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“This eye-opener gives you a *comprehensive*, need-to-know look at how smart companies achieve sustainable success in dealing with customers. Hint: It involves the entire organization, not just those on the “front lines.” The GPS-like guidance provided here is invaluable.”

Steve Forbes, Chairman, Forbes Media

**With *Outside In*, Forrester Research arms business leaders with
the handbook for surviving and thriving in “the age of the customer”**

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**Based on more than 14 years of research, Forrester’s new book exposes the fundamental link
between customer experience and profits, and provides the tools necessary to master the
experience advantage**

OUTSIDE IN

The Power of Putting Customers at the Center of Your Business

By Forrester Research Analysts Harley Manning and Kerry Bodine

On-Sale August 28, 2012



For decades, companies have been paying lip service to the idea of pleasing customers while simultaneously disappointing them. Recent market shifts have brought us into a new era: *the age of the customer*. Now, more than any other strategic imperative, customer experience is king.

Based on more than 14 years of research by the customer experience leaders at Forrester Research, ***OUTSIDE IN: THE POWER OF PUTTING CUSTOMERS AT THE CENTER OF YOUR BUSINESS*** (Amazon/New Harvest, on sale August 28, \$25.00 hardcover, \$9.99 digital list price), by Forrester Research Analysts Harley Manning and Kerry Bodine, is *the* handbook for navigating this new landscape—exposing the fundamental link between customer experience and profits, *and* providing the tools necessary to master the experience advantage and manage from the outside in.

Forrester’s research proves that, in most industries, customer experience is the greatest untapped source of decreased costs and increased revenues. Take Fidelity Investments, which recently spent a modest \$20,000 to fix a problem that made it difficult for customers to log into their accounts through the company’s automated phone system. This single

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fix saved Fidelity \$4 million a year in reduced customer service calls, and it's just one of over 160 projects that came through Fidelity's experience improvement system in 2011. Together those projects account for over \$24 million in annual savings.

In this new age, when consumers can easily compare products and pricing, beginning with the experience a customer has with your brand and building your offering from there—managing from the outside in—will determine whether your business thrives or fails.

In *Outside In*, authors Manning and Bodine offer:

- more than 80 case studies and examples from 15 industries in 16 countries, at companies where leadership is taking an outside in, customer-experience-centric approach, including BBVA, Boeing, FedEx, Fidelity, JetBlue, Office Depot, Sprint, USAA, and Virgin Media
- a detailed explanation of the Customer Experience Ecosystem—the complex set of relationships among a company's employees, partners, and customers that determines the quality of all customer interactions
- the tools to help master the six disciplines of customer experience: Strategy, Customer Understanding, Design, Measurement, Governance, and Culture
- a complete road map for traversing the customer experience advantage

Competitive barriers of the past—manufacturing strength, distribution power, information mastery—can't save companies today. One by one, each of these corporate investments have been commoditized. Customers have more power than ever with online reviews, social networks, and mobile web access, they know even more than sellers about products, services, competitors and pricing. Moving away from the bumper-sticker slogan “focus on the customer” to a self-sustaining, competitive advantage, *Outside In* aims to fix the problem with tools for creating and nurturing a system of interdependent, self-reinforcing practices that align employees, partners, processes, policies, and technology around customers.

HARLEY MANNING founded Forrester's customer experience research practice when he joined the firm in 1998. Today he leads a team of analysts who cover customer experience topics ranging from strategy to design to metrics. <http://www.forrester.com/harley-manning>

KERRY BODINE is a vice president and principal analyst in Forrester's customer experience research practice and the creative force behind the customer experience ecosystem, a framework that helps companies diagnose and fix customer problems at their roots. <http://www.forrester.com/Kerry-Bodine>

FORRESTER RESEARCH, INC. (Nasdaq: FORR) is an independent research company that provides pragmatic and forward-thinking advice to global leaders in business and technology. Forrester works with professionals in 17 key roles at major companies providing proprietary research, customer insight, consulting, events, and peer-to-peer executive programs. For more than 29 years, Forrester has been making IT, marketing, and technology industry leaders successful every day. Prior to *Outside In*, Forrester published the 2008 bestseller *Groundswell*, and 2010's *Empowered*. <http://www.forrester.com/>

OUTSIDE IN by Forrester Research Analysts Harley Manning and Kerry Bodine

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Select Case Studies from *Outside In*

Available August 28th

JetBlue

The JetBlue experience was designed to “bring humanity back to travel” with features including more legroom and seat-back TVs. While customer experience has always been at the forefront of JetBlue’s mission, it wasn’t always clear to employees how to deliver that experience, or how to measure how well they delivered it. Over time, JetBlue has implemented a comprehensive set of measurement tools. A key component of the company’s efforts is an email survey that asks passengers to grade each part of their end-to-end process, starting with making a reservation and continuing on through the end of the flight. Survey data is paired with operational data, such as what channel a customer used to book his/her flight and whether there were any problems with the plane they were on. Results are then distributed to the appropriate executives. At the department level, measurement typically focuses on tracking the success of projects that are underway. At the individual level, metrics help managers coach employees to develop a better experience. Implementing a measurement program as JetBlue did takes the guesswork out of managing customer experience. It does this by capturing what actually happened during a customer interaction, how the customer felt about the interaction, and whether the customer is willing to recommend JetBlue afterwards. That tells employees and partners what’s going right (or wrong), what, if anything, to do about it, and what business impact to expect.

Sprint

When Dan Hesse became CEO of Sprint in 2007, the company was losing customers faster than any of its major competitors and it had the lowest customer satisfaction scores in the industry. The company was experiencing increasing costs due to outsourced call center fees and the customer credits they were handing out as quick-fix solutions to customer complaints. During his first week at Sprint Dan set three priorities – improve customer service, strengthen the brand, and generate cash. According to Dan, “I always put customer service first, then brand, then cash, because it’s a logical sequence. You might argue that customer experience is first among equals. It really comes down to customers – attracting and retaining customers is how we generate cash.” Dan’s strategy was to drive down the number of calls to customer service by identifying the root causes of the problems that caused the calls. As the department responsible for those root causes – like marketing, IT, or billing – worked to address and resolve customer complaints, results improved. The company also found that many customer concerns stemmed from confusion around Sprint’s large number of calling plans. The company responded by reducing the total number of plans and introducing a few unlimited “Simply Everything” plans, consistent with Sprint’s brand position focused on simplicity and value. This strategy was win-win – it both reduced customer churn and cut costs. And the cost savings were significant – over \$1.5 billion per year. Sprint’s customer satisfaction scores rose as well. By 2011, the company was tied for the number-one spot among major wireless carriers in the American Customer Satisfaction Index.



A conversation with Forrester Research Analysts
Harley Manning and Kerry Bodine, authors of *Outside In*
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1. **Forrester Research has released several strong business books, including the bestseller *Groundswell*. How does *Outside In* differ from its predecessors?**

Harley: *Outside In* focuses on the value of customer experience, while *Groundswell* and the subsequent book, *Empowered*, focused on social applications like Facebook. But *Outside In* contains the elements that made the previous books successful: practical advice, real-world case studies, effective and road-tested frameworks for business, and the experience we gained as analysts working with actual clients over many years.

2. **Who is the target audience for *Outside In*?**

Kerry: This book is designed for any businessperson who wants to improve the performance of their business by enhancing customer experience. As the book explains, it's not just staffers in customer-facing departments like customer service and retail sales who can benefit, but also workers and strategists in product design, business process, and other behind-the-scenes groups like billing, legal, and technology whose work become part of the customer experience ecosystem. For senior managers and CEOs, *Outside In* offers insights into how a focus on customer experience can drive profits and growth, and how to transform your company to take advantage of it.

3. **Is this a customer service book?**

Kerry: Customer service is only a small part of a total customer experience, and tends to come into play only at the end, after problems have occurred. Customer experience is not customer service, just as a trapeze act is not just a net. Sure, the net is important, but if you need it, something has gone wrong somewhere else in the act. We'd like to help people improve the experience well before customer service comes into play.

4. **Why focus on customer experience now? Is it the new business trend?**

Harley: Customer experience is now the only sustainable source of competitive advantage for companies. Commoditization has stripped away existing sources of differentiation. Competitive barriers of the past like manufacturing strength, distribution power, and information mastery can't save you today. And traditional industry boundaries have dissolved. Automakers now find themselves competing against not only other automakers but also services like Zipcar, which obviate the need for car ownership. Likewise, Google News, Expedia, and iPads undercut newspapers, travel agents, and laptop manufacturers, respectively. Lastly, customers have more power than ever. With online reviews, social networks, and mobile web access, it's easy for your customers to know more about your products, services, competitors, and pricing than you. Customer experience is not a trend, it's a business driver that more than any other factor determines whether a business will thrive or struggle.



5. Above all else, what do you hope readers will take away from *Outside In*?

Kerry: To achieve the full potential of customer experience, companies need to change the way they do business. This doesn't mean a handful of people need to start thinking differently, or that companies need to implement a couple of new processes. What we're talking about is bringing customer-centricity to every single business decision and action. And that's going to require making changes to the way that *every single employee* approaches his or her job. And yes, it will require adopting some new processes, but companies also need to learn how to put the customer at the center of their existing business processes as well. The companies that learn to do this will be the ones that win in the age of the customer.

Harley: Customer experience can be the single biggest driver of profits for every company that has competitors (and it's a rare company that doesn't have competitors), but only if you treat customer experience as a business discipline. It's not enough to "love your customers." You have to do something to show that love – like offering products that meet needs, making it easy to do business with you, and making it enjoyable to do business with you. Businesses that do those things see more customers stay with them in tough economic times, and the customers they do lose come back faster when things turn up again.

6. What is the greatest stumbling block to positive customer experience?

Harley: Failure by most businesspeople to understand exactly what customer experience is. They either think it's the same as "customer service" or else they have some vague, fluffy concept that they can't articulate. But the bottom line is: If you can't even define it, how will you understand it well enough to improve it? (Answer: You won't.) That's why we define customer experience in our very first chapter, break it down into its three component parts (meets needs, easy, and enjoyable), and draw a clear line from it to business benefits like reduced service costs, better customer retention, better word of mouth, and, ultimately, increased profits.

Kerry: A lot of companies think they can fix their customer experience issues by focusing only on customer touchpoints (like websites and paper bills) and people on the frontline (like retail employees or call center agents). But that's like putting a band-aid on a scraped knee when the real problem is a torn ligament. Many companies don't realize that bad customer experiences are often the result of employees and external partners who work behind the scenes – people in groups like finance, IT, legal, and human resources. Every single action and decision taken by these groups (and, really, every single employee) ultimately ripples up and affects the customer experience in some way. So, to create positive customer experiences that stick over time, companies have to first identify the root causes of bad experiences and then address the issues there.

7. There are more than 80 case studies and examples in *Outside In*, but you really delve deep into 16, including FedEx, Sprint, Vanguard, Virgin Media, and Holiday Inn, among others. What unique attributes were shared by these companies that garnered them special attention?

Kerry: There are people within each of these companies who understand the business value of customer experience. They get it – deep in their bones. But more than that, they're actively working to share that message every single day. They're bucking the prevailing business trends of the past several decades and creating new ways of working. What's really interesting to me is that there's no cookie cutter approach that they all followed. Each person we highlighted discovered an approach that was compatible with their company



culture and processes, but still shook things up and got their company moving on a trajectory that better serves their customers and their business.

Harley: The people we profiled at those companies systematically improved customer experience in order to solve tough business problems. Because of that, anyone reading their stories can take away important lessons, and apply those lessons in their own business. The other thing that made these people stand out for me was their personal narratives. Most had to overcome the kinds of challenges and adversity that our readers can relate to. My hope is that their achievements will help give others the courage and confidence they'll need to create their own success stories.

8. How is Forrester Research uniquely positioned to deliver insight into this major challenge facing businesses today?

Harley: After 14 years of research on customer experience, we know what works. We deal with senior businesspeople making decisions at large companies every day. And we've got the consumer data that backs up our claims about growth and profitability. Not to put too fine a point on it, but we know more about this trend than anyone else because we and our clients wrestle with it every day.



Praise for Forrester Research's *Outside In*

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“Why read *Outside In*? Because a focus on customer experience and an outside-in perspective are the cornerstones of business success. The strongest client relationships are built on trust, mutual respect, and really listening to each other. Those are the kinds of relationships that can last a lifetime.”

Bill McNabb, Chairman and CEO, Vanguard

“This eye-opener gives you a comprehensive, need-to-know look at how smart companies achieve sustainable success in dealing with customers. Hint: It involves the entire organization, not just those on the “front lines.” The GPS-like guidance provided here is invaluable.”

Steve Forbes, Chairman, Forbes Media

“Enjoyable, Easy, Meets Needs. This is Manning and Bodine’s Customer experience pyramid, listed in order of importance for the customer. Yes, it’s hard to make the changes needed to deliver on these promises. But there is a simple first step: read this book.”

Don Norman, Nielsen Norman Group
*Author of **Living with Complexity***

“Manning and Bodine understand that a good customer experience is actually less expensive to provide than a poor one and customers will pay more for a good one than for a bad one. Nothing drives profitability like an excellent customer experience does.”

Dan Hesse, CEO, Sprint

“I define customer centricity as simply ‘the one who pays you money placed at the center of everything you do.’ If you buy that definition, then buy this book, for Manning and Bodine provide a blueprint for doing just that. Following its prescriptions will yield enjoyable experiences for your customers by understanding them -- from the outside in.”

**B. Joseph Pine II, co-author, *The Experience Economy*
and *Infinite Possibility: Creating Customer Value on the Digital Frontier***

“Looking forward, healthcare organizations need to make patient experience part of their strategic plans. It’s as important as quality and safety. Manning and Bodine show why creating a great experience is important for *any* organization, and how to drive the change needed to make it a reality.”

Delos “Toby” Cosgrove, MD, CEO, Cleveland Clinic



“Here at Virgin, our brand is all about a great customer experience. *Outside In* provides the discipline to turn that thinking into successful business practices.”

Paul Sands, Head of Customer Experience Management, Virgin Atlantic Airways

“Put this book in your arsenal for educating yourself on customer experience and customer culture. Manning and Bodine translate the hard issues to real world case studies; and help make sense out of this fascinating and baffling work of pushing the customer experience rock up the hill!”

Jeanne Bliss, President, CustomerBliss
Author of *Chief Customer Officer: Getting Past Lip Service to Passionate Action*

“*Outside In* provides a wonderful road map for anyone who is beginning their customer experience journey. Through storytelling and case studies, Manning and Bodine lay out a step by step plan for companies and customer experience professionals. And as a more seasoned CxO, I find myself reaching for it again and again for ideas.”

Ingrid Lindberg, former Chief Experience Officer, CIGNA

“In *Outside In*, Manning and Bodine will open your eyes about what the customer experience will do for your bottom line, and ultimately transform your organization.”

Bill Albert, Ph.D, Executive Director of Bentley University Design and Usability Center,
and author of *Measuring the User Experience and Beyond the Usability Lab*

“As director of a User Experience Graduate program for the past thirteen years, I have been waiting for a book that offers a comprehensive overview of the strategic role the customer experience serves in differentiating products and services in increasingly competitive and evolving markets. The wait is over. Manning and Bodine and the team at Forrester provide a thorough, research-based view of the customer experience movement and guidance for the implementation of this winning strategy. They offer compelling evidence that the competitive battle will be increasingly won or lost by an organization’s ability to methodically orchestrate a total customer experience reaching every touch point with the customer. They rightly suggest every industry will benefit from this focus. I am confident that *Outside In* will become a must read for those wishing to lead their organization’s customer experience strategy.”

Bill Gribbons, Ph.D, Human Factors Graduate Program, Bentley University

“Having written four books on customer experience, I know a good book when I see one. Read this book and take note. Customer experience has a massive impact on the bottom line. This book outlines great examples of the power of being ‘outside in’ rather than ‘inside out.’”

Colin Shaw, Best-selling author, Founder & CEO, Beyond Philosophy