



Outside In: The Power of Putting Customers at the Center of Your Business

By Harley Manning, Kerry Bodine

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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—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.

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Outside In: The Power of Putting Customers at the Center of Your Business By Harley Manning, Kerry Bodine Bibliography

- Sales Rank: #62290 in Books
- Brand: New Harvest
- Published on: 2012-08-28
- Released on: 2012-08-28
- Original language: English
- Number of items: 1
- Dimensions: 9.00" h x 1.02" w x 6.00" l, 1.05 pounds
- Binding: Hardcover
- 272 pages

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