

find. On the other hand, references to pop literature on these subjects—from *The Power of Myth* to the *Dancing Wu-Li Masters* to the writings of Wiccan popularizer Starhawk—are interspersed throughout the book. Interesting stuff, but not always the best material available. Also lacking was a chapter examining the history of the interface of spiritual and environmental issues, perhaps with a thorough review of the extensive related literature. Such a chapter would have gone a long way toward placing this book's niche in perspective. A final criticism I have is for one aspect of the book's tone: an inappropriate sense of "pioneering." While the mainstream of our field may have recently "discovered" this interesting set of topics, many others have been writing and researching in these areas for years—or decades.

On the whole though, *Nature and the human spirit: Toward an expanded land management ethic* meets most of the goals set by its editors. It is a valuable addition to the personal libraries of persons in our field with interests in land and recreation resource management. It has usefulness as a course text, but it is probably limited in application to special topics classes, or as an auxiliary text in resource management courses. Researchers can utilize the book as an overview of the issues of religious and spiritual values as they relate to our field—as long as they do not mistake it for a definitive text on its subject matter. In short: this is a valuable effort that should be praised for its treatment of these oft-marginalized subjects, despite its shortcomings. With this in mind, I recommend the book highly.

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Anton, J. (1996). *Customer relationship management: Making hard decisions with soft numbers*. Upper Saddle River, NJ: Prentice-Hall, (ISBN 0-13-438-474-1), \$34.40, hardcover, 183 pp.

Managers, consultants, and academic theorists alike increasingly stress the contribution of long-term customer relationships to the ultimate success of service businesses. In so far as the hospitality, tourism, and leisure industries are services, no one who works in or studies these areas can be unaware of the growing interest in customer relationships. Popular accounts by successful managers such as Jan Carlzon's *Moments of Truth*, Tom Peters's many books including *Liberation Management* or Terry G. Vavra's *Aftermarketing: How to Keep Customers for Life Through Relationship Marketing*, and the recommendations of Christopher Gronroos in his *Service Management and Marketing* have brought about a revolution in the theory and management of services. Thus, few observers would disagree that long term customer relationships lie at the heart of current services theory and practice. But once convinced of the importance of managing customer relationships, how should the manager of a service business proceed to implement a systematic customer relation-

ship strategy? Jon Anton and his colleagues at Purdue University's Center for Customer-Driven Quality have tried to describe this relationship in a new book. They present a clear and comprehensive blueprint for measuring customer satisfaction and using this information to improve business practice.

This how-to book is addressed to two audiences: (1) managers who wish to implement customer relationship programs but don't know how to proceed and (2) students wishing to learn specific techniques for customer relationship management that they can apply after graduation. This preeminently practical text proceeds logically and systematically, beginning with two chapters on the philosophy of customer satisfaction. The major themes are that loyal customers are valuable to service businesses because it costs less to retain them than to gain new customers, they provide disproportionately more revenue than most customers, they generate positive word-of-mouth, and they are good sources of product improvement information. A final theme is that enhanced customer satisfaction leads to improved employee morale and performance. Moreover, although most managers are comfortable with and, in fact, demand accounting information as a normal part of management information systems, many managers view customer satisfaction and retention information as unavailable or too vague for actual decision making purposes. Anton discusses these concerns and presents cogent arguments for measuring customer satisfaction using both qualitative and quantitative methods and then using these "soft numbers" to promote customer relationships.

Chapter three briefly describes how managers can use qualitative techniques such as focus groups, customer advisory panels, and the critical incident technique to learn how and why customers are satisfied or dissatisfied with a service provider. The central portion of the book is contained in the next five chapters describing the use of surveys to quantitatively measure a variety of satisfaction/dissatisfaction elements. To enhance the usefulness of these measures, Anton describes in detail ways to link customer perceptions of service value to internal, employee-focused measures of performance, so that managers know precisely what to "fix," reengineer, or reward internally to bring about higher levels of performance and satisfaction.

Several elements make up the system. Anton recommends first understanding in detail the key attributes underlying customer expectations leading to satisfaction and to value assessments. Questionnaire design, sampling, and survey methods are briefly described and accompanied by examples of the paraphernalia of survey research, including coding and entering data. Methods of simple data analysis are explained and illustrated using SPSS for Windows. Specific instructions for using the computer program are included. Regression is the principal method used to determine how important different service attributes are to overall satisfaction. An importance/performance matrix approach ties the data analysis to managerial decisions. Specific types of managerial actions are illustrated. Finally, the book ends with a broad discussion on changing corporate culture to make it more customer focused, and five cases are presented illustrating the use of the approach in five dif-

ferent service businesses. These cases provide useful examples and lead the reader through the whole process from problem recognition to final results. Anton warns against trying to do too much at once; take it a step at a time, he recommends, by solving the most important problems first.

This book sets out to show readers how to develop usable measures of customer satisfaction and apply them to the management of service businesses. It achieves this goal superbly because it is simply written and tightly focused. Although it presents no new ideas to those familiar with the services literature, it does summarize the familiar arguments cogently and would be a good introduction for students or others coming to the field for the first time. A sample data set can be downloaded from the INTERNET and used to practice the analysis techniques discussed. The many graphs and illustrations make the book lively and help reinforce the major points. Managers in the leisure services who want to make customer satisfaction a key element in their business would be the chief beneficiaries of reading the book. It could also be used effectively for classes in leisure service marketing and management at either the undergraduate or masters level.

Academic researchers in the leisure and recreation studies area probably will find few new ideas here to stimulate empirical research. The text chiefly describes an approach for measuring customer satisfaction and for using this information to manage customer relationships. However, some ideas for empirical research do come to mind. An obvious research opportunity lies in using Anton's method to study customer relationships for a leisure business to test its applicability in an area not covered in the book. Another possible avenue for future study might involve testing additional analytical techniques to see if they could provide greater insight into the customer satisfaction process than the simple ones proposed here. An ambitious project would consist of compiling satisfaction studies across a variety of leisure businesses to determine similarities and differences leading to a comprehensive theory of customer satisfaction in leisure studies. A possible methodological research project would be to compare this technique with others for evaluating customer satisfaction to determine which was superior, as well as the advantages and disadvantages of each one. A final suggestion would be to delve more deeply into the satisfactions engendered by leisure activities. Are they of a qualitatively different character than those produced by other types of services studies by Anton, and would the method have to be altered to account for these differences? Teachers, however, should consider this book a companion to a text in marketing or management that would give students practice in collecting and using data to guide managerial decisions.

This text does not make a clear distinction between business-to-business or industrial marketing and marketing to the ultimate consumer. This lack of focus implies that the principles presented are equally applicable to every type of business—a debatable assumption. They seem most appropriate for industrial settings. A retailing or leisure service business might need to adjust some of the techniques and adapt them to specific circumstances. Some of the charts are incomplete, suggesting a revised second edition is needed to

correct some minor problems. An awkward acronym, TERRA, is used to summarize the five service quality categories (Reliability, Assurance, Tangibles, Empathy, Reliability) comprising the SERVQUAL index instead of the easier to remember and catchier RATER. However, the clarity of presentation and the practical focus of the this book, which takes the business truism that customers are important and shows how service decisions can be guided by careful satisfaction measures, makes it an attractive choice for a text at either the undergraduate or MBA level.

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Kaufman, P. W. (1996). *National parks and the woman's voice: A history*. Albuquerque: University of New Mexico Press.

Several historians that I know at the University of North Carolina-Chapel Hill talk about the untapped potential for historical research in the field of recreation and leisure. In fact, several of them have decided that the opportunity is too good to pass up, so they are starting to do their own research about the role of leisure in community development, the influence of race and gender on sport, and the role that recreation played in the labor movement and union organizing. Some of them are interested in the personal aspects of leisure so are analyzing women's involvement in garden clubs, reading diaries about the common experiences of daily living, or gathering oral histories. These historians all suggest that more collaborative research is needed between leisure studies and history.

Some professionals in the field of recreation and leisure studies lament the ahistorical way we approach research and practice. We know almost nothing about our past, especially if we happen to be a woman, a person of color, or a person with a disability. We wait for someone else to tell our story. In her book, *National Parks and the Woman's Voice*, Polly Kaufman, a teacher of women's history at the University of Massachusetts, tells a revisionist's story. She provides a glimpse through women's eyes into the history of one of our most visible institutions for outdoor recreation—the National Park Service. Her book is thorough, compelling, and insightful. As I read the book, I was struck with how little I knew about women's professional involvement in outdoor recreation. By the end of the book, I was grateful to this woman historian who cared enough to bring attention to the invisibility of women in the out-of-doors and give recognition to the struggle and commitment of women to preserve and enjoy our natural spaces.

Kaufman wrote her book from a feminist perspective that accentuated the male-defined culture of the Park Service. She developed a framework that explores the two main factors on the development of the Park Service (i.e. the military ethos and the public communications approach), the influence of these factors on women's opportunities and expectations regarding