Index

Advertising: expenditure, 180 objectives, 195-6 strategy, 196-7 Affective response, 69 Atmospherics, 66 Back office, 54-6 Brand: image, 192 loyalty, 194 preference, 193-4 rejection, 193-4 Branding services, 192–4 British Airways, 191–2 Call centres, 14–17, 183 Campaign evaluation, 196–7 Cause and effect diagram, 97–9 Cognitive response, 69 Competition orientation, 228 Complaint-handling procedures, 256 benefits of, 256-9 Concept of design, 47-8 Consumer behaviour, 69 Consumer watchdog, 249 Control charts, 100-103 Core skills, 132 Corporate identity, 188-9 Corporate image, 188, 191 Corporate social responsibility, 190 Critical incident technique, 119-22 Customer: contact, 52-7 defections, 262 expectations, 7-9, 184, 240-42, 251 management of, 184-6 measurement of, 244-5 involvement and uncertainty, 6-7, 54 lifetime value, 233 loyalty, 232, 246, 256

orientation, 229 perceptions, 7-9 retention, 215-18, 222-4 revenge, 124 satisfaction, 239, 256 volume effect, 225 Customer contact staff, 131-2 Customer complaints, 135, 246-53 costs and benefits of, 252 legal action, 250-51 Customer Relationship Management, 234, 236 Customisation, 132, 135 Decoupling, 54 Demand and capacity, 157–76 capacity utilisation, 158-9 demand patterns, 159-60 strategies for managing, 160-63 the basic problem: perishability, 157–9 Deviant employees, 125–6 Dissatisfied customers, 246–7 Dysfunctional customers, 122-5 Emotional: capital, 131 intelligence, 139 labour, 116–19, 133–4, 136 Employee: commitment, 134, 143 dissonance, 133-4 empowerment, 255 loyalty, 144 orientation, 140-41 sabotage, 125-6 satisfaction, 243

socialisation, 140–42 Empowerment, 134 benefits of, 135 characteristics of, 40 criticisms of, 41 European foundation for quality management, 104–6 Expectancy-disconfirmation, 240 Fast food restaurants, 79 Financial services, 77-9 First law of service, 8 Flowchart, 97 Front-line employees, 131–2 Front office, 54-6 Gaps in expectations and perceptions, 8-9 GASP (Generally Accepted Service Principles), 93 Goods-Services continuum, 2-3 Heterogeneity, 181 Histogram, 99–100 Hotels, 79-82 Inseparability, 4 Intangibility, 3–4, 181 Integrated marketing communications, 177 Internal marketing, 152–3 communications, 183-4 Internet, 198 Job: design, 137 enlargement, 137 enrichment, 137 satisfaction, 145, 149 Lifetime value, 218–21

Management information systems (MIS), 257 Market orientation, 228 Mass customisation, 236 McDonaldization, 10–12

Net present value (NPV), 230

One-to-one marketing, 236 Organisational: climate, 29, 36, 37, 136–8 commitment, 151 culture, 34–5, 136–8 delinquency, 134 realities, 27–8 structure, 30–33 Organisations: defensive behaviour, 36, 38 organising for service, 39-42 virtual, 42 Orientation, 229 Pareto Chart, 99–100 Performance appraisal, 146 Performance related pay, 211–12 Perishability, 5, 181 Personal selling, 182 Physical environment, 65–9 colour, 72-4 furniture, 76 lighting, 71, 81 signage, 77 Physical evidence, 65, 69 Productivity, 201–15 consumer participation, 208–9 definition and measures, 201-4 framework, 204-6 improving, 206-8 relationship between input and output, 213 - 15white collar, 209-13 Product orientation, 228 Professional services, 197 Psychometric testing, 139 Quality, 85–110 challenge and definitions, 85–9 cost, 106–8 dimensions, 93 measurement, 94-6 programmes, 104-6 servqual, 92-4 standards, 89-90 the gaps model, 90–92 tools, 96-104 Queuing, 169–75 behavioural perspective, 172-4 overview, 169-72 quantitative perspective, 174–5 Recruitment, 137-40 Relationship marketing, 227–38 benefits of, 229-31 monitoring the relationship, 233 orientation, 229 strategies, 234-7 Role ambiguity, 147

Role: conflict, 147-8 overload, 148 Scatter diagrams, 103–4 Segmentation, 232-3 Service: attributes, 243-4 blueprint, 52–61, 62–3 design: concept, 47–8 classification, 48-52 customer contact, 52-4 objects of, 52 the 3 logics, 61-2 encounter, 111-29 as theatre, 112 essence of, 111–12 scripts, 112-16 environment, 66, 69 expectations and perception: first law of, 8 gaps, 8-9 failure, 255 fairness, 243 guarantees, 259-62 recovery, 135, 254-5 setting, 65–7 Services: characteristics of, 3–5 core and augmented service, 9–10

defined, 1-3 the 7Ps, 5-6 the trouble with service, 17-18 Servicescape, 65 Simultaneity, 180 Space planning, 74–5 Spatial manipulation, 80–81 Staff: dissatisfaction, 146–7 turnover, 150 Standardisation, 132, 135 Supplementary skills, 132 Tally/check sheets, 104 Technology in services, 12-14, 18-23 Total quality management, 104-5 Uniform, 48, 191 Variability, 4–5 Waiting and queuing, 169–75 Word-of-mouth communication, 187–8, 240-41, 247 Yield management, 164–9 calculations, 168–9 how does it work, 165–9 where it can be applied, 164 Zone of tolerance, 242