

**Marketing 791 – PhD Seminar**  
**Service Science: Marketing, Management and Technology**  
**Fall 2013**

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Class meeting: Wednesdays, 2:00-5:00 PM – BAC 445  
(except as noted)

### **Overview**

Service science draws on strong research foundations in the field of services marketing, management and technology to focus on challenges and opportunities relevant to service innovation and competing through service(s). This emerging inter-disciplinary field is substantively grounded in real, cross-functional issues of business and its theoretical roots lie in the business disciplines, engineering, technology and the social sciences.

This is an exciting time to be involved in the science of service. Service research is a relatively young (by academic standards) and very dynamic cross-functional research area, with its deepest roots being in the marketing and management disciplines. While service research struggled for recognition in the 1980s, it has evolved over the last two decades to be a prominent field of its own. Today there is growing attention worldwide to service research including services marketing and management, service engineering, and service innovation. This seminar will provide students with foundational understanding of service research, exposure to current and award-winning publications, and opportunities to learn about new, emerging research areas. Through the seminar, I hope that students will catch the excitement of the field and see opportunities for their own development as researchers.

At ASU and within the marketing department, we are fortunate to have the Center for Services Leadership ([www.wpcarey.asu.edu/csl](http://www.wpcarey.asu.edu/csl)), a cross-disciplinary center focused on research and education in services for more than 25 years. The CSL has over 45 member companies that recognize the importance of service(s) in their ability to compete in the marketplace and more than 70 Faculty Network members, who are academics engaged in service research at universities around the globe. Through the seminar you will be exposed to challenges and ideas gleaned from these member companies over the years as well as service research undertaken by our Faculty Network. You will also have the opportunity to attend the Center's flagship event, the *Compete Through Service* symposium, November 6-8 at the Marriott Renaissance Hotel in Phoenix.

## **Purpose**

The primary purpose of this seminar is to provide PhD-level coverage of major research topics and new developments in service(s). Within specific topic areas, we will read classic service research papers as well as current and award-winning articles.

In addition to covering central topics in service research, another purpose of the course is to expose you to emerging ideas in “service science,” an inter-disciplinary field that takes service research outside of marketing, and even outside of the business school. With the growing recognition of the importance of services to individual companies and entire nations, there is increasing emphasis on service research globally.

Another central goal of the course is to provide you a forum for developing research ideas and proposals related to service science. We will generate some ideas for research projects as a class during our weekly discussions. In addition, each of you will develop one short and one longer paper related to your own research ideas.

## **Required and Recommended Reading**

Each week you will be assigned a number of articles to read. The full citations for the assigned required readings will be provided on the course blackboard site at least a week in advance of the class session when they will be discussed. I will provide hard copies of the articles to you a week in advance.

In addition to the journal articles, the following books will provide good background for you.

*Services Marketing: Integrating Customer Focus Across the Firm*, by Valarie Zeithaml, Mary Jo Bitner and Dwayne Gremler, 6<sup>th</sup> edition, McGraw-Hill, 2012.

*Services Marketing Self-Portraits*, Raymond P. Fisk, Stephen J. Grove, and Joby John (eds), Chicago: American Marketing Association, 2000.

## **Student Responsibilities and Evaluation**

Each student should come to the class prepared to discuss the readings assigned for the week—knowing the purpose of each paper, its contributions, and shortcomings. Along with the readings for each week, I will assign a set of questions to guide a more general discussion of the week’s topic. Most weeks you will be asked to write-up and turn in a short response (1-2 pages max) to one of the questions. As a group, we will attempt (not necessarily every week, but periodically) to develop research ideas within each topic area so students should come prepared with research ideas stimulated by the readings.

In addition to individual preparation and class participation, each student will be required to submit two written assignments:

- (1) **A short company-focused research proposal** stimulated by one or more of the presentations at the *Compete Through Service Symposium*, November 6-8 at the Marriott Renaissance Hotel in Phoenix. This is the flagship event of the Center for Services Leadership and you will be invited to attend as much of the program as you can given your other class obligations. Many of my own research ideas and those of my colleagues have emanated from presentations and discussions at the Symposium. Please put these dates on your calendar right away. Your proposal will be written as if it is directed at a company for support of the project. A format for this type of proposal will be provided.
  
- (2) **A research paper related to service research.** This can be a critical literature review, a study proposal, a conceptual model, or a measurement piece related to any of the topics we will cover (or others as approved in advance). If you are already working in a service research area, you can further develop your work-in-progress, as long as we discuss this in advance so that I can know the current state of the research and where you are heading with it. The paper for the class should be substantially new, not a revision of a paper already written. Ideally what you develop in this course could lead to a publication, a conference paper, or even a dissertation topic. I will ask you to use an accepted format for the type of paper you are writing (AMA guidelines for conference papers; Comprehensive Exam Part II guidelines; other approved format—e.g., modeled after a published paper in a leading journal).

Both the short and long papers will be presented to your classmates during a regular class session.

Your grade for the course will be determined as follows:

Class Participation	40%
Research Paper	40%
Company-focused Research Proposal	20%

**Overview of Course Topics and Dates – Fall 2013**  
(subject to change, with advance notice)

Aug 28	Course Introduction Services Marketing – History/Topics/Trends
Sept 4	Service Encounters and Service Quality Guest Faculty: Mary Jo Bitner
Sept 11	Service Science/Service Innovation

Sept 18	Customers as Co-Producers/Co-Creators of Service
Sept 25	Service Design Guest Faculty: Mary Jo Bitner
Sept 27	<b>Research paper topic due (via e-mail)</b>
Oct 2	NO CLASS (ACR)
Oct 9	Service Recovery
Oct 16	Transformative Service Research Guest Faculty: Laurel Anderson
Oct 23	Employees' Roles/Service-Profit Chain Guest Faculty: David Bowen
Oct 25	<b>Research paper detailed outline due (via e-mail)</b>
Oct 30-Nov 1	NO CLASS: Individual meetings regarding projects
Nov 6-8	<b>Compete Through Service (CTS) Symposium</b> (attend as much as possible)
Nov 13	Service Infusion and B2B Service Strategy Guest Faculty: Steve Brown
Nov 20	<b>CTS company-focused research proposal assignment due</b>
Nov 27	Technology and Service: SSTs/Smart Services Guest Faculty: Mike Goul
Dec 4	Final Class <b>Research presentations and research paper due</b>

Marketing 791 – PhD Seminar  
Services Science: Marketing, Management and Technology  
**August 28, 2013**

**Topic: Services Marketing – History/Trends/Topics**

The field of services marketing is relatively young, tracing its beginnings to the late 1970s and early 1980s. In this session, we will look at the history of the field and get a grounding in some of its foundations and central topics. We will also look at recent articles that suggest trends and directions for the field.

**Readings:**

- (1) *Services Marketing: Integrating Customer Focus Across the Firm*, by Valarie Zeithaml, Mary Jo Bitner, and Dwayne Gremler, 6<sup>th</sup> edition, McGraw-Hill, 2013, Chapters 1, 2, and one other chapter of interest to you. (ZBG text). Copies of the book are available to borrow at the Marketing Department front office.
- (2) Fisk, Raymond P., Stephen W. Brown and Mary Jo Bitner (1993), "Tracking the Evolution of the Services Marketing Literature," *Journal of Retailing*, 69 (Spring), 61-103.
- (3) Berry, Leonard and Parsu Parasuraman (1993), "Building a New Academic Field—the Case of Services Marketing," *Journal of Retailing*, 69 (Spring), 13-60.
- (4) Vargo, Stephen L. and Robert F. Lusch (2004), "Evolving to a New Dominant Logic for Marketing," *Journal of Marketing*, Vol. 68 (January), 1-17. (*JM* Award Winner 2004)
- (5) Gronroos, Christian (2011), "Value Co-Creation in Service Logic: A Critical Analysis," *Marketing Theory*, 11 (3) 279-301.
- (6) Bitner, Mary Jo and Stephen W. Brown (2008), "The Service Imperative," *Business Horizons*, 50<sup>th</sup> Anniversary Issue, January-February, 39-46.
- (7) Ostrom, Amy L., Mary Jo Bitner, Stephen W. Brown, Kevin A. Burkhard, Michael Goul, Vicki Smith-Daniels, Haluk Demirkan, and Elliot Rabinovich (2010), "Moving Forward and Making a Difference: Research Priorities for the Science of Service," *Journal of Service Research*, 13 (1), 4-36.
- (8) Reibstein, David J., George Day, and Jerry Wind (2009), "Guest Editorial: Is Marketing Academia Losing Its Way?" *Journal of Marketing*, July, 1-3.

**Discussion Questions:**

- (1) What do you see as distinguishing characteristics of the field of services marketing compared to other fields or research domains within marketing?
- (2) In your opinion, what do these articles suggest about the future of the field of services marketing?
- (3) What extra chapter did you pick to read out of the ZBG text and why? What interests you about this area of research? What would you like to know about this topic?

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Service Science: Marketing, Management and Technology  
**September 4, 2013**

**Topic: Service Encounters and Service Quality**  
**Guest Faculty, Mary Jo Bitner**

Two of the earliest research areas to emerge in the field of services marketing and management were service quality and service encounters. Both of these areas have evolved over the last two decades and are still active. I know you have already read a number of articles on these topics, particularly service quality, in other doctoral seminars. I will try to avoid repetition. We will focus on some of the foundational pieces as well as newer, award-winning papers in these two important topic areas.

**Readings:**

- (1) *Background:* ZBG text, chapters 3 and 4.
- (2) *Background:* Zeithaml, Valerie A., Leonard L. Berry, and A. Parasuraman (1996), "The Behavioral Consequences of Service Quality," *Journal of Marketing*, 60 (April), 31-46. (SERVSIG best paper, 1996).
- (3) *Background:* Bitner, Mary Jo, Bernard H. Booms and Lois A. Mohr (1994), "Critical Service Encounters: The Employee's Viewpoint," *Journal of Marketing*, 58, October, 95-106. (SERVSIG best paper, 1995).
- (4) Bitner, Mary Jo (1990), "Evaluating Service Encounters: The Effects of Physical Surroundings and Employee Responses," *Journal of Marketing*, 64 (April), 69-82.
- (5) Folkes, Valerie and Vanessa Patrick (2003), "Positivity Effects for Services: Seen One, Seen Them All?" *Journal of Consumer Research*, 30, June, 125-137.
- (6) Hennig-Thurau, Thorsten, Markus Groth, Michael Paul, and Dwayne D. Gremler (2006), "Are All Smiles Created Equal? How Emotional Contagion and Emotional Labor Affect Service Relationships," *Journal of Marketing*, 70, July, 58-73.
- (7) Sirianni, Nancy J., Mary Jo Bitner, Stephen W. Brown, and Naomi Mandel, "Branded Service Encounters: Strategically Aligning Employee Behavior with the Brand Positioning," forthcoming in the *Journal of Marketing*.
- (8) Arnould, Eric J. and Linda L. Price (1993), "River Magic: Extraordinary Experience and the Extended Service Encounter," *Journal of Consumer Research*, 20, June, 24-45.
- (9) Tax, Stephen S. David McCutcheon and Ian F. Wilkinson, "The Service Delivery Network (SDN): A Customer-Centric Perspective of the Customer Journey," forthcoming in the *Journal of Service Research*.

### **Discussion Questions:**

- (1) Focus on one of the papers, and outline a research question that emanates for you from this paper. Describe how you would address the research question.
- (2) All of these papers deal with B2C service relationships and service encounters in B2C contexts. Do you believe this work could be applied/extended into B2B domains?

### **FYI/Additional Reading:**

Du, Jiangang, Xiucheng Fan, and Tianjun Feng (2011), "Multiple Emotional Contagions in Service Encounters," *Journal of the Academy of Marketing Science*, 39, 449-466.

Grougiou, Vassiliki and Simone Pettigrew (2011), "Senior Customers' Service Encounter Preferences," *Journal of Service Research*, 14 (4), 475-488.

Matta, Shashi and Valerie Folkes (2005), "Inferences about Firms from Counter-Stereotypical Service Providers," *Journal of Consumer Research*, 32, September, 196-206. (SERVSIG best paper, 2006).

Victorino Liana, Rohit Verma, Bryan L. Bonner, and Don G. Wardell (2012), "Can Customers Detect Script Usage in Service Encounters? An Experimental Video Analysis," *Journal of Service Research*, 15 (4), 390-400.

Marketing 791 – PhD Seminar  
Service Science: Marketing, Management and Technology  
**September 11, 2013**

**Topic: Service Science/Service Innovation**

A very current and lively discussion among academics and business leaders concerns whether there should be a discipline of Service Science or a Science of Service, encompassing both research and education--research to solve service challenges of the future, and education to develop students who can function effectively in a 'service' economy. Active in this discussion are academics and practitioners from multiple disciplines including business, engineering, computer science, and the social sciences. Sometimes this future discipline is referred to as "SSME" (Service Science, Management and Engineering) and sometimes as "SSMED" (Service Science, Management, Engineering and Design) to reflect its interdisciplinary nature. In this session we will read and discuss current articles on both service science and service innovation and try to develop a picture of where the future may lead.

**Readings:**

**Service Science:**

- (1) *Background:* Dickson, Duncan R. and Robert C. Ford (2010), "Founding a Science of Service: A Discussion with IBM's Jim Spohrer," *Journal of Applied Management and Entrepreneurship*, July, 94-110.
- (2) "Succeeding Through Service Innovation: A Service Perspective for Education, Research, Business and Government," White Paper, 2008, IBM and University of Cambridge.
- (3) Vargo, Stephen L. and Melissa Archpru Akaka (2009), "Service Dominant-Logic as a Foundation for Service Science: Clarifications," *Service Science*, 1 (1), 32-41.

**Service Innovation:**

- (4) Chesbrough, Henry (2004), "A Failing Grade for the Innovation Academy," essay in *FT Mastering Innovation*, 2 pp.
- (5) Prahalad, C.K., and Venkatram Ramaswamy (2003), "The New Frontier of Experience Innovation," *Sloan Management Review*, Summer, 12-18.
- (6) Michel, Stefan, Stephen W. Brown and Andrew S. Gallen (2008), "An Expanded and Strategic View of Discontinuous Innovations: Deploying a Service-Dominant Logic," *Journal of the Academy of Marketing Science*, Spring, 54-66.
- (7) Ordanini, Andrea and A. Parasuraman (2011), "Service Innovation Viewed Through a Service-Dominant Logic Lens: A Conceptual Framework and Empirical Analysis," *Journal of Service Research*, 14 (1), 3-23. (JSR Best Paper 2012)
- (8) Hauser, John, Gerard J. Tellis and Abbie Griffin (2006), "Research on Innovation: A Review and Agenda for Marketing Science," *Marketing Science*, November-December, p. 687—(34 pages).



- (9) Rubalcaba, Luis, Stefan Michel, Jon Sundbo, Stephen W. Brown, and Javier Reynoso, (2012), "Shaping, Organizing, and Rethinking Service Innovation: A Multidimensional Framework," *Journal of Service Management*, 23 (5), 696-715.

**Discussion Questions:**

- (1) What is the likelihood in your opinion that a "Service Science" or a Science of Service discipline will emerge? What might this discipline look like? What might be the barriers and facilitators?
- (2) Much of the impetus behind "service science" comes from a drive toward service innovation. Why is this the case? How does service innovation fit within our current streams of research in marketing and innovation?
- (3) What ideas for new research on service innovation emerged from your reading of the articles? What areas/questions do you think are in need of further research to enhance our understanding of service innovation?

Marketing 791 – PhD Seminar  
Service Science: Marketing, Management and Technology  
**September 18, 2013**

**Topic: Customers as Co-Producers/Co-Creators of Service**

It has long been held that because services are produced and consumed simultaneously, customers are involved at some level in the production, creation, and delivery of the service. These ideas have been present in the services literature since the late 1970s. More recently scholars in both marketing and management have begun to talk about the “co-creation of value” and “customers as co-creators” of services and experiences. There are a growing number of empirical papers on these topics. We will explore the roots of these ideas (2-3), more managerial insights into this topic (4), as well as empirical papers on these topics (5-10).

**Assigned Readings:**

**Background/Conceptual:**

- (1) *Background:* ZBG text, chapter 12.
- (2) *Background:* Lovelock, Christopher H. and Robert F. Young (1979), “Look to Consumers to Increase Productivity,” *Harvard Business Review*, 57 (March-June), 168-78. Considered by many to be the first paper to introduce the concept of customer co-production.
- (3) *Background:* Bowen, David E. (1986), “Managing Customers as Human Resources in Service Organizations,” *Human Resource Management*, 25, (3), 371-83.
- (4) *Managerial:* Prahalad, C.K. and Venkatram Ramaswamy (2000), “Co-Opting Customer Competence,” *Harvard Business Review*, January-February, 79-87.

**Empirical Research:**

- (5) Bendapudi, Neeli and Robert Leone (2003), “Psychological Implications of Customer Participation in Co-Production,” *Journal of Marketing*, 67 (January), 14-28.
- (6) Dellande, Stephanie, Mary C. Gilly and John L. Graham (2004), “Gaining Compliance and Losing Weight: The Role of the Service Provider in Health Care Services,” *Journal of Marketing*, 68 (July), 78-91.
- (7) Fang, Eric (2008), “Customer Participation and the Trade-Off Between New Product Innovativeness and Speed to Market,” *Journal of Marketing*, 72 (July), 90-104.
- (8) Yim, Chi Kin (Bennett), Kimmy Wa Chan, and Simon S. K. Lam (2012), “Do Customers and Employees Enjoy Service Participation? Synergistic Effects of Self and Other Efficacy,” *Journal of Marketing*, 76 (6), 121-140.
- (9) McColl-Kennedy, Janet R., Stephen L. Vargo, Tracey S. Dagger, Jillian C. Sweeney, and Yasmin van Kasteren (2012), “Health Care Customer Value Co-creation Practice Styles,” *Journal of Service Research*, 15 (4), 370-389.

- (10) Gallan, Andrew S., Cheryl Burke Jarvis, Stephen W. Brown, and Mary Jo Bitner (2013), "Customer Positivity and Participation in Services: An Empirical Test in a Health Care Context," *Journal of the Academy of Marketing Science*, 41, 338-356.

### **Discussion Questions:**

- (1) How would you describe the emerging research domain of "customer co-production" and "customer co-creation"? Are these concepts relevant to your field of interest? If yes, how and why? If no, why not?
- (2) What are some of the key managerial and theoretical issues and challenges within this arena? Focus on one of the papers and outline a research question that emanates for you from this paper – the question should have both academic and managerial relevance.

### **Related Articles and Books:**

Bettencourt, Lance, Stephen W. Brown, Amy L. Ostrom, and Robert I. Roundtree (2002), "Client Co-Production in Knowledge-Intensive Business Services," *California Management Review*, (44) Summer, 100-128.

Chan, Kimmy Wa, Chi Kin (Bennett) Yim, and Simon S.K. Lam (2010), "Is Customer Participation in Value Creation a Double-Edged Sword? Evidence from Professional Financial Services Across Cultures," *Journal of Marketing*, 74 (May), 48-64.

Dong, Beibei, Kenneth R. Evans, and Shaoming Zou (2008), "The Effects of Customer Participation in Co-Created Service Recovery," *Journal of the Academy of Marketing Science*, Spring, 123-137.

Mills, Peter and J.H. Morris (1986), "Clients as 'Partial' Employees: Role Development in Client Participation," *Academy of Management Review*, 11 (4), 726-35.

Normann, Richard, *Reframing Business: When the Map Changes the Landscape*, Chichester: Wiley, 2001.

Prahalad, C.K. and Ramaswamy, V., *The Future of Competition: Co-creating Unique Value with Customers*, Harvard Business School Press, 2004.

Tax, Stephen S., Mark Colgate and David E. Bowen (2006), "How to Prevent Customers From Failing", *Sloan Management Review*, Spring, 30-38.

Seigyoung Auh, Simon Bell, Colin McLeod and Eric Shih (2007), "Co-production and Customer Loyalty in Financial Services," *Journal of Retailing*, 83 (3), 359-370.

Marketing 791 – PhD Seminar  
Service Science: Marketing, Management and Technology  
**September 25, 2013**

**Topic: Service Design**  
**Guest Faculty, Mary Jo Bitner**

“Design” is a topic that is drawing more and more attention in the business world and in academics. Stanford University’s “d.school” (<http://www.stanford.edu/group/dschool>) is a prominent example of how design is reflected in academic institutions. As another example, relatively recently ASU combined our Design and Arts programs into a unique interdisciplinary school called the Herberger Institute for Design and the Arts (<http://herbergerinstitute.asu.edu>). The growing service design practices with leading companies such as IDEO (<http://www.ideo.com/>) are suggestive of how design is emerging in services. The UK even has a well-established national design council that has a current focus around service design (<http://www.designcouncil.org.uk>). Another very interesting organization focused on service design is the Service Design Network, headed by Professor Birget Mager from Cologne, Germany (<http://www.service-design-network.org/>). SDN has been putting on an annual global service design conference since 2008 (see <http://service-design-network.org/conference/sdnc13/welcome/>). At the Symposium in 2009, we had a whole special panel of CSL members focused on service design and service design is one of the 10 research priorities reflected in the *JSR* article you read earlier in the term.

In our class session we will focus on the field of service design through some overview and conceptual pieces, several empirical papers, and emerging issues. Because this is such a broad topic with vastly dispersed literature contributions, I have chosen to focus the papers I have asked you to read on experience and solution design as well as physical servicescape design.

**Readings:**

- (1) *Background:* ZBG text, chapters 8 and 10
- (2) *Background:* Look at one or more of the design-oriented websites listed above, and provided as links on the course website.
- (3) *Background:* Brown, Tim (2008), “Design Thinking,” *Harvard Business Review*, June, 85-92.
- (4) *Background:* Bitner, Mary Jo, Amy L. Ostrom and Felicia N. Morgan (2008), “Service Blueprinting: A Practical Technique for Service Innovation,” *California Management Review*, Spring, 66-94.

**Experience and Solution Design**

- (5) Epp, Amber M. and Linda L. Price (2011), “Designing Solutions around Customer Network Identity Goals,” *Journal of Marketing*, 75 (March), 36-54.

## **Servicescapes**

- (6) Bitner, Mary Jo (1992), "Servicescapes: The Impact of Physical Surroundings on Customers and Employees," *Journal of Marketing*, April, 57-71.
- (7) Baker, Julie, A. Parasuraman, Dhruv Grewal, and Glenn B. Voss (2002), "The Influence of Multiple Store Environment Cues on Perceived Merchandise Value and Patronage Intentions," *Journal of Marketing*, April, 120-141.
- (8) Bruggen, Elisabeth C., Bram Foubert, and Dwayne D. Gremler (2011), "Extreme Makeover: Short- and Long-Term Effects of a Remodeled Servicescape," *Journal of Marketing*, 75, September, 71-87.
- (9) Griffiths, Merlyn A. and Mary C. Gilly (2012), "Dibs!: Customer Territorial Behaviors," *Journal of Service Research*, 15 (2), 131-149. (JSR Best Paper 2013)
- (10) Zhu, Rui (Juliet) and Jennifer J. Argo (2013), Exploring the Impact of Various Shaped Seating Arrangements on Persuasion, *Journal of Consumer Research*, forthcoming.

## **Discussion Questions:**

- (1) How would you define the domain of service design? How does it fit within the broader "design thinking" as discussed in Tim Brown (IDEO) *HBR* article?
- (2) How can disparate disciplines (marketing, operations, supply chain, design, information systems) contribute to the field of service design?
- (3) Define a research question (broad or narrow) that you believe could make an important contribution to advancing service design research. Why do you believe this could be an important contribution?

## **Additional Reading:**

Berry, Leonard L. and Neeli Bendapudi (2003), "Clueing in Customers," *Harvard Business Review*, February, 100-106.

Brakus, J. Josko, Bernd H. Schmitt and Lia Zarantonello (2009), "Brand Experience: What Is It? How is It Measured? Does It Affect Loyalty," *Journal of Marketing*, May, 52-68.

Kaltcheva, Velitchka D. and Barton A. Weitz (2006), "When Should a Retailer Create an Exciting Store Environment," *Journal of Marketing*, January, 107-118.

Maclaran, Pauline and Stephen Brown (2005), "The Center Cannot Hold: Consuming the Utopian Marketplace," *Journal of Consumer Research*, September, 311-323.

Martin, Roger (2004), "The Design of Business," *Rotman Management Magazine*, Winter 2004, 7-11.

Patricio, Lia, Raymond P. Fisk and João Falcão e Cunha (2008), "Designing Multi-Interface Service Experiences: The Service Experience Blueprint," *Journal of Service Research*, 10 (4), 318-334.

Patricio, Lia, Raymond P. Fisk, Joao Falcao e Cunha, and L. Constatine (2011), "Multilevel Service Design: From Customer Value Constellation to Service Experience Blueprinting," *Journal of Service Research*, 14 (20), 180-200.

Pullman, Madeleine E. and Michael A. Gross (2004), "Ability of Experience Design Elements to Elicit Emotions and Loyalty Behaviors," *Decision Sciences*, Summer, 551-578.

Rosenbaum, Mark S. (2006), "Exploring the Social Supportive Role of Third Places in Consumers' Lives," *Journal of Service Research*, August, 59-72.

Shostack, G. Lynn (1984), "Designing Services That Deliver," *Harvard Business Review*, January-February, 133-39.

Smith-Daniels, Vicki (guest editor; 2010), "Special Section on Service Operations and Design" *Journal of Service Research*, February. Four papers by OM and Supply Chain authors focused on service design topics.

Ulrich, Roger S., Leonard L. Berry, Xiaobo Quan, and Janet Turner Parish (2010), "A Conceptual Framework for the Domain of Evidence-Based Design," *Health Environments Research and Design Journal*, Fall, 95-114.

Zomerdijk, Leonieke and Christopher Voss (2010), "Service Design for Experience-Centric Services," *Journal of Service Research*, 13 (1), February, 67-82.

Marketing 791 – PhD Seminar  
Service Science: Marketing, Management and Technology  
**October 9, 2013**

**Topic: Service Recovery**

Service failure and recovery is a well-established and yet very current area of service research as you will see from the assigned readings. Research has shown that service recovery is critically important from a managerial perspective in terms of maintaining customer relationships. Yet few firms excel at handling service failures. Over the years there have been many strong empirical and conceptual contributions that shape our understanding of service recovery's dimensions, its causes, and its consequences. Research on complaining and complaint management is closely aligned to the study of service recovery. In this session we will look at a range of often-cited works, a review paper, and some recent empirical publications.

**Readings:**

**Overviews and Background:**

- (1) *Background:* ZBG text, chapter 7.
- (2) *Background:* Tax, Stephen S. and Stephen W. Brown (1998), "Recovering and Learning From Service Failure," *Sloan Management Review*, Fall, 75-88.
- (3) *Literature Review and Meta-Analysis:* Orsingher, Chiara, Sara Valentini, and Matteo de Angelis, "A Meta-Analysis of Satisfaction with Complaint Handling in Services (2010)," *Journal of Service Research*, (38), 169-186.

**Empirical Articles:**

- (4) Tax, Stephen S., Stephen W. Brown and Murali Chandrashekar (1998), "Customer Evaluations of Service Complaint Experiences," Implications for Relationship Marketing," *Journal of Marketing*, April, 60-76.
- (5) Maxham, James G. and Richard G. Netemeyer (2002), "A Longitudinal Study of Complaining Customers' Evaluations of Multiple Service Failures and Recovery Efforts," *Journal of Marketing*, October, 57-71.
- (6) Gregoire, Yany, Thomas M. Tripp, and Renaud Legoux (2009), "When Customer Love Turns into Lasting Hate: The Effects of Relationship Strength and Time on Customer Revenge and Avoidance," *Journal of Marketing*, 73 (6), 18-32.
- (7) Sajtos, Laszlo, Roderick J. Brodie, and James Whittome (2010), "Impact of Service Failure: The Protective Layer of Customer Relationships," *Journal of Service Research*, 13 (2), 216-229.
- (8) Wan, Lisa C., Michael K. Hui, and Robert S. Wyer Jr. (2011), "The Role of Relationship Norms in Responses to Service Failures," *Journal of Consumer Research*, 38 (2), 260-277.
- (9) Voorhees, Clay M., Michael K. Brady and David M. Horowitz (2006), "A Voice From the Silent Masses: An Exploratory and Comparative Analysis of Noncomplainers," *Journal of the Academy of Marketing Science*, Fall, 514-527.

### **Discussion Questions:**

- (1) Justice theory is an integral part of much of the empirical work on service recovery. Are there promising new theory perspectives that could be explored beyond justice theory that could contribute to our understanding of service recovery?
- (2) Are there new, interesting questions related to service recovery (from either a theoretical or managerial perspective) that you believe are open to exploration beyond the current streams of research?

### **Additional Reading:**

Bitner, Mary Jo, Bernard H. Booms, and Mary S. Tetreault (1990), "The Service Encounter: Diagnosing Favorable and Unfavorable Incidents," *Journal of Marketing*, January, 71-84.

deMatos, Celso Augusto, Jorge Luiz Henrique, and Carlos Alberto Vargas Rossi (2007), "Service Recovery Paradox: A Meta-Analysis," *Journal of Service Research*, August, 60-77.

Dong, Beibei, Kenneth R. Evans, and Shaoming Zou (2008), "The Effects of Customer Participation in Co-Created Service Recovery," *Journal of the Academy of Marketing Science*, Spring, 123-137.

Gregoire, Yany and Robert J. Fisher (2008), "Customer Betrayal and Retaliation: When Your Best Customers Become Your Worst Enemies," *Journal of the Academy of Marketing Science*, 36, 247-261.

Michel, Stefan, David Bowen, and Robert Johnston (2008), "Service Recovery Management: Closing the Gap Between Best Practices and Actual Practices," *Academy of Management Perspectives*.

Ringberg, Torsten, Gaby Odekerken-Schroder, and Glenn L. Christensen (2007), "A Cultural Models Approach to Service Recovery," *Journal of Marketing*, July 2007, 194-214.

Roehm, Michelle L. and Michael K. Brady (2007), "Consumer Responses to Performance Failures by High-Equity Brands," *Journal of Consumer Research*, December, 537-545.

Smith, Amy K. and Ruth N. Bolton (1998), "An Experimental Investigation of Customer Reactions to Service Failure and Recovery Encounters, Paradox of Peril?", *Journal of Service Research*, August, 65-81.

Smith, Amy K., Ruth N. Bolton, and Janet Wagner (1999), "A Model of Customer Satisfaction with Service Encounters Involving Failure and Recovery," *Journal of Marketing Research*, August, 356-372.

Ward, James C. and Amy L. Ostrom, "Complaining to the Masses: The Role of Protest Framing in Customer-Created Complaint Web Sites (2006)," *Journal of Consumer Research*, September, 220-230.



Marketing 791 – PhD Seminar  
Service Science: Marketing, Management and Technology  
**October 16, 2013**

**Topic: Transformative Service  
Guest Faculty, Laurie Anderson**

Transformative Service Research has emerged as a high priority area for the science of service (see reading #1 – already read for an earlier session). At ASU, several of us are working to further define this emerging area and to develop a paradigm or framework for TSR that will be useful and potentially path-breaking for service researchers. While there are some connections, we see TSR as quite distinct from TCR (reading #2), but clearly distinguishing the two, and recognizing their overlaps, will be important. You have already read some pieces that could be considered “TSR” research (e.g., Dellande et al “Compliance” in a weight loss context; and even Price and Arnould, “River Rafting”). This week we will read several additional papers we believe fall directly into the TSR paradigm, and we will look to you for your insights.

### **Background Readings**

- (1) *Background:* Ostrom, Amy L., Mary Jo Bitner, Kevin A. Burkhard, Stephen W. Brown, Michael Goul, Vicki Smith-Daniels, and Elliot Rabinovich, “Moving Forward and Making a Difference: Research Priorities for the Science of Service,” *Journal of Service Research*, Feb 2010 (you have read this already for another week’s assignment – please review TSR section)
- (2) *Background:* Mick, David (2006), “Meaning and Mattering Through Transformative Consumer Research,” in *Advances in Consumer Research*, Vol 33, Cornelia Pechmann and Linda L. Price (eds).
- (3) *Background:* Anderson, Laurel, Amy L. Ostrom, Canan Corus, Raymond P. Fisk, Andrew S. Gallan, Mario Giraldo, Martin Mende, Mark Mulder, Steven W. Rayburn, Mark S. Rosenbaum, Kunio Shirahada, and Jerome D. Williams (2013), “Transformative Service Research: An Agenda for the Future,” *Journal of Business Research*, 66 (8), 1203-1210.
- (4) *Background:* Berry, Leonard L. and Neeli Bendapudi (2007), “Healthcare: A Fertile Field for Service Research,” *Journal of Service Research*, November, 111-122.
- (5) *Background:* Ozanne, Julie L. and Laurel Anderson (2010), “Community Action Research: A Multi-Stakeholder Approach for Alleviating Social Problems,” *Journal of Public Policy and Marketing*, 29 (1), 123-137.

### **Empirical and Conceptual Papers within the TSR Paradigm**

- (6) Nicolao, Leonardo, Julie R. Irwin and Joseph K. Goodman (2009), “Happiness for Sale: Do Experiential Purchases Make Consumers Happier Than Material Purchases,” *Journal of Consumer Research*, August, 188-198.

- (7) Goldstein, Noah J., Robert B. Cialdini, and Vidas Griskevicius (2008), "A Room with a Viewpoint: Using Social Norms to Motivate Environmental Conservation in Hotels," *Journal of Consumer Research*, 35 (3), 472-482.
- (8) Botti, Simona, Kristina Orfali, and Sheena S. Iyengar (2009), "Tragic Choices: Autonomy and Emotional Responses to Medical Decisions," *Journal of Consumer Research*, October, 347-352. Lead Article.
- (9) Rosenbaum, Mark, James Ward, Beth Walker and Amy Ostrom (2007), "A Cup of Coffee with a Dash of Love: An Investigation of Commercial Social Support and Third-Place Attachment," *Journal of Service Research*, August, 43-59
- (10) Guo, Lin, Eric J. Arnould, Thomas W. Gruen, and Chuanyi Tang (2013), "Socializing to Co-Produce: Pathways to Consumers' Financial Well-Being," *Journal of Service Research*, forthcoming.
- (11) Adkins, Natalie Ross and Julie Ozanne (2005), "The Low Literate Consumer," *Journal of Consumer Research*, June, 93-105. Winner of the Ferber Award.

#### **Discussion Questions:**

- (1) Taking into account the Transformative Consumer Research (TCR) framework and paradigm, what distinct aspects of service(s) are there that add to the transformative movement? What would/should TSR researchers study and why?
- (2) Define a research question (broad or narrow) that you believe could make an important contribution to advancing transformative service research. Why do you believe this could be an important contribution?

#### **Additional Readings:**

Arnould, Eric J. and Linda L. Price (2003), "River Magic: Extraordinary Experience and the Extended Service Encounter," *Journal of Consumer Research*, 20, June, 24-45.

Dellande, Stephanie, Mary C. Gilly and John L. Graham (2004), "Gaining Compliance and Losing Weight: The Role of the Service Provider in Health Care Services," *Journal of Marketing*, 68 (July), 78-91.

Kang, Y.S., Ridgway, N.M. (1996), "The importance of consumer market interactions as a form of social support for elderly consumers", *Journal of Public Policy & Marketing*, Vol. 15 No.1, pp.108-17.

Kumar, N., Scheer, L.K., Steenkamp, J.B.E.M. (1995), "The effects of supplier fairness on vulnerable resellers", *Journal of Marketing Research*, Vol. 32 No.1, pp.54-65.

Press, Melea and Eric J. Arnould (2009), "Constraints on Sustainable Energy Consumption: Market System and Public Policy Challenges and Opportunities," *Journal of Public Policy & Marketing*, 28 (1), Spring.

Rosenbaum, Mark (2009), "Restorative Servicescapes: Restoring Directed Attention in Third Places," *Journal of Service Management*, 20 (2), 173-191.

Sandler, Irwin, Amy Ostrom, Mary Jo Bitner, Tim S. Ayers, Sharlene Wolchik, and Vicki Smith-Daniels (2005), "Developing Effective Prevention Services for the Real World: A Prevention Service Development Model," *American Journal of Community Psychology*, June, 127-142.

Viswanathan, Madhubalan, Srinivas Sridharan, Roland Gau, and Robin Ritchie (2009), "Designing Marketplace Literacy Education in Resource-Constrained Contexts: Implications for Public Policy and Marketing," *Journal of Public Policy and Marketing*, 28 (1), 85-94.

Wang, Nancy and Tracey King (2009), "The Cultural Construction of Risk Understandings through Illness Narratives," *Journal of Consumer Research*, 34 (5), February, 579 – 594. *Lead article*

Marketing 791 – PhD Seminar  
Service Science: Marketing, Management and Technology  
**October 23, 2013**

**Topic: Employees' Roles/Service-Profit Chain**  
**Guest Faculty, David Bowen**

The impact of frontline employees and internal human resource practices in creating service excellence in firms are topics with a long research tradition in the service field. Two of the best known, and most highly respected contributors to this field are Professor David Bowen of Thunderbird School of Global Management and Professor (emeritus) Benjamin Schneider of the University of Maryland, currently with Valtera Corporation. David will be with us to explore classic knowledge about human resource practices and linkages with customer and firm outcomes in service contexts. We will also look at very current research in this area and end with a discussion of some potential new research that cuts across marketing and human resources.

**Background Readings**

- (1) *Background: ZBG text, chapter 11.*
- (2) *Background: Heskett, James L., Thomas O. Jones, Gary W. Loveman, William E. Sasser and Leonard A. Schlesinger (1994), "Putting the Service Profit Chain to Work," Harvard Business Review, March-April, 164-74. (for those who are interested, there are several related books on this topic, including: The Ownership Quotient – Putting the Service Profit Chain to Work for Competitive Advantage, HBS Publishing, 2008.)*
- (3) *Background: Bowen, David E. and S. Douglas Pugh (2008), "Linking Human Resource Management and Customer Outcomes," The Routledge Companion to Strategic Human Resource Management, J. Storey, P. Wright and D. Ulrich (eds), Abingdon, Oxon, UK: Routledge, 502-518.*
- (4) *Background: Bowen, David E., S. W. Gilliland and R. Folger (1999), "How Being Fair with Employees Spills Over to Customers," Organizational Dynamics, Winter, 7-23.*
- (5) *Background: Bowen, David E. and Benjamin Schneider (2013), "A Service Climate Synthesis and Future Research Agenda," Journal of Service Research, forthcoming*

**Linkage Research and Spillover Effects – how human resource practices and employee behaviors affect customers and critical organizational outcomes in services**

- (6) Schneider, Benjamin and David E. Bowen (1985), "Employee and Customer Perceptions of Service in Banks: Replication and Extension, *Journal of Applied Psychology*, 70, 1985, 423-433.
- (7) Schneider et al. (2009), "Organizational Service Climate Drivers of American Customer Satisfaction Index (ACSI) and Financial Market Performance," *Journal of Service Research*, 12 (1), 3-14. (Won best paper at JSR)
- (8) Di Mascio, Rita (2010), "The Service Models of Frontline Employees," *Journal of Marketing*, July, 63-80.

- (9) Maxham, James G. III, Robert G. Netemeyer, and Donald R. Lichtenstein (2008), "The Retail Value Chain: Linking Employee Perceptions to Employee Performance, Customer Evaluations and Store Performance," *Marketing Science*, April-May, 147-167.
- (10) Grandey, Goldberg, and Pugh (2011). Why and When Do Stores with Satisfied Employees have Satisfied Customers? The Roles of Responsiveness and Store Busyness. *Journal of Service Research*, 14 (4), 397-409.
- (11) Hong, Ying, Hui Liao, Jia Hu, and Kaifeng Jiang (2013), "Missing Link in the Service Profit Chain: A Meta-Analytic Review of the Antecedents, Consequences, and Moderators of Service Climate," *Journal of Applied Psychology*, 98 (2), 237-267.

### **Discussion Questions:**

- (1) How strong is the relationship between employee attitudes/perceptions and customer attitudes/perceptions in services? What variables have been shown to moderate the strength of the relationship? Can you suggest others for study?
- (2) Are these "linkage" and "spillover" concepts and findings relevant only to face-to-face, B2C services?
- (3) If you were to try to extend understanding and research in the areas covered by the assigned readings, what directions for future theory-building and research would you propose?

### **Additional Readings:**

Barber, Felix and Rainer Strack (2005), "The Surprising Economics of a 'People Business'," *Harvard Business Review*, June, 80-91.

Bendapudi, Neeli and Venkat Bendapudi (2005), "Creating the Living Brand," *Harvard Business Review*, May, 124-134.

Bowen (1986). Managing customers as human resources in service organizations. *Human Resource Management*, vol 25, pps 371-384.

Gwinner, Kevin, Mary Jo Bitner, Stephen W. Brown and Ajith Kumar, "Service Customization Through Employee Adaptiveness," *Journal of Service Research*, November 2005, 131-148. This paper received the Best Paper Award for JSR for 2005.

Homburg, Christian, Jan Wieseke, and Wayne D. Hoyer (2009), "Social Identity and the Service-Profit Chain," *Journal of Marketing*, March, 38-54.

Maxham, James G., III, and Robert G. Netemeyer (2003), "Firms Reap What They Sow: The Effects of Shared Values and Perceived Organizational Justice on Customers' Evaluations of Complaint Handling," *Journal of Marketing*, 67, 46-62.

Marinova, Detelina, Jun Ye, and Jagdip Singh (2008), "Do Frontline Mechanisms Matter? Impact of Quality and Productivity Orientations on Unit Revenue, Efficiency, and Customer Satisfaction," *Journal of Marketing*, March, 28-45.

Masterson, S. (2001), "The Trickle-Down Model of Organizational Justice: Relating Employees' and Customers' Perceptions of and Reactions to Fairness," *Journal of Applied Psychology*, 86, 594-604.

Morhart, Felicitas M., Walter Herzog, and Torsten Tomczak (2009), "Brand-Specific Leadership: Turning Employees into Brand Champions," *Journal of Marketing*, September, 122-142.

Mohr, Lois A. and Mary Jo Bitner (1995), "The Role of Employee Effort in Satisfaction with Service Transactions," *Journal of Business Research*, 32, 239-252.

Schneider, Benjamin, William H. Macey, Wayne C. Lee, and Scott A. Young (2009), "Organizational Service Climate Drivers of the American Customer Satisfaction Index (ACSI) and Financial and Market Performance," *Journal of Service Research*, August, 3-14.

Wentzel, Daniel (2009), "The Effect of Employee Behavior on Brand Personality Impressions and Brand Attitudes," *Journal of the Academy of Marketing Science*, 37 (9), 359-374.

Yim, Chi Kin, David K. Tse, and Kimmy Wa Chan (2008), "Strengthening Customer Loyalty Through Intimacy and Passion: Roles of Customer-Firm Affection and Customer-Staff Relationships in Services," *Journal of Marketing Research*, December, 741-756.

Marketing 791 – PhD Seminar  
Service Science: Marketing, Management and Technology  
**November 13, 2013**

**Topic: Service Infusion/Servitization/Service Transformation in Manufacturing Businesses**  
**Guest Faculty, Steve Brown**

More and more goods-dominant firms and IT providers are trying to become “service businesses”, and there is a growing stream of academic research that deals specifically with this transformation. Service infusion is one of the 10 research priorities for the science of service identified in CSL’s research priorities initiative and published in the *JSR 2010* and *CSL 2010 Business report*. In 2010, the *Journal of Service Management* published a special issue on this topic, evidence of its growing importance and academic attention. Research on Service Infusion is inherently cross-disciplinary, involving marketing, corporate strategy, organizational structure, IT, and supply chain issues. In this session we will review managerial papers that provide background and context for the topic as well as empirical papers that focus on specific issues including service infusion and customer solutions. This topic is a high-priority research area for CSL and a number of our faculty network members. See <http://wpcarey.asu.edu/research/services-leadership/service-infusion> for specifics on CSL’s involvement, including research, news coverage, and a webinar on service infusion.

Prof. Steve Brown will be our guest faculty. He is one of the leading thinkers and authors in this developing area of research.

**Readings:**

**Background:**

Zeithaml, Valarie, Stephen W. Brown, Mary Jo Bitner, and Jim Salas, *Profiting from Services: What Product Centric Firms Need to Know*, forthcoming.

**Empirical Research:**

- (1) Tuli, Kapil R., Ajay K. Kohli and Sundar G. Bharadwaj (2007), “Rethinking Customer Solutions: From Product Bundles to Relational Processes,” *Journal of Marketing*, July, 1-17.
- (2) Neu, Wayne and Stephen W. Brown (2005), “Forming Successful Business-to-Business Services in Goods-Dominant Firms,” *Journal of Service Research*, August, 3-17.
- (3) Fang, Eric, Robert W. Palmatier, and Jan-Benedict E.M. Steenkamp (2008), “Effect of Service Transition Strategies on Firm Value,” *Journal of Marketing*, Vol. 72, Sept., 1-14.
- (4) Gronroos, Christian and Pekka Helle (2010), “Adopting a Service Logic in Manufacturing,” *Journal of Service Management*, 21 (5), 2010, 564-590. (This paper won the best paper award for JOSM for 2010).
- (5) Gebauer, Heiko, Andres Gustafsson, and Lars Witell (2011), “Competitive Advantage Through Service Differentiation by Manufacturing Companies,” *Journal of Business Research*, 64 (12), 1270-1280.

- (6) Eggert, Andreas, Jens Høgreve, Wolfgang Ulaga, and Eva Muenkhoff (2013), "Revenue and Profit Implications of Industrial Service Strategies," *Journal of Service Research*, forthcoming.

### **Discussion Questions:**

- (1) What are the key managerial and research issues covered in these readings?
- (2) Focus on one of the papers, and outline a research question that could be pursued, building from the paper. What are the managerial and theoretical issues you would want to explore? Describe how you would address the research question.

### **Additional Reading:**

#### Background and/or Conceptual Frameworks:

Bowen, David E., Caren Siehl, and Benjamin Schneider (1989), "A Framework for Analyzing Customer Service Orientations in Manufacturing," *Academy of Management Review*, 14 (1), 75-95.

Normann, Richard and Rafael Ramirez (1993), "From Value Chain to Value Constellation: Designing Interactive Strategy," *Harvard Business Review*, July-August, 65-77.

Reinartz, Werner and Wolfgang Ulaga (2008), "How to Sell Services More Profitably," *Harvard Business Review*, May.

Sawhney, Mohanbir, Sridhar Balasubramanian, and Vish V. Krishnan (2004), "Creating Growth with Services," *MIT Sloan Management Review*, Winter, 34-43.

#### Relationship Marketing in B2B Services

Kumar, Piyush (1999), "The Impact of Long-Term Client Relationships on the Performance of Business Service Firms," *Journal of Service Research*, August 1999, 4-18. (JSR Award for Best Paper 2000).

Bolton, Ruth N., Amy K. Smith and Janet Wagner (2003), "Striking the Right Balance: Designing Service to Enhance Business-to-Business Relationships," *Journal of Service Research*, May, 271-291.

Bolton, Ruth N., Katherine N. Lemon and Matthew D. Bramlett (2006), "The Effect of Service Experiences Over Time on a Supplier's Retention of Business Customers," *Management Science*, December, 1811-1823.

van Doorn, Jenny and Peter C. Verhoef (2008), "Critical Incidents and the Impact of Satisfaction on Customer Share," *Journal of Marketing*, July, 123-142

#### Service Outsourcing

Li, Mei and Thomas Y. Choi (2009), "Triads in Services Outsourcing: Bridge, Bridge Decay and Bridge Transfer," *Journal of Supply Chain Management*, July, 27-39.

Tate, Wendy L., Lisa M. Ellram, and Stephen W. Brown (2009), "Offshore Outsourcing of Services," *Journal of Service Research*, August, 56-72.



Marketing 791 – PhD Seminar  
Service Science: Marketing, Management and Technology  
**November 27, 2013**

**Topic: Technology and Service**  
**Guest Faculty, Michael Goul**

The last decade has witnessed an explosion of self-service technologies across industries and in both B2C and B2B contexts. This explosion is in large part due to the accessibility and development of the Internet and related technologies. Yet consumers and businesses have not always responded eagerly to these technology advances, and there are many examples of failed attempts to implement self-service. As a result, academic researchers have begun to re-examine our theories and beliefs about service encounters, service delivery, and service design in the context of Internet-based self-service. This week we will read a number of current articles as well as some background pieces. These are truly topics that cross disciplinary and functional boundaries. The current concept of “Smart Services” fits here as well – that is services that connect people and objects or objects to objects with no human interaction at all. Professor Goul, the Chair of ASU’s Department of Information Systems, was the “Leveraging Technology to Advance Service” priority author for that section of the *JSR* article as well as a co-author on the paper.

**Readings**

- (1) *Background:* Meuter, Matthew L., Amy L. Ostrom, Robert Roundtree, and Mary Jo Bitner, (2000) "Self-Service Technologies: Understanding Customer Satisfaction with Technology-Based Service Encounters," *Journal of Marketing*, 64 (July), 50-64.
- (2) *Background:* Allmendinger, Glen and Ralph Lombreglia (2005), "Four Strategies for the Age of Smart Services," *Harvard Business Review*, October.
- (3) *Background:* Review the section on Service and Technology in Ostrom et al, *JSR* 2010, Research Priorities paper.

**Adoption of Self-Service Technologies**

- (4) Meuter, Matthew L., Mary Jo Bitner, Amy L. Ostrom, and Stephen W. Brown (2005), "Choosing Among Alternative Service Delivery Modes: An Investigation of Customer Trial of Self-Service Technologies," *Journal of Marketing*, 69 (April), 61-83.
- (5) Al-Natour, Samesh and Izak Benbasat (2005), "The Adoption and Use of IT Artifacts: A New Interaction-Centric Model for the Study of User-Artifact Relationships," *Journal of the Association for Information Systems*, 10 (9), 661-685.
- (6) Dabholkar, Pratibha A. and Richard P. Bagozzi (2002), "An Attitudinal Model of Technology-Based Self-Service: Moderating Effects of Consumer Traits and Situational Factors," *Journal of the Academy of Marketing Science*, 30 (3), 184-201.
- (7) Reinders, Machiel J., Pratibha A. Dabholkar, and Ruud T. Frambach (2008), "Consequences of Forcing Consumers to Use Technology-Based Self-Service," *Journal of Service Research*, 11(2), 107-123.

- (8) Collier, Joel E. and Sheryl E. Kimes (2012), "Only If It Is Convenient: Understanding How Convenience Influences Self-Service Technology Evaluation," *Journal of Service Research*, 16 (1), 39-51.
- (9) Wang, Cheng, Jennifer Harris, and Paul Patterson (2013), "The Roles of Habit, Self-Efficacy, and Satisfaction in Driving Continued use of Self Service Technologies: A Longitudinal Study," *Journal of Service Research*, 16 (3), 400-414.

### **Discussion Questions:**

- (1) From the research you have read, what are the key constructs driving customer usage and satisfaction with self-service technologies and other technology-enabled services? Do you see other potential constructs that should be considered either as direct causes or moderators of these relationships?
- (2) Describe a research question and study that would extend the paper you were assigned to discuss (or one of the other papers).

### **Additional Reading:**

Bitner, Mary Jo, Stephen W. Brown and Matthew L. Meuter (2000), "Technology Infusion in Service Encounters," *Journal of the Academy of Marketing Science*, Special Issue on Customers and Consumers in the 21<sup>st</sup> Century, Winter, 138-149.

Bitner, Mary Jo, Amy L. Ostrom and Matthew L. Meuter (2002), "Implementing Successful Self-Service Technologies," *Academy of Management Executive*, 16 (4), 96-108.

Brown, S. A., A. P. Massey, M. M. Montoya-Weiss, and J. R. Burkman (2002), "Do I really have to? User Acceptance of Mandated Technology," *European Journal of Information Systems*, 11, 283-295.

Parasuraman, A., Valarie A. Zeithaml, and Arvind Malhotra (2005), "E-S-QUAL, A Multiple-Item Scale for Assessing Electronic Service Quality," *Journal of Service Research*, Vol 7, No. 3, February, 213-233.

Parasuraman, A., "Technology Readiness Index (TRI) (2000), "A Multiple-Item Scale to Measure Readiness to Embrace New Technologies," *Journal of Service Research*, 2 (4), May, 307-320.

Watson, Richard T., Gabriele Piccoli, M. Kathryn Brohman, and A. Parasuraman (2005), "Customer-Managed Interactions: A New Paradigm for Firm-Customer Relationships," *MIS Quarterly Executive*, 4 (2), 319-327.

Wunderlich, Nancy V., Florian v. Wangenheim, and Mary Jo Bitner (2012), "High Tech and High Touch: A Framework for Understanding User Attitudes and Behaviors Related to Smart Interactive Services," *Journal of Service Research*, 16 (1), 3-20.

Zhu, Xhen, Cheryl Nakata, K. Sivakumar, and Dhruv Grewal (2007), "Self-Service Technology Effectiveness: The Role of Design Features and Individual Traits," *Journal of the Academy of Marketing Science*, 35, 492-506.