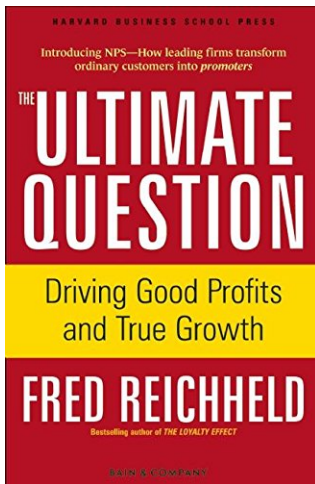


# [PDF] The Ultimate Question: Driving Good Profits And True Growth

Fred Reichheld - pdf download free book

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## Books Details:

Title: The Ultimate Question: Drivin  
Author: Fred Reichheld  
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## Description:

**From Publishers Weekly** Almost everyone appreciates the importance of customer satisfaction in business, but this book takes that idea to two extremes. First, it claims that customer satisfaction is more important than any business criterion except profits. Second, it argues that customer satisfaction is best measured by one simple question, "Would you recommend this business to a friend?" Pressure for financial performance tempts executives to seek "bad profits," that is, profits obtained at the expense of frustrating or disappointing customers. Such profits inflate short-term financial results, Reichheld writes, but kill longer-term growth. Only relentless focus on customer satisfaction can generate "good profits." One unambiguous question, with answers

delivered promptly, can force organizational change, he claims. Reichheld makes a strong rhetorical case for his ideas, but is weaker on supporting evidence. The negative examples he gives are either well-known failures or generic entities like "monopolies," "cell phone service providers" and "cable companies." When presenting statistics on poor performers, the names are omitted "for obvious reasons." On the other hand, the positive examples are named, but described in unrealistically perfect terms. Believable comparisons of companies with both virtues and flaws would have been more instructive. (Mar.)

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**Review** Among management books, this one's a keeper. -- *The Washington Post*

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If you feel that all profits are created equal, don't bother with the book, just go try to wrangle as much from customers as you can. Maximize price and minimize cost. But if you believe (or could be convinced) that true profit maximization means maximizing the lifetime profitability of each relationship (whether with customers, employees, investors, etc.), then you will likely buy into the good profit / bad profit concept. Beyond that, the book provides an in-depth review of the flaws inherent to most surveys and feedback channels. Rethinking Profits. At its core, The Ultimate Question proposes that business managers rethink the ways they evaluate business success. The best way to gauge the efficiency of the growth engine of an organization is to take the percentage of Promoters and subtract the percentage of Detractors.  $P - D = NPS$ . ...more. flag Like see review. Book review The Ultimate Question: Driving Good Profits and True Growth. Book review. The Ultimate Question: Driving Good Prots and True Growth. Fred Reichheld Harvard Business School Press, Boston, MA; 2006; ISBN: 1-59139-783-9; 211pp; US\$24.95. The book is divided into three parts: why the ultimate question works, how to measure response, and becoming good enough to grow. In the first part, the author starts with a discussion on how NPS distinguishes bad profit from good profit. He suggests that bad profit generates detractors for the company, while good profit creates promoters. This is followed by a discussion on discovering the ultimate question, which asks "on a scale of zero to ten, how likely are you to recommend the company to friends or colleagues?"™