Column 10 Family: Service, Value, and Experience

Expands column 10 of the Periodic Table of Marketing Strategy, Version 1.0. 50 constructs in 12 families across the parent's 7 eras, plus 10 open positions. Outlined spine cells are the parent's own cells and keep their parent symbol and number.

ell: satellite number, influence pips (within the stream), block code, then symbol, construct, and anchor works (alphabetical).

Formulation, content · **FP** Formulation, process · **IC** Implementation, content · **IP** Implementation, process

Inputs: resources and sets · **OUT** Outputs: performance · **ENV** Environment and context

landmark ■■□ major ■□□ emerging or specialized · open position · parent spine cell

	A · FIELD AND QUALITY		B · DELIVERY			C · RELATIONSHIPS AND INNOVATION			D · LOGIC, EXPERIENCE, TECHNOLOGY		E · OUTCOMES
	1 Services Foundations	2 Service Quality	3 Service Encounter and Servicescape	4 Satisfaction and Value in Services	5 Service Failure and Recovery	6 Internal Marketing and Service Employees	7 Relationships and Loyalty in Services	8 Service Design and Innovation	9 Service-Dominant Logic and Cocreation	10 Customer Experience and Journey	11 Service Technology and AI	12 Service Productivity and Profitability
PERIOD 1 Foundations to 1969	S1 ■□□ ENV **Sr** Service Revolution — Rathmell, 1966; Regan, 1963											
PERIOD 2 Planning 1970s	S2 ■■■ FC **Sx** Services Marketing — Shostack, 1977 = P17, column 10					S3 ■□□ IP **Sj** Selling Jobs to Employees — Sasser and Arbeit, 1976						S4 ■■□ IC **Is** Industrialization of Service — Levitt, 1972
PERIOD 3 Competitive Advantage 1980s	S5 ■■■ FC **Ih** Service Characteristics — Lovelock, 1983; Zeithaml, Parasuraman, and Berry, 1985	S6 ■■■ OUT **Sq** Service Quality — Grönroos, 1984; Parasuraman, Zeithaml, and Berry, 1985, 1988 = P32, column 10	S7 ■■■ IP **Ec** Service Encounter — Solomon et al., 1985	S8 ■■■ OUT **Pv** Price, Quality, and Value — Zeithaml, 1988	S9 ■■□ OUT **Cc** Complaint Behavior — Singh, 1988	S10 ■■□ IP **Ie** Internal Marketing — Berry, 1981	S11 ■■■ FC **Rl** Relationship Marketing — Berry, 1983	S12 ■■□ IC **Bl** Service Blueprinting — Shostack, 1984, 1987	S13 ■■□ FC **Ir** Interactive Relationships — Gummesson, 1987			
PERIOD 4 Orientation and Relationships 1990s	S14 ■■□ ENV **Ff** Field Formation — Berry and Parasuraman, 1993; Fisk, Brown, and Bitner, 1993	S15 ■■■ OUT **Pf** Performance-Based Quality — Cronin and Taylor, 1992	S16 ■■■ IC **Ss** Encounter Evaluation and Servicescape — Bitner, 1990, 1992	S17 ■■■ OUT **Cv** Customer Value — Woodruff, 1997 = P47, column 10	S18 ■■■ IP **Rv** Service Recovery — Hart, Heskett, and Sasser, 1990; Smith, Bolton, and Wagner, 1999; Tax, Brown, and Chandrashekaran, 1998	S19 ■■□ IP **Ce** Contact Employee Management — Hartline and Ferrell, 1996; Schneider and Bowen, 1995	S20 ■■■ IP **Lb** Relational Benefits and Loyalty — Berry, 1995; Gwinner, Gremler, and Bitner, 1998; Zeithaml, Berry, and Parasuraman, 1996	S21 ■□□ FC **Nd** New Service Development — de Brentani, 1989; Johne and Storey, 1998	S22 ■■□ FC **Nl** Relationship Paradigm Shift — Grönroos, 1994	S23 ■■□ ENV **Ee** Experience Economy — Pine and Gilmore, 1998	S24 ■□□ IC **Ts** Technology-Based Self-Service — Dabholkar, 1996	S25 ■■■ OUT **Pc** Service-Profit Chain — Heskett et al., 1994; Reichheld and Sasser, 1990; Rust, Zahorik, and Keiningham, 1995
PERIOD 5 Assets and Accountability 2000s	S26 ■■□ FC **Np** Beyond IHIP — Lovelock and Gummesson, 2004	S27 ■■□ OUT **Hq** Hierarchical Service Quality — Brady and Cronin, 2001	S28 ■□□ IP **Rr** Customer-Employee Rapport — Gremler and Gwinner, 2000	S29 ■■■ OUT **Qv** Quality, Value, and Satisfaction Effects — Cronin, Brady, and Hult, 2000	S30 ■■□ OUT **Rx** Recovery Paradox — Maxham and Netemeyer, 2002; McCollough, Berry, and Yadav, 2000	S31 ■■□ FP **Ot** Service Orientation — Homburg, Hoyer, and Fassnacht, 2002	S32 ■■■ IP **Rf** Relationship Marketing Effectiveness — Palmatier et al., 2006; Verhoef, 2003	S33 ■■□ FC **Si** Service Innovation — Berry et al., 2006; Bitner, Ostrom, and Morgan, 2008	S34 ■■■ FC **Sd** Service-Dominant Logic — Grönroos, 2006; Vargo and Lusch, 2004, 2008 = P65, column 10	S35 ■■□ OUT **Xr** Experience Creation — Meyer and Schwager, 2007; Verhoef et al., 2009	S36 ■■■ IC **Sf** Self-Service Technology — Bitner, Brown, and Meuter, 2000; Meuter et al., 2000	S37 ■■□ OUT **Rq** Return on Quality — Rust, Moorman, and Dickson, 2002
PERIOD 6 Engagement and Networks 2010s	S38 ■■□ ENV **Rp** Service Research Priorities — Ostrom et al., 2010, 2015		S39 ■□□ IP **Ek** Service Encounter 2.0 — Larivière et al., 2017	S40 ■■□ OUT **Tw** Transformative Service — Anderson et al., 2013	S41 ■■□ OUT **Ch** Complaint Handling Effects — Gelbrich and Roschk, 2011	S42 ■□□ IP **Cj** Service Climate — Hong et al., 2013	S43 ■■□ OUT **Sl** Satisfaction-Loyalty Link — Kumar, Pozza, and Ganesh, 2013	S44 ■□□ IC **Ds** Multilevel Service Design — Patrício et al., 2011	S45 ■■■ FC **Vc** Value Cocreation and Ecosystems — Grönroos and Voima, 2013; Vargo and Lusch, 2016	S46 ■■■ OUT **Cx** Customer Experience — Lemon and Verhoef, 2016 = P83, column 10	S47 ■■■ ENV **Ar** AI and Service Robots — Huang and Rust, 2018; Wirtz et al., 2018	S48 ■■□ OUT **Pt** Service Productivity — Rust and Huang, 2012
PERIOD 7 Frontier 2020s	S49 ■□□ ENV **Tt** Service in Turbulent Times — Ostrom et al., 2021	open position ? *Quality of AI-delivered service*	open position ? *Encounters with non-human agents*	open position ? *Value in AI-mediated service*	open position ? *Recovery by automated agents*	open position ? *Frontline employees alongside AI*	open position ? *Loyalty in subscription and platform services*	open position ? *Design for hybrid human-AI journeys*	open position ? *Cocreation with AI agents*	open position ? *Experience across human and AI touchpoints* = column 10 open position	S50 ■□□ ENV **Ea** AI in Service Engagement — Huang and Rust, 2021	open position ? *Service productivity with AI*

How to read. Rows, block colors, and tier marks follow the parent table; tiers are judged within the stream. Down a column follows one family through time; across a row shows what the stream studied in an era. Spine cells may carry added anchors under the satellite's inclusion rule, which admits the stream's own journals and the outlets in which its defining statements appeared.

Placements, anchors, and tiers are editorial judgments, and anchors are entry points rather than a complete record of any stream. Anyone who uses or adapts this table is responsible for verifying its contents against the original works.

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