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# Get Free The Nordstrom Way To Customer Experience Excellence Creating A Values Driven Service Culture

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**THE NORDSTROM WAY TO CUSTOMER EXPERIENCE EXCELLENCE**

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**CREATING A VALUES-DRIVEN SERVICE CULTURE**

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John Wiley & Sons **Introduction -- Trust -- Respect -- Loyalty -- Awareness -- Humility -- Communication and collaboration -  
- Competition and compensation -- Innovation and adaptation -- Give back and have fun**

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**THE NORDSTROM WAY TO CUSTOMER SERVICE EXCELLENCE**

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## **THE HANDBOOK FOR BECOMING THE "NORDSTROM" OF YOUR INDUSTRY**

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**Wiley** The Nordstrom Way shows the direct link between empowering your employees and creating a long-term relationship with your customers. More businesses should follow Nordstrom's example. —Howard Schultz, Chairman, Starbucks Coffee Virtually every company wants to be the Nordstrom of their industry. Nordstrom is one of only five companies to make Fortune's "best companies to work for" and "most admired" list every year the surveys have been taken. Despite its position in the hard-hit retail sector, Nordstrom, with 193 stores in 28 states, never experienced a quarterly loss during the recent economic downturn. The Nordstrom Way to Customer Service, Second Edition explains what every business can learn from the world's most famous customer-service-driven company. New material in this revised edition includes: "How To Become The Nordstrom Of Your Industry" Tools for creating a customer-driven culture Chapters on Nordstrom's online customer service and the innovative social commerce features of its website Breakthroughs on Nordstrom's multi-channel approach to customer service Nordstrom follows a set of principles that has made it a leader in its industry. Discover what endears Nordstrom to its customers, and learn how to apply those same standards to your company.

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## **THE NORDSTROM WAY TO CUSTOMER SERVICE EXCELLENCE**

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## **A HANDBOOK FOR IMPLEMENTING GREAT SERVICE IN YOUR ORGANIZATION**

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**Wiley** First published in 1995, The Nordstrom Way is a classic guide to great customer service. This new book replaces The Nordstrom Way with an even more practical guide to becoming the “Nordstrom” of your industry. Designed for customer service managers and trainers, as well as business owners, it’s an invaluable resource for designing your own programs and initiatives. The authors not only explain the principles of the world’s best customer service company, they also show you how to implement them in your own organization. The Nordstrom Way to Customer Service Excellence will help your business make customers its number one concern, and help make your business number one in your industry.

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## **THE NORDSTROM WAY**

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## **THE INSIDER STORY OF AMERICA'S #1 CUSTOMER SERVICE COMPANY**

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John Wiley & Sons Incorporated **Recounts the history of the department store chain noted for its emphasis on customer service, and describes its business and personnel policies**

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## **AMAZON.COM**

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### **GET BIG FAST**

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Harper Collins **In Amazon.com Jeff Bezos built something the world had never seen. He created the most recognized brand name on the Internet, became for a time one of the richest men in the world, and was crowned "the king of cyber-commerce." Yet for all the media exposure, the inside story of Amazon.com has never really been told. In this revealing, unauthorized account, Robert Spector, journalist and best-selling author, gives us this up-to-date, fast-paced, behind-the-scenes story of the company's creation and rise, its tumultuous present, and its uncertain future.**

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## **LESSONS FROM THE NORDSTROM WAY**

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### **HOW COMPANIES ARE EMULATING THE #1 CUSTOMER SERVICE COMPANY**

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Wiley **This book focuses on the customer service principles espoused by the Nordstrom department store chain, a legend in retailing and customer service. It shows how the Nordstrom customer service culture can work in any company or industry -- computer repair centers, bicycle shops, medical clinics, credit unions, and more. The book features case studies from many companies that have successfully adopted and adapted the lessons from The Nordstrom Way, the author's successful book about the founding of Nordstrom and the beliefs the Nordstrom family imparts to its employees. Helps other companies apply Nordstrom's principles to their own customer service practices Provides lessons on how to find and focus on customer needs, follow-up, and ensure customer satisfaction**

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### **WHAT'S THE SECRET?**

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### **TO PROVIDING A WORLD-CLASS CUSTOMER EXPERIENCE**

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John Wiley & Sons **What's the Secret? gives you an inside look at the world-class customer service strategies of some of**

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today's best companies. You'll learn how companies like Disney, Nordstrom, and The Ritz-Carlton get 50,000 employees to deliver world-class customer service on a consistent basis- and how your company can too. Packed with insider knowledge and a wealth of proven best practices, author John DiJulius will show you how your company can emulate the world's best customer service providers.

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## **THE CUSTOMER SERVICE SOLUTION: MANAGING EMOTIONS, TRUST, AND CONTROL TO WIN YOUR CUSTOMER'S BUSINESS**

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### **MANAGING EMOTIONS, TRUST, AND CONTROL TO WIN YOUR CUSTOMER'S BASE**

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McGraw Hill Professional **Understand Consumer Psychology to Drive Profits and Growth** Want to know exactly what's driving your customer's behavior? **NOW YOU CAN!** The Customer Service Solution explains how consumers perceive services and shows you how to enhance the customer experience--every time. In this economic climate, the customer service experience is more critical than ever. Most leading service firms advocate the TLC mantra: Think Like a Customer. That's a good practice, but first you have to understand what your customer is thinking and feeling. Today's business leaders cannot afford to neglect the psychological principles that govern customer satisfaction and long-term loyalty. What are the factors that really determine customer satisfaction? Two of the nation's leading authorities on service psychology, Sriram Dasu and Richard Chase, have written this groundbreaking guide that identifies and demystifies the psychological triggers behind customer behavior. You'll go where customer satisfaction surveys, mystery shoppers, and focus groups can't--and learn exactly why customers respond and behave the way they do. With findings drawn from behavioral science research, this book provides all the tools you need to evaluate your current service platforms and design future strategies to enhance customer perceptions positively and drive your sales. The Customer Service Solution illustrates why even companies with high levels of satisfaction are missing tremendous opportunities by neglecting the emotional elements that govern consumer interactions. This book will show you how to: Shape and manage customer perceptions Understand implicit versus explicit outcomes Develop the roles of control and choice among buyers Design emotionally intelligent processes Build trust among customers Whatever your business may be--healthcare, hospitality, financial services, e-commerce, and more--this book is an essential tool to help you increase profits by leveraging your company's customer experience. **PRAISE FOR THE CUSTOMER SERVICE SOLUTION:** "Harnessing the power of emotions will help to drive an exceptional customer experience creating customers for life to help your business thrive. Finally, a guide to help us better understand how to do this." -- James

**Merlino, MD, Chief Experience Officer, Cleveland Clinic "Required reading for anyone designing a service encounter." -- James Heskett, Professor Emeritus, Harvard Business School, coauthor of The Service Profit Chain and Service Future "I have always known that our customers shop with us because they want to, not because they have to. How to make them want to is the secret that this great book unlocks." -- Kevin Davis, President and CEO, Bristol Farms "[Dasu and Chase] share easy-to-understand ideas and guidance to operations managers who typically do not think about the psychology of customers in designing their services." -- Mary Jo Bitner, PhD, Professor and Executive Director, Center for Services Leadership, W. P. Carey School, Arizona State University "Dasu and Chase provide an excellent set of ideas for delivering emotional customer service experiences through systems and operations." -- Rodolfo Medina, Vice President, Marketing & Commercial, Rock in Rio "This book provides valuable insights to managing and molding the customer's emotional journey, leading to ultimate satisfaction and sustainable loyalty." -- Ali V. Kasikci, Regional Managing Director, Orient-Express**

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## **50 WAYS TO IMPROVE YOUR FRENCH: TEACH YOURSELF**

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Teach Yourself **Do you have a working knowledge of French, but want to improve? Allow this book to come to your rescue and eliminate basic errors and slips of the pen. Each one of 50 top tips for improving your spoken and written French is presented and analysed across a whole double page, with explanations as to where and why people sometimes go wrong. The tips are grouped into grammar, spelling, false friends, pronunciation and cultural faux pas sections. There's even free downloadable audio content available to help you with your pronunciation. Polish your French with this brand new series from Teach Yourself - the No. 1 brand in language learning. 50 ways to improve your French touches all essential bases and is divided into the following easily digestible sections: Only got a minute? A 60-second introduction to French to get you started. Only got five minutes? Get to grips with French and its common pitfalls even if you're short of time. Only got ten minutes? Use your free time wisely to learn something about the French language. Insights Instant help with common problems and quick tips for success, based on Lorna Wright and Marie-Jo Morelle's many years of experience. Test yourself Tests online to keep track of your progress. Articles Extra information to keep you motivated. Summaries Quick refreshers to help you remember the key facts. Grammar Easy-to-follow building blocks to give you a clear understanding. Pronunciation Don't sound like a tourist - polish your pronunciation before you go. Audio Downloadable audio support online to help with key areas - iPod/MP3 compatible For your free audio download please visit: [www.hodder.co.uk/TYLFreedownloads](http://www.hodder.co.uk/TYLFreedownloads)**

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## THE CUSTOMER EXPERIENCE BOOK

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### HOW TO DESIGN, MEASURE AND IMPROVE CUSTOMER EXPERIENCE IN YOUR BUSINESS

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Pearson UK Customer Experience (CE) is becoming seen as a key component of business strategy, yet knowing the practical steps of what to do can be tricky. The Customer Experience Book helps you understand where you are now, what to do, and how to improve for your business. From Customer Journey Mapping to using Big Data, this is the ultimate Customer Experience manual for businesses, whatever the size of your company. Split into two parts, you'll discover:

- Why customer experience is so important in business - and how it applies to you
- How to use customer experience tools in your business - step by step guides on how to use CX metrics and how to learn from them

Alongside the theory and practical how-to guidance, there will be a range of examples of 'thinking differently' about everyday situations to engage the reader. Plus, with case studies from International Companies, readers will discover not only what works well but also the hard lessons they have learned. The Customer Experience Book shows you how to understand, measure and improve customer experience in your business, whatever your level.

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## SECRET SERVICE

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### HIDDEN SYSTEMS THAT DELIVER UNFORGETTABLE CUSTOMER SERVICE

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AMACOM Div American Mgmt Assn **“Either you can decide to compete on price alone and pray you can maintain a cost structure to generate a profit, or you can provide magical moments that create value for your guests. . . . Throughout Secret Service, DiJulius demonstrates how to transform bland customer service standards into memorable customer experiences.”**— from the foreword by Bill Capodagli and Lynn Jackson, coauthors of *The Disney Way* and *Every Business Is Show Business* How many successful businesses provide the kind of unforgettable client experience that keeps customers coming back time after time and year after year? John DiJulius has built his award-winning business around a customer service approach that has earned comparisons to Disney, Nordstrom, and other legendary customer experience pioneers. In *Secret Service* DiJulius reveals how to develop behind-the-scenes systems that will enable your business to \* develop a great corporate culture that shows in the dedication and passion of your front-line people \* “go deeper” with your existing customers \* turn complaints into positive experiences \* make each customer feel welcome, comfortable, important, and understood. DiJulius will teach you all the techniques that have catapulted his business to

the top, making him one of the most sought-after service experts in America. By quantifying and examining each phase of the Customer Experience Cycle, Secret Service reveals clever, practical ideas that can be transformed into repeatable best practices in any organization and at every level. Packed with examples applicable to a wide range of industries, this book provides practical, realistic ways to reap the benefits of greater customer loyalty, exponentially expanded referral networks, lower employee turnover, and stronger bottom-line results.

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### **CUSTOMER SATISFACTION IS WORTHLESS, CUSTOMER LOYALTY IS PRICELESS**

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#### **HOW TO MAKE CUSTOMERS LOVE YOU, KEEP THEM COMING BACK AND TELL EVERYONE THEY KNOW**

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Bard Offers strategies for turning customer satisfaction into customer loyalty, emphasizing the importance of word-of-mouth advertising

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### **SERVICE EXCELLENCE**

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#### **CREATING CUSTOMER EXPERIENCES THAT BUILD RELATIONSHIPS**

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Business Expert Press The Customer Experience is the sensory, cognitive, emotional, social and behavioral dimensions of all activities that connect the customer and the organization over time across touch points and channels. It encompasses all activities involving the customer where the organization is the focal object, including pre-purchase activities (such as exposure to a website ad), and purchase, consumption, and engagement behaviors (blogging, sharing photos). This book analyzes the challenges of creating excellent customer experiences, including the management of technology and new media. It describes how customers co-produce and co-create their experiences, and how these activities influence business revenues and costs. The book takes a deep dive into the psychology of customers, revealing the conceptual building blocks of customer experiences and how they build relationships over time. These ideas provide a business perspective on how to manage relationships with customers to generate cash flows and profitability, including the role of pricing.

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### **LEAVE IT BETTER THAN YOU FOUND IT**

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Documentary Media LLC and University of Washington

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## **LEAD WITH YOUR CUSTOMER**

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## **TRANSFORM CULTURE AND BRAND INTO WORLD-CLASS EXCELLENCE**

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**ASTD** What do successful organizations do that makes them consistently successful? It is simple and yet, rare: they understand their customer's needs and expectations, and then, exceed them. With years of experience and research developed while working with Fortune 500 companies, authors Mark David Jones and J. Jeff Kober have created the World Class Excellence™ Model. Supported by the many years of experience the authors earned while leaders at Disney, this model builds on the core principles of values and vision, and reveals the 6-Ps primary delivery methods of world-class excellence that allows you to transform your organization's culture and brand. This proven model serves as a guiding beacon for leaders, aligning the work to bottom-line results, long-term success, and a world-class reputation. Presented in an engaging and straight forward style with many interesting case studies, this new leadership and customer service offering is a dynamite read. Section I: Establishing the Foundation for Excellence Ch. 1: Your Customer Really Is the Key Ch. 2: Leading with Your External and Internal Customers Ch. 3: Achieving Proven Leadership Excellence Ch. 4: Using the World Class Excellence Model to Transform Your Business Section II: Leading the Culture (Chapters 5-10) Section III: Leading the Brand (Chapters 11-16) Section IV: Ensuring Alignment & Integrity Ch. 17: How Service Netting Gets Results Ch. 18: Service Recovery that Really Works Ch. 19: Tips for Leading Implementation Ch. 20: Leading Forward to World-Class Excellence

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## **BE OUR GUEST**

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## **PERFECTING THE ART OF CUSTOMER SERVICE**

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Now, for the first time, one element of the methods behind the magic that is the Walt Disney World Resort--quality service--is revealed. The book outlines proven Disney principles and processes for helping an organization focus its vision and align its people into a strategy that delivers on the promise of exceptional customer service.

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## **THE NORDSTROM WAY TO CUSTOMER EXPERIENCE EXCELLENCE**

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## CREATING A VALUES-DRIVEN SERVICE CULTURE

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### CUSTOMER MANIA!

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### IT'S NEVER TOO LATE TO BUILD A CUSTOMER-FOCUSED COMPANY

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Simon and Schuster Uses the success of the world's largest restaurant chain to explain how a company of any size can develop a unified, people first, customer-oriented approach to doing business.

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### WHAT CUSTOMERS CRAVE

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### HOW TO CREATE RELEVANT AND MEMORABLE EXPERIENCES AT EVERY TOUCHPOINT

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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!

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### THE MOM & POP STORE

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### TRUE STORIES FROM THE HEART OF AMERICA

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Bloomsbury Publishing USA Business journalist Robert Spector grew up working in his family's butcher shop in Perth

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Amboy, New Jersey, where he learned invaluable lessons about the independent retail business. Mom & pop stores have always brought people together, fostering a sense of neighborhood identity and camaraderie, and are the glue that connects people in big cities and small towns alike. Long fascinated by the "direct connection" people feel as merchants and customers when they do business in neighborhood stores, at shops that are not super-sized, but human-sized, and responding to the growing "buy local" movement across the country, Spector set out to discover the state, and the state of mind, of independent retailing in America. From a specialty soda pop shop in Los Angeles to a florist shop in Dayton, Ohio, from a bakery in Chicago to a bookstore in Washington State, mom & pop store owners shared their stories with him, revealing the spirit and tenacity of the small business owner, dealing with frustration and defeat as well as triumph and success. Spector also interweaves the history of independent retailing. The Mom & Pop Store reflects the story of this country, for it embraces and cross-references every ethnic group, and virtually every element of our society.

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### **THE ZAPPOS EXPERIENCE: 5 PRINCIPLES TO INSPIRE, ENGAGE, AND WOW**

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McGraw Hill Professional **Make every day a WOW day for your customers, your staff—and your bottom line! “In your hands is a manifesto on how Zappos completely blew away the standard of delivering a consumer-centric experience and a revolutionary company culture. Joseph helps us all understand how to achieve a little more of that Zappos magic.”**  
**—Eric Ryan, method cofounder and person against dirty “If you’re looking for an inspirational path for creating a likable, trustworthy, and wow! organization, you’ve hit the mother lode.”** —Guy Kawasaki, former chief evangelist of Apple and author of *Enchantment: The Art of Changing Hearts, Minds, and Actions* “This book provides a roadmap to a successful business by taking inspiration and examples from one of the most innovative, progressive companies of our time. Don’t just read it; use it.” —Tony Hawk, professional skateboarder and author of *HAWK —Occupation: Skateboarder and How Did I Get Here? The Ascent of an Unlikely CEO* “Thanks to Joseph Michelli, you can learn exactly how Zappos hit it big and how you can too. By using the five principles Joseph has distilled, you can supercharge your efforts and start down the path to legendary success.” —Mark Sanborn, President, Sanborn & Associates, Inc., and author of *The Fred Factor* and *You Don’t Need a Title to Be a Leader* “Often, business owners look at media darlings like Zappos with their mouths agape, full of awe but unable to take action. For those eager to do more than watch, Joseph Michelli deconstructs the Zappos story and makes it attainable.” —Seth Godin, author of *Poke the Box About the Book: ZAPPOS*. The name has come to stand for a new standard of customer service, an amazing online shopping experience, a great place to work, and the most impressive transformational business success story of our time.

Simply put, Zappos is revolutionizing business and changing lives. Now, Joseph Michelli, author of the internationally bestselling business books *Prescription for Excellence* and *The Starbucks Experience*, explains how Zappos does it—and how you can do it in your industry. The *Zappos Experience* takes you through—and beyond—the playful, offbeat company culture Zappos has become famous for. Michelli reveals what occurs behind the scenes at Zappos, showing how employees at all levels operate on a day-to-day basis while providing the “big picture” leadership methods that have earned the company \$1 billion in annual gross sales during the last ten years—with almost no advertising. Michelli breaks the approach down into five key elements: **Serve a Perfect Fit—create bedrock company values** **Make it Effortlessly Swift—deliver a customer experience with ease** **Step into the Personal—connect with customers authentically** **S T R E T C H—grow people and products** **Play to Win—play hard, work harder** When you enhance the customer experience, increase employee engagement, and create an energetic culture, you can’t help but succeed. Zappos has woven these five key components into a seamless strategy that’s the envy of business leaders. Now that strategy is yours. With *The Zappos Experience*, Joseph Michelli delivers a package for instant success right to your doorstep. All you have to do is open and use it.

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## **IGNORE YOUR CUSTOMERS (AND THEY’LL GO AWAY)**

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### **THE SIMPLE PLAYBOOK FOR DELIVERING THE ULTIMATE CUSTOMER SERVICE EXPERIENCE**

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HarperCollins Leadership Discover how to create exceptional customer service and a superior customer experience, learning from the greatest companies of our time. When it comes to delivering great customer service and customer experience, many companies miss the mark. But there’s no reason this should include you and your company. *Ignore Your Customers (and They’ll Go Away)* spells out, step by step, how 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, often hilarious, tales from the trenches as author Micah Solomon, one of the world’s best-known customer service consultants, relates hands-on adventures about assessing and improving customer service in various industries. You’ll spend time behind the scenes with Zappos CEO Tony Hsieh and discover how the company delivers “wow” customer service. From Richard Branson, you’ll learn how Virgin brands deliver authentic customer service (avoiding what Branson calls “Stepford Customer Service”) and Branson’s secrets for turning social media attackers into brand promoters. Drawing on a wealth of stories personally assembled from today’s most innovative and successful companies, including Amazon, Cleveland Clinic, Drybar, USAA Insurance, and The Ritz-Carlton Hotel

Company, Solomon reveals what it takes to turn a ho-hum customer interaction into one that drives customer engagement and lifelong loyalty.

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## **DELIVERING HAPPINESS**

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### **A PATH TO PROFITS, PASSION, AND PURPOSE**

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Grand Central Publishing **#1 NEW YORK TIMES AND WALL STREET JOURNAL BESTSELLER** Pay brand-new employees \$2,000 to quit Make customer service the responsibility of the entire company-not just a department Focus on company culture as the #1 priority Apply research from the science of happiness to running a business Help employees grow-both personally and professionally Seek to change the world Oh, and make money too . . . Sound crazy? It's all standard operating procedure at Zappos, the online retailer that's doing over \$1 billion in gross merchandise sales annually. After debuting as the highest-ranking newcomer in Fortune magazine's annual "Best Companies to Work For" list in 2009, Zappos was acquired by Amazon in a deal valued at over \$1.2 billion on the day of closing. In **DELIVERING HAPPINESS**, Zappos CEO Tony Hsieh shares the different lessons he has learned in business and life, from starting a worm farm to running a pizza business, through LinkExchange, Zappos, and more. Fast-paced and down-to-earth, **DELIVERING HAPPINESS** shows how a very different kind of corporate culture is a powerful model for achieving success-and how by concentrating on the happiness of those around you, you can dramatically increase your own. To learn more about the book, go to [www.deliveringhappinessbook.com](http://www.deliveringhappinessbook.com).

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## **THE CUSTOMER COPERNICUS**

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### **HOW TO BE CUSTOMER-LED**

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Routledge Some companies are great for customers - not only do they care but they change whole markets to work better for the customers they serve. Think of Amazon, easyJet and Sky. They make things easier and improve what really matters - obvious, surely? They have also enjoyed huge business success, growing and making plenty of money. The Customer Copernicus answers the question that follows - if it's obvious and attractive why is it so rare? And then it answers a second question, because Tesco, O2 and Wells Fargo were like this once. Why, having mastered it, would you ever stop? Because all three did, and two ended up in court. The Customer Copernicus explains how to become and how to stay customer-led. Essential reading for leaders and teams who want their organisations to stay competitive by

developing a more purposeful and innovative culture.

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## **THE BEST SERVICE IS NO SERVICE**

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### **HOW TO LIBERATE YOUR CUSTOMERS FROM CUSTOMER SERVICE, KEEP THEM HAPPY, AND CONTROL COSTS**

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John Wiley & Sons 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

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## **SERVICE PROFIT CHAIN**

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Simon and Schuster In this pathbreaking book, world-renowned Harvard Business School service firm experts James L. Heskett, W. Earl Sasser, Jr. and Leonard A. Schlesinger reveal that leading companies stay on top by managing the service profit chain. Why are a select few service firms better at what they do -- year in and year out -- than their competitors? For most senior managers, the profusion of anecdotal "service excellence" books fails to address this key question. Based on five years of painstaking research, the authors show how managers at American Express, Southwest Airlines, Banc One, Waste Management, USAA, MBNA, Intuit, British Airways, Taco Bell, Fairfield Inns, Ritz-Carlton Hotel, and the Merry Maids subsidiary of ServiceMaster employ a quantifiable set of relationships that directly links profit and growth to not only customer loyalty and satisfaction, but to employee loyalty, satisfaction, and productivity. The strongest relationships the authors discovered are those between (1) profit and customer loyalty; (2) employee loyalty and customer loyalty; and (3) employee satisfaction and customer satisfaction. Moreover, these relationships are mutually reinforcing; that is, satisfied customers contribute to employee satisfaction and vice versa. Here, finally, is the foundation for a powerful strategic service vision, a model on which any manager can build more focused operations and marketing capabilities. For example, the authors demonstrate how, in Banc One's operating divisions, a direct relationship between customer loyalty measured by the "depth" of a relationship, the number of

banking services a customer utilizes, and profitability led the bank to encourage existing customers to further extend the bank services they use. Taco Bell has found that their stores in the top quadrant of customer satisfaction ratings outperform their other stores on all measures. At American Express Travel Services, offices that ticket quickly and accurately are more profitable than those which don't. With hundreds of examples like these, the authors show how to manage the customer-employee "satisfaction mirror" and the customer value equation to achieve a "customer's eye view" of goods and services. They describe how companies in any service industry can (1) measure service profit chain relationships across operating units; (2) communicate the resulting self-appraisal; (3) develop a "balanced scorecard" of performance; (4) develop a recognitions and rewards system tied to established measures; (5) communicate results company-wide; (6) develop an internal "best practice" information exchange; and (7) improve overall service profit chain performance. What difference can service profit chain management make? A lot. Between 1986 and 1995, the common stock prices of the companies studied by the authors increased 147%, nearly twice as fast as the price of the stocks of their closest competitors. The proven success and high-yielding results from these high-achieving companies will make *The Service Profit Chain* required reading for senior, division, and business unit managers in all service companies, as well as for students of service management.

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## **THE LEGEND OF EDDIE BAUER**

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## **THE EFFORTLESS EXPERIENCE**

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## **CONQUERING THE NEW BATTLEGROUND FOR CUSTOMER LOYALTY**

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Penguin 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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## **ACHIEVING EXCELLENCE THROUGH CUSTOMER SERVICE**

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Best Sellers Publishing Promotes the theory that superior customer service leads to a superior business organisation

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## **TWO FACTOR THEORY OF CUSTOMER SERVICE**

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## **A COMPREHENSIVE, EASY TO READ GUIDE FOR INCREASING PROFITS**

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AuthorHouse In the Two Factor Theory of Customer Service, author David L. Elwood nudges the entire field of customer service toward becoming a professional discipline. Customer service is not a casual, do-it-if-you-think-of-it aspect of business; customer service is a real business product that stands beside the primary product of every business enterprise; it is inescapable and it is inextricably tied to profits. Elwood uses easy to follow ideas that open the door to fresh, persuasive perceptions of the fundamental dimensions of customer service events: accessible, emotional, temporal, informational, solutional, aptitudinal, and relational. The essence of Elwood's message is that the more clearly and deeply one understands customer service events, the more effective he or she will become at delivering customer service straight to the customer. And, as powerful, empirical research findings have shown, delivery of Superior Customer Service goes hand in hand with superior profits. The Two Factor Theory of Customer Service will

delight everyone looking for a systematic approach to understanding and classifying the seemingly unending differences found in published examples of Superior Customer Service, and it will brighten the pathway for each provider seeking to increase profits. Without question, you ARE in the customer service business --- the only question is whether you are doing it well. Want a quick read at the airport terminal that'll entertain more than transform? Two Factor Theory of Customer Service isn't it! Elwood skips the clichs while delivering a perfect balance of theory and immediate application that will change how you see your customers, and more importantly how your customers will see you (again and again and again...). Jay Martinson, Ph.D. Chair, Communications Department, Olivet Nazarene University

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## **CATEGORY KILLERS**

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### **THE RETAIL REVOLUTION AND ITS IMPACT ON CONSUMER CULTURE**

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Harvard Business Press Retail is a dog-eat-dog world—and nobody has cannibalized market share more ruthlessly or influenced consumers, communities and competition around the world more profoundly than “category killers” like Wal-Mart, Toys R Us, and Costco This book explores how they did it, what other companies can glean from their killer strategies, and what’s next in retail’s future.

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### **ELEVATING CUSTOMER SERVICE IN HIGHER EDUCATION**

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#### **A PRACTICAL GUIDE**

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Elevating Customer Service in Higher Education provides an in-depth guide by three practitioners with decades of combined experience in the higher education and hospitality sectors. Our authors are deeply embedded in customer service initiatives and have certified hundreds of higher-ed professionals at Academic Impressions' customer service trainings and on-campus workshops. In this guide, our authors will walk you through: Core service competencies Strategies for supporting frontline staff in enhancing customer service Examples of customer service scripts for dialogue, phone, voicemail, and email Detailed guidelines for creating physical environments on campus that facilitate better service Worksheets and tools for auditing policies and practices that impact customer service Tips for cultivating faculty and staff buy-in Examples of exemplary customer service initiatives at other colleges and universities **REVIEWS** "Elevating Customer Service should be read by every administrator who cares about retention

and service excellence." - Neal Raisman, N. Raisman & Associates "In today's competitive market in higher education, a partnership between academics and customer service is key to attracting and retaining students. This handbook shows practitioners how to enhance service excellence while maintaining academic integrity." - Bill Destler, President Emeritus, Rochester Institute of Technology "How refreshing and encouraging it is to read a book about customer service on today's college campuses. The reality is higher education today is rapidly changing and models of leading a university are significantly altered in today's environment. Customer service can no longer be viewed as a negative concept on our campuses. Rather, such service is mandated today in whatever form one wishes to call it. Students, parents, employers, and college employees are demanding it. Implementing such measures that change a campus's culture may mean the difference between those colleges that survive and those that do not. The foundations of quality service discussed in this book should be mandatory reading for all college administrators." - David DeCenzo, President, Coastal Carolina University "This insightful book provides a step-by-step guide to assess, evaluate, and implement strategies to improve the effectiveness of any department or division within the academy. The authors provide valuable information and a workable template to enhance the student experience on campus and ultimately improve retention, and recruitment efforts in an era in which colleges and universities are fiercely competing to attract and retain students." - Jim Pillar, Associate Vice President of Housing, Monmouth University "This really made me think about our office environment and how we can work toward improving not only the student experience but the front-line staff experience as well. It truly is a practical guide with relevant activities and things to consider." - Kerri Wilson, Director of Off-Campus Living and Community Partnerships, Rutgers University-New Brunswick

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## **UNCOMMON SERVICE**

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## **HOW TO WIN BY PUTTING CUSTOMERS AT THE CORE OF YOUR BUSINESS**

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Harvard Business Press Offers an organizational design model for service organizations, covering such topics as funding mechanisms, employee management systems, and customer management systems.

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## **THE 12 WEEK YEAR FIELD GUIDE**

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## **GET MORE DONE IN 12 WEEKS THAN OTHERS DO IN 12 MONTHS**

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John Wiley & Sons Update your thinking and avoid complacency with the 12 week year Are you ready to change your life?

This hands-on template for implementing advice from the game-changing book *The 12 Week Year* is a study guide that makes it easy for anyone to apply the 12 week year to their own lives. Instead of getting bogged down in annualized thinking that produces pitfalls and saps productivity, follow along with this guide to redefine your “year” to be just 12 weeks long. By doing so, you’ll avoid complacency, begin to focus on what matters most, create better clarity, and develop a sense of urgency so that “now” is always the right time to act. Applicable to business growth, career goals, and life in general, the 12 week plan will help you improve in any—or every—area. By closing the “knowing-doing gap,” you’ll discover how to execute on what you already know and greatly expand the boundaries of your capabilities. Learn to: Create your personal and business visions with step-by-step tips Develop your own 12 week plan by applying what you know to what you do Put over 10 years of field-tested content, exercises, and templates to work for you Build a 12 week commitment and apply the system to your own life and business Take back your life, improve your thinking, and advance your business or career by implementing real-world, hands-on methods in *The 12 Week Year Study Guide*.

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## **THE CUSTOMER SERVICE REVOLUTION**

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### **OVERTHROW CONVENTIONAL BUSINESS, INSPIRE EMPLOYEES, AND CHANGE THE WORLD**

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Greenleaf Book Group In *The Customer Service Revolution*, DiJulius points out how numerous companies have made Customer service their biggest competitive advantage, are dominating their industries, and have made price irrelevant. As a result of this Customer service revolution, people are being treated differently, better, and in a way like never before. This is a result of how companies and management are treating their employees and how employees are treating each other and the Customer—which ultimately permeates into people’s personal lives at home and in their communities. Can the way you run your business or treat your Customers have an effect on the world at large? John DiJulius will show you just that! Drawing on years of experience consulting with the top customer service companies around the world and in his role building his first business, John Robert’s Spa, into one of the top 20 salons in the US, DiJulius will show you exactly how to create your very own Customer service revolution and make price irrelevant.

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## **MANAGING SERVICE EXCELLENCE**

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## **THE ULTIMATE GUIDE TO BUILDING AND MAINTAINING A CUSTOMER-CENTRIC ORGANIZATION**

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What is the one thing that all businesses depend on? Customers. What could be more important, then, to your organization's enduring success than a solid, well-planned and executed customer service strategy--a philosophy and culture that show customers that they are the reason you are in business in the first place? As this book reveals, we are all in the business of serving customers, whether they be external or internal to your organization. It therefore behooves each of us to understand and practice the principles of service excellence. *Managing Service Excellence* is a comprehensive guidebook for creating and maintaining a customer-centric organization. Through chapters focusing on specific skill sets, real-world examples, and review questions, this book details how to create a satisfied customer and keep them for life. In clear, accessible language, Crutcher covers every aspect of service--from effective planning, communication, teaming, and coaching strategies, to managing change, strengthening critical thinking and problem-solving skills, and leveraging customer feedback to drive business improvement and innovation. With extensive experience in C-level and higher education roles, Crutcher helps us understand what customers really want and need, what drives their individual behavior, and how to best customize our service approach accordingly. In a world where technology is constantly changing the business landscape, this book serves as a timeless resource on the fundamentals of customer service. There will never be a substitute for the competitive advantage that integrity, competence, and relationship-building provide. As Crutcher writes, "If you build it, they will come" may work in the movies, but in real life, success requires a consistent effort in the field of customer service. *Managing Service Excellence* provides the keys.

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### **CUSTOMER INTIMACY**

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#### **PICK YOUR PARTNERS, SHAPE YOUR CULTURE, WIN TOGETHER**

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Claremont Originally published in 1987, this paperback, from the author of *THE DISCIPLINE OF MARKET LEADERS* demonstrates how companies can profit from establishing more co-operative customer-supplier relationships and describes how customer intimacy works, how to implement it and what pitfalls to look out for. Illustrated with examples from top companies.

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## THE WONDERFUL WORLD OF CUSTOMER SERVICE AT DISNEY

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A celebration of great business practices that can be applied to any service organization.

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## CUSTOMER CENTRICITY

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### FOCUS ON THE RIGHT CUSTOMERS FOR STRATEGIC ADVANTAGE

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Wharton Digital Press **A powerful call to action, Customer Centricity upends some of our most fundamental beliefs about customer service, customer relationship management, and customer lifetime value NOT ALL CUSTOMERS ARE CREATED EQUAL Despite what the tired old adage says, the customer is not always right. Not all customers deserve your best efforts: In the world of customer centricity, there are good customers...and then there is pretty much everybody else. In Customer Centricity, Wharton professor Peter Fader, coauthor of the follow-up book The Customer Centricity Playbook, helps businesses radically rethink how they relate to customers. He provides insights to help you understand: Why customer centricity is the new model for success and product centricity must be ushered out How the ideas of brand equity and customer equity help us understand what kinds of companies naturally lend themselves to the customer-centric model and which ones don't Why the traditional models for determining the value of individual customers are flawed How executives can use customer lifetime value (CLV) and other customer-centric data to make smarter decisions about their companies How the well-intended idea of customer relationship management (CRM) lost its way-and how your company can properly put CRM to use Customer Centricity will help you realign your performance metrics, product development, customer relationship management and organization in order to make sure you focus directly on the needs of your most valuable customers and increase profits for the long term. ALSO AVAILABLE: Once Fader convinces you of the value of customer centricity in this book, The Customer Centricity Playbook, with Sarah Toms, will show you where to get started. "Reveals how to increase profits from your best customers, find more like them, and avoid over-investing in the rest....Decidedly accessible and absolutely necessary." -Jim Sterne, Founding President and Chairman, Digital Analytics Association "Perfect read...It's short (60-90 minutes), clear, and the best summary I've read of why companies should rethink their approach to customers." -Andrew McFarland, SVP, Chief Customer Officer, Black Box "Knowing what your customers are worth is the secret to focusing your time and money where it makes the most difference. You can't be all things to all people, so you need to learn to find out who really matters to your success. Fader makes it clear with great ideas and a readable style." -Andy Sernovitz, author, Word of**

**Mouth Marketing THE WHARTON EXECUTIVE ESSENTIALS SERIES** The Wharton Executive Essentials series from Wharton Digital Press brings the ideas of the Wharton School's thought leaders to you wherever you are. Inspired by Wharton's Executive Education program, each book is authored by globally renowned faculty and filled with real-life business examples and actionable advice. Wharton Executive Essentials guides offer a quick-reading, penetrating, and comprehensive summary of the knowledge leaders need to excel in today's competitive business environment and capture tomorrow's opportunities.

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### **CUSTOMER SERVICE TRAINING 101**

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Amacom Books **Your service team may represent the first, last, or only interaction point between your customers and your company. Your front-line service professionals make or break countless opportunities, leads, sales, and relationships every day. Completely revised and updated to meet the challenges of a new service landscape, the second edition of Customer Service Training 101 presents proven techniques for creating unforgettable customer experiences. The book covers every aspect of face-to-face, phone, Internet, and self-service customer relations, and provides simple yet powerful tips for:**

- \* Projecting a positive attitude and making a great first impression \***
- Communicating effectively, both verbally and nonverbally \***
- Developing trust, establishing rapport, and making customers feel valued \***
- Confidently handling difficult customers and situations**

**New features include "How Do I Measure Up?" self-assessments, and "Doing It Right" examples from the author's extensive customer service experience. Every step-by-step lesson in this comprehensive and inspiring training manual is augmented with instructive sidebars, a summary of key points, practice exercises, and so much more.**