

The literature on service provides knowledge on how to deliver quality and satisfy the customer. We live in an environment of rising expectations with marketing promising better and better service. On the matter of profitability Zeithaml, Rust and Lemon<sup>51</sup> suggested that by sorting customers into profitability tiers or levels service can be tailored to achieve even higher profitability levels (see Chapter 11). Probably at the top of any list should be efficiency, a word we hear much of today and one, according to a leading authority, that has a bad name.<sup>48</sup> Whether public or private, service organizations are seeking to obtain more and more output from fewer and fewer inputs (resources). 'All consumers are not created equal', as Hallberg observed.<sup>49</sup> Who you are (defined in terms of job status) and what you are worth to an organization (defined in terms of profitability) determines the quality of service received. By applying a range of concepts, models and techniques the service provider should be in a position to deliver what the market wants. Consequently the resulting stress, frustration and lack of motivation impacts on performance. When the technology fails or is poorly designed from a user perspective, customer dissatisfaction is inevitable. Tight control and demanding use of resources is not ?????? necessarily a formula for delivering service quality. Who defines service