

# NET PROMOTER<sup>®</sup> :

## USE, IMPACT, & PREFERENCE IN B2B ORGANIZATIONS

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Maybe you are a Promoter of NPS or maybe you are a Detractor, but there is no denying the reach it has in businesses and boardrooms across the globe.



**Evan Klein**

*Founder & President*  
evan@satrixsolutions.com



**Tami Kinney**

*VP, Client Experience & Strategy*  
tami@satrixsolutions.com

**Heather Timney**

*VP, Marketing & Partnerships*

**Dan Genord**

*Manager, Reporting & Analytics*



**Gathering customer insight is essential** in helping B2B organizations understand customer satisfaction, loyalty drivers, frustrations, and expectations. One of the most popular approaches adopted globally by thousands of companies is the Net Promoter System, also known as Net Promoter Score / NPS.

Developed by Satmetrix, Bain & Company, and Fred Reichheld, Net Promoter was shown to be a predictor of overall company growth and customer lifetime value. Yet, despite having been launched nearly 20 years ago, a divide among practitioners persists as to the value of NPS.

This research study from Customer Experience and Employee Engagement consulting firm, [Satrix Solutions](#), collected feedback from approximately 200 B2B leaders who own or are very involved in their company's Voice of Customer (VoC) programs, including senior Customer Experience, Success, Sales, Marketing, and Product team members. This report analyzes how these business leaders perceive the Net Promoter System and the benefits NPS brings (or does not bring) to their organization.



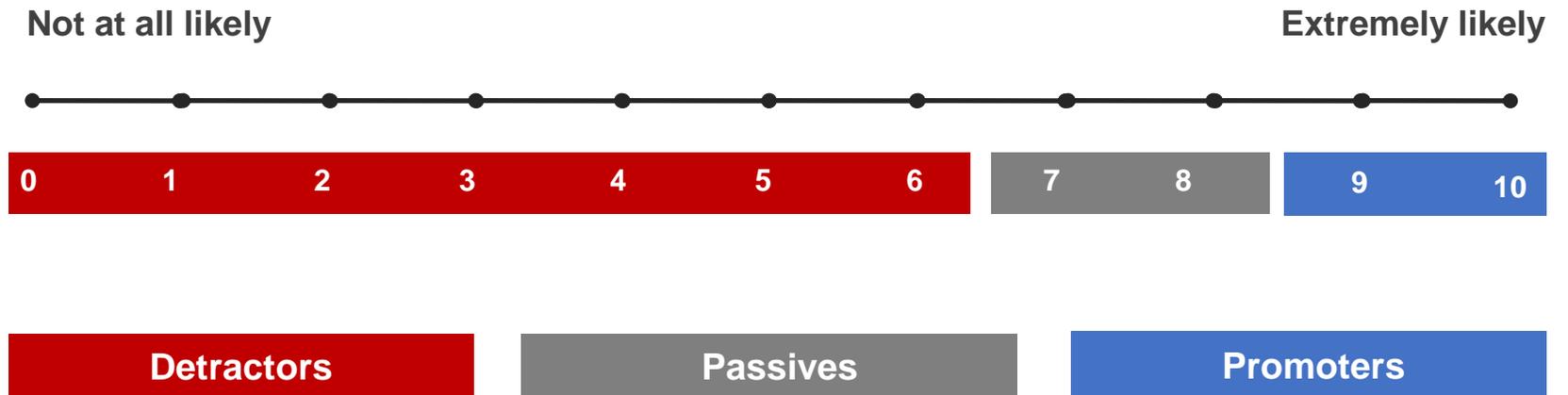
## Net Promoter Categories:

- “Promoters” are customers who score 9 or 10. These customers are considered loyal enthusiasts who are likely to continue to purchase and refer others, fostering long-term growth.
- “Passives” are customers who score a 7 or 8 and are considered satisfied but less enthused.
- “Detractors” score between 0 and 6, which signifies these customers are less satisfied and are more likely to churn and express their frustrations to others, thereby hampering growth.

## How to Measure and Calculate Net Promoter Score

Net Promoter Score is based on the responses to a single question, “How likely are you to recommend our company to a friend or colleague?”

Customers rate their answers on a scale from 0 to 10:



Determining your Net Promoter Score is relatively simple - it's the percentage of Promoters minus the percentage of Detractors:

$$\text{Net Promoter Score (NPS)} = \% \text{ of Promoters} - \% \text{ of Detractors}$$

More information on calculating your score can be found [here](#).



## What You'll Find in this Report

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Our research indicates that **NPS is largely seen as a valuable metric** by B2B organizations of all sizes and across multiple industries. One key reason cited is the value it brings to business leaders in different positions within the organization. This includes the ability to establish a benchmark, trend customer sentiment over time, identify at-risk customers, and strengthen customer relationships. However, there is near universal agreement that the score is meaningless without context and action. More than that, business leaders are united in their belief that NPS should be viewed as a system designed to improve the overall customer experience, not just a numerical measure of customer satisfaction and loyalty.

Additionally, the research shows more than 75% of business leaders are using “likely to recommend” in conjunction with other questions, such as customer satisfaction across various dimensions, for deeper insight. And while most executives agree that using Net Promoter adds value to their organization, they do recognize that it is not without drawbacks or disadvantages.



# Perception of Net Promoter Score Among B2B Leaders



## The Approval of Net Promoter Score is Strong in B2B

How likely are you to recommend Net Promoter to a colleague or business associate for use in their overall Relationship Satisfaction surveys?



Promoter



Passive



Detractor

**NPS = +34%**

For B2B executives, Net Promoter continues to be a valuable key performance indicator.

**80%**

Lean / Strongly in Favor of NPS

**73%**

Fairly or Totally Confident in Results

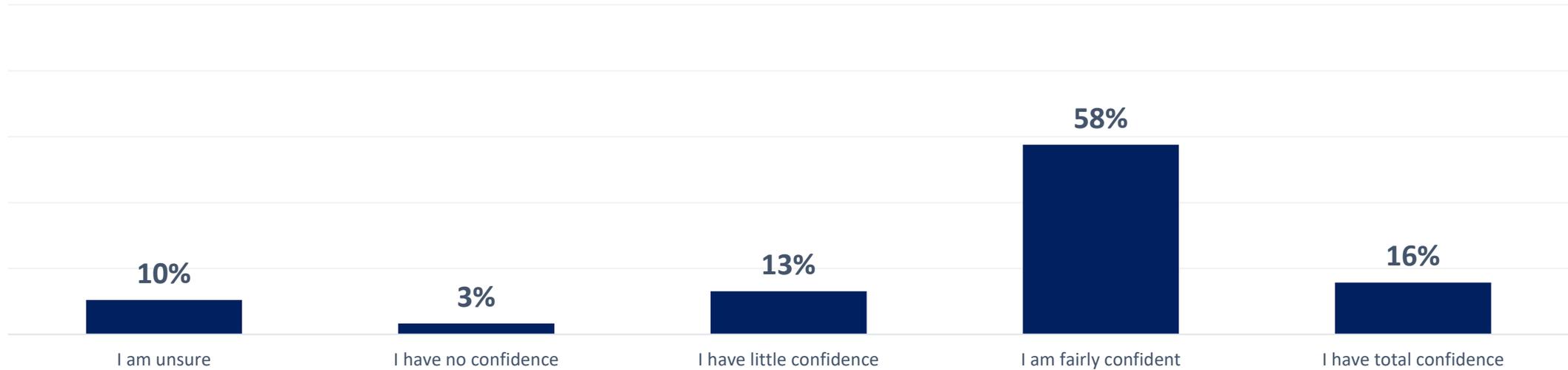
**84%**

NPS Adds Value to Organization



## For Many Business Leaders, Net Promoter is a Trusted Loyalty Metric

How much confidence do you have that your Net Promoter results / score have been representative of satisfaction / sentiment across your customer base?



### Many B2B leaders have confidence that their NPS results are

**representative**, with some using it as a KPI for executives and the Board. Those who are less confident often cite low survey response rates, challenges with ensuring the right contacts are included, and the need for more context to bolster the numerical response.



## In Their Own Words: B2B Leaders On the Reliability of Net Promoter Score

“NPS surfaces common themes and allows an actionable follow up plan to be created to address areas of concern.”

Head of Customer Success

51-200 employees

“Net Promoter requires a sizeable customer base (too few responses and the score won't be representative). It also requires the right customers, i.e., the sample must be representative of your customer segmentation, and you must make a conscious effort to survey influencers and decision makers (instead of only product users) for the NPS to be really a predictor of future business.”

Head of Customer Success

201-500 employees

“I generally think it is a good way to get a pulse on the customer sentiment but wording of question, response rate, lack of reasoning behind the score all decrease the usefulness of the score.”

Vice President of Customer Success

501-5000 employees



## B2B Leaders Realize Important Benefits When Utilizing Net Promoter

In your view, what are the advantages (if any) of using Net Promoter?

When sharing why they appreciate Net Promoter, many business leaders identify several advantages of adopting NPS in B2B.

Allows trending of customer sentiment	Identifies focus areas with greatest ROI	Measures customer satisfaction
Benchmarking within industry	Identifies product/service improvements	Identifies at-risk customers
Reduces churn/Improves retention	Identifies key clients/product champions	Strengthens customer relationships



## In Their Own Words: B2B Leaders On the Value of Net Promoter Score

“The biggest value is being able to articulate the criteria, show the feedback, and have an entire organization understand where we lie in the eyes of the clients. You can also use the data to target clients in different ways to grow, nurture, recover, or cut ties.”

Head of Sales  
51-200 employees

“Net Promoter is a great foundation on which to build a voice of the customer program and culture. It is simple to implement and maintain and therefore more likely to be used over an extended period. We find it responds relatively quickly to initiatives and other actions we implement. The output is fairly easy for people to understand.”

Chief Marketing Officer  
201-500 employees

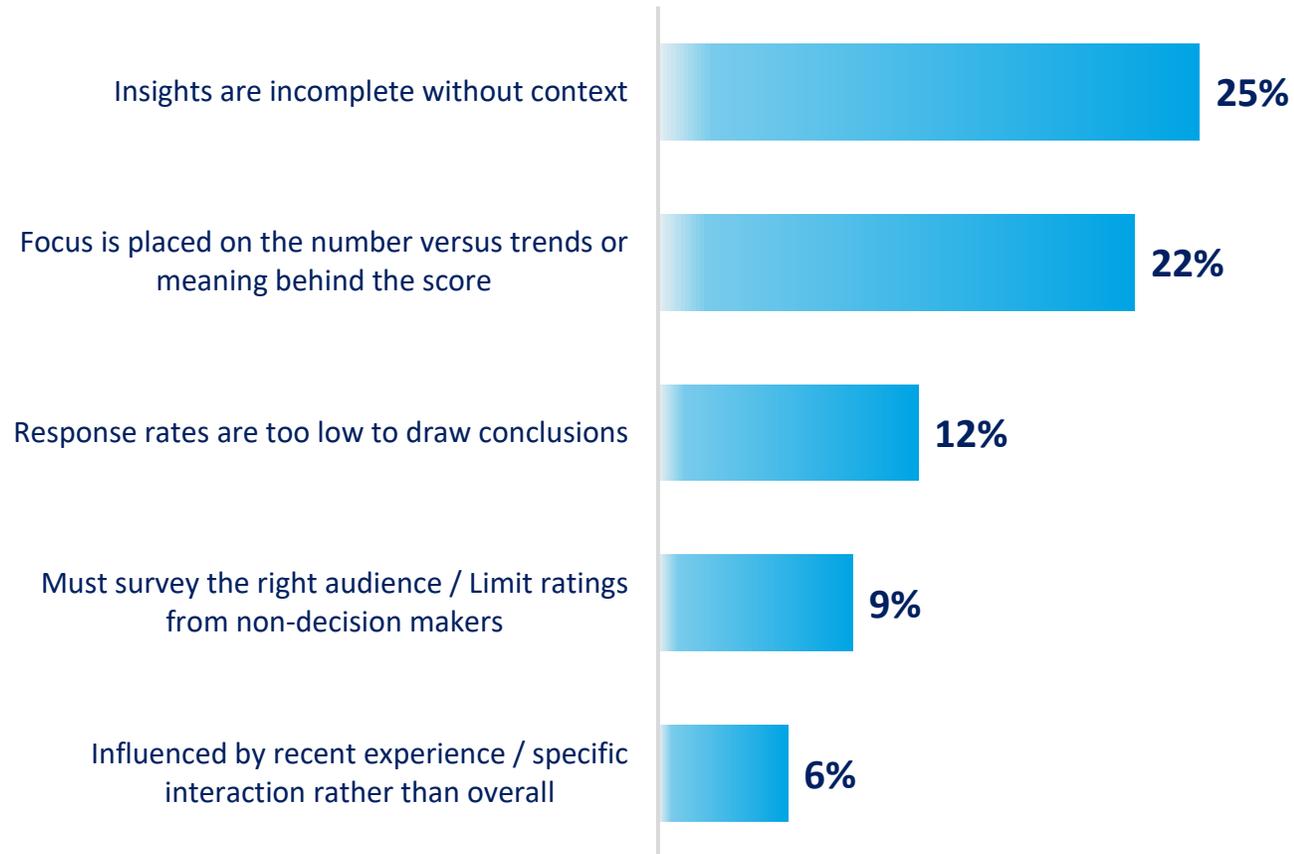
“It is good to have a standard metric to rally the company around. We can watch for trends and make changes to see how sentiment is impacted. That’s where it is adding value. It’s a great, easy way to get feedback from the customer.”

Chief Customer Officer  
501-5000 employees



## Despite its Widespread Adoption in B2B, Executives Agree There Are Drawbacks to NPS

In your view, what are the disadvantages (if any) of using Net Promoter?



While NPS can bring company-wide attention to CX, business leaders acknowledge that **too often companies can become distracted by the number**, as opposed to understanding the meaning behind NPS and its results.



## In Their Own Words: B2B Leaders On the Challenges of Net Promoter Score

“NPS is a great tool, but for B2B it's not as predictive as people seem to think. I find CES to be a slightly better predictor of repurchase/renewal. People seem more inclined to fight for the things that make their lives easy and effortless, whereas the things they really like for other reasons don't seem to get fought for quite so hard.”

Director of Customer Success  
201-500 employees

“At low volume it can provide a lot of false positives. Without the free text you can make incorrect assumptions about why scores are low.”

Director of Customer Success  
201-500 employees

“There is a huge gap in the result when changing from an online survey to a phone survey or live interview. We are talking about 20-30 NPS points! So, if data gets mixed or the method is not disclosed, there can be a wide error of margin comparing two results.”

Head of Marketing  
5,000+ employees



# **B2B Approach to NPS Survey Design**



## B2B Leaders Prefer Online Surveys for Collecting NPS Feedback

What methods have you used to gather survey feedback from your customers?



**97%**

Online /  
Email



**50%**

Phone / Video /  
In-Person Interview



**36%**

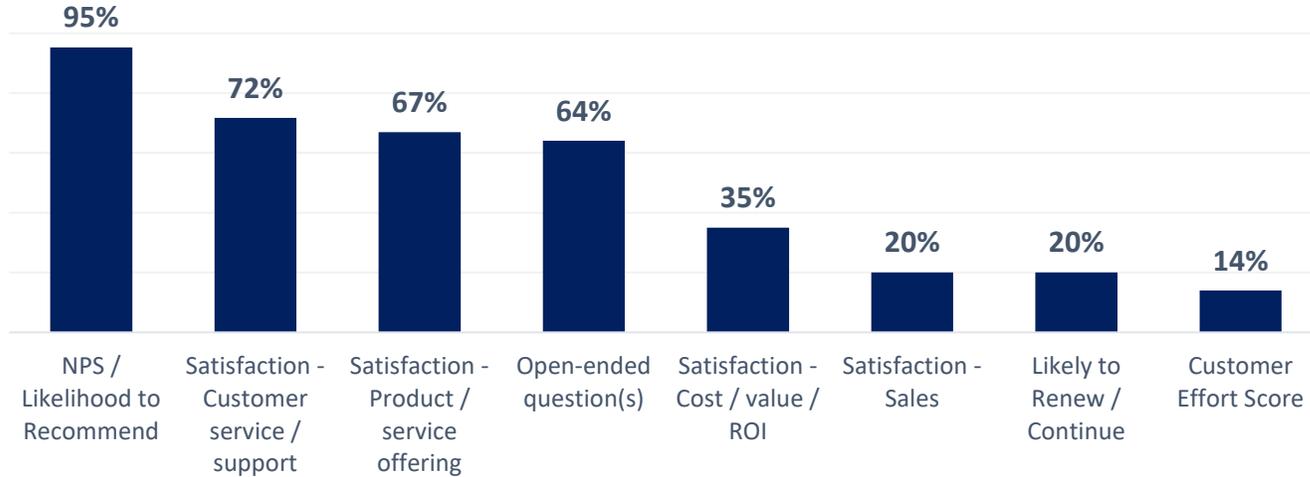
In-app /  
Platform

While online / email surveys are favored for capturing NPS insight, organizations also value establishing “listening posts” via online communities, in-app pop up surveys, and Customer Advisory Boards for capturing additional customer sentiment.



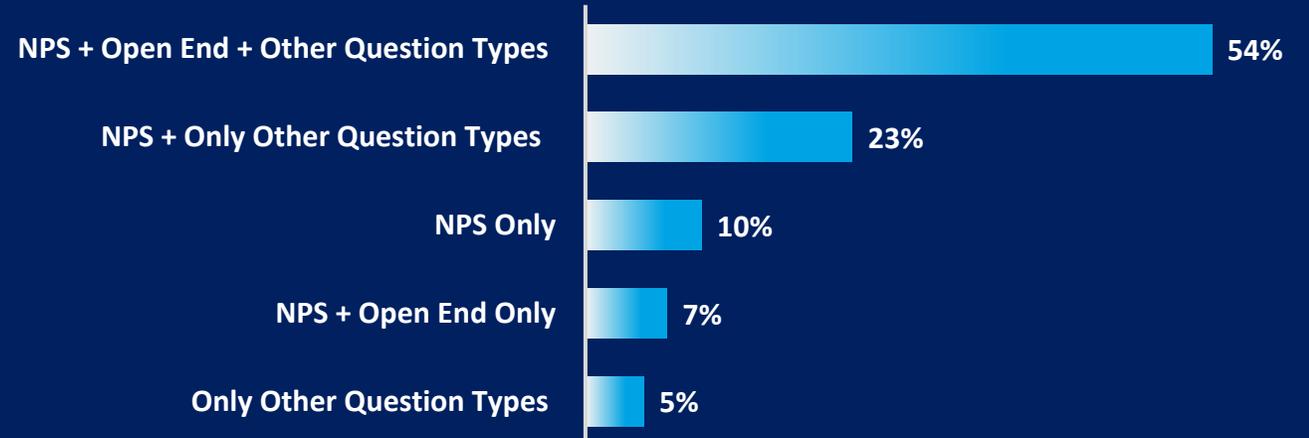
# NPS Plays a Leading Role in B2B Leaders Customer Experience Strategy

What types of questions are included in your overall Relationship Satisfaction surveys?



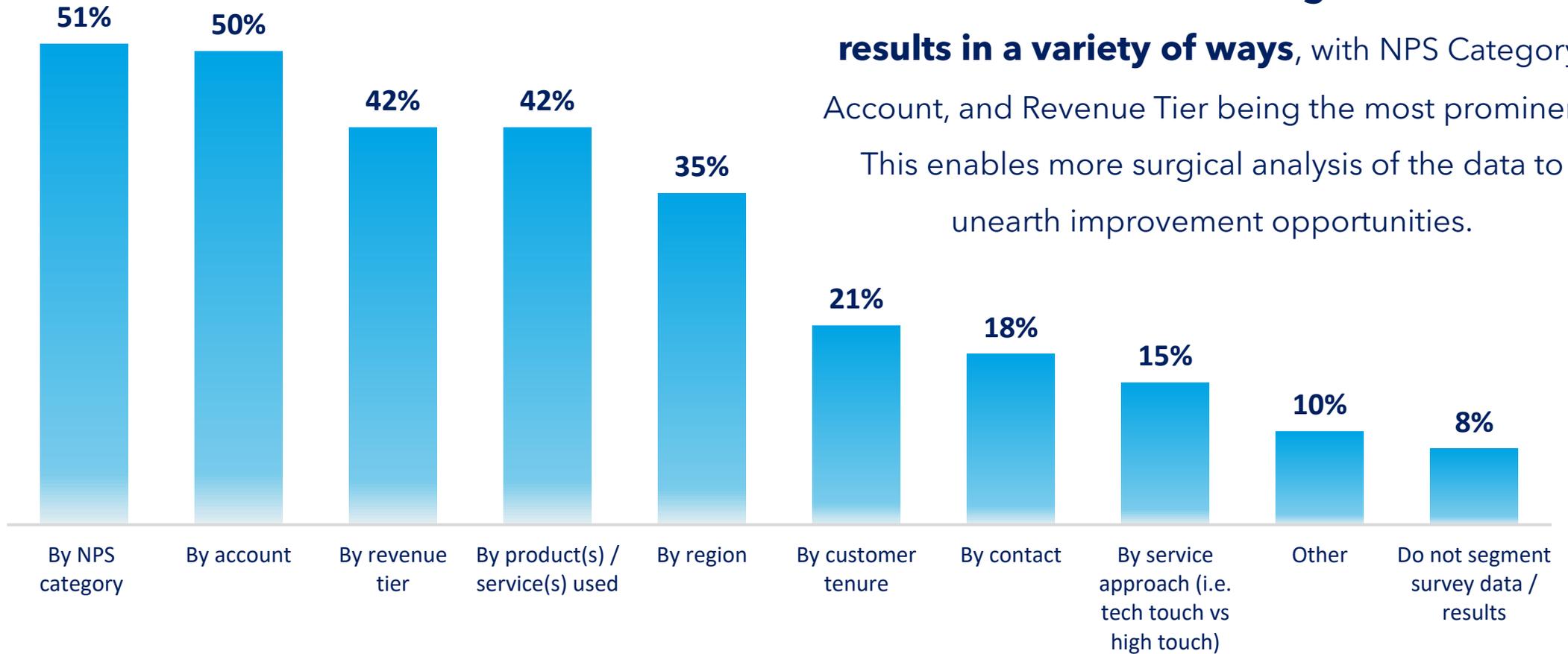
For B2B Companies, **NPS is widely considered a “must-have” metric**. Many executives see it as beneficial for promoting the company’s commitment to customer experience - both to employees and prospective customers.

**Most B2B leaders go beyond the Net Promoter question** when soliciting customer feedback in their Relationship Satisfaction surveys.



## B2B Leaders Make the Most of Their NPS Data with Segmentation

How do you segment your NPS data?

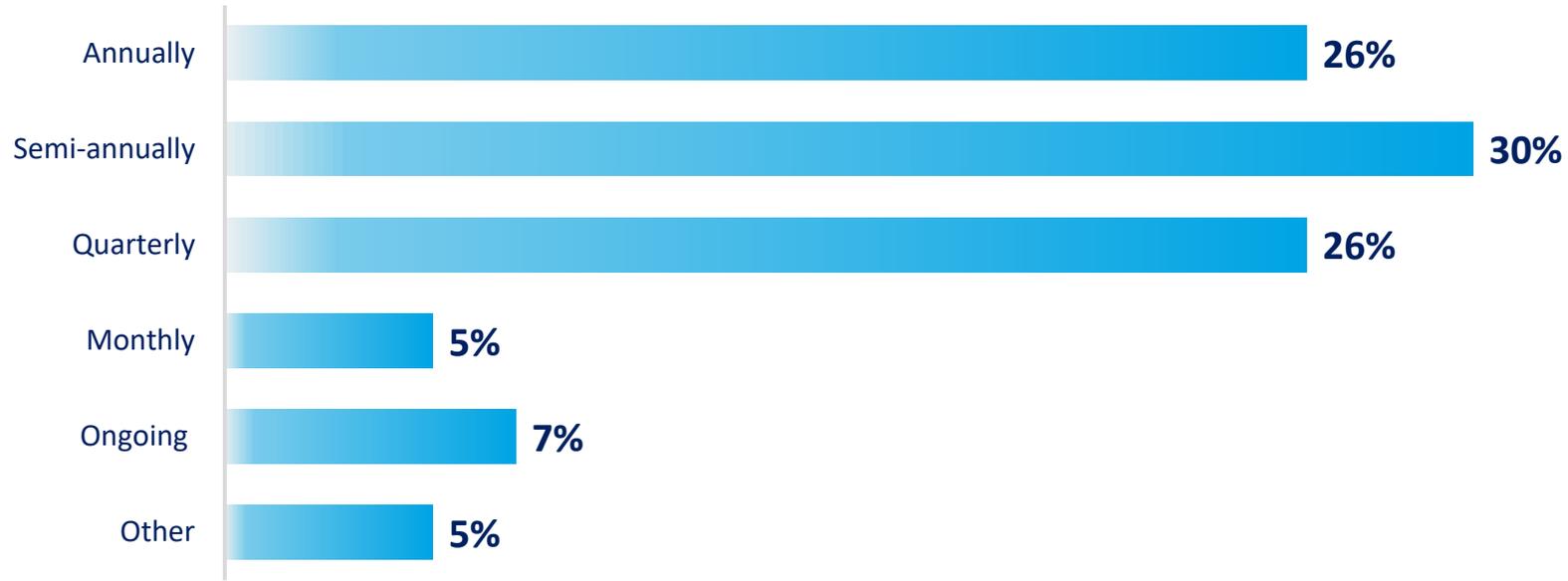


**86% of business leaders segment their NPS results in a variety of ways**, with NPS Category, Account, and Revenue Tier being the most prominent. This enables more surgical analysis of the data to unearth improvement opportunities.



## B2B Leaders Prefer to Limit Surveys to a Few Times Per Year

With what frequency do you send overall Relationship Satisfaction surveys?



**29%**

invite each contact annually

**46%**

invite each contact twice per year

**87%**

use a defined survey cadence



## In Their Own Words: B2B Leaders On How They Design and Deploy NPS Surveys

“It remains a critical part of our overall Customer Experience Program. We send out NPS surveys at 8 different points along the customer journey.”

Chief Customer Officer  
51-200 employees

“In addition to NPS, we added questions to assess our impact, value and what the customer would like us to change. As a result, we saw an increase in response rates and a more accurate NPS score.”

Vice President of Customer Success  
201-500 employees

“Semi-annually we email a very brief NPS survey to "decision-makers" at each of our accounts. We have two full-text response fields, and we tag that data for mining as well. The tagged textual feedback is even more valuable than the NPS score itself.”

Chief Marketing Officer  
201-500 employees



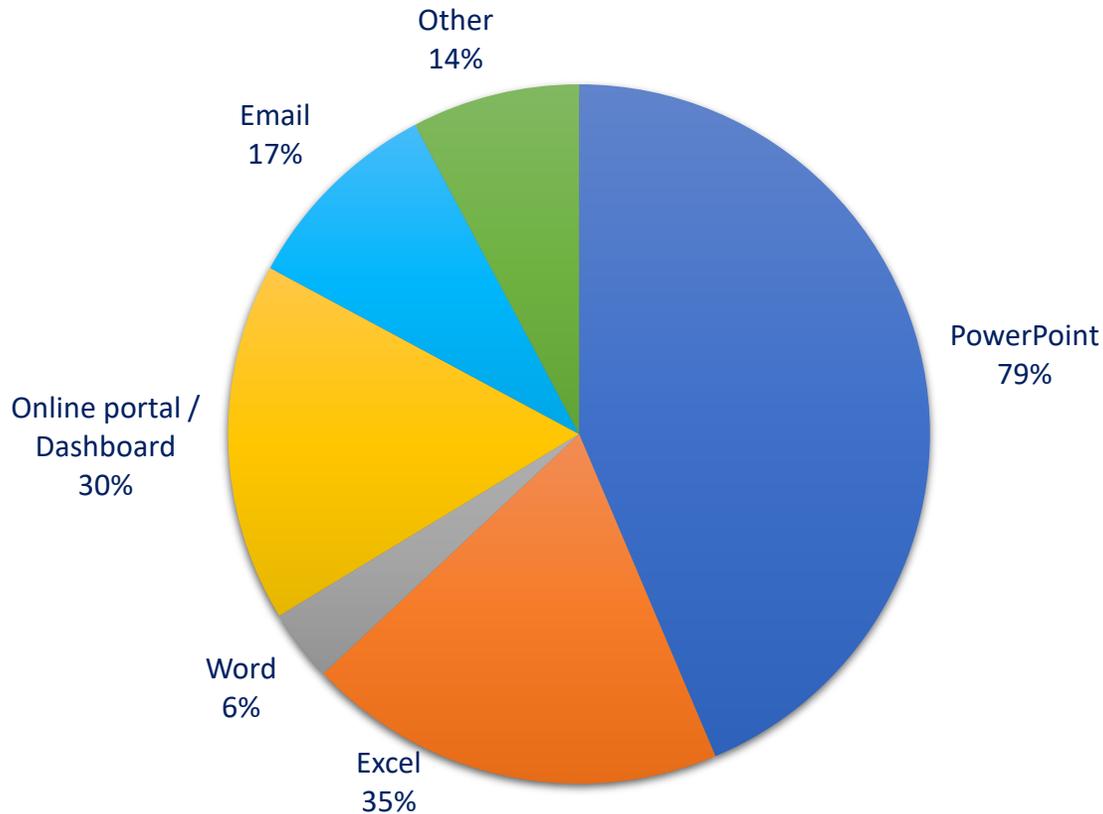
# NPS Program Socialization and Impact



# B2B Leaders Favor Transparency and Sharing NPS Insights Across the Company

How are results shared internally and who has visibility?

### Tools Used to Share Results



### Who has visibility into the results?



## B2B Leaders Have Varied Objectives for NPS

Which of the following would you hope your Net Promoter program would help you achieve?

<b>77%</b>	Save at-risk customers by taking corrective action	<b>51%</b>	Guide product enhancements / roadmap
<b>73%</b>	Track / trend customer experience / loyalty over time	<b>48%</b>	Identify expansion opportunities with existing customers
<b>73%</b>	Help predict customer retention / churn	<b>46%</b>	Assess / improve brand strength
<b>71%</b>	Improve overall customer loyalty	<b>43%</b>	Benchmark satisfaction / loyalty against competitors
<b>69%</b>	Report to C-Suite / Board on sentiment / trends	<b>40%</b>	Accelerate revenue / profit growth
<b>66%</b>	Improve customer experience at specific touchpoints	<b>35%</b>	Improve employee satisfaction / engagement
<b>59%</b>	Reinforce customer-centric behaviors among employees	<b>35%</b>	Help differentiate from competitors
<b>59%</b>	Move customers to a higher NPS category	<b>14%</b>	Lower new customer acquisition costs
<b>56%</b>	Increase positive word of mouth		

Most B2B organizations represented acknowledge that NPS programs can drive positive business outcomes in a variety of ways. Business leaders hope to realize benefits such as engaging in mitigation efforts to reduce churn and using survey data to improve customer loyalty.



## There are Mixed Levels of Satisfaction on the Intended Outcomes of NPS

How satisfied or dissatisfied are you with the impact your Net Promoter program has had so far?

	<u>Top-2-Box*</u>	<u>Bottom-2-Box*</u>
Save at-risk customers by taking corrective action	67%	14%
<b>Track / trend customer experience / loyalty over time</b>	80%	7%
Help predict customer retention / churn	69%	13%
Improve overall customer loyalty	59%	12%
<b>Report to C-Suite / Board on sentiment / trends</b>	80%	11%
<b>Improve customer experience at specific touchpoints</b>	72%	16%
Reinforce customer-centric behaviors among employees	69%	11%
Move customers to a higher NPS category	62%	10%
<b>Increase positive word of mouth</b>	61%	15%
Guide product enhancements / roadmap	67%	14%
Identify expansion opportunities with existing customers	57%	11%
Assess / improve brand strength	62%	8%
<b>Benchmark satisfaction / loyalty against competitors</b>	45%	16%
<b>Accelerate revenue / profit growth</b>	51%	20%
Improve employee satisfaction / engagement	69%	10%
Help differentiate from competitors	49%	11%
Lower new customer acquisition costs	56%	11%

While a majority of B2B leaders feel they are accomplishing their goals, there are still several key areas that could be improved.



\* Top-2-Box combines the Very satisfied and Satisfied percentages. Bottom-2-Box combines the Very dissatisfied and Dissatisfied percentages.

## In Their Own Words: B2B Leaders On How They Use Net Promoter Score

“It needs to be part of an overall CX program. Like most KPIs, you can't make decisions based on a single data point.”

Chief Customer Officer

51-200 employees

“We use this as one piece of information when deciding which clients to approach regarding certain programs we might run and/or obviously clients to approach for referrals.”

Director of Customer Success

501-5000 employees

“It gives us the opportunity to address issues directly with clients who are neutral or dissenters. It's uncovered opportunities for relationship building, cross-selling and upselling as part of an overall client experience program.”

Marketing Director

51-200 employees



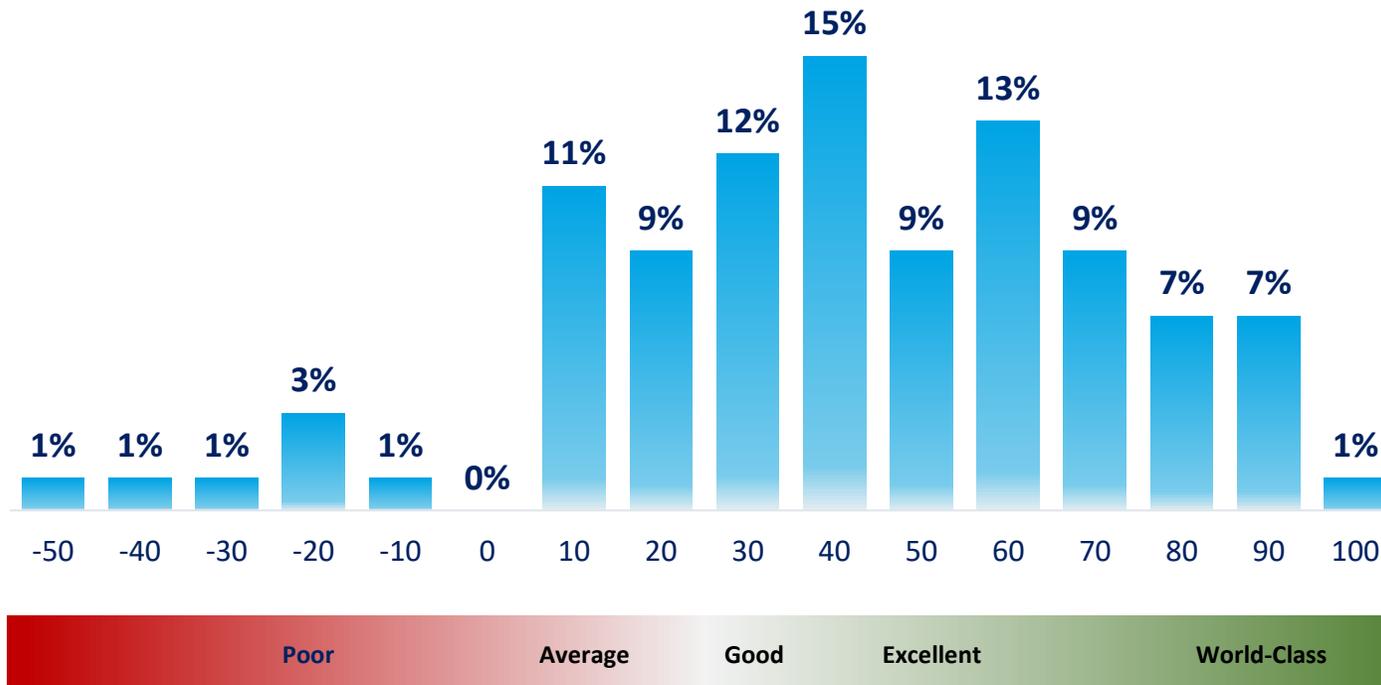
# Achieving a World-Class Net Promoter Score



# Business Leaders Generally Self-Report Positive Net Promoter Scores

Thinking about your most recent overall Relationship Satisfaction survey, approximately where within the -100 to +100 range was your company's Net Promoter Score?

Net Promoter Score Performance



Ranges Based on Satrrix Solutions' Book of Business and General NPS Benchmark Guidelines

Not surprisingly, B2B leaders with a high NPS are more pleased with the impact Net Promoter has had on driving positive outcomes.



## In Their Own Words: B2B Leaders With Self-Reported World-Class NPS Share Best Practices

“We train that the score is irrelevant and that the goal is survey over survey improvement and gathering the qualitative and quantitative input that will help us confirm what priorities to invest in and what impact we anticipate it will have. There has never been a time that I've delivered a survey that it hasn't paid for itself in surfacing customers we didn't know were at risk, which we were then able to retain.”

Chief Customer Officer

51-200 employees

“We use scores as a competitive advantage and selling point:

1. We have won business
2. Helps us set the vision for the organization
3. Motivates the delivery team”

Chief Marketing Officer

501-5000 employees

“We compensate everyone in the company on NPS so that doing the right thing comes natural. Everyone from Finance to our consultants are measured on so it puts the customer at the center of what we do. We also leverage relationship managers who collect the scores and feedback and solve any customer issues as they arise.”

Chief Customer Officer

51-200 employees



# Open-Ended Feedback from B2B Leaders



## In Their Own Words: B2B Leaders Expand on the Pros and Cons of Net Promoter Score

“Surveys in general can be very useful. NPS seems too limited (calculation) and drops many supporters (8's) from the calc. It also doesn't measure the weight of decision maker or influencer - all respondents are equal. Often, a few unhappy accounts can also skew results when multiple users respond.”

Chief Marketing Officer  
201-500 employees

“Often we get very different answers from our end users than from the people who purchase and support our product in the customer. This then creates friction in the relationship as purchasers and supporters want one thing and end-users another.”

Chief Product Officer  
201-500 employees

“In B2B, since it is account based, it depends on the specific individuals completing the survey. In some cases, there can be 2 people and others 20 people with different roles and experiences, a single NPS per account can be mis-leading.”

Chief Marketing Officer  
51-200 employees



## In Their Own Words: B2B Leaders Expand on the Pros and Cons of Net Promoter Score

“It’s a good way to rally people around CX and caring about customers. But it's more about what you're doing about the score - looking at comments of promoters, neutral and detractors - than just capturing the score. So, tying the score to initiatives and then tracking the success of those and how they influence NPS is critical.”

User Experience Researcher  
5001+ employees

“You can’t get an NPS score from somebody and know exactly what they’re experiencing. There are outside factors, but it opens the door. It’s just a matter of how you’re going to keep the door open.”

Director of Marketing and Sales Enablement  
Less than 50 employees

“If you're only using NPS and it's not part of an overall CX Program then you could create blinders for yourself. I think organizations that have dismissed NPS as a key measure are organizations that haven't figured out how to leverage it properly as part of a holistic CX Program and/or they've never been able to impact their NPS positively and they are waving the white flag.”

Chief Customer Officer  
51-200 employees



## In Their Own Words: B2B Leaders Expand on the Pros and Cons of Net Promoter Score

“The premise of the question is flawed, the score is flawed, the implementation is flawed, but it is simple and makes management feel like they are doing something.”

CEO

Less than 50 employees

“It's only one indicator but can be useful to identify high levels of satisfaction or dissatisfaction that can be explored further. A number only gives you a single measure or linear trend but not the richness of thought or action that sits behind it. I would never use NPS as the only measure for feedback.”

Marketing Director

51-200 employees

“An interesting “aha” moment was the question wording. When following up with a Detractor they said they don't refer software to their friends. They answered the question literally, while some customers do not. We're not sure “friends” is appropriate in B2B so we're socializing internally on changing the question wording to get better insight into a person's sentiment.”

Vice President of Customer Success

501-5000 employees



## In Their Own Words: B2B Leaders Expand on the Pros and Cons of Net Promoter Score

“I like NPS because it’s an industry standard, helps with valuation, and is an easy data point to rally employees around.”

Vice President of Client Success  
201-500 employees

“NPS has been the one metric our company has entirely embraced. It allows us to gauge performance against others; we can segment & analyze by Promoters/Passives/Detractors and share results company-wide in an easy-to-understand language how customers view us - and we can link scores to business metrics such as renewal rate, ACV, and more. Finally, it’s a corporate KPI that’s reported quarterly.”

Senior Business Manager  
51-200 employees

“The ability to correlate NPS to CX drivers, and informing product development decisions, sharing if relevant in the context of loyalty/marketing program, and with board members who also find it an important data point.”

Chief Marketing Officer  
51-200 employees



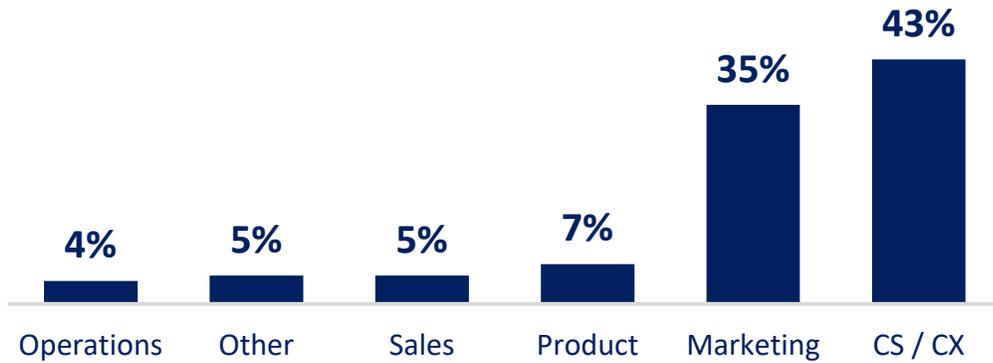
Satrix Solutions Research

# Survey Demographics

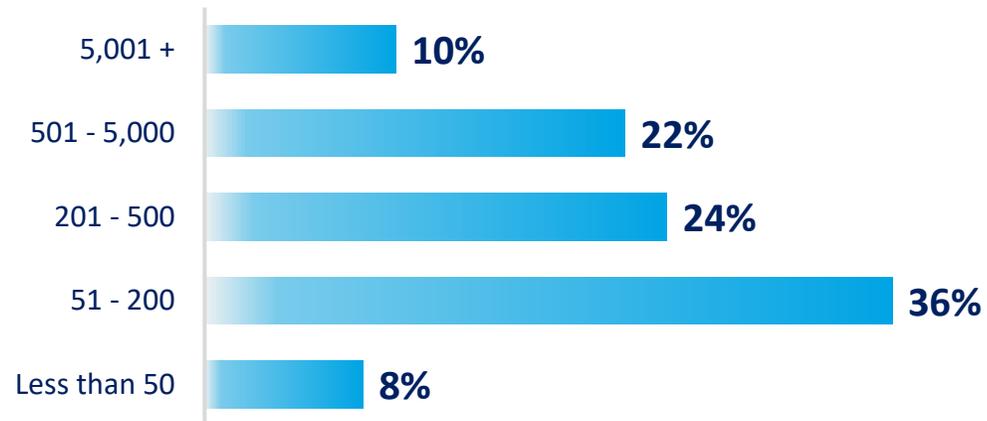


# Respondent and Company Demographics

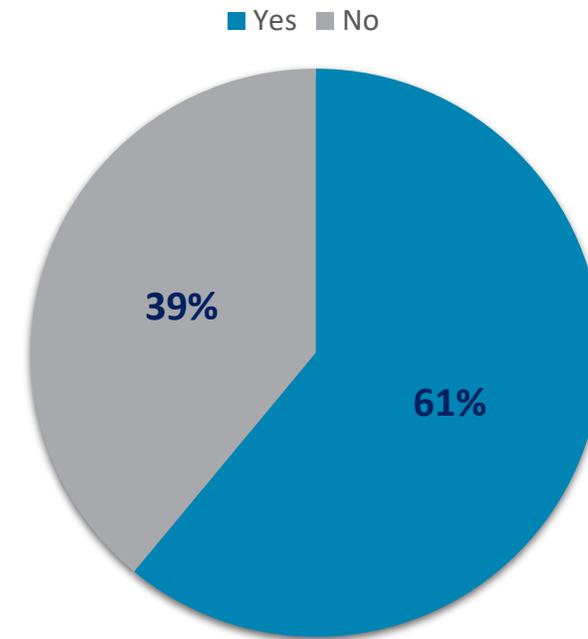
### Respondent Role



### Number of Employees



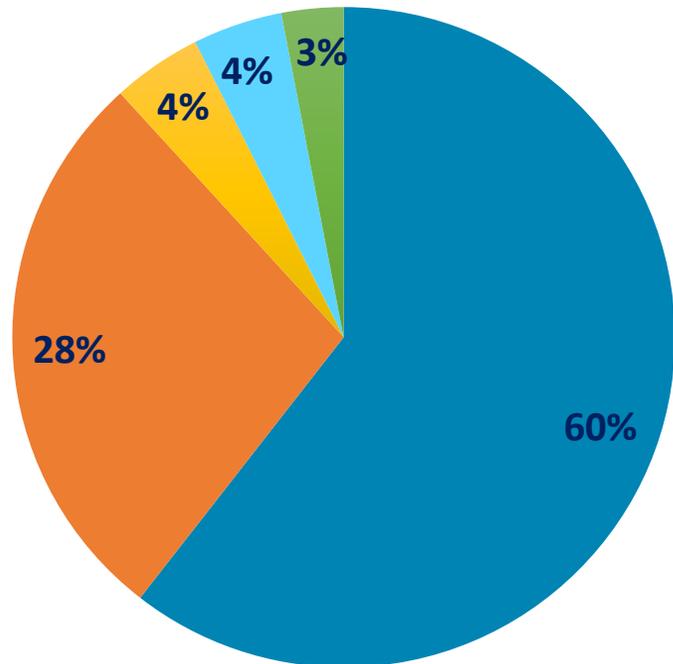
### Venture Capital / Private Equity Funded



# Roles and Responsibilities

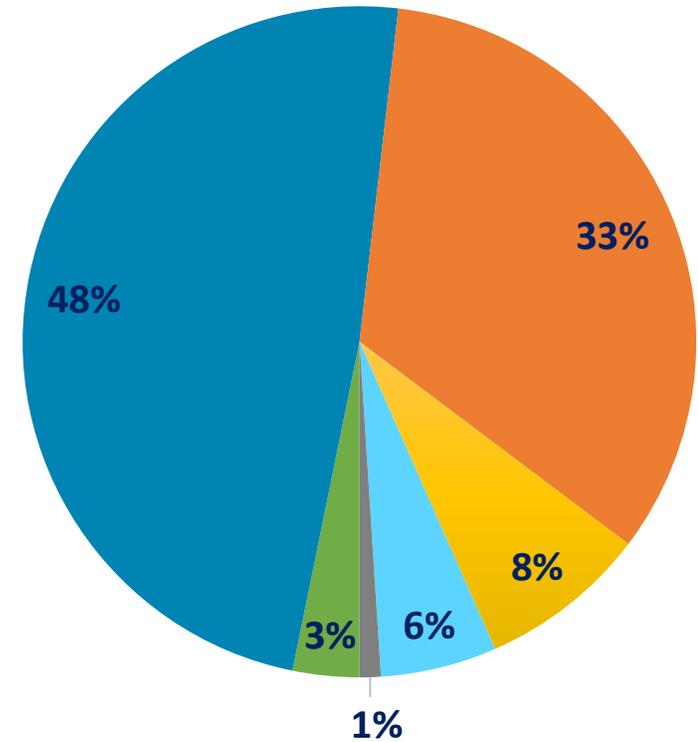
Who is responsible for administering and budgeting the overall Relationship Satisfaction survey?

### Administering/Fielding Responsibility



### Budget Responsibility

- Sales
- Customer Success / CX
- Marketing
- Operations
- Product
- Other



## With 80% of Business Leaders leaning in favor of Net Promoter

**Score,** it is clear the Net Promoter System remains a valuable metric despite criticism. What is also evident is that as B2B companies continue to grow and evolve, they now have higher expectations for their NPS programs – a testament to the strong emphasis on the customer experience across B2B industries.

While many see Net Promoter as a helpful indicator of customer loyalty, they also recognize the impact it can have on many aspects of the business. It is often used to motivate teams and encourage a customer-first mindset. Companies commonly use NPS data in sales and marketing material to validate their commitment to customer satisfaction and differentiate from the competition. Additionally, business leaders are regularly incorporating Net Promoter insights to help prioritize items on their product roadmap and are using rich customer feedback to identify structural improvement opportunities. It is unmistakable that NPS continues to be one of the strategies that customer-focused executives rely on to obtain the facts and data needed to strengthen the customer experience.





# We Cultivate Companies People Want to Buy From & Work For.

## Founded in 2008

We're incredibly proud that our first client still engages us today.

## 100% Referenceable

Every client happily serves as a reference.

## 4.9 Stars on G2

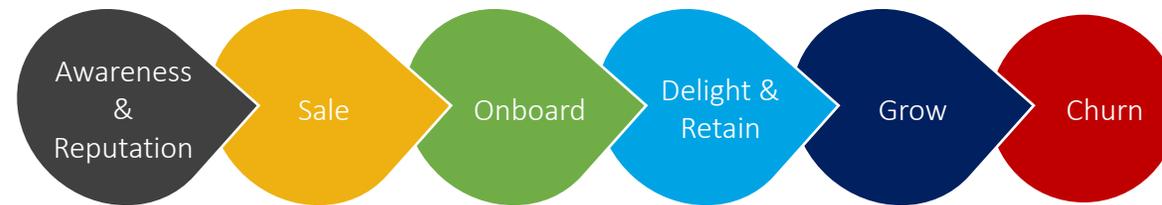
Our own Net Promoter Score has ranged from +80 to +90 since inception.

## 5 Stars on Glassdoor

100% of our employees would recommend Satrix Solutions as a place to work.



Satrix Solutions is a customer experience and employee engagement consultancy dedicated to revealing actionable insights that boost loyalty, retention, and growth. Customized partnerships are executed with a clear vision and are underwritten by flawless execution of customer and employee feedback initiatives, trustworthy data, robust reporting, and objective recommendations that guide continuous improvement.



### Results Our Clients Have Experienced

- Improved Net Promoter Scores
- Increased retention rates
- Growth in expansion revenue
- More referrals from loyal advocates
- Higher sales close rates
- Deeper understanding of competitive landscape
- Enhanced CX cultural alignment
- Higher Customer Lifetime Value
- Lower Customer Acquisition Cost

### Why Companies Partner With Us

- Experts in B2B Customer Experience
- Rich, unfiltered feedback
- Unbiased 3<sup>rd</sup> party analysis
- Deep industry domain knowledge
- Compelling reporting & analytics
- Actionable insights & recommendations
- Trusted by executives & the Board
- Quantifiable Return on Investment
- Ongoing consultation & program evolution
- Exceptional service

**For more information, contact us at:**



[SATRIXSOLUTIONS.COM](https://www.satrixsolutions.com)



INFO@SATRIXSOLUTIONS.COM



623.229.1414

