The essential guide to NPS for B2B companies

How leading suppliers use NPS at the heart of their CX strategy to reveal churn risk & grow revenue

What is NPS?

Where does NPS come from?

The Net Promoter Score (NPS) was developed by Fred Reichheld of Bain & Company and first introduced in a 2003 Harvard Business Review article.

Reichheld aimed to find a simple yet effective way to measure customer loyalty and predict business growth and NPS was born!

NPS stands for Net Promoter Score and is used to understand and improve customer satisfaction.
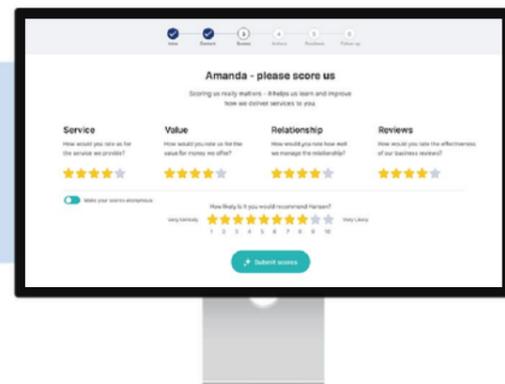
How does it work?

Your customers are asked one simple question:

" Based on your experience, would you recommend our product / service / company to family, friends or colleagues? "

They will then submit a response on a scale from 0 to 10 and their score will determine whether they are classed as detractors, passives, or promoters.

| 0 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

DETRACTORS   PASSIVES   PROMOTERS
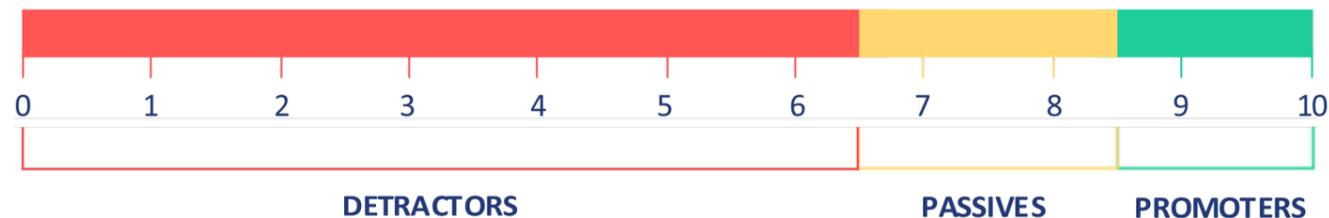
Detractors

People who have scored you from 0 to 6 are likely to be unhappy with your company and may share their frustrations with others.

Passives

Customers who score you 7 or 8 are happy with your company but don't see you as standing out, meaning they feel they have alternative options.

Promoters

Those who score you a 9 or 10 are not only happy with your company, but they'd also actively encourage others to use it.

> I continue to be impressed with the service and your team.
>
> NPS: Promoter

> I have used your service for some time and have seen no benefit.
>
> NPS: Detractor

How to calculate NPS

Your score is calculatedby subtracting the percentage of detractors from the percentage of promoters.

% of Promoters − % of Detractors
= NPS

This leaves you with a score between –100 and +100.

Example:

No. of responses = 100

Promoters: 60 │ Passives: 20 │ Detractors: 20

% Promoters = 60% │ % Detractors = 20%

$$\frac{60 - 20 = 40}{NPS = +40}$$

97%

of buyers want better tracking and actionaing of feedback, NPS & CSAT scores

The value of NPS

Your Net Promoter Score brings value to many areas of your business by...

Enabling better contract retention

In the world of B2B, NPS provides valuable insights into customer sentiment both at the account and company level. It serves as an early-warning system for account teams and leadership, who can address any pain points customers may have before they escalate. Taking a proactive approach to concerns raised demonstrates to customers that their opinions matter, fostering trust and loyalty. Over time, this leads to stronger relationships and higher retention rates, as clients that feel heard and valued are less likely to seek alternative solutions.

74%

of buyers state they are definitely more likely to buy from a supplier that consistently listens and acts on feedback

NPS is an early-warning system for account & leadership teams

Unlocking growth opportunities

NPS doesn't just measure satisfaction, it identifies key growth opportunities within your customer base. Promoters, those who score you 9 or 10 on the NPS scale, can often be enthusiastic advocates for your business. They tend to be more open to conversations about additional products, services or upgrades, making them prime candidates for upselling and cross-selling. By engaging promoters in targeted discussions and showcasing how your offerings align with their needs, businesses can unlock new revenue streams.

Optimising business operations

NPS insights don't just benefit customer-facing teams; they also provide actionable insights for improving the way you manage your services or products. Keeping a record of feedback uncovers patterns that may indicate ongoing issues, such as product inefficiencies, service gaps or slow response times.

Addressing operational weaknesses not only enhances customer experience, it boosts overall business performance. For instance, if detractors consistently mention delayed services, optimising workflows to speed up delivery would lead to immediate improvements in customer satisfaction. In turn, this reduces the costs and effort associated with churn, while simultaneously increasing customer loyalty and efficiency.

"...it feels good to be above the industry benchmark, but what's more valuable is knowing that one of your biggest accounts has a key stakeholder who's unhappy so you can do something about it"

James Ward,
CEO
Clientshare

NPS best practice: 10 recommendations

Net Promoter Score (NPS) is a powerful tool that can drive significant improvements across your business when used correctly. Here are 10 ways you can use NPS as part of your wider business strategy:

"Use the data to identify who your passives, detractors, and promoters are - and then do something about it. Don't let it sit on a spreadsheet for months on end"

James Ward,
CEO
Clientshare

1. Collect scores regularly

Collecting NPS over a longer period gives you a more thorough overview of how your customers are feeling about your services.

2. Customise the survey

Increase trust in your surveys by customising them where possible. An easy way to start is by sending them from your custom email domain, not from a third party which risks engagement and trust.

3. No signal is still a signal

It's easy to think about how you respond to promoters, passives and detractors, but remember to follow up with anyone who doesn't give a score at all. It's a valuable indicator of where you can improve engagement and, if your customer is ignoring you, then it's likely you have a problem.

4. Combine with your Business Reviews

Combining your NPS surveys with existing review processes means the people you're contacting are already engaged with you, driving up response rates.

5. Close the loop

Continue the conversation with customers after collecting their responses to let them know how their feedback is being used, increasing trust and engagement.

92%
of actionable feedback from buyers for suppliers is collected through regular reviews / QBRs, including NPS

6. Cover all accounts

Don't be tempted to only offer NPS to your top accounts. While the scores might look good, you're missing out on essential indicators from your other customers, and you'll end up with a nasty surprise when a customer churns.

7. Widen stakeholder reach

NPS is a valuable resource for the entire organisation, not just account teams. The data it provides can guide decision-making by stakeholders across all levels of the business.

8. Combine with feedback, CSAT and follow-ups

NPS scores are subjective, so they should be used in conjunction with other metrics like Customer Satisfaction (CSAT) to form a comprehensive picture of customer sentiment.

9. Take ownership

Customer Success (CS) / Account Management (AM) teams should take ownership of NPS collection and monitoring on a consistent basis so they maintain a good oversight of customer sentiment.

10. Drive multi-team adoption

Although CS / AM teams should take the lead, NPS is a great tool for other areas of the business. Think about how other teams like Marketing, Product or Business Development could use the insights.

The power & pitfalls of NPS

An interview with:

James Ward,
CEO, Clientshare

Net Promoter Score (NPS) is a popular tool for measuring customer sentiment, but many businesses fail to unlock its full potential. James Ward, CEO of Clientshare, discusses some common mistakes companies make, what to do with the insights you gain, and why B2B companies must look beyond the headline score to deliver a real impact.

Q: Where have you seen businesses go wrong with NPS?
Firstly, many companies treat NPS as an annual survey that runs separately from their ongoing customer engagement. It's typically done at an arbitrary point in the year, which leads to poor response rates and survey fatigue for customers. Timing really matters and capturing NPS when the customer is actively engaged with you, like during regular business reviews, will yield far better results.

On top of this, NPS needs to be collected in context. Asking for feedback once a year is like taking a snapshot of a moving train - it's not representative of the whole journey. You need to look at it in relation to the customer's experience at that moment. Were they having a bad day? Did a recent issue with your service affect their score? If you don't gather feedback regularly, you miss the bigger picture.

Another stumbling block is how companies follow up (or fail to) after collecting the data. Too often, the survey is run by a separate department or a third party. It takes ages to analyse the responses and, by the time the company is ready to act, it's too late. The data is stale and any opportunity to turn things around has passed. You've potentially spent a fortune collecting this data, but don't do anything meaningful with it.

Q: What advice would you give companies to avoid these mistakes?
Firstly, time your NPS collection around moments of high customer engagement where you're already having constructive discussions. Don't just send a survey for the sake of it. A great moment to send out your survey is at the end of a Quarterly Business Review (QBR). You already have their attention, so you'll get higher response rates and more valuable insights.

Secondly, act quickly on the feedback you're given. Use the data to identify who your passives, detractors, and promoters are - and then do something about it. Don't let it sit on a spreadsheet for months on end. If you can turn passives into promoters, you protect your margins. If you turn detractors into promoters, you drastically improve retention rates. These actions are going to directly impact your bottom line.

Finally, don't just focus on the 'big score'. Too many companies obsess over the top-line NPS number but, in reality, the average score isn't as valuable as the individual data points.

Q: How do businesses use NPS as a 'vanity metric', and why is this a problem?
Companies often gather NPS data for shareholder reports, PR, or as a marketing tool to showcase their 'impressive' score. To do this they'll often manipulate the data by selecting a small subset of customers to survey that they know will leave positive feedback. This way they can show shareholders an inflated NPS score, but it doesn't reflect the real customer experience. We see this a lot and it's definitely not painting a true picture.

The more meaningful approach is to focus on the people behind the score. It's far more useful to track your passives, promoters, and detractors. If you convert one passive into a promoter, you might save a contract you were at risk of losing. Companies need to get comfortable with looking at NPS as a performance improvement tool rather than just a 'good news' metric to flaunt at a meeting.

Q: What about comparing NPS scores to industry benchmarks? Should companies focus on beating the benchmark?
Yes and no. It's useful to know your industry's NPS benchmark, especially if you have access to that data. But don't obsess over simply being better than the average. I've seen companies lose sight of their own customer priorities just to get a few points higher than the industry norm.

Ask yourself instead, 'Am I improving on last year? Am I improving on last month?'. It feels good to be above the industry benchmark, but what's more valuable is knowing that one of your biggest

accounts has a key stakeholder who's unhappy so you can do something about it. If you see your detractors are increasing, then it doesn't matter where you are in comparison to others, your customer relationships are still at risk.

Q: What would you say to businesses that feel NPS is too subjective?
It's true that NPS is subjective. People have different views of what a 9 or 10 means. But subjectivity isn't necessarily a bad thing. NPS gives you actionable insights at an individual level. If one key decision-maker at a major client gives you a 6 instead of a 9, that's a signal. Ask why and use that insight. In B2B, that one person's opinion could be worth more than 100 B2C customers. So yes, NPS is subjective, but that's precisely why it can be so powerful.

Q: If you could give one final takeaway to companies working on NPS, what would it be?
Stop obsessing over the big score. Companies get fixated on chasing an 80 or 90, but it's not the score that matters. It's what you do with it. Focus on the three groups - promoters, passives, and detractors - and take action. If you have 20 detractors, focus on those 20 or turn your passives into promoters.

Don't let NPS be a 'check-the-box' task. Combine it with your QBRs and you'll see a drastic improvement in response rates, engagement and customer retention. And above else – get on with it, you will learn so much, so quickly!

Why NPS & QBRs are better together

It's clear that the power of NPS extends beyond being a simple customer feedback tool. At Clientshare, we know that NPS works best when paired with your Quarterly Business Reviews (QBRs). In this way, NPS becomes a catalyst for meaningful engagement, account growth and customer retention. Here's how:

Turn insights into actions
QBRs provide a platform for reviewing performance, but NPS adds the customer's voice directly into the conversation. Integrating NPS into QBRs ensures the discussion is driven by real customer sentiment, not just operational metrics. This shift allows businesses to showcase how they've listened, acted and improved following client feedback.

Ensure consistent scoring & benchmarking
To truly unlock the power of NPS in QBRs, consistency is essential. Regular, standardised measurement enables accurate tracking of customer sentiment over time. It also allows for meaningful comparisons against industry benchmarks. Clientshare has used its own extensive industry data to form NPS benchmarks, helping businesses see how they measure up against competitors. Our consistent measurement via Clientshare Pulse has turned NPS into a strategic asset for our customers.

Boost engagement & response rates
One challenge with NPS is securing sufficient survey responses. Collecting NPS as part of your QBRs through tools like Clientshare Pulse, increases customer participation as they are already actively engaged. Plus, when clients see that their feedback is used to shape QBR discussions, they're more likely to want to provide their insights.

Use NPS to look ahead
Traditionally, QBRs review past performance. But by incorporating current NPS trends, businesses can spot potential risks and opportunities early. A dip in NPS from promoters to passives signals potential dissatisfaction. Discussing these trends in a QBR allows for proactive intervention, while identifying new promoters creates opportunities for growth.

68%
of buyers will leave feedback and scores if they feel it is clearly tracked and actioned by their supplier

"Timing really matters and capturing NPS when the customer is actively engaged with you, like during regular Business Reviews, will yield far better results"

James Ward,
CEO
Clientshare

Personalise the QBR experience
Personalisation is key to a successful QBR. With specific NPS data on hand, discussions can be tailored to each customer's specific concerns and feedback. Imagine presenting NPS feedback alongside actions you've taken since the last QBR. This demonstrates to clients that their input matters, enhancing trust and long-term loyalty.

Reinforce transparency & accountability
QBRs thrive on transparency. Sharing NPS scores, even when they aren't positive, builds trust. Showing customers that you're willing to address concerns head-on demonstrates accountability. Customers appreciate honesty, and addressing their feedback directly strengthens the relationship.

Final thought
NPS and QBRs are two of the most effective tools for driving customer success and when used together, their impact multiplies. By embedding NPS into QBRs and using digital tools like Clientshare Pulse to track and collect your data, you're not just improving QBRs, you're enhancing the entire customer experience. The result is stronger relationships, longer contracts, and a proactive approach to customer success.

NPS industry benchmarks

With commentary from:

James Ward,
CEO, Clientshare

Knowing how your NPS measures up is only useful if you're comparing it to the right numbers. That's why Clientshare builds accurate, industry-specific benchmarks each year, drawing on consistently gathered data from its platform, Pulse, across all supplier accounts and supporting it with external NPS research. Unlike one-off scores that are often used for promotional purposes, these benchmarks reflect true, ongoing buyer sentiment. The result is a reliable, up-to-date view of how your industry is performing, giving you a clear CX target, and the opportunity to stand out.

Business Reviews sent through Clientshare Pulse have the NPS question, 'How likely are you to recommend us to a friend or colleague?', included as standard. This means Clientshare Pulse users receive NPS insights every time they send a review, building a comprehensive picture of NPS standards across these key industries: Facilities Management, Contract Catering, Logistics, Manufacturing, Business Process Outsourcing (BPO) and IT Services.

FACILITIES MANAGEMENT

INDUSTRY AVERAGE NPS

+41

+32 2025 NPS

"We saw a big improvement from 2025 to 2026. As costs settled, FM teams delivered more consistent work and clients felt the difference. AI-powered maintenance tools helped providers stay ahead of issues, and the shift away from pure cost-cutting helped relationships stabilise and sentiment rise."
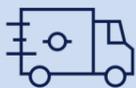
CONTRACT CATERING

INDUSTRY AVERAGE NPS

+39

+32 2025 NPS

"We saw a clear lift from 2025 to 2026. Better food quality, more choice and fewer supply-chain issues made a big difference. AI supported planning and allergen management behind the scenes. Satisfaction rose quickly once the basics improved again."

LOGISTICS

INDUSTRY AVERAGE NPS

+41

+43 2025 NPS

"In 2025 we saw B2B logistics NPS fall as global disruption weakened delivery reliability. Geopolitical tensions, climate-driven events, fuel volatility and port congestion slowed shipments and raised costs. Customers noticed slower deliveries and poorer communication. To protect NPS, firms need real-time visibility, proactive updates and stronger resilience."

MANUFACTURING

INDUSTRY AVERAGE NPS

+49

+46 2025 NPS

"Manufacturing continued its steady climb year-on-year. AI-supported automation and predictive maintenance improved reliability compared with 2025. Clearer communication around lead times also helped. Not flashy progress, but solid — and customers responded well to that."

BUSINESS PROCESS OUTSOURCING

INDUSTRY AVERAGE NPS

+52

+48 2025 NPS

"BPO had another strong year. AI was a major factor again, reducing errors and giving clients clearer insight than in 2025. Customers told us they felt more supported and informed. The combination of scale, speed and consistency kept the sector moving upward from 2025 to 2026."
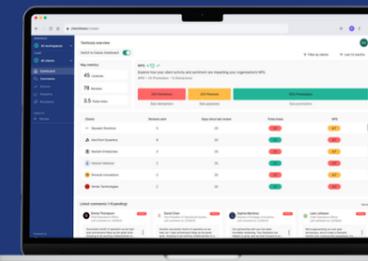
IT SERVICES

INDUSTRY AVERAGE NPS

+42

+40 2025 NPS
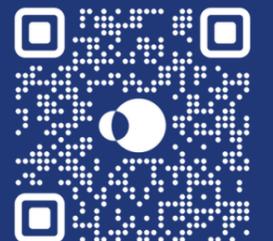
"A small rise year-on-year, but still positive. AI helped improve monitoring and support compared with 2025, but cyber-risk and stretched teams continued to limit bigger gains. We saw progress, just not dramatic progress across the sector."

Collect consistent NPS from your key accounts with Clientshare Pulse
Learn more

NPS & Clientshare

Clientshare has built the world's leading business reviews platform, Pulse, to help account teams and senior leaders to:

Build
consistent, world-class reviews with AI-powered tools & integrations

Measure
regular customer feedback & performance for actionable insights

Act
fast on risks & opportunities with intelligent automation

Every review sent through Clientshare Pulse collects NPS. This enables account teams to ask the question, 'How likely are you to recommend us to a friend or colleague?' at a moment where their client is already engaged and ready to give feedback.

The enterprises who are using Clientshare Pulse have seen response rates that are more than double the industry averages of 12-15% for B2B NPS surveys, giving them invaluable insights into customer sentiment. Using Clientshare Pulse, account teams are able to deliver business reviews to an average of 4.4 key recipients. On average, 68% of these recipients then open the review and see the content you've shared with them, 43% provide NPS and CSAT scores, 17%

leave written feedback comments, and 3% request a direct follow-up with your leadership. This is a powerful reminder of how much better your client communication can be with the right processes in place.

Crucially, Clientshare Pulse doesn't just gather scores, it also gives context to the data. By embedding NPS within a structured QBR, Clientshare Pulse ensures that every score is linked to real conversations, recent performance insights and clear follow-up actions. This transforms NPS from a standalone data point into a conversation starter, helping suppliers understand not just what the score is, but why it's been given and how to improve it.

66%
of buyers are a lot more likely to buy from a suppliers that uses the latest tech solutions to improve customer experience
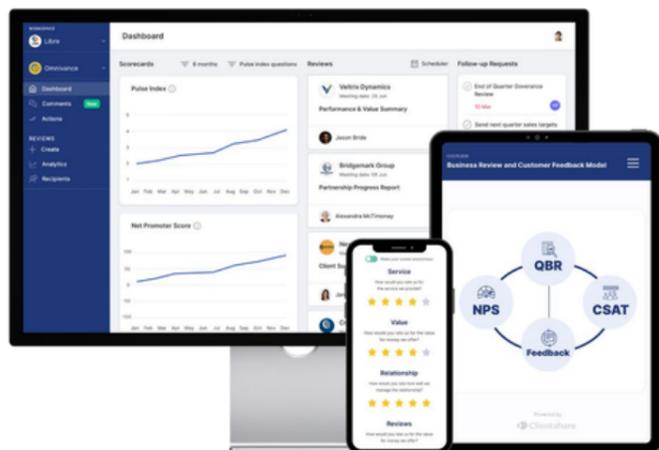
What's more, NPS collected via Clientshare Pulse is account-specific, stakeholder-specific and time-stamped. This level of detail allows account teams and senior leaders to spot trends, track changes and benchmark customer health over time. Instead of relying on annual surveys or generic feedback forms, service providers using Clientshare Pulse can monitor live sentiment, making it far easier to identify at-risk accounts early and take action before it's too late.

By integrating NPS directly into the QBR workflow, Clientshare Pulse empowers account teams to act according to how their customers are feeling at any given time. Low scores can trigger immediate follow-ups with key contacts, while high scores can be leveraged to create advocates and drive growth. In other words, Clientshare Pulse turns NPS into a practical tool for retention and growth, not just a performance metric.

How good is your Customer Experience? By collecting NPS consistently and regularly, you are already well on the way to having a successful customer experience. However, as has been covered in this paper, NPS is only one part of a much wider CX process. Yet so many companies don't have a clear idea of how their CX process measures up to other businesses in their space

That's why Clientshare created the CX Maturity Assessment

This assessment asks a series of questions covering different areas of your company's CX to provide you with a summary of where your processes are successful, and where they could be improved. Companies receive tailored recommendations on how they can elevate their CX, and have the opportunity to discuss the insights with the Clientshare team directly.

Why work with Clientshare

Clientshare works with many leading B2B enterprises in the Logistics, BPO, RPO, IT Services, FM, Contract Catering and Manufacturing sectors. These companies use Clientshare Pulse to manage Business Reviews and customer feedback, measure regular and consistent NPS, CSAT and customer feedback, and master retention and upselling by easily identifying risks and opportunities. Here's what some of them have to say:

EMCOR UK

"Using Clientshare Pulse allows us to demonstrate clearly that we care about what the customer has to say, that we will listen to them and, most importantly, act on their insights. We can show how our NPS and customers' satisfaction improves over time, enabling us to demonstrate the value we add."
Maria de Cabo Ramos,
Head of Customer Engagement

GO INSPIRE.
Marketing Performance Partner
A Xerox Company

"Using Clientshare Pulse has enhanced our customer engagement and encouraged ongoing communication and collaboration. In turn, this has offered visibility into feedback trends and enabled us to focus on areas that need improvement."
Ben Snutch,
Chief Customer Officer

CH&Co

"A main benefit of Clientshare Pulse is that it gives a consistent client feedback measure, in addition to the Net Promoter Scores."
Matthew Brown,
Managing Director

SEKO

"The Clientshare Pulse tool has become a key selling point for our tenders or when talking to potential new clients. It shows we offer our clients the chance to give regular feedback, we care about what our clients think about us, and we'll take immediate action. That's pretty powerful."
Dan Eckett,
Client Solutions Group Director

xerox

"Clientshare Pulse drives client value as we're able to adjust and respond to the feedback and it's rewarding for our teams when they get recognised by the client."
Jonathan Leaper,
Senior Vice President

COMPASS GROUP

"Clients that we have previously sent annual surveys to, who never responded, have responded to our regular Clientshare Pulse reviews. Having just a few key questions and the chance to leave written feedback is hitting a completely different note with our clients."
Jason Bendell,
Partnerships Director