

# Customer Satisfaction: The challenge of the 1990's.

An executive briefing  
conducted by  
Tradewinds Group, Inc.

Friday August 24th, 1990  
Hyatt Regency Hotel  
Oak Brook, Illinois

" The crisis in America  
isn't service. What we  
have is a crisis in  
management. "

Darryl Hartley-Leonard  
President  
Hyatt Hotels Corporation

" To be able to say,  
'yes there is service in  
America', we must  
change the way we  
manage. "

Darryl Hartley-Leonard  
President  
Hyatt Hotels Corporation

" Human resources are  
limited only by what  
you ask your  
employees to do and  
how you ask them to  
do it. "

Darryl Hartley-Leonard  
President  
Hyatt Hotels Corporation

" 99% of all employees  
want to do a good job.  
How they perform is  
simply a reflection of  
the people they work  
for. "

Darryl Hartley-Leonard  
President  
Hyatt Hotels Corporation

" Managers who seriously want to adopt a participative philosophy and style of management may want to avoid using quality circles. Circles are a long, and rather inefficient route to participative management in comparison with the alternative of beginning with work teams. "

Harvard Business Review  
January-February 1985

" Whoever gets the call  
owns the problem. "

Thomas C. Wajert  
President  
A. T. & T. Credit Corporation

" If you can't  
measure it, you can't  
manage it. "

Peter F. Drucker  
Author and  
Professor of  
Management, Claremont University



" What gets measured,  
gets done. "

Mason Haire  
Organizational Behaviorist

" Consumer perceptions of service quality result from comparing expectations prior to receiving the service and actual experiences with the service. "

Business Horizons Magazine  
May-June 1985

" Last year, each of our 10 million customers came in contact with approximately five SAS employees, and this contact lasted an average of 15 seconds each time. Thus, SAS is 'created' 50 million times a year, 15 seconds at a time. "

Jan Carlzon  
President  
Scandinavian Airlines

" These 50 million 'moments of truth' are the moments that ultimately determine whether SAS will succeed or fail as a company. These are the moments when we must prove to our customers that SAS is their best alternative. "

**Jan Carlzon**  
**President**  
**Scandinavian Airlines**

" Quality is when  
trouble never reaches  
the customer. "

Brian Canfield  
Executive Vice President  
British Columbia Telephone Company

" Listen Hard and  
Respond Fast "

Business Week  
March 12th, 1990

" The fact is, it's  
impossible to deliver  
quality if you don't  
understand your  
customer. "

Jim Emshoff  
President and Chief Executive Officer  
Citicorp Diners Club, Inc.

" The definition of quality must come from our customers' point of view, not ours. After all, the ultimate judgement of quality is something a customer makes. That's why we spend so much time listening to our customers and understanding their needs. It's the only way we can be sure we're delivering all the right products. "

**Jim Emshoff**  
**President and Chief Executive Officer**  
**Citicorp Diners Club, Inc.**



" Avoiding the  
promotional  
temptations to  
overpromise can help a  
company achieve a  
good quality image. "

Business Horizons Magazine  
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