Service Offering	**Customer Management System**	**Employee Management System**

Who is the target market?
    Demographics
    Psychographics
    How do they think?
    What do they value? What values do they based their decisions off of?
        How to they prioritize those values?
        (HINT: that rank-order graph of values and how our service performs on those values)
What aspects of the service have we actively chosen to be good at and bad at? What trade-off(s) were designed into the service design?
	Where are the sources of customer variability?
	    The Customers themselves:
	        They think differently
	        They have different expectations
	        They have different needs?
	        They have different abilities/knowledge/backgrounds?
	
	    When the customers require service?
	        Time of Day
	        Day of Week
	        Part of Season
	
	What are the customers' job? What are they asked/suppose to do? What responsibilities do they have?
	
	How does the service design handle the customer variability?
	    The service design reduces the variability by reducing the range of possibilities listed above.
	
	    The service design accommodates the variability, and allows the range of possibilities listed above.
	
	What money (dollars out or lost dollars in) does this customer management system cost us?
		What employee attributes/traits/skills are needed so that employees are able to be excellent at providing this service?
		
		What systems are in place to ensure that the organization:
		    Hires for these attributes/traits/skills
		    Trains for these attributes/traits/skills
		    Evaluates for these attributes/traits/skills
		    Rewards for these attributes/traits/skills
		    Retain people for these attributes/traits/skills
		
		What are the employees' jobs? What are they asked/suppose to do? What outcomes are they responsible for?
		
		What systems are in place to motivate employees to excel?
		What system are in place to enable employees to excel?
		What resources are in place to enable employees to excel?
		
		What money (dollars out) does this employee management system cost?
		
		Check - does your employee management system enable the start of the Service Profit Chain?

Funding Mechanism
 	
Do we charge more (higher price)?
 	
Do we have lower costs of business?
 	
Are we able to create more product /service innovations?
 	
Have we created a win-win between operational savings and value-added service?
	Do we have lower costs because customers are:
	    Doing some of the work?
	    Providing some of the resources?
	    Allowing us not to have to do some types of work?
		Do we save money on:
		    Training
		    Retention/reduced turnover
		    Being able to service more guests/faster because we have more efficient/faster/more fluid employees…and perhaps with fewer employees, who are better at what they do?