

# CONTENTS

|  |             |
|--|-------------|
| <b>Preface</b>                                       | <b>viii</b> |
| <b>Acknowledgments</b>                               | <b>xiii</b> |
| <b>1 Rise of the Sophisticated Customer</b>          | <b>1</b>    |
| Customers Don't Want to Fail!                        | 1           |
| Models of Sophisticated Customers                    | 3           |
| The Coproduction Revolution                          | 5           |
| Unlocking Customer Value                             | 10          |
| Treating Customers as Employees                      | 13          |
| Customer Performance                                 | 16          |
| Summary  | 19          |
| <b>2 A New Paradigm for Customer Experiences</b>     | <b>20</b>   |
| Four Dimensions of Coproduction Experiences          | 21          |
| The Coproduction Experience Process                  | 24          |
| Strategic Considerations                             | 27          |
| A Designed Coproduction Experience                   | 29          |
| Summary  | 32          |
| <b>3 The Roots of Coproduction Experience Design</b> | <b>34</b>   |
| Conditioning   | 35          |
| Social Learning                                      | 39          |
| Cognitive Psychology                                 | 42          |
| Applied Methodologies                                | 43          |
| Linkages to Coproduction Experiences                 | 49          |
| Summary  | 53          |
| <b>4 Discovering Where Value Hides</b>               | <b>55</b>   |
| Value Mining   | 56          |
| Identify—Eight Questions for Discovery               | 61          |
| Understand   | 71          |
| Change   | 78          |
| Summary  | 82          |

|          |   |            |
|----------|---|------------|
| <b>5</b> | <b>Improving Vision</b>                             | <b>84</b>  |
|          | Situations Calling for Improved Vision              | 85         |
|          | Defining Goals                                      | 88         |
|          | Setting Expectations                                | 95         |
|          | Developing Plans                                    | 105        |
|          | Providing Feedback                                  | 106        |
|          | Summary   | 113        |
| <b>6</b> | <b>Facilitating Access</b>                          | <b>114</b> |
|          | Situations Calling for Improved Access              | 115        |
|          | Articulating Policies                               | 119        |
|          | Specifying Processes/Procedures                     | 122        |
|          | Identifying People                                  | 126        |
|          | Developing Tools                                    | 128        |
|          | Designing Interfaces                                | 132        |
|          | Creating Information                                | 135        |
|          | Coordinating Nuances                                | 137        |
|          | Summary   | 140        |
| <b>7</b> | <b>Structuring Incentives</b>                       | <b>142</b> |
|          | Three Key Concepts                                  | 143        |
|          | Situations Calling for Incentives and Disincentives | 146        |
|          | Conceiving Rewards                                  | 154        |
|          | Structuring Negative Reinforcement                  | 161        |
|          | Crafting Punishments                                | 162        |
|          | Summary   | 167        |
| <b>8</b> | <b>Enhancing Expertise</b>                          | <b>169</b> |
|          | The Nature of Expertise                             | 170        |
|          | Situations Calling for Enhanced Expertise           | 179        |
|          | A Process for Developing Expertise                  | 187        |
|          | Summary   | 195        |
| <b>9</b> | <b>Navigating the Pathways of Learning</b>          | <b>197</b> |
|          | Know What Sources Are Controllable                  | 198        |
|          | Six Principles for Controlling the Uncontrollable   | 215        |
|          | Summary   | 221        |

|   |            |
|---|------------|
| <b>10 Embracing the Coproduction Revolution</b> | <b>224</b> |
| Strategic Initiative, Not a Tactical Task       | 225        |
| Reduce the Effect of Silos                      | 227        |
| Overcome Resistance from Within                 | 228        |
| By Design, Not by Default                       | 229        |
| Build from a Baseline                           | 229        |
| Opportunities Are Everywhere                    | 230        |
| Transfer Control                                | 231        |
| Support Customer Sophistication                 | 233        |
| Final Thoughts                                  | 236        |
| <b>Notes</b>                                    | <b>238</b> |
| <b>Bibliography</b>                             | <b>246</b> |
| <b>Index</b>                                    | <b>254</b> |
| <b>Be Part of Our Next Book</b>                 | <b>265</b> |
| <b>About TEXERE</b>                             | <b>266</b> |