

NPS & Net Promoter SystemSM: Past, Present, Future

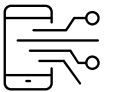


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The case for Net Promoter System



Evolution of Net Promoter System



In 2003, we created a revolutionary, simple measure of customer love

The ultimate questions



How likely are you to recommend [Company] to a friend or relative?

Not at all likely



Why? [open verbatim]

Key insights for learning
& promoter creation

Why it's valuable



Simple to understand



Rich learning insights



Closely linked to value creation



Comparable internally & externally

The score



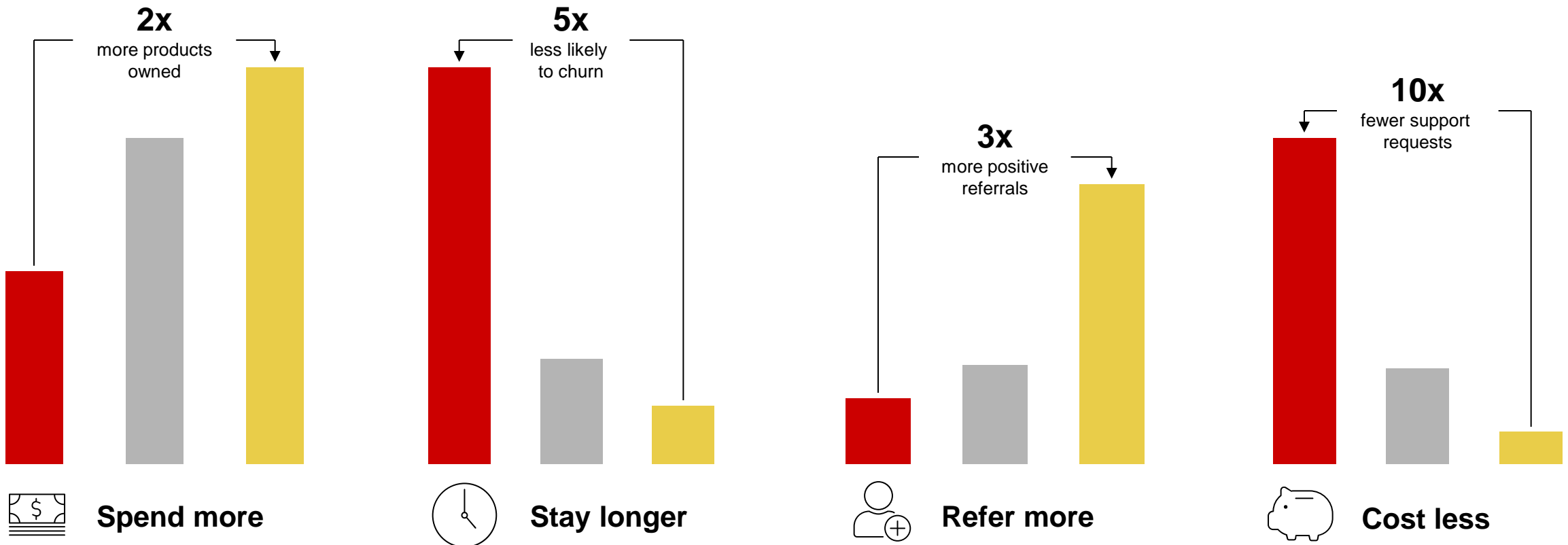
$$\text{Net Promoter Score} = \% \text{ Promoters} - \% \text{ Detractors}$$

Net Promoter Score (NPS) is highly predictive of individual customer behaviors that drive customer lifetime value

/ GENERIC EXAMPLE

Promoters...

😊 Promoter 😐 Passive 😡 Detractor



Source: Bain case work; indexed data

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At a macro-scale, NPS is
highly correlated
with company growth

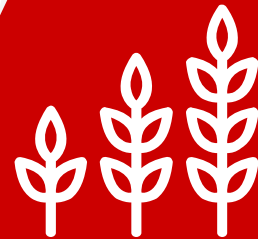


Loyalty leaders operate at

15%

lower
cost

vs. average
companies



Loyalty leaders grow at

>2x
CAGR

vs. average companies

Source: Bain analysis; Loyalty leaders grow at 2x CAGR with
15% less operating costs vs. companies with average loyalty

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Many companies measure their NPS, but what most fail at is going beyond the score and turning feedback into action



Net Promoter Score as a **METRIC**

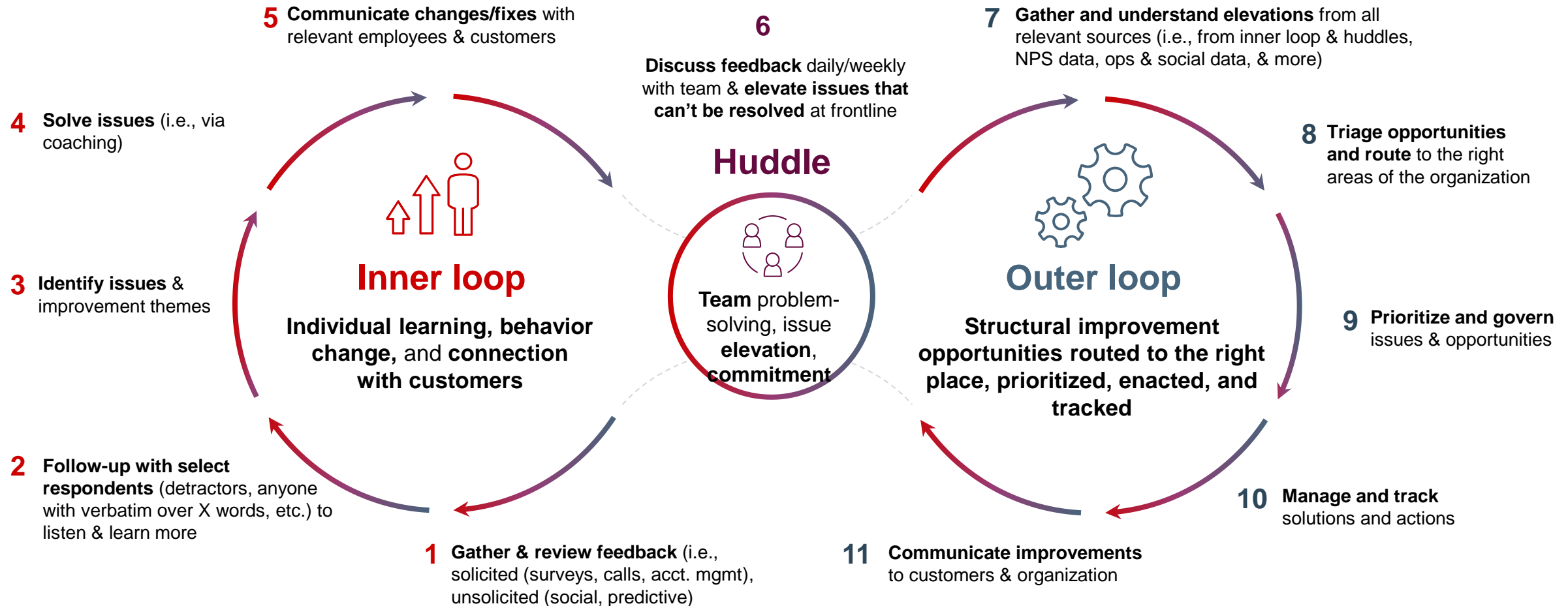
- Reliable measure customer relationship health
- On the CEO's agenda both at key strategic review points and on an ongoing basis
- NPS data are used to benchmark against competitors
- Individuals and teams held accountable for improving touchpoint NPS over time



Net Promoter System as a **WAY OF WORKING**

- **Deploy processes** that earn customer loyalty and organic growth
- **Achieving/sustaining NPS leadership versus competition** is on everyone's agenda every day
- **NPS data are used to understand and act** on the practices that create promoters and reduce detractors
- Individual pieces of touchpoint **NPS feedback delivered immediately to employees**; feeds coaching and learning

Net Promoter SystemSM | At the heart of Net Promoter System is high-velocity, closed-loop feedback (CLF)



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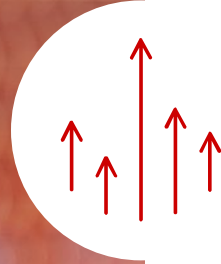
The case for Net Promoter System



Evolution of Net Promoter System



Evolving NPS with the latest innovations



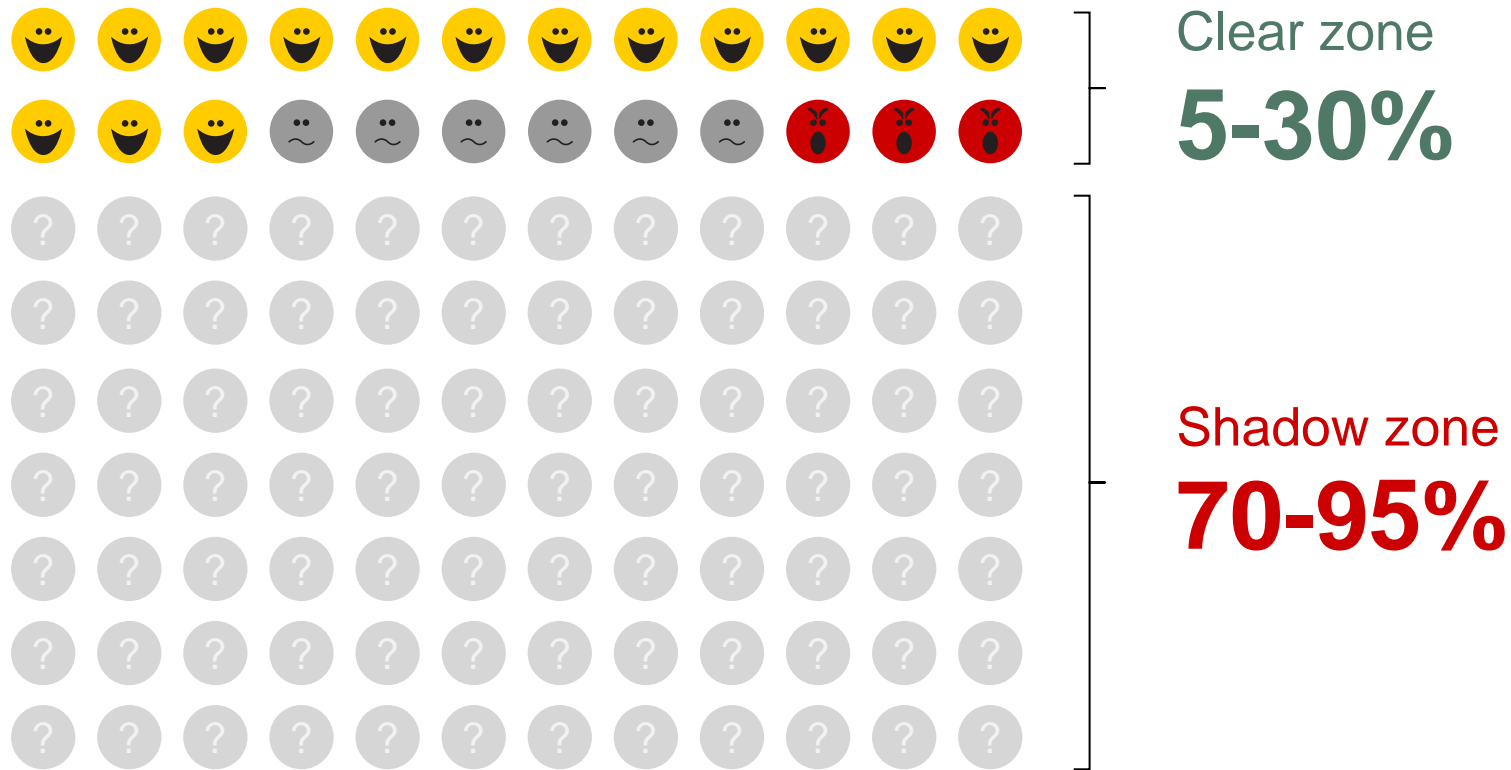
Predictive NPS, because surveys aren't enough



The next big revolution: Generative AI

While surveyed feedback is great, there is often an unknown majority

A small portion of customers respond to requests for feedback generating a **massive shadow zone...**



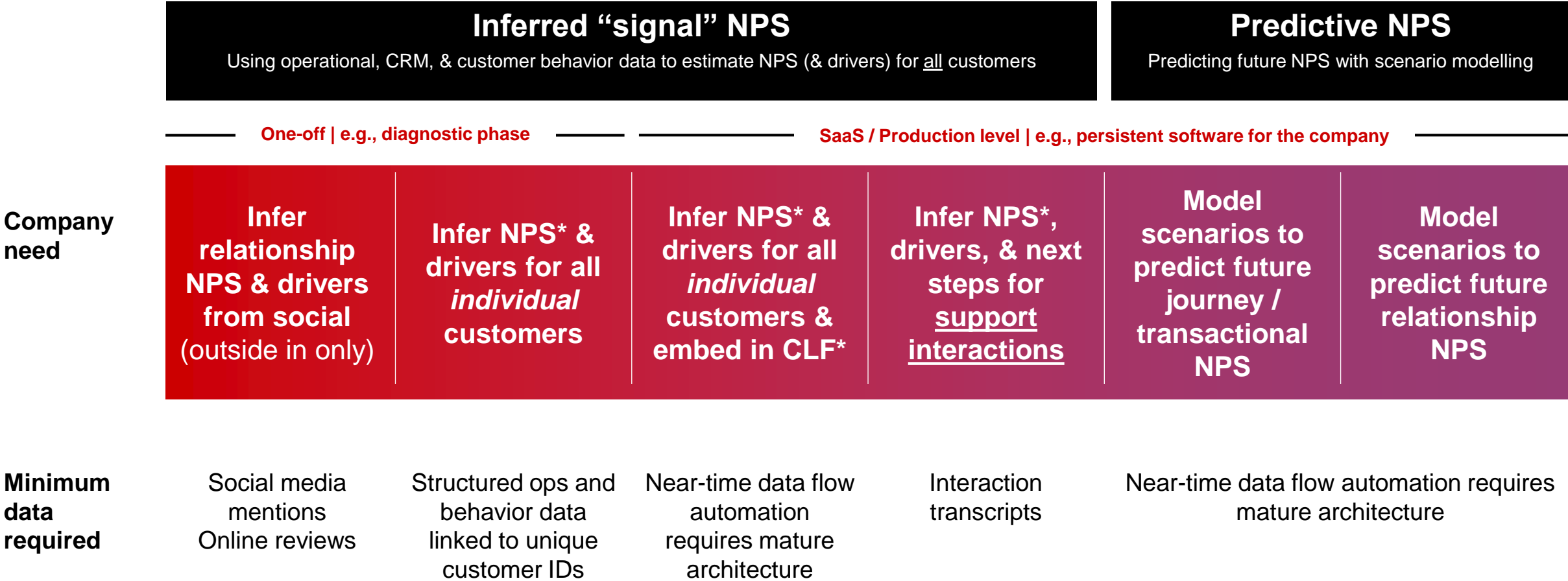
....with limited tailored-made applications at customer level

The “**clear zone**” (which is expected to decrease because customers are becoming reluctant to answer) is a good base to build a **comprehensive Net Promoter System...**

...but the huge **shadow zone** does **not allow:**

- **Strategies and actions at the single-customer level** according to the level of empathy with the Bank
- **Full evolution of the whole customer engagement model Predictive NPS driven**

How to understand the unknown majority



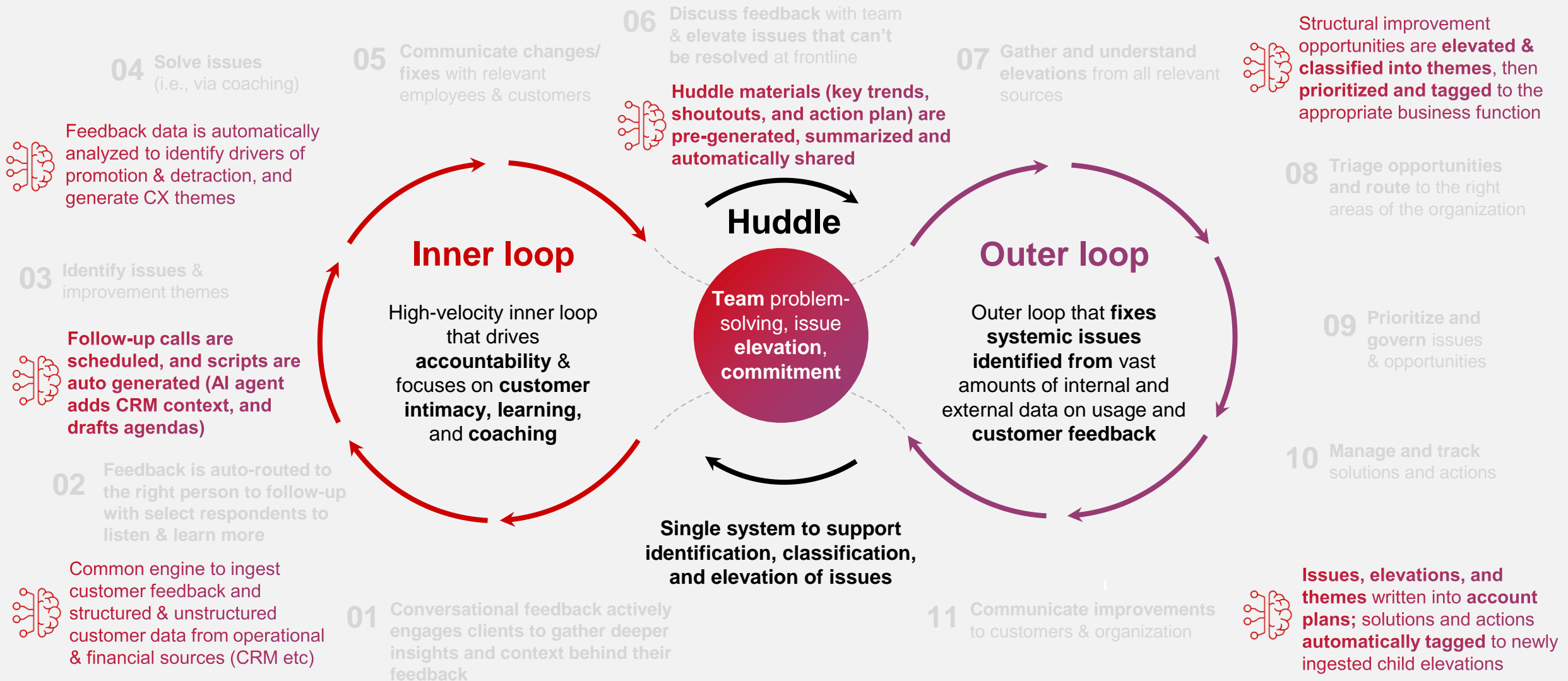
Note: *The use of “NPS” here refers to an individual customer’s likelihood to recommend (LTR; whether a customer is a promoter, passive, or detractor); CLF = closed loop feedback; EM = experience management; **other vendors may exist for these two use cases, but Bain doesn’t yet partner with them
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Embed and AI / GenAI capabilities to scale up closed loop feedback



GenAI use cases

/ NOT EXHAUSTIVE



Conversational Feedback Example: How AI agent probing revealed a service failure and potential churn, allowing human teams to act preemptively / EXAMPLE

Conversational feedback uses digital tools (like chat-based AI) to actively engage with customers through dynamic, back-and-forth dialogue. Rather than just collecting static survey responses, **it allows probing, clarifying, and uncovering deeper insights in real time.**

For example, a vague complaint about "bad service" can reveal deeper issues like **policy failures** or **billing errors** when probed effectively.

AI Agent

AI agent is identifying the main reason for the customer's dissatisfaction.

Thank you for reaching out. Could you tell us a little more about what went wrong with the product or service?

AI agent is probing for patterns in customer dissatisfaction by asking about past experiences..

I'm sorry to hear that. You've mentioned previous issues with your orders—could you share a specific example and how it was handled when you contacted customer support?

AI agent is focusing on the most recent customer service breakdown to understand the effectiveness (or lack thereof) of escalation and follow-up procedures.

It's concerning to hear about your repeated experience with incorrect or damaged items and support difficulties. Could you provide more details about how this most recent issue was addressed when you contacted us?

Customer

The product I received was completely different from what I ordered. I selected a black wireless headset, but I received a wired blue one instead. It's frustrating because this isn't the first time I've had issues with my orders from your site.

The AI agent managed to probe and find out that this isn't just a product issue but also poor customer support/service issue.

Yes, last month I ordered a phone case and it arrived damaged. When I contacted support, I was transferred between three different agents, and none of them could give me a clear solution. I eventually gave up and just kept the damaged case.

The agent spotted the potential risk of churn, prompting the human team to act quickly to resolve the issue.

I tried calling and using live chat. Both times, the agents told me they'd escalate the issue and get back to me in 24 hours, but it's been over a week and I haven't heard anything. I'm considering returning the product and switching to another brand.

Together, Generative AI & inferred NPS will create better, more seamless customer & employee experiences

/ NOT EXHAUSTIVE

