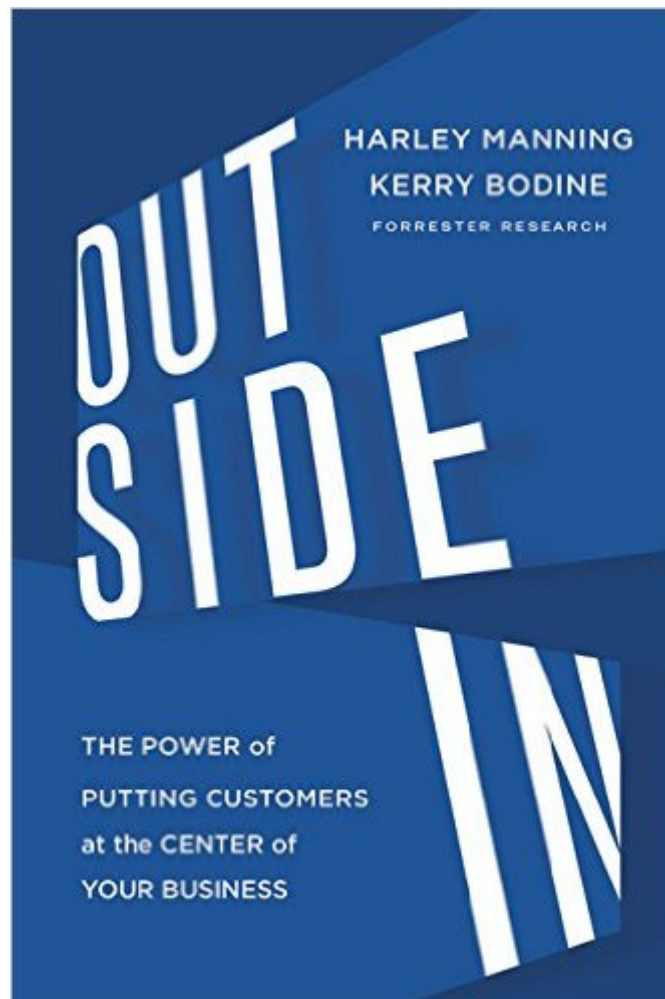


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# Outside In: The Power Of Putting Customers At The Center Of Your Business



## Synopsis

What simple innovation brought billions in new investments to Fidelity? What basic misunderstanding was preventing Office Depot from achieving its growth potential? What surprising insights helped the Mayo Clinic better serve both doctors and patients? The solution in each case was a focus on customer experience, the most powerful—and misunderstood—element of corporate strategy today. Customer experience is, quite simply, how your customers perceive their every interaction with your company. It's a fundamental business driver. Here's proof: over a recent five-year period during which the S&P 500 was flat, a stock portfolio of customer experience leaders grew twenty-two percent. In an age when customers have access to vast amounts of data about your company and its competitors, customer experience is the only sustainable source of competitive advantage. But how to excel at it? Based on fourteen years of research by the customer experience leaders at Forrester Research, *Outside In* offers a complete roadmap to attaining the experience advantage. It starts with the concept of the Customer Experience Ecosystem—a proof that the roots of customer experience problems lie not just with customer-facing employees like your sales staff, but with behind-the-scenes employees like accountants, lawyers, and programmers, as well as the policies, processes, and technologies that all your employees use every day. Identifying and solving these problems has the potential to dramatically increase sales and decrease costs.

## Book Information

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## Customer Reviews

*Outside In* is a solid book on the increasingly important subject of the customer experience. Harley Manning and Kerry Bodine provide a comprehensive view of all of the major aspects related to the

importance, design and creation of compelling customer experiences. Overall this book advances the state of customer experience strategy, processes and approaches. Recommended if you do not know what customer experience means or your current customer experience is in need of transformation. The author's six disciplines of a mature customer experience organization provide a basis for the book. Each discipline is its own chapter covering Strategy Customer understanding Design Measurement Governance Culture. These disciplines, coupled with a part 1 that discusses the need and financial implications of poor customer experiences constitute the bulk of the book. The book introduces a number of tools from a definition of the customer journey, to the idea of a customer experience pyramid, ecosystem and four adoption levels of customer experience practices. These tools cover the full lifecycle of a customer experience program. Overall the book represents a solid and in depth addition to the discussion of customer experience, its importance and design. It's a solid book as it reflects an understanding that builds on and extends current practice. It's not a book that will redefine what customer experience means, but it will give people without a definition a powerful resource to move them forward. Strengths Frequent, personal and illustrative case stories, rather than case studies, that bring the book's concepts to life.

Development of the concept of customer-centrism predates Barbara Bund's business classic, *The Outside-In Corporation: How to Build a Customer-Centric Organization for Breakthrough Results* (2005). However, it was while reading that book that I gained a deep understanding and appreciation of the power of customer-centrism. Curiously, there are no references to Bund and her work in *Outside In*, co-authored by Harley Manning and Kerry Bodine. As Bund explains in the Preface, "The primary objective of this book is to help business managers use [her various] insights effectively in practice. It is to share the outside-in discipline -- to provide a road map for managers to follow in creating and leading outside-in corporations, even in organizations where the unfortunate inside-out perspective has prevailed in the past." (page xviii) Whereas Bund invokes the "road map" metaphor, Manning and Bodine focus on what they characterize as "the customer journey," based on experiences that occur on three levels: an experience that meets a customer's given need(s), is easy for the customer to complete, and is an enjoyable experience as well. The best business books are research-driven and that is certainly true of this one, given the nature and extent of Forrester Research's resources. To their credit, Manning and Bodine also provide a wealth of information, insights, and counsel that are anchored in real-world situations. They insert dozens of micro-case studies throughout the narrative, sharing lessons from a diverse group of companies that include Barclaycard US, BBVA, Boeing, John Deere Financial, Ecosystem Maps, FedEx, Fidelity Charitable,

Holiday Inn, Mayo Clinic, Vanguard, and Walgreens.

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