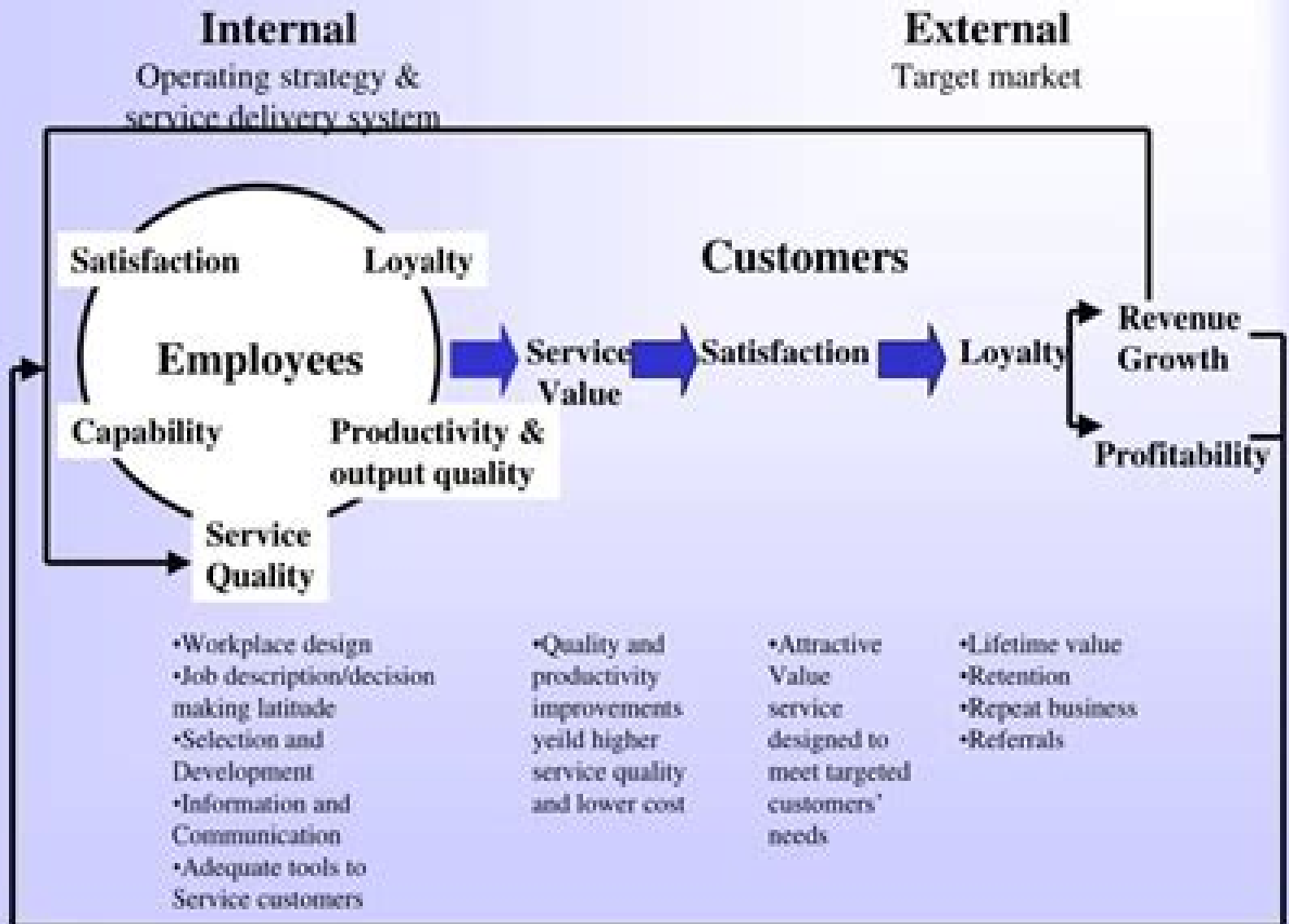


The Private Sector Service Profit Chain

(James Heskett, Harvard University)



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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 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

Service Supply Chain Systems Tsan-Ming Choi, 2016-04-14 Supply chain management is a well developed area The traditional supply chains are dynamic systems which include the forward and reverse flows of physical products and the related information and fund However a service supply chain is different because the real product may take the form of a service which implies that many traditionally cruc

Digitalised Talent Management Sharna Wiblen, 2021-01-31 This book focuses on digitalised talent management the use of information technologies in talent management The book affords theoretically methodologically and empirically informed insights that are especially salient given the need for executives and organisations to balance the role of humans and technology while ensuring competitiveness in this interconnected and increasingly digital world In doing so the book will shape and contribute to academic and industry based conversations about the role of technological innovations in enabling organizations to transition towards digital ways of organising talent as well as the associated implications for the who what where when and why of talent management as stakeholders decide which aspects of talent management can be delegated to technology and those that require human agency This book adds value by assembling subject matter experts currently siloed within traditional research domains whilst also highlighting the complexity of managing talent By synthesising content from world leading academics who herald from various backgrounds the book will instigate shape and contribute to conversations about both the promises and perils of digitalised talent management and the extent to which judgments and decisions about an organisations most valuable asset it s talent should be delegated to non human agents This book will be of interest to

researchers academics and students in the fields of talent management and organisational design especially those interested in digital ways of working managing and leading

Strategic Alignment Process and Decision Support Systems: Theory and Case Studies Shimizu, Tamio, de Carvalho, Marly Monteiro, Laurindo, Fernando José Barbin, 2005-12-31 This book deals with strategic organizational decision making providing techniques for improving the intelligence of actions by organizational decision makers Provided by publisher

Service Systems Implementation Haluk Demirkan, James C. Spohrer, Vikas Krishna, 2011-02-07 Service Systems Implementation provides the latest applications and practices aimed at improving the key performance indicators of service systems especially those related to service quality service productivity regulatory compliance and sustainable service innovation The book presents action oriented application oriented design science oriented artifacts building constructs models methods and instantiations and case study oriented research with actionable results by illustrating techniques that can be employed in large scale real world examples The case studies will help visualize service systems along the four key dimensions of people information technology and value propositions which can help enable better integration between them towards higher value propositions The chapters written by leading experts in the field examine a wide range of substantive issues and implementations related to service science in various industries These contributions also showcase the application of an array of research methods including surveys experiments design science case studies and frameworks providing the reader with insights and guidelines to assist in building their own service systems and thus moving toward a more favorable service customer and provider experience Service Systems Implementation along with its companion text The Science of Service Systems is designed to present multidisciplinary and multisectoral perspectives on the nature of service systems on research and practice in service and on the future directions to advance service science These two volumes compose a collection of articles from those involved in the emerging area known as service science

Supply Chain Design (Collection) Marc J. Schniederjans, Stephen B. LeGrand, Arthur V. Hill, Michael Watson, Sara Lewis, Peter Cacioppi, Jay Jayaraman, 2013-03-02 A brand new collection of world class supply chain design solutions 3 authoritative books now in a convenient e format at a great price 3 authoritative eBooks deliver state of the art guidance for designing and optimizing highly competitive global supply chains This unique 3 eBook package will help you design state of the art supply chains that deliver rapid quantifiable and sustainable competitive advantage The Encyclopedia of Operations Management is the perfect single volume field manual for every supply chain or operations management practitioner and student Nearly 1 500 well organized up to date definitions cover every facet of supply chain design planning management and optimization Next in Reinventing the Supply Chain Life Cycle Marc J Schniederjans and Stephen B LeGrand show how to optimize supply chains throughout their entire lifecycle creation growth maturity and decline Reflecting up to the minute in the trenches experience and pioneering research this book illuminates the complex transformational processes associated with managing complex supply chains that incorporate multiple products and services

within ever changing networks They walk you through starting creating and building new supply chains realigning them for growth adjusting to dynamic change readjusting networks building flexibility and managing new risks Next they offer practical realistic guidance for realigning mature supply chains innovating controlling costs and smoothly managing declining demand Throughout they offer invaluable insights tools and examples for negotiation performance measurement anticipating change improving agility meeting commitments to social responsibility and the law and more Finally in Supply Chain Network Design four leading IBM and Northwestern University experts show how to use strategic supply chain network design to achieve dramatic new savings They integrate rigorous principles and practical applications to help you select the right number location territory and size of warehouses plants and production lines and optimize the flow of all products through even the most complex global supply chain You ll find better ways to decide what and where to manufacture internally and which products to outsource and to whom You ll get help managing cost vs service level tradeoffs using analytics to improve decision making and re optimizing regularly for even more savings Whatever your role in supply chain design this collection will help you systematically optimize performance customer value and profitability From world renowned supply chain experts Arthur V Hill Marc J Schniederjans Stephen B LeGrand Michael Watson Sara Lewis Peter Cacioppi and Jay Jayaraman

Strategic Human Capital Management Jon Ingham, 2007-02-07 outlines the key attributes of a strategic approach to HCM and captures these within a scorecard the HCM Value Matrix provides a process for managing human capital using the scorecard the Strategic HCM Planning Cycle Includes case studies from leading organizations and commentary from HR practitioners and academics

Knowledge Driven Service Innovation and Management: IT Strategies for Business Alignment and Value Creation Chew, Eng K., Gottschalk, Petter, 2012-11-30 This book provides a comprehensive collection of research and analysis on the principles of service knowledge and organizational capabilities clarifying IT strategy procedures and management practices and how they are used to shape a firm s knowledge resources Provided by publisher

SUPPLY CHAIN MANAGEMENT AND REVERSE LOGISTICS Ilyas Masudin, 2017-03-07 The study of logistics and supply chain management become a trending topic recently Researcher and practitioners have been working to elaborate the concept strategy framework and application of logistics and supply chain management in industrial operations Thus the competition is not between firms any more but it is all about logistics and supply chain management strategy competition The progress of world wide regulations and law global completion the increasing demand from customers in social and environmental considerations and the sustainability issues has forced researchers and industrial practitioners to expand the perspective on beyond logistics and supply chain management concept Reverse logistics and green supply chain management are such the innovative ideas for researcher to discuss and for industry practitioners to adopt This book attempts to describe the concept of supply chain management and logistics in traditional system and figure out the progress of green supply chain management and reverse logistics study The first two chapters of this book overviews

the concept of supply chain management in both perspective application of strategic and operational levels based supply chain management s business process and supply chain management elements The last two chapters of this book give more attention on these areas green supply chain management and reverse logistics specifically on the previous study has been done by researchers The overview and review of green supply chain management and reverse logistics in this book would help readers to understand more about the concept of logistics and supply chain management and would give new directions of further research in green supply chain management and reverse logistics

Facilities Manager's Desk Reference Jane M. Wiggins,2014-02-04 An invaluable source of highly relevant practical information on the all the principal FM services written for the practicing facilities manager in an easily readable concise format To help the facilities manager meet the needs of their organisation the Facilities Manager s Desk Reference provides the facilities manager with an invaluable source of highly relevant practical information on the all the principal FM services as well as information on legal compliance issues the development of strategic policies and tactical best practice information Fully updated over the first edition and presented in an easily readable concise format with a clear practitioner perspective the book covers both hard and soft facilities management issues It will be a first point of reference for all busy facilities managers saving them time by providing access to the information needed to ensure the safe effective and efficient running of any facilities function Fully updated over the 1st edition it contains all the essential data covering the principal FM services Highly practical aimed at the busy FM practitioner Saves time by bringing together essential useful and practical information Benefits students whose courses do not prepare them for the practicalities of professional practice

Handbook on the Sustainable Supply Chain Joseph Sarkis,2019 Supply chain management has long been a feature of industry and commerce but with increasing demands from consumers producers are spending more time and money investing in ways to make supply chains more sustainable This exemplary Handbook provides readers with a comprehensive overview of current research on sustainable supply chain management

The Palgrave Handbook of Service Management Bo Edvardsson,Bård Tronvoll,2022-05-24 This handbook provides an innovative thorough overview of service management It draws together an impressive international group of leading scholars who offer a truly global perspective exploring current literature and laying out guidance for future research Beginning with defining service as a perspective on value creation and service management as a set of organizational competencies for enabling and realizing value creation through service it then moves on to follow the evolution of service research From there the book is structured into six main themes perspectives on service management service strategy service leadership and transition service design and innovation service interaction quality and operations and service management and technology This book is valuable reading for academics lecturers and students studying service management operations management and service research

Introduction to Service Engineering Waldemar Karwowski,2010-01-12 What you need to know to engineer the global service economy As customers and service providers

create new value through globally interconnected service enterprises service engineers are finding new opportunities to innovate design and manage the service operations and processes of the new service based economy Introduction to Service Engineering provides the tools and information a service engineer needs to fulfill this critical new role The book introduces engineers as well as students to the fundamentals of the theory and practice of service engineering covering the characteristics of service enterprises service design and operations customer service and service quality web based services and innovations in service systems Readers explore such key aspects of service engineering as The role of service science in developing a smarter planet Service enterprises including enterprise value creation architecture of service organizations service enterprise modeling and the application of methods of systems engineering to services Service design including collaborative e service systems and the new service development process Service operations and management including service call centers Service quality from design operations to customer relations Web based services and technology in the global e organization Innovation in service systems from service engineering to integrative solutions service oriented architecture solutions and technology transfer streams With chapters written by fifty seven specialists and edited by bestselling authors Gavriel Salvendy and Waldemar Karwowski Introduction to Service Engineering uses numerous examples problems and real world case studies to help readers master the knowledge and the skills required to succeed in service engineering

Supply Chain Management: Concepts, Methodologies, Tools, and Applications Management Association, Information Resources, 2012-12-31 In order to keep up with the constant changes in technology business have adopted supply chain management to improve competitive strategies on a strategic and operational level Supply Chain Management Concepts Methodologies Tools and Applications is a reference collection which highlights the major concepts and issues in the application and advancement of supply chain management Including research from leading scholars this resource will be useful for academics students and practitioners interested in the continuous study of supply chain management and its influences

Customer Service for Hospitality and Tourism Simon Hudson, Louise Hudson, 2025-04-30 Fully revised and updated with brand new material and cases on issues surrounding sustainability and AI in the context of customer services plus a brand new chapter on Customer service and sustainability Explains not only the theory behind the importance of customer service but how to put this theory into practice

Service Business Costing Markus B. Baum, 2012-08-17 Service firms have high overhead costs which are difficult to assign to individual services To bring transparency to their value chain they need costing approaches that help them find their own improvements Markus B Baum explores current theory and practice of value chain approaches and cost accounting to develop a costing approach with a suitable instrument for the allocation of fixed and overhead costs for a service firm He describes the service business costing SBC approach This hybrid costing model has a hierarchical structure in terms of consolidation and allocates cost and revenues on the lowest hierarchical level possible to ensure that all costs and income are assigned to activities from which they originated *The*

Business Environment 7e Adrian Palmer, Bob Hartley, 2011-01-16 The seventh edition of The Business Environment has been perfectly tailored to cover the core topics that will be studied on an introductory Business Environment module This fully updated new edition provides comprehensive coverage of the varying factors that make up the business environment with a particular focus on how these factors impact business organisations and the decisions organisations make Key Features Up to date coverage The business environment continues to evolve and this new edition takes on board recent issues including The after effects of the credit crunch The emerging economic power of China India and Brazil Data security and privacy Business ethics Cultural identity Climate change Real life examples New opening vignettes introduce the main topic and show the business environment in real life In addition the book contains a wealth of shorter and longer case studies featuring companies such as Google Amazon and Virgin Trains Pedagogy Clearly written and user friendly the book boasts a full range of learning tools which include Learning Objectives Thinking Around the Subject boxes Review Questions and Activities

Services Marketing: Text And Cases Verma, 2007-09

Beyond the Ultimate Question Bob E. Hayes, 2009-05-04

Business growth depends on more than asking a single question Challenging the widely touted Net Promoter Score NPS claims author Bob E Hayes provides compelling evidence that to grow their business companies need to look beyond this simple question to efforts on improving the entire customer feedback program CFP First customer loyalty consists of three components advocacy purchasing and retention each providing unique and useful information regarding future business growth By measuring these three components of customer loyalty companies will be better able to manage their customer relationships to maximize growth through new and existing customers Second because of the diverse business practices companies can employ with respect to their CFPs there are hundreds of different ways a company can structure its particular program Some companies have top executive support for their programs while others do not Some companies integrate their customer feedback data into their daily business processes while others keep them separate Some companies use customer feedback results as part of their employee incentive programs while other companies rely on more traditional incentive programs Still some companies conduct in depth customer research using their feedback data while others rely on basic reporting of their customer feedback data for their customer insight But are there critical elements of a customer feedback program that are absolutely necessary for its success Can a company exclude some elements from its program without adversely impacting its effectiveness How important are certain components in increasing customer loyalty This book answers these questions It is a direct result of the author s scientific research and professional experience in the field of customer satisfaction and loyalty This book represents the first scientific study that has tried to identify the best practices of customer feedback programs Hayes formally collected information from many CFP professionals regarding how they structure their CFPs and identified specific CFP practices that lead to higher levels of customer loyalty Additionally he worked first hand with employees from Microsoft Oracle Harris Stratex Networks Akamai and American Express Business

Travel in gathering insights and case studies to illustrate how to build a world class CFP Learn why companies should look beyond the NPS as the ultimate question and learn how to design an effective CFP that will help improve the customer experience increase customer loyalty and ultimately drive business growth For those unfamiliar with CFPs the appendices provide detail on methods used in the main body of the book a discussion on methods of determining customer requirements those elements of your business that are important to your customers a complete discussion on how to write survey questions and brief discussions on particular statistical analysis methods that can help you understand how customer feedback data are analyzed

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