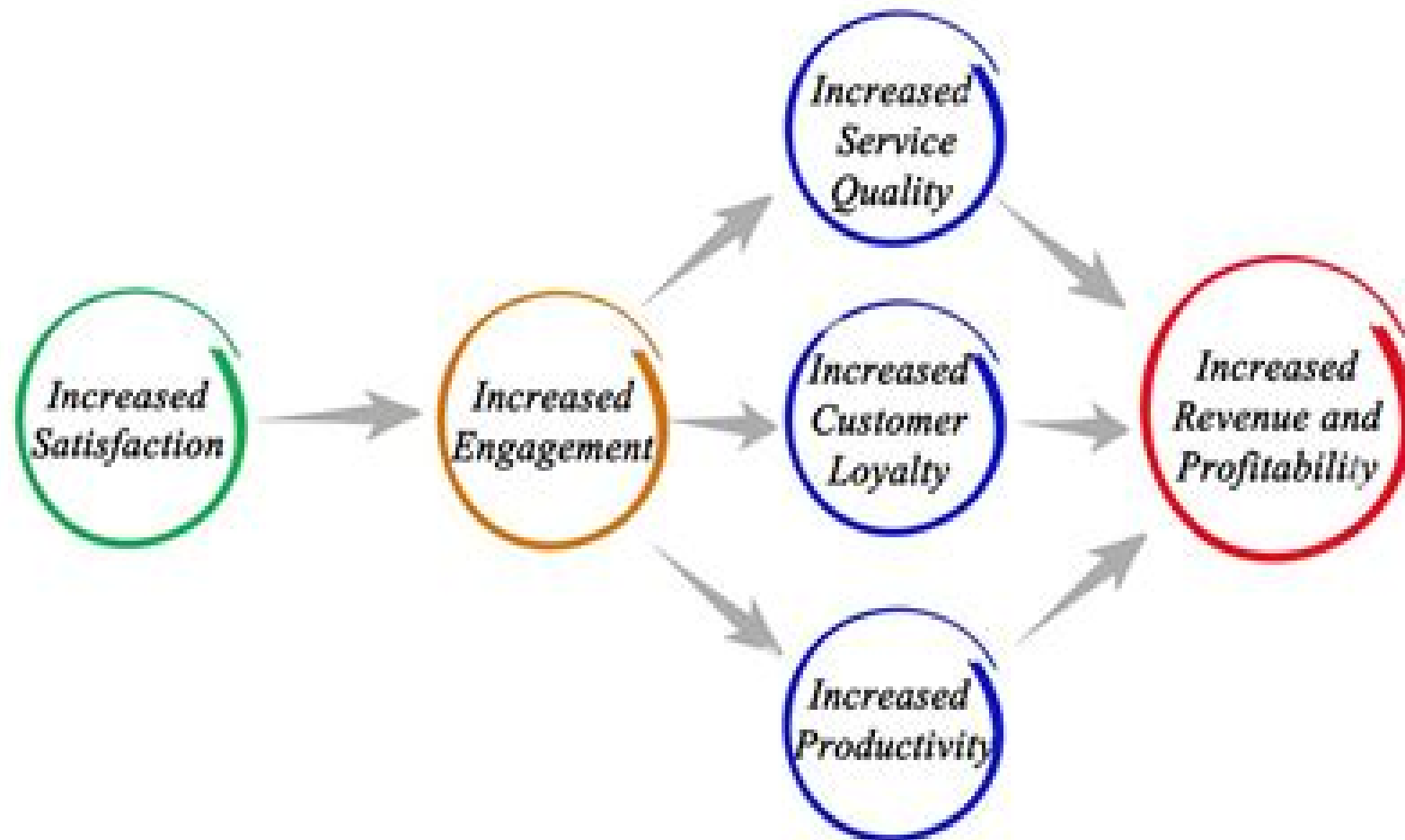


# *Service-Profit Chain Model*



# Profit Service Chain Model

**Toni Hodges DeTuncq, Lynn Schmidt**



## **Profit Service Chain Model:**

**Service Profit Chain** W. Earl Sasser, Leonard A. Schlesinger, James L. Heskett, 1997-04-10 In this pathbreaking book world renowned Harvard Business School service firm experts James L Heskett W Earl Sasser Jr and Leonard A Schlesinger reveal that leading companies stay on top by managing the service profit chain Why are a select few service firms better at what they do year in and year out than their competitors For most senior managers the profusion of anecdotal service excellence books fails to address this key question Based on five years of painstaking research the authors show how managers at American Express Southwest Airlines Banc One Waste Management USAA MBNA Intuit British Airways Taco Bell Fairfield Inns Ritz Carlton Hotel and the Merry Maids subsidiary of ServiceMaster employ a quantifiable set of relationships that directly links profit and growth to not only customer loyalty and satisfaction but to employee loyalty satisfaction and productivity The strongest relationships the authors discovered are those between 1 profit and customer loyalty 2 employee loyalty and customer loyalty and 3 employee satisfaction and customer satisfaction Moreover these relationships are mutually reinforcing that is satisfied customers contribute to employee satisfaction and vice versa Here finally is the foundation for a powerful strategic service vision a model on which any manager can build more focused operations and marketing capabilities For example the authors demonstrate how in Banc One s operating divisions a direct relationship between customer loyalty measured by the depth of a relationship the number of banking services a customer utilizes and profitability led the bank to encourage existing customers to further extend the bank services they use Taco Bell has found that their stores in the top quadrant of customer satisfaction ratings outperform their other stores on all measures At American Express Travel Services offices that ticket quickly and accurately are more profitable than those which don t With hundreds of examples like these the authors show how to manage the customer employee satisfaction mirror and the customer value equation to achieve a customer s eye view of goods and services They describe how companies in any service industry can 1 measure service profit chain relationships across operating units 2 communicate the resulting self appraisal 3 develop a balanced scorecard of performance 4 develop a recognitions and rewards system tied to established measures 5 communicate results company wide 6 develop an internal best practice information exchange and 7 improve overall service profit chain performance What difference can service profit chain management make A lot Between 1986 and 1995 the common stock prices of the companies studied by the authors increased 147% nearly twice as fast as the price of the stocks of their closest competitors The proven success and high yielding results from these high achieving companies will make The Service Profit Chain required reading for senior division and business unit managers in all service companies as well as for students of service management A Complete and Balanced Service Scorecard Praveen K. Gupta, Rajesh K. Tyagi, 2008-07-01 In the U S service related activities have become dominant aspects of the economy and currently account for well over 50% of our GNP The authors framework eliminates outdated low value techniques originally created for

manufacturing firms replacing them with advanced techniques that fully leverage your investments in technology Tyagi and Gupta begin by explaining why conventional balanced scorecard approaches don't work well for service organizations discussing issues ranging from the inherent variability of customers servers and processes the crucial importance of engagement and the unique challenges of service innovation Next they introduce a Service Scorecard framework that encompasses the seven key elements of service organization success Growth Leadership Acceleration Collaboration Innovation Execution and Retention You'll learn how to set clear performance targets at the function and business level benchmark performance against best practices identify improvement opportunities and capture performance data that offers a leading indicator for financials Their proven approach is designed for easy understanding and implementation without the need for expensive consultants Simply put it offers today's most direct path to measuring performance and optimizing business value in any service organization

*Managing Employee Attitudes and Behaviors in the Tourism and Hospitality Industry* Salih Kusluvan, 2003 The tourism industry of which the hospitality industry is the core element is one of the largest and the fastest growing industries world wide According to World Tourism Organisation forecasts the industry will continue to grow and employ more people in the twenty first century In parallel with the growth of the tourism and hospitality industry world wide consumer expectations and demands for quality are rising while consumer tastes are varying on the one hand and competition among the firms both nationally and internationally is intensifying on the other In this business environment of heightened consumer expectations distinct market segments that demand unique products and services and stiff competition tourism and hospitality organisations are looking for ways to excel in service quality customer satisfaction competition and performance This book takes the view that employees are one of the most if not the most important resources or assets for tourism and hospitality organisations in their endeavour to provide excellent service meet and exceed consumer expectations achieve competitive advantage and exceptional organisational performance The purpose of this book is to emphasise the critical role of employees for tourism and hospitality organisations and to examine the ways and means of managing their attitudes and behaviours for the mutual benefit of both parties tourism and hospitality organisations and their employees

**Services Marketing** C. Bhattacharya, 2009 While most books on marketing and services are readable very few take the student's viewpoint and set out to answer the question Is it understandable in the affirmative This book and its pedagogy has been designed precisely with this in mind v Design The book has a consistency of design that is innovative with aesthetic appeals v Opening and Closing Cases Every chapter begins and ends with a case The cases introduce the primary theme and issues discussed in the chapter and closes with analytical tasks for the students The cases are original pertaining to Indian situations companies and protagonists helping the Indian students to connect v Objectives Every chapter has clear learning expectations get a glimpse of the chapter context and their respective importance v End of chapter Questions The questions are many and have been designed carefully to enhance learning for the students There are elements of research project work

and academic exercises in them v Illustrations The book is generous with pleasing and informative charts tables and diagrams v Glossary The Appendix at the end of the book contains a glossary of services and marketing terminologies v Marketing models In addition to the text the appendix also contains major marketing models mentioned in the text which are frequently used by the marketers v How to do cases The Appendix also contains an useful section for all students a template for case discussion and analysis There are four parts in the book Part I takes an overview look at the major differences between services and goods and their characteristics classifications and different models It methodically analyses the section on the local domestic and international conditions and environment factors that have affected services It also examines the importance of Relationship Marketing in services Part II examines in depth the marketing of services It looks sweepingly and with depth at marketing planning and strategy service buying behaviour knowledge management and marketing research in services and the seven marketing mix variables for services Part III is about the assessment of service delivery and customer relationship management Part IV deals exclusively with comprehensive service cases The cases are in addition to the opening and closing cases The book lucidly explains the basic concepts of services and marketing and fills a long standing need of the students for a book on both services and marketing

**Business Models** , *Managing Service Productivity* Ali

Emrouznejad,Emilyn Cabanda,2014-07-31 This volume describes how frontier efficiency methodologies such as Data Envelopment Analysis DEA and other techniques such as multi criteria decision making can help service industries to improve their performance by providing a ranking of best practice efficient service units and by identifying sources of inefficiency for each service unit It explains how they can be used to determine potential improvement targets for each of the inefficient service units to identify peers for each service organization and to provide a basis for continuous performance improvement Presenting applications in a variety of industries this book will be useful for the service management to improve service productivity profitability sustainability and quality and effectiveness of service deliveries A free trial version of the World s leading Data Envelopment Analysis Software PIM DEA is available for readers of this book

**Services Marketing**

Christopher Lovelock,Paul Patterson,2015-05-20 Services Marketing is well known for its authoritative presentation and strong instructor support The new 6th edition continues to deliver on this promise Contemporary Services Marketing concepts and techniques are presented in an Australian and Asia Pacific context In this edition the very latest ideas in the subject are brought to life with new and updated case studies covering the competitive world of services marketing New design features and a greater focus on Learning Objectives in each chapter make this an even better guide to Services Marketing for students The strategic marketing framework gives instructors maximum flexibility in teaching Suits undergraduate and graduate level courses in Services Marketing

*Head and Heart Management* A. Furnham,2007-11-06 Good managers understand the human condition and human needs They realise that frequently the heart rules the head and they know what this can mean for an organization With nearly 100 thought pieces on the world of management and sales this

book explores how the heart can rule the head and is ideal for dipping into on numerous occasions ACCT3 Management Prabhu Sivabalan, James Wakefield, Roby B. Sawyers, Steve Jackson, Greg Jenkins, 2018-09-01 ACCT3 Management is the Asia Pacific edition of the proven 4LTR press approach to management accounting designed to enhance students learning experiences The text is for teaching students learning the preparers debits and credits approach and is presented in an easy to read and accessible style This third edition includes a strong suite of student and instructor resources that enhance student learning and revision New print versions of this book come with bonus online study tools on the CourseMate Express platform Learn more about the online tools [cengage.com/au/learning/solutions](http://cengage.com/au/learning/solutions)

**Handbook of Service Marketing Research** Roland T. Rust, Ming-Hui Huang, 2014-02-28 The Handbook of Service Marketing Research brings together an all star team of leading researchers in service marketing to explore many of the hottest topics in service marketing today Cutting edge topics include customer relationships and loyalty Talking Business: Making Communication Work David Clutterbuck, Sheila Hirst, 2012-06-14 Internal communication is a growing field with the number of specialists increasing worldwide In spite of this and vast increases in spending on communication research shows that organizations are finding it difficult to raise the number of employees who feel well informed Now more than ever internal communication does not just concern communication managers In today's lean organizations line managers are taking on more and more of the burden of employee communication and managers of remote offices have to be their own communication managers Talking Business making communication work addresses the key issues in communication within organizations supported by case studies taken from experience of working with global businesses It provides a coherent theory of business communication and shows how a radical difference to communication practice and business performance can be made The authors employ an interactive structure throughout with signposts to link related cases and chapters Handbook of CRM Adrian Payne, 2012-07-26 Customer Relationship Management is a holistic strategic approach to managing customer relationships to increase shareholder value and this major Handbook of CRM gives complete coverage of the key concepts in this vital field It is about achieving a total understanding of the concepts that underlie successful CRM rather than the plethora of systems that can be used to implement it Based on recent knowledge it is underpinned by clear and comprehensive explanations of the key concepts in the field Vignettes and full cases from major businesses internationally Definitive references and notes to further sources of information on every aspect of CRM Templates and audit advice for assessing your own CRM needs and targets The most lucid comprehensive and important overview of the subject and an invaluable tool in enabling the connection of the major principles to the real world of business

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**Customer Relationship Management** Srivastava Mallika, With the aim of developing a successful CRM program this book begins with defining CRM and describing the elements of total customer experience focusing on the front end organizations that directly touch the customer The book further discusses dynamics in CRM in services business market human resource and rural market It also discusses the technology aspects of CRM like data mining technological tools and most importantly social CRM The book can serve as a guide for deploying CRM in an organization stating the critical success factors KEY FEATURES Basic concepts of CRM and environmental changes that lead to CRM adoption Technological advancements that have served as catalyst for managing relationships Customer strategy as a necessary and important element for managing every successful organization CRM is not about developing a friendly relationship with the customers but involves developing strategies for retention and using them for achieving very high levels of customer satisfaction The concept of customer loyalty management as an important business strategy The role of CRM in business market The importance of people factor for the organization from the customer's perspective Central role of customer related databases to successfully deliver CRM objectives Data people infrastructure and budget are the four main areas that support the desired CRM strategy *Service Systems Management and Engineering* Ching M. Chang, 2018-01-05 The ultimate instructional guide to achieving success in the service sector Already responsible for employing the bulk of the U S workforce service providing industries continue to increase their economic dominance Because of this fact these companies are looking

for talented new service systems engineers to take on strategic and operational challenges This instructional guide supplies essential tools for career seekers in the service field including techniques on how to apply scientific engineering and business management principles effectively to integrate technology into the workplace This book provides Broad based concepts skills and capabilities in twelve categories which form the Three Decker Leadership Architecture including creative thinking and innovations in services knowledge management and globalization Materials supplemented and enhanced by a large number of case studies and examples Skills for successful service engineering and management to create strategic differentiation and operational excellence for service organizations Focused training on becoming a systems engineer a critically needed position that according to a 2009 Moneyline article on the best jobs in America ranks at the top of the list Service Systems Management and Engineering is not only a valuable addition to a college classroom but also an extremely handy reference for industry leaders looking to explore the possibilities presented by the expanding service economy allowing them to better target strategies for greater achievement

**Neuroleadership Development and Effective Communication in Modern Business** Kukreja, Jyoti, Saluja, Shefali, Sharma, Sandhir, 2024-04-22 In today's rapidly evolving business landscape leaders face unprecedented challenges in navigating complex organizational dynamics fostering innovation and driving sustainable growth Traditional leadership approaches often must address these multifaceted issues leading to stagnation and missed corporate opportunities The emerging field of Neuroleadership offers a transformative solution by leveraging cutting edge insights from neuroscience and psychology to revolutionize leadership practices Neuroleadership Development and Effective Communication in Modern Business is a comprehensive guide to understanding and implementing Neuroleadership principles offering a groundbreaking approach to leadership development With topics ranging from stress management and resilience to ethical leadership considerations this book provides a holistic framework for leadership excellence in the digital age Whether you're a seasoned executive a leadership development professional or a scholar seeking to explore the frontiers of leadership research this resource is your essential companion to mastering the art and science of Neuroleadership

*Approaching Business Models from an Economic Perspective* Wei Wei, Wuxiang Zhu, Guiping Lin, 2012-08-09 Approaching Business Models from an Economic Perspective examines business model logic and explores the model from different aspects including definition design functionality elements and self sustaining logic It explains the essence and core elements of a business model and unlocks its mysteries helping transform business model practices into an expedient set of theories that in turn facilitate application in real scenarios The book explores the logic behind the six major elements and enables entrepreneurs to study and implement business model theory and make decisions confidently based on a compelling logic Moreover it demonstrates through an array of convincing examples that a transaction structure and its six elements follow the principles of increasing transaction value reducing transaction costs and mitigating transaction risks Financial Services Marketing Christine Ennew, Nigel Waite, Roisin Waite, 2013-07-18 This new edition balances the theoretical and the



practical for advanced undergraduates those specialising in financial services at postgraduate level individuals undertaking professional courses such as those offered by the IFS School of Finance and employees working within the financial services sector Ennew Waite draw from global business cases in both B2B and B2C marketing taking a unique approach in terms of structure by splitting discussion between marketing for acquisition and marketing for retention This fully updated and revised second edition features A revised approach to the industry in the light of the global financial crisis including ethical considerations consumer confidence issues and new approaches to regulation New sections on e commerce and its impact on customer relationships New case studies and vignettes A new companion website to support teaching including PowerPoint slides test bank questions additional cases and cameo video mini lectures Financial Services Marketing 2e will help the student and the practitioner to develop a firm grounding in the fundamentals of financial services strategy customer acquisition and customer development Reflecting the realities of financial services marketing in an increasingly complex sector it provides the most up to date international and practical guide to the subject available

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