

Customer Success How Innovative Companies Are Reducing Churn And Growing Recurring Revenue

What Customers Crave Farm Don't Hunt The Customer Success Pioneer Subscription Marketing Practical Customer Success Management The Innovator's DNA Creative Construction The Startup's Guide to Customer Success Customer Obsessed Category Creation Rehumanize Your Business Ten Types of Innovation The Sales Enablement Playbook The Innovator's Dilemma Customer Success Customer Education Who Do You Want Your Customers to Become? Exponential Organizations From Impossible to Inevitable The Customer Catalyst Strategic Industry-University Partnerships The Customer of the Future Key Issues for Management of Innovative Projects Customer Innovation Transform Customer Experience Chief Customer Officer 2.0 Cracking the Sales Management Code: The Secrets to Measuring and Managing Sales Performance Service Innovation: How to Go from Customer Needs to Breakthrough Services Killing Marketing: How Innovative Businesses Are Turning Marketing Cost Into Profit Trailblazer Product-Led Growth The Ultimate Question 2.0 (Revised and Expanded Edition) The Outcome Generation Customer Success The Customer Success Professional's Handbook Innovate Inside the Box The Sales Acceleration Formula Lovability The TB12 Method The Effortless Experience

What Customers Crave

"This book contains so much common sense that my neck was getting tired from nodding my head in agreement so often." Peter Armaly, Senior Director Customer Success, Oracle "a comprehensive review of the Customer Success role and responsibilities" Anne Marie Ponder, Senior Manager, IT Infrastructure, Astellas Pharma US "a must read playbook for all business leaders and customer success-focused professionals." Jason Noble, Global Customer Success and SaaS Leader "I wish a book like this existed when I started in Customer Success!" Cyn Taylor, Enterprise Customer Success Manager, LogicMonitor "provides all the ingredients to create the right customer success strategy." Baptiste Debever, Head of Growth & Co Founder, Alkalab "an invaluable resource for anyone with an interest in Customer Success." Adam Joseph, CEO, CSM insight "A structured and logical approach that will help new and experienced CSMs to bridge the gap between Customer Success theory and practical application." James Scott, General Partner, Success Hacker Customer success management is "the practice of helping customers to generate value from using our products" and it is a relatively new and fast-growing profession with many new CSMs coming into it from other customer-facing professions. Due to the speed with which the profession is undergoing change as it matures and expands, both new and existing CSMs need to keep abreast of customer success best practice. However there are relatively few books that provide much in the way of practical guidance for customer success practitioners and even less options for resources such as tools, templates and checklists that enable a consistently high quality approach whilst increasing the CSM's productivity. Practical Customer Success Management is a practical guide book and comprehensive training manual for CSMs that provides a simple to follow, best practice framework that lays out the core steps at every stage of the

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customer journey to business outcome success. It describes and explains which situations each step applies to and provides recommendations for activities or tasks that the CSM can perform to complete each step, together with detailed guidance for successfully completing those activities. The book also includes a suite of tools and templates that enable rapid completion of tasks whilst ensuring consistency of approach both across multiple customer engagements and by multiple CSMs within a team.

Farm Don't Hunt

5 Leadership Competencies To Build Your Customer-Driven Growth Engine Chief Customer Officer 2.0 is a hands-on resource packed with tools for Chief Customer Officers and leadership to work together to earn customer-driven growth. A sequel to the 2006 classic Chief Customer Officer, this new update, with over 90 percent new material, is based on Jeanne Bliss's twenty-five years of extensive experience as a Chief Customer Officer, and her work coaching Chief Customer Officers and executive teams for the past ten years. Chief Customer Officer 2.0 is based on a five-competency framework that successfully launched multitudes of Fortune 100 and Fortune 500 companies through their customer experience transformations. The framework addresses the issues that remain prominent, including siloed organizations and the need for clear goals and metrics, as well as new factors, like social media, that have altered the customer relations dynamic forever. You'll learn the five key competencies embraced by world-class leaders and the role of the Chief Customer Officer in uniting the organization to build and embrace these new competencies. This book provides practical guidance on how to make those competencies part of the way your company develops products, goes to market, enables and rewards people, and conducts annual planning. The discussion includes an exploration of what goes wrong in companies that stumble, so you can sidestep their mistakes and avoid their fate. By embracing employees and customers, and delivering an experience they want to have again, you'll pave the way for lasting success and drive better business decisions. Over the past decade, consumers have gained unprecedented power to speak out directly, forever changing the way companies relate to their customers. The customer experience has become a major driving force behind business growth, and this book provides a framework for making it a part of every aspect of doing business. Treat your customers like the assets they are Craft a more comprehensive customer care strategy Avoid the common pitfalls that cause major damage Unify the company around the customer experience With concrete, practical advice updated for the changing consumer landscape, Chief Customer Officer 2.0 is an essential resource for every leader accountable for the customer experience.

The Customer Success Pioneer

Are you a Customer Success Executive or making your way up the Customer Success ladder? Do you want to transform churn into maximum recurring revenue and growth? Are you looking for a clear route to an established framework? Are you determined to be proactive, rather than constantly firefighting, with your customers? Is your company invested in or implementing a customer-focused philosophy? If you answered yes to any of these questions, this book is for you! Customer Success is an emerging discipline for professionals pioneering revenue

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growth through customer relationships, outcomes, trust, loyalty, retention and referrals. The Customer Success Pioneer is a practical handbook for creating a best-in-practice Customer Success function from the ground up. It will help you ensure that your existing portfolio of customers become successful partners - delighted, committed and renewing - by putting in place processes that will work across your portfolio and into the future. This book will help you find the essential frameworks to maximise customer retention, recurring revenue and growth, build a productive and balanced team and excel as a Customer Success professional.

Subscription Marketing

This book gathers pioneering experiences based on the same concept: innovation. According to Schumpeter's research, there would be four types of innovations: product or service innovation (market introduction of a new type of good), process innovation (introduction of a new type of production), market innovation (introduction of a new market in a country or a new market structure), and innovation of matter (introduction of a new raw material). This book contains ten chapters organized in four main sections: (a) "Strategic Issues," (b) "Risk Management in Innovative Projects," (c) "Economic Issues and Financing Innovation," and (d) "Leadership and Teamwork."

Practical Customer Success Management

Use data, technology, and inbound selling to build a remarkable team and accelerate sales The Sales Acceleration Formula provides a scalable, predictable approach to growing revenue and building a winning sales team. Everyone wants to build the next \$100 million business and author Mark Roberge has actually done it using a unique methodology that he shares with his readers. As an MIT alum with an engineering background, Roberge challenged the conventional methods of scaling sales utilizing the metrics-driven, process-oriented lens through which he was trained to see the world. In this book, he reveals his formulas for success. Readers will learn how to apply data, technology, and inbound selling to every aspect of accelerating sales, including hiring, training, managing, and generating demand. As SVP of Worldwide Sales and Services for software company HubSpot, Mark led hundreds of his employees to the acquisition and retention of the company's first 10,000 customers across more than 60 countries. This book outlines his approach and provides an action plan for others to replicate his success, including the following key elements: Hire the same successful salesperson every time — The Sales Hiring Formula Train every salesperson in the same manner — The Sales Training Formula Hold salespeople accountable to the same sales process — The Sales Management Formula Provide salespeople with the same quality and quantity of leads every month — The Demand Generation Formula Leverage technology to enable better buying for customers and faster selling for salespeople Business owners, sales executives, and investors are all looking to turn their brilliant ideas into the next \$100 million revenue business. Often, the biggest challenge they face is the task of scaling sales. They crave a blueprint for success, but fail to find it because sales has traditionally been referred to as an art form, rather than a science. You can't major in sales in college. Many people question whether sales can even be taught. Executives and entrepreneurs are often left feeling helpless and hopeless. The Sales Acceleration

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Formula completely alters this paradigm. In today's digital world, in which every action is logged and masses of data sit at our fingertips, building a sales team no longer needs to be an art form. There is a process. Sales can be predictable. A formula does exist.

The Innovator's DNA

Named one of 100 Leadership & Success Books to Read in a Lifetime by Amazon Editors A Wall Street Journal and Businessweek bestseller. Named by Fast Company as one of the most influential leadership books in its Leadership Hall of Fame. An innovation classic. From Steve Jobs to Jeff Bezos, Clayton Christensen's work continues to underpin today's most innovative leaders and organizations. The bestselling classic on disruptive innovation, by renowned author Clayton M. Christensen. His work is cited by the world's best-known thought leaders, from Steve Jobs to Malcolm Gladwell. In this classic bestseller—one of the most influential business books of all time—innovation expert Clayton Christensen shows how even the most outstanding companies can do everything right—yet still lose market leadership. Christensen explains why most companies miss out on new waves of innovation. No matter the industry, he says, a successful company with established products will get pushed aside unless managers know how and when to abandon traditional business practices. Offering both successes and failures from leading companies as a guide, *The Innovator's Dilemma* gives you a set of rules for capitalizing on the phenomenon of disruptive innovation. Sharp, cogent, and provocative—and consistently noted as one of the most valuable business ideas of all time—*The Innovator's Dilemma* is the book no manager, leader, or entrepreneur should be without.

Creative Construction

Are you looking to start or grow a customer success team? Customer success is no longer just for companies with large teams and resources. It's a company mindset that can unlock the biggest opportunities in business. Customer success can help streamline experiences, grow product engagement and loyalty, and more importantly - retain business. In *The Startup's Guide to Customer Success*, Jennifer Chiang presents a guide on how to plan, execute, and grow your own customer success team and the actionable steps that you can take to champion the customer at your company. Learn insights such as: * The four attributes Shreesha Ramdas, CEO and Co-Founder of Strikedeck, says are must-haves when hiring your first customer success team* How Jamey Jeff, Managing Director of Customer Success Solutions at Coastal Cloud, reevaluated QBRs to derive more value for his customers with less work* How Maranda Dziekonski, VP of Customer Success at Pared, manages her time wisely to not only get everything done, but fight fires and plan ahead This book is for everyone from new customer success leaders, CEOs and VPs who want their company to be more customer-centric, to start-ups who are starting their own customer success teams

The Startup's Guide to Customer Success

Across entire verticals of the economy the new normal is the recurring revenue

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business. Charging customers on a monthly basis, firms with this model have to play by an entirely new set of rules, rules which generally favor the customer over the seller. But this new model also opens up fantastic opportunities to provide and extract more value from the relationship as well. To create that value business needs to move away from a hunting mindset to a farming mindset. That change is the new paradigm of Customer Success. Many business leaders have heard of Customer Success but few understand what it really means to run their business from the Customer Success standpoint. Even fewer have the experience to build the Customer Success function and optimize its performance. As a pioneer in the field of Customer Success, Guy Nirpaz is acknowledged as one of the earliest proponents of this business realignment. In

Customer Obsessed

In the first edition of this landmark book, business loyalty guru Fred Reichheld revealed the question most critical to your company's future: "Would you recommend us to a friend?" By asking customers this question, you identify detractors, who sully your firm's reputation and readily switch to competitors, and promoters, who generate good profits and true, sustainable growth. You also generate a vital metric: your Net Promoter Score. Since the book was first published, Net Promoter has transformed companies, across industries and sectors, constituting a game-changing system and ethos that rivals Six Sigma in its power. In this thoroughly updated and expanded edition, Reichheld, with Bain colleague Rob Markey, explains how practitioners have built Net Promoter into a full-fledged management system that drives extraordinary financial and competitive results. With his trademark clarity, Reichheld:

- Defines the fundamental concept of Net Promoter, explaining its connection to your company's growth and sustained success
- Presents the closed-loop feedback process and demonstrates its power to energize employees and delight customers
- Shares new and compelling stories of companies that have transformed their performance by putting Net Promoter at the center of their business

Practical and insightful, *The Ultimate Question 2.0* provides a blueprint for long-term growth and success.

Category Creation

Innovation principles to bring about meaningful and sustainable growth in your organization Using a list of more than 2,000 successful innovations, including Cirque du Soleil, early IBM mainframes, the Ford Model-T, and many more, the authors applied a proprietary algorithm and determined ten meaningful groupings—the Ten Types of Innovation—that provided insight into innovation. *The Ten Types of Innovation* explores these insights to diagnose patterns of innovation within industries, to identify innovation opportunities, and to evaluate how firms are performing against competitors. The framework has proven to be one of the most enduring and useful ways to start thinking about transformation. Details how you can use these innovation principles to bring about meaningful—and sustainable—growth within your organization Author Larry Keeley is a world renowned speaker, innovation consultant, and president and co-founder of Doblin, the innovation practice of Monitor Group; *BusinessWeek* named Keeley one of seven Innovation Gurus who are changing the field *The Ten Types of Innovation* concept has influenced thousands of executives and companies around the world

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since its discovery in 1998. The Ten Types of Innovation is the first book explaining how to implement it.

Rehumanize Your Business

"Product-Led Growth is about helping your customers experience the ongoing value your product provides. It is a critical step in successful product design and this book shows you how it's done." - Nir Eyal, Wall Street Journal Bestselling Author of "Hooked"

Ten Types of Innovation

In Innovate Inside the Box, George Couros and Katie Novak provide informed insight on creating purposeful learning opportunities for all students. By combining the power of the Innovator's Mindset and Universal Design for Learning (UDL), they empower educators to create opportunities that will benefit every learner.

The Sales Enablement Playbook

Love is the surprising emotion that company builders cannot afford to ignore. Genuine, heartfelt devotion and loyalty from customers — yes, love — is what propels a select few companies ahead. Think about the products and companies that you really care about and how they make you feel. You do not merely like those products, you adore them. Consider your own emotions and a key insight is revealed: Love is central to business. Nobody talks about it, but it is obvious in hindsight. Lovability: How to Build a Business That People Love and Be Happy Doing It shares what Silicon Valley-based author and Aha! CEO Brian de Haaff knows from a career of founding successful technology companies and creating award-winning products. He reveals the secret to the phenomenal growth of Aha! and the engine that powers lasting customer devotion — a set of principles that he pioneered and named The Responsive Method. Lovability provides valuable lessons and actionable steps for product and company builders everywhere, including:

- Why you should rethink everything you know about building a business
- What a product really is
- The magic of finding what your customers truly desire
- How to turn business strategy and product roadmaps into customer love
- Why you should chase company value, not valuation
- Surveys to measure your company's lovability

Brian de Haaff has spent the last 20 years focused on business strategy, product management, and bringing disruptive technologies to market. And in preparation for writing this book, he interviewed well-known startup founders, product managers, executives, and CEOs at hundreds of name brand and agile organizations. Their experiences, along with headline-grabbing case studies (both inspiring successes and cautionary tales), will help readers discover how to build something that matters. Much has been written about how entrepreneurs build innovative products and successful businesses, but the author's message is original and refreshing. He convincingly explains that there is a better path forward — a people-first way grounded in love. In a business world that has increasingly emphasized hype over substance and get-big-at-any-cost thinking over profitable and sustainable growth, it's time for a new recipe for company success. Insightful, thought-provoking, and sometimes controversial, Lovability is the book that you

turn to when you know there has to be a better way.

The Innovator's Dilemma

Many organizations approach customer-centric marketing and innovating their business strategy in isolation to one another, missing groundbreaking opportunities for advancement. Customer Innovation, second edition, turns this on its head by starting with the customer, innovating around their needs, then building a customer led business strategy around it. It presents a well-constructed three-by-three formula of connect, convert, collaborate, laying the foundations for innovation and change, to improve the current customer journey and expand into new customer horizons. This enables new product and service development to flow with outstanding efficiency and substantial growth. Customer Innovation, second edition, includes exciting updates around co-creation and the benefits of involving customers, stakeholders and employees from the beginning. It provides guidance on using technology to reinvent traditional business models, with consumer needs at the heart. With a spectacular range of case studies, including Disney, LEGO and Johnson & Johnson, all delivered with active takeaways, this is the ultimate handbook for any leader, business or marketing strategist, ready to pave the way in a new era of customer led strategy.

Customer Success

Tomorrow's customers need to be targeted today! With emerging technology transforming customer expectations, it's more important than ever to keep a laser focus on the experience companies provide their customers. In The Customer of the Future, customer experience futurist Blake Morgan outlines ten easy-to-follow customer experience guidelines that integrate emerging technologies with effective strategies to combat disconnected processes, silo mentalities, and a lack of buyer perspective. Tomorrow's customers will insist on experiences that make their lives significantly easier and better. Companies will win their business not by just proclaiming that customer experience is a priority but by embedding a customer focus into every aspect of their operations. They'll understand how emerging technologies like artificial intelligence (AI), automation, and analytics are changing the game and craft a strategy to integrate them into their products and processes. The Customer of the Future explains how today's customers are already demanding frictionless, personalized, on-demand experiences from their products and services, and companies that don't adapt to these new expectations won't last. This book prepares your organization for these increasing demands by helping you do the following: Learn the ten defining strategies for a customer experience-focused company. Implement new techniques to shift the entire company from being product-focused to being customer-focused. Gain insights through case studies and examples on how the world's most innovative companies are offering new and compelling customer experiences. Craft a leadership development and culture plan to create lasting change at your organization.

Customer Education

Advance praise for Service Innovation: "To the CEOs of all service companies I deal

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with: READ THIS BOOK!" -- Dave Wascha, senior director, Bing Product Management, Microsoft Corporation "Lance Bettencourt deftly blends his academic and consulting experience to provide an example-rich, readable, practical, and innovative discussion of service innovation." -- Leonard Berry, coauthor of Management Lessons from Mayo Clinic "Provides the robust framework to design services that unlock growth opportunities for every business." -- Lance Reschke, vice president, Ceridian Corporation "The tools and guidance in this book will inspire companies, small and large, to create effective and innovative services that are desperately needed." -- Mary Jo Bitner, Ph.D., W. P. Carey School of Business, Arizona State University, and coauthor of Services Marketing: Integrating Customer Focus Across the Firm "Cracks the code from the fuzzy front end through the complete life cycle of Service Innovation." -- Angelo Rago, division vice president, Global Customer Services, Abbott Medical Optics "Filled with rich examples of how firms can innovate service through helping customers get jobs done." -- Stephen W. Brown, Ph.D., W. P. Carey School of Business, Arizona State University "Any leader intent on providing distinctive value to customers must read Service Innovation." -- Michael Reynolds, staff vice president, Commercial Marketing, WellPoint, Inc. If there's one truism about the service sector, it's that businesses don't succeed by inventing a better mousetrap; they succeed by finding the best, most cost-effective way to get rid of their customers' mice. In industries ranging from heavy machinery to health care to financial services to consumer goods, service innovation is helping businesses find new revenue streams--and enhance existing ones--by satisfying their customer's need to get things done. Few understand this better than Lance Bettencourt, a strategy adviser at Strategyn and a leading educator in management innovation consulting. And in Service Innovation, Bettencourt gives a master's class on the art and science of creating breakthrough service products. True service innovation demands that you shift the focus away from the solution and back to the customer. To achieve this shift in your business--one that takes you from making educated guesses to building a clear model to guide service innovation--Bettencourt instructs on the finer points of how to rethink your approach to the customer's needs: how the customer defines value in a product or service. Bettencourt mines nearly 20 years' experience in teaching and advising clients with service- and product-dominant businesses to demonstrate proven ways you can build, streamline, and focus your company's service product innovation processes. Among the numerous key ideas and practices are: Insight on understanding the different types of clients you serve—and how your products deliver value to them Ways to design specific frameworks for discovering service innovation opportunities for new, improved, and supplementary service products Practical guidance on staying focused on the "fuzzy front end" of service innovation The fundamental elements of a winning service strategy Finding new ways to help people solve problems and get things done is why there are goods and services in the first place. And in Service Innovation, Lance Bettencourt fills a vital need by delivering the essential guide that can put your business on the latest frontier of value creation.

Who Do You Want Your Customers to Become?

Subscription pricing has moved the power back to customers. If they don't have success, they can cancel, or just not grow their usage. Either way, the vendor's revenue suffers. A new generation of technology vendors has learned to cope by

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enabling true customer success. Buy the book now and learn how the new generation has achieved all this.

Exponential Organizations

Strategic Industry-University Partnerships: Success-Factors from Innovative Companies unveils insights of experts from leading companies on managing partnerships with universities. Industry-university partnerships have proved vital to innovation, and although these partnerships can be challenging, careful choices and wise management around five success-factors leads to a systematic approach that unlocks value for both parties. University assessments of these partnerships have been widely described, but industry perspectives are less well understood. This volume captures observations of leading international corporations without omitting university views. It can serve all partners in alliances as a guide to strengthening their organizations. Unveils insights of experts from BMW, DuPont, Ferroviaria, IBM, Novo Nordisk, Rolls-Royce, Schlumberger, and Siemens Presents the key challenges of university-industry collaboration and how world-leading companies tackle them Describes the success-factors for working with universities, such as selecting focus areas, university partners and collaboration formats in a systematic way and having the right organizational support and evaluation criteria

From Impossible to Inevitable

Who do you want your customers to become? According to MIT innovation expert and thought leader Michael Schrage, if you aren't asking this question, your strategic marketing and innovation efforts will fail. In this latest HBR Single, Schrage provides a powerful new lens for getting more value out of innovation investment. He argues that asking customers to do something different doesn't go far enough—serious marketers and innovators must ask them to become something different instead. Even more, you must invest in their capabilities and competencies to help them become better customers. Schrage's primary insight is that innovation is an investment in your client, not just a transaction with them. To truly innovate today, designing new products or features or services won't get you there. Only by designing new customers—thinking of their future state, being the conduit to their evolution—will you transform your business. Schrage explains how the above question (what he calls "The Ask") will incite you and your team to imagine and design ideal customer outcomes as the way to drive your business's future. The Single is organized around six key insights and includes practical exercises to help you apply the question to your current situation. Schrage also includes examples from well-known companies—Google, Facebook, Disney, Starbucks, Apple, IKEA, Dyson, Ryanair, and others—to illustrate just what is possible when you apply "The Ask." Marketing executives, brand managers, strategic innovators, and entrepreneurs alike should understand how successful innovation rebrands the client and not the product. A requisite question for its time, Who Do You Want Your Customers To Become will liberate you and your team from 'innovation myopia'—and turn your innovation efforts on their head. HBR Singles provide brief yet potent business ideas, in digital form, for today's thinking professional.

The Customer Catalyst

Killing your current marketing structure may be the only way to save it! Two of the world's top marketing experts reveal the next level of breakthrough success—transforming your marketing strategy into a standalone profit center. What if everything we currently know about marketing is what is holding us back? Over the last two decades, we've watched the entire world change the way it buys and stays loyal to brands. But, marketing departments are still operating in the same, campaign-centric, product-led operation that they have been following for 75 years. The most innovative companies around the world have achieved remarkable marketing results by fundamentally changing their approach. By creating value for customers through the use of owned media and the savvy use of content, these businesses have dramatically increased customer loyalty and revenue. Some of them have even taken it to the next step and developed a marketing function that actually pays for itself. Killing Marketing explores how these companies are ending the marketing as we know it—in favor of this new, exciting model. Killing Marketing provides the insight, approaches, and examples you need to understand these disruptive forces in ways that turn your marketing from cost center to revenue creator. This book builds the case for, literally, transforming the purpose of marketing within your organization. Joe Pulizzi and Robert Rose of the Content Marketing Institute show how leading companies are able sell the very content that propels their marketing strategy. You'll learn how to:

- * Transform all or part of your marketing operation into a media company
- * Integrate this new operation into traditional marketing efforts
- * Develop best practices for attracting and retaining audiences
- * Build a strategy for competing against traditional media companies
- * Create a paid/earned media strategy fueled by an owned media strategy

Red Bull, Johnson & Johnson, Disney and Arrow Electronics have succeeded in what ten years ago would have been deemed impossible. They continue to market their products as they always have, and, through their content-driven and audience-building initiatives, they drive value outside the day-to-day products they sell—and monetize it directly. Killing Marketing rewrites the rules of marketing—enabling you to make the kind of transition that turns average companies into industry legends.

Strategic Industry-University Partnerships

The definitive “Customer Success Manager How-To-Guide” for the CSM profession from Gainsight, who brought you the market-leading Customer Success The Customer Success Manager has become a critical asset to organizations across the business landscape. As the subscription model has spread from the cloud and SaaS to more sectors of the economy, that pivotal role will only grow in importance. That's because if you want to compete and thrive in this new environment, you need to put the customer at the center of your strategy. You need to recognize you're no longer selling just a product. You're selling an outcome. Customer Success Managers (CSM) are committed to capturing and delivering those outcomes by listening to their customers, understanding their needs, and adapting products and services to drive success. Although several existing resources address the customer success imperative, there is no authoritative instruction manual for the CSM profession—until now. The Customer Success Professional's Handbook is the definitive reference book for CSMs and similar roles in the field.

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This practical, first-of-its-kind manual fills a significant gap in professional customer success literature, providing the knowledge every CSM needs to succeed—from the practitioner level all the way to senior leadership. The authors—acknowledged experts in building, training, and managing Customer Success teams—offer real-world guidance and practical advice for aspiring and experienced CSMs alike. The handbook is written by practitioners for practitioners. An indispensable resource for front-line Customer Success Managers, this much-needed book: Demonstrates how to build, implement, and manage a Customer Success team Helps new CSMs develop their skills and proficiency to be more employable and grow in their careers Provides clear guidance for managers on how to hire a stellar CSM Presents practical tactics needed to drive revenue growth during renewal, expansion, and customer advocacy opportunities Explains proven methods and strategies for mentoring CSMs throughout their careers Offers valuable insights from Gainsight, the Customer Success Company, and the broader customer success community with more than a dozen of the industry's most respected leaders contributing their perspectives Currently, with over 70,000 open positions, Customer Success Manager in one of the fastest-growing jobs in the world. The Customer Success Professional's Handbook: How to Thrive in One of the World's Fastest Growing Careers—While Driving Growth For Your Company will prove to be your go-to manual throughout every stage of your CSM career.

The Customer of the Future

Optimize the customer experience via the cloud to gain a powerful competitive advantage Customer Obsessed looks at customer experience through the lens of the cloud to bring you a cutting-edge handbook for customer experience. Cloud technology has been hailed as a game-changer, but a recent IDC report shows that it accounts for less than three percent of total IT spending; why are so many companies neglecting such an enormous asset? This book provides a high-level overview of how the cloud can give you a competitive advantage. You'll learn how to integrate cloud technology into sound customer experience strategy to achieve unprecedented levels of success. More than just a state-of-the-field assessment, this book offers a set of concrete actions you can take today to leverage cloud computing into technical innovation and better business outcomes at all levels of your organization. You'll examine the many factors that influence the customer experience, and emerge with the insight to fine-tune your approach using the power of the cloud. What kind of advantage is your company leaving on the table? This book guides you through the key drivers of customer success to help you optimize your approach and leverage the future of global technology. Learn the keys to competitive advantage in the digital era Gain insight into each element that affects customer experience Harness the power of the cloud to achieve customer success Follow a prescriptive framework for optimizing customer experience We are in the golden age of IT innovation, but the majority of companies haven't even adopted cloud technology, much less begun to utilize its full business capabilities. Jump into the gap now, and reap the benefits as other struggle to catch up. Customer Obsessed gives you the guidance you need to achieve sustainable success in today's digital world.

Key Issues for Management of Innovative Projects

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Your customers are your future. Smartphones, social media and the internet have given customers access to more information than ever before. If your business fails them, they will switch to your competitor and never return. So how do you keep them? By mapping their journeys, identifying potential hazards and reshaping your business with customer experience (CX) at its heart. From services to products, online to in-person, small-scale to multinational, your customers' loyalty depends on how you interact with them. Transform Customer Experience is your ultimate guide to putting your customer first. Author and CX expert Isabella Villani shows how you can implement a customer strategy from planning to execution. Transform Customer Experience offers real-life insights into effective strategies for developing and implementing Customer Experience (CX) programs in a range of corporate, governmental and non-profit environments. • Shows you how to address dimensions of diversity in the customer base • Outlines customer journey mapping • Discusses the implications of customers' omnichannel engagement • Addresses the importance of positive employee experience in establishing a supportive CX culture. Transform Customer Experience explains why you need to embed customer experience in your organisation and shows you how to do it.

Customer Innovation

Accelerate sales and improve customer experience Every day, most working professionals entrust their most important messages to a form of communication that doesn't build trust, provide differentiation, or communicate clearly enough. It's easy to point to the sheer volume of emails, text messages, voicemails, and even social messaging as the problem that reduces our reply rates and diminishes our effectiveness. But the faceless nature of that communication is also to blame. Rehumanize Your Business explains how to dramatically improve relationships and results with your customers, prospects, employees, and recruits by adding personal videos to emails, text messages, and social messages. It explains the what, why, and how behind this new movement toward simple, authentic videos—and when to replace some of your plain, typed-out communication with webcam and smartphone recordings. • Restore face-to-face communication for clarity and connection • Add a personal, human touch to your emails and other messages • Meet people who've sent thousands of videos • Learn to implement your own video habit in an easy, time-saving way • Boost your replies, appointments, conversion, referrals, and results dramatically If you're ready to influence, teach, sell, or serve in a more personal way, Rehumanize Your Business is your guide.

Transform Customer Experience

Boost sales results by zeroing in on the metrics that matter most "Sales may be an art, but sales management is a science. Cracking the Sales Management Code reveals that science and gives practical steps to identify the metrics you must measure to manage toward success." —Arthur Dorfman, National Vice President, SAP "Cracking the Sales Management Code is a must-read for anyone who wants to bring his or her sales management team into the 21st century." —Mike Nathe, Senior Vice President, Essilor Laboratories of America "The authors correctly assert that the proliferation of management reporting has created a false sense of control for sales executives. Real control is derived from clear direction to the field—and

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this book tells how do to that in an easy-to-understand, actionable manner.” —Michael R. Jenkins, Signature Client Vice President, AT&T Global Enterprise Solutions “There are things that can be managed in a sales force, and there are things that cannot. Too often sales management doesn’t see the difference. This book is invaluable because it reveals the manageable activities that actually drive sales results.” —John Davis, Vice President, St. Jude Medical “Cracking the Sales Management Code is one of the most important resources available on effective sales management. . . . It should be required reading for every sales leader.” —Bob Kelly, Chairman, The Sales Management Association “A must-read for managers who want to have a greater impact on sales force performance.” —James Lattin, Robert A. Magowan Professor of Marketing, Graduate School of Business, Stanford University “This book offers a solution to close the gap between sales processes and business results. It shows a new way to think critically about the strategies and tactics necessary to move a sales team from good to great!” —Anita Abjornson, Sales Management Effectiveness, Abbott Laboratories

About the Book: There are literally thousands of books on selling, coaching, and leadership, but what about the particulars of managing a sales force? Where are the frameworks, metrics, and best practices to help you succeed? Based on extensive research into how world-class companies measure and manage their sales forces, *Cracking the Sales Management Code* is the first operating manual for sales management. In it you will discover:

- The five critical processes that drive sales performance
- How to choose the right processes for your own team
- The three levels of sales metrics you must collect
- Which metrics you can “manage” and which ones you can’t
- How to prioritize conflicting sales objectives
- How to align seller activities with business results
- How to use CRM to improve the impact of coaching

As Neil Rackham writes in the foreword: “There’s an acute shortage of good books on the specifics of sales management. *Cracking the Sales Management Code* is about the practical specifics of sales management in the new era, and it fills a void.” *Cracking the Sales Management Code* fills that void by providing foundational knowledge about how the sales force works. It reveals the gears and levers that actually control sales results. It adds clarity to things that you intuitively know and provides insight into things that you don’t. It will change the way you manage your sellers from day to day, as well as the results you get from year to year.

Chief Customer Officer 2.0

This myth-busting book shows large companies can construct a strategy, system, and culture of innovation that creates sustained growth. Every company wants to grow, and the most proven way is through innovation. The conventional wisdom is that only disruptive, nimble startups can innovate; once a business gets bigger and more complex corporate arteriosclerosis sets in. Gary Pisano's remarkable research conducted over three decades, and his extraordinary on-the-ground experience with big companies and fast-growing ones that have moved beyond the start-up stage, provides new thinking about how the scale of bigger companies can be leveraged for advantage in innovation. He begins with the simply reality that bigger companies are, well, different. Demanding that they "be like Uber" is no more realistic than commanding your dog to speak French. Bigger companies are complex. They need to sustain revenue streams from existing businesses, and deal with Wall Street's demands. These organizations require a different set of management practices and approaches--a discipline focused on the strategies,

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systems and culture for taking their companies to the next level. Big can be beautiful, but it requires creative construction by leaders to avoid the creative destruction that is all-too-often the fate of too many.

Cracking the Sales Management Code: The Secrets to Measuring and Managing Sales Performance

"Customer Success will become the authoritative book of the emerging Customer Success industry and target any business that is trying to focus, or re-focus, on customers and will be applicable to all customer management roles such as Account Manager, Customer Advocacy, Client Relationship Manager, and Customer Success Manager along with the leadership of those organizations. Customer Success will address the pains of how to start creating a customer-centric company and how to think strategically about Customer Success - how to organize, compensate, find a leader, measure, etc. Customer Success has exploded as one of the hottest B2B movements since the advent of the subscription business model"--

Service Innovation: How to Go from Customer Needs to Breakthrough Services

In The Sales Enablement Playbook, sales veterans Cory Bray and Hilmon Sorey provide insights into creating a culture of sales enablement throughout your organization. This book provides a series of stand-alone chapters with frameworks and tactics that you can immediately implement, regardless of company size or industry. Whether you are a sales executive, sales practitioner, or a non-sales executive looking for ways to impact growth, The Sales Enablement Playbook will help you identify your role in a thriving enablement ecosystem.

Killing Marketing: How Innovative Businesses Are Turning Marketing Cost Into Profit

How organisations can drive growth in the Customer Economy The Digital Revolution has changed the business landscape in remarkable ways and will continue to do so. Organisations across industries and around the world are being disrupted and digitised at increasing pace – putting far more power in the hands of both customers and end-consumers. The traditional inside-out, functionally-siloed business model, typical of the product and sales-led growth era is over. The Customer Catalyst shows how organisations can put customers truly at the heart of their business and catalyse genuine, sustainable growth. Future business models are no longer about functions – they are beginning to revolve around customers. Customer-led companies will, over time, unpack their static functional activities and transform their structure. Customer advocates already wield massive influence in a customer's buying process, and this is only set to increase. This is already changing the role and nature of business functions and Sales is no longer seen as the only source of growth. The Customer Economy is placing greater demands on businesses and offers greater rewards to the businesses that meet and exceed customer expectations. This invaluable book will enable readers to: Lead their organisations to more profitable and sustainable growth Transform their

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organisations to become truly customer-centric with the C-change growth engine Explore in-depth stories from leaders of companies such as Zoom, Signify, Starling Bank, Ritz Carlton, Microsoft and Finastra with frank advice and practical steps to achieve success Help their companies adapt to, and profit from, the new realities of the Customer Economy Gain important insights from business leaders on best practice in key customer-centric growth areas The Customer Catalyst shows businesses how to survive the transition to the Customer Economy, transform to align around today's dynamic customer needs, and ultimately, drive sustainable business growth.

Trailblazer

Think you know your customers? You better be more assured than just thinking you do, because your success depends on it! The best companies in the world first research exhaustively what their customers desire, and then they deliver it in memorable and deeply human experiences--resulting in success previously believed to be unachievable. So once again, how well do you know your customers? In a hyperconnected economy that is radically changing consumer expectations, this vital expectation for any successful business is not always easy. But in *What Customers Crave*, author and business strategist Nicholas Webb simplifies this critical task into being able to confidently answer two questions: What do your customers love? What do they hate? Jam-packed with tools and examples, this must-have resource helps businesses reinvent how they engage with customers (both physical and virtual). Learn how to:

- Gain invaluable insights into who your customers are and what they care about
- Use listening posts and Contact Point Innovation to refine customer types
- Engineer experiences for each micromarket that are not only exceptional, but insanely relevant
- Connect across the five most important touchpoints
- Co-create with your customers
- And more!

It's time to reinvent the ways you engage with your customers. Because when you learn to provide for them exactly what they want, they not only bring along their wallets but those belong to their friends as well!

Product-Led Growth

The #1 New York Times bestseller by Tom Brady, six-time Super Bowl champion and one of the NFL's 100 Greatest Players of All Time. Revised, expanded, and updated, the first book by Tampa Bay Buccaneers and former New England Patriots quarterback Tom Brady—who continues to play at an elite level into his forties—a gorgeously illustrated and deeply practical “athlete’s bible” that reveals Brady’s revolutionary approach to enhanced quality of life and performance through recovery for athletes of all abilities and ages. In this new edition of *The TB12 Method*, Tom Brady further explains and details the revolutionary training, conditioning, and wellness system that has kept him atop the NFL at an age when most players are deep into retirement. Brady—along with the expert Body Coaches at TB12, the performance lifestyle brand he cofounded in 2013—explain the principles and philosophies of pliability, a paradigm-shifting fitness concept that focuses on a more natural, healthier way of exercising, training, and living. Filled with lessons from Brady’s own training regimen, *The TB12 Method* provides step-by-step guidance on how develop and maintain one’s own peak performance while dramatically decreasing injury risks. This illustrated, highly visual manual also

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offers more effective approaches to functional strength & conditioning, proper hydration, supplementation, cognitive fitness, restorative sleep, and nutritious, easy-to-execute recipes to help readers fuel-up and recover. Brady steadfastly believes that the TB12 approach has kept him competitive while extending his career, and that it can make any athlete, male or female, in any sport and at any level achieve his or her own peak performance. With instructions, drills, photos, in-depth case studies that Brady himself has used, along with personal anecdotes and experiences from his legendary career, The TB12 Method gives you a better way to train and get results with Tom Brady himself as living proof.

The Ultimate Question 2.0 (Revised and Expanded Edition)

NEW YORK TIMES BESTSELLER • The founder and co-CEO of Salesforce delivers an inspiring vision for successful companies of the future—in which changing the world is everyone’s business. “The gold standard on how to use business as a platform for change at this urgent time.”—Ray Dalio, founder of Bridgewater Associates and author of Principles: Life and Work What’s the secret to business growth and innovation and a purpose-driven career in a world that is becoming vastly more complicated by the day? According to Marc Benioff, the answer is embracing a culture in which your values permeate everything you do. In Trailblazer, Benioff gives readers a rare behind-the-scenes look at the inner workings of one of the world’s most admired companies. He reveals how Salesforce’s core values—trust, customer success, innovation, and equality—and commitment to giving back have become the company’s greatest competitive advantage and the most powerful engine of its success. Because no matter what business you’re in, Benioff says, values are the bedrock of a resilient company culture that inspires all employees, at every level, to do the best work of their lives. Along the way, he shares insights and best practices for anyone who wants to cultivate a company culture positioned to thrive in the face of the inevitable disruption ahead. None of us in the business world can afford to sit on the sidelines and ignore what’s going on outside the walls of our workplaces. In the future, profits and progress will no longer be sustainable unless they serve the greater good. Whether you run a company, lead a small team, or have just draped an ID badge around your neck for the first time, Trailblazer reveals how anyone can become an agent of change. Praise for Trailblazer “A guide for what every business and organization must do to thrive in this period of profound political and economic change.”—Jamie Dimon, chairman and CEO of JPMorgan Chase “In Trailblazer, Benioff explores how companies can nurture a values-based culture to become powerful platforms for change.”—Susan Wojcicki, CEO of YouTube

The Outcome Generation

Your business success is now forever linked to the success of your customers Customer Success is the groundbreaking guide to the exciting new model of customer management. Business relationships are fundamentally changing. In the world B.C. (Before Cloud), companies could focus totally on sales and marketing because customers were often 'stuck' after purchasing. Therefore, all of the 'post-sale' experience was a cost center in most companies. In the world A.B. (After Benioff), with granular per-year, per-month or per-use pricing models, cloud deployments and many competitive options, customers now have the power. As

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such, B2B vendors must deliver success for their clients to achieve success for their own businesses. Customer success teams are being created in companies to quarterback the customer lifecycle and drive adoption, renewals, up-sell and advocacy. The Customer Success philosophy is invading the boardroom and impacting the way CEOs think about their business. Today, Customer Success is the hottest B2B movement since the advent of the subscription business model, and this book is the one-of-a-kind guide that shows you how to make it work in your company. From the initial planning stages through execution, you'll have expert guidance to help you: Understand the context that led to the start of the Customer Success movement Build a Customer Success strategy proven by the most competitive companies in the world Implement an action plan for structuring the Customer Success organization, tiering your customers, and developing the right cross-functional playbooks Customers want products that help them achieve their own business outcomes. By enabling your customers to realize value in your products, you're protecting recurring revenue and creating a customer for life. Customer Success shows you how to kick start your customer-centric revolution, and make it stick for the long term.

Customer Success

Frost & Sullivan's 2014 Growth, Innovation, and Leadership Book of the Year "EXPONENTIAL ORGANIZATIONS should be required reading for anyone interested in the ways exponential technologies are reinventing best practices in business." —Ray Kurzweil, Director of Engineering at Google In business, performance is key. In performance, how you organize can be the key to growth. In the past five years, the business world has seen the birth of a new breed of company—the Exponential Organization—that has revolutionized how a company can accelerate its growth by using technology. An ExO can eliminate the incremental, linear way traditional companies get bigger, leveraging assets like community, big data, algorithms, and new technology into achieving performance benchmarks ten times better than its peers. Three luminaries of the business world—Salim Ismail, Yuri van Geest, and Mike Malone—have researched this phenomenon and documented ten characteristics of Exponential Organizations. Here, in EXPONENTIAL ORGANIZATIONS, they walk the reader through how any company, from a startup to a multi-national, can become an ExO, streamline its performance, and grow to the next level. "EXPONENTIAL ORGANIZATIONS is the most pivotal book in its class. Salim examines the future of organizations and offers readers his insights on the concept of Exponential Organizations, because he himself embodies the strategy, structure, culture, processes, and systems of this new breed of company." —John Hagel, The Center for the Edge Chosen by Benjamin Netanyahu, Prime Minister of Israel, to be one of Bloomberg's Best Books of 2015

The Customer Success Professional's Handbook

Lessons from HubSpot, Salesforce, Gainsight and Other Iconic Brands "The Uber of this" "The Salesforce of that" "It's like Instagram, but for" There is no such thing as an original idea anymore - right? Actually, it turns out that the world's most innovative companies have created so much more than just brand new products and technology. They've created entirely new market categories. The challenge is that successfully building new categories requires a perfect storm of luck and

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timing. Or does it? *Category Creation* is the first and only book on the topic written by executives and marketers actively building new categories. It explains how category creation has become the Holy Grail of marketing, and more importantly, how it can be planned and orchestrated. It's not about luck. You can use the same tactics that other category-defining companies have used to delight customers, employees, and investors. There's no better strategy that results in faster growth and higher valuations for the company on top. Author Anthony Kennada, former Chief Marketing Officer at Gainsight, explains how he led Gainsight in creating the "customer success" category, and shares success stories from fellow category-creators like Salesforce, HubSpot and others. It requires much more than just having the best product. You have to start and grow a conversation that doesn't yet exist, positioning a newly discovered problem in addition to your company and product offerings. The book explains the 7 key principles of category creation, including the importance of creating a community of early adopters who will rally around the problem they all share—especially if someone will lead them.

- Identify the "go" and "no go" signals for category creation in your business
- Activate customers and influencers as brand ambassadors
- Grow a community by investing in live events and experiences
- Prove the impact of category creation investments on growth, customer success, and company culture

Written for entrepreneurs, marketers, and executives from startups to large enterprises, *Category Creation* is the exclusive playbook for building a category defining brand in the modern economy.

Innovate Inside the Box

The marketing playbook for the Subscription Economy, now in its 3rd edition. Subscriptions are upending industries and reshaping customer expectations. Have you changed your marketing practices to thrive in this new reality? A successful subscription business is built on lasting relationships, not one-time sales. Stop chasing sales and start creating value. The third edition of this ground-breaking book offers updated advice for solopreneurs, small businesses, fast-growing start-ups, and large enterprises alike. You'll find creative practices that will help you build and sustain the customer relationships that lead to long-term success. The revised third edition includes:

- Updated research and case studies reflecting the rapid growth of subscription-based businesses
- New chapters focusing on the needs of solopreneurs or small businesses and entrepreneurs/start-ups.
- An expanded look at the risks and rewards of values-based marketing

Whether you already have subscription revenues or you want to build an ongoing relationship with existing customers, you can adopt the practices and mindsets of the most successful subscription businesses. Find out why Book Authority considers *Subscription Marketing* to be one of the top marketing strategy books of all time.

The Sales Acceleration Formula

Today's software companies can't afford to be passive with their customers. As software moves to the web and becomes more consumerized, software companies can only grow if their current customers renew and grow over time. Otherwise those customers will leave, creating a "leaky bucket" of revenue. So, what are smart, innovative companies doing before they end up with severe churn problems? Forward-thinking companies invest in Customer Education early as a

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way to drive customer growth and maximize lifetime value in a scalable way. Over time, this function has the potential to differentiate a company in the market. Consider this book a survival guide to investing in a Customer Education function, including: -How to drive a Customer Education strategy across your customer lifecycle-Tips for creating killer content that will actually lead to customer performance-What tools to implement as part of your technology stack-Measurement strategies for improving your content and showing ROI-And more

Lovability

Describes how many companies erroneously believe that customer loyalty is won by dazzling them, but that research and surveys show that loyalty is based on delivering on basic promises and offers insights for companies to use to improve brand loyalty.

The TB12 Method

Break your revenue records with Silicon Valley's "growth bible" "This book makes very clear how to get to hyper-growth and the work needed to actually get there" Why are you struggling to grow your business when everyone else seems to be crushing their goals? If you needed to triple revenue within the next three years, would you know exactly how to do it? Doubling the size of your business, tripling it, even growing ten times larger isn't about magic. It's not about privileges, luck, or working harder. There's a template that the world's fastest growing companies follow to achieve and sustain much, much faster growth. From Impossible to Inevitable details the hypergrowth playbook of companies like Hubspot, Salesforce.com (the fastest growing multibillion dollar software company), and EchoSign—aka Adobe Document Services (which catapulted from \$0 to \$144 million in seven years). Whether you have a \$1 billion or a \$100,000 business, you can use the same insights as these notable companies to learn what it really takes to break your own revenue records. Pinpoint why you aren't growing faster Understand what it takes to get to hypergrowth Nail a niche (the #1 missing growth ingredient) What every revenue leader needs to know about building a scalable sales team There's no time like the present to surpass plateaus and get off of the up-and-down revenue rollercoaster. Find out how now!

The Effortless Experience

A new classic, cited by leaders and media around the globe as a highly recommended read for anyone interested in innovation. In *The Innovator's DNA*, authors Jeffrey Dyer, Hal Gregersen, and bestselling author Clayton Christensen (*The Innovator's Dilemma*, *The Innovator's Solution*, *How Will You Measure Your Life?*) build on what we know about disruptive innovation to show how individuals can develop the skills necessary to move progressively from idea to impact. By identifying behaviors of the world's best innovators—from leaders at Amazon and Apple to those at Google, Skype, and Virgin Group—the authors outline five discovery skills that distinguish innovative entrepreneurs and executives from ordinary managers: Associating, Questioning, Observing, Networking, and Experimenting. Once you master these competencies (the authors provide a self-

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assessment for rating your own innovator's DNA), the authors explain how to generate ideas, collaborate to implement them, and build innovation skills throughout the organization to result in a competitive edge. This innovation advantage will translate into a premium in your company's stock price—an innovation premium—which is possible only by building the code for innovation right into your organization's people, processes, and guiding philosophies. Practical and provocative, *The Innovator's DNA* is an essential resource for individuals and teams who want to strengthen their innovative prowess.

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