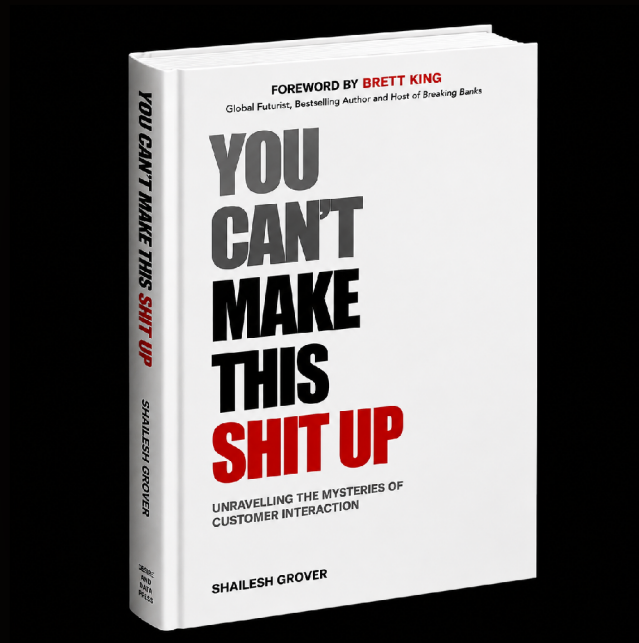




## Shailesh Grover

Foreword by Brett King, Top-10 Globally Ranked Futurist,  
host of Breaking Banks and The Futurists



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### CHAPTERS

Nine

### MOVEMENTS

Why · What · How · Future

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95%

of all cognition occurs in the subconscious mind, per Gerald Zaltman, Harvard Business School. If almost every decision is non-conscious, most CX strategy is competing for the other 5%, leaving everything that matters to chance, inertia and accumulated feeling.

# Your customers cannot tell you why they buy. They are not hiding it.

Thirty years of watching brands get this catastrophically right and catastrophically wrong, across four continents, sit behind the argument. Not a proprietary framework. Not gentle encouragement. Evidence that is specific, named, and grounded in lived operational experience.

*“You do not build a customer-centric organisation by telling people to care more. You build it by making it impossible for them not to.”*

CHAPTER 6 · THE CX MANIFESTO

## FOUR MOVEMENTS, NINE CHAPTERS

### WHY

#### The invisible majority

Ch 1–3 · The premise, the psychology, and CX at the moment it becomes personal.

### WHAT

#### Behaviour isn't universal

Ch 4 · Region by region, including the markets global frameworks flatten.

### HOW

#### Culture beats stack

Ch 5–7 · The mindset trap, ten interventions, and making obsession stick.

### FUTURE

#### The last excuse is gone

Ch 8–9 · Agentic AI, two industry lifecycles, and the compounding edge.

# 01 The Context

**A Harvard statistic that should unsettle anyone who built a CX strategy on a survey.**

Customers are not withholding the truth about why they buy, stay, or leave. They genuinely do not have access to it.

Sets the premise for the whole book: everything after this chapter is about designing for the invisible majority, not the sliver customers can articulate.

# 02 Psychology of the Human Mind

**Why we buy without knowing.**

The invisible hand behind every scroll, every rationalisation, every “I need this” that arrives after the decision, not before it, drawing on neuromarketing research set against three decades of frontline observation.

If Chapter 1 makes the claim, this chapter makes the case. The part most likely to make a CX professional put down the NPS dashboard and ask what it has actually been measuring.

# 03 When CX Becomes Personal

**Where experience stops being a buzzword and starts being real.**

A vacuum replaced within hours at no charge. A cabin crew member who turned a routine transatlantic flight into a birthday a daughter never forgot. An insurer that finally addressed a gap everyone else ignored. And the airline that kept emailing baggage reminders for a flight it had already cancelled.

Some are delightful, some a total disaster. All of them are true, and every one left something behind that no transaction record captures.

## 04 Same Planet, Different CX

**The playbook that wins in Singapore can flop in São Paulo for reasons that have nothing to do with the product.**

Region by region, spanning China and East Asia, the Middle East, the United States, Europe, India and South Asia, Latin America, then deeper still into Africa and Southeast Asia, two regions global CX frameworks routinely flatten into an afterthought. Colours, trust mechanisms, purchasing rituals and the real sources of credibility differ enormously by market.

**EVENT NOTE** The strongest chapter to build a Middle East, India or Southeast Asia session around, since the material is written about those markets, not translated for them.

## 05 The Mindset Trap

**Surviving the AI hype cycle. Culture beats technology stack, every time.**

The internet, e-commerce, smartphones, digital transformation, now AI. The technology changes and the organisational behaviour does not. Then the way out: crawl, walk, run, a field guide for surviving the hype cycle without setting your organisation on fire.

## 06 The CX Manifesto

**Ten sequenced interventions. None can be safely skipped.**

Drawn from lived experience inside regulated financial institutions. It names the traps product-centric organisations fall into, then builds a roadmap around each one. The most prescriptive chapter in the book, deliberately so: everything before it diagnoses the problem — this is where the diagnosis becomes a plan.

## 07 Irreversibly Obsessed

Customer obsession is not a value on a wall. It is a habit that has to survive contact with growth, cost pressure, and every plausible reason to compromise. This chapter is about what makes it stick once the mission statement has been signed off and the work of not backsliding begins. It ends on the question the book has been building toward, and hinges straight into Chapter 8.

### CHAPTER 08 • THE HERO CHAPTER

## 08

# Decades of Good Intentions. AI Just Removed the Last Excuse.

For decades, organisations have had good reasons why customer centricity stalled, from the stage-gate to the legacy system, the budget cycle, and the committee that could not move fast enough to matter. Agentic AI has quietly removed those excuses one by one. It has not merely accelerated CX delivery; it has rewritten the conditions under which CX is designed, measured and competed on, while the old delivery playbook stayed where it was. This chapter rebuilds it from the ground up.

#### DEEP DIVE ONE

### Banking

A full lifecycle, stage by stage, as proof rather than theory.

#### DEEP DIVE TWO

### Air travel

The same treatment, in an industry where failure is public and immediate.

#### CLOSES WITH

## Dark Engineering

The unglamorous, always-on discipline of governance, monitoring and operational guarantee that stops an agentic system quietly going wrong at 2 a.m. while everyone else is asleep. Security vulnerabilities, agentic attack surfaces, the lethal trifecta, technical debt and skills erosion all get the honest treatment, not just the capability story. The excuses are gone. What remains is the organisation's own choice.

## 09 Perpetual Edge

**Customer centricity is not a cost. It is an investment with a compounding return.**

Three conditions separate a genuine competitive moat from a good NPS score that still gets disrupted into irrelevance: deep enough to be relationships rather than transactions, broad enough to touch every function, and current enough to keep pace with expectations that never stop resetting.

### CONDITION ONE

#### Deep

Relationships, not transactions.

### CONDITION TWO

#### Broad

Every function, not one department.

### CONDITION THREE

#### Current

Expectations never stop resetting.

### CLEARED FOR QUOTATION

“A new entrant can copy your product, undercut your price, and replicate your technology. What they cannot replicate quickly is years of consistent, trust-building customer service.”

CH 9

“The technology changes and the organisational behaviour does not.”

CH 5

“Customers are not withholding the truth about why they buy, stay, or leave. They genuinely do not have access to it.”

CH 1

“The playbook that wins in Singapore can flop in São Paulo for reasons that have nothing to do with the product.”

CH 4

“Decades of good intentions. AI just removed the last excuse.”

CH 8

“A masterful, unfiltered, and necessary reality check for modern business leaders. Your ultimate competitive edge.”

C. F. CORRADO · GLOBAL CIO/CTO,  
INED JPMORGAN SECURITIES

“AI rarely fails because the model isn't smart enough; it fails because the organisation doesn't change.”

SHADMAN ZAFAR · CEO, VIBRANT  
CAPITAL

“What separates organisations that genuinely earn customer loyalty from those that merely talk about it.”

ASHOK VASWANI · MD & CEO, KOTAK  
MAHINDRA BANK

“Written for the operating floor, not the conference stage. The most honest thing I have read about this moment.”

F. THADDEUS ARROYO · CHAIRMAN,  
K2VIEW

“Customer service is a culture not a strategy. Nuggets you'll return to for years.”

DAVID SKILLEN · FORMER GROUP COO,  
BARCLAYS BANK PLC

“A discipline that must be embedded throughout the organisation, not a function or channel.”

CHRISTINE CIRIANI · INDUSTRY  
PARTNER, MOTIVE PARTNERS

“A sharp, strong cup of espresso that will wake you up and get you ready to make change happen.”

VICTORIA THOMPSON · UCL LECTURER,  
COMPUTER SCIENCE

“Proving that true loyalty is an ongoing cultural discipline, not a marketing metric.”

ARVIND THAKUR · FORMER CEO, NIIT  
TECHNOLOGIES

“Loyalty is earned through culture, not campaigns; through empathy, not slogans.”

FARHAN AHMAD · FORMER GROUP CEO,  
PAYNET

“The title perfectly reflects his style, precise, direct, and refreshingly honest.”

AMRESH ACHARYA · MD & CEO, LOYLT  
REWARDZ

“An unfiltered look at why customer experience so often fails inside organisations, and what it takes to get it right.”

SURESH VISWANATHAN · GROUP COO,  
NATIONWIDE BUILDING SOCIETY

“His ability to cut through the noise and ground things in reality is something I've come to value as a tech journalist.”

VINCENT FONG · CHIEF EDITOR,  
FINTECH NEWS NETWORK

“Refreshing to read a book by a veteran practitioner that refocuses on the customer and the hard-won lessons of past success and failures.”

ELIZABETH OSTA · CEO & FOUNDER,  
DIGITAL FORWARD LTD



## Shailesh Grover

30+ years • 4 continents • AT&T Wireless • Cingular Wireless • AT&T • Barclays Bank PLC • Hong Leong Bank • NIIT • NextCard • Capco

Not a theorist of customer experience. A practitioner, transformation leader and operator across four continents. From Silicon Valley fintech to Managing Director, Client & Customer Experience R&D at Barclays, to Chief Digital and Innovation Officer at Hong Leong Bank, he has led the work that turns customer obsession from a value on a wall into an operating reality.

*You Can't Make This Sh\*t Up* is that experience written down, with a foreword by **Brett King**.

### SESSION FORMATS FOR LAUNCH EVENTS

KEYNOTE • 45 MIN

#### AI Just Removed the Last Excuse

The hero chapter, live. Best for enterprise and banking audiences. Ch 8.

KEYNOTE • 30 MIN

#### Why We Buy Without Knowing

The most quotable opener for a mixed or media audience. Ch 1–2.

WORKSHOP • 90 MIN

#### The CX Manifesto, Applied

Ten interventions, worked against the host's own roadmap. Ch 6.

FIRESIDE • 40 MIN

#### Same Planet, Different CX

Region-specific, with local trust rituals and credibility. Ch 4.

FIRESIDE • 40 MIN

#### Irreversibly Obsessed

What makes customer obsession survive growth and cost pressure. Ch 7.

CORPORATE • 60 MIN

#### The Perpetual Edge, Applied

Closed-door session for leadership teams, benchmarked to the host's own CX maturity. Ch 8–9.

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