



Value in use through service experience

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Abstract

Purpose – The aim of this article is to propose a framework for a new perspective on the total service experience, which dimensions influence it, and how a service experience is linked to value in use.

Design/methodology/approach – The article is conceptual and suggests a new theoretical frame of reference describing value in use through service experience in technology-based services.

Findings – According to this article, a service experience is the total functional and emotional value of a consumed service. The service experience is unique to every individual customer and the service consumption situation. Value in use is the cognitive evaluation of the service experience.

Research limitations/implications – The framework is discussed in the context of technology-based services and will provide a basis for future research. Empirical studies are called for concerning service experiences in different kinds of service contexts.

Originality/value – This article contributes a new framework, illustrating the service experience, which dimensions influence the service experience, and how it is linked to value. The framework is placed in a context of technology-based services. Unique to these kinds of services is a lack of personal interaction between the service producer and the customer.

Keywords Services, Value-in-use pricing, Functional differentiation, Customer satisfaction

Paper type Conceptual paper

Introduction and aim

Companies are searching for new and better ways to create value and differentiate their service offerings in order to attract and keep customers, as well as make a profit (Shaw and Ivins, 2002). Thought leaders in marketing are moving towards a dynamic exchange relationship perspective that involves performing processes and exchanging skills and services in which value is co-created with the customer (Prahalad and Ramaswamy, 2004). Vargo and Lusch (2004a) introduced a new value perspective by coining the concept of value in use for the customer. Previously, value was regarded as a ratio between service quality and cost. In the new perspective, value is realized when a service is used. Users of services are thus both the co-creators and the judges of service value.

Consequently, how customers experience activities is crucial to their perception of value (Bitner, 1992). “Value is now centered in the experiences of consumers” (Prahalad and Ramaswamy, 2004, p. 137), rather than embedded in goods and services. In services where the service encounter is critical to how the customer experiences the service offering, the service employee has the potential to influence the value-creating experience by interacting with the customer. Skilled personnel adapt interactively on the basis of their customers’ reactions and responses, thus maximizing the value.

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However, the old claim that services are personnel-intensive is increasingly becoming a myth. Today, an increasing number of services are based on technology, so-called technology-based services. These types of services are implemented using technology, often combining hardware and software. They are embedded in our cars, phones, radio receivers etc. These types of services are literally invading our everyday lives. Better understanding how these services should be developed is, thus, a highly relevant issue.

Technology-based services introduce a new dimension into service development. Traditionally, services have been regarded as having certain characteristics, e.g. being non-storable, non-repeatable, non-standardized, labor-intensive, etc. (Edvardsson *et al.*, 2000). However, these traditional service characteristics are no longer valid when technology is involved in producing the actual service. Technology-based services are, in fact, storable, repeatable, often standardized and last, but not least, the service production does not involve any direct interactions with humans (Edvardsson *et al.*, 2005; Snellman and Vihtkari, 2003). Not having service-oriented employees who will interact with customers makes it more difficult to offer value propositions which can create favorable service experiences. Hence, it may sometimes be hard for managers to understand their customers' service experience, the dimensions influencing that experience, and how the experience is linked to their customers' value perceptions of the company's service offerings.

This article aims to present a theoretical framework illustrating the total technology-based service experience, highlighting the importance of both the functional and the emotional dimensions, as well as how the service experience is linked to value in use. The research question is: what is a service experience and how is it linked to value in use?

From a research perspective, this article may be valuable as it identifies and describes the key dimensions that influence technology-based service experiences. In particular, it highlights the role of both the functional and the emotional outcome in total service experiences in non-hedonistic services. From a managerial perspective, it may assist service developers in keeping track of various dimensions that affect the value perception.

The following structure is applied in this article: the theoretical section considers the key concept, service experience, and how we relate this concept to value research. Vargo and Lusch (2004a, b) argue for a "service dominant logic". A key assumption in their logic is that resources – operand and operant – do not "have" value *per se*, but that value is instead co-created with the customers when resources are used. Vargo and Lusch (2004a, b) define service as "the application of specialized competences (knowledge and skills), through deeds, processes, and performances for the benefit of another entity or the entity itself" (p. 2).

A framework is presented for creating value in use through service experiences. The final section summarizes the major issues, discusses the managerial and theoretical implications, and includes suggestions for future research.

Theoretical points of departure

Many companies fail to meet customer expectations with respect to creating customer value (van Riel and Lievens, 2004), probably because managers are not completely sure of what brings value to the customer, or how it is created. In the literature, concepts such as value and experience are often only vaguely defined. To stress the importance

of the relationship between service experience and value, the theoretical part of this article is an attempt to provide answers, in accordance with our standpoint, to the questions of how the service experience is conceptualized and how it is linked to value in service research. It has to be stressed that, since the service experience does not exist until the user perceives it, the company will never be able to create the experience or offer predefined value, only the prerequisites for the service experience and the value for the user (Vargo and Lusch, 2004a).

Companies can only provide value propositions

The traditional perspective, concerning what you give for what you get (Zeithaml, 1988), does not focus on the customers' part in the co-creation of value. Customers are always involved in the creation of value.

Unfortunately, the traditional goods-dominant logic fails to recognize this situation (Michel *et al.*, 2008). As a consequence, the goods-dominant logic has difficulty explaining how a company like YouTube, only a couple of years after its start, is valued at millions of dollars and enjoys a financial position surpassing a long list of established business giants. After all, people might argue, YouTube is just a website that relies on people using it to broadcast experiences they have had. The explanation is that it significantly changes the customers' opportunities to co-create value.

According to Vargo and Lusch (2004a), a value creation constellation means collaborating with and learning from customers, as well as being adaptive to their individual and dynamic needs. Consequently, Vargo and Lusch (2004a) stress the key role of the customer in value creation. The enterprise in question can only offer value propositions; the customer must determine value and participate in creating it by means of the consumption process. Value will not be gained until customers have taken part in the activities that comprise the service, and make use of it.

Hence, if a company can only offer value propositions, what then will a value proposition consist of? We suggest the following (Figure 1).

Physical/technical enablers. Physical/technical products or attributes are necessary dimensions when creating the conditions for a service experience (Bitner, 1992). According to Bitner (1992), physical/technical enablers include physical signs, symbols, products, and the infrastructure necessary to create the various attributes that impact upon the service experience. These enablers can often be related to the multisensorial, e.g. visual images, tactile impressions and sounds, the generating of

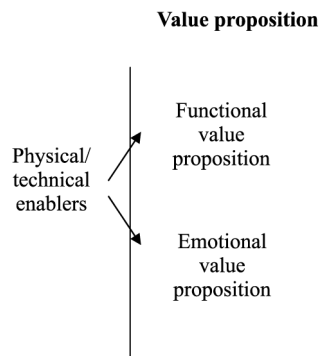


Figure 1.
Physical/technical enablers for creating a functional and emotional value proposition

individual experiences, imagination, and the emotive aspects of the service usage experience (Hirschman and Holbrook, 1982). In respect of technology-based services, the enablers refer to the underlying system through which the services are achieved in collaboration with the more physical products. For example, the mobile telephony network is a prerequisite for the offered service or value proposition. The coverage and capacity of the network will decide where the service can be used, how many people can use it at the same time, and how fast it will perform.

Services are immaterial; nevertheless, they are often released by physical products (Shostack, 1977). Bitner (1992) refers to physical/technical enablers using the term “servicescape” (a combination of service and landscape), including ambient conditions (temperature, air quality, and noise), space and function (layout, equipment, and furnishing), and signs and symbols (e.g. signage, style of décor, and personal artifacts). A characteristic of technology-based services is the fact that they are accessed through some kind of “service access equipment”, e.g. a mobile phone, a pager, an ATM, etc. The access equipment is thus a physical piece of hardware that is necessary in order to consume the service. The physical access device and the technical infrastructure are in a kind of symbiosis, both dependent on each other’s existence.

The physical/technical enablers serve as a foundation for the actual value propositions made to the customer, i.e. the service functions available (e.g. the user can make calls or take photos using his mobile phone) and the emotional value proposition, sometimes also referred to as intangibles, i.e. mental images (e.g. a physical symbol on a mobile phone in the form of a logo gives the user a mental image – an indication of what to expect from a service offering). Hence, the functionality of a value proposition includes what is possible to do using the physical/technical enablers available. The emotional value proposition provides the non-physical features and may also include mental images, brand reputation, and themes (Bitner, 1992; Normann, 2001; Rafaeli and Vilnai-Yavetz, 2004). The emotional value proposition is used to engineer the intended, favourable service experience and is viewed as an expression of corporate culture and strategy. Intangibles can also reflect the specific norms and values of a company, e.g. its codes of conduct and corporate narratives (Edvardsson and Enquist, 2002). It is argued that the emotional value proposition is important for the service experience and user value (Hirschman and Holbrook, 1982). This symbolic meaning of the customer offering has long been practiced in advertising; the focus has always been on dramatizing products/brands in order to control the creation of meaning, thinking, and feeling by using things such as brands, pictures, and text. In such a context, the proposed service experience is underlined, and most often only the favorable dimensions are emphasized.

Individual and situational filter

Prahalad and Ramaswamy (2000) argue for co-opting customer competence in the value-creation process, linking value creation to customer experience. They claim that co-creation between company and customer forms the basis of value and that there is a range of co-creation experiences through heterogeneous interactions. The individual dimensions are thus gaining central importance in the co-creation process.

Hence, there are dimensions of a value co-creation process that are personal to every individual customer and thus dependent on the situation in which the customer is acting. We refer to these dimensions as the individual and situational filter (Figure 2). In this

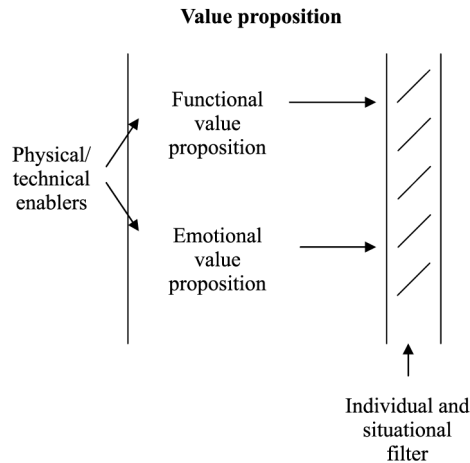


Figure 2.
The individual and
situational filter

article, the individual and situational filter refers to everything connected to the individual user and the situation the users are in which affects the service experience, e.g. demographic dimensions, the competence and skills of the user, the surroundings of the user etc. The dimensions of the filter are uncountable; we could just mention some of them by way of example. Since this article concerns technology-based services, this implies a connection with the customers' attitudes towards technology. Also, as mentioned in the previous section, the user is always involved in the co-creation of value (Prahalad and Ramaswamy, 2000), and that value will not be gained until the customer uses the service (Vargo and Lusch, 2004b). We would thus also like to stress the importance of customers-as-co-creators as a dimension influencing the service experience.

Attitudes towards technology. Technology is an important part of the new service economy (Edvardsson *et al.*, 2000) but it cannot achieve anything by itself. Technology is a mediator of either satisfaction or negative emotions and frustration. Technology may change the role of the customer as regards the co-creation of experiences (Prahalad and Ramaswamy, 2004). In the research literature, "people's propensity to embrace and use new technologies for accomplishing goals in home life and at work" is referred to as technology readiness (Parasuraman, 2000, p. 308). Parasuraman and Colby (2001) describe technology readiness as an overall state of mind, rather than a measure of competency. This means that it is a combination of the positive and negative views held by an individual that determines whether or not that individual will use a technology-based service. Different and contrasting beliefs and experiences constitute an individual's technology readiness. Some of the more important beliefs, discovered by Parasuraman (2000), concern optimism, innovativeness, discomfort, and insecurity.

Other studies concentrate on concepts related to technology readiness (Meuter *et al.*, 2003; Bobbit and Dabholkar, 2001; Lee *et al.*, 2003). Lee *et al.* (2003) present the most commonly-mentioned reasons for adopting technological innovation in technology-based services. This concerns the perceived benefits of technology, reliability, security, complexity, the need for human interaction, trial ability, and observability. In a study investigating what leads to e-service quality, Parasuraman

et al. (2005) conclude that there are different dimensions that lead to quality perceptions among routine and non-routine users. Thus, the technical competency a user has as regards a certain technology will, to some extent, affect his or her service experience.

Customers as co-creators. There is an emerging trend that emphasizes that user involvement, as well as how individuals become involved with service activities and interactions, will result in favorable service experiences (Alam and Perry, 2002; Kristensson *et al.*, 2002). Prahalad and Ramaswamy (2004) also argue that the co-creation of experiences is one way to increase the uniqueness of value for customers. Networks of companies or communities of customers can collaborate to create an environment that allows the customer to take part in this unique co-creation experience. Companies should thus shift their focus away from thinking in terms of products and services and instead concentrate on creating attractive and robust experience environments capable of facilitating compelling co-created experiences. In accounts such as this, it becomes clear that co-creation (i.e. by users) is the antecedent of value creation. Furthermore, Prahalad and Ramaswamy (2004) claim that experience environments must offer opportunities for all kinds of users to co-construct their own experiences so that new opportunities will be facilitated. Thus, by allowing users to become co-creators, aspects of personalization will be taken into consideration. According to Von Hippel (2005), this movement can be seen as a way of democratizing innovation, as users not only personalize their own services but also create new ones outside of what the company has initially envisaged. As underlined in the previous section regarding attitudes towards technology, personalization may be important as not all customers have the same skill or the desire to use a certain service.

Hence, a company can provide a value proposition in the form of functions and intangibles and different users will experience these differently. Nevertheless, it is not quite clear what the actual service experience consists of.

The total service experience

In the marketing literature, experiences are often used to refer to a certain group of services that include travel, music, theatre, restaurants, hotels, and the arts. The core of these services is related to hedonic consumption (Hirschman and Holbrook, 1982). The experience concept is seldom used in relation to traditional consumer products or services, e.g. washing machines or mobile phone services in research contexts, even if it is sometimes used in commercial contexts. In this article, we stress a different perspective. We suggest that experiences can be enjoyed by any type of customer offering, physical products as well as services. Several attempts have been made to provide an explanation of what a service experience consists of (Ariely and Carmon, 2000; Arnould *et al.*, 1999; Berry *et al.*, 2002; Gupta and Vajic, 1999; Mathwick *et al.*, 2001; O'Cass and Grace, 2004; Pine and Gilmore, 1998). Gupta and Vajic (1999) define a service experience as any sensation or knowledge acquisition resulting from interaction with the different dimensions of a context created by a service provider. This conceptualization of the service experience does not focus on what a service experience actually consists of. Babin *et al.* (1998) distinguish between utilitarian (task-related and rational) and hedonic (personal and emotional) value. They stress that value has to recognize both a utilitarian outcome resulting from the conscious pursuit of an intended consequence, i.e. to get something, and a hedonic outcome, which reflects the act of doing it because of the enjoyment of doing it. This way of looking at

the service experience takes into account the outcome of the service experience, but does not focus on how this utilitarian and hedonic experience is accomplished.

Another rather different way of studying consumption experiences is the one that Pine and Gilmore (1998) and Arnould and Price (1993) focus on. Pine and Gilmore (1998) argue that the product or service should act as a stage for the customer experience. In this context, the experience is separated from the product or service, and provides the customer with extraordinary value. Businesses have to design experiences that command a fee, like being able to sing karaoke in a taxi. Here, this staged offering is an “extraordinary” (Arnould and Price, 1993) experience and customers are willing to pay more than they would for an ordinary taxi. According to this viewpoint, it has to be stated that the service experience is something that lies “outside” the customer. In other cases, how is it possible to distinguish the “extraordinary experience” of the service from the perception of the rest, or the core service?

Berry *et al.* (2002) suggest that firms must provide their customers with satisfactory experiences in order to create user value. The service experience consists of functional clues that indicate whether the different parts of the service are working as they are supposed to. The mechanical clues are the sensory presentation of the service. This includes the sights, smells, sounds, tastes, and textures of the service experience. Finally, humanic clues emerge from the behavior and appearance of service providers and become the “how” of the service. This includes the provider’s dress, voice, choice of words etc. The sum total of all the clues compose the service experience by influencing customers’ thought, feelings, and behavior. Hence, the service experience is anything the customer perceives by its presence or absence.

In this article, a service experience is the sum total of the functional and emotional outcome dimensions of any kind of service. We assert that the service experience cannot be separated from the service and paid for separately, as Pine and Gilmore suggest. Note that the service provider can be a provider of either intangible services or tangible products. The service experience is always individual and unique to every single customer and every single occasion of consumption, and it assumes that the customer is an active co-creating part of the service consumption process (Figure 3).

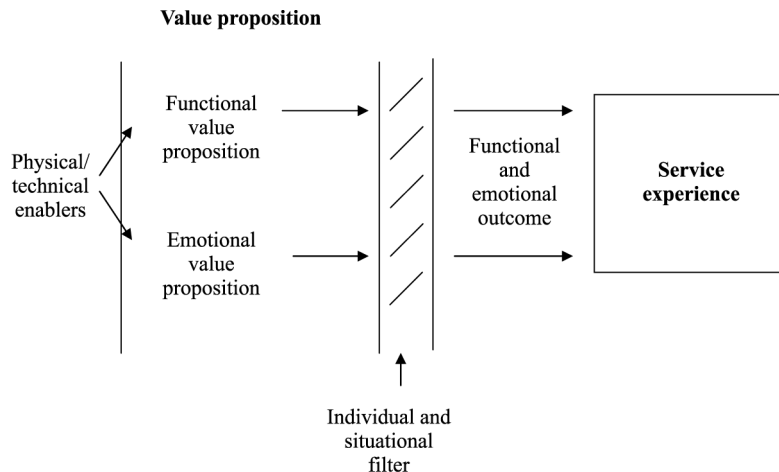


Figure 3.
The service experience

Functional and emotional outcomes. Gutman (1982, p. 60) has pointed out that products or services are means of reaching end-states, e.g. happiness, security, and accomplishment. That is to say, people may sometimes purchase goods or services due to the experience of owning them, e.g. enjoying the knowledge that they have a sports car parked in their garage, showing it off to others, and experiencing its handling abilities. The great satisfaction gained does not come from the characteristics associated with the basic functional qualities of the product, e.g. transportation. Many service experiences like this fulfill the need for emotional end-states, e.g. security, happiness, or social acceptance. Hence, a total service experience consists of both functional and emotional dimensions (Berry *et al.*, 2002).

Even though value that motivates consumption behavior is typically attributed to functional, conditional, social, emotional, and epistemic utility, empirical research has traditionally focused on value as the trade-off between quality and price. The functional qualities, e.g. how to maximize effects such as timesaving and cost-efficiency for the users, have taken center stage. To fully leverage experience as part of a value proposition, organizations must manage the emotional dimension of experiences with the same rigor they bring to the management of service functionality. An emotional reaction is part of a qualitative and favorable experience (Cronin, 2003; Edvardsson *et al.*, 2005; Sherry, 1998). Functional qualities are not enough! Thus, insufficient attention has been paid to the total service experience, including the emotional dimensions (Grönroos, 2001; Wong, 2004).

There are some differences between how emotions have been dealt with in psychological contexts *vis-à-vis* marketing contexts; for example, the relationship between positive versus negative emotions. Positive and negative emotions may interact but they do not co-exist in a psychological context. This is not the case in a marketing context. A service experience can simultaneously consist of both positive and negative emotions. This is usually called consumer ambivalence (Otnes *et al.*, 1997). Positive and negative emotions are thus considered to be independent in a service-marketing context. The presence of positive emotions says nothing about the negative emotions connected to the same service experience (Babin *et al.*, 1998; Huang, 2001). Hence, in this article, the positive and negative emotions connected to the service experience are mutually independent and co-exist.

Consumption emotions group together the various feelings, moods, and emotions experienced while using a product or service (Richins, 1997). It is important to note that the emotional dimension of this article is a kind of effect, and a response to service delivery (Dubé and Menon, 2000; Mano and Oliver, 1993; Oliver, 1993; Richins, 1997). These kinds of emotions are often referred to as reactive emotions (Bagozzi *et al.*, 1999). They are a result of a service experience and are either positive, if the experience exceeds expectations, or negative, if the experience does not match the expected level of service. In the technology-based context, the reactive emotions include the joy of playing games with friends on your mobile phone, or the security of knowing that your mobile phone can be blocked at any time and that it has a personal security alarm. But, there is also the irritation of your internet connection being slower than expected, etc.

Mathwick *et al.* (2001) define a tool that characterizes experienced-based value using what they call the EVS, the experiential value scale, which takes into account both functional and emotional experiences. The EVS traces intrinsic and extrinsic value on one axis and active and reactive value on the other. Extrinsic value takes into account the

benefits you derive from consuming the service while intrinsic value takes into account the pleasure you derive from experiencing the consumption itself, apart from any other consequences that may result from that consumption. The active and reactive value scale describes how active the customer is during the consumption process.

Hence, it is important for managers to pay attention to both functional and emotional experience outcomes, as well as to how to co-create with their users in order that the value proposition is experienced in a way which brings highly perceived value to the user.

How the service experience fits in with a value creation process

Relatively little attention has been paid to understanding the service experience and its influence on customer value (O'Neill and Palmer, 2003). Although, there are some research studies that cover this subject. For example, McKnight and Sechrest (2003) stress that the service experience is a criterion for evaluating and understanding service performance. A study conducted by Orsingher and Marzocchi (2003) also regards the hierarchical structure of the service experience dimensions in relation to customer perceived value. The primary idea of the study is that satisfactory service experiences are organized in the customer's mind in the form of hierarchical cognitive networks, with satisfaction elements being stored at different levels of abstraction. The various elements or dimensions of the service experience are thus linked to different consequences and values.

Vargo and Lusch's (2004a) statement, that value is something which is perceived and evaluated at the time of consumption, is also the perspective of this thesis. Hence, the following conceptualization is made regarding the link between the service experience and value in use:

Value in use is the evaluation of the service experience, i.e. the individual judgment of the sum total of all the functional and emotional experience outcomes. Value cannot be predefined by the service provider, but is defined by the user of a service during the user consumption.

Note that value is not the same thing as the sum total of all the functional and emotional outcome dimensions, but the evaluation of these. For example, even if the experience of playing a game on their mobile phones is much the same for two different customers, one of these may consider it important to have the possibility to play while the other does not.

When the service comes alive, the service experience is realized and made possible for the customer to evaluate in the form of value in use. Value in use is most often conceptualized as a cognitive assessment (Vargo and Lusch, 2004a, b). This differs from the traditional goods-dominant logic of marketing whereby value was produced into (most of the time) a good and exchanged to a customer (value-in-exchange). On the contrary, in the service-dominant logic, it is the customer himself or herself who perceives and defines value when using a good or a service (value-in-use) (Michel *et al.*, 2008). In line with this, Vargo and Lusch (2004a, b) claim that value in use is individual to every single customer since the value is co-created with that customer. Consequently, the individual and situational filter also influences the evaluation of value (Figure 4).

Discussion

We have developed this new framework by drawing on the literature on service value for customers, the experience concept, and insights into technology-based services. Our

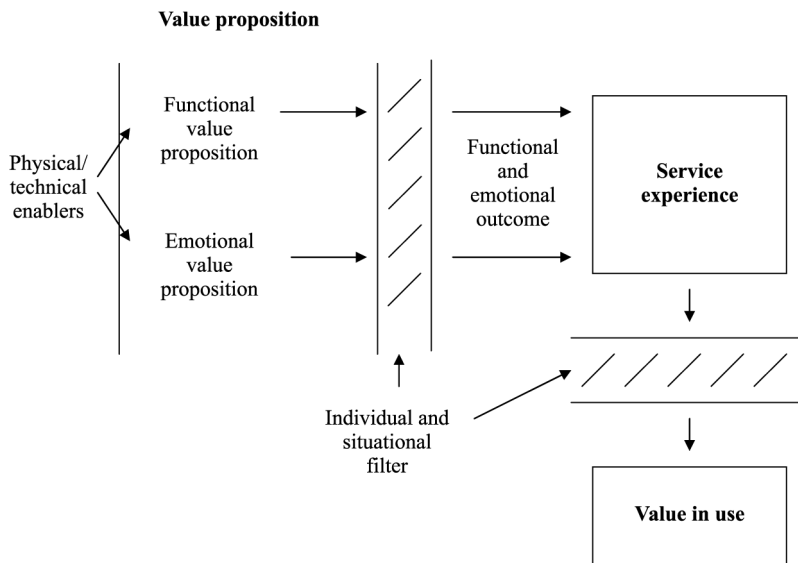


Figure 4.
A framework for how the
service experience is
linked to value in use

standpoint is that value in use is the result of a cognitive assessment of the total service experience, which includes both the functional and emotional dimensions. With many services today meeting basic expectations and requirements regarding functional qualities, companies must develop strategies and tools in order to develop unique customer value propositions through opportunities for favorable service experiences. These new strategies must be rooted in a common understanding of the drivers responsible for favorable service experiences. A new way of thinking is needed!

Our framework is an initial attempt to encourage an academic discussion about value creation through the service experience in technology-based services and to create a platform for future research.

Contribution

The first theoretical contribution is the new focus on the value created by services through emphasizing the role of the service experience. While the traditional literature focuses on hedonic consumption (Hirschman and Holbrook, 1982), and service experiences such as travel, shopping, restaurants and theatres, we have extended the concept of service experience to also focus on the notion of non-hedonistic, value-creating experiences. The service experience involves functional as well as emotional outcome dimensions. We focus on the outcome of an experience rather than the experience process *per se*, as do many psychological studies.

The second theoretical contribution concerns the focus on the service experience in technology-based services, which is a scantily studied subject in the service research context. Due to the lack of personal contact, it is difficult for companies to gain control over the service experience.

Our third, and most important, theoretical contribution is the framework depicting how value is created through experience in the context of technology-based services. Our framework for describing value creation through service experience should be

especially useful in complex services with great potential value and major opportunities for customer participation, e.g. technology-based services. We consider this framework a first step towards a new focus on what provides value in technology-based services. The various dimensions of the framework have been studied separately during previous research, but they have not been assembled within a framework in order to illustrate the interaction between the dimensions in order to generate the service experience and, in turn, value for the customer.

Limitations and suggestions regarding future research

We are aware that this research has its limitations. The framework has not been tested during empirical studies. We hope that this article will act as a stimulus for further research, clarification, and testing. Moreover, we have only referred to this framework in the context of technology-based services. However, we believe that our ideas and framework have potential applications in many settings, including services in end-customer markets and B2B markets. We believe that replacing the dimensions used in the individual and situational square with any other characterizing dimensions, e.g. “personnel interaction” or “interaction with other customers”, would render this framework applicable to other types of services besides technology-based ones, e.g. shopping environments or restaurants.

Our second suggestion regarding future research is a focus on the dialogue and the co-creation parts of the service development process. Dialogue is more than just listening to customers; it implies shared learning and communication between two equal problem-solvers. However, managers face many difficulties, including trying to keep up with the accelerating development of new services (Berry, 2002). If it is, as we propose, important to focus on the individual customer and the co-creation process, how then should managers deal with the heterogeneous demands of their customer base? We suggest focusing on creating an innovative experience environment, such as Prahalad and Ramaswamy (2004) manifested in their framework, as presented in our introduction. These researchers also focus on the importance of experience networks, being of the opinion that individual customers must be able to share their ideas and feelings concerning the services a company provides. Vargo and Lusch (2004a) also stress that the interactive nature of services implies that the customer plays a multifaceted role in the service organization, not only in receiving and consuming a service, but also in serving as a participant in its production and delivery. Consequently, since the nature of services requires the customer to perform a vital function, it hypothetically follows that, in order to understand what the customer values, companies should strive towards involving them in the innovation process (Flint, 2002; Grönroos, 2000; Woodruff, 1997, Kristensson *et al.*, 2002).

Managerial implications

Companies need to identify and understand both the physical/technical enablers, such as technology, and the physical products; in the case of telecom services, the network and the telephone which are both necessary in order to make a phone call, for instance. However, there is also an individual and situational filter that may vary from customer to customer and from time to time for the same customers. For example, previous experiences may have an important impact on value in use and individual service experiences. To be able to design the right prerequisites for favorable customer

experiences, these enablers must be identified, understood, and managed by service providers in order to create value in use.

Companies should identify and analyze favorable and unfavorable service experiences and thus create a knowledge base for designing services that deliver value and which result in favorable service experiences. In analyzing experiences, this article suggests a focus on the physical/technical enablers, the individual and situational filter, the emotional and functional value propositions, and the outcome dimensions.

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