very satisfied
27 Do you feel that CE+T Power understands your specific needs as a customer?. Answer	Moderately	Well	Well	Extremely well	Extremely well	Slightly	Well
28 Do you feel that CE+T Power actively listens to your feedback and makes improvements based on it?. Answer	Agree	Agree	Agree	Agree	Agree	Strongly disagree	Agree
29 How personalized do you feel CE+T Power's solutions are to your business challenges?. Answer	Personalized	Personalized	Moderately personalized	Personalized	Personalized	Not personalized	Personalized
30 Have you experienced any proactive outreach from CE+T Power (e.g., checking on system performance, offering tailored solutions, suggesting optimizations)?	No	Yes	No	No	Yes	No	Yes
31 If yes, what sort of interaction was it?	Offering tailored solutions				Checking on system performance		
32 If yes, how would you rate the value of these interactions?. Answer	Very good				Very good		
33 What additional customer support services would you value?	Proactive maintenance and troubleshooting;Customized training programs;Online self-service portal		Dedicated account manager;More frequent check-ins from CE+T Power;Faster response times		Online self-service portal;Dedicated account manager;Customized training programs		Online self-service portal;Dedicated account manager;Faster response times
34 How easy is it to collaborate with CE+T Power to find solutions that fit your needs?. Answer	Easy	Easy	Easy	Easy	Very easy	Very difficult	Neutral
35 How transparent is CE+T Power in its communications regarding product updates, service changes, or potential issues?. Answer	Transparent	Transparent	Moderately transparent	Transparent	Highly transparent	Not transparent	Transparent
36 Would you like CE+T Power to involve you more in product development (e.g., early testing, pilot programs, feedback sessions,...)?	No, we are more focused on our own inverter solutions.			would be great to be informed about suggestions and plans		pilot, testing	yes ok if cet need support
37 What would make CE+T Power a more customer-focused company in your opinion?	Not sure, but probably listen to customer demands			behaviour		react	listening to customer needs for each region because they have different needs
38 How likely are you to recommend CE+T Power?	9	9	8	8	10	3	10
39 What is the primary reason for the score you provided above?	Technical performance		I had good experience and technical support, updated price list, good technical documentation, customized 3ph cabinet with Bravo modules for our customer, rack and cabinet solution and Stability		very good cooperation		Reliability
					reaction time		85

ID	59	60
1 What is the primary industry of your company?	Renewable Energy	Telecom
2 What is your role in the company?	Engineer	buyer
3 How long have you been a CE+T Power customer?	More than 5 years	More than 5 years
4 How satisfied are you in general with CE+T Power's products?. Answer	Very satisfied	Neutral
5 Have you ever faced issues with CE+T Power's products or services?	Yes	Yes
6 If yes, how was the issue handled?	I have contacted customer support for assistance repair	
7 What additional services or features would you like CE+T Power to offer? (1 = not at all / 5 = very much).Remote monitoring	4	3
8 What additional services or features would you like CE+T Power to offer? (1 = not at all / 5 = very much).Predictive maintenance	4	3
9 What additional services or features would you like CE+T Power to offer? (1 = not at all / 5 = very much).Faster support response time	4	3
10 What additional services or features would you like CE+T Power to offer? (1 = not at all / 5 = very much).Training programs	5	3
11 What additional services or features would you like CE+T Power to offer? (1 = not at all / 5 = very much).More customization option	2	3
12 What additional services or features would you like CE+T Power to offer? (1 = not at all / 5 = very much).Subscription-based services	1	3
13 Any other that are not specified?	No	
14 Would you be willing to pay more for a premium customer service experience (highly customized service, 24/7 availability,...)?	No	No
15 Which other companies did you consider before choosing CE+T Power?	I don't know any	n/d
16 Did these factors push you to choose CE+T Power over competitors? (1 = not at all / 5 = very much).Price	3	3
17 Did these factors push you to choose CE+T Power over competitors? (1 = not at all / 5 = very much).Reliability	5	2
18 Did these factors push you to choose CE+T Power over competitors? (1 = not at all / 5 = very much).Technical performance	5	3
19 Did these factors push you to choose CE+T Power over competitors? (1 = not at all / 5 = very much).Brand reputation	4	3
20 Did these factors push you to choose CE+T Power over competitors? (1 = not at all / 5 = very much).Customer support	4	2
21 Did these factors push you to choose CE+T Power over competitors? (1 = not at all / 5 = very much).Customization	1	3
22 Any other that are not specified?1	No	
23 How satisfied are you with the process of getting quotes?. Answer	Very satisfied	Satisfied
24 How satisfied are you with the process of getting order confirmations?. Answer	Satisfied	Satisfied
25 How satisfied are you with the delivery times?. Answer	Very satisfied	Unsatisfied
26 How satisfied are you with CE+T Power's customer after sales service and technical support and documentation?. Answer	Satisfied	Neutral
27 Do you feel that CE+T Power understands your specific needs as a customer?. Answer	Well	Well
28 Do you feel that CE+T Power actively listens to your feedback and makes improvements based on it?. Answer	Agree	Neutral
29 How personalized do you feel CE+T Power's solutions are to your business challenges?. Answer	Personalized	Moderately personalized
30 Have you experienced any proactive outreach from CE+T Power (e.g., checking on system performance, offering tailored solutions, suggesting optimizations)?	No	No
31 If yes, what sort of interaction was it?	None	
32 If yes, how would you rate the value of these interactions?. Answer	Good	
33 What additional customer support services would you value?	Faster response times;Proactive maintenance and troubleshooting;Customized training	Faster response times;Proactive maintenance and troubleshooting;Customized training
34 How easy is it to collaborate with CE+T Power to find solutions that fit your needs?. Answer	Very easy	Easy
35 How transparent is CE+T Power in its communications regarding product updates, service changes, or potential issues?. Answer	Transparent	Moderately transparent
36 Would you like CE+T Power to involve you more in product development (e.g., early testing, pilot programs, feedback sessions,...)?	Yes	
37 What would make CE+T Power a more customer-focused company in your opinion?	Approaching customers through visits and training workshops	
38 How likely are you to recommend CE+T Power?	8	5
39 What is the primary reason for the score you provided above?	Equipment reliability	n/d

Qualitative answers

Question 30: What is the primary reason for the score you provided above?

(The question was asked after question 29 : How likely are you to recommend CE+T Power?)

The answers have been grouped by similarities:

- Good quality, reliability or technical performance (or equivalent): 36 occurrences (respondents 1, 4, 5, 7, 8, 9, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 25, 26, 28, 32, 35, 36, 39, 41, 42, 43, 44, 45, 46, 49, 50, 51, 52, 54, 56, 59)
- Professionalism and good relationship : 14 occurrences (respondents 2, 23, 26, 27, 28, 29, 33, 34, 35, 37, 38, 42, 48, 55)
- Good service and/or support : 8 occurrences (respondents 14, 21, 38, 44, 45, 48, 53 57)
- Bad service and/or long reaction time : 7 occurrences (respondents 3, 6, 10, 11, 30, 34, 41)
- High price was mentioned 4 occurrences (respondents 8, 38, 40, 47)
- Long delivery times was mentioned 2 occurrences (respondents 22, 24)

Annex 4 – Survey for employees' perception of customer satisfaction

Note: Questions that were not relevant to employees' perceptions have been omitted. However, the original numbering has been retained.

5. How do you believe our customers are satisfied in general with CE+T Power's products? (From 1 = Not at all to 5 = Very much)

12. How do you believe these factors pushed our customers to choose CE+T Power over competitors? (From 1 = Not at all to 5 = Very much)

- a. Price
- b. Reliability
- c. Technical performance
- d. Brand reputation
- e. Customer support
- f. Customization

14. How satisfied do you believe our customers are you with the process of getting quotes? (From 1 = Very unsatisfied to 5 = Very satisfied)

15. How satisfied do you believe our customers are you with the process of getting order confirmations? (From 1 = Very unsatisfied to 5 = Very satisfied)

16. How satisfied do you believe our customers are you with the delivery times? (From 1 = Very unsatisfied to 5 = Very satisfied)

17. How satisfied do you believe our customers are with CE+T Power's customer after sales service and technical support and documentation? (From 1 = Very unsatisfied to 5 = Very satisfied)

18. Do you believe our customers feel that CE+T Power understands their specific needs as a customer? (From 1 = Not at all to 5 = Extremely well)

19. Do you believe our customers feel that CE+T Power actively listens to their feedback and makes improvements based on it? (From 1 = Strongly disagree to 5 = Strongly agree)

20. How personalized do you believe our customers feel that CE+T Power's solutions are to their business challenges? (From 1 = Not personalized to 5 = Highly personalized)

25. How easy do you believe our customers think it is to collaborate with CE+T Power to find solutions that fit their needs? (From 1 = Very difficult to 5 = Very easy)

26. How transparent do you believe our customers think that CE+T Power is in its communications regarding product updates, service changes, or potential issues? (From 1 = Not transparent to 5 = Highly transparent)

29. How likely do you believe our customers are you to recommend CE+T Power? (From 0 to 10)

Annex 5 – Answers of employees to assumption on customers' answers to survey

	Question	#5	#12.a	#12.b	#12.c	#12.d	#12.e	#12.f	#14	#15	#16	#17	#18	#19	#20	#25	#26	#29
ID	Department																	
#1	Customer support	3	1	3	4	3	2	4	3	4	2	2	3	4	4	3	4	4
#2	Sales	4	1	4	4	5	3	4	4	4	2	2	2	2	3	4	2	8
#3	Manufacturing	4	2	4	5	4	3	4	2	2	2	3	4	5	4	4	4	7
#4	R&D	4	2	4	5	4	2	4	3	4	2	4	4	4	3	4	3	9
#5	After Sales	3	4	3	4	4	4	4	4	4	3	3	4	4	4	4	3	8
#6	Sales support	3	2	4	3	4	2	3	3	3	1	3	4	3	3	4	3	7
#7	Finance	4	1	5	5	3	2	5	2	3	2	3	3	2	4	4	3	8
#8	CEO	3	2	4	5	5	3	5	2	3	1	2	3	4	4	4	2	8
#9	Manufacturing	3	3	3	4	4	4	4	3	3	2	4	4	4	3	4	2	8
#10	Group	3	2	4	4	4	3	4	3	3	2	3	3	4	4	4	3	9
	Average	3,4	2	3,8	4,3	4	2,8	4,1	2,9	3,3	1,9	2,9	3,4	3,6	3,6	3,9	2,9	7,6
	Standard deviation	0,5	1,0	0,7	0,7	0,7	0,8	0,6	0,8	0,7	0,6	0,8	0,7	1,0	0,5	0,3	0,8	1,4

Annex 6 – Disclaimer on the use of artificial intelligence

In the elaboration of this thesis, the author made limited use of the artificial intelligence tool ChatGPT (OpenAI, 2025) for rewording and stylistic enhancement purposes. The use of this tool was strictly confined to improving language clarity, coherence, and readability.

No part of the analytical content, interpretation, or conclusion has been generated by artificial intelligence. The author retains full authorship and intellectual responsibility for all ideas, arguments, and findings presented in this work.

All text segments refined with the assistance of ChatGPT have been thoroughly reviewed, verified, and validated by the author to ensure the accuracy, reliability, and integrity of the final document.

The use of artificial intelligence was therefore limited to editorial assistance and does not compromise the academic rigor or authenticity of the thesis.

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