

"If you're not serving the customer, your job is to be serving someone who is."

—**Jan Carlzon**, former CEO of SAS Group

"You cannot afford to have a customer say, 'I made a mistake. I'll never buy another product from this company.' You cannot even afford to have him say he is merely happy with your product.... He has to say, 'The next product I buy will be a Tata product.'"

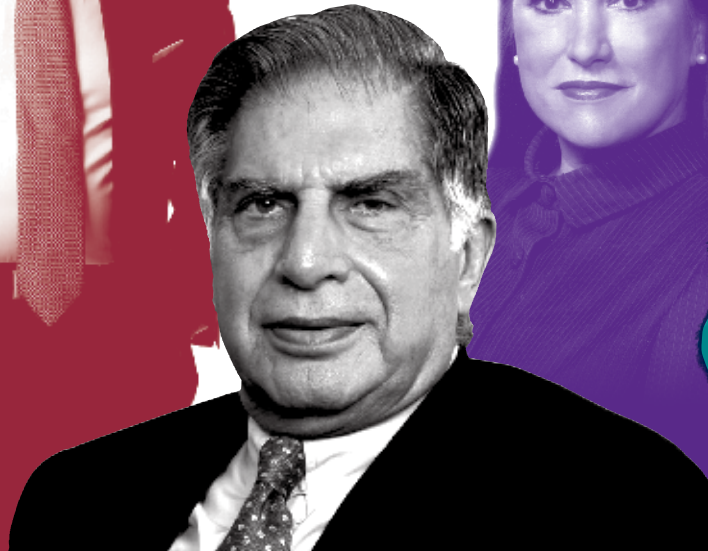
—**Ratan Tata**, chairman emeritus of Tata Group

"Repeat business or behavior can be bribed. Loyalty has to be earned."

—**Janet Robinson**, former president and CEO of The New York Times Company

"We take most of the money that we could have spent on paid advertising and instead put it back into the customer experience. Then we let the customers be our marketing."

—**Tony Hsieh**, founder and CEO of Zappos



MOBILE UX FRONT-RUNNERS

Mobile apps bring in big money: They are expected to generate more than \$77 billion in revenue globally through 2017. But consumers are fickle. To get a piece of the pie, companies must invest in user experience. Here are three apps to look to for inspiration.



EVERNOTE

Life is hectic, so an app dedicated to helping manage it needs to have a really good

design. One thing that puts Evernote ahead of the pack? (*Popular Mechanics* named it one of the best iPhone apps of 2016.) It can scan an image for words. If you took a picture of your team's whiteboard brainstorm last week, find it by typing the most memorable idea into the app's search bar.



AIRBNB

After a wave of negative feedback about its app, company leadership got

together to "rethink the experience of Airbnb, as if it started in the mobile era," design head Alex Schleifer told *Wired*. Now, rather than bombard mobile users with 60,000 listings to scroll through, the app starts by asking pointed questions, one at a time, to significantly narrow results.



SHYP

This 2015 Webby Award winner for best mobile

user experience is most often hailed for its simple elegance. The shipping app's interface includes two tabs: "sent" and "incoming," plus a big green button to create a new shipment. It does not get much easier than that.

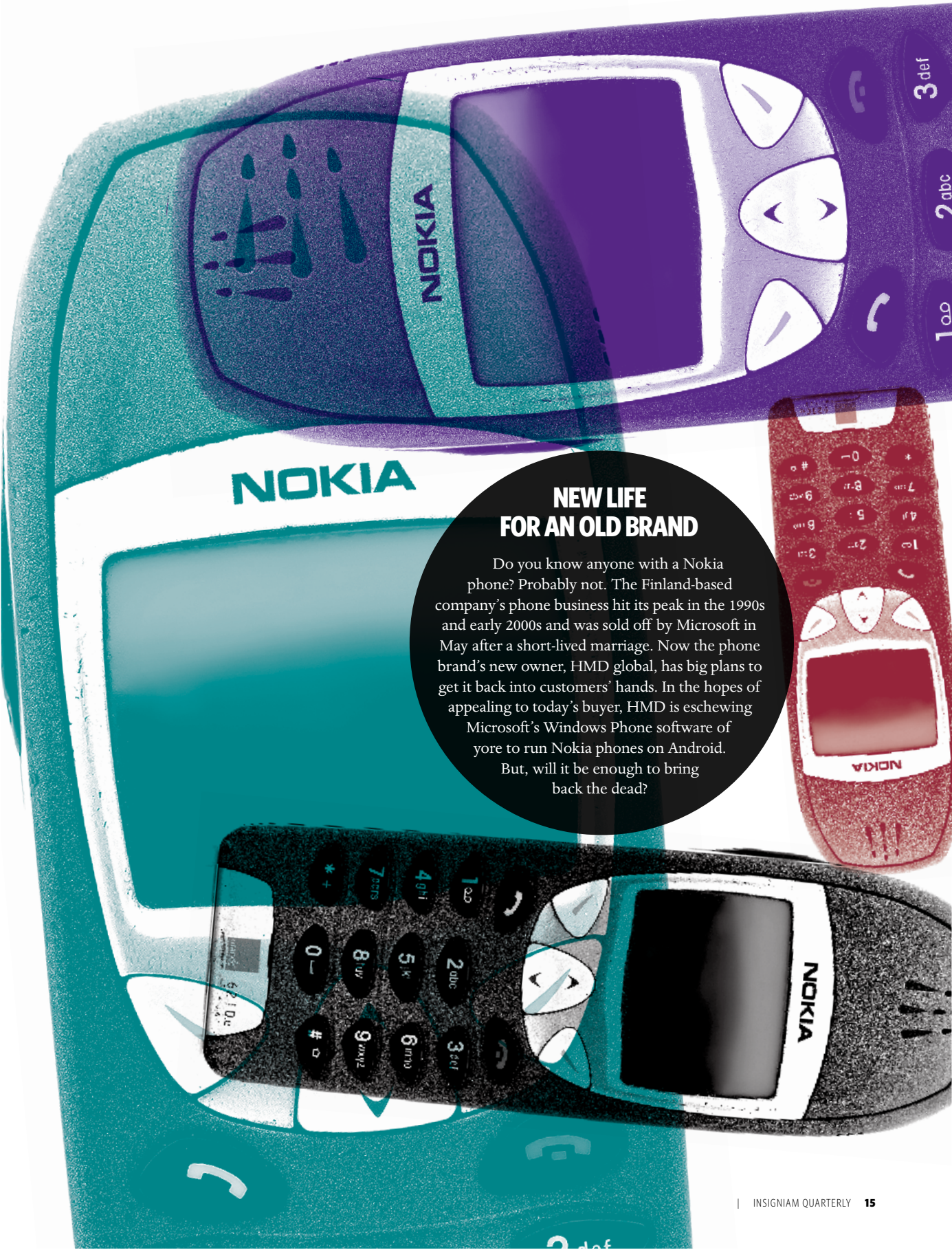


WHAT DRIVES YOU

According to the *Harvard Business Review*, when consumers feel an emotional connection to a brand, they are eventually more than twice as valuable as highly satisfied customers. Focus on these top emotional motivators—identified by *HBR*—to tap into that connection:

MOTIVATION	LEVERAGE THIS BY HELPING CONSUMERS:
Stand out from the crowd	Project a unique social identity; be seen as special
Have confidence in the future	Perceive the future as better than the past; have a positive image of what's to come
Enjoy a sense of well-being	Feel that life measures up to expectations and balance has been achieved
Feel a sense of freedom	Act independently, without obligations or restrictions
Feel a sense of thrill	Experience overwhelming pleasure and excitement; participate in exciting, fun events
Feel a sense of belonging	Have an affiliation with people they relate to or aspire to be like; feel like part of a group
Protect the environment	Sustain the belief that the environment is sacred; take action to improve their surroundings
Be the person I want to be	Fulfill a desire for ongoing self-improvement; live up to their ideal self-image
Feel secure	Believe that what they have today will be there tomorrow; pursue goals and dreams without worry
Succeed in life	Feel that they lead meaningful lives; find worth that goes beyond financial or socioeconomic measures

Source: Scott Magids, Alan Zorfas and Daniel Leemon from "The New Science of Customer Emotions," *Harvard Business Review*, November 2015



NEW LIFE FOR AN OLD BRAND

Do you know anyone with a Nokia phone? Probably not. The Finland-based company's phone business hit its peak in the 1990s and early 2000s and was sold off by Microsoft in May after a short-lived marriage. Now the phone brand's new owner, HMD global, has big plans to get it back into customers' hands. In the hopes of appealing to today's buyer, HMD is eschewing Microsoft's Windows Phone software of yore to run Nokia phones on Android.

But, will it be enough to bring back the dead?