



The Effortless Experience: Conquering the New Battleground for Customer Loyalty

By Matthew Dixon, Nick Toman, Rick DeLisi

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The Effortless Experience: Conquering the New Battleground for Customer Loyalty By Matthew Dixon, Nick Toman, Rick DeLisi

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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Editorial Review

Review

“This 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.”

—**DAN HEATH**, coauthor of *Decisive, Switch, and Made to Stick*, from the foreword

“Most 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 I’ve heard—and implemented—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 couldn’t achieve via other means. It really has changed the way I think about the support my team delivers.”

—**DAN ROURKE**, director of software support, HomeAway, Inc.

“A must-have for any true customer experience leader’s library. Matt, Nick, and Rick are the ‘MythBusters’ of customer experience, dispelling many commonly held but inaccurate beliefs around the drivers of disloyalty and delight and what will really drive true value to your business.”

—**LYNN HOLMGREN**, vice president, customer experience strategy, Frontier Communications

“If 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.”

—**CHRIS HALE**, vice president, reservation services, Hyatt

“Every 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. It’s a must-read!”

—**DEB OLER**, vice president and general manager, Grainger Brand, W. W. Grainger

“What’s brilliant about *The Effortless Experience* is its pragmatism, illustrated by the observation that we can easily make things worse for customers and often do more harm than good. Here is real, practical, implementable guidance to help avoid those pitfalls.”

—**RICHARD JOYCE**, operations director, Home Retail Group Customer Services

“*The Effortless Experience* provides a well-researched foundation for customer experience transformation. Reducing customer effort links the work of the service organization to the business-wide goal of increasing

customer loyalty. The concepts themselves are pragmatic and actionable and this book will get you under way.”

—**SUE ATKINS**, head of service experience, Telecom NZ Ltd

About the Author

MATTHEW DIXON is executive director of the Sales & Service Practice of CEB. He is a frequent contributor to *Harvard Business Review*, and his previous book, *The Challenger Sale*, was a *Wall Street Journal* bestseller and won acclaim as “the most important advance in selling for many years” (Neil Rackham) and “the beginning of a wave that will take over a lot of selling organizations in the next decade” (*Business Insider*).

NICK TOMAN is senior director of research for CEB’s Sales & Service Practice and is a frequent contributor to *Harvard Business Review*.

RICK DELISI is senior director of advisory services for CEB’s Sales & Service Practice and a noted public speaker and facilitator.

CEB is the leading member-based advisory company. By combining the best practices of thousands of member companies with its advanced research methodologies and human capital analytics, CEB equips senior leaders and their teams with insight and actionable solutions to transform operations.

Users Review

From reader reviews:

Cassandra Martin:

In this 21st hundred years, people become competitive in each and every way. By being competitive now, people have do something to make all of them survives, being in the middle of often the crowded place and notice simply by surrounding. One thing that occasionally many people have underestimated it for a while is reading. That's why, by reading a book your ability to survive raise then having chance to remain than other is high. In your case who want to start reading a new book, we give you this particular *The Effortless Experience: Conquering the New Battleground for Customer Loyalty* book as nice and daily reading book. Why, because this book is greater than just a book.

Joshua Lippert:

Spent a free time to be fun activity to try and do! A lot of people spent their down time with their family, or their own friends. Usually they undertaking activity like watching television, going to beach, or picnic inside park. They actually doing same every week. Do you feel it? Will you something different to fill your free time/ holiday? Can be reading a book can be option to fill your cost-free time/ holiday. The first thing that you'll ask may be what kinds of reserve that you should read. If you want to try look for book, may be the book untitled *The Effortless Experience: Conquering the New Battleground for Customer Loyalty* can be good book to read. May be it may be best activity to you.

Steven Williams:

Why? Because this *The Effortless Experience: Conquering the New Battleground for Customer Loyalty* is an unordinary book that the inside of the book waiting for you to snap that but latter it will shock you with the secret that inside. Reading this book adjacent to it was fantastic author who else write the book in such wonderful way makes the content inside of easier to understand, entertaining means but still convey the meaning totally. So , it is good for you because of not hesitating having this nowadays or you going to regret it. This amazing book will give you a lot of advantages than the other book get such as help improving your ability and your critical thinking method. So , still want to hesitate having that book? If I were you I will go to the publication store hurriedly.

Justin Oliver:

In this era globalization it is important to someone to get information. The information will make a professional understand the condition of the world. The fitness of the world makes the information easier to share. You can find a lot of references to get information example: internet, magazine, book, and soon. You will see that now, a lot of publisher in which print many kinds of book. The book that recommended to your account is *The Effortless Experience: Conquering the New Battleground for Customer Loyalty* this reserve consist a lot of the information on the condition of this world now. This specific book was represented how do the world has grown up. The vocabulary styles that writer use for explain it is easy to understand. Typically the writer made some research when he makes this book. That's why this book acceptable all of you.

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