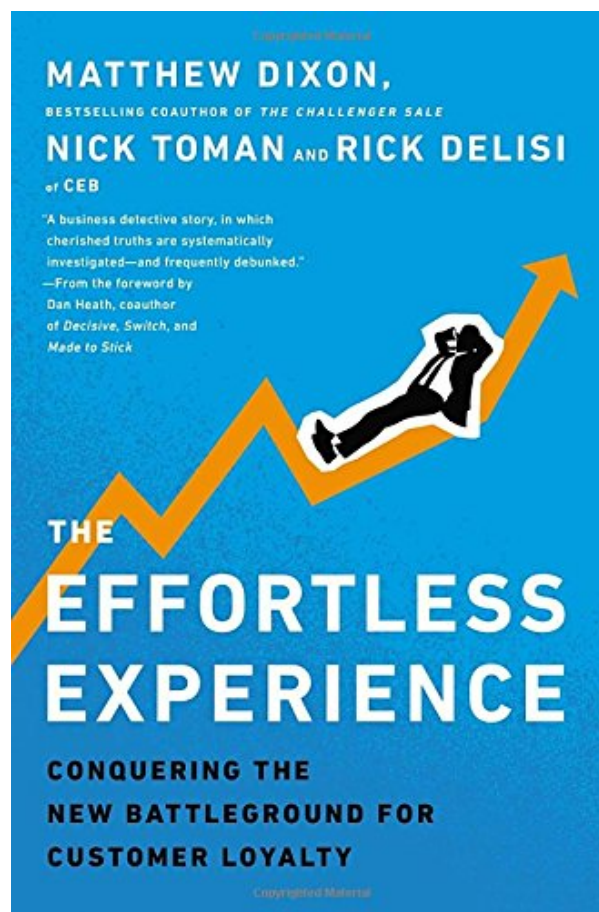
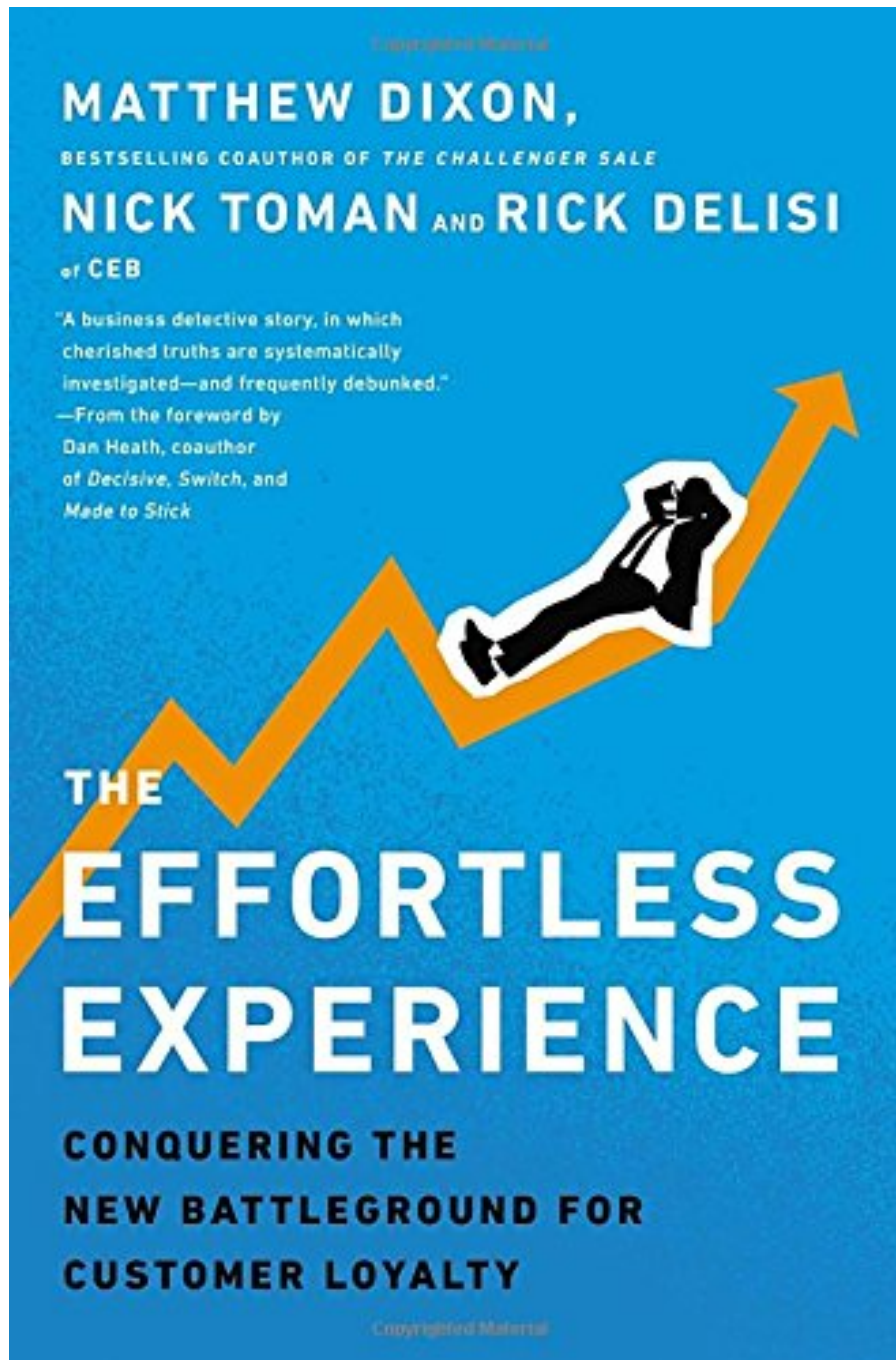


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THE EFFORTLESS EXPERIENCE: CONQUERING THE NEW BATTLEGROUND FOR CUSTOMER LOYALTY BY MATTHEW DIXON, NICK TOMAN, RICK DELISI PDF

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 company, a free month of HBO when it screws up or a fast, painless restoration of your 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.

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- Original language: English
- Number of items: 1
- Dimensions: 9.31" h x 1.00" w x 6.31" l, .97 pounds
- Binding: Hardcover
- 256 pages

Most helpful customer reviews

16 of 18 people found the following review helpful.

The Effortless Experience is Delightful!

By Steve Curtin

Earlier this year, I read the book *The Effortless Experience* by M. Dixon, N. Toman and R. DeLisi. The authors compiled some terrific research - really enlightening stuff - but in their zeal to write a provocative book that challenges conventional thinking, they've lumped every conceivable customer service action into the category of "delight" (which they translate into breathless, over-the-top service).

Don't get me wrong, I really enjoyed the book (hence the 5-star review). I just thought it got much better after Ch. 1 - where the authors worked awfully hard trying to persuade readers that "delighting" customers was somehow a poor use of their time and energy.

Perhaps you're familiar with the customer service maxim to "treat every customer as though he/she is your grandparent"? Well, I put a slightly different spin on that. I think about serving customers as I would serve any other person in my life whom I value (friends, neighbors, children, spouses...).

With this in mind, consider the following paragraph from Ch. 1:

"But as powerful and compelling as (legendary customer service) stories are, what if you checked back with those same customers a year or two down the road to see how much more business they're bringing you? Because the data shows that in the aggregate, customers who are moved from a level of 'below expectations' up to 'meets expectations' offer about the same economic value as those whose expectations were exceeded."

Imagine applying this logic to your marriage: "Honey, from now on I'm going to focus on meeting your expectations as opposed to exceeding them. I read this great new book called *The Effortless Marriage* and I'm now convinced that there's no real value to exceeding your expectations by 'delighting' you with love notes, roses, and that sort of nonsense. So, what's for dinner?"

In *The Effortless Experience*, the authors rebuke those service providers who "delight" their customers (for example, by expressing genuine interest in them or providing them with a pleasant surprise) as misguided. Instead, the authors advocate for reducing customer effort. As most reasonable customer service professionals understand, it doesn't have to be one or the other (delight customers OR reduce customer effort). It can be both.

In fact, as a customer myself, I'm "delighted" whenever a service provider reduces the effort I have to expend during a transaction. And I'm sure I'm not alone.

6 of 6 people found the following review helpful.

Resonates in our environment just as *The Challenger Sale* did!

By Joann

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!

7 of 8 people found the following review helpful.

Too Often We're Solving The Wrong Problem

By David A. Brock

Too often, we're solving the wrong problem! We think customers want a delightful customer service experience. We design our processes, train our people, measure them on delighting the customer. We implement self service tools, web conferencing, provide the latest in technology all in the spirit of serving the customer.

At the same time, we are trying to make our customer service organizations as cost effective and efficient as possible. So our customer service strategies are constrained, rightfully so, by our business strategies.

But is this really the right problem to be solving? Is this what customers really want. Yes, they absolutely want to be treated well, by skilled and polite people. But more than anything else, they want their problem solved---as quickly and effortlessly as possible.

And that's where we go wrong in so many cases. We are solving for the wrong problem. If we started focusing on effortless customer service experience, we would probably change everything we do. We would possibly reduce the cost of service delivery, more effectively drive customer loyalty, and so on.

This book turns much of our traditional thinking about customer service upside down. It provides data challenging old thoughts about a "delighted customer" is a loyal customer--both spending more and recommending you more.

This is a must read and think book for anyone in Customer Service. It's a must read book for every sales and marketing executive. It should stimulate everyone to question their assumptions, reframing what they do to create effortless experiences.

See all 67 customer reviews...

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