

# Something similar to a preface

Before you read the paper there are a few things you should know about the context it was written in:

- It is written as a term paper in a PhD course given by the Service Research Centre at Karlstad University (<http://www.ctf.kau.se/>). The course was called “Theory and research in Service Management “ and focused on Service Management.
- My goal in writing the term paper was to help my own thinking in what we as service designers can learn from service management, but also clarify differences in approach which might not be apparent at a first glance.
- This also means that the paper rather glances at a number of issues than go deep into one. More academically oriented people will probably find it superficial at times.
- As the paper was graded by a top researcher in service management I choose a rather provoking writing style in some sections to maybe get a reaction on it.
- The paper is un-edited from the version I submitted as part of the course.
- The paper neither has nor will be submitted to any academic outlets.
- The term paper was to be written according to the guidelines provided by the International Journal of Service Industry Management (IJSIM).

With that said, I'd be happy to strike up a conversation with you on the topics in the paper. Either through twitter: [@segelstrom](https://twitter.com/segelstrom) or via e-mail: [fabse@ida.liu.se](mailto:fabse@ida.liu.se)

Happy reading,  
Fabian

# Service Management as Seen From a Service Design Perspective

Fabian Segelström

Dept of Computer and Information Science, Linköpings Universitet, Sweden

**Purpose** – Service management as a discipline has long been established, and is now getting company by new disciplines interested in services. One of these is service design, which approaches service development with a design perspective. This paper aims at exploring differences and similarities between the two service disciplines as well as highlighting areas in which the much younger service design can learn from service management.

**Design/methodology/approach** – The two disciplines are compared based on existing literature. The comparison is done from a service design perspective on service management. The difference between the meanings given to terms used within both disciplines is given special attention.

**Findings** – The difference between what is considered as service design is explained. Furthermore there seems to be a clear gap in relation to how the service recipient is seen between the two disciplines.

**Research limitations/implications** – A study like this is by its nature dependent on the readings by the authors. Although the study tries to maintain an objective focus, a certain degree of subjectivity will always be present. Readers are reminder to keep this in mind and read the article critically.

**Originality/value** – This paper provides an initial explanation of the conceptual differences between service management and service design. These differences may not be clear when reading texts from the two fields as they often are implicitly embedded in the discourse of the disciplines.

**Keywords** - Service Management, Service Design, Reflective comparison,

**Paper type** - Conceptual paper

## 1 INTRODUCTION

This term paper has two main aims. The first is to explore commonalities and differences between service management and service design (as practiced by designers). This is done by investigating the self-image the two disciplines portray in their writings and clarify the historical roots of the two disciplines.

The second goal is to highlight some of the work done in service management, which the author feels is extra relevant for service design and suggest how these findings can be integrated into service design.

However, before the two main aims can be addressed there is a need to clarify which type of service design is meant in this paper, as the term is used in various ways by a number of disciplines. It should be noted that the paper is written by a researcher coming from the service design community and that service design is taken to mean the design discipline, unless stated otherwise.

## 2 SERVICE DESIGN OR SERVICE DESIGN?

There are several disciplines (or subdisciplines) which refer to themselves as service design; the three largest areas being within design, service management and computing. For the purposes of this paper, the differences between what is considered service design with design and service management is clarified. Although it is rather easy to distinguish between the two fields according to

the traditional discourse there is an increasing overlap between the two disciplines, with academics from both fields approaching the other. This trend is highlighted at the end of the chapter.

In a service management context, the term service design has, according to Goldstein et al, (2002), been used to describe various aspects within the broader term New Service Development (NSD) within service management; from the whole process from idea to specification to the more narrow definition of “specifying an idea about a new service in drawings and specifications”. NSD has been one of the main focuses for research within service management in the 90’s and 00’s (see Edvardsson (1997); Tax & Stuart (1997), Goldstein et al (2002); Menor, Tatikonda, & Sampson (2002); Cook et al (2002) and Matthing, Sandén, & Edvardsson (2004) for further reading). Edvardsson et al (2000) highlight service design as one of the steps in NSD as seen in Figure 1 below. Edvardsson et al (2000, p. 120) state that “in the design phase, the service idea is developed into a service process”.

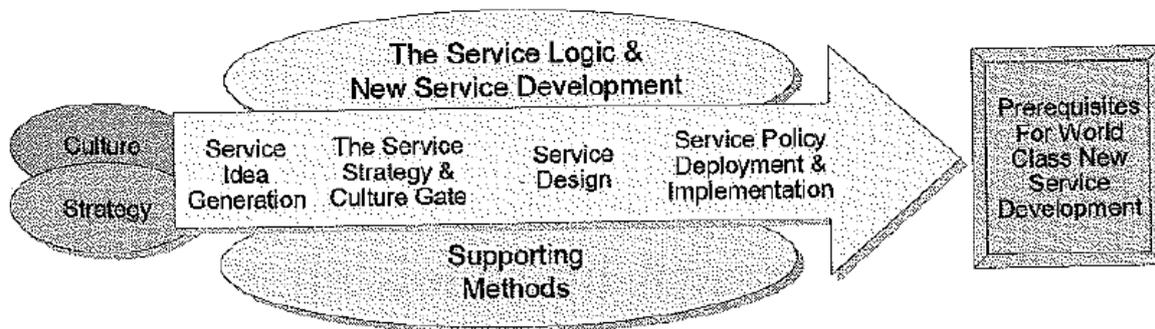


Figure 1 - Edvardsson et al's (2000) model for New Service Development

Service design, from a design perspective however has been described as follows:

*“Service design addresses the functionality and form of services from the perspective of clients. It aims to ensure that service interfaces are useful, usable, and desirable from the client’s point of view and effective, efficient, and distinctive from the supplier’s point of view.” (Mager, 2008, s. 355)*

That is, the design version of service design is interested in the whole service process. As other design disciplines, it puts focus on having empathy for the client’s of the service (Segelström, Raijmakers, & Holmlid, 2009). In a publication from the Dutch Ministry of Economic Affairs (2009) on service innovation, the service design process is described as follows in Figure 2:

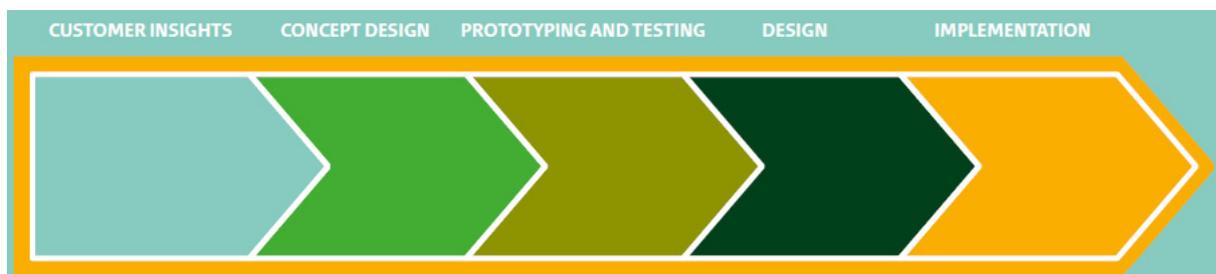


Figure 2 - Service Design process from the Dutch Ministry of Economic Affairs (2009).

As can be seen the two models have huge similarities, although they use somewhat different names for the different steps. Putting the differences aside for the moment, we can see that there is a clear overlap between the two models in three of the steps: idea generation/concept design, service design/design and deployment & implementation/implementation. There are some discrepancies between what is included in these terms, but they can in many cases be explained by different

terminology. However, it should be noted that some of the higher level aspects included in concept design in the Dutch model are included in the service design concept in the NSD model.

The differences are in the first and third step of the process; in Edvardsson et al (2000)'s model the process starts with business culture and strategy whereas the design process is started with customer insights. Likewise, when the initial ideas are valued within the NSD framework they are done it with a business eye, whereas the design perspective tests the feasibility of concepts through testing prototypes. This pin-points an important distinction between the two disciplines compared here, namely the primary focus of attention: the company or the client? This will be further investigated in chapter 4. It should be noted however that this doesn't mean that NSD doesn't take the customers into account nor service design ignoring the business aspect of developing a service.

All in all, it can be said that design-version in focus largely corresponds to what is called new service development within the service management literature. Considering this it is interesting to see that academics from both sides are approaching the other; for example in their overview of issues which are important for a future science of service, the service management scholars from Arizona State University (Ostrom, et al., 2010) list "Enhancing Service Design" as one of the top priorities and clearly acknowledge the design brand service design when discussing the issue. Four out of their six (1, 3, 5, 6) priorities fall within the domain of the design styled service design:

1. "Integrating "design thinking" into service practices, processes, and systems
2. Integrating the performing and visual arts into service design
3. Designing dynamic and flexible services across economic cycles, maturity stages, and market segments
4. Aligning service design approaches with existing organizational structures
5. Learning systematically about how to best engage customers and employees in collaborative service design
6. Using service design to influence the behavior of people within service systems"

(Ostrom, et al., 2010, p. 17)

Bullet number 4 however, is a point where service design can learn from service management. Some initial investigations into this topic have started and there is an increasing discussion within the service design community on the topic. Lucy Kimbell has published papers touching on the topic (Kimbell & Siedel, 2008), (Kimbell, 2009a), (Kimbell, 2009b) as well as having discussed it extensively on her blog: <http://www.designleadership.blogspot.com/>

There is one important aspect which has not yet been touched upon; the similarities and differences between service-dominant logic (Vargo & Lusch (2004); Vargo & Lusch (2008); Lusch, Vargo, & O'Brien (2007)) and design thinking (Brown (2009); Merholz et al (2008)). Overlaps between the two have been explored by academics (Wetter Edman (2009); Cautela, Rizzo, & Zurlo (2009)) and expanded by practitioners (Reason, Downs, & Løvlie, 2009).

### 3 HISTORICAL ROOTS

This section aims at exploring how service management and service design respectively, build their self-image. This is done by investigating the legacy which early pioneers in the fields had and how the 'myths-of-foundation' are portrayed.

### 3.1 LEGACY

As its name indicates service management grew out of a feeling within traditional management. When Berry & Parasuraman (1993) listed organizations crucial to the development of service management, they all had their word marketing somewhere in their names. Brown, Fisk, & Bitner (1994) also place the roots of service management within the management discipline. According to Berry & Parasuraman (1993) and Brown, Fisk, & Bitner (1994) the argument for service marketing was done as services were perceived as being different from products, which pioneering researchers claimed were so large that a separate research discipline was needed; “virtually all services marketing authors during the 1970s felt compelled to argue that services marketing was different” (Brown, Fisk, & Bitner, 1994, p. 26).

This need is also apparent in early writings on service design, for example one of the earliest books was called “Service needs design” (Orig: *Dienstleistung braucht Design*) (Erlhoff, Mager, & Manzini, 1997). However, the line of argument just as often was about that services were something which could be designed. Most designers which got interested in service design came from either an industrial or interaction design background (see Holmlid (2007) for a comparison between the three disciplines).

### 3.2 MYTH-OF-FOUNDATION

Closely related to the historical context of the disciplines is their foundation. A look at how the myths-of-foundation are reiterated in later writings mirrors how the discipline wants to be seen. The image of the first to enter the field is described as daring pioneers in service management (Berry & Parasuraman (1993); Brown, Fisk, & Bitner (1994)) and service design (Mager (2004); Kimbell (2009a) alike. However, there is a clear difference in how their motivations are described.

In service management, the pioneers are described as brave individuals who dared to do research on services although it might be a bad career move: “I occasionally wondered if the risk of such a redirection in my research thrust would be worth the potential rewards” (Berry & Parasuraman, 1993, p. 33). The interest in services seemed to come from either feeling that the existing marketing theories did not work for services in practice (Shostack and Zeithaml are two examples of this in Berry & Parasuraman (1993)) or more opportunistic chances to find a research area of their own (Grönroos and Schneider are two are two examples of this in Berry & Parasuraman (1993)).

The motivations of the earliest pioneers within service design seem to be somewhat different though (or at least those held forward). Pioneering service design consultancy live|work’s founders all had an interaction design background but felt that there was more which could be done for the users of the services they designed. They spent time on re-thinking their values, and in an interview on the topic of creating the company stated:

*“Designing services is something we felt we were already doing, but we didn’t have a name for it. /../ It was sometimes called a customer experience, but we thought it was slightly deeper than that. Customer experience might only be part of the whole service story. The concept of full service takes into account all the stakeholders, thinking about what the back-end system is having to do, what the motivations of the staff are, and the motivations of the competitors” (Moggridge, 2007, p. 417)*

Similar arguments can be found in the writings of the first service design professor Birgit Mager (Erlhoff, Mager, & Manzini (1997); Mager (2004)). What is highlighted is the inner drive among the

early professionals that there was even more which they could do for the end-users of the services. They wanted to help people in their everyday lives and the natural focus became the end-user rather than the producing company. This also means that there has been little conversation around the continuous management of a service system within service design.

## 4 ON BENEFICIARIES' ROLES

As has been implied above there is a difference between service management and service design in who is seen as the primary beneficiary of the work done by the discipline; the company or the end-customer. This has been reflected in the terminology used to refer to the recipients of the service.

Service management, with its roots in product management referred to the service recipients as consumers in its early days (for example the ground breaking 'Breaking Free from Product Marketing' (Shostack, 1977) used the word consumer). The usage of customer started rather quickly though as service management evolved. If one examines the titles referenced in two historical overviews from the first half of the 1990's (Berry & Parasuraman (1993); Brown, Fisk, & Bitner (1994)), one finds that out of 27 referenced articles which used either the term customer or consumer in the title, 16 use consumer, 10 customer and 1 both terms. The swing towards using customer over consumer continued and by 2000, articles referring to service consumers rather than service customers were rare. Instead a new word for the service recipient had entered the discourse as service management became interested in innovation; the term 'user' started to be used in the style of von Hippel (2005) (see Alam (2002) and Kristensson, Gustafsson, & Archer (2004) for examples).

If the usage of terminology in service management in regard to service recipients has been evolving over time, the usage within service design must be extremely confusing for newcomers to the field. Different words are used by different authors and in many cases by the same authors; if one goes through the terminology in a recent well received book on service design (Miettinen & Koivisto, 2009) one cannot find any patterns in usage, rather it seems like personal preference decides the usage of words, and in many cases a want to vary the words used in the text. The best explanation for this might very well be given by one of the authors in the book: "If I start orating about co-production, *end-users*, service-delivery blueprints, customer journeys, service ecology and so on, my clients generally start to get nervous" (van Oosterom, 2009, italics added). The terminology seems to adapt to who the intended audience is. This does however not appear to affect the discussions within the service design community. It is likely that this is due to a mutual, implicit, understanding of whom the service designers design for and that the terminology is just a shell which can be chosen after the situation. As service design grew out of user-centered design discipline, the user as the primary beneficiary is taken for granted within the community. As is stated in the quotation on service design in chapter 2: "Service design addresses the functionality and form of services from the perspective of clients" (Mager, 2008, s. 355).

To summarize: Although the terms used by the two communities for the service beneficiaries may appear similar on the surface, there are implicit values embedded. It could be said that service management has the service producing company as the main

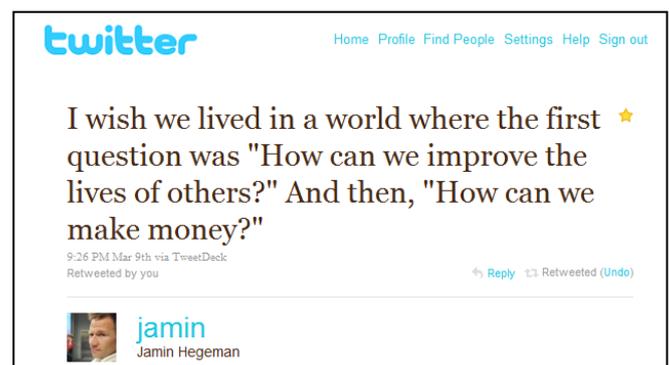


Figure 3 - Tweet from Jamin Hegeman

beneficiary something which hasn't changed with the introduction of the service dominant logic framework). The customer would then be a service recipient according to the service management thinking. In opposite, a service design perspective sees the customers as service beneficiaries. The tweet by service designer Jamin Hegemanto in Figure 3 could probably be seen as summarizing the service design community's general attitude in regard to the beneficiary/recipient balance.

## **5 WHAT CAN SERVICE DESIGN LEARN FROM SERVICE MANAGEMENT?**

Considering the differences of focus on whom the development of services is for, the actual service delivery is where the overlap of interest is the clearest between service management and service design. With this in mind, one service management scholar's writings stand out as extra interesting from a service design perspective; those of Mary Jo Bitner. Bitner has written extensively on aspects of service delivery. Among the topics which she has written about are blueprints, servicescapes and service recovery.

The one thing from the service management discipline which has had the most impact in the service design community this far is without a doubt the blueprinting technique (Shostack (1982); Shostack (1984); Kingman-Brundage (1991); Kingman-Brundage, George, & Bowen (1995); Bitner, Ostrom, & Morgan (2008)). Service blueprinting is the process of creating a map/flow chart of the items involved in a service delivery, based on which actor those them; the customer, a front-room employee, a backstage employee or even a sub-contractor? The items are mapped together in such a fashion the dependencies between actions are made clear. The technique has become one of the standard techniques used by service designers and is prominently featured in introductory books to the subject (Miettinen & Koivisto (2009); Mager & Gais (2009); Bechmann (2010)) as well as being the subject of a number of academic publications on how to adapt them to a service design context (Wreiner et al (2009); Sparagen & Chan (2008); Lee & Forlizzi (2009)). Blueprints are seen as one of the visualization tools which are so crucial in service design (Kimbell (2009a); Segelström (2009); Segelström & Holmlid (2009); Diana, Pacenti, & Tassi (2009)).

The servicescape was highlighted as an important aspect of service delivery by Bitner (1990; 1992). Servicescape refers to the environment where a service is being delivered. The focus in the servicescape-concept is the physical environment rather than interaction which takes place in the environment. Servicescapes and their design have seldom been discussed in service design (there is no service design research on servicescapes). Instead the focus has very much been on touchpoints. Touchpoints can be described as the interaction surfaces between the service provider and service client, and can be both person-person and machine-person. A touchpoint is however narrower defined than servicescape; the servicescape will usually consist of multiple touchpoints and the space in between the touchpoints. As it is often emphasised in service design that the touchpoints have to work in a coherent way, there is some indirect acknowledgement of the servicescape-concept but raising the abstraction level from touchpoints to servicescape can provide service designer's a new way of thinking and reacting on the service delivery.

Servicescapes have been highlighted from various angles. Often included in models on new service development (Tax & Stuart (1997); Pine & Gilmore (1999); (Edvardsson et al (2000)), it has also been

the focus of direct research within service management. Wakefield & Blodgett (1994) investigated the importance of servicescapes in leisure service settings, and in doing so created a framework for in which types of service settings the servicescape is important to focus on. They conclude that the servicescapes becomes increasingly according to two scales; time spent in the service setting and whether the service is of a functional or hedonistic character. They argue that the longer and the more hedonistic a service is, the more important the servicescape becomes. However, they stress that the servicescape is of importance in all service settings and that it is a question of “how” important and not “if” it’s important. Aubert-Gamet & Cova (1997; 1999) explored the philosophical aspects of servicescape design on how people interact with each other. They use malls and hotels as to contrasting environments in which strangers share a servicescape. They present and discuss different conceptions of how the modern environments have changed traditional interaction patterns, for better or worse. The 1997-article is noteworthy as it was published in Erlhoff, Mager, & Manzini (1997) and is one of the few cases in which the servicescape has been highlighted in a service design environment (Kimbell (2009b) also pin points servicescapes as an area in which service design can learn from service management).

Service recovery is another interesting concept which still is largely unexplored in service design. The service recovery literature deals with how the service provider should act to regain customer’s confidence when something goes wrong within the service process. Influential publications on the subject include Hart, Heskett, & Sasser Jr (1990), Bitner, Booms, & Tetreault (1990), Spreng, Harrell, & Mackoy (1995) and Tax, Brown, & Chandrashekar (1998). These articles all introduce the concept of service recovery from different angles; anecdotic as well as smaller empirical studies.

The service recovery concept has often been discussed in relation to the so called service recovery paradox; it “has been conceptually defined as a situation in which a customer’s postfailure satisfaction exceeds prefailure satisfaction” (de Matos, Henrique, & Vargas Rossi, 2007, p. 60). The discussion has mainly focused on whether this paradox exists, or whether it is a myth. Magnini et al (2007) and de Matos, Henrique, & Vargas Rossi (2007) find support for the existence of this paradox in their respective studies. The effect seems to be the greatest when the failures are small and of such a character that it is out of the company’s control. Sousa & Voss (2009) show that it is possible to recover e-services as well and that there exists a small chance to achieve a service recovery paradox effect.

Except for a series of blog posts by influential service design blogger Jeff Howard in 2008 (see Howard (2008) for main article), the service design community has not published on service recovery. Instead, the methods and tools used in service design have an implicit exclusion of recovery-issues as the various visualization tools used within service design show idealized flows and can highlight organizational obstacles to the service flow in a good way, but lack functions to react to major breakdowns in the system. As these issues are invisible with current methods and tools they are extra important to highlight with help of research and new tools.

## **6 SUMMING UP**

This paper has explored similarities and differences between the two service disciplines service design and service management. This has been done by looking at service management from the perspective of service design. The analysis has showed although the goals of the two disciplines may

appear similar at a first glance a closer look reveals that the meaning applied to the terms used differs.

It was shown how the understanding of the terms "service design" and "customer" differs between the two disciplines, with the help of a look to historical legacies and how the myths-of-foundation have been portrayed in the two fields. This critical analysis was followed by a section which highlighted areas in which service design can learn from research done in the older discipline service management. The two concepts service recovery and servicescape were highlighted as research areas from which service designers easily could learn and expand their repertoire.

If one would aim at a closer integration of the fields, one would need to explore the dominant logic within the two fields. These are service dominant logic (service management) and design thinking (service design) respectively, and have only been touched upon in this paper. If a balance can be found between service-dominant logic and design thinking which attracts members from both the service design and service management communities it is likely that we in the future will see a new service discipline, building on the strengths from the two fields. It is in the development in these two still emerging schools of thought there is a chance for the two disciplines to overcome their differences in starting points for their practice. If no such balance can be found, it is likely that the two disciplines never will become more than cousins which meet occasionally but largely go on living their own lives.

## 7 REFERENCES

- Alam, I. (2002). An Exploratory Investigation of User Involvement in New Service Development. *Journal of the Academy of Marketing Sciences* , 30 (3), 250-261.
- Aubert-Gamet, V., & Cova, B. (1997). Design von "Service-Landschaften". In M. Erloff, B. Mager, & E. Manzini, *Dienstleistung braucht Design* (pp. 127-140). Berlin: Luchterhand.
- Aubert-Gamet, V., & Cova, B. (1999). Servicescapes: From Modern Non-Places to Postmodern Common Places. *Journal of Business Research* , 44 (1), 37-45.
- Bechmann, S. (2010). *Servicedesign*. Århus: Academica.
- Berry, L. L., & Parasuraman, A. (1993). Building a New Academic Field - The Case of Services Marketing. *Journal of Retailing* , 69 (1), 13-60.
- Bitner, M. J. (1990). Evaluating Service Encounters: The Effects of Physical Surroundings and Employee Responses. *The Journal of Marketing* , 54 (2), 69-82.
- Bitner, M. J. (1992). Servicescapes: The Impact of Physical Surroundings on Customers and Employees. *Journal of Marketing* (562), 56-71.
- Bitner, M. J., Booms, B. H., & Tetreault, M. S. (1990). The Service Encounter: Diagnosing Favorable and Unfavorable Incidents. *Journal of Marketing* , 54, 71-83.
- Bitner, M. J., Ostrom, A. L., & Morgan, F. N. (2008). Service Blueprinting: A practical Technique for Service Innovation. *California Management Review* , 50 (3), 66-94.

- Brown, S. W., Fisk, R. P., & Bitner, M. J. (1994). The Development and Emergence of Services Marketing Thought. *International Journal of Service Industry Management* , 5 (1), 21-48.
- Brown, T. (2009). *Change by Design*. USA: HarperCollins.
- Cautela, C., Rizzo, F., & Zurlo, F. (2009). Service Design Logic: An approach based on the different service categories. *IASDR 2009: Rigor and Relevance*. Seoul.
- Cook, L. S., Bowen, D. E., Chase, R. B., Dasu, S., Stewart, D. M., & Tansik, D. A. (2002). Human issues in service design. *Journal of Operations Management* , 20, 159-174.
- de Matos, C. A., Henrique, J. L., & Vargas Rossi, C. A. (2007). Service Recovery Paradox: A Meta-Analysis. *Journal of Service Research* , 10 (1), 60-77.
- Diana, C., Pacenti, E., & Tassi, R. (2009). Visualtiles - Communication tools for (service) design . *DeThinking Design, ReThinking Services – First Nordic Conference on Service Design and Service Innovation*. Oslo, Norway.
- Dutch Ministry of Economic Affairs. (2009). *Innovation is Served*. The Hague: National government of the Netherlands.
- Edvardsson, B. (1997). Quality in new service development: Key concepts and a frame of reference. *International Journal of Production Economics* (52), 31-46.
- Edvardsson, B., Gustafsson, A., Johnson, M. D., & Sandén, B. (2000). *New Service Development and Innovation in the New Economy*. Lund: Studentlitteratur.
- Erlhoff, M., Mager, B., & Manzini, E. (1997). *Dienstleistung braucht Design - Professioneller Produkt- und Markenauftritt für Serviceanbieter*. Berlin: Hermann Luchterhand Verlag GmbH.
- Goldstein, S. M., Johnston, R., Duffy, J., & Rao, J. (2002). The service concept: the missing link in service design research? *Journal of Operations Management* , 20 (2), 121-134.
- Hart, C. W., Heskett, J. L., & Sasser Jr, W. E. (1990). The Profitable Art of Service Recovery. *Harvard Business Review* (July-August), 148-156.
- Holmlid, S. (2007). Interaction design and service design: Expanding a comparison of design disciplines. *Nordes*. Stockholm.
- Howard, J. (2008). *Service Recovery*. Retrieved 03 22, 2010, from Design for Service: <http://designforservice.wordpress.com/2008/03/19/service-recovery/>
- Kimbell, L. (2009a). Insights from Service Design Practice. *8th European Academy of Design Conference*, (pp. 249-253). Aberdeen.
- Kimbell, L. (2009b). The turn to service design. In G. Julier, & L. Moor, *Design and Creativity: Policy, Management and Practice* (pp. 157-173). Oxford: Berg.
- Kimbell, L., & Siedel, P. (2008). *Designing for Services - Multidisciplinary Perspectives: Proceedings from the Exploratory Project on Designing for Services in Science and Technology-based Enterprises*, . Oxford: Saïd Business School.

- Kingman-Brundage, J. (1991). Technology, Design and Service Quality. *International Journal of Service Industry Management* , 2 (3), 47-59.
- Kingman-Brundage, J., George, W. R., & Bowen, D. E. (1995). "Service logic": achieving service system integration. *International Journal of Service Industry Management* , 6 (4), 20-39.
- Kristensson, P., Gustafsson, A., & Archer, T. (2004). Harnessing the Creative Potential among Users. *Journal of Product Innovation Management* , 21 (1), 4-14.
- Lee, M. K., & Forlizzi, J. (2009). Designing Adaptive Robotic Services. *IASDR 2009 Proceedings*. Seoul: IASDR.
- Lusch, R. F., Vargo, S. L., & O'Brien, M. (2007). Competing through service: Insights from service-dominant logic. *Journal of Retailing* , 83 (1), 5-18.
- Mager, B. (2008). Service Design. In M. Erlhoff, & T. Marshall (Eds.), *Design Dictionary: Perspectives on Design Terminology* (pp. 354-356). Basel: Birkhäuser.
- Mager, B. (2004). *Service design: A review*. Köln: KISD.
- Mager, B., & Gais, M. (2009). *Service Design*. Paderborn: Wilhelm Fink GmbH.
- Magnini, V. P., Ford, J. B., Markowski, E. P., & Honeycutt Jr, E. D. (2007). The service recovery paradox: justifiable theory or smoldering myth? *Journal of Services Marketing* , 21 (3), 213-225.
- Matthing, J., Sandén, B., & Edvardsson, B. (2004). New service development: learning from and with customers. *International Journal of Service Industry Management* , 15 (5), 479-498.
- Menor, L. J., Tatikonda, M. V., & Sampson, S. E. (2002). New service development: areas for exploitation and exploration. *Journal of Operations Management* , 20, 135-157.
- Merholz, P., Schauer, B., Verba, D., & Wilkens, T. (2008). *Subject to Change: Creating Great Products and Services for an Uncertain World*. Canada: O'Reilly Media.
- Miettinen, S., & Koivisto, M. (Eds.). (2009). *Designing Services with Innovative Methods*. Keuruu, Finland: Kuopio Academy of Design.
- Moggridge, B. (2007). Services. In B. Moggridge, *Designing Interactions* (pp. 383-447). The MIT Press.
- Ostrom, A. L., Bitner, M. J., Brown, S. W., Burkhard, K. A., Goul, M., Smith-Daniels, V., et al. (2010). Moving Forward and Making a Difference: Research Priorities for the Science of Service. *Journal of Service Research* , 13 (1), 4-36.
- Pine, B. J., & Gilmore, J. H. (1999). *The Experience Economy: Work Is Theatre & Every Business a Stage*. USA: Harvard Business School Press.
- Reason, B., Downs, C., & Løvlie, L. (2009). *Service Thinking*. Retrieved 02 16, 2009, from live|work: <http://www.livework.co.uk/articles/service-thinking>

- Segelström, F. (2009). Communicating through Visualizations: Service Designers on Visualizing User Research. *DeThinking Service, ReThinking Design: The First Nordic Conference on Service Design and Service Innovation*. Oslo.
- Segelström, F., & Holmlid, S. (2009). Visualization as tools for research: Service designers on visualizations. *NorDes 2009 – Engaging artifacts, Nordic Design Research Conference*. Oslo.
- Segelström, F., Raijmakers, B., & Holmlid, S. (2009). Thinking and Doing Ethnography in Service Design. *IASDR 2009: Rigor and Relevance in Design*. Seoul.
- Shostack, L. (1984). Designing Services that Deliver. *Harvard Business Review*, 62 (1), 133-139.
- Shostack, L. (1982). How to Design a Service. *European Journal of Marketing* (161), 49-63.
- Shostack, L. (1977). Breaking Free from Product Marketing. *Journal of Marketing*, 41 (April), 73-80.
- Sousa, R., & Voss, C. A. (2009). The effect of service failures and recovery on customer loyalty in e-services: An empirical study. *International Journal of Operations & Production Management*, 29 (8), 834-864.
- Sparagen, S. L., & Chan, C. (2008). Service Blueprinting: When Customer Satisfaction Numbers are not enough. *International DMI Education Conference. Design Thinking: New Challenges for Designers, Managers and Organizations*. Cergy-Pointoise, France.
- Spreng, R. A., Harrell, G. D., & Mackoy, R. D. (1995). Service recovery: impact on satisfaction and intentions. *Journal of Services Marketing*, 9 (1), 15-23.
- Tax, S. S., & Stuart, I. (1997). Designing and Implementing New Services: The Challenges of Integrating Service Systems. *Journal of Retailing*, 73 (1), 105-134.
- Tax, S. S., Brown, S. W., & Chandrashekar, M. (1998). Customer Evaluations of Service Complaint Experiences: Implications for Relationship Marketing. *The Journal of Marketing*, 62 (2), 60-76.
- Wakefield, K. L., & Blodgett, J. G. (1994). The Importance of Servicescapes in Leisure Service Settings. *Journal of Services Marketing*, 8 (3), 66-76.
- van Oosterom, A. (2009). Who do we think we are? In S. Miettinen, & M. Koivisto, *Designing Services with Innovative Methods* (pp. 162-179). Keuruu, Finland: Kuopio Academy of Design.
- Vargo, S., & Lusch, R. (2004). Evolving to a new dominant logic for marketing. *Journal of Marketing*, 68, 1-17.
- Vargo, S., & Lusch, R. (2008). Service-dominant logic: Continuing the evolution. *Journal of the Academy of Marketing Science* (36), 1-10.
- Wetter Edman, K. (2009). Exploring Overlaps and Differences in Service Dominant Logic and Design Thinking. *DeThinkingService, ReThinking Design: First Nordic Conference on Service Design and Service Innovation*. Oslo.
- von Hippel, E. (2005). *Democratizing Innovation*. USA: MIT.

Wreiner, T., Mårtensson, I., Arnell, O., Gonzalez, N., Holmlid, S., & Segelström, F. (2009). Exploring Service Blueprints for Multiple Actors: A Case Study of Car Parking Services. *DeThinking Service, ReThinking Design: The First Nordic Conference on Service Design and Service Innovation*. Oslo.