CONTENTS

CHAPTER 1.	Taking the Customer	
	Seriously—Finally	1
	Three Misguided Approaches: The	
	Marketing Concept, Customer	
	Satisfaction, and CRM	9
	The Need for a New Approach	17
	What Is Customer Experience Management?	17
	Conclusion	22
CHAPTER 2.	An Overview of the CEM Framework	23
	CEM Solves a Variety of Business Problems	23
	The Five Steps of the CEM Framework	25
	Must Managers Do the Five CEM Steps in	
	Sequence, or Can They Be Done	
	Simultaneously?	30
	What Happens Before and After the	
	CEM Project?	31
	What Are the Application Areas	
	of the Framework?	32
	What Is Unique About the	
	CEM Framework?	38
	Conclusion	42

Contents

CHAPTER 3.	Analyzing the Experiential World of	
	the Customer	43
	Carnegie Hall: Understanding the	
	Concert-Going Experience	46
	BP Connect: Improving the Experience at	
	the Pump	50
	Companies Need Customer Insight	54
	Identify the Target Customer	57
	Divide the Experiential World into	
	Four Layers	62
	Track the Experience Along Touchpoints	68
	Survey the Competitive Landscape	69
	Research Techniques for Understanding	
	the Experiential World	77
	Conclusion	85
CHAPTER 4.	Building the Experiential Platform	86
	Jamba Juice: A Platform of Fun and	
	Good Health	87
	Cingular Wireless: Humanizing the	
	Wireless Experience	92
	Benefits of the Experiential Platform	96
	The Strategy Components of the	
	Experiential Platform	98
	Researching and Presenting the	
	Experiential Platform	110
	Conclusion	113
CHAPTER 5.	Designing the Brand Experience	117
	Citigroup: Shaping a Unified	
	Brand Experience	119
	Prada's "Epicenter": Challenges of the	
	In-Store Experience	120
	How to Manage the Brand Experience	124
	*	

Contents

	The Three Key Aspects of the Brand	
	Experience	125
	Protecting the Brand Experience	135
	"Brand Stripping and Dressing": A	
	Method for Managing the Brand	
	Experience	138
	Conclusion	140
CHAPTER 6.	Structuring the Customer Interface	141
	NikePark: A Dynamic Interface for a	
	Performance-Driven Brand	143
	Hilton: Improving Communication	7.45
	and Guest Focus to Enhance the	
	Service Experience	148
	The CEM Approach to the Customer	.,0
	Interface	154
	Three Key Issues in Interface Design	155
	Interconnecting Interface Touchpoints	158
	How Technology Improves the	.,,
	Interface Experience	162
	Conclusion	165
	Conclusion	103
CHAPTER 7.	Engaging in Continuous Innovation	166
	Apple Computers: Returning to Its	
	Innovation Roots	168
	Amazon.com: Small Innovations Lead to	
	a Great Online Experience	170
	How Innovation Contributes to	
	Customer Experiences	172
	Customer Experience and Innovation	
	Strategy	176
	Experience and New Product Development	177
	Experience and Small Innovations	182
	Experience and Marketing Innovation	183
	Conclusion	186

Contents

CHAPTER 8.	Delivering a Seamlessly Integrated	
	Customer Experience	189
	The Power of Integration	190
	Strategic Integration from Head to Toe	192
	Integration within Implementation	
	Domains	196
	Integration across Implementation	
	Domains	199
	Conclusion	204
CHAPTER 9.	Organizing for Customer	
	Experience Management	205
	Customer Equity: Treating Customers as	
	Financial Assets	209
	Relating the Customer Experience to	
	Customer Equity	213
	Organizational Requirements for CEM	215
	The Employee Experience	226
	Conclusion	228
NOTES		231
		225
INDEX		235