



## 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。

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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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