

WE ASK OUR CUSTOMERS ONE SIMPLE QUESTION.  
**WHAT THEY TELL US CAN CHANGE EVERYTHING.**



*How likely would you be to recommend  
Global Corporate Payments to others?*







THIS SINGLE QUESTION IS *THE*  
CRITICAL MEASURE OF OUR  
CUSTOMER LOYALTY, AND IT GIVES  
US OUR **NET PROMOTER SCORE<sup>SM</sup>**.

NPS<sup>SM</sup> isn't a big deal, it's *everything*. It drives revenue, profitability, charge volume—everything that keeps American Express® growing and keeps you moving forward.

According to research from Bain and Company, a healthy NPS drives:

- Sales growth
- Expanded share of wallet
- Sales force productivity
- Greater market share
- Enhanced employee engagement
- Higher profitability

NPS is and will continue to be a lasting measure of our success. You'll continue to see it on our scorecards, and because every single department and person impacts NPS—and its result impacts you—**it requires your full attention.**



# PEOPLE EITHER RECOMMEND US, OR THEY DON'T.



## It's pretty easy math. Here's how it works:

- We ask customers how likely they are to recommend Global Corporate Payments
- Customers rank us from 1 (not at all likely to recommend) to 10 (extremely likely to recommend)
- Scores from 1-6 are considered “detractors”
- Scores from 7-8 are “passives”
- Scores from 9-10 are “promoters”

$$\begin{aligned} & \% \text{ of promoters} \\ & - \% \text{ of detractors} \\ \hline & = \textbf{Net Promoter Score} \end{aligned}$$

Yes, it's possible to have a negative score. It's just not something we ever want to see. And in case you were wondering, more responses to the survey does *not* equal a better score. They simply give us a more accurate result.



NPS IS CRUCIAL  
TO OUR **SUCCESS**,  
AND POSITIVE CHANGE  
**IS CRUCIAL** TO NPS.

We conduct the Net Promoter Score survey each year, so we always know where we stand with our Card Members, Decision Makers and Key Contacts, so we can change and improve as their needs evolve.

This ability to adapt to our customers hinges on having a better understanding of how they think and how they experience American Express. We get this information from NPS.

It helps us understand what's important to our customers, and what's important to them must be paramount to us. It must form the foundation of our annual goals, our annual plans, and the priorities and to-do's of everyone's workday.

We'll make the changes our customers seek, and they'll show us the best way to keep getting better.





## YOU'RE GOING TO DRIVE THAT CHANGE, **BUT WE'LL GIVE YOU THE TOOLS.**

Each annual survey gives us the key drivers of our Net Promoter Score, offering specific improvements that can help us change that score. The drivers break down the score into categories we can act on, and teach us that even small improvements in each area will impact our overall NPS score.

*In 2014, we learned:*

*A one-point improvement in our ability to resolve issues improves NPS by 4.3 points.*

*A one-point improvement in brand reputation would boost our NPS score 3.9 points.*

*A one-point improvement in account management lifts NPS 3.7 points.*





YOU'VE NEVER MET  
THE CUSTOMER?  
**YOU STILL IMPACT  
THE CUSTOMER.**

Everyone in this company creates the customer experience. From the sales people and service reps who speak to customers regularly, to the people behind the scenes—the choices we make every day have a direct effect on the people we serve.

That's why NPS is on every scorecard for every team.

*Let's make it easier to do business with American Express.*

*Let's make our products simpler and our processes more efficient.*

*Let's improve our customers' loyalty by listening, understanding and ultimately fulfilling their wants and wishes.*

**Let's serve the customer above all else,**  
because that is the only way to build our business.

