an exclusive mini-MBA program on delivering on your customers’ true expectations and competing through your service offerings

the 28th annual

services leadership institute

how can you deliver the service experiences your customers seek?

how can you align your organization around your customers’ needs?

how can you maximize the impact of each customer and employee?

March 24 - 26, 2014
McCord Hall, W. P. Carey School of Business
Arizona State University, Tempe Campus

wpcarey.asu.edu/institute

CENTER for SERVICES LEADERSHIP
W. P. CAREY SCHOOL of BUSINESS
ARIZONA STATE UNIVERSITY
The only program of its kind, providing an on-campus, mini-MBA in service excellence

Quick facts about the W. P. Carey School of Business at Arizona State University:

- Among the largest business schools in the US, with more than 10,000 students (1,500 graduate students and 8,300 undergraduates) representing more than 90 countries.
- Highly ranked as having the #30 full-time MBA program, the #22 part-time MBA program, and the #2 online MBA program in the nation, as ranked by the U.S. News & World Report and ranked as the #13 Executive MBA in the world, according to the Wall Street Journal.
- Highly respected for its exceptional faculty, including Nobel Prize winner Edward Prescott.
- Internationally renowned for its 11 outstanding research centers, including the Center for Services Leadership.
- One of the highest MBA placement rates for its graduates of any MBA program in the country.
- Extensive international alumni network of support includes more than 90,000 individuals.

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 become and 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 outstanding service cultures and their ability to create consistent, 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
- Providing opportunities for in-depth discussions and 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 ensure meaningful engagement with other professionals 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 program content was relevant and presented in a way that made you think about how they could apply in your organization. I absolutely loved the practical applications of the case studies and the facilitation style.”

Julie Anderson, Denver Water

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

health care
- Blue Cross Blue Shield 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, Denver Water,
- NYNEX, PHM, Salt River Project,
- Southern California Edison

telecommunications
- AT&T, BC Telecom, Cox Communications,
- Ericsson, 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 creates new winners and losers

R. Gary Bridge, Ph.D.
Formerly SVP and Global Lead
Internet Business Solutions Group
Cisco Systems, Inc.

Snow Creek Advisors LLC

Everything in the global business environment is evolving; the macro economy (the lower expectations of the “new normal”), customers’ decision making, employees’ skills and expectations (which vary by generation), potential competitors (which may come from outside the category), and government regulation (which is transforming healthcare, financial services, and energy sectors). These changes are a direct result of digitization – the fifth wave of the Industrial Revolution that began around 1760. While every sector is in transition, some traditional business models are close to the tipping point and therefore highly stressed (for example: media, music distribution, publishing, healthcare, financial services, retailing).

This session:

- Examines key market transition cases – examples of both success and failure – and offers lessons for coping effectively with technology-driven change
- Identifies the emerging technologies that promise the most productivity gains for Service companies
- Shows where new business models are most likely to appear and how these models challenge incumbents to innovate
- Describes the three phases of innovation, identifies the points where failures occur most often, and illustrates how successful innovators operate
- Provides a framework for you to assess your organization’s readiness to deploy technology effectively

excelling at service(s) by closing the gaps

Mary Jo Bitner, Ph.D.
Edward M. Carson Chair in Service Marketing
Professor 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

growing service solutions

Stephen W. Brown, Ph.D.
Edward M. Carson Chair and
Professor of Marketing Emeritus
and Distinguished Faculty
Strategic Partner, The INSIGHT Group
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, we will delve into:

- A novel Service Infusion Continuum will be presented
- 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.

“I enjoyed being in the company of some amazing professionals and felt that the quality of the program exceeded expectations. Make this class longer; I could not get enough!”

Heather Barlow, FedEx Services
building a culture of customer service excellence

Steve Church, Senior Vice President, Corporate Business Development & Planning (retired) 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, “Heroes,” who deliver great service every day
- It takes an entire organization to deliver a great customer experience on a consistent basis
- Only one employee can derail the entire great customer experience an organization has worked hard to inculcate

This session focuses on how Avnet is moving from Heroes to a Culture of Customer Service Excellence, in which every employee understands their role in delivering a consistently great customer experience.

growing and managing the customer asset

Katherine N. Lemon, Ph.D.
Accenture Professor and Professor of Marketing
Department of Marketing
Carroll School of Management
Boston College

The most important source of revenue and profit is your customers. Yet, few firms really know how to measure, grow and manage this most precious “customer asset.” In this session, you will learn and master the necessary tools to:

- Accurately (and simply) measure and monitor the value of each customer — each customer’s “lifetime value”
- Strategically use the key customer insights to maximize the profitability of each customer and customer segment
- Precisely calculate marketing ROI and how to link your strategic customer initiatives to overall firm performance

The focus of this session is on clear, applicable tools to enable you to measure and manage your customers more effectively, and significantly ratchet up the effectiveness of your marketing strategies.
service blueprinting: building services from the customer’s point of view

Amy Ostrom, Ph.D., PetSmart Chair in Service Leadership Professor and Research Director

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 unique challenges of delivering intangible services
- Brings cross-unit and cross-functional teams together
- Provides a common understanding of “what we offer”

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 ways of:

- Identifying the three different levels of value communication
- Decreasing the stability associated with the existing system
- Reducing the fear/uncertainty surrounding the new offering

pricing, per person

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¹ You may call 480.965.6201 or visit wpcarey.asu.edu/members to determine if your firm is a member.
² Must be a tax-exempt organization and meet the definitions of a 501(c)(3) organization in the IRS Tax Code.
³ 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 W. P. Carey School of Business at Arizona State University to use your photograph (if taken) in University publications and publicity in support of the University and on the School of Business website.

location

All class sessions are held in the beautiful MBA Suite in McCord Hall at the W. P. Carey School of Business on ASU’s 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 for details on local area events and attractions.)

hotel information

The host hotel for our attendees is the Tempe Mission Palms Hotel in downtown Tempe. Attendees of the Services Leadership Institute are responsible for making their own hotel arrangements. The Institute hotel rate is $189 per night (single or double rate); additionally, a daily hospitality fee of $14.95 per room per night applies, which includes: airport transportation, wireless high speed internet access in guest room, local and toll-free calls, incoming fax service, daily newspaper available, in-room coffee service, valet and self parking, and access to the fitness center.

Reservations must be made by Monday, February 24th, 2014. 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 24 promptly at 1:00 p.m. and ends Wednesday, March 26 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 8:30 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 to P.O. Box 872106, Tempe, AZ 85287-2106. You will be charged a $200 cancellation fee before March 17, 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.

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"Tremendous value in this to bring back and start leveraging the processes within work immediately.”
Cindy Elliott
PTC

"An excellent program that provides tools and broadens my vision of how to position and present services both internally and externally.”
Lance Wade
VWR

"An outstanding class, the perfect balance between theoretical and practical application.”
Brad Johnston
Cox Communications

wpcarey.asu.edu/institute