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# The Effortless Experience Conquering The New

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Winning on Purpose Harvard Business Press

Everyone knows that the best way to create customer loyalty is with service so good, so over the top, that it surprises and delights. But what if everyone is wrong? In their acclaimed bestseller *The Challenger Sale*, Matthew Dixon and his colleagues at CEB busted many longstanding myths about

sales. Now they've turned their research and analysis to a new vital business subject—customer loyalty—with a new book that turns the conventional wisdom on its head. The idea that companies must delight customers by exceeding service expectations is so entrenched that managers rarely even question it. They devote untold time, energy, and resources to trying to dazzle people and inspire their undying loyalty. Yet CEB's careful research over five years and tens of thousands of respondents proves that the “dazzle factor” is wildly overrated—it simply doesn't predict repeat sales, share of wallet, or positive word-of-mouth.

The reality: Loyalty is driven by how well a company delivers on its basic promises and solves day-to-day problems, not on how spectacular its service experience might be. Most customers don't want to be “wowed”; they want an effortless experience. And they are far more likely to punish you for bad service than to reward you for good service. If you put on your customer hat rather than your manager or marketer hat, this makes a lot of sense. What do you really want from your cable connection? What about your

bank—do you want free cookies and a cheerful smile, even a personal relationship with your teller? Or just a quick in-and-out transaction and an easy way to get a refund when it accidentally overcharges on fees? The Effortless Experience takes readers on a fascinating journey deep inside the customer experience to reveal what really makes customers loyal—and disloyal. The authors lay out the four key pillars of a low-effort customer experience, along the way delivering robust data, shocking insights and profiles of companies that are already using the principles revealed by CEB’s research, with great results. And they include many tools and templates you can start applying right away to improve service, reduce costs, decrease customer churn, and ultimately generate the elusive loyalty that the “dazzle factor” fails to deliver. The rewards are there for the taking, and the pathway to achieving them is now clearly marked.

The Customer Success Professional's Handbook  
AMACOM

Think you know your customers? You better be more assured than just thinking you do, because your success depends on it! The best companies in the world first research exhaustively what their customers desire, and then they deliver it in memorable and deeply human experiences--resulting in success previously believed to be unachievable. So once again, how well do you know your customers? In a hyperconnected economy that is radically changing consumer expectations, this vital expectation for any successful business is not always easy. But in *What Customers Crave*, author and business strategist Nicholas Webb simplifies this critical task into being able to confidently answer two questions: What do your customers love? What do they hate? Jam-packed with tools and examples, this must-have resource helps businesses reinvent how they engage with customers (both physical and virtual). Learn how to:

- Gain invaluable insights into who your customers are and what they care about
- Use listening posts and Contact Point Innovation to refine customer types
- Engineer experiences for each micromarket that are not only exceptional, but insanely relevant
- Connect across the five most important

touchpoints

- Co-create with your customers

And more! It’s time to reinvent the ways you engage with your customers. Because when you learn to provide for them exactly what they want, they not only bring along their wallets but those belong to their friends as well!

*Winning Her Business Penguin*  
Bridget Brennan, CEO of Female Factor, shows readers how to win sales and grow market share by creating a customer experience that appeals to the most powerful consumers: women. When people think about the world’s growth markets, they often envision countries like China and India. Yet they miss the largest one right here at home, no matter where you call home: women. With women driving 70 to 80 percent of consumer spending, it would seem an obvious strategy to learn how best to appeal to this continually expanding market. Common sense? Yes. Common practice? No. In *Winning Her Business*, Bridget Brennan, advisor to some of the world’s biggest brands and businesses, provides a roadmap for selling in a world dominated by the rise of women’s economic power. Brennan introduces The Four Motivators® Framework, which shows how every company can help customers feel: connected to them, their brand, and their business, inspired to buy from them specifically, confident in their buying decisions, and appreciated for their business. Showcasing best practices from brands as diverse as Lexus, Sephora, Allstate and the Minnesota Vikings NFL team, *Winning Her Business* offers invaluable insights into women as

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consumers and shows that almost all businesses have an opportunity to create an inclusive customer experience that inspires increased sales, referrals, and repeat business.

The Intuitive Customer Penguin UK  
In this book, Dewey tries to criticize and expand on the educational philosophies of Rousseau and Plato. Dewey's ideas were seldom adopted in America's public schools, although a number of his prescriptions have been continually advocated by those who have had to teach in them.

### **The JOLT Effect** OUP Oxford

Studies show that customer satisfaction does not equate with continued sales--it is the "loyal" customer who resists the competitor's tempting offers. This pragmatic guide outlines a savvy, seven-step process for turning prospects into customers and customers into loyal advocates.

### **The Experience Economy, With a New Preface by the Authors** Penguin

From the bestselling co-author of *The Challenger Sale*, a paradigm-shattering approach to overcoming customer indecision and closing more sales. In sales, the worst thing you can hear from a customer isn't "no." It's "I need to think about it." When this happens, deeply entrenched business advice

says to double down on your efforts to sell a buyer on all the ways they might win by choosing you and your business. But this approach backfires dramatically. Why? Because it completely gets wrong the primary driver behind purchasing decision-making: once purchase intent is established, customers no longer care about succeeding. What they really care about is not failing. For years, sales expert Matthew Dixon has been busting longstanding business myths. Now in *The JOLT Effect*, he and co-author Ted McKenna turn their trademark analysis and latest research to the vital and growing problem of customer indecision—and offer a shocking new approach that turns conventional wisdom on its head. Drawing on a brand-new, first-of-its-kind study of more than two and a half million sales conversations from across industry, they reveal the surprising truth that high-performing sales reps grasp and their average-performing peers don't: only by addressing the customer's fear of failure can you get indecisive buyers to go from verbally committing to actually pulling the trigger. Packed with robust data, counterintuitive insights, and practical guidance, *The JOLT Effect* is the playbook for any salesperson or sales leader who wants to close the gap between customer intent and action—and close more sales.

### Democracy and Education AMACOM Div

American Mgmt Assn  
Digital Customer Service is the new standard for creating a 5-star customer experience. As much as technology has improved our lives, for many people customer service experiences remain unnecessarily frustrating. But the advent of Digital Customer Service (DCS) promises to make these interactions seamless and effortless by creating experiences that occur entirely on a customer's own screen, even in situations where it is preferable to speak to an agent. *Digital Customer Service: Transforming Customer Experience for an On-Screen World* traces the evolution of customer service—as well as the evolution of customer expectations and the underlying psychology that drives customer behavior - from the days of the first call centers in the 1980s all the way to today's digital world. Written for Customer Service and Customer Experience leaders as well as C-suite executives (CEOs, CFOs, CIOs), Digital Customer Service helps business leaders balance three critical priorities: Creating an excellent experience for customers that increases customer loyalty and profitability. Driving down the cost of Customer Service/Support interactions, while

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increasing revenue through Sales interactions Moving quickly toward the goal of "digital transformation" We have discovered—in our research and our first-hand experience—that when companies commit to achieving true Digital Customer Service, they can make significant progress toward all three of these goals at once. Digital Customer Service provides the roadmap for how your company can get there. And when you do, who wins? EVERYONE.

#### What Customers Crave Penguin

How to rewire your brain to improve virtually every aspect of your life-based on the latest research in neuroscience and psychology on neuroplasticity and evidence-based practices Not long ago, it was thought that the brain you were born with was the brain you would die with, and that the brain cells you had at birth were the most you would ever possess. Your brain was thought to be "hardwired" to function in predetermined ways. It turns out that's not true. Your brain is not hardwired, it's "softwired" by experience. This book shows you how you can rewire parts of the brain to feel more positive about your life, remain calm during stressful times, and improve your social relationships. Written by a leader in the field of Brain-Based Therapy, it teaches you how to activate the parts of your brain that have been underactivated and calm down

those areas that have been hyperactivated so that you feel positive about your life and remain calm during stressful times. You will also learn to improve your memory, boost your mood, have better relationships, and get a good night sleep. Reveals how cutting-edge developments in neuroscience, and evidence-based practices can be used to improve your everyday life Other titles by Dr. Arden include: Brain-Based Therapy-Adult, Brain-Based Therapy-Child, Improving Your Memory For Dummies and Heal Your Anxiety Workbook Dr. Arden is a leader in integrating the new developments in neuroscience with psychotherapy and Director of Training in Mental Health for Kaiser Permanente for the Northern California Region Explaining exciting new developments in neuroscience and their applications to daily living, Rewire Your Brain will guide you through the process of changing your brain so you can change your life and be free of self-imposed limitations.

#### Customer Satisfaction is Worthless,

Customer Loyalty is Priceless Currency The ultimate guide to transforming your customer service, company culture, and customer experience, endorsed by all the top names in the field. Great customer service may be today's most essential competitive advantage. This book gives a step-by-step plan to craft

a customer service culture and customer experience so powerful that they'll transform your organization and boost your company's bottom line. You'll enjoy inspirational and hilarious tales from the trenches as author Micah Solomon, one of the world's best-known customer service consultants and thought leaders, brings you with him on hands-on adventures assessing and transforming customer service in a variety of industries. In Ignore Your Customers (and They'll Go Away), you will find: Exclusive customer service secrets and proven turnaround methodologies showing you how to perform effective and lasting customer service transformation within your company. A dive into one of the hottest topics in business today: company culture, specifically how to build and sustain a customer-centric company culture. Case studies and anecdotes from the great customer-centric companies of our time. Each chapter concludes with a Business Reading Group Guide and a point-by-point summary to maximize your memory

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retention and make every insight actionable. Drawing on a wealth of stories assembled from today's most innovative and successful companies including Amazon, USAA, The Ritz-Carlton Hotel Company, Nordstrom, MOD Pizza, and more, Solomon reveals what it takes to turn an average customer interaction into one that drives customer engagement and lifelong loyalty.

#### **Uplifting Service** Sound Wisdom

Four years ago, the bestselling authors of *The Challenger Sale* overturned decades of conventional wisdom with a bold new approach to sales. Now their latest research reveals something even more surprising: Being a Challenger seller isn't enough. Your success or failure also depends on who you challenge. Picture your ideal customer: friendly, eager to meet, ready to coach you through the sale and champion your products and services across the organization. It turns out that's the last person you need. Most marketing and sales teams go after low-hanging fruit: buyers who are eager and have clearly articulated needs. That's simply human nature; it's much easier to build a relationship with someone who always makes time for you, engages with your content, and listens attentively. But according to brand-new

CEB research—based on data from thousands of B2B marketers, sellers, and buyers around the world—the highest-performing teams focus their time on potential customers who are far more skeptical, far less interested in meeting, and ultimately agnostic as to who wins the deal. How could this be? The authors of *The Challenger Customer* reveal that high-performing B2B teams grasp something that their average-performing peers don't: Now that big, complex deals increasingly require consensus among a wide range of players across the organization, the limiting factor is rarely the salesperson's inability to get an individual stakeholder to agree to a solution. More often it's that the stakeholders inside the company can't even agree with one another about what the problem is. It turns out only a very specific type of customer stakeholder has the credibility, persuasive skill, and will to effectively challenge his or her colleagues to pursue anything more ambitious than the status quo. These customers get deals to the finish line far more often than friendlier stakeholders who seem so receptive at first. In other words, Challenger sellers do best when they target Challenger customers. *The Challenger Customer* unveils research-based tools that will help you distinguish the "Talkers" from the "Mobilizers" in any organization. It also provides a blueprint for finding them, engaging them with disruptive insight, and equipping them to effectively challenge their

own organization.

#### **From Impressed to Obsessed: 12 Principles for Turning Customers and Employees into Lifelong Fans** Pearson UK

Time is limited. Attention is scarce. Are you engaging your customers? Apple Stores, Disney, LEGO, Starbucks. Do these names conjure up images of mere goods and services, or do they evoke something more--something visceral? Welcome to the Experience Economy, where businesses must form unique connections in order to secure their customers' affections--and ensure their own economic vitality. This seminal book on experience innovation by Joe Pine and Jim Gilmore explores how savvy companies excel by offering compelling experiences for their customers, resulting not only in increased customer allegiance but also in a more profitable bottom line. Translated into thirteen languages, *The Experience Economy* has become a must-read for leaders of enterprises large and small, for-profit and nonprofit, global and local. Now with a brand-new preface, Pine and Gilmore make an even stronger case for experiences as the critical link between a company and its customers in an

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increasingly distractible and time-starved world. Filled with detailed examples and actionable advice, *The Experience Economy* helps companies create personal, dramatic, and even transformative experiences, offering the script from which managers can generate value in ways aligned with a strong customer-centric strategy.

### *The Customer Experience Book* Portfolio

The inside story of the epic turnaround of Ford Motor Company under the leadership of CEO Alan Mulally. At the end of 2008, Ford Motor Company was just months away from running out of cash. With the auto industry careening toward ruin, Congress offered all three Detroit automakers a bailout. General Motors and Chrysler grabbed the taxpayer lifeline, but Ford decided to save itself. Under the leadership of charismatic CEO Alan Mulally, Ford had already put together a bold plan to unify its divided global operations, transform its lackluster product lineup, and overcome a dysfunctional culture of infighting, backstabbing, and

excuses. It was an extraordinary risk, but it was the only way the Ford family—America's last great industrial dynasty—could hold on to their company. Mulally and his team pulled off one of the greatest comebacks in business history. As the rest of Detroit collapsed, Ford went from the brink of bankruptcy to being the most profitable automaker in the world. *American Icon* is the compelling, behind-the-scenes account of that epic turnaround. In one of the great management narratives of our time, Hoffman puts the reader inside the boardroom as Mulally uses his celebrated Business Plan Review meetings to drive change and force Ford to deal with the painful realities of the American auto industry. Hoffman was granted unprecedented access to Ford's top executives and top-secret company documents. He spent countless hours with Alan Mulally, Bill Ford, the Ford family, former executives, labor leaders, and company directors. In the bestselling tradition of *Too Big to Fail* and *The Big Short*, *American Icon* is narrative nonfiction at

its vivid and colorful best.

*A Far Wilder Magic* John Wiley & Sons  
The timeless and practical advice in *The Magic of Thinking Big* clearly demonstrates how you can: Sell more Manage better Lead fearlessly Earn more Enjoy a happier, more fulfilling life With applicable and easy-to-implement insights, you'll discover: Why believing you can succeed is essential How to quit making excuses The means to overcoming fear and finding confidence How to develop and use creative thinking and dreaming Why making (and getting) the most of your attitudes is critical How to think right towards others The best ways to make "action" a habit How to find victory in defeat Goals for growth, and How to think like a leader "Believe Big," says Schwartz. "The size of your success is determined by the size of your belief. Think little goals and expect little achievements. Think big goals and win big success. Remember this, too! Big ideas and big plans are often easier -- certainly no more difficult - than small ideas and small plans."

**Customer Loyalty** Sound Wisdom  
Great leaders embrace a higher purpose to win. The Net Promoter System shines as their guiding star. Few management ideas have spread so far and wide as the Net Promoter

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System (NPS). Since its conception almost two decades ago by customer loyalty guru Fred Reichheld, thousands of companies around the world have adopted it—from industrial titans such as Mercedes-Benz and Cummins to tech giants like Apple and Amazon to digital innovators such as Warby Parker and Peloton. Now, Reichheld has raised the bar yet again. In *Winning on Purpose*, he demonstrates that the primary purpose of a business should be to enrich the lives of its customers. Why? Because when customers feel this love, they come back for more and bring their friends—generating good profits. This is NPS 3.0 and it puts a new take on the age-old Golden Rule—treat customers the way you would want a loved one treated—at the heart of enduring business success. As the compelling examples in this book illustrate, companies with superior NPS consistently deliver higher returns to shareholders across a wide array of industries. But winning on purpose isn't easy. Reichheld also explains why many NPS practitioners achieve just a

small fraction of the system's full potential, and he presents the newest thinking and best practices for doing NPS right. He unveils the Earned Growth Rate (EGR): the first reliable, complementary accounting measure that can truly leverage the power of NPS. With keen insight and moving personal stories, Reichheld advances the thinking and practice of NPS. *Winning on Purpose* is your indispensable guide for inspiring customer love within your own teams and using Net Promoter to achieve both personal and business success. Uncommon Service Penguin  
Stop satisfying your customers – and start impressing them – using the strategies of Apple, Costco, Disney, and other industry dominators. If you're aspiring to satisfy your customers, then you're aspiring to mediocrity. That's the fascinating premise of *From Impressed to Obsessed*, a book that will fundamentally change how you think about creating a successful, beloved business. Renowned customer experience expert Jon Picoult takes you on a mesmerizing journey, showing how customer loyalty is as much about shaping

people's memories as it is about shaping their experiences. Through captivating stories and eye-opening studies, Picoult explains the 12 breakthrough, psychology-based strategies that successful companies use to impress customers – leading them to become obsessed with the business's products and services, and to encourage others to do the same. Filled with actionable examples, you'll see how you can immediately apply these principles to turn more sales prospects into customers, and more customers into raving fans. Picoult even demonstrates how business leaders can use the very same principles to strengthen employee engagement and loyalty. Turn your organization's customer experience into its greatest competitive advantage, by applying the simple but profound lessons in *From Obsessed to Impressed*.  
**The Convenience Revolution** Harvard Business Press  
With emerging technology transforming customer expectations, it's important to keep a laser focus on the experience companies provide their customers. Tomorrow's customers need to be targeted today! Customer experience futurist Blake Morgan outlines ten easy-to-follow customer experience guidelines that integrate emerging

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technologies with effective strategies to combat disconnected processes, silo mentalities, and a lack of buyer perspective. The Customer of the Future explains how today's customers are already demanding frictionless, personalized, on-demand experiences from their products and services, and companies that don't adapt to these new expectations won't last. This book prepares your organization for these increasing demands by helping you do the following: Learn the ten defining strategies for a customer experience-focused company. Implement new techniques to shift the entire company from being product-focused to being customer-focused. Gain insights through case studies and examples on how the world's most innovative companies are offering new and compelling customer experiences. Tomorrow's customers will insist on experiences that make their lives significantly easier and better. Craft a leadership development and culture plan to create lasting change at your organization!

### *The Effortless Experience* FaithWords

In business, if people merely like you, you're in trouble. They need to love you! Learn how building loyalty and modeling great customer service behavior to develop frontline teams is the key to building raving fans. To thrive in today's economy, it's not enough for customers to merely like you. They have to love you. Win their hearts and they will not only purchase more—they'll talk you up to everyone they know. But what turns casual

customers into passionate promoters? What makes people stick with you for the long haul? The industry experts at FranklinCovey set out to unlock the mysteries of gaining the customer's loyalty. In an extensive study that involved 1,100 stores and thousands of people, they isolated examples that stood out in terms of revenues and profitability. They found that these "campfire stores" burned brighter than the rest thanks to fiercely loyal customers and the employees who delight in making their customers' lives easier. Now *Fierce Loyalty* reveals the principles and practices of these everyday service heroes—the customer-facing employees who cultivate bonds and lift revenues through the roof. Full of eye-opening examples and practical tools, *Fierce Loyalty* helps you infuse empathy, responsibility, and generosity into every interaction and: Make warm, authentic connections Ask the right questions Listen to learn Discover the real job to be done Take ownership of the customer's issue Follow up and strengthen the relationship Share insights openly and kindly Surprise people with unexpected extras Model, teach, and reinforce these essential behaviors through weekly team huddles It's time to invest in building loyalty. Even small improvements mean a big boost to your bottom line...and improves your business overall.

### **The Ultimate Question 2.0 (Revised**

**and Expanded Edition)** John Wiley & Sons

A new breakthrough idea about how to win customer loyalty from Matthew Dixon, the bestselling author of *The Challenger Sale* Everyone knows that the best way to create customer loyalty is with service so good, so over the top, that it surprises and delights. But what if everyone is wrong? In their acclaimed bestseller *The Challenger Sale*, Matthew Dixon and his colleagues at CEB busted longstanding myths about sales. Now they've turned to a new vital business subject - customer loyalty - with a book that turns conventional wisdom on its head. Companies devote untold time and resources trying to dazzle customers. Yet CEB's careful research proves that is wildly overrated: loyalty has a lot more to do with how well companies deliver on their basic promises than on how dazzling the service experience might be. Forget bells and whistles and just solve your customer's problems. *The Effortless Experience* lays out the four pillars of a low-effort customer



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experience, with robust data, insights and profiles. Here are tools and templates you can start applying right away to improve service, reduce costs, and ultimately generate the elusive loyalty that the 'dazzle factor' fails to deliver. The rewards are there for the taking, and the pathway to achieving them is now clearly marked. 'A business detective story, in which cherished truths are systematically investigated- and frequently debunked' -Dan Heath, coauthor of *Decisive*, *Switch*, and *Made to Stick* Matt Dixon is Executive Director of the Sales & Service Practice at CEB. He is a frequent contributor to the Harvard Business Review, and his previous book, *The Challenger Sale*, was a Wall Street Journal bestseller. Nick Toman is Senior Director of Research for CEB's Sales & Services Practice and is a frequent contributor to the Harvard Business Review. Rick DeLisi is Senior Director of Advisory Services for CEB's Sales & Service Practice and a noted public speaker and facilitator.

*Customer Success* Harvard Business

Press

Kaufman takes you on a journey into the new world of service. Learn how the world's leading companies have changed the game, and how you can successfully follow this path to an uplifting service transformation.

[The Ten Principles Behind Great Customer Experiences](#) HarperCollins Leadership

In this groundbreaking book, Bill Price and David Jaffe offer a new, game-changing approach, showing how managers are taking the wrong path and are using the wrong metrics to measure customer service. Customer service, they assert, is only needed when a company does something wrong—eliminating the need for service is the best way to satisfy customers. To be successful, companies need to treat service as a data point of dysfunction and figure what they need to do to eliminate the demand. *The Best Service Is No Service* outlines these seven principles to deliver the best service that ultimately leads to "no service": Eliminate dumb contacts

Create engaging self-service Be proactive Make it easy to contact your company Own the actions across the company Listen and act Deliver great service experiences