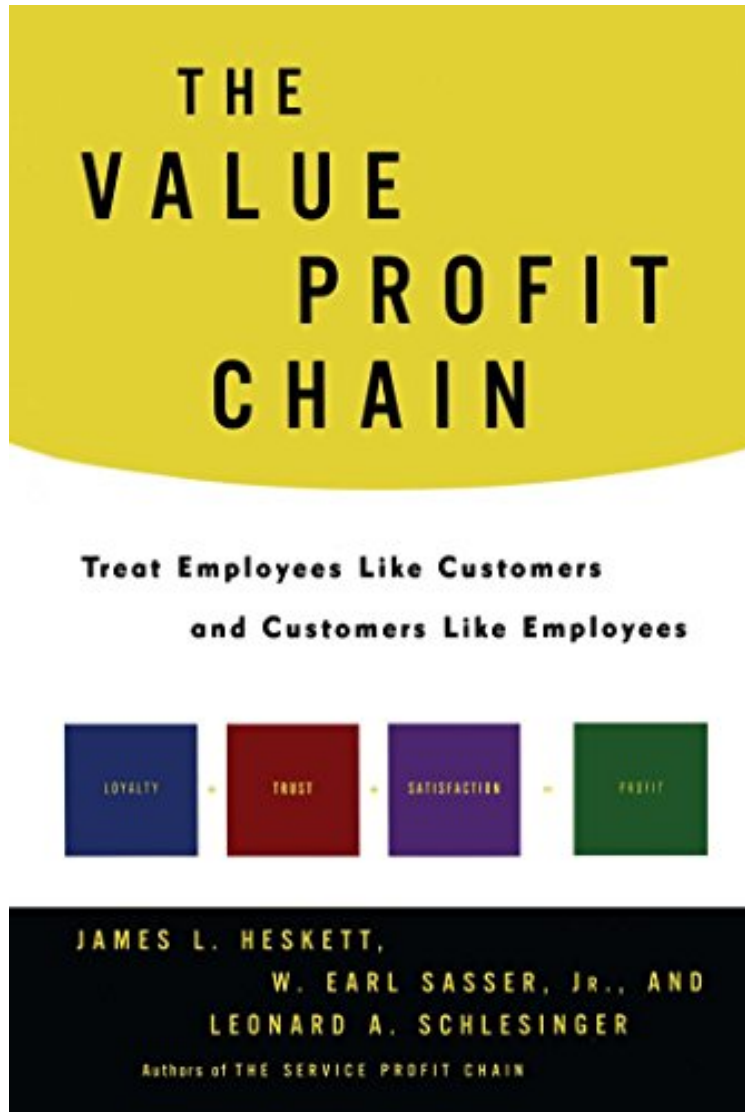


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# The Value Profit Chain: Treat Employees Like Customers and Customers Like

James L. Heskett, W. Earl Sasser, Leonard A. Schlesinger  
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**James L. Heskett, W. Earl Sasser, Leonard A. Schlesinger : The Value Profit Chain: Treat Employees Like Customers and Customers Like** before purchasing it in order to gage whether or not it would be worth my time, and all praised The Value Profit Chain: Treat Employees Like Customers and Customers Like:

0 of 0 people found the following review helpful. Two StarsBy Bora KeaThe cover is not good as is bending all the time.0 of 0 people found the following review helpful. Jim is a great pedagogue and researcherBy Usman A. GhaniJim is a great pedagogue and researcher. This is a great concept and always refreshing to review it. Every service organization management should peruse this book.5 of 15 people found the following review helpful. A Good Idea,

But not a Clear Argument. By Dr. David Arelette This book has some value but it is jumbled up with a lot of that mumbo jumbo that people in HR use when they have little to add to a discussion. Most employees are not owners and will never really behave (work hard) like owners - they talk much about loyalty and responding to good practices but experience tells me that when it comes to the choice of a midnight session to complete a presentation, most will have an excuse (got to take the cat to the vet) and those that stay will want two days off as their matching reward while telling you for the next year how hard they work. This book sides with the employees as being open to great things so you just have to treat them as per their instructions. Yes in some cases, employees will meet the expectations. But mostly they will let you down, as does this book.

James Heskett, Earl Sasser, and Leonard Schlesinger reveal powerful new evidence that paying close attention to the employee-customer relationship will enable any organization to be a low-cost provider and achieve superior results -- proving that you can have it all, a goal thought inadvisable just a few short years ago. At the heart of this bold assertion is the authors' indisputable conclusion supported by thirty-one years of groundbreaking research: today's employee satisfaction, loyalty, and commitment strongly influences tomorrow's customer satisfaction, loyalty, and commitment and ultimately the organization's profit and growth -- a quantifiable set of associations the authors call the value profit chain. In what may be the most far-reaching study ever undertaken of the strategic importance of the employee-customer relationship, Heskett, Sasser, and Schlesinger offer profound new insights into the life-long value of both employees and customers and the increasingly important concept of employee-relationship management. Readers will discover how organizations as diverse as aluminum maker Alcoa, travel agency Rosenbluth International, and the Willow Creek Community Church treat employees like customers (in the case of Willow Creek, volunteers as well). Conversely, the authors show how advertising agency Merkle Newman Harty and financial services provider ING Direct treat customers like employees, pursuing the ones they want most. At the Vanguard Group, Cisco Systems, and Southwest Airlines, both practices are common. The authors explain how these organizations and many others -- whether large or small, public or private, or not-for-profit -- achieve profitability and growth or the equivalent by leveraging results and process quality to deliver differentiated products and services at the lowest cost. Timely, essential, and important reading, *The Value Profit Chain* should be readily accessible on the desk of every forward-thinking manager.

From Publishers Weekly Serving employees well and knowing when to "fire" a customer will boost a firm's bottom line, according to this team of Harvard Business School professors. The authors of *The Service Profit Chain* here stress the creation of lifetime customers and detail the complex relationship between employee satisfaction, customer retention and profitability. They use examples from firms including Federal Express, Southwest Airlines and Wal-Mart. The highly successful Southwest Airlines, for example, couldn't deliver its much-envied 25-minute aircraft turnaround, from arrival to departure from the gate, without a dedicated, team-oriented staff that's vested in the company. That's why all Southwest employees with more than six months of service hold ownership stakes in the firm. Perhaps more important is how Southwest manages customers that must be "targeted, selected, and `trained' in the unusual ways of the airline--no assigned seats, no meals, no connections with other airlines." By turning high-maintenance customers away, the firm stays profitable. These anecdotes aside, the book is laden with b-school sentences, e.g., "The value concept is achieved with maximum benefit for customers, employees, partners, and investors through an operating strategy that seeks to leverage results over costs by means of such factors as organization, policies, processes, practices, measures, controls, and incentives." With text like this and numerous charts and diagrams, the book will appeal mainly to academics and business professionals. However, there are a few nuggets that will appeal to a broader audience, like the fact that the greeters near the entrance to Wal-Mart stores were originally put there to reduce shoplifting. Copyright 2002 Reed Business Information, Inc. From Booklist What most topflight leaders know intuitively is now proven through this sequel to *The Service Profit Chain* (1997)--which is, treating today's employees like customers will produce tomorrow's loyal and committed customers. Calculated through decades of research by eminent Harvard Business School professors, supported by other groundbreaking studies, the authors have now forged a strong link between the performance trinity--leadership and management, culture and values, vision and strategy--and continued success. Many of the usual business-case suspects are profiled, among them Wal-Mart, Southwest Airlines, and Cisco Systems. So are companies that have transformed themselves, such as Coors and IBM. Every possible touchpoint for organizational improvement is probed, examined, and computed, from Omnicom's customer-relationship model to critical matrices of learning and innovation. Much is stated in jargon; it is only when describing organizational excellence, wherever it exists, that the narrative loses its didactic style and becomes almost lyrical--and comprehensible to the average businessperson. Managers' questions at the end of each chapter reinforce the book's educational thrust. Barbara Jacobs Copyright copy; American Library Association. All rights reserved Pete Blackshaw Founder and Chief Marketing and Customer Satisfaction Officer, PlanetFeedback, a Division of Intelliseek A refreshing and enlightening detour from the usual media focus on dumb things companies and executives do to set themselves up for failure. *The Value Profit Chain* deeply explores the habits of overachievers

and the successful tactics that help companies win, and win big.