**Table 7. Do we deliver more value to customers in the agile way of working?**

| Name | Description | Calculation Formula |
|---|---|---|
| Net Present Value per Effort | Profitability value by effort | *Net Present Value / Effort* |
| Functionality per Work Effort | How much functionality can be delivered relative to a certain work effort | *Test points / Person hours* |
| Business Value per Effort | Here it is indicated as more frequent major releases in relation to the work effort | *Number of major releases in a year / Hours per person* |
| Net Promoter Score | User/customer feedback | Calculated by asking customers if they would recommend the product to colleagues on a scale from 0 to 10. Responses are categorized as detractors (0-6), passives (7-8) and promoters (9-10). Finally, the total percentage of detractors is subtracted from the percentage of promoters to determine the NPS |
| Flow Efficiency | How much of the total flow time is spent on value-added work activities versus waiting between steps | *Total active time / Flow time* |
| Flow Predictability | Measures how well teams, Agile Release Trains (ARTs) and Solution Trains can plan and meet their Program Increment (PI) objectives | Ratio between planned business value achieved and actual business value delivered in a PI |