



Aalto University
School of Business

MARK- E0010

**Technology-driven Service Strategy:
Thematic Package 2 "Service Excellence"
17.01.2023**

Spring 2023

09.01.2023 – 26.02.2023

Henriikka Seittu (Teacher-in-charge, primary contact), PhD Candidate, M.Sc.
Prof. Dr. Tomas Falk (Teacher-in-charge)
Department of Marketing

Technology-driven Service Strategy – Contents

„Service is the application of specialized competences (skills and knowledge) (1),

through deeds, processes, and performances (2)

for the benefit of another entity or the entity itself (self-service) (3).”

Vargo and Lusch (2004b), S. 326.

Wilson et al. (2012), p. 5; 37.

Introduction to Services (Jan. 10, 2023)

- Why study services?
- Defining services
- Servitization
- Value co-creation

Managing Service Excellence (Jan. 17, 2023)

- What is service quality?
- (Electronic) Service quality measurement
- Identifying “Moments of Truth”
- Customer Experience Management
- Service recovery

Service and Technology (Jan. 24, 2023)

- Self-service Technologies
- Four types of AI in service
- Omnichannel customer experience (Lemonade Insurance case study)
- Service robots
- Service platforms

Emerging Themes in Services (Feb. 07, 2023)

- Service ecosystems
- Sharing economy
- Transformative service research
- Service and society

Preparation of a digital mind map and a voice-over explaining your thoughts (max. 5 min.) – deadline Jan. 20, 23.59 hours.

Technology-driven Service Strategy

Some Thoughts on Reading Scientific Articles – A Guideline (1/3)

How to read an article in ten minutes

A typical flow of a well written article is:

- 1. Introduction:** Why research is important (practical and scientific **relevance**)?
- 2. Literature Review:** Review of what has been done before (desk research – definitions).
- 3. Research Background/Plan:** Model development and study design (“actual” research).
- 4. Details of the Research:** Data collection, sample characteristics, measurement of key variables, method of analysis etc.
- 5. Data Analysis and Results:** Methodological details.
- 6. Discussion:** Relates findings to “conversations” in literature; derives meaningful managerial implications.
- 7. Limitations and Conclusion:** Overview on shortcomings and recap of the key points.

Technology-driven Service Strategy

Some Thoughts on Reading Scientific Articles – A Guideline (2/3)

How to read an article in ten minutes

Minute 1: Closely look at the **title**. An author has to come up with a handful of words that tell people what the research is about. Pay attention to the **key words in the title (IVs, DVs, mediating and moderating variables)**.

Read the **abstract** carefully. This is the author's chance to condense an entire argument down into a very small space. Most potential readers scan the titles and abstract to determine whether it's worth their time to read the entire article.

Minute 2: Quickly scan the **first five or six paragraphs**. This is the author's chance to grab your attention and explain why they undertook this research projects in the first place. Often the last paragraph before the first major section of the paper will summarize why they did the research - look for key words like „the goal of this research is...“ or „the questions this research addresses are...“ or „In summary, ...“.

Minutes 3 through 5: Jump to the **end of the paper and read the conclusion**. This is where the author(s) tries/try to wake up everyone drifted off and tell them what he or she just told them. Typically, the conclusion is an excellent guide to what the author(s) said in the paper.

Minute 6: Go back to the **literature review**. If you are familiar with prior research in this field, you may want to spend more time here in order to relate this to what you already know about the topic. Otherwise, it probably makes sense to just glance at the first sentences in each paragraph.

Technology-driven Service Strategy

Some Thoughts on Reading Scientific Articles – A Guideline (3/3)

How to read an article in ten minutes

Minutes 7 and 8: Scan the rest of the article up to the last pages. Questions to keep in mind include:

What is the author's argument (from the title and the abstract?)

How does it relate to prior work on the topic?

What are the hypotheses, if any?

What approach is useful? (e.g., theoretical model, lab experiment, observation, interviews)

Is there any empirical data (quantitative or qualitative)?

Minute 9: Pay attention to any charts, graphs, tables, and diagrams the author(s) uses/use. Out of the hundreds of possibly thousands of charts, tables, statistics, and diagrams the author(s) probably went through in doing the research, he or she is forced to choose a handful that are most relevant to the argument being made. Pay attention to the ones chosen, their titles, and think about why the author(s) selected them.

Minute 10: Glance again at the title, abstract and conclusion. These three places are where the author(s) are/is forced to succinctly summarize his or her contribution.

Technology-driven Service Strategy – Service Quality

#6 Parasuraman et al. (1985)

A. Parasuraman, Valerie A. Zeithaml, & Leonard L. Berry

A Conceptual Model of Service Quality and Its Implications for Future Research

The attainment of quality in products and services has become a pivotal concern of the 1980s. While quality in tangible goods has been described and measured by researchers, quality in services is largely undefined and unresearched. The authors attempt to rectify this situation by reporting the insights obtained in an extensive exploratory investigation of quality in four service businesses and by developing a model of service quality. Propositions and recommendations to stimulate future research about service quality are offered.

“There is one more view and perhaps somewhat like ‘Quality is better, not better.’” —Philip Levin (1976)

“Often mistakes for impressive adjectives like ‘goodness, or luxury, or shikiness, or weight’” (Crosby 1979), quality and its requirements are not easily articulated by consumers (Takouchi and Quirk 1983). Explorations and measurement of quality also present problems for researchers (Monroe and Krishnan 1983), who often bypass definitions and use unidimensional self-report measures to capture the concept (Jacoby, Elzer, and Haddock 1973; McCannel 1980; Shapiro 1972).

While the substance and determinants of quality may be undefined, its importance to firms and consumers is unequivocal. Research has demonstrated the strategic benefits of quality in contributing to market share and return on investment (e.g., Anderson and Zeithaml 1984; Phillips, Chung, and Buzzell 1983) as well as in lowering manufacturing costs and improv-

ing productivity (Garvin 1983). The search for quality is equally the most important consumer trend of the 1980s (Rabin 1983) as consumers are now demanding higher quality in products than ever before (Leonard and Sauer 1982; Takouchi and Quirk 1983).

Few academic researchers have attempted to define and model quality because of the difficulties involved in defining and measuring the construct. Moreover, despite the phenomenal growth of the service sector, only a handful of these researchers have focused on service quality. We attempt to rectify this situation by (1) reviewing the small number of studies that have investigated service quality, (2) reporting the insights obtained in an extensive exploratory investigation of quality in four service businesses, (3) developing a model of service quality, and (4) offering propositions to stimulate future research about quality.

Existing Knowledge about Service Quality

Efforts in defining and measuring quality have come largely from the goods sector. According to the prevailing “superior performance” quality definition—doing it right the first time” (Crosby 1979)

Journal of Marketing
Vol. 49 (Fall 1985), 41-54

A Conceptual Model of Service Quality / 41

#7 Parasuraman et al. (1988)

Volume 64 Number 1 Spring 1988

SERVQUAL: A Multiple-Item Scale for Measuring Consumer Perceptions of Service Quality

A. PARASURAMAN
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and Marketing Studies
Texas A & M University
College Station, Texas

VALERIE A. ZEITHAML
Associate Professor
of Marketing
Duke University
Raleigh-Durham, N. Carolina

LEONARD L. BERRY
Bayer Professor of Retailing
and Marketing Studies
Texas A & M University
College Station, Texas

*to Tomoko Falk
Very like number for
great number
in your
research!*
*L. Parasuraman
May 9, 2005*

This paper describes the development of a 22-item instrument (called SERVQUAL) for measuring customer perceptions of service quality in service and retailing organizations. After a discussion of the conceptualization and operationalization of the service quality construct, the procedures used in constructing and refining a multiple-item scale to measure the construct are described. Evidence of the scale's reliability, factor structure, and validity on the basis of analyzing data from four independent samples is presented next. The paper concludes with a discussion of potential applications of the scale.

Intensifying competition and rapid demarginalization have led many service and retail businesses to seek profitable ways to differentiate themselves. One strategy that has been related to success in these businesses is the delivery of high service quality (Buckle and Wansley 1985; Thompson, 1985).

The research reported in this article was made possible by a grant from the Marketing Science Institute, Cambridge, MA.

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Journal of Retailing

Service quality is...

the customer's judgment of overall excellence of the service provided in relation to the quality that was expected.

Parasuraman et al. (1985)

Service quality assessments are particularly formed on judgments of:

- physical environment quality (pre-purchase stage, i.e., service promise)
- interaction quality (purchase stage, i.e., service encounter)
- outcome quality (post-purchase stage, i.e., service outcome).

Wilson et al. (2012)



Technology-driven Service Strategy – Service Quality

The Gap-Model

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"Quality is like wine and complex systems like quality is like medicine." —Philip Crosby (1979)

QUALITY is an elusive and indistinct concept. Certain adjectives for superlative adjectives like "goodness, or luxury, or elegance, or weight" (Crosby 1979), quality and its implications are not easily articulated by consumers (Taheri and Quelch 1983). Evaluation and measurement of quality also present problems for researchers (Munier and Quelch 1983), who often bypass definitions and use unidimensional self-report measures to measure the concept (Zeithaml, Ohno, and Holback 1973; McClell 1968; Shapiro 1972).

While the substance and dimensions of quality need to be specified, its importance to firms and consumers is unproven. Research has demonstrated the strategic benefits of quality in contributing to market share and status on investment (e.g., Anderson and Zeithaml 1984; Philip, Chang, and Baccant 1983) as well as to lowering manufacturing costs and improving productivity (Garvin 1983). The search for quality is arguably the most important consumer need of the 1980s (Babin 1983) as consumers are now demanding higher quality in products than ever before (Lemon and Sasser 1982; Taheri and Quelch 1983).

The academic researchers have attempted to contribute to defining and measuring the concept. However, despite the theoretical promise of the service sector, only a handful of these researchers have focused on service quality. We attempt to rectify this situation by (1) reviewing the small number of studies that have investigated service quality, (2) reporting the insights obtained in an extensive exploratory investigation of quality in four service businesses, (3) developing a model of service quality, and (4) offering propositions to stimulate future research about quality.

Existing Knowledge about Service Quality

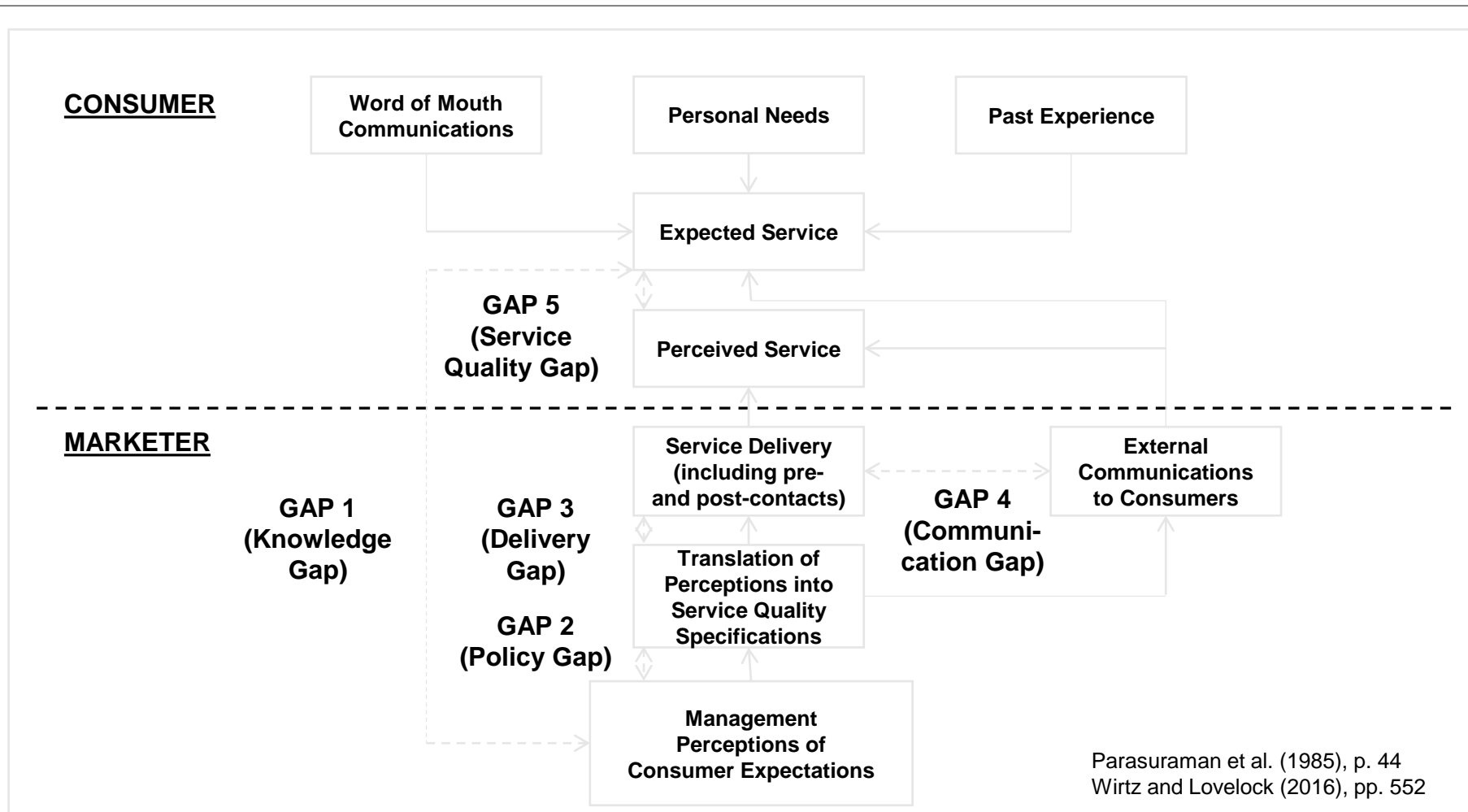
Efforts in defining and measuring quality have come largely from the goods sector. According to the prevailing Japanese philosophy, quality is "doing it right—doing it right the first time." Crosby (1979)

Existing Knowledge about Service Quality

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Journal of Marketing, Vol. 49, Fall 1985, 41-50.

A Conceptual Model of Service Quality / 41

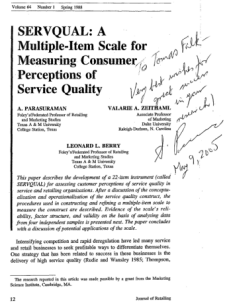


Parasuraman et al. (1985), p. 44
Wirtz and Lovelock (2016), pp. 552

Technology-driven Service Strategy – Service Quality

SERVQUAL

#7 Parasuraman et al. (1988)



GAP 5 Service Quality = Performance - Expectations

Tangibles

Physical facilities, equipment, and appearance of personnel:

- Modern equipment
- Visually appealing facilities
- Employees who have a neat, professional appearance
- Visually appealing materials

Assurance

Knowledge and courtesy of employees and their ability to inspire trust and confidence:

- Employees who instill confidence in customers
- Making customers feel safe in their transactions
- Employees who are consistently courteous
- Employees who have the knowledge to answer customer questions

Responsiveness

Willingness to help customers and provide prompt service:

- Keeping customers informed as to when services will be performed
- Prompt service to customers
- Willingness to help customers
- Readiness to respond to customers' requests

Empathy

Caring and individualized attention the firm provides its customers:

- Giving customers individual attention
- Employees who deal with customers in a caring fashion
- Having the customer's best interest at heart
- Employees who understand customer needs
- Convenient business hours

Reliability

Ability to perform the promised service dependably and accurately:

- Providing service as promised
- Dependability in handling customers' service problems
- Performing services right the first time
- Providing services at the promised time
- Maintaining error-free records

Parasuraman et al. (1988)

Technology-driven Service Strategy – Service Quality

SERVQUAL

Applying SERVQUAL

Dimension "Tangibles" Scale items	1 = strongly disagree	2 = somewhat disagree	3 = neutral	4 = somewhat agree	5 = strongly agree
Company XY has up-to-date equipment.			x (=3)		
Company XYs physical facilities are visually appealing.				x (=4)	
Company XYs employees are well dressed and appear nice.					x (=5)
Company XY uses visually appealing materials.					x (=5)
Index score for "Tangibles"	$(3+4+5+5)/4 = 17/4 = 4,25$				

Technology-driven Service Strategy – Service Quality

SERVQUAL

Applying SERVQUAL

Dimension-specific index scores	1 = strongly disagree	2 = somewhat disagree	3 = neutral	4 = somewhat agree	5 = strongly agree
Tangibles			4,25		
Assurance			2,75		
Responsiveness			2,5		
Empathy			2,75		
Reliability			4,25		
Index score for "Service Quality"	$(4,25 + 2,75 + 2,5 + 2,75 + 4,25) / 5 = 16,5 / 5 = 3,3$				

Technology-driven Service Strategy – Service Quality Blueprint

#2 Bitner et al. (2008)

**Service Blueprinting:
A PRACTICAL TECHNIQUE
FOR SERVICE INNOVATION**

Mary Jo Bitner
Amy S. Chase
Felicia N. Morgan

Service represents approximately 80 percent of the U.S. GDP and a growing percentage of the GDP of countries around the world. Companies, governments, and academics increasingly are seeking to understand the nature of service-driven global economic and societal trends. This, in practice, necessitates a focus on developing and leveraging ideas in the manufacturing and technology sectors. While there are many ways to measure the success of service companies, the success of service businesses (e.g., Google, Wal-Mart, Wal-Mart, Starbucks, Target, Amazon, and eBay) is the number of customers that actively reflect the value of the service. A better understanding of the nature of the service encounter and the product innovation that results from a range of research on service innovation.

There are many reasons for this focus on service innovation. Some of these reasons are rooted in the nature of the industrial revolution and the industrial revolution with tangible products and hard technologies as a source of product innovation, as well as an underlying belief that services have no tangible value. Beyond these basic reasons, however, the lack of empirical and theoretical foundations in services, derived at least partially from the nature of services themselves, serves as

The authors thank the Center for Service Innovation for its support of this project. They also thank the individuals who contributed to the manuscript including Greg Berman, Howard Berman, and the participants of the International Service Research Conference and the 2007 Service Research Conference. They also thank the participants of the 2007 Service Research Conference for their helpful comments. The authors also thank the participants of the 2007 Service Research Conference for their helpful comments. The authors also thank the participants of the 2007 Service Research Conference for their helpful comments. The authors also thank the participants of the 2007 Service Research Conference for their helpful comments.

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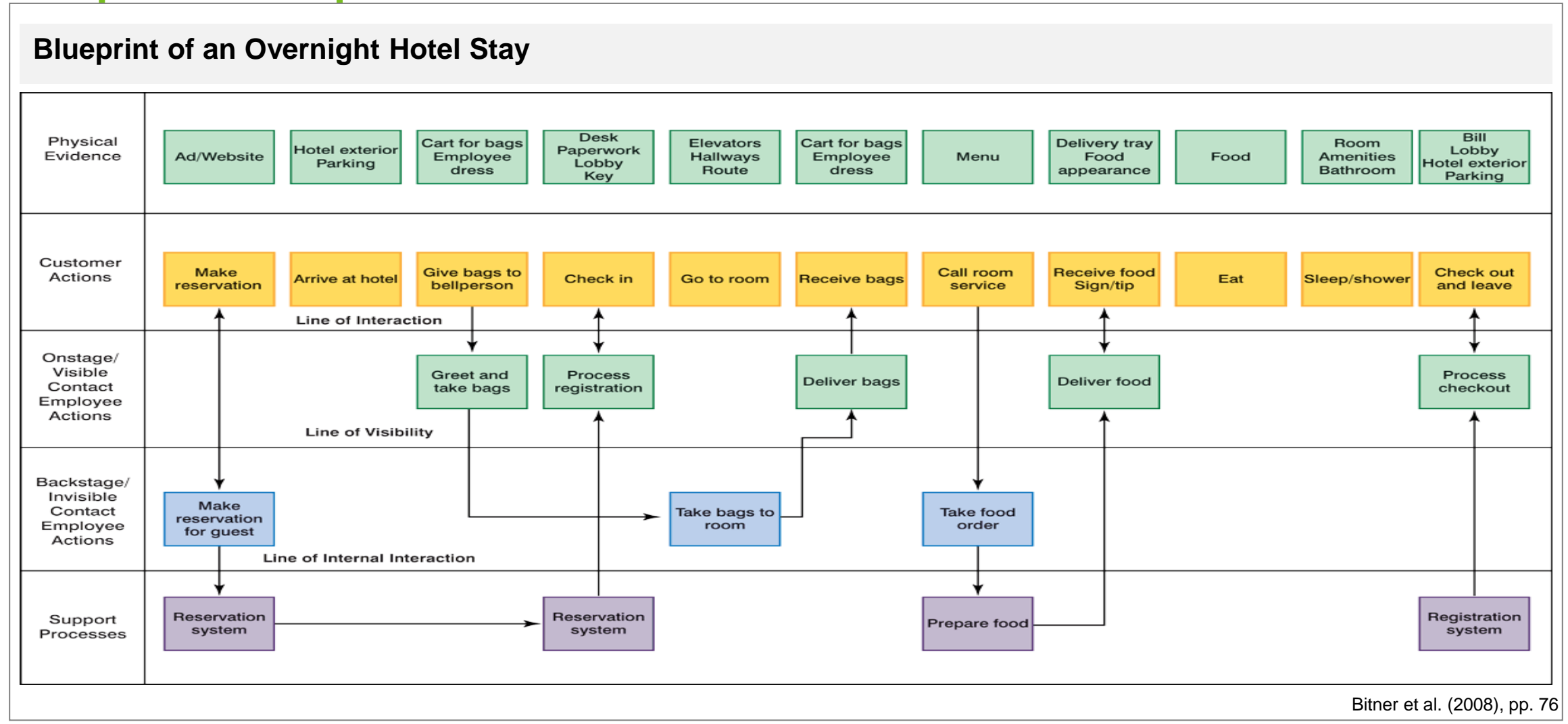
Service blueprinting...

is a tool for simultaneously depicting the service process, the points of customer contact, and the evidence of service from the customer's point of view (Bitner et al. 2008).

Service blueprinting enables to identify service encounters, which are defined as “. . . a period of time during which a consumer directly interacts with a service” (Shostack 1985, p. 243).

Typically, the service encounter represents a “moment of truth” because customers' experience of the service encounter is the main driver of his or her service quality judgment (Lövgren 2005).

Technology-driven Service Strategy – Service Quality Blueprint – Example



Technology-driven Service Strategy

SIA as an Example

Singapore Airlines (SIA) – Timeline and Development



1972	Singapore Airlines (SIA) emerges from the division of assets of Malaysia-Singapore Airlines (MSA) between Singapore and Malaysia
1980s	SIA reached key destinations in Japan, Australia, Europe and North America (focus on the “Kangaroo Route”)
1989	SilkAir founded as Tradewinds (commenced operations as SilkAir in 1992)
2004	Tigerair is launched
2007	SIA is the first carrier to fly the largest passenger liner A380
2010	Tigerair is publicly listed at the Singapore Stock Exchange
2011	SIA announces the multi-brand portfolio strategy (under new CEO Goh Choon Phong)
2011/12	SIA launches the low-cost medium-to-long-haul airline Scoot
2015	SIA launches the first phase of Customer Experience Management (CEM) System
2016	SIA fully takes over its short-haul low-cost subsidiary Tigerair
2018	SIA rated best airline in the world (Skytrax); Tigerair merges into Scoot
2019	SIA group: SGD 15.9 billion revenues, SGD 1.06 billion operating income; World's Best Airline Cabin Crew (Skytrax); SIA operates more than 60 cities in over 30 countries
2021	SilkAir will merge into SIA

Wikipedia (2018); <https://www.businessinsider.sg/20-best-airlines-world-2017-6/?r=US&IR=T>

Technology-driven Service Strategy

SIA as an Example

Exercise:

What are the main differences between full-service airlines and low-cost carriers (LCCs) (1a & b) and to what extent do these differences trigger varying customer expectations (2a & b)? Open group discussion.

1a. Features of full-service airlines:

- ...
- ...

1b. Features of low-cost carriers:

- ...
- ...

2a. Customer expectations towards full-service airlines:

- ...
- ...

2b. Customer expectations towards low-cost carriers:

- ...
- ...

Technology-driven Service Strategy

SIA as an Example

Exercise:

What are the main differences between full-service airlines and low-cost carriers (LCCs) (1a & b) and to what extent do these differences trigger varying customer expectations (2a & b)? Open group discussion.

1a. Features of full-service airlines:

- Higher rates
- On-board service (e.g., included luggage, meals, etc.)
- Flights from/to key airports, typically medium to long distance
- Code sharing (alliances)
- Extensive loyalty programs
- Multi-class cabins
- Various aircraft types
- Higher costs of labor to serve flights (selection and training more rigorous)

2a. Customer expectations towards full-service airlines:

- Functional benefits: reliability, safety, punctuality, convenience, accessibility, value-for-money, etc.
- Hedonic benefits included: empathy, entertainment, catering, status, etc.

1b. Features of low-cost carriers:

- Lower rates
- No on-board service included in price
- No ticket flexibility
- Flights from/to second-tier airports
- Point-to-point flights, typically short to medium distance
- No or limited loyalty programs
- Single aircraft type (e.g., narrow body planes → bulk ordering, lower costs and complexity)
- Minimum staff to serve flights
- Single class cabins (densely packed)

2b. Customer expectations towards low-cost carriers:

- Functional benefits: reliability, safety, punctuality, cost savings
- Hedonic benefits not included in the basic “package”: paid additional services (priority boarding, premium seats etc.)

Technology-driven Service Strategy – Electronic Service Quality E-S-QUAL

#5 Parasuraman et al. (2005)

E-S-QUAL A Multiple-Item Scale for Assessing Electronic Service Quality

A. Parasuraman
University of Texas
Valerie A. Zeithaml
Arvind Malhotra
University of North Carolina at Chapel Hill

Using the means-end framework as a theoretical foundation, this article presents a conceptual model and tests a multiple-item scale (E-S-QUAL) for measuring the service quality delivered by Web sites on which consumers shop online. Two stages of empirical data collection are reported for two different scales were necessary for capturing electronic service quality. The first E-S-QUAL scale developed the researchers' 22-item scale of five dimensions: efficiency, problem-solving, system reliability, and privacy. The second scale, E-S-QUAL, is a shorter 10-item scale that distills the researchers' initial scale and contains 10 items in three dimensions: responsiveness, convenience, and control. Both scales demonstrate good psychometric properties based on findings from a series of probability and reliability tests and from the research already conducted on the topic. Directions for future research on electronic service quality are offered. Managerial implications stemming from the empirical findings about E-S-QUAL are also discussed.

Keywords: e-service quality; online stores; customer service; scale development

The authors gratefully acknowledge research grants from the Marketing Science Institute and Dell/Star, without which this research could not have been conducted. They also thank three anonymous reviewers for their constructive and helpful comments.
Journal of Service Research, Volume 10, No. 3, Summer 2003, pp. 19-30.
© 2003 Sage Publications.

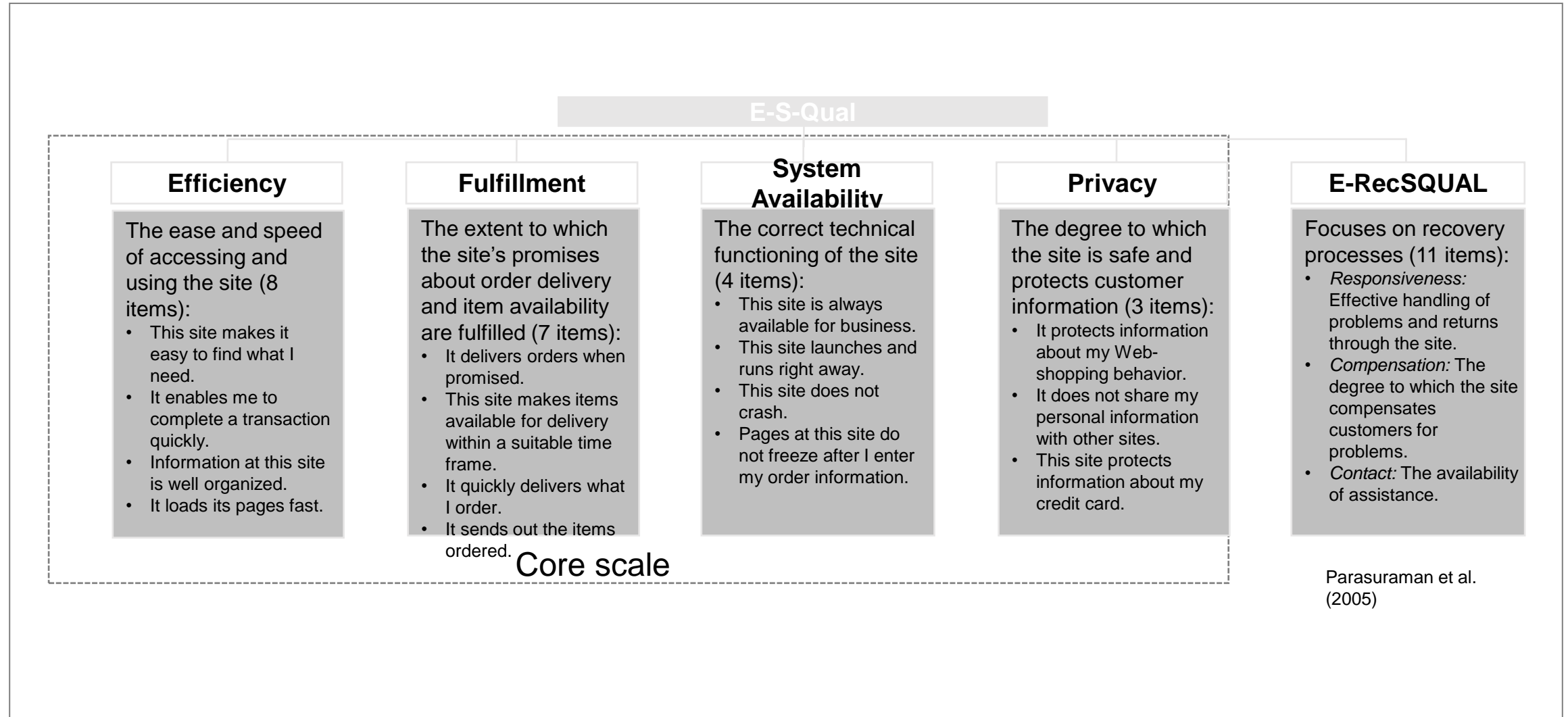
Electronic service quality...
is defined broadly to encompass all phases of a customer's interactions with a Web site: the extent to which a Web site facilitates efficient and effective shopping, purchasing, and delivery.

(Parasuraman et al. 2005, p. 217).



Technology-driven Service Strategy – Electronic Service Quality

E-S-QUAL



Technology-driven Service Strategy – Customer Experience Definition

People don't buy products or services, they buy experiences.



„An experience is not an amorphous construct; it is as real an offering as any service, good, or commodity” (Pine and Gilmore 1998, p. 98).

Ongoing Trends:

- Customers interact with firms through a myriad of touchpoints in multiple channels and media
- Omnichannel management is the new normal
- Firms have less control of customer journeys (growing volume of customer-to-customer interactions and social media use)

Resulting Challenge:

“It has become increasingly complex for firms to create, manage, and attempt to control the experience and journey of each customer” (Lemon and Verhoef 2016, p. 69).

Lemon and Verhoef (2016), “Understanding customer experience throughout the customer journey,” *Journal of Marketing*, 80 (6), pp.69-96.

Brynjolfsson et al. (2013), “Competing in the age of omnichannel retailing, Cambridge, MA: MIT..

Technology-driven Service Strategy – Customer Experience Definition

Customer experience ...

1. is holistic in nature and involves customer's spontaneous, non-deliberate cognitive, affective, physical, sensorial and social **responses and reactions**
2. to **offering-related stimuli** along the **customer journey**
3. (...) is created not only by those elements which the company can **control** (i.e., touchpoints controlled by the firm), but also by touchpoints that are **outside of the company's control** (i.e., touchpoints that are not controlled by the firm) (Becker and Jaakkola 2020; Verhoef et al. 2009)

#1 Becker and Jaakkola (2020)



Becker and Jaakkola (2020), "Customer experience: fundamental premises and implications for research," *Journal of the Academy of Marketing Science*, 48(4).
 Verhoef et al. (2009), "Customer experience creation: Determinants, dynamics and management strategies," *Journal of Retailing*, 85(1).

Technology-driven Service Strategy – Customer Experience

Customer Responses

Five facets of customer responses and reactions

cognitive



“think”

affective



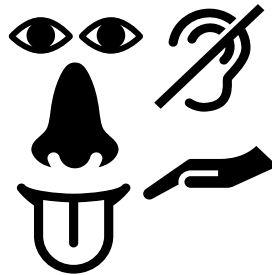
“feel”

physical



“body”

sensorial



“taste”,
“smell”,
“sight”,
“sound”,
and
“touch”

social



“others”



Becker and Jaakkola (2020), “Customer experience: fundamental premises and implications for research;” *Journal of the Academy of Marketing Science*, 48(4).

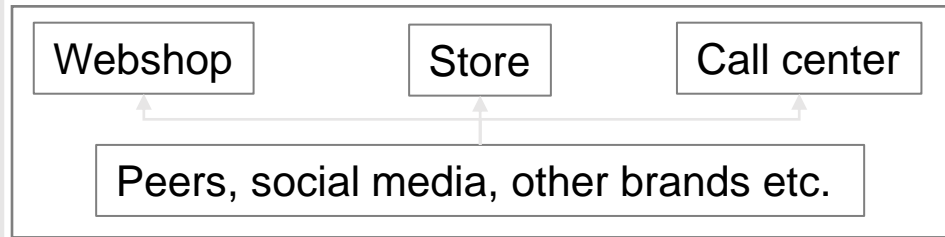
Technology-driven Service Strategy – Customer Experience

Types of Stimuli

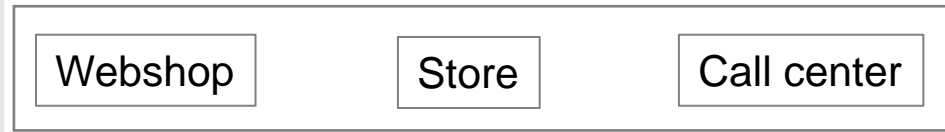


Level of aggregation

Consumer journey



Customer journey



Touchpoints



Cues



Before

During

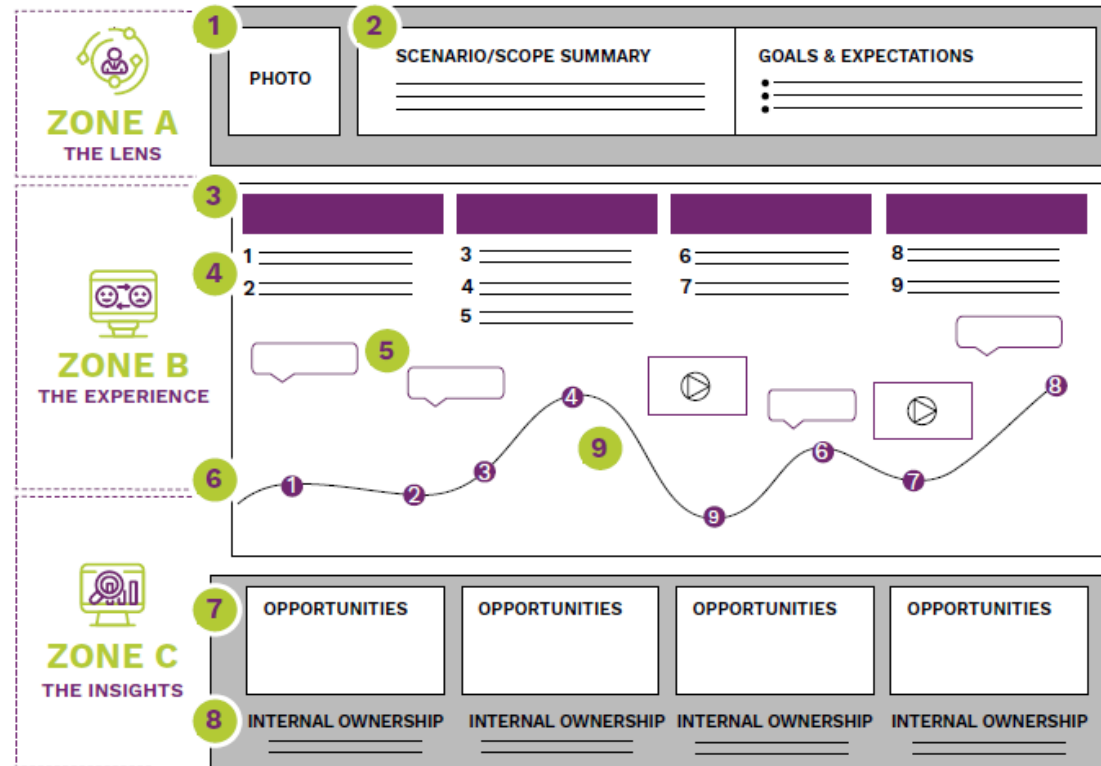
After

Purchase stage

Technology-driven Service Strategy – Customer Experience

Customer Journey Mapping

Exemplary B2B Customer Journey Map



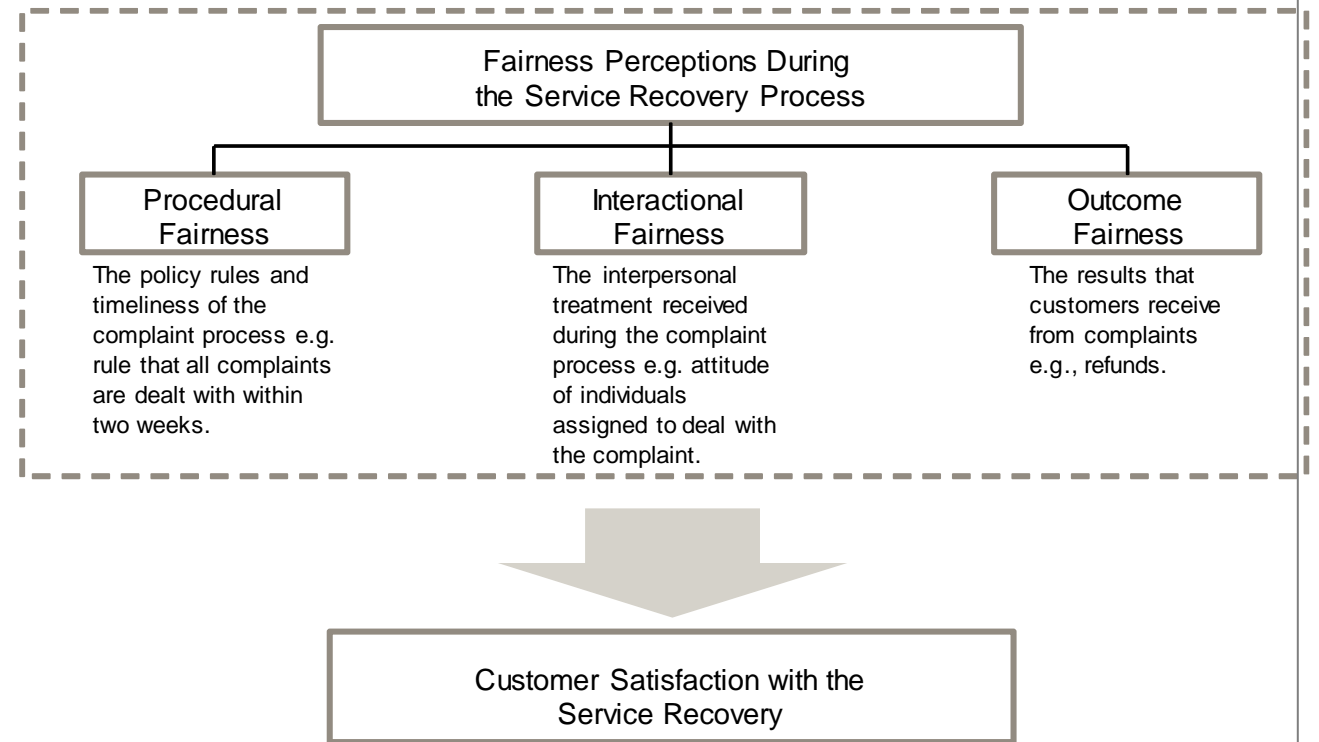
- 1 **PERSONA:** Persona name and photo. Some include a short summary.
- 2 **SCENARIO, GOALS AND EXPECTATIONS:** Short description of what journey covers and goals of the persona's journey.
- 3 **TYPICALLY INCLUDES 4 TO 7 MAJOR STAGES OF THE JOURNEY**
- 4 **STEPS:** The critical touchpoints and interactions that a persona takes before moving to the next stage.
- 5 **THOUGHTS & FEELINGS:** Empathetic summary of what persona is thinking and feeling during this stage.
- 6 **DRAMATIC ARC:** Displays the level of emotion or friction the persona feels during that stage of the journey.
- 7 **OPPORTUNITIES AND METRICS:** Track the initiatives to improve the experience at this stage and the KPIs you're using to measure success.
- 8 **INTERNAL OWNERSHIP:** Tracks who owns this initiative and the KPIs to measure.
- 9 **PAIN POINTS:** Typically summarized through insights by phase or step. These key findings commonly include gaps in customer needs and desires, recommendations, and design principles.

Technology-driven Service Strategy – Service Quality Overview



Technology-driven Service Strategy – Service Quality

Service Recovery Strategy – Fairness Theory



Tax and Brown (1998), pp. 75-88
Wirtz and Lovelock (2017), p. 510

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Case study report (max. two word-pages) – deadline Feb. 3, 23.59 hours.