

SERVICE-PROFIT CHAIN

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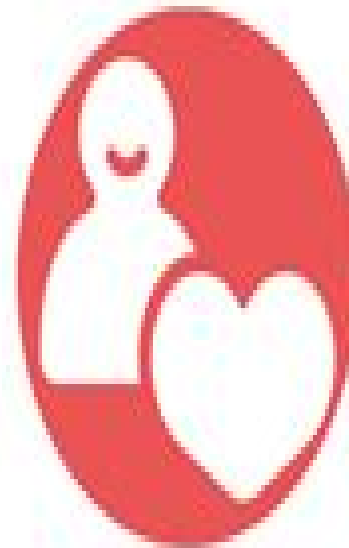
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Service Profit Chain

**James L. Heskett, W. Earl Sasser, Joe
Wheeler**



Service Profit Chain:

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

Driving Retail Store Performance Todd Michael Stodnick, 2005 Abstract One service management model that has been gaining momentum in academic and practitioner circles alike is the service profit chain First introduced in the early 1990 s the service profit chain offers a structural framework to service management Heskett et al 1994 The theory basically asserts that providing employees with a superior internal working environment will lead to satisfied employees who are both loyal to the organization and able to provide the customer with an excellent service experience Customers will recognize and value the outstanding service afforded them Over time they will exhibit loyalty behaviors such as continued purchasing and increased referrals These loyalty behaviors will generate both market share and profitability increases for the service firm Despite its widespread adoption by many service industry leaders e g Southwest Airlines Progressive Insurance etc and a growing amount of academic literary attention to the topic very little empirical research has attempted to validate the basic tenets within the service profit chain As such the primary objective of this research is to test the structural framework presented in the service profit chain Two structural models incorporating nine distinct hypotheses are the means by which this objective is carried out To support this primary objective several secondary objectives must be met Because this research will use several constructs that have yet to be rigorously validated much time and attention must be devoted to scale development The population frame used in this study will be one large retail chain within the women s specialty apparel industry Seven of the nine hypotheses are supported two are not The overall fit statistics of the two models employed suggest that the models do fit the data well indicating support for the underlying theory behind the service profit

chain A summary of the hypotheses includes 1 internal service quality drives both employee satisfaction and loyalty 2 employee satisfaction drives employee loyalty 3 total retail experience drives a customer's perception of retail value and their satisfaction 4 customer satisfaction drives customer loyalty

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

Services Marketing: Text and Cases, 2/e Harsh V. Verma, 2012 Rewards Strategy Pankaj M. Madhani, 2020 The research deploys service profit chain model to underscore the impact of effective rewards strategy on contribution and performance of employees in enhancing customer service and thus business performance The service profit chain postulates that higher employee satisfaction levels lead to high customer satisfaction and ultimately affect consumer loyalty and profitability Therefore human resource managers should implement better internal service quality practices such as effective rewards strategy that focus on employee satisfaction operational excellence and service orientation to enhance firm performance The research emphasizes that the service profit chain begins with internal service quality triggered by financial and non-financial rewards and ends with business performance in terms of revenue growth and profitability The research highlights that with effective rewards strategy companies should take care of their employees first because doing so will result in employees delivering a better customer experience and creating loyal customers who generate greater profits

Handbook of Services Marketing and Management Teresa Swartz, Dawn Iacobucci, 2000 What a rarity to see a who's who

of thought leaders on any subject create original material for an anthology It s a real collegial tribute to Teresa A Swartz and Dawn Iacobucci that they have been able to assemble such a treasure of original material including some of the last from our late friend and colleague Eric Langeard on topics important to services marketing and management James Heskett Harvard Business School The Handbook of Services Marketing and Management provides an excellent introduction to the topics and issues that define service marketing today Editors Swartz and Iacobucci have recruited many of the leading names in service research to write the chapters in the book ensuring that the Handbook will be a valuable reference for years to come Roland T Rust Journal of Service Research This Handbook contains an impressive collection of cutting edge contributions that should be of keen interest to service researchers and practitioners It represents some of the best and most recent thinking on a wide range of service topics A Parasuraman University of Miami FL Service business today constitute the largest sector in advanced economies This new Handbook provides a wealth of stimulating ideas and guidelines for improving the quality and effectiveness of service offerings Philip Kotler S C Johnson Son Distinguished Professor of International Marketing Northwestern University Services because of their intangibility variability and perishability call for management and marketing skills of a high order This new Handbook belongs in the working library of managers charged with managing and marketing the service offerings of hotels restaurant chains airlines telecommunications companies entertainment companies professional services firms and countless other services industries Philip Kotler S C Johnson Son Distinguished Professor of International Marketing Northwestern University Despite the growth in services research and the dominance of services in the world economy no one book has emerged as a comprehensive guide for researchers and professionals until now The Handbook of Services Marketing and Management presents state of the art perspectives in the foundations of services while simultaneously challenging and expanding current services practices Editors Teresa A Swartz and Dawn Iacobucci invited the world s leading experts on services marketing and management to author individual chapters The result is an experienced international eclectic and cross disciplinary mix of authors all contributing cutting edge material on the frontiers of service research This handbook includes a unique mix of both in depth chapters as well as shorter more focused mini chapters which treat emerging issues in the field of services This structure makes the Handbook the most thorough reference possible The Handbook of Services Marketing and Management should have a place on the bookshelves of every academic graduate student and professional in the critical area of services

Service?profit Chain Gerard Blokdyk, 2018-05-29 Risk factors what are the characteristics of Service profit chain that make it risky What will drive Service profit chain change How can we incorporate support to ensure safe and effective use of Service profit chain into the services that we provide How to Secure Service profit chain Are there recognized Service profit chain problems This valuable Service profit chain self assessment will make you the principal Service profit chain domain auditor by revealing just what you need to know to be fluent and ready for any Service profit chain challenge How do I reduce the effort in the Service profit chain work to be done

to get problems solved How can I ensure that plans of action include every Service profit chain task and that every Service profit chain outcome is in place How will I save time investigating strategic and tactical options and ensuring Service profit chain costs are low How can I deliver tailored Service profit chain advice instantly with structured going forward plans There s no better guide through these mind expanding questions than acclaimed best selling author Gerard Blokdyk Blokdyk ensures all Service profit chain essentials are covered from every angle the Service profit chain self assessment shows succinctly and clearly that what needs to be clarified to organize the required activities and processes so that Service profit chain outcomes are achieved Contains extensive criteria grounded in past and current successful projects and activities by experienced Service profit chain practitioners Their mastery combined with the easy elegance of the self assessment provides its superior value to you in knowing how to ensure the outcome of any efforts in Service profit chain are maximized with professional results Your purchase includes access details to the Service profit chain self assessment dashboard download which gives you your dynamically prioritized projects ready tool and shows you exactly what to do next Your exclusive instant access details can be found in your book

The Ownership Quotient James L. Heskett,Earl W. Sasser,Joe Wheeler,2008 Organizations worldwide have used a groundbreaking tool the service profit chain to improve business performance In The Ownership Quotient the authors reveal the next level of thinking about the service profit chain based on recent research into exemplar companies Heskett Sasser and Wheeler extend the service profit chain to include customer and employee owners Customer owners are so satisfied with their experience that they relate their stories to others persuade them to try a product and provide constructive criticism and new product ideas Employee owners exhibit such enthusiasm for their organization that they infect customers with similar satisfaction loyalty and dedication The lifetime value of a customer owner is equivalent to that of a hundred merely typical customers That makes the value of employees who promote customer ownership priceless Powerful and practical The Ownership Quotient is your playbook for pushing performance to unprecedented levels

The Airline Industry ,2006 The Airline industry has been under increasing pressure recently from the increased competition of low cost airlines and the terrorist events of 2001 to name but a few Various US airlines including Delta and Northwest have been declared bankrupt oil prices have soared and seat prices are still being forced down the supply far outweighing the demand This e book looks at recent case studies of airlines in crisis Continental Airlines and also airlines which have excelled at expansion during this turbulent time such as Easyjet and Ryanair and offers examples of successful strategies previously used The collection also features interviews with high profile figures from airlines such as Go Qatar Airways and SWISS International Airlines

Service Quality Benjamin Schneider,Susan S. White,2004 The last three decades have seen a dramatic increase in the attention businesses devote to their quality of service Scholars and researchers in a number of disciplines including marketing human resources I O psychology sociology and consumer behavior have all made substantial contributions to understanding what service is how service and service

delivery quality are experienced by customers and the role of employees and their organizations in service delivery Service Quality Research Perspectives presents a comprehensive overview and analysis of the field and its research including its growth emerging trends and debates *Assessing the Service-Profit Chain* Wagner A. Kamakura,2013 **Who Owns the Data?** Frank L. Eichorn,2005-09 We all know how important customer service is every company espouses it But how often do we think about treating our internal colleagues with the same customer service levels as our external customers Who Owns The Data examines the relationships between IT departments in an organization and the business units they support and develops a holistic approach to improving these internal relationships This book is targeted at executives managers and team members at every level of an organization It demonstrates the direct positive impact of adopting Internal Customer Relationship Management principles on employee satisfaction customer satisfaction and organizational performance

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 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 What Great Service Leaders Know and Do James L. Heskett,W. Earl Sasser,W. Earl Sasser Jr.,Leonard A. Schlesinger,2015-09 In this book the authors cover every aspect of

optimal service leadership the best hiring training and workplace organization practices the creation of operating strategies around areas such as facility design capacity planning queue management and more the use and misuse of technology in delivering top level service and practices that can transform loyal customers into owners They describe the world of great service leaders in which both and thinking replaces trade offs It s a world in which new ideas will be tested against the sine qua non of the service trifecta Wins for employees customers and investors And it s a world in which the best leaders admit that they don t have the answers and create organizations that learn innovate sense and respond operate with fluid boundaries and seek and achieve repeated strategic success

Services Marketing Steve Baron, Kim Harris, Toni Hilton, 2018-10-18 Marketing is crucial in any industry for service based organisations it s absolutely critical This textbook looks at the issues models and theories behind services marketing It is supported by a range of substantial international case studies and offers an insight into the operation of many different service industries

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

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

Proceedings of the 7th International Conference on Accounting, Management and Economics (ICAME-7 2022) Muhammad Irdam Ferdiansyah, Daniella Cynthia Sampepajung, Insany Fitri Nurqamar, Rakhmat Prima Nugraha, 2023-05-27 This is an open access book The International Conference on Accounting Management and Economics ICAME is an annual agenda organized by the Faculty of Economics and Business Hasanuddin University In 2022 we would like to introduce to you the 7th ICAME with the current theme entitled Innovation Towards Sustainable Business We hope that our conference can add discussions and information from various research towards the discourse of new economic policy in the post pandemic era This activity also became an important agenda in publishing scientific papers by academics and became a positive contribution to mapping Indonesia s future development Therefore we would like to invite academics practitioners researchers to contribute to the development of economic and business management research through participating in the 7th of ICAME Thank you for your participation and we look forward to meeting you at the conference

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