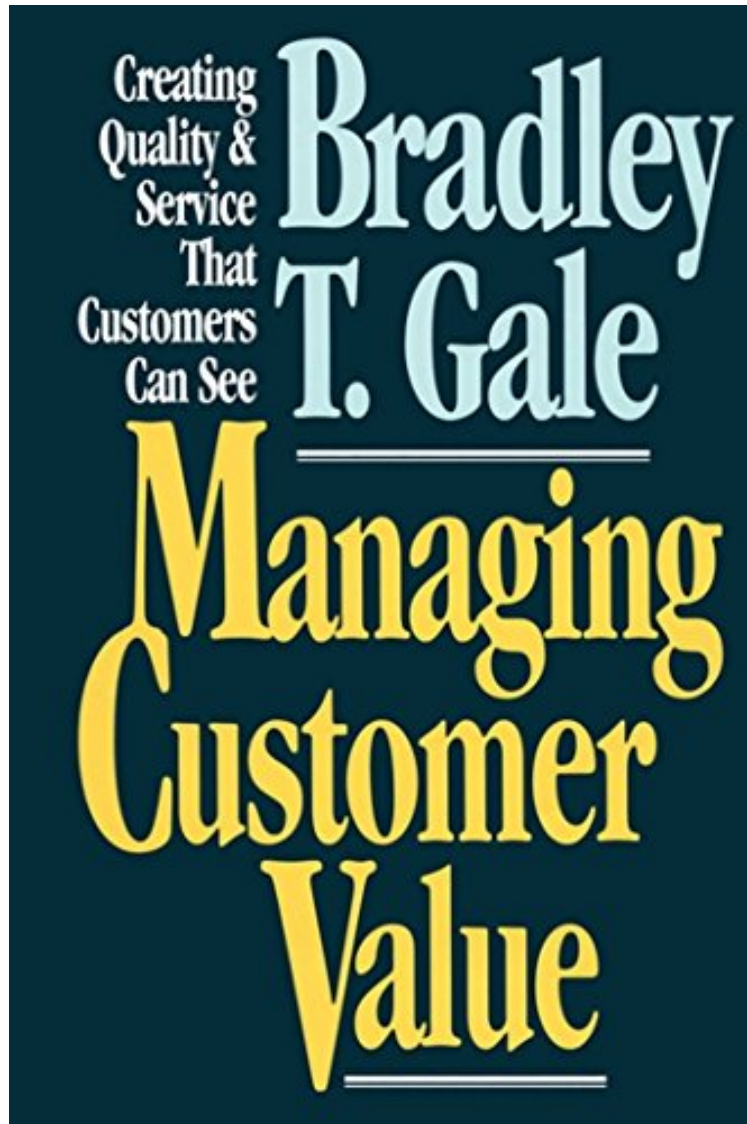


(Pdf free) Managing Customer Value: Creating Quality and Service That Customers Can Se

Managing Customer Value: Creating Quality and Service That Customers Can Se

Bradley Gale

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Gale published this book in 1994. Gale has been involved with General Electric's corporate planning operation in the 1960s, the Profit Impact of Market Strategy (PIMS) program in the 1970s, the Malcolm Baldrige National Quality Award in the 1980s and the Conference Board's Total Quality Management Center in the 1990s. The book consists of 5 parts, with each part consisting of 2-to-4 chapters, resulting in 14 chapters overall complemented with a preface, acknowledgement, epilogue and 4 appendices. The author explains in the Preface that "the real focus of this book is on how to measure relative quality and value as perceived by customers, and - most of all - on how to drive every part of your business from the knowledge those measurements create." Part 1 provides the introduction of the book and discusses the 4 steps to customer value management: from conformance quality, customer satisfaction to market-perceived quality and value to customer value management and beyond. The complete customer value management methodology is based on the so-called customer value analysis, which is summarized in Chapter 2. Part 2 looks at companies that have achieved total quality management and leadership in market-perceived quality through the use of the techniques described by the author. Part 3 looks at the more comprehensive customer value management, which is the creation and maintenance of "power brands" and the achievement of excellence in technology management. In Part 4, the specific techniques are discussed in greater detail together with integration of them with other management systems in order to achieve 'true' strategic management. Finally, in Part 5, Gale looks at evidence from the "big picture" and shows methodologies to avoid problems that have caused potentially successfully total quality management efforts to fail. The Epilogue provides some ways to start applying the tools and concepts introduced in the book. I was guided to this book by Madrid's Instituto Empresa business school professor Bill Carney and am thankful to him for this. I like this book and am somewhat disappointed that I did not read this book before. This book is based on the concept that the quality as perceived by the customer is the most important single long-run determinant of market and profitability, which is hardly something that we can argue with. The tools and concepts described within the book can be used by all sorts of companies, from small, professional services firms to large manufacturing companies. This book and customer value analysis is recommendable to all managers and short form part of all marketing courses within business schools. 13 of 14 people found the following review helpful. Practical and Useful By Dr. David Arelette This book has much to recommend it - readable yet with somewhat of a quantitative approach to finding better ways to deliver value to customers. Its' real worth is that it takes a view that requires the inclusion of the needs of the customer in the process of strategy development. Too many books describe a process to improve the product or the supply chain without asking the most critical question - will anyone actually pay us for making these changes? If it has a (slight) shortfall, the book does not apply the same detail to integrating the needs of the customer to the decision making process. However, this is overcome by the sound way in which Gale seeks to assist us in finding ways to drive value for the customer. Worth the investment - it does require some effort to read, but most worthwhile books are like that.

Even today with quality improvement the battle cry of American industry, the quality programs in most companies are limited to "conformance to technical standards," according to quality expert Bradley Gale. While some have ventured a step farther to measure customer satisfaction, few of them, Gale demonstrates, have attempted to track market-perceived "quality" -- how buyers select among competing suppliers, why orders are won or lost, and which competitors are succeeding in which market segments. Using cases including Milliken Company; ATT, United Van Lines, and Gillette, Gale shows how leading-edge companies have gone beyond the minimal achievements of conformance quality and customer satisfaction to focus on the third, higher stage, "market-perceived quality versus competitors" and aspire to an emerging fourth stage, "true strategic management." Drawing on his extensive research at ATT, Johnson Johnson, Parke-Davis, and other world-class companies, Gale provides new metrics for market-perceived quality that are straightforward and easy to interpret. His set of seven integrative tools for customer value analysis makes up the heart of the "war room wall" to help guide business-unit teams in their effort to outperform competitors in satisfying customers. The great value of these tools is that they are derived from a future-oriented strategic navigation system that tracks competitive information and market-perceived quality. Learning to master this system accelerates customer satisfaction from a slogan to a science and leads ultimately to true strategic management -- the fourth stage of Total Quality Management. The processes described in this book provide an insider's perspective on the criteria of the Baldrige Award. Bradley Gale's insights and innovative methods for defining, measuring, and improving market-perceived quality will create an entirely new thrust for the worldwide quality movement.