



The Effortless Experience: Conquering the New Battleground for Customer Loyalty

Matthew Dixon, Nick Toman, Rick DeLisi

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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 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*.

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The Effortless Experience: Conquering the New Battleground for Customer Loyalty Details

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From Reader Review The Effortless Experience: Conquering the New Battleground for Customer Loyalty for online ebook

Justin Melloni says

We picked up this book because we are setting up a Customer Support Portal and thought it might help. It gave some good insight, but it seems more like it is oriented to people running a Call Center. It was a little longwinded in trying to get to its point which is that you want to give the customer a low effort experience. Overall, it was an alright read.

Stephanie Alexis says

As someone who is new to the philosophy of reducing customer effort, The Effortless Experience was such a valuable read. I appreciate how the authors used concrete statistics, real-life case studies, and plain language to explain the value of focusing reducing effort and helping customers serve themselves. Highly recommended to those entering the customer service industry and want to make a difference for the organization they're working with.

Drew Clancy says

Many good insights for customer service leaders and managers. The authors do a great job of capturing the changing nature of customer or client expectations - and how organizations need to react. They begin the book by saying that client delight is the wrong goal (which I disagree with). My sense is they make this point more to get attention as the remainder of the book outlines many worthwhile strategies on how to train customer service teams to delight customers.

Brian Nicholson says

The Effortless Experience provides solid research supporting the pursuit of reducing customer effort as a way to drive loyalty. Much of the research and advice is focused on customer service, although reducing customer effort applies more broadly than that (as at least one chapter addresses). The authors make a good case for using CES (customer effort score) as a way to measure transactional relationship data, even if your company is already using something like NPS (net promoter score) for measuring overall relationship data.

Theodore Kinni says

Love the thesis here: Forget about delighting customers. If you want their business, make it effortless for them to give it to you. Simple and smart!

Malek says

This is your classic business book, where you learn everything you need to know in the first chapter and the rest of the book is examples, reinforcement, and additional detail.

The central premise of the book, that customer loyalty has everything to do with being easy to work with and not necessarily "going above and beyond", is a helpful clarification for most companies. This book focuses on Contact Centers, while the last chapter shows examples of how to apply this to other environments.

I'll admit that the classic business book approach is not great for me personally as I tend to zone out when author's repeat/reinforce points they have already made. However, particularly for people who are involved with customer service and/or contact centers, the central premise of the book is valuable. As customers have transitioned away from personal contact to web-based and self-help, customer service approaches need to evolve to match.

Keith Greywood says

Essential reading for those in business, especially managers, marketers and those involved with customer service. Want loyal customers? Reduce the effort of the customer at every touchpoint.

#effortlessread

Tyler Dick says

Definitely a good read if you are working or managing a Support center. It gives a counter-argument to the idea of "delighting" customers. The best way we can delight a customer is by making their interaction as easy as possible rather than investing in what we do or say to those customers. Definitely a great idea, with some very valuable lessons.

Daryl says

There was a lot of good information in this book, though it wound up being a bit drier than I had expected after reading the first few pages. It's obviously not for everybody. I'd recommend it for most anybody who's in the position of trying to figure out how to make products easier to use and support. I don't think I'm likely to run out and insist that my company shift its quality metrics to a Customer Effort Score system (what the book touts), but there were many things in the book that did make me think "we should do that."

Adam Clark says

One of the more solid business books I've read this year. The data-based conclusions are really eye-opening. I believe this is will be considered one of the best business books on customer service and customer

engagement to be written in the past 5-10 years. If you don't read this, you will have a big gap in your understanding of customer service and the reality of customer loyalty.

Chad Horenfeldt says

Essential reading for anyone in customer support. I came away with it having ideas for the overall customer success function. I believe there is too much emphasis placed on delighting the customer then trying to get the outcomes that drive real value. "Delight" only goes so far. I found the book to have tactical approaches that make compete sense. This isn't an easy read but they do try by adding great examples. The book also ties the concepts together well at the end. The last chapter helps you think about how to apply these concepts beyond the call center.

I would also give this to your support managers as well.

Tim says

Depending on your wants and needs this book might be everything you need in the moment (or more), or not so much. In my case, I found it extremely valuable in regards to a current problem where FCR is an issue. We won't be moving away from that metric but I think we will improve our scores (and performance).

Cindy says

Solid advice on customer service, but by the end I found myself kind of oversold. The basic premise - that customer service these days is about making it easy vs making it 'delightful' - is good and the author backs it with solid examples and studies. But I think that the book focused more on the customer 'call center' model and less on face-to-face / customer service driven areas. He does not make this applicable to the restaurant / corner pharmacy / grocery store and that's where much of this is sorely needed. Still there were a few good take-aways, even if it wasn't easy to dig them out. Perhaps the author needed to take a little of his own advice.

Kevin Dunk says

The Effortless Experience

Great read. Simple, concise, and chock full of examples and anecdotal evidence. A practical explanation for customer behavior. A pleasant excursion from theory and opinion. Yes these principles are evolutionary and may take significant time and energy, but they are borne out by data.

Alaaddin Hallak says

This is some truly groundbreaking stuff in thinking about customer loyalty and customer experience! Backed by extensive research from all around the world, the author effectively make the case of reducing customer effort in order to mitigate customer disloyalty. They emphasize that this is not the latest fad in customer service, but a complete cultural shift that, when executed right, can have great impact on an organization's bottom line. Highly recommend this book for anyone involved in customer service, product design, or even intending on starting their own business.
