

前言

You are looking at the first pages of *Services Management: An Integrated Approach*. This book originated out of continuous discussions and research efforts that took place at the Service Management Centre of the Vlerick Leuven Ghent Management School. The first point of discussion is the notion of services and service management. All too often one is tempted to take well-established insights and know-how coming from manufacturing environments and apply them to services. However, services do have some characteristics that pose specific challenges and/or require special attention, for example: intangibility poses specific challenges to the communication and marketing effort; simultaneity - i.e. the presence of the customer during the service delivery process - implies a direct link between employees' feelings and behaviour and customers' perceptions of service quality; the perishable nature of service has serious implications for managing the service delivery system and the available capacity. Second, services are processes. They require an integrated and concerted approach; the operational service delivery system, employees and customers all need to be attuned to deliver value in a seamless way. This awareness of the specific nature of services and, hence, service management inspired several companies, together with the Vlerick Leuven Ghent Management School, to establish a forum that allowed for exploration and in-depth discussion of the specific nature of service management. The centre followed a multidisciplinary approach from the start; people with an engineering, marketing or organizational behaviour background have been involved, and both academics and practitioners have collaborated in the discussions. Over the past years, workshops have been organized covering themes such as customer satisfaction, information technology, empowerment, the service profit chain, innovation, performance management, capacity management and waiting lines, to name just a few. In-depth case studies and survey research have also been part of these exploration efforts. During these years of working together it became clear that services need to be approached in an integrated way: the operational service delivery system, employees' competencies, behaviour and feelings, and customer needs and preferences all need to be balanced, resulting in a configuration that eventually will lead to value creation and benefits for all stakeholders involved. In the light of this approach we have established the structure of this book as follows.

<<服务运作管理>>

内容概要

巴特·范·路易和保罗·格默尔等编著的《服务运作管理》根据Ghent大学De Vlerick管理学院服务管理研究中心的一系列研究报告编写而成。

该中心的研究采取了一种涵盖多学科的方法，研究人员包括具有工程技术、营销或组织行为学背景的人，既有学者，也有实践者。

在过去的几年中，研究中心对顾客满意度、信息技术、授权、服务利润链、创新、绩效管理、能力管理和等候队列等大量主题进行了研究。

本书引用的大量案例和调查研究即是这些研究成果的一部分。

<<服务运作管理>>

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书籍目录

- List of figures
- List of tables
- List of exhibits
- About the autho
- Preface
- Acknowledgements
- Part One THE NATURE OF SERVICES
- 1 The nature of services
 - Steven Desmet , Bert Van Looy , Roland Van Dierdonck
 - Introduction
 - Objectives
 - The growing importance of services
 - Services : what makes them special ?

 - A closer look at services
 - The role of service classificatio
 - Conclusion
 - Review and discussion questio
 - Notes and references
 - Suggested further reading
- 2 Defining the service concept
 - Paul Gemmel , Bert Van Looy , Gino Van Ossel
 - Introduction
 - Objectives
 - Why do we need a service concept ?

 - How to define the service concept
 - Implementing the service concept
 - The service concept as a guiding framework : an overview of its main ingredients
 - Why not all service concepts are alike
 - Conclusion
 - Review and discussion questio
 - Notes and references
 - Suggested further reading
- 3 Servitization : or why services management is relevant for manufacturing environments
 - Steven Desmet , Roland Van Dierdonck , Bert Van Looy
 - Introduction
 - Objectives
 - From goods to services
 - Why servitization ?

<<服务运作管理>>

Making the transition

Conclusion

Review and discussion question

Notes and references

Suggested further reading

Part Two CUSTOMER LOGIC

4 Relationship marketing

Kristof De Wulf

Introduction

Objectives

Relationship marketing : new words to an old tune ?

Linking customer satisfaction , customer loyalty and profitability

Lifetime value : the link with profitability

How to increase customer satisfaction and customer loyalty

Setting objectives in service marketing

Conclusion

Review and discussion question

Notes and references

Suggested further reading

5 Promoting services

Patrick De Peismacker , Joeri Van Den Bergh

Introduction

Objectives

What is so different about promoting services ?

The basic building blocks of promotion

Designing a marketing communication strategy for services

Drawing up a promotion plan

Conclusion

Review and discussion question

Notes and references

Suggested further reading

6 Pricing services

Marion Debruyne , Stefan Stremel

Introduction

Objectives

Developing a framework for pricing decisions

Pricing objectives

Pricing strategies

Pricing structure

Pricing levels and tactics

Conclusion

Review and discussion question

Notes and references

<<服务运作管理>>

Suggested further reading

7 Customer satisfaction and complaint management

Gino Van Ossel , Stefan Stremech , Paul Gernmel

Introduction

Objectives

Service quality and customer satisfaction

A service satisfaction framework

Measuring customer satisfaction

Complaint management

Conclusion

Review and discussion question

Notes and references

Suggested further reading

8 Service guarantees and service-level agreements

Gino Van Ossel , Paul Gemmel

Introduction

Objectives

Service guarantees

Service-level agreements

Internal service guarantees and service-level agreements

Conclusion

Review and discussion question

Notes and references

Suggested further reading

Part Three HUMAN RESOURCES IN SERVICE ORGANIZATIONS

9 The role of human resource practice in service organization

Bart Van Looy , Koen Dewettinck , Dirk Buye , Tine Vandenbossche

Introduction

Objectives

The nature of services

Human resource management for services

Conclusion

Review and discussion question

Notes and references

Suggested further reading

10 Competencies and service organization

Walter Steye , Dries Foetus , Bart Van Looy ,

Tine Vandenbossche , Dirk Buye

Introduction

Objectives

Designing competency-based HR practices

Competencies for service organization

Conclusion

Review and discussion question

Notes and references

Suggested further reading

<<服务运作管理>>

11 Collaboration : integrating work and learning

Bart Van Looy

Introduction

Objectives

The benefits of collaboration in the workplace

The broader relevance of collaboration to services

The role of collaboration in learning

Collaboration as the central theme

Establishing collaborative relationships

Conclusion

Review and discussion questions

Notes and references

Suggested further reading

12 The role of empowerment in service organizations

Bart Van Looy , Kristl Krols , Dirk Buye ,

Tine Vandebossche

Introduction

Objectives

The relevance of empowerment for service environments

Empowerment : the employee and the supervisor

Empowerment : the organization

Conclusion

Review and discussion questions

Notes and references

Suggested further reading

13 Role stress among front-line employees

Koen Dewettinck , Dirk Buye

Introduction

Objectives

Relevance of role stress for the service encounter

Role stress defined

Handling role stress for front-line employees

Conclusion

Review and discussion questions

Notes and references

Suggested further reading

Part Four OPERATIONS MANAGEMENT IN SERVICE ORGANIZATIONS

14 Service process design and management

Paul Gemmel

Introduction

Objectives

Process choice

Process design

Process monitoring

Process evaluation

Process re-engineering

Conclusion

<<服务运作管理>>

Review and discussion questio

Notes and references

Suggested further reading

15 Capacity management

Roland Van Dierdonck

Introduction

Objectives

Capacity and capacity management

Capacity planning

Scheduling capacity

Managing the demand side

The psychology and managerial coequences of waiting

Conclusion

Review and discussion questio

Technical note

Notes and references

Suggested further reading

16 Facilities management

Roland Van Dierdonck , Paul Gemmel , Steven Desmet

Introduction

Objectives

The nature of facilities management in services

Back office veus front office

Location

Designing the servicescape

Conclusion

Review and discussion questio

Notes and references

Suggested further reading

17 IT developments and their impact on services

Tim Duharnel , Bart Van Looy , Wilfried Grommen ,

Wirn Griele , Niels Schillewaert ,

Pedro Matthe

Introduction

Objectives

The network era - Where do we stand ?

The impact of IT developments on service encounte

Action strategies for the new media

Conclusion

Review and discussion questio

Notes and references

Suggested further reading

Part Five AN INTEGRATED APPROACH

18 Performance measurement systems in service firms

Paul Gemmel , Kurt Verweire , Gino Van Ossel , Werner Bruggeman ,

Roland Van Dierdonck , Bart Van Looy

<<服务运作管理>>

Introduction

Objectives

Designing performance measurement systems for services

Implementing an integrated performance measurement system

Conclusion

Review and discussion question

Technical note

Notes and references

Suggested further reading

19 Managing innovation in a service environment

Koenraad Debackere , Bart Van Looy

Introduction

Objectives

Innovation as spiral processes : the value-cotellation approach

Innovation portfolio management

Organizing the innovation portfolio : the make-or-buy decision

The operational management of innovation

Conclusion

Review and discussion question

Notes and references

Suggested further reading

20 Managing services across national boundaries

Roland Van Dierdonck

Introduction

Objectives

Why internationalize ?

Drive towards internationalization

Culture and cultural differences

Internationalization strategies

Conclusion

Review and discussion question

Notes and references

Suggested further reading

21 Defining a service strategy

Airne Heene , Bart Van Looy , Roland Van Dierdonck

Introduction

Objectives

The nature of strategic management

The challenges of strategic management for services

Conclusion

Review and discussion question

Notes and references

Suggested further reading

TECHNICAL NOTES

1 How to collect customer satisfaction data Gino Van Ossel

2 Analysing queuing systems in service environments

<<服务运作管理>>

Paul Gemmel

3 Simulation as a tool in designing services

Paul Gemmel

4 Data envelopment analysis Paul Gemmel

5 lights stemming from emerging

resource and competence-based strategic management theories

Aime Heene

APPENDICES

1 Importance of informational elements in ads - comparing goods
and services

2 The state probability ($P(n)$)

Index

章节摘录

插图：A first level relies on pricing incentives to secure customer loyalty and is often referred to as 'level one relationship marketing'. Level one relationship marketing implies providing customers with rewards that rely primarily on pricing incentives and money savings to secure their loyalty. Examples of tangible rewards customers get as a means of appreciating their patronage are frequent flyer miles, customer loyalty bonuses, free gifts, or personalized money-off coupons. Also trying to earn points - on such things as hotel stays, cinema tickets, and car washes - would help customers to remain loyal, regardless of service enhancement or price promotions of competitors offering discounts, rebates or goods. However, it is considered to be the weakest level of relationship marketing because competitors can easily imitate price. Reward programmes are frequently regarded as being cheap promotional tools, short-term fads which give something for nothing. Initiatives such as Mobil's Premier Points may help boost sales - 25 per cent in the case of Mobil - but do little to lock in the highly promiscuous consumer. American Express raised its sales by 20 per cent or more in certain markets with its Membership Miles scheme. Reward systems can and do affect customer behaviour (retention), but they cannot change attitudes (loyalty). Real loyalty comes from real differentiation. The danger exists that consumers are enticed by the promotions, rather than being attracted to the products or the service. From this point of view, loyalty cannot be bought; it must be earned. An old American joke clearly points out the danger of using rewards in order to stimulate loyalty. An old man was being insulted every day by a group of ten-year-olds, who would tell him how stupid, ugly and old he was. Instead of shouting at them, he called them together and told them that any of them who shouted at him the next day would get a dollar. Excited and amazed, they all came round, hurled abuse and collected their dollars. 'Do the same tomorrow,' he said, 'and I'll give you a quarter for your trouble.' The children thought this was still pretty good, and turned out again to insult him and earn their reward.

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