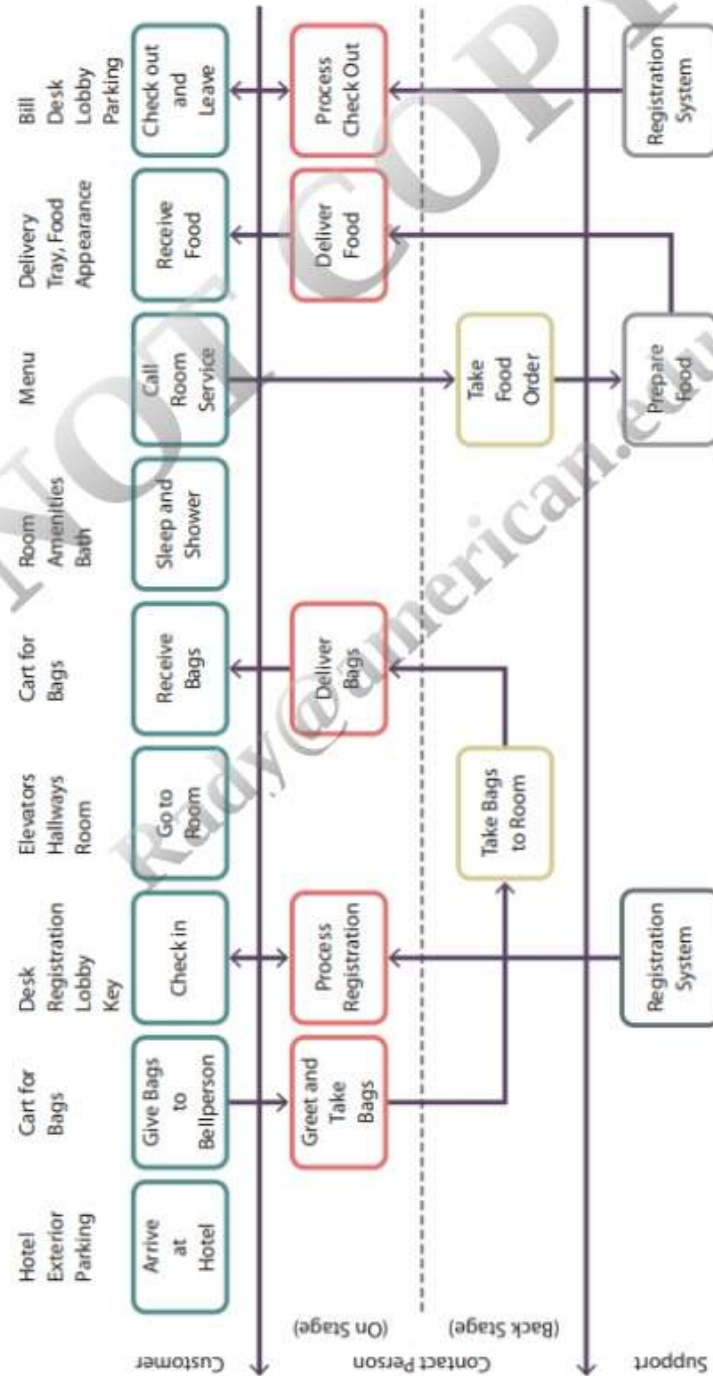


Each step along the customer journey is described in layers—some are visible to the customer, or are actions that occur “on stage,” and other services and actions occur “behind the scenes.” The figure depicts the steps, left to right, and the layers, top to bottom, for a customer going to a hotel (the figure is based on Scheuing and Christopher’s *Service Quality Handbook*).



Case Discussion Questions

1. Brand managers of services often complain that their job seems more difficult than being a brand manager for, say, a sneaker. How does the flowchart support their claims? What must the marketer pay attention to?
2. For quality assurances, what performance indicators would you measure, at each step in the process (left to right) and in which layers (top to bottom) to track what is working well versus what needs to be streamlined in the process?
3. By comparison, how much of manufacturing goods, say a box of cookies, occurs "on stage," that is, visible to the customer?

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