Abstract for a Proposed Session at the Conference

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Session Title: The Evolution of a Service Delivery System

Abstract

The original case study on Pizza Time Theaters was written by Professor Collier in the early 1980s and published in a book titled *Service Management: The Automation of Services* (Reston Publishing Co., Inc. a Prentice-Hall Co.) in 1985. In 1984 the parent company to Chuck E. Cheese's Pizza Time Theatre Inc. was purchased by their direct competitor at the time Showbiz Pizza. Eventually, all theme restaurants used the store name of Chuck E. Cheese's Pizza (http://www.chuckcheese.com). Today, Chuck E. Cheese entertainment centers are in 48 U.S. states and five countries. CEC Entertainment, Inc. is headquartered in Irving, Texas and trades on the New York Stock Exchange using the ticker symbol (CEC).

The session will examine paradigms that help explain the evolution of this business over 30 years. Old and new store designs will be compared on several dimensions such as (1) strategy, mission, and customer benefit package, (2) service delivery system design such as facility location and layout, servicescape, job and process design, and technology, (3) service encounter design such as customer contact behavior and skills, service recovery and guarantees, recognition and reward, and service provider selection, development and empowerment (see Collier and Evans books, Chapter 7, *Operations Management: Goods, Services, and Value Chains*, 2007 and OM, 2009). The session concludes by summarizing lessons learned from this longitudinal study.

Note: If session classroom technology permits we will go to their web site real time and explore these issues and compare to scanned Pizza Time Theater materials from 30 years ago. It will be fun!