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# 服务营销

(英文版·第6版)

# SERVICES MARKETING

(Sixth Edition)

克里斯托弗·洛夫洛克 (Christopher Lovelock)

约亨·沃茨 (Jochen Wirtz)

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# 总 序

随着我国加入 WTO,越来越多的国内企业参与到国际竞争中来,用国际上通用的语言思考、工作、交流的能力也越来越受到重视。这样一种能力也成为我国各类人才参与竞争的一种有效工具。国家教育机构、各类院校以及一些主要的教材出版单位一直在思考,如何顺应这一发展潮流,推动各层次人员通过学习来获取这种能力。双语教学就是这种背景下的一种尝试。

双语教学在我国主要指汉语和国际通用的英语教学。事实上,双语教学在我国教育界已经不是一个陌生的词汇了,以双语教学为主的科研课题也已列入国家“十五”规划的重点课题。但从另一方面来看,双语教学从其诞生的那天起就被包围在人们的赞成与反对声中。如今,依然是有人赞成有人反对,但不论是赞成居多还是反对占上,双语教学的规模 and 影响都在原有的基础上不断扩大,且呈大发展之势。一些率先进行双语教学的院校在实践中积累了经验,不断加以改进;一些待进入者也在模仿中学习,并静待时机成熟时加入这一行列。由于我国长期缺乏讲第二语言(包括英语)的环境,开展双语教学面临特殊的困难,因此,选用合适的教材就成为双语教学成功与否的一个重要问题。我们认为,双语教学从一开始就应该使用原版的各类学科的教材,而不是由本土教师自编的教材,从而可以避免中国式英语问题,保证语言的原汁原味。各院校除应执行国家颁布的教学大纲和课程标准外,还应根据双语教学的特点和需要,适当调整教学课时的设置,合理选择优秀的、合适的双语教材。

顺应这样一种大的教育发展趋势,中国人民大学出版社同众多国际知名的大出版公司,如麦格劳-希尔出版公司、培生教育出版公司等合作,面向大学本科生层次,遴选了一批国外最优秀的管理类原版教材,涉及专业基础课,人力资源管理、市场营销及国际化管理等专业方向课,并广泛听取有着丰富的双语一线教学经验的教师的建议和意见,对原版教材进行了适当的改编,删减了一些不适合我国国情和不适合教学的内容;另一方面,根据教育部对双语教学教材篇幅合理、定价低的要求,我们更是努力区别于目前市场上形形色色的各类英文版、英文影印版的大部头,将目标受众锁定在大学本科生层次。本套教材尤其突出了以下一些特点:

- 保持英文原版教材的特色。本套双语教材根据国内教学实际需要,对原书进行了一定的改编,主要是删减了一些不适合教学以及不符合我国国情的内容,但在体系结构和内容特色方面都保持了原版教材的风貌。专家们的认真改编和审定,使本套教材既保持了学术上的完整性,又贴近中国实际;既方便教师教学,又方便学生理解和掌握。

- 突出管理类专业教材的实用性。本套教材既强调学术的基础性,又兼顾应用的广泛性;既侧重让学生掌握基本的理论知识、专业术语和专业表达方式,又考虑到教材和管理实践的紧密结合,有助于学生形成专业的思维能力,培养实际的管理技能。

● 体系经过精心组织。本套教材在体系架构上充分考虑到当前我国在本科教育阶段推广双语教学的进度安排，首先针对那些课程内容国际化程度较高的学科进行双语教材开发，在其专业模块内精心选择各专业教材。这种安排既有利于我国教师摸索双语教学的经验，使得双语教学贴近现实教学的需要；也有利于我们收集关于双语教学教材的建议，更好地推出后续的双语教材及教辅材料。

● 篇幅合理，价格相对较低。为适应国内双语教学内容和课时上的实际需要，本套教材进行了一定的删减和改编，使总体篇幅更为合理；而采取低定价，则充分考虑到了学生实际的购买能力，从而使本套教材得以真正走近广大读者。

● 提供强大的教学支持。依托国际大出版公司的力量，本套教材为教师提供了配套的教辅材料，如教师手册、PowerPoint 讲义、试题库等，并配有内容极为丰富的网络资源，从而使教学更为便利。

本套教材是在双语教学教材出版方面的一种尝试。我们在选书、改编及出版的过程中得到了国内许多高校的专家、教师的支持和指导，在此深表谢意。同时，使我们后续推出的教材更适于教学，我们也真诚地期待广大读者提出宝贵的意见和建议。需要说明的是，尽管我们在改编的过程中已加以注意，但由于各教材的作者所处的政治、经济和文化背景不同，书中内容仍可能有不妥之处，望读者在阅读时注意比较和甄别。

徐二明  
中国人民大学商学院

# PREFACE\*

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Services dominate the expanding world economy as never before, and nothing stands still. Technology continues to evolve in dramatic ways. Established industries evolve or sink into decline. Famous old companies merge or disappear, as new industries emerge and rising stars seize the business headlines. Competitive activity is fierce, with firms often employing new strategies and tactics in response to customers' ever-changing needs, expectations, and behavior. Customers themselves are being forced to confront change, which some see as presenting opportunities and others as an inconvenience or even a threat. If one thing is clear, it's that skills in marketing and managing services have never been more important!

As the field of services marketing has evolved so, too, has this book, with each successive edition representing a significant revision over its predecessor. This new, Sixth Edition, is no exception. Readers can be confident that it reflects the reality of today's world, incorporates recent academic and managerial thinking, and illustrates cutting-edge service concepts.

You'll find that this text takes a strongly managerial perspective, yet is rooted in solid academic research, complemented by memorable frameworks. Our goal is to bridge the all-too-frequent gap between theory and the real world. Practical management applications are reinforced by numerous examples within the 15 chapters. Complementing the text are 11 interesting, up-to-date readings and 18 outstanding, classroom-tested cases.

Preparing this new edition has been an exciting challenge. Services marketing, once a tiny academic niche championed by just a handful of pioneering professors, has become a thriving area of activity for both research and teaching. There's growing student interest in taking courses in this field, which makes good sense from a career standpoint, because most business school graduates will be going to work in service industries, and managers report that manufacturing-based models of business practice are not always useful to them.

## WHAT'S NEW IN THIS EDITION?

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This Sixth Edition represents a significant revision. Its contents reflect ongoing developments in the service economy, new research findings, and enhancements to the structure and presentation of the book in response to feedback from reviewers and adopters.

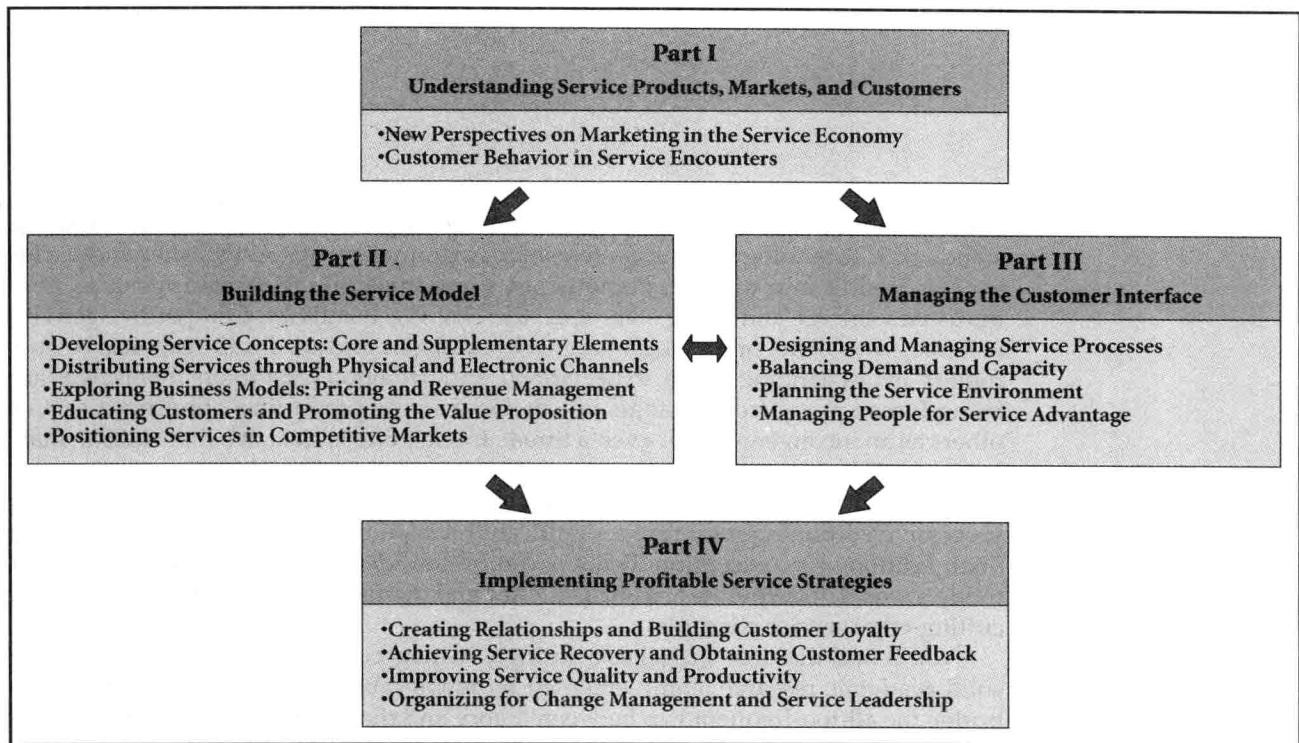
### New Topics, New Structure

- The chapter text is now organized around a new framework for developing effective service marketing strategies that emphasizes the value exchange between suppliers and their customers. This framework, which allows for a flexible approach to teaching, is depicted in Figure 1.11 and forms the structure of the book, enabling students to see how different chapter topics relate to each other.
- Parts I and II have been restructured to improve the logical sequencing of topics. In particular, discussion of positioning strategy (Chapter 7) now follows rather than precedes chapters addressing such strategic elements as product elements, service delivery, communications, and pricing.

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\* 为使读者了解原书全貌,前言未作删改。

**Figure A** Four-Part Structure of the Book



- Each of the 15 chapters has been revised. All chapters incorporate new examples and references to recent research, and some have been retitled to reflect important changes in emphasis. **Figure A** displays the four-part structure of the book, showing how chapter topics are sequenced.
- Chapter 1, “New Perspectives on Marketing in the Service Economy,” has been completely rewritten. It explores the nature of the modern service economy, and presents a clear new conceptualization of the nature of services, based on award-winning research by one of the authors. In addition, this chapter offers a compelling discussion of the distinctive challenges facing service marketers but explicitly avoids sweeping generalizations. It introduces the eight key elements of the services marketing mix (referred to collectively as the 8 Ps), and presents the organizing framework for the book.
- Chapter 2, “Customer Behavior in Service Encounters,” has also been substantially revised and is now organized around a three-stage model of service consumption that distinguishes, where necessary, between high- and low-contact services. At each stage, this model presents relevant insights from different concepts that are central to understanding, analyzing, and managing customer behavior.
- New applications of technology—from Internet-based strategies to biometrics—and the opportunities and challenges they pose, for customers and service marketers alike, are woven into the text at relevant points across virtually all chapters, as well as being illustrated in boxed inserts.
- Among the significant enhancements to other chapters, you’ll find: a new treatment of service pricing, including expanded coverage of revenue management and thought-provoking coverage of abusive and confusing pricing practices; an overview of recent developments in electronic communications such as iTV, blogs, and Internet advertising; the latest thinking on cost-effective service excellence; an expanded section on the “wheel of loyalty” and customer relationship



management (CRM); and discussion of current thinking on change management and service leadership.

- In rewriting and restructuring the chapters, we worked hard to create a text that is clear, readable, and focused. Boxed inserts within the chapters are designed to capture student interest and provide opportunities for in-class discussion. They describe significant research findings, illustrate practical applications of important service marketing concepts, and describe best practices by innovative service organizations from the United States and other countries. Most of these inserts are either new to the Sixth Edition or have been updated.

## New Readings

- Eight of the 11 readings are new to this edition. In response to reviewers' suggestions, we selected readings that are relatively short, well written, and appealing to both undergraduates and MBA students.
- These readings, drawn from such respected publications as *Harvard Business Review*, *BusinessWeek*, *Journal of Service Research*, *MIT Sloan Management Review*, *The Wall Street Journal*, and *The McKinsey Quarterly*, complement the text and offer students a chance to explore key issues in greater depth, as well as to examine interesting and even provocative market trends.
- Among the authors of these readings are leading professors and management consultants from around the world, as well as journalists writing for noted business publications.

## New Cases

- *Services Marketing*, Sixth Edition, features an exceptional selection of 18 up-to-date, classroom-tested cases of varying lengths and levels of difficulty. We wrote a majority of the cases ourselves. Others are drawn from the case collections of Harvard, INSEAD, and Yale.
- Ten of the 18 cases are new to this edition. Four of the cases carried over from the previous edition have been revised or updated. Copyright dates range from 2000 to 2007.
- Responding to reviewer and adopter requests, we've increased the proportion of short and medium-length cases.
- The new selection provides even broader coverage of service marketing issues and application areas, with cases featuring a wide array of industries and organizations, ranging in size from multinational giants to small entrepreneurial start-ups. Two nonprofit organizations are included.

## WHAT AIDS ARE AVAILABLE FOR INSTRUCTORS?

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We've developed the following new and improved pedagogical aids to help instructors develop and teach courses built around this book and to create stimulating learning experiences for students both in and out of the classroom.

### Teaching Aids Within the Text

- An introduction to each chapter highlights the key issues and questions addressed.
- Three types of boxed inserts are found throughout the chapters and often lend themselves well to in-class discussions:

*Best Practice in Action* (illustrations of the application of best practices)

*Research Insights* (summaries of relevant and often provocative academic research)

*Service Perspectives* (examples that illustrate key concepts)



- Interesting graphics, photographs, and reproductions of advertisements enhance student learning, provide opportunities for discussion, and add visual appeal.
- Review Questions and Application Exercises are located at the end of each chapter.

## **Pedagogical Materials Available from the Publisher**

An exceptional instructor's resource manual features:

- Detailed course design and teaching hints, plus two sample course outlines.
- Chapter-by-chapter teaching suggestions, plus discussion of learning objectives and sample responses to study questions and exercises.
- An overview of each reading, with suggestions for how to use it and the most appropriate chapter(s) with which to assign it.
- A description of 16 suggested student exercises and five comprehensive projects (designed for either individual or team work).
- Detailed teaching notes for each case, including teaching objectives, suggested study questions, in-depth analysis of each question, and helpful hints on teaching strategy designed to aid student learning, create stimulating class discussions, and help instructors create end-of-class wrap-ups and "takeaways."
- Tables suggesting which cases and readings to pair with which chapters.
- Two alternative notes—one shorter, one longer—offering advice to students on case preparation and written analysis of cases.
- A brand-new test bank for use in quizzes and exams.
- Additional cases, available online, including several popular cases featured in previous editions of *Services Marketing* and a selection of cases on marketing non-profit services.
- More than 300 PowerPoint slides, keyed to each chapter and featuring both "word" slides and graphics. All slides have been redesigned to be clear, comprehensible, and easily readable.

## **FOR WHAT TYPES OF COURSES CAN THIS BOOK BE USED?**

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This text is equally suitable for courses directed at advanced undergraduates or MBA and EMBA students. *Services Marketing*, Sixth Edition, places marketing issues within a broader general management context. The book will appeal both to full-time students headed for a career in management and to EMBA and executive program participants who are combining their studies with ongoing work in managerial positions.

Whatever a manager's specific job may be, we argue that he or she has to understand and acknowledge the close ties that link the marketing, operations, and human resource functions. With that perspective in mind, we've designed this book so that instructors can make selective use of chapters, readings, and cases to teach courses of different lengths and formats in either services marketing or service management.

## **WHAT ARE THE BOOK'S DISTINGUISHING FEATURES?**

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Key features of this highly readable book include:

- A strong managerial orientation and strategic focus that address the need for service marketers not only to understand customer needs and behavior but also how to use these insights to develop strategies for competing effectively in the marketplace
- Use of memorable conceptual frameworks that have been classroom-tested for relevance among both undergraduates and MBA students

- Incorporation of key academic research findings
- Use of interesting examples to link theory to practice
- Inclusion of carefully selected readings and cases to accompany the text chapters
- Extensive and up-to-date references at the end of each chapter
- An international perspective

We've designed *Services Marketing*, Sixth Edition, to complement the materials found in traditional marketing principles texts. Recognizing that the service sector of the economy can best be characterized by its diversity, we believe that no single conceptual model suffices to cover marketing-relevant issues among organizations ranging from huge international corporations (in fields such as airlines, banking, insurance, telecommunications, freight transportation, and professional services) to locally owned and operated small businesses, such as restaurants, laundries, taxi services, dental offices, and many business-to-business services. In response, the book offers a carefully-designed "toolbox" for service managers, teaching students how different concepts, frameworks, and analytical procedures can best be used to examine and resolve the varied challenges faced by managers in different situations.

**Christopher Lovelock**

**Jochen Wirtz**

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# *Part*

# I

## *Understanding Service Markets, Products, and Customers*

### **CHAPTER 1**

*New Perspectives on Marketing  
in the Service Economy*

### **CHAPTER 2**

*Customer Behavior in Service Encounters*

Part I lays out the building blocks for studying services and learning how you can become an effective service marketer. In Chapter 1, we define the nature of services and how they create value for customers without transfer of ownership. Highlighting some of the distinctive challenges involved in marketing services, we present a framework for developing a services marketing strategy that forms the basis for each of the chapters in Parts II, III, and IV of the book.

Chapter 2 provides a foundation for understanding consumer needs and behavior in both high-contact and low-contact service environments. We employ practical concepts to help you analyze and interpret the roles that customers play in the creation and delivery of different types of services, including those involving self-service technologies. In particular, we present a three-stage model of service consumption that explores how customers make decisions, respond to service encounters, and evaluate service performance.

