

Comparison of NPS improvement factors between Japan and the U.S.

– Taking Subscription Video On Demand as an example –

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Abstract

CS (customer satisfaction) an index for measuring customer loyalty, has remained high which has been recognized as a problem. Therefore NPS (Net Promoter Score) is attracting attention as an indicator to measure customer loyalty. We focus on the Subscription Video On Demand (SVOD) industry, which is difficult to retain customers due to switching costs. It is essential for SVOD companies to increase customer loyalty. Therefore, our research question is to clarify the points to be considered in order to improve NPS in the SVOD industry. Based on research questions, in the SVOD industry, it was found difficult to differentiate between content and price from previous research. In this study, we selected "Support" as a factor to improve NPS from qualitative research. We found that "Support" is the most important factor in "Improvement of NPS" in Japan-U.S. comparison. We believe our results are significant in that they identify considerations for "Improvement of NPS" in NPS study that has been questioned in terms of validity. The study had implications for both academia and business.

Keyword : NPS (Net Promoter Score), Customer loyalty, Support, Evaluation of Contents, Price Validity, Improvement of NPS.

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I. Introduction

In recent years, Customer Satisfaction (CS), an index for measuring customer loyalty, has remained high, which has been recognized as a problem. Companies have focused only on improving CS, which has not lead to actual business improvement. Under these circumstances, the Net Promoter Score (NPS), advocated by Reichheld, was introduced (Reichheld, 2003). The NPS is an index that measures customer loyalty by asking customers the intention of recommending company X (or products/services) to friends and colleagues (Reichheld, 2011: 19). In the U.S., NPS was introduced in 2003, while in Japan, it was introduced in 2013, and the introduction rate was as low as 10.1% (HubSpot's website). More than two-thirds of the companies listed in the Fortune 1000 introduced NPS, with an introduction rate of 64.5%, which shows a high degree of

responsiveness (LUMOA's website; SELECK's website). In this research, We focus on the subscription video on demand (SVOD) industry. In the SVOD industry, customers are free to switch to another company at any time. SVOD is a service that allows users to consume as much content as they desire at a flat monthly rate (Imagen's website).

The SVOD's global market size was at USD 24.9 billion in 2019 and is expected to reach USD 32.3 billion by 2025 (CISION PR Newswire's website) . In businesses like SVOD, the contract period of the customer is related to the sales. Additionally, customers are free to cancel the SVOD services and switch to another company at any time (MUFU Innovation Hub's website). Therefore, it is necessary to form high customer loyalty to avoid losing customers.

In other words, it is essential for the SVOD industry to increase the NPS and improve customer loyalty. Currently, companies believe that competitors can coexist through differentiation in terms of pricing, fun, and content (MarkeZine, 2016; Toyokeizai Online, 2020; Zyoseizisin, 2019). However, in the Japanese SVOD market, the U.S. SVOD companies sweep the market (Shindou & Suzuki, 2017: 289). Therefore, the SVOD companies need to devise methods to control customer behavior, while trying to differentiate themselves by setting prices and creating content.

Based on the discussion above, this study clarifies the points to be considered to improve the NPS in the SVOD industry.

II. NPS and Customer loyalty

1. Research about NPS

Traditionally, CS has been introduced by many companies to measure customer loyalty by asking them "How satisfied are you with this product or service," using a 5-point scale or a 100-point method (Ono, 2010: 36). Regarding this index, Reichheld (2006: 51–52) noted that CS results did not correlate with corporate performance or actual customer behavior. Further, Oliver (1999: 41) pointed out that it is difficult to retain customers only by CS.

Therefore, Reichheld (2006: 59–60) developed NPS as a new index to replace CS. NPS indicates the degree of customer loyalty based on the customer's "recommendation level." The specific calculation method for NPS is as follows: first, asking a statistically valid sample of customers "How likely is it that you would recommend our company to a friend or colleague." Based on their responses on a 0 to 10 rating scale, customers are grouped into "promoters" (9–10 rating—extremely likely to recommend), "passively satisfied" (7–8 rating), and "detractors" (0–6 rating—extremely unlikely to recommend). Then, the percentage of detractors are subtracted from the percentage of promoters (Reichheld, 2003: 46). Unlike CS, the NPS is linked to actual purchasing behavior, and it is therefore possible to identify the customer segment that supports the company and those who may switch to another company. It has also been pointed out that there is a strong correlation with corporate performance (BAIN & COMPANY's website; Reichheld,

2006).

2. Recommendation and Customer loyalty

Customer loyalty is generally viewed from both the behavioral (repeat purchase) and the attitude (attachment) aspects. Dick et al. (1994: 101) defined loyalty as behavior and attitude as “true loyalty.” Thus far, true loyalty is measured by repeat purchase and CS, which can only capture either the behavioral or the attitudinal aspects (Jacoby, et al., 1973; Oliver, 1999; Yamamoto, et al., 2000).

Meanwhile, Reichheld (2006: 55) argued that the intention to recommend was the most important measure of customer loyalty. Niikura (2019: 103) agrees with Reichheld; recommendation is the final stage of customer loyalty. Customers who actually make recommendations have lower cancellation rates than customers who do not (Garnefeld, et al., 2013: 21). Thus, the intention to recommend and recommendations can be considered as important indicators of customer loyalty. This study defines the “Intention to Recommend” as “the positive psychology of wanting to recommend the company to others”, referring to the “NPS® Complete Guide” of NTTCom Online Marketing Solutions Co., Ltd.

III. The Current status of SVOD

1. Research about SVOD

SVOD is a service that allows users to consume as much content as they desire at a flat monthly rate (Imagen's website). In Japan, Hulu was launched in 2011 and Netflix and Amazon Prime Video in 2015 (Shindou and Suzuki, 2017: 295). In the U.S., the market for SVOD has been growing since Netflix launched the feature in 2007 and Hulu in 2008. For the first time in 2016, the penetration rate of SVOD reached the same level as that of the Digital Video Recorder (Nielsen Co. Ltd., 2016). In the U.S., 50% of all households currently have SVOD, such as Netflix and Hulu (Nielsen Co. Ltd., 2016). The SVOD global market size was at USD 24.9 billion in 2019 and is expected to reach USD 32.3 billion by 2025 (CISION PR Newswire's website) . The challenge for the SVOD companies, however, is that customers are free to cancel their services and switch to other companies at any time. Further, many customers subscribe to it only when the content they want to watch releases, and they cancel their subscription once they have finished watching it (Nikkei, 2019) .

2. Differentiation of the SVOD

From the customers' perspective, price and abundance of content are important factors when selecting the SVOD (Mitsubishi UFJ Research & Consulting Co., Ltd., 2017) .

It was clarified that “price” is a factor that prevents customers from switching between SVODs (Keaveney, 1995: 74). Since Amazon Prime Video has a strong parent company (Amazon) in the background, it is trying to differentiate itself by setting a relatively low price compared to other companies in the SVOD market (Zyoseizisin, 2019). However, it was revealed that customers recognize content as a differentiating factor (Togashi, 2017: 21). U-NEXT's strength is that it has a rich lineup of unlimited viewing, works in each genre compared with other companies, and it has a relatively high price compared with other companies (Toyokeizai Online, 2020). In addition to focusing on overseas drama content, Hulu is trying to differentiate itself by acquiring information about the lineup that can be viewed by a wide range of users (MarkeZine, 2016).

As mentioned above, price and content are important factors in the SVOD industry. However, MarkeZine points out that there is a limit to differentiating by price and content (U-NEXT interview, 2020). Therefore, in this study, we will consider the factors that enable the improvement of the NPS in addition to price and content offered by the SVOD companies.

IV. Selection of Factors that Affect the Improvement of NPS

Previous research has revealed that price and content are important factors. In this study, these factors are referred to as “Price Validity” and “Evaluation of Contents” from the customer's point of view. “Price Validity” is defined as “the appropriate value

provided for the price”, and “Evaluation of Contents” is defined as “how customers evaluate the number and fun of the content provided by the company.” However, differentiation is the limit only with contents and price. Therefore we considered other factor.

First, in a qualitative survey with NTT Com Online Marketing Solution, talked about “Support” in addition to content and price many times.

The word-of-mouth transmission motives were classified into three categories: selfish motives, altruistic motives, and profit brand motives (Saito, 2014: 122–123). Selfish motives are recommendations made to obtain gains for oneself, altruistic motives are recommendations to give gains to others, and profit brand motives are recommendations that support the survival and development of the brand.

Four factors influence positive word-of-mouth : self-enhancement, product involvement, altruism, and helping the company (Sundaram, et al., 1998: 529–531) .

Eight factors affect electronic word-of-mouth: self-enhancement, venting negative feelings, platform assistance, economic incentive, social benefits, asking and seeking, concern for other consumers, and helping the company (Hennig-Thurau, et al., 2004: 50–51).

Chart 1 classifies the factors listed in Sundaram et al. (1998) and Hennig-Thurau et al. (2004) based on the three word-of-mouth transmission motives of Saito (2014).

NPS is an index that measures customer loyalty to a company. Therefore, selfish

and altruistic motives, which depend on the customers, are excluded from this study. To improve the NPS, in addition to the quality of products and services, the feeling of supporting companies is important in the future (NTT Com Online Marketing Solutions Co., Ltd interview, 2020).

Therefore, in this study, we select and verify the factor of “Support” to improve the NPS. Furthermore, the definition of “Support” is “the customer psychology of rewarding companies that provide good services”. Based on the above, the definitions of the intention to recommend, “Price Validity”, “Evaluation of Contents”, and “Support” are shown in Chart 2.

Table 1: Classification of factors

	Selfish motives	Altruistic motives	Profit brand motives
Sundaram, et al.(1998)	Self enhancement Product involvement	Altruism	Helping the company
Henning-Thurau et al.(2004)	Self enhancement Venting negative feeling Platform assistance Economic incentives	Social benefit Advice seeking Concern for other consumers	Helping the company

Source: Created by authors based on Saito (2014),

Hennig-Thurau, et al. (2004), Sundaram, et al. (1998).

Table 2: Definition of factors

Intention to Recommend	Positive psychology of wanting to recommend the company to others.
Price Validity	The appropriate value provided for the price.
Evaluation of Contents	How customers evaluate the number and fun of the content provided by the company.
Support	The customer psychology of rewarding companies that provide good services.

Source: Author

V. Hypotheses Setting

1. Impact on the Improvement of NPS

(1) Price Validity

Price is an important factor for customers (Aoki, 1996: 97). According to a survey by the Consumer Affairs Agency, 91.1% of consumers are aware of the price when choosing products and services. Zeithaml (1988: 14) argued that value represents a trade-off between the give and get components. In other words, customers recognize value when they feel that the quality of service they receive from a company is at par with its cost, or when they feel that they have received more benefits from the company compared to the cost. Therefore, if customers feel the price validity, they will continue to use the products and services, which will lead to the “Improvement of NPS”. Therefore, the following hypothesis is proposed:

Hypothesis 1: The “Price validity” has a positive effect on the “Improvement of NPS”.

(2) Evaluation of Contents

In this study, the services provided by the SVOD companies are treated as contents. Togashi (2017: 21) clarified that product power, that is content, is a differentiating factor that consumers recognize in the SVOD business. Therefore, it is expected that consumers will select companies that provide good content, and continue to use them. Therefore, the “Evaluation of Contents” is an important factor that leads to the “Improvement of NPS”. Hence, the following hypothesis is proposed:

Hypothesis 2: The “Evaluation of Contents” has a positive effect on the “Improvement of NPS”.

(3) Support

“Support” is a factor that is mainly treated in recommended research. The desire to support the company is stimulated when the consumer feels that they have received more benefits from the company compared to the cost of the product/service, or when they receive a positive impression from the employee (Hennig-Thurau, et al., 2004; Sundaram, 1998). Therefore, it is considered that customers make recommendations to support the company when their satisfaction with the products/services and customer service exceeds their expectation.

Based on this, this study defines “Support” as the customer’s psychology of

rewarding companies that provide good services, and the following hypothesis is proposed:

Hypothesis 3: “Support” has a positive effect on the “Improvement of NPS”.

2. Others

Hennig-Thurau et al. (2004: 42) clarified that the desire to “Support” companies is stimulated when consumers feel that they have received more benefits compared to the cost of the product/service. Sundaram et al. (1998: 30–531) argued that consumers want to support by receiving benefits from companies that exceed the amount they paid. Therefore, the following hypothesis is proposed:

Hypothesis 4: The “Price Validity has a positive effect on “Support”.

Consumers demand high quality services from SVOD companies. Further, consumers immediately switch to other companies if excellent services are not provided. In other words, consumers continue to use companies with a high “Evaluation of Contents”. Continuous use leads to high customer loyalty (KOTODORI’s website). Kubota (2003: 15–16) also clarified that a long-term oriented and amicable relationship between companies and consumers depends on the performance of the products and

services provided by the company. Consequently, if consumers have a high “Evaluation of Contents”, they will want to support the company. Therefore, the following hypothesis is proposed:

Hypothesis 5: The “Evaluation of Contents” has a positive effect on “Support”.

Further, Ono (2010: 23) clarified that quality affects the perceived value (price evaluation), and Shirai (2014: 54) clarified that quality evaluation leads to price evaluation. Therefore, consumers feel price validity for companies that provide good content, which ultimately leads to the “Improvement of NPS”. Therefore, the following hypothesis is proposed

Hypothesis 6: The “Evaluation of Contents” has a positive effect on “Price Validity”.

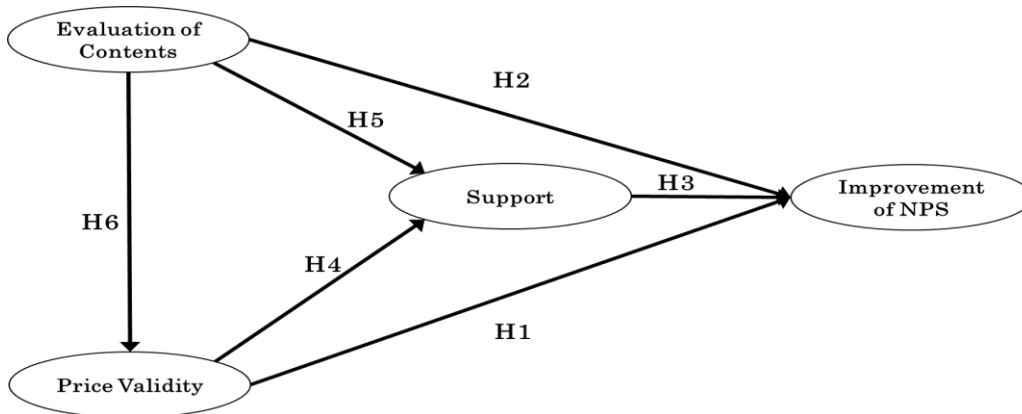
Table 3 shows the summarizes all of the above hypotheses, and table 4 shows the hypothesized model.

Table 3 : Summarizes all of the above hypotheses.

H1	"Price Validity" has a positive effect on " Improvement of NPS “.
H2	"Evaluation of Contents " has a positive effect on "Improvement of NPS".
H3	"Support" has a positive effect on "Improvement of NPS".
H4	"Price Validity" has a positive effect on "Support".
H5	"Evaluation of Contents" has a positive effect on "Support".
H6	"Evaluation of Contents" has a positive effect on "Price Validity".

Source: Author

Table 4 : Hypothesized Model



Source: Author

VI. Experimental Research

1. The Comparison Country

In this study, we selected the U.S. as the country for comparison mainly for two reasons. First, the revenue of the SVOD generated in the U.S. is 43% of the world's revenue, which is the largest number globally (Statista's website). Second, there is a high possibility that the U.S. companies will dominate the Japanese SVOD market (Shindou

& Suzuki, 2017: 289). Specifically, Netflix has increased its membership in the Japanese market from 3 million in 2019 to 5 million in 2020, increasing its membership by 2 million in a year (Impress's website). Further, the size of the Japanese SVOD market is expected to grow.

Based on the above, we consider that the market value of Japan is high for the U.S. SVOD companies. Furthermore, the U.S. will be a major destination for Japanese SVOD companies in the future, and it is meaningful to make an international comparison of consumer characteristics.

2. Methodology

(1) An Outline of the Survey

8 days from August 27th to September 3rd, 2020 in Japan, 15 days from October 15th to October 29th, 2020 in the U.S., we Conducted a web survey (Questionnaire Tool Freeasy of Information bridge Co., Ltd / Google Form).

In addition, the target of the questionnaire was set to those who have used the SVOD in Japan and the U.S. The subjects were asked to answer all the question items, assuming one SVOD that they had actually used. We used the R version 4.0 as the analysis tool.

(2) Implementation Date of the Survey and Sampling

The age groups surveyed were set to those in their 20s and 30s for two reasons. The first is the usage rate of SVOD. According to Video Research (website), the percentage (30%) of people in their 20s and 30s who use SVOD services in Japan is higher than that of other ages. The second reason is focused on the recommended behavior and the generation's familiarity with word of mouth. According to Mitsubishi UFJ Research & Consulting Co., Ltd. (2018), the frequency of disseminating information to many people, including those other than acquaintances, via the Internet was highest among those in their 20s and 30s. Additionally, the percentage of people in their 20s and 30s who made purchases based on word-of-mouth information was also the highest (MarkeZine, 2015). For the above reasons, this study targets people in their 20s and 30s.

The total number of respondents to the questionnaire was 470, of which 421 were valid respondents, excluding those who had never used the streaming video distribution service. Of these, 319 in Japan and 102 in the U.S. were valid responses.

(3) Questionnaire Items

The questionnaire was based on constructs that were measured by using and adapting existing scale items in the literature. There are 13 questionnaire items concerned with four constructs: "Price Validity", "Evaluation of Contents", "Support", and NPS improvement. All measures were rated on a 7-point Likert-type scale (Table 4).

Table 5 : Constructs and items used in the questionnaire

Price Validity	Sweeney, et al.[1999]	Q1. This service is good value for money. Q2. At the price shown this service is reasonable. Q3. This service is a good buy.	I don't think so much \$ I strongly think
Evaluation of Contents	Togashi [2017]	Q4. There are many types and genres of content. Q5. Number of new works is abundant. Q6. Number of original contents is abundant. Q7. The quality of the content is high .	I don't think so much \$ I strongly think
Support	Henning-thurau, et al. [2004]	Q8. I would like to support this brand so that it will be evaluated more. Q9. If this brand can be better, I would like to cooperate as much as I can. Q10. I want to cooperate as much as I can for this brand , even if it is not for me directly.	I don't think so much \$ I strongly think
Improvement of NPS	Alexandrov Aliosha, et al. [2013]	Q11. I will say positive things about this brand. Q12. I have recommended this SVOD brand to others. Q13. I have recommended this SVOD brand to someone else who search for SVOD.	Not at all↔Many times Not at all↔Many times Not at all↔Many times

Source: Author

3. Empirical Results

(1) Results for Item Descriptive and Convergent Validity

To assess the adequacy of the measures, the authors estimated the convergent validity through construct reliability, and average variance extracted. The results are shown in Table 6. The AVE and CR were above the standard values for all four factors, and we use these measures in this study (Hair et al, 2014). In addition, no ceiling or floor effects were found in all the questions, indicating a normal distribution.

Table 6 : Item descriptive and convergent validity

Construct	Items	Mean	SD	Factor loadings	Cronbach alpha	CR	AVE
Price Validity	Q01	4.79	1.612	0.794	0.91	0.90	0.76
	Q02	4.85	1.608	0.830			
	Q03	5.04	1.518	0.898			
Evaluation of Contents	Q04	5.08	1.519	0.819	0.88	0.88	0.66
	Q05	4.74	1.606	0.831			
	Q06	5.09	1.578	0.736			
	Q07	5.18	1.464	0.852			
Support	Q08	3.96	1.608	0.899	0.87	0.87	0.69
	Q09	3.97	1.585	0.823			
	Q10	3.75	1.666	0.868			
Improvement of NPS	Q11	4.38	1.583	0.790	0.85	0.85	0.65
	Q12	4.03	1.912	0.831			
	Q13	4.45	1.759	0.825			

Source: Author

(2) Results for Discriminant Validity

Next, we tested the discriminant validity of the constructs. The results are shown in Table 7. The value of the square root of the AVE was higher than the bivariate correlations among the constructs, ensuring the reliability of these measures.

Table 7 : Discriminant validity

	Price Validity	Evaluation of Contents	Support	Improvement of NPS
Price Validity	0.756 ^a			
Evaluation of Contents	0.684 ^b	0.656		
Support	0.415	0.453	0.692	
Improvement of NPS	0.574	0.667	0.681	0.649

^a Square root of AVE.

^b Correlations among constructs.

Source: Author

(3) Results for the Hypothetical Model

SEM was conducted to examine the hypothesized relationship among constructs ; model fit was like this : $\chi^2=330.812$, $df=118$, $p<0.001$, $CFI=.941$, $TLI=.922$, $SRMR=.052$, $RESEA=.093$.

Table 8 shows the results of Japan and the U.S. First look at Japan. The positive relationship between “Price Validity” and “Improvement of NPS” ($\beta=0.188$, $p<0.05$), and between “Evaluation of Contents” and “Improvement of NPS” ($\beta=0.286$, $p<0.01$), and between “Support” and “Improvement of NPS” ($\beta=0.534$, $p<0.01$) support H1, H2 and H3.

The positive relationship between “Evaluation of Contents” and “Support” ($\beta=0.390$, $p<0.01$), and “Evaluation of Contents” and “Price Validity” ($\beta=0.756$, $p<0.01$) support H5 and H6. The coefficient estimates for the paths from “Price Validity” to “Support” are not significant ($\beta=0.118$, $p=n.s.$), failing to support H4.

Second look at the U.S. The coefficient estimates for the paths from “Price Validity” to “Improvement of NPS” are not significant ($\beta=0.258$, $p=n.s.$), failing to support H1. The coefficient estimates for the paths from “Evaluation of Contents” to “Improvement of NPS” are not significant ($\beta=0.224$, $p=n.s.$), failing to support H2. The positive relationship between “Support” and “Improvement of NPS” ($\beta=0.410$, $p<0.01$), support H3.

The coefficient estimates for the paths from “Evaluation of Contents” to “Support” are not significant ($\beta=0.234$, $p=n.s.$), failing to support H5. The positive

relationship between “Price Validity” and “Support” ($\beta=0.596$, $p<0.01$), and “Evaluation of Contents” and “Price Validity” ($\beta=0.726$, $p<0.01$) support H4 and H6.

Table 8 : Analytical Result of Covariance Structure

	Hypotheses	Standardized loadings	Standardized error	p-Value
Japan (n=319)	H1 “Price Validity” → “Improvement of NPS “	0.188*	0.096	0.021
	H2 “Evaluation of Contents” → “Improvement of NPS “	0.286**	0.099	0.000
	H3 “Support” → “Improvement of NPS “	0.534**	0.045	0.000
	H4 “Price Validity” → “Support”	0.118	0.098	0.226
	H5 “Evaluation of Contents” → “Support”	0.390**	0.095	0.000
	H6 “Evaluation of Contents” → “Price Validity”	0.756**	0.032	0.000
The U.S. (n=102)	H1 “Price Validity” → “Improvement of NPS “	0.258	0.176	0.143
	H2 “Evaluation of Contents” → “Improvement of NPS “	0.224	0.168	0.186
	H3 “Support” → “Improvement of NPS “	0.410**	0.113	0.000
	H4 “Price Validity” → “Support”	0.596**	0.167	0.000
	H5 “Evaluation of Contents” → “Support”	0.234	0.186	0.210
	H6 “Evaluation of Contents” → “Price Validity”	0.726**	0.063	0.000

$\chi^2=330.812$, $df=118$, $p<0.001$, $CFI=.941$, $TLI=.922$, $SRMR=.052$, $RESEA=.093$

Source: Author

4. Discussion

We compared the factors that affect the improvement of NPS in Japan and the U.S. In terms of Japan, it was revealed that price validity, evaluation of contents, and support have a positive effect on the improvement of NPS, as hypotheses 1, 2, and 3 were supported. However, when comparing the path coefficients for each improvement of NPS, (0.188*, 0.266**, 0.534**) the path coefficient from support to the improvement of NPS is the highest. From this, it was found that to improve the NPS, it is important for customers to have a feeling of supporting the company, not just focusing on the price and

the content.

Next, in terms of the U.S., hypotheses 1 and 2 were rejected, but hypothesis 3 was supported, indicating that only support has a positive effect on the improvement of NPS. Therefore, it is important for consumers to have a feeling of supporting the company. Moreover, a qualitative survey conducted on UNEXT Co., Ltd. pointed out that measures to support the companies are necessary, and stated that they are currently seeking to create an environment where users can easily communicate with each other.

Next, we compare hypotheses 4, 5, and 6 in Japan and in the U.S. In terms of Japan, hypotheses 5 and 6 were supported, but hypothesis 4 was rejected. From this, it was found that Japanese customers have a feeling of supporting the company by raising the evaluation of contents, however, even if they feel the price validity, it does not directly lead to the feeling of supporting the company. Conversely, in terms of the U.S., hypotheses 4 and 6 were supported, but hypothesis 5 was rejected. Therefore, U.S. customers have a feeling of supporting the company by making them feel both the evaluation of contents and the price validity.

From the above, for Japanese customers, it is important to focus on the quality and quantity of content. However, for U.S. consumers, it is important to focus not only on the quality and quantity of content, but also on reasonable prices. According to Impress business media (2017), when asked what is the most important deciding factor for staying as a customer when choosing a company, 48% of Japanese customers chose

products, while 81% of the U.S. customers selected cost performance. Looking at Hulu's pricing policy, Japan offers a single rate plan of 1026 yen per month (HJ Holdings Co., Ltd.). While in the U.S., there are three types of multiple rate plans: an advertisement, no advertisement, and a plan that allows customers to watch live TV in addition to Hulu (Hulu, LLC). Therefore, there are differences in pricing between Japan and the U.S.

From the above, it was found that the SVOD companies need to make their customers have a feeling of supporting the company. It becomes clear that, the quality and quantity of contents in Japan, and the reasonable prices in the U.S., in addition to the quality and quantity of content, are factors that lead to support.

VII. Conclusion and Future Research

1. Conclusion

In this study, based on previous research and a qualitative survey of NTT Com Online Marketing Solutions Co., Ltd., we focused on the SVOD industry and examined the points to consider to improve NPS.

First, the study's contribution on the academic front is that it clarifies the factors for improving NPS. In an NPS study where only effectiveness was questioned, it was clarified that price validity, evaluation of contents, and support in Japan, and support in the U.S. have a positive effect on the improvement of NPS.

Second, as for its practical contribution, the study quantified the factor of support

as an important factor that leads to the improvement of NPS in SVOD services, which is currently trying to differentiate by pricing, fun, and content. Furthermore, it quantitatively suggested that to improve NPS, it is important for companies to focus on the quality and quantity of content in Japan, while in the U.S. it is important to provide a reasonable price in addition to the quality and quantity of content.

2. Future Research

There are two issues in this study. The first is that we have not conducted a survey for all age groups that use the SVOD industry. Therefore, it is necessary to conduct a survey in age groups other than twenties and thirties, after discovering differences between age groups, and clarify what kind of approach that companies should take according to their targets.

Second, we narrowed down the target industry to the SVOD industry, and argued that price validity, evaluation of contents, and support are factors that lead to improvement of NPS. In the future, it is necessary to consider whether these factors can be generalized in other industries.

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付録(インタビュー一覧)

会社名	NTTコムオンライン・マーケティング・ソリューション株式会社
担当者	猪瀬雅子様 (経営企画室) ・ 渡辺みよこ様 (プロダクトマネージャー)
日時	2020年 2月21日 (金) 15時～16時 (Web会議)

会社名	株式会社ドゥ・ハウス
担当者	高橋康平様（海外事業部）・舟久保竜様（上席執行役員）
日時	2020年 4月23日（木）15時～16時（Web会議）

会社名	株式会社U-NEXT
担当者	佐野裕美様（経営戦略室 ブランド戦略G）
日時	2020年10月27日（火）15～16時（Web会議）