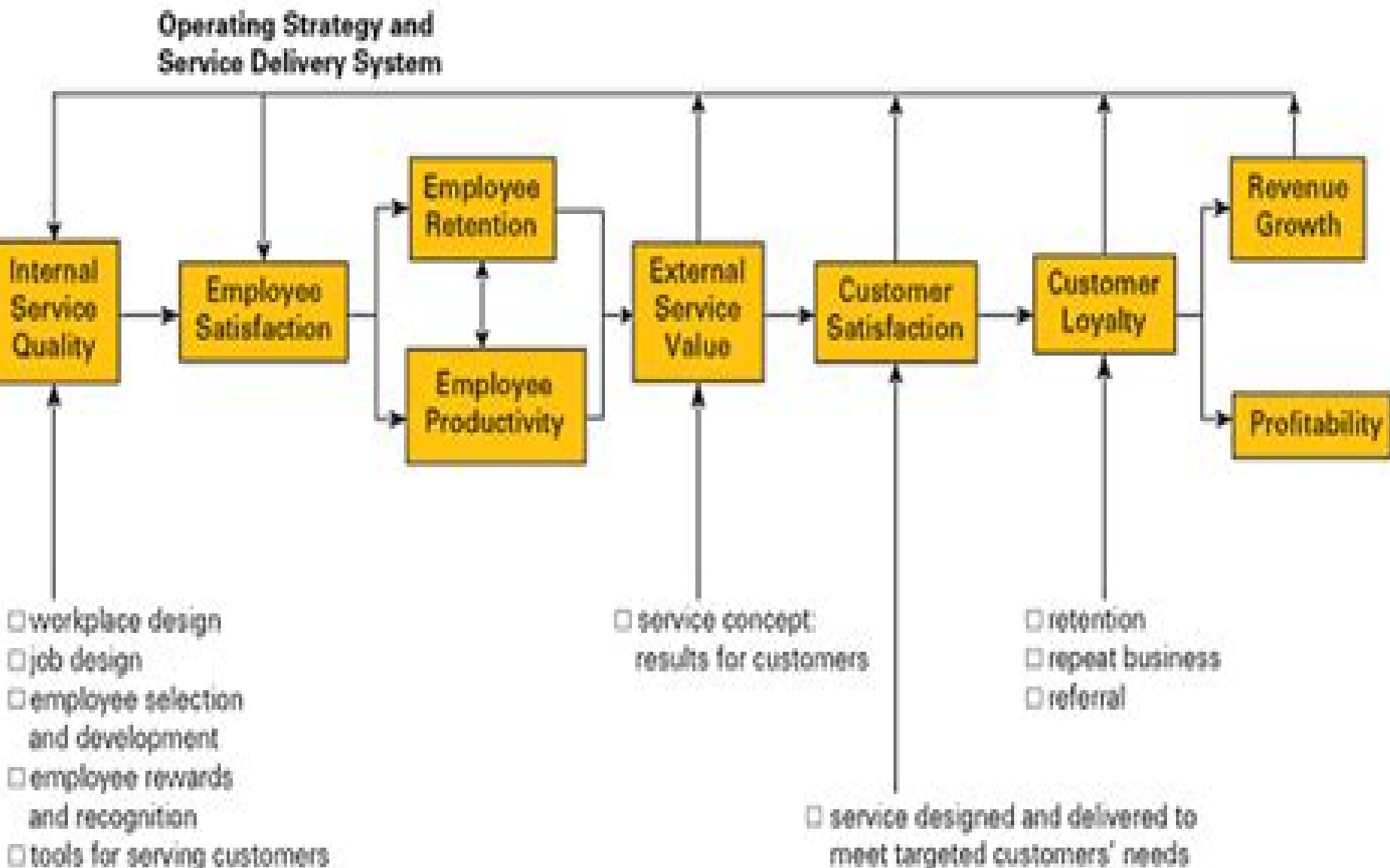


# The Links in the Service-Profit Chain



# Putting The Service Profit Chain To Work

**Simon Bailey, Andy Milligan**



## **Putting The Service Profit Chain To Work:**

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

The Ownership Quotient James L. Heskett, W. Earl Sasser, Joe Wheeler, 2008-12-09 Hundreds of large organizations worldwide have used the groundbreaking Service Profit Chain to improve business performance Now The Ownership Quotient reveals the next generation of the chain customer and employee owners of your

business Employee owners exhibit such enthusiasm for their organization that they infect countless customers with similar satisfaction loyalty and dedication Customer owners are in turn so satisfied with their experience that they relate their stories to others persuade them to try your product and provide constructive criticism and new product ideas As a new generation of managers has been changing the way that products and services are designed and delivered authors Heskett Sasser and Wheeler have followed the evolution of this new ownership model Case studies from companies as diverse as Harrah s Entertainment ING Direct Build a Bear Workshop and Wegmans Food Markets bring home the central principle of engagement and showcase ways to raise the ownership quotient among both your employees and your customers With the authors decades of consulting and research paving the way you ll learn to identify your customer owners consistently exceed their expectations in ways they truly appreciate and foster measure and grow the Ownership Quotient throughout your company An organization that learns how to cultivate an ownership attitude creates a self reinforcing relationship between customers and front line employees The lifetime value of a customer owner can be equivalent to that of more than a hundred typical customers And that makes the lifetime value of an employee who can promote customer ownership priceless This powerful and practical book shows you how to add that value to your company and delight your employees customers and investors Is your organization ready to make the transition to an ownership state of mind

### **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

### **Customer Relationship Management**

Ed Peelen,2005 Table of Contents 1 Introduction 1 Pt I Strategy and organisation of CRM 19 2 Customer supplier relationships 21 3 CRM as an integral business strategy 47 4 The relationship oriented organisation 65 Pt II CRM marketing aspects 89 5 Customer knowledge 91 6 Communication and multichannels 117 7 The individualised customer proposition 141

8 The relationship policy 165 Pt III Analytical CRM 183 9 Relationship data management 185 10 Data analyses and datamining 207 11 Segmentation and selections 221 12 Retention and cross sell analyses 237 13 The effects of marketing activities 257 14 Reporting results 273 Pt IV Operational CRM 289 15 Call centre management 291 16 Internet and the Website 315 17 Direct mail 343 Pt V CRM systems and their implementation 361 18 CRM systems 363 19 Implementation of CRM systems 391 20 The future 413      **The Value Profit Chain** James L. Heskett,W. Earl Sasser,Leonard A.

Schlesinger,2010-05-11 James Heskett Earl Sasser and Leonard Schlesinger reveal powerful new evidence that paying close attention to the employee customer relationship will enable any organization to be a low cost provider and achieve superior results proving that you can have it all a goal thought inadvisable just a few short years ago At the heart of this bold assertion is the authors indisputable conclusion supported by thirty one years of groundbreaking research today s employee satisfaction loyalty and commitment strongly influences tomorrow s customer satisfaction loyalty and commitment and ultimately the organization s profit and growth a quantifiable set of associations the authors call the value profit chain In what may be the most far reaching study ever undertaken of the strategic importance of the employee customer relationship Heskett Sasser and Schlesinger offer profound new insights into the life long value of both employees and customers and the increasingly important concept of employee relationship management Readers will discover how organizations as diverse as aluminum maker Alcoa travel agency Rosenbluth International and the Willow Creek Community Church treat employees like customers in the case of Willow Creek volunteers as well Conversely the authors show how advertising agency Merkley Newman Harty and financial services provider ING Direct treat customers like employees pursuing the ones they want most At the Vanguard Group Cisco Systems and Southwest Airlines both practices are common The authors explain how these organizations and many others whether large or small public or private or not for profit achieve profitability and growth or the equivalent by leveraging results and process quality to deliver differentiated products and services at the lowest cost Timely essential and important reading The Value Profit Chain should be readily accessible on the desk of every forward thinking manager      **The Business Models Handbook** Paul Hague,2023-08-03 Business frameworks sit at the heart of successful businesses The second edition of The Business Models Handbook brings together the most helpful and widely used models into one invaluable resource Business models add structure and clarity to business problems help practitioners overcome the everyday challenges they face and enable the organization to grow and be profitable Each chapter of this book focuses on an individual business framework giving an overview of 50 of the best known frameworks These cover essential business topics such as benchmarking competitive intelligence gap analysis and value chains In this second edition these include Kay s distinctive capabilities Customer Activity Cycle and the 3C framework It also covers the most recent developments in applying these models including how to embed them remotely Authored by a leading global market researcher with a background working on over 3 000 different research projects and supported by real world case studies for

each model The Business Models Handbook is an invaluable resource for any professional or student Online resources include lecture slides that align with each chapter

The Business of Gamification Mikolaj Dymek, Peter Zackariasson, 2016-09-13 At the turn of the century the term gamification was introduced as a concept to understand the process of using game mechanics in non game contexts The impact of gamification was soon evident to business practices where it had impact both on marketing and more broadly on the organizations themselves As the number of individuals playing video games grows there seem to be an acceptance of game mechanics elsewhere Its effectiveness is highly dependent on both technical possibilities and cultural acceptance two factors present today The aim of The Business of Gamification is to critically analyze the practical and theoretical consequences of gamification Practically how has gamification been applied in businesses to this point and what are the future scenarios Theoretically what are the contributions of gamification to existing academic knowledge How does this change our understanding of how business are performing and its consequences for organizations consumers and society in general This edited volume contains new and stringent perspectives on how gamification is contextualized in business settings both in theory as well as in practice This book will provide a wealth of research for individuals seriously interested in the industry at the academic level As a result this book will serve as a reference in curricula associated with video game development for years to come

The Data Driven Leader Jenny Dearborn, David Swanson, 2017-11-06 Data is your most valuable leadership asset here s how to use it The Data Driven Leader presents a clear accessible guide to solving important leadership challenges through human resources focused and other data analytics This engaging book shows you how to transform the HR function and overall organizational effectiveness by using data to make decisions grounded in facts vs opinions identify root causes behind your company s thorniest problems and move toward a winning future focused business strategy Realistic and actionable this book tells the story of a successful sales executive who after leading an analytics driven turnaround in Data Driven this book s predecessor faces a new turnaround challenge as chief human resources officer Each chapter features insightful commentary and practical notes on the points the story raises guiding you to put HR analytics into action in your organization HR and other leaders cannot afford to overlook the power and competitive advantages of data driven decision making and strategies This book reflects the growing trend of CEOs choosing analytics minded business leaders to head HR at a time when workplaces everywhere face game changing forces including automation robotics and artificial intelligence It is urgent that human resources leaders embrace analytics not only to remain professionally relevant but also to help their organizations successfully navigate this digital transformation HR professionals can and must Understand essential data science principles and corporate analytics models Identify and execute effective data analytics initiatives Boost HR and company productivity and performance with metrics that matter Shape an analytics centric culture that generates data driven leaders Most organizations capture and report data but data is useless without analysis that leads to action The Data Driven Leader shows

you how to use this tremendous asset to lead your organization higher

**Handbook of Service Science** Paul P.

Maglio, Cheryl A. Kieliszewski, James C. Spohrer, 2010-06-14 As the service sector expands into the global economy a new science of service is emerging one that is dedicated to encouraging service innovation by applying scientific understanding engineering discipline and management practice to designing improving and scaling service systems Handbook of Service Science takes the first major steps to clarifying the definition role and future of this nascent field Incorporating work by scholars from across the spectrum of service research the volume presents multidisciplinary perspectives on the nature and theory of service on current research and practice in design operations delivery and innovation of service and on future opportunities and potential of service research Handbook of Service Science provides a comprehensive reference suitable for a wide reaching audience including researchers practitioners managers and students who aspire to learn about or to create a deeper scientific foundation for service design and engineering service experience and marketing and service management and innovation

**Handbook of Research on Promotional Strategies and Consumer Influence in the Service Sector**

Panwar, Upendra Singh, Kumar, Raj, Ray, Nilanjan, 2016-04-11 Economic growth is directly impacted by a multitude of different industries in recent years the service industry has emerged as a significant contributor to the global economy As such the effective management of this sector has become a widely studied topic The Handbook of Research on Promotional Strategies and Consumer Influence in the Service Sector is an authoritative reference source for the latest research on emerging methods for innovative service design and delivery examining how growing customer expectations and global competition has influenced this industry Featuring quality factors marketing tools and the effects of consumer behavior this publication is ideally suited for researchers professionals and academicians actively involved in the service industry

*Advances in Management Accounting* John Y. Lee, Marc J. Epstein, 2000 This publication offers well developed articles on a variety of topics in management accounting Featured in recent volumes are articles on the practice and research of management accounting in the 21st century and the drivers of customer and corporate profitability

**Myths of Branding**

Simon Bailey, Andy Milligan, 2022-10-03 A brand is just a logo everyone knows that don't they After all it's not as though a good brand can save a bad business and besides the digital revolution is making branding irrelevant Myths of Branding written by renowned branding experts Andy Milligan and Simon Bailey explores the huge number of misguided mistaken and blatantly false myths that abound in the branding arena From the belief that developing brands is nothing more than fiddling with logos to the perception that it's a soft area of marketing that doesn't go beyond visual identity and that the customer is always right these myths are all surprisingly entrenched yet could not be further from the truth Myths of Branding uses up to date case studies and witty examples to debunk these popular misconceptions and replaces them with the reality of what it's really like to work in the world of branding Jam packed with entertaining anecdotes and useful information that practitioners can learn from it guarantees a deeper sharper understanding of the realities of branding and brand management About the

Business Myths series The Business Myths series tackles the falsehoods that pervade the business world From leadership and management to social media strategy and the workplace these accessible books overturn out of date assumptions skewer stereotypes and put oft repeated slogans to the test Entertaining and rigorously researched these books will equip you with the insight and no nonsense wisdom you need to succeed **From Achilles to Superman** Joseph J. McInerney, 2025-07-25 Decades of surveys show us that the American public has lost faith in its leaders We don't really need survey data to know this is true Just peruse your favorite source of media and you will see a distrust in leaders from all sides of the political spectrum It may be the only thing that our divided country agrees about Even the leadership education experts have lost faith in the clients they are supposed to educate After spending billions of dollars per year on leadership education those educators observe that leaders have never been less respected or more distrusted than they are today How can we escape our leadership predicament We can start with a basic insight that trust or distrust in a leader is often based on the ethics of that leader Yet many people including our leaders struggle to articulate what ethics is even about much less how it relates to leadership This book fills that gap by describing how our story of ethics has developed over the last 2 500 years and how understanding that story will help leaders regain the trust of a public that wants and needs their leaders to be worthy of trust

**EBOOK: Services Marketing: Integrating Customer Focus Across the Firm** Alan Wilson, Valarie Zeithaml, Mary Jo Bitner, Dwayne Gremler, 2016-01-16 European economies are now dominated by services and virtually all companies view service as critical to retaining their customers today and in the future In its third European edition Services Marketing Integrating Customer Focus across the Firm provides full coverage of the foundations of services marketing placing the distinctive gaps model at the center of this approach Drawing on the most recent research and using up to date and topical examples the book focuses on the development of customer relationships through quality service outlining the core concepts and theories in services marketing today New and updated material in this new edition include New content on the role of digital marketing and social media has been added throughout to reflect the latest developments in this dynamic field Increased coverage of Service dominant logic regarding the creation of value and the understanding of customer relationships New examples and case studies added from global and innovative companies including AirBnB IKEA Disneyland Scandinavia Airlines and Skyscanner *Business Law and Ethics: Concepts, Methodologies, Tools, and Applications* Management Association, Information Resources, 2015-03-31 In modern business environments ethical behavior plays a crucial role in success Managers and business leaders must pay close attention to the ethics of their policies and behaviors to avoid a reputation crushing scandal Business Law and Ethics Concepts Methodologies Tools and Applications explores best practices business leaders need to navigate the complex landscape of legal and ethical issues on a day to day basis Utilizing both current research and established conventions this multi volume reference is a valuable tool for business leaders managers students and professionals in a globalized marketplace *Workforce Analytics* Martin R. Edwards, Dana



Minbaeva,Alec Levenson,Mark A. Huselid,2025-04-02 Workforce Analytics A Global Perspective provides a comprehensive sweep of key issues facing the evolving discipline of workforce analytics The editors all globally recognized in this field have curated a collection of unique pieces that introduce workforce analytics discuss its place in the HR sphere and systematically address the key practical challenges faced by analytics experts working in and with organizations Drawing on the combined expertise of the editors and a range of practicing expert contributors the book provides a current cutting edge and multi perspective survey of workforce analytics The contributions examine why workforce analytics is important how it can help contribute to business success and the considerations businesses need to address to maximize the benefit of this important HR expertise A breakthrough text in a game changing emerging discipline the book is an essential resource for practitioners students and researchers in workforce analytics people analytics and human resource management more broadly

**Internal Marketing** Tatsuya Kimura,2017-04-21 Establishing developing or promoting a brand or product in a market stems from aligning of divisions within an organization with the perspective of providing value to customers an idea which is known as internal marketing Unlike external marketing internal marketing ensures that organizational divisions are aligned in the marketing strategies so that the resultant external marketing is effective and not impeded by internal shortcomings This book provides a comprehensive review of internal marketing research and illustrates the role of internal marketing in enhancing the capabilities of a company s internal resources Putting forward a guiding principle for business practices by considering such questions from a multilateral perspective this book is a must read for practitioners and academics alike

**Optimizing Organization Design** Ronald G. Capelle,2013-11-14 Optimizing Organization Design offers a comprehensive resource and valued guide for anyone interested in improving organization performance The book presents an approach to optimizing organization design that is based on over 100 large scale projects and 23 research studies that have been completed by Capelle Associates over the past 25 years In addition the book includes insightful comments from executives on their success in using this approach Capelle s research and client experience reveal that optimizing organization design leads to better financial performance customer satisfaction and employee engagement It can provide a competitive advantage and a significant return on investment It can also become the foundation of both strategy implementation and human resources management Capelle shows that organization design includes the alignment of a number of critical factors including positions vertical and functional accountabilities and authorities managerial and cross functional people deliverables and tasks He shows that manager direct report alignment is the single most important organization design variable His research also shows that it is suboptimal nearly half the time This is a horrendous waste of talent and capability but also provides a significant opportunity for improvement in organization performance Optimizing Organization Design clearly explains how to implement organization design improvements This approach includes people change management project management and a cascading iterative approach that is based on teams and involves education

doing real work and feedback In addition Optimizing Organization Design includes special sections on the role of the Board of Directors project management process management and compensation In addition the author has included four case studies and a useful glossary     The Good Jobs Strategy Zeynep Ton,2014 A research backed clarion call to CEOs and managers making the controversial case that good well paying jobs are not only good for workers and for society they re good for business too     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

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