

Index

A

acknowledgment, Customer, 69,
131–132, 135, 166–169
Advanta, 11–12, 30–33, 31, 38, 111
Advertising Age, 15, 87
A.I. duPont Hospital for Children, 12
AIG, 53
Alex's Lemonade Stand Foundation,
186–187, 200
Alston, David, 57, 58, 62, 190
Amazon
Customer Service technology, 76, 104
Customer Service values, 132
fake reviews on, 62–63
reviews on, 8, 41, 76
American Express, 104
Angie's List, 41
apologies, 142–143
Apple
brand loyalty to, 36
Customer advocacy at, 35–37, 82
employee empowerment at, 36–37
iPhone/iPad, 36, 199
Jobs, Steve, 35, 198–199
Apple Genius Bar, 35
appreciation, Customer, 69,
131–132, 135, 167–169
apps, 199
Arrington, Michael, 102
“Ask Rick,” 88–91, 99–100, 101, 113–114
@YourService
approach of, 7–17, 81
Twitter handle, 7

automated voice response (IVR), 26–27, 132
Avenger controller. *See* Kotkin
Enterprises

B

Baby Boomer Generation, 78
Belkin, 62–63
@BethHarte, 57–58
biased reviews, 76
blogs/blogging
“Comcast Must Die,” xi, 15, 87–91, 99
complaints via, xi–xii
employee participation in, 62
Grannie Annie, 112
for information sharing, 94–95
plagiarism on, 5–6
testimonials/sponsored ads on, 73–76
Bogle, Jack, 9, 20, 50
Bogleheads Unite, 50
brand message
conveying to Customers, 158–165
Customer loyalty to, 36, 59–60, 68–69
negative communication in, 25–33
negative image on blogs, 73–76
negative passion and, 83, 112–113
perceptions about, 93
reality *vs.* intended message, 93–94
service, impact on, 88–89
understanding your own, 46–50
brand message, control of
by companies, 115–118
by Customers, 8, 34–37, 41–42, 45,
117–118

brand message, control of (*continued*)
 employees, impact on, 128–129, 176
 future challenges, 189–190
 Brennan, Jack, 9, 22
 British Petroleum (BP), 53
 Brogan, Chris, 142
 “Building a Personal Brand While on
 the Clock” (Li), 191
 business, social, 78–80
Business Week, 8, 112

C

cable industry
 connecting power of, 83–84
 Customer frustrations with, 14–16,
 83–84, 92–93, 95
 improvements in, 114
See also Comcast
 call center agents, 31–32, 124–129
 call centers
 about, 119–129
 employee performance metrics in, 30,
 120–121
 jobs as agents, difficulties of, 124–129
 listening programs in, 23–24, 33,
 162–163
 managing, 156
 policies in, 120, 124–125
 systems in, 125–126
 training in, 119–120
 work day, description of, 121–124
 canned responses, 66–68,
 132–133, 162
 capitalization, 18–19
 cards/notes, sending, 69, 169
 Caringbridge, 13
 Carroll, Dave, 116–117
 CarsDirect.com, 65–66
 Carson, Sherri, 100
 Casem, Mark, 100
 CEOs. *See* leaders/leadership
 change, driving
 at Comcast, 12, 92–98, 109–114
 in Customer interaction models,
 30–33
 individual’s ability to, 197–200
 openness to, importance of, 109–112
 service defined for, 131–132

change, scale of, 188–192
Charlie Chat (TV show), 165
 Chase Community Giving Campaign, 185
 Chatter, 160
 Chevrolet, 69
 Chief Customer Officer Council,
 194–196
 Chief Customer Officers (CCOs),
 193–196
 Chief Executive Officers (CEOs).
See leaders/leadership
 Chief Financial Officers (CFOs), 194
 Chief Marketing Officers (CMOs),
 193–194
 Children’s Hospital of Philadelphia
 (CHOP), 10–12
 Chiullan, Moisés, 173, 180, 182–183
 CHOP, 10–12
 Chrysler, 176
 Citi, 16, 76, 117
 class systems, 37–38
 Clover discount chain, 134–135
 “Cluetrain Manifesto,” xi
 Coca Cola (Coke), 82, 83
 Comcast
 “Ask Rick,” 88–91, 99–100, 101,
 113–114
 Customer guarantees, 93–98, 111
 Customer interaction methods, 111,
 189–192
 Customer Service improvements, 12,
 14–16, 86–94, 99–100
 “dynamic dispatch,” 95
 “Grand Slam” tool, 95, 106
 help forums, 94, 99–100
 negative perception of, 83–84
 organizational change at, 12, 92–98,
 109–114
 social media crisis, xi, 15,
 87–91, 99
 Twitter, success using,
 99–108, 115
 “Comcast, Twitter, and the Chicken,” 102
 @ComcastCares, xi, 102,
 105–106, 190
 Comcast Cares Days, 187
 “Comcast Must Die,” xi, 15,
 87–91, 99
 Comcast New Media Exchange, 187

- Comcast Pulse* newsletter, 100
- communication
- brands, impact on, 158–165
 - changing styles of, 189
 - companies, disconnects in, 161–162
 - English language and, 18–19
 - honesty, importance of, 62–63
 - language, importance of, 18–19
 - leadership and employees, 160
 - marketing and, 151
 - mission/vision, 152
 - negative brand messages in, 25–33
 - silos, changes to, 161, 195–196, 204
 - “snarky web” and, 51–55
- community efforts, social good and, 184–187
- competitors, overtaking, 151
- confidential information, 63
- Consumerist, 51–54
- Consumer Reports* (Consumers Union), 54
- consumers. *See* Customers
- corporate officers, 193–196
- See also* leaders/leadership
- Countrywide Financial, 53
- courtesy, 63–64, 131–132, 135
- CRM. *See* Customer Relationship Management
- culture. *See* organizational culture
- Customer advocacy, 11, 35, 113
- Customer complaints, online, 51–55, 87–91
- Customer empowerment, 51–55
- Customer experiences, creating, 163–165, 201–205
- Customer feedback, 32, 54
- Customer guarantees, 92–98, 111
- Customer interaction models
- at Advanta, 11–12, 30–33, 31, 38, 111
 - apologies and, 142–143
 - courtesy and, 63–64, 131–132, 135
 - Customer stories, 21–22, 36–37, 111
 - driving change in, 30–33
 - IVR (automated voice response), 26–27, 132
 - mistakes, allowing, 146–147
 - questioning to improve, 113–114
 - scripts for calls, 30, 31
 - self-checkouts/self-service, 27–28
 - surprising/startling Customers, 167–169
 - time, valuing, 131, 134–135
 - See also* Comcast; Zappos
- Customer knowledge, lack of, 21–26, 127–128
- Customer Relationship Management (CRM), 160
- apps for, 71
 - Facebook for, 70
 - LinkedIn for, 70–71
 - Social CRM, 69–73, 78
 - Twitter for, 70–71
- Customers
- appreciating, 131–132, 135
 - brand message, control of, 8, 34–37, 41–42, 45, 117–118
 - capitalizing, 18–19
 - engagement, social media, 43–44
 - focus on in interactions, 29–30
 - feedback, 150, 151
 - importance of, 18–21
 - listening to, importance of, 76–77, 131–132
 - newfound power of, 53, 201–205
 - potential impact of, 1–6
 - products, interaction with, 81–82
 - time of, valuing, 29–30
- Customer satisfaction, decline of, 137
- Customer satisfaction surveys, 154
- Customer Service
- bad service, example of, 65–68
 - calls, lack of focus on, 25–33
 - courtesy and, 63–64, 131–132, 135
 - good service, example of, 68–69
 - honesty, importance of, 62–63
 - outsourcing of, 21, 138, 139
 - process-driven *vs.* experience-based, 136
 - process in way of, 34–39
 - rock bottom service, examples of, 28–29
 - service, as value, 137–141
 - service, bad *vs.* good, 62–68
 - service, basic tenets of, 130–136
 - service teams, trusting, 142–148, 157
 - social Customer Service, 57–58, 115–118

Customer Service industry
 as cost center, 29
 identity crisis in, 20–21, 28–29, 130
 negative perceptions of, 39–40
 sales, focus on in, 29–30
 as sales *vs.* service center, 29–30
 sense of mission in, loss of, 26
 technology in, growth of, 26–27
 Customer stories, 21–22, 36–37, 111
 Customer surveys, 155–156
 cystic fibrosis (CF), 11, 12–14

D

“Dark Lord” article, 104
 @DavidAlston, 57–58, 62, 190
 decision making, 65, 110
Delivering Happiness (Hsieh), 59
 Dell, Michael, xi–xii
 “Dell Hell,” xi, 87
 Dell IdeaStorm, 146
 Department of Motor Vehicles (DMV), 93
 disconnects
 in company communications, 161–162
 employees and Customers, 28–29
 leadership and Customers, 21–26,
 127–128
 Dish Networks, 165
 doctors, 161
 Domino’s Pizza, 175–176
 “dynamic dispatch,” 95

E

Ehrenberg-Bass Institute, 163
 800 numbers, 26
 Eliason, Carolyn, 9–11, 16
 Eliason, Frank
 Advanta, work at, 11–12, 30–33, 31,
 38, 111
 as change driver, 12, 14–15
 Citi, work at, 16
 family life of, 9–12, 16
 professional career path, 9–10
 public recognition of, 8–9, 14–15
 retail experience, 9
 Vanguard Investments, work at, 9–11,
 19–22, 49
See also Comcast

Eliason, Gianna Rose (“Gia”), 10–14,
 105, 167
 e-mail addresses, finding, 52–53
 employee empowerment
 at Apple, 36–37
 class systems and, 37–38
 empowerment, defined, 133–134
 as key to success, 143–148
 lack of, 37–38
 mistakes, allowing, 146–147
 at Ritz-Carlton, 37
 as service value, 131, 133–136
 transparency and, 144
 trusting employees, 58–60, 145–147
 employee guarantee, 152–153
 employee morale, 127–128, 203–204
 employees
 call center performance metrics for,
 30, 120–121
 change, frustrations about, 79–80
 class systems and, 37–38
 Customers, disconnects with, 28–29
 hiring the right people, 59, 60–61,
 147–148
 passion among, 60–61
 social media, participation in, 58,
 61–64, 65, 190–191
 trust in, lack of, 58, 79–80
 empowerment
 Customer empowerment, 51–55
 defined, 133–134
 See also employee empowerment
 End of Business As Usual, The (Solis), 80
 endorsements, blogs and, 73–75
 engagement, social media, 43–44
 English language, 18–19
 Ergen, Charlie, 165
 European Union, privacy in, 72

F

Facebook
 about, 41
 ads, 152
 brand, communicating on, 163–165
 brand research on, 49
 changes in, 152
 CRM apps for, 71

employee participation in, 44–45, 62
 fans on, 40, 43, 71, 163
 location-based technology and, 44
 as marketing tool, 40–41
 Millennial Generation and, 79
 privacy issues on, 72, 73
 user engagement on, 43–44
 Facebook Like button, 40, 43, 73
 Facebook Sponsored Stories, 72–73
 fake reviews, 62–63
 family websites, 105
 Caringbridge, 13
 Gia's website, 10–14
 growth of, 10, 13
 fans and followers, 40, 43, 71, 163
 FCC, 174, 175
 Federal Communications Committee
 (FCC), 174, 175
 Federal Trade Commission (FTC), 74
 FedEx, 63–64
 feedback
 from call center agents, 32
 from Customers, 32, 54, 100, 151, 152
 negative feedback, 110
 fee waivers, 38–39
 followers and fans, 40, 43, 71, 163
 follow through, lack of, 145–146, 161–162
 forced transparency, 150
 Foursquare, 40, 44
 franchises, social media and, 44–45
 FrankEliason.com, 7
 free products, blogs and, 73–76
 FTC, 74

G

Garfield, Bob, 15, 87–91, 99
 Gawker Media, 51, 54
 generational differences. *See* Millennial
 Generation
 Generation X, 78
 Generation Y. *See* Millennial Generation
 Genius Bar, Apple, 35
 geolocation, 44
 Germano, Rick, 88–91, 99–100, 101,
 113–114
 Get Satisfaction, 54
 Gia's website, 10–14, 105

Godin, Seth, 37–38, 136
 Google+
 brand, communicating on, 163–165
 as marketing tool, 40
 +1 button, 40
 Google Alerts, 48–49, 102
 Google Maps, 126
 Google search
 for brand information, 50–51, 128
 for e-mail addresses, 52–53
 for listening to Customers,
 48–49, 113
 for product reviews, 8, 50–51
 search strings for, 49
 “Google Sucks Index,” 112–113
 “Grand Slam” tool, 95, 106, 113
 Grannie Annie, 112
Groundswell (Li), 191
 Groupon, 49
 guarantees, Customer, 92–98, 111

H

Haliburton, 53
 Hallmark cards, 169
 handle times, 31
 handwritten cards, 69, 169–170
 Harte, Beth, 57–58
 Hinchcliffe, Dion, 80
 Honda, 65–68
 honesty, importance of, 62–63
 Hope on Wheels, 184
 Hsieh, Tony, 58–59, 131
 hubs. *See* relationship hubs
 human connections
 company focus on, lack of, 105–106
 in Customer Service, lack of, 57
 importance of, 41
 relationship hubs, 130, 147, 165, 201–205
 scalable intimacy, 56–64
 in social media, 45, 57–58
 hyperconnected world, 60, 83–84, 137, 158
 Hyundai, 184

I

Iacocca, Lee, 176
 “I am sorry,” 142–143
 IdeaStorm, 146

ideation websites, 146
 impersonal responses, 66–68,
 132–133, 162
 influencer marketing, 73–74, 76
 information
 managing, 69–70
 online access to, growth of, 73,
 137–138
 sharing, 150
 on social media, public nature of, 73
 Internet boom, 44
 iPhone/iPad, 36, 199
 “It is what it is,” 11–12
 IVR (automated voice response),
 26–27, 132

J

Jarvis, Jeff, xi–xiii, 87, 112
 Jobs, Steve, 35, 198–199
 Johns Hopkins Hospital, 13
 Johnson & Johnson, 173

K

Kahn, Kevin, 194
Kelley Blue Book, 66
 Kennedy, John F., 26
 Keurig, 81–82
 Kim, Peter, 80
 Klout, 73, 76
 Kotaku, 5
 Kotkin, David, 1–6, 47–48, 176–183
 Kotkin Enterprises, 1–6, 47–48,
 176–183
 Krahulik, Mike “Gabe,” 4–5
 Kravitz, Noah, 190–191

L

language, 18–19
 leadership funnel, 21
 leadership styles, 78–80, 189
 leaders/leadership
 CEOs, average tenure of, 26
 CEOs, Customer contact with, 52–53
 Chief Customer Officers (CCOs),
 193–196
 Chief Financial Officers (CFOs), 194

Chief Marketing Officers (CMOs),
 193–194
 communication with employees, 160
 Customer knowledge, lack of, 21–26,
 127–128
 employees, class systems and, 37–38
 listening to Customer calls, 23–24,
 127–128
 openness to change by, 109–112
 organizational roles of, 193–194, 196
 product leaders, 109–110
 top-down structures, 21, 78–79
 LeapFrog, 74–75
 @LemonadeJay, 186
 Li, Charlene, 80, 191
 Like button, 40, 43, 73
Linchpin (Godin), 37, 136
 LinkedIn
 brand, communicating on, 163–165
 brand research on, 49
 for CRM, 70–71
 employee participation in, 61–62
 introductions on, 70
 as marketing tool, 40
 for relationship building, 70
 listening to Customers
 as basic tenet of service, 131–132
 intimate connections and, 76–77
 listening to online discussions
 brands, understanding by, 46–50
 difficulties in, 46–47
 getting started, 48–49
 Google Alerts and, 48–49, 102
 by government, 175
 Radian 6, 50, 57, 62, 100, 190
 recording devices for, 23–24, 33,
 162–163
 social listening, 57
 in social service, lack of, 117–118
 tools for, 50
 Local Motors, xii
 location-based technology, 44
 “Love the Customers Who Hate You”
 (Jarvis), 112
 loyalty
 brand loyalty, 36, 59–60, 68–69
 to people *vs.* companies, 79, 148
 See also trust

M

Mackey, John, 63
 MacRumors.com, 82
 MacWorld.com, 82
 management. *See* leaders/leadership
 marketing
 and communications, 151
 McCaffrey, Jim, 202
 McNeil Consumer Healthcare, 173–174
 Mead, Dan, 175
 media crisis. *See* social media crisis
 metrics
 Net Promoter Score, xv
 NPS survey, 162
 reputation, 153, 155
 See also listening; Customer
 Relationship Management
 Millennial Generation
 as Customer Service employees, 82
 Generation X /Baby Boomers *vs.*, 78–80
 loyalty to people *vs.* companies, 79, 148
 mistakes, allowing, 146–147
 morale, employee, 127–128, 203–204
 Morningstar, 50
 Morton's restaurant, 168
 Motorola, 38
 Motrin, 173–174
 My Starbucks Idea, 146
 My 3 Cents, 54

N

NASA, 26
 negative feedback, 110
 negative passion, 83, 112–113
 Netflix, 84–85, 183
 Net Promoter Score (NPS), xv, 154–155
 newsletters, 100, 112
Newsweek, 198
New York Times, 63
 NeXT, 199
 NHL playoff games, 107–108
 niceness, importance of, 63–64,
 131–132, 135
 NM Incite, 50
 @NoahKravitz, 190
 nonprofits, social good and, 184–187

Nordstrom Way, The (Spector), 144
 NPS survey, 162

O

online Customer complaints, 51–55,
 87–91
 online help forums, 94, 99–100
 online listening. *See* listening to online
 discussions
Open Leadership (Li), 80, 191
 organ donation, 14
 organizational change. *See* change,
 driving
 organizational culture
 brand identification. *by*, 24
 fear of Customer and, 20
 problems in, 19–20
 questioning policies and, 11–12
 service as value, 137–141
 Zappos, 58–60, 131
 organizational metrics. *See* metrics
 outsourcing, 21, 138, 139

P

passion
 in call center agents, 126
 Customer experiences and, 81–84
 Customers, connecting with, 81–85
 Customers', understanding, 50, 83
 defined, 83
 hiring employees with, 60–61
 as key to success, 81
 Millennial Generation and, 82
 misuse of word, 82–83
 negative passion, 83, 112–113
 social media and, 45, 61
 Pax Events, 4
 PeerIndex, 73
 Penny Arcade, 4–5, 46
 Pepsi Refresh Project, 184
 personalized advertisements, 71–73,
 76–77
 personalized responses
 handwritten cards, 69, 169–170
 impersonal responses *vs.*, 66–68,
 132–133, 162

Philadelphia Flyers, 107–108
Philadelphia Inquirer, 103
 PhoneDog/@PhoneDog_Noah, 190
 Pissed Consumer, 54
 Pittsburgh Penguins, 107
 Pixar, 199
 plagiarism, online, 5–6
 Planet Feedback, 54
 +1 button, 40
 privacy policies

- employee knowledge about, 63
- opt outs and, 72
- social media and, 72–73

 product leaders, 109–110
 product research. *See* search/research;
 social review websites
 products, Customer interaction with,
 81–82
 PR stunts, 168
*PR Stunts That Work and Why Your
 Company Needs Them* (Shankman),
 168
Public Parts (Jarvis), xii
 Public Relationship Society of America
 (PRSA), 191

Q

Qualman, Erik, 72
 questioning, 79
 Qwikster, 85

R

Radian 6, 50, 57, 62, 100, 190
 Rahodeb (user name), 63
 ratings. *See* social review websites
 Recording Industry Association of
 America (RIAA), 53
 recording (listening) devices, 23–24, 33,
 162–163
 Reddit, 182–183
 Reichheld, Fred, 154
 relationship hubs, 130, 147, 151, 155,
 165, 201–205
 repeat calls, 156
 reputation metrics, 153
 research. *See* search/research
 retail industry, 9, 27–28

review websites. *See* social review websites
 RIAA, 53
 Ritz-Carlton, 37, 144
 Roberts, Brian, 103–105
 Roberts, Ralph, 191

S

sales, focus on, 29–30
 Salesforce.com. *See* Chatter; Radian 6
 scalable intimacy, 56–64, 65, 72
 scale of change, 188–192
 Scott, Alex, 186–187, 200
 Scott, Jay and Liz, 186–187
 scripted calls, 30, 31
 search/research

- for e-mail addresses, 52–53
- Facebook for, 49
- free tools for, 47
- Google search, 8, 49–53, 113, 128
- information, managing, 69–70
- LinkedIn for, 49
- listening online and, 46–50
- Twitter search, 41, 49, 105–107
- See also* metrics; social review websites

 search strings, 49
 self-checkouts/self-service, 27–28
 service

- bad vs. good experiences, 62–68
- basic tenets of, 130–136
- as value, 137–141
- See also* Customer Service

 service departments. *See* call centers;
 Customer Service
 service industry, identity crisis in, 20–21,
 28–29, 130
 service teams, trusting, 142–148
 Shankman, Peter, 168
 Sharepoint, 160
 Shaw, Mona, 15
 silos, 161, 195–196, 204
 Six Sigma process, 38
 Smith, Julien, 142
 Smith, Kevin, 116
 “snarky web,” 51–55
 social business, 78–80
Social Business By Design (Kim and
 Hinchcliffe), 80
 Social CRM, 69–73, 78

- social Customer Service
 failure of, 115–118
 social media and, 57–58
- social good, 184–187
- social media
 brand, communicating on, 163–165
 brand research using, 49
 defined, 41
 engagement with, 43–44
 geolocation and, 44
 human connections in, 45, 57–58
 hype about, 40–45, 164
 marketing gimmicks on, 40–41, 42
 Millennial Generation and, 78–80
 for nonprofit industry, 185–187
 online Customer complaints, 51–55, 87–91
 privacy issues and, 63, 72–73
 service-oriented blowups on, 116–117
 testimonial advertisements, 73–75
 usefulness of, misconceptions about, 34, 43, 163
 user engagement on, 43–44
 using effectively, 45–50
 winning on, formula for, 81
- social media crisis, responding to about, 168–173
 “Comcast Must Die,” xi, 15, 87–91, 99
 Domino’s Pizza, 175–176
 Kotkin Enterprises, 1–6, 47–48, 176–183
 Motrin, 173–174
 Tylenol, 173
 Verizon Wireless, 174–175, 183
- social media networks
 company blocking policies, 58
 employee participation in, 58, 61–64, 65, 190–191
 Foursquare, 40, 44
 Google+, 40, 163–165
 guidelines for employees, 190–191
 LinkedIn, 40, 49, 61–62, 70–71, 163–165
 personalized advertisements on, 71–73, 76–77
 YouTube, 117, 191
See also Facebook; Twitter
Socialnomics (Qualman), 72
- social review websites
 Amazon, 8, 41, 62–63, 76,
 backlash against, 76
 brand messages, control of, 41–42
 consumer complaints and, 51–55
 Consumerist, 51–54
 control, shift in, 41–42
 fake reviews, 62–63, 76
 negative reviews, impact of, 42, 51–55, 75–76, 93
 for product research, 41–42
 trust in information on, 76
 value of, Customer, 164–165
- Solis, Brian, 80
- Southwest Airlines, 116
- space race, 26
- specialist*, Klout status of, 76
- Sponsored Stories, Facebook, 72–73
- Stansell, Nate, 47–48
- Starbucks, 146, 189
- stories, Customer, 21–22, 36–37, 111
- Suburban Cable, 14
- Swiss Army, Vanguard, 20, 21–22
- T**
- taboo topics, avoiding, 63
- TechCrunch, 102–103
- technology, changes in, 150
- television. *See* cable industry
- testimonial advertisements, 73–75
- time, valuing, 29–30
- transparency, 144
- Trip Advisor, 42
- trust
 brand loyalty and, 59–60
 Customers’ trust, losing, 5–6
 in employees, lack of, 58, 79–80
 review websites and, 176
 scalable intimacy and, 56–64
 in service teams, 142–148
- trust agents, 142–144, 147
- Trust Agents* (Brogan and Smith), 142
- Tweetscan, 102
- Twisted Sister, 201
- Twitter
 about, 41
 brand, communicating on, 163–165
 Comcast, use of, 99–108

Twitter (*continued*)

- for CRM, 70–71
- Customer complaints on, 106–107
- employee participation in, 44–45, 62
- followers on, 40, 43, 71, 163
- Millennial Generation and, 79
- searching for Customer information, 41, 49, 105–107
- service-oriented blowups on, 116–117
- user engagement on, 43–44

Twitter handles

- about, 105–106
- @BethHarte, 57–58
- @ComcastCares, xi, 102, 105–106, 190
- @comcastcares, xi
- @DavidAlston, 57, 58, 62, 190
- @LemonadeJay, 186
- @NoahKravitz, 190
- @PhoneDog_Noah, 190
- @YourService, 7

Tylenol, 173

U

- Undercover Boss* (TV show), 126–127
- United Airlines, 116–117

V

- Vanguard Investments/Vanguard Group, 9–11, 19–22, 49
- Swiss Army culture, 20, 21–22
- Verint Systems, 33

- Verizon Fios, 14
- Verizon Wireless, 29–30, 174–175, 183
- videos
- viral videos, 73–74
- YouTube, 117, 191
- Visible Technology, 50

W

- Welch, Jack, 38
- Wellington Management Company, 20
- Westerman, Scott, 100
- Whole Foods, 63
- Wild Oats Markets, 63
- Wired Magazine*, 104
- word of mouth, 7, 42, 82
- Worst Company in America contest, 53
- Wozniak, Steve, 198

Y

- Yahoo! message boards, 63
- Yelp, 41, 76
- YouTube, 117, 191

Z

- Zappos
 - Customer Service, focus on, 58–60, 130–136
- Hsieh, Tony, 58–59, 131
- layoffs at, 59–60
- organizational values, 58–60, 131, 144
- surprises for Customers by, 168–169