

W. P. CAREY

SCHOOL *of* BUSINESS

Services Research: Breadth, Relevance, and Glimpses into the Future

**AMA SERVSIG Doctoral Consortium
Frontiers in Services Conference
October 6, 2005**

Mary Jo Bitner

W. P. Carey School of Business



the Center for **Services
Leadership**

What do these firms have in common?



invent



W. P. CAREY

SCHOOL OF BUSINESS

the Center for Services Leadership

What do these firms have in common?



All are members of:

the Center for **Services**
Leadership
FOCUS ON THE CUSTOMER

W. P. Carey School of Business

www.wpcarey.asu.edu/csl

And all consider themselves . . .

Service Businesses . . .

who compete through providing
service excellence.

Service Can Mean

- Service as a product
- Customer service
- Service as value-added for manufactured products
- Service derived from a tangible product



*In fact. . .all businesses are
service businesses*

Vargo and Lusch, JM 2004

An Historical Perspective

- *Journal of Retailing, Spring 1993*
 - “*Building a New Academic Field—The Case of Services Marketing*” by Berry and Parasuraman
 - “*Tracking the Evolution of the Services Marketing Literature,*” by Fisk, Brown and Bitner
- *Services Marketing Self-Portraits, 2000*
 - *Introspections, Reflections, and Glimpses from the Experts,* by Fisk, Grove, and John, American Marketing Association.
- *Journal of Marketing, January 2004*
 - “*Evolving to a New Dominant Logic for Marketing,*” by Vargo and Lusch

Roots of the field

- Focus on substantive business issues
- Cross-functional (operations, marketing, human resources)
- Global contributions
- Methodology-neutral

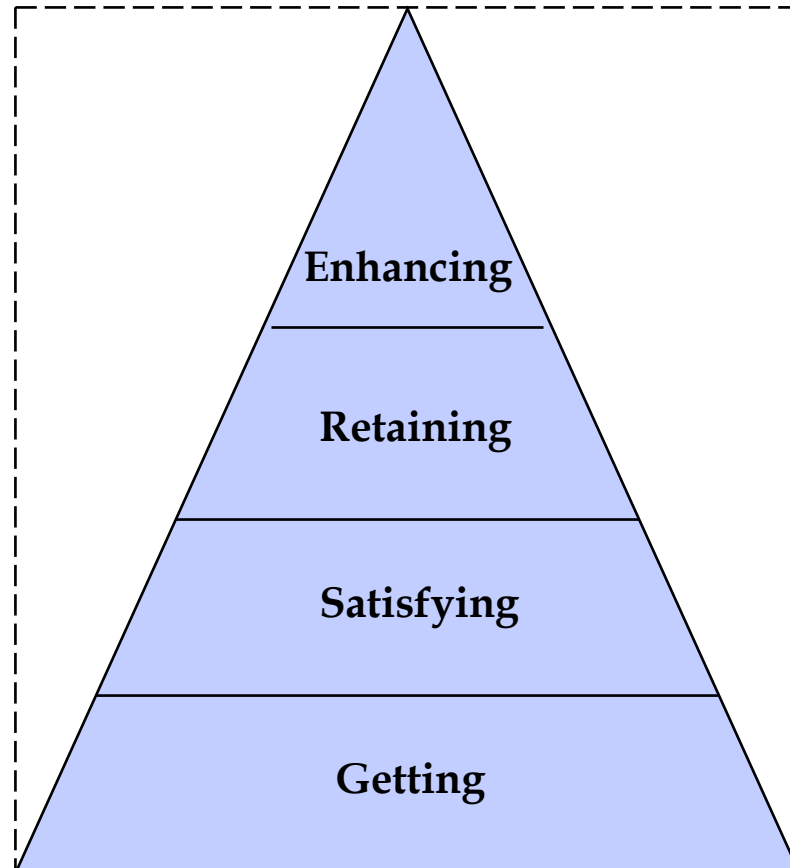
Relevance of Services Research

- Focused on issues of importance to business strategy
- Growing demand for services knowledge from business and governments
- Published in all the major journals

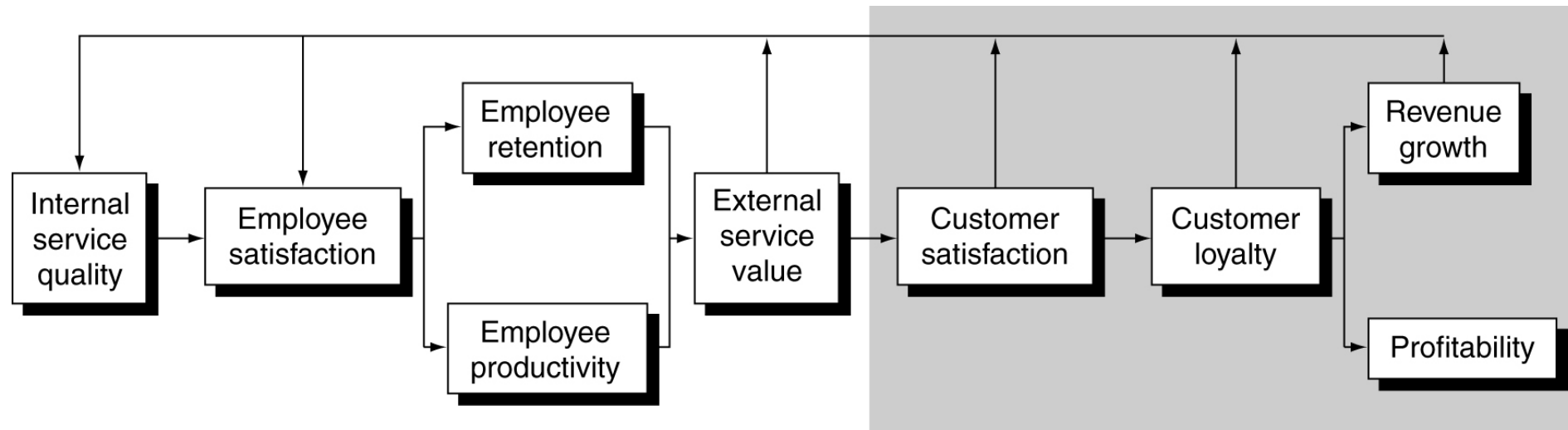
Why Services Research is Relevant to Business

- Services frequently provide higher profit margins and new growth opportunities
- Customer satisfaction and loyalty are driven by service excellence
- Services can be used as a differentiation strategy in competitive markets

Service Excellence and Customer Goals



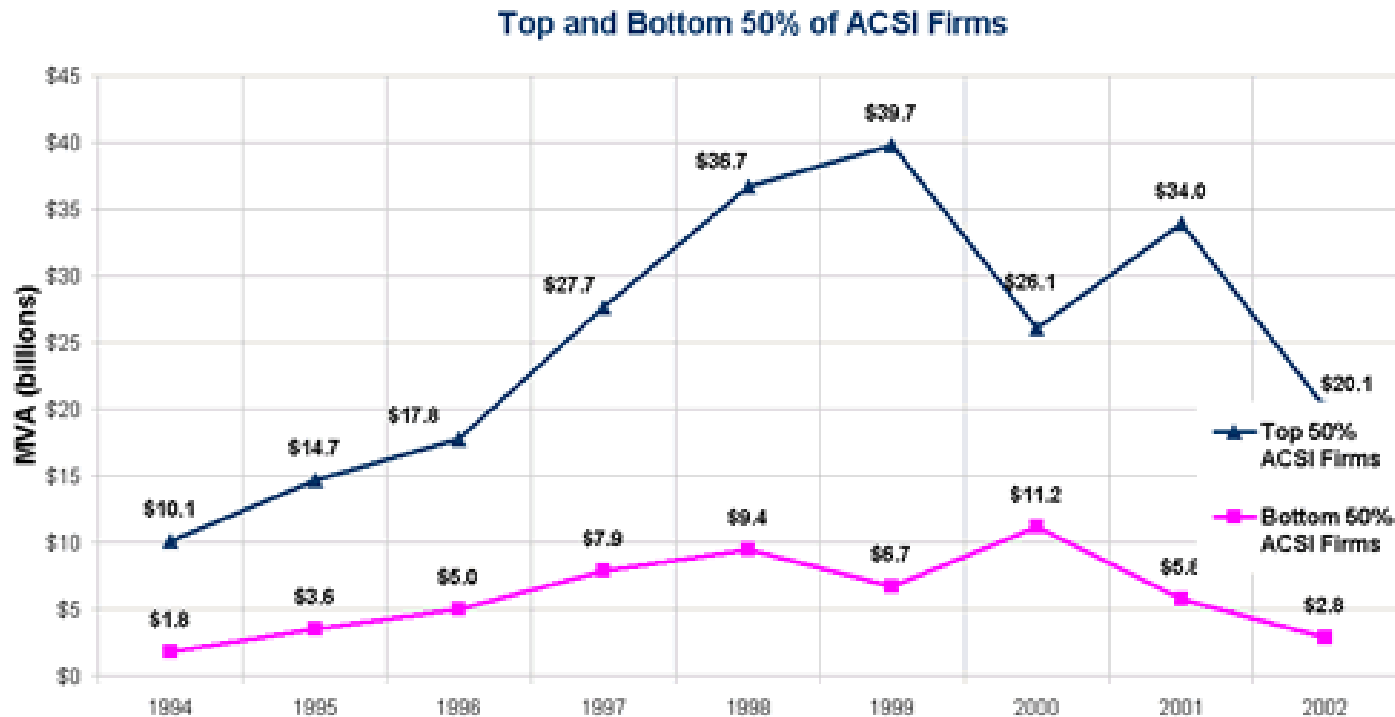
The Service Profit Chain



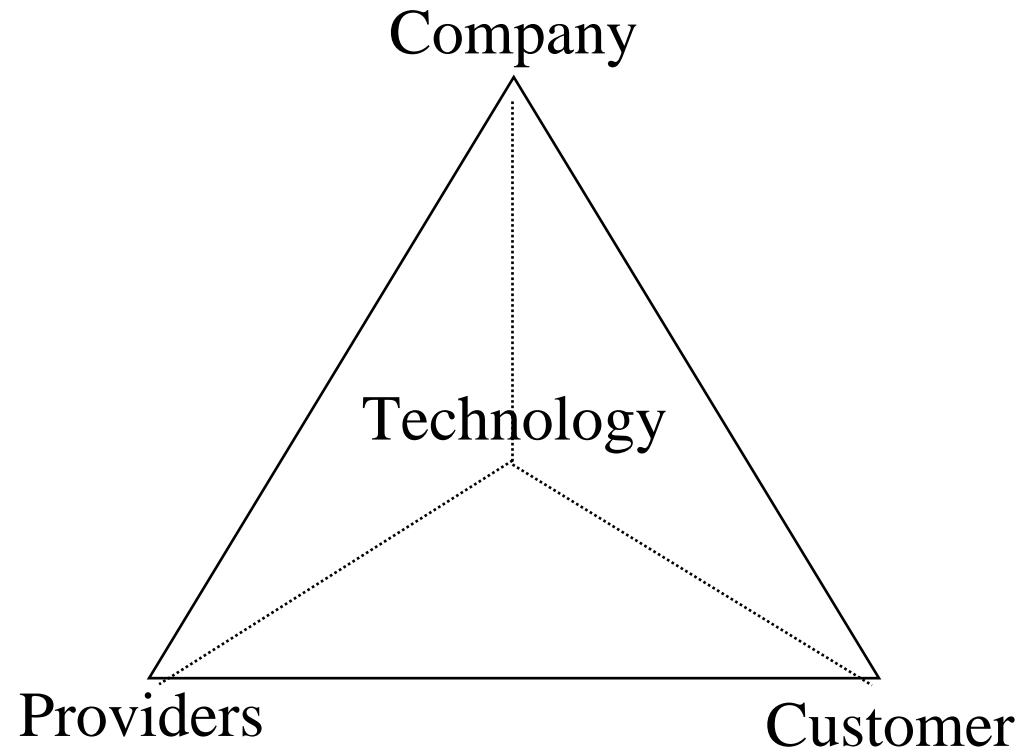
Source: An exhibit from J. L. Heskett, T. O. Jones, W. E. Sasser, Jr., and L. A. Schlesinger, "Putting the Service-Profit Chain to Work," *Harvard Business Review*, March-April 1994, p. 166.

ACSI and Market Value Added

Source: American Customer Satisfaction Index, The University of Michigan, www.theacsi.org



Strategic Services Pyramid

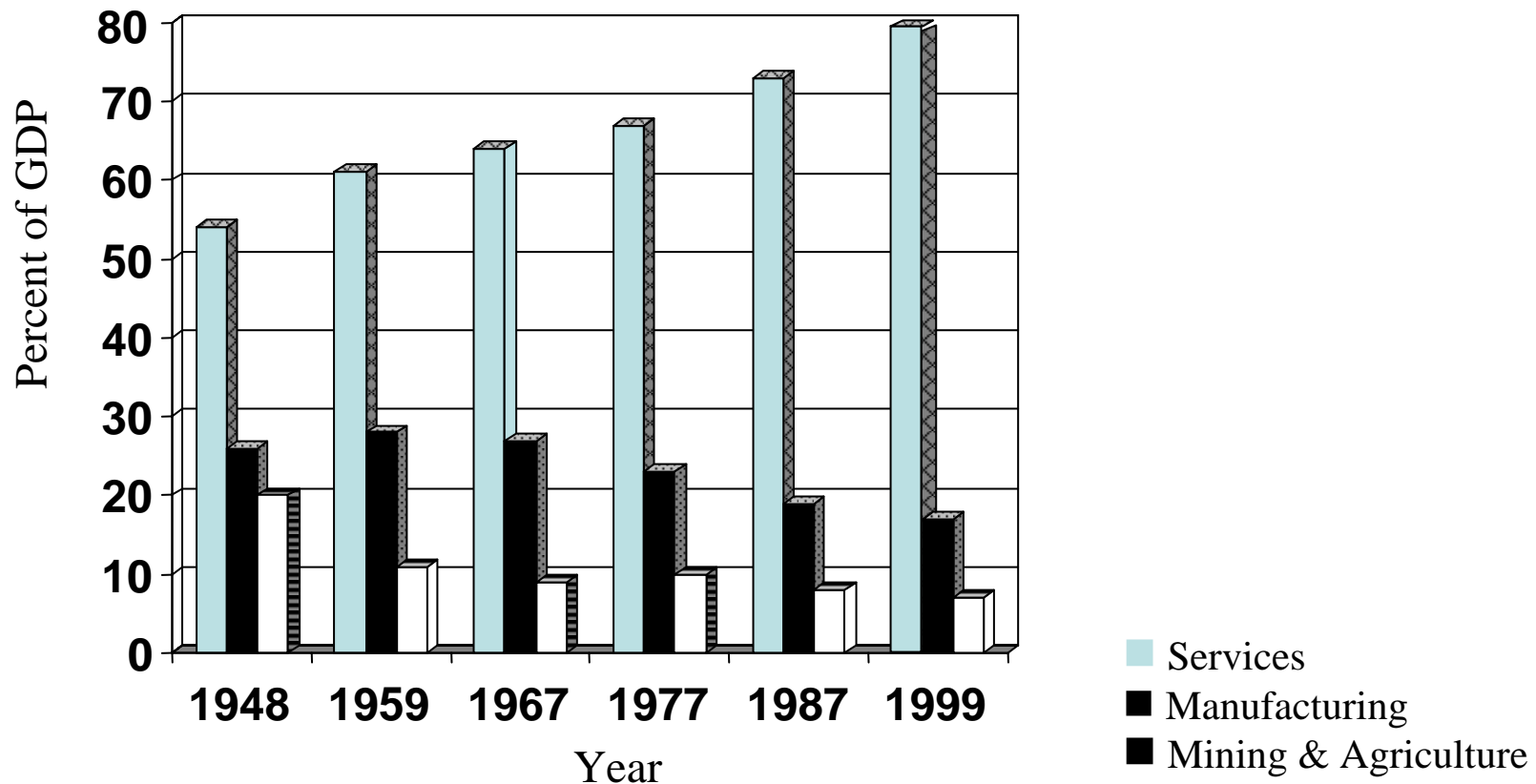


(Parasuraman 1996)

Growing Demand for Services Knowledge

- National focus on innovation and growth
 - Services are the engine for growth for companies, organizations and nations
- Job opportunities for our students
 - Growth in services and knowledge-worker jobs and need for specialized skills
- Demand for new research and better use of existing knowledge
- Need to bridge academic and functional silos

Percent of U.S. Gross Domestic Product by Industry



Source: *Survey of Current Business*, August 1996, Table 11, April 1998, Table B.3; Eli Ginzberg and George J. Vojta, "The Service Sector of the U.S. Economy," *Scientific American*, 244,3 (1981): 31-39.

Glimpses into the Future

- Continuing evolution of the services literature
- Cross-disciplinary and trans-disciplinary work
- Global initiatives
- Broadening of topics

Next phase of services research evolution

(Fisk, Brown and Bitner 1993 and in progress)

- Crawling Out – pre-1980
- Scurrying About – 1980-1985
- Walking Erect – 1986-1992
-
- Making Tools – 1993-2000
- Creating Language – 2001 to present

Upcoming Publications to watch for . . .

“Marketing Renaissance:
Opportunities and Imperatives
for Improving Marketing Thought, Practice, and
Infrastructure”

Collection of 11 essays to appear in
October 2005 *Journal of Marketing*

Ruth Bolton, editor

Upcoming Publications to watch for . . .

The Service-Dominant Logic of Marketing: Dialog, Debate, and Directions

A collection of papers in response to and building upon the award-winning JM 2004 article

Robert F. Lusch and Stephen L. Vargo (eds),
Armonk, NY: M.E. Sharpe, forthcoming 2006.

Services Science?

- IBM initiatives
- Services Science, Management and Engineering (SSME)
- Panels on Saturday afternoon, October 8



Global Influences and Growth

- 28 countries represented at Frontiers in Services Conference 2005
- Global developments in . . .
 - China
 - Europe and Scandinavia
 - Australia
 - Singapore

Future Research Opportunities

- Build on characteristics of the Services Literature
 - Focus on substantive business issues
 - Cross-functional integration
 - Global contributions
 - Multiple methodologies

Future Research Opportunities

- Build on existing research streams – add depth and strengthen what we know
 - Service quality
 - Service/customer experiences
 - Technology and service
 - Service recovery
 - Customer satisfaction and loyalty
 - Customer co-production
 - Financial impact of services and service quality

Future Research Opportunities

- Chart new directions
 - Non-profit applications of services
 - Synergies with customer experience work
 - B2B services – strategy and implementation
 - Service solutions in manufacturing
 - Service supply chains and service outsourcing
 - Service networks
 - Services branding
 - Cross-disciplinary collaboration on services topics
 - Macro issues in services
 - Global challenges and integration

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