
Strategy Tool

The Net Promoter Score

Fred Reichheld and his Bain & Company colleagues tried numerous survey questions with consumers across multiple industries to see which questions were best correlated with customer loyalty (repeat purchases) and company growth. The following question was the best indicator of whether a customer was loyal and enthusiastic about a company or product.

How likely is it that you would recommend [company X; product Y] to a friend or colleague?

Respondents answer on a 10-point scale, with 1 meaning “not at all likely,” 5 “neutral,” and 10 “extremely likely.”

As illustrated in Figure 5.2, Reichheld classifies a customer who responds with a 9 or 10 on the question above as a promoter. Anyone who scores 6 or below is a detractor, who is likely to steer others away from your company or product. Those scoring 7 or 8 are passives. To calculate a net promoter score, subtract the percentage of detractors from the percentage of promoters.

Net promoter score = Percentage of customers who answer 9 or 10 – Percentage who answer 6 or below.

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