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-Gerald Zaltman, in How Customers Think. This is a basic premise of almost everything we write about here at Neuromarketing – that customers generally can't understand or explain why they make choices in the marketplace, and that efforts to tease out that information by asking them questions are doomed to failure. Furthermore, marketing efforts based mostly on customer statements and self-reports of their experiences, preferences, and intentions are likely equally doomed.

How Customers Think - Neuromarketing

Essential Insights Into the Mind of the Market HOW CUSTOMERS THINK THE SUMMARY IN BRIEF Every marketing manager wants to understand what consumers are thinking. But between the mind of the consumer and the predispositions and biases in the mind of the manager, advertising campaigns frequently don't achieve their intended goal.

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"It s a handy and thought-provoking, if not essential, book for modern marketers." -- Harvey

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Schachter, Globe and Mail, May 7, 2003 "The book describes some important, recent knowledge about how customers think, feel, remember, and construct their realities." -- Marketing Management, July 8, 2003

How Customers Think: Essential Insights into the Mind of ...

- First, the customer hears and fully comprehends that a firm's offerings merit a purchase. • Second, the company hears and fully understands the customers' deepest thoughts and strongest yearnings. Without listening carefully and systematically to customers, marketers can't develop effective strategies. As for customers, the more

How Customers Think

We also learn how the minds of marketers can distort their perceptions of customer's responses. It becomes clear that not only do we need to understand how customers think, but how we as marketers think. In this book we learn some important facts about buyers and their thinking: 1. Consumers don't think in well-reasoned, linear ways. 2.

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How Customers Think Essential Insights into the Mind of the Market by Gerald Zaltman A summary of the original text After years of costly R&D, a company launches a new soft drink, only to see it ignored in the marketplace Focus group participants rave about

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How customers think : essential insights into the mind of the market. [Gerald Zaltman] -- Despite the resources spent on market research, nearly 80 percent of new offerings fail. The pattern is predictable: customers say they want something, companies create it, and once it's available, ...

Despite the time and money spent on market research, 60% to 80% of new offerings fail.

In this new twist on a topic of perennial interest, Joe MacInnis shows how the leadership traits forged in extraordinary circumstances are transferrable to our everyday lives. Simply put, this is a handbook for building character. Some people are born leaders. The rest of us find ourselves in positions where leadership is required. Self-described "accidental leader" Dr. Joe MacInnis found himself in such a situation: deep beneath the ice of the Arctic Ocean. Starting

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with his undersea explorations, this physician, scientist, author and motivational speaker shares an accessible--and obtainable--list of leadership traits inspired by his own journey and the icons he's learned from over the years. Deep Leadership is an eminently digestible book with short lessons and anecdotes. Think Rework meets Iacocca. Its centre is the author's 12 "Essential Traits of Leadership": Cool Competence, Powerful Presentations, Physical Toughness, Hot-Zone Humour, Mental Resilience, Strategic Imagination, High-Empathy Communication, Enduring Trust, Fierce Ingenuity, Team Genius, Resolute Courage and Warrior's Honour. Each trait is communicated with an anecdote from MacInnis's experience, making it totally memorable. MacInnis also gives the reader a primer to navigate his or her own path toward leadership, including such practices as keeping a journal, building a library, and finding mentors.

Every business knows that the best customer is a happy customer. They return again and again, bring their friends and family, and deliver tons of free advertising via word of mouth and social media. But in order to grow that loyal base, you must be keenly aware of your customers' needs and preferences. Drawing on the latest research in the exploding field of positive psychology, Columbia Business School professor Bernd Schmitt offers three unique approaches any business can use to turning a casual customer into a committed fan:

- The Feel-Good Method: Use the experience of pleasure and positive emotion to hook new customers, and watch those feel-good moments transform an impulsive buyer into a committed

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loyalist. • The Values-and-Meaning Method: Attract passionate customers by appealing to their core values, like being socially responsible, protecting the environment, or living a simple life • The Engagement Method: Get customers to notice a unique or limited offer, immerse them in the experience, and have them share it with friends and family. Schmitt shows marketers, brand managers, and entrepreneurs how to design an authentic and successful campaign that will reach, grow, and sustain a devoted base of customers.

Meet the seven samurai of metaphor in this provocative follow-up to *How Customers Think*. Jerry and Lindsay Zaltman explain how and why we use deep metaphors, which the authors define as any form of non-literal representation so deeply embedded in a person's thought processes that the person is unconscious of using it. Focusing on the seven metaphors - balance, connection, container, control, journey, resource, and transformation--the Zaltmans show how deep metaphors unconsciously pervade and shape our lives. If we recognise them and understand their power over us, we can use them more purposefully to improve the quality of customer relationships and market research and to challenge such pervasive business practices as market segmentation. Most important, deep metaphors can help prompt deeper thinking about key issues in business, where much thought is usually shallow, transient, and insight-free. To demonstrate the possibilities, the Zaltmans use an array of everyday stories from their research. The authors also share images collected through, or created by consumers during, their research to reveal insights better expressed through pictures than words.

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A renowned cognitive psychologist reveals the science behind achieving breakthrough discoveries, allowing readers to confidently solve problems, improve decision-making, and achieve success. Insights-like Darwin's understanding of the way evolution actually works, and Watson and Crick's breakthrough discoveries about the structure of DNA-can change the world. Yet we know very little about when, why, or how insights are formed-or what blocks them. In *Seeing What Others Don't*, Gary Klein unravels the mystery. Klein is a keen observer of people in their natural settings-scientists, businesspeople, firefighters, police officers, soldiers, family members, friends, himself-and uses a marvelous variety of stories to illuminate his research into what insights are and how they happen. What, for example, enabled Harry Markopolos to put the finger on Bernie Madoff? How did Dr. Michael Gottlieb make the connections between different patients that allowed him to publish the first announcement of the AIDS epidemic? How did Martin Chalfie come up with a million-dollar idea (and a Nobel Prize) for a natural flashlight that enabled researchers to look inside living organisms to watch biological processes in action? Klein also dissects impediments to insight, such as when organizations claim to value employee creativity and to encourage breakthroughs but in reality block disruptive ideas and prioritize avoidance of mistakes. Or when information technology systems are "dumb by design" and block potential discoveries. Both scientifically sophisticated and fun to read, *Seeing What Others Don't* shows that insight is not just a "eureka!" moment but a whole new way of understanding.

In this fascinating best seller, *Cherry Hill* explores the way horses think and how it affects their behavior. Explaining why certain smells and sounds appeal to your horse's sensibility and

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what sets off his sudden movements, Hill stresses how recognizing the thought processes behind your horse's actions can help you communicate effectively and develop a trusting relationship based on mutual respect.

Everyone knows that the best way to create customer loyalty is with service so good, so over the top, that it surprises and delights. But what if everyone is wrong? In their acclaimed bestseller *The Challenger Sale*, Matthew Dixon and his colleagues at CEB busted many longstanding myths about sales. Now they've turned their research and analysis to a new vital business subject—customer loyalty—with a new book that turns the conventional wisdom on its head. The idea that companies must delight customers by exceeding service expectations is so entrenched that managers rarely even question it. They devote untold time, energy, and resources to trying to dazzle people and inspire their undying loyalty. Yet CEB's careful research over five years and tens of thousands of respondents proves that the “dazzle factor” is wildly overrated—it simply doesn't predict repeat sales, share of wallet, or positive word-of-mouth. The reality: Loyalty is driven by how well a company delivers on its basic promises and solves day-to-day problems, not on how spectacular its service experience might be. Most customers don't want to be “wowed”; they want an effortless experience. And they are far more likely to punish you for bad service than to reward you for good service. If you put on your customer hat rather than your manager or marketer hat, this makes a lot of sense. What do you really want from your cable company, a free month of HBO when it screws up or a fast, painless restoration of your connection? What about your bank—do you want free cookies and a cheerful smile, even a personal relationship with your teller? Or just a quick in-and-out

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transaction and an easy way to get a refund when it accidentally overcharges on fees? The Effortless Experience takes readers on a fascinating journey deep inside the customer experience to reveal what really makes customers loyal—and disloyal. The authors lay out the four key pillars of a low-effort customer experience, along the way delivering robust data, shocking insights and profiles of companies that are already using the principles revealed by CEB's research, with great results. And they include many tools and templates you can start applying right away to improve service, reduce costs, decrease customer churn, and ultimately generate the elusive loyalty that the “dazzle factor” fails to deliver. The rewards are there for the taking, and the pathway to achieving them is now clearly marked.

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