

an exclusive mini-MBA program on delivering on your customer's true expectations and competing through your service offerings

the 26th annual



# services leadership institute

**March 19-21, 2012**

Arizona State University, Tempe Campus

to register or for more information, phone  
480.965.6201 and mention "The Institute"  
or visit [wpcarey.asu.edu/institute](http://wpcarey.asu.edu/institute)

**CENTER** *for* **SERVICES**  
**LEADERSHIP**

**ASU** W. P. CAREY  
SCHOOL of BUSINESS  
ARIZONA STATE UNIVERSITY

## this isn't your average conference

The Services Leadership Institute will bring together leading academicians along with seasoned business leaders to show you how to apply a proven process for service quality in your organization. You will identify key improvement points to make the greatest impact on delivering what your customers really expect and what they need to remain loyal.

at the Institute, you will learn how to diagnose and strengthen key weak spots in your service offerings

- Finding out what your customers really expect — you'll understand how price can set expectations, how to recover disappointed customers and how to help your company see your service processes from the customer's viewpoint
- Knowing how to develop quality service designs — “blueprinting” will teach you how to develop a visual representation of the key steps and internal relationships in your service process that can deliver highly satisfying services
- Discovering the best ways to deliver to your services standards — you'll learn how to manage people to effectively keep services promises and how to use technology to engage your customers and enhance their service experience
- Understanding the critical differences between your organization and world-class service firms — you'll learn key principles of companies known for their strong service cultures and their ability to create highly profitable service offerings



at the Institute, we will challenge you by:

- Engaging you with renowned faculty and business presenters to keep you on your toes and ready to learn
- Examining a business case and providing several hands-on application exercises — we expect you to prepare in advance and pitch in to the discussion!

we ensure that you will be able to make the most of the networking opportunities by:

- Limiting the number of attendees to a small group of about 55-60 managers from a broad spectrum of industries
- Encouraging you to work on team exercises that provide an opportunity for you to share ideas and immediately apply them to your business
- Inviting you to participate in networking lunches and evening events where you can share ideas and experiences

you'll benefit most by attending this program if you are a ...

- Marketing, Operations or Business Development Executive
- New Product or Service Developer
- Marketing Manager
- Customer Service or Customer Advocacy Manager
- Strategic Planner
- Business Development Manager
- Service Operations or Service Quality Manager
- Professional of any kind who must understand how to use services as a source of competitive advantage

***“The Center for Services Leadership session was exactly what I needed to help me succeed in my current role and to help me achieve the next step in my career.”***

***Dan Forry, Cardinal Health***

**past participants have come from a wide range of industries such as:**

### **health care**

Becton Dickinson, Blue Cross Blue Shield of Arizona, Boston Scientific, Cardinal Health, CIGNA, GE Medical Systems, Johnson & Johnson, Mayo Clinic, TriWest Healthcare Alliance

### **financial services & insurance**

American Express, Goldman Sachs, State Farm

### **energy and utilities**

Arizona Public Service, NYNEX, PHM, Salt River Project, Southern California Edison

### **telecommunications**

AT&T, BC Telecom, Cox Communications, Ericsson, MCI, Qwest, Sprint, TELUS

### **construction & manufacturing**

Boeing, Caterpillar, Cummins Engine, Del Webb, Ford Motor Company, Harley-Davidson Motor Company, Lockheed Martin, Proctor & Gamble, Sony Electronics

### **travel & entertainment**

Best Western International, Caesar's Palace, Disney, Enterprise Rent-a-Car, Harrah's, KOA, Scandinavian Airlines System, US Airways

### **technology**

Avnet, Cisco, Datacard, EDS, Hewlett-Packard, Honeywell, IBM, Intermec Technologies, Motorola, Oracle, Siemens, Texas Instruments, Xerox

### **transportation**

Burlington Northern Santa Fe, Federal Express, U.S. Postal Service

### **non-profit**

AARP, The Annenberg Center, The Arthritis Foundation, Mayo Clinic, Texas A&M University, The Wharton School



## technology is creating new opportunities that will decide winners and losers

R. Gary Bridge, Ph.D., Senior Vice President and Global Lead, Internet Business Solutions Group

### Cisco Systems

The global business environment has changed radically in the last five years. Everything is evolving: the macro economy (the “new normal”), your customers (and how they spend money), employees’ skills and expectations (which vary by generation), potential competitors (which might not even be in the category today), and government regulations (which are disrupting the economics of healthcare and financial services). Many of these changes are a direct effect of the Digital Revolution, which is now in its fourth decade and shows no sign of ebbing. Every sector is in transition, but some business models are closer to the tipping point and therefore highly stressed (for example, media, music, publishing, autos, healthcare, financial services, and retailing).

This session identifies important trends and describes the implications for business strategies, service design, organizational structure, and customer communications. Rapid change presents rare opportunities for innovation that will determine new winners—and losers. This presentation will:

- Identify the major shifts and provide a road map for service marketing and management professionals to find their path to success
- Separate the real from the hype for best practices in the services space



## barking up the right tree – how services can help differentiate a business during the tough economic times ... and good

David Lenhardt, Senior Vice President Store Operations and Human Resources

### PetSmart

Learn how PetSmart’s innovative services have helped the company weather the economic storm while setting itself apart from the competition. Head of Services David Lenhardt will share how PetSmart is using services to create a competitive advantage and keep customers coming back, even as shopping trips have slowed dramatically across the retail sector. Learn why services have helped PetSmart to be more “recession resistant” than other specialty retailers, the challenges PetSmart faced and how they’re leveraging the services model to become an even stronger, more focused organization.



## building a culture of customer service excellence

Steve Church, Senior Vice President, Corporate Business Development & Planning *presenting with* Terry Cain, Vice President, Global Customer Engagement

### Avnet, Inc.

Many companies are coming to the realization that one of the few ways they can truly differentiate themselves today is through providing a better experience for their customers than their competitors. Our research indicates that most companies have a segment of their employees who understand this, and deliver great service every day. We call them “Heroes.” However, we also know that it takes an entire organization to deliver a great customer experience on a consistent basis, and just one employee can derail that experience.

This session focuses on how Avnet is moving from Heroes to a Culture of Customer Service Excellence, where every employee understands their role in delivering a consistently great customer experience, whether they are a front-line employee interfacing with customers every day, or in the back office.

***“An excellent program that provides tools and broadens my vision of how to position and present services both internally and externally.”***

***Lance Wade, VWR***



### growing service solutions

Stephen W. Brown, Ph.D., Emeritus Edward M. Carson Chair and Professor of Marketing and Distinguished Faculty

**Center for Services Leadership  
W. P. Carey School of Business  
Arizona State University**

Most companies are seeking innovative ways to grow profitable revenue. Growing services revenue has much appeal, and yet, most companies struggle in making the significant adjustments needed within their organizations to grow services and solutions. Based on CSL sponsored research, a) a novel Service Infusion Continuum will be presented and b) best practices will be shared on how companies are growing services and solutions. The challenges and the changes being made inside companies and their results in the marketplace will be featured.



### ISS Iceland: a praise initiative

Roger Hallowell, Ph.D.  
Affiliated Professor of Strategy

#### HEC Paris

There is no better way to find out what to do—or what not to do—to use services strategically than to delve into the inner workings of a service firm. Former Harvard Business School Professor Roger Hallowell will lead you through a thought-provoking case study taught in the classic Harvard business case style. Roger will draw you and your classmates into a high-level, interactive discussion to discover:

- The key ingredients in using services effectively as a competitive strategy
- The importance of sound leadership and decision making to create a service company's game plan
- The ways a company's service culture and service offerings can affect the customer experience

## Institute facilitated and presented by

### faculty director



**Douglas Olsen, Ph.D., Faculty Director  
Associate Professor of Marketing**

**W. P. Carey School of Business  
Arizona State University**

Prior to joining ASU, Professor Olsen served both as a professor and as the Associate Dean of MBA Programs at the University of Alberta. Douglas has been active in both graduate and undergraduate programs and teaches marketing strategy, research methodology and marketing communication. He has been an instructor in a broad range of executive development programs related to business strategy as well as public consultation. Over the past two decades, his dedication to teaching has been recognized with numerous awards for instructional excellence. On a pragmatic level, Douglas has been actively involved in consultation to both government and private enterprise and currently serves on the Scientific Advisory Committee for Leger Research. His research has been presented at over 30 conferences in Canada, the United States, Europe, South America and Australia. He is a member of the Association for Consumer Research and the American Marketing Association.

### presented by

## CENTER *for* SERVICES LEADERSHIP



The Center for Services Leadership (CSL) is a research center within the W. P. Carey School of Business at Arizona State University (ASU) and an outreach arm from ASU to the business community and the global academic community. The Center provides companies with executive education, problem-focused research and supports the faculty to teach in the nationally ranked W. P. Carey MBA Strategic Marketing and Services Leadership specialization. [wpcarey.asu.edu/csl](http://wpcarey.asu.edu/csl)

# institute curriculum



## service blueprinting: building services from the customer's point of view

Amy Ostrom, Ph.D., J. Willard and Alice S. Marriott  
Foundation Professor in Services Leadership  
Professor of Marketing

**W. P. Carey School of Business  
Arizona State University**

Time and money are often spent revamping business processes, yet they still do not meet the needs of the firm or customers. Why? Because the customer's perspective is left out. Amy will describe the components of service blueprints, outline the design steps, and help you learn how to apply blueprinting to your company. Service Blueprinting:

- Injects the customer's experience and point of view
- Helps address the challenges of delivering intangible services
- Brings cross-unit and cross-functional teams together
- Provides a common understanding of "what we offer"



## excelling at service(s) by closing the gaps

Mary Jo Bitner, Ph.D., PetSmart Chair in Services Leadership, Professor of Marketing and Executive Director

**Center for Services Leadership  
W. P. Carey School of Business  
Arizona State University**

All businesses are service businesses—whether they recognize it or not. And the most successful ones have figured out how to align their marketing, operations and people strategies around the customer. Yet, most firms are not quite there, or are just beginning their services transformation. You will learn a process for closing the gaps between where you are and where you want to be on your services journey through:

- Knowing what your customers expect
- Designing, delivering and measuring based on customer expectations
- Delivering quality service every time
- Matching what you promise with what you actually do



## reinventing the wheel: the science of creating lifetime customers

Chris Zane  
President

### Zane's Cycles

Everyone knows that acquiring new customers is considerably more expensive than maintaining a relationship with existing ones, but do you know what the lifetime value of one customer is to your bottom line?

In this interactive and engaging session, we will explore the answer to that question. We will also examine how to:

- Develop an inspiring and unique approach to customer relationship marketing that has resulted in 25% annual growth for 29 years for Zane's Cycles
- Understand the psychology of today's customers
- Reinvent your organization with the tools needed to build trusting lifetime relationships in the B2C and B2B markets





## overcoming barriers to change within the organization

Douglas Olsen, Ph.D., Faculty Director  
Associate Professor of Marketing

**W. P. Carey School of Business  
Arizona State University**

Sometimes the biggest obstacles we face with a given change initiative, service or otherwise, are forces from within our own organization. This session will consider these forces in light of the Comprehensive Change Model, developed by the presenter in his book *The 5 Laws of Innovation Success: Generating Critical Momentum for Products, Services and Ideas*. Specifically this session will examine: the three different levels of value communication; decreasing the stability associated with the existing system; and, reducing the fear/uncertainty surrounding the new offering.

### Pricing, per person

	Now through March 7	After March 7
CSL Members and/or Past CSL Event Attendees <sup>1</sup>	\$3400	\$3600
All Others	\$3700	\$3900
Non-Profit or Academic <sup>2</sup>	\$3050	\$3250
Teams of Three or More <sup>3</sup>	\$3200	\$3400

<sup>1</sup> You may call 480-965-6201 or visit [wpcarey.asu.edu/members](http://wpcarey.asu.edu/members) to determine if your firm is a member.

<sup>2</sup> Must be a tax-exempt organization and meet the definitions of a 501(c)(3) organization in the IRS Tax Code.

<sup>3</sup> To register a team of three or more, call us at 480-965-6201 for assistance to ensure you receive the correct discount.

*By attending the Institute, you are giving permission for the ASU W. P. Carey School of Business to use your photograph (if taken) in University publications and publicity in support of the University and on the School of Business website.*

## event details

### location

All class sessions are held on the beautiful ASU Tempe Campus in downtown Tempe, Arizona. Downtown Tempe, one of the Phoenix valley's most frequently visited destinations, is located about 15 minutes from Sky Harbor International Airport. (See [tempecvb.com](http://tempecvb.com) for details on local area events and attractions.)

### hotel information

Hotel arrangements have been made with Tempe Mission Palms. Visit [www.missionpalms.com](http://www.missionpalms.com) for hotel information.

The Institute hotel rate is \$189 per night (single or double rate). In addition, there is a \$10.95 per night hospitality fee. The hospitality fee includes the following: airport transportation, valet parking at hotel, access to a health club and fitness center, local and toll-free telephone calls, high-speed wireless Internet access, incoming fax service, daily newspaper delivered to each guest room and in-room coffee service. Reservations must be made by February 17, 2012. After this date, rates and room availability are not guaranteed. To make reservations, call the hotel directly at 480-894-1400 and indicate that you are attending the "ASU Services Institute."

### meals & networking events

Refreshments will be served before class and at all the breaks. On Monday night there will be a reception in downtown Tempe. A networking lunch will be held Tuesday on the ASU campus. Tuesday night we will host an elegant reception under the stars at the beautiful Desert Botanical Garden. Lunch on Wednesday will be on your own, so you can explore downtown Tempe and ASU's Memorial Union.

### attire

The average March high temperature is 84°, but the evenings and early mornings can be quite cool. Business casual dress is encouraged for all events. Because the temperature in the classroom can vary, we suggest you dress in layers. The Tuesday evening reception will be outside and will involve a short walk across a gravel pathway to reach the venue. You may wish to walk around the grounds as well, so please wear comfortable clothes and footwear to this event.

### timeline for travel

The Institute begins Monday, March 19 promptly at 1:00 p.m. and ends Wednesday, March 21 at approximately 5:00 p.m. The classroom will open at 12:30 p.m. on Monday and light refreshments will be available. The course runs from 8:00 a.m. to 5:00 p.m. on Tuesday and Wednesday. We will have a networking reception Monday night and reception on Tuesday night.

### cancellation policy

If your plans change and you are unable to attend, a colleague may come in your place. If you (or a substitute) cannot attend, you must cancel your registration in writing. You will be charged a \$200 cancellation fee before March 19, and 50% of the tuition thereafter, or you may apply your tuition to next year. All substitutions must be approved and are permitted up to the start of the Institute. No-shows will be charged 100% of the tuition.

the 26th annual

# services leadership institute

*an exclusive mini-MBA program on delivering on your customer's true expectations and competing through your service offerings.*

## CENTER *for* SERVICES LEADERSHIP

**ASU** W. P. CAREY  
SCHOOL of BUSINESS  
ARIZONA STATE UNIVERSITY

P.O. Box 874106  
Tempe, AZ 85287-4106

480-965-6201 Phone  
480-965-2180 Fax

twitter.com/WPCCSL  
wpcarey.asu.edu/csl

[wpcarey.asu.edu/institute](http://wpcarey.asu.edu/institute)



NON PROFIT  
ORGANIZATION  
U.S. POSTAGE  
**PAID**  
ARIZONA STATE  
UNIVERSITY

do you know what your  
customers truly want from you?

how do they need to receive  
your service offerings in the  
way that works best for them?

what is the service experience  
they are seeking?

what is the price they  
are willing to pay?

## March 19-21, 2012

ARIZONA STATE UNIVERSITY, TEMPE CAMPUS