

## Customer Centricity: NPS Interview Report

Client	Claire Van Coberen, ASML Netherlands BV
NPS	10
Engagement	Consulting
Interview Date	15.12.25

## Interview Report

Overview	<p>Claire is an HR Business Partner at ASML and programme lead for a cluster-level talent programme delivered in partnership with Korn Ferry. The relationship spans approximately three years and covers four cohorts of a nine-month cluster talent programme involving facilitated modules, peer coaching, project work, and mentoring.</p> <p>Claire described the relationship as highly collaborative and embedded, with Korn Ferry facilitators perceived as an extension of the internal talent function. No material challenges or pain points were raised, and feedback throughout was consistently positive.</p>
What Went Well	<p><b>Embedded partnership and ease of collaboration.</b> Claire repeatedly described Korn Ferry as feeling like part of the internal team rather than an external provider: <i>"It's just so easy, really, like, they're just part of our own ASML talent organization, so in that sense, you don't notice that Korn Ferry is a different organization."</i></p> <p><b>Strong communication and flexibility.</b> Communication was highlighted as a central strength of the working relationship: <i>"Communication. It's everything, you know, the communication... it always goes smoothly, flexible, open for new ideas."</i></p> <p><b>Psychological safety and facilitation quality.</b> The facilitators were praised for their ability to create a safe and open learning environment quickly, even among participants who did not know each other: <i>"From the moment they enter, you know, the new candidates enter the room, there is already a sort of safe space."</i> Feedback delivery was described as both challenging and supportive: <i>"They're critical, of course, because that's also their role, but at the same time, in such a loving way."</i></p> <p><b>Positive participant feedback across cohorts.</b> Although no formal survey is used, Claire conducts structured face-to-face feedback sessions after each cohort and reported consistently positive responses: <i>"All the feedback is always really positive."</i></p>
Challenges/ Pain Points	<p><b>No challenges or pain points were raised by Claire during the discussion.</b></p> <p>When explicitly asked if anything could be improved, Claire responded: <i>"To be honest? No, really, no."</i></p>

Gaps Identified (raised by interviewee)	No gaps were identified
Key Themes	<p><b>A highly embedded, partnership-led relationship rather than a supplier dynamic</b></p> <p><b>Strong emphasis on communication, trust, and psychological safety</b></p> <p><b>Facilitation quality and relational capability as primary value drivers</b></p> <p><b>Continuous improvement enabled through flexibility and feedback</b></p>
Actions & Recommendations	<p>The transcript does not indicate specific actions or recommendations arising from issues or gaps. Therefore:</p> <p>Continue to engage as you are. Reactive, responsive and with a partnership mindset.</p>
Additional Insight	<p><b>Iterative programme design supports sustained value.</b> Claire highlighted the ability to refine the programme cohort by cohort as a differentiator, enabled by the programme's cluster-level ownership: <i>"After every cohort, we can tweak a little bit to make every cohort a better program."</i></p> <p><b>Anticipated organisational transformation context.</b> Claire noted that a broader organisational transformation is expected in the coming year, although details are currently limited: <i>"It will be a culture change... but we all don't know what it is."</i></p>