

SERVICE MARKETING

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INTEGRATING CUSTOMER FOCUS ACROSS THE FIRM

SECOND EDITION

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FACTORS NECESSARY FOR APPROPRIATE SERVICE STANDARDS

Standardization of Service Behaviors and Actions

Formal Service Targets and Goals

Customer—Not Company—Defined Standards

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CUSTOMER-DEFINED SERVICE STANDARDS

"Hard" Customer-Defined Standards

"Soft" Customer-Defined Standards

One-Time Fixes

Building Blocks: The Service Encounter Sequence

Expressing Customer Requirements as Specific Behaviors and Actions

Global Feature: Should Service Standards Be Universal?

Measurements of Behaviors and Actions

Technology Spotlight: The Role of Information Technology in Customer-Defined Standards

PROCESS FOR DEVELOPING CUSTOMER-DEFINED STANDARDS

Step 1: Identify Existing or Desired Service Encounter Sequence

Step 2: Translate Customer Expectations into Behaviors and Actions for Each Service Encounter

Step 3: Select Behaviors and Actions for Standards

Step 4: Decide Whether Hard or Soft Standards Are Appropriate

Step 5: Develop Feedback Mechanisms for Measurement to Standards

Step 6: Establish Measures and Target Levels

Step 7: Track Measures against Standards

Step 8: Provide Feedback about Performance to Employees

Step 9: Periodically Update Target Levels and Measures

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TYPES OF SERVICESCAPES

Servicescape Use

Complexity of the Servicescape

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ROLES OF THE SERVICESCAPE

Package

Facilitator

Socializer

Differentiator

FRAMEWORK FOR UNDERSTANDING SERVICESCAPE EFFECTS ON BEHAVIOR

The Underlying Framework

-- Behaviors in the Servicescape

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