

Service Management 3.0 Service management is the practice of managing a service company. Although the key concepts – the importance of processes and frontline employees – remain the same, today there are additional elements that need to be considered in the way service organizations approach service management. Theories about service management were firmly established between 1985 and 1995 when ideas about 'turning the pyramid upside down' (the Scandinavian service model) and 'service profit chain' (the American service model) saw the light. The service delivery comprises all the aspects of actually organizing and delivering the service; this would be equivalent to the production and distribution systems in a production environment. It was established that frontline employees are key to creating satisfied customers and that processes and service design are about creating the best trained and most satisfied employees. Culture determines discretionary behavior in the absence of direct supervision. Many service management theories feature instilling a sense of pride in the profession and the company. The service concept comprises the value proposition offered to the customer and the services associated with delivering this value proposition. In service organizations it is usually the case that frontline service employees are working without constant supervision. The following chapters will expand on these four points. Fostering a culture of service. Engaging employees. 1.2.3.4.2.3.4.5