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I’ll Be Back

How to Get Customers to Come Back Again & Again

CHAPTER SYNOPSIS
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WHAT WILL I LEARN FROM THIS BOOK?

PART ONE – THE BASICS OF CUSTOMER LOYALTY

Chapter One: The Arnie

Question: What’s the very best way to build a business that thrives during good times and bad?
Answer: Win an Arnie, my special term for the experience you deliver that helps turn the people who buy from you into repeat customers – customers who think to themselves, or even say right out loud, “I’ll be back.” But here’s the thing. Arnies don’t happen by accident. We have to plan for them if we want to win them again and again.

This chapter addresses the following questions:

- How do you build a business that thrives during good times and bad?
- Is there a strategy that can set your company up for success, no matter what curveballs the world may throw your way?
- What are the three big ideas that will help you get the most from this book?

Chapter Two: The Most Important Measurement in Business

There are plenty of ways companies measure success and customer service. The famous NPS (Net Promoter Score) or CSAT (Customer Satisfaction) are two popular ones. But, all that data about how good you are doesn't mean anything if the customer doesn't come back. It’s simple. Everyone must do the job they were hired to do, but they also have another responsibility – to make the customer want to come back!

This chapter addresses the following questions:

- What one trackable trend should leaders make sure they monitor every morning?
• What should we be measuring – happiness or behavior?
• Why do customers come back?
• Is a repeat customer the same as a loyal customer?
• How do you get customers to create a strong relationship with your company?
• How do you expand a relationship with a customer so that it’s strong enough to sustain multiple renewals of trust?

Chapter Three: The Foundational Concepts

This is my take on Jan Carlzon’s classic Moments of Truth concept about managing customer interactions. While he said they go one of two ways (good or bad), I believe they can go one of three ways; good, bad or average. I have names for these interactions. The bad ones are Moments of Misery™. The average ones are Moments of Mediocrity™. The good ones are Moments of Magic®.

This chapter addresses the following questions:

• What is a Moment of Truth?
• What is a Moment of Misery™?
• What is a Moment of Mediocrity™?
• What is a Moment of Magic®?
• What is Amazement?
Chapter Four: The Culture Challenge

Our employees will treat customers only as well as they themselves are treated. In this chapter, we look at the best ways to create and sustain a company culture that makes for loyal employees … and loyal customers. (This is for everybody.)

This chapter addresses the following questions:

- What is an “I’ll Be Back” working culture?
- Why does an organization’s culture matter?
- How does what happens inside the organization affect the customer experience?
- What core principles of a working culture make it easy for repeat customers to turn into loyal customers?

Chapter Five: Nothing Has Changed in Customer Service

It’s not complicated. Nothing has really changed. The customer wants to be happy throughout their experience. When a customer has a problem, they let us know. We resolve it. That’s the way it’s always been and will always be. You might argue that there’s a new way to do business using technology. While the way we go about it may have changed, the beginning and end of the customer’s journey with us is still the same.

This chapter addresses the following questions:

- What is the essence of customer service?
- How has customer service changed?
- What do customers really want?
- What can we learn from unhappy customers?
PART TWO – MAKING LOYALTY A REALITY

Chapter Six: Want to Be Amazing? Just Be Better Than Average… All the Time!

Being amazing is within the grasp of every company and every person in the company. It doesn’t mean you’re always delivering over-the-top customer service. It means you’re better than average – even just a little better than average – all of the time. It is a consistent and predictable experience that causes customers to use the word “always” before something positive that makes a company amazing. For example, “They always call me back quickly,” or “They are always so helpful.” A big one is, “Even when there is a problem, I know I can always count on them.” A little better than average… Anyone can do it if they put their mind to it.

This chapter addresses the following questions:

• How do you change the way customers think about your company?
• What does amazement look like in practice?
• How do you get customers to rate you five out of five – and come back for more?
• What is the biggest obstacle to creating a consistently positive customer experience?

Chapter Seven: The Shortest Customer Service Speech in History

If you gave me thirty seconds to deliver a great speech about customer service, I could pull it off and have about twenty-eight seconds to spare. The speech would go as follows: BE NICE! I could almost end this chapter there and it also would be the shortest chapter ever written on customer service – but in fact there is a lot to say about those two deceptively simple-sounding words. BE NICE is common sense that, unfortunately, may not be so common. In business, being nice is part of delivering customer service. It’s the positive attitude, the respect you show the customer and the way you make them feel appreciated. It’s an essential part of any customer
service strategy. The best system isn’t complete without the positive feelings the customer experiences from doing business with you.

This chapter addresses the following questions:

- What two simple words are the secret to a successful customer service program?
- What must you do to get customers to decide to do business with you again and again?
- What is the difference between a behavioral fit and a technical fit in a customer service position?

Chapter Eight: How to Create Real Customer Loyalty

Customer loyalty is not about a lifetime. It’s about the next time – every time. Don’t confuse a repeat customer with a loyal customer. (That’s the difference between a good marketing program and a true loyalty program.) Loyalty is about creating an emotional connection with the customer that makes price irrelevant and can bullet-proof you from your competition. (Or should I say, “terminator-proof” you from your competition?)

This chapter addresses the following questions:

- Why do most “loyalty programs” fail to create customer loyalty?
- What is the difference between a loyalty program and a marketing program?
- Why is “fine” a word you never want to hear from your customer?
- Where does true empathy for the customer start?

Chapter Nine: Where Everybody Knows Your Name

What is personalization? Remember the 1980s sitcom Cheers? It was a popular sitcom that debuted in 1982 and remained popular for over ten years. The theme song, “Where Everybody Knows Your Name,” was also the theme of the entire show. People like going to – and going
back to – places where they are remembered. Start by using the customer’s name. That’s the root of a personalized experience. In this chapter, I’ll show you how you can move on from there.

This chapter addresses the following questions:

- How do you make customers feel as if they are recognized and remembered and valued as individuals?
- Why does remembering a customer’s name and history with your company have such a powerful effect on customer loyalty?
- How do you personalize the customer experience?
- What data can you leverage to make the customer feel at home?

Chapter Ten: What Do You Stand For?

This is a major question with huge implications for creating and sustaining customer loyalty. Your company’s values – including but not limited to the values that drive your community and charitable projects – are a powerful magnetizing force. They pull like-minded customers who share those values into your orbit. And once they’re in that orbit, as long as you keep supporting the values, they’ll keep wanting to do business with you … and keep referring other customers who feel the same way they do!

This chapter addresses the following questions:

- What is cause marketing and why does it have such a powerful effect on customer loyalty?
- Is cause marketing right for your organization?
- What goes into a successful cause marketing initiative?
- What companies have used cause marketing to create strong, enduring customer loyalty that serves as an advantage against competitors?
Chapter Eleven: Self-Service: Give the Customer Control… if It Creates a Better Experience

Some argue that self-service is not really customer service. But it is. In many cases, it’s creating an easier and faster approach to getting problems resolved, researching information or making a purchase. Customers like taking control when it’s easy, efficient and convenient. Don’t miss out on giving your customers a good self-service opportunity.

This chapter addresses the following questions:

- When does offering a self-service option drive greater customer loyalty?
- What can you do to find new ways to let customers choose what happens next?
- Why is setting up and expanding self-service options a must, not an option?
- What are the six convenience principles?

Chapter Twelve: No Friction, Please

How easy is it to do business with your company? What can you do to make the experience of working with you smoother, more intuitive, and less of a hassle? When everything else is equal (that is, when there is a good product and good customer service), the company that is most convenient to do business with will win. Lower friction and eliminate anything that would get in the way of the customer saying, “They are so easy to do business with.”

This chapter addresses the following questions:

- How can companies remove friction from the customer experience?
- What is the Friction Reduction Cycle?
- How do customer expectations about convenience affect purchase decisions – and customer loyalty?
- How do companies create friction for their customers without even realizing that’s what they’re doing?
Chapter Thirteen: You Can’t Automate a Relationship

In the digital age we’re in, it’s easy to let websites, chatbots and artificial intelligence take over. Don’t become so enamored with the tech that you dehumanize the company. Very few companies have been able to create loyalty with a 100 percent digital platform. (Amazon and Zappos – now owned by Amazon – are two of the few.)

This chapter addresses the following questions:

- How can you build an emotional connection as part of your customer’s experience?
- What is the Human Touch – and how can it affect customer loyalty if you never connect in person with the customer?
- What is a simple way to create an effective Human Touch program?
- How do some companies build an emotional connection with customers with little or no person-to-person contact?

Chapter Fourteen: You’re Terminated!

Why would a customer choose not to do business with you, or “terminate” the relationship? Here are the ten most likely reasons. Learn them! Make sure none of them impact your relationship with a given customer! And if, for some reason, you decide it is time to “terminate” a relationship with a customer, here’s how you do it without causing problems down the line.

This chapter addresses the following questions:

- What are the most likely reasons for a customer to decide to stop doing business with you?
- How can you keep customers from ending their relationship with your company?
- When does it make sense to cut ties with a customer – and how should you do that?
Chapter Fifteen: Where the Rubber Meets the Road

Now that I’ve shared the most important principles that connect to creating and sustaining customer loyalty, you’re ready to make it happen in your organization. This chapter gives you a six-step process you can use to develop specific customer loyalty initiatives that will fit perfectly in your world.

- What is the process for creating an experience that customers choose to come back to again and again?
- How long is this process likely to take?
- Who should be involved in it?
- Why is knowing what your competition does only the beginning, not the end, of the discussion?

Epilogue: I Want You to Come Back

My closing words and comments. I don’t want this book to be a one-time read. I want it to be a guide that brings the reader back again and again. In other words, I want the reader to say, “I’ll be back.”

The epilogue wraps up the entire book and addresses the following questions:

- How do you start a loyalty revolution?
- How do you build internal alliances that will help you to launch and sustain that revolution?