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Service Spotlights

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An Integrative Quality Framework for Developing Industrial Smart Services (p. 157)

Using data collected through the Internet of Things offers new opportunities for manufacturing companies to innovate and differentiate their increasingly significant service businesses. Developing these industrial smart services is a new and complex task that challenges manufacturing companies in many regards. One core issue is to design concepts and offers in a way that customers perceive as high value so they will accept collection of their data. However, academic research on industrial smart services is still in its infancy and contributes limited knowledge about customer expectations and requirements. Understanding how customers perceive the quality of smart services and understanding which determinants influence these perceptions can support manufacturing companies in developing successful offers. In this article, the authors provide an integrative framework for understanding and structuring quality perceptions of industrial smart services. The framework integrates quality categories of existing concepts in related research fields (e.g., digital services, personal services, or technologies) and introduces new insights gained from a qualitative study of 20 academic experts. The structure of the framework and relevant categories of quality perceptions are explained in detail.

Usage and Impact of Information and Communication Technologies in Healthcare Delivery (p. 172)

This paper discusses two aspects of the use of information and communication technologies (ICTs) in healthcare: first, the prevalence of using tables and laptop computers by physicians during clinical visits, and second, the growing trend of using such technologies for delivering healthcare remotely. Open-ended and structured questionnaires were used to elicit relevant information, which was analyzed using qualitative content analysis and logistic regression models. Results suggest that, as computer literacy is increasing within the general population and caregivers' skills in using the computer technology is improving, patients are welcoming the use of ICTs in healthcare. The analysis also showed that age together with enabling factors, such as income and

education, are substantial barriers to the use of remote care services, even more important than gender, place of residence, race or ethnicity, and care need. Income and education do not influence the acceptance of ICT use by doctors during visits. Females, older participants, and those with more children in the household showed more resistance to the use of ICT in healthcare. At the same time, the depersonalization of interactions with caregivers was a critical concern identified related to the use of ICT in healthcare.

Exploring Customers' Experiences of Service Co-Recovery (p. 189)

Service recovery occurs when service exchange fails, often because resource integration has failed. In the co-recovery process, multiple actors (including the customer) interact to cocreate a favorable customer experience following failure. The aim of this paper is to extend an existing understanding of the activities and interactions that serve as resource integration drivers in customer co-recovery experiences. The article explores recovery situations in an interview-based empirical study. Based on the findings, the study develops an empirically derived model (5C), identifying and defining drivers of customer co-recovery and suggesting how firms should engage customers and other actors in the process. To heighten the practical implications, the study conceptualizes the customer recovery process by suggesting a "wheel of customer co-recovery" model.

Moving Toward Collaborative Service Recovery: A Multiactor Orientation (p. 201)

Within service recovery research, service failures have traditionally been handled by the firm in an effort to turn an unpleasant experience into a more favorable one. More recent service research, in which the customer's role is more pronounced, suggests that the customer is not a passive recipient of a firm's recovery efforts but a cocreator of the recovery solution. As a response, considerable effort has been devoted to exploring how the customer and the firm together can effectively integrate resources such as time and effort to rectify an unpleasant experience. However, prior conceptualizations fall short of taking adequate account of the complexity of service recovery encounters

in which multiple actors collaborate and integrate resources. To address this, the present study explores how multiactor collaborations influence the customer's experience of service recovery by adopting a multiactor orientation and by applying service-dominant logic. After reviewing the customer experience literature, a collaborative recovery experience framework is developed that emphasizes the joint efforts of multiple actors and customers to achieve a favorable recovery experience. In a contextualization, this study presents the usefulness of the new framework in how to explain customer experiences in collaborative service processes, and further research avenues are proposed.

A Configurational Approach to Servitization: Review and Research Directions (p. 213)

In this article, the authors extend the current literature on servitization by taking a configurational perspective, aiming to understand the interplay between the drivers (conditions) that lead to certain equifinal outcomes of servitization. By taking stock of the servitization literature using the contingency theory of strategy as a foundational theory and the strategy–structure–environment approach as a

primary framework to systematically review and analyze the identified configurational servitization studies, the authors identify commonalities and gaps in the literature and set directions for future research.

Extending the Base-of-the-Pyramid Concept (p. 241)

The base-of-the-pyramid (BoP) concept plays a prominent role among the market-based perspectives for poverty alleviation. Previous literature reviews discuss the evolution of the BoP concept as a research domain, but several major research streams that approach the phenomenon from distinct angles have been overlooked. To address these shortcomings, the authors expand these reviews and formulate recommendations for theoretical and empirical advances by considering emerging research domains, including corporate social responsibility, inclusive business, microfinance, nonprofit expansion, social entrepreneurship, and subsistence marketplaces. In revising the BoP business model idea, the authors develop a framework that highlights key dimensions for management research in BoP markets, including business ecosystems, financial viability, innovativeness, resource scarcity, role of the poor, and scalability.