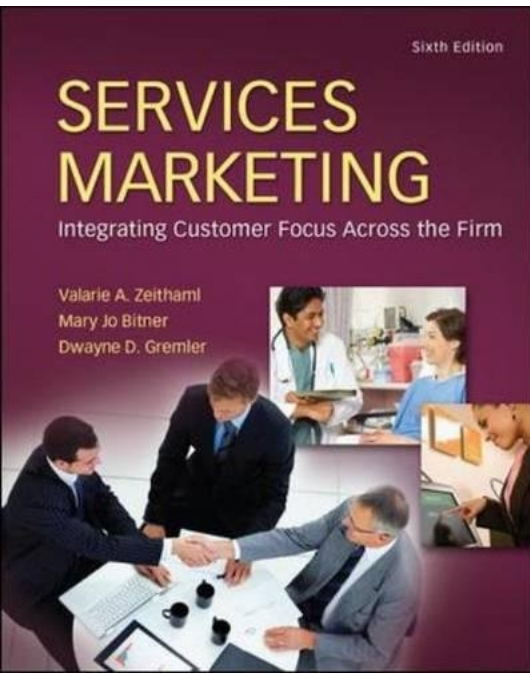


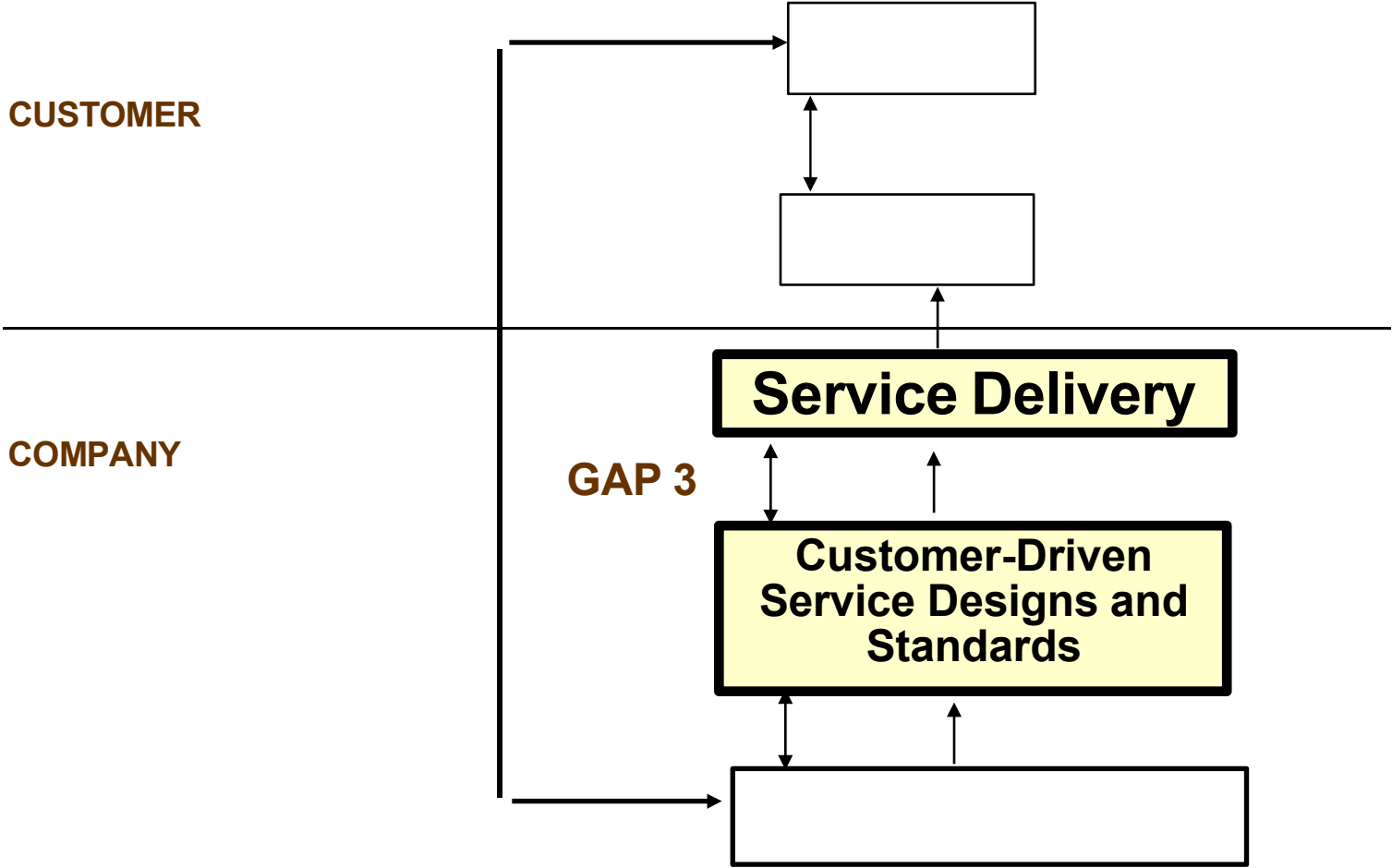
Services Marketing

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EMPLOYEES' ROLES IN SERVICE DELIVERY (Chapter 11)



Provider Gap 3



Objectives for Chapter 11: Employees' Roles in Service Delivery

- Illustrate the critical importance of service employees in creating customer satisfaction and service quality
- Demonstrate the challenges inherent in boundary-spanning roles
- Provide examples of strategies for creating customer-oriented service delivery
- Show how the strategies can support a service culture where providing excellent service is a way of life

Service Employees

- They are the service
- They are the firm in the customer's eyes
- They are the brand.
- They are marketers.
- Importance is evident in
 - The Services Marketing Mix (People)
 - The Service-Profit Chain
 - The Services Triangle

Service Employees: They ARE the service!



Service Employees: They are the firm in the customer's eyes!



Service Employees: They are the brand!



Service Employees: They are marketers!





People - Recruiting and Training the Right People

*“We Are
Ladies and
Gentlemen
Serving
Ladies and
Gentlemen”*



This motto exemplifies the anticipatory service provided by all staff members.



Learning from the State Department (Seth Godin)

Napoleon receiving Persian ambassadors



Service employees are your ambassadors.



Service Employees

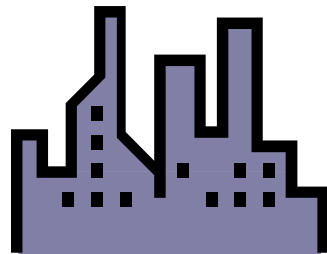
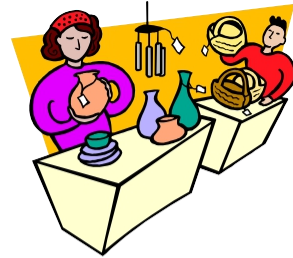
- Who are they?
 - “boundary spanners”
- What are these jobs like?
 - emotional labor
 - many sources of potential conflict
 - person/role
 - organization/client
 - interclient
 - quality/productivity

Emotional Labor - Smiling as a Standard



Boundary Spanners Interact with Both Internal and External Constituents

External Environment



Internal Environment

The Services Marketing Triangle



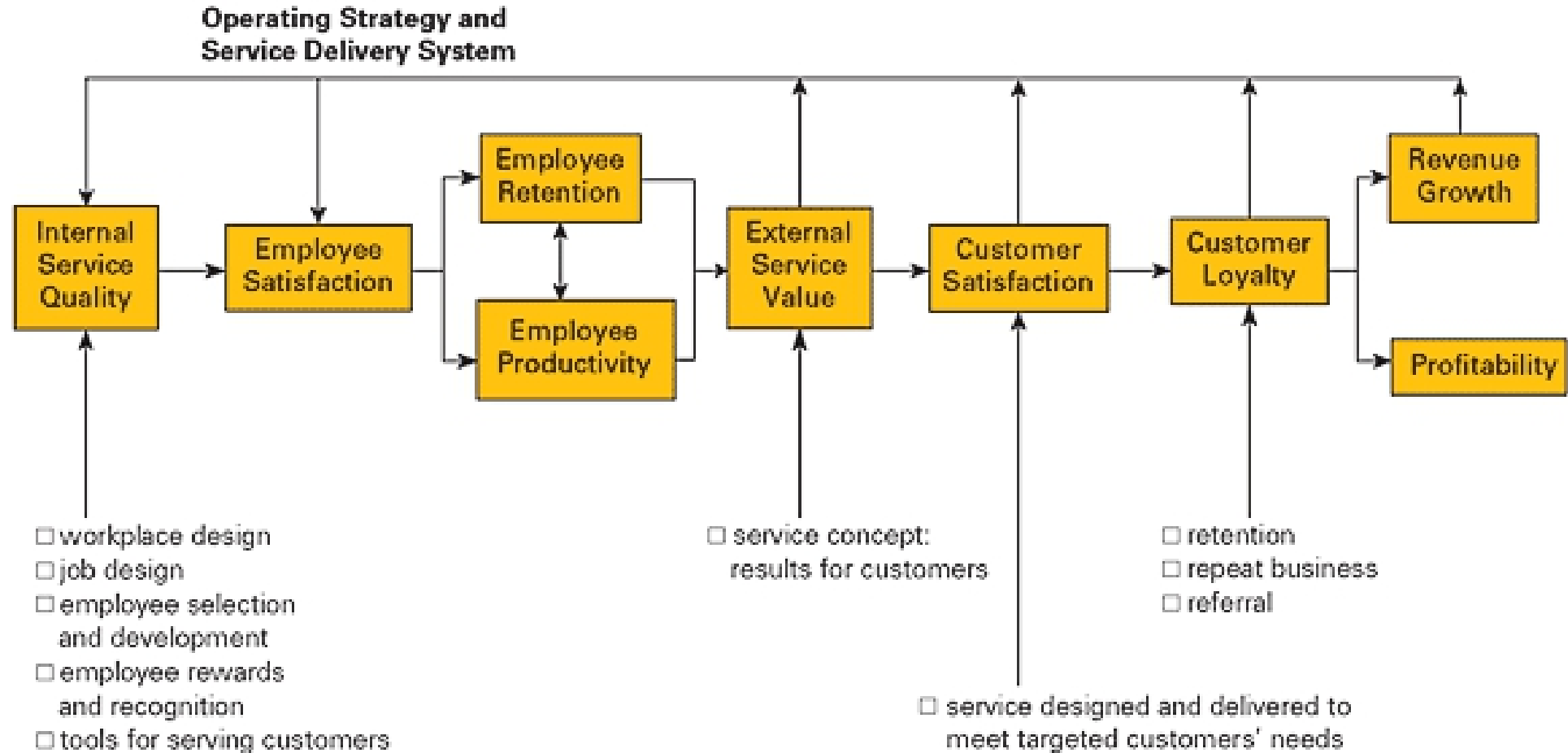
Steve Keil: A manifesto for play, for Bulgaria and beyond

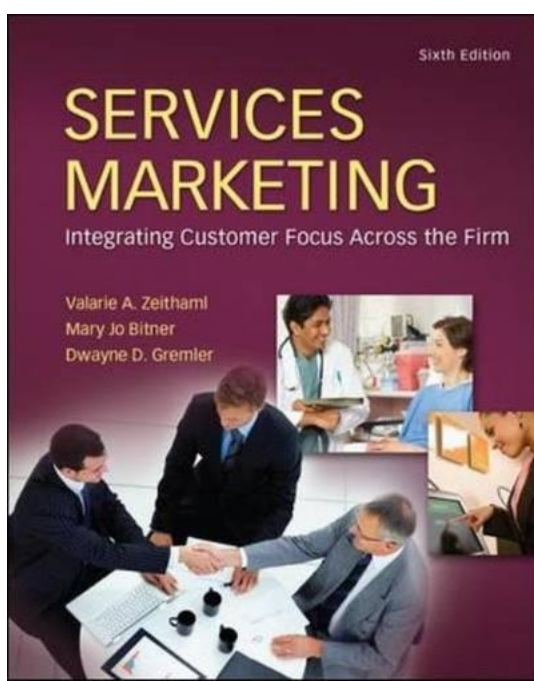


Steve Keil: A manifesto for play, for Bulgaria and beyond

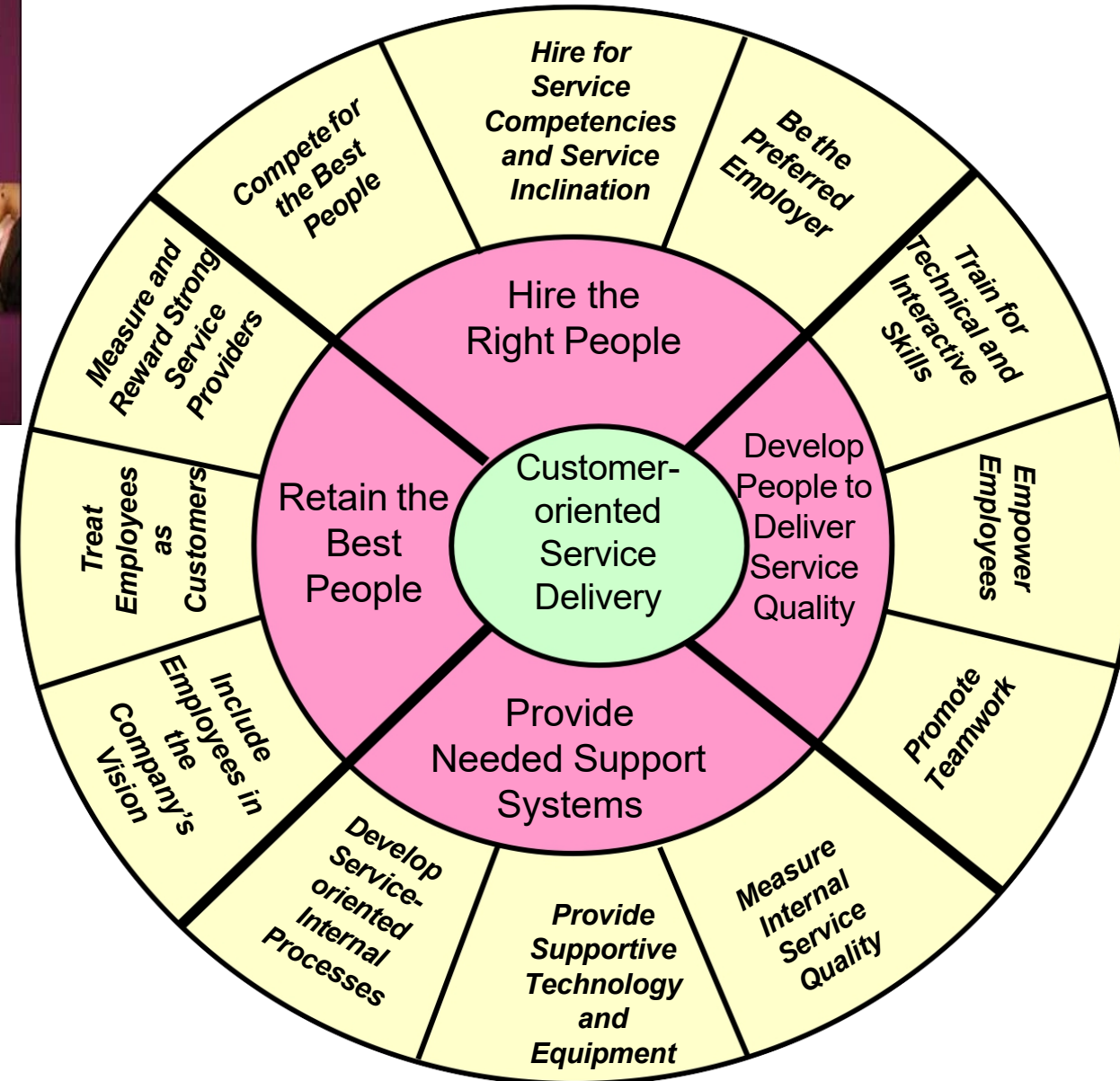


The Links in the Service-Profit Chain





Human Resource Strategies for Closing GAP3



Investing in employees

HU @ Oak Brook, Illinois



Some highlights

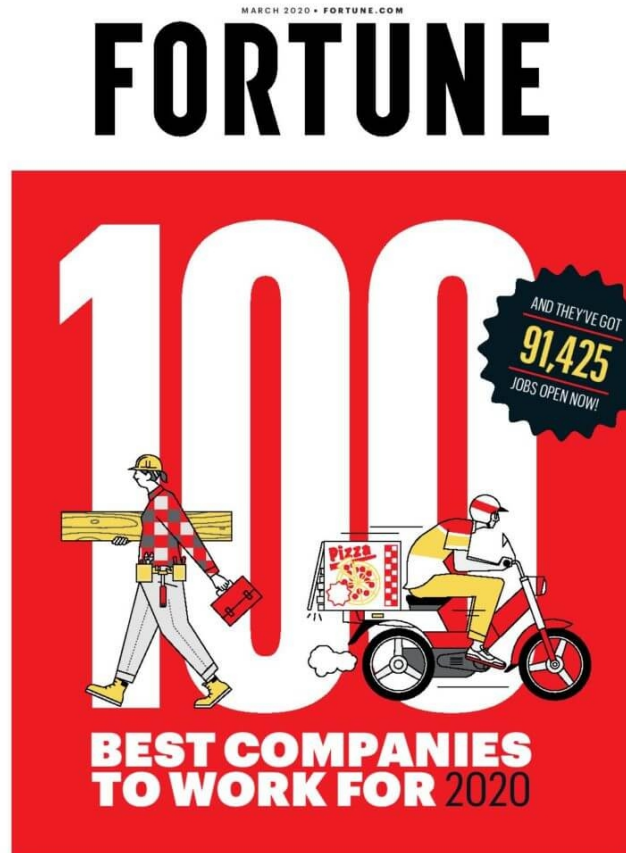
- Every year more than 5000 managers from more than 100 countries study at the university.
- Classes are taught in 28 languages by instructors using translators and electronic equipment.
- The curriculum is 80% devoted to communications and human relations skills.

Sherwin-Williams promotes GUEST acronym.

- **G - greet customer**
- **U - use their name and give yours**
- **E - evaluate and fulfill needs**
- **S - smile**
- **T - thank the customer**



The 100 outperform 500...



VS

STANDARD
& POOR'S 500

Do you know this company?



- Hilton (NYSE:HLT) has been recognized for its extraordinary workplace culture, earning the highest honor on the prestigious 2020 Fortune Best Companies to Work For[®] in the U.S. list for the second consecutive year. Hilton is the first and only hospitality company in history to achieve the No.1.

Empowerment

- **Benefits:**

- quicker responses
- employees feel more responsible
- employees tend to interact with warmth/enthusiasm
- empowered employees are a great source of ideas
- positive word-of-mouth from customers

- **Drawbacks:**

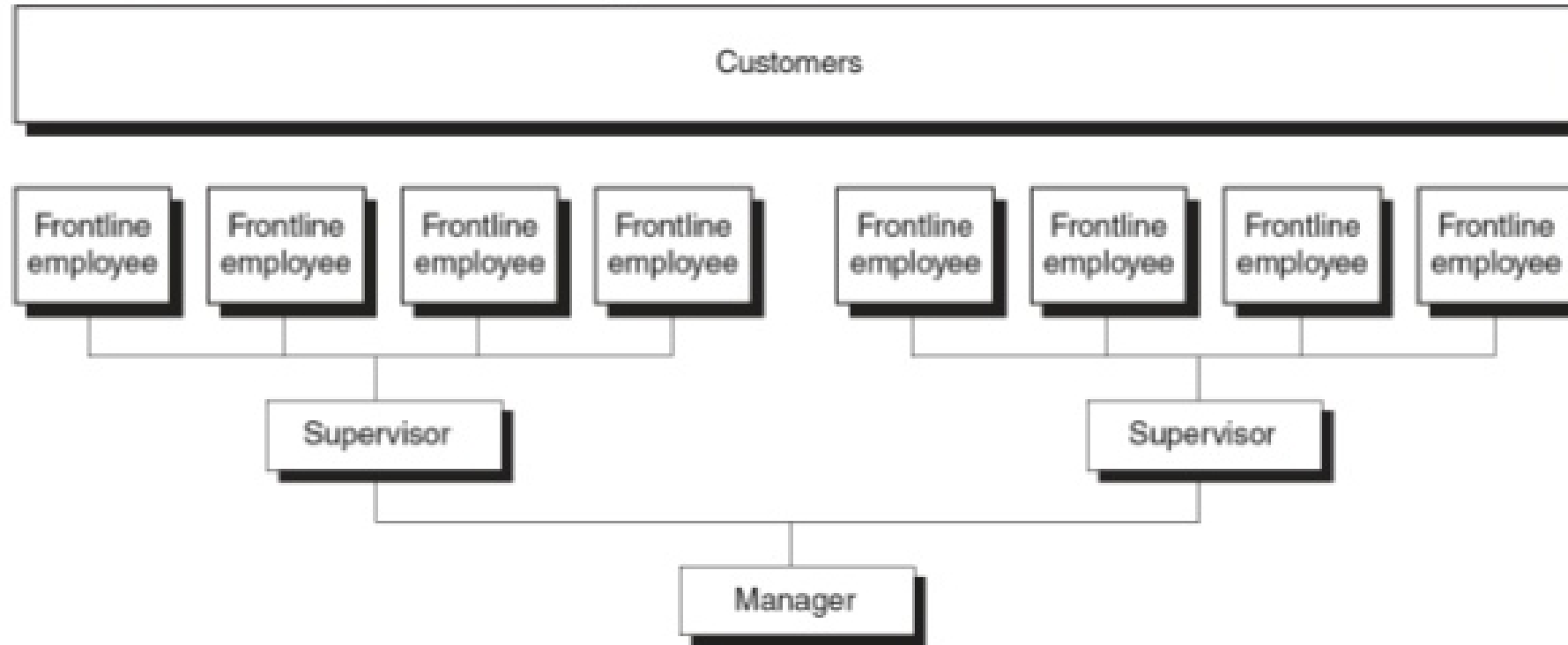
- greater investments in selection and training
- higher labor costs
- slower and/or inconsistent delivery
- may violate customer perceptions of fair play
- “giving away the store” (making bad decisions)

Service Culture

“A culture where an appreciation for good service exists, and where giving good service to internal as well as ultimate, external customers, is considered a natural way of life and one of the most important norms by everyone in the organization.”

Customer-Focused Organizational Chart

FIGURE 11.5 Customer-Focused Organizational Chart



References:

- **Textbook:** Zeithaml, Valarie, Mary Jo Bitner, and Dwayne Gremler (2013), **Services Marketing** 6th International Edition, Irwin/McGraw-Hill Publishing. (Other editions will also work, but you are responsible to compare your edition to the 6th - because the syllabus was written for the 6th edition.)
- Printed cases will be provided each week and also will be posted on the Module Intranet page prior to seminars.

**THANK YOU FOR YOUR
ATTENTION!**



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INTERNATIONAL UNIVERSITY IN TASHKENT

