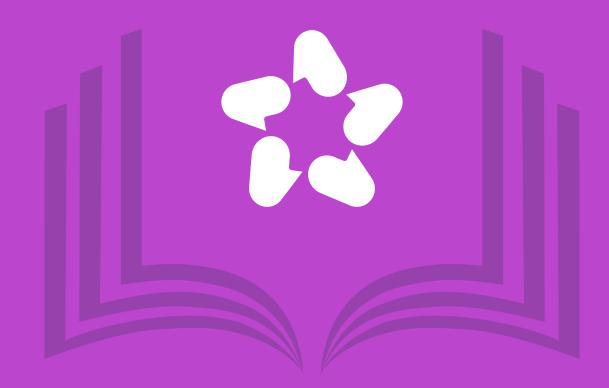
The Book of NPS



The simple, straight-talking guide to evolving your business by collecting and acting on customer feedback with Net Promoter Score $^{^{(8)}}$





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"A brand is not what you say it is. It's what they say it is."

- Marty Neumeier, The Brand Gap

AUTOMATIC STREAM

MARAN

Introduction: Welcome to the Cult of Advocacy

A new religion has arrived. The old, archaic ways of growing and sustaining a business have all but vanished. Nowadays, you are a customer-obsessed company, or you are lagging behind your competitors who are.

This new religion is customer obsession fueled by Net Promoter Score® (NPS). Customer obsession is not a quickfix growth hacking strategy. It is a paradigm shift.



The Next Evolution of the NPS Status Quo

For years, NPS has remained a boardroom-only metric. This presents one major problem: everyone outside of the boardroom is left flying blind to the very real, street-level customer needs.

This means everyone from the VP of Marketing to Sales Managers to Product Managers all have a severely limited view of customer joys and pains and has little, if any way to act on these insights.

NPS is trending towards a new reality — one that lets you listen and engage with your customers in a way that transforms how you make critical business decisions. NPS has the power to change how you sell, market and develop your product. As a result, you get to do great things like boost customer retention, dramatically reduce churn and see big revenue growth.

Bottom line: It's time to democratize real-time customer feedback. It's for everyone, everywhere — not just the C suite.

"Customer-obsessed strategies are a shared agenda for business and technology leaders — requiring a common view of what is happening in the market and how best to respond."

 Forrester
 "The Age of the Customer Report"

Automated Customer Advocacy (Powered by NPS)

Picture this: you send a customer survey. Your customer responds. Then in real-time someone on your team engages. The customer is thrilled – 9 out of 10. This feedback is shared with the person involved in the customer-brand exchange. Now they look and feel good – both to their employer and the customer.

Your happy customers rave to friends and colleagues. Your happy employees are excelling and growing your business. Revenue grows, churn drops while your customer and employee happiness and performance explodes. Introduction 04

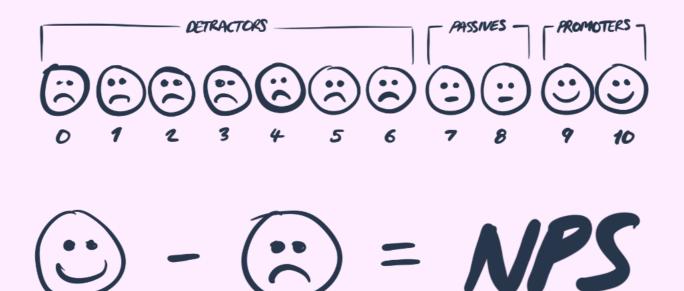
"Too many people asking too many questions in tennis. Golf is better."

- Iven Lendi

Chapter 1 The Question to End All Questions

What is NPS? In very basic terms, it is a simple way of measuring and taking action on customer feedback. We'll keep the history lesson real short, but the origin of NPS' dates all the way back to 2003, when Fred Reichheld, a partner at Bain & Company, invented the framework. Essentially, Reichheld wanted what all great business owners want — a better way to measure and take action on customer happiness. The legacy processes available at the time weren't working (they still aren't, to be perfectly honest). He called the metric Net Promoter Score.

Calculating NPS



PERCENTAGE OF PROMOTERS PERCENTAGE OF DETRACTORS

A super quick break-down of what the NPS scale means:



Detractors

<u>0 to 6</u> (these are unhappy customers, who will spread the anti-gospel of your brand)



Passives

<u>7 and 8</u> (these customers are relatively neutral about your brand)



Promoters

<u>9 and 10</u> (these customers love you, and are ready to spread the gospel of your brand)

NPS delivers on a promise of a one-question framework that gives you the right insight to help you both understand your customer and make impactful business decisions. Effective NPS helps you cultivate a rapid-growth mindset – all built on the framework of contagious customer obsession.

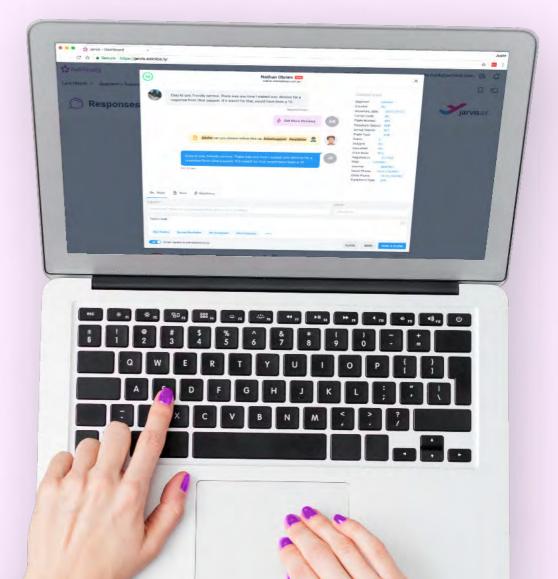
Step 1

Collect Feedback



Step 2

Take Action





Real Time Net Promoter Store Les Java Provide Provide

Engage The Business

Chapter 1: The Question to End All Questions

Loyalty Economics 101

Loyalty economics uses the Net Promoter framework to put an actual number to the lifetime value of detractors, passives and promoters. This involves actually measuring (and possibly estimating) the lifetime value of your average customer. In general, there are four major elements to understanding and calculating the dollar value of brand loyalty.

1. Lifetime Customer Value

As alluded to above, the lifetime customer value is the dollar value of a customer over the entire duration of their time with your company. By calculating this average, you are able to estimate the value gaps among promoters, passives and detractors. The fine folks at Bain & Co (you know, the inventors of this whole NPS thing) provide this basic mathematical framework for calculating this very metric: Lifetime Customer Value = (# of years customer stays active x annual variable customer contribution) - discounted + referral value.



2. Length of Time a Customer Stays Active

For many companies, this is broken down into churn rate terms. For those unfamiliar, churn is the annual percentage rate at which a subscription-based customer drops off or cancels a subscription. This isn't rocket science. Happy customers (AKA "promoters") stick around longer and spend more money. There is no shortage of data to backup that claim. Therefore, happy customers have a longer life cycle, and cost you less time and financial investment. Obviously, based on your industry and customer segment there will be a lot of variation between promoters, passives and detractors. But the general rule is that promoters are your most satisfied customers and have a much longer lifespan.

3. Yearly Variable Customer Contribution

This is a bit more complicated, especially if you don't have a clear grasp on which of your business costs are fixed or variable. To calculate the annual variable contribution per customer for your whole customer base, on average, you would simply divide your annual variable contribution (or gross margin) by the number of customers on the books.

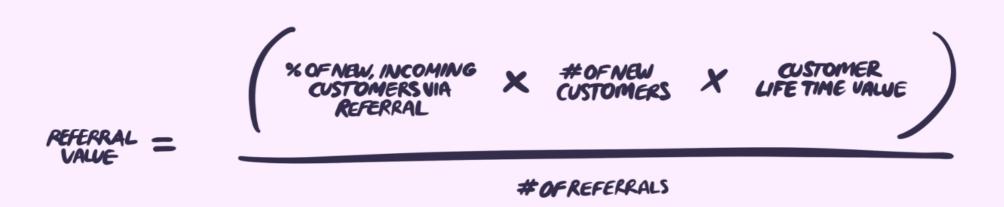
To get an estimate of how this differs for promoters versus passives or detractors requires understanding three key elements that will drive differences:

Wallet Share - How do annual purchases — in the SaaS world this is called Annual Recurring Revenue (ARR) — vary year over year?

Service Costs - How much does it actually cost to serve your entire customer base?

4. Referrals Value

Most companies, regardless of industry or segment, often fail to take into account the actual value of a positive or negative referral. Here's another handy equation from the godfathers of NPS:



Four Ways Loyalty Impacts Your Bottom Line

- Win New Customers Leverage word of mouth marketing to build strong acquisition campaigns through real-time customer feedback to create brand loyalty.
- Increase Revenue Loyal customers spend more.

- Reduce Churn Loyal customers stay with you longer.
- Minimize Cost of Acquisition (CAC) Less reliance on paid channels for new business.

Customer Experience Growth Flywheel

CUSTOMER EXPERIENCE

GROWTH

SECRETENTION & RETENTION

XPERTISE

ould' Costs

Chapter 1: The Question to End All Questions 15

Comparing Customer Experience (CX) Surveys

NPS

NPS is a simple 1-2 question survey to gauge customer happiness and brand sentiment.

Example: On a scale of 0-10 how likely are you to recommend [company name] to a friend or a colleague?

CSAT

A customer satisfaction survey (CSAT) is a long-form, multiple-question survey that lives in the transactional survey world. A CSAT survey asks a customer to rate a recent experience (shopping cart check out, new mobile feature, a customer support call, etc).

CES

A customer effort score (CES) survey lives in the customer service / support world, primarily. In simple terms, CES surveys let you calculate how much effort a customer had to put forward to complete a specific request.

This survey is measured on a 7-point scale that you're likely already familiar with:

On a scale of 1-7, how easy was it for you to complete your customer support request?

These surveys are typically sent immediately after a brand-customer interaction.

A Brief Note on Bad Surveys

We've all been there. You visit a website. You buy some socks. You purchase a fancy, new SaaS tool. You buy movie tickets. Then maybe minutes, hours or days later, you get an email asking you to take a survey.

The first line in the email or in-app message isn't great: "Do you have a few minutes to fill out a quick survey based on your experience?" Like most of us you probably read that line and quickly hit the "delete" button.

Even when you get that same email from a brand you really love, you're forced to shrug off a little disappointment. After you move through the five stages of grief, you take the plunge right into into the five-minute survey. (Here's a fun list of better things you could do with five minutes of your time.)

From there, you answer about 10 to 15-too-many questions that don't even attempt to consider what you, as a customer, really thinks. Instead, this company you (used to) love assumes that they already know what you really care about.

On the business side of the equation, the results are underwhelming. This outdated attempt at gathering survey data does not even come close to getting at the heart of their customers. It doesn't get to the heart of the matter of customer satisfaction or dissatisfaction.



The traditional survey totally misses the point: the customer.

The point of gathering customer feedback is to hear from the customer. Gathering and acting on real-time customer feedback sets you up to make smarter decisions that evolve your business.

But this requires asking the right question to the right person at precisely the right time.

This is where NPS really shines. It boils down to one, two-part question:

"On a scale of 1-10, how likely are you to recommend [company name] to a friend or a colleague? Why did you give that answer?"

This simple framework for gathering feedback on a customer's experience with your brand, has been lauded by many as the THE business metric that predicts growth, helps customers retain customers, boost revenue and dramatically reduce churn.



Elements of "Good" NPS

The big problem with trying to talk about "good" vs "bad" NPS is that there's rarely a one-size-fits-all solution. Customer feedback is providing your organization with specific insights about your company.

That said, there are a handful of telltale signs that what you're doing is working:

- Company-wide buy-in (from the C-suite to CS)
- Customer feedback is operationalized across multiple disciplines and departments (product, marketing, sales and customer success)
- NPS data is reliable (you can bank your company's growth on it)
- Business goals are clearly understood, defined and are directly impacted by your NPS program
- Company-wide culture shift towards customer obsession and happiness

Bad NPS = Bad Timing

This is equally ineffective from the business perspective. By the time your marketing or customer success department has reviewed survey data, they are far too late to take any meaningful action on feedback.



Meaningful Action = Business Impact

For instance, if you only send a customer survey twice a year, that is far from real time. In other words, your timing is way off. Plain and simple.

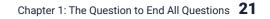
By the time you capture and analyze customer feedback, it's far too late for you to make product, marketing or customercentric decisions that drive growth. Revenue growth. Customer retention growth. Business growth

And make no mistake, NPS is all about growth.

"We started investing heavily in R&D, heavily in Net Promoter Score, and heavily in retention rate improvements. This was the key play that helped us grow from startup to scale-up."

- Brian Halligan, Co-Founder and CEO Hubspot

NYS



The Basics of NPS Best Practice

NPS without a basic grasp of best practices is a lot like being a cat stuck in a big tree. NPS is the cool, new metric for seeing your business in an entirely new way.

But without a path forward, you will be left at the top of your own tree yowling for help to get back down to where you were.

The magic of NPS is in its power to help give you 20/20 vision NOW, not later — to help you make smarter business decisions in real time. The result is that your entire business culture will evolve.

Timing and Audience

When it comes to sending any NPS survey, timing and audience are everything. The same is true with these more general, relationship-building surveys. Segmentation is particularly important when you're getting up and running with NPS. If you have a massive customer base that you've grown since day one, it's likely you have customers that might not make sense to survey right off the bat.

For example, if you have a segment of customers who haven't purchased or engaged with your brand in a 6 months, it's counterproductive to blast out a relationship survey. They may end up giving you feedback that isn't particularly useful, since they aren't exposed to the latest and greatest you have to offer.



NPS + CX: A Match Made in Heaven

Here's the NPS rub: a high net promoter score won't fix all of your customer experience woes. Why? Well, the answer is simple: it's not about the score. It's about what you do with the score.

For instance, let's say you just rolled out a new customer chat feature for your SaaS product. You want to get some customer feedback on the new tool, so you fire off a transactional NPS survey after the chat session ends.

Almost immediately, you get survey response with an "8" with this feedback:

"Love the look and feel of the new chat window, but it just loaded really slow and ended up making me frustrated so I just quit the chat session early. Sorry.

-Rachel"

Your CS team can immediately alert your product or CX manager to start troubleshooting the chat window issue. Once the issue is resolved, you get the amazing opportunity to shoot your customer a message:

"Hi Rachel - so sorry to hear that the new chat window was a bit sluggish. It turns out we had a bit of gunk under the hood. We cleaned it all up. It should be a bit speedier now. Here's a \$15 Amazon Gift Card for your trouble.

Thanks, John"

"Thanks for the gift card. Not only is the chat window faster, I fixed my login issue and then treated myself to a new french press!

-Rachel"

In short, your NPS data, coupled with meaningful, real-time action enables you to transform your entire organization around advocacy-driven CX.

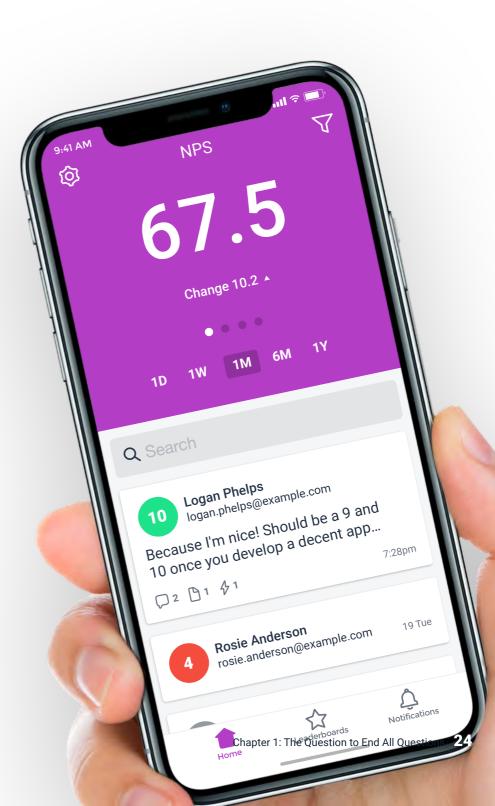
Mobile NPS

We live in a mobile-first business world. That's not a revolutionary idea. Businesses have lived in this world for quite some time. It's the standard for business productivity.

According to a study by Flurry, a mobile analytics company , smartphone users spent an average of about 5 hours/day on their devices. Another study by Express Pigeon reveals that for about half of us, our smartphone is the first thing we reach for upon waking.

So if mobile-first is the standard, and NPS is the new metric for growth, customer retention and reduced churn, then why aren't we using mobile to act on customer feedback?

Here's how you could be engaging with customer feedback in real-time with automated, mobile NPS:



"Without trust, there can be no loyalty and without loyalty, there can be no true growth."

- Fred Reichheld, Harvard Business Review

Chapter 2: One Metric to Rule Them All?

"NPS, with all of its magical components, still has its skeptics. While you can't silence every detractor in the room, there is ample research to back up NPS inventor, Fred Reichheld's bold claim that it truly is the number needed for sustainable and rapid growth."



The Pitfalls of Excel NPS

Yes, it's true. You can calculate NPS with a spreadsheet. A simple Google search will turn up a few dozen tutorials. These tutorials will walk you through how to setup a calculator in Excel. They will give you a refresher on the "COUNTIF" function. The best tutorials among them will show off how easy it is to setup an Excel-powered NPS calculator.

And they're right. It's easy. It's just not a great way to manage customer feedback. It's not scalable, it's far from real time, and it misses the whole point of taking meaningful business action on NPS.

Proofpoint #1: Your Favorite Brands Use NPS

The biggest, most-loved brands in the world all use NPS to measure and act on customer feedback. You can count Apple, Nordstroms and even Amazon in that list of brands.

Proofpoint #2: Promoters Are Major Business Growth Drivers

According to research by Bain & Company, the majority of industries using NPS have seen growth ranging 20 to 60 percent. This is largely due to the fact that happy customers spread the word of a great experience, they buy more of your products, they stay with your brand longer, and they provide feedback on your products to make them stronger within your own marketplace.

Proofpoint #3: We See How It Impacts Our Own Customers' Business

It's hard to ignore how often we hear customer stories about how real-time customer feedback has changed how they operated their own companies.



Case Study #1 Plansource

Plansource is a high-growth Human Resources SaaS company with six locations across the US.

By using AskNicely with Salesforce, they automated the entire feedback gathering and response process. Automated NPS equipped account management and client services managers to solve challenging customer problems in real-time while optimizing how business-toclient communications were handled.

In short, in transformed their entire approach to engaging with their customer base.

Read the full case study here



Case Study #2

Auror, a New Zealand-based SaaS company, provides retailers and law enforcement agencies with the information they need to prevent and solve crimes quicker. Auror uses powerful, real-time data to solve crimes all over the world.

With real-time NPS, Auror was able to measure and act on customer feedback almost instantly and grew their NPS score by more than 20 percent in under 9 months.

Read the full case study here

The Company Culture Effect

By rallying your entire organization around the NPS framework, you are able to nurture a culture of customer obsession that allows you to leverage promoters for business expansion. Here are just a few ways real-time NPS makes a company culture impact:

C-Suite Engagement: Real culture change starts in the C-suite. By engaging the executive team with positive feedback, the CEO is better able to influence change and culture change across the entire organization.

Team, Department and Management: Managers and team leaders can use real-time NPS to prioritize company feedback and operationalize it into daily/weekly all-hands meetings, reporting, more efficient product development – all while aligning team objectives with larger business goals (revenue growth, retention and lowering churn).

Storytelling and Celebration: By gathering feedback across multiple channels (in-app, email and third-party reviews), your entire team — from the CEO to VPs to Team Leaders — are better able to share success stories to build team unity and even leverage specific use cases to build strong, high- growth initiatives across the entire company.



"Customer feedback is business oxygen."

- Des Traynor, Intercom



Chapter 3: **Customer Feedback For Maximum Impact**

One of the magical components of NPS is that there is virtually no segment of your business that it cannot impact. From product to marketing to customer success, real-time customer feedback is often guilty of completely transforming your approach to each business function, department and discipline.

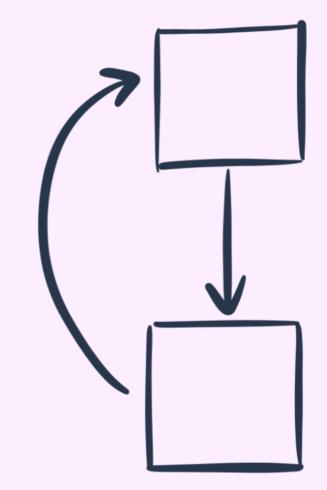
Product

Introduce a Regular Feedback Loop

Monitor NPS survey responses and pull out relevant feedback on a daily or weekly basis. Sharing feedback with your entire product team in real-time allows you to be agile when addressing specific customer concerns, while moving towards building a better product experience for every customer. It also lets you iterate and improve on issues quickly and regularly.

Let Voice-of-the-Customer Guide Your Roadmap

Use real-time, automated customer feedback to guide feature development on your roadmap. By matching NPS survey ratings to your customer and prospect database, you can have real insight into weak spots in your product development cycle.



Marketing

Tell Better Brand Stories

Brand stories are a huge piece of a company's DNA. But today's brand stories are only as good as the customers who tell them. By engaging with your happiest customers regularly, you are able to automate the testimonial process and even source stronger case studies in a more meaningful way.



Measure Campaign Success Against Specific Audiences

By linking NPS data with the original marketing campaign or acquisition channel, you can discover which campaigns are delivering the most value. If one campaign is driving fewer customers, but a high proportion of promoters, you could boost that campaign in the future.

Strengthen Your Referral Process with NPS

It's not a big secret that customer referral programs are a big revenue driver. But the initial kickoff costs of a complex referral program can also be pretty major. In this instance, you can segment customers by NPS to more effectively target marketing campaigns. You can even reward top promoters with high-value offers to prevent churn and/or encourage brand loyalty.

Elements of NPS for Marketing

Automated Case Study Sourcing

As a marketer, it's likely you've spent countless hours incentivizing testimonials. By gathering real-time feedback you're equipped with a near-endless stream of positive testimonials straight from the heart of your happy customers.

This allows you to see exactly how your products are transforming your customers' businesses. From there, it's just as simple as reaching out to offer up a case study that amplifies their successes and yours.

Third-Party Reviews

By integrating NPS into your marketing strategy, you're poised to source third-party reviews. This is where the gas of NPS fuels the brand advocacy engine. With third-party reviews, you're able to show with social proof how your products are impacting your customers on review sites like G2Crowd, Capterra, Yelp, and the App Store.

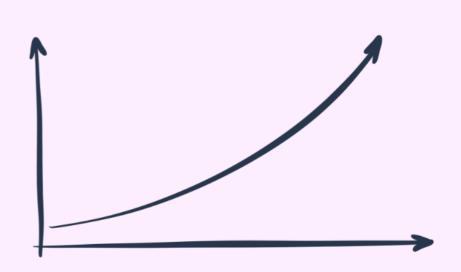
Customer Success

Measure Team Member Performance

By triggering an NPS survey immediately after a support request you can gain instant feedback on how a specific team member is performing. This will allow you to set benchmarks and goals within your team by using real-time data. You can also use this data to improve the working culture within your customer success team. For instance, in your weekly CS meetings share positive experiences that customers have had to build encourage advocacy within your own department.

Identify At-Risk Customers

By using the Net Promoter framework, you will be able to clearly understand which customers are at risk of churning. To be clear, this isn't an exact science, but also isn't brain surgery. Customers in the detractor-topassive range are all pretty risky. Detractors are unhappy, and vocal about it. Passives are perpetually on the fence because for whatever reason, they haven't been "wowed" by their experience with your brand. That said, detractors represent your biggest flight risk. According to a Hubspot study, they found that detractors are three to eleven-times more likely to churn than passives or promoters.



Two ways to engage with at-risk detractors:

Ask for an explanation - Obviously, avoid combative language, but don't be afraid to ask why they gave you such a low net promoter rating. The grumpiest of your customers will likely be the most vocal. You'll be surprised what you will learn from your detractors.

Stay engaged - Set yourself apart from your competition. When was the last time a brand actually followed up with you after you completed a survey? Don't shy away from your upset detractors. Write an email, schedule a call — show them that you are listening and eager to solve their most pressing problems.

It's also important to remember that it doesn't always make good business sense to spend a ton of time engaging with every detractor. At the end of the day, you want to amplify promoter feedback to make the biggest impact on your business.

Human Resources

NPS-Driven Company Culture

HR teams can use NPS as a tool for driving a customerobsessed culture. Consider using NPS crossorganizationally to identify strong and weak points within your business as a way to move your company in the direction of customer-centric operations.

Identify potential training issues

By gathering feedback within your own organization, you can identify particular teams within your organization who need better training.



"Get closer than ever to your customers. So close, in fact, that you tell them what they need long before they realize it themselves."

- Steve Jobs

Chapter 4: NPS and Your Industry



Software-as-a-Service (SaaS)

You could argue there is no better model for the NPS framework than the SaaS industry. SaaS-centric businesses:

- Fueled by rapid-growth initiatives
- Data driven, and;
- Thrive on subscription renewals, so they must constantly re-earn customers on a monthly, quarterly and yearly basis.

In fact, with this in mind, real-time customer feedback is essential for survival. Closing your own internal feedback loop is becoming more and more critical for the SaaS world. NPS is now an essential business metric demanded by board members and venture capitalists.

This is because real-time customer feedback allows today's SaaS organizations to showcase moments of truth in the growth process. This helps everyone in the organization own their piece of the growth pie, from customer lifecycle management to product roadmap development to everything in between.



Closing the SaaS Feedback Loop

Let's say you are a Senior Customer Success manager at a hip, new SaaS company in the MarCom space. You unleash a new pricing structure, and solicit a transactional survey to gauge customer sentiment on the new pricing.

Within hours, an already at-risk customer chimes in with a 2: "The pricing model doesn't make sense. This isn't a scalable model for my shoestring SaaS startup. I'm sure your competition listens to their customers."

The CS fix-everything alarm goes off in your head. You schedule a call. They reluctantly accept. This at-risk customer lists off their complaints. They talk about how the industry pricing doesn't make sense for his startup, and that your brand's price bump further aggravates the customer's specific growth problems, and that he needs a more flexible subscription that allows their business to scale. A closer look at the customer's account reveals that they were signed up at an advanced plan, when they could scale down in pricing to your basic subscription offering. You offer up a more flexible solution for the detractor, and in the process direct him to the latest best practices webinar offering up training on how to use your product suite to scale their marketing program.

Service

Whether you work in the Airline, Telecom, Energy or other service provider-based industry, having a deep understanding of how your customers think and act is critical.

This is largely due to the fact that the critical challenges in these industries are always complex. Addressing these business challenges requires a constant flow of customer feedback on the brand, service and general customer experience to ensure that key business goals are achieved each month, quarter and fiscal year.

Due to the democratization of the information economy, more and more large, complex service-related businesses are being forced to migrate from companyfirst cultures to customer-first cultures to ensure that brand and product experiences truly result in retention and customer referrals.



E-Commerce

For the ever-expanding world of e-commerce, it's becoming more and more critical to close the feedback loop at every stage of the customer journey (from first contact to product purchase).

The current state of e-commerce relies so heavily on amazing customer experiences. Think back to the last amazing online shopping experience you had. What was exceptional about it? More importantly, who did you talk to about it and why?

E-Commerce NPS drives hard at the idea that online retail marketing in the modern age demands word-ofmouth marketing. Actually, the majority of modern shoppers mostly rely on word-of-mouth marketing to make purchases. A 2016 Nielsen Harris Poll revealed that more than 80 percent of Americans rely on peer recommendations before making a purchase.

This translates into a new culture of customerobsession in the online retail world. In other words, ecommerce NPS means manufacturing amazing experiences that get customers talking. Not unlike the SaaS business model, ecommerce thrives on repeat business — just on a micro timeline and pricing model. As a retailer — online, brick and mortar or otherwise — you want amazing shopping experiences to drive your customers (and all their friends) to your products every day.



the heavy,

"A good cult delivers on its promises. A good cult nourishes the needs of its members, has transparency and integrity, and creates provisions for challenging its leadership openly. A good cult expands the freedoms and well-being of its members rather than limits them."

- Marty Neumeier, The Brand Gap

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Conclusion: Let Your Inner Cult Leader Shine



NPS is not just the next evolution of customer marketing, growth hacking [insert the in-vogue buzzword or concept of the moment]. It's how you, as the visionary of organization, go from zero to cult leader. It is the way for you to operationalize customer feedback and set it loose into your brand advocacy machine.

By transforming your team into a band of elite NPS visionaries, students and pathfinders, you will not just evolve your brand, but be poised to disrupt and transform your entire industry.

Here's How:

Be Converted

NPS is the new religion of business growth. Study it. Learn it. Embrace it. It's holy scripture of rapid-growth and business transformation.

Indoctrinate Your Cult Members

Rally your entire team around the idea of customer obsession. In some cases, this can be a dramatic shift. When you make the shift to customer obsession, you become allergic to bad customer experiences. So be ready to kill campaigns, programs, roles and even departments to reorient your organization towards growth and customer happiness.

Spread the Gospel

Now that the new doctrine of NPS is built into your business DNA, it's time to take that vision to the world. The cult of NPS makes life easier for your customers and enables them to succeed, outpacing your own business goals week after week, month after month, quarter after quarter, year after year. Embrace your inner cult leader. Join us in spreading the gospel of the new religion of NPS.



Founded in 2014, AskNicely is a fast-growing SaaS company that helps thousands of forward-thinking companies like The Dallas Mavericks, Xero and Jetstar to transform customer experiences and drive business growth by automatically collecting and taking action on customer feedback in real time – powered by the Net Promoter Score framework. Rated #1 by G2Crowd, AskNicely empowers entire organizations with insights and understanding to reduce churn, increase customer retention and automate advocacy. AskNicely has offices in Portland, Oregon and Auckland, New Zealand. Ready to turn real-time customer feedback into huge business impact?

Learn more at www.asknicely.com

APLING



Credits

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