

Ray Stendall

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The Customer Experience Deep Dive

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An Interview with Mike Wittenstein



Video 1 of 7. Customer Experience: Effective Str...  



Definition of Customer Experience Deep Dive

Ray Stendall: Probably the first question we should go through is: Why are we here? What is this about? Why is this important? Why is this critical to our businesses? For those of you who don't know, my name is Ray Stendall, I'm the publisher of Customer Engagement Magazine. And as part of Customer Engagement Magazine, you, right here, right now, are part of creating content that's going to make its way into the magazine that's sold globally. I'd definitely love for you to be part of everything that we're doing here.

Customer Engagement Magazine is really all about figuring out: How do we operationalize putting the customer at the center of all of our business decisions as we build, market, sell and support solutions? That's what we're about. We're about looking at how do we engage you as individual, engage employees to empower them, and ultimately, to create a customer driven culture that really delivers excellence in the marketplace.

We like to feature experts like Mike, who I'm about to introduce for those of you that don't know Mike. I have been affectionately calling him "The Billion Dollar Man" over the last few days on some of my tweets, and you'll find out why I've given him that name. We like to feature experts that have a unique perspective on this cutting-edge area of business that more attention needs to be placed on, because, frankly, it is the primary driver behind how we can make customers happy and excited to be advocates to want to work with us.

Without further ado, I'd like to introduce to you my friend, Mike. For those of that don't know, this is how you spell his name, and I'm going to be providing his website at the end. Mike is an interesting

individual who has had 25 years in 25 countries with 400 clients, speaking four languages dealing with customer **experience**. He's been working in this field since 1999 as part of the e-visionary aspect of IBM. He's a speaker, a consultant, a designer. He's actively involved in designing customer experiences that make a difference, and he has a lot of perspective to share. Without further ado, Mike, I'd like to welcome you to our call. Please tell everybody more about yourself and tell us what's behind the name, the \$1.5 billion, I think it is, of business that you help generate. Tell us a little bit about that.

Mike Wittenstein: Sure, I'd be happy to. Ray, again, thanks for having me on, and I look forward to hearing what everyone's got to say so this can be a real interactive conversation for us. If you do customer *experience*, Ray, you should be making a really big difference for the customers, of course. They should feel delighted. You should be engaging employees, and you should be bringing profit for shareholders. I believe that unless you're generating real revenue for clients, you're not doing enough of a job, no matter how good of a customer experience person you are. You've got to get to those results.

Every time I start with a new client, we start off with a blank sheet of paper. We figure out what the approach is, we do the work. But I've also asked them to start plotting how much they're doing and how well they're doing. So, that \$1.5 billion is a summary of what my clients have reported they've earned, saved, or influenced on their own. So, that's pretty much a top-end sales number. There's a little bit of bottom line in there. It includes projects like Air Canada, McDonald's, a number of smaller firms, and when a company sells relative to using the better customer experience, and things like that. It's a real supportable number and it's something I'm very, very proud of. And thanks for the new name, Ray, "The Billion Dollar Man." I've got Steve Austin beat by quite a bit.

Ray Stendall: There you go. That's great. Tell everybody a little bit more about the background of the work you did at IBM, because I think that's really fascinating and people will want to know about that.

Mike Wittenstein: Sure. I came from having started one of the country's first interactive agencies, called Galileo in the Atlanta area, back in 1992. Way back then, it was really hard to get red in print to show up like the same color red on the screen; it was very primitive. But we created all kinds of firsts back then using electronic storytelling, DVDs, CDs, kiosks, check-in for Holiday Inn websites, all kinds of really fun things, and always pushing the leading edge. That's a place I'm very comfortable with.

I jump ship at the beginning of the dot com boom and move over to IBM as their e-visionary. That's

a role that basically is thought leadership marketing. You're a spokesperson for the company and a practicing consultant at the same time. In that role, I got to meet some of the coolest people at IBM, in my opinion. I just stood on the shoulders of giants. They are truly geeky rock stars, and I learned so much from them. So, that's the e-visionary role.

You have to run a practice. I started three for IBM. I worked in the Advanced Business Education Center where I studied under folks like Steve Hekkel and some others, where I learned about systems thinking, and Lou Carbone for experience design. And then I secured client engagements, like McDonald's and Best Buy, and worked on the National Thoroughbred Racing Association and Partnership for a Drug Free America, and we applied the latest consulting thinking. It was kind of like prototype software, if you will, prototype consulting. And we worked on these client engagements around customer experience, and I found that was my passion. I really liked how customer experience can help shape the strategy of the entire firm. And that's the IBM story.

Video 2 of 7. Top Customer Experience Myths a...  



Industry Trends and Myths



Ray Stendall: Our agenda, ladies and gentleman, for our time together, I believe in having a solid agenda; that's where we are. You might be wondering why I am holding up these little pieces of paper with text on them, and I'll tell you why: two reasons. Reason number one, think of this as my virtual flipchart; it's a way of me being able to communicate some of the things. And I'm going to keep some of these pieces of paper on the screen a little longer when appropriate so that you could take some notes down, because this is going to be an action-filled, content-rich event, and I want to make sure you get the most out of it.

Let's start first and let me ask you, Mike, what are some of the top myths that are in the industry today as it pertains to the customer experience, customer loyalty, customer service, and really the whole customer engagement aspect of how we move forward? What are some of the myths that people really believe in today that are just not true?

Mike Wittenstein: Let's take a look at it from the manager's or a leader's perspective and then from the frontline perspective. A lot of managers that I work with and many of the people in the audiences that I speak to believe that the right place to focus their attention, when it comes to customer experience, is on the numbers. In order to understand thousands or hundreds of thousands of customers, you do have to do some numeric and some quant work, but numbers don't make your customer experience better. You can't go to a restaurant where they have like a 99% or a 100% quality score for cleanliness and say, "Our NTS score is 27," or 212, or whatever it is. Customers don't get that. When a customer goes to your store or your business, your hotel or your hospital, they walk away with this combined feeling of everything altogether. They care about how the business makes them feel. They care about how much time they save, the value that they got. They don't care about the numbers.

So, one of the big myths is about the numbers. The other big myth is about the idea of a perfect customer. Neither one of those things works. We might be able to fix that problem with some grammar here, Ray.

Ray Stendall: Okay.

Mike Wittenstein: If you do it for a single person, almost seven billion people are going to be disappointed if they go to that business, because it's only set for one. So the trick is to find the right, not amalgam, but the right multiple kinds of people that you're trying to appeal to. And that really good customer experience design is going to take into account the needs of that individual and the needs of the employees, plus their aptitude for providing certain service. The better the customer experience design is, and I'm talking about the back of house stuff right now that make the experience work, not the stuff the customer notices; the more enabled employees are to deliver that experience and to vary it to meet the immediate needs and the special needs of a particular customer, the better it's going to come off for everyone.

Ray Stendall: I think that clarification is absolutely critical here, because being able to provide the employees with enough decision-making capabilities to be empowered, based on the values that they have in their organization, the training that they have gone through, the culture that surrounds them to be able to make smart, intelligent decisions that are in the best light for customers is absolutely right on target.

Mike Wittenstein: Well said. Well said.

Ray Stendall: Before we go further, just let me circle back here and see what some of the audience members are saying. Mark says here, when we're talking about myths, "Customer experience is too often different than what we think it is, so we have to kind of really think about how are we defining the subject, customer experience." And maybe that's a good place to start. How do you define that subject?

Mike Wittenstein: Everybody's got their own. My definition is: Customer experience is everything your brand does for your customers, everything your business processes do to them, and how it makes them feel. So the four parts are all the nice things you're trying to do: save them time, give them a good value, great service, the smile, the great tasting food, a super ambiance, a comfortable seat, whatever the business is. Your business processes often do things to customers. Like today, working with my accounting software company, who will remain nameless but you probably know

who it is, I spent over an hour and I got nowhere, and I had to repeat myself to three reps. And the offer that was made online was different than what the rep told me, and I got a lie. So, that's the stuff they do to me that makes me feel terrible. So I told the rep, "I'm ready to flee."



Ray Stendall: That's very good. Mark was able to provide a little bit more perspective on his past comment, and he shares with us here that sometimes providers have a certain set of biases and a focus on what they think is really important to the customer without truly factoring in what really is important to the customer through using the appropriate ways of gathering that information. So, that's well said there, Mark. Thank you for that.

Mike Wittenstein: Yeah. The other myth, real quickly, is that customer experience is not a checkbox project. You can't just do customer experience to your business, your employees or your customers and then walk away after ten days or a few months. It's a way of working; it's a perspective as much as it is a process. The people that make those continuous little improvements are the ones that really see the dramatic results, and their customers and employees thank them for it. So it's not a checkbox business.

Ray Stendall: That's a great point. And I think that's one of the big challenges in this business, is that the mindset around this subject matter, in many cases, they view it as a checkbox. And that's like, "Yeah, yeah, yeah, we have to take care of the customer; of course, they're very important, customer service is critical." But then they go through this methodology of checking all these points, and ultimately, it's not executed properly. So, that's a good point.

Mike Wittenstein: Sure. The one that I'm most excited about right now is not yet a top trend, but I

think it's trending and it will become discovered later this year. My estimation is about third-quarter of this year it's going to take over the press.

Ray Stendall: Why don't you share with everybody the example that we had talked about when you are not happy with, let's say, the hotel service. You're in your room and you pick up the phone and you call. Tell everybody what you have seen happen with certain hotels and how they process that information so quickly, and they get it into the hands of somebody who is capable of fixing the situation.



Mike Wittenstein: Sure. Atlanta is one of the test cities for a company called VOC Systems; it's vocsys.com. They have a technology that's as simple as a little piece of paper that's printed on both sides that goes by the phone in your hotel room. There's a picture of the general manager on it and an invitation to call him or her with whatever's on your mind; positive, negative.

Ray Stendall: So the key point is being able to act in the moment when a customer is experiencing the service or solution poorly, being able to take corrective action and basically make it up to the customer, such that by the time their experience is over, they are happy. That's what it is about: happy customers; happy, satisfied, fulfilled customers.

Video 3 of 7. Customer Experience: Major Mista...  

Industry Mistakes



Ray Stendall: Let's move on and talk about major mistakes. What are some of the major mistakes you see taking place in the industry? I just wanted to pause. Mark, I do see your question, it's a great one. Do hang tight; we are going to cover those questions at the end. I think Val is going to be keeping track of all those. I just want to let you know we see your question and we will be answering it. Back to you now, Mike. What are some of these major mistakes?

Mike Wittenstein: Sure. The number one big mistake in my opinion is letting your business processes drive your customer experience. That is like riding a bicycle backwards on the highway at high speed; you're bound to crash. It just doesn't work. You've got to decide 'what's the customer experience that your customers want to have' and then adjust your operations to that. Half of the work of customer experience is about fixing the experience, coming up with really cool ideas, designing things that delight people; engage employees, bring profit to shareholders.

Ray Stendall: I just want to emphasize what you said, because you said a lot in a really short period to time. The key thing that you said that I got out of this is businesses that make this mistake of letting their business operations drive the customer experience are doing things backwards, and that there are two things involved.

Mike Wittenstein: Let me throw in one point to make it easy for everyone. If you design your experience from the outside in, that means you start with your customer and you work your way back to the company; that will give you a clear view. You walk in your customer's shoes; you get a front row seat of what your experience is really like.

Ray Stendall: That's very good. What's another mistake that you see happening in industry?

Mike Wittenstein: Another one is believing that, this is going to sound weird, but believing that the customers know what they want. Does that make sense to you?

Ray Stendall: Yeah; it's believing that customers know what they want. In some cases, I think they do know what they want, but I think that in many cases we can surpass their expectations and deliver them something even more than what they were expecting.

Mike Wittenstein: Bingo! The thing to focus on isn't what customers believe; it's what their unmet needs are. And that's really hard to pinpoint with market research, because even some of the researchers that may be on the call will tell you one of their biggest challenges is that respondents lie. It doesn't mean they're evil people or they're trying to pull one over. It means a lot of times they can't tell you what they really feel or what they really want.

Ray Stendall: The word I want everybody to write down from what we've covered so far is the word "anticipate" or "anticipation." My two favorite examples, when we think about the many that Steve Jobs has implemented over the years, is 1,000 songs in your pocket. Before he thought of that, to basically drive the creation of the iPod, who could imagine that you could walk around with 1,000 songs on your hip and listen for hours upon hours of music. Or another example being the

iPad, being able to have such power in your hands. Some of the folks I know right now, like Deb right now, are watching this broadcast on an iPad; and being able to imagine all the powerful things that you can do on such a tablet. He created a whole brand new category because he anticipated needs.

Mike Wittenstein: Excellent. Yeah.

Ray Stendall: Are there any other mistakes we need to cover, or are we now going to move on?

Mike Wittenstein: There is one more. Good customer experience design doesn't get implemented facing the customer first. It happens with your employees. If you're implementing and making ads and making promises and doing social media and launching apps before you've let your employees get their hands on it, get comfortable with it, have a little bit of buy in, a little bit of say, your efforts aren't going to go as far. Always work through your people as you're implementing an experience, because it's not really yours; it's theirs to deliver. Remember that.

Ray Stendall: That's such an important point, because many companies forget that, at the end of the day, it's people working with people on the ground. The frontline individuals need to be able to support the employee centered culture that is customer driven, and come from a place of wanting to passionately serve customers to make sure customers get what they need to solve the problem at hand. Having that engaged employee set that's empowered, that believes in the common set of values, is so important, and so little attention goes into it today. Thank you for bringing that point up. That's very important.

Video 4 of 7. Customer Experience: Social Medi...



Social Media Platforms



Ray Stendall: There is a great question that we have from David. He has a key question; he's got a few questions, actually. We're going to save those for the end, because they might take a little bit of time to go through. They're great and I want to make sure we answer them. David and Mark both have some questions. Let me circle back. David Jacks, what are you saying here? "The importance is not just to listen but to reply and must have a workflow for case management or integrate seamlessly into existing CRM and case management systems." Absolutely. We need to be able to track the feedback and make sure that we're able to close the loop and solve problems as they come up. Great point, David.

Mike Wittenstein: Absolutely. There are more coming out all the time. They come in three

categories. There's the self-service, low-end free stuff. For example, you can just go to hashtag. You can look on Twitter under the Discover icon and keep hitting the enter key to see what's new on a particular topic. You can work with products like HootSuite for about \$6 a month or Community, Commun.it, and it does a very good job of showing you who to engage with, who's about to drop off; but it's not quite comprehensive and it doesn't have any workflow.

Ray Stendall: Just to add to that, really at the end of the day, it's about what's the story that we tell. I know you talk a lot about that, and we're going to talk about that later on in the best practices and the frameworks section. It's the story that's been told after an experience that continues to take a life of its own. And ultimately, by building advocates that tell that story over and over again, it's the best word-of-mouth advertising you can hope for.

Mike Wittenstein: Sure. One of them I've already mentioned. It's the idea of designing from the outside in, but changing from the inside out. If you stick religiously to that idea, you'll get better results, faster, at lower cost. It just doesn't fail. It's absolutely the smartest way to go and every other practitioner I've spoken with that's successful; that includes colleagues, competitors, people from all over the world, there's an innate understanding that customer experience is all about the design of the experience for the customer. So you're creating interactions and encounters but you're not forcing them to happen.

Ray Stendall: Can you give me an example to make it a little bit more tangible to make sure everybody's on the same page with you?

Mike Wittenstein: Sure. We did a project very recently for a company that has, I can't tell you the name, but they have a fitted product that you have always been able to buy in retail, but they've never had their own store. So, now we're working on doing a store design from them. It's a greenfield project, soup-to-nuts retail experience, design technology, the whole nine yards. My favorite thing to do is concept stores, I absolutely love it.

Ray Stendall: That's a great example, and something that I'd like everybody to write down is the word "Frictionless." Frictionless has become one of my favorite words in the last few weeks. And when I hear what you're saying, I think of the word frictionless, because it makes the process of doing business with a company so easy, fluid, comfortable, relaxed, and you feel that that brand gets you. That's how I feel about Lexus; it's one of my favorite brands. They take great care of me, they anticipate my needs, and it's easy to do business with them. They charge a little bit of a premium for what they do, and I'm happy to pay it because I feel that they fully understand me and

they get me, to use your language. That's great. Thanks for clarification.

Video 5 of 7. The Customer Experience: Framew... ⌚ ↗



The Framework for Customer Experience Deep Dive

Ray Stendall: Now what we need to do is move into the framework. Everybody, this is the key framework we want you to take note of, and I want to hand it back over to Mike. What we'd love for you to do during this section is please tweet it out. Let people know what you're learning. Get them part of the conversation. Use CE Live as a hashtag. Mike, I'll hand it back to you. Let's walk through the six elements of the framework, and give us some examples as we go along to make it nice and easy for everybody.

Mike Wittenstein: Right. Ray, we've talked about this a little bit before. So that I don't go on for too long, I'd like you to please help moderate, okay?

Ray Stendall: Sure.

Mike Wittenstein: To keep me going on the pacing here and keep it live and interesting for folks.

Ray Stendall: Okay.

Mike Wittenstein: Behind every really good customer experience, the thing that's needed most, in

my opinion, is a shared sense of context. What's this experience for? Who is our customer? Why are we here? Why do we deserve to work another day? How do we create value for everyone that we're working for, for all of our constituents? So, that framework is really necessary for a good idea to sink in, because when you come up with a great customer experience idea and you start telling it to people, they'll go, "Oh, that's so cool, I like that." But then their logic tells them that: "Well, why should we do that? We've done it this way for so long."

Ray Stendall: Yeah, yeah, I've been fast here. Reason for Being; that's the first one, everybody. Please write that down on your notebook where you're taking all your notes: Reason for Being. All right, back to you, Mike.

Mike Wittenstein: A Reason for Being is kind of like a mission statement. But haven't you worked for companies where they have a mission statement and you kind of go like, "So what, it doesn't matter, it's not clear to me"? It doesn't help you do your job better in a pinch. A Reason for Being does. It answers three questions and it sets the intent of the organization and a direction that the rest of the system can follow.

The three questions are: What outcome of value do you produce? For whom? And how do you keep your promises?

Ray Stendall: What outcome of value.

Mike Wittenstein: Of value, outcome of value; and that value is determined by the customer, not by you, and it has nothing to do with cash.

Ray Stendall: Okay.

Mike Wittenstein: It's the value that they consider most important for you to deliver to them. It could be timeliness, size, weight, specifications, money, quantity; it can be anything.

Ray Stendall: And how you keep the promises. So it's what value you provide, for whom, and how do you keep the promise?

Mike Wittenstein: Right.

Ray Stendall: That's the point. All right.

Mike Wittenstein: Yeah. So the how you keep the promise thing is part of your brand. You can say you're the fastest delivery company of pizzas. We all know that Pizza Hut, or was it Domino's? Domino's, okay. And then some people got in accidents, and they had to pull back on that promise. So you'd have to say how you deliver on your promise: "By getting your pizza to you hot and safe." How about that? See, that is very, very specific. And then people have a better expectation, including the employees, of how they're supposed to meet that promise. So, that's a Reason for Being.

Ray Stendall: Well, I just wanted to add here, it's about getting really clear on what is the brand promise you want to provide in the marketplace. How do you want to be known and talked about in the marketplace for keeping that brand promise?

Mike Wittenstein: The next one are your Principles; your governing and guiding principles.

Ray Stendall: All right.

Mike Wittenstein: Principles are the rules of the road that everyone has to follow as you achieve your reason for being. Every day, every employee should know they're working on that reason for being. And every day, every employee should be applying the principles. For example, when you go to a McDonald's, they never throw the food at you. Wouldn't that change the experience? If it were a basketball themed restaurant, it might be kind of fun to catch your Big Mac. But that's not part of the deal at McDonald's. You don't throw food at the customers.

Ray Stendall: Another example, if I could just jump in, is the Ritz-Carlton; "We are ladies and gentlemen that are..."

Mike Wittenstein: "...serving ladies and gentlemen."

Ray Stendall: Ladies and gentlemen. Every day, when they get ready for their shifts, they have their little group meeting. They discuss what's important. They maybe share some hero stories of how they've helped people. And they remind each other that, "We are ladies and gentlemen serving ladies and gentlemen." That's their mantra. That's part of their brand promise. And then to what you're talking about, that governing principles for how do you move forward to deliver on that brand promise is absolutely critical.

Mike Wittenstein: Right. You basically break those up into about four or five sets, and you should

have no more than about ten or fifteen, because it's just too hard to apply that many. It's a long process; it's not too hard though. It's just basic facilitation to elicit what those are.

Ray Stendall: Future state tools. And I'm going to be doing a little recap on these six critical principles. Let's move on now to the third key principle. Why don't you tell everybody what it is, and then I'm going to put it up on the board for everybody to see.

Mike Wittenstein: Sure. Every business has a certain way that it feels like to work with. So you go to the Ritz-Carlton, you have a feeling of, "Ah, I'm relaxed," or you could be nervous about your check if it's a little expensive. But each place emits a signature feeling, if you will. So the emotional outcomes that your business creates for customers are very valuable to them. Lew told me that a good customer experience is a valid outcome. An emotional reaction is something that's worth money. And as soon as I got that into my head, I realized that it is valuable to customers to make them feel the ways that they want to.

Ray Stendall: Let me just jump in here and say this. Everyone, please write down this word, "emotional" outcomes. Human beings are emotional creatures. We need to talk and connect with people. It's about connecting at an emotional level, such that when they finish the customer experience that you have delivered, they feel something positive that makes them want to connect with you again. Back to you, Mike.

Mike Wittenstein: All right. These emotional outcomes, in my opinion, are really the secret sauce of customer experience design. Your job as a designer is to architect and engineer and then bring into fruition all these many, many clues from the way the call center works, to the social media scouring and responding, to the texture of the carpet, the smell in the air, the words that employees use with you, all of those are clues that give people the opportunity to discover that you have a cool experience. And if you tune the creation of those and the consumption of those around three or four emotional outcomes, all the people who are working independently in different silos are going to end on something that's harmonious. And that's the magic of it. You can separate the work and end up with a really unified result, if you're clear on how your customers want your brand to feel.

Ray Stendall: Excellent. All right. Let's move on to point number four. What is it?

Mike Wittenstein: Sure. The next part of the context that we create is we basically bring in a grenade and we blow up the existing organizational chart. You know they look like this, and you know they were founded in the 1800s when the railroads started snaking their way across the

country. The whole premise behind an org chart was to not let Train A crash into Train B when they only have one track. So everything had to be on a very specific schedule, all the details.

Ray Stendall: Getting really clear on what the roles are inside the organization, what are the tasks, and what is the actual work? Work is the process by which we implement the task by a person in a role to accomplish a certain objective. And what we're really talking about here is number four: roles and experience design, doing the back-end piece to tie everything together.

Mike Wittenstein: Ray, one little correction here, it's Roles and Accountabilities. You need to know what roles each person is going to be in to get the job of the experience done and what they will be accountable for. And the rules that go along with an adapted enterprise, one that can support this very nimble kind of experience, are that you have to keep your promises. There are ways to renegotiate them, but you can't let the ball drop.

Ray Stendall: One of the key words that you mentioned there that I want to highlight is the word "consistent." In order to deliver a consistent, great experience to customers, all of this needs to be predefined and pre-thought in terms of what we're talking about here: who is going to do what and when and be accountable for certain deliverables in a consistent manner; very, very important stuff. Let's move on to our next point in the six-point framework.

Mike Wittenstein: The fifth part of the framework is the Experience Design itself, and this is where I just love to spend most of my time. It's been fascinating for me.

Ray Stendall: Let me just show it to everybody, Experience Design. Everybody write that down, Experience Design. Okay, go ahead.

Mike Wittenstein: Experience Design is what you do in between learning about what your customer needs and changing the way your business works. Somebody's got to say: "Gee, why don't we get rid of the cash registers and use those little square things, or a laptop or a tablet? Why don't we get rid of our menus and let people order on their phones? Why don't we eliminate the lines at school and let people pick up their kids using apps, so we know who's in line next and we can queue up the kids? It's faster, easier for everyone."

Ray Stendall: Oh, I absolutely agree with you. You have to have a certain amount of flexibility built into the experience design, so that the employees can own that interaction and make it their own in line with the values of the organization.

Mike Wittenstein: You know, Ray, that's absolutely right. And let's tie the Roles and Accountabilities design into that. If you determine every single eventuality and every single process, you're going to have so much paperwork that you're never going to get done. It's not going to work.

Ray Stendall: I forgot.

Mike Wittenstein: Whatever it was, but something molecular looking is what you're looking for, because you want your employees and your customers to be able to run the business. The operation side, the managers don't run it. The monkeys and the customers run it, so you've got to give them the tools to do that.

Ray Stendall: Very, very true. Let's move on to number six, and I want everybody who's listening to listen to what number six is, which I'm going to show you right now. It is Story. So listen to how Mike talks about story. What we'd like you to do is put it in the chat box below. Put in the name of a brand that really comes to mind that you just like their story and you're enthusiastic about it. So go ahead, Mike, and tell us about this piece.

Mike Wittenstein: Sure. Story and Experience are really two sides of the same coin. When you have an experience that you love or that you hate, when you get a strong emotional reaction to it, negative or positive, you tend to talk about it. There's something about our human wiring that just kind of clicks and we want to share what's going on with us. It's one of the reasons Twitter is so popular.

Ray Stendall: Ah, that's just gold, Mike; it's gold. For those of you that are listening to and watching this broadcast, thinking about how you could implement it in your own business or with the clients that you work with is really going to help you move forward in a big way.

Video 6 of 7. Customer Experience: Implement T...



What if?

Ray Stendall: Let's go forward. I'll ask this question. Here's my question for you, Mike. What if, what if all the attendees on this call would implement these ideas, what have you see happen, in terms of transformation in six to twelve to eighteen months and longer time frames, how has it changed organizations?

Mike Wittenstein: Wow, what a great question. You know, it's going to be different for everyone, because each person has their own personality, experience, aspirations; you're in a different company with different goals and cultures, and all of that. Just generally speaking, after your first few conversations, you're probably going to have to survive some headaches and a few arrows in the back

Ray Stendall: Mike, that was a breath of fresh air, because so few companies fully understand what we're talking about today. I'm so happy that we have so many people interested in this subject on our webinar right now. Just one thing I want to let everybody know. We're going to take some time to answer all your questions at the end. So if you do have questions, make sure you're typing them in, and we will make sure that we go through and answer all of them towards the end; so queue them up.

Mike Wittenstein: Well, what if they don't believe they have the power to make a difference? The organization's big, they're very small. Another one is they don't think they have the authority to do things. Some organizations are very numerically oriented, and if you can't prove it on paper, if you don't have a formula, if you don't have the right numbers, they won't listen. Some of the very large companies that are used to going in and conquering markets, phrases you often hear are, "If we

can't get it to a billion dollars in two years and be the top dawg, we're not going there." You hear all those kinds of things. So, those are daunting challenges for somebody that's trying to make a real difference in a larger organization.

Video 7 of 7. Customer Experience: The Summa...



Ray Stendall: Oh, that's great. I could just imagine watching somebody, in this case you, be frustrated trying to understand a solution or a product in a store, have nobody to ask. I'm sure there are a few people on this call who have had that experience recently, and it's painful. I think you kind of touched on this already, but I'm just going to put this up for everyone to see: strategies to handle. And that strategy that you mentioned, in being able to capture that customer's experience using various tools such as video to help demonstrate and put forth why the work that we're talking about is so important, can help you in dealing with some of these challenges.

Before we wrap up here, I just want to share a few resources for everybody. These are some resources for you, and we really have so much that we have to offer and want to make sure that you have everything available to you. The first resource is Customer Engagement Magazine, customerengagementmagazine.com. This is the magazine that I mentioned at the beginning of our call, and this is where we give away three months' worth of awesome content. This content that you guys are involved in helping us to create is actually going to be in the magazine. So we'd love for you to try it out on your iPad and take advantage of our free promotional code.

Number two is the [Customer Engagement Manifesto](#), Customer Engagement Manifesto. This is a document that our team put together and offers a lot of great training and context to understand how the big picture, what's going on with the world, ties into what's happening within your business, and what you need to do in terms of building, marketing, selling, and ultimately creating an amazing

experience for your customers through an employee centered culture. So do check that out.

The last, but certainly not least, is Mr. Mike Wittenstein's website: mikewittenstein.com. Mike, why don't you tell everybody about some of the resources you have? I think you mentioned a newsletter is one of the things that folks can subscribe to.

Mike Wittenstein: Absolutely. We're doing a series of newsletters as well as some regular blog posts; and if you'll go to the website and sign up, you'll be notified of each of those things. The blog is on a very controlled content schedule, so it's not just miscellaneous thoughts. It's actually designed to teach and transfer a lot of the knowledge that we have put together at Storyminers. The newsletter is a very good one, two, three, four, five punch. You sign up, you get the first one, thirty days later the second one. And it kind of walks you through some of the same materials that you've heard here, but it's more from a practitioner's point of view. So if you're looking to apply some of this technology and techniques, you can do that.

You'll find a number of videos. There are some white papers. There's a speaker's kit. If you know someone that would like to have a speaker come to one of their events, a mystery shopper, someone to do some second opinion work, those kinds of things, please check that out. And I'd greatly appreciate you sharing that with folks that you know in the business. Thank you.

Ray Stendall: Thank you very much, Mike. Also, you can see from the bottom of Mike's signature here on his lower third (I'll turn the camera back to him), his Twitter handle is mikewittenstein, @mikewittenstein. So please follow Mike for more great content and ideas. I also have just shared my information in the chat. It's @raystendall and @ce_magazine. If you guys have been participating in our chat, you probably have seen these Twitter symbols before, these handles. So please do continue to follow us there.

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