

Hanken School of Economics

Innovative Service Perspectives

Proceedings from the AMA SERVSIG International Service Research
Conference, Helsinki, Finland, June 7-9 2012

Edited by Jacob Mickelsson and Anu Helkkula

Helsinki 2012

Innovative Service Perspectives: Proceedings from the AMA SERVSIG International Service Research Conference, Helsinki, Finland, June 7-9 2012

Keywords: Service Marketing, Innovative Service Perspectives

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PB 479, 00101 Helsinki, Finland

Hanken School of Economics
ISBN 978-952-232-170-1

PREFACE

The Hanken School of Economics is proud to host the 2012 AMA SERVSIG International Service Research Conference. Our school has a long tradition of service research, dating back to the pioneering work done by Professor Christian Grönroos in the late 1970s. Since then, service has been one of our marketing department's main areas of focus. To support the development of innovative service research initiatives, the department founded the CERS Centre for Relationship Marketing and Service Management in 1994. The centre has been steadily involved in novel conceptual and empirical research ever since, and has now been given the honour of arranging the 7th AMA SERVSIG conference.

The Services Special Interest Group (SERVSIG) was founded by Professor Ray Fisk in 1993, with the goal of serving American Marketing Association academics who have an interest in service research. The first SERVSIG conference was held in 1999, and the event has since been hosted in a different country and by a different school every two years. This year's conference is the biggest yet, with over 250 participants from 29 countries, featuring 200 presentations.

About the Book

The book of abstracts is primarily structured with conference attendees in mind, aiming to allow them easy access to abstracts presented during the conference. The included abstracts have been edited to follow a common layout and structure, and are presented in alphabetical order, according to title. An index at the end of the book presents the names of all authors and the pages on which their abstracts appear. In each abstract text, the name of the author presenting the study at the conference is underlined. Before acceptance to the conference, each abstract was subjected to a triple review conducted by the international conference committee. After acceptance, authors were allowed a final revision of their text. Our warmest thanks go to Jacob Mickelsson and Anu Helkkula who have edited this book of abstracts.

The conference committee encouraged authors to submit innovative and creative research. This has led to a rich diversity in approaches to the topic of service. The following are just a few of the themes of the abstracts in this book:

Business-to-Business Service / Customers in Service / e-Service and Social Media / Health Service / Innovative Service Perspectives / Methods in Service Research / Public Service / Service Brands and Communications / Service Design / Service Innovation / Service Infusion / Service Management and Marketing / Service Markets and Networks / Service Recovery and Loyalty / Service Strategy / Service Value / Servicescapes and Service Encounters / Sustainability in Service / Service Productivity and Profitability.

We hope you enjoy the book and find inspiration in the research presented at the AMA SERVSIG 2012 conference.

Best regards,

The Organizing Committee

Peter Björk, Christian Grönroos, Kristina Heinonen, Anu Helkkula,
Maria Holmlund-Rytkönen and Tore Strandvik

Hanken School of Economics, Finland

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ABSTRACTS

A2A Relations in Service Contexts

Francesco Polese¹, Bernardino Quattrociochi³, Primiano Di Nauta⁴, Andrea Moretta Tartaglione², Luca Carrubbo², Emanuela Antonucci²

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Purpose - Purpose of this contribution is to develop the notion of A2A relationships in service contexts (Gummesson, 2008; Gummesson and Polese, 2009; Vargo and Lusch, 2011) valorizing systems theories contributions. Recent service research advances highlight how much value co-creation processes are crucial in every service context. Both service science (SS) and Service Dominant (S-D) logic analyze the important role of numerous actors involved in service exchanges for the resources they release and the contribute they can perform. Systems theories, and specifically the Viable System Approach (vSa) (Golinelli, 2000; Barile, 2008) enables an holistic perspective capable of interpreting the mechanism characterizing value co-creation.

Methodology / Approach - A Conceptual analysis based on suggestions from vSa, SS and S-D logic whose scientific proposal will be declined and critically analyzed to verify the coherence of their proposition in terms of A2A relationships in value co-creation.

Findings - The relational perspective within Service Ecosystems shows a networked open vision respecting economic and social actors, in which every organization can be considered as an Actor, operating actively for value co-creation development, overcoming the difference between user, producer, enabler. Business to business (B2B) literature has been challenged through the novel notion of A2A interactions in service context for the indistinct role of actors involved in value co-creation.

Originality / Value -The paper proposal is an integrative interpretation of several emerging paradigms (vSa, SS and S-D logic) looking for a deepening of A2A relations in service contexts.

Absorptive Capacity in Service Innovation

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Purpose – Contemporary definitions of service emphasize the application of knowledge and skills on behalf of the customer, the co-creation of value between the customer and the provider systems, and supporting the value creation in the customer’s practices. These definitions have profound implications on how customer value is created. This paper proposes absorptive capacity as a key concept for understanding this change in value creation, and for service provision innovation.

Design / Methodology / Approach – The paper draws on recent developments in service innovation and absorptive capacity. To illustrate the role of absorptive capacity, case studies of nine service innovation projects in the European electricity industry are analyzed.

Findings – Learning processes and combinative capabilities are necessary for absorptive capacity to develop. When applied to service innovation that typically is based on use value, explorative and transformative learning processes overrule assimilative and exploitative learning processes. In addition, reconfiguration of combinative capabilities (e.g. systematization, coordination, and socialization of knowledge) promotes explorative and transformative learning processes.

Originality / Value – Focus on absorptive capacity suggests a potential link for both identifying customer value needs as well as using them within the organization to improve and innovate models for service provision. The suggested learning processes and combinative capabilities increase understanding on effective customer value propositions and the development of key competence within an organization.

Active / Passive Customer Behavior in the Business-to-Business Supplier Switches

Erno Selos¹, Teemu Laine¹, Lauri Pitkänen¹, Petri Suomala¹, Inger Roos²

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Purpose - The paper extends the discussion about active/passive customer behavior to the business-to-business context. Understanding the customers' switching behavior enables the suppliers to manage their offering and customer relationship accordingly. In the business-to-business context, many companies aim at a status of a long-term system supplier in their customer's business, thus increasing the need for understanding their customers' switching behavior more thoroughly.

Design / Methodology / Approach - The paper is a multiple case study, based on interviews on actual supplier switches, products ranging from assembly services to industrial maintenance. In each case, 3-4 stakeholders will be interviewed. The interviews are conducted between December 2011 and March 2012.

Findings - Preliminarily, we came across passive customer behavior, surprisingly, also in connection with products having a significant impact on the customers' processes, such as industrial maintenance. Remarkably, management accounting information is not used proactively, but sometimes as means to justify the switch that has already been decided. Because there may be multiple decision-makers that can all behave either actively or passively within the relationships, the suppliers would need to understand the behavior of the customer companies to increase customer loyalty or to "activate" their key customers.

Research limitations / Implications - The paper is exploratory in nature. Further research should focus on different switching patterns among the business customers and the active/passive use of management accounting information in those switches.

Originality / Value - Besides theory extension to the business-to-business context, we discuss the roles of accounting information within the switching behavior of the customers, thus supplementing the existing body of knowledge.

A Customer Unit Perspective on Value Co-Creation

Johanna Arantola-Hattab

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Purpose - Within the ongoing debate on value co-creation the customer in b-to-c marketing has remained an undefined unit. The paper widens the scope of a customer, traditionally seen as one person, to include several individuals forming a dynamic customer unit. The paper investigates value co-creation between a bank and a nuclear family- defined as a customer unit - and shifts the discussion towards an actor-to-actors perspective.

Methodology - The methodology draws from ethnography. The empirical part consists of in-depth interviews and observations of working mothers experiencing value in their day-to-day actions. Within this context the paper explores value co-creation between a bank and a nuclear family as a customer unit, through the interpretation of the mother.

Findings - The study indicates how the investigation of value co-creation should be extended beyond the visible interactions at the provider-customer interface to cover also the often non- visible experiences of a customer unit. The new empirical insights provide a classification model for exploring value co-creation in a customer unit.

Practical implications - The study challenges firms to strive for an increased understanding of the experiences of customer units. Moreover, the study suggest that firms should become better aware of non-visible value co-creation within a customer unit in addition to co-creation in visible service interactions.

Originality - The study presents a less scrutinized customer unit perspective on value co-creation. The classification model for value co-creation encourages further research on defining co-creation.

A Dynamic Capabilities View of Open Services Innovation

Mikko Laukkanen

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Purpose - The purpose of this study is to uncover new insights into the microfoundations behind service innovation by taking a dynamic capabilities view of open services innovation.

Design - The research reflects the main concepts of the dynamic capabilities framework against the empirical findings of two failed service innovation cases. The longitudinal case studies use both archival data from the innovation initiatives and in-depth interview data.

Findings - Findings of the study shed new light on the managerial challenges associated with open service innovations. Using Teece's (2007) categorization of the dynamic capabilities of sensing, seizing, and transforming, the roles of managerial capabilities in open services innovation are illustrated and microfoundations of the process are uncovered.

Research limitations / Implications - Research implications of the study include evidence of the usability the dynamic capabilities framework in the study of open services innovation. The study's findings may be limited as the explorative study can offer only tentative perspectives into what are complex and contextual phenomena and cannot claim to provide for generalizability.

Practical implications - Findings of the study highlight the need for managers to ensure the capabilities are in place for accurately sensing, effectively seizing, and sufficiently transforming to take advantage of service innovation opportunities. The study raises a number of key concerns managers should address when partaking in open services innovation.

Originality / Value - The research uses a novel approach of combining a dynamic capabilities view and open services innovation with case studies of failed service innovations to provide new perspectives on the challenges associated with service innovation.

Analyzing Customers' Gut Feelings when Recovering Multiple Deviations

Jens Høgreve, Christina Jerger

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Purpose - This research examines the relevance of customers' emotions for their behavioral reactions in service recovery encounters with single and multiple deviations and different failure responsibilities.

Design / Methodology / Approach - Two chronological studies were used to manipulate the stability of failure (initial/repeated) and its locus (employee/customer) in experimental scenarios.

Findings - The analysis reveals that customers' emotions and behaviors do not differ due to the locus of service failure. Further, customer emotions do mediate their behavioral reactions weakly after an initial failure, and essentially after multiple deviations. Although service recovery of an initial failure is successful, customers do inherit a negative gut feeling, expressed as a higher level of not-articulated anger. After a repeated failure this negative connotation fulminates and determines customers' behavior crucially as their gut feelings get approved while experiencing a second negative experience. In contrast, a second, but accurate service fosters a service recovery and an emotional service recovery paradox, hence customers do not feel vindicated in their negative gut feelings and regain trust in the firm's performances. This positive feeling after multiple experiences also mainly determines customers' behavior.

Research Implications - Emotional service recovery can be seen as a new strategy to recover customers.

Practical Implications - Customers' emotions have to be affected positively during service recovery efforts for positive behavioral outcome. Service firms have to manage employees' emotions primarily.

Originality / Value - Research on emotions in service recovery literature is relatively scant. Further, emotions are not assessed in multiple failure encounters. The relevance of gut feelings for customers' behavior is not empirically approved.

An Assessment of Value-Creation in Preventative Health Service

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Purpose - This paper establishes the perceived value of a preventative healthcare location based service, known as the SunSmart application (app). This study develops a theoretical framework to examine the role of utilitarian and hedonic factors to assess the features of the SunSmart app, as antecedents of perceived value and subsequent intentions.

Design / Methodology / Approach - An effective mobile service app is dependent upon whether users perceive value in the m-service delivery. As one of the first preventative healthcare app designed and launched in Australia to prevent skin cancer, this paper seeks to ascertain the factors (app features) that create value and subsequent intentions of using this app. The conceptualisation of this study is drawn from interdisciplinary literature.

Findings - The authors develop a framework that incorporates five utilitarian factors - convenience, perceived ease of use, usefulness of the application, information value and information source credibility - as well as three hedonic factors - aesthetic value, enjoyment and customization - as antecedents of perceived value and subsequent intentions.

Research limitations / Implications - The theoretical framework needs to be empirically examined and validated. Currently, the authors are in the process of collecting data. Empirical results will be available for presentation at ServSig conference 2012.

Practical implications - This theoretical framework can assist healthcare service providers to determine the value creation of other preventative healthcare apps.

Originality / Value - This paper is one of the first studies to propose a theoretical framework to assess the value perceptions of a preventative healthcare mobile app and to empirically validate the results.

An Exploration of Consumer Manipulation in Services

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Purpose - Manipulation is commonplace in human interactions. Although the term is used pejoratively, *manipulation* is simply 'the means by which individuals intentionally (although not necessarily consciously) influence, alter, or shape' their social environments. Humans use a variety of tactics to influence one another, such as charm, hints, ingratiation, coercion and threats. However, the concept of consumer manipulation is nascent in marketing and requires further research. Consequently, the purpose of this research is to define the concept of consumer manipulation in service interactions and develop a typology of manipulative behaviour.

Design / Methodology / Approach - To achieve this purpose, 40 in-depth interviews were conducted with service employees and consumers. Specifically, CIT was used to elicit examples of manipulative behaviour, which were analysed using deductive and inductive thematic coding.

Findings - The data analysis revealed nine key manipulative dimensions: coercion, hinting, upward appeal, coalition, exchange, rational persuasion, direct request, emotional appeal and ingratiation. These tactics take different forms and result in varying levels of effectiveness.

Practical Implications - Consumers' manipulation tactics can significantly impact the wellbeing of service employees. When faced with manipulation, employees may show indifference towards or disengage from consumers. Further, consumers who manipulate service employees potentially achieve service outcomes they do not "deserve". This has significant profitability implications for organisations.

Originality and Value - This is the one of the first studies in services marketing to examine consumer manipulation. The findings contribute a typology of consumer manipulation that will advance further research in consumer behaviour.

An Overview of User Involvement in NSD/NPD Research

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Purpose - Involving the user in new service and product development is strongly recommended in the normative marketing literature. However, there is a dearth of knowledge concerning how much the user should be involved. The purpose with this paper is to map out various levels of user involvement in research on NSD/NPD and to critically discuss the potential benefits and drawbacks with the different levels of user involvement from the perspective of the innovative firm.

Design / Methodology / Approach - This paper draws on new service and product development literature published 1980-2010 in five topical journals selected based on their journal ranking.

Findings - This paper provides an overview of various levels of user involvement identified in NSD/NPD research. Based on degree of user influence in development, this paper identifies four user involvement types from prior research: User has no influence, User as an information provider, User as a collaborator/co-creator and User as the innovator. These types form a continuum from no influence to sole influence.

Originality / Value - In contrast to main stream user involvement literature, which claims that user involvement is beneficial to the innovative firm in general, we [1] make a distinction between different levels of user involvement and [2] provide insights on both potential benefits and drawbacks related to each level of user involvement.

Antecedents of Service Climate: Evidence from Emerging Markets

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Purpose - There exists limited knowledge about the critical factors driving service climate of service firms. The purpose of this paper is to obtain preliminary insights into how different internal and external factors foster a favourable service climate in domestic versus foreign-owned service firms.

Design / Methodology / Approach - Data was collected via 20 interviews with managers and service employees in 10 firms in three service industries (banking, finance, hospitality) in Vietnam. Progressive data collection (and data analysis) is taking place in Thailand and Malaysia.

Findings - Three main groups of antecedents of service climate have been identified, namely organisational characteristics (i.e. internal process and service standards, internal service, service-oriented human resource management, work facilitation resources, leadership commitment to service quality), market characteristics (i.e. customer response, competitive and foreign direct investment intensity), and culture-based factors (i.e. employee's cultural orientation). At the conference, a cross-national comparison will also be presented.

Research limitations - This is an exploratory investigation of 10 firms in each country, only using in-depth interviews.

Practical implications - Managers in both groups of service firms, local and foreign-owned, in emerging markets can identify how service climate and its antecedents are created, and which antecedents of service climate they should focus and improve to enhance their competitive advantages.

Originality / Value - This paper significantly extends the service climate research, providing a conceptual framework of its antecedents across three emerging markets. We also develop a set of research propositions for future empirical studies.

Applicability of Knowledge-Based Management Approaches in Service Context

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Purpose - Knowledge-based management approaches and theories seem to have some deficiencies in their capability to explain organizational value creation in service-dominant environment. This paper examines how the knowledge-based management approaches should be adapted or modified in order to be better suited in the service context.

Design / Methodology / Approach - The conceptual part of the paper reviews both knowledge-oriented and service management literature. As a result, the implications of service research on the knowledge-based approaches are discussed. This is followed by an empirical analysis of the competitive capabilities of Apple and Nokia in the mobile phone industry.

Findings - Future research questions for developing the knowledge-based management approaches are identified. These questions lead the way towards an enhanced applicability of knowledge-based management theories and practices in the service context.

Practical implications - The results of the paper will be valuable for understanding the dynamics of knowledge-based value creation at different levels of modern service societies. In particular, the findings support the recognition of the limitations of knowledge-based management approaches in service context.

Originality / Value - As many of the developed countries can nowadays be characterized as service economies it is important to understand whether the knowledge-based management approaches are valid in this context. This is a key issue affecting the relevance of the research field. Our paper offers a starting point for studying this issue. In addition, this paper makes a contribution through its attempt to link together the previously unconnected approaches of knowledge-based management and service value creation.

A Solution Business Model: Comparison Across Business Contexts

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Purpose - The purpose of this study is to enhance understanding of solution business through comparison of solution business model characteristics across empirical contexts.

Design / Methodology / Approach - This paper applies a multi-dimensional solution business model framework that encompasses design principles, and resources and capabilities in four design dimensions: customer, offering, operations, and organization. We furthermore identify four design continuums of specific relevance for developing solution business models: customer embeddedness, offering integratedness, operational adaptiveness, and organizational networkedness. Using these design continuums, we explore the opportunities and challenges related to the solution business model under two different business logics: installed-base (IB) and input-to-process (I2P). The paper draws on eight independent research projects spanning a ten-year period and involving a total of 52 multinational enterprises.

Findings - We find that the nature and importance of the design continuums differ between IB and I2P business logics. IB firms transition more naturally towards solutions, usually through increasing customer embeddedness and offering integratedness, and then by addressing issues around the other continuums. For I2P firms, the changes needed are less transitional. Rather, they have to completely change mental models and more explicitly address all design principles related to the continuums.

Originality / Value - This research furthers the process definition of solutions by application of a business model lens. Furthermore, unlike existing research in the field, we acknowledge the contextual nature of the challenges and opportunities that pertain to a solution transformation. We also provide greater understanding of the I2P business context that is missing from existing research.

Assessing the After-Sales Performance: A Method Using ROC

Miriam Borchardt, Giancarlo Pereira, Miguel Sellitto

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Purpose - Given the dearth of research focusing on methods that allow organisations to assess the performance of after-sales and their related dimensions, we undertook this research in order to propose a method for such assessment. We applied our proposed method to three cases: a manufacturing company focused on differentiation, a logistics company focused on price competition, and a motorised device company focused on differentiation through value-added services.

Design / Methodology / Approach - First, the after-sales dimensions for each company were identified. The managers of these companies then used the Rank Order Centroid Method (ROC) to weight the after-sales dimensions according to their relative level of importance. Each dimension was deployed using evaluation items with a corresponding question used to assess the degree to which they apply. The managers answered these corresponding questions. The after-sales performance of each company was obtained by comparing the degree of importance and the degree of application for each dimension.

Findings - The most important dimensions were: in the first company, Relationship and Problem Solution; in the second company, Relationship and Business Generation; in the third company, Support for Product Usage and Spare Parts. The proposed method provided a general overview of the after-sales performance and its related dimensions to each of the companies.

Originality / Value - The managers considered this method to be easy to apply and to help prioritise actions to improve their companies' after-sales performance. The proposed method can be adapted to others applications.

B

Branding through Service Innovations: A Competitive Advantage Perspective

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Purpose - Innovations in services have recently attracted intense research interest as they have emerged as the provider of competitive advantage to firms. The success of service innovations is determined by customers who perceive service innovations on both functional and emotional dimensions. Consequently, service innovations influence the service brand; however, there are no clear research evidences on this relationship. The purpose of this paper is to investigate how consumer experiences of service innovations influence service brands.

Design / Methodology / Approach- The research methodology includes questionnaire survey on service innovation evaluations by more than 300 respondents in the age group 20-30 years from universities in Finland, India, Sweden and the United States. A total of 40 respondents from Finland and India participated in a pre study focus group discussion for developing the survey questionnaire.

Findings - The results indicate that customer evaluations of service innovations are largely based on functional benefits, however, service brands are also influenced by the emotional outcomes of innovation experience. Thus, firms should focus not only on the functional benefits provided by service innovations but also invest in enhancing the emotional outcomes to obtain a stronger competitive advantage.

Research limitations - The survey respondent set is restricted to university students only. The study should be validated with other type of respondents as well.

Originality / Value- The novelty of this paper lies in bringing together two major platforms of competitive advantage, service innovations and branding, and investigating the relationship between them.

Bring Service Design and Business Ideas Together

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Purpose - Service design has been developing rapidly for some time as a discipline in many western nations. Its rich customer-centred tools and participatory design principles have gained attention and sparked discussions not only in Design but also in business areas such as Service Marketing (Hollins and Higgins, 2006) and Business Model Generation (Osterwalder and Pigneur, 2010). However, this type of design practice is still a new area in China. In 2011, both Shanghai and London Service Jam took place as part of the Global Service Jam. Both jams attracted designers from around the world as well as from the respective countries. The projects all focused on real-life needs of local people and the country's current economic situations. The participants explored techniques such as visualisation, storytelling, and film-making to illustrate and develop new business ideas.

Design / Methodology / Approach - This paper takes one case study from Shanghai and one from London, presenting their processes, outcomes, and analysing the two cases with Osterwalder and Pigneur's Business Module Canvas.

Findings - With China's ambition of moving from the world's manufactory towards a more innovative position, designers from China are quickly catching up with Design Thinking principles developed in the West. Designers need knowledge of business modelling to develop their ideas into effective service systems and touchpoints. Activities like Service Jam offered a platform for global conversations between the West and the East. As a fast-developing country, China has much to gain from Service Design, and much to offer the rest of the world.

Business-Logics-In-Use – A Study of Agile Movers

Annika Ravald, Karolina Wägar

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Purpose - The contemporary discourse on marketing logics has been considered too customer-centric (Gummesson 2008), as well as giving a simplified picture of marketing (Coviello et al. 2002). We argue that firms use multiple, and often conflicting marketing perspectives simultaneously by applying their own adapted 'business-logics-in-use'. The purpose is to develop a grounded theoretical framework for a business logic that reflects the need of agility and balance between perspectives.

Approach - This paper utilises the theory-in-use approach (Heffring 1985), which is an interactive and inductive approach to theory development based on case study methodology and grounded theory analysis. It allows in-depth exploration of the business-logics-in-use guiding agile movers, which refer to small firms that proactively seize business opportunities and shape their markets.

Findings - The findings show that agile movers i) create their own meaningful logic, which entails balancing multiple perspectives and is implemented through 'practices of balanced centrality', and ii) use elastic logics, which entail adaptation and learning. For instance, in one of the cases it was clearly stated that an overemphasis on customers was depleting their resources.

Originality / Value - It is posited that mutually exclusive paradigms or logics based on opposite ends of a continuum are inapplicable. Strategic leverage demands a logic that integrates and balances between multiple and often conflicting perspectives. This insight is especially valuable as it is induced from empirical data. 'Practices of balanced centrality' are identified, thus extending our understanding of how balance is maintained and how strategic elasticity works.

Business Services and Economic Growth

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Purpose - We present empirical and theoretical evidence that business services drive economic growth. Our analysis of OECD data about US, Germany, Japan, India and China show that business services are the major driver of service growth while consumer services make for a remarkably stable share in economic activity over time.

Design/ Methodology/ Approach - We apply the "Rental Access Paradigm" (Lovelock and Gummesson, 2004) and the entrepreneurial theory of the firm. We analyze the STAN database of the OECD.

Findings - IT-related and professional services contribute strongest to service growth. As a major result we conclude that the shift from vertical integration to business networks is the main driver for the rise of the service economy. From a theoretical perspective, business services enable advanced forms of division of labor between firms. As firms grow, they use services as a means to focus on specific capabilities, to share investments and spread risks. Business services emerge from the shift of business organization from the vertical integrated firm to business networks of firms applying service-based business models.

Implications - Service providers should notice the market potential of business markets, researchers should notice the role of business markets in the rise of the service sector and policy makers should consider business services as vital elements of economic growth strategies

Originality/ Value - This is a unique combination of service theory with macro-economic data that elucidates the evolution of the service sector.

C

Challenges of Knowledge-Intensive SMEs in Adapting Service Logic

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Purpose - The purpose of this study is to increase understanding of knowledge-intensive SMEs' challenges in adapting service logic. Many studies have discussed companies' transformation from industrial/goods logic to service logic. However, existing literature is largely handling the topic in the context of large companies. Therefore, there is a need for understanding which kinds of challenges SMEs meet in the transformation.

Methodology - This research focuses on SMEs providing knowledge-intensive b-to-b services. The method of the present research is based on analysis of literature and empirical material obtained from interviews in small and medium sized case companies. Both the service providers and their customers are interviewed. The theoretical framework of the study combines contemporary theories of service logic and SME business development.

Findings - The findings of this research deal with challenges related to developing a) the company's strategic thinking, b) customer interaction and relationships, and c) service design processes.

Research Implications - The research implications of this study relate to challenges that are unique in the knowledge-intensive SMEs' context in particular.

Practical implications - The study puts forward some practical implications by giving managerial suggestions how to manage and avoid pitfalls when knowledge-intensive SMEs' aim to adapt service logic.

Originality - The adaptation of service logic is not about minor changes to the traditional system. The shift away from the industrial logic that sees value embedded in products and services (value-in-exchange) to a new approach where value is embedded in personalized experiences (value-in-use) is far more fundamental.

City Leadership for Service Sustainability: Concept and Case

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Purpose - Service sustainability research (Ostrom et al. 2010) and the role of cities in providing sustainable service systems (Spohrer 2010) are becoming hot topics. Sustainable service systems meet the needs of current providers and recipients through mutual value co-creation without decreasing the quality of future value co-creation (Shirahada and Fisk 2011). This paper broadens the concept of service by proposing a tripartite value co-creation perspective for service sustainability based on the relationships between humans and nature.

Approach - We conduct case studies of U.S. cities (e.g. the city of Cleveland and New York) and Japanese cities (e.g. Tokyo and Nomi) based on the tripartite value co-creation perspective.

Findings - Tokyo created a system where service providers (building owners and landlords) and recipients (building tenants) obtained the benefits of nature through their service activities. Cities can provide opportunities for sustainable relationships that enable tripartite value co-creation. Therefore, cities should focus their sustainability efforts on service activities that have large impact and try to improve them by creating co-creation systems. This paper also considers the role of cities in service design (Sangiorgi 2010) and their role in providing sustainable city services.

Social Implications - Few topics have more social implications than service sustainability. With services comprising the vast majority of all modern economies, it is essential that service systems become more sustainable. Cities are essential to this transformation!

Originality / Value - Research on service sustainability is still remarkably scarce. Focusing on cities as the unit of analysis for service sustainability is a new perspective.

Cocreating Value Propositions: Introducing the Value Proposing Platform

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Purpose - This paper addresses some of the methodological challenges with studying the cocreation of value, and illustrates the value proposing platform as a possible path to resolving these challenges.

Design / Methodology / Approach - To explore the challenges with studying value cocreation a qualitative study was conducted of how a firm interacts with consumers to establish reciprocity in value propositions. Generated was an illustration of the complex dynamics that occurs between business actors, consumers, and other stakeholders, throughout the cocreative process.

Findings - Findings suggest that it is important to embrace balanced centrality, as opposed to a firm or a customer centric approach, in studies of cocreation. A balanced centric methodology enables that all a priori decisions about who the focal resource integrators are in the study can be abandoned for the benefit of a more comprehensive exploration of the cocreative activities in which all business actors, consumers and other stakeholders are involved. The value proposing platform offers a perceptual framing for such balanced centric methodology.

Research limitations / Implications - This paper bases its findings on one study. It offers an approach for researchers to better handle complexity in studies of cocreation of value.

Practical implications - The value proposing platform also offers an outline that managers can use to find a suitable balance between inputs from actors, consumers and stakeholders, during value cocreation.

Originality / Value - The value proposing platform replaces the focus on predetermined resource integrators with a focus on the actors and stakeholders that participate in the activities that occur during value creation.

Cocreation: Exploring the Indirect Effects in Low-Contact Settings

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Purpose - The paper measures the extent to which co-creation activity between a firm and small community groups can positively but indirectly affect other customers in low contact settings.

Design / Methodology / Approach - A theoretical framework encompassing elements of service dominant logic and generalized exchange theory was used within a mixed-methods study. A case study is followed by a multi-level study using hierarchical linear modelling to investigate a public transport company who invite communities to take ownership of their local railway stations. The study measures the extent to which community ownership provides benefits to other rail passengers.

Findings - The study shows that as communities became more involved in improving the stations there were affective and conative benefits received directly by the community and firm but also indirectly by other passengers who had little or no involvement.

Research limitations / Implications - The potential for value co-creation to have wider, indirect benefits should be explored further in contexts where communities of users exists, either in collaboration with the firm or as a stand-alone community

Practical / social implications - The study suggests that firms can benefit by ceding control to customers and other actors through the provision of access to their facilities and that this can benefit a range of stakeholders.

Originality / Value - Current research on cocreation often focuses on highly customized, high contact and high credence professional services. The study shows how co-creation within lower contact and standardised service setting not only benefits actors directly involved but can also have a ripple effect outside of the firm-customer dyad.

Co-creation in the Development of Healthcare Services

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Purpose - The purpose is to understand co-creation in healthcare with a particular emphasis on the relationship between co-creation for use and co-creation for others.

Design / Methodology / Approach - The empirical investigation was performed in healthcare with a study of patients with a chronic (rehabilitation) or an episodic disease (orthopaedic surgery). 53 patients wrote diaries about their everyday situations to capture their experiences in-situ related to their own health care problem and contacts with health care providers. Ideas in the diaries were identified and categorized regarding origin, degree of co-creation, context etc.

Furthermore, different panels consisting of medical staff and patients scored the ideas on originality, value, implementation and medical contribution. Analyses were performed to identify similarities and differences between different groups of patients representing different degrees of co-creation for use.

Findings - In a literature review of 86 studies on patient co-creation in healthcare, all studies focus on the role of the patient in the care process, i.e. co-creation for use. Our results show that patients can contribute to the development of health care services, i.e. co-creation for others and that the contribution is dependent on the degree of co-creation for use. As an example, patients with chronic diseases contribute with more medical ideas than patients with episodic diseases do.

Originality / Value - The empirical research provides insights on how co-creation in service development is influenced by the degree of co-creation in the service. This adds to our knowledge on co-creation, and has managerial implications on for what care processes to use co-creation methods

Co-Creation of Experiences in Socially Dense Consumption Contexts

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Purpose - Approached from the S-D logic perspective, the purpose of the paper is to provide an understanding of customer-to-customer co-creation in the socially dense context of festivals.

Design / Methodology / Approach - Six semi-structured interviews with festival participants explore the co-creation processes that participants in the socially dense festival landscape engage in. Data collection and analysis emphasise the contextual and socially co-created nature of value.

Findings - Participants' co-creation is guided not only by personal factors (operant/operand resource integration) but also by the structural features of the liminoid social situation at festivals. Participants engage in social practices and interactions on four basic levels: 'Attendee', 'Social Bubble', 'Stranger Encounters', and 'Communitas'. Consequently, value emerges as 'value-in-social-experience', a multidimensional construct manifested on the subjective, inter- and intra-subjective levels.

Research limitations / Implications - The findings reflect participants' meanings from a purely emic perspective. Participant observation is needed to complement and add to the findings through a more reflexive assessment of customers' co-creation processes.

Practical/social implications - In order to create value propositions that facilitate customers' co-creation processes, managers need to understand co-creation in its complexity, paying particular attention to its situational and contextual elements.

Originality / Value - The notion of value-in-social-experience proposed in this paper expands on the traditional individualist, subjective and phenomenological view of consumer value in services research. The paper offers a more holistic perspective on the value co-creation processes in play when customers come together in socially dense contexts. The application of S-D logic and co-creation in the context of festivals is also novel.

Co-Innovating in Public Services: Experimenting or Planning

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Purpose - We study the applicability of two types of innovation processes in public services: a rapid, experimental process and a traditional stage-gate process.

Design / Methodology / Approach - We apply comparative case study methodology, using interviews and workshops as main methods. We compare two development cases from two Finnish cities. Both include citizens and several other stakeholders. One has applied stage-gate processes for seeking new solutions regarding youth unemployment. The other includes "mini-pilots" that develop services for children and youth via user-based experimentation.

Findings - The study provides answers to the question: to which kinds of contexts and innovation types each of two innovation processes is suitable.

Research limitations / Implications - Service innovation research is becoming more versatile. While stage-gate models - with profound in-house planning - are dominant, also rapid and open models are emerging. Studies examining when, where and how each model should be applied are rare. We tackle this research gap.

Practical / social implications - Renewing the public sector is topical due to growing service needs and financial problems. Also public administration itself is changing: the ideas of network governance highlight the participation of citizens. Our study provides material that can be applied in the development of co-innovation practices in public organizations.

Originality / Value - Our study develops further customer-oriented and collaborative aspects in innovation models. It focuses on linkages between learning and innovation - an aspect that has not been examined in detail in multi-agent innovation processes.

Company Responses on Negative eWOM in Social Media

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Purpose - Empirical research provides robust support for the importance of electronic word-of-mouth (eWOM). Negative messages constitute a considerable threat to a company's reputation, but response strategies to negative WOM on e-service platforms remain underresearched.

Design / Methodology / Approach - We investigate the effects of company's response to negative eWOM and also consider the moderating effect of consensus regarding repliers' statements. We test our hypotheses in two different online contexts - online review sites and brand pages within social networking sites - by conducting two experimental studies.

Findings - The results point to apologies as a superior response strategy. Instead of responsibility for the reported problem the adequacy of the company expression of regret and seeking of forgiveness is crucial. Findings further highlight the importance of other social media users, in influencing evaluations of the company by the receiver of negative eWOM.

Research limitations / Implications - By investigating the effects of apology and excuse as responses to negative statements on the eWOM receiver, our studies present important implications the recovery strategies in social media. Future research should investigate further elements that influence this relationship.

Originality / Value - The research contributes to the literature by integrating social accounts as powerful tools in social media. In addition, we consider potential customers on social media platforms who just observe the interaction and show their influence.

Compensation Schemes and Sales Orientation: An experimental study

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Purpose - The purpose of this study is to examine the impact of a variable compensation scheme and the management by objectives system by reproducing the vast changes in the Financial Services Industry. However, little empirical evidence exists on the effects of both monetary incentives and target agreements on sales orientation as well as on sales pressure placed on salespeople in banks since the recent economic and financial crises.

Design / Methodology / Approach - Unlike previous research on frontline employees, this study uses a behavior assessing experimental design to examine the impact of monetary incentives and target agreements. In this survey, we apply the Situational Judgment Test (SJT) method to measure sales orientation, a construct defined as situated action. So far, SJTs have rarely been used to measure particular constructs. Thus the respondents' situated preferences are measured in mental simulations of work scenarios by formative indicators of their overall level of sales orientation. All other constructs are measured with traditional and established likert scales. Subjects were randomly assigned to control or experimental groups (N=192). The treatment consists of manipulations to variable pay, target agreements, and monitoring systems.

Findings - The results show that monetary incentives represented by variable paying systems have a significant impact on all measured outcomes (i.e. sales orientation, sales pressure). Furthermore the target agreements have a significant effect on sales pressure, but no effect on situational sales orientation.

Practical Implications - The findings of the study have implications for business practice in managing service encounters, employee empowerment, and management of customers in the Financial Service Industry.

Competing Through Control: Implications for Sustainability and Service Provision

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Purpose - This discussion critically evaluates recent innovations in service provision across sectors labelled 'customer compliance' which remain inadequately explored and are at times misunderstood.

Design: In this conceptual paper we outline the ingredients of control through 'customer compliance' and interrogate the role of company philosophy as well as implications for competitiveness, sustainability, and future service provision.

Findings - 'Customer compliance' refers to interactions between customers and providers with clear norms and processes of interaction being pre-defined by providers and enforced by them in an inflexible manner, thus controlling customer behaviour. Compliance is a type of control over customers which does not rest on brute force but on subtle control over customers' behaviours, especially customers who are perceived as 'difficult' and economically unprofitable. Compliance affects all stages of service provision but is particularly prominent during service recovery and complaint management. Such service innovations have driven the fast growth of many successful companies. Will this last though?!

Research implications: 'Customer compliance' challenges claims of liberated and empowered consumers as well as the service dominant logic, by emphasising not only liberating but also constricting properties of interactions and service provision.

Practical Implications - Competing through 'customer compliance' may not sound like a good idea. However, successful service provision through 'customer compliance' offers benchmarking opportunities and lessons across sectors and types of service provision.

Originality / Value - 'Customer compliance' is a new concept in services marketing. This is a first attempt to problematise the issue of competitiveness through 'customer compliance' and the sustainability of this service innovation.

Conceptualizing and Measuring Value in Use

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Purpose - The paper conceptualizes value in use in context and proposes a means of measuring value in use in context (ValUC).

Design / Methodology / Approach - The conceptualization of value in use in context is based on resource integration when value is co-created. The integration process "occupies" beneficiaries' attention, time, energy etc. and other resources and therefore "occupational value" as introduced by occupation therapists serves as a theoretical underpinning for measuring value in use.

Findings - According to the resources integrated into every value co-creation process (other people, objects and the beneficiary) three main dimensions of value (social-oriented value, self-oriented value and object-oriented value) have been identified using a principal component analysis.

Research limitations / Implications - Although the measurement process has been tested in only four different domains (smoking, laptops, Facebook and mobile phones) further research can now additionally test and if necessary change the items used in the ValUC measurement.

Practical / Social Implications - Practitioners can use the ValUC measurement process to identify values their customers co-create. The proposed means of measuring value in use does not measure the value of things but instead value as it emerges from resource-integrating processes which are established by interaction.

Originality / Value of paper - To our knowledge this paper is the first to propose a means of measuring value in use which is based on service-dominant logic.

Conceptualizing the BOP Service Management Cycle

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Purpose - To discuss and reflect upon a conceptual framework of a service management cycle at the base of the pyramid in emerging economies, in order generate ideas to start drafting a new research agenda.

Methodology/approach -The project has consisted so far of three phases, during which more than 300 mini-cases of informal service activities throughout Mexico have been developed and studied using qualitative content analysis of interviews, observation as well as action research, involving owners, employees and customers of informal services.

Findings - Insights regarding service concepts, market segments, service operating strategies and service delivery systems of informal service activities in Mexico have led to the conceptualization of a BOP Service Management Cycle.

Research implications - The BOP Service Management Cycle is formed by key factors, relationships and interactions. Implications include the need to revise and expand our understanding and learning on service management at the base of the pyramid in emerging economies.

Practical implications - New ideas on current service theories and paradigms related to informal service owners, employees and customers would provide creative and relevant ways to improve design, marketing, operation, and delivery of services demanded and offered at the base of the pyramid.

Originality / Value - There is a paucity of service research in relation to the base of the pyramid in emerging economies.

Conceptualising Value Co-Destruction in Service-Dominant Logic.

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Purpose - The conceptualisation of value has moved away from an exchange focus where value is added incrementally along a linear value chain until the end consumer is reached. As such consumption is no longer seen as simply market led the consumer is now conceptualised as an active participant in an experiential co-creation process. Indeed within Service-dominant logic (SD-logic) the beneficiary is seen as 'uniquely and phenomenologically' determining value. However within the substantial co-creation/value research literature there is little discussion of negative effects occurring during this co-creation process or of destruction of value. Recently several articles have described co-destruction and/or destruction of value within the co-creation process. How can co-destruction of value be conceptualised within the SD-logic lens?

Design / Methodology / Approach - Recently several researchers have reported co-destruction of value in both physical and mediated environments. Are these researchers describing the same phenomena? What constitutes destruction of value or co-destruction of value? These research papers will be reviewed to compare how these phenomena are defined and conceptualised. Issues of how value destruction and co-destruction may fit within SD-logic will be considered. E.g. should the beneficiary also be seen as determining destruction of value?

Originality / Value - The co-destruction of value is an under theorised phenomenon within value co-creation and SD-logic. There are also managerial implications in understanding how and when destruction of value may occur. This paper contributes to this intriguing new research area by giving an overview of the current debates, proposing an initial conceptualisation and a research agenda.

Configuring Service Satisfaction: A Fuzzy-Set Comparative Analysis

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Purpose - Achieving customer satisfaction is the primary goal for most service firms today, as increasing satisfaction retention leads to improved profits. To identify relevant drivers of a customer's overall evaluation, satisfaction is often measured in a regression framework as a function of different components driving the service experience. This led to a narrow and limited focus on identifying the strength of drivers and their contribution to overall satisfaction. However, in complex service encounters additive models are often not optimal as customer overall satisfaction is based on the totality of the service encounter and purchase situation relative to expectations.

Design / Methodology / Approach - We address this gap and analyze data from 30.000 customers and 28 airlines operating in 181 countries. To detect alternative satisfaction configurations, we study on both a customer and a provider level 14 different flight experience components such as flight information, punctuality, aircraft, cabin, personnel, or waiting times. We use a fuzzy-set qualitative-comparative analysis (fsQCA), which unveils patterns of satisfaction evaluations based on Boolean algebra rules.

Findings - Based on our results, we present sets of alternative satisfaction configurations that help service providers to efficiently manage their customer satisfaction efforts.

Practical implications - Knowing alternative patterns of service components that maximize satisfaction would help service providers increasing satisfaction as it is often not possible to improve one component without worsening others.

Originality / Value - With the fsQCA this research introduces a relatively new technique to the service literature identifying promising configurations of customer satisfaction. This information assists service providers understand their customers better.

Consumers Experiencing E-Commerce Innovation in the Housing Market

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Purpose - We are examining the issues of how and with what prerequisites the service company's and the customers' experiences meet each other in service innovation process. We have studied the development of a customer-oriented interior decorating electronic service in a construction company.

Design / Methodology / Approach - We have interviewed six company employees who have been developing the service, and six customers who have been using it. We analyse through qualitative material how customer-centric philosophy is articulated in the e-service, and what kind of aspects are meaningful for the customers and for the company personnel who were responsible for developing the interior decorating e-service.

Findings - Consumers perceive the customer-centric aspect of the service offered either as a sufficient visualising instrument with satisfactory solutions from professionals, or as failing to fulfil their expectations. Construction personnel perceive the customer-centric approach to be actualised in a safe selection following the "average taste". Using an e-service in decision-making when buying a flat and choosing interiors requires strong mutual trust between customer and service provider. Customers experienced trust towards the company - its brand and reputation - especially through personal contacts and personified customer relations.

Originality / Value - The consumers appreciate ongoing notification and care as the relationship marketing theory suggests. The trust is built via a direct and personal customer service situation, and transmitted through the interaction between sales personnel and the customer. As companies move towards more web-based services, the interaction and mutual balance between virtual and personal service improves customer-centricity in the service process.

Consumption Adequacy: Implications for Service

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Purpose - To provide basic foundations and research questions as catalysts for conceptualizing the constructs that apply to issues faced by citizens - permanently or temporarily - below the line of 'consumption adequacy'. Consumption adequacy denotes the line above which basic life necessities are available to citizens, and for which the assumptions of (i) citizens have choices, (ii) citizens have resources, and (iii) citizens can access service(s) from others, are appropriate.

Approach - Millions of citizens across the world are permanently below the consumption adequacy line (Martin and Hall 2012). Recent extreme/abnormal events (for example, tsunami in Indonesia, earthquake in Japan, bush fire in Australia, and even snowfalls in the UK), have resulted in citizens temporarily being deprived of life's basic necessities. In a period when austerity measures are being applied by governments across the European Union, it is expected that an increasing number of citizens may be compromised in their normal choices, resources and access to services. The approach involves analysing insights on the phenomena from varied academic sources and other secondary sources.

Findings - The presentation will outline initial categorizations (e.g. temporary vs. permanent 'impoverishment', endogenous vs. exogenous causal factors), outline citizen coping strategies, and assess the appropriateness of existing service research.

Originality / Value - Unlike most service literature, including traditional work on perceived service quality, customer satisfaction and loyalty and recent debates surrounding consumer resource integration, value co-creation and the service-dominant logic, this study focuses on citizens with little or no choices, resources or access to service(s), and lays the foundation for impactful research with social consequences.

Core and Related Customer Activity in Service Usage

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Purpose - Current research on customer activity in service usage focuses mainly on the interaction between the customer and providing company. The purpose of this paper is to build upon customer-centric perspectives on service usage, presenting reoccurring customer activities as the context for service experience and customer value. The paper explores and clarifies the concepts of core and related customer activity and applies them to the context of online gambling.

Methodology - A survey of 900 customers of an online gambling provider was conducted, where each respondent was asked to consider their degree of participation in a set of gambling related activities beyond the provider's services. The results were anonymously combined with data about each respondent's actual service usage behaviour at the provider's website.

Findings - An analysis of the correlations between frequencies in activity revealed distinct styles of service usage. Customers combined the provider's service elements with external activities in a variety of ways. Playing luck games such as slot machines correlated with playing similar games elsewhere, but not with any other activity. Playing skill games such as betting and poker correlated not only with playing similar games elsewhere, but also with communicating and reading about monetary gaming, both offline and online.

Implications - By adopting a customer centric view of reoccurring customer activity, marketers can gain insights into how service fits into the customer's context, and how service usage is combined with external activities. Gambling providers should customize their services so that they support a particular customer's context.

Co-Workers Construction of Willingness to Keep Marketing Promises

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Purpose - The purpose of the present study is to illuminate how co-workers construct willingness to keep marketing promises. It is positioned within promise management and departs from the three promises framework. This triadic framework brings together various marketing approaches in a holistic manner by emphasizing the need of balancing 'making promises', 'enabling promises', 'keeping promises'. It has subsequently been modified by placing the customer at the center, thus recognizing the many factors that impinge on the ultimate outcome of value creation for the customer. The enabling aspect, Internal Marketing, has however remained neglected within the service research and is therefore underdeveloped. This does not only disturb the balance in the theoretical framework but has severe consequences on its practical application. By addressing this research gap the balance in the framework is enhanced.

Design - This paper summarizes findings from a longitudinal case study. By putting the co-worker in the limelight and applying a constructivist approach, the study focuses on identifying and analysing factors that co-workers perceive as influencing on their willingness to keep marketing promises.

Findings - Based on these "willingness influencers" the *Promise Integrator* model is presented. It reveals essential factors that influence on promise management and contributes with valuable theoretical as well as practically applicable managerial implications.

Originality - By departing from the co-workers perspective and thereby letting the voice of those whose responsibility it is to keep the promises be heard, the findings of this study incorporates new angles that until now has remained unexplored into the three promises framework.

Creating Service Innovation through Customer Integration Competence

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Purpose - Despite the notion that co-creating with the customer has a positive effect on innovation processes, research has sparsely considered the view of the organization and its competences that are needed to support service innovation processes. Firms need to build up capabilities, which enable them to integrate a customer and its knowledge into the service development process. Companies who are able to manage customer knowledge will more likely generate service innovations and thus be more competitive. Our research goal is to analyze the construct of customer integration competence and its importance for service innovation in the mechanical engineering industry. Our paper will analyze what structures and competences a company has to build up to effectively and efficiently absorb customer knowledge to generate service innovations. Hence we will identify the success factors for service innovation in the mechanical engineering industry with regard to knowledge as a crucial asset.

Design / Methodology / Approach - As the competence of a firm is a complex and dynamic social phenomenon, we apply a Multiple-Case Design, starting with an exploratory pre-study and resulting in an explanatory study design, to retain a holistic and meaningful insight about customer integration competence.

Findings - The study's results provide strategically advice to companies in the mechanical engineering industry how to build up competencies to involve the customer in the service development process.

Originality / Value - Companies will get strategical action guidelines, how to absorb and use customer knowledge to effectively and efficiently develop profitable service innovations.

Critical Issues During Servitization: An In-Depth Case Study

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Purpose - the study develops a conceptual framework focusing on critical issues during the servitization of manufacturing, drawn from three research streams (namely organizational, operational and relational approaches) and illustrates how the critical aspects affect each other through an in-depth observation of the phenomenon.

Design / Methodology / Approach - based on a literature review, the study develops a conceptual framework of six propositions corresponding to central critical aspects when manufacturing firms expand their offering with new services. The conceptual framework is examined empirically by a single case study at ABB Robotics focusing on the development of a Remote Service Assistance.

Findings - the conceptual framework and the propositions find wide support from the empirical ground. However, the in-depth study reveals several contextual factors (exogenous as well as endogenous) that act as moderators and deviators in a hypothetical linear process toward servitization.

Research implications: the research provides an original conceptual framework and six propositions that contribute to the literature on servitization. Furthermore, the interdisciplinary character of the study contributes to the interplay of the different research communities.

Practical Implications - the conceptual framework and the propositions provide guidance of the servitization in practice, including several criticalities especially in terms of operational management.

Originality / Value - the study provides an original holistic picture of servitization that leads to deeper understanding of servitization in theory and practice.

Critical-Mass Effects on Contribution to Online Service Fora

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Purpose - The role of social network media in influencing service buyers' decision-making processes is widely recognized. This research investigates open-access community fora associated with services sectors, which create value through contributions of members. Numerous theories have been proposed to explain contribution behaviour, including altruism, reciprocity and game-theory. This paper seeks to understand the role of critical mass in influencing contribution behaviour. A model is proposed and tested in which individuals' propensity to contribute to a forum changes significantly at a tipping point.

Design / Methodology / Approach - Data are collected from 200 online service sector fora. A model based on Oliver and Marwell(1985) recorded five key forum indicators: benefit to contributors; maximum number of connections; level of contributors' interests; total cost of contributors, and the production function of the total forum resource. In the second stage, a questionnaire based survey is administered to forum users to model the moderating effects of altruism, reciprocity and commitment.

Findings - There exists a critical probability over which the network effect maximizes membership interest. Furthermore, influential nodes in online fora were found to accelerate knowledge contribution. The network density increased the value of online fora.

Practical implications - This study has provided support for the existence of a tipping point in the size/effectiveness of service-based online fora. It is suggested to use techniques to manage the balance between increasing network membership and decreasing discussed interest topics.

Originality / Value - Few previous studies have sought to understand online contribution behaviour. This research has used an integrative model of critical-mass applied to the services sector.

CSR in Sports: Antecedents, Consequences, Measurement and Promotion

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Purpose - The purpose of this study is to map and analyse Corporate Social Responsibility (CSR) activity in sports organisations.

Design / Methodology / Approach - Seven case studies were conducted involving in depth, personal, interviews of CSR managers in different sports organizations (teams, leagues, sport betting firms). Case study data was content analysed and triangulated with secondary data sources.

Findings - Major factors that affect CSR implementation include management decisions and the organisation's orientation towards CSR; pressure from non-profit organizations; leagues; sponsors, and the local community; the social character of the organisation, and different economic or social crises. The most important benefits from CSR actions include a positive, social profile; a competitive advantage; bonds with society and rewards for loyal customers; providing a service to society, and attract sponsors. Also, there is no standard measurement of CSR actions' performance and CSR promotion is mainly realised through press releases and the Internet.

Research limitations / Implications - This study involves only seven cases and has limited generalisability. Future research can extend the sample; validate concepts with quantitative methods, and do multi-country studies to account for cultural differences.

Practical implications - Results indicate that for successful CSR activities management should balance internal and external pressures; create a culture for CSR; measure the effects of CSR with performance indicators such as brand equity; attendance figures; or fan loyalty, and create an effective promotional plan for their CSR activities.

Originality / Value - This study maps CSR activity in sports and provides a guide for businesses that want to formalise and optimise their CSR strategy.

Customer Co-Creation as a Practice of Resources Integration

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Purpose - This research aims at gaining empirical insights into value-co-creation activities from a consumer perspective. Proposing a customer-oriented approach we relate customer practices and configurations of resources with co-creation and determination of value.

Design / Methodology / Approach - Drawing on the literature on Service Dominant Logic and Cultural Resource-Based Theory, we derived a theoretical framework that proposes centrality to customer practices of value co-creation through resource integration and use. We conducted a qualitative exploratory study with consumers through in-depth interviews with users of a tangible product (a food processor), participant observation and secondary data from social networks.

Findings - Preliminary findings suggest value-in-use and value-in-context are essential for customer value determination. Customers effectively co-create value by integrating and sharing physical, cultural and social resources. Such sharing process is autonomous from the company's value proposals. The Internet is a driving platform for the co-creation processes. Conversely to what is advocated in existing frameworks, the company has a secondary role in the co-creation process. Such findings advance current frameworks by putting customers at the heart of value co-creation.

Research limitations / Implications - The research is at an exploratory stage, and more data is being collected and analysed. Although findings are limited to one product, we expect to extend the framework to other cases, studying both tangible and intangible products.

Originality / Value - The focus on customers' practices is pivotal to understand how they adapt products to their specific needs, creating and sharing specific resources. Such knowledge may be used by companies as source of new and inimitable competitive advantages.

Customer Education-Loyalty Link: Trust as a Moderator

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Purpose - To examine the moderating rule of consumer trust on customer education- customer loyalty link in the context of B2B Search Engine Optimization industry (SEO).

Design / Methodology / Approach - To test our hypotheses, we collected data from customers who are clients of service providers in the SEO industry. SEO is a process of improving the visibility of customer's firm website in a search engine. We use the partial least squares approach to test our model.

Findings - The result of data analysis show that customer trust moderates the customer education-loyalty relationship, which suggest that customers with a high level of trust to service provider are likely to be more loyal when perceived customer education is higher. However, for those with low level of trust, there is no effect of education on loyalty. Results also indicate that providing a money back guarantee is positively related to trust and directly influences loyalty.

Research limitations / Implications - It is limited to SEO context, examining the relationship in another context can help to generalize the results.

Practical implications - The importance of customer education, customer trust and money-back guarantee in creating and maintaining customer loyalty.

Originality / Value - This research shed-light on the role of money-back guarantee, trust and customer education on loyalty.

Customer Experience in Service Co-creation: Magazine Industry Insights

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Purpose - Customer participation in the production of services is growing. Magazine publishing is facing similar challenges to traditional services businesses in the era of digitalization: the lifecycles are shortening, research and development costs are rising, and customers are expecting more customized and personalized services (Chesbrough, 2011.) Despite these concerns, little if any academic attention has been paid to value co-creation and consumer service experience in publishing context. This study aims to fill this gap by looking into magazine content creation as an open service process.

Design / Methodology / Approach - By drawing on literature on customer experience in service co-creation (Prahalad and Ramaswamy, 2004; Payne et al., 2009; Ramaswamy, 2011) and building on two case studies in Scandinavian magazine industry, we look into how magazines can be turned into online service concepts. Our particular focus is on how customers experience value in participating in the content creation process. The study deploys a mixed-method methodology, using both quantitative and qualitative approaches such as netnography, interviews and surveys.

Findings - Preliminary findings indicate that the role of community engagement and self-expression has a close linkage to how an individual consumer experiences value. This leads to transformed service experience.

Practical implications - By bringing consumers to the service process and concept development a company can transform the consumers' branded experience. This has strong managerial implications in business model exploration and exploitation.

Originality / Value - This paper takes an open service oriented perspective to magazine publishing industry, thus moving on from the traditionally end-product oriented view.

Customer Participation: Conceptual Foundations and Empirical Insights

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Purpose - Among the most significant developments in the marketing thought is the increasing perception of customers as active co-creators, rather than passive recipients. However, empirical research on co-creation remains fragmented and anecdotal. This paper offers a systematic review of the wide research on customer participation conducted in the area of service marketing, incorporating the conceptualizations of participation, and its antecedents and outcomes. By drawing on empirical research on customer participation, new insights are brought to the wider co-creation discussion.

Approach - The analysis is based on an extensive literature review conducted by searching with the keyword 'customer participation' in three databases. Relevant articles are identified also by back-tracking the initial and seminal publications. The review covers 150 articles.

Findings - The review addresses three main questions: (1) How has customer participation been conceptualized? (2) Which factors influence customer participation? (3) What kind of outcomes does participation have for the firm and the customer? The paper identifies a range of factors that in empirical research have been found to influence, and be influenced by customer participation. An evolution from firm to customer perspective is evident in participation research over time.

Practical implications - The paper identifies potential means through which firms can influence customer participation in service co-creation, and indicates potential challenges and opportunities associated with participation.

Value - Through succinct analysis of past research, this structured and critical review condenses what we know about customer participation. The reviewed empirical findings on participation are used to identify important research gaps in the contemporary co-creation discussion.

Customer Reactions to Revenue Management Practices

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Research Purpose - Revenue management is used in many service industries and utilises variety of techniques suitable for allocating limited resources among different customer segments. It is applicable to any business that has a relatively fixed capacity, manages demand, has high fixed and low variable costs, and involves varying customer price sensitivity. Revenue management is increasingly applied in different sectors, allowing to raise the total revenue of investments. Yet, it is also important to notice that some problems of perceived unfairness may emerge. Effectively, customers may perceive revenue management as opportunistic behaviour of firms and estimate these practices as unfair. Consequently, customers' trust and loyalty towards a particular brand may deteriorate and, as a result, profitability may decline in long term.

The present research investigates customers' perception of revenue management practices, and potential conflicts that may arise from this.

Design / Methodology / Approach - The research presents and verifies hypotheses grounded in the comprehensive analysis of literature and empirical data from a quantitative research carried out among more than two thousand hotel customers.

Findings - The research findings indicate a clear connection between revenue management practices and unfairness perception, moderated by several important constructs such as fencing base, sufficiency and nature of information, discrimination outcomes, etc.

Originality / Value - The study is valuable for both, researchers and practitioners, allowing for a fuller understanding of revenue management consequences and customer behaviour.

Customer Satisfaction Driving Market Capitalization for Banks

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Purpose - The purpose of this research is to re-assess the conventional hypothesis that the market value of a corporation is positively influenced by high Customer Satisfaction (CSI). In spite of strong indications of this, there is not much empirical evidence supporting the assumption. Here we study this relationship quantitatively for the Swedish banking industry.

Design / Methodology / Approach - The study is based on annual data for the main international banks during the period 1999 - 2011. The data on accounting variables are taken from public databases, while CSI data (especially for service relationship dimensions) is taken from the detailed results of the EPSI (Extended Performance Satisfaction Index) program. A structural equation model approach is employed for the study using a panel of time-series. The relationships are estimated with generalized method of moments (GMM) techniques.

Findings - The obtained results point at very strong (and positive) relationships between (changes in) CSI as measured by the EPSI approach (disaggregated), and the Market Capitalization of studied banks. On average, an increase in CSI with one unit (measured on the 100-score scale) used in EPSI will lead to an increase in Market Capitalization of 3 - 4 billion SEK within one year. In order to address the possibilities of inference to also other markets, the research team is now extending the study to more industries in Sweden as well as to other North European countries.

Originality / Value - The study is unique in respect of both the detailed accounting and customer performance data utilized, and the modeling and estimation approach employed.

Customer Value Dynamics

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Purpose - There is a plethora of research aiming at theoretically defining customer value, antecedents and consequences of the concept, as well as methods of measuring value applying different "dominant logics". Paradoxically, there are very few studies addressing the issue of dynamics of customer experienced value. Customer value dynamics refers in this paper to the phenomenon that a customer's evaluation of a service or service provider changes. This change may be permanent or temporary, it may be caused by internal or external factors, and it might be incremental or radical.

Design / Methodology / Approach - We develop a framework for customer value dynamics by applying a customer-dominant business logic (Heinonen et al 2009) focusing on the customer's logic. The paper is primarily based on reviewing and (re-)interpreting earlier customer value studies but employs also empirical illustrations.

Findings - The paper contributes with a conceptual framework that makes it possible to understand the principal elements of customer value dynamics.

Research limitations / Implications - The paper is mainly theoretical and conceptual.

Practical implications - From a marketing practitioner's point of view, the change, emergence, and fading of customer experienced value represent key business opportunities and threats. Some types of customer value dynamics is clearly beyond the influence and visibility of the service provider, some types are easier to handle.

Originality / Value - The paper outlines a roadmap for further research on an area that is both theoretically and practically significant and that has not been addressed so far.

D

Designing Context-Specific Service Systems: An Initial Proof-Of-Concept

Byron Keating

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Purpose - Available technology, user needs, the physical environment, and resource-based considerations all need to be taken into account when designing complex services. This research builds on pattern-based design principles to present a method for capturing the preferences of different stakeholders, and then translating these preferences into near-optimal design solutions.

Design / Methodology / Approach - We use three core student services at a mid-sized Australian public university as the focal context for our research. First, we documented the services using the multichannel extension of blueprinting proposed by Paticio et al. We then held focus groups with students and the service custodians to identify problems and to elicit suggestions for improvement. A workshop was later held to evaluate and prioritise three specific fail points for each process, along with five possible design solutions. The resulting 15 solutions were then codified using Alexander's pattern template, and incorporated into a discrete choice experiment that was given to a sample of 100 undergraduate students.

Findings - Conditional logit analysis was used to identify the relative importance of the pattern options, and latent-class segmentation was used to identify near optimal design solutions for groups of users with similar preferences. The final solutions were then incorporated into revised blueprints.

Implications - The resulting patterns and blueprints provided a lingua franca to assist the different stakeholders to understand the needs and expectations of other stakeholders, in a sense, operationalizing value co-creation for service custodians, service delivery personnel, and users.

Originality / Value - This research proposes a new service design approach to guide academics and managers on the design of near-optimal context-specific service systems.

Developing Service Innovation in a B2B Context

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Purpose – Strategic stakeholders play a crucial role in service innovation and development. However, the identification of strategic stakeholders, understanding their role in the process, and integrating them in service innovation requires further research. This paper develops a strategic stakeholder model for service innovation in a B2B context.

Design / Methodology / Approach - Service innovation is in this project understood as an ongoing process that activates the company and its multiple stakeholders for active co-operation and dialogue for mutual business development.

Findings - This research project develops a conceptual tool for strategic stakeholder integration in a B2B context.

Research implications - The proposed model gives a platform for understanding how service innovation in a B2B context can be developed considering multiple stakeholders rather than only customers or users.

Practical implications - Companies should note that service innovation through strategic stakeholder integration develops new business ideas for parties involved. The systematic approach may result in an ongoing dialogue between the anchor company and its strategic stakeholders leading to continuous innovations. Additionally, the importance of understanding the stakeholders' business logic is enhanced.

Originality / Value - To our knowledge, few papers reports on service innovation through strategic stakeholder integration.

Diagnosing Service Brand Strength: Customer Brand Experience Portfolios

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Purpose - Managing service brands entails managing a portfolio of customer experienced and constructed brand images and brand relationships. The purpose is to develop a model to diagnose the strength or value of a service company's corporate brand.

Design / Methodology / Approach - Conceptual development combining insights from the branding, service and relationship management literatures. A brand strength map is proposed as a novel tool based on customer experience consisting of customers' connection to the brand and customers' current purchase status towards the brand.

Findings - The diagnostic relevance of the framework is illustrated with an empirical study of several service brands and service industries.

Practical implications - The model captures in contrast to existing brand strength models more comprehensively the total picture of customers' experiences of a brand. The model is managerially parsimonious and can easily be adapted to different service settings.

Originality / Value - A novel diagnostic tool is proposed to explore the current brand strength of service companies. Brand strength is considered to be based on the configuration of the brand experience portfolio, which includes also indifferent and negative customers, as well as customers that do not currently buy from the company and customers that have left the company. The approach differs from earlier models because it 1) takes a relational perspective, 2) includes negative responses and 3) fundamentally takes a customer dominant perspective on brand strength.

Does Mobile Technology Influence Service Innovation?

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Purpose - This study explores the way mobile technology (MT) facilitates service innovation practices (SIPs), consisting of process innovation and product innovation, in a creative service industry.

Design / Methodology / Approach - The study analysed three different cases using Strauss' evolved grounded theory approach. Data collection was administered through in-depth interviews with key decision-makers and from secondary sources.

Findings - Using a seven-dimension, three operational and four strategic, framework, distinctive characteristics on how MT facilitates SIPs have emerged across three cases. While similarities have been found on three operational dimensions, cases are different on strategic dimensions. At operational level, three cases indicate that MT facilitates process innovation through the three dimensions: routines of MT deployment, learning style, and working style. At strategic level, the first case, labelled as follower, indicate that through the four dimensions: MT infrastructure, skills development in the organisation, impact of MT to organisational strategy, and strategic outcome, MT has been used to improve mainly process innovation. In contrast, for the second, challenger, and the third, leader, MT facilitates both process and product innovation through the four dimensions. The distinction between challenger and leader lies in intensity of MT driving the product innovation.

Practical implications - This study shows that while operationally MT facilitates process innovation, strategically it drives product innovation. The degree of strategic commitment on MT appears to determine the process and product SIPs.

Originality / Value - The study contributes to the service innovation domain by describing how MT characterise process and product SIPs in creative services.

E

e-Justice Adoption in the Justice Ministry, Hesse, Germany

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Purpose - This paper investigates the adoption barriers for an e-Justice communication platform offered by the Justice Ministry (Hesse, Germany). The platform provides a secure communication infrastructure for exchanging legal documents between the Courts and the barristers and solicitors. However, adoption of the system has been slow. We investigate the challenges involved and make recommendations on boosting adoption.

Design / Methodology / Approach - We conduct a series of interviews with adopters and non-adopters to assess the various adoption barriers. A conceptual model is then developed and tested with quantitative data obtained from a survey study.

Findings - Data from the interviews will offer detailed information on various relevant factors hindering e-Justice service rollouts. Examples are specific organizational cultures and incentive structures, work procedures, and technical and behavioral factors. Data from the survey study will then help to weigh the relative importance of these factors, leading to recommendations towards boosting adoption.

Research limitations / Implications - Existing technology adoption models are extended in the current study to address the wide range of relevant factors affecting adoption behavior.

Practical implications - The public service constitutes a significant portion of the service sector and plays a major role in modern economies. Yet, the pace of e-Government rollout lags behind that of private organizations. Studying e-Service adoption in the context of the German judicial system offers a unique perspective on the challenges of e-Government rollouts and provides valuable guidance for future e-Government projects.

Originality / Value - This research addresses the lack of quantitative studies on e-Government.

Embedding Experience Information into a Service Design Process

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Purpose - A successfully designed service is one that enables customers to co-create their desired experiences. To achieve this, service design has gathered a significant amount of techniques that systematize information about different service elements. However, the development of a clear path between collected experience information and the final design is lacking. This work bridges customer experience and service design by integrating two approaches. Customer Experience Modeling (CEM) systematizes customer experience information from several service elements and Multilevel Service Design (MSD) structures the design process.

Design/Methodology/ Approach - This work is illustrated with an application to a technology enhanced football watching service. Customer experience data was collected through contextual inquiry and observations and CEM and MSD were applied to design the service in a single, integrated and traceable process. As this service is part of an already existing service provider offering we also elicited existing business processes.

Findings - Merging experience data acquisition and the design process in a single, unified method, enables designers to trace and support decisions with the relevant experience information.

Practical Implications - Using a common framework for the complete service design process enables designers to embed experience information and existing business processes in their designs, while reinforcing the traceability between these elements.

Originality - Current techniques focus on systematizing information about individual service elements, lacking the appropriate integration with a design process. By combining CEM and MSD we are able not only to systematize experience information, but also to effectively link it with the design process.

Employee's Perception of Customers' Co-Creation during Service Innovation

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Purpose - The present research aims to study how employees perceive co-creation activities from customers during an open service innovation project.

Methodology - In joint effort with academia a nationally renowned Zoo conducted a large open innovation project where families (i.e. customers) were given the task to co-create new ideas for future services. The ideas, that aimed to improve the total customer experience at the zoo, were used as input and subsequently analyzed during a workshop by middle management employees. In this project six employees were in-depth interviewed about their perceptions of co-creation. The interviews were semi-structured and allowed for reflections.

Findings - The findings are analyzed in light of complexity theory, which is a useful framework when it comes to understanding challenges agents perceive when they interact with each other in and around a social system. Employees address the need to listen to customers at all times and express how valuable input from customers is. In practice there are few individual initiatives for interactions with customers, only random documentation of these encounters and assumptions concerning the customers' abilities and willingness to provide valuable input for new services. Findings include a discussion about close relations to customers versus perceived close relations. Initiatives to co-create appear to be driven by personal purposes rather than collective purposes.

Originality / Value - Previous studies have focused on the overall effect of customer co-creation; however how co-creation during service innovation is perceived by the employee and vice versa within the organization is an area where research is needed.

Examining Inter-Channel Effects in Multichannel Services

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Purpose - The research examines how channels of a multichannel service provider influence each other, and whether this effect varies with different types of services, different levels of self-service technology (SST), and between different groups of users.

Design / Methodology / Approach - Using a 2 (online vs. offline channel) x 2 (routine vs. non-routine services) x 2 (low vs. high SST) factorial design in two service settings-financial and retail travel-we test a conceptual framework informed by behavioral, information systems, and service management theory. A sample of 232 respondents was presented eight different comic-based scenarios. Following each scenario, perceived satisfaction and loyalty towards the focal channel, and the impact of these perceptions on expectations and intentions to use alternative channels was measured. Information on demographics, need for human interaction, technology anxiety, and technology readiness was also collected. Mixed between-within subjects ANOVA was used to test the manipulations. Partial least squares was utilized to examine the structural relationships, and multi-group analysis was used to explore the impact of moderating factors.

Findings - Customer satisfaction with the offline channel was shown to have a strong mediating effect on satisfaction and loyalty in the online channel (and vice versa), providing support for channel synergism over cannibalization. Service complexity and SST level was also observed to significantly influence inter-channel effects, as were personal level characteristics.

Originality / Value - Despite the popularity of multichannel services, there is a lack of empirical research that tests the nature of inter-channel effects in a multichannel context. This research makes a valuable contribution to this important issue.

Examining the Effects of Preferential Treatment

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Purpose - Preferential treatment is defined as a consumer's perception of the extent to which a service provider treats and serves its regular customers better than its non-regular customers. Although a popular practice, there is a lack of research on the topic. The purpose of this research is to examine the nature of preferential treatment, impact of its different characteristics on consumer attitudes and behaviors, and the underlying mechanisms.

Design / Methodology / Approach - A study was conducted by collecting consumers' critical incident reports (n=258). Participants were asked to recall an incident of being treated favorably or unfavorably by a service provider and describe their feelings thoughts, and subsequent behavior towards the provider.

Findings - Results identified a variety of preferential treatment practices: tangible/intangible, economic/psychological, structured/sporadic. Consumers' reactions to preferential treatment varied depending on its form and the way it was delivered. While being advantaged induced positive feelings and behavioral consequences, fairness concern was the major factor that dampened the positive effects of preferential treatment.

Research limitations / Implications - The study is exploratory in nature. We are planning future studies in which specific features of preferential treatment are manipulated to examine their impacts on consumer attitude and behaviors.

Originality / Value - We contribute to research on preferential treatment both theoretically, by offering a conceptualization of its characteristics, and empirically, by identifying differential effects of these characteristics on consumers' attitudes and behaviors. Our research also provides useful managerial guidelines for designing effective service practices to serve loyal customers without alienating non-regular customers.

Exploring Customer Engagement within Multi-Actor Service Systems

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Purpose - The purpose of the paper is to explore the role of customer engagement in value co-creation in a service system consisting of multiple, divergent actors.

Design / Methodology / Approach - The paper uses the recent notion of customer engagement as a theoretical frame to consider a partnership between a transport provider and community groups who are invited to 'adopt' railway stations in Scotland. The paper uses an embedded case study to explore how value co-creation occurs between consumers, members of the community, rail staff and governmental organisations.

Findings - The study describes how community actors and the rail operator become the operant resources that integrate resources, promote the network and build relationships through their drive and passion to make the adopt project a success. The paper identifies prerequisites and implications of customer engagement at the service system level and the behaviours through which customers co-create value.

Research limitations / Implications - The paper highlights the potential benefits of customer engagement in the activities of the firm; future research could explore the role of the firm in motivating and facilitating customer engagement.

Practical / Social implications - The findings suggest that firms should explore the potential for engaging different stakeholders and their networks of relationships around a common cause making use of organically emerging service systems.

Originality / Value - This paper makes a contribution by exploring value co-creation at the service-system level and providing potential explanations for prerequisites and consequences of customer engagement.

Exploring Duality in Transformational E-Governance Service Innovation

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Purpose - This paper examines that opportunity for 'inclusion and empowerment' of the citizen in the governance process as the transformational stage of democratic governance in India presented through the National e-Governance Plan (NeGP) and Right to Information Act (RTI) and the ground realities to understand the barriers, gaps and bridging strategies and the need for innovation in e-Governance services.

Design / Methodology / Approach - The process of identification of service quality attributes involved (i) literature review, (ii) focussed group discussions (FGD), interviews and workshops and (iii) in-depth study on Right to Information (RTI) is carried out by taking up award winning innovative project Jankari-A RTI call centre in Bihar, India. Factor analysis of 200 questionnaire survey responses of actual users has been used.

Findings - Technology dissolves barriers but creates new challenges. Trust based civil society re-intermediation enhances adoption and satisfaction of Transformational e-Governance. Therefore, at Transformational stage the duality is 'dis-intermediation' Vs 'Re-Intermediation'.

Research limitations/ implications - The case study has been confined to a single state and thus may not represent all the implementations across the nation.

Practical / social implications- The model suggested would be useful for evaluating any other national e- Governance strategy and options.

Originality / Value - Reference of 'Transformational e-Governance' in e-Government literature has largely been mentioned in undifferentiated manner, but this research paper demonstrated that the term can be verified to a large extent depending on the context of use of the term. The concept of transformation was deconstructed to show that it has multiple dimensions.

Exploring the Impact of Role-Models on Medical Trust

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Purpose - Medical treatment is an entrusting service interaction of patient and physician. This relationship is affected by the participants' expectations to their reciprocal behavior. In turn, distinct behavior is a result of individual role expectations. Referring to different perspectives of role-theory participants define their roles based on norms and values as a result of interaction or socio-cultural influences. The aim of the paper is to specify the impact of role models in physician-patient relationships on trust in medical consultations.

Design / Methodology / Approach - Initially, existing role models for patient and physician will be grouped according to theoretically established perspectives of roles. In an empirical survey the classification should be confirmed. As a result heterogeneous groups of physicians- and patients-roles will be identified. For the first time, on basis of these identified roles and by using structural equation modeling, the impact of congruence or divergent role models on trust will be made concrete. In addition, it will be shown that trust in medical context is not only determined by an affective and a cognitive component but also by a behavioristic dimension.

Findings - Existing role models are evaluated based on theoretical and empirical analysis. Depending on the congruence of physicians' as well as patients' perceptions of reciprocal role models, there should be a gradually differentiable impact on trust.

Originality / Value - Existing role models concerning patients and physicians will be empirically evaluated. The impact of role models on trust will be explored.

F

Factors of Participation In Company Social Networks.Carla Martins, Lia Patrício*School of Engineering, University of Porto, Porto, Portugal*

Purpose - This research aims to better understand: (1) what leads people to become members of service related Company Social Networks (CSNs) - that we define as groups of people connected to a company or brand within the boundaries of a social network site; and (2) which are the most important factors of satisfaction and participation in these CSNs.

Design / Methodology / Approach - The research involved a qualitative study, underpinned by a grounded theory approach, with 15 in-depth individual interviews and 2 focus groups in a total 26 members of several service related CSNs.

Findings - Study results reveal that people become members of CSNs for multiple reasons associated with distinct types of relationship with the company or brand, of participation patterns and of engagement levels. Six dimensions of OCSN satisfaction stood out, concerning to different aspects: (1) Content; (2) Activities; (3) Communication/Interactivity); (4) Social Image. Two other general factors were identified: cause support and close relationship with the company offer.

Practical implications - This research derives some implications for the creation and management of CSNs. The comprehension of drivers of membership and factors of satisfaction enable companies to better adjust their CSNs' practices to their members needs and expectations.

Originality / Value - This paper fulfills the need for a deeper comprehension of the phenomenon of CSNs participation. Moreover, the identification of factors of satisfaction and participation with CSN is a good starting point for future quantitative research.

Farewell, Service Quality. Welcome, Customer Service ExperiencePhilipp "Phil" Klaus*ESCEM School of Business and Management, Poitiers, France*

Purpose - Recently the concept of customer experience receives great attention from practitioners and marketing researchers alike. Marketing researchers argue that the customer experience is the new, improved, more comprehensive and appropriate construct of service quality. However, this research is mostly of conceptual nature and calls for empirical evidence connecting the customers' service experience to important marketing outcomes is demanded. Using previously validated scales of service quality (SERVQUAL) and customer experience (EXQ) my study connects and compares the relationship of both constructs to important marketing outcomes, namely customer satisfaction, word-of-mouth behavior, and loyalty.

Methodology - Using previously validated scales of service quality (SERVQUAL) and customer experience (EXQ) three studies in different services settings with a total of 600 customers were collected. Using Confirmatory Factor Analysis (CFA) and Structural Equation Modelling (SEM) the study test the reliability and validity of both scales and explores the link between the two constructs and important marketing outcomes.

Findings - The findings support the conclusion that customer experience has not only a significant impact on customer satisfaction, loyalty, and word-of-mouth behavior, but demonstrating that the customer experience has a significantly higher impact on important marketing outcomes than service quality.

Originality / Value - This is the first study empirically exploring and validating the customer experience as the new and improved construct of service quality. The findings accentuate the importance of the customers' customer experience as a decision-making variable and strategic focus of service firms.

Foundations for Service System Research

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Purpose - The aim of this conceptual paper is to extend the existing description of service system and propose an extended framework to understand how value is co-created within the service system. This framework describes the components that constitute a service system and the forces influencing the focal service system.

Design: A value creating system has been described in various ways during the last decades. A literature review shows that different terms have been used, such as value chain (Porter, 1985), value constellations (Normann and Ramirez, 1993), service system (Spohrer *et al.*, 2007) and service ecosystem (Lusch *et al.*, 2010). We argue for two research rationales describing a value creating system; one that can be understood as value created *for* the customer embedded in units of output, the other as co-created *with* customers. Of these two rationales we are using the latter.

Findings - By drawing parallels to Giddens duality and Sewell understanding of social structures it is possible to apply this when describing service systems. The service system can therefore be understood as a duality of service structures that together with social structures constitute the service environment and context. Subsequently, actors create and recreate the service system and thus forming the resource configuration guided by schemas as the basis for value co-creation and a favorable (or unfavorable) service experience.

Originality / Value - We contribute with an analysis of and a new framework describing the foundations of service systems using structuration theory and general S-D logic orientation as a lens in the exploration of service systems.

From Free to Service for Fee?

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Purpose - The purpose is to identify strategies that manufacturing firms use to make changes in their business model from services for free to charging separately for services. In addition, we want to understand how customers react to different strategies to change the business model.

Design / Methodology / Approach - Four case studies were performed to identify a number of strategies that manufacturing firms use to break free from free service. Interviews were performed to identify strategies and to get a description on how customers had reacted to being charged separately for services. Based on the interviews and data collected on customer behaviour, simulations were run to identify both short- and long-term effect of the introduction of a new business model.

Findings - A number of strategies for breaking free from free service was identified ranging from (1) Partnering (2) Chocking, (3) New Service – New Rules, and (4) Show me the Money!. The simulations show that customers react differently towards the different strategies and that the short-term effect of the chocking strategy can be devastating for a firm with scarce resources. The most certain way to break free from free service is the partnering strategy, which is the strategy that most customers accept and has the least short-term effect.

Originality / Value - The research addresses a major issue in manufacturing firms that the major part of services is not charged for separately. In addition, the research provides models for how customer behavior is influenced by different strategies to break free from free service.

Future Time Perspective and the Satisfaction-Loyalty Link

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Purpose - Given the aging society, in service research appears to be a lack of research about the influence of age or related concepts and its impacts on different aspects of consumer behaviour. Differences in behaviour between older and younger consumers can be explained through differences in individual's future time perspectives (FTP). FTP is a psychological construct embedded in socioemotional selectivity theory. FTP strongly correlates with chronological age. Nevertheless, older (vs. younger) adults can have an expansive (vs. limited) FTP. Literature shows that older adults with an expansive FTP behave similar to younger adults with an expansive FTP and vice versa. Despite the importance and popularity of the satisfaction-loyalty links in service research, the influence of different time perspectives on these links remains poorly understood. Thus, in this study we examine how FTP influences customer satisfaction, loyalty and the link between both.

Methodology - Drawing on two samples of 'juniors' (18-30 years) and 'seniors' (60+ years) in two service contexts, we analyse the influence of FTP on satisfaction and loyalty using structural equation modelling. In a further study we analyse the impact more thoroughly using an experimental setting, in which FTP is limited or extended.

Findings - We demonstrate how FTP influences satisfaction, loyalty and the link between both. Specifically, FTP has a strong positive impact on loyalty.

Value - Giving valuable input to age related research this study introduces FTP in service research. Starting points for further research on the impact of FTP on consumer behaviour in service contexts are given.

G

Get Your Service Ducks in a Row

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Purpose - A significant amount of marketing research has argued that firms should extend their business with more services. However, firms run the risk of becoming overly one-dimensional and neglecting the operational aspects of existing services. The objective of this article is to highlight the need for firms to pay attention to service excellence in their existing service portfolio and service processes.

Design / Methodology / Approach - The article is primarily based on qualitative studies of B2B service providers from different industries.

Findings - Although deploying new products is often a structured process, this meticulous approach is seldom applied to service management, which is generally carried out in an ad-hoc manner. This results in poor coverage, decreased efficiency, and difficulties in measuring and following up. The same firms that may be regarded as champions in terms of product leadership can have basic and unstructured approaches to, and limited understanding of, service management.

Research implications: Managers should turn their attention towards consolidating existing services and establishing meticulous, but not rigid, processes and routines for service deployment. This realignment from a novelty-focused mindset to a more efficiency-centred approach may require changes in managerial attention as well as new resources.

Originality / Value - This article questions whether the dominant, one-dimensional and forward-oriented focus on service innovation and continuous portfolio extension through more advanced services and solutions is always the best modus operandi.

Gratitude - An Important Link in Service Science

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Purpose - This paper focuses on the reciprocal interaction between the positive emotion of gratitude and the service employee and customer. A theoretically determined model (Kirk, Schutte, & Hine, 2009) shows the role that negative emotion plays in this reciprocal association. When translated to the customer service industry the model suggests that both the customer service employee and the customer are in a reciprocal association; that is if you experience poor interpersonal treatment you will also provide this to others.

Approach - The Kirk et al. (2009) model revealed that positive emotion, such as gratitude has a totally separate pathway than negative emotion. This is supported by current research on gratitude.

Findings - The variables that can disrupt the reciprocal interaction between gratitude among the customer service employee and the customer are discussed.

Practical implications - The benefit of gratitude in the service encounter is that it functions to encourage individuals to reciprocate favors, even if the reward is not immediate; overtime this reciprocation has been shown to aid the building of trust and ultimately preserve the service employee and customer relationship. Gratitude also plays an important role in understanding the effectiveness of relationship marketing.

Originality - This presentation will discuss the importance of the service employee having the training to become familiar with the meaning of gratitude in order to enhance the reciprocal interaction together with the variables that can thwart the process.

Green, Red, and Black: Return on Green Equity

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Purpose - This article clarifies how customers view an organization's green marketing program. It addresses how an organization's green marketing program aligns with other marketing programs that focus on enhancing its value, brand equity, and relationship programs. Thirdly, the paper calculates a return on green marketing in the context of a luxury hotel/casino in Macau.

Design/methodology approach - Approximately 1200 guests volunteered to participate in these studies. The first study employs in-depth interviews. The second study employs the customer-equity model and structural equation modeling. The third study employs the contingency valuation method.

Findings - Green initiatives are satisfiers, which enhance customer satisfaction, rather than as hygiene factors, which are mandatory for customer satisfaction. Also, "green equity" is a predictor of customer equity; however, it is the weakest influencer in predicting a guest's intention to return compared with value, brand, and relationship equity drivers. Guests are willing to pay a price premium of 3.7% more for green initiatives.

Research limitations/ Practical implications - This study explains a firm's lackluster customer response to its green initiatives. Although these initiatives lower operational expenses, they do not warrant a price premium or influence loyalty. The results may not generalize to customers that seek out green hotels.

Social implications - Green marketing emerges as socially laudable hotel feature; however, hotel guests do not perceive it as worthy of a price premium.

Originality / Value - This study is based upon an actual firm and helps clarify why results regarding green marketing are mixed in a luxury hotel/casino.

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Health Care Motivations to Supply Health Plan Operator

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Unisinos University, São Leopoldo, RS, Brazil

Purpose - The network of health care providers is composed of thousands of laboratories and clinics. These small- and medium-sized organizations account for a considerable portion of operating expense of a health plan. Even with compensation that barely covers costs, these organizations continue to provide their services to health plans. The purpose of this research is to identify the motivation of health care providers to continue working with health plan operator.

Methodology - A case study was conducted with the 12 best health care providers that supply services to a health plan operator in Brazil. A semi-structured questionnaire derived from supply chain, service management and value-added constructs was used.

Findings - The findings indicate that the best health care providers understand that supplying good services to health plans translates into lucrative sales of other services that are not covered under the health plan. These sales are made directly to the patient, and require that all health care providers became innovative with respect to what they offer to the market. Clinical testing labs refer tests not offered in-house to other labs in an effort to create customer loyalty. The best providers also utilize their customer base in their search for new customers.

Value - Understanding the motivations described in this work will enable health plan operators to create policies that will motivate their suppliers to enhance the quality of service offered to customers of these health plans. This case study presents the constraints that are inherent to case studies in general.

How to Select the Hotel on Social Media?

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Purpose - The objective of this research is to propose a conceptual framework for measuring the influence of various criteria on social media on the leisure travellers' hotel selection, and to provide hotel professional with information about the most influential criteria.

Design / Methodology / Approach - Based on a literature review on hotel choice criteria and on a qualitative study, the authors first propose a conceptual framework that considers various criteria on social media influencing the leisure travellers' hotel selection. Secondly, the quantitative study is investigated with the final aim of making recommendations for tourist hotels.

Findings - The study shows that all the criteria used influence on the respondents' hotel selection. However, the dimension "web and dependent criteria" is distinguished by its high level of influence.

Research limitations - Results were obtained from a sample consisting only of French people mostly being between 18 and 35 years old. These results might not be generalizable to other market segments.

Practical implications - The hotelier should ensure not only the quality of "fundamental subjective attributes", but also control the dimension "web and dependent criteria". In this perspective, the hotelier must engage in a participative client relationship and take into account the e-tourists' reviews, by being more transparent and convincing. In addition, in order to be more attractive, a collaborative approach with other tourism stakeholders on the same territory seems paramount.

Originality / Value - This is the first study dealing in detail with the criteria on social media influencing the hotel selection, and covering an undeniable managerial interest.

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Identifying, Quantifying and Communicating Value: Innovative Industrial Services

Pekka Töytäri

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Purpose - Most industrial companies strive to differentiate from cost-driven competition by moving towards value driven evaluation of their offering. Moving away from the commoditized, active demand-driven businesses towards proactive and value based practices is challenging. In the mature manufacturing businesses the seller engages late in the buyer's decision process. Selling innovative services requires early entry into the buyer's process, with very different set of competencies. Industrial companies frequently face difficulties with the transformation. The objective of this paper is two-fold. The first goal is to investigate into the practices of how industrial companies productize the sales process and tools for effectively identifying, quantifying and communicating value in the innovative service selling context. The second goal of the paper is to develop a framework for the practicing managers for effectively internally launching new services.

Design - Based on two case studies, the paper maps the existing practices and investigates the identified weaknesses. By applying findings from the case studies and from an interdisciplinary literature review, combining organizational buying, selling, customer value and organizational behavior, the paper arrives at a framework for practicing managers.

Findings - The results suggest a framework that centers on identifying the dimensions of value in the given service context, providing tools for quantifying the value created and providing tools to effectively communicate the business impact of the service.

Originality - Despite the abundant theoretical customer value frameworks, the academic literature on the practical steps of preparing the value selling competence in the industrial companies remains sparse.

Identifying Valuable Facebook Brand Community Member Segments

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Purpose - 1) To explore whether different Facebook brand community member segments can be identified based on latent factors related to member community behavior, motivations, and outcomes such as loyalty. 2) To describe how the identified segments differ in terms of spending, type of games played and socio-demographics.

Design / Methodology / Approach - A survey was constructed and administered to the users of the Facebook brand community of an online gaming firm, resulting in 281 completed responses. In order to identify different customer segments that share similar structure of relationships, we used the FIMIX-PLS algorithm that applies latent class clustering. Differences between segments in their spending, socio-demographics, community behaviors and gaming preferences were analyzed.

Findings - The identified segments differ in their spending, as well as their member community behaviors, i.e. visiting, reading, commenting and liking.

Research limitations / Implications - Employing latent class segmentation enables to deal with customer heterogeneity. It creates segments according to the structure of relationships obtained. Results indicate which segments are most valuable and to whom the social networking brand community should mainly be targeted at.

Practical / Social implications - The results indicate that committed customers are frequent Facebook visitors, but the most valuable customers are less active in the community. This has practical implications for brand community development.

Originality / Value - This paper is one of the first to identify different types of customer segments in the social networking context. The results help firms craft effective social media strategies.

Impact of Restorative Senior Centers on Members' Health

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Purpose - This paper shows that senior centers have the potential to support their members' health by employing environmental design elements that promote mental restoration.

Design / Methodology / Approach - The paper proposes a framework that links restorative servicescape stimuli to health-related outcomes. The sample consists of 82 members of an Australian-based senior center. Regression analysis reveals the extent to which restorative design elements promote seniors' well-being. A follow-up qualitative study is employed to obtain managerial insights into the center's design.

Findings - Senior center members who perceive the center's restorative design elements report lower levels of fatigue (cognitive, mental, and physical) and improved productivity, quality of life, physical health, mental well-being, and overall mood.

Research limitations / Implications - Senior center patronage can enhance members' health through servicescape design. These design elements also generalize to all senior centers. However, budgets may not permit centers to implement recommended designs.

Social implications - Many countries have aging populations and, as such, will soon confront challenges to geriatric care. The findings generalize universally to any senior center setting and show academics and practitioners how these centers might transform senior health.

Originality / Value - This research is the first investigation to apply attention restoration theory to senior centers and link it to transformative outcomes, such as senior health. Attention restoration theory is also linked to the servicescape framework to show how an effective design can encourage approach behaviors. The paper also expands the transformative service research paradigm by showing how not-for-profit services can enhance consumer and societal well-being.

Improve the Recruitment Process by First Selecting Out

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Purpose - Because of costs and convenience, psychometric tests are typically the last step of the recruitment process. Advances in psychometrics have generated a new generation of powerful and short tests. This offers the opportunity to use such tests as the very first stage of the recruitment process, even before CVs are read to "sift out" unsuitable candidates.

Design - The paper describes two field validation studies.

Findings - The SHL DSI instrument consists of 18 short item pairs and is applicable across service roles. Validation of the questionnaire used 898 customer facing employees working for 13 companies across three different continents. 84% of candidates rated in the top quartile of the DSI scale were rated by managers in the top quartile of performance compared to 17% rated in the bottom quartile. A SJT was developed for one of the UK's largest retailers for the selection of front line employees consisting of only 17 short scenarios. For each scenario respondents were offered three alternative causes of action and asked to choose one. Validation based on 174 employees in two countries showed that those candidates scoring in the bottom quartile SJT scores were 11 times more likely to not to display key behaviors required for high levels of customer satisfaction. Using the SJTs improved the interview to successful hire ratio from 6:1 to 2:1. This saved 73,000 hours of management time in staffing up each new supermarket valued at \$1.8m per supermarket.

Influence of Relationship Governance on Co-Creation of Value

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Purpose - Combining co-creation of value and relationship governance has received limited attention in literature, but in addition empirical exploration into what types of relationship governance mechanisms influence co-creation of value in the context of business relationships has remained scarce. The paper explores what types of relationship governance mechanisms are experienced to influence co-creation of value. The research was designed to increase understanding of the phenomenon of co-creation of value in business relationships in a real-life industrial context.

Design / Methodology / Approach - Literature on co-creation of value, relationship governance and business relationships are reviewed. The paper adopts a phenomenological research approach and twenty business relationships are explored using event-based narrative inquiry technique (EBNIT).

Findings - Different types of relationship governance mechanisms can be identified in business relationships. The findings suggest that in 20 different business relationships employees experience similar relationship governance mechanisms to influence co-creation of value.

Research limitations / Implications - The paper prompts further research that combines relationship governance with co-creation of value. Limitations created by the event based narrative inquiry technique are acknowledged.

Practical implications - This research has practical implications for practitioners who deal with managerial issues in purchasing, sourcing, sales and customer relationship management. By exploring the relationship governance mechanisms which influence co-creation of value as experienced by their employees, companies may be able to better understand and manage their business relationships.

Originality / Value - The paper contributes to research on value by examining the relationship governance mechanisms that influence co-creation of value in the context of business relationships.

Influence of Social Context on Value Co-Creation

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Purpose - The purpose of the study is to provide empirical evidence for service science scholars and practitioners on how social context influences value co-creation.

Design / Methodology / Approach - A survey was conducted among the users of Habbo Hotel, the world's largest social virtual world. The survey instrument covered social factors, value perceptions, and behavioral intentions. Thus, the research builds on the literature on value-creation and extends the Technology Acceptance Model (TAM) to contribute to the discussion on value co-creation in digital environments.

Findings - The study provides empirical evidence that social context has significant influence on co-created value and user loyalty. The authors demonstrate that both the perceived size of network and normative pressure mediate value co-creation process. Perceived value in turn increases behavioral intention for continuing the service use.

Research limitations / Implications - Research is limited to a single social virtual world with a highly targeted user group.

Practical implications - The study is a useful source for understanding the importance of social context on improving value perception and user loyalty in social virtual worlds. Managers are encouraged to innovate on the methods increasing the perceived network size, and thus building normative pressure on using the service.

Originality / Value - The research provides empirical evidence to service scientists on how social context importantly influences the co-creation and determination of value. The authors provide interesting information on the mediators influencing the value co-creation process, focusing particularly on normative pressure.

Inducing Consumer Empathic Concern for Stigmatized Service Workers

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Purpose - In recent times, high profile global incidents have highlighted the fragile relationship between consumers and state welfare service providers such as probation officers, social welfare officers, and police. Service provision of this nature is often unsorted and indirect. Further, the work may be seen as 'dirty' or 'stigmatized', with workers often having to perform physically, socially or morally tainted tasks. As a result consumers can develop negative stereotypes upon which consumption experiences, be they real or vicarious, are based.

Approach - This conceptual paper presents a number of theoretically grounded propositions as to how consumer interactions with stigmatized service workers can be improved.

Findings - Empathy is the ability to understand another person's perspective and feel an emotional response congruent with the perceived welfare of another. Studies show that empathic individuals are more positive toward, and more willing to help, those in stigmatized groups, particularly when the plight of the individual or group is seen as beyond their control. Research has not extended to socially stigmatized workers who are seen to have control over their situation, having chosen their occupations, and are therefore often blamed for crisis events. This paper explores whether a positive empathy effect can occur despite high causal attribution during crisis events.

Originality / Value - Marketing practices which evoke consumer empathic concern (affect); for example, by focusing on the difficulty service workers experience in their roles or lessening perceived responsibility, will help facilitate cooperative interactions between consumers and stigmatized service workers.

Initiating and Nurturing Service Transition in Manufacturing

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Purpose - Many manufacturing companies are evolving their businesses to be more infused by service offerings; a transition often reported as troublesome. This paper's purpose is to identify - on both a strategic and operational level - barriers to overcome, and drivers to be utilized for manufacturing companies in order to successfully initiate and nurture the transition towards service in manufacturing firms. Furthermore, the paper analyses and discusses managerial implications for handling the transition process.

Design / Methodology / Approach - The study is based on a longitudinal case study of a large European manufacturing company, combining in-depth interviews with about thirty key persons and archival data from a twelve year period. The study has inductively identified drivers and barriers for service transition.

Findings - Services require skills, structures and processes new to the manufacturing company. The paper develops a conceptual framework for understanding the product to service transition, including different states illustrating the dynamics of the service concept and business logic.

Research limitations / Implications - Findings are mainly based on a single company and should be complemented with studies of more companies.

Practical implications - The conceptual framework provides guidance for managerial understanding when nurturing the transition towards service.

Originality / Value - Previous research (e.g. Jacob & Ulaga, 2008) have called for more empirical research on transition from a product to a service focus in business markets. In contrast to previous studies in this area this study provides detailed in-depth empirical data.

Innovating Backwards: Reverse R&D in Services

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Purpose - Services have been perceived as less innovative than products, raising question whether the process of service innovation is well understood and whether service firms can use best practices from their product counterparts.

Approach / Findings - Based on a case study research performed with 6 service providers, our findings reveal that conventional product-oriented thinking about the nature of innovation process does not extend to services. While product innovation starts with research, continues with design/development and is followed by production and use respectively, the innovation of a service starts by the initial design, while the actual research is performed simultaneously to production and use of this 'first service' given that experiential nature of services implies that a significant part of the service is unknown in design and that the first learning experience comes in production/use. The initial service delivery tends to be less successful, representing the actual research investment that is recouped in the following service projects. This inverted design-research sequence and simultaneity between initial service production/consumption and research reflects also in a different nature of the risk involved in the innovation. Given that customers commit to the first delivery of 'innovative' service and pays for it, service innovators don't face the market risk that the products do, but instead face a delivery risk of that first service.

Value / Implications - Paper discusses at length the implications of the reverse innovation process and associated risks as well as managerial recommendations on how to capture learnings, make the right investments and mitigate risk.

Innovation Management: A Managerial Priority In Service Companies

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Purpose - The aim of this paper is to investigate the way in which innovation, together with other organizational factors, influences the activity of service companies in Romania.

Design - The present paper relies on the hypothesis that innovation management in service companies is still a complex and highly risky matter, becoming thus a priority. In the research and studies performed on service companies, a tight correlation is suggested to exist between the performance recorded on the market and new products/ services.

Findings - Knowing the nature of the innovational activities performed in small and medium service companies is important in the analysis of the innovation efforts, in the context of the current economic crisis.

Research limitations / Implications - The objectives of this paper aim to identify essential elements on whose basis business is projected into services oriented towards innovation and knowing the positive and negative aspects in the functioning of innovative companies. The limitations of this research can be identified by acknowledging the existence of issues related to the incomplete approach of innovation by the managers of service companies.

Practical/social implications: The innovation ability of small and medium enterprises is strongly influenced by the innovation competences of the providers and of their customers.

Originality / Value - Qualitative and quantitative research (the stratified-optimum survey) performed in 250 small and medium service enterprises has determined the following results: managers need basic skills for managing innovation, and their influences on the innovation process can be manipulated in order to obtain the required results.

Integrated Rapid Transit (IRT) System for Sustainable Public Transit

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Purpose - The aim of this paper is to assess and analyse sustainable and innovative public transit (SIPT) services based on Integrated Rapid Transit (IRT) system embedded in social and environmental context (sustainability). The objective is to look deeper on how the smart solutions and mass rapid transit systems can be drivers for value co-creation and sustainability of public transit. It is aiming, based on multiple case studies, at understanding the interdependencies between value co-creation and sustainability and how the IRT system create and co-create value with customers and other stakeholders.

Design / Methodology / Approach - The paper will be of an explorative nature. It is built around three concepts - (i) Sustainability (ii), value creation and (iii) IRT. The paper then illustrates these concepts with four different cases from Jakarta, Bogota, Cape Town, and Fryksdalen-Sweden.

Findings - The study will reveal that SIPT service development based on IRT can be used as an active tool for promoting comprehensive public transit service and contextualize sustainability. The study is not to be the design of a new system, but to utilize the influence of the demand for sustainable system, which has thus contributed to the S-D logic discussions and introduce sustainability-in-context.

Research limitations / Implications - Future research in this area should focus on generalising the present findings by studying the development and integration of IRT thinking in other empirical settings and conceptualization.

Originality / Value - The paper makes an original contribution to the study of public transit by explicitly linking the adoption of IRT system based on sustainability-in-context, and value-in-context.

Introducing High-Tech in a Low-Tech Service Context

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CTF/SAMOT, Karlstad, Sweden

Purpose - The purpose of this study is to investigate how customers perceive the introduction of new high-tech supporting services in traditional low-tech industries and how does the high-tech supporting service contribute to customer's perception of the over-all service offering?

Design / Methodology / Approach - This study draws empirically on data from questionnaires and focus-groups from the development and implementation of a new ticket- and information system in the public transport sector.

Findings - The preliminary findings in this study show that a high-tech supporting service affects the service offering in many ways. The introduction of this high-tech service in a low-tech context is seen as positive when it comes to convenience and that the system solves intensified information needs. In our study we also preliminary found three major negative factors: The customer does not demand a new system *per se*, a negative ease of use-factor could be seen and for some the system shows lack of trustworthiness

Originality / Value - This study investigates the situation where technology is used to improve the service in a typically low-tech service that should be reachable and easy to use for different customer groups, even customers who do not handle new technologies in an easy way. The main contribution from this study is the investigation of the effects of the implementation of high-technology service supporting system into a low-tech context where the customer who has to interact with the system not always likes making use of technology.

IPTV: An Engagement Platform for Co-Creation and T-Commerce

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Purpose - The main objective of this study is to analyze the role of IPTV as a co-creative environment for t-commerce. Specifically, we analyze the purchase process while customers are watching IPTV, in which they can interact with other users and personalize the product they buy. We propose the influence of these IPTV features on customers' co-creation of their experience and also on their purchase behavior.

Design / Methodology / Approach - We have designed a testbed platform that integrates the interactivity and personalization of IPTV. We have developed a 2x2 between-subjects factorial design, resulting in four experimental scenarios of the platform. MANOVA analyses have been applied.

Findings - Our findings demonstrate the importance of the environment design features on customers' co-creation of the experience and purchase behavior. Designing flexible experiential platforms, where customers can choose and develop a personalized experience, encourages the relationship between the firm and customers. Thus, collaboration of customers in "engagement platforms" (Ramasmwamy 2008; Sawhney, Verona and Prandelli 2005) improves their co-creation of the experience, intentions to continue co-creating, purchase behaviour, engagement, and word-of-mouth regarding their experience.

Originality / Value - Recent developments of TV devices show that they are suitable for online purchasing, and have great potential for customers' active collaboration. This paper contributes to the understanding of IPTV as an "engagement platform" that allows customers to co-create their experiences and socialize with other viewers during the purchase process.

It's All About Me! Emotional Ambivalence Gen-Y Blood-Donors

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Purpose - While the Australian-Red-Cross-Blood-Service has been effective at acquiring new youth donors, in recent years the retention rate has declined. One reason suggested for the lack of loyalty is the emotional ambivalence created by the motivational conflict between 'approach' and 'avoid' motives leading to defection.

Method - This project explored the motivations and affective appraisals of non-donors, novice, experienced and lapsed Gen-Y blood donors. Responses from 68 young Australians were gained from twelve focus groups.

Findings - Gen-Y donors were ego rather than altruistically motivated. Experienced donors felt little motivational conflict, used cognitive reappraisal, novice/ lapsed donors experienced higher levels and used emotional suppression and manipulation of the servicescape. Non-donors were unable to overcome the high levels of conflict.

Research implications - Further research needs to investigate why the non-donors could not overcome the motivational conflict. The role of customer value and social-capital could provide useful explanations for this finding.

Practical / Social implications - To encourage Gen-Y to donate blood, there needs to be recognition of the non-altruistic motivations for donation to inform marketing strategies. While Gen-Y want to help others, if this comes at too high a 'price' they are less likely to redonate. This research is essential to the provision of a sustainable blood supply in Australia. Without establishing a foundation of donors amongst Gen-Y now there will be a shortage of donors in the future.

Originality - This paper has identified a new form of emotional regulation; manipulation of the servicescape and egoism rather than altruism as a motivation for blood donation.

L

Latent Classes Regarding Referral Reward Program Participation

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Purpose - Extant research identified various motivators for customers to participate in referral reward programs (RRP), incl. customer satisfaction, and tie strength between inductor and inductee. This study uses a Latent Class approach in order to identify different segments of customers regarding their motives for RRP participation.

Design / Methodology / Approach - We conduct a field survey matched against actual CRM data for two customer groups of a large German bank. Specifically, we contrasted inductors (= customers who have participated in the bank's RRP) and non-inductors (= customers who had not participated in the bank's RRP). The final sample size was 415 customers, of which 278 were inductors and 137 were non-inductors. We used Latent Class Analysis (LCA) to identify variables that differentiated inductors and non-inductors.

Findings - We find two and describe distinct segments regarding RRP participation: (1) „relational inductors“ whose participation is driven by the qualities of their relationships to both the firm and the inductee, and (2) „self-oriented inductors“ whose participation is merely driven by opportunism (i.e., rewards).

Research limitations / Implications - Our research shows that it is crucial to control for differences between customer segments when analyzing determinants of RRP participation. Of course, in order to generalize results, the results should be validated in other firms and industries.

Practical implications - The major implication for firms is that RRP are more effective when differentiating them according to the motives for participation.

Originality / Value - This study is the first to examine differences between customer segments according to motives for RRP participation.

Leadership in Service Teams: Unlocking Performance Potential

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Purpose - This research draws on social capital theory to investigate the role of the service team leader in reinforcing organizational culture through their leadership style and implementation of behavioral norms that guide service team goal orientation and goal attainment.

Methodology - In this study we examine the team leader as an operant resource in the service team environment to assess the different goals of each team leader, their leadership style, the relative impact on team goal orientation and both sales and service performance. We estimate a structural equation model using data collected from a large-scale quantitative survey of 245 teams located in a multinational retail service organization.

Findings - Team leaders were shown to display motivational behaviors which were modeled by their teams and then reinforced through their leadership style. The different motivational goal orientations adopted by the service teams produced divergent results against the performance goals of sales and service quality.

Practical Implications - The results of this study suggest team-based organizations should adopt an ambidextrous approach toward goal orientation through framing team and leader training programs as positive learning opportunities and assigning task and performance objectives as positive performance-proving opportunities.

Originality - This study advances service marketing theory and practice by investigating the team leader as a driver of team motivation and performance in service organizations. Specifically, the findings demonstrate how to utilize a team leader's personal goal orientation and leadership style to manage team motivation goals to achieve both sales and service performance.

Lean Principles in Business-to-Business Services: Synergy or Oxymoron?

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Purpose - As customer needs becomes more heterogeneous, and as the importance of service grows, customer-specific requirements have led to increased demand for efficient and customized services in many industry sectors. However, there is scant research on developing services that are both efficient and customized. The objective of the present study is to explore the applicability of Lean, one of the best-known practices for manufacturing efficiency, in business-to-business services.

Design / Methodology / Approach - The empirical part consists of a multiple study of service-providing industrial companies in Northern Europe. Data was gathered through semi-structured interviews and participating observations.

Findings - The study suggests promising synergies, but also important obstacles when applying Lean principles to business-to-business service operations. The ability to standardize service elements and increase reliability in service processes through Lean principles can increase service efficiency and ensure service quality. However, the active role of the customer in certain services makes it increasingly difficult to apply Lean. Furthermore, there are certain key differences in the view on value creation between a service perspective and a Lean principles perspective, which should be addressed.

Practical Implications - The findings are useful for companies looking to improve their service deployment. In particular, Lean is a valuable tool with which to increase standardization and reliability in service processes.

Originality / Value - The study contributes to the research on service efficiency and customization. It also contributes to the continuous discussion on prototypic characteristics of service and manufacturing orientations.

Limitations of Capturing Patients' Ideas In Situ

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Purpose - The purpose of this article is to increase our knowledge on how patients perceive co-creation in healthcare development and how patients' improvement ideas emerge.

Design / Methodology / Approach - The research is based on 10 lung cancer patients who submitted experiences and ideas for improving healthcare processes through diaries. Patients were later interviewed regarding experiences, their motivations to participate and how ideas had emerged.

Findings - In situ approaches for ideation, such as the use of diaries, is promoted as giving possibilities of capturing innovative ideas as they occur. However, this study shows that there are limitations to the in situ approach. Proximity in time and context to events had little impact for these patients' ideation, as their days were rather un-eventful; instead ideas based on previous experiences from their care with emotional impact emerged. The patients reported a wish to contribute, but in several cases had very few ideas and wrote little text, partly a consequence of their mental and physical status. The suitability of the approach also appears to be dependent on the participant's personality. Some patients would have preferred interaction and discussion rather than having to reflect on the events. Despite the patients' difficult situation, their motivations to participate were primarily based on the wish to help the healthcare provider and other patients.

Originality / Value - This article gives valuable insights in patients' subjective perceptions of co-creation and into where the limitations of the in situ methods are.

Living the Brand in Socio-ecological Banks

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Purpose - To fundamentally look at the brand-value orientation of socio-ecological banks. The paper specifically addresses the question as to how brand value aligned behaviour of employees emerges and how *Living the Brand* impacts on individual performance.

Design / Methodology / Approach - Multiple case study research with socio-ecological banks was applied in an explanatory mode with literal replication. 19 depths interviews were conducted and three surveys using scaled and open-ended questions involving 242 respondents were undertaken. The model of *Living the Brand* was then created using SEM. This model was then re-evaluated using further qualitative research. This mixed methods approach increased the reliability and validity of the multiple case study approach.

Findings - The study concludes that brand orientation, perceived person-organisation fit, and brand identification significantly impact on *Living the Brand*. Components of *Living the Brand* such as employees' compliance with brand standards increase individual performance but the intention to stay with the organization is negatively related to individual performance. It confirms that the chosen scales that were already tested within contexts of for profit enterprises also work for social enterprises.

Originality / Value - The study complements past research that has looked at *Living the Brand* from a marketing control perspective with a value based perspective and thus presents a new model of *Living the Brand*. It's also the first time that *Living the Brand* is investigated in social enterprises such as socio-ecological banks. The project further provides first empirical evidence that employees of socio-ecological banks are indeed value driven.

Looking For Value in the New Pharmaceutical Network

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Purpose - The aim of this work is to contribute to the theoretical debate on value and value co-creation (Vargo, Maglio, Akaka, 2008; Grönroos, 2008; Ravald, 2010) through an empirical study on a complex and challenging network in Italy: drugs distribution. Specifically, this research analyses the different types of value: economic (Rappaport, 1986), relational (Walter, Ritter, Gemünden, 2001), cognitive (Nonaka, Takeuchi, 1995) and experiential (Prahalad, Ramaswamy, 2004) created and gained by all the economic and social actors of this network.

Methodology / Approach - This work represents the final result of a wider research project that we carried out during last three years. We developed a twofold field study carrying out both qualitative and quantitative research. The first study aimed to better frame the research problem and has been developed through observation and in-depth interviews to the main market players (both traditional and new ones). Quantitative research focused on consumers and aimed to investigate their behaviour, opinions and point of view about liberalization process.

Findings - Findings confirmed that pharmaceutical network is a relational system where value co-creation occurs (Melia, Colurcio, Caridà, 2011). We argue that inside this network each actor co-creates and gains multiple types of value through the interaction and integration of their own resources. Besides, pharmaceutical network is a locus where "value in context" is created too (Vargo, Maglio, Akaka, 2008).

Originality / Value - This study contributes to deepen the understanding of the main types of value created in a network and provides empirical findings on a topic where field research is still scant.

Luxury: The Halfway Point between Servicescape and Brandscape?

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Purpose - Starting from the premise that luxury brands offer greater value to the consumer than other brands this paper seeks to investigate the locus of this value by viewing luxury brands in an online context as being in-between servicescape and brandscape.

Design / Methodology / Approach The approach is a longitudinal online study of luxury brands and brand communities where communication and interaction has been viewed.

Findings - Consumers are actively creating brandscapes (Thompson and Arsel, 2004) and co-creation of value is found in the practices of producers and consumers and emphasizes interactions between the parties (e.g. Vargo & Lusch, 2004). It is shown how the co-creation is fluid and takes place within interactions between different actors and that these actors display changing and multiple roles. The shifting of roles is believed to render, for instance views on brand creation as network-based as inadequate to fully describe these interactions.

Practical implications - This research gives insight to brand managers on how communication and service online and in the physical world should be managed in order to give consumers the opportunity to be involved in the creation of brand image since this is formed either way and with participation and interaction this image is often more favourably created for the brand.

Originality / Value - This paper offers new insight into the co-creation of a sense of luxury brand and how brands in general are lived through brand communities online. It bridges the research between brandscapes and servicescapes in order to explain consumer co-creation and brand relationships.

M

Management of Customer-Productivity: Findings from the Franchise Industry

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Purpose - One of the principle challenges for companies offering services can be seen in the combination of increased cost pressures provoked by intensified competition and growing customer expectations. In order to survive in the marketplace, companies have to manage their internal resources and their customers in an efficient manner. The construct that combines these internal and external aspects of efficiency is service productivity. Despite the importance of service productivity, there is little research available on this topic. In consequence, the aim of this paper is to gain a deeper understanding of the construct of customer-productivity and its consequences.

Design / Methodology / Approach - This paper focuses on the franchise industry with a particular emphasis on the relationship between the franchisor as a provider and the franchisee as a customer of a franchise concept. In a first step, based on extensive desk research, existing productivity concepts, franchise management systems, and monitoring models are identified. In a second step, representatives of franchise companies, a franchise association, and a bank department, specialized on franchising, are asked in semi-structured interviews to describe customer-productivity management and monitoring concepts in a franchise setting. Fee and financing strategies are examined with regard to their impact on the controlling system.

Findings - The management style as well as financing and monitoring models do have a significant impact on the franchisor-franchisee-relationship. Based on these findings, novel managerial implications for the franchise industry are developed.

Originality / Value - In addition to the practical, application-oriented value, the explorative study advances the marginally exploited field of customer-productivity research significantly.

Managing Customer Participation to Co-create Value in KIBS

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Purpose - Contemporary value co-creation debate draws attention to the customer as a co-creator of value. Customer participation is decisive for perceived value, but little is known about service provider's role in facilitating customer participation. Complementing earlier research that has predominantly focused on customer acts and behaviors, we bring service providers under the spotlight and explore empirically how they can facilitate customer participation.

Methodology - The paper reports a field study conducted in six Finnish firms that offer tailored software services for business customers. Interviews with managers are used as the primary empirical material. Knowledge intensive business services are considered to offer a valuable empirical setting for the study because of their inherent higher customer participation requirement.

Findings - The findings indicate three major barriers to customer participation from the software supplier's perspective: negative attitudes towards customer participation itself, technologically over-sophisticated service offerings, and the problems of translating customer needs into functional customer solutions. The companies' means to overcome the barriers include alignment of the offering with customer capabilities, joint need assessment and solution formulation, and the communication of realistic expectations to customers.

Practical Implications - For practitioners, the study offers concrete advice on how value co-creation could be facilitated by managing customer participation in different phases of a software project.

Value - The study extends empirical understanding of value co-creation in knowledge intensive business services by proposing a framework of critical elements that should be included in customer participation management to support value co-creation.

Marketing Services in China: Experiences of Nordic Manufacturers

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Purpose - The study investigates China's industrial service market based on experiences of Nordic manufacturers. It analyses the success of different types of service offerings and identifies differences between customer segments, in particular.

Design / Methodology / Approach - We apply a multiple case study approach, using interviews as the main method. Five case companies from Finland and Sweden are included. They all represent metal and engineering industries, but the scale of their service business in China differs. The interviewees are both Western and Chinese.

Findings - The study reveals that services including tangible elements (e.g. spare parts) are successful in China. However, demand is also growing for total solutions. Customers' buying behavior varies according to geography and the ownership of companies (state-owned, private, foreign).

Research limitation/implications - Literature is scarce concerning industrial services in China. Even though our results are not statistically generalizable, they indicate important differences from - but also similarities to - the Western business. A respective study among Chinese customers would be interesting.

Practical/social implications - The paper discusses managerial implications of the current development in China, which step by step accepts services as priced offerings, not as a way to "give face" to a partner.

Originality / Value - Recent surveys show that industrial services are growing very rapidly in China. Chinese companies internationalize and Western companies increasingly conduct service business in China. Our study proposes some ideas on how the collaboration between stakeholders from different cultures could be successful.

Measurement of Service Convenience in Health Care

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Purpose - While marketers acknowledge that service convenience is of significant interest to management and academe, literature still lacks a solid understanding of the conceptualization and measurement of service convenience. The present study focuses on service convenience in the context of health care. Recently, new self-service technology (e.g. mobile touchscreen devices) has been introduced to enhance patients' check-in process at doctor offices and emergency rooms. The purpose of this paper is to investigate the antecedents of service convenience and its effects on patient satisfaction and financial outcomes, that is, increased patient collections.

Design / Methodology / Approach - This study draws on research in the service convenience literature and the technology acceptance model (TAM). The authors develop a framework which is then tested among patients of a local family practice. A quantitative methodological approach is applied by using an online survey method. In order to test the proposed relationships, structural equation modeling is employed.

Practical implications - The findings are relevant to health care practitioners that want to explore the role of mobile touchscreen devices with regard to service convenience and patient satisfaction.

Originality / Value - This study expands current knowledge within the service convenience domain. Recent research has focused on empirical testing of a measurement scale proposed by Berry et al. (2002) only in the context of a specialty retailer for women's fashion apparel and cellular phone and internet services. This study is the first that investigates service convenience in health care.

Metaperception and the Effectiveness of Referral Reward Programs

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Purpose - Referral reward programs (RRPs) have become ubiquitous customer acquisition tools across many service industries. In RRP, current customers are rewarded for referring new customers to the firm. This research aims at investigating if incentives are always an effective way to encourage customer referrals. As a matter of fact, incentives may be in conflict with the perceived independence of WOM: incentives give the WOM giver a stake in potential purchase decisions and may make the recommendation seem less impartial. Moreover, WOM givers who place importance on what recipients think about them may become more careful if they believe that their motive for making a recommendation may be questioned.

Design - We conducted a qualitative study and two scenario-based experiments on customers and graduate students.

Findings - Qualitative findings suggest that respondents are concerned how receivers are perceiving them if referral rewards are involved. The empirical studies show that in an incentivized situation, recommendation behavior is largely driven by metaperception, i.e., the giver's perception of how his recommendation behavior is viewed by others. Metaperception, in turn, is negatively affected by the size of the incentive and positively by the strength of the tie between the giver and the receiver. Both metaperception and satisfaction toward the referral reward fully mediate the relationship between incentives, tie strength and recommendation behavior.

Originality / Value - Our findings highlight how reward size and social ties take on psychological significance for the recommendation giver through the concept of metaperception, and call for a careful design and targeting of the RRP programmes.

Mobile Technology Deployment in a Creative Service Industry

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Purpose - This study explores operational and strategic dimensions of the mobile technology deployment (MTD) in a creative B2B industry.

Design / Methodology / Approach - Cross-case comparative data display has been employed to analyse three different cases within the creative industry. Multiple sources of both primary, i.e. in-depth interviews with key decision-makers, and secondary data have been used to select and explore thematic characteristics of the cases.

Findings - The study found that creative B2B firms are actively involved into deployment of the mobile technology for operational and strategic purposes. Using a three-stage continuum, we extracted seven dimensions that characterise the process of MTD, three operational and four strategic, and further used them to describe the three cases. The first stage, follower, is characterised by risk avoidance and cost efficiency approach to the MTD. The second, challenger, is driven by market opportunities. The third, leader, is risk taker and demonstrates high desire to delivering unique experiences to clients.

Practical implications - This study provides insights into practices of the MTD by creative service companies describing strategic paths that creative firms follow in order to achieve sustainable competitive positioning.

Originality / Value - Findings provide insights into the relationship between the mobile technology and operation and strategic processes in creative B2B companies. The seven dimensions of MTD can be applied for corresponding strategy and operation planning.

Modeling Customer-Employee Instant Rapport in the First Encounter

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Purpose - A service employee's interaction with a customer in the first encounter is critically important in creating the customer's impression of the firm and desire to further interact with the firm, yet existing marketing literature lacks an understanding of the role instant rapport plays in service delivery. This study attempts to fill the research gap, proposing a model that explores the mechanisms of customer-employee instant rapport development and the resulting service outcomes.

Design / Methodology / Approach - Extant research from various research streams was reviewed to develop a framework exploring the antecedents (employee affective delivery, connecting behavior, customer emotion) and consequences (satisfaction and behavioral intentions) of customer-employee instant rapport. 257 employee-customer pairs from various apparel retailers were examined through structural equation modeling.

Findings - Results show that employee affective delivery and connecting behaviors positively influence customer positive emotion and instant rapport, which in turns affects customer satisfaction and behavioral intentions. Results also show that employee's authenticity strengthens the positive relationship between employee's affective delivery and customer positive emotion as well as the positive relationship between employee's affective delivery and customer-employee instant rapport.

Practical / social implications - Frontline employees play a critical role in initiating the construction of social bonds in the first service encounter. Service firms should train and motivate employees to develop and strengthen interpersonal bonds in receiving unacquainted customers.

Originality / Value - This research represents the first study in service marketing literature that empirically develops and tests a model exploring the antecedents and consequences of customer-employee instant rapport.

Modularity in Digital Service Landscape

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Purpose - The publishing industry is in the middle of transformation due to fast digitalization and introduction of eReading devices (Huhtala et al. 2011). The extant research on other industries has shown that with modular thinking it is possible to increase flexibility and to reduce complexity (Baldwin and Clark 2000; Sanchez and Mahoney 1996). Until recently media industry has not been very keen on modular and platform thinking, although it could bring economies of scale and scope (Hess, 2006), and possibilities to mass customize services for different platforms, devices and users (Yoo et al. 2010). Our research problem can be stated as: What benefits the modular approach would bring when replacing the traditional media concepts with new service concepts for the digital landscape?

Design / Methodology / Approach - Our research follows a multiple case study approach and examines 16 cases from the Finnish book, magazine and newspaper industries.

Findings - The findings suggest that to gain full benefits from digital environment, the media concepts need to be transformed into loosely coupled modular design. The benefits gained include concept extensions to new devices, and new killer offerings by combining own content with content produced by partners etc.

Practical Implications - Our research studies how traditional media concepts can be transformed into profitable new service concepts in the digitalized, especially eReading markets.

Originality / Value - Although service development through digitalization is increasingly popular, literature lacks knowledge of modular approach in digital services that companies can apply. This study opens new research avenues with a new concept, "media concept modularity".

Modular Strategies Managing B2B Service Supply Chains

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Purpose – This paper focuses on an emerging research on modular strategies to manage collaboration capabilities in the complex business networks, e.g. the service supply chains. Previous research has emphasized definitions, benefits and limits of modularity in the product/service design and the dichotomy of modularity and integration in management and organization research. Thus, the aim of this paper is to conceptualize a modular strategy with an architectural knowledge to manage complexity and exploit capabilities in business-to-business (B2B) service supply chains.

Design / Methodology / Approach – Theoretically, this paper rests upon the research on modularization as a strategy to exploit capabilities within and between supply chains indispensable to compete successfully in B2B service markets. The conceptual model is then illustrated with the examples from B2B supply chains.

Findings – This study as a preliminary findings results in a conception of modular strategies for B2B service supply chains that are characterized by supply chain indispensability and the role of architectural knowledge generating coordination and collaboration capabilities.

Originality / Value – This study contributes to emerging knowledge on modularization as a strategic issue in B2B services. The findings also support the managers to apply modular strategies in new ways for improving and managing collaboration within B2B service supply chains.

N

Nature-Tourists Service Experiences: Insights from Critical Realism

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Purpose – This paper aims to addressing the role of tourist as consumer architects of nature experiences, evaluating how the value-creating networks are triggered in Portuguese Protected Areas.

Methodology/approach – The paper appeals to a critical realism paradigm approach to value co-creation in tourism experiences. Desired behaviors of tourists are inferred through the influences of motivations and benefits on nature experiences, as well as tourist characterization of environmental attitudes, emotions and socialization processes. A conceptual framework is proposed based of triangulation of multiple viewpoints; convergent interviews were conducted to identify the measurement items of the above mentioned constructs. After, a survey approach was used and Structural Equation Modeling was applied based on the responses of 401 tourists.

Findings – Findings suggest the existence of different processes of complex interdependencies on value creation. Such processes can be used to conceptualize experiences of service consumer.

Research implications – This research extends previous literature in value co-creation, clarifying the role of consumers in decision-making processes of value networks. We accept that all stakeholders have a position in these networks; this means that the consumer is not the center of the system, but expectations/dreams/emotions pursued by him are.

Practical implications – Managers should also focus in the consumer availability to participate on value experiences architecture.

Originality / Value – The paper suggests that balanced centricity should be considered in conceptual developments on value networks as well as the global expectations of the consumer as main triggers to architect value experiences.

O

Online Hotel Reviews: The Determinants of Credibility

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Purpose - It has been reported that online reviews influence over \$10 billion a year in online travel purchases. The influence of online reviews, on a hotel purchase decision, has been well documented, however, much remains unknown about the characteristics that determine the influence and perceived credibility of an individual review. Traditional information processing literature suggests that content, author and source characteristics are assessed during credibility evaluation. Similarly online information credibility studies have begun to adopt this approach, providing conflicting results. No study has yet explored the relationship between all three attributes of content, author and source on credibility perceptions. This paper identified the relative importance of the content, author and source characteristics on credibility perceptions.

Design / Methodology / Approach - A conjoint analysis approach was adopted to explore the complexity of decision making trade-offs. Using an online survey method, the study generated 180 usable responses by recent or current trip planners who use online hotel reviews.

Findings - The results suggest that the influence of an online hotel reviews is largely determined by the perceived credibility of the review. The level of perceived credibility is affected by an evaluation of the reviews normative based content characteristics, source characteristics and to a lesser extent content creator characteristics upon the informational based content characteristics.

Originality / Value - This study is one of the first studies to explore the relationship between all three attributes of content, author and source on credibility perceptions through conjoint analysis. The implications for hotel marketers will be discussed.

Open Innovation through Value Creation in Social Media

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Purpose - This paper investigates the antecedents, processes and outcomes of social media interactions that facilitate and influence open innovation for services. This study provides knowledge on the evidence presented in prior studies and suggests research gaps for further studies.

Design / Methodology / Approach - This study conducts a systematic literature review for articles found from the top-tier Marketing and Information Management journals (graded 3 and 4 in ABS ranking 2010). By framing a search string with the relevant journals and a set of 57 relevant keywords, we were able to retrieve 279 articles. We have analyzed altogether 36 relevant articles.

Findings - We find that the scientific research on open innovation in social media is quite limited and dispersed. A causal map of antecedents, processes and outcomes were created and aggregated into individual, community and company level outcomes opening up avenues for exploration in service innovations.

Research limitations / Implications - Our search was limited to articles published in top-tier Marketing and Information Management journals. However, these journals cover the most relevant scientific knowledge on open innovation in social media.

Practical implications - Assist managers for idea generation and application of social media in open innovation and co-creation for services.

Originality / Value - Very few studies have shown the implications of social media on open innovation practices. This is one of the first to analyze the antecedents, processes and outcomes of social media interactions and its benefits for channelizing open innovation for services on a global scale.

Optimizing Customer Outcomes by Managing Employee Emotional Display

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Purpose - Employee emotional display toward customers (EED) has been demonstrated to be an important determinant of successful service delivery. Past studies focused either on selected drivers or outcomes of EED. This research uses data from multiple sources (front-line employees, managers, and customers) to investigate how service companies should manage their frontline employees' emotional display to optimize customer outcomes such as customer satisfaction and loyalty. The influence of various organizational and employee variables on key EED dimensions and customer outcomes is modeled and empirically determined for different service contexts.

Design / Methodology / Approach - We conducted qualitative interviews with customers, employees, and managers to identify potential drivers of EED. The role of these drivers will be measured in a large-scale, multilevel field study in about 50 German fast-food restaurants involving triadic data from the customer, employee, and management level for three contexts. SEM is used to determine the relative impact of model parameters.

Findings - Findings will be presented at the conference (field work will be conducted in spring 2012).

Research implications: Findings will integrate knowledge on employee emotional display and its link with customer outcomes.

Practical Implications - Results will provide service providers with a road map to optimize their customers' satisfaction and other outcomes by systematically managing their employees' emotional display, taking into account the specifics of their service context.

Originality / Value - Drawing on a unique data set from multiple sources, we are the first to test the links between drivers of EED, EED itself, and customer outcomes, an important issue for service research.

Options for Dealing With Incompatible Industrial Service Buyers

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Purpose - This study investigates how and why different ways of dealing with discordant expectations of industrial service buyers take place. In particular, differences in expectations concerning the contents of service offerings and how such differences are handled by the industrial service producer are addressed.

Design / Methodology / Approach - The study draws on practice-theory and examines the cumulative data gathered during a two-year longitudinal study of managerial representatives from five multinational manufacturing firms engaged in the addition of services to their traditional goods offerings.

Findings - The paper develops a conceptual framework of four central practices for dealing with discordant buyer expectations and explains the conditions for their application in practice.

Research limitations / Implications - The study provides an original conceptualization of how and why incompatible expectations of industrial service buyers are handled in practice by industrial service producers, serving as a useful starting point for a reconceptualization of service marketing and sales practice.

Practical / Social implications - The conceptual framework provides guidance for managerial understanding and decisions regarding the active and reactive responses to discordant buyer expectations.

Originality / Value - This paper provides a novel conceptualization of how and why industrial service producers handle industrial service buyers with discordant expectations.

Performance Measurement and Management Challenges in Different Service Contexts

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Purpose - This study has two objectives. First, it identifies the current status of performance measurement in Finnish service organizations. Second, based on inductive analysis of the empirical data, key development areas for service performance measurement are identified. This is argued to facilitate more focused research efforts in the future.

Design / Methodology / Approach - The empirical material was gathered through individual and group interviews carried out in around 40 Finnish service organizations representing three different service contexts. The first set of interviews aimed at capturing the present status of performance measurement at top organizational level. In the second set, the focus was oriented more towards the actual service operations with more in-depth nature.

Findings - The paper reveals the current status and dominant challenges of performance measurement and management in the selected service sectors. As a main result, the paper identifies three development areas potential for improving current performance management practices in services. These include customer-oriented, systemic and contingency-based approach.

Practical implications - The success of every organization is affected by the sophistication of performance measurement and management practices. This study highlights the topic from the perspective of specific nature of managing services. The results are argued to support in overcoming the many challenges service organizations face in performance management.

Originality / Value - The generic view is that service operations are challenging to measure due to the IHIP characteristics of services. Current understanding on the topic of performance measurement in services is still scattered. The criticism towards the lack of generalizability is a key motivation for the study.

Polyphony, Discord, Harmony: Value Experiences and Collaborative Consumption

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Purpose - This paper examines how individuals make sense of value experiences in collaborative consumption contexts and presents an abductively generated multi-perspective conceptual model of value experiences.

Design / Methodology / Approach - Framed by a narrative constructionist approach, the study explores how various participants – musicians, conductors, audience members and staff – make sense of the value experiences which emerge from the various orchestral, educational and outreach events facilitated by the London Symphony Orchestra. Participant narratives were collected using 40 in-depth interviews, 410 short interviews (ca 10 minutes duration) and non-participant netnography over a four month period and analysed using critical narrative analysis.

Findings - Multiple contested individual and collective experiences of use, exchange and sign value concurrently emerged across the different commercial, social and outreach activities that the orchestra facilitated.

Research / Practical implications - It is not possible to neatly disentangle individual and collective experiences of value in collaborative consumption contexts. It is necessary to acknowledge and uncover how socio-cultural practices frame individuals' sensemaking of their value experiences, as well as which voices are dominant, in the background or silenced.

Originality / Value - Grounded studies of value experiences in collaborative consumption contexts have been largely absent in the literature, which is also the case in relation to multi-perspective studies of value experiences. The porous boundary between individual and collective value experiences in collaborative consumption contexts necessitates a refinement, using a practice based approach, of S-D logic's FP 10 'value is uniquely and phenomenologically determined by the beneficiary'.

Positive Emotions in the Extended Service Experience

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Purpose - Research has shown that the full customer experience emerges over a time period that extends outside a particular service encounter. However, it has not addressed the relationship between the extended service experience, ease of buying and ease of use of the service outcome. This paper investigates the effect of ease of buying and ease of use on the extended customer experience, incorporating positive emotions before, during and after the service encounter.

Design / Methodology / Approach - A survey of 871 customers of an apartment agency was conducted. Respondents were asked to consider their positive emotions before and during signing the deal for their apartment, as well as positive emotions connected to using the apartment. Ease of buying and ease of use were also measured.

Findings - An analysis of the data shows that perceived ease of buying and ease of use have a positive effect on their respective stages in the extended service experience. In addition, the results reveal that positive emotions from the previous stage influence the service experience during the next stage.

Implications - Service providers should recognize the long-lasting but fading effect of positive emotions in the various stages of extended service encounter. The service provider can support their customers by making buying easy and by making the use of the outcome of the service easy. Given that positive emotions fade when the customers no longer have regular interactions with the service provider, there is an opportunity to develop new services for more regular interactions that support use.

Practices for Involving Customer Organizations in Service Innovation

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Purpose - The study aims to bring understanding of customer-centred service innovation in b2b context. Customer and user involvement is commonly seen as beneficial for innovation. However, the extant literature stresses users either as individuals or communities of devoted users. This study discusses users in the organizational setting and identifies how companies vary by their organizational customer involvement practices in service development.

Design / Methodology / Approach - The study applies the service literature, which highlights value-in-use and value co-creation, and the open innovation literature, which emphasizes open systems, inter-organizational knowledge flows, and supplier-customer joint innovation. Our research investigates companies' service innovation practices with their organizational customers through theory and industry examples. We recognize the different forms of customer involvement practices and build a conceptual framework for their assessment.

Findings - After reviewing the findings of literature analysis, we put forward a conceptual framework. It illustrates customer involvement practices in service innovation and proposes the complexity of organizational customers by extending the spectrum from individuals and user communities to executive and administrative actors. The framework shows that involving customer organizations in service innovation development has challenges beyond traditional customer co-development.

Originality / Value - Our paper brings novel conception about organizational customer involvement in innovation creation. This quality has received little attention previously. The study illustrates the broad variety of practices adopted in b2b service co-innovation. It contributes to the literature by showing how companies differ from each other and deepens cross-disciplinary discussion between services and open innovation; two topical and different, yet converging research streams.

Practices to Innovating: The Role of Innomediaries

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Purpose - The paper moves the focus from innovation as a new outcome to innovating as a set of practices for co-creation (Russo Spena, Mele, 2011). The authors investigate the role of innovation intermediaries (innomediaries: Sawney et al., 2003) in the deployment of innovating practices as enablers of network's relationships and as catalysts of creativity and knowledge.

Design / Methodology / Approach - The study adopts a practice-based view to analyse innovation process (Schatzi et al., 2001). The empirical investigation focuses on some case studies. Innomediaries are examined through ethnography (Kozinets, 2010).

Findings - The authors identify a set of practices in the innovation process. Concerning the different elements of practices - namely actors, actions and resources - the role of innomediaries is pointed out. From this perspective, co-creation in innovation shifts its focus from customer collaboration to several actors' engagement, with the innomediaries orchestrating the development of innovating practices. Innomediaries enable the exploration and the exploitation of creativity in a many to many context (Gummesson, 2008).

Research implications - The practice-based view sheds light on the contributions of innomediaries to the innovating practices. This study is explorative and is a first step to offer a comprehensive framework on the link between practices and innovation.

Practical Implications - This work addresses the need to frame innovation within a constellation of practices. Managers should grasp the opportunities offered by a multi-oriented context of creativity, knowledge and relationships.

Originality / Value - The paper offers a vision of the innomediaries not as simple knowledge brokers but as enablers of innovating practices and value co-creation.

Provider Value in Reciprocal Value Creation

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Purpose - Service logic research extensively addresses *value-in-use*. Although reciprocal value creation is acknowledged, scholars have hitherto focused on value created in the customer's sphere, by the customer together with the provider. Studies of how *providers* may benefit by adopting a service logic are however scarce; attention to the provider tend to end at a mere mentioning of prospective financial gains. The purpose of this paper is to explore the provider's value-in-use in reciprocal value creation.

Design / Methodology / Approach - Service logic and theories on user innovation are combined and applied in this study of value creating practices in the video game industry. Users' practices were studied through netnography of a provider's user community, and managers were - with the user practices as a point of departure - interviewed about the provider's subsequent value creating practices.

Findings - The rationale in adopting a service logic is supported by indications of *provider value of a multifaceted nature* when initiating, facilitating and attending customers' value creating practices.

Research limitations / Implications - Albeit being a forerunner in user involvement and value co-creation, there are certain industry-specific features making imminent the need for further research.

Practical implications - The paper lists a number of customer practices that need to be considered as creating provider value, per se accentuating the rationale of reciprocal value creation and a service logic approach to business.

Originality / Value - Focuses on the provider's value-in-use, and adds to the practice view in service logic research.

Q

Quality Mechanisms of User Communities in Healthcare

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Purpose - Internet is an important provider of healthcare information. A critical amount of content in the healthcare area is created by peers in user communities. The work of peers is elementary in creating, enriching, editing, and updating of digital contents. However, the quality of the content provided by peers can vary widely. In some cases - e.g. in the treatment of chronic diseases - wrong advice provided by peers can be dangerous. Thus quality of the content is important also for healthcare user communities, although user communities usually do not have formal quality mechanisms. This study explores the various quality mechanisms of the healthcare user communities with a specific interest on content creation, validation, enrichment and updating.

Methodology - The research sample included 40 different Finnish healthcare-related user communities of four different clusters (patient organizations, lifestyle magazines, fitness equipment providers, user-created communities). The quality features and mechanisms of these communities were researched.

Findings - Different user communities have very different approaches in ensuring the quality of their content. In general, content is not validated by experts prior to publishing, and professional moderation is scarcely used. User rating of the content is one widely used quality feature, encouragement for comments and user discussion is another one. Technically, most user communities rely heavily on text and thus the potential of new media is not used.

Originality and value - The quality of user-generated content in healthcare user communities has not been widely researched and discussed. The value of this research is in understanding the implicit quality mechanisms.

R

Recontextualising Value-In-Context: Evidence from Non-Commercial Relationships

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Purpose - This paper investigates the theoretical conceptualisation of networked value creation, especially value-in-context. In contrast to current understandings of value theoretically and empirically rooted in commerce, this paper elaborates on non-commercial network settings offering a unique opportunity for further theoretical and conceptual development.

Approach – The approach in this conceptual paper is twofold. In part one, the fundamentals of research into value are scrutinised by tracing the development of value from exchange and use to being embedded in networks. This connects to section two where non-commercial settings are analysed as value creation loci, guided by theories of collective action and social movements analysis.

Findings - The findings assert a varied nature of value between commercial and non-commercial settings. Analysis shows the commercial roots of theorising value creation problematic: resulting conceptualisations are burdened by normative and romanticised assumptions. This paper suggests value arbitration as an augmenting conceptualisation.

Research limitations / Implications - Empirical research should further examine the dynamics of structures and actors, and value arbitration as practice in networked value creation.

Originality / Value - Value arbitration is a novel approach for investigating value as a product various societal stakeholders and tensions in cross-influence. Thereby value arbitration has relevance both in commercial as well as non-commercial dynamic phenomena.

Relationship Focus: Impeding or Enabling Creativity and Innovation?

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Purpose - Long term relationships are seen as important strategic goals for most b-t-b companies. A challenge when building relationships is to keep an innovative and creative climate to avoid situations where the relationship is kept on the backburner. These relationships are often described in positive terms, whereas the related challenges have gained limited attention. The purpose of this paper is therefore to explore the challenges related to keeping a creative and innovative climate whilst creating long term customer relationships.

Design / Methodology / Approach - Creativity is crucial for the advertising industry. This paper presents findings from a pre-study based on 8 in-depth interviews with creative directors and CEOs in 5 different advertising agencies.

Findings - The findings show that customer focus may hinder the development of creativity and innovation. When only time spent on specific customer projects is seen as productive, there is a risk that the development of creativity and innovative ideas are considered inefficient. Deliberately not creating long term relationships with customers is therefore one strategy used to keep creativity and "fun projects" in focus. Especially where the trust in the agency's competence, rather than the trust in a specific customer relationship, is what creates long-term stability in the firm. However, the study also illustrates the need for stable long term relationships in order to become creative where the trust builds over the years and constitutes the basis for innovative ideas.

Originality / Value - This paper provides a new perspective on challenges in b-t-b relationships related to creativity and innovations.

Remote Diagnostics in Industrial Services: A Case Study

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Purpose - The purpose of this paper is to analyze how industrial companies can benefit from remote diagnostic systems. The paper describes systems and intends to understand their business impact.

Design / Methodology / Approach - This study has been conducted with multiple case study method to cover the phenomenon comprehensively. Altogether 45 semi-structured interviews were made in 18 companies varying from Finnish SME's to larger multinationals. Interviews covered different stakeholders' perspectives including top management, business development, R&D, sales, service center and field service personnel. In addition some interviews with customers and suppliers were conducted.

Findings - The findings reveal concepts of how companies use remote diagnostic systems in their service business. In addition, the preliminary findings demonstrate some performance effects. Based on the results, it seems that the rapidly developing technologies, lower costs and increasing competition drive the application of remote diagnostics systems even in smaller companies.

Research limitations / Implications - The phenomenon was studied widely among Finnish SME's and multinational industrial companies. The results of this study are preliminary and more empirical research is needed.

Practical implications - Availability of technologies and lowering investment costs encourage companies to utilize remote diagnostic systems. The concepts described in this study provides a good benchmark for industrial companies to plan and implement services based on remote diagnostic systems.

Originality / Value - Remote diagnostics has been previously studied mainly from technical perspectives. This study is one of the first to map and analyze the business impact of remote diagnostics.

Resource Integrating in Service Development Networks

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Purpose - The paper focuses on B-to-B service development in inter-organizational networks. The purpose of the paper is to study resource sharing and integrating during NSD process.

Design / Methodology / Approach - Qualitative multi-case study constitutes the empirical part of the paper. The cases include development of windpower service portfolio, automation service and resource management service. Results are based on interviews within the companies in development networks. This study applies IMP industrial network approach and strategic network approach.

Research limitations - Findings are based on three cases in technical service field. The study could be implemented in other service fields to see if the results differ.

Findings - As service is a process that consists of several elements, each element tends to be developed separately. Different elements may be developed in different times or physically apart from each other. Thus resource sharing and integrating between network members takes place mainly at interfaces between various service elements.

Practical implications - Service development members can share and integrate their resources if they take part in the development process at the same time. This also necessitates that service is developed as one entity. Resource sharing and integrating increase when development members share working space, and communicate constantly with each other.

Contribution/ Originality/ Value - This paper provides theoretical and practical knowledge on resource sharing and integrating during the service development process in networks. Inter-organizational resources are maintained to play a crucial role in innovating, but NSD literature has not paid much attention to this topic.

Retaining Disappointed Customer with Proactive Service Recovery

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Purpose - This research aims to investigate whether the firm can retain disappointed customers after service failure through enhancing their expectation on future service improvement. To address this question, the authors propose that future improvement expectation (FIE) to be affected by two types of proactive service recovery, namely proactivity in service recovery procedure (PSRP) and proactivity in service recovery interaction (PSRI), whereas FIE mediate the effects of proactive service recovery on customer retention. Furthermore, this paper examine whether PSRP and PSRI moderate the effect of monetary compensation on service recovery consequence.

Design / Methodology / Approach - This study employs two scenario-based experiments, each involving 200 participants. Each subject experiences one of the 2 (PSRP for study 1/ PSRI: for study 2: high vs. low) x 2 (compensation: high vs. low) experimental conditions.

Findings - Results show that PSRP or PSRI both enhance FIE and increases customers' repurchase intention. Although monetary compensation has a significant effect to enhance FIE, its positive effect becomes weaker when the service provider is proactive in service recovery interaction. The hypothesized mediation effect of FIE is also confirmed.

Originality / Value - This paper contributes to the literature by introducing FIE and proactive service recovery. Through the lens of the signaling theory, this research explains how service recovery can project a cue to induce favorable customer expectation for future interaction. The findings also provide insightful suggestions that the firm may reduce its cost in compensation with proactive recovery initiatives.

Reviewing Health Service and Its Value

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Purpose - Health service and value within this context are topics which are commonly considered among the most important areas for future service research. Despite their economic and social importance, these topics have gained limited attention within this domain. The paper focuses on characterizing both health service and its value.

Design / Methodology / Approach - The literature on health service and its value was systematically reviewed. The highest ranking (ISI) service journals were analyzed using content analysis.

Findings - Health service provides a rich context for service research. The interpretation of what health service is, as well as its value, varies among authors. The interpretations vary depending on the background of the study, how concepts such as health, service, and value, are used, in which context and who perceives the value.

Practical/social implications - In the Western world, the share of GDP attributed to health service ranges from eight to seventeen percent, and the number is increasing. In order to encourage service researchers to focus on health service, the paper presents the present state and proposal for future research within health service and its value.

Originality / Value - No systematic literature review of the characterization of the concept of health research and its value has previously been done.

Role of Discrete Service Moments on Customer Satisfaction

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Purpose - The article demonstrates how discrete moments within a multiple peak (positive/negative) and non peak (positive/negative) service experience contribute to the development of overall customer satisfaction both when measured immediately after the experience vs. after an extended period of time (3 weeks).

Design / Methodology / Approach - A real life festival was organized thrice to expose different independent group of participants. For each group, the measurements were first taken immediately after the festival and then again after 3 weeks.

Findings - We find that the impact of different discrete moments of service experience on overall customer satisfaction depends on the interaction between intensity (peak & non-peak), valence (positive & negative) and temporal position (beginning, mid, end) of the moment. Results show that when global satisfaction is measured immediately after the experience then temporal position of discrete moments is the most important factor. Whereas in the case of delayed global satisfaction measurement, it is the valence which becomes more important. This shows that the impact of discrete moments vary depending on evaluation timing of customer satisfaction.

Practical implications - The study provides insights to managers about how to manage different discrete moments in a service experience by understanding their immediate and long term impact on customer satisfaction.

Originality / Value - The study demonstrates that overall satisfaction is not a simple combination of individual discrete moment evaluations but that it depends on a discrete moment's intensity, valence, temporal position and the global evaluation timing. The research provides a comprehensive framework that demonstrates the role of memorization on the development of overall satisfaction.

Role of Marketing in Design, Technology and Engineering

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Purpose - We examine the role of marketing in product design, technology and manufacturing (DTM) under service-dominant logic (S-DLogic), comparing it to its traditional role.

Design / Methodology / Approach - We review past literature on marketing's role in DTM. We argue that traditionally, value is seen as *exchange value*, created only when an offering is exchanged in the market. Our review contrasts that understanding, and marketing's role in it, with the understanding under S-D Logic, which focuses on value that is achieved only upon use

Findings - Under the traditional approach, Marketing often considers a product/offering as a 'given', and its role is to *represent the firm's offering to customers*, in the way the product could be introduced and marketed to targeted segments (e.g. 4Ps). This traditional role was important as it led to greater *exchange value*. Under S-D Logic, there is now also a need to *represent customers' needs back into the firm*, in the way the firm considers the DTM of products to achieve greater *value-in-use*. We propose a trans-disciplinary research agenda for future research in this space.

Originality / Value - Understanding the role of marketing in exchange value and value-in-use shows its evolution as a domain, as it embraces S-D Logic. Such an evolution, and with it the need for marketing to focus on DTM, is becoming urgent as value-in-use is increasingly created within eco-systems of connected objects and people. This requires an understanding of who the customer is, where demand needs to be met and how markets may form from hybrid offerings of objects, information and people.

Routine Activity Theory: Exploring Deviant Customer Service Experiences

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Purpose - This paper applies the environmental criminology theory of Routine Activity Theory (RAT; Cohen and Felson, 1979) to explain deviance in the consumer service experience.

Design / Methodology / Approach - In contrast to the dominant marketing perspective of examining deviant consumers' characteristics, RAT is an opportunity-based theory that analyses deviance in the service environment. This theory proposes that the opportunity to engage in deviance is determined by the convergence of three environmental factors: (a) a suitable target, b) a motivated offender and c) the absence of a capable guardian. Consequently, RAT forwards that anyone is capable of deviance given the combination of optimal factors. Using a series of experiments, we investigate whether the principles of RAT can be used to explain deviance in service practice.

Findings - Our empirical findings provide support for the application of RAT to a consumer deviance context. Applying this environmental criminology theory to illuminate services marketing problems contributes to the literature by introducing a broader perspective that encompasses all of the actors in the servicescape, as well as the service setting.

Practical implications - This study has strong practical implications for managers because RAT focuses on several controllable aspects of the service environment. As a result, service managers can reduce their attractiveness as a target by manipulating their perceived value, visibility, accessibility and inertia.

Originality and Value - This is the first paper to test the applicability and predictive validity of RAT to the services marketing and service deviance domain.

S

Scents in Servicescapes

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Purpose - The paper examines ambient scents in servicescapes. It combines studies outside service literature with research on servicescapes. Based on a field experiment in a service context, it shows the impact of environmental conditions, perceptions and intentions and well-being and importance on customers' intentions to re-visit a scented servicescape.

Design / Methodology / Approach - Based on previous research, six hypotheses are formulated. These are tested in a field experiment/real-world setting. One-way ANOVA and regression ANOVA tests are run (N=165).

Findings - Four of six hypotheses are accepted. A scented servicescape influences customers' evaluations of environmental conditions and makes them perceive tangible objects as more appealing. Customers' intentions to re-visit a scented servicescape are stronger. However, contrary to earlier studies, the notion that a scented servicescape increases interest in social interactions with other customers is not supported.

Research implications / limitations - The paper focuses on scents in a service context. The intentions to re-visit a scented servicescape have implications for relationship marketing.

Practical implications - The findings have implications for marketing practitioners interested in using scent diffusers and/or managers designing or executing servicescapes.

Originality / Value - The paper contributes to research in servicescapes. Ambient scent influences evaluations and intentions. It also affects relationship building (i.e., re-visits).

Scripting Practices: Value Creation in Business Networks

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Purpose - The purpose of this paper is to devise an alternative conceptual framework that helps understand value creation as an interactive process of inter-definition involving networked (market) actors with varying - and often conflicting - calculative motives.

Methodology/approach - The paper assumes a constructivist stance and a practice perspective. The conceptual framework draws on three in-depth case studies involving buying and selling networks in collaborative industrial contexts.

Findings - The conceptual model presents value creation as the ongoing result of six distinct, yet closely interwoven practices: *Exchange practices*, *Resource integration practices*, *Normalizing practices*, *Representative practices*, *Calculative practices* and *Practices of economic valuation*. Translations – social processes that help ideas spread across time and space – help forge links between the practices. They connect the practices associated across (market) actors in the relevant business network or ecosystem.

Research implications - The findings suggests that actors create value by *scripting practices* in ways that enhance the density of their resources, whose constructed worth they can share as value.

Practical implications - The paper identifies a set of practices that help (market) actors to engage other actors in scripting practices that leave the involved actors better off.

Originality / Value - By casting light on the practices that interlink to produce and re-produce what actors deem as valuable, the paper claims it not only contributes to our understanding of value creation but also to how actors perform markets.

Service Adaptation in Business-to-Business Markets

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Purpose - Customization is noted as being an important facet of customer experience, e.g. Berry (1985), Bitner et al., (2000), Stauss and Mang (1999). Customization is also evident in business-to-business service markets, e.g. Jackson and Cooper (1988). However, it can be argued that customization is not an interactive phenomenon and it is widely recognized that interaction is at the heart of business-to-business markets (Håkansson, 1982; Håkansson et al., 2009), and adaptation as being an important factor (Håkansson, 1982). The aim of this paper is to explore adaptation in business-to-business service on greater detail.

Design / Methodology / Approach - Two case studies were employed to obtain both suppliers' and customers' perceptions of service adaptation in a business-to-business context.

Findings - The findings captured both suppliers' and customers' adaptations in business-to-business service context. It revealed customers' active adaptation in assisting suppliers in the business-to-business service process.

Research limitations / Implications - The findings of these two case studies may be influenced by industry characteristics, therefore the findings may not be able to be applied to other industries.

Practical / social implications - The findings shed light for practitioners not to neglect customers' active participation, but to understand customers' role in making adaptations with suppliers in the service process to enhance their service experience and business-to-business relationships.

Originality / Value - This paper illustrates that the interactive nature of adaption is particularly pertinent in business-to-business services and that the phenomena needs much more careful attention as it provides a potential area for marketing managers to achieve service differentiation.

Service Co-Creation to Recover From a Major Disaster

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Purpose - This research aims at showing how customers of a service provider initiate and coordinate a service to co-create value with the wider community of a city and region. A multitude of service co-creators - a thousand and more on the "supply side" - are coordinated to meet the needs of several thousands of citizens on the "demand side". This work discusses the University of Canterbury Student Volunteer Army (SVA) which was founded after the September 4th 2010 earthquake in Christchurch, New Zealand.

Design / Methodology / Approach - This paper uses a case study approach. It combines qualitative research methodologies using interviews, ethnography and publically available information to enable triangulation of the data.

Findings - The case shows that to create value in this many-to-many service context a coordinated approach to mass service creation is necessary which allows for room to improvise.

Research limitations / Implications - Avenues for future research lie in investigating many-to-many service co-creation in different contexts as the findings are limited to post-disaster service provision which may not be equally transferrable to other complex service scenarios.

Practical / social implications - Service organisations can gain valuable insights into initiating and managing service co-creation on a large scale in an ad-hoc setting. Government agencies and service organisations can benefit from the findings to plan and integrate future post-disaster service provision.

Originality / Value - This case provides a novel and unique view on service co-creation in large networks of "providers" and "recipients". Its value lies in enriching the knowledge on many-to-many service co-creation.

Service Experience; Could You Delight Your Business Customer?

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Purpose - This paper focuses on an emerging research stream in service marketing, namely customer experiences in business services. So far, the emphasis has been in conceptualizing the scope and content of service experience in the consumer settings. Thus, this paper aims to define the concept of service experience as one that delights a business customer. In doing so, it also addresses the concepts of service quality and failure and discusses how service experience differs from them.

Design / Methodology / Approach - Theoretically, we use research on customer delight and service experience with literature on service failure and customer expectations to define the concept of business customer's service experience. The concept is thereafter empirically grounded through a case study, with observation and interview data on service encounters in a business setting.

Findings - As a result, the study suggests a conceptualization of a business customer's service experience and describes its content. Service experience is characterized by emotional, physical, and social elements and it leaves a positive memory trace, since it exceeds the customer's expectations. Hence, service experience delights the customer, is remembered afterwards and affects future service interactions.

Originality / Value - To the best knowledge of the authors, this study is the first to define the concept of business customer's service experience and to differentiate it from perceived service quality, neutral or failed service encounter. The findings help academic community to address the issue and managers to offer or co-create service experiences to and with business customers.

Service Productivity Effects of Patient Citizenship Behaviors

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Purpose - While the relevance of customer citizenship behaviors for service productivity is widely assumed in literature, little research has investigated the productivity effects in detail. This holds particularly true for health care services, as there currently exists a need for fundamental research on service productivity contributions of patients. Therefore, the purpose of this paper is the investigation of the impact of different kinds of citizenship behaviors performed by patients on service productivity.

Design / Methodology / Approach - Drawing on the findings of a literature review dimensions of citizenship behaviors, which may be relevant for patient contributions on service productivity in the health care context, are identified. The productivity effects of these dimensions on different service-sub-processes are explored in a comprehensive and structured analysis using the service productivity model of Grönroos & Ojasalo as a framework. Moreover, an explorative qualitative study will be conducted involving structured interviews with patients and nurses to supplement conceptual findings.

Findings - It is demonstrated and explained which kinds of patient citizenship behaviors positively influence the effectiveness and efficiency of the different sub-processes of service production in the health care context. Especially, the analysis highlights the importance of certain citizenship behaviors for patient-to-patient and employee-patient interaction processes.

Originality / Value - The main contribution of this paper is the identification of relevant customer citizenship behaviors performed by patients in the hospital setting and the systematic and differentiated deduction of their impact on service productivity in the health care context. Moreover, almost no empirical research of customer citizenship behaviors in the health care context has yet been conducted.

Services Brand Personality's Impact on Customers' Brand Relationship

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Purpose - The purpose of the paper is to examine the impact of services brand personality on consumers' brand relationship.

Design / Methodology / Approach - A research model is tested with structural equation modeling using survey data from retailing (N=1188). Built on previous literature, it links services brand personality dimensions to four relational constructs: brand credibility, self-congruity, cumulative satisfaction and brand loyalty.

Findings - Data analysis supports most of the research hypotheses. Results confirm previous findings that different personality dimensions have different effects on the brand relationship facets. Results also highlight the central place of services brand credibility as a mediator between the symbolic aspects of the services brand and customers' satisfaction and loyalty.

Research Limitations / Implications - The research only uses survey data from retailing and future research should include data from other services contexts.

Practical implications - The findings highlight the importance of developing a clear and distinct brand personality for service companies. As only few personality dimensions have very strong impact on relational facets, brand personality should be designed and communicated building on extensive market studies with target customers. In addition, managers should develop a personality that is not only appealing in general but also a/ resonates with target customers' own personality and b/ sets promises that the service company can credibly fulfill.

Originality / Value - The research brings empirical evidence to previous conceptual propositions on the importance of brand personality for service companies and more precisely as a relational tool. It also integrates different streams of brand research in a holistic framework applied to services.

Service Business Logics in Industrial Companies

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Purpose - Any industrial company is explicitly and implicitly applying some (service) business logic. Key issues in the business logic are the managers' understanding of their market, what they are selling (their perception of their offering, value proposition) and their perception of what the customers are buying (customers' needs). The paper is focused on revealing service business logics used by industrial companies. A conceptual framework and a procedure to categorize service provider logics are developed.

Design / Methodology / Approach - The study is empirically based on interviews in a set of industrial companies. The key to reveal how managers think about the markets is to listen to their thinking which surfaces in stories told to explain and make sense about their markets, offerings and customers.

Findings - The diagnostic relevance of the framework is illustrated with empirical illustrations.

Practical implications - A determining factor of success may lie in the mental models of markets and customers used and applied in companies. The current debate in the academic literature suggests that a shift in the mental models is needed from a provider centric view towards a customer centric view. This paper provides a tool for categorizing and understanding different service business logics.

Originality / Value - The study is in line with ideas presented recently in IMP literature where Welch and Wilkinson (2002) have proposed that in business relationships and networks there is a need to consider "ideas" which are the mental models present in companies, relationships and networks.

Service-Dominant Orientation: Further Empirical Investigation and Validation

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Purpose - Recently Karpen et al. (2012) introduced the concept of a Service-Dominant Orientation (SDO), which is grounded in service-dominant logic (Vargo and Lusch 2004). Six interaction capabilities have been proposed to constitute the hierarchical SDO, namely relational, ethical, individuated, empowered, developmental, and concerted interaction. The purpose of this paper is to advance empirical insights into the SDO measurement construct, to compare modelling alternatives, and to investigate the impact of the SDO within its nomological network in an Australian retail banking context.

Design / Methodology / Approach - On the measurement basis of Karpen et al. (2009, 2011), we surveyed 301 final year undergraduate business students in Australia on their perceptions of the SDO of their retail bank. This measure was cross-validated with previous findings from the retail automotive industry. The data was analysed using component-based SEM.

Findings - The analyses show that the salience of the six SDO dimensions varies by context. For example, while ethical interaction had a relatively low impact on customer satisfaction in the automotive industry, the same SDO component turns out to be the most important driver in the retail banking environment. We further find support for the six-component, Type 2 SDO specification (see Jarvis et al., 2003), which overall functions as a significant antecedent of customer satisfaction and positive word-of-mouth in both the banking and automobile contexts.

Originality / Value - This is the first study that tests the SDO measure in a financial services environment in Australia and offers important structural as well as measurement comparisons in a new context.

Service Ecosystems in Sustainable Economy

Cristina Mele, Tiziana Russo Spina, Marco Tregua

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Purpose - The service ecosystem is a fuzzy concept in marketing literature. Vargo and Lusch (2011) define service ecosystems as a self-adjusting system of loosely coupled social and economic (resource-integrating) actors connected by shared institutional logics and mutual value creation through service exchange. In this paper the authors move from this definition and try to understand and depict what really is a "service ecosystem". This endeavor focuses on a specific context: the social and sustainable economy.

Methodology - The authors carry out a wide empirical research on the "B corporations". Certified B Corporations are a new type of corporation, which uses the power of business to solve social and environmental problems.

Findings - The authors give a conceptualization of service ecosystems and its elements. Coherently with service-dominant logic (Vargo and Lusch, 2008) the process of service provision is seen as the purpose of economic exchange. Actors interact in service ecosystems to get benefits. However in a sustainable perspective the benefits arise not only in the customer's sphere but in a wider perspective including social, ecological and other collective values. Companies develop value propositions taking into account these multiple collective values.

Research implications - In sustainable perspective the service ecosystem is configured as a milieu to integrate resources for the provision of benefits for many actors. This view implies the necessity to analyse value co-creation process in terms of collective values and many to many actors ('collective value-in-context').

Originality - The work offers a fresher conceptualization of service ecosystem and feeds the debate among service scholars.

Service Excellence: The Holy Grail of Service Management

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Purpose - Our paper addresses the question how "service excellence" is defined, measured, and managed from a customer perspective. This is a relevant research gap in service management, since companies strive to offer their customers excellent service as for instance Singapore Airlines (Heraclous & Wirtz 2010) or the Ritz Carlton Hotel (Solnet & Kandampully 2008). However, service research has barely shed light on what "service excellence" actually is and how it is different from concepts such as service quality.

Design / Methodology / Approach - Founding our study theoretically on the Kano model (Kano 1984) as well as the confirmation-disconfirmation paradigm (Oliver 1977), we conduct two explorative studies in order to conceptualize service excellence from a customer perspective: First, we carry out a netnographic study analyzing customer postings in social networks and consumer review websites (Kozinets 2001). Second, we conduct two focus groups (Morgan 1988) with consumers asking for critical incidents with excellent and poor service.

Findings - Based on these qualitative studies, we find that service excellence is a higher-order construct reaching from pre-encounter dimensions (e.g. channel convenience or price-performance ratio), to dimensions at the service encounter (e.g. employees, efficiency and reliability of service provision, servicescape, atmosphere), and post-encounter dimensions (e.g. complaint management). Henceforth, we operationalize "service excellence" and develop a measurement scale.

Originality / Value - The contribution of our study is firstly that we extend the work by Johnston (2004) by conceptualizing service excellence. Secondly, we provide a measurement scale for integrative B2C services. This scale will assist practitioners as a tool for implementing and managing service excellence in their organizations.

Service Innovations and Innovation Ecosystems as Social Constructions

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Purpose - Service innovations have mostly been analyzed from the perspectives of revised systems, processes and technical features. This study analyzes service innovations and innovation ecosystems as social constructions and how they emerge in different contextual settings.

Design / Methodology / Approach - This study conceptually analyzes different approaches to service innovation in the research to date. The paper illustrates how service innovations, which result in new or improved actor experiences and practices, emerge in innovation ecosystems, where the roles of the initiator, innovator, developer and those who implement and use the emergent service innovations are essential to a successful service innovation.

Findings - The execution of the different roles in innovation ecosystems are context specific and may involve service providers, other organizations, customers or governmental authorities. Most service innovations are not radical innovations developed a-priori; rather they are iteratively tested, improved and further developed by different members of the innovation ecosystem through use. Experiences and practices are the driving forces behind the service innovations which emerge from such ecosystems.

Practical / Social implications - In order to encourage and accelerate service innovation, the competence and resources of all potential actors within the innovation ecosystems must be considered. Analyzing, documenting and using experiences and practices as drivers framing the adoption and diffusion of service innovations within the ecosystem are essential.

Originality / Value - The paper identifies service innovations and innovation ecosystems as social constructions and presents illustrations of innovation ecosystems, where different types of actors, their resources, experiences and practices all contribute to and influence the service innovations which emerge.

Service Innovation Strategies in Living Labs Networks

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Purpose - This study seeks to explore the different innovation strategies that companies take in co-creating services through living labs. The study investigates what the characteristics and outcomes of these strategies are. It contributes to a significant research gap, because there is little academic research on open service innovation.

Design / Methodology / Approach - The study draws on service and open innovation literatures. We conducted a multiple case study on 26 living labs in Finland, Sweden, Spain, and South Africa. The empirical research is based on inductive methods and compound sources of evidence: interviews, internal documentation of development projects, and innovation workshop participation.

Findings - After reviewing the findings, we established a framework to illustrate various service innovation strategies. We found ten different strategies among the companies that innovate through living lab networks. The outcomes of participation depend on the chosen innovation strategy, but the results indicate that designing and supporting the strategy is a complex task.

Practical Implications - The findings imply that managers contemplating service development through living labs need to consider the intended outcome and reframe their innovation strategy accordingly. Understanding different strategies aids managers to set up an efficient innovation management. It helps them to implement their service innovation strategy through successful living lab collaboration.

Originality / Value - This paper shows that the determinants and outcomes differ for each service innovation strategy. Although service development through open innovation is increasingly popular, literature lacks knowledge of service innovation strategies that companies can employ. The study supplements emergent research on service development with customer and user networks.

Service Logic and Creation of Public Value

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Purpose - Service logic as a management research approach has not been extensively applied on services where public sector influence is strong through political decision making, legislation, use of public resources, and public service provision. In public services, where desired outcomes cannot be attained without effort by individuals, application of service logic could prove especially fruitful.

Approach - According to the theory of public value, value creation in public organizations combines results valued by citizens, efficient and fair use of public resources, and appropriate use of public authority. Since the key concept is value creation, combining service logic to theory of public value could yield new managerial approaches for public services. My approach is explorative and aims at an initial analysis and opportunistic application of certain service logic propositions in a qualitative case study to be conducted in a public organization.

Findings - Certain principles suggested by service business logic could prove useful in public service context. A critical task is redefining how the "benefit" an organization is seeking is formulated to suit public organizations. In business, benefit is financial, for public organizations benefit is "public value", challenge is how to measure the value to individual citizens and to citizens collectively in short and long term and the costs of achieving these both in terms of money and use of public authority.

Value - An initial assumption that some premises defined in service business logic could be extended to the public sphere for development of managerial practices whose implications in the performance of public services could be positive.

Service Research Contribution to Healthcare Networks' Understanding

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Purpose - Healthcare is a complex issue to deal with due to the number of actors involved with different perspectives and resources. Still health deals with social, ethical and economic priorities, and any effort focused to the improvement of the management of healthcare networks ought to be pursued. The paper's purpose is to introduce recent service research advances capable of underpinning value co-creation processes within health services.

Methodology - The paper analyses health care services on the basis of Viable System Approach (VSA) (Golinelli, 2000; 2010; Barile 2000), S-D logic (Vargo and Lusch, 2004; 2008) and Service Science (Spohrer et al, 2006; 2007), approaching health as a service co-creation process involving numerous actors with various kind of resources.

Findings - The paper suggests that in order to detect performing health services a network perspective ought to be adopted, trying to valorize s-d logic suggestions and culture for the strengthening of value co-creation processes.

Practical implications - There are several actors involved in health processes whose active participation is required to prevent, control and treat diseases. This implies coordination of governmental, management and social systems (Edvardsson, Tronvoll, Gruber, 2011) and the valorization of ICT since healthcare networks might be seen as complex service systems capable of improving delivered service quality and performance.

Originality - The paper provides theories and a methodology useful to explore and evaluate Health Care Systems and networks in terms of efficacy, effectiveness, sustainability, viability.

Servicescape Congruency on Consumer Patronage to Ethnic-Oriented Services

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Purpose - To examine the impact of servicescape (physical versus social) on customers' patronage intentions of ethnic-oriented dining services.

Design / Methodology / Approach - a 2 × 2 × 2 between-subjects full factorial, quasi experimental design, manipulating the level of ethnic theme in the physical setting, the ethnic appearance of service providers, and the ethnic appearance of other customers. A full-service Chinese restaurant was chosen as the research context. A set of photographs was developed to develop the experimental stimuli.

Findings - The findings of this study imply that through the mediating role of perceived authenticity, servicescape cues can drive customer patronage of ethnic-oriented dining services. This relationship holds for both ethnic and non-ethnic customers.

Research limitations / Implications - Owing to the comparison of US and Chinese subjects residing in the US in this study, these results may not be applied to customers from other ethnic groups. In addition, pictorial stimuli limit the generalizability of study findings.

Practical implications - This research has several important managerial implications for service firms, particularly those interested in designing hospitality services targeting specific ethnic groups or in using the ethnic orientation as the selling point for their services.

Originality / Value - This study adds to the evidence that servicescape congruency is an important factor in driving consumption behavior. Specifically, consumers perceive the physical and social servicescape in a holistic way.

Services Globalization and Ethical Business Decision-making

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Purpose - The increased pace of services globalization has been accompanied by increasing concerns for ethical decision making, as large numbers of business executives and managers migrate between countries. For example more than 700,000 expatriates live and work in Oman, the majority being from India working primarily in service industries, e.g. finance, insurance, real estate, public administration, as well as other community, social and personal services. Culture is deemed the dominant influence in business ethics differences across countries (e.g. Ahmed et al 2003; Christie et al 2003; Radloff 1996; Sims and Gegez 2004), that is affected by varying personal values, economic background and ethnicity (Roxas and Stoneback, 1997). It is also suggested that university business students represent "prospective managers" (Preble and Reichel 1988), "tomorrow's business professionals" (Stevenson and Bodkin 1998)."

Design / Methodology / Approach - This study employed the Attitudes Toward Business Ethics Questionnaire (ATBEQ) to determine if significant differences exist in business ethical decision-making perceptions among 378 business students from the two countries.

Findings - Despite inherent cultural differences, few significant differences were determined when the data was analyzed by gender within and across the two countries, suggesting that assimilation of Indian expatriates into Omani service businesses represents less concern to the business community.

Originality / Value - This gender-based cross-cultural study represents the first ethical decision-making study perceptions of male and female business students from Oman and India, providing meaningful insights about ethical attitude similarities and differences to members of the business community as well as academics engaged in ethical decision-making studies.

Service Strategy-Structure-Performance Link: Evidence from Product Manufacturing Firms

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Purpose - The paper investigates the service strategy-structure-performance link in industrial firms. While many manufacturing firms have adopted service strategies and begun to develop service offerings, the paper aims fulfill a gap in literature, and establish a generic link between service strategy and performance.

Design / Methodology / Approach - AMOS structural equation modeling technique is applied on the dataset collected from 115 product manufacturing firms.

Findings - The results underline the importance of organizational structure and service capabilities for the relationship between service strategy and sales and profit performance. Service orientation (service structure, culture and practices) was found to mediate the effects of service strategy, (scope of service offering and activeness in offering services) on both profit and sales performance.

Research limitations / Implications - Considering the limitations of a cross-sectional survey with a limited sample from manufacturing industry, further study could refine the measures and investigate the applicability of the results in other contexts.

Practical implications - Managerially, irrespective if the services of the manufacturing firm are arranged under separate division, or integrated part of the manufacturing organization, the results suggest that developing service orientation within the service personnel is a vital component in transforming the service strategy into sales and profits.

Originality / Value - The study contributes by establishing a link between service strategy, service orientation and performance in manufacturing firms, thus being among the first ones to provide statistical evidence to support the claims that also manufacturing firms should develop service dominant business logics.

Service Systems at the Base of the Pyramid

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Purpose - Complex service systems play an important role in improving the conditions for the people at the base of the income pyramid. Improving the living conditions requires innovative breakthroughs in complex service systems such as provision of drinking water, electricity, and sanitation services. Our research explores complex service systems at the base of the pyramid.

Design / Methodology / Approach - In order to understand complex service systems, we set-up a two-stage research process: (i) in-depth study on multiple case studies on complex service systems and (ii) mini-cases for validation issues.

Research limitations / Implications - As with any qualitative research, the transferability of the findings is limited.

Findings - We offer a typology of value creation in complex service systems, namely, isolated or interactive value creation. Isolated value creation succeeds if the service providers leverage their resources and capabilities for taking advantage of existing opportunities. Interactive requires a service provider to combine, integrate and leverage both internal resources with ecosystem's capabilities to create new business opportunities. Second, both isolated and interactive value creation emphasize value-in-context. Social construction and social forces (e.g., signification, legitimization and dominance) seem to play a key role in the success of complex service systems.

Practical implications - Recommendations for designing sustainable complex service systems.

Social implications - Our study breaks away from the previous neglecting of services in the base of the income pyramid.

Originality / Value - Combination of two novel research fields: services in the base of the income pyramid and complex service systems.

Service Value Co-Creation, Power and Organizational Field Dynamics

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Purpose - We explore the potential linkage and interdependence between the concepts of value co-creation (Vargo and Lusch, 2004; Gronroos, 2011) and organizational field in a service context. Organizational field, drawn on institutional theory, is defined as a community of organizations that partakes of a common meaning system and whose participants interact more frequently and fatefully with one another than with actors outside the field (Scott, 1995). We seek to understand how value co-creation interactions evolve over time and how such development shapes an organizational field structure. Specifically, we integrate concepts from power literature with an organizational perspective in order to understand how those processes work.

Design / Methodology / Approach - The chosen organizational field is heritage tourism due to their fragmented nature and to the involvement of a multiplicity of actors. Research design comprises an on-going longitudinal case study of three heritage sites in the old city of Jerusalem and the surrounding area of the Wailing Wall and the Temple Mount. This paper presents the current stage of this study having an exploratory character.

Findings - Value co-creation serves as an important source for facilitating interactive and co-creative experiences between actors, while organizational fields provide the center of common channels of dialogue and discussion upon which value is co-created.

Originality / Value - We explore the articulation of the concepts of value co-creation and organizational field, proposing a bridge between the service literature and institutional theory. Value co-creation can, in this context, be analyzed as an alignment mechanism underpinned by power dynamics between field members.

ServScope - Measuring the Scope of Industrial Services

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Purpose - As industrial product manufacturing firms have been migrating towards service business, the present study develops a concept and method for the measurement of the scope of industrial services in manufacturing firms. We designate this new method as ServScope.

Design / Methodology / Approach - The authors developed the measures by conducting an extensive literature review, exploratory case study, and expert interviews, and tested the measures with an empirical survey data. The quantitative data was collected from product manufacturing firms and their customer relationships (n = 91 and response rate 23%) and analyzed by application of AMOS structural equation modeling technique.

Findings - The original scale based on theoretical and qualitative research included 33 different industrial services. The final measurement method after the validation based on quantitative data included 14 service items in 5 dimensions.

Research limitations / Implications - The ServScope measurement method enables researchers to study the performance impact of service business, as well as the performance impacts of individual service dimensions. Alongside, future research should analyze the different moderating and mediating variables in the links between different industrial service dimensions and company performance.

Practical implications - ServScope can be used to benchmark and develop industrial services in manufacturing companies. Application of the ServScope method for the development of industrial services is greatly encouraged.

Originality / Value - The distinctive contribution of this study is the development of a new measurement (ServScope) for the scope of industrial services.

Shaping Mobility: An Institutional Perspective on Service Innovation

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Purpose - Frame transformation, i.e., "changing old understanding and meanings and/or generating new ones" (Benford and Snow 2000) is a central issue in developing cultural and normative legitimacy (Scott 1995) for the development of mobility services where the shift from an ownership (product) logic to a usage (service) logic is necessary. This study applies institutional theory (Scott 1995; Humphreys 2010) to study one specific institutional arrangement (public-private partnership) using a framing strategy (transformation) to legitimize the launch of a new service (Autolib car sharing in Paris, France).

Design / Methodology / Approach - A longitudinal analysis of the ongoing development of this service is presented. Data collection sources include in-depth interviews with key informants, secondary sources as market research reports and press releases, and an extensive on-line social media and press coverage.

Findings - Initial results show that frame transformation is the privileged strategy to legitimize the service, nevertheless the partners differ (but complement each other) in their focus: the State focuses on normative legitimacy (changing practices has a positive result e.g. is good for the environment), whereas the private operator focuses on cultural cognitive legitimacy (changing practices generate concrete results e.g. the user saves money and time). Press coverage analysis provides evidence of key expressions in frame transformation.

Originality / Value - On the lines of Humphreys (2010), we explore the role of managers' symbolic interventions in legitimation, but we extend previous results by focusing on frame transformation (vs. amplification, extension and bridging frames) and by studying this service development in real time (vs. ex-post historical analysis).

Significance of Value-In-Use to Small Companies

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Purpose - There seems to be little research emphasizing the conception of value-in-use in the customer context and little knowledge of purchasing practices among small companies. The purpose is to analyze the significance of the conception of value-in-use to small companies as owners of capital-intensive machinery as well as users of industrial services and supporting activities, offered by co-operating service providers, during ownership periods of small companies.

Design / Methodology / Approach - The chosen research design is qualitative based on in-depth interviews among nine small company owners and the chosen method is critical incident technique (CIT).

Findings - The research findings indicate that the most critical incidents cause the respondents highly negative consequences due to service providers' actions. Therefore, value-in-use for small companies emerges by their own actions and with support from their network, consisting of personnel and colleagues. Hence, the conception is understood highly personally, affected by personal skills and competences. The role of service providers remains somewhat distant in value creation processes during ownership periods.

Research limitations / Implications - The research study concentrates on one industry field. Therefore, the investigated phenomenon should be analyzed in various industrial fields to increase validity and confirmation to higher levels.

Originality / Value - The study contributes to research of value formation in the customer context and the conception of value-in-use. Also, the role of small companies is thoroughly emphasized within the investigated phenomenon.

Strategic Capabilities of a Servitized Product Manufacturing Company

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Purpose - The paper aims to explore the distinctive capabilities of servitized product manufacturing companies. The paper contributes to the intersection of two literature streams, servitization and resource-based view.

Design / Methodology / Approach - The paper takes an interpretative extended case study approach. The cases for this qualitative comparative case study were selected from a generalizable quantitative dataset.

Findings - The results demonstrate various practical manifestations of strategic resources on various dimensions: 1) physical/technological assets, 2) firm's installed base of products, 3) employees' skills and social networks, 4) intellectual capital such as brand, business model and references, 5) financial resources and 6) firm's network resources such as capabilities of its suppliers and customers. Moreover, the study demonstrates strategic capabilities such as capability 1) to adapt to the needs of the customer, 2) to combine the firm's product and service offerings into viable solutions, 3) to renew the firm's offerings and resources, and 4) to free the customer's resources to development of its own strategic capabilities.

Research limitations / Implications - The study results are somewhat limited in studied cases and thus not generalizable to larger population. Moreover, the results of this study are preliminary, as longitudinal data and evidence are required.

Practical implications - The findings provide a framework for managers to identify firm's strategic capabilities in servitized manufacturing companies.

Originality / Value - The research literature remains relatively silent on strategic capabilities of servitized manufacturing companies. The present study is among the first to study strategic capabilities in the industrial context.

Strategic Sales Process Adaptation in a Business Context

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Purpose – This study aims at developing a framework for strategic adaptation of the seller's sales process to match the buyer's buying process in a business-to-business context.

Design / Methodology / Approach – This is a qualitative study applying a retrospective case study. The main sources of information are in-depth semi-structured interviews with key informants representing the counterparts at the seller and buyer in the ICT industry.

Findings – The framework that emerges, in which linking mindset with strategy and means forms a central aspect, includes three layers: purchasing portfolio, seller-buyer relationship orientation, and strategic sales process adaptation. Combining the three layers enables an analysis of where sales process adaptation can make a contribution.

Research implications – The study fills three research gaps. Firstly, linking the relationship orientation mindset with adaptation as strategy. Secondly, extending adaptation in sales from adaptation in selling to strategic adaptation of the sales process. Thirdly, extending adaptation to include the facilitation of adaptation.

Practical implications – Implications for managerial use are demonstrated, for example how sellers can avoid the 'trap' of ad-hoc adaptation and how strategic adaptation can strengthen the projected seller-buyer relationship.

Originality / Value – Although previous research has recognized adaptation as a central aspect in relationships, the adaptation of the sales process to the buying process has not been studied. Furthermore, the linking of relationship orientation as a mindset with adaptation as a strategy and forming the means has not been elaborated upon in previous research.

Stimulating Service Innovations Using Customer Complaints' Information

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Purpose - During the last decade, customer complaint management as well as service recovery has received considerable attention in service research. The majority of studies focus on customer related topics like complaint stimulation, complaint handling, and complaint satisfaction. However, controlling and analyzing customer complaints have been largely neglected. Our study addresses this gap in current research by analyzing the value of complaint information to stimulate service innovations.

Theoretical Approach - Customers receive and benefit from service innovations and therefore their ideas should be considered to increase customer satisfaction. Different forms of active customer integration such as customer co-development have been discussed. Based on theoretical considerations this study examines the extension of complaint controlling and analysis to an indirect form of customer integration in the service innovation development.

Initial Findings - Recent research has supported the relevance of indirect customer integration into service innovation stimulation. Indirect integration of customers' ideas at an early stage of the innovation process provides information on customer needs. Customer complaint controlling and analysis, therefore, could offer possibilities to identify innovation areas. Furthermore, the integration of internal sources such as employee integration in the innovation development advances radical innovations. In customer complaint controlling internal sources analyze customer input to learn from complaints and improve the service offering.

Value - First, we aim at identifying whether and to what degree companies from the service industry control for and analyze customer complaints using qualitative interviews with (customer) service managers. Second, we will examine the value of customer complaint information for stimulating service innovations.

Suggestive Selling in the Service Encounter

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Purpose - This paper examines the effects of the customer contact person's (CCP) explicit suggestive selling attempts (i.e., offering an additional item to a customer, given that the customer has already decided to buy one particular item) in a service encounter in which the CCP is initially engaging in positive social behaviors.

Research design - An experimental approach was employed to examine the impact of no suggestive selling vis-à-vis two types of suggestive selling (with varying degrees of fit between products) on customers' evaluations of the CCP and intentions to buy additional products.

Findings - The condition *without* suggestive selling produced the strongest intentions to buy an additional product. The results also show that suggestive selling with a low level of fit between (a) the product selected by the customer and (b) the additional product suggested by the CCP is less likely to be successful.

Practical implications - The results highlight the conflict between providing service and producing sales, a conflict which is becoming an increasing concern for many CCPs.

Originality / Value - Many firms instruct the customer contact person to engage in positive social behaviors (such as a polite, listening and empathic behaviors) in service encounters. Yet an increasing number of firms also encourage the CCP to engage more actively in selling activities. This produces a potential for conflicts, in the sense that explicit selling may "break the spell" of rapport-building efforts. Little is known, however, about this conflict in empirical terms, and with respect to the impact on customers.

Sustainable Service Innovation: The Lifegate Project

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Purpose - In the actual complex competitive context, searching for new opportunities means being able to imagine innovative patterns of value co-creation. In this regards, sustainability is considered one of the new frontiers of innovation (Nidumolu et al., 2009) and represents the key driver for the development of new business models for values-based services (Edvardsson & Enquist, 2009). The paper aims at empirically investigating how companies pursue service innovation and values co-creation by focusing on sustainability and ethical values.

Design - After a review of the literature on service innovation, value and values co-creation, and corporate sustainability, the case study of Lifegate is presented. Lifegate is the first Italian media network and advisor for the sustainable development. It promotes sustainability both at consumers and business level. The case offers good access to the company's innovation process, thus providing an opportunity for close and in-depth analysis of the relationship between innovation and sustainability in the process of values co-creation (Siggelkow, 2007).

Findings - The Life Gate's project is a practical example of the last evolutionary stage depicted by Nidumolu et al. (2009): the aim of Lifegate is to provide next practice platforms to support the adoption of sustainability strategies and practices. Several managerial implications derive in terms of how to face sustainability challenges, which competencies are required and which types of innovation opportunities emerge.

Originality - The paper highlights how sustainability supports service innovation and under which conditions values co-creation is enhanced.

Sustainable Value Creation Based On BoP Business Strategies

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Purpose - The aim of this paper is to assess and analyse a rather unexplored topic namely the role of Base of Pyramid (BoP) and how this may affect Corporate Social Responsibility (CSR) and Value co-creation. The objective is to look deeper on the BoP aiming at understanding the interdependencies between value co-creation (S-D logic) and CSR to describe and analyze how the BoP strategies create value in relation with those shared values of customers and stakeholders.

Design / Methodology / Approach - The paper will be of an explorative nature. It is built around four concepts - (i) BoP (ii) social and environmental responsibilities, (iii) value co-creation and, (iv) BoP service management cycle. The paper then illustrates these concepts with four cases from sub-Saharan Africa and Latin America.

Findings - The solution seems not to be the design of a new system, but to utilize the powers of the market in a new way through social business, which has thus forced businesses to embark upon creating sustainable value. Presently, S-D logic, (Vargo and Lusch, 2008) provides a platform for value co-creation as well as resource integration from the service research perspective in a BoP context.

Research limitations / Implications - Future research in this area should focus on expanding the present findings by studying the development and integration of the BoP approach and thinking into other empirical settings and conceptualization.

Originality / Value - The paper makes an original contribution to the studies of value creation and BoP service management for sustainable business strategies embedded on social context and value network.

Sustainability in Services: Understanding Home Energy Consumption Experience

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Purpose - This paper provides an understanding of customer experience concerning services that seek to foster sustainable practices, with an application to home energy consumption.

Design / Methodology / Approach- The qualitative study uses Grounded Theory methodology with semi-structured interviews performed with 31 families, to understand home energy consumption experience and portrait customers' attitudes and behaviors towards consumption and sustainability.

Findings - The study shows that the prevalence of daily routines makes consumption invisible and inhibits the adoption of sustainable practices in services. Money savings and environmental concerns motivate customers' sustainable behaviors. Customers already delineate some forms of control to overcome consumption invisibility, but real-time feedback on behaviors is missed. A proactive interaction between the firm and customers and customized suggestions, along with tangibilizing impacts of behavioral change set the basis for embedding sustainability in services. These results show that triggering sustainable practices within everyday routines while co-creating value for both customers and firms is an effective way of promoting sustainability.

Research limitations / Implications- This study presents promising insights to better design services for sustainability, providing a broader understanding of sustainable consumption experience. Hopefully, it encourages future work to support Service Design for Sustainability that simultaneously seek to create value and foster sustainable behaviors.

Originality / Value- This research provides an understanding of customer experience concerning consumption and sustainability, in a broader and systemic perspective. It shows powerful insights for designing services for sustainability, highlighting the importance of smoothly integrating sustainability aspects in daily routines for value co-creation and a successful adoption of both the service and sustainable behaviors.

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The Application of Balanced Scorecard in Teaching Hospitals

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Purpose - This paper explores the application of Balanced Scorecard (BSC) in Health Care Organizations (HCOs) with a focus on Teaching Hospitals (THs). Its purpose is twofold: to develop a comprehensive literature review and to propose an original BSC framework suitable to implement the performance of THs characterized by inefficiency issues due to the joint production of care, teaching and research.

Design / Methodology / Approach - The methodology adopted is a review process of the literature. The study follows a logical inductive approach. Although the inductive process can not propose laws, it is an important part of scientific reasoning and, in studies of management, is an essential part of research. The analysis of existing studies on BSC applications to HCOs and THs, allowed us to identify some relevant aspects to develop our conceptual framework.

Findings - The research highlights the importance of the BSC for HCOs and its various implementations in health sector. Specifically, such advanced tool is particularly useful, considering the THs complexity even if developed at different levels of organization, for example, applied to operating units or at the level of university faculties departments.

Research implications - The study attempts at contributing to the ongoing debate about the performance of THs. The framework proposed can represent a preliminary point for those who want to apply the BSC to THs and also highlight some relevant issues for further discussions.

Originality / Value - The value added of this work can be identified in the proposed model besides the analysis of the extant literature.

The Challenges of Systematic Relationship Learning

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Purpose - Few studies have looked at how firms manage the capturing customer information over time to create a collective understanding of customer relationships, here discussed as Systematic Relationship Learning. The purpose of this study is to understand the challenges with systematically sharing and updating customer information coming from multiple sources in a professional b-t-b service firm.

Design/Methodology - This longitudinal study is based on 20 observations of 8 key account teams in an auditing firm where the purpose of the teams is to share information about key account customers. Observations were recorded and notes were taken.

Findings - The roles of the team members as well as the purpose of the meetings need to be clear to all parties involved. A key challenge constitute the collective responsibility for sharing, updating and passing on information which is hard to achieve since the individual team members do not really understand each other's expertise. Another problem is related to what type of information that is suitable to share and what type of information that is not possible or even appropriate to share with the team members. A big challenge for Systematic Relationship Learning is the incentive structures, that today support short term, sales-focused thinking based on project delivery, rather than relationship development activities.

Originality / Value - Much research has pointed to the need of studying the implementation of CRM systems, but few studies have looked into the challenges of creating a systematic learning environment in a b-t-b company with an adopted CRM strategy.

The Character of Innovation System for Service

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Purpose - The aim of the paper is to conceptualize the character of corporate innovation systems for service in an international industrial context.

Design / Methodology / Approach - The main method is critical literature review and theoretical analysis based on a complexity understanding of emergence of innovation through the interactive dynamics of a variety of actors and through structuring of generative rules and contextual conditions (Stacey, 2003, Hazy, 2007).

Findings - The paper makes a review and synthesis of systems oriented research streams in service research (Sundbo&Galluij, 2000, Maglio, Vargo, Caswell&Spohrer, 2009) and innovation management (Tidd&Bessant, 2009), as an input to the development of a complexity oriented understanding of service innovation. The result is conceptual and model development of the character of corporate innovation systems for service using case illustration from two global, industrial companies.

Research limitations / Implications - The conceptual research findings is illustrated but not empirically validated. The conceptual and theoretical development will be applied, tested and further specified in an ongoing research collaboration.

Practical implications - The paper is contributing to improved innovation management of service innovation, particularly organizing service innovation systems and its management in global industrial companies for furthering servitization.

Social implications - The framework developed is potential relevant for informing industry policy concerning measures for supporting servitization in industry, and thus its competitive advantage.

Originality / Value - The novelty of the paper is the conceptualization of innovation systems in service based on a complex systems framework, and the merging of different research streams contributing to an understanding of service innovation in an industrial setting.

The Construction of Space in Customer Experiences

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Purpose - The paper investigates how customers socially construct the service space, and specifically how spaces are leading customers to act in certain ways through their experiences and interpretations of the service space. Moreover, the paper aims at pointing out how powerful influencing agents spaces are.

Approach - The paper follows a social constructionist approach by emphasizing the subjective, experiential and aesthetic nature of service space. We identify a customer's way to use and interpret the space as an alternative to a planned or designed service space. In the study we use visual materials, such as photos of service spaces and narratives to investigate customer constructions.

Findings - Physical service spaces are a source for various subjective meanings with different interpretations about the service for a customer. Moreover, physical spaces influence how customers act or interpret their role in service encounters. The findings of the study provide insights how service space solutions may contribute positively or negatively to customers' experiences about the service, and additionally lead the customer to a participative role in service encounters.

Originality and value - The study integrates research fields that have not been discussed earlier in the same framework, namely physical space as customer service constructions, and leadership, referring to relational experience of people interacting and interpreting space rather than individual leaders influencing customer actions. We would assume that the preliminary findings of this study stimulate further research in this emerging field of study.

The "Cross-Justice" Effect: An Experimental SEM Approach

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Purpose - The purpose of this research is to investigate the impact of emotional labor (EL) and consumer participation in service recovery. The current study builds on theoretical development (including borrowing new theories of emotions and control from general psychology) and earlier empirical research by the same authors.

Design - The study used a 2x2x2 between subjects experiment.

Findings - The experiment showed direct effects of compensation and EL on customer satisfaction (with EL having a higher impact), but not participation offered. Interactions were significant, however, between participation-compensation and participation-EL. To analyze the mediating structure, we contrasted two structural equation models: (1) the traditional model directly pairing firm-side actions with their respective distributive/interactive/procedural perception components and (2) a model that allowed "cross-justice" pairings between firm-side actions and consumer justice perceptions. The best fitting model was showing EL influencing not only interactive justice, but also distributive and procedural justice.

Research implications - This research expands service recovery research: (1) it opens avenues for including new firm-side recovery factors and (2) it points to the phenomenon of "cross-justice perceptions," firm-side actions' impact on "misaligned" components of consumer-side justice dimensions.

Practical implications - Managers should pay attention to employees' emotional intelligence because emotional labor permeates the entire service recovery perception system not just interactive justice and have a strong influence satisfaction.

Originality - The contribution of this research is to expand and specify justice theory as a service recovery model in two ways: (1) by inclusion of new, theory-based firm-side factors affecting recovery, (2) specifying the mediating structure of consumer perceptions leading to satisfaction.

The Effect of Servicescape on Patient's Emotion and Trust

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Purpose - This study proposes that emotion and trust both have an important role in overall health service experience. Overall, the purpose of this study is to examine how the effects of emotion and trust on consumers' spa experiences will be influenced by the presence of servicescape. Two dimensions of servicescape, music and aroma, will be used as mediating factors.

Design / Methodology / Approach - The data will be gathered from spa consumers, using convenience sampling from spas located in the Midwest in the US. Consumers who use spa services will be surveyed following the use of spa services. Data gained from spa customers will be analyzed by first using descriptive statistics to summarize survey responses. Second, regression analysis will be used to estimate how the effect of emotion and trust on consumers' evaluations of spa experiences will be influenced by the presence of servicescape.

Practical implications - The study findings will help health care organizations to help manage 'service' offering and to gain the advantage to deliver service excellence.

Originality/ Value - Previous studies in health services have not examined how both emotion and trust, interdependently, influence consumer's health service experiences. Given the fact that consumers are emotionally connected to their health, these are important factors to be considered in the health service context.

The "Free-Factor" Impact on Value in Health Services

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Purpose - This paper seeks to understand the impact of financial cost on customer value in health prevention services by comparing free government services with private fee-charging providers. This is important as there is a common belief that a free health service is of lower quality and thus lower value than a paid service. However there is no evidence to verify this notion.

Design / Methodology / Approach - A large-scale online survey was administered nationwide to Australian women. The respondents were asked about the functional and emotional value derived from their service experiences.

Findings - Structural equation modelling (SEM) revealed non-significant relationships between fee/free services and functional and emotional value (FV/EV). The non-significant relationship with FV is contrary to the theory of price-quality relationship in services. This could be attributed to consumer perceptions that the technical quality of health professionals is comparable across free and paid services. The non-significant relationship with EV could be explained by the indicators used to reflect EV. These indicators were reflective of breast screening behaviour, not breast screening services. Subsequently, it may be posited that the act of having a breast screen is sufficient for consumers to derive emotional value, regardless of the financial cost.

Originality / Value - This research fills an important gap in the literature by investigating the impact of financial cost on a service that consumers use proactively (prevention), rather than reactively (treatment). Insights are provided into the impact of cost on customer value in preventive health services, which are valuable to social marketing academics, health practitioners, and governments.

The Frontiers in Service Conference: It's Twenty-Year Impact

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Purpose - The Frontiers in Service Conference has been a leading conference for exchanging and disseminating services marketing and management knowledge since its inception in 1992. The conference emerged during the dynamic "Walking Erect" (Fisk, Brown and Bitner 1993) phase of service's early development. Subsequent overlapping evolutionary phases characterized by improved service tools, emergence of a technical service language and building service community emerged during service's second era (Fisk and Grove 2010). Correspondingly, the foundation and building of service science has occurred (Spohrer and Kwan 2008). In light of these remarkable events, it is interesting to examine how the Frontiers in Service Conference reflects the evolution of service inquiry.

Design / Methodology / Approach - We investigate participation at the Frontiers Conference over its twenty-year history to discern its role in advancing service knowledge. Through content analysis of the conference programs, frequency tables and cross-tabulations are generated that identify trends and patterns among the data, as well as noteworthy events.

Findings / Implications - Our analysis assesses conference participation at the individual level, institutional level and country level, as well as identifies collaborative efforts involving each. Results indicate a recognizable increase in participation in each of the foci, suggesting that the conference has indeed nurtured the service community.

Research limitations - This analysis only considers the role of the Frontiers in Service conference in building the service community and provides just anecdotal insight regarding its impact on the development of original service thought.

Originality / Value - This analysis provides a unique perspective on 20 years of history in the service research community.

The Impact of Channel-Based Price Differentiation on Customers

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Purpose - Crucial decisions for every multichannel service provider are whether and how to engage in channel-based price differentiation. Yet, no research has provided guidance to managers to take decisions on these issues.

Design / Methodology / Approach - We identify price instruments for realizing channel-based price differentiation and develop a conceptual model of their effects on customers. We empirically test the model in the context of mobile communications using a laboratory experiment with 590 participants and analytically investigate the conditions under which channel-based price differentiation is feasible.

Findings - Results show that channel-based price differentiation positively affects customer retention through perceived value, but negatively impacts retention through price unfairness and limited self-determination. We determine that a mobile communications firm requires 5.1% lower operating costs in the Internet than in the store to ensure profitability and that the right customers self-select into the right channels.

Research limitations / Implications - Direct effects of online promotion and service fee should be investigated by including additional mediators. The acquisition potential should be considered as well. Replications are needed to provide evidence for the generalizability of our findings.

Practical implications - Results encourage multichannel service providers to engage in channel-based price differentiation if they carefully select price instruments and fulfill feasibility conditions.

Originality / Value - We close an often discussed gap in multichannel research. Our study is first to empirically show how customers react toward channel-based price differentiation and to formalize feasibility conditions in a generalizable manner so that they can be applied to any industry.

The Impact of Customer Education on Co-Creation Behaviour

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Purpose - The paper focuses on four types of communication channels and examines how they affect a customer's role readiness (i.e. role clarity, ability and motivation) and impact on co-creation behaviours (i.e. behaviours that are required to experience a successful service outcome).

Design / Methodology - An online survey was undertaken with a sample of WeightWatchers customers. A snowball sampling method was pursued via on-line forum, resulting in 245 valid responses.

Findings - the findings highlight the complementary roles of customer education channels in facilitating co-creation behaviours. Interaction effects among different education channels were found to be strongly significant in driving customers' motivation to co-create and in turn, customers' co-creation behaviours. Compared to customer ability, customers' motivation to co-create was found to have a stronger impact on customer co-creation behaviours. Interrelationships among different aspects of role readiness were supported.

Research limitations / Implications - The sample was limited to females because of the nature of WeightWatchers, which may raise concerns about the generalizability of findings.

Practical Implications - Companies need to recognise the synergy effect of different know-how resources.

Originality / Value - S-D Logic considers knowledge and skills as the basic unit of exchange between the firm and customers (Vargo & Lusch, 2004a). As a resource integrator, customers need to integrate know-how resources coming from different channels/sources to experience a successful service outcome. Most of studies examined the effects of a single education channel (e.g. Eisingerich & Bell, 2008) but, little is known about how multiple education channels interact with one another to facilitate customers' co-creation behaviours.

The Impact of Service Language on Repurchase Intentions

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Purpose - Given the importance of customer loyalty in services, the article addresses how customer loyalty is influenced by the language the service provider uses. Despite the importance of the interaction in service encounters, service research assumes that both customers and service providers share a common native language. This might not be the case on bilingual markets. Specifically, the paper tests whether bilinguals who are served in their second language are less likely to return to the service provider. Moreover, it examines the mediating role of perceived speech accommodation efforts, and the moderating roles of bilinguals' perceived second language proficiency and emotional attachment to the native language.

Design / Methodology / Approach - Study 1 and 2 tests five hypotheses using a scenario-based experiment with adult consumers in two bilingual countries (Belgium, Finland) and in different services. Study 3 further elaborates on these findings using a retrospective survey of actual customer experiences.

Findings - Driven by perceptions of speech accommodation efforts and consistent throughout different services, countries and methods, customer return intentions sharply decrease when service providers in bilingual markets do not use the customer's language. Moreover, this relationship is not dependent on consumers' perceived second language proficiency, but rather upon their emotional attachment to their native language.

Originality / Value - This is the first study of bilingual customers' reactions to being served in their second language, among bilingual customers from different countries. Given that more than half the countries in the world are multilingual, service providers need to take customers' native language into account when serving bilingual customers.

The Impact of Uniqueness on Firm Performance

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Purpose - Customization is essential to a company's success. The fundamental question is to be seen in the way how to deliver superior value to customers in a cost-effective way. It can be observed that the extent of customization is almost always assessed based on subjective criteria because objective criteria are mostly unidentified. Therefore the objectives of the study are firstly, to develop a valid and reliable scale for customization and secondly, to investigate the impact of customization on competitive advantages and firm performance.

Design / Methodology / Approach - We develop a multi-item scale for customization and develop a conceptual model linking customization to customer value, cost efficiency and firm performance. Based on data in B2B-services settings from an online survey (n=450), we assess the reliability and validity of the developed scale and test the hypotheses.

Findings - We identify three dimensions which determine customization: the flexibility of provider resources, the interaction between customer and provider and the heterogeneity of customers' input. We can confirm most of our hypotheses. The extent of customization has a positive impact on customer value but no significant influence on cost efficiency. Both customer value and cost efficiency lead to superior firm performance.

Implications - We derive valuable implications for marketing theory and practice. Firstly, we add to a better understanding of the construct customization. Secondly, the results help practitioners to adjust the customization decision in context of business characteristics in order to improve firm performance. To our best knowledge, we are the first to develop a scale for customization with regard to services in B2B-markets.

The Interdependence and Trust in Relationships Development

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Purpose - is to synthesize the conceptual framework which describes the changes of interdependence factors and trust dimensions during the relationships of professional services providers and clients.

Design/Approach: conceptual framework is based on theoretical analysis of professional services, factors of dependences, the diversity of trust dimensions and the evolution of relationships; the validity of framework verify in a two focus group research.

Findings - framework of dependence factors and trust dimension of professional services providers and clients is prepared; interdependence of professional services providers and clients is caused by knowledge and information, time, market, economical/law and social factors; trust assumes the dimensions of reliability, competence, honesty, orientation of each other, friendliness; professional services providers and clients in development of relationships emphasize different factors of dependence and dimensions of trust.

Research limitations: results cannot be generalized to all Lithuanian professional services providers and clients due to small extent of research.

Practical Implications - results of this paper offer to managers' deeper understanding of interdependence and trust in relationships development. By taking a broader view of interdependence factors and multidimensionality of trust professional service managers would open up a wider repertoire of strategies for relationship management for the benefit of their firms.

Originality / Value - the originality of the research is determined by these aspects: 1) researched not only the clients trust of professional services providers, but also providers trust of clients; 2) revealed the dynamic of trust, it is the change of trust dimensions in relationship evolution process of professional services providers and clients.

The Management of Partner Networks in ICT Firms

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Purpose - Indirect sales via business partners are growing in importance within the ICT industry. However there is paucity of research into the effective management of network partners. This research has two objectives. The first is to assess the relative importance of key partnership management practices to partnership performance. The second objective is to understand how these partnership management practices lead to improved performance.

Design/Method - A conceptual model links partner network management (network planning, marketing coordination), with moderating variables (service support, partnership community), and relationship performance (relationship bonds, partnership satisfaction). A key informant survey was used to test the model. A sample of partners from leading ICT suppliers was developed. Data was collected from 4 developed countries - the UK, Malaysia, Ireland and Singapore. In total 166 complete responses were received, representing a response rate of 21%. Partial Least Squares was used to test both the measurement model and the structural model.

Findings - As expect direct links were found between partner network management and relationship performance. Creating a feeling of community amongst partners increases the bond with the supplier however does not necessarily increase satisfaction. Providing service support has a direct effect on performance but also increases the effectiveness of marketing coordination efforts.

Originality / Value - This study assesses the importance of partnership management practices to relationship performance. Specifically the research investigates the interaction between a planned partner network centred on exclusivity with the creation of a community amongst partners. Both concepts have been given very little attention in the inter-organizational literature.

The Next Competitive Battleground? Linking Customer Experience and Profitability

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Purpose - Recent management publications and marketing scholars have emphasized that it is important for firms to focus on customer experience (CE), claiming that differentiation strategies based on product, service and price are no longer sufficient. However, empirical evidence supporting this declaration is in short supply. Marketers and scholars need to understand what marketing and management strategies will optimize the company-customer experience interaction and what management practices will have the most positive influence on – and financial returns from – customer experience over time. To do this we first have to conduct research to understand current customer experience management practices and develop typologies of these practices.

Methodology - Our global study, collecting data from 312 CE managers, posits a typology of customer experience management practices. Using statistical analysis we established a link between the different types of CE practice and the profitability of the firm.

Findings – We explored three distinctive types of management practice, namely *preservers*, *transformers*, and *vanguards*. Moreover, our study links these strategies to organizational performance by measuring accepted and validated outcomes, namely sales growth. The results show that in comparison to their competitors and overall industry indices *vanguards* outperform *preservers* and *transformers* significantly.

Originality / Value - This is the first study empirically exploring CE management practice and its link to profitability. We established which CE strategies deliver the highest profitability and present a corresponding managerial framework. The findings accentuate the importance of the customers' customer experience as a decision-making variable and strategic focus of service firms.

The Outcomes of Internal Service Recovery Effort

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Purpose - The primary goal of this research is to uncover not only internal service recovery effort attributes, but also some potentially key outcomes of internal service recovery effort. In addition, this study reveals the mediating mechanism that links internal service recovery effort and employee outcomes as well as contingency factors that systematically strengthen or weaken the relationships under consideration.

Methodology - The hypotheses were tested by surveying employees in a service call center in the telecommunication industry as well as by experimentally manipulating internal service recovery effort with scenarios.

Findings - The results of Study 1 and 2 demonstrate reasonably strong support for the mediating role of employee perceived justice. The results of Study 2 indicate that failure magnitude and failure frequency play a key moderating role for the relationship between internal service recovery effort and employee perceived justice

Practical implications - The findings of this study offer managers insights into how to recover internal customers-employees-from the negative feelings they may experience in internal service failure situations. This research also suggests that management should strive to treat employees very fairly, particularly in internal service recovery effort.

Originality - This investigation addresses a phenomenon that has been relatively understudied thus far-internal service recovery effort-and uncovers not only internal service recovery effort attributes but also some potentially key outcomes of internal service recovery effort in the context of employee internal service failure caused by dysfunctional customers in the service encounter as well as contingency factors that systematically strengthen or weaken the relationships under consideration.

The Role of Affect in Revenue Management Perceptions

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Purpose - We examine how three types of RM-driven pricing fences evoke customer affect, which in turn shapes fairness perceptions and behavioral intentions.

Design / Methodology / Approach - We designed a 2x2x2 between-subjects scenario-based experiment set in a hotel context with 200 respondents. We manipulated physical vs. non-physical rate fence [better room type vs. peak/off peak pricing]; service choice [yes (both rates are available) vs. no (only the higher rate is available)], and finally personal choice [yes (customer could choose either option) vs. no (due to personal circumstances, can only choose the higher rate option)].

Findings - Cognitive appraisal theory supports findings that consumers are happy to pay higher rate for a better hotel room. Consumers develop negative affect when the offering of the higher rate hotel room does not have additional benefits; or when the hotel is unable to provide options; or when consumers are unable to have their room preference due to personal circumstances. Consumers then use affect as information to arrive at judgments. We found that customer affect influence fairness perceptions, whereby price fairness influence behavioral intentions. Price fairness fully mediates the relationship between practice fairness and intentions.

Research limitations / Implications - Future work could enhance external validity and extend the scope to investigate potential moderators (e.g., familiarity and inferred motive of a RM practice).

Practical implications - Managing customers' affective responses through designing customer benefits into high price fences is critical for fairness perceptions and subsequent responses.

Originality / Value - This is the first study to examine the role of affect in consumer responses to RM practices.

The Role of Anticipated-Regret in Switching-Barrier-Based Service Retention

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Purpose - The management of customer switching barriers has been an important issue on customer retention because switching barriers deter defection. Similarly, psychological inhibitors can act as negative drivers to customer defection. However, there has been little research investigating the role of customers' psychological mechanisms in relation to switching behavior. This study aims to explore such a mechanism by incorporating customers' anticipated regret into existing switching barrier research.

Design / Methodology / Approach - Extant research from various research streams was reviewed to develop a framework exploring the mediating role of anticipated regret and the moderating role of customer satisfaction in switching-barrier-based customer retention. We surveyed customers of a health club chain, and tested our model using structural equation modeling (SEM).

Findings - Results indicate that switching barriers influence customer anticipated regret and retention, while anticipated regret also affects retention. The switching- barrier-retention relationships are actually mediated by anticipated regret. Customer satisfaction was also found to strengthen the effects of switching barriers on retention as a moderator.

Practical / social implications - This study suggests a mechanism by which customers evaluate various switching barriers and simulate anticipated regret from alternatives to make a decision that results in the least future regret. Consequently, firms should manage to increase customer expectation of future regret through various switching barriers in marketing activities.

Originality / Value - This research represents the first study in the service marketing literature that empirically develops and tests a psychological mechanism that incorporate customer anticipated regret into existing switching barrier research.

The Service Capabilities: Steps to Service Designed Business

Päivi Tossavainen

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Purpose - Developing service driven approach and related capabilities within firms is of increasing importance. However, the transition towards the service logic and the internalization of it has been slowed down by the lack of needed know-how. A typical challenge for a firm developing service business is the lack of knowing what that means in practice. Hence, firms rarely apply the service design methods in their business development. This paper introduces a research that developed practices to advance the service capabilities in firms. The purpose is to expand service development practices.

Design / Methodology / Approach - Theoretically based framework is proposed and exploratory case studies were conducted that illustrated the value of the framework. The study engaged several companies from different industries, including larger corporations and SMEs. The study developed a framework and practical toolset for service development for business practitioners with limited knowledge of service logic, i.e. managers and non-designers.

Findings - The results indicate that firms should evaluate their capabilities and create vision for the service approach, plan expanding the knowledge of service logic, and build up the capabilities including basics in service design before jumping into action. These are the practical steps firms need to take.

Practical / Social implications - The research results show that firms have limited resources in new experimenting. They also need facilitation support. Furthermore, the tools have to be very simple and easy to use.

Originality / Value - This paper discusses paradigm shift and the framework has proven to be useful.

The Service Marketing Community and Global Research Networks

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Purpose - The evolution of the service marketing field was marked by a global, vigorous and tolerant community of service marketing researchers. This paper shows that the service marketing field serves as an archetype for building a global research community.

Design / Methodology / Approach - For this we combined qualitative and quantitative approaches. We interviewed four pioneering service scholars. We also collected descriptive data (e.g., Authorship, Affiliation, Title, Keywords) from all service articles published in 14 top-tier marketing and service journals over the last 30 years. This results in 5,640 service articles written by 6,705 authors. In a dynamic analysis, we mapped the global collaboration between countries and identified clusters of international collaboration.

Findings - Findings suggest growing international collaboration for the US and UK, while countries like India or Israel saw global collaboration start from a high level and decrease now. Further, there are growing contributions from researchers all over the world.

Research limitations / Implications - As the broader global service research community develops, service marketing becomes a research neighborhood and other research neighborhoods are emerging (e.g. service arts, service management, service engineering, and service science). From a quantitative perspective, our data focuses on peer-reviewed journal publications. Service research collaboration can be also observed in conference presentations and book authorship.

Originality / Value - This study explains the evolution of the service marketing field from a qualitative and quantitative perspective. Furthermore, it explains the development of the service marketing community as an archetype for building the global service research community by introducing concepts such as research neighborhoods and research communities.

The Use of Information Technology as Value Co-Creation

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Purpose - This paper proposes that continuing use of information technology (IT) is value co-creation within an ongoing set of contexts of which the individual is a part. This is essentially resource integration which is affected by two factors: contextual variety and means drivenness. The former is defined as the degree of variability in the set of contexts within which an individual faces in co-creating value through continuing technology use, and the latter refers to an individual's tendency to acquire new means to deal with uncertain future environments.

Design / Methodology / Approach - Our paper develops a framework that examines the role of contextual variety and means drivenness in continuing IT use. We test the model using AMOS 18.0 by conducting a survey on 507 smartphone users.

Findings - The results show that the current cognition-based models are inadequate to explicate continuing IT use. Drawing on Service Dominant Logic and Effectuation Logic, we find that the established effect from perceived usefulness to IT use is fully mediated by contextual variety and means drivenness. Furthermore, when contexts are varied to the extent that goals are emergent, individuals could be means-driven rather than goal-driven.

Originality / Value - Our study demonstrates that the role of context in IT use is set apart from the role of individual's cognitive evaluation. We also show the influence of effectual reasoning, as opposed to causal reasoning on IT use. Taken together, we propose future research could focus on the context, as well as means-driven IT use.

The Value of Social Media Engagement For Branding

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Purpose - Despite the relevance of social media services for a modern branding a comprehensive understanding, in which way consumer engagement with this media influences the brand evaluation over time is still missing.

Methodology - We developed a framework based on attachment and engagement theory and test it in three experiments. In experiment 1 (n=100) we test in a longitudinal field experiment on facebook the effects of passive and active engagement on brand loyalty and word-of-mouth. In experiment 2 (n=200) we integrated as moderating variables the focal content of the site (i.e. hedonic vs. functional) and the degree of interactivity on the site.

Findings - We can show a significant influence from social media engagement on the customer-brand relationship. Furthermore, we can show moderating effects of the delivered content and the companies interactivity.

Implications / Limitations - The results confirm the positive effect of integration and engagement on social media channels and show that social media services are not only a tool to connect brand fans, but also to gain new fans. Future research should consider additional constructs that might influence the relationships.

Originality / Value - The present study is the first study, which does not only show the effect of social media engagement but also analysis the central key moderators (participation level, delivered content, interactivity) to manage them successfully.

The Web for Value Co-Creation in Healthcare

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Purpose - The work aims to understand how the web-based technologies support to the development of the value co-creation process (Vargo, Lusch, 2006; 2008) in the healthcare system, through the empirical analysis of an Italian organization: Humanitas.

Design / Methodology / Approach - This study is based on a descriptive approach (Sellitz, Wrightsman, Cook, 1976), a qualitative analysis approach (Baker, Foy, 2003) and a single-case study method (Yin, 2002) that is consistent with the complex and dynamic nature of the healthcare organization.

Findings - Humanitas is a locus of value co-creation. The advanced use of the web enhances the mutual exchange of cooperation relationships that, due to the application of complementary resources, create value for all the actors (Lusch, Vargo, 2004; Mele, 2008). Specifically, the use of internet as multiservice provider and as community integrator is empowered by the use of the apps for mobile phone. The apps foster and ensure at any time the dialogue and the interaction between Humanitas, patients and their family, making easier the access to the health service (Klasnja, Pratt, 2011).

Practical Implications - This study identifies some best practices to improve the active involvement of the patients into the care process that enhances the healthcare costs reduction and the appropriateness of the health service (Mannan et al., 2006).

Originality / Value - This work contributes to the understanding of the value co-creation process in the Italian health-care context that is characterized by the presence of withdrawn organizations in which dialogue and relationships between the actors are still scant.

Tracing the Customer Experience Continuum through Four Modes

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Purpose - The paper investigates the dynamic movements in the customer experience continuum ranging from extraordinary to quotidian or from quotidian to extraordinary. More importantly we aim at finding new modes which enrich current understanding by capturing these movements.

Approach - Based on integrating two extant literature streams of experience marketing and practice theory, we discuss different features of customer experience and give illustrative examples. Additionally, the conceptual paper sheds light on the middle ground between two opposite poles.

Findings - We identify four different modes in which the customer experience can evolve on the continuum. These modes are based on variation in time, person and place. The four modes capture the following: 1. an experience that has once been extraordinary and memorable can gradually turn into quotidian, 2. an experience that has once been an everyday practice can for some reason become extraordinary, 3. the same experience can be extraordinary to one customer and quotidian to another depending on the person, 4. the same experience can be either extraordinary or quotidian to the same customer depending on the place.

Originality / Value - The paper contributes to the customer experience research stream by tracing four new modes through which the customer experience continuum can be understood more profoundly. Extraordinary and quotidian experiences have not been well integrated together in the previous literature. Combining these two may provide important insights and stimulate future research.

Transformative Service Encounters: Exploring Service Co-Creation Systems

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Purpose - The purpose of this presentation is to highlight service encounters as contextually embedded, dynamic ever changing constellations of multiple elements working together to benefit someone. This system configuration enable/hinder active agents' participation at service co-creation activities in high customer participation services.

Design / Methodology / Approach - The reports of a multiple case study characterized as a market-oriented ethnography in two settings of high customer participation services in Colombia are discussed. By using abductive reasoning a grounded definition for service encounters was shaped to explore the dynamics of service co-creation within a practical-theoretical lens enlarging the centre of analysis from the customer, to the customer, its context and the systemic relations between those elements.

Findings - This presentation suggests the consideration of value co-creation at service encounters as a dynamic practice, filled with contradictions, where service agents have the potential to share knowledge and do together. Active agent participation in service encounters relies on power relationships, environmental enablers/barriers, and historical evolutions of the practice. The service encounter is presented as a cultural, socio-historical place of tension and conflict, even power-play and micro-politics, as well as satisfaction, well-being, and service co-creation.

Practical implications - The introduction of practice theory to study service encounters, which provides insights into the nature of active customer participation in service co-creation

Originality / Value - By drawing upon practice theory as a potent socio-historical and socio-cultural lens for understanding human activity, the author introduces a change of focus for service encounters from the dyad to the whole marketing system in which different elements come together co-creating value that transcends the commercial intent of organizations.

Tribe: Measuring Tribal Behaviour in Service Brands

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Purpose - The purpose of this study is to develop a reliable measure of tribal behavior in service brands that incorporates all the relevant consumer behaviors.

Methodology - To achieve this goal, a qualitative and quantitative research approach has been taken. Initial interviews and class discussions with students indicated that sport teams are recognized as service brands where tribal behavior takes place most often. Following, a survey research method assisted in collecting data from 300 UK consumers.

Analysis / Findings - Exploratory and confirmatory factor analysis indicated that tribal behavior can be operationalized via four dimensions, named collective memory, reference group acceptance, brand tribe identification and brand tribe engagement. We named the scale TRIBE from the first syllabi of the words tribal behavior. TRIBE was validated in a second sample of 208 UK consumers. Finally, TRIBE was tested for measurement invariance across genders and for its predictive validity. The results support its application to various groups as well as its use for prediction purposes.

Originality - In addition to relationships consumers develop with brands, they develop relationships with other consumers because of the brands which are often expressed by participation in brand communities or brand tribes. Consumer behavior within brand tribes has attracted recent research attention in marketing. However, although it has been conceptualized in various ways, no available measurement instrument exists in measuring tribal behavior. Therefore, the study not only tried to fill this research gap but also to develop a valid and reliable instrument for benchmarking tribal behavior in services.

U

Understanding Consumers' Processing of Online Review Information

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Purpose - The purpose of this research is to (1) investigate how consumers utilize consumer review information and (2) determine how this information impacts post-purchase feelings.

Design / Methodology / Approach - The increased use of social media has led to a corresponding increase in consumer-to-consumer (c2c) communication. We take a competing hypotheses approach by investigating whether social proof, the idea that consensus information exerts an influence by leading to the inference that majority decisions are correct (Cialdini 1999) or risk aversion, which holds that consumers weigh negative information more heavily (Kahneman and Tversky 1979), provides the best explanation for the impact of online review information in consumer decision making. We also seek to understand how the use of both positive and negative information impacts post-purchase disappointment and regret.

Our study consists of two experiments which allow the investigation of the impact of social proof vs risk aversion as well as the impact on disappointment and regret. We also conduct a third study which incorporates an eye-tracking methodology to confirm and add additional explanatory power to our first two experiments.

Findings - Results indicate that when given quantitative feedback scores, a risk aversion explanation works best. Furthermore, it appears that the impact of pre-purchase feedback on post-purchase regret is contingent on the type of failed purchase decision. Preliminary analysis of the eye-tracking data supports these findings.

Originality / Value - Our research provides insights across a wide range of online review contexts regarding the way consumers process pre-purchase feedback ratings and how this impacts initial purchase decisions and post-purchase feelings. Understanding Co-Production in Service Recovery Processes

Understanding Co-Production in Service Recovery Processes

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Purpose - Depending on the service and the associated recovery process, customers are often required to accomplish tasks in the recovery process. Despite the importance of this co-production in recovery, few studies have examined it so far. This study addresses this gap and reveals how customers who experienced a service failure react to a recovery process that requires high degrees of co-production.

Design / Methodology / Approach- Equity theory is applied to develop a theoretical model. To test the hypotheses a series of between-subjects experiments is used. The main study chooses a cable service scenario in which the degree of co-production is manipulated and customers' domain-specific expertise is measured.

Findings - As expected, the analyses reveal a negative relationship between co-production in the recovery process and satisfaction after recovery (main effect), and an interaction with customers' domain-specific expertise on satisfaction after recovery. Moreover, the study examines the underlying cognitive process and finds that the interaction of co-production and customers' domain-specific expertise is fully mediated by procedural justice.

Research limitations / Implications - By scrutinizing the impact of co-production in recovery on satisfaction, this study increases the understanding on an under-explored topic and reveals the necessity to investigate further moderators in future research.

Originality / Value- This study is the first to show that more co-production in recovery leads to lower customer satisfaction after recovery. Contrary to intuition, it reveals that customers with high domain-specific expertise should not be required to highly co-produce in a recovery. These findings are particularly important for service managers as they enable them designing better recovery processes.

Understanding Environmentally Awareness Linkage to Public Transport Use

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Purpose - Sustainability is becoming increasingly important in our society and organizations and individuals are more aware of environmental issues. This paper purpose is to explore individuals environmentally friendly attitudes (related to the effect of car use on the environment), how they differ from individuals less ecological, and if these attitudes are translated into behaviors. Also, this paper aims to provide insights on how public transport service may be enhanced by engaging the customer in the service creation.

Design / Methodology / Approach - The study is based on a telephone survey and uses various statistical analyses.

Findings - Despite society is becoming more sympathetic towards the environment an individual's behavior is not always in conformance with beliefs and attitudes. The relationship between environmental concern and specific environmentally related behaviors appears to be weak.

Practical / Social implications - Many people want a better environment, but are not willing to give up some of the benefits of a particular lifestyle or to support higher costs of sustainable products or services. An important challenge facing public transport operators is to understand customers' willingness to change to using transit due to ecological consciousness. Moreover, service providers should try to engage these costumers in the service creation by appealing to their environmental awareness.

Originality / Value - Our society faces big challenges regarding climate and environmental crisis and the way we travel leads to severe environmental problems. This study address this issues and gives insights into the link from environmental related attitudes and behaviors, and provides some important contributions for developing more sustainable transport measures.

Understanding Memorable Service Experiences

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Purpose – The topic of creating memorable service experiences is important to service managers having become a catch cry for ‘service gurus’. Yet little has been written about this subject in the marketing literature. Although the topic of memory has been studied somewhat in advertising and extensively in the fields of psychology and physiology, this literature gives insufficient attention to experience memory. The purpose of this paper is to help stimulate dialogue and increased research activity by proposing a comprehensive multidimensional model conceptualising service memory and its antecedents and consequences.

Methodology / Approach – The authors make their case by systematically examining the memory literature from related fields, describing what we know about the various factors that influence how memories are created and retrieved and applying those to service experiences.

Findings – In addition to proposing an overall model various research propositions are presented with directions for further research.

Practical implications – Awareness of the factors that influence service memories will provide service managers with new perspectives on how to design, deliver and maintain experiences so that they are memorable.

Originality / Value – The proposed model for understanding memory in relation to service experiences could inspire scholars to reflect on their current understanding of the antecedents and consequences of service experiences with a focus on how these can be memorable.

Understanding Mobile Service Experiences, a Quantitative Study

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Purpose - Mobile services experiences bring new challenges to innovation as well as entail a consciousness of customer journeys with an always-changing context. Services are relational and it is more difficult to create valuable service experiences when the company is not present (Bitner, Brown et al. 2000). Verhoef, Lemon et al. (2008) have developed a conceptual model that reveals the holistic influence of antecedents and moderators of the customer experience. However, further research is needed to identify customer experience factors (EF) in the mobile service context, and understand their impact on perceived value, attitudes and customer loyalty toward mobile services.

Design / Methodology - This paper presents the results of a quantitative study for the development of a measurement scale for mobile service experience, involving a survey with customers of a mobile service for managing loyalty programs. Following a scale development approach, a qualitative study involving semi-structured interviews with 61 mobile service customers was performed to define the conceptual domain of mobile service experience. Based on the qualitative results and literature review, a survey questionnaire was developed and administered online to 241 mobile service customers from around the world.

Findings - The results of the quantitative study allowed the identification of the mobile service experience factors: ‘Awareness’, ‘Accessibility’, ‘Usefulness’, ‘Ease of use’, ‘Service in store’ and ‘Security’.

Originality / Value - These results represent a relevant contribution to understand customer experience. They integrate broad strategic issues for the increasing mobile services area.

Understanding Multiple Stakeholder Experiences in EHR Services

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Purpose - The increasing complexity of service systems requires holistic approaches to service design. However, most approaches still focus on service subsystems, with the risk of local optimization, losing sight of the systemic context. In a systemic approach, the service concept must consider all subsystems of the service that is being designed, and take into account the different service experiences of stakeholders. Current service design methodologies do not address this level of complexity.

Methodology - This paper presents the results of a qualitative study using grounded theory that addresses the multiple stakeholders' perspectives. The study was administered to 47 individual stakeholders from public and private organizations (hospitals, primary care, private practices, pharmacies) from different locations (central and country side).

Findings - Study results show that, besides citizens, the interaction between the stakeholders and the EHR usually takes place at the beginning and end of each healthcare episode. However, this interaction is different for each stakeholder. Different stakeholders perform different activities; they use different artifacts; they require different information; and have different experience factors. This emphasizes the fact that in a complex multiple stakeholder reality, the service should be designed differently for each stakeholder. The results allowed the design of customized views of the service for the different groups of stakeholders.

Originality / Value - This empirical study provides a holistic understanding of the EHR service system focusing on the experience of the different stakeholders. The project establishes a foundation for future research on novel methodologies for designing complex service systems.

Unintended Employee Behavior: Exploring Effects of Measurement Systems

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Purpose - Many companies use management information systems for setting and measuring goals with the intention to increase overall performance. These systems are often based on quantitative measurements of aspects considered important for the success of the organization. It has been argued that such systems need to be consistent with the environment in which it operates since it influence what people do. Hence, there is a need to study them in context. The purpose of this study is therefore to explore the use of management information systems in service organizations and to provide case evidence of how they influence employee behavior.

Design - Exploratory case studies in two leading Swedish service organizations, an insurance company and an accounting and auditing firm are conducted. The longitudinal case studies encompass in-depth interviews (30/20) and observations.

Findings - The case companies measure items as independent from work practice and hence partially ignore the behavior it leads to. The system is used for controlling the employees and the use of quantitative measurements of specific activities lead to the opposite effect of what is intended on a more general level (i.e customer satisfaction). A measure of quantity of phone calls and closed deals encourages a behavior when the time spent with customers is decreased and a behavior with focus on reaching the internal goals rather than on customers' needs.

Originality / Value - Explores measurement systems in a real-life work practice, hence taking the context of the organization into account.

Unravelling Service Innovations: An Integrated Conceptual Framework

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Purpose - Scholars have conceptualized service innovations from different yet narrow theoretical perspectives and have not achieved consensus on an integrated conceptual framework. The purpose of this paper is to develop an integrated conceptual framework of service innovations encompassing different streams of service marketing and innovation management literature.

Design / Methodology / Approach- The paper presents a systematic review of literature from various streams such as new service development, product innovation, innovation management and service science approaches. A total of 53 journal articles and 8 books are reviewed in the theoretical analysis for combining conceptualizations from different streams into a single integrated framework.

Findings - The paper discusses different conceptualizations of service innovations within two broad areas: service innovations as processes and service innovations as outcomes. An integrated framework is developed from both the firm and customers' perspectives. Finally, the paper identifies three major future research themes which need to be investigated for an enriched understanding of service innovations.

Research limitations - The list of publications reviewed for understanding service innovations is not exhaustive. Also, publications reviewed largely reflect an academic, rather than practitioner, understanding of service innovations.

Originality / Value- Service innovations have been studied with multiple conceptualizations in academic literature; however, there have not been sufficient attempts to capture the extensive spread of the concept. The novelty of this paper lies in its unique attempt to bring together multiple conceptualizations of service innovations with an attempt to focus on both firm and customer perspectives.

Use of Social Media in Marketing Educational Services

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Purpose - The purpose of this paper is to explore how social media is used as a communication channel to market educational services in primary, secondary and tertiary education at both public and private educational institutions in Sweden.

Design / Methodology / Approach - The empirical material consists of six in-depth case studies of three public and three private first, second and third level educational institutions in Sweden. The distinction of private and public institutions was made to enable comparison given the differences in resources and their needs in attracting students. The case studies are based on more than twenty interviews with management and communications personnel at each of the institutions and on an extensive set of internal documentation including social media communications with external parties. The case studies illuminate the situational and regulatory conditions of each of the institutions, the knowledge of and appropriation of technology (social media) in the marketing of their educational programs as well as the effects on the overall marketing strategy of the institutions.

Findings - The overall preliminary findings of this paper indicate that the knowledge and use of social media is still limited and at an embryonic and experimental stage. Contrary to the expectations no significant difference in knowledge and usage of social media was identified between private and public institutions. Rather differences were more related to the level of education.

Originality / Value - To our knowledge this paper is among the first to investigate the field of education and the use of social media in their marketing efforts.

Using Frontline Service Employees for Recovery Service Improvement

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Purpose - Building on role theory, this study examines how frontline service employees (FSEs) generate ideas for task improvement during recovery service and how these ideas benefit recovery speed and product reliability.

Methodology - We gathered data from 134 FSEs of a firm in the document management industry; both subjective survey data and objective performance data from the company's database were available.

Findings - PLS analyses reveal that FSEs may engage in knowledge sourcing behaviors (i.e., deliberately exchanging information with customers during service encounters). These behaviors have a direct negative effect on recovery speed, but an indirect positive effect through ideas for task improvement. Also product reliability increases as more ideas for task improvement are developed. We also find that managers can enhance the idea generation process through optimizing an individual's product and customer portfolio.

Practical/research implications - Our results challenge the way many manufacturers manage recovery services and add an innovation perspective to service recovery literature.

Value - For manufacturers of complex and customized B2B goods, providing aftersales services are of key importance. Prompt recovery of problems by FSEs is a key driver of customer satisfaction and can be very profitable, if performed cost-effectively. Notwithstanding the importance of efficient recovery procedures, recent research suggests that frontline employees' frequent customer contact puts them in an excellent position to access rich customer information and generate ideas that can improve service speed and the overall quality of a firm's products. However, as existing recovery research has predominantly focused on satisfaction-related outcomes, it is unknown whether FSEs can combine efficient service delivery with innovation-related activities.

V

Value-Based Services, Co-Creation and Profitability in Supplier-Customer Relationships

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Purpose - Because industrial firms have been implementing various 'servitization' recipes to escape the 'commodity trap', our study aims to advance our understanding of services profitability in the level of supplier-customer relationships.

Design / Methodology / Approach - In order to test the moderating role of value co-creation activities in the link between manufacturer's value-based services and profit performance, PLS Structural equation modeling technique is applied on a quantitative dataset collected from 91 machine and equipment manufacturers (response rate 23%).

Findings - Consistent with the services-dominant logic, our model demonstrates the statistically significant impact of value-based services on both value co-creation activities and profit performance. More importantly, the results demonstrate the moderating impact of value co-creation on the link between value-based services and profit performance.

Research limitations / Implications - We focus on the operational and performance services at a general level. Further studies should analyze the impact and mechanisms of performance services by application of case-based data.

Practical implications - The results of this study confirm the importance of joint planning and coordination. Consequently, we suggest that managers of service providers and customers should develop relational capabilities to facilitate profitable service interactions.

Originality / Value - This study contributes to the prior industrial service literature by establishing a link between value-based services, value co-creation and profit performance by using statistical evidence from quantitative data at relational level. Most importantly, the study demonstrates evidence on the moderating role of value co-creation activities in the link between value-based services and profit performance.

Value Co-Creation and Operational Flexibility

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Purpose - The operational level of value co-creation and issues of flexibility have so far been neglected in service research. The purpose of this paper is thus to determine the influence of flexibility on the co-creation of value in servitized settings on the operational level.

Research design - The research study is conducted during a series of participatory observations involving two large Swedish industrial companies and their clients. The researchers follow a limited number of service technicians and service operators from the companies, observing the emergence of value co-created during their interactions with the clients and how issues of operational flexibility influence the process.

Research limitations / Implications - The research findings show specific influences of operational flexibility and its dimensions on the emergence of value during the process of co-creation between observed companies' service operators and the clients. The study shows how the actors in the process of value co-creation mutually adapt during the value integration process and how they are influenced by certain aspects of flexibility on the operational level. A number of limitations are depicted.

Practical implications - Main lessons learned during the research are described. Practical implications are suggested, including factors influencing service operator-client interplay during the process of value co-creation, how service operators handle the process, and issues of tacit knowledge arising during the integration.

Originality / Value - The study deals with novel issues of operational level value co-creation and flexibility influence on the process.

Value Co-Creation in Ethical Consumption

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Purpose - This article aims to analyse value co-creation in the context of ethical consumption. Based on an understanding of the consumer's perspective we explore consumers' viewpoints and practices regarding their involvement in value co-creation.

Design / Methodology / Approach - We analysed in depth the likers of Altromercato community - a top-seller non-profit organisation for distribution of ethical products in Italy - on Facebook. Direct interviews were carried out following netnography criteria, in order to investigate how they are engaged in co-creation process on the basis of their ethical consumption.

Findings - The paper aimed to provide a better understanding of value co-creation processes with reference to customers' perspective. Focusing on ethical consumption we analysed the main elements of value co-creation process (actors, resources, interactions and value). The results detail three different customer co-creation processes associated with various intensity of consumers' engagement, actors' involvement and resources integration in multiple interactions, directly and indirectly impacting on value co-creation.

Research limitations / Implications - The study attempts to shade new light on value creation in interaction. The co-creation processes referred to ethical products are highly influenced by context of interaction involving simultaneously customers, firms and community.

Practical implications - The study of ethical consumption enhances deeper understanding of consumer practices in value co-creation yielding a possibility for firms to achieve continual and interconnected benefits thanks to a more participative context.

Originality / Value - Interactions are mutually influencing leading to value co-creation in a context where a network of existing and emerging relations are established around shared values and interests.

Value Co-Creation in Public Transit Services

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Purpose - We explore the value co-creation processes in public transit services. We investigate how sustainability, increasing complexity, resource integration and the business models interact, define and support the value network.

Design / Methodology / Approach - The theoretical argumentation is substantiated by qualitative data from several regional as well as national public transit value networks in Sweden, Switzerland and Germany.

Findings - If the resource integration and the business model support each other, the value co-creation processes will reach a 'tipping-point'. At this point the whole public transit network becomes integrated in terms of value co-creation. This increase the ability of the value network to support and enhance both customer satisfaction with the service while at the same time contributing to a sustainable society as it strengthen mobility, reduce congestion and pollution.

Research limitations / Implications - Research limitations are mainly due to the nature of the qualitative research approach.

Practical implications - In the future European cities won't exist without public transit capable to deal with the complexity of the value network needed to coordinate the actions linked to sustainability, mobility, pollution, congestion or for short capable to deal with, understand and organize the many value co-creation processes that takes place in the value context.

Originality / Value - This study applies value-network thinking to public transit services. It offers a comprehensive framework to help organizations manage the value-network formation process.

Value Creation in a Composed Service System

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Purpose - Complex service systems are gradually receiving more interest in service research. This is due to the need to better understand the diversity of exchanges (Ostrom et al. 2010), and thanks to new conceptual frameworks expanding the classical perspective: the service-dominant logic and the service science (key concepts: value co-creation, service systems; Vargo et al. 2008; Edvardsson et al. 2011). This paper focuses on composed service systems (CSS), when a macro-entity make available the offers of many businesses (malls, universities ...). The aim is to understand how the customer creates his value and combines his own resources with the resources offered by providers.

Design / Findings - A qualitative study was carried out in the context of mountain resorts in summer (four resorts). Tourists were interviewed during their stay. The comparative analysis identified many value drivers forming three main types: activities, interactions and others. Detailing the activities, tourists appreciate business-organised activities (restaurant, sport club...) as well as self-organised activities (picnic, hiking ...). They combine their own resources with the ones of the various providers and of the resort (nature, paths ...). The two archetypes - business-organised/self-organised activities - are forming a continuum.

Implications/originality - The paper contributes with a new empirically based conceptualization of resource integration and value co-creation. We emphasize value drivers in the continuum provider-defined/customer-defined value co-creation processes and what this requires in terms of design of a supporting CSS. The conclusion argues that the findings can apply to any CSS and pave the way for service innovation.

Value Evolution of Service Systems: The Service Imagery Perspective

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Purpose - This paper presents a conceptual framework to define the notion of service imagery used to represent service values and identify the evolution paths of service values within a service economic system from both the psychological perspective and the evolutionary aspects.

Design / Methodology / Approach - To understand how the constituents of service value evolve within service economic systems, this paper argues that the image theory can provide a useful theoretical foundation to examine the service value evolution. The image theory describes how human images affect decision makers in terms of goals and value cognition and strategy planning.

Findings - This framework characterizes the evolution of customer perception of service values and human decision making within a service economic system in the context of the image theory and the service experiencing processes.

Research limitations / Implications - The proposed conceptual framework can contribute to the design of service economic systems featuring the diversity, innovation and bounded rationality for creation of customer personal values based on service imagery.

Practical / Social implications - The value propositions of service providers can also be formed on the foundation of a variety of service imagery and imagery combinations through which service values are configured and delivered to customers.

Originality / Value - The notion of service imagery is used to model the psychological aspect of relating the role of customer personal values to the process of becoming mindful of changes in the service economic system and the evolutionary aspect of considerations about diversity, selection, innovation and bounded rationality.

Value in Action: A Symbolic Interactionist View

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Purpose - Contemporary discussion on value underlines the offering as a source of value and examines value from either the provider's or the customer's viewpoint. Debate churns at an abstract, conceptual level ignoring the highly subjective manifestations of value in the empirical world. In this paper we describe interpersonal sales interactions as platforms for the emergence of value and bring new empirical insights into the use of value in a business-to-business setting.

Methodology - The qualitative study consists of recordings and interview material on eight sales meetings from professional service business. We adopt the framework and methodology of symbolic interactionism which puts emphasis on micro-scale social interaction for revealing subjective meanings in human behavior.

Findings - The study shows that value is integrated into both covert and overt actions of an individual and accrues to both the seller and buyer representatives and their respective companies. Value ensues in various forms and for an array of direct and indirect beneficiaries. The temporal dimension is crucial for understanding both the emergence and the use of value. In short, value is both generated and used in business action.

Practical implications - The study challenges sales managers to adopt a holistic evaluation of salesforce performance and stresses the appreciation of outcomes born during the sales process in addition to the final outcomes.

Originality - Based on an empirical study on sales interaction we propose a new concept, *value in action*, to refer to a practical perspective on value emergence and use in a business-to-business context.

Value in Services as a Multidimensional Social Construct

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Purpose - This article exposes the potential for researchers and decision makers of understanding value as a multidimensional social construct.

Design / Methodology / Approach - A case study of waste management services serves as an illustration.

Findings - Value creation from waste management services is a multidimensional process that overflows attempts at univocal definition.

Research implications - Service research is invited to reflect on how corporations develop, combine and exploit multidimensional political regimes of value.

Practical implications - An approach to value as a multidimensional social construct accounts for the actual practices of value creation and innovation in services.

Originality / Value - Bringing Appadurai's (1986) notion of "regime of value" with Callon's (1998) notion of "overflow" into the ongoing debate, revived by the Service Dominant Logic thesis, on value creation in services.

W

What is Service and how is it Innovated?

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Purpose - To empirically investigate what is the nature of service and how it is innovated. We argue that previous research addressing this question suffers from two main shortcomings: 1) few inductive qualitative empirical studies exist, meaning that knowledge is not based on sound empirical evidence, and 2) previous research has been informed by economic theories such as resource based theory, which do not fully explain human action. This is problematic since service and service innovation is manifested in human interaction, activity and sense making. Consequently, we claim that theories illuminating human action are needed, and employ practice theory towards this end.

Design / Methodology / Approach - This paper draws on practice theory and an extensive multiple case study of service and service innovation in nine organizations. Practice theory explains human action, and is applied in sociology and, more recently, marketing (e.g. Schau et al., 2009). Practices can be seen as the DNA of the social (routines, scripts, models, etc.) drawn on by actors to act, and to make other actors' actions intelligible. Practice theory helps to analyze the micro practices that constitute service and service innovation.

Findings - The paper suggests ten value proposing practices, and describes how these were discerned from the study. Service innovation is understood as the development of new service practices or the re-configuration of existing ones. Service is understood as value creation processes consisting of different practices, which integrates resources and creates value.

Originality / Value - This paper contributes to a better understanding of what service is and how service is innovated.

What is the Brand Personality of Football Teams?

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Purpose - The purpose of this study is to analyse the brand personality of football teams and determine its dimensions.

Design / Methodology / Approach - A qualitative study was conducted based on projective techniques (human personality description of the respondents' favourite football team). The sample included University students of a sport management school, users of fitness centres and users of sport betting agencies. Responses from 102 respondents were analysed with QSR Nvivo.

Findings - The most important dimensions of brand personality identified include attractive physical characteristics (e.g. big, athlete, authentic male, handsome); dynamism & strength (e.g. dynamic, strong, tough, leader, fighter, tiger, god); success (successful, winner, victorious, champion); traditionality (e.g. old, historic, refugee team, aristocrat), and positive character traits (e.g. smart, moral, honest, honorable, proud, social, popular, optimistic).

Research limitations / Implications - This study is qualitative in nature and has limited generalisability. Future research can extend the sample and validate concepts with quantitative methods.

Practical implications - Results agree with some of the dimensions identified by other researchers. However, new traits and dimensions surface as important in sports. For example, the traditional character of teams is very important for many fans and also, the character traits of teams are crucial since fans identify with their team and probably evaluate their relationship with the team the same way they choose their friends. So teams should evaluate their perceived character and try to acquire those traits that are attractive for fans.

Originality / Value - This study investigates brand personality of sport teams and identifies new dimensions that can help shape future research.

What Leads to Value Co-Destruction? A Theoretical Framework

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Purpose – This paper addresses the emerging issue of value co-destruction within the framework of the Service-Dominant Logic. Precisely, it explores the antecedents of co-destruction.

Methodology/approach – Combining works on value co-creation in S-D Logic and negative performance in services, this study aims to enhance the emerging concept of value co-destruction between firms and customers. It proposes two major antecedents of value co-destruction: resources misuse and processes misalignment.

Findings – The concepts of resources misuse and processes misalignment, considered as two antecedents of value co-destruction, are described in detail. It is suggested that both antecedents can be either intentional or accidental. Thus, a continuum from intentional to accidental value co-destruction is proposed.

Research implications – The findings enable to broaden the scope of Service-Dominant Logic to value co-destruction, complementary to value co-creation. They also provide interesting avenues for further research on the topics of value co-creation and co-destruction alike.

Practical implications – Business practice reveals many examples of value co-destruction. Yet, firms are usually deprived of tools to deal with these situations. A clearer view of the antecedents of value co-destruction would help them manage and then avoid co-destruction, or limit its detrimental consequences.

Originality / Value – To date, only two studies have explicitly investigated value co-destruction. These previous works underline that a better understanding of the antecedents of value co-destruction is needed. This paper contributes as much to this debate as it raises questions for future research.

Workshop Design Facilitating Service Innovation

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Purpose - The aim is to develop and evaluate a workshop methodology for dialogue, reflection and development of capabilities for employees and stakeholders in organizations leaving a product dominated innovation mindset in favor of an increased focus on service innovation.

Methodology - The study presented in this paper is using an action research approach in collaboration with a large industrial company. A design of a workshop as a tool for a broad involvement of employees and stakeholders has been developed, and will be used in a field organization. The design of the workshop is based on furthering mediated dialogue (Paulus & Drath, 2001). Data is collected through dialogue seminars, interviews and participative observations during workshops.

Findings - Empirical data from workshop presents a deeper understanding on how to construct meaning in an extended dialogue in mixed groups. A group activity over time starting in chaos and gradually uncovering layers leading to a shared understanding and possibly a plan for action to develop new services is discussed with complexity theory as a framework.

Originality / Value - The action research approach related to development of new services is less studied than other methodologies in this discipline. Thus, this paper will provide a better understanding on reflective practices.

Practical implications - In the action research collaboration with the industrial company, the research is directly contributing in the change process towards the development of a service innovation culture. The finding will provide a basis for further steps in this process.

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