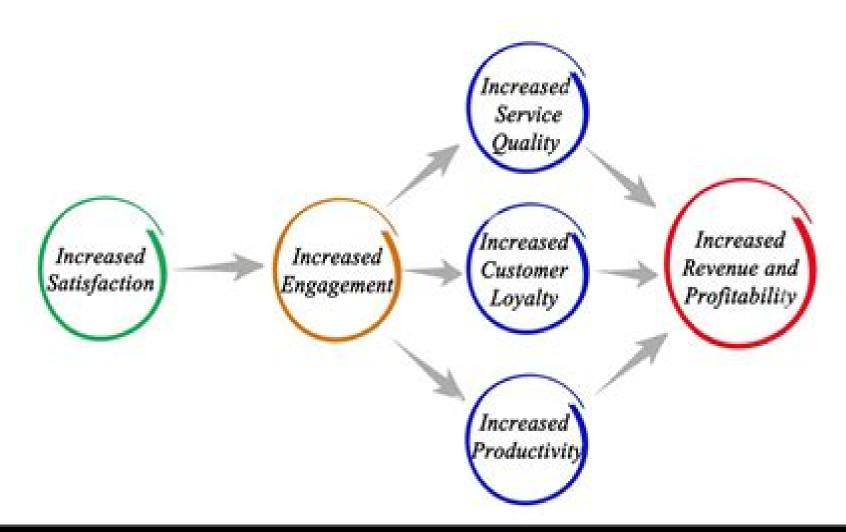
Service-Profit Chain Model





Profit Service Chain Model

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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 guickly 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 Handbook of Service Science Paul P. Maglio, Cheryl A. Kieliszewski, James C. thinking manager Business Models, 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 Manaaina 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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Identity Management T. Melewar, E. Karaosmanoglu, 2008-10-23 A new look at the latest thinking and issues in the areas of branding identity and communication drawing on recent academic and practical thought on corporate branding Bringing together an international array of authors the volume includes case study examples to provide a contemporary insight into corporate marketing communications Principles of Marketing Dr. Maria Gomez Albrecht, Dr. Mark Green, Linda Hoffman, 2023-01-23 Principles of Marketing is designed to meet the scope and sequence for a one semester marketing course for undergraduate business majors and minors Principles of Marketing provides a solid grounding in the core concepts and frameworks of marketing theory and analysis so that business students interested in a major or minor in marketing will also be prepared for more rigorous upper level elective courses Concepts are further reinforced through detailed diverse and realistic company and organization scenarios and examples from various industries and geographical locations To illuminate the meaningful applications and implications of marketing ideas the book incorporates a modern approach providing connections between topics solutions and real world problems Principles of Marketing is modular allowing flexibility for courses with varied learning outcomes and coverage This is an adaptation of Principles of Marketing by OpenStax You can access the textbook as pdf for free at openstax org Minor editorial changes were made to ensure a better ebook reading experience This is an open educational resources OER textbook for university and college students Textbook content produced by OpenStax is licensed under a Creative Commons Attribution 4 0 International License The Marketing Book Michael Baker, Susan Hart, 2016-04-14 The Marketing Book is everything you need to know but were afraid to ask about marketing Divided into 25 chapters each written by an expert in their field it s a crash course in marketing theory and practice From planning strategy and research through to getting the marketing mix right branding promotions and even marketing for small to medium enterprises This classic reference from renowned professors Michael Baker and Susan Hart was designed for student use especially for professionals taking their CIM qualifications Nevertheless it is also invaluable for practitioners due to its modular approach Each chapter is set out in a clean and concise way with plenty of diagrams and examples so that you don't have to dig for the information you need Much of this long awaited seventh edition contains brand new chapters and a new selection of experts to bring you bang up to date with the latest in marketing thought Also included are brand new content in direct data and digital marketing and social marketing If you re a marketing student or practitioner with a question this book should be the first place you look

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