



BRINGING (MORE) CULTURE INTO SERVICE EXPERIENCE

**Eric Arnould, Aalto University & EMLYON
Business School**

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WHAT'S THE PROBLEM?

- Some problems in theory and practice of service experience design, management and recovery might be better apprehended if a cultural perspective was integrated into current models.



AGENDA

- Where is culture missing?
- Two illustrations
 - Betrayal
 - Healthcare experience co-creation
- What culture is not
- What culture is





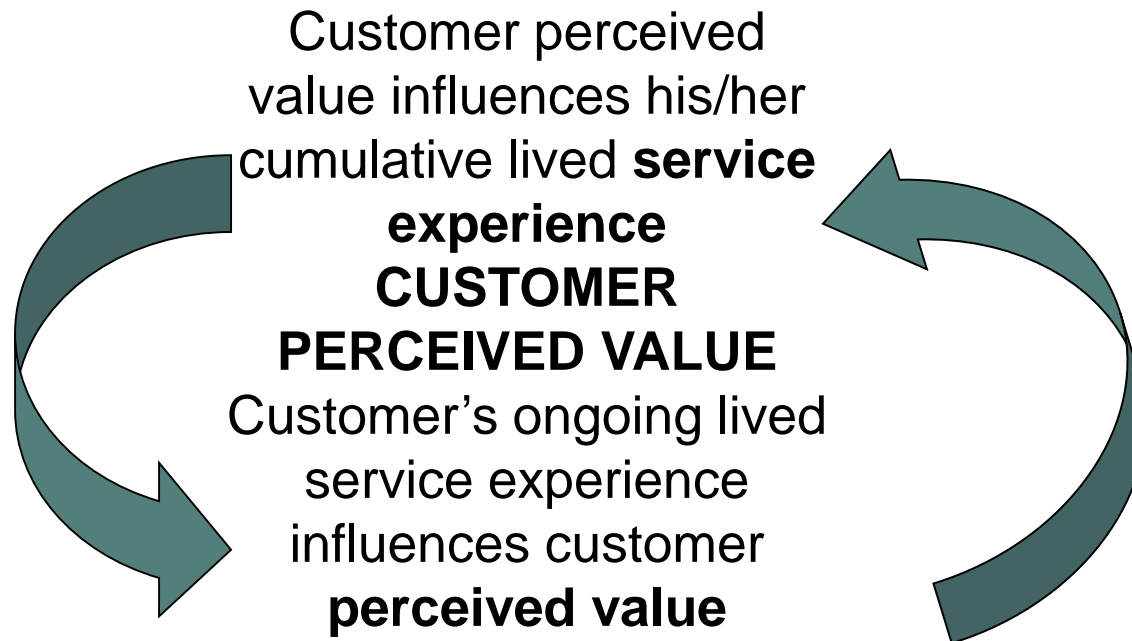
WHERE IS CULTURE MISSING?

- Service design
- Service experience

SERVICE DESIGN

- Service design: – an activity to design service delivery process – integrates elements, such as facilities, information, people, equipment and networks
- But all such necessarily encode cultural understandings and biases

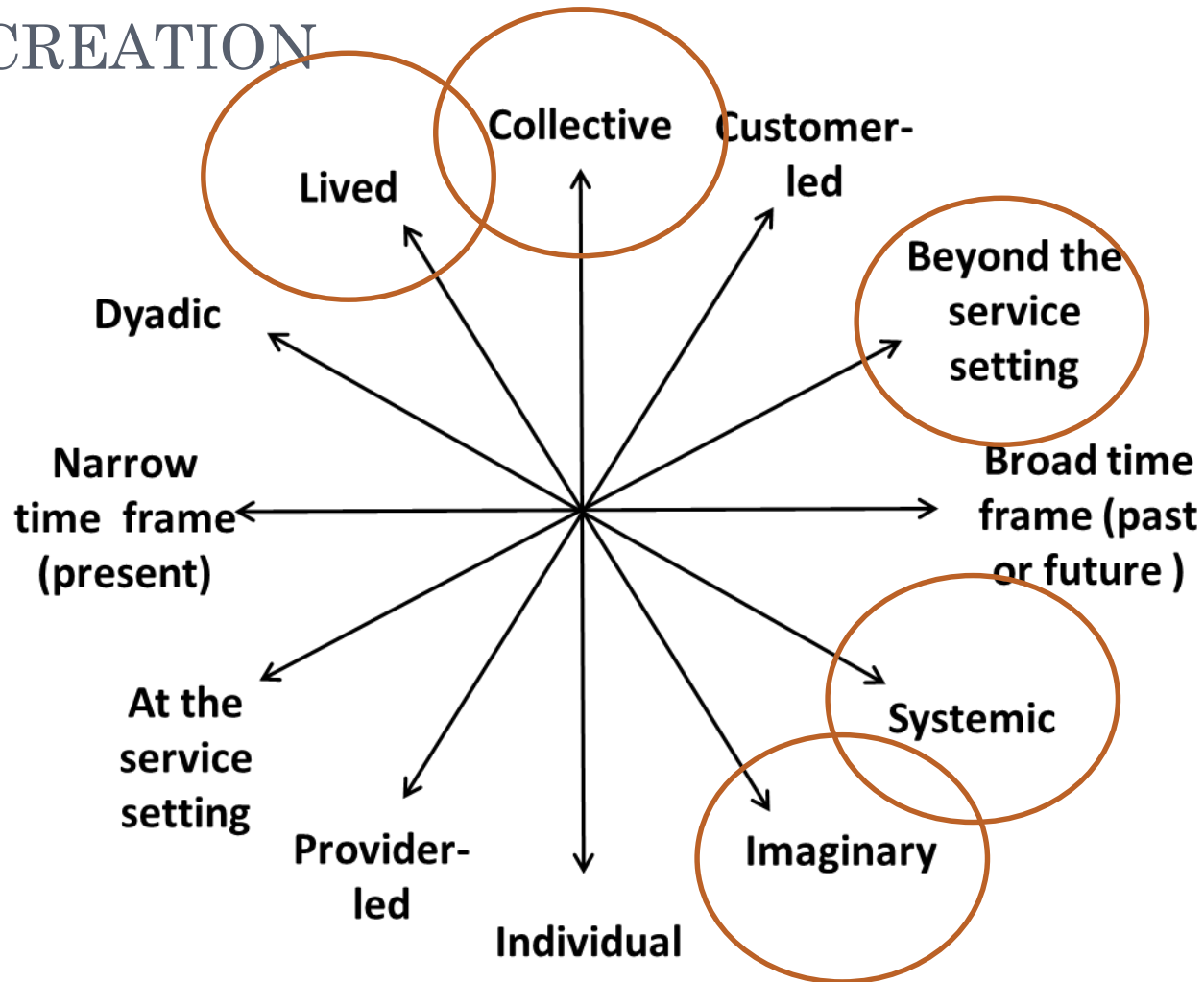




Helkkula, A & Kelleher, C 2010, 'Circularity of Customer Service Experience and Customer Perceived Value' Journal of Customer Behavior, vol 9, no. 1, pp. 37-53.



DIMENSIONS OF SERVICE EXPERIENCE CO-CREATION



BARRIERS AND ENABLERS OF CO-CREATION

○ Collaboration



○ Finding a common ground



ENABLERS OF CO-CREATION

- Finding a common ground

Trust, through making together

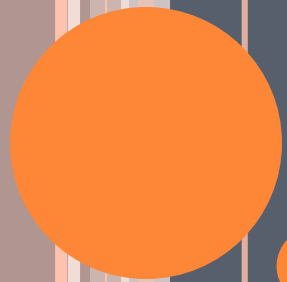
Credible, responsive *communication*

Search for *mutual value*

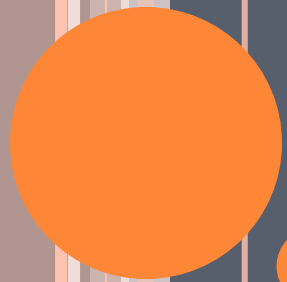
In-depth understanding of the target system

An **informal arena** for different expertises to come together as *equals*

Taking *responsibility* of cocreation



TWO ILLUSTRATIONS



BETRAYAL

SERVICE CO-CREATION

- Making peace not « warre »



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IMAGE ID: 113657434
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DANTE 'S 9 CIRCLES OF INFERNO

9th
circle


Treachery

Betrayers of special relationships are frozen in a lake of ice. Satan, Judas, Brutus & Cassius are there

- the hot tub incident :
- ...I guess that in the hot-tub situation, I was more out and out betrayed. I guess when you think you buy something, and then six hours later, you find out that *you don't own it*, it is probably a lot more being betrayed, a lot more than the (bad) service you get in a particular store (male, 40, retail sales manager).
- the lawn mower incident:
- We felt very betrayed because we were told and *misled and lied to* by a salesperson and also *laughed at* by another salesperson (female, 21 years old).



THINK *ITS INTENT*. THE INTENT OF THE SERVICE PROVIDER AND ANYONE RELATED TO THE SERVICE PROVIDER, BE IT THE PRODUCT PRODUCER OR DISTRIBUTOR, I THINK IF THERE IS *INTENT TO MISLEAD* THE CUSTOMER, FOR THE GAIN OF EITHER THE SERVICE PROVIDER OR, AGAIN, THE BUSINESS ON ANY LEVEL, I ASSOCIATE THAT WITH BETRAYAL (MALE, 28, FINANCIAL PLANNER).

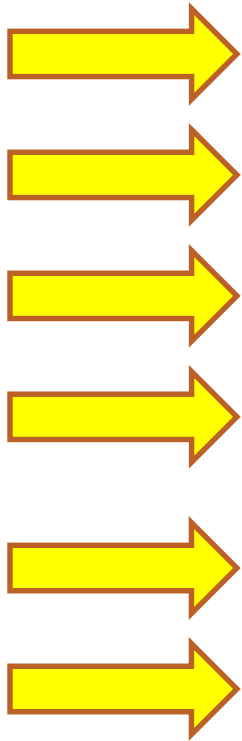


IT'S VERY SIMILAR, BECAUSE YOU THINK YOU ARE ENTERING INTO A *RELATIONSHIP WHERE RESPECT IS GOING TO BE RECIPROCATED* AND YOU ARE GOING TO GET GOOD SERVICE BECAUSE YOU'RE GIVING THEM SOMETHING. SO, [WHEN NORM VIOLATION OCCURS] THE SAME FEELING IS ANGER, YOU WANT TO GET EVEN AND YOU WANT THEM TO PAY, SO YES IT'S VERY SIMILAR." (FEMALE, 50, HOMEMAKER)

I THINK INTERPERSONAL BETRAYAL IS PROBABLY A LITTLE LESS COMMON (THAN COMMERCIAL BETRAYAL) BECAUSE I DON'T ALWAYS HAVE COMPLETE CONTROL OVER MY RELATIONSHIPS IN THE BUSINESS WORLD. I HAVE MORE COMPLETE CONTROL OVER WHO I HAVE RELATIONSHIPS WITH ON AN INTERPERSONAL BASIS. SO I THINK I KNOW THOSE PEOPLE A LITTLE BIT BETTER. BUT STILL BETRAYAL IS BETRAYAL AS I HAVE TRIED TO POINT OUT (MALE, 50, PHYSICIAN).

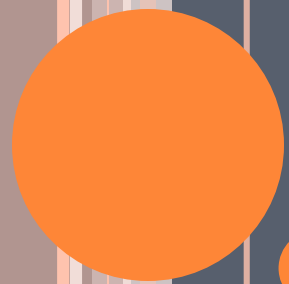
Extreme service failure incidents are characterized by violations of procedural norms such as

repeated service failure within a single encounter	11 mentions
failure to meet service expectations	9 mentions
violations of interactional norms including, trust	14 mentions
deceit	10 mentions
breach of implicit contracts, broken promises, commitments, unfair treatment	18 mentions
taking advantage of the customer, impoliteness and disrespect, lack of concern, and belittlement	15 mentions
perceived intentionality	6 mentions
violations of more general norms of reciprocity and personal intimacy	



- Service failures with relatively minor outcomes can drive feelings of betrayal when coupled with norm violations, especially intentionality.
- Opportunistic behaviors are a prime reason customers feel betrayed.
- When service failures do not involve norm violations and a commercial relationship is present, customers seem more willing to forgive a service failure. However, when the service failure involves norm violations, the effect of relationships turns negative





WHAT DO WE MAKE OF THIS?

KING KAMEHAMEHA OF HAWAII MEETS THE MIGRANTS





A Representative

SILENT TRADE



Gold



Salt



- Economic anthropologists have investigated the issue of agonistic exchange in contexts absent the State.
- Many ethnographic case studies show that trading relationships are not sui generis
- They follow on the establishment of peaceable relations, this is typically achieved through acts of mutual recognition, only then through gifting.



THE HANDSHAKE PRECEDES THE DEAL



Society

Societal norms

Representative

Representative

