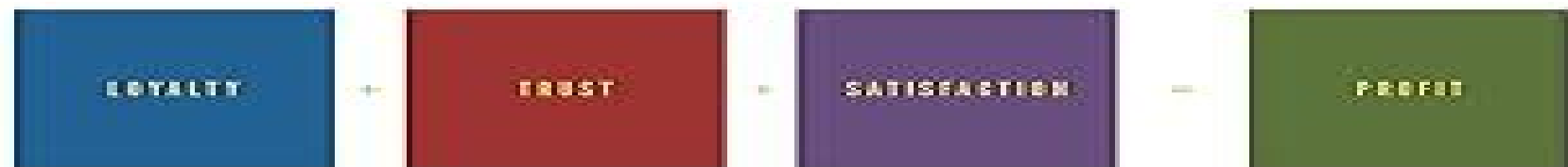


THE VALUE PROFIT CHAIN

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

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

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 ,2005 **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 **Tourism Recreation Research** ,2007 **The Publishers Weekly** ,2003 **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

The Excellent Manager's

Business Library Philip Holden, 1999

Interfaces, 2003 Seeks to improve communication between managers and

professionals in OR MS **Management Services** ,2001 □□□□□ ,2005 Tourism Review ,2003 *Twin Plant News*
,2004 Diversity management e società multiculturale Pietro Basso,2004 **Chain Store Age** ,2000-05

Organizational Theory, Design, and Change Gareth R. Jones,2010 KEY BENEFIT Business is changing at break neck speed so managers must be increasingly active in reorganizing their firms to gain a competitive edge Organizational Theory Design and Change continues to provide students with the most up to date and contemporary treatment of the way managers attempt to increase organizational effectiveness By making organizational change the centerpiece in a discussion of organizational theory and design this text stands apart from other books on the market The sixth edition has been updated to reflect the most recent trends in real world managing techniques Examples have been updated to provide vivid illustrations of such techniques in action KEY TOPICS The Organization and Its Environment Organizational Design Organizational Change Business is changing at break neck speed so managers must be increasingly active in reorganizing their firms to gain a competitive edge This text combines theory with application to show students how organizational change can affect the profitability of a business

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