



服务运作管理

整合的视角 (第2版) (影印版)

Services Management
An Integrated Approach

Bart Van Looy

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Roland Van Dierdonck



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An Integrated Approach

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PREFACE

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.

In the first part, we explore the nature and importance of services in today's economies. This will lead to the development of a first guiding framework – the service concept – and the delineation of its constituting elements (Chapters 1 and 2). Moreover, we will argue that the notion of services and hence of service management, is becoming an important issue for manufacturing companies as well (Chapter 3).

PREFACE

Next we focus on customers. We will look at the crucial relationships between customer satisfaction, customer loyalty and eventual profitability (Chapter 4); discuss ways of measuring customer satisfaction and improving it by means of complaint management and the introduction of service level agreements and guarantees (Chapters 7 and 8). Promoting and pricing services will also be considered (Chapters 5 and 6).

Employees play a decisive role in delivering service quality. Therefore, in the third part we look at the dynamics of the script underlying this crucial role (Chapter 9). Consecutively, we develop the notion of competencies and their development, the importance of collaboration and the relevance of empowerment (Chapters 10, 11 and 12). Finally, we focus on the specific issues related to job design and performance of front-line employees (Chapter 13).

In the fourth part we turn to issues related to the design and management of the service delivery system (chapter 14). As services are intangible they become perishable as well; there is no possibility of stockpiling services. Designing and managing capacity adequately will often affect directly the level of profitability in services. We devote a complete chapter to relevant approaches and techniques of capacity management as well as related concepts such as yield management (Chapter 15). In Part Four, we will also discuss location and facilities (Chapter 16), and explore the role information technology can play in the service delivery process (Chapter 17).

The fifth part is devoted to issues of a more integrated and dynamic nature; designing adequate performance measurement systems (Chapter 18); updating your service concept by means of innovation (Chapter 19); extending services across national boundaries (Chapter 20), and service strategy as an overreaching concept (Chapter 21).

Of course, we cannot cover all issues related to the different themes listed in the table of contents. Rather, we have tried to highlight those elements that relate directly to the nature of services or bear a crucial importance for service management. By placing service aspects in the spotlight, this book can be seen as complementary to other managerial texts focusing on a functional area or domain.

Bart Van Looy
Paul Gemmel
Roland Van Dierdonck
Ghent, September 2002

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Just looking at the table of contents and the number of authors involved demonstrates that putting this book together extended beyond the efforts of the editors. We thank all contributors for the time and knowledge they put into this book, for the patience they have displayed when confronted with our comments and suggestions, and for their openness to explore the topics at hand with us. Some people contributed to this book in ways that went beyond writing the various chapter(s). When writing the first edition, Steven Desmet was there all the time as the silent, but vitally important, man behind the scenes, always prepared to pick up the loose ends when they created problems. Ann Coopman (first edition) and Isabelle De Ganck (second edition) coped with an endless stream of drafts and re-drafts and kept their good humour all the way through. Gino Van Ossel played a crucial role in the first years of the Service Management Centre and acted as the perfect convenor for the marketing department of The Vlerick Leuven Ghent Management School. Stratton Bull (first edition) and especially Anne Hodgkinson (first and second edition) were there during the whole process as 'ghostwriters', looking over our shoulders to watch the quality of the language in an extremely flexible and customer-oriented way. Rebekah Taylor, Rachel Owen and all other colleagues involved at Pearson Education were there as well to provide us with useful comments, suggestions and the necessary support to bring this book to its final stages. Thanks to all of you for these valuable contributions and your co-operation when putting together this book. Finally we are grateful for the continuous support and patience of Nicole, Veerle and Lucrece (first and second edition); this book is also indebted to the opportunities they provided for us to accomplish this work.

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