

Design Theory: Social Futures

Service design concepts & interviews

The Histories and Cultures of Being in Service

The Design Aspect of Service Design

The Politics of Service Designing

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The Histories and Cultures of Being in Service

Kim, Miso.

“An Inquiry into the Nature of Service: A Historical Overview (Part 1).” *Design Issues* 34.2 (2018).

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Nature of service

A Historical Overview



Miso kim

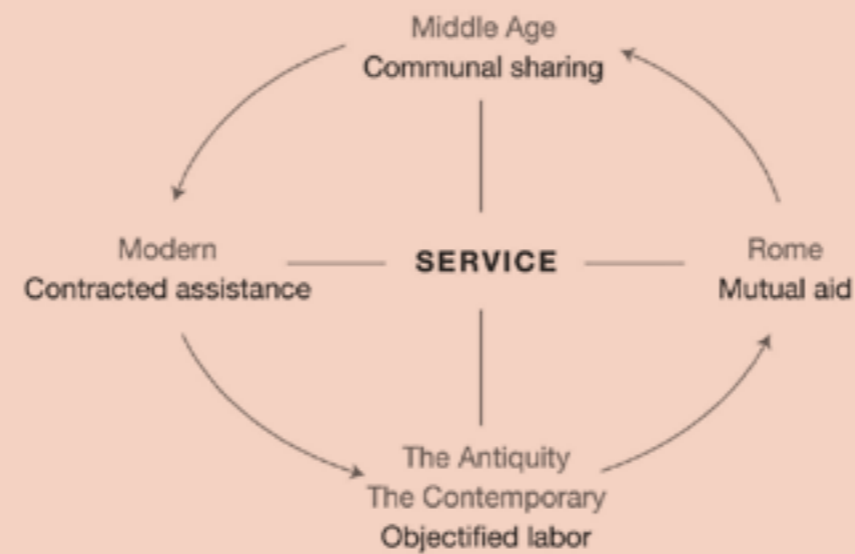
Dr. Miso Kim, is an assistant professor of Experience Design in the Department of Arts + Design at Northeastern University. She holds a PhD in Design, an MDes in Interaction Design, and an MDes in Communication Planning and Information Design from the School of Design at Carnegie Mellon University. She also holds a BS in Architecture from Sungkyunkwan University in Korea. Prior to joining Northeastern, Miso worked as a Senior User Experience Designer in the Cloud Collaboration Technology Group at Cisco Systems in Silicon Valley, leading efforts to redesign WebEx's virtual meeting experience. She studies service design through humanist frameworks such as arts, humanities, and philosophy. Specifically, she is interested in enhancing dignity, autonomy, and participation in service.

Areas of Expertise

Design, interaction design, information design, communication planning, technological literacy

Summary

The history of service for the purpose of investigating the question “What is service?” The fundamental archetype of service can be found in human nature; we are social animals made to help each other. But service is more than just help in personal and informal forms. It is a system of collective action of parts connected to the whole for the purpose of achieving a shared goal.



The historical overview starts from

the ancient times, when slavery was the major form of service;

The Roman Republic era, when public service was of critical importance to culture;

The medieval period, when religious institutions influenced community services;

The modern era, when service was predominantly carried out by servants.

Following this era, industrialization revived notions of service as a transaction of objectified labor provided by organizations.

Different perspectives of service were dominant at different times in history, but they are not entirely distinct; rather, they have jointly influenced human civilization.

Service as Objectified Labor

The origin of the word service traces back to the Latin word *servitium*, meaning “condition of a slave, body of slaves.”

The history of slavery goes back to the beginning of agriculture, when

organized labor was needed for hard work, such as irrigation. The entry for “slavery” in the Encyclopedia Britannica describes it as a “condition in which one human being was owned by another. This notion of the slave as an object to be owned.

The oldest record of slavery, found in a Mesopotamian clay tablet from 4000 B.C.E., shows a symbol meaning “slave” as a combination of “foreign mountain” and “woman.”⁵ As indicated in this symbol, slaves were typically outsiders of the community, such as captured barbaroi in Greek civilization or the defeated enemies of Rome.

Service as Mutual Aid

“service” in translated Roman histories do not indicate slavery. service was mostly used in the context of the public, including military service, which was regarded as the honorable duty of citizens. Contributing to the public good was considered the highest virtue of a Roman citizen. They believed it their duty and honor and also reveals the belief that the environment affects individuals and that individuals construct the environment—they are mutually bound by a causal relationship.

Collective achievement through mutual aid was the basis for Pax Romana, an image of the ideal world drawn in the minds of Roman citizens. It was a world of action, where everything is connected such that citizens could trust the causal relationships between their efforts and outcomes

Service as Communal Sharing

The concept of service most estranged from modern views is likely based in religion. Religion as a service is dedication to a god or gods as the shared value of a community.

Serving God is also serving the community. When one serves a fellow human being with unconditional love, one is serving God, thereby also serving oneself through God.

In the turmoil after the fall of Rome, the Church held Europe together as one cultural community, and communal service from the Church played a key role in social integration. (ex. hospital role, Public education)

Everyone had a certain degree of access to the asset of production, and properties were shared among the participants within the chain of duty. In this worldview, interpersonal relationships were characterized by communal apprenticeship.

Service as Assistance by Contract

According to Jeremy Rifkin, the Protestant Reformation was a key influence in the shift from a culture of sharing to a culture of individualism. This change eventually led to capitalism—individuals had to prove that they were the chosen ones by working hard to improve economical destiny. Service was then seen as an individual-to-individual contract that could be bought and sold by individuals.

Servants were required to wear uniforms for the sole purpose of showing off their masters' privilege. Their identities were so highly dependent on their servants—both symbolically and practically—to the extent that they nearly made themselves subordinates to their own servants.

The Industrialization of Service

service began to take on the new form of the “service industry” as we know it today, in which service is a commercial product that large industries and governments produce for customers or citizens to consume.

Technological artifacts replaced servants both economically and culturally, as represented by “the myth of the mechanical servant.” Mass production increased the size of organizations, and service organizations were no exception

Today, a “service provider” is a big organization where people work in different and often disconnected roles. Workers are detached from the overall design and purpose of the service, and customers no longer expect to form long-term, evolving relationships with them.

In 1972, Theodor Levitt, who coined the term “globalization,” proposed the need for the “industrialization of service.” Describing the automation of services in fast-food chains, he suggested instead the “manufacturing of service” through a “production-line approach. It arose the need to “design” service itself. Intangible services could be designed by materializing them through tangible machines and tools.

Many of today's services are provided by large systems such as corporations, governments, and information networks. These systems interact with each other and merge to further increase their size and complexity. When we focus on both the people and the systems, the essence of the service interaction shifts from the one-on-one interaction to the collective action of parts. Human-centric approach to service relationships is one of the core competencies of service designers. When designers reveal something in the world by giving it a form, they are creating a tool, providing a space, or raising a value question so that the system becomes more accessible to people. People are then empowered by possibilities for autonomous decisions, actions, and thoughts to experience and change the system by themselves. The significance of service design therefore goes beyond efficient production to how to design for participation.

Interview

<Gift>

Best and worst gifting experiences

- The best gift I have ever received was a phone from my parents. The worst gift that I have ever received was the underwear from my classmates. We usually collected money to celebrate the birthday of one of my classmates at school.

Situations, especially professional, where it was ambiguous as to whether an arrangement was a gift or an exchange.

- My manager gave a present he brought from Korea, and he was joking about the gift is to motivate you to work better.

<Familial/Community Obligations>

Things you do for family, friends or neighbours which feel like 'work'

- Sometimes my friends asked me to help them to move out their stuff from old to a new house with the premise of giving me free lunch or dinner.

Where do this sense of obligation come from? How is it maintained or released?

- The sense of obligation comes from awareness and sympathy towards people, especially someone who is having a close relationship with us. To maintain a sense of responsibility, spend more time with people, be extrovert, and don't be afraid to socialize, and open to any communication.

<Slavery>

Situations (that are not too oppressive to share) in which you have felt obliged to do things you did not want to do

- When I was working for a restaurant as a front crew, sometimes my manager demanded us to unclog the toilet, which is not our job, but I feel obligated to do because it was instructed by my superior.

Situations (that are not too oppressive to share) in which you have felt dehumanized

- Sometimes I feel like to work like a robot, 11 hours with minimal resting time.

Resistance options in situations where you felt obliged to do things you did not want to do

- Speak up about the matter is the best option; open communication to resolve something that goes wrong in the working place. I have to defend myself in an unfair treatment situation.

<Inducements/Barter>

Situations in which you have performed services for other people (not friends or family) for things other money (like apprentice learning)

- I did an internship in one of the palm oil companies in Indonesia without getting paid. I learned a lot of experience from that, and I don't mind to work well for the company without getting paid.

In which case, how to determine when you have performed enough service, or end the relation

- Based on my opinion, there is no limitation on how much service has been given to your customer. Hence, there is no enough service unless you have to end the relation with your customer when they refuse to pay for your service or they don't behave well to you and being consistently rude to you.

<Mattering/Purpose>

Situations in which you have been surprised to get genuine satisfaction from a job you undertook.

- I sold sneakers through Facebook and Gumtree in my spare time. Usually, to get the limited and valuable sneaker, I have to line up in front of the store a few hours before the shop open, sometimes sleeps on the street. But the money reward I got is satisfied with me.

Skills you developed serving other people that you did not originally decide to learn

- I was doing bartender on my previous job. I didn't expect that I will ever work as a bartender before because I don't drink alcohol that much, and I don't have any knowledge about it. One day, my manager came to me and asked me to help the company to fill bartending job because there was no one that he could rely on. I said yes and after few weeks actually I pretty much like it.

Have you ever felt uncomfortable working for an employer who you knew before?

- Once I worked for my uncle. As we know, each other personally for a long time, he treated me as his family while at work, and because of that reason, every time I make a mistake, he won't revise me or tell me to fix that problem. This environment created jealousy among other employees and for me, I didn't feel comfortable standing among gossips and rumors that circulated in the workplace about my family's relationship with my uncle.

Have you ever seen or been forced to move to another job because of what you did was wrong?

- When I worked in the hospitality industry in Melbourne one year ago, I was forced to quit the job because I keep getting pressure from my manager all the time, he blamed me for something that I didn't do. us to unclog the toilet, which is not our job, but I feel obligated to do because it was instructed by my superior.

Have you ever been promoted by your ability? Was it give you some kind feel of freedom?

- I got promoted to be a team leader because I think I dedicated my work and always listened to a set of directions whenever I got.

Have you ever been working for your country or your society?

- I helped the red cross organization in my city, voluntarily working to serve blood donor patients without getting paid. It was a meaningful experience for me.

Have you ever been a mutual aid relationship with your neighborhood?

- Yes, but not certainly the case because it happened to my family. My

family had a neighbor that we have been living together for a long time. Sometimes during monsoon season, my area always got flooded heavily. So we are working together to help each other during this hard time.

Have you ever been to any hospital or public school? What do you think of their service?

- I have been to a public hospital in my country Indonesia. I think the service was horrible compare to what we have in Australia. I think the reason why the public hospital in my country served terrible because most of the staff and doctors didn't get paid well.

Have you ever feel you're being serviced from a customer?

- When customers are behaving goodly, attentive to you, collaborative, I feel that they are servicing me.

Have you ever experienced that even if you are offering service to customers, you have power over them?

- Never experience it.

People are being replaced by technology these days, is there any service area business that most likely affected by this that you actually see?

- Automation, especially in factories, is a common thing that happens in the palm oil sector. The machine is more effective than human labor. In my father's company, most of the factories already changed their production process from manually using hand to automatically using the machine.

How do you feel about this? In this case, which one would you prefer, human labor or machine?

- I feel sorry for whom is losing a job, but in this fast-paced era, I think advanced technology is needed to increase productivity in the company. Honestly speaking, I prefer to have a machine to run my production process.

Personal note after the interview

As a first article, it was really helpful to understand the origin of the service concept and design. When I work as a service worker, I've always wonder that the relations to the capitalism and slavery concept of modern service jobs. In South Korea, people sarcastically saying that we are slavery of the company where we are work for. This article made it really clear and somehow I feel a little bit sad that the service is going backward to the acient slavery concept based on capitalism. As a service designer, I think I need to be careful about the concept and try not to feel the employees feel like they are slavery as I thought when I work for the service industry.

Being in service

Lip service? Room service?

Self-service? Protective or Military service?

Social or Public service? Full service?."

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Herold Nelson

Harold Glea Nelson (born March 4, 1943) is an American architect, consultant and former Nierenberg Distinguished Professor of Design in the School of Design at Carnegie Mellon University. In 2001, he served as president of the International Society for the Systems Sciences (ISSS). He is known as the co-author of *The Design Way*, a book considered by some to be the Rosetta Stone of Design.

Nelson's research interests are in the fields of complex systems inquiry, complex organizational systems design, advanced design education in formal and informal settings, deep design/critique and advanced design postulation and axiom development. His focus is in two areas: the first is on the development of design competent organizations, and the second is on innovation leadership. Nelson is particularly known for the 2003 book *The Design Way*, co-authored with Erik Stolterman. John Zimmerman et al. (2007)

Summary

Systemic thinking of service

The meta-relationship that links these two sets of relationships—systems design and social systems designers. This link is critical because it has a direct connection to human intention, ethics and purpose.

Kinds of Service

Lip Service

Words serve people. Words and ideas move people. Words are powerful.

Rhetoric is the art of using words for persuasion. The lip service of rhetoric can be either noble or base. Through rhetoric, people can be persuaded to believe or act in ways that benefit them. Using rhetoric you can tell people what you want them to hear or you can tell people only what they want to hear. Neither way serving their best interests.

The danger in lip service is the deception of empty words. Empty words, in the form of broken promises, broken vows, broken treaties etc., are destructive of the spirit of the persons tricked by fast talk and the deceit of falsehoods. Empty words, masquerading as real service are insincere and disingenuous if not outright lies. Empty words have the power to make relationships hollow and easily shattered.

Room Service

The servant leader is exemplary of the best of room service. It is like having the best of a great concierge and a successful CEO at your beck and call.

The facilitator is a less powerful provider of room service. Facilitators enable things to happen on behalf of those being served but often with a hint of manipulation. Manipulation can be an acceptable, necessary, even valuable part of service, if it is made transparent to the one being serviced.

The corruption of room service occurs when it becomes the domain of the supplier.

When it is used to service someone's needs and addictions, in the seclusion of their own domain, it becomes a type of service that acts as a form of negative feedback—reinforcing destructive behavior.

Self-service

Individual expression is the hallmark of self-service, of helping yourself. The rights of the individual have formed the basis for the emancipation of minorities from policies and behaviors of dominance and control. It is at the heart of professional interests in the arts and sciences, where individuals determine their own priorities and objectives within their professional careers, based on what personal interests they want to serve and have served.

The difficulty with this particular form of service is that it is not very systemic. Individual agents are treated as if isolated from all others and any individual can pursue their own interests to the exclusion of all else supported by this doctrine of self-service.

Protective or Military Service

Not everyone can look out for himself or herself. Often they need protecting. This protection comes through the type of service epitomized as courage in the form of protective service. It is a courage of authentic engagement with the full knowledge of consequences.

Protective service has been formalized into specific professions such as fire fighting, police work and emergency service work.

Military service is the most structured and visible institutionalized form of service. It is the form that receives the most attention, both good and bad. Military service is essential to the well being of citizens of sovereign states and evokes virtues of excellence, honor and duty in those who serve.

Social or Public Service

It is the type of service that is focused on helping and benefiting everyone in ways that contribute to the common good. The common good is an ideal that is sometimes eroded by the well intentioned approach to social or public service that is bent on fixing. The worse case emerges when patronizing becomes a form of husbandry—a farming of people. Caring and tending for the flock, for their own good, making sure their collective needs are met without their having to take any responsibility for their own well being—i.e. managed caring.

Full Service

Full service is the inclusion of the best of the diverse types of service mentioned above in the right proportion for any particular situation. This relationship is a relationship of mutuality and complexity, a conspiracy of empathy and creative struggle. Full service provides not only for the common good but evokes uncommon good as well.

Recipients of this service relationship find themselves pleasantly surprised by the recognition of their own implicit desires in the outcome of this relationship of agency.

The most important part of full service is that there is a full accountability and

responsibility in being an agent and in being the one served. Successfully creating and maintaining this full service focused type of relationship in social systems allows us, as systems thinkers, to participate fully, as intentional agents, in the ongoing genesis of the world.

Personal note after the interview

It was a really interesting way to make the various service areas into systematic thinking. Usually we don't think like that, so it opened my eyes that the untangible concept could be categorized by the features.

Lip service, It happens every time even it's not commercial relations. People try not to hurt others feelings, I think it is a good thing you can do as service as daily basis. However as the article mentioned, you have to try not to make an empty promises.

Room service, the concept was somehow confusing because the "Room service" meaning another service we could get from hotels. Creating Service area for the customer, these days, making the atmosphere is really important to design services.

Self-service, I usually went to museums whenever I feel tired or need something new stimulation. I didn't feel like I'm being serviced but eventually by the curator who designed the exhibition, we are being served to get into another world they created for me. It is really interesting concept.

Protective, Military Service, well, these days it is really big problem in America. Policemen are doing service for us but when they could not give a proper service for the people, it goes into terrible consequences. This is the time we need well designed protective services.

Social, Public service, it is also really important part of our lives, working for human right, and education is really important. In this semester, we suddenly need to be adjust the new situation which is everything is happens in home. I think it is really needed to design a better ways to remote education based on what we gone through from this semester.

Full service, How can we offer the full service? The word full service is kind of scary concept for me. It is a big responsible to adopt a children. You need to carefully design the service because it might change someone's life.

Interview

In this article, it distinguishes Helping and Service. Help is based on inequality, so it should be paid off later, and service is mutual aid which happens between equals so it is about caring each other.

I asked interviewer this point of view and try to find some examples from the interviewer to explain the concept well.

Lip service

- When I work for hospitality, I usually tell the customer that the food is coming out soon even I didn't check because when it is really busy, sometimes it took some time to make the food, but I knew that eventually, it would come out soon. Or, I pretended to check the kitchen.

Room service

- I think Barbershop is similar to the concept. I don't know what I really want at the first time, but they make my hair look great in the end.

Self-service

- Entertainment, Cinema. I think. I usually go to the cinema whenever I have spare time. I like to go to movies to release my stress.

Protective, Military service

- I think Policeman is doing protective service. They protect us from the criminal, and I think it is somehow similar to military service that they both serve to protect citizens.

Social, Public service

- Humanity lawyers. They work for a common value and caring individual dignity, and eventually, it is for all the group members who they represent.

Full service

- I think adoption needs full accountability and responsibility, so I think it is full service.

Experience economy

& Moving to support economy

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B. Joseph Pine II

is a co-founder of Strategic Horizons. He is the co-author of *The Experience Economy* and *Infinite Possibility: Creating Customer Value on the Digital Frontier*.

James H. Gilmore

is a cofounder of Strategic Horizons LLP, based in Cleveland, Ohio. He is the co-author of *The Experience Economy* and "The Four Faces of Mass Customization" (HBR January–February 1997).

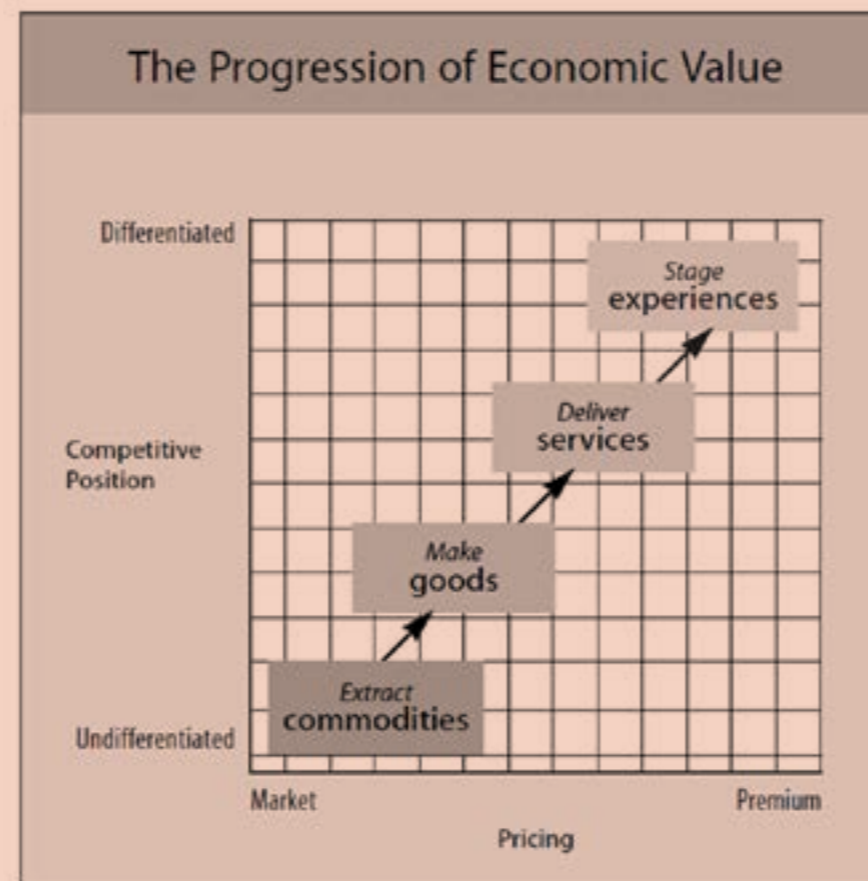
Shoshana Zuboff

Shoshana Zuboff (born November 18, 1951) is an American author and scholar. She is the author of the books *In the Age of the Smart Machine: The Future of Work and Power* and *The Support Economy: Why Corporations Are Failing Individuals and the Next Episode of Capitalism*, co-authored with James Maxmin. *The Age of Surveillance Capitalism: The Fight for a Human Future at the New Frontier of Power*, integrates her lifelong themes: the digital revolution, the evolution of capitalism, the historical emergence of psychological individuality, and the conditions for human development. Zuboff's work is the source of many original concepts including 'surveillance capitalism', 'instrumentarian power', 'the division of learning in society', 'economies of action', 'the means of behavior modification', 'information civilization', 'computer-mediated work', the 'automate/informate' dialectic, 'abstraction of work' and 'individualization of consumption'. She received her Ph.D. in social psychology from Harvard University and her B.A. in philosophy from the University of Chicago. Zuboff joined the Harvard Business School in 1981 where she became the Charles Edward Wilson Professor of Business Administration and one of the first tenured women on the Harvard Business School faculty. In 2014 and 2015 she was a Faculty Associate at the Berkman Center for Internet and Society at the Harvard Law School.

Welcome to the experience economy

As services, like goods before them, increasingly become commoditized – think of long-distance telephone services sold solely on price – experiences have emerged as the next step in what we call the progression of economic value. (See the exhibit "The Progression of Economic Value.") From now on, leading-edge companies – whether they sell to consumers or businesses–will find that the next competitive battleground lies in staging experience.

In today's service economy, many companies simply wrap experiences around their traditional offerings to sell them better. To realize the full benefit of staging experiences, however, businesses must deliberately design engaging experiences that command a fee. This transition from selling services to selling experiences



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The question, then, isn't whether, but when – and how – to enter the emerging experience economy. Approach behaviors - All positive behaviors (desire to stay, explore, work, and affiliate). Avoidance behaviors - A desire not to stay, explore, work, and affiliate. The tempo of background music and the wonderful fragrance of their freshly baked products can be effectively work for approach behaviors.

Staging Experiences that Sell

An experience occurs when a company intentionally uses services as the stage, and goods as props, to engage individual customers in a way that creates a memorable event. Commodities are fungible, goods tangible, services intangible, and experiences memorable.

Economic Distinctions				
Economic Offering	Commodities	Goods	Services	Experiences
Economy	Agrarian	Industrial	Service	Experience
Economic Function	Extract	Make	Deliver	Stage
Nature of Offering	Fungible	Tangible	Intangible	Memorable
Key Attribute	Natural	Standardized	Customized	Personal
Method of Supply	Stored in bulk	Inventoried after production	Delivered on demand	Revealed over a duration
Seller	Trader	Manufacturer	Provider	Stager
Buyer	Market	User	Client	Guest
Factors of Demand	Characteristics	Features	Benefits	Sensations

While prior economic offerings – commodities, goods, and services – are external to the buyer, experiences are inherently personal, existing only in the mind of an individual who has been engaged on an emotional, physical, intellectual, or even spiritual level. Thus, no two people can have the same experience, because each experience derives from the interaction between the staged event (like a theatrical play) and the individual's state of mind.

In a speech made at the November 1996 COMDEX computer trade show, Intel chairman Andrew Grove declared, "We need to look at our business as more than simply the building and selling of personal computers. Our business is the delivery of information and lifelike interactive experiences."

And stores such as Niketown, Cabella's, and Recreational Equipment Incorporated draw consumers in by displays, and promotional events (sometimes labeled "shoppertainment" or "entertailing").

Today the concept of selling experiences is spreading beyond theaters and theme parks.

You Are What You Charge For

Services, it turned out, were the company's most valued offerings.

The stores would have to add demonstrations, showcases, contests, and other attractions to enhance the customer experience. With its Niketown stores, Nike is almost in the experience business. It's ostensibly for show – to build the brand image and stimulate buying at other retail outlets – not for selling. People have already queued to enter the Niketown on Chicago's Michigan Avenue. An

admission fee would force Nike to stage more engaging events inside.

tailing outside of its own theme parks disappoints. Its mall stores aren't much different from anyone else's, precisely because Disney doesn't charge admission to them—and so doesn't bother creating the extraordinary experiences it so expertly creates elsewhere.

Charging admission – requiring customers to pay for the experience – does not mean that companies have to stop selling goods and services.

In the full-fledged experience economy, retail stores and even entire shopping malls will charge admission before they let a consumer even set foot in them. Some shopping malls, in fact, already do charge admission. Current and potential clients pay tens of thousands of dollars annually to attend because what they gain—fresh insights, self-discovery, and engaging interactions is worth it.

The Characteristics of Experiences

Before a company can charge admission, it must design an experience that customers judge to be worth the price. Excellent design, marketing, and delivery will be every bit as crucial for experiences as they are for goods and services. Ingenuity and innovation will always precede growth in revenue. Yet experiences, like goods and services, have their own distinct qualities and characteristics and present their own design challenges.

One way to think about experiences is across two dimensions. The first corresponds to customer participation. At one end of the spectrum lies passive participation, in which customers don't affect the performance at all.

Some companies will eventually be like trade shows, charging customers to sell to them.

Generally, we find that the richest experiences – such as going to Disney World or gambling in a Las Vegas casino – encompass aspects of all four realms, forming a “sweet spot” around the area where the spectra

Entertainment Educational meet. But still, the universe of possible experiences is vast. Eventually, the most significant question managers can ask themselves is “What specific experience will my company offer?” That experience will come to define their business.

Experiences, like goods and services, have to meet a customer need; they have to work; and they have to be deliverable. Just as goods and services result from an iterative process of research, design, and development, experiences derive from an iterative process of exploration, scripting, and staging – capabilities that aspiring experience merchants will need to master.

Designing Memorable Experiences

Theme the experience.

Just hear the name of any “eatertainment” restaurant – Hard Rock Cafe, Planet Hollywood, or the Rainforest Cafe, to name a few – and you instantly know what to expect when you enter the establishment. The proprietors have taken the first, crucial step in staging an experience by envisioning a well-defined theme. Must support the theme, and none should be inconsistent with it. To create the desired impression, companies must provide cues that affirm the nature of the experience.

Harmonize impressions with positive cues.

While the theme forms the foundation, the experience must be rendered with indelible impressions. Impressions are the “takeaways” of the experience; they fulfill the theme. To create the desired impressions, companies must introduce cues that affirm the nature of the experience to the guest. Each cue must support them, and none should be inconsistent with it. Baristas to remember faces so that regular customers are handed their usual order without even having to ask. Even the smallest cue can aid the creation of a unique experience.

It's the cues that make the impressions that create the experience in the customer's mind. An experience can be unpleasant merely because some architectural feature has been overlooked, under-appreciated, or uncoordinated. Unplanned or inconsistent visual and aural cues can leave a customer confused or lost.

Eliminate negative cues.

While customers sometimes do need instructions, too often service providers choose an inappropriate medium or message form.

If airlines truly sold experiences, more passengers would actually shop in the seat-pocket catalogs for mementos of their flight.

The easiest way to turn a service into an experience is to provide poor service – thus creating a memorable encounter of the unpleasant kind. “Overservicing” in the name of customer intimacy can also ruin an experience. Airline pilots interrupt customers who are reading, talking, or napping to announce, “Toledo is off to the right side of the aircraft.” At hotels, front-desk personnel interrupt face-to-face conversations with guests to field telephone calls. In the guestrooms, service reminders clutter end tables, dressers, and desktops. (Hide them away and housekeeping will replace these annoyances the next morning.) Eliminating negative cues – by transmitting pilots' offhand announcements through headsets instead of speakers, by assigning off-stage personnel to answer phones, and by placing guest information on an interactive television channel – creates a more pleasurable customer experience.

Mix in memorabilia. Certain goods have always been purchased primarily for the memories they convey. People already spend tens of billions of dollars every year on memorabilia. These goods generally sell at price points far above those commanded by similar items that don't represent an experience.

Engage all five senses.

The sensory stimulants that accompany an experience should support and enhance its theme. The more senses an experience engages, the more effective and memorable it can be. Not all sensations are good ones, and some combinations don't work. The smells of phosphates and hops, apparently, aren't mutually complementary.

Entering the Experience Economy

The growth of the industrial economy and the service economy came with the proliferation of offerings – goods and services that didn't exist before imaginative designers and marketers invented and developed them. That's also how the experience economy will grow: through the “gales of creative destruction,” as the economist Joseph Schumpeter termed it – that is, business innovation, which threatens to render irrelevant those who relegate themselves to the diminishing world of goods and services.

Moving into the Support Economy

A convergence of the three forces necessary for economic revolution: new markets replete with unfulfilled needs, new technologies that can be leveraged to meet those needs at an affordable price, and a new enterprise logic to link people and technologies in wholly new patterns.

People experience themselves as unique individuals, not just as anonymous members of a mass. Above all, they seek psychological self-determination, expressed in the search for sanctuary, voice, and connection. “they want to have it their way and they are not easily pushed around.” Michael Marmot's recently published work *The status syndrome: How social standing affects our health and longevity* shows that health and longevity follow a social gradient: people with more control live longer, healthier lives, and that control is unequally distributed, thus creating the health gradient. The stress that results actually kills people.

A key ingredient to ignite economic revolution is the presence of new markets whose needs are not being met by the old business model. Such was the case a century ago and such is the case today. Individuated consumers represent these new markets. They are the first ingredients for revolution. They want more than products and services. They want the individualized advocacy and support that will enable them to live their lives the way they want to live them. This is the basis for the shift to a support economy. In this way support becomes the new purpose of commerce, the new metaproduct.

Today there is a growing chasm between consumers' needs and the business organizations they depend upon. The organization and its efficiency requirements are no longer at the center of the commercial universe; instead, each individual is at the center, and assets are organized around each of us.

“Who will want us to support them? What do they need?” Then figure out with whom you need to collaborate to make it happen. New federated support networks will cluster around individuals, families, and virtual communities with the sole purpose of supporting their aims. Constituents—end consumers— will opt into these networks. In this new enterprise, values help realize value. When wealth creation depends upon authentic relationships of trust and advocacy, there is no more room for adversarial behavior that ekes out a profit at the expense of consumers, employees, or suppliers. In a support network, all behavior is aligned with the interests and purposes of the individual who pays. More alignment means more cash, more profit, and more well-being distributed throughout the network.

History suggests that the enterprises that move decisively to reconnect with an alienated population will get rich first. In order to do this, they must break with the past.

Interview

Do you have any good memories of purchasing an experience?

- I have been in one of the theme restaurants where they are serving the food in total darkness. Customers have no idea about the look of the food, and they only can taste and smell it. It was a really unique experience. There is nothing so special about the food they served, but I think what they offered for their customer is the experience that is not easily found in other places.

Have you ever purchased a service from a travel agency? What is the reason that you purchased their service, and did you enjoy the experience?

- I had a holiday with my family, and we booked a travel package to Bali from one of the travel agencies. They gave us excellent service, from transportation to accommodation. Airport and hotel pickup with a brand new vehicle and the driver understood the road well and known good places in Bali. Besides, they showed some places not famous for tourists but worth to go. It was one of our good experiences with a travel agency.

Have you ever paid for a service from the product you bought?

- The most common example is Apple Care, and I did myself too. I bought new iPhone, and there is an option to purchase Apple Care, which I also bought.

Have you ever been to a shopping mall/shop where you have to pay to enter?

- There is a sneaker convention in Sydney called Sneaker Complex, where you would get access to limited shoes at a much lower price than what they offered in the market, but to enter the event, you have to purchase the ticket for \$25, and it is not refundable.

Have you ever bought something to remind you of your experience?

- Every time I visit other countries, I usually buy memorable items such as hats, decorations, shirts that are related to that country.

Have you ever been a regular customer? Do they remember you or your name? How is that feeling?

- I have one restaurant that I still visit in my country, and surprisingly after a few years, they still remember me and my name. I feel welcome and accepted in that restaurant, and sometimes they even give discounts too.

Have you ever met a staff or waiter who makes your coffee breakfast or dinner time better? How he/she did it? How did you feel about it?

- There was a waitress who gave me a discount on my favorite juice every time. I feel delighted by her act, and I always revisit the place.

Have you ever been offended by a sign or a server's word?

- There once a time when a waitress asked me to go out nicely because of

my ethnicity. For sure, it considered racism/discrimination in Australia, but in Indonesia, because of a lack of education, it is common to see that kind of thing.

Have you ever experienced having a good mood because of the places/background music/decoration/smell or opposite way?

- I usually visit some cafe in the morning just to have coffee. I like it when the place plays light jazz music in the morning. It brings up my mood and helps me to enjoy the environment better.

Have you ever bought a product for your physical and mental health?

- Gym membership. It introduced me to a healthy lifestyle.

Have you ever purchased a product that is giving bad support in terms of call center or refund policy?

- Based on my experience, TV shopping product usually offers terrible support, and I have a few bad experiences with TV shopping company who often sell a household item. I purchased a blender long ago from TV shopping, and it didn't work properly, so I called the call center but no one picking up until the next morning.

Have you ever bought something a product from a person who is not somehow related to any factory manufacturing?

- I like to purchase handmade aromatherapy because it has a better smell and better quality.

Personal note after the interview

This article remind me a lot of good memories when I went to a concert of a Japanese singer who I liked over 15 years. The memory is really precious for me and I think I won't forget until I died. Of course I bought merchandises from the concert to remember the time. Making customers to experience excellence service is an effective way to touch them. Sometimes money is no longer a matter to them. However, it is a hard thing to do because people has different needs and tastes. By serving what I want, the customers could like the thing I want to do? I think to be successful in this kind of service sector, you need to devote a lot of time and money to make it work. You need to keep doing your work while making the people familiar with the concept or the story you have.

The Design Aspect of Service Design

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Servicescapes

The Impact of Physical Surroundings on Customers and Employees

4

Mary Jo Bitner

Mary Jo Bitner is one of the founders of the service marketing discipline, committing her career to the study of customer-employee interactions, technology delivered service, service infusion and customer satisfaction.

She has published more than 50 journal articles in leading academic and managerial journals. She is the editor-in-chief of the Journal of Service Research and is the co-author of "Services Marketing: Integrating Customer Focus Across the Firm," and "Profiting From Services and Solutions: What Product-Centric Firms Need to Know," a text used in universities around the world.

Professor Bitner is the executive director of the W. P. Carey School's Center for Services Leadership, a globally recognized authority on how to compete strategically through the profitable use of services.

Among many honors, Professor Bitner has received the Christopher Lovelock Career Contributions to the Services Discipline Award from the American Marketing Association's SERVSIG, an IBM Faculty Award, the MMA Marketing Innovator Award and ISSIP's inaugural Fellow Award for Lifetime Achievement in Service Science.

Summary

Consumers are "in the factory," often experiencing the total service within the firm's physical facility. Before purchase, consumers commonly look for cues about the firm's capabilities and quality. The physical environment is rich in such cues and may be very influential in communicating the firm's image and purpose to its customers. Research suggests that the physical setting may also influence the customer's ultimate satisfaction with the service and even employee satisfaction, productivity, and motivation.

Behaviors in the Servicescape

Individual Behaviors

Approach behaviors - All positive behaviors (desire to stay, explore, work, and affiliate). Avoidance behaviors - A desire not to stay, explore, work, and affiliate. The tempo of background music and the wonderful fragrance of their freshly baked products can be effectively work for approach behaviors.

Social Interactions

Optimal design for encouraging employee (customer) approach behavior may be incompatible with the design required to meet customer (employee) needs and/or facilitate positive employee-customer interactions.

Service Topology and Behavior

The first step in the purposeful design of the servicescape is to identify a desirable customer and/or employee behaviors and the strategic goals that the organization hopes to advance through its physical facility.

Internal Responses to the Servicescape

The perceived servicescape does not directly cause people to behave in certain ways. As Figure 2 shows, perceptions of the service-scape lead to certain emotions, beliefs, and physiological physiological sensations, which in turn influence behaviors.

Environment and Cognition

The perceived servicescape may elicit cognitive responses, influencing people's beliefs about a place and their beliefs about the people and products found in that place. Particular environmental cues such as the type of office furniture and decor and the apparel worn by a lawyer may influence a potential client's beliefs about whether the lawyer is successful or not successful, expensive or not expensive, and trustworthy or not trust-worthy. Variations in environmental cues may also affect employees' beliefs. For example, office size and type of furnishings may affect an employee's beliefs about the importance of his or her function within the firm in relation to other employees. People may use their beliefs about the servicescape as surrogate indicators in forming beliefs about service quality and other attributes of the service and/or the people who work in the organization.

Environment and Emotion

Pleasure increases approach behaviors. Perceptions of greater personal control in the service-scape and complexity in the servicescape increase pleasure. Compatibility, the presence of natural elements, and the absence of environmental "nuisances" in the servicescape enhance pleasure. Perceptions of the servicescape and associated positive (negative) emotions can lead to positive (negative) feelings associated with the organization, its people, and its products.

Environment and Physiology

Positive (negative) physiological responses to the servicescape can result in positive (negative) beliefs and feelings associated with the organization, its people, and its products.

Response Moderators

Situational factors (such as expectations, momentary mood, plans, and purposes for being in the service-scape) moderate the relationship between the perceived servicescape and internal responses.

Dimensions of the Servicescape

Each dimension may affect the overall perception independently and/or through its interactions with the other dimensions.

Ambient Conditions

The effects of ambient conditions on the overall, holistic perception of the servicescape are especially noticeable when they are extreme (e.g., loud music, high temperature), when the customer or employee spends considerable time in the servicescape (e.g., hospital stay vs. visit to dry cleaner), and when they conflict with expectations (e.g., loud music in a law office).

Spatial Layout and Functionality

The effects of spatial layout and functionality are particularly salient in self-service settings, when the tasks to be performed are complex, and when either the employee or customer is under time pressure.

Signs, Symbols, and Artifacts

Signs, symbols, and artifacts are particularly important in forming first impressions, for communicating new service concepts, for repositioning a service, and in highly competitive industries where customers are looking for cues to differentiate the organization.

Service Typology and Environmental Dimensions

Changes in the layout and furnishings of the service facility can be made to speed the flow of trans-actions, encourage particular forms of interaction between and among customers and employees, or provide opportunities for customers to linger. The importance of particular environmental dimensions is likely to vary across the typology of service organization. Rather than a single element, it is ultimately the total configuration of environmental dimensions that defines the servicescape.

Managerial Implications

Through careful and creative management of the servicescape, firms may be able to contribute to the achievement of both external marketing goals and internal organizational goals. The typology of service organizations, combined with the theoretical framework suggests that the physical environment may assume a variety of strategic roles in services marketing and management. First, the servicescape provides a visual metaphor for an organization's total offering. In other words, the dimensions of the servicescape act as a package, similar to a product's packaging, by conveying a total image and suggesting the potential usage and relative quality of the service (Solomon 1985). Second, the servicescape can assume a facilitator role by either aiding or hindering the ability of customers and employees to carry out their respective activities. The floorplan, layout of equipment, and equipment design can have a major impact on the ability of users to complete their tasks and achieve their service goals. Finally, the physical environment can serve as a differentiation signaling the intended market segment, positioning the organization, and conveying distinctiveness from competitors. Each of the roles can be shaped to a significant degree to support important services marketing and management objectives of the organization. To secure strategy advantages from the servicescape, the needs of ultimate users, and the requirements of various functional units must be incorporated into environmental design decisions. The services marketing manager must be a strong advocate for using the servicescape as an element of the organization's strategy. Ideally, significant changes in physical design or the planning of new environments should benefit from input from managers in all three areas, grounded indirect input from actual users—that is, employees and customers.

Personal note after the interview

Environment/service place is important part of the service to both employees and customers. Poorly designed work places discourages the employees and could give them more stresses than they need. Designing store well is crucial to attract customers.

I strongly agree with the concept that de-humanize employees by making them wearing uniform. I think I could not do the service well when I'm totally myself. I need a mask to wear when I work as a service worker. I think it could be a dark side of the service design but I found out that it depends on the people. The interviewee likes to work in uniform because it looks great and he wants to look good when he works. As a fashion designer, I realized that designing uniforms well is also important to design service.

Interview

Have you ever changed environments for a better result when you work in a store?

- When I work for a Japanese restaurant, we used I pad for ordering systems. It is a kind of convenient way to serve the customers, but it was really hard to manage the device because when we close our restaurant, we had to take it out all of the devices, and we had to set it up when we are open. However, the owner decided to install a set for permanent attachable stands. After setting up a new way to fix I pad to tables, we don't need to do the repetitive work two times every day, so it lessens the employee's workload. Also, it turns out it was a better way for customers too because it doesn't fall out from the wall when they operate.

Well-designed store/restaurant/service area (satisfied by physical settings) how affected your spending or work?

- As a customer: I find Zara is an excellent place to shop. I like their interior, especially lights and mirror settings. I think the environment made me look good, so I end up buying more than I planned. I like the smell of the store, so I purchased their perfume too. As a worker: Direct work access to the restaurant even if it was in the shopping mall, I didn't need to walk all the shopping mall area to get to my workplace. Also, we had wheelchair ramps for disabled customers. It made us serve the customers much more accessible.

Well designed store changes brand image?

- I didn't know the brand Lush before. I followed my friend, and the store displays its samples well. Also, they offer to try their samples, and I could smell all of their products when I want to buy something. I feel being serviced very well and like the brand now.

When you enter the store, have you ever feel by the environment of the store is not for you? (as a target customer)

- Victoria Secret. I went there when my sister came to Australia, and I felt very weird. There were not so many guys inside the store, and they don't sell products for guys, so I thought the place is not for me. There is a discount store in front of my apartment. I visited there on the way back home. It was very messy, dusty, and there was no categorization about the products they sell, so I didn't feel like I want to buy or revisit there. Luxury brands like Gucci. I feel like I need to dress well to shop in that kind of store.

Request to be a specific type of person when work?

- My manager wanted me to have more leadership, even if I was not in a supervisor position. I thought it was very unfair because they didn't promote me or raise the wage for that. Also, I requested to be rude sometimes, because I was too nice to customers.

Ideal behavior from employee or customer / How can you design that?

- If I'm a restaurant/store owner or a manager, I would like my employees to understand each other, communicate openly, and to be polite not to mean each other. To design the employees this way, I would like to make an open meeting room and feedback cards not only for the customers. The ideal customer is friendly and who is not rude to my employees. To encourage this, I would ask my employees to greet smile and communicate friendly first to the customer.

Behavior changed by uniform?

- I don't feel like that at all.

Have you heard that someone hired because of their look/physical figure? Please give an example or experience.

- I think I have the experience. After my manager hired me, I heard that my co-workers are being interviewed with several questions, and they did two days' trials, but I didn't need to do that to work for the place. I think maybe because I was a guy, speaking English well or perhaps I have a look the manager was looking for.

Efficiency & Service

Breaking the Trade-off

5

Frances X. Frei

UPS Foundation Professor of Service Management

Frances Frei is a Professor of Technology and Operations Management at Harvard Business School. Her research investigates how leaders create the conditions for organizations and individuals to thrive by designing for excellence in strategy, operations and culture. She regularly advises senior executives embarking on large-scale change initiatives and organizational transformation, including embracing diversity and inclusion as a lever for significantly improving performance.

Areas of Interest

corporate culture, customer behavior, gender, service management, strategy

Summary

Consumers are "in the factory," often experiencing the total service within the firm's physical facility. Before purchase, consumers commonly look for cues about the firm's capabilities and quality. The physical environment is rich in such cues and may be very influential in communicating the firm's image and purpose to its customers. Research suggests that the physical setting may also influence the customer's ultimate satisfaction with the service and even employee satisfaction, productivity, and motivation.

Five Types of Variability

The first step in managing the variability introduced by customers is to understand the forms it can take.

Arrival variability.

The first type of variability that creates challenges for service companies is an obvious one: Customers do not all want service at the same time or at times necessarily convenient for the company. In many service environments, such as retail stores, call centers, or emergency rooms, the customers themselves cannot foresee or delay their needs.

Request variability.

the fact that customers' desires don't emerge along standard lines poses real challenges for virtually every kind of service business. At an advertising agency, each client is executing a unique marketing strategy.

Capability variability.

Perhaps less obviously, service businesses must also work with customers whose own capabilities differ. This capability variability clearly becomes more important when customers are active participants in the production and delivery of a service.

Effort variability.

When customers must perform a role in a service interaction, it's up to them how much effort they apply to the task. Such effort variability has an impact on service quality and cost, either directly for the engagement at hand or indirectly for other patrons.

Subjective preference variability.

Customers also vary in their opinions about what it means to be treated well in a service environment.

It's possible to think of these five forms of variability sequentially because they reflect the process by which many service transactions unfold. The customer arrives, makes a request, plays a part in the process requiring some level of capability and effort, and assesses the experience according to personal preferences. Life is easier for a service provider if it is dealing with a narrow band of variability. Where the band is wide, service quality and efficiency are at risk.

A Classic Trade-Off

Wherever customer-introduced variability creates operational issues for a company, managers face a choice: Do they want to ACCOMMODATE that variability or REDUCE IT?

1. Consider a classic illustration of a reduction strategy: the restaurant menu. Menus, by their nature, are a way to constrain request variability. But customers chafe under too many constraints (again, recall Jack Nicholson's rage in *Five Easy Pieces*). For them, the ability to request variations in preparation, ingredients, and side dishes—or to order off the menu entirely—is part of a premier dining experience. Companies that use reduction strategies tend to attract price-conscious customers who are willing to trade off an excellent service experience for low prices.

2. A veteran employee learns to diagnose customer types. It costs more, of course, to hire, train, and keep employees who can compensate for customers. Therefore, the success of an accommodation strategy usually hinges on a company's ability to persuade customers to pay more to cover the added expense.

But managing customer-introduced variability does not have to come down to a stark trade-off between cost and quality. Companies that achieve low-cost accommodation most often do it by persuading customers to serve themselves.

Overcoming the Trade-Off

Managers in service businesses often assume that they face a tough choice: either accommodate customers' various desires and behaviors at high cost or refuse to accommodate variability and risk customer defection. But other options exist – those above the diagonal of the matrix – which let companies offer a high level of accommodation at low cost or reduce variability without damaging the service experience.

Solutions in Practice

The four strategic responses discussed above: classic accommodation, classic reduction, low-cost accommodation, and uncompromised reduction.

Strategies for Managing Customer-Introduced Variability

Once a company has determined which type of customer-introduced variability is creating operational difficulties, it must choose which of four basic strategies to pursue. The chart outlines tactics that have proven to be effective in each category.

Companies facing issues relating to effort variability often resort to the classic accommodation approach: They simply require employees to do the work for the lazier customers, with an obvious impact on operating costs. As decades of research on employee motivation have emphasized, there are two ways to change behavior:

1. Instrumental means and normative means. Instrumental means are

formal rewards and penalties for specified behaviors. Normative means rely more subtly but often more effectively on shame, blame, and pride.

2. Normative controls, which make customers want to behave, can be far more successful, but these incentives are difficult to craft. To use normative controls effectively, companies need to create an environment in which customers care about the impact of their behavior on others. Normative controls can be particularly important when instrumental incentives have failed. Companies must not only determine how they need customers to behave but also come up with effective ways to promote that behavior. The best strategy for changing customers' behavior is not always obvious, nor is the best strategy for managing a specific type of variability.

Management could fail if they don't know what the target customers thinks.

Managing the Operational Behavior of Customers.

Managers attempting this kind of intervention should plan their actions carefully in a three-step process. Diagnose the problem. As a first step, managers must understand the root causes of problematic customer behavior. Managers can avoid that kind of misdiagnosis by conducting a thorough analysis guided by some straightforward questions:

- What is problematic about customers' current behavior? What is the danger of leaving the behavior unchanged? What are the hypotheses of the cause of the behavior? Which hypotheses make the most sense? Which are less plausible? Is management invested in a particular outcome? What assumptions is the company making about what customers value? How will these hypotheses be tested? Who will be responsible for the data they produce? If the outcome has significant implications for strategy or operations, who will lead the change process?

Design a mutually beneficial operating role for customers. With the appropriate diagnosis, companies can design an operating role for customers that creates explicit value for both parties.

As in step one, a set of questions can guide the creation of this mutually beneficial role: What do customers gain from their new role? Are they better off than before? Are they still better off than they would be in the hands of competitors? What does the company gain from customers' new role? What is the intended impact of their new behavior on the company's performance? Is it realistic that customers will behave the way the company wants them to? What assumptions are managers making about human motivation?

Service businesses often use a model more akin to buffet pricing: Customers, having paid a fee, can conduct as many transactions as they desire. This makes it difficult to understand the value being created at different points in the relationship and allows such mistakes as Gateway's foray into high-touch retailing. Indeed, the free riding the company suffered is a major risk for any business in which customers need expensive prepurchase service and rivals offer easy substitutions.

Test and improve the solution. Because of the inherently complicated nature of customer behavior, it is useful to test approaches to influencing behavior before rolling them out on a broad scale. However, while pilot tests

can reveal critical system flaws at a limited cost, such tests are often executed incorrectly. The three most common mistakes are as follows:

- Creating testing environments that are substantially different from the real environment. Sometimes pilots take place in a better climate than customers will actually experience.

The most common differences in a testing environment are more experienced employees, artificially ample resources, and limited exposure to variability.

- Creating incentives—whether implicit or explicit—for the test to have a positive outcome. This often comes in the form of a promise that the test manager will be responsible for the full-scale rollout if the test has a positive outcome (regardless of whether the company learned anything). Designing a test that has no controls. If customers change their behavior following a test, it is difficult to know whether the change should be attributed to the test or to other external factors if the test had no controls.

One way to overcome the last mistake is to use what Wells Fargo refers to as the “challenger-champion” model.

For every new initiative, the company selects a sample to test the new initiative (the challenger sample) and a similar, matched sample (the champion sample). After the initiative is tested on only the challenger sample, the company tracks differences in behavior between the two samples.

More generally, we have found that pilot tests are effective when managers can affirmatively answer the following questions:

- Is the pilot program being tested under typical circumstances? Are the employees, customers, and resources consistent with the company's real operating environment? Is the goal of the pilot to learn as much as possible (rather than to demonstrate the value of the new system)? Is this goal clear to both employees and managers? Is it clear that managers' performance is not based on a positive outcome of the pilot? Are customers and frontline employees involved in evaluating the circumstances of the test and in assessing results?

Can managers articulate the explicit changes made as a result of the pilot test? (If relatively few changes are made, that should be a red flag that the primary motivation of the test was proof-of-concept, not learning.)

Throwing a Customer in the Works

Profitably managing the variability implicit in customer heterogeneity, and developing effective levers to influence it, is a central challenge for service businesses. By extension, it is also a central challenge for developed economies. In the typical mature economy, service providers conduct more than 70% of commerce – yet the frameworks and tools for managing these businesses lag significantly behind those developed for manufacturing environments.

Understanding the workings of service businesses more thoroughly begins with identifying the things that make them different from manufacturers.

Chief among these is the presence of the customer in operations. Customers perform roles that are either well or poorly designed for them and engage in behaviors that either benefit or harm the company. They make it nearly impossible to manage production in isolation from consumption. Companies that learn to manage the variability customers bring to the works will find that customers are the key to competitive advantage.

Personal note after the article

Having a lot of options might help customers, but sometimes it could interrupt the service. People are so different, some people want to choose from a lot of options, and some people just want to choose from the thing they could serve well because they would be the professional of the options, there is higher possibility if they offer little things, they are the master of it. No one can offer every thing for a customer. I think giving restriction is good for both service worker and customers.

Making customer as out-sourced worker is a good idea. I think some customer would like to enjoy that they could involve the system. If designer make it to experience thing for the customer, It could be a good way to make them work for the company. In South Korea, since the internet community is well developed, people sometimes trust other customers that the company. This kind of community is really common in my country and I got a lot of help from them. By offering new devices to the guru community and ask to give a feedback of the product, would be a good idea to develop a new skill or product. You already testing the product to your target customer, you could save some money or time for testing and the customer who testing would be glad that they acknowledge you and asking you an advise could make them feel special.

Sometimes shopping website want me to enroll their website by giving coupons for the subscription. When I see it for the first time, I thought It is good for me to get the discount. However, now I think there is so many spam mails try to make me spend money on their product.

Pluralistic Coordination

6

Peter J. Denning

Peter James Denning (born January 6, 1942) is an American computer scientist and writer. He is best known for pioneering work in virtual memory, especially for inventing the working-set model for program behavior, which addressed thrashing in operating systems and became the reference standard for all memory management policies. He is also known for his works on principles of operating systems, operational analysis of queueing network systems, design and implementation of CSNET, the ACM digital library, codifying the great principles of computing, and most recently for the book *The Innovator's Way*, on innovation as a set of learnable practices.

Fernando Flores

Carlos Fernando Flores Labra (born January 9, 1943) is a Chilean engineer, entrepreneur and politician. He is a former cabinet minister of president Salvador Allende and was senator for the Arica and Parinacota and Tarapacá regions between 2001 and 2009. On March 31, 2010, he was designated President of Chile's National Innovation Council for Competitiveness by President Sebastián Piñera.

Peter Luzmore

Peter Luzmore (New York, NY) is the Founder and CEO of Synthesis LLC. Based in New York, Synthesis offers programs internationally that blend together somatic and linguistic practices that increase levels of team productivity and satisfaction. These programs are designed to enable teams and organizations to develop the skills to deliver measurable results by improving the value they create for their customers and themselves. Peter is a Master Somatic Coach and contributing author to *Being Human at Work: Bringing Somatic Intelligence Into Your Professional Life*. Born in England, Peter has lived in London, Hong Kong and San Francisco.

Summary

A pluralistic network is a social system in which people are committed to working together effectively despite cultural differences. Why is coordination hard to achieve when teams are diverse? learn skills of effective coordination and transfer these skills to real teams?

Coordindtion challenge

The new pluralism is a mindset that goes far beyond tolerating diversity; it actively engages with others to articulate shared goals and commit to working together to achieve them. "The vast majority of outsourcing and offshoring failures stem from mismatched expectations. This can happen if the customer does not provide context or an understanding of precisely how it likes work done, and the outsourcing firm does not ask the right questions."

Physical distance

There a strong correlation between dispersion and effectiveness - more dispersion meant less effectiveness. For large dispersions, team members came from different national and corporate cultures; cultural differences among countries and companies are most likely the source of the lost effectiveness on those teams. Siebdrat et al recommend two aspects of a solution to the effectiveness problem (Siebdrat, Hoegl, and Ernst, 2009).

"task related" The rapid and precise feedback helps team members tell when they are off track and need corrections.

"socioemotional" Various techniques by team leaders to promote camaraderie, cohesion, trust, and appreciation of differences.

Pluralistic challenge

In a pluralistic network there is

(1) mutual respect (2) mutual support, (3) commitment to listen to people past their individual differences, (4) commitment to learning and helping others learn, (5) a shared sense of fulfilling a larger purpose that adds value to people s lives.

A major obstacle to coordination is that the ad hoc teams that form inside diversified networks violate the common sense about organizations in a number of ways. Many groups are confronted with what might be called "diversified nonuniformity". The hierarchical uniform tradition goes hand in hand with three beliefs about effective teams.

1. The notion of "best practices": the leadership finds a "best" way to do something and requires everyone to do it that way.
2. Relativism. All team member worldviews are equally valid and, hence, the common ground and best practice must be found in the absence of universal values.

3. A major responsibility of the leader is to set norms and standards for the team. In pluralistic networks, the formation of leadership itself becomes a central concern. The team members do not automatically accept externally-appointed leaders; the leaders must prove themselves and earn their leadership.

Table 1. Speech acts

Speech Act	Action	Examples	What is produced
Declare	A speaker declares a new world of possibilities for action in a community	"We are founding a new company called IBM that will provide... to customers." "We are going to lay off 10% of the staff." "An entrepreneur is a network of commitments." "We are going to do a new release of World of Warcraft."	Leadership and a new context for action for taking care of the concerns of the community that listens to the declaration and makes it effective.
Request	A speaker asks a listener to take care of something that the speaker is concerned about.	"Can you get me a flight to Boston in time for my meeting?" An application for a mortgage conveys a request. Quest: Deliver a letter to Stormwind.	Commitment to action.
Offer/Promise	A speaker offers or promises to take care of something that a listener is concerned about.	"Would you like some dessert?" "I'll prepare a report by next Wednesday on that." "Would you like to form a group that can complete the quest faster?"	Commitment to action.
Assess	A speaker assesses how some action or thing relates to specific concerns or commitments.	"We are in a mature industry." "Our customers are happy." "John is impatient." "Our educational system is not adequately preparing our children for the world they live in." "Our costs are increasing." "This dungeon is hard! There are many elite bosses and we need to coordinate well to win!"	Preparation for Action: orientation, interpretations, and attitudes towards actions or situations.
Assert	A speaker reports facts pertinent to the concerns at hand.	The meeting was at 4pm PST. The gauge reads 200psi. Our sales were 54.2 million last quarter. My sister's health is down to 10%.	Confidence that we share a reliable and observable basis for our interpretation of the situation.

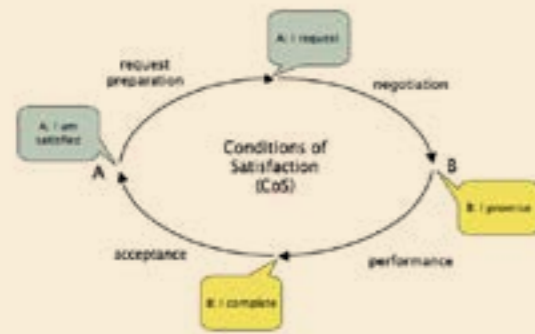
Orchestrating commitments in pluralistic networks

1. Use language as action to effectively make and coordinate commitments that add value to others.
2. Build trust with others by cultivating the ability to make assessments that facilitate taking care of each other s concerns.
3. Listen for opportunities to bring value to others.
4. Observe and bring to the foreground underlying moods that may help or hinder the ability to act with and listen to others.
5. Respect people s differences.
6. Build strong, effective teams based on the above.

Flores's theory of management shows how certain speech acts, particularly requests, promises, offers, and declarations, serve as building blocks for activating commitments in organizations.

It is important to note that it is not about using the "right" words. If one gets hung up on details such as whether the other person actually used the word "request", the coordination is likely to fail.

Figure 1. Basic coordination loop



Building effective teams

1. Proficiency in a practice essential to the team.
2. Capacity to articulate a vision of the team's value in the world that others embrace and commit to.
3. Capacity to enter into binding commitments and fulfill them.
4. Capacity to earn trust by careful management of commitments.
5. Capacity to spot and eliminate waste.
6. Capacity to share on the spot, real-time assessments of performance, for the sake of building and maintaining trust, including disclosures of moods and emotions inspired by the environment and action of the team.
7. Capacity to observe one's own history and how it interacts with the histories of the others on the team.
8. Capacity to blend, meaning to dynamically align one's intentions, movements, and actions with those of others.

The ideal of a pluralistic network demands that we cultivate a self-attuned to the network rather than focused solely on our own concerns.

Personal note after the interview

Working in a group is really hard even for the people who are from the same country. You need to be open-minded, and have a mind set that willing to work with others.

The article suggest that educating and practicing is effective. During my studio work this semester, I realized how preparing is important to forming a group. Having a session or group hanging out to get to know each other would be really helpful to work together successfully.

Having a good Leader is also an important part of the group work. Bad leader who is not has a skill for communication or skill for the job would ruin everything. They make the employees not also feel tired to communications with but also deprive the will to work for them.

Interview

When you work with people from different cultures,

Do you have any inconveniences when you work because of cultural differences? How did you overcome the inconvenience? Do you think that cultural differences interfere with teamwork?

- At first, I thought it was not a cultural difference but a difference between personality. However, I tried to recognize each other's differences, and at first I put up with it a lot and thought alone, but gradually I tried to have conversations to close the differences of opinion and culture. "Because I am used to my own culture, I have seen many cases in which teams are made up of the same race. An example is a group of people employed by a particular profession of franchise: accepting cultural differences, forming teams from different cultures, are depending on the preference of the leaders (employable managers or presidents).

Do you have any inconveniences when you work due to differences in communication methods? How did you overcome the inconvenience? Do you think the difference in communication methods will interfere with teamwork?

- There have been many cases of particular inconvenience in Australia, where diverse races work together, such as nationalism and religion. Working with friends who don't have much value and recognition for equality between men and women often made me feel uncomfortable, and I thought that this kind of problem would not improve in the future, so I tried to directly bump into each other and just ignored it. I think the difference in how we communicate will be effective and inefficient teamwork.

When working with people from various countries, they say that they can work as a team only if the following are observed.

(1) mutual respect (2) mutual support, (3) commitment to listen to people past their individual differences, (4) commitment to learning and helping others learn, (5) a shared sense of fulfilling a larger purpose that adds value to people's lives.

Is there other things have in mind to needed to work effectively as a team? Or have you ever had problems working out of this stuff?

- I think the recognition and understanding of the differences are very important. In the end, if we can't communicate properly, and if we don't make any effort to get along each other, we will only have a group relationship with our own nationalities. There was a guy thinking me as one of my ex (Korean girl) without thinking of myself as an individual. It got me thinking a lot of this kind of concept. There are times I wondered what this person thinks of Korean women. However, there are some nice ones who had experiences of learning about Korean, culture and traveling in the past, and become curious and familiar with me by asking a lot of favorable questions to find out more about Korean cultures.

Have you ever had trouble with lack of leadership qualities and communication at work?

- Yes, when I worked at a local pub in Sydney Waterloo, There was much older Australian manager who has lack of and communication skills, I experienced how difficult and emotional I would always be if I didn't have a way to communicate well with the leader.
- One-sided notification
- Can not play a cushion role between the president and the staff.
- No work priority
- Poor feedback skills

The Politics of Service Designing

Ronnie J.steinberg & Deborah M. Figart

Emotional Labor since "The Managed heart" ANNALS, AAPSS, 561, JAN. 1999

Mark Rosenbaum

"Exploring the Social Supportive Role of Third Places in Consumers' Lives" Journal of Service Research 9.1 (2006)

Raval, Noopur, and Paul Dourish.

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Emotional labor

Since the '70s Managed Heart'

7

Article Information

Volume: 561 issue: 1, page(s): 8-26 Issue published: January 1, 1999

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Summary

Emotional labor to describe the work involved in being “nasty” or “nice” there are two places it occurs, workplaces in the service sector, emotional labor at home.

Emotional labor emphasizes the relational rather than the task-based aspect of work. It is labor-intensive work; it is skilled, effort-intensive, and productive labor. It creates value, affects productivity, and generates profit.

An example of instructions drawn from an employee handbook

How important customer satisfaction is to the company's fiscal success.

To be progressively balanced company that focus on integrity and profitability by placing people and product first. Achieve a high level of excellence.

Achieve high level of excellence

Th ensure that the 'guest' is wholeheartedly pampered so that the experience always exceed the customer's satisfaction level

Employers are hiring smiling faces, Employees induce or suppress feeling in order to sustain the outward countenance that produce the proper state of mind in others.

How employees are required to manage or shape their own feelings to create, in their interaction with others, displays that affect others in desired ways. Thus, while focusing on employee skills and effort, Hochschild's definition of emotional labor involved both the emotions of the employee performing the labor and the emotions of others to whom these emotions are addressed.

Emotional labor has typically been identified with historically female jobs.

Identifying emotional labor in paid employment

Emotional workers to be friendly and to look attractive. Some men consider these behavior s as sexual or romantic attraction, affecting both workers and organizations.

Emotional labor, though, is not the display of sexuality at the workplace, although smiling, touching, and flirting may be an implicit part of job content for certain occupations under some circumstances.

Emotional labor involves “efforts made to understand others, to have empathy with their situation, to feel their feelings as a part of one's own”.

Sociologist defines emotional labor as “The labor involved in dealing with other people's feelings, a core component of which is the regulation of emotions”. In order words, the purpose of emotional labor is to make customers feel good (in the case of retail sales) or feel bad (in the case of prison guards or police officers).

Differentiates between surface acting and deep acting

Surface acting – the employee feigns emotion, display emotion differs from what the employee actually feel.

Deep acting – focus on inner feelings, tries to invoke the actual displayed feelings or emotions, as a method actor does when portraying a role.

Emotional labor is not only differentiated on the basis of whether the employee's or the client's feelings are the focus of attention but also on the basis of the degree of authenticity of the employee's emotion.

Even the authentic expression of emotion is work.

Emotional labor

Between clients and employee or public outside the organization. Also, performed within organizations (between employee and manager or supervisor)

Research issues in emotional labor

Effect providing emotional labor on an employee's well-being, with special emphasis on the negative consequences for employees of burnout, fatigue, and emotional inauthenticity. To perform emotional labor, and in contrast with mental and physical work, employees must give something of themselves to others with whom they have no ongoing personal, noninstrumental relationship. Whether or not they do care, they must pretend to care, in a way that involves what it call “self-investmen”, suppressing or managing their own feelings or emotions. It has potentially negative consequences. Emotional labor does not have a uniformly negative impact on job satisfaction.

Organizational behavior - Facilitates smooth working relations where one employee(typically the subordinate)expresses and absorbs emotions, which results in fewer expressed workplace tensions.

Compensation practices. The consequent lack of remuneration for the competent performance of those skills and the exertion of considerable effort. The emotional job required for the competent performance of the job and emotional work that is not essential to the normal performance of the work but is expected by supervisors.

To sum up, Jobs with emotional labor require contact with other people external or to or within the organization, usually involving face to face or voice to voice interaction, especially in service work. Emotional labor also requires a worker to produce an emotional state in another person while at the same tie managing one's own emotions. The expression of emotional labor may be authentic, but it need not be so. It also may be expressed to clients and customers but is not limited to those who seek the service provided. Emotional labor expressed among coworkers as well as with supervisors and subordinates is an invisible, yet expected, component of job performance. Moreover, while emotional labor is reactive, it is not just reactive. Through selection, training, and supervision of employees and through the development of social scripts, employers are able to exercise

a degree of control over the emotional labor of employees, thus affecting productivity and profit.

Case studies of Emotional labor on the job

Gendered-differentiated delivery of emotional labor

Restaurant employers who reproduce traditional gender relations by construction different scripts for male and female servers and also through the use of rules about demeanor and appearance.

Ex. Women – smile, defer, and flirt with (male) customers, carefully monitoring body language, display of emotion and personalities. (women servers as sexual objects). The gendered aspect of emotional labor can also affect job satisfaction, both whether workers enjoy their jobs and whether the tasks confirm their sense of gender identity.

Fast food worker's script designed to offer consistent, relatively simple and positive service that will draw the customer back to the company to purchase other meals.

The expression of emotion at work ought to be taken seriously since it affects customer behavior, job satisfaction, sales, and labor productivity.

Quantitative research on emotional demands

Connection between emotional labor and job satisfaction or worker burnout.

Workers employed in jobs identified as having significant amounts of emotional labor were no more likely than others to experience emotional exhaustion. A worker's level of job autonomy and involvement with his or her job affected whether employees experience emotional exhaustion.

Store sales were not directly related to displays of positive emotional connection. The presence of long lines in busy stores were indicators of sales, in these situations, sales clerks did not have time to engage in emotional labor in each transaction.

Nurturance is more likely found to be performed in historically female jobs and that occupations involving nurturance skills lower wages of both women and men.

Personal note after the interview

Emotional labor makes people really tired and stressed. Emotional workers are out there by themselves dealing with not well behaving customers. They need to be compensated on their work. I really want to know how can we measure the excellency of dealing with customer, so that the emotional worker get rewarded based on the skills they have. I hope, in the future, there is a method or measurement for that so we could give them enough compensations for their stressful work.

Interview

What do you think is the most necessary quality for emotional labor?

- Listening and reconfirming. Depending on the situation, we need to be able to quickly understand the needs of various customers to make the whole process simple.

Have you ever made friends with your customers while working emotionally?

- When I tried to remember the details of them, and having touching communications like sympathize with them the regular customer sometimes become friends. Eventually, the customer will visit again for me. I have experience working with so many regulars in two local pubs in Australia (Leadcom, Waterloo).

How do you adjust your feelings when you work when you feel bad about personal matters?

- I relieve stress while having conversation with my roommates and friends or cleaning the room. Sometimes I have sweet snacks and relieve stress with sugar high.

How do you change your mind when you feel tired from emotional labor after working?

- Like a glass of wine or a can, when you give yourself a little reward, or you make your own time to take a rest of. When you get used to repetitive emotional labor, it seems like you can come up with your own way of refreshing your fatigue.

Have you ever been forced to pay more attention to emotional labor because you are a woman? –

- I think you'll get more requests from facial expressions. Some people praise me that you look beautiful when you smile, but sometimes I thought it was a sexual coercion that didn't seem like a compliment.

Are there any men among the appraised workers? Do you think they are good at emotional labor?

- Let me give you an example of my experience working for a cosmetic brand. My male colleague was a friend who was more interested in makeup and appearance management than a woman, worked comfortably sharing emotional labor without feeling burdened I think male can work the same way as women in certain occupations, such as stewardesses and nurses.

Do you have any experience of changing your personality because you have to work?

- I think the job of the emotional labor is to put on a mask and take it off. Instead of feeling bad, I learned that I had to think positively and consider the advantages at the same time, such as patience and listening skills.

If you were a service designer, how would you design emotional labor? Is there anything you want to change because you don't feel enough about what you're doing now?

- AI where supercomputers can control emotions as much as human beings like movie "her"
- I'm working for Hermes customer consultation in Korea. Most of the 100-150 calls a day are in stock inquiries for the items that are available in small quantities. Quite a lot of times, I have to listen the angry customers who can afford it, but they can't buy because it is not in stock. In order to improve this point, we need to change that the concept of the emotional workers who is also need to be treated well. I think It would take some time. Due to this brand's feature, there are even inconveniences caused by marketing that is more demand than supply and the scarcity of products produced by craftsmen, so another issue is likely to arise to change it. (For example, if you make as much production as you want, the scarcity will decrease and the price will decrease) If you have consideration for the compensation to the team members, such as quarterly bonuses, gifts, and annual salary negotiations, it would be feel much easier to work in this situation.

Third Place

Social Support

8

Mark Rosenbaum

Mark Rosenbaum is director of Public Counsel Opportunity Under Law, which aims to eliminate economic injustice.

Among his many high profile cases, Rosenbaum was successful in securing over \$1 billion for underserved schools in textbooks, qualified teachers and safe and sanitary school facilities (*Williams v. California*); redistricting Los Angeles County Board of Supervisor district lines to end over 118 years of discrimination against Latinos (*Garza v. Board of Supervisors*); invalidating Proposition 187 (*Gregorio T. v. Wilson*); overturning the conviction of Black Panther Geronimo Pratt and obtaining relief on behalf of severely disabled homeless veterans (*Valentini v. Shinseki*).

He currently teaches law at the University of California Irvine Law School and has also taught at UCLA, USC and Loyola law schools and currently teaches courses in liberty and equality and free speech to Chinese law students at Peking University of Transnational Law in Shenzhen, China. Rosenbaum graduated Phi Beta Kappa from the University of Michigan and from Harvard Law School. He is the recipient of numerous awards for his advocacy and has twice been named California Lawyer of the Year in civil rights.

Summary

Third places “public places that host the regular, voluntary, informal, and happily anticipated gatherings of individuals beyond the realms of home and work” Third places are usually locally owned, independent, small-scale establishments that are operated by people who seem to know everyone in the neighborhood. In addition, third places are usually patronized by a group of regular customers who often transform them into their second homes (Oldenburg 1990, 2001). older-aged and elderly people can significantly increase their longevity by participating in an engaging social network with people who provide them with social support (Giles et al. 2005).

Social support has been conceptualized in the social psychological and health literature as “social resources that individuals perceive to be available, or that are actually provided to them, by nonprofessionals in the context of both formal support groups and informal helping relationships” (Cohen, Gottlieb, and Underwood, p. 4). Other researchers view social support as resources that help people remedy the pathogenic effects associated with their experiencing negative and stressful life events, such as death, divorce, and illness (Cohen, Gottlieb, and Underwood 2000, p. 4; see also Cohen 2004). Because older-aged and elderly people are prone to experiencing negative life events, and they often lack adequate social networks, Kang and Ridgway (1996) posited that such people may rely on nontraditional people, such as retail employees, for social support (Forman and Sriram 1991; Stone 1954). Thus, senior consumers may actually enhance their health and longevity by maintaining commercial friendships in third places.

PLACE: THE PHYSICAL DIMENSION

Place represents a marketing-mix tool that refers to activities that an organization undertakes to make its products easily accessible and available to target customers (Kotler and Keller 2005). Sherry argued that consumers do not necessarily exist apart from places. Rather, some consumers choose to immerse themselves in commercial establishments, which they transform into significant centers of their lives and personal experiences.

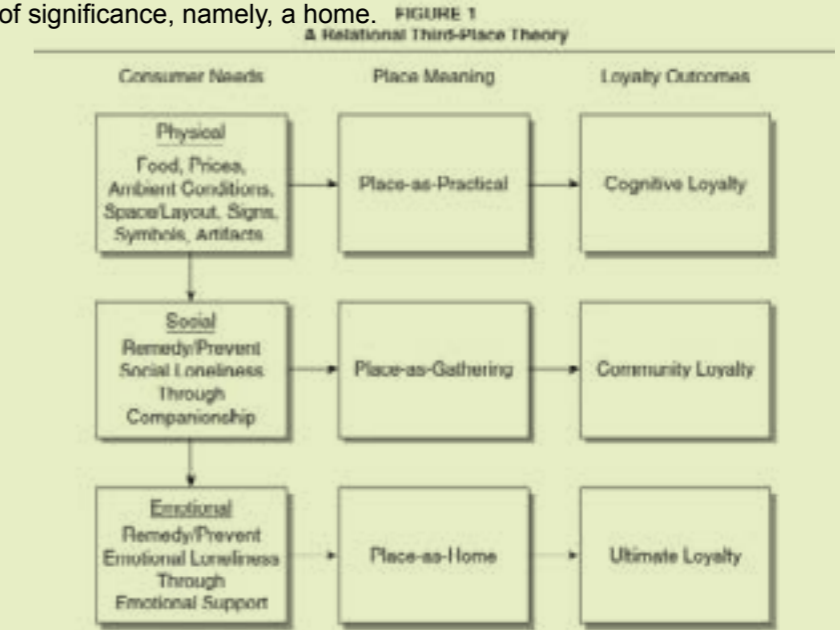
If consumers instill sentiment into a commercial establishment as a result of their social relationships in the place, frameworks designed to predict consumers’ approach behaviors from their response to physical stimuli, such as a servicescape, may not be entirely valid. R

PLACE: THE SOCIAL DIMENSION

Bitner (1992) argued that every consumption setting is composed of physical, social, and natural stimuli; however, she focused on the conceptualization of a place’s physical dimension. Instead of emphasizing a place’s employees or customers, researchers in disciplines outside of marketing, including environmental psychology (Gustafson 2001; Manzo 2005) and humanistic geography (Relph 1976; Tuan 1971), note that places are composed of not only physical features but also observable

activities, functions, and meanings, which often arise from social relationships between people.

Yet Oldenburg (1999) pointed out that third-place regulars typically perceive the place as their home away from home and as a place in which they can socially regenerate among friends. Thus, if consumers maintain social relationships in a commercial establishment, the meanings they instill in the place may transform it from a place of consumption to a place of significance, namely, a home.



CONCEPTUAL FRAMEWORK: A RELATIONAL THIRD-PLACE THEORY
how and why third places become especially meaningful for older-aged consumers.

STUDY 1: FRAMEWORK DEVELOPMENT WITH GROUNDED THEORY
People often experience emotional loneliness after they experience the death of a spouse or divorce, and they lose the emotional support that spouses typically provide. After experiencing the death of a spouse, people often experience both emotional and social loneliness. The reason for this is that they lose support from their lost spouse, and their established friendships, which might have been primarily with other married couples, diminish in quality.

STUDY 2: EMPIRICAL VERIFICATION OF THE FRAMEWORK
Third places emerge as repositories in which older-aged consumers can satisfy not only their consumption needs but also their companionship and emotional support needs. As such, older-aged consumers imbue a third place with meanings, which in turn results in their perceiving the establishment as place-as-practical, place-as-gathering, or place-as-home.

Theoretical Implications

Social support. Many researchers have proposed that some consumers turn to the marketplace for support (Adelman and Ahuvia 1995; Adelman, Ahuvia, and Goodwin 1994; Goodwin 1997; Goodwin and Gremler

1996; Gremler and Gwinner 2000; Gwinner, Gremler, and Bitner 1998). Social support is often perceived in the marketing literature as verbal and nonverbal communication that is transmitted from an employee to a client, which facilitates the exchange by increasing a client's comfort. Although this stance is valid, psychologists and health researchers perceive social support as helping resources that enhance a person's health and longevity.

The proposed framework merges the social psychological and health perspectives into marketing by illustrating that social support, provided by commercial friendships, satisfies consumers' companionship and emotional supportive needs, which often arise from social and emotional loneliness, respectively. Therefore, commercial friendships are more than marketplace niceties; rather, such friendships, and the places that host these friendships, can be essential to the health and longevity of older-aged consumers.

Managerial Implications

there is a positive relationship between the frequency to which customers receive companionship and emotional support in a third place and their loyalty. Because each support type benefits a person's health because he or she obtains more support in a third place, the value of doing business with the place increases.

Thus, establishments may realize financial benefits by hosting customer networks. Retail managers might employ Sammy's techniques for supporting customer relationships.

These techniques include permitting local clubs (e.g., Alcoholics Anonymous, Weight Watchers) to meet in the dining area, personalizing the environment by encouraging employees to learn customers' names, personalizing a regular customer's seating area with a name plate, and having management actively introduce customers to others who share similar experiences.

In addition, because third places may function as repositories for a customer's social relationships, and it is to these relationships, not just to the place per se, to which customers are attached, third places do not need to invest continuously in maintaining a decorative servicescape to attract regulars. Of course, managers cannot permit their establishments to become shabby; however, the best third places are often those that are so nondescript that many people never realize they exist (Oldenburg 1999, 2001).

Personal note after the interview

I usually have a third place when I was in NY. After finishing my work as an intern, I went to a coffee shop to have some breads and coffee while I'm doing my study. Because I went the place for a long time, baristas started to remember me, and sometimes we talked about the personal things. I was young and alone in NY, it was really a big support during my intership period. I think this kind of services could be designed but somehow occur naturally. We are human being and we need each other.

Interview

Have you ever had commercial friendships with your customers when you work in a cafe? What do you think about this? Have you ever met and interacted with your customers somewhere else that is not their place to work? Do you think they are friends?

- I have had worked at some restaurants, retail shops, and cafes but I have never really felt like I've had any sort of friendships with customers as I treated them as customers at work. I have had friendly conversations or small talks but never thought of them as friends of mine.

Did you provide social support (non-service support) at work? (not feeling loneliness, get help from the customer or the clerk in the store, etc.)

- I have had some casual conversations with customers about their/my lives and jobs, and I believe that made both of me and customers feel some sort of connection between us.

As a customer, what kind of support did you expect from the public when you visited the store?

- I sometimes get help finding another stores or restrooms from clerks at random stores that I see first when I enter shopping centers or department stores.

Do you have your own third place besides your workplace?

- What's the reason for going there? Pottery clubs or studios are my third places that I go and meet people who also enjoy making pottery. We share our knowledges, experience, love for pottery which allows us to build a strong connection and friendship.

If you stop going to the third place, what do you think is the reason?

- There might be two reasons why I would stop going to my third places. First, I could not afford the service anymore and found a better place. The second reason should be because I moved to somewhere else.

How can you design the service so that customers can think of the store as a second house and become loyal to the store so they can stay longer?

- People like to be remembered and feel special. If they were called by their names, salespersons/waiters remember what they like, and they have good conversations about their personal lives, they would most likely to go back to the stores/cafes and become regulars -Of course they have to like the services and products that they are getting from the stores/cafes in the first place).

Crowd work

Emotional Labor, Body Labor, and Temporal Labor in Ridesharing

9

Paul Dourish

Paul Dourish (born 1966) is a computer scientist best known for his work and research at the intersection of computer science and social science. Born in Scotland, he is a professor of Informatics at the University of California, Irvine, where he joined the faculty in 2000. He is a Fellow of the ACM, and winner of the CSCW 2016 "Lasting Impact" award. Dourish has published three books and over 100 scientific articles, and holds 19 US patents.

Summary

Most recently, a related form of distributed crowd-based service delivery has sustained research attention, which is the use of information technologies to make physical services in the world available to subscribers, in the way that, for instance, ride ridesharing services like Uber and Lyft can help people get where they're going, and space-sharing services like Airbnb can mediate between renters and tenants for short-term accommodation. Services of this sort are often glossed under terms such as the sharing economy, given the ways in which they focus on a mediated access to resources; for our purposes, we frame them as a form of crowd labor for the way in which algorithmic processes insert themselves into a labor relation.

THE WORK OF RIDESHARING

Ridesharing, a subset of the larger "sharing economy" boom has been a topic of daily discussion and reportage for novel stories of crime, sociality, regulation, labor disputes but also most importantly, the phenomenal growth of ridesharing pioneer Uber, valued at \$50 billion at the time of writing this paper. Uber, along with its biggest rival Lyft along with services such as Sidecar, Wingz, HopSkipDrive and others form the ridesharing economy or TNC (Transportation Network Companies) that essentially use an "online enabled platform to connect passengers with drivers using their personal, non-commercial vehicles."

Laboring for Ratings

"Pleasing the passenger" is clearly an aspect of any ridesharing system, including traditional taxis, but it plays a much bigger role in crowd labor due to the specific intermediation of quantitative scores. Both Uber and Lyft employ a 5 star rating system that is available to passengers and drivers once the ride is completed. Both passengers and drivers have an option of rating the other party based on their experience in order to improve the quality of service of that driver or report exceptionally problematic passengers who you never want to be paired with again.

To elaborate, since ridesharing companies themselves do not have a walk-through, tutorial or a short guide to the features in their apps, passengers use their prior knowledge of how 5-star rating scales work. As a driver mentioned, "Most passengers don't understand Uber rating system. Since there is a differential understanding of how ratings work and as inferred from survey responses, drivers don't proactively ask for five star ratings from passengers for various reasons.

In order to understand how communication is indispensable to the actual work of driving let us consider another instance. Again, according to the data published by Uber, the biggest reason for lower ratings is drivers not demonstrating an adequate knowledge of city routes despite most drivers actively using Google Maps or other GPS services. Thus, while doing the daily driving work, both verbal and bodily communicative acts are intrinsic to performing one's identity as a driver who deserves to be rated a 5. Not only this, as discussed earlier, in the absence of any

formal communication and training programs offered by the companies themselves (keeping in line with their original claim that "anybody can drive"), drivers have to assume all responsibility of preparing themselves as independent contractors to maintain their reputation while the number of drivers in a given city increase.

Elaborating on the social capital generation, drivers also participate, comment on posts and build a reputation in the Facebook groups we have observed. These adjustments that drivers make are not limited to verbal communication. In that sense, as we signal through the instances listed above, each driver is constantly contextually performing for their customer as well as for the surrounding environment to execute every ride. This performance requires a combination and alternation of positive and negative emotional display, empathy generation, building one's social capital as well as taking bodily risks.

Transforming Space and Self

The issue of micro-branding, then, produces a curious situation where due to driver-passenger communication, the combination of the social and financial implications are unequally transferred.

While drivers represent Uber and Lyft in the work they do, as independent contractors they not only bear all the repercussions of their own interactions but also suffer if the company at large receives negative publicity.

On the other hand, because of the surplus availability of drivers and the pervasive potentiality of anyone to become a driver, existing drivers have to self-discipline and produce community knowledge in order to mitigate immediate damage to their own profitability.

Not only this, the taxi as a space and the driver as controlling actions within it are constantly skirting legality as they try to balance ratings/popularity/likeability with legal compliance. If the driver refuses to comply with passenger demands, they risk being rated low and if they allow it, they risk being fined heavily if apprehended by the police. The second issue highlighted by several drivers, concerns open alcohol containers. As mentioned earlier, drivers work longer and late hours on the weekends, especially to and from bars and restaurants transporting drunken people who prefer ridesharing rather than driving because they are drunk.

Not only this, five interviewees reported having driven minors around because at the time of ordering a ride, passengers do not state who is going to actually ride in the car. Thus drivers assume different kinds of risks either while complying with regulation or going against it in a bid to maintain their ratings and passenger safety.

As discussed above, ridesharing drivers and the ridesharing services themselves emphasize the importance of building a connection with riders and creating an experience that is not just efficient and effective but also pleasurable. Drivers do this in the context of a particular bodily intimacy, sharing a small space, sitting just a few feet from their clients, placing

themselves in bodily proximity, and inviting clients into a space the personal automobile that is strongly identified with the driver.

CONCLUSIONS

One is that new services arising online might prompt us to recognize that even the styles of collaborative activity that have long been associated with social media and informal collaboration can themselves fall quite distinctly within the domain of traditional notions of “work” when monetized by platform providers in crowd services and the sharing economy. The second is that in digitally mediated settings, the particular set of concerns that we might want to draw from studies of labor relations may vary. That is, we might find that we need to look towards areas of labor relations and labor concerns that reach beyond traditional questions of workplace rights and democratic processes, and turn towards other questions of labor that we have seen at work here. So, in the case of ridesharing that we have been examining, we have seen how questions of emotional performance, bodily presence, and temporal alignment come to matter in the enactment of this particular form of crowd labor.

Personal note after the interview

I usually leave reviews to inform that when the service is horrible or under my expectation. I think the customer have a right to know when the service is poor. This kind of system make the company work harder to get better and give the customer better informations for what they want.

In South Korea, there is website where a lot of people depending on the reviews from the bloggers. People usually finding good places to eat or visit. However, thesedays, there are lots of wrong informations because the stores they write reviews are giving them money or things when they write a review. In addition, some people goes to the restaurant, and tell them I'm a power blogger(the bllggers who has a many visitors) and demand free stuffs for writing a review about their product.

It is hard to manage and design because It happens all over the places. We need to find a way to give and select right information from the online environment.

Interview

Have you ever tried to review for uber?

- Yes, I have.

Do you know how the Uber astrology system works? Did you know that if you didn't get five stars, the article would be a failure?

- I had no idea about that. I usually don't rate drivers unless the service was extremely poor.

Have you ever received a postscript? (Online, offline, as a customer — uber and Air b&b can also review service providers.)

- Yes. I used to teach pottery in a ceramic studio and people have left many reviews on our service.

Do you believe in the reviews written by others?

- I normally leave reviews if the service or products were extremely bad. I read other people's reviews before I try new products or services form stores and restaurants. I try to look both the worst and the best reviews but sometimes I just have to try by myself to find out if I like it or not as I believe that everyone's different.

When do you usually write the review?

- Only if the service is horrible.

Do you recognize that the latter half of the term could have a significant impact on the parties?

- Yes, I believe it is possible that it could affect the business, but to be fair I have never noticed any differences after I leave bad reviews. I hope it affects in a good way after I leave some feedbacks.

Have you ever written or requested a review in change of any rewrrds?

- No.

Do you know any cases of abuse of reviews?

- No, I don't really follow that. But I am sure there are some people out there who abuse the systems.

Do you have any ideas on how to design a review-system to solve this problem?

- Maybe there should some professionals who actually leave reviews as their job who would be fair and proven to be good judges of services and products. But I guess it is hard to know that they are trustworthy or not.

Tech-work

In the 21st-century smart home

10

Larissa Nicholls

Larissa's human-computer interaction research includes smart home, distributed electricity generation, and other digital technologies. Her applied research projects involve in-home ethnographic research to explore interactions between energy (technologies, usage, pricing, communications) and social, physical and financial wellbeing.

Larissa specialises in bringing deeper understandings of household practices and concerns into Australia's ongoing policy debates about energy affordability, sustainability and reliability. The impacts of energy policy and emerging technologies for vulnerable and disadvantaged households are a key research focus. Her industry-relevant research supports consumer advocacy and energy organisation decision-making towards better outcomes for households.

Having worked extensively in the areas of home energy efficiency and energy demand management, Larissa is currently investigating how emerging digital technologies may impact future energy demand and infrastructures.

Larissa gained a PhD from University of Melbourne (Medicine) and a Bachelor of Arts/Science from Monash University.

Summary

This article analyses visions of everyday life embedded in the 21st-century smart home, specifically the promoted aspiration to generate the industrial revolution of the home, which arguably created 'more work for mother' by increasing cleanliness expectations, we show how the smart home is generating new forms of household work and play. These include researching, upgrading, updating, maintaining and integrating smart home technologies and programming pleasance 'scenes' for lighting, security and entertainment. We find that most of this household labour (and leisure) is being performed by men, possibly leading to more work for father. Aesthetic pleasures or 'pleasance', attained through automated and connected devices.

From leisure to pleasure

'pleasance' – an aesthetic experience which brings 'comfort, romance and peace of mind' into the home (Lutron, 2015: 3). Pleasance is not only about creating more leisure time, it is also promoted as a way to improve any activity, from parties, intimacy and playing tennis through to working from home and vacuuming the floor.

'The Perfect Day': a 'technologically enhanced mode of daily living' by 'offering up customized solutions and experiences'.

Reducing and generating gendered labour in the smart home

While modern conveniences, such as washing machines, dishwashers, irons and vacuum cleaners, have undoubtedly reduced the household labour required to perform these tasks, Schwartz Cowan's (1989) analysis suggests that they have also created 'more work for mother'. However, reducing housework was commonly alluded to by the term 'convenience', which is embodied in all smart home devices, such as automated lighting, climate control, seamless and integrated entertainment, security and water systems (Strengers and Nicholls, 2017). Modes such as 'away' or 'bedtime', which automatically instigate a sequence of planned actions such as turning off all lights and locking doors, are intended to simplify and automate domestic tasks.

In these examples, the smart home is a means to reduce the stress of managing everyday tasks, appliances, household supplies and householders by providing greater control and integration – a form of 'coordinating' or 'multitasking' work which often falls to women (Richardson, 2008).

A customer described how Alexa had taken their smart home to 'a whole new level'. Discussing the tasks Alexa could perform, like checking the weather, turning on lights and music, lowering the blinds, reporting on the traffic conditions or putting on a timer, she explained that 'it's like having a helper'. However, as well as freeing up men and women's time and assisting them with everyday domestic tasks and actions, the smart home was also generating new forms of labour and leisure, particularly for men.

Work and play in the smart home

Many householders reported that smart technologies were making their lives simpler and easier, they were also skeptical that they were saving them time or reducing household labour.

In some households, smart home devices were also enrolling householders in new forms of manual and digital housekeeping. Manual labour could involve moving things around, like furniture, equipment or cables. Digital labour could involve researching products and systems; integrating, maintaining and monitoring multiple devices and systems; troubleshooting issues; educating other householders about how to use devices; and upgrading, updating or repairing software and hardware.

While the amount of work varied across households in our study, some form of labour was required, regardless of whether households had a professionally installed and integrated system or created their own DIY smart home with different combinations of devices and systems.

These new forms of household labour were primarily taken up by men in our study, who were more likely than women to be instigating, installing and maintaining smart home devices. While many studies of household Information and Communication Technology (ICT) and smart technologies have been critiqued for remaining deceptively gender neutral (Richardson, 2008), our study reflects the gender bias observed in a handful of studies of home automation and connected technologies (Berg, 1994; Kennedy et al., 2015; Takayama et al., 2012).

Importantly, this tech-work was not commonly seen as a burden or chore by men or women. Indeed, most took pleasure in the activities involved in setting up and/or maintaining a smart home, similar to the ways in which some men and women characterise traditional housework as 'social enriching' (Jarrett, 2016) or a 'personal choice' (Natalier, 2003). For some, it constituted a hobby or DIY activity in its own right.

This is consistent with the ways that digital housekeeping, more broadly defined, is considered a personal interest or leisure pursuit for those who want to 'muck around' with technology (Kennedy et al., 2015).

However, the novelty of these playful activities could wear off over time, reconstituting previously pleasurable leisure pursuits as time-consuming household labour which is required, quite literally, to keep the lights on. Additionally, some householders found the labour involved in programming new forms of pleasance overwhelming. Such activities required 'cognitive work' to learn and implement the smart home vision as described in a recent smart home trial (Hargreaves et al., 2017).

Most commonly, householders were practical and pragmatic about the benefits and pitfalls of home automation technologies. They saw these new forms of technological labour as a trade-off required to generate some benefits for their home, such as better convenience, improved aesthetics and/or improved entertainment options. However, unsurprisingly the elusive qualities of pleasance remained mostly inaccessible for households. Instead, the benefits of the smart home were

achieved through sometimes playful and at other times frustrating, costly and time-consuming efforts associated with installing, upgrading, monitoring and maintaining the smart home.

Discussion and conclusion

Our brief analysis reveals how smart homes can give rise to new forms of household labour and leisure, although not just the kinds currently imagined by proponents of the smart home.

In contrast to the promoted ambitions for householders to have more traditional leisure time (such as watching television or relaxing) by adopting home automation technologies, maintaining the smart home was a form of work and play for the households in our study – particularly men.

While this labour may reduce as technology improves and more integrated systems become available, it is still likely that households will still rely on a technical or digital 'guru' to troubleshoot problems (as they do now) and upgrade and update systems (or depend on external, outsourced services to do so if they can afford them).

There is a need to rethink the gendered visions and expectations associated with the smart home by more explicitly incorporating and pursuing gender equality as one of the smart home's ambitions. One obvious approach is to involve more women in the design and development of automated and smart technologies. It could also involve finding out what women want from smart homes, focusing on how to enhance or reduce traditional 'women's work' in the domestic sphere or creating spaces that support flexible working conditions. This pursuit would benefit from the involvement of traditionally female-dominated disciplines into the smart home design and policy conversation, such as social care, health care and sociology. Such approaches could prove fruitful in deviating from the dominant tech-centric trajectory permeating the smart home, to develop more gender inclusive visions of 'smart' domestic life.

Personal note after the interview

I've never used smart home devices. However, I can feel that there are still lots of side effects of using it. A wrong screen touch could make you spending more money by turning on or off electronics, and personal informations could leak from the AI devices. We need to design safe ways of use it before just selling the products. Hopefully, in the future, by well designed product & services, home chores feel no longer feel stressed and turn into give the customer pleasure and more time.

Interview

Have you ever used a smart home machine? Do you think you are using this well?

- I used smart home machine product from Amazon before called Amazon Alexa. The time when I used it, there was not enough feature available yet because other than play music, set the shopping list, appointment remainder or tell the weather today. Back then was different time when nowadays you can find pretty uch easily product integration with your smart home device such as light bulb, air conditioner, even refrigerator.

Do you think the use of smart home machines has made the housework easier and more convenient, or has it increased to other forms? (ex. An effort to better handle or manage it.)

- I think smart home device help to make housework easier, for example automate vacuuming by using robots to clean your house. Not only you can schedule the vacuum robot to clean, vacuum robot will also remind you through your smart home device if you didn't clean the house for long time. Smart home devices provide energy efficiency and time efficient.

Have you ever had a smart home machine but couldn,t use it because you didn't know how to use it?

- No, I haven't because they provided with sufficient product information.

Do you like to work with a smart home machine (to fix or set it up)?

- Yes, it was pretty interesting experience to set up the smart home machine. I got helpful information from the company and you can also get information about smart home machine everywhere on Google.

Have you experienced any inconvenience due to the differences in smart devices, systems? Or have you spent a lot of time learning from your smart device and new device systems because they are different?Do you have an idea of what kind of design you need to address these inconveniences or deal with them more conveniently? (Different methods, aesthetics, functions).

- At first, I spent a lot of time to familiarise myself with the system, because it was completely new thing for me. I used Amazon Alexa before and Google Home right now, both are totally different system, but I don't have to spend a lot of time to learn new system.

Do you have any ideas for smart home devices that you want to be designed?

- Maybe I will design smart home devices that integrate to smart bed that will adjust automatically on my sleeping position and utilise the feature that will help you to have good sleep all the time to avoid cramp when I wake up in the morning.