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Reinventing NPS

A New Way to Measure
Customer Value at
LinkedIn

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Our business challenge

Identify an **actionable metric** to track **holistic perceived customer value** across all of LinkedIn's B2B monetized lines

Our challenges with NPS

- ❌ Not a true indicator of value within B2B
- ❌ Lack of multi-dimensionality in capturing customer perception/experience (largely focused on cost/function)
- ❌ Less actionable
- ❌ Limited ways to assess what drove movement through the metric on its own
- ❌ Unable to assess how customers perceive performance against specific drivers

Why this matters to us at LinkedIn...

“We’re in a subscription business, where every year a customer decides whether or not they value the relationship, whether or not they want to go bigger with their vendor or their partner. And it’s based on a better understanding on where value is getting created.”

“We’re in a moment where we need to rethink what sales is—from a deal closing organization to a customer value organization—because customer value is the best predictor of long-term success of the relationship.”



Dan Shapero
COO

A robust research program surfaced metrics that best align with perceived customer value

40+

Stakeholder
interviews

200+

1-on-1 interviews

20,000+

Internal surveys
with LinkedIn
customers across
26 markets

5,000+

External surveys
with B2B
professionals,
Premium members
& LinkedIn users

Initial research surfaced key customer needs

1

More **confidence** that solutions are being used effectively since professionals are operating in stressful environments

2

Solutions built for their **unique needs** and priorities since a one-size-fits-all approach to product development and GTM strategy will fall

3

Tools that get the job done **quickly** since manual, tactical tasks on LinkedIn detract value

4

Guidance and support from suppliers on strategic tasks that add value to their organization since this is where they're most strapped

short

5

Solutions that **deliver on promises** since they come in with high expectations from prior experience and vendor claims

North star
principles
informed our
ultimate metric



Actionable and tied to clear business outcomes



Reflective of the multi-dimensional nature of how customers perceive value



Holistic in considering how value is created beyond just functional components



Fits across all of LinkedIn's B2B business lines in explaining perceived customer value



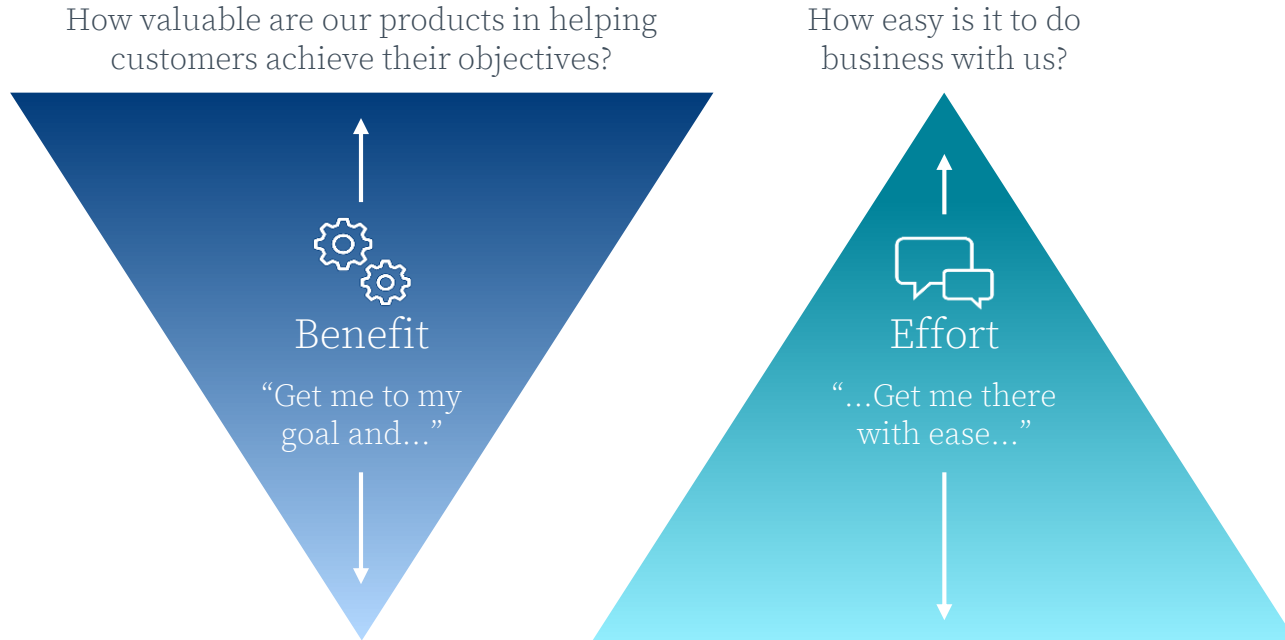
Simple and intuitive to understand to garner broad-based support from across LinkedIn

Six KPI candidates were tested

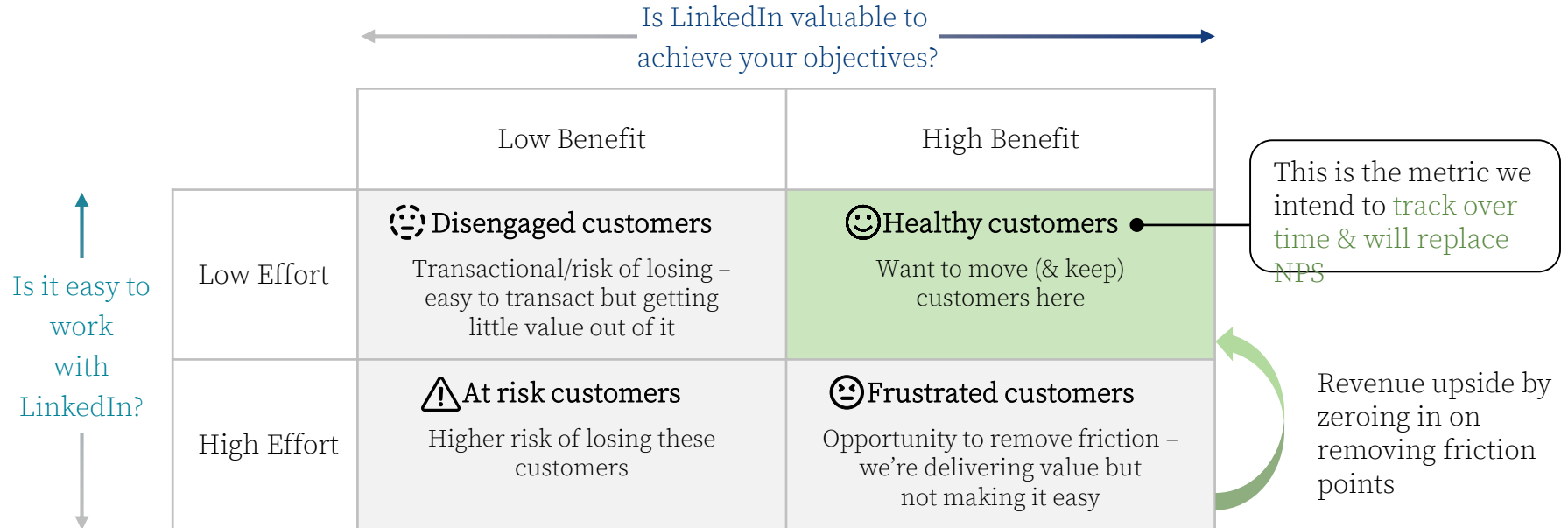
- #1 Overall *satisfaction* with LinkedIn Premium
- #2 Benefit: How *valuable* LinkedIn Premium is for achieving business objectives or professional/career goals
- #3 How much *impact* the benefits of LinkedIn Premium offer relative to LinkedIn Free
- #4 How much *cost & effort* is required to get value from LinkedIn Premium relative to LinkedIn Free
- #5 *Likelihood to use* LinkedIn Premium one year from now
- #6 Effort: How *easy* is it to do business with LinkedIn

The heart of perceived customer value

Our research revealed two key components that influence Perceived Customer Value, each with roughly equal weight



We need to increase the proportion of healthy customers



Drivers of benefit & effort are clearly differentiated



Importance of Aspects in Driving Benefit and Effort

Driver	Benefit Driver Strength	Effort Driver Strength
Strong partner to my business	High	Low
Makes me/my team more efficient	High	Low
Delivers on expectations promised	High	Low
Builds confidence as biz owner	High	Low
Gives me/my team an advantage	High	Low
Helps discover potential jobs	Low	Low
Helps me connect with the right people	Low	Low
Integrates with other tools	Low	Low
Easy & straightforward billing/payment	Low	High
Accessible and helpful support	Low	High
Consistent, predictable pricing	Low	High
Intuitive/easy to use	Low	High

Benefit is driven most by **emotional & social drivers** including partnership, efficiency, confidence and advantage

Effort is driven by our ability to be a **responsive partner with transparent pricing, and intuitive/easy to use solutions and billing**

Furthermore, we can look at the satisfaction gaps between Healthy & Frustrated customers to assess where the greatest room for improvement lies

Top Effort Drivers	 Healthy	 Frustrated
Easy & straightforward billing/payment	80%+	50-59%
Accessible and helpful support	70-79%	<40%
Consistent, predictable pricing	70-79%	<40%
Intuitive/easy to use	80%+	60%-69%

And, with each new wave, we can trend satisfaction over time to showcase improvements and connect them to business initiatives

	H1FY23 Aug- Sept 2022	H2FY23 March - April 2023
Top Benefit Drivers		
Strong partner to my business	74%	76%
Makes me/my team more efficient	69%	75% ▲
Delivers on expectations promised	69%	73% ▲
Builds confidence as biz owner	56%	62% ▲
Gives me/my team an advantage	84%	84%

Top Effort Drivers		
Easy & straightforward billing/payment	81%	82% ▲
Accessible and helpful support	59%	63%
Consistent, predictable pricing	61%	64%
Intuitive/easy to use	56%	59%

We can also diagnose where the movement is coming from through subgroup analyses

	REGION			
	NAMER	EMEA	APAC	LATAM
% Healthy (High Benefit/ Low Effort)	53% (+8) ▲	39% (-2)	59% (+2)	40% (+4)
High Benefit (Top 2 Box %)	81% (+11) ▲	78% (+2)	83% (+5)	80% (+1)
Low Effort (Top 2 Box %)	60% (+3)	47% (-2)	66% (-1)	43% (+4)

Perceived Customer Value & drivers serve as a compass



Compass to guide us to top opportunity areas for deeper exploration to drive long-term customer value.



NOT a standalone blueprint – requires deep dives & synthesis w/ other sources. Insights needs to be analyzed alongside verbatims, case volume, UXR, DS to create detailed plans.

What's next?

- Inform **action planning** across LinkedIn's B2B product lines to identify specific actions that will grow our healthy customers
- Evolve the research into a **biannual tracking study** to monitor longitudinal progress
- Adapt the framework for **LinkedIn's consumer business**