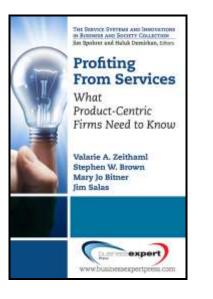
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**Profiting From Services:** What Product-Centric Firms Need to Know

By: Valarie A. Zeithaml., Stephen W. Brown, Mary Jo Bitner, and Jim Salas

**Publication Date: June 2014** 

Leaders of product-oriented companies – manufacturers, industrial suppliers, technology firms and other vendors of business goods – are coming to understand and realize the benefits of offering services to their customers. They see services as a means to financial growth, reduced revenue variability, greater differentiation from the competition, increased share of customer budget, improved customer satisfaction, loyalty and even lock-in. Yet, few executives grasp the extent to which they must change their organizations in order to dramatically grow services.

How can companies successfully transform their product-centric business models into model service businesses? How can they steadily shift their revenues from *goods sold* to *services rendered*? How can they drive this transition and overcome the challenges they will face? This book addresses those questions and more.

The authors use their novel *services infusion continuum* to distinguish types of services and to explain how companies can infuse ever more complex and valuable services into their offerings for customers. Service entitlements – such as repair, maintenance and warranty services – are on one side of the continuum and represent table stakes for competing in a particular product market. Yet, huge opportunities lie beyond entitlements – with services and solutions that support customers in growing their businesses or fulfilling their missions. These customer-centered services lie on the other

side of the continuum and include services such as business process outsourcing (BPO), managed services, and consulting.

The book synthesizes the findings of academic research and business publications, draws upon the authors' years of consulting work and features the practical experience of managers in the midst of transforming product-centric companies into service businesses. Foundational research for the book was sponsored by the Center for Services Leadership at Arizona State University and several of its FORTUNE 100 member companies.

The book features vivid examples from leading companies, including:

AT&T	Caterpillar	Cisco
DuPont	GE	Hewlett-Packard
IBM	Ingersoll-Rand	Pearson Education
Rolls Royce	Salesforce.com	Siemens
Sylvania	VWR International	Xerox

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# Profiting From Services and Solutions

What Product-Centric Firms Need to Know

Valarie A. Zeithaml Stephen W. Brown Mary Jo Bitner Jim Salas



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