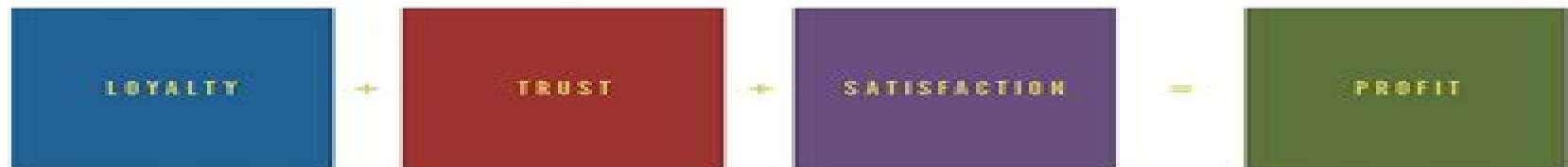


# THE VALUE PROFIT CHAIN

**Treat Employees Like Customers  
and Customers Like Employees**



**JAMES L. HESKETT,  
W. EARL SASSER, JR., AND  
LEONARD A. SCHLESINGER**

Authors of THE SERVICE PROFIT CHAIN

# The Value Profit Chain Treat Employees Like Customers And Customers Like

**Tracey Watson**



## **The Value Profit Chain Treat Employees Like Customers And Customers Like:**

**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 value profit chain**

James L. Heskett, 2003 Publisher Description unedited publisher data 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     *Accountability in Human Resource Management* Jack J.

Phillips,Patricia Pulliam Phillips,Kirk Smith,2016-03-22 From selection and assessment to training and development and reward management all HR functions have an impact on an organization Ever present budgetary pressures mean that there is perpetual competition for resources so HR departments must be able to account for and justify their contribution to the bottom line This practical text presents a results based approach to HR accountability which explains how to Uncover and monitor the costs of HR programs Develop programs emphasizing accountability Collect data for evaluation Measure the contribution of human resources Calculate HR s return on investment This new edition is fully revised and updated to reflect developments in the field such as the rise of talent management and the increased role of technology in HR measurement and is supported with international examples throughout New chapters have been added to address business alignment HR scorecards analytics maturity and international applications of the methodology Case studies tool templates and lecture slides are provided as online supplements for HR practitioners and students *Accountability in Human Resource Management* 2nd Edition is a complete and detailed guide suitable for HR professionals and students on advanced human resource management courses     **Contemporary Authors New Revision Series** Tracey Watson,2005-09 A biographical and bibliographical guide to current writers in all fields including poetry fiction and nonfiction journalism drama television and movies Information is provided by the authors themselves or drawn from published interviews feature stories book reviews and other materials provided by the authors publishers     *The Publishers Weekly* ,2003     *Tourism Recreation Research* ,2007     *Library Journal* ,2003 Includes beginning Sept 15 1954 and on the 15th of each month Sept May a special section School library journal ISSN 0000 0035 called Junior libraries 1954 May 1961 Also issued separately     **The Culting of Brands** Douglas Atkin,2004 Marketing expert Douglas Atkin has spent years re searching both full blown cults and companies that use cult branding techniques He interviewed countless cult members to discover what makes them tick And he explains exactly how brands like Harley Davidson and Apple make their customers feel unique important and part of an exclusive group and how that leads to solid long term relationships between a company and its customers In addition to describing a fascinating phenom enom it will be of enormous value to businesses as it reveals the secret to customer loyalty

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*The Service Profit Chain* W. Earl Sasser, Leonard A. Schlesinger, James L. Heskett, 1997 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

**Operations Management**

Roberta S. Russell, Bernard W. Taylor, 2006 Russell and Taylor both affiliated with the Pamplin College of Business at Virginia

Polytechnic Institute and State University use rice production and distribution as an ongoing example to convey the global nature and pervasive impact of operations management in this text for business students

**Interfaces**, 2003 Seeks to improve communication between managers and professionals in OR MS

*Building High-performance People and Organizations* Martha I. Finney, 2008 Business success depends on employee innovation drive skill endurance and dedication Engaged employees studies show provide tangible advantages to the organization and its bottom line greater customer satisfaction reduced turnover higher productivity improved profitability better safety results and higher stock prices In contrast the Gallup Organization has discovered that disengaged workers cost U S business between 250 billion and 350 billion each year How do you engage employees and in turn create the high performance organization With a different emphasis in each volume that s what this set is all about Volume 1 The New Employer Employee Relationship Volume 2 The Engaged Workplace Organizational Strategies Volume 3 Case Studies and Conversations From the latest theories on motivation to innovations in HR to methods to increased employee retention it provides the essential insights and tools managers leaders and HR people need to find new ways to succeed while keeping employees happy productive and loyal Employees know that cradle to grave or even week to week employment security is a thing of the past and that they are at the helm of their own career ship Discerning consumers in the employment marketplace they therefore seek employment opportunities that speak not only to their wallets and life circumstances but also to their desire to find work that provides purpose and passion How can employers meet these needs and create a team of engaged employees That s a large question and one that spans a spectrum of issues that includes career development human resource management and the alignment between individual and organizational goals In these three volumes leaders and managers will find answers They feature articles interviews and reports from academics psychologists managers in the practical corporate world and experts in career management Despite what Donald Trump might say work is personal and the ways in which individuals navigate the organizational environment and businesses organize to seek attract and retain the best employees is of primary concern That goes double in these turbulent times when job security is at stake cynicism rampant and loyalty at risk This set Covers both theories and practices driving the development of the modern employment relationship from both employee and organizational perspectives Touches on the timely issues of career management balance of personal and professional goals and for organizations finding and retaining the best employees and creating workplace cultures that inspire them to do their best work Provides principles and practices that can be used by companies of all sizes in all sectors and in all parts of the world Features an all star cast of contributors from corporate leadership academia practice and consulting special elements include interviews with business leaders and many best practice examples Building High Performance People and Organizations connects the dots so employers can maintain a loyal satisfied and productive workforce Volume 1 The New Employer Employee Relationship This volume looks at trends in demographics and the general business environment leading

to and driving the concept of employee engagement It addresses such issues as changing workforce demographics essential considerations in using employeesurveys building a high performance culture measuring and managing human capital engagement and change management managing virtual work teams and the impact of globalization and technology on the employer employee relationship Volume 2 The Engaged Workplace Organizational Strategies This volume focuses on real world organizational strategies to find develop and retain the best employees with an emphasis on innovative practices in both the U S and internationally Topics covered include hiring and staffing strategies the essential elements of work life balance     *The Atlantic Monthly* ,1998     **Management Services** ,2001     *The Excellent Manager's Business Library* Philip Holden,1999     **The American Food Journal** ,1922     Management Chuck Williams,2000     *Organizational dynamics* American Management Associations,2001     Diversity management e società multiculturale Pietro Basso,2004

This book delves into The Value Profit Chain Treat Employees Like Customers And Customers Like. The Value Profit Chain Treat Employees Like Customers And Customers Like is a crucial topic that needs to be grasped by everyone, ranging from students and scholars to the general public. This book will furnish comprehensive and in-depth insights into The Value Profit Chain Treat Employees Like Customers And Customers Like, encompassing both the fundamentals and more intricate discussions.

1. The book is structured into several chapters, namely:
    - Chapter 1: Introduction to The Value Profit Chain Treat Employees Like Customers And Customers Like
    - Chapter 2: Essential Elements of The Value Profit Chain Treat Employees Like Customers And Customers Like
    - Chapter 3: The Value Profit Chain Treat Employees Like Customers And Customers Like in Everyday Life
    - Chapter 4: The Value Profit Chain Treat Employees Like Customers And Customers Like in Specific Contexts
    - Chapter 5: Conclusion
  2. In chapter 1, the author will provide an overview of The Value Profit Chain Treat Employees Like Customers And Customers Like. The first chapter will explore what The Value Profit Chain Treat Employees Like Customers And Customers Like is, why The Value Profit Chain Treat Employees Like Customers And Customers Like is vital, and how to effectively learn about The Value Profit Chain Treat Employees Like Customers And Customers Like.
  3. In chapter 2, the author will delve into the foundational concepts of The Value Profit Chain Treat Employees Like Customers And Customers Like. This chapter will elucidate the essential principles that must be understood to grasp The Value Profit Chain Treat Employees Like Customers And Customers Like in its entirety.
  4. In chapter 3, this book will examine the practical applications of The Value Profit Chain Treat Employees Like Customers And Customers Like in daily life. The third chapter will showcase real-world examples of how The Value Profit Chain Treat Employees Like Customers And Customers Like can be effectively utilized in everyday scenarios.
  5. In chapter 4, this book will scrutinize the relevance of The Value Profit Chain Treat Employees Like Customers And Customers Like in specific contexts. The fourth chapter will explore how The Value Profit Chain Treat Employees Like Customers And Customers Like is applied in specialized fields, such as education, business, and technology.
  6. In chapter 5, the author will draw a conclusion about The Value Profit Chain Treat Employees Like Customers And Customers Like. This chapter will summarize the key points that have been discussed throughout the book.
- This book is crafted in an easy-to-understand language and is complemented by engaging illustrations. It is highly recommended for anyone seeking to gain a comprehensive understanding of The Value Profit Chain Treat Employees Like Customers And Customers Like.



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## **The Value Profit Chain Treat Employees Like Customers And Customers Like Introduction**

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