



**The Science of Service:
Leading Edge Research
Opportunities with the
Center for Services
Leadership**

Presented by

**The Center for Services Leadership
Arizona State University**

**CENTER *for* SERVICES
LEADERSHIP**

ASU W. P. CAREY
SCHOOL of BUSINESS

ARIZONA STATE UNIVERSITY

What is the Center for Services Leadership?

The Center for Services Leadership (CSL) is a research and management education center within the W. P. Carey School of Business at Arizona State University (ASU). We serve as an outreach arm from ASU to the business and global academic communities.

We were established in 1985 to pioneer the study of service when business schools were focusing primarily on products and manufacturing enterprises. Since then, the CSL has established itself as a globally recognized authority and resource in the field. Highly successful companies and top academics turn to the CSL to understand how to compete strategically through both profitable services and through the use of customer service as a source of distinction.

What makes us different from other university centers and consulting organizations?

- 1) *Science* - We are in the business of the science of service – we base our understanding of effective service on research and objective criteria, not just platitudes
- 2) *Significance* - We are in the business of developing and sharing what works in the real business world, not just pure theory
- 3) *Synergy* – We are in the business of building a cross-industry and cross-functional network of companies and academics who can help each other discover fresh ways to compete through service – not just business as usual

What type of faculty-led research does the CSL conduct? For whom? By whom?

Through its faculty network of nearly 50 members, the CSL is focused on designing and conducting cutting-edge service(s) research which delivers significant business value to research clients and significant academic value to faculty and the CSL.

This unique approach enables the CSL to address leading-edge service(s) opportunities and challenges of research clients while also driving thought leadership in the service(s) field.

To deliver the work, the CSL engages with experienced service(s) researchers – from a variety of disciplines – within its broad academic network. In addition to the faculty member(s), the research team often includes one or more doctoral students.

Given the nature of these projects, the CSL charges the sponsoring company a professional fee tied directly to the scope of the work. This fee is often considerably less than a traditional research and/or consulting organization given the faculty's and CSL's great interest in the academic insights.

These research projects are scoped and conducted exclusively for CSL member firms as well as for companies interested in joining and having a long-term relationship with the CSL.

In what main knowledge areas does the CSL conduct faculty-led research?

Historically, the CSL has conducted research and developed knowledge in the following broad areas:

- **Service Excellence**
- **Service and Technology**
- **Services Strategy**
- **Business-to-Business Services**

Going forward, the CSL is also committed to advancing expertise in the following emerging knowledge areas:

- **Smart Services and Self-Service Technologies**
- **Service Design**
- **Service Sustainability**

However, the CSL is open to conducting service(s) research outside of these areas if expertise and/or interest exists within the CSL's academic network.

What differentiates the CSL from traditional research and/or consulting firms?

Leading edge research conducted through the CSL is significantly different from research conducted by most traditional research and/or consulting firms. The CSL offers the following differentiators to its research clients:

- **Unique cutting-edge service(s) research** – The CSL is interested in new insights so it never repeats the same study. This approach offers companies the opportunity to stay on the forefront of service(s) knowledge.
- **Access to the leading service(s) researchers in the world** – The CSL engages top academic minds to lead these research studies. These researchers are paired with clients based on service(s) expertise and interests.
- **Scientific rigor with managerial relevance** – The CSL is able to successfully bring together the scientific rigor associated with academic research and the managerial relevance associated with industry research.
- **Objectivity in approach and findings** – The CSL is motivated by generating new, forward-looking knowledge and insights. Therefore, its research clients benefit from objectivity throughout the entire project.

How are research discussions typically initiated between the CSL and company?

Research discussions between the CSL and interested companies* are initiated in one of the following ways:

- **CSL and interested companies meet regularly** to discuss business needs and research opportunities in an effort to identify mutually beneficial research projects
- **An interested company approaches the CSL** with a specific service(s) opportunity or challenge that could benefit from research conducted by faculty at the CSL
- **CSL approaches a select company or companies** with a service(s) research topic or question that could add significant managerial and academic value

* Interested company must be a CSL member firm or company interested in joining and having a long-term relationship with the CSL

What are examples of past CSL research studies?

IBM Global Services



Project: Identifying the Skills, Characteristics, and Strategies of High-Performing Account Managers

- **Their challenge:** IBM sought insights into how high-performing IBM Global Services account managers effectively coordinate account teams that serve large customers to spur sales and profit growth.
- **The approach:** The CSL conducted two in-depth research studies to identify the best practices of high-performing account managers and isolate the factors that define profitable customer engagements.
- **The impact:** The CSL provided recommendations which helped IBM:
 - Win accounts from key competitors
 - Enhance their sales training program
 - Improve their sales metrics
 - Streamline their RFP process
 - Expand their organizational linkage between key units

What are examples of past CSL research studies? *Continued*

The Co-Operators



Project: Leveraging Relationship
Marketing in the Insurance Industry
Based on Customer Attachment Styles

- **The need:** The Co-operators, a major Canadian insurance company, sought insights into how to tailor and offer a differentiated experience to customers which was relevant, meaningful, and matched their relational needs and desires.
- **The approach:** The CSL conducted an in-depth research study consisting of qualitative and quantitative phases. This study focused on uncovering the relationship orientation of customers and identifying ways to tailor and add value to the existing relationship.
- **The impact:** The CSL provided insights to help The Co-Operators:
 - Identify customer segments with distinctive relational orientations to enhance the existing market segmentation by adding a future-oriented, predictive perspective.
 - Tailor their customer relationship management (CRM) activities to match customers' relational needs and desires
 - Develop more profitable customer portfolios by taking into account the resources needed to serve customers.

What have past research clients said about working with the CSL?

“The Center for Services Leadership’s research dramatically opened our eyes and led to significant changes at IBM.”

Michael Daniels
Senior Vice President
IBM

“The research helped us think about the relationship that we have with consumers and our clients in a different way.”

Rob Martin
Director, Marketing Strategy and Brand Management
The Co-operators

"Working with ASU's Center for Services Leadership we learned far more about the importance of service failures and recoveries in terms of the financial impact on LensCrafters. Just as importantly, we learned and initiated changes to make our store associates more sensitive of and adaptive to customers experiencing a service failure."

Frank Baynham
Executive Vice President and General Manager
Luxottica Retail

What companies have benefited from the CSL's faculty-led research?

Past and current CSL research clients include:

- AT&T
- Avaya Communication
- Avnet
- Cardinal Health
- Co-Operators
- CVS Caremark / Caremark
- Ford Motor Company
- Hewlett-Packard
- Honeywell Aerospace
- IBM Global Services
- Lucent Technologies
- Luxottica Retail / Lens Crafters
- Mayo Clinic
- Wells Fargo
- YRC Worldwide Inc.

Who do I contact for more information about the CSL's research capabilities?

Feel free to contact Kevin Burkhard, Director of Strategic Initiatives for the Center for Services Leadership at the W.P. Carey School of Business at Arizona State University at kevin.burkhard@asu.edu or at 480-965-5235.

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