

**Jay Baer:** Hey everybody, thanks so much for listening to the Experience This Show. This is Jay Baer, founder of Convince and Convert. Before we get to this week's episode, want to remind you of one of our show sponsors Fabl, F-A-B-L.co, F-A-B-L.co. Fabl is the Swiss army knife for content creators. It is a cloud based marketing platform that provides storytellers with a really easy to use collaborative and creative tool so you can create, distribute content. Whether you're a big company or a new scaling startup, Fabl is a really immersive elegant platform that drives engagement, delivers customers to your doorstep. It's essentially a content studio in a box. It's got a platform, it's got production, it's got distribution. It's all in there together.

In fact, I use Fabl for my own website jaybaer.com. Love those guys, super easy to use. If you want to create content, you want to create stunning content, you want to provide an amazing experience for your content consumers, Fabl can help you, F-A-B-L.co. Give it a look. Thanks so much and here's this week's Experience This.

[SHOW INTRO]

**Dan Gingiss:** Get ready for another episode of the Experience This show.

[EPISODE 30 INTRO]

**Joey Coleman:** Join us as we discuss one company's brilliant response to a self-inflicted grammar mistake, why successful brains focus on users rather than buyers and some love it ...

**Dan Gingiss:** Can't stand it ...

**Joey Coleman:** From our brilliant listeners.

**Dan Gingiss:** Grammar, user, listener, oh my.

[SEGMENT INTRO] [THIS JUST HAPPENED]

**Joey Coleman:** We love telling stories and sharing insights you can implement or avoid based on our experiences. Can you believe that this just happened?

[THIS JUST HAPPENED: **Grammar Police**]

**Dan Gingiss:** So Joey we've talked about many times on this show that I'm bit of a Twitter fan in you're less so.

**Joey Coleman:** I think that's fair.

**Dan Gingiss:** One of the things that happens quite a bit is people send me stories or things that they've seen in terms of customer service or customer experience and within a matter of minutes, recently two different people shared really funny grammar and spelling stories with me on Twitter. And so I liked them so much I thought that I'd like to share with our audience.

So, the first was a tweet that came from a U.K. based fashion company called ASOS, that's A-S-O-S and it describes itself on its website as a global fashion destination for 20-somethings so that's why you and I haven't heard of it.

**Joey Coleman:** That's why Dan did some research to figure out how to pronounce the name of the fashion company.

**Dan Gingiss:** Indeed. And in fact there are articles written about how to pronounce the name of ASOS and that's how I knew how to spell it or pronounce it rather. Anyway, speaking of spelling, ASOS had a little bit of a problem with one of the bags that they used to package up their clothing to ship them. They spelled the word wrong and it says A-S-O-S their name and underneath it says discover fashion online but instead of online, it just spelled O-N-I-L-N-E.

**Joey Coleman:** Just to make sure since folks aren't seeing it it kind of reads ASOS, discover fashion Onilne.

**Dan Gingiss:** Exactly.

**Joey Coleman:** Right, as opposed to online. It's blatantly obvious. When you go to the show notes folks at [experiencethisshow.com](http://experiencethisshow.com) you'll be able to see the picture of the tweet. It's blatantly obvious. This isn't something where you could get away with most people not noticing, the average person picks this up is going to be like okay, they don't know how to spell online and they operate online. This is a problem.

**Dan Gingiss:** Exactly. And so most companies I think would have taken these bags and put them in the trash and just taken the loss on the expense or reordered the bags. But not this company. This company actually took to Twitter presumably before any of their millennial customers could and posted a picture of this misspelled bag with a tweet that says okay, so we may have printed 17,000 bags with a typo, we're calling it a limited edition. I thought this was awesome. The tweet of course got almost 7000 retweets, 41,000 likes, lots and lots of comments and I thought this was just a terrific example of a brand getting out in front of a mistake rather than waiting for people to point it out themselves what do you think Mr on Twitter.

**Joey Coleman:** Well, first of all, thanks for sending me a pony express letter with a photograph of the thing that you saw on Twitter so that I would know what we were talking about tonight. I love this example because here's the thing, you're going to make mistakes in your business. This is going to happen. And when it does and you notice before anyone else, you have choices. You can either have fun with it or you can reprint and kind of start from scratch. My gut instinct is not being particularly familiar with the ASOS brand. My gut instinct is because of their target market being 20-somethings and because they are I'm guessing, I'm projecting here that there's maybe a little more environmental consciousness, there's a little more we're real, we're authentic, it's funnier to say hey, this is a limited edition than to go through the expense of a reprint.

To me, a takeaway within our overall discussion is it's okay to make mistakes, you just need to own it and if owning the mistake is in alignment with your brand voice, you're good to go. We talked about on our previous episode what Kentucky Fried Chicken did when they ran out of chicken in the U.K. They just owned it. They apologized and that obviously affected customers more than a misspelled package but I

love the way that they're just owning it and saying, yup, this is what we did, let's move forward together with a limited edition bag.

**Dan Gingiss:** Yeah. I think it's appropriately snarky for that audience and I think that that's why it got so much play on social. It also reminds me about something that I wrote in my book about the fact that when mistakes are made and people complain on social media, it's how you react then, it's what you do next that is really, really important because people are willing to forgive mistakes, what they're not willing to do is forgive you not responding when they're having a problem with your brand.

And so, I think that proactively getting out and admitting a mistake, whether you're an airline or a restaurant or a store or whatever it is, is a terrific approach to I think gaining the loyalty with people and having them be more forgiving of mistakes. So the second example I wanted to give you that [arrived 00:07:14] in my Twitter inbox within minutes of the first one was somebody who sent me-

**Joey Coleman:** All the grammarians follow you, don't they?

**Dan Gingiss:** They must.

**Joey Coleman:** Like all the grammarians. Dan's followers on Twitter are English teachers, editors, copy editors, proofreaders, grammarians, he rolls big in that crowd.

**Dan Gingiss:** And the big grammar nerd space, yeah, I'm there.

**Joey Coleman:** In the big grammar nerd space, you're there, you own it.

**Dan Gingiss:** Anyway, this one was a video and we will also post a link to the video anyway at [experiencethisshow.com](http://experiencethisshow.com). And so a British man who has been dubbed the grammar vigilante of Bristol. He goes around fixing spelling and grammar mistakes on signs of businesses. What's really interesting is the video talks about whether this is a crime or not because he is actually, he's defacing certain signs but he defacing it in the name of good grammar.

So, in a number of examples there are wayward apostrophes for example and he says that apostrophes are his specialty and he's shown in several cases either painting over or somehow covering up an incorrectly placed apostrophe on a sign and it was a hysterical but I loved it and I thought it was yet a different example but another example of kind of what you can do when there's a mistake, this guy is taking the law and grammar into his own hands [inaudible 00:08:43].

**Joey Coleman:** You worked on that for a while, didn't you? You were ready for that one, law and grammar into his own hands, I like that.

**Dan Gingiss:** Exactly. Tell me what you thought about the grammar vigilante of Bristol.

**Joey Coleman:** Well, immediately what comes to mind when I watch the video is kind of this quiet ominous music in the background in a voiceover that something to the effect of crossword puzzler by day, the grammar vigilante of Bristol by night. It's hysterical to think of a vigilante or a graffiti artist fixing grammar, but I love it, I absolutely love it because I don't know about you, I see things out in the marketplace all the time where they're using the wrong grammar, they've got the wrong spelling.

My wife Berit is a programarian, like when in doubt I turn to her for all grammar questions and she notices this stuff even more than I do and it sticks out. I look at this guy as less the grammar vigilante and more of the grammar saints. He's helping to make everybody else's lives better. People talk about him breaking the law, I think of this as like, you sir are assaulting us with your poor grammar and your missed apostrophes. We're taking justice into our own hands to right these wrongs and have proper grammar. Having it be in the U.K. is just beautifully fitting for this story.

**Dan Gingiss:** Definitely agree on that. To your point before, I have always been kind of a grammar nerd. I will admit to getting it probably from my dad who by the way, Joey, has pointed out on more of that one occasion that our grammar is not 100% of this so we've got to get with that.

**Joey Coleman:** I am 100% aware of that. My wife has been kind enough to just kind of smile and nod but I know the reality is .... yeah, because here's the thing, we don't necessarily as human beings think in proper grammar mentally. Sometimes our mouth gets running faster than our brain and something comes out inaccurately. We both spend a lot of time on stages and this happens with more frequency than I would like and then the question becomes do you acknowledge it or do you let it go. Like our first example, I usually try to make a joke of it.

I remember one time I was giving a speech and I actually said "This was the most important nest point that we took away from here." It came out of my mouth and I was like, oh my gosh, that's wrong on so many levels. It's out there and it's a room full of lawyers, about 500 lawyers and I stopped and I said, "My mother is most proudest of me in this moment for my improper grammar." And the crowd went bonkers. People started laughing and cheering because it acknowledged that it was "Live T.V." It was a live performance.

Where I think the examples we're talking about today are a distinction is that there's a difference between when you say it and your grammar isn't perfect and when you print it on a sign or on a bag that you distribute at your store or whatever it may be. When this becomes an artifact that is out there for the public to see going forward, take some time and get the grammar right, get the spelling right, adjust these things.

**Dan Gingiss:** Yeah. And I understand that this affects people differently. Because I spent time working as an editor of my college newspaper, spelling and grammar errors jump off the page at me and punch me in the face. Everybody that's ever worked for me knows that, that when they give me a document to read or a PowerPoint that I get out my red pen so to speak, it's not usually read for real but I fix those mistakes because they bug the heck out of me.

No joke, true story, when I worked at Discover, there was a vendor that came in one day and on the cover slide of their presentation they misspelled the word Discover which is not a real good start to the presentation. And so, here's the thing, let's just go to some takeaways here. The first thing is that proper spelling and grammar are a reflection of your brand and therefore part of the experience and this is why it's really important. So, double, triple check, quadruple check if you have to the spelling and grammar on everything that your business produces from signs to packaging, take that time to proofread.

The second is fix mistakes as soon as they are found because they're such a poor reflection on the brand. This is even one of the only instances where I would advise deleting a social media post if it has

an error in it. Usually I think that's a bad practice but I would delete it for that reason and then repost it with the spelling fix or do something like the brand ASOS brand did and get out in front of it. That's really the third thing is that you can always turn a negative into a positive. ASOS turned a mistake into a viral fun post that became an experience for their followers and fans. And if you can do that, if you can turn a negative into a positive, you've really won.

[SEGMENT INTRO] [CX PRESS]

**Joey Coleman:** There are so many great customer experience articles to read but who has time. We summarize them and offer clear takeaways you can implement starting tomorrow. Enjoy this segment of CX Press where we read the articles so you don't need to.

[CX PRESS: **Successful Brands Focus on the User, Not Buyers**]

**Dan Gingiss:** This week's CX Press article comes to us from the Harvard Business Review or hbr.org and it's called the most successful brands focus on users not buyers. I thought this was really interesting and wanted to share some of the key points from this article. The first is that they really spelled out two different kinds of brands. Traditional brands and digital brands and started talking about the differences between them. The first finding was that traditional brands focus on positioning their brands in the minds of their customers whereas digital brands focus on positioning their brands in the lives of their customers.

**Joey Coleman:** Great distinction. The second point they made was that digital brands engage customers more as users than buyers. So they shift the investment from a pre-purchase promotion and sales effort to a post-purchase renewal and advocacy model. So in other words, customer experience. In other words, the first hundred days of the relationship. things that I get super excited and passionate about because so many legacy and traditional brands are all about, well, let's just convince them and do the sale and they don't pay any attention to what happens after the sale.

**Dan Gingiss:** So, the next thing that they did was they put together what they call these brand twins which were pairs of legacy and newcomer brands that compete in the same industry. What was interesting is that in every case the legacy brand rated higher on the statement, "is a brand that people look up to," but the newcomer brands all rated higher on the statement, "makes my life easier."

So a couple of these brand twins for example, on the legacy side you had Hilton and Marriott and on the newcomer brand you had Airbnb. On the legacy side you have Gillette and on the newcomer brand you have Dollar Shave Club. On the legacy brand you have Coca-Cola and on the newcomer brand you have Red Bull. On legacy brand you have American Express and on the new cover brand you have Venmo.

Now it isn't saying that the legacy brands are wrong and the newcomer brands are right, it's simply saying that they behave differently in their marketing and in their communications.

**Joey Coleman:** I think the other thing they do which the article is making the point, they really set themselves up as focusing on being, lifestyle brand is the wrong way of saying it but if you're the kind of person that gets your shaving gear from Dollar Shave Club as opposed to Gillette, you're actually using the brand to say something about yourself. If you drink Red Bull instead of drinking Coca-Cola, you're going for kind of an image there.

I think what's interesting is how many of those really fall into that category if you will of making my life easier. The idea that with an Airbnb, you can pretty much find an Airbnb in almost any neighborhood in any city that you go to. So you can have an easier experience because of the proximity to what you want to see as opposed to the hotel strip or the areas where the hotels usually are.

**Dan Gingiss:** I thought these brand ones were interesting because, and I know you and I are slightly different in this is that I found myself actually on the side of the legacy brand a little bit more than on the side of the newcomer brands for a lot of these. It's not that I haven't tried or I'm not interested in the newcomer brand, it's that I do think that I am loyal to a lot of legacy brands for whatever reason. And so, again, this isn't about that one's right and one's wrong, it's just that the studies showed that they're definitely behaving in different ways. And so it went on to explain the difference between a purchased brand and a usage brand.

So as Joey described before this idea of either focusing on buyers and the sale or focusing on users and kind of the post purchase experience. So, they found that the purchases brands emphasize promotion obviously because they're trying to get a sale whereas the usage brands emphasize advocacy. I thought that was really interesting because in theory, advocacy drives sales, does it not?

**Joey Coleman:** It does. This particular one I love they use an example that I'm actually very familiar with living in Colorado. Vail Resorts which is a ski resort that owns a bunch of different mountains around the world but notably Vail and Breckenridge here in Colorado has a thing called the Epic Mix. It's basically a combination of technology and social network that takes gamification and performance data and photo and mix them all together into kind of this sharing app sharing experience. The coolest thing for me of the Epic Mix because I've actually, I use the epic mix when I ski, there app, is it will tell you how many vertical feet or how many miles you skied in a day.

At the end of a day of skiing when you're exhausted and you look back and you realize just how far you traveled, it makes a lot more sense whereas prior to this it would be like, oh yeah, I'm tired, maybe I'm just not in as good a shape as I used to be or I'm not as young as I used to be. And it's like, no, we did 50,000 vertical feet today or whatever it may be and it's like, oh, that explains why I'm exhausted. So, to their point, kind of emphasizing that advocacy and that sharing within the user group, within the community of people who support this brand, in this case Vail Resorts is a different approach or a different perspective than focusing more on the presale buyer stage.

**Dan Gingiss:** They went on to say that purchase brands tend to worry about what they say to customers whereas usage brands worry about what customers say to each other. Again, just to sort of whirlwind this a little bit, even though Coke is listed as one of the legacy brands here, I think their campaign in the last year or two with Diet Coke where they put people's names on bottles was actually more of a newcomer brand type of a campaign because it got people talking about Diet Coke to each other and sharing bottles with each other's names on it etc.

And so again, this is why even legacy brands can practice this but I think the difference is that these newcomers brand start out this way and they start out with the idea that the way they're going to grow is by gaining advocacy and creating an experience that people talk about and share, therefore they can spend less money on traditional sales marketing.

**Joey Coleman:** Dan, I love that and I think that is a huge distinction that I hope all of our user, our listeners are users actually heard in that you can choose to be a brand that behaves more like a newcomer brand. I don't know this for a fact but it wouldn't surprise me if in your example with Coca-Cola or Diet Coke that what happened is they were losing market share which is true. Like the market share for soft drinks across the entire category has been declining in recent years as people become more healthy and become more conscious of what they drink.

And so, by creating a little more community and a little more conversation, it'd be interesting to see how that impacted their overall sales. But what I do know is it certainly impacted the number of people that I heard talking about it and the number of people at parties who would jokingly grab the can that had someone else's name and be like, oh, clearly this one's for you, I couldn't drink it because it has your name on it.

So they did create some of that post-purchase engagement that I think is really going to be the hallmark of the successful company for the next 20 years.

**Dan Gingiss:** So let's look at some takeaways are there are successful brands focusing on users not buyers. I think the first one is there's not one way that is right to do business and usage brands aren't necessarily better than purchased brands but they are focused on where consumer behavior is probably going. The second is that it's not true that all traditional brands are purchase brands and all digital companies are usage brands. Some companies are able to do both and lots of companies are able to cross over and depending on the campaign, maybe go back and forth.

And then the third is that this study was of B to C companies but I do think that what we've been talking about in this segment applies very well to B to B companies as well and we've mentioned it on this show before that a lot of B to B companies focus very heavily on the sale and then forget about their customers who are there and forget about providing the experience to them to make sure that they want to stay just like with a B to C company.

I think really great takeaways we of course will include the link to this article in the show notes if you'd like to read it further because it goes into some more depth and I hope you enjoy it as much as we did.

[SEGMENT INTRO] [I LOVE IT / I CAN'T STAND IT]

**Joey Coleman:** Sometimes the customer experiences is amazing and sometimes we just want to cry. Get ready for the rollercoaster ride in this edition of I Love it, I Can't Stand.

[I LOVE IT / I CAN'T STAND IT: **Hotel Reprise**]

**Dan Gingiss:** So remember when we played Love it, Can't Stand It and talk about hotel stays way back on episode 12 in November? Well, we had a bunch of listeners and other fans follow up with us on what they love and can't stand about hotels. And Joey and I love when our listeners do that. And so we put them together-

**Joey Coleman:** We do, we love. For give me for interrupting Dan. This is awesome. Part of the reason why we set the show up the way we did is to have our listeners have the chance to communicate with us because Dan and I listen to podcasts and sure, it's fun to listen to the host talk but sometimes it's nice

to have some more engagement. We've been getting emails, we've been getting tweets, we've been getting people using the SpeakPipe widget on the website. So please, please, keep it up. And if you've never been one of those folks that has ever "called in" to a radio show or "called in" to a podcast as it maybe, consider experience this as being your first.

**Dan Gingiss:** I love it. Here we go. Let's hear from six of our favorite listeners and fans.

**Guest:** Hey Joey and Dan. Commenting in regards to your Love It or Hate It segment for hotels. For my love it used to travel every week to the same city and I would stay in the same hotel about 90% of the time. When I started getting there and going there frequently the staff at the front desk would immediately know who I was and they would say as soon as I'd walk in the door, "Hello Mr. [Norfolk 00:25:39], great to see you again. Oh, by the way, your beer and your bag of chips are already in your room." And so that was a great experience that I had with them and reasons why I wanted to stay at that hotel every time.

For my hate it aspect just occurred. I was at a conference and in the electrical outlet in the bathroom there was about a pound of dust that was in the crevices around the electrical outlet and for me that was the first thing that I would see every morning and the last thing I would see every night and I was there for three days and so it just drove me crazier and crazier that it was not cleaned the first morning or the second morning or even the third morning. So those are my two love it and hate it hotel edition.

**Kara:** Hi, my name is Kara and I love it when hotels have turn down service at the end of the night because it makes the experience feel more like home. I dislike it when there are long check in lines just to get your room number.

**Natasha:** Hi, I'm Natasha and I love it when you walk into a hotel and everything is absolutely personalized from start to finish and they have your profile and they absolute remember everything and it's a wonderful experience. I absolutely hate it when as in a hotel just missed the boat completely on a customer service experience from [cosiers 00:27:03] not being there to help you to attitudes of the employees, the front desk not being as smiley and cheerful as they should and helpful, to the house cleaning staff not being as courteous or timely as they need to etc.

**John:** Hi, my name is John. One thing I love about hotels is loyalty points and one thing I can't stand about hotels is massive price increases during high demand.

**Sarah:** Hi, my name is Sarah. One thing I love about staying at a hotel is when I get an upgrade, a room upgrade. One thing I can't stand about staying at a hotel is when my room isn't ready when I'm ready to check in.

**Stacy:** Hi, my name is Stacy. One thing I love about staying at a hotel is that I don't have to clean up after myself. One thing I can't stand about staying at hotel is that somebody comes into my room to clean up after me.

**Joey Coleman:** I really like those Dan. I too am one who, it kind of drives me crazy when the room isn't ready or when the room isn't clean. It's not that I'm particularly high maintenance but if I'm staying at a hotel I really like the room to be clean. I think that's kind of basic request in terms of the customer experience.

**Dan Gingiss:** Gosh Joey, you're so demanding.

**Joey Coleman:** Yeah. I feel like I'm very high maintenance that I expect it to be clean. The room being ready, that one's maybe a little different and I get it, I understand it's challenging for hotels to navigate when people are going to check in and when they're going to check out and having the rooms ready but some of the best hotels in my experience are the ones that say that the room won't be ready till three o'clock on their website but the reality is they have a bunch of rooms ready at 10AM and they're ready for you and waiting. It's just such a nice little bonus when that happens.

**Dan Gingiss:** Yeah. And like anything, set expectations. If you have a mobile app where you allow people to check in and choose their check in time, then you can pretty much assume they're expecting the room to be ready at their check in time. If the room is not going to be ready, don't offer that check in time. That's actually happened to me so if you notice a little something in my voice.

**Joey Coleman:** Little bit of a voice of experience rather than voice of reason there. I got that, I got that, picked up on it.

**Dan Gingiss:** Anyways, Joey said before, we love it when people call in or contact us and provide fodder for our show. So here's how you can do that and we like a feedback, we like suggestions or ideas for the show and we definitely like Love It and Can't Stand it comments on any topic. If we haven't done the topic yet, give it to us anyway and we will wrap it into a future topic.

So first, you can go to [www.experiencethisshow.com](http://www.experiencethisshow.com), click on any episode and scroll to the bottom of the page and you will see a little widget that's called SpeakPipe. It is essentially like digital voice mail. It allows you to record a response to us which we will hear. It comes right to our inboxes and we may use in a future episode.

The second is to contact Joey or Dan on our own websites. They're really easy to remember, [joeycoleman.com](http://joeycoleman.com) and [dangingiss.com](http://dangingiss.com). Go to either one of our websites, first of all, it's a great way to learn a little bit more about us and what we do outside of the podcast. Each one of us has written a book and we do speaking and blogs and other type stuff so you can learn more there. But you also can contact either one of us at our websites. And finally you can tweet at me. Well, you can tweet at Joey but you may or may hear back as quickly.

**Joey Coleman:** I'm on the Twitter people, I am on the Twitter as well, I just am not nearly living on it the way my good friend and co-host Dan is.

**Dan Gingiss:** Yes. When he says I'm he means that in quotes.

**Joey Coleman:** Exactly. I'm on the line, okay, I'm on the Twitter.

[SEGMENT INTRO] [CHECK OUT THIS NUMBER]

Listen in while we try to stump and surprise each other with a fantastic statistic from the world of customer experience and customer service. It's time to check out this number.

[CHECK OUT THIS NUMBER: **65%**]

**Dan Gingiss:** This week's number is 65%. Joey, what do you think it means?

**Joey Coleman:** Dan, I'm going to give you a little credit here. I think if you found yourself at Wrigley Field standing at home plate going up against one of the fabulous pitchers that the Cubs have, I'm going to go with a 65% chance that it would be a strike that they would throw. That's my guess. But there's a good point there, there's a good point. What I'm really saying is that I think you got a 35% chance of hitting it, which if can hit 35%, guess what, you're going to the Hall of Fame.

**Dan Gingiss:** Oh, no, no, no, no, there's not a 35% chance. I thought you were going to say there's a 65% chance of me living.

**Joey Coleman:** No, no.

**Dan Gingiss:** Facing a 95 mile an hour fastball.

**Joey Coleman:** I think you could get the batt in front of the fastball. I got a lot more faith in your skills.

**Dan Gingiss:** You definitely do. Actually, 65% is the percentage of customer experience professionals who believe that they have a good understanding of what their customers expect of a positive experience. However, the same studies show that 32% say they have access to all the information they need to fully understand their customers' needs.

**Joey Coleman:** I feel like this study is just rife with things that make me want to cry but that also make me happy because it means that those of us working in the customer experience space are never going to go hungry. First of all, how is it that barely just over half, like 65%, well, a little bit more than half think they have a good understanding of what their customers expect. On one hand good on you 65% percenter, but the other 35% who have no idea what their customers want to have a positive experience.

**Dan Gingiss:** What are they doing when they show up to work everyday.

**Joey Coleman:** Exactly. It's that meme, you had done job. Like seriously? This I think actually is the more insightful of the tow statistics. The 32% that say they have access to all the information they need to fully understand their customers, folks, we need to have less silos in organizations. Information wants to be free. You need to set up your CRM and your data in a way that every employee who interacts with customers and even employees who don't interact with customers have the ability to see information about the customer at all times. So definitely something to work on.

[SHOW CONCLUSION]

**Dan Gingiss:** And this stat is brought to you by our friends and sponsors at Oracle CX Cloud. How does your CX stack up? There is now a two minute assessment that you can take to find out how you compare to your peers on current proficiency in and preparedness for the future of customer experience. You'll be scored against hundreds of other CX professionals to see where you stand and you'll get an exclusive copy of the 2018 smarter CX insights report. How do you get all this? You just go to [Oracle.com/cxperformance](https://Oracle.com/cxperformance). Tell them Dan and Joey sent you.