

A MULTIDISCIPLINARY DESIGN MODEL FOR NEW SERVICE OFFERING TRANSFERS AND INTERNAL INTEGRATION IN RETAIL CHAIN SERVICES: A RESEARCH AGENDA*

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This article examines the question: *how can retail service chains instantiate new service offerings throughout their organizational design systems?* We address a central theme in new service innovation research: new service offerings and concepts will often require sticky information transfer of new knowledge gained externally from customers and competitors and internally from intra-firm employees, systems, and business entities. We develop a multidisciplinary, strategic design model that is useful for integrating and sharing knowledge across retail chain stores (RCS).

- Illustrate effective new service offering transfer for effective execution at the store level.
- Introduce the 3S's for service effectiveness measurement: 1) standards; 2) systems and 3) sensing mechanisms.
- Conclude with research agenda for advancing scholarly research in retail chain services.

Research Category: Service Networks and Value Chains

* Roth, A.V. and J. Shockley "A Multidisciplinary Design Model for New Service Offering Transfers and Internal Integration in Retail Chain Services" *MIS Review* (Special Issue on Service Science), forthcoming 2010.

THE SERVICE NETWORK EXPERIENCE: CUSTOMER EVALUATIONS OF PERFORMANCE AND BRAND IMAGE

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In complex service situations such as healthcare, telecommunications, B2B service solutions, and hospitality, a customer's service experience results from interactions with a set of service providers, all of whom deliver key components of the service solution. Such configurations of customer-facing firms that collectively co-produce a total service experience for customers are conceptualized as "service networks." This research establishes the service network as an important unit of analysis in service research.

The results of two experiments show that the images and associations resulting from experiences with providers in the network can shape customer evaluations of other members of the network, in particular, the brand image of a focal firm. By explicating the nature of relationships between the firms within a particular type of service network from the *customer's point of view*, this research provides a fresh operational perspective and practical implications for managing customer experiences, network relationships, and service brand strategies.

Research Categories: Service Networks and Value Chains

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UNLIMITED SHELF SPACE IN INTERNET SUPPLY CHAINS: TREASURE TROVE OR WASTELAND?*

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Internet retailing offers merchants limitless shelf space. This has led experts to highlight the existence of a “long tail” of offerings and assert that the future of online business is “selling less of more.” However, it is difficult for retailers to offer a large scope of products without having to handle large amounts of returns from customers. This is because customers can and do get overwhelmed by product variety. We shed light on this issue through an assessment of data from sales and returns of almost 7,000 products in a product category. We find that retailers can benefit from expanding the inventories’ scope to generate sales from a diversity of products. However, the success of this strategy will depend on managing recurrent execution and product failures. Furthermore, the gains that this strategy will bring to retailers will be bound by product attributes such as prices, size, and market longevity.

Research Categories: Service Networks and Value Chains

*Working paper

ASSESSING MARKUPS, SERVICE QUALITY, AND PRODUCT ATTRIBUTES IN MUSIC CDS' INTERNET RETAILING*

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We investigate the links among markups, service quality, and product attributes across customer, Internet-retailer, and wholesaler echelons. Little is known about how retail markups, in particular, are related to service quality and product attributes. To examine this issue, we developed a model of Internet retail profitability that separates revenues and costs related to sales transactions from other profit sources. This framework led us to synthesize studies that have focused on service quality dimensions in the Internet retailing space. Subsequently, we developed a critical-event study based on a profit model and the synthesis of service-quality dimensions in order to delineate service aspects that retailers need to address buyers' utility. Finally, we collected data from purchases across retailers in order to isolate markup-service quality relationships along our delineated service characteristics. We find that high markups are associated with superior performance by Internet retailers across several service quality dimensions (a service premium effect).

Research Categories: Service Networks and Value Chains

* Production and Operations Management 17, No. 3, pp. 320-337.