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In this pathbreaking book, world-renowned Harvard Business School

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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

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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

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Profit Chain required reading for senior, division, and business unit managers in all service companies, as well as for students of service management.

The globalization of the competitive landscape has forced companies to fundamentally rethink their strategies. Whereas once only a few industries such as oil could be labeled truly global, today many—from pharmaceuticals to aircraft to computers—have become global in scale and scope. As a consequence, creating a global competitive advantage has become a key strategic issue for many companies. Crafting a global strategy requires making decisions about which strategy elements can and should be globalized and to what extent.

Designed for learning professionals and drawing on both game creators and instructional designers, *Learning by Doing* explains how to select, research, build, sell, deploy, and measure the right type of educational simulation for the right situation. It covers simple approaches that use basic or no technology through projects on the scale of computer games and flight simulators. The book role models content as well, written accessibly with humor, precision, interactivity, and lots of pictures. Many will also find it a useful tool to improve communication between themselves and their customers,

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employees, sponsors, and colleagues. As John Coné, former chief learning officer of Dell Computers, suggests, "Anyone who wants to lead or even succeed in our profession would do well to read this book."

Alex Rogo is a harried plant manager working ever more desperately to try and improve performance. His factory is rapidly heading for disaster. So is his marriage. He has ninety days to save his plant - or it will be closed by corporate HQ, with hundreds of job losses. It takes a chance meeting with a colleague from student days - Jonah - to help him break out of conventional ways of thinking to see what needs to be done. Described by Fortune as a 'guru to industry' and by Businessweek as a 'genius', Eliyahu M. Goldratt was an internationally recognized leader in the development of new business management concepts and systems. This 20th anniversary edition includes a series of detailed case study interviews by David Whitford, Editor at Large, Fortune Small Business, which explore how organizations around the world have been transformed by Eli Goldratt's ideas. The story of Alex's fight to save his plant contains a serious message for all managers in industry and explains the ideas which underline the Theory of Constraints (TOC) developed by Eli Goldratt. Written in a fast-paced thriller style, *The Goal* is the gripping novel which is

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transforming management thinking throughout the Western world. It is a book to recommend to your friends in industry - even to your bosses - but not to your competitors!

An authoritative, up-to-date, and one-stop guide to the restaurant business In the newly revised *The Restaurant: From Concept to Operation*, Ninth Edition, accomplished hospitality and restaurant professional John R. Walker delivers a comprehensive exploration of opening a restaurant, from the initial idea to the grand opening. The book offers readers robust, applications-based coverage of all aspects of developing, opening, and running a restaurant. Readers will discover up-to-date material on staffing, legal and regulatory issues, cost control, financing, marketing and promotion, equipment and design, menus, sanitation, and concepts. Every chapter has been revised, updated and enhanced with several industry examples, sidebars, charts, tables, photos, and menus. *The Restaurant: From Concept to Operation*, Ninth Edition provides readers with all the information they need to make sound decisions that will allow for the building of a thriving restaurant business. The book also offers: A thorough introduction to the restaurant business, from the history of eating out to the modern challenges of restaurant operation A comprehensive exploration of restaurants and their owners, including

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quick-casual, sandwich, family, fine-dining, and other establishments Practical discussions of menus, kitchens, and purchasing, including prices and pricing strategies, menu accuracy, health inspections, and food purchasing systems In-depth examinations of restaurant operations, including bar and beverage service, budgeting and control, and food production and sanitation An indispensable resource for undergraduate and graduate restaurant and food management services and business administration students, *The Restaurant: From Concept to Operation*, Ninth Edition is also perfect for aspiring and practicing restaurant owners and restaurant investors seeking a one-stop guide to the restaurant business.

During the last few years economics and business education have emerged as one of the largest fields of study in higher education. At the same time, the pressing concern for improving the quality of higher education has led to a definite need for more knowledge about effective instruction and innovation in economics and business education. The book brings together many examples of reform in economics and business education. Special attention is paid to the problem-based learning approach, which over the past ten years, has developed as a very important innovation in higher education. The book contains contributions from a variety of institutions on the necessity

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of curriculum reform, the choice of instructional methods, assessment and testing, and management of change. It is of interest for teachers in higher education, educational psychologists, and any person interested in educational innovation in economics and business administration.

Business Process Modeling, Simulation and Design, Third Edition provides students with a comprehensive coverage of a range of analytical tools used to model, analyze, understand, and ultimately design business processes. The new edition of this very successful textbook includes a wide range of approaches such as graphical flowcharting tools, cycle time and capacity analyses, queuing models, discrete-event simulation, simulation-optimization, and data mining for process analytics. While most textbooks on business process management either focus on the intricacies of computer simulation or managerial aspects of business processes, this textbook does both. It presents the tools to design business processes and management techniques on operating them efficiently. The book focuses on the use of discrete event simulation as the main tool for analyzing, modeling, and designing effective business processes. The integration of graphic user-friendly simulation software enables a systematic approach to create optimal designs.

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Your Turn is the career coach that today's working women need to own their career ambition + motherhood path. There are more than fifteen million employed women with children under the age of eighteen in the United States who find themselves smack in the "Messy Middle," where job opportunity and family responsibilities collide and decisions shift into high gear. And there are also millions of women on the sidelines, many there due to impossible corporate structures, who are looking to get back in. Your Turn helps you move the career dial to where you need it now. Jennifer Gefsky, cofounder, and Stacey Delo, CEO, of *Après*—the premier site for women returning to the workforce—offer advice and inspiration to help women make the best possible career decisions for themselves and their families: to get ahead of the questions and tackle them when they arise, from managing guilt and stress after maternity leave to setting expectations in a part-time position to talking with partners and managers about how to make full-time work better for you. And for those who have decided to step away from the corporate world, whether it's for one year or twenty, Gefsky and Delo show you how to stay current and how to pivot to something more meaningful when your old job doesn't exist anymore or if you simply want a change. Your Turn provides a clear roadmap for how to navigate key work + life transition points. Your Turn features

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stories and research from the members of Après as well as insights from hundreds of companies that are making the transition work for their employees. With a unique insight into what kinds of work cultures and structures to look for, Gefsky and Delo also offer companies tangible steps to retain and cultivate female talent. Whether you're struggling with the big question of whether to stay or quit, or looking to reenter the workforce after time away, this is the insider knowledge you need from people who have already taken the journey, as well as a step-by-step analysis to ensure you are making the right career decision for you . It's your turn to . . .

Linking various disciplines and management functions, Integrated Performance Management provides the reader with a concrete framework to manage organizations successfully. The authors do not isolate a single strategy to manage performance. Instead, the book focuses on a range of strategies providing the reader with an introduction to each one. The concepts under analysis were developed through intense dialogue with business managers. While maintaining academic rigour, Integrated Performance Management presents ideas that students will find relevant outside of the classroom. Postgraduate and MBA students in a range of areas including strategy, accounting, finance, operations management, marketing, leadership and human resource

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management will find this book useful.

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