CONTENTS

	Preface · · · · · · · · · · · · · · · · · · ·
	Introduction · · · · · · · · · · · · · · · · · · ·
	Roadmap for Service Growth · · · · · · · · · · · · · · · xvi
Chapter 1	The Service Imperative: Why Service(s)?1
	What Drives Service Growth?
	Key Questions about the Service Imperative •••••18
Chapter 2	B2B Services: Challenges and Categories20
	Business Service(s): What Do We Mean? · · · · · · 21
	Which Hurdles to Overcome for Service Growth? $\cdot \cdot \cdot 21$
	B2B Services: Four Main Categories
	Key Questions about Hurdles to Service Growth and Services Already Provided by Your Company • • • 39

Chapter 3	Building a True Service Culture: Key Milestones · · · · · 42
	What Is a Service Culture in a B2B Firm?43
	Building a Service Culture in B2B: Four Steps $\cdots 50$
	Service Growth: How to Drive Adoption •••••54
	The Seven Deadly Sins of Service-Myopic Firms · · · 59
	Key Questions about Your Service Culture •••••62
Chapter 4	Service Strategy: Is It Aligned with Corporate Goals? • • • • • • • • • • • • • • • • • • •
	Service Transition or Service Infusion? ••••••65
	Redefining the Mission and Positioning of the Firm •••••71
	Major Pain Points for Service Growth: A Manager's Perspective ••••••••••••••••••77
	Key Questions about Service Strategy ••••••82
Chapter 5	Resources and Capabilities: Are You Fit for Service? •••84
	Critical Resources and Capabilities for Service Growth ••••••85
	Building Your Services Portfolio: A Roadmap • • • • • 97
	The "Fit-for-Service" Diagnostic •••••••••101
	Key Questions about Resources and Capabilities: Is Your Company Fit for Service?

Chapter 6	Vision and Leadership: Are You Ready for Change? $\cdot \cdot 106$
	Why Is Change Management Needed? ••••••106
	How to Transform Your Organization · · · · · · · 109
	Key Questions about Visionary Leadership and Change Management · · · · · · · · · · · · · · · · · · ·
Chapter 7	Capturing More Value: Pricing Services for Profits $\cdots 124$
	Making Most of Existing Services
	How to Price Services · · · · · · · · · · · · · · · · · · 133
	Aligning Prices with Your Core Value Proposition $\cdots 141$
	Key Questions about Capturing More Value ••••146
Chapter 8	Service Innovation: Have You Institutionalized It? • • • • • • • • • • • • • • • • • • •
	Service Innovation Is Different · · · · · · · · · · · · · · · 149
	How to Identify Opportunities for New Services $\cdot\cdot155$
	Key Questions about Service Innovation • • • • • • 165
Chapter 9	Service Productivity: Have You Built Your Service Factory?168
	Bringing Your Offer to Life: Service Blueprinting $\cdot \cdot \cdot 169$
	Industrializing Service Deployment ••••••181
	Key Questions about Service Productivity •••••187

Chapter 10	Transforming Sales: Is Your Sales Force Ready for Services? • • • • • • • • • • • • • • • • • • •
	Companies Must Align Sales with Service-Growth Objectives • • • • • • • • • • • • • • • • • • •
	Magnitude of Change: How Important Is the Challenge of Transforming the Sales Organization?192
	Are Service Sales Different?
	Which Sales Capabilities Do You Need to Secure? • • • • • • • • • • • • • • • • • • •
	Why Product Salespeople Are from Mars and Service Salespeople Are from Venus • • • • • • • • • • • 201
	Key Questions to Prepare Your Sales Organization for Service Sales Growth ••••••••••••••••••••••••••••••••••••
Chapter 11	Organizing for Services: Are Services Integrated? \cdots 212
	Service Growth Requires New Organizational Structures • • • • • • • • • • • • • • • • • • •
	Striking a Balance between Organizational Designs • • • • • • • • • • • • • • • • • • •
	Key Questions about Organizational Structure •••228
Chapter 12	Channel-Partner Management: Are You Aligned? • • • • 230
	Defining a Dealer Strategy · · · · · · · · · · · · · · · 230
	Should You Do It Yourself or Delegate? ••••••232

Integrating and Orchestrating the Channel •••••239
Key Questions about Channel-Partner Alignment • • • • • • • • • • • • • • • • • • •
Conclusion · · · · · · · · · · · · · · · · · · ·
About the Authors · · · · · · · · · · · · · · · · · · ·
Notes
Bibliography · · · · · · · · · · · · · · · · · · ·
Index