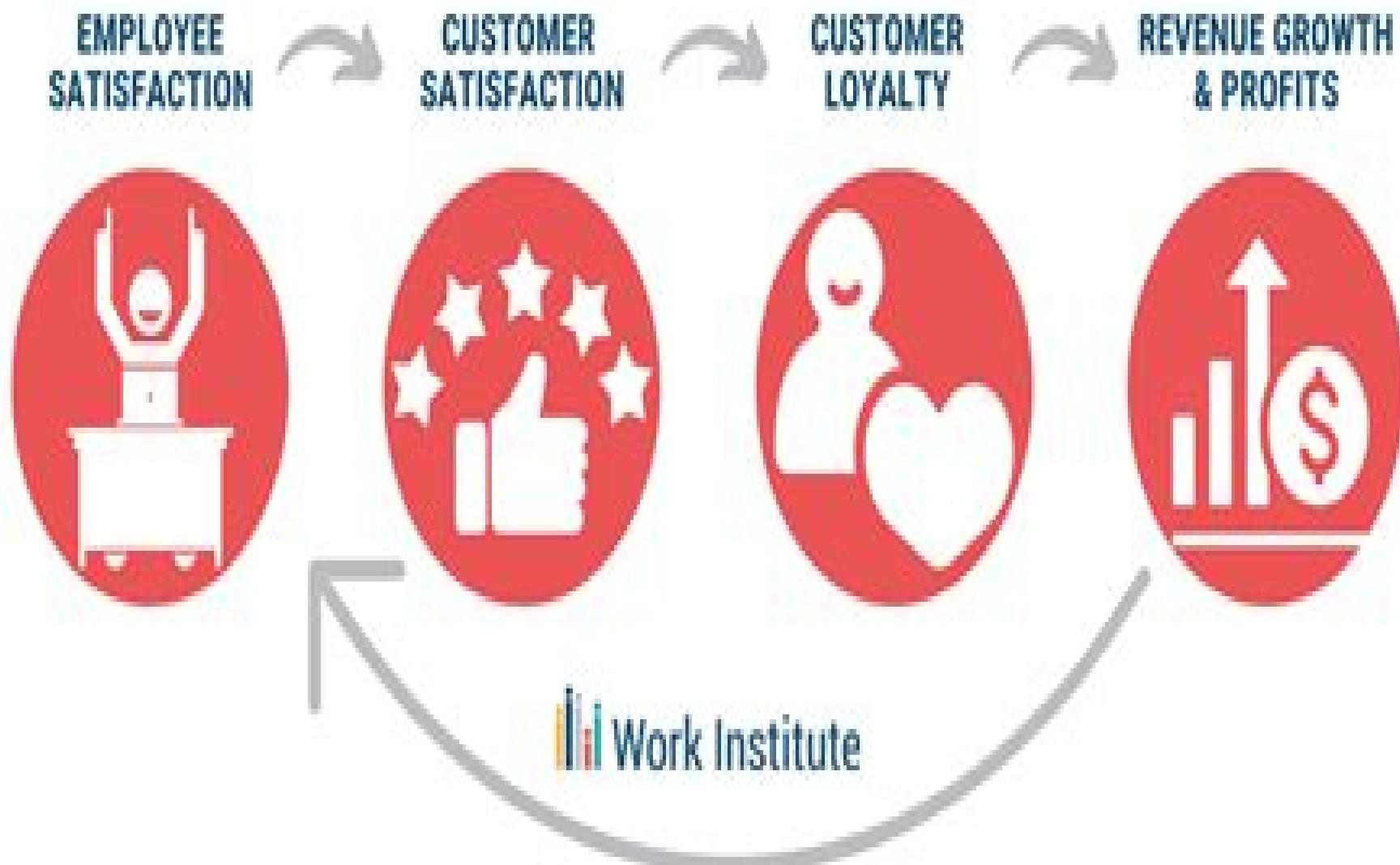


SERVICE-PROFIT CHAIN



The Service Profit Chain

Pankaj M. Madhani

The 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 **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 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 **Assessing the Service-Profit Chain** Wagner A.

Kamakura,2013 **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 **Services Marketing: Text And Cases**

Verma,2007-09 *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 Service Profit Chain* Andrea Burleson, 1997 **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

Service-Profit Chain Complete Self-Assessment Guide Gerardus Blokdyk, 2018-04-16 What are the disruptive Service profit chain technologies that enable our organization to radically change our business processes Are assumptions made in Service profit chain stated explicitly Are there recognized Service profit chain problems What is the purpose of Service profit chain in relation to the mission How to deal with Service profit chain Changes Defining designing creating and implementing a process to solve a challenge or meet an objective is the most valuable role In EVERY group company organization and department Unless you are talking a one time single use project there should be a process Whether that process is managed and implemented by humans AI or a combination of the two it needs to be designed by someone with a complex enough perspective to ask the right questions Someone capable of asking the right questions and step back and say What are we really trying to accomplish here And is there a different way to look at it This Self Assessment empowers people to do just that whether their title is entrepreneur manager consultant Vice President CxO etc they are the people who rule the future They are the person who asks the right questions to make Service profit chain investments work better This Service profit chain All Inclusive Self Assessment enables You to be that person All the tools you need to an in depth Service profit chain Self Assessment Featuring 703 new and updated case based questions organized into seven core areas of process design this Self Assessment will help you identify areas in which Service profit chain improvements can be made In using the questions you will be better able to diagnose Service profit chain projects initiatives organizations businesses and processes using accepted diagnostic standards and practices implement evidence based best practice strategies aligned with overall goals integrate recent advances in Service profit chain and process design strategies into practice according to best practice guidelines Using a Self Assessment tool known as the Service profit chain Scorecard you will develop a clear picture of which Service profit chain areas need attention 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 your organization exactly what to do next Your exclusive instant access details can be found in your

book **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 UniversityServices 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

The Service-profit Chain Elsje Schoeman,1996 **An Empirical Test of the Service-profit Chain at the Bottom of the Pyramid** Bongani Mageba,2013 The research project investigated the applicability of the Service Profit Chain model in the context where there are bottom of the pyramid customers who service bottom of the pyramid consumers in a middle income country All businesses are concerned about creating value for themselves In the past a lot of initiatives have focused on internal

restructuring measures as well driving one of the most valuable assets they have their brands However there is now a growing realisation by businesses driven by a number of factors that a the management of customer relations is one of the most effective tools to manage and increase profitability In view of the increasing emphasis that is being placed on the role of customers in creating value for businesses the service profit chain is an appropriate response to how businesses can go about managing customer profitability The research project was done using a quantitative research method with customers of one of the leading softdrinks beverage companies in the country Prior to this a thorough literature review was conducted which showed the relevance of the service profit chain model in managing customer profitability The main finding from the research is that the service profit chain does not apply to the context described above and in the study This is mainly because there was no relationship found between customer loyalty and customer profitability However the last chapter proposes a model to help with establishing this relationship *Service-Profit Chain a Complete Guide - 2019 Edition* Gerardus Blokdyk, 2019-03-18 What if your analytical model tells you that your hiring and firing policy is not at all sound or is even discriminatory Are the organizations incentive systems designed to hold staff accountable and to reward them for good performance Which knowledge and experience have staff been given the authority to change operating parameters to optimize performance What behaviors or results do you want to reinforce What does the industry s position in the life cycle early development rapid growth and takeoff early maturity and slowing growth saturation and stagnation decline reveal about the industry s growth prospects This easy Service profit chain self assessment will make you the established Service profit chain domain assessor 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 You will receive the following contents with New and Updated specific criteria The latest quick edition of

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Myrden,2013 **Putting the Service-profit Chain to Work** James L. Heskett,2000 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 An Empirical Study of the Service-profit Chain Wai-ye Yee,2007 **The Service Profit Chain** Brad Moore,1999

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