

# SERVICE OPERATIONS MANAGEMENT

FIFTH EDITION



# Service Operations Management

# Service Operations Management

## Table of Contents

Front Cover

Half Title Page

Title Page

Copyright Page

Brief Contents

Contents

Preface

New features for this edition

Case examples and exercises

Authors acknowledgements

About the authors

Part I Framing service operations

1 Introduction to service operations

Learning objectives

1.1 What is 'service'?

1.2 What is service operations management?

1.3 What are service operations managers responsible for?

1.4 Why is service operations management important?

1.5 Challenges for service operations management

1.6 Summary

Discussion questions and exercises

Case exercise: European Airlines Group

Further reading

Notes

2 The world of service

Learning objectives

2.1 Services are everywhere

2.2 Services are what we do and consume

# **Table of Contents**

2.3 Services are the way of the future

2.4 Summary

Discussion questions and exercises

Case exercise: Servitisation at Sterksteen

Further reading

Notes

## **3 Service strategy**

Learning objectives

3.1 What is service strategy?

3.2 Why is it important to have a service strategy?

3.3 The process of service strategy formulation

3.4 How can service provide a competitive advantage?

3.5 How can service performance objectives be converted into operations priorities?

3.6 How can a strategy be sustained?

3.7 Summary

Discussion questions and exercises

Case exercise: Corks Nightclub - an overnight success?

Further reading

Notes

## **4 The service concept**

Learning objectives

4.1 What is a service concept?

4.2 What is the structure of a service concept?

4.3 How can managers use the service concept?

4.4 Summary

Discussion questions and exercises

Case exercise: Trialing new concepts at Capes & Latimer

Further reading

Notes

## **Part II Service people**

### **5 Customer relationships**

Learning objectives

5.1 Customers - who are they?

5.2 What are the benefits of retaining good customers?

5.3 How can managers develop good customer relationships (B2C services)?

# **Table of Contents**

5.4 How can managers develop good business relationships (B2B services)?

5.5 Summary

Discussion questions and exercises

Case exercise: P-Mecxx Cyber Services (P-Mecxx)

Further reading

Notes

## **6 Service quality**

Learning objectives

6.1 What is customer satisfaction?

6.2 What influences expectations and perceptions?

6.3 How can expectations and perceptions be 'managed'?

6.4 How can service quality be operationalised?

6.5 How can managers discover customers' expectations?

6.6 How can a service be specified?

6.7 Summary

Discussion questions and exercises

Case exercise: The Northern Breast Screening Unit

Further reading

Notes

## **7 Designing customer experience**

Learning objectives

7.1 What is 'customer experience'?

7.2 Servicescapes - their effect on the customer experience

7.3 Designing the customer journey

7.4 Managing the total chain of processes

7.5 What is the role of technology in shaping the customer experience?

7.6 Summary

Discussion questions and exercises

Case exercise: Elena's customer experience

Further reading

Notes

## **8 People in the service operation**

Learning objectives

8.1 Why is service delivery a pressurised task?

8.2 How can organisations manage service staff?

# **Table of Contents**

8.3 What is an appropriate level of employee discretion?

8.4 How can customers be 'managed'?

8.5 Summary

Discussion questions and exercises

Case exercise: Superstore plc

Further reading

Notes

## **9 Service culture**

Learning objectives

9.1 What is organisational culture?

9.2 What is service culture?

9.3 Culture frameworks, typologies and taxonomies

9.4 How do national cultures vary?

9.5 Can culture be managed?

9.6 Summary

Discussion questions and exercises

Case exercise: Modularity, AI and culture change at Dexan Consulting

Further reading

Notes

## **Part III Delivering service**

### **10 Service supply networks**

Learning objectives

10.1 How can service supply networks be described?

10.2 How can supply networks be configured?

10.3 Managing supply networks on an ongoing basis

10.4 Summary

Discussion questions and exercises

Case exercise: Holmart and Wersa - the food waste partnership

Further reading

Notes

### **11 Designing the service process**

Learning objectives

11.1 What is service process design?

11.2 What are the main types of service process?

11.3 How can managers 'engineer' service processes?

# **Table of Contents**

11.4 Repositioning service processes

11.5 Technology in service process design

11.6 Summary

Discussion questions and exercises

Case exercise: The GDP Central Estimation Service

Further reading

Notes

## **12 Managing service performance**

Learning objectives

12.1 What is 'performance management'?

12.2 Setting the vision, mission and strategic objectives

12.3 What is 'performance' in service operations?

12.4 Performance measurement

12.5 Performance reporting

12.6 Setting performance targets

12.7 Achieving consistency

12.8 Performance and control

12.9 Summary

Discussion questions and exercises

Case exercise: Chilli Airways

Further reading

Notes

## **13 Service resources and capacity**

Learning objectives

13.1 What is resource and capacity management?

13.2 Long-term resource and capacity management

13.3 Medium-term resource and capacity management

13.4 Short-term resource and capacity management

13.5 How do services manage bottlenecks and queues?

13.6 What happens when managers can't cope with demand?

13.7 How can organisations improve their capacity utilisation?

13.8 Summary

Discussion questions and exercises

Case exercise: Treegrove Holiday Village

Further reading

# Table of Contents

Notes

## Part IV Improving service operations

### 14 Service innovation

Learning objectives

14.1 What is innovation?

14.2 What is different about service innovation?

14.3 What is the process of service innovation?

14.4 What resources are necessary for service innovation?

14.5 Summary

Discussion questions and exercises

Case exercise: Developing the County Workhouse

Further reading

Notes

### 15 Service improvement

Learning objectives

15.1 How can 'value' drive improvement?

15.2 Should improvement aim to be better or different? Incremental or radical?

15.3 How is improving service operations different?

15.4 What are the main approaches to improvement?

15.5 How can managers sustain continuous improvement?

15.6 Summary

Discussion questions and exercises

Case exercise: Fermat Numérique

Further reading

Notes

### 16 Learning from problems

Learning objectives

16.1 Why do problems occur?

16.2 How can complaining customers be dealt with?

16.3 How can managers use problems to drive improvement?

16.4 How can managers prevent problems occurring?

16.5 Summary

Discussion questions and exercises

Case exercise: 'One-Stop' Protection Service

Further reading



# **Table of Contents**

Notes

## **17 Learning from other operations**

Learning objectives

17.1 What is benchmarking?

17.2 What are the different types of benchmarking?

17.3 How do organisations go about benchmarking?

17.4 How can quality awards and general benchmarking studies help?

17.5 Summary

Discussion questions and exercises

Case exercise: Mumbai Private Bank

Further reading

Notes

**Index**

**Publisher acknowledgements**

**Back Cover**