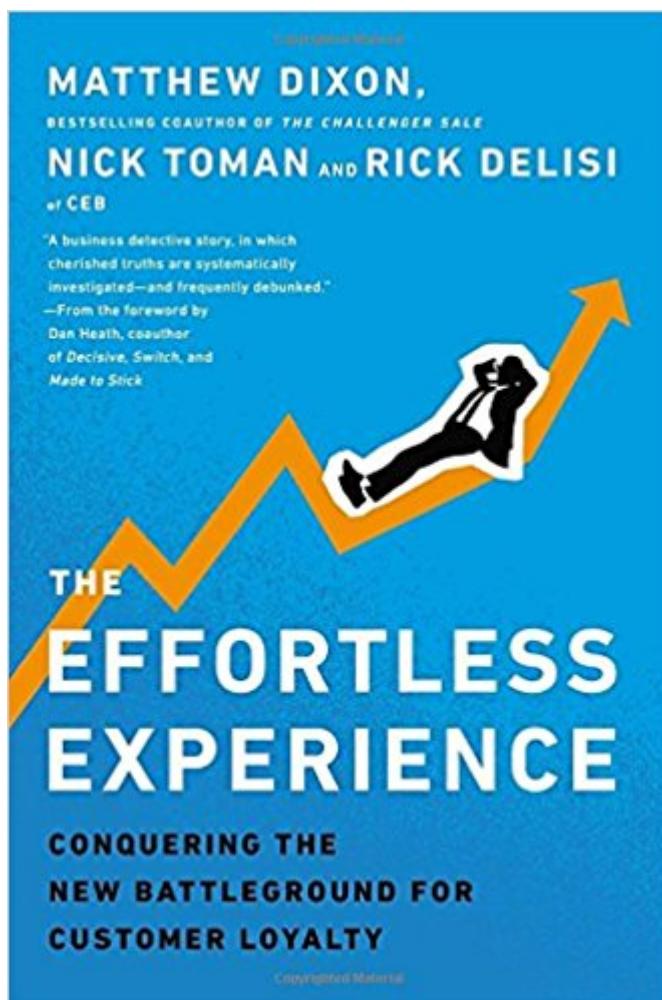


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The Effortless Experience: Conquering The New Battleground For Customer Loyalty



Synopsis

Everyone knows that the bestÂ way to create customer loyalty isÂ with service so good, so over theÂ top, that it surprises and delights.Â But what if everyone is wrong?Â In their acclaimed bestseller *The Challenger Sale*,Â Matthew Dixon and his colleagues at CEB bustedÂ many longstanding myths about sales. Now theyâ™veÂ turned their research and analysis to a new vitalÂ business subjectâ "customer loyaltyâ "with a new book that turns the conventional wisdom on its head.Â The idea that companies must delight customersÂ by exceeding service expectations is so entrenchedÂ that managers rarely even question it. They devoteÂ untold time, energy, and resources to trying toÂ dazzle people and inspire their undying loyalty. YetÂ CEBâ™s careful research over five years and tens ofÂ thousands of respondents proves that the âœdazzleÂ factorâ • is wildly overratedâ "it simply doesnâ™t predictÂ repeat sales, share of wallet, or positive wordof-mouth. The reality:Â Loyalty is driven by how well a company deliversÂ on its basic promises and solves day-to-day problems,Â not on how spectacular its service experience mightÂ be. Most customers donâ™t want to be âœowedâ •; theyÂ want an effortless experience. And they are far moreÂ likely to punish you for bad service than to rewardÂ you for good service. If you put on your customer hat rather than yourÂ manager or marketer hat, this makes a lot of sense.Â What do you really want from your cable company,Â a free month of HBO when it screws up or a fast,Â painless restoration of your connection? WhatÂ about your bankâ "do you want free cookies and aÂ cheerful smile, even a personal relationship withÂ your teller? Or just a quick in-and-out transactionÂ and an easy way to get a refund when it accidentallyÂ overcharges on fees? The *Effortless Experience* takes readers on aÂ fascinating journey deep inside the customer experienceÂ to reveal what really makes customersÂ loyalâ "and disloyal. The authors lay out the fourÂ key pillars of a low-effort customer experience,Â along the way delivering robust data, shocking insightsÂ and profiles of companies that are alreadyÂ using the principles revealed by CEBâ™s research,Â with great results. And they includeÂ many tools andÂ templates you can start applying right away toÂ improve service, reduce costs, decrease customerÂ churn, and ultimately generate the elusive loyaltyÂ that the âœdazzle factorâ • fails to deliver.Â The rewards are there for the taking, and theÂ pathway to achieving them is now clearly marked.

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Customer Reviews

âœThis is what every business book should be like: stuffed with practical advice, well-supported by research, and written to keep you eagerly flipping the pages.â "DAN HEATH, coauthor of *Decisive*, *Switch*, and *Made to Stick*, from the forewordâœMost current customer support and customer experience improvement programs are merely replays of age-old concepts with some new terminology thrown in. The customer effort research and approach recounted here is different. It is truly the first really novel idea that Iâ™ve heardâ "and implementedâ "in a long time. This is an approach that drives innovative, significant improvement within my teams . . . actions grounded in solid data . . . actions that yield measurable, customer-visible results that we just couldnâ™t achieve via other means. It really has changed the way I think about the support my team delivers.â "DAN ROURKE, director of software support, HomeAway, Inc.âœA must-have for any true customer experience leaderâ™s library. Matt, Nick, and Rick are the âœMythBustersâ™ of customer experience, dispelling many commonly held but inaccurate beliefs around the drivers of disloyalty and delight and what will really drive true valueâ to your business.â "LYNN HOLMGREN, vice president, customer experience strategy, Frontier CommunicationsâœIf you are looking for one resource to keep on your desk that will bring you back to the right focus for delivering a better customer service, this is that resource.â "CHRIS HALE, vice president, reservation services, HyattâœEvery business is looking for the secret to creating loyal customers. This book not only builds a compelling case for effortless customer experiences being the key to loyalty, but also provides a clear road map for any business to achieve that goal. Itâ™s a must-read!â "DEB OLER, vice president and general manager, Grainger Brand, W. W. GraingerâœWhatâ™s brilliant about *The Effortless Experience* is its pragmatism, illustrated by the observationâ that we can easily make things worse for customers and

often do more harmÂ than good. Here is real, practical, implementable guidance to help avoid those pitfalls.â •â "RICHARD JOYCE, operations director, Home Retail Group Customer Servicesâ œThe Effortless Experience provides a well-researched foundation for customer experienceÂ transformation. Reducing customer effort links the work of the service organization toÂ the business-wide goal of increasing customer loyalty. The concepts themselves areÂ pragmatic and actionable and this book will get you under way.â •â "SUE ATKINS, head of service experience, Telecom NZ Ltd

MATTHEW DIXON is executive director ofÂ the Sales & Service Practice of CEB. He is aÂ frequent contributor to Harvard BusinessÂ Review, and his previous book, *The ChallengerÂ Sale*, was a Wall Street Journal bestsellerÂ and won acclaim as â œthe most important advance in sellingÂ for many yearsâ • (Neil Rackham) and â œthe beginningÂ of a wave that will take over a lot of selling organizationsÂ in the next decadeâ • (Business Insider).NICK TOMAN is senior director of researchÂ for CEBâ ™s Sales & Service Practice and is a frequentÂ contributor to Harvard Business Review.RICK DELISI is senior director of advisoryÂ services for CEBâ ™s Sales & Service PracticeÂ and a noted public speaker and facilitator.Â CEB is the leading member-based advisory company.Â By combining the best practices of thousands of memberÂ companies with its advanced research methodologiesÂ and human capital analytics, CEB equips seniorÂ leaders and their teams with insight and actionableÂ solutions to transform operations.

My copy of the book arrived on Friday night after a long work week, I picked it up and like *The Challenger Sale*, I just kept reading ... so many insights backed by exhaustive research. The book uses many B2C examples which I still found applicable to my B2B environment. The idea of minimizing customer effort in resolving issues applies to all environments -- contact center, live service - it does not matter -- we all want less "hassle" factor in our lives, at home and at work!

This book totally made sense to me. It so wonderfully articulates what matters most to consumers today and it appropriately puts paid to the notion of giving customers a "wow" experience, when all they want to do is to get on with their lives. Great read!Peter Smith, Author, *Hiring Squirrels*

For anyone who is a customer or has customers, read this book. It has the reasons (and research data) on why we walk away from an interaction with a good or bad feeling and what companies can do to get more "good". All the while creating a more positive work culture with better equipped,

longer tenured employees.

Any book that makes me think differently is a good book. This is one of those. For me, the first part of the book was most applicable to a small business. The latter part of the book is practical for those running larger call centers.

This book is one of the best business books I have ever read! The authors have carefully analysed many surprising survey results to translate it into very pragmatic easy-to-apply tools and checklists. I am currently very interested in customer service topics anyway so it gave me a valuable insight into some of the mechanics leading to "less customer effort" ultimately achieving higher company profitability. A must read for all people with customer interfacing responsibilities.

I bought this book after realizing myself that there seemed to be a lot of correlation between a customer's effort level. This book does a good job expanding on it and breaking down with actual research and real world examples why this is the case and what can be done to decrease customer effort. The message behind this book is useful for anyone looking different ways to improve the overall customer experience.

Suggest Executives, Managers and Directors read this modern day support reference. No hype or crap, this provides accurate data and facts that executives often never take into consideration. A refreshing outlook on what really needs to be done to provide an exceptional customer experience.

I am a data-driven person, and I LOVE how the authors have written this book around the results of very significant research. The insights in The Effortless Experience buck a lot of traditional thinking about what is important in the customer experience, and smart business leaders will take note of what is important to the consumer and drive their organizations to create a more effortless experience!

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