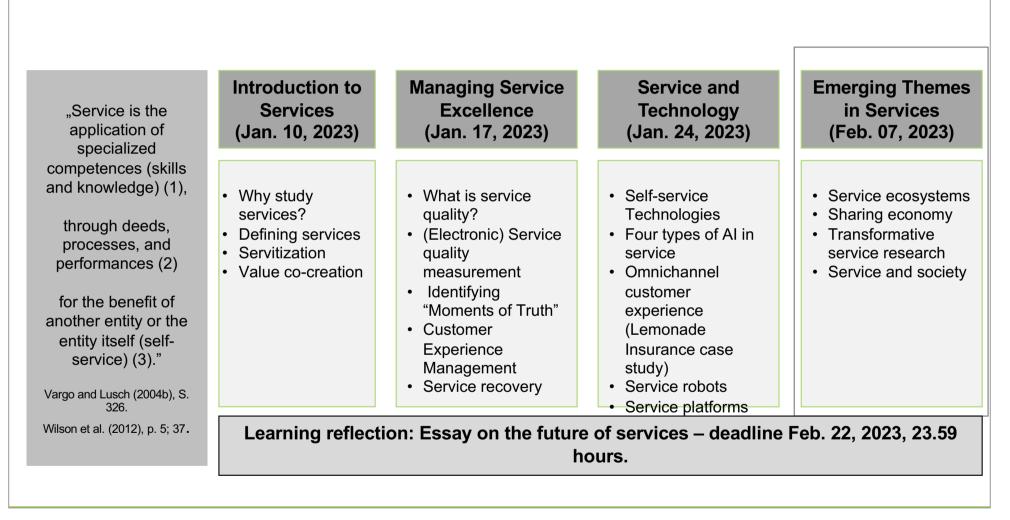# A!

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MARK- E0010
Technology-driven Service Strategy: 07.02.2023
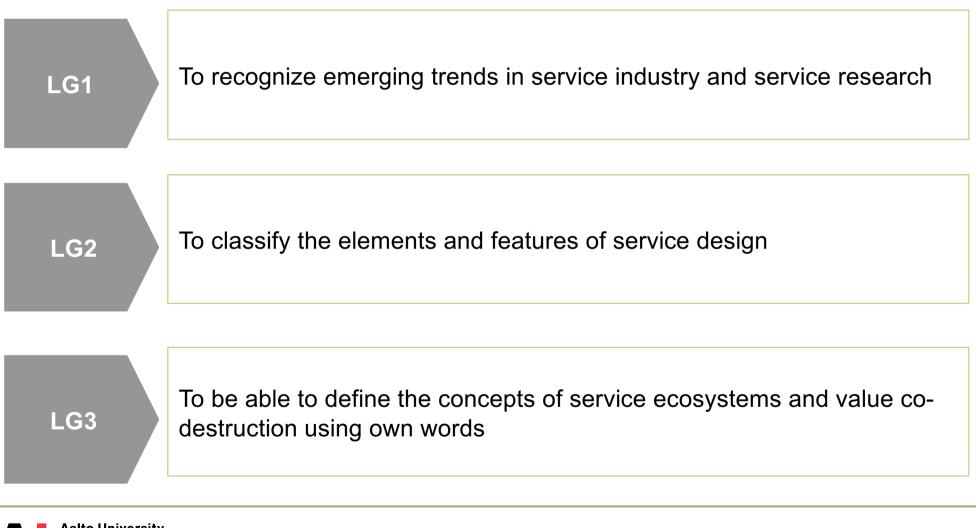
Spring 2023
09.01.2023– 26.02.2023

Henriikka Seittu (Teacher-in-charge), PhD Candidate, M.Sc.
Course design: Henriikka Seittu & Prof. Dr. Tomas Falk
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

Learning reflection: Essay on the future of services – deadline Feb. 22, 2023, 23.59 hours.

4.   Emerging themes in services: strategies to perform societal impact - Learning Goals

LG1
To recognize emerging trends in service industry and service research

LG2
To classify the elements and features of service design

LG3
To be able to define the concepts of service ecosystems and value co-destruction using own words

Value cocreation in service ecosystems

Investigating health care at the micro, meso, and macro levels

Gabriela Beirão and Lia Patrício
INESC TEC and Faculty of Engineering,
University of Porto, Porto, Portugal, and
Raymond P. Fisk
Department of Marketing, Texas State University, San Marcos, Texas, USA

Abstract
Purpose – The purpose of this paper is to understand value cocreation in service ecosystems from a multilevel perspective, uncovering value cocreation factors and outcomes at the micro, meso, and macro levels.
Design/methodology/approach – A Grounded Theory approach based on semi-structured interviews is adopted. The sample design was defined to enable the ecosystem analysis at its different levels. At the macro level was the Portuguese Health Information ecosystem. Embedded meso level units of analysis comprised eight health care organizations. A total of 48 interviews with citizens and health care practitioners were conducted at the micro level.
Findings – Study results enable a detailed understanding of the nature and dynamics of value cocreation in service ecosystems from a multilevel perspective. First, value cocreation factors are identified (resource access, resource sharing, resource recombination, resource monitoring, and governance/institutions generation). These factors enable actors to integrate resources in multiple dynamic interactions to cocreate value outcomes, which involve both population well-being and ecosystem viability. Study results show that these value cocreation factors and outcomes differ across levels, but they are also embedded and interdependent.
Practical implications – The findings have important implications for organizations that are ecosystem actors (like the Portuguese Ministry of Health) for understanding synergies among value cocreation factors and outcomes at the different levels. This provides orientations to better integrate different actor roles, technology, and information while facilitating ecosystem coordination and co-evolution.
Originality/value – This study responds to the need for a multilevel understanding of value cocreation in service ecosystems. It also illuminates how keystone players in the ecosystem should manage their value propositions to promote resource integration for each actor, fostering resource density and ecosystem viability. It also bridges the high-level conceptual perspective of Service-Dominant logic with specific empirical findings in the very important context of health care.
Keywords Electronic health records, Service ecosystems, Value cocreation, Health care services, System levels
Paper type Research paper

Introduction
Complex service systems with supplier networks interacting with customer networks are increasingly common (Gummesson, 2007). These interrelated value networks form service ecosystems, operating together through value cocreation process occurring in these dynamic environments that are central to the emergence and evolution of service ecosystems (Vargo and Lusch, 2016). A service ecosystem can be defined as a "relatively self-contained, self-adjusting system of ...

Service Research Priorities: Managing and Delivering Service in Turbulent Times

Amy L. Ostrom[1], Joy M. Field[2], Darima Fotheringham[1],
Mahesh Subramony[3], Anders Gustafsson[4], Katherine N. Lemon[2],
Ming-Hui Huang[5], and Janet R. McColl-Kennedy[6]

Abstract
Transformative changes in the societal and service context call out for the service discipline to develop a coherent set of priorities for research and practice. To this end, we utilized multiple data sources: surveys of service scholars and practitioners, web scraping of online documents, a review of published service scholarship, and roundtable discussions conducted at the world's foremost service research centers. We incorporated innovative methodologies, including machine learning, natural language processing, and qualitative analyses, to identify key service research priorities that are critical to address during these turbulent times. The first two priorities—*technology and the changing nature of work and technology and the customer experience*—focus on leveraging technology for service provision and consumption. The next two priorities—*resource and capability constraints and customer proactivity for well-being*—focus on responding to the changing needs of multiple stakeholders. Further, we identified a set of stakeholder-wants from the literature and include research questions that tie key stakeholder-wants to each of the four priorities. We believe the set of research priorities in the present article offer actionable ideas for service research directions in this challenging environment.

Keywords
service research priorities, stakeholders, transformative service research, customer experience, frontline service employees, customer proactivity, service operations, service technology, machine learning

Because service shapes the behavior and well-being of individuals and communities and constitutes the bulk of the global economy, the interdisciplinary field of service research has evolved to describe, predict, and manage various facets of the service experience. Periodic large-scale reviews have identified priorities for service scholarship relevant to the changing times (Ostrom et al. 2010, 2015). For instance, Ostrom and colleagues (2015) identified external forces shaping services, such as advances in technology, the proliferation of service innovation, and the growth in big data, and highlighted the need to enhance service experience and improve well-being through transformative service. However, in less than a decade, the world-at-large and services, in particular, are experiencing tectonic shifts resulting from technological innovations, challenges to institutions, demands for social justice, climate change, and a global pandemic, among other disruptions. As these disruptions become more frequent, services will need to evolve to be robust to such persistent turbulence. This requires a comprehensive reexamination and extension of service scholarship and practice. The aim of this article and its companion piece (Field et al. 2021) is to attempt just that, utilizing a multiple-stakeholder lens that integrates the perspectives of those who influence, and are influenced by, the design and delivery of any (commercial or noncommercial) service. We believe that customers, employees, managers, and the community are, and will remain, key stakeholders and have specific wants regarding service content and processes. Our aim is to develop service research priorities (SRPs) that are rooted in, and responsive to, these wants. We also discuss their implications for researching and managing services in turbulent times.

The multiple-stakeholder approach to services is consistent with the application of stakeholder theory in several business disciplines (Parmar et al. 2010). Further, the Responsible Research in Business and Management (RRBM) movement, a growing community of scholars and partners (including organizations such as AACSB and EFMD; www.rrbm.network), emphasizes the value of plurality and multidisciplinary

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Service Research Priorities: Designing Sustainable Service Ecosystems

Joy M. Field[1], Darima Fotheringham[2], Mahesh Subramony[3], Anders Gustafsson[4],
Amy L. Ostrom[2], Katherine N. Lemon[1], Ming-Hui Huang[5], and Janet R. McColl-Kennedy[6]

Abstract
This article utilizes input from service scholars, practitioners, reviews of published literature, and influential policy documents to identify service research priorities that push the boundaries of extant research and practice. In a companion piece, we focused on four service research priorities related to managing and delivering service in turbulent times. Further, we identified a set of stakeholder-wants from the literature and included research questions that tie key stakeholder-wants to each of the three priorities in this article and the four priorities in the companion article. Here, we highlight the critical importance of scholarship and practice related to the design of sustainable service ecosystems and discuss three key service research priorities: large-scale and complex service ecosystems for transformative impact (SRP5), platform ecosystems and marketplaces (SRP6), and services for disadvantaged consumers and communities (SRP7). We call for an engaged service scholarship that considers the interrelationships among consumers, organizations, employees, platforms, and societal institutions and pursues transformative goals.

Keywords
service research priorities, stakeholders, transformative service research, service ecosystems, platforms, disadvantaged consumers and communities, machine learning

Service pervades nearly all domains of human activity. Yet, scholarship focusing on the interrelationships among the actors involved in the service process (organizations, customers, and workers) and the institutions or "rules of the game" that shape these relationships is relatively recent (Vargo and Lusch 2016). Viewing service through this service ecosystems lens allows us to gain a systemic understanding of value creation grounded in the socio-economic context (as opposed to a relatively narrow focus on service encounters). This lens also allows us to focus on the institutional mechanisms (i.e., regulative, normative, and cultural) that govern service exchange (Scott 2001). In addition, there is increasing awareness regarding the "social dimension of value creation that generates uplifting change for greater well-being among individuals and collectives" (Blocker and Barrios 2015, 265). This transformative service research (TSR) lens allows scholars and practitioners alike to focus on critical issues of human concern, including sustainability, inclusiveness, access, and justice, and helps shape a more socially aware and responsible discipline. These two complementary lenses—service ecosystems and TSR—undergird the service research priorities (SRPs) discussed in this article.

As described in our companion article (Ostrom et al. 2021), we identified a total of seven service research priorities and their concomitant research questions by triangulating inputs from: (a) an analysis of global service trends, (b) a systematic review of review articles published between 2016 and 2020, (c) survey data from scholars and practitioners, and (d) roundtables held at the world's premier service research centers. The focus of the current article is on the last three SRPs that together emphasize the importance of designing sustainable ecosystems. To reiterate, our goals for these articles are threefold. First, we aim to catalyze future research by delineating key service research priorities. Second, we seek to identify key stakeholder-wants that are relevant for each SRP. Third, we endeavor to focus on under-researched topics that have the potential for high impact.

In the sections that follow, we begin by presenting a brief overview of the multiple methodologies used in identifying the priorities, along with the organizing framework of the seven service research priorities and related stakeholder-wants. We then discuss the final three priorities and several key

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A triadic framework for collaborative consumption (CC): Motives, activities and resources & capabilities of actors

Sabine Benoit[a,*], Thomas L. Baker[b], Ruth N. Bolton[c], Thorsten Gruber[d], Jay Kandampully[e]

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[c] W. P. Carey School of Business, Arizona State University, P. O. Box 874106, Tempe, AZ 85287-4106, United States
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ARTICLE INFO

Keywords:
Collaborative consumption
Access based services
Consumer behavior
Sharecomony
Peer to peer
Research priorities

ABSTRACT

Collaborative consumption (CC) is an increasingly prevalent form of exchange. CC occurs within a triangle of actors: a platform provider (e.g., Uber), a peer service provider (e.g., an Uber driver) and a customer. The platform provider's main role is matchmaking, so that a customer can access assets of a peer service provider. This paper has three objectives. First, this article identifies three criteria to differentiate CC from related constructs such as access-based consumption, sharing or renting. Second, it introduces a literature-based framework exploring the roles of the actors in the CC triangle along three dimensions: motives, activities and resources and capabilities. Third, it highlights areas for further research, such as the dynamics of CC, context-dependent motives and the emergence of professional (peer) service providers.

1. Introduction
Exchange has long been considered a cornerstone of marketing thought (e.g., Bagozzi, 1975) and, as noted by Belk (2014), is "as old as humankind" (p. 1595). While having taken various forms including sharing, bartering, and trading, in a more recent customer context, exchange is typically considered a dyadic process occurring between two parties (e.g., a company providing a good or service and a customer providing some financial consideration). Furthermore, exchange over the past century can be characterized as "aspirational exchange," meaning that customers "trade up" in buying more luxurious goods (Sheth, Sethia, & Srinivas, 2011). Recently, however, there has been an increase in a very different form of exchange which can be labeled "collective exchange," whereby many customers access goods and services that are provided by a peer (Bardhi & Eckhardt, 2012; Belk, 2014).

This form of exchange has been referred to by an almost dizzying number of labels including access-based consumption (e.g., Bardhi & Eckhardt, 2012), access-based service (e.g., Schaefers, Wittkowski, Benoit, & Ferraro, 2016), non-ownership services (e.g., Wittkowski, Moeller, & Wirtz, 2013), sharing (e.g., Belk, 2014), commercial sharing programs (Lamberton & Rose, 2012), two-sided markets (Rochet & Tirole, 2006) or sharecomony or sharing economy (e.g.,

Hamari, Sjöklint, & Ukkonen, 2015). Perhaps the most common being collaborative consumption (CC) (e.g., Botsman, 2015; Hamari et al., 2015). The firms engaged in this new market mechanism have become some of the most talked about in the business press. An example is Uber, which operates a well-known ride-sharing service. Uber drivers utilize their own vehicles and work hours that are most convenient for them. Customers access the service via an app on their smartphone or some other device. As such, Uber provides a technology platform (the app) that efficiently coordinates underutilized assets (owner's vehicles) to serve customers who need transportation. Similarly, Airbnb provides an app/online presence that coordinates people seeking short-term accommodations with people who have underutilized space (e.g., room, apartment) available to be rented. Thus, CC is fueled, in part, by social media platforms that easily connect peers (Belk, 2014; Matzler, Veider, & Kathan, 2015).

Academic research regarding this new phenomenon is just emerging and as it does, it seems to be moving in a number of different directions. The goal of our paper is to make three primary contributions. First, although research regarding CC has been accelerating, there has not been a formal conceptualization of CC in the academic literature. To help alleviate this confusion, we introduce three criteria that can be used to aid in the characterization of CC as a triadic exchange involving customers, peer service providers and platform providers. Second, we

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Linking service design to value creation and service research

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Bo Edvardsson
CTF-Service Research Center, Karlstad University, Karlstad, Sweden, and
Maria Colurcio
University of Magna Graecia of Catanzaro-Italy, Catanzaro, Italy

Abstract
Purpose – The purpose of this paper is to develop a framework for understanding service design and how service design relates to central concepts within service marketing.
Design/methodology/approach – For companies, service design is growing in importance and has become a crucial capability to survive in the service-dominant economy. Service design increases the capacity to improve not only service experiences but also organizational design. On this premise, the authors propose a conceptual framework.
Findings – By relating service design to research efforts within service marketing, dual value creation can be enhanced. As such, the conceptual framework portrays service design as an enhancer of customer experience and organizational design.
Originality/value – To the authors' knowledge, service design has not been discussed in the service marketing literature. Thus, this is the first attempt to see service design in light of well-established service marketing models such as SERVQUAL and an updated version of the Service-profit-chain.
Keywords Service innovation, Service research, Customer experience, Service design, Design thinking
Paper type Conceptual paper

Introduction
According to Aksoy (2013) the two most tracked measures regarding customer behavior are customer satisfaction and likelihood to recommend. From the customer's perspective though, expectations concerning service quality and satisfaction have been increasing, thereby making the experience of value creation a top priority for organizations across all sectors. A focus on customer satisfaction and service quality, which used to be the ticket to play and stay, is no longer enough in today's

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Feed People First: A Service Ecosystem Perspective on Innovative Food Waste Reduction

Steve Baron[1], Anthony Patterson[1], Roger Maull[2],
and Gary Warnaby[3]

Abstract
Service research highlights the utility of adopting a service ecosystem approach to studying service innovation. It suggests that service innovations can arise from challenging and developing the institutions (i.e., norms, rules, practices, meanings, and symbols) which underpin an ecosystem. Also, recent emphasis on consumer well-being posits that studies of service provision to poor consumers are needed. Reflecting these research priorities, the context of this case study on service innovation is the food waste ecosystem, whereby service innovations can contribute to the alleviation of food poverty for thousands of citizens. The central actor of the ecosystem is the leading UK charity organization fighting food waste. The paper's contribution lies in using data from ecosystem actors to clarify the distinctions between institutions, thereby enhancing understanding of the application of institutional theory within the ecosystem and highlighting some theoretical implications for service innovation both within- and between-system levels. An actor institutions matrix is offered as a fruitful outcome of the analysis of the institutions, and suggested recommendations for operationalizing service ecosystem studies are outlined.

Keywords
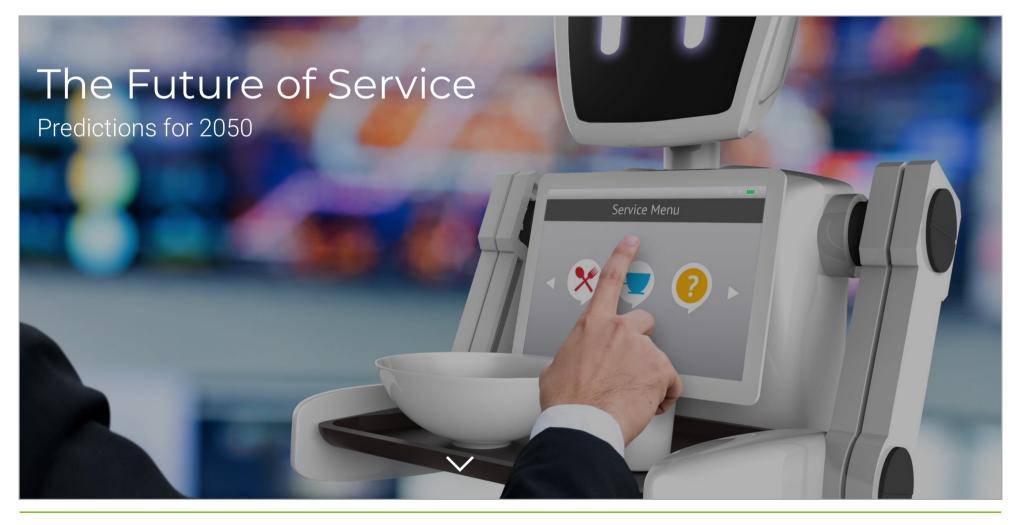service innovation, institutions, service ecosystem, austerity

Introduction
In a discussion of service innovation, Van Riel (2015, p. 199) argues that "…'service' is not to be considered, studied, managed, as a discrete phenomenon, but rather as something that is part of a system, of a network, linking departments in the firm, multiple firms and customers in an ecosystem." Service scholars are increasingly adopting a service ecosystem perspective (see Fisk et al. 2016; Frow et al. 2014; Lusch and Nambisan 2015; Vargo and Akaka 2012). A service ecosystem is defined as "…a relatively self-contained, self-adjusting system of resource-integrating actors connected by shared institutional arrangements and mutual value creation through service exchange" (Vargo and Lusch 2016, pp. 11-12). A service ecosystem perspective resonates with the view that service research, like marketing research, can and should contribute to "…long-term large problems that go beyond individual customer satisfaction and short-term financial performance to encompass the total value creation system" (Webster and Lusch 2013, p. 389). It places emphasis on institutions, that is, the norms, rules, meanings, symbols, and practices, which the ecosystem actors share.

More recently, Siltaloppi, Koskela-Huotari, and Vargo (2016) have drawn attention to the multiplicity of institutional arrangements confronting actors in a service ecosystem. Institutions are seen as the mechanisms that tie the actors together. Furthermore, as argued by Lusch, Vargo, and Gustafsson (2016), institutional patterns of resource integration can offer either momentum or resistance to service innovation. Existing institutional theory, as a lens through which we can consider service innovation in service ecosystems, tends to treat norms, rules, meanings, symbols, and practices together as one overall entity (Vargo and Akaka 2012; Vargo, Wieland, and Akaka 2015). As will be demonstrated later, there are sound reasons to extend existing theory on societal service innovation by considering each institutional component separately. We consider these issues specifically in a particular food-related service ecosystem concerned with efforts to make more effective use of food waste in the retail supply chain.[1]

The problem of food waste is magnified in periods of austerity. For example, in the UK, welfare reforms arising from austerity measures, introduced in the aftermath of the 2008

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The Future of Service
Predictions for 2050

Service Menu

Assignment of the fourth thematic package: Learning reflection: Essay on the future of the services (15 %, 0-15 points)

You are asked to forecast the future of services. Taking into consideration the current state of services and their environment, ***how do you think services look like in year 2050? What are the trends and challenges of service industry in the future?***

You may choose to reflect either on single service industry, like healthcare, retail, financial services, or services sector in general.

- Choose at least 1-2 course concepts you have learned during the course and reflect on them e.g. how does service recovery / value co-creation / service excellence look like in year 2050?

- You are required to use at least four sources in addition to thematic package 4 material. The sources can be e.g., business magazines, such as Wired, or Kauppalehti, academic articles, (e.g. Journal of Service Reseach) or other material.

- Remember to justify and illustrate your arguments.

Assignment of the fourth thematic package: Learning reflection: Essay on the future of the services (15 %, 0-15 points)

Format and timeline:

1. Participants are asked to write **two to three word-pages** of reflection (Times New Roman 12, Spacing 1,5). Please note, that three pages should NOT be exceeded.

2. The task is designed as an individual work.

3. Grading of the case study report will be based on a scale from 0-15 points. The grading follows the general grading instructions given under heading

"3. General instructions for the assignments".

GROUP WORK

4. Emerging themes in services: strategies to perform societal impact

4. Emerging themes in services: strategies to perform societal impact
4.1.5. Group work

- **I will send you to break-out rooms for 40 minutes**

- **Your room number is your group number**

- **Introduce yourself**

- **Answer to the given questions**

- **Prepare a presentation of 5 minutes to teach your concept to the rest of the class**

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Prepare 5-7 minutes presentation on the following topics:

1. *Service design*

2. *Transformative service research*

3. *Sharing economy*

4. *Service Ecosystem(s)*

5. *Value co-creation and co-destruction*

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Orientation questions for group work

1. What is x / Defining x / What do we talk about when we talk about x?

2. Any theoretical / conceptual frames?

3. Examples of x?

4. Background for x / How / when /why was x developed?

5. Pros / Cons of x thinking? Is x sustainable thinking?

6. Potential research questions? In what context is x examined? Example studies?

Thank you!

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Next:

- PRESENTATION-session: 16.02.2023, 9:15-10:45 & 11:15-12:45 (SLIDES 15.02. at 18:00)

- Assignment & Quiz: Thematic package 4 is due, Wednesday, 22 February, 23:59

- Group work - written report is due, Friday, 24 February, 23:59

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