

fourth edition

SERVICE MANAGEMENT PRINCIPLES FOR HOSPITALITY AND TOURISM IN THE AGE OF DIGITAL TECHNOLOGY



Jay Kandampully | David Solnet | Anil Bilgihan

SERVICE MANAGEMENT PRINCIPLES^{FOR} HOSPITALITY AND TOURISM IN THE AGE OF DIGITAL TECHNOLOGY

FOURTH EDITION

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Kendall Hunt
publishing company



Goodfellow Publishers Ltd



Published by Goodfellow Publishers Limited,
26 Home Close, Wolvercote, Oxford OX2 8PS
<http://www.goodfellowpublishers.com>

British Library Cataloguing in Publication Data: a catalogue record
for this title is available from the British Library.

Library of Congress Catalog Card Number: on file.

ISBN: 978-1-915097-70-5

This book was previously published by Pearson Education, Inc.

This book is published in the United States of America by Kendall Hunt Publishing Company

Kendall Hunt
publishing company

www.kendallhunt.com

Send all inquiries to:

4050 Westmark Drive

Dubuque, IA 52004-1840

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Printed by Marston Book Services, www.marston.co.uk

Brief Contents

Introduction xvii

Acknowledgments xix

About the Authors xxi

- Chapter 1 Introduction: The Metamorphosis of Service 1**
- Chapter 2 The Nature of Service 35**
- Chapter 3 Service Quality 65**
- Chapter 4 Understanding and Engaging Customers 99**
- Chapter 5 Service Vision, Service Design, and the Service Encounter 125**
- Chapter 6 Service Marketing: Managing Customer Experience and Relationships 165**
- Chapter 7 Service Guarantees, Service Failure, and Service Recovery 207**
- Chapter 8 Managing and Engaging Employees in Service Organizations 233**
- Chapter 9 Leadership for Service Organizations 263**
- Chapter 10 Bringing Service Management to Life! Case Studies of Best Practice 299**

References 341

Index 357

Contents

Introduction	xvii
Acknowledgments	xix
About the Authors	xxi

Chapter 1 Introduction: The Metamorphosis of Service 1

Study Objectives.....	1
Outline.....	1
Key Words.....	2
Prologue	3
Transformation of service management principles in hospitality and tourism amid the covid-19 pandemic	3
<i>Introduction</i>	3
New principles of service management.....	3
<i>Health, safety, and hygiene</i>	3
<i>Technology integration and digitization</i>	3
<i>Flexibility and adaptability</i>	4
<i>Localized tourism and sustainable practices</i>	4
<i>Communication and transparency</i>	4
<i>Employee wellness and support</i>	4
Introduction	4
The service economy	5
Growth in the service sector.....	7
The scope/context of this book.....	9
Global tourism and hospitality.....	10
The growing importance of tourism	10
Changing patterns of tourism.....	13
Changing patterns in hospitality	13
Hospitality and tourism as service industries.....	14
Basic components of hospitality	15
Origins of the service management framework	18
Evolving from product management to service management.....	19
Servitization	20
Interdependency of service provision	20
Coordinated benefits	20
Components of a tourism service.....	21

Service interrelationship.....	22
Core and peripheral services.....	22
Applying service management theory.....	23
Service digitalization.....	24
Mini story of service digitalization: Ride-share services.....	29
Diverse expectations of service.....	29
Generational differences.....	30
Summary	32
Review Questions.....	33
Suggested Further Readings.....	33

Chapter 2 The Nature of Service 35

Study Objectives.....	35
Outline.....	35
Key Words.....	36
Introduction	37
Differences between product and service	37
Management implications for IHIP.....	38
Intangibility	39
What is <i>intangibility</i> ?	39
<i>The special importance of intangibility</i>	39
Implications with intangibility.....	41
1. <i>Difficulty in discriminating between one service offering and another</i>	39
2. <i>Perceiving the service purchase as involving high levels of risk</i>	41
3. <i>Seeking personal information regarding the reliability of service</i>	41
Heterogeneity.....	43
<i>Heterogeneity at various levels</i>	43
<i>Technology is not always helpful</i>	44
Mini case.....	44
Heterogeneity is not always a neagive.....	45
Implications with heterogeneity.....	46
1. <i>Variability according to the time, day, and service performer</i>	46
2. <i>Variability in brand standards at different locations</i>	46
Inseparability (of production and consumption)	47
<i>What is inseparability?</i>	47
<i>Inseparable during consumption</i>	47
<i>Inseparable during production</i>	47
<i>Inseparability and marketing</i>	48
Implications with inseparability.....	49
1. <i>Inseparability and quality</i>	49

2. <i>Inseparability and multiple consumption</i>	50
3. <i>Inseparability and value co-creation</i>	50
Perishability	51
<i>What is perishability?</i>	51
<i>Perishability and the importance of supply and demand</i>	51
<i>Ownership of a service</i>	53
Implications with perishability	53
Managing service supply and demand	54
Aspects of demand	54
1. <i>Variations in demand</i>	54
2. <i>Effect of demand on quality</i>	55
3. <i>Waiting and the psychology of waiting</i>	56
4. <i>Strategies for managing demand</i>	57
Aspects of supply (capacity)	59
1. <i>Capacity and quality</i>	59
2. <i>Maximum capacity and optimum capacity</i>	60
3. <i>Strategies for managing supply</i>	61
Summary	61
Review Questions	62
Suggested Further Readings.....	63

Chapter 3 Service Quality 65

Study Objectives.....	65
Outline.....	65
Key Words.....	66
Introduction	67
Historic perspectives on quality.....	68
The early days of quality control	68
Post-war (World War II) developments	68
The quality <i>gurus</i>	69
Dr. W. Edwards Deming (1900–1993)	69
Dr. Joseph M. Juran (1904–2008)	70
Philip Crosby (1926–2001).....	70
Economic impact of quality—Why quality is important.....	71
Product differentiation and competitive advantage.....	71
Market share and profitability.....	71
The cost of quality—Is it worth it?	71
The core ideas of TQM	72
Uniqueness of quality theory for service	74
Lacking a philosophy or conceptualization of service quality.....	74
But service is different.....	74
Looking to the customer	74
Outcomes of service quality	75
Customer satisfaction	75

Customer loyalty.....	76
The relationship between satisfaction and loyalty	76
Customer delight.....	77
Understanding service quality theory	78
Comparing expectations and performance	78
Confirmation and disconfirmation of expectations.....	78
Meeting or exceeding expectations	79
The effect of multiple consumption	80
Service-quality measurement—No easy task.....	81
The <i>Nordic</i> model (technical quality and functional quality)	83
Two-dimensional model (process and output quality)	85
<i>Process quality</i>	85
<i>Output quality</i>	86
<i>Two types of output</i>	87
The <i>Gap</i> principle and the <i>Gap</i> model.....	87
SERVQUAL model	89
<i>Zone of tolerance</i>	91
SERVPERF (multilevel models)	92
Electronic (web) service quality	93
Online service quality	93
The influence of technology on service quality	94
Summary	95
Review Questions.....	96
Suggested Further Readings.....	97

Chapter 4 Understanding and Engaging Customers 99

Study Objectives.....	99
Outline.....	99
Key Words.....	100
Introduction	100
The importance of understanding customers.....	101
Customer centricity/customer orientation	102
Guestology.....	103
Categories of customers	104
Listening to external customers.....	105
<i>The importance of customer information</i>	105
Leveraging technology to understand customer needs and wants	105
<i>Sentiment analysis tools</i>	105
<i>Predictive analytics</i>	106
<i>Customer-perception research</i>	106
<i>Utilizing customer information</i>	117
Listening to internal customers.....	118
<i>Internal service</i>	119

Employee research.....	120
Inseparability makes employees important	120
Management involvement	121
Employees as customer <i>advocates</i>	121
Linking internal and external customer research.....	122
Summary	122
Review Questions.....	123
Suggested Further Readings.....	123

Chapter 5 Service Vision, Service Design, and the Service Encounter 125

Study Objectives.....	125
Outline.....	125
Key Words.....	127
Introduction	127
Service vision	130
What is vision?	130
Vision statement vs. mission statement.....	130
What is service vision?	132
Set apart from the rest.....	132
Ingrained into the fabric	133
Customer focus	133
Service strategy.....	134
What is strategy?.....	134
What is a service strategy?	134
Everyone is involved.....	134
Service process.....	135
What is a service process?	135
Process as the <i>essence</i> of service.....	136
Service system.....	136
Process quality and output quality	137
Ultimately a management responsibility	137
Alignment: Vision, strategy, process, and system	138
Service system design	138
Perfecting the service system through design	138
What is service design?	139
Identifying design flaws	140
Design is a dynamic process.....	141
Creative thinking	142
Some practical examples.....	142
Restaurants	143
<i>McDonald's</i>	143
<i>Cactus Jack's</i>	143
<i>The Fat Duck</i>	143

Hotels	144
<i>Pod Hotels</i>	144
<i>Holiday Inn</i>	145
<i>Ritz-Carlton</i>	145
Leisure tourism	145
<i>Dreamworld</i>	145
The service encounter, <i>moments-of-truth</i> , and blueprinting	147
Features of the service encounter	148
<i>Customer as co-producer and co-creator of value</i>	148
<i>Challenges and stressors</i>	148
Managing the service encounter	150
Delivering the service promise—The critical moments-of-truth	152
The <i>cascade</i> in <i>moments-of-truth</i>	153
Service blueprinting	156
<i>The nature of a service blueprint</i>	157
<i>The line of visibility</i>	157
<i>Fail points and encounter points</i>	158
<i>Looking back and looking ahead</i>	159
<i>Blueprints within blueprints</i>	159
<i>Dreams and reality</i>	159
<i>Moments-of-truth remain crucial</i>	161
Summary	161
Review Questions	162
Suggested Further Readings.....	163

Chapter 6 Service Marketing: Managing Customer Experience and Relationships 165

Study Objectives.....	165
Outline.....	165
Key Words.....	167
Introduction	168
Toward a new marketing paradigm	168
What does marketing do?	168
How does marketing work?	169
A new integrated paradigm of service marketing.....	170
Integrating operations, marketing, and human resources	171
Marketing <i>distance</i> in manufactured goods.....	171
Marketing <i>experience</i> in service.....	172
Customer experience.....	172
Impact of pre-, during, and post-consumption of service.....	174
Pre-consumption marketing <i>becomes less important</i>	174
During consumption marketing <i>becomes most important</i>	174

Post-consumption marketing— <i>The unique role of promotion</i>	175
Operations, marketing, and human resources	177
An extended marketing mix for service	177
A new formulation required	177
Product.....	179
<i>What is a service product?</i>	179
<i>A process, not a physical object</i>	180
Price	180
<i>Pinning a price tag on the intangible</i>	180
<i>Price must reflect value</i>	180
<i>Price discrimination important in services</i>	180
<i>Putting a price on knowledge</i>	181
Promotion	181
<i>Traditional role of promotion</i>	181
<i>Promotion of production skills in service</i>	182
<i>Promotion of image</i>	182
Place	183
<i>Accessibility important in service</i>	183
<i>Timing and speed important in service</i>	184
People.....	184
<i>People intrinsic to service</i>	184
<i>Taking cues from employees</i>	184
<i>Taking cues from other customers</i>	184
Physical evidence	185
<i>No service is truly intangible</i>	185
<i>The importance of servicescape</i>	185
<i>Other physical evidence</i>	186
<i>Coordinating the physical evidence</i>	186
Process.....	186
<i>The significance of process</i>	186
<i>Customer-centric processes</i>	187
<i>Customized service processes</i>	188
Building and managing relationships and experiences.....	188
Service encounter triad	189
Internal marketing	190
<i>Compete for talent</i>	192
<i>Offer a vision</i>	193
<i>Prepare people to perform</i>	193
Relationship and experience marketing.....	193
<i>Why are relationships important in service organizations?</i>	193
<i>Service innovation through customer engagement</i>	195
<i>All relationships and experiences matter</i>	196

Co-innovation communities	197
What are co-innovation communities?	197
LEGO Ideas platform.....	198
Customer as an ambassador	199
<i>Apple</i>	199
Customer as an ambassador in the digital era.....	199
Service innovation	199
Leveraging technology in the food and beverage industry.....	200
Segmentation, targeting, and positioning (STP)	201
Mini case: Disney World	204
Summary	204
Review Questions.....	205
Suggested Further Readings.....	205

Chapter 7 Service Guarantees, Service Failure, and Service Recovery 207

Study Objectives.....	207
Outline.....	207
Key Words.....	208
Introduction	209
Service superiority: The basis for a competitive advantage	210
Reliability as the core of service quality	210
Perceptions of value	210
The two-way nature of <i>loyalty</i>	210
Empowering employees to <i>break the rules</i> to do the right thing.....	211
Service failure	212
Types of service failures.....	212
Recognizing service failures	213
Strategies for a competitive advantage	214
Service guarantees.....	214
<i>Perceptions of risk</i>	214
<i>What is a service guarantee?</i>	215
<i>Assurance of reliable service</i>	215
<i>Guarantees and mutual trust</i>	216
<i>Effective service guarantees</i>	218
<i>Guarantees, service delivery, and organizational feedback</i>	218
<i>Marketing benefits from service guarantees</i>	219
<i>Wider benefits of service guarantees</i>	219
<i>The dual role of service guarantees</i>	220
<i>Are guarantees always appropriate?</i>	220
Service recovery.....	221
<i>Retaining old customers or gaining new ones?</i>	221

<i>What is service recovery?</i>	222
<i>Service recovery is not just complaint handling</i>	222
<i>Doing it right the second time</i>	223
<i>The forgiving customer</i>	224
<i>The service recovery paradox</i>	224
<i>Justice and fairness theory</i>	225
<i>Types of service recovery options</i>	225
Learning from the experience	226
The importance of complementary strategies: Guarantees, empowerment, and recovery	226
Mini-case: Domino's delivery insurance program	227
The guarantee and its mechanics.....	227
Operational execution	228
Building customer trust and loyalty	228
Leveraging technology for service recovery and enhancement	228
Coordinating the strategies for a competitive advantage	229
Step 1: Identifying <i>fail points</i>	229
Step 2: Establishing and guaranteeing service standards	229
Step 3: Ensuring employee skills.....	230
Step 4: Developing a recovery strategy.....	230
Step 5: Obtaining feedback	230
Summary	230
Review Questions.....	231
Suggested Further Readings.....	232

Chapter 8 Managing and Engaging Employees in Service Organizations 233

Study Objectives.....	233
Outline.....	233
Key Words.....	234
Introduction	235
Setting the benchmark	236
Organizational psychology.....	237
What is human resource management (HRM)?.....	237
HRM in a service context	239
Why is HRM important?.....	239
Emotional labor.....	239
The internal work environment.....	240
<i>Organizational culture and service culture</i>	240
<i>Organizational climate and service climate</i>	243
Empowerment as an effective HRM practice	244
Theory X and Theory Y	246
Empowerment in place/practice	247

Benefits of effective HRM practices	249
Employee engagement.....	249
<i>Examples</i>	251
Organizational commitment.....	252
Links between employees, customers, and firm performance.....	253
Service-profit chain.....	253
Internal service quality	254
The role of technology in employee engagement	255
The use of performance management tools.....	256
The ability to collaborate between departments.....	257
The use of technology-based workgroups	257
Employee training and education.....	257
Human-centric innovation	258
Summary	258
Review Questions.....	259
Suggested Further Readings.....	259

Chapter 9 Leadership for Service Organizations 263

Study Objectives.....	263
Outline.....	263
Key Words.....	265
Introduction	265
Defining leadership	266
The leader as more than a manager.....	266
The leader who serves with style.....	267
Situational leadership	267
The transactional leader.....	268
The transformational leader	269
The servant leader.....	270
The leader as an emotionally intelligent person.....	270
Defining emotional intelligence	270
The importance of emotional intelligence.....	270
The latest understanding of emotional intelligence	272
The links between emotional intelligence and leadership	272
<i>Dimensions of emotional intelligence</i>	273
<i>Developing EQ</i>	273
<i>EQ and the leader</i>	274
The leader as an authentic person	274
The leader as team builder	276
Defining teams, team development, and team leadership	277
Fostering team effectiveness	277
Diagnosing a team.....	277
Dysfunctions in a team.....	277

Team dynamics.....	278
Leading a high-performance team	278
A team charter	278
The leader as a mentor	279
What is the difference between mentoring, counselling, and coaching?	279
How do you mentor?.....	280
The GROOW model.....	280
Why mentor?	281
When is mentoring helpful?	281
What are mentoring competencies?	282
Final messages for the mentor	282
The leader as an ethical exemplar and trust-builder	283
Being ethical as a leader	283
Being trustworthy as a leader	285
<i>The nature of trust</i>	285
<i>Trust management</i>	286
The leader as a change agent	286
Leading change.....	286
Being a transformational change agent.....	287
The leader as a strategist and culture-builder	288
The leader of today	290
An integrating model of service leadership	291
Mini case: Google	291
Leadership styles	292
Conclusion	293
Final story.....	293
Summary	294
Review Questions.....	295
Suggested Further Readings.....	295

Chapter 10 Bringing Service Management to Life!

Case Studies of Best Practice 299

Outline.....	299
Introduction	300
Case studies from Australasia	301
1. Long Beach Hotel, Mauritius	301
2. Cactus Jack's Restaurants, Australia	303
3. Emporium Hotel, Australia.....	306
4. Spicers Retreats, Australia	308
5. Haidilao, China	310
6. Hotel ICON, Hong Kong	313
7. Pun Pun Sustainable Living and Learning Centre, Thailand	315

Case studies from Europe.....	318
8. Bio-Hotel Stanglwirt, Austria	318
9. Best Western Premier (BWP) Hotel Slon, Slovenia	319
10. Strand Spa and Conference Hotel, Estonia	322
Case studies from North America.....	324
11. Starbucks, United States of America	324
12. Four Seasons Hotels and Resorts, United States of America.....	326
13. Cameron Mitchell Restaurants, United States of America.....	327
14. The Greenbrier, United States of America	329
Video Cases.....	331
1. Airbnb	331
2. Google Travel.....	333
3. Meliá Hotels	334
4. Hilton.....	335
5. The Henn-na Hotel	336
Summary	338
Suggested Further Readings.....	338

References 341

Index 357

Introduction

Welcome to the *fourth edition* of our textbook! This is a management textbook about a special and vital kind of management—service management. The content of this book was developed through many years of teaching service management mainly to hospitality and tourism management students. This update ensures that the content of this book remains current and includes references and examples about how service organizations can capitalize on, or are impacted by, ongoing technological and social changes impacting the world, such as the sharing economy, social media, mobile and wearable technologies, online communities, and many others. In fact, this fourth edition offers a significant uplift in the way technology impacts all of the service management principles in the book, with countless new examples, links and cases. The importance of technology to service management led to our great fortune of adding Dr Anil Bilgihan to the authorship team, as he has exceptional knowledge and expertise in all things digital! This edition acknowledges the far-reaching impact of the COVID-19 pandemic, which has significantly altered or accelerated technological innovations in the sector. The pandemic has reshaped the landscape of labor and workforce in services, underscoring the importance of resilience and adaptability in service delivery. It has prompted a reevaluation of workforce strategies and hastened the adoption of remote working and digital collaboration tools. These developments have profound implications for service management, highlighting the need for a nuanced understanding of workforce dynamics in the current era. Additionally, this update reflects on the way the pandemic has transformed various technological aspects across the field. The impetus for this edition is the rapid evolution of technology and social changes that are impacting the world today. From the rise of the sharing economy to the pervasive influence of social media, and from the widespread adoption of mobile and wearable technologies to the emergence of online communities, the service sector is undergoing a transformative phase. This edition captures these pivotal changes, offering significant insights into the interplay between technology and service management principles. Our research and teaching interests and perhaps more importantly—our collective industry experiences—have led us to a strong belief that service management theory provides a vital conceptual framework with near perfect applicability in hospitality and tourism. We know of only a precious few resources such as this book that provide a framework for applying service management theory to hospitality and tourism.

Our shared philosophy in writing this book has been to convey our own journey through service management and the way in which our passion for this subject has developed over the years. The three of us have come to realize the magical fit between service management and its applicability to hospitality and tourism (noting that many service researchers use hospitality and tourism as critical contexts to understand new ideas, frameworks and theories). Our mission ever since has been to explore this passion, to continue to learn, and to make sharing this passion a life commitment. Post pandemic, this passion is even more salient about the way managers can learn to improve themselves, their effectiveness and organizational performance. This same passion is shared by the great team of support staff who helped with this revision. *This book is one vehicle upon which we share our passion with others.*

We realize that there are many business courses in your study program that are also important. Who can manage a business without accounting and financial management skills? Marketing skills? Understanding business law? But in today's business world, dominated by the service sector and with a very significant focus on service and experiences, the standard management principles of yesterday are simply insufficient. Although the traditional management and marketing principles are *necessary*, there is a new management fundamental—service management—that any student, particularly with aspirations for working in a service sector such as hospitality and tourism—must fully understand and embrace.

This book introduces the reader to a range of interrelated topics which are fundamentally critical to success in service enterprises. These principles apply not only to service businesses, as nearly every business today has multiple service components embedded within their offer. Businesses can be primary service providers, or can use service as an important way to add value and gain competitive advantage and differentiation.

You will notice that many of the topics in this book are interrelated. Like Ghandi once said about the human body, “it is all connected . . . you cannot have a problem in one part of the body that does not affect the rest . . .”. So bringing the topics of this textbook into the best possible sequence was challenging. We hope readers will find the sequence we have chosen logical.

The title of this book includes the word ‘principles’. Why principles? Many of us remember our science training in school, such as chemistry. Learning chemistry requires some very basic understanding of the ‘periodic table of elements’. Similarly, athletes cannot become elite in any sport without first learning the basics. This book is about the principles—the basics—of service management. Without sound knowledge and mastery of these basics, it is not possible to effectively and efficiently manage a service organization.

This book is a journey, surveying many topics covering operations, marketing, and human resources—all of which are capable of being effectively incorporated into any hospitality and tourism organization. Each chapter includes many examples, review questions, mini case studies, and a selected reading list for that chapter. A full bibliography is also provided. Finally, this book has a web portal. We encourage instructors to use the portal for access to PowerPoints, updated readings, case studies, and further practice questions.

Thank you for allowing us the opportunity to share our passion with you!

With our warmest regards,

Jay Kandampully, David Solnet, and Anil Bilgihan

And on behalf of our support team

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P.S. We welcome your suggestions as we continue to evolve this book.

Acknowledgments

Writing a textbook requires effort and sacrifice from many. Those closest to us, our families, often give up time to support the efforts put forth. Jay acknowledges Ria's continued love and encouragement. David offers his heartfelt thanks to his wife, Barbara, and daughter, Lola, for their endless understanding (and tolerance) about the time commitment required for undertaking this task. Anil extends his deepest gratitude to his colleagues and students for their invaluable insights, and to his dedicated mentors for their unwavering guidance and profound influence.

This textbook has continually benefited from some invaluable research support. In particular, we acknowledge Siobhan Rees and (now) Dr Maria Golubovskaya (now at Griffith University, Queensland, Australia). Both of these former service management students became passionate about the topic, and were integral in the revisions in this and the prior edition. Both helped revise references, assisted with the development of new topics, searched for new stories and anecdotes to support the introduction of ideas and theories, helped with the development of the cases, assisted with the flow of each chapter, helped with indexing and table of contents, and performed many other vital tasks.

Jay? We also acknowledge and thank Dr. Tingting (Christina Zhang) an associate professor at Rosen College, The University of Central Florida. She was a vital contributor of five cases and sourced many other pieces of information. Greg Latemore, a consultant and leadership expert, so kindly assisted in the development and writing of Chapter 9 (Leadership for Service Organizations). And finally, we thank our thousands of past students who inspired us through the way we 'co-create' excitement for this subject in the classroom, and of course our hundreds of service management academic colleagues who endlessly stoke our knowledge through their research and presentations at conferences.

About the Authors

David Solnet, PhD, is a Professor of Service Management and Service Work at the University of Queensland Business School. He comes from a restaurant background, with over 18 years of experience including senior management roles in the USA and Australia and is recognized internationally for his research, teaching and consulting, all focused on managing and leading service organizations and frontline service workers. He has published over 50 academic peer reviewed articles, nearly all in Q1 journals (with over 7000 Google Scholar citations and an h-index of 38) as well as numerous industry reports, media stories and government reports, books and book chapters, mainly focused on service work and employment. He works closely with the University Deputy Vice Chancellor-Academic's (DVCA) portfolio providing ongoing advice on improving student experience and building a student-focussed culture within the student affairs area. He has developed and delivered many executive education and MBA-level programs on customer experience and service quality and consults to government and industry regularly. He also developed UQ's first ever fully online Master's degree (Master of Leadership in Service Innovation on the prestigious edX platform), helping develop senior executives from all around the globe. His industry expertise brings contemporary real work challenges and practices into his teaching, research and service, harmonising theory and practice and ensuring relevance.



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Enhancing Experience and Value through Service Management; and the lead editor of the book, *Service Quality Management in Hospitality, Tourism and Leisure* (translated into Chinese, Korean, and Arabic). Jay has published over 140 articles (with over 19,000 Google Scholar Citations). His publications have appeared in journals such as *Journal of Service Management*, *European Journal of Marketing*, *Cornell Hospitality Quarterly*, *The Service Industries Journal*, *Journal of Services Marketing*, *Managing Service Quality*, *Journal of Consumer Behaviour*, *Journal of Advertisement*, *Journal of Business Research*, *Journal of Interactive Marketing*, *Tourism Management*, *The Journal of Product & Brand Management*, *International Journal of Hospitality Management*, and *Contemporary Hospitality Management*, to name a few.

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