

URL: <https://stvp.stanford.edu/clips/lots-of-room-for-improvement>

In conversation with Stanford Professor of the Practice Tina Seelig, organizational-behavior expert Chip Heath talks about how companies should spend more time experimenting with ways to create memorable moments for their customers. Heath, a professor at Stanford's business school and co-author of "The Power of Moments," says businesses spend 80 percent of their time fixing problems and only 20 percent working on enhancing customer experience.



## Transcript

- How do you know which experiences to amplify to optimize? You know, we have 1,000 experience through the day.. You get up, you brush your teeth, you take a shower, you have breakfast, you exercise, you commute to work.. I mean, there are an infinite number of things that happen.. How do you choose which ones, whether it's your work or your personal life, that you know, this is the one that I should really focus on? - I don't know the answer to that question in general, but what I would challenge you to do is to spend time experimenting.. And luckily there's so much room to experiment that I think you're gonna hit something pretty quick.. And so for example, when we talk to companies about how much time they spend solving problems, fixing problems, as opposed to creating upside experiences, the typical ratio, the median and the mode is to say we spend 80% of our time fixing problems and 20% of our time thinking about upside.. If your company has only spent 20% of its time thinking about upside, there are lots of opportunities.. Pick one, pick two, and start experimenting.. And I think what you'll see is there should be a very fast feedback cycle because when you get one of these moments like the Popsicle Hotline you're gonna see such a dramatic change in the customers' reactions that you'll know very quickly if you're on to something...