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# WOO, WOW, and WIN

*Service Design, Strategy,  
and the Art of Customer Delight*

by **Thomas A. Stewart & Patricia O’Connell**

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“Great service is not just a consequence of good intentions, attentive management, and a supportive culture,” say Thomas A. Stewart and Patricia O’Connell at the start of their pioneering guide, **WOO, WOW, AND WIN: Service Design, Strategy, and the Art of Customer Delight** (Harper Business; on sale November 29, 2016; \$29.99). “In fact, cause and effect are reversed: Service needs to be laid into the company’s keel, the way performance is built into a BMW or intuitiveness designed into an iPad.”

But, most companies don’t have a system of service design and delivery—what the authors call SD<sup>2</sup> in order to provide an experience that matches a customer’s expectations, and to deliver it time and again.. Correcting that critical flaw is what **WOO, WOW, AND WIN** is all about. Drawing on the work of a handful of progressive thinkers, pioneering executives, and scholars, as well as scores of interviews at such companies as **Hyatt, Nordstrom, Dunkin Donuts, Warby Parker, Virgin Atlantic, SurfAir** and many others, Stewart and O’Connell prescribe a proactive rather than reactive approach. The ultimate goal, they say, is to create an

“Ahhh” moment—when customers make positive judgments about you—and avoid “Ow” moments—when you lose customers’ interest or loyalty.

**WOO, WOW, AND WIN** provides a three-pronged approach. First is understanding how managing services and customer experiences differs from much of what you learned in school or on the job about managing. Introducing the metaphor of the “service journey,” the authors zero in on the critical customer interactions that have potential to make or break a strategy. In part two, the fundamental ways to apply those insights are explored through the five Principles of Service Design that the authors have uniquely identified:

- First Principle: The customer is always right, provided you have the right customer
- Second Principle: Don’t surprise or delight your customer—just delight
- Third Principle: Great service must not require heroic efforts on the part of the provider or the customer
- Fourth Principle: Service design must deliver a coherent experience across all channels and touch points
- Fifth Principle: You’re never done

Then, the third section puts a framework into action, with the principles of SD<sup>2</sup> brought to life through nine Archetypes of Service Design, also unique to the authors’ work. Drawing on the approaches of successful companies and the ways they embody different value propositions, exploring these archetypes offer a clearer understanding of how to marry strategy and design:

- **The Aggregator:** The place to go for all your needs. *Think:* Amazon, Kayak, iTunes
- **The Bargain:** We will not be undersold. *Think:* Walmart, Payless, Ryanair
- **The Classic:** Reliably excellent, expensive, worth it: *Think:* Mercedes, Ralph Lauren
- **The Old Shoe:** Good service, good price. *Think:* Cracker Barrel, credit unions, local diner
- **The Safe Choice:** You can’t go wrong. *Think:* Macy’s, Microsoft, Allstate
- **The Solution:** When you need something special. *Think:* IBM, UPS, Rackspace
- **The Specialist:** Highest level of expertise: *Think:* Goldman Sachs, Surf Air, East West Bancorp
- **The Trendsetter:** A sleek, hip, dazzling experience. *Think:* Apple, Barneys, Uber

- **The Utility:** Regulated, only game in town. *Think:* New York Times, hospitals, USPS

**WOO, WOW, AND WIN** also takes you to the customer's side of service design and explains how to work with customers to co-create their experience. Vignettes throughout the book offer a window on great examples of SD<sup>2</sup> in practice, using a broad sample of companies from a wide range of industries.

A comprehensive appendix supplies "Tools for the Journey," including a Service Design Report Card to measure your current competence at SD<sup>2</sup> based on the 10 "Es" of service design: Empathy, Expectation, Emotion, Elegance, Engagement, Execution, Engineering, Economics Experimentation, and Equivalence, as well as diagnostics for measuring the value of a customer and service innovation.

"**WOO, WOW, AND WIN** is a roadmap for success in a landscape being rapidly transformed by technology and entrepreneurship," says Steve Case, Chairman and CEO of Revolution and author of *The Third Wave: An Entrepreneur's Vision of the Future*. "Anyone who wants to get or keep customers would do well to heed the advice in these smart, incisive pages," adds Marshall Goldsmith, executive leadership coach and author of *Triggers* and *What Got You Here Won't Get You There*. "Service design is an idea whose time has come."

[www.woowowwin.com](http://www.woowowwin.com)

### **About the Authors**

**Thomas A. Stewart** is a best-selling author, an authority on intellectual capital and knowledge management, and an influential thought leader on global management issues and ideas. His books include *Intellectual Capital* and *The Wealth of Knowledge*. He is also the Executive Director of the National Center for the Middle Market of the Fisher College of Business at The Ohio State University, and has served as Chief Marketing and Knowledge Officer for Booz & Company, as well as editor and managing director of Harvard Business Review.

**Patricia O'Connell** is a New York City-based writer and editor specializing in business, leadership, and strategy. She is the writer, with author Neil Smith, of the *New York Times* bestseller *How Excellent Companies Avoid Dumb Things*. She is also the former management editor at BloombergBusinessweek.com.

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**COMPANIES whose service design is featured in WOO, WOW, AND WIN**

Amazon	<b>Hyatt</b>	Salesforce.com
Apple	IBM	<b>Savannah College of Art and Design</b>
<b>Aquarion Water</b>	<b>IDEO</b>	Shake Shack
AT&T	Ikea	Shire
Bain	Intuit	Singapore Air
Bank of America	<b>Invaluable</b>	Southwest Airlines
<b>BDO USA</b>	<b>A J Kearney</b>	Starbucks
Bobby Van's Steakhouse	JC Penney	<b>StitchFix</b>
Bonefish Grill	Kaiser Permanente	SunTrust
<b>Boston College School of Management</b>	LAPD--Los Angeles Police Dept.	<b>Surf Air</b>
Boston Consulting Group	La Poste	TD Bank
<b>The Boston Globe</b>	L Brands	<b>Theda Care</b>
Charles Schwab	LL Bean	Toyota
<b>Continuum*</b>	Marriott	Toyota University
Costco	McKinsey	TSA
Cracker Barrel	Mercedes	United Parcel Services
<b>Credibly</b>	Merrill Lynch	US Postal Service
<b>Dunkin Donuts</b>	MSD Hospitality	Victoria's Secret
<b>Edmunds.com</b>	<b>Natura</b>	<b>Virgin Atlantic</b>
Edward Jones	Netflix	Walt Disney World
Enterprise Rent a Car	<b>Nordstrom</b>	Walmart
Fairmont Miramar Hotel and Bungalows	Nordstrom Rack	<b>WarbyParker</b>
Fig Restaurant	NPS Pharmaceuticals	<b>Weber Shandwick</b>
GE	Procter and Gamble	Wegman's
Harvard Business School	Progressive Insurance	Wendy's
Hertz	PwC	<b>Wickannish Inn</b>
<b>Hill Holiday</b>	Ralph Lauren	Zipcar
H&R Block	Ritz-Carlton	
	<b>Ryanair</b>	

\*In-depth interviews with executives at the companies listed in bold are featured in the book.