PAUL GEMMEL BART VAN LOOY ROLAND VAN DIERDONCK

SERVICE THIRD EDITION MANAGEMENT

An Integrated Approach



SERVICE MANAGEMENT

An Integrated Approach

Service Management

Table of Contents

(`	\sim	١,	Δ	r
			· 1/	_	

Contents

List of figures

List of tables

List of exhibits

About the authors

Preface

Acknowledgements

Publishers acknowledgements

PART ONE Defining services

Chapter 1 The nature of services

Objectives

Introduction

The growing importance of services

Services: what makes them special?

A closer look at services

The role of service classifications

Conclusion

Review and discussion questions

Suggested further reading

Notes and references

Chapter 2 The nature of service management

Objectives

Introduction

The nature of service management



The nature of the interaction

The nature of the interaction and service management

The interaction between employees and customers in theservice chain

Conclusion

Review and discussion questions

Suggested further reading

Notes and references

Chapter 3 The service concept

Objectives

Introduction

Why do we need a service concept?

Defining the service concept

Implementing the service concept

Conclusion

Review and discussion questions

Suggested further reading

Notes and references

PART TWO Designing services

Chapter 4 Service process design

Objectives

Introduction

Defining the service process

Designing the service process

Conclusion

Review and discussion questions

Suggested further reading

Notes and references

Chapter 5 Designing human resources practices that matter for service organizations

Objectives

Introduction



The nature of services

Human resource management for services

Competencies for service organizations

Role stress among front-line employees

Relevance of role stress for the service encounter

Role stress defined

Handling role stress for front-line employees

Conclusion

Review and discussion questions

Suggested further reading

Notes and references

Chapter 6 (Information) Technology and services

Objectives

Introduction

The network era where do we stand?

The impact of IT developments on service encounters

Action strategies for the new media

Conclusion

Review and discussion questions

Suggested further reading

Notes and references

Chapter 7 The role of facilities management in designing the service experience

Objectives

Introduction

The nature of facilities management in services

Back office versus front office

Location

Designing the servicescape

From facilities management to service experience design

Conclusion

Review and discussion questions



Suggested further reading

Notes and references

Chapter 8 Service branding and promotion

Objectives

Introduction

Service branding

Promoting services

Conclusion

Review and discussion questions

Suggested further reading

Notes and references

Chapter 9 Pricing services

Objectives

Introduction

Developing a framework for pricing decisions

Pricing objectives

Pricing strategies

Pricing structure

Pricing levels and tactics

Conclusion

Review and discussion questions

Suggested further reading

Notes and references

PART THREE Delivering services

Chapter 10 Capacity management

Objectives

Introduction

Capacity and capacity management

Planning capacity

Scheduling capacity

Managing the demand side



The psychology and managerial consequences of waiting

Conclusion

Review and discussion questions

Technical note

Suggested further reading

Notes and references

Chapter 11 People practices that enable delivery

Objectives

Introduction

The role of empowerment in service organizations

Competency development

Collaboration: integrating work and learning

Conclusion

Review and discussion questions

Suggested further reading

Notes and references

Chapter 12 Customer attitudes and behaviours towards service firms

Objectives

Introduction

Customer loyalty and customer engagement

Customer loyalty and engagement and the firms profitability

Managing customer loyalty and customer engagement behaviours

Conclusion

Review and discussion questions

Suggested further reading

References and notes

Chapter 13 Performance measurement systems inservice firms

Objectives

Introduction

Designing performance measurement systems for services

Implementing an integrated performance measurement system

Conclusion



Review and discussion questions

Technical Note

Suggested further reading

Notes and references

Chapter 14 Service guarantees and service-level agreements

Objectives

Introduction

Service guarantees

Service-level agreements

Internal service guarantees and service-level agreements

Conclusion

Review and discussion questions

Suggested further reading

Notes and references

PART FOUR Developing services

Chapter 15 Managing innovation in a service environment

Objectives

Introduction

Innovations as spiral processes: the value-constellation approach

Innovation portfolio management

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

From closed to open innovation

The operational management of innovation

Managing service innovation

Conclusion

Review and discussion questions

Suggested further reading

Notes and references

Chapter 16 Developing Sustainable Strategies

Objectives

Introduction



The nature of strategic management

The challenges of strategic management for services

Conclusion

Review and discussion questions

Suggested further reading

Notes and references

Chapter 17 Managing services across national boundaries

Objectives

Introduction

Why internationalize?

Culture and cultural differences

Internationalization strategies

Conclusion

Review and discussion questions

Suggested further reading

Notes and references

Chapter 18 Servitization: or why services management is relevant for manufacturing environments

Objectives

Introduction

From goods to services

Why servitization?

Making the transition

Conclusion

Review and discussion questions

Suggested further reading

Notes and references

Technical notes

Technical note 1 Analysing queuing systems in service environments

Technical Note 2 Simulation as a tool in designing services

Technical Note 3 How to manage complaints



Technical Note 4 Measuring customer satisfaction Technical note 5 Data envelopment analysis

Appendix

The state probability (P(n))

Index

