1. **Accelerating employee-related scholarship in service management: Research streams, propositions, and commentaries**

Subramony, Mahesh; Ehrhart, Karen; Groth, Markus Holtom; ; Brooks C; van Jaarsveld, Danielle D; Yagil, Dana; Darabi, Tiffany; Walker, David; Bowen, David E; Fisk, Raymond P; Grönroos, Christian; Wirtz, Jochen


An acceleration of employee-related scholarship in service management shows that the commentaries from the distinguished scholars further integrate the work with key concerns within service management including technology-enablement, transformative services, and service strategy. The purpose of this paper is to accelerate research related to the employee-facets of service management by summarizing current developments in multiple research streams, providing propositions, and articulating new directions for theory and empirical inquiry. Seven scholars provide short reviews of the core topics and findings from four employee-related research streams – collective turnover, service climate, emotional labor, and occupational stress; and generate propositions to guide future theoretical and empirical work. Four distinguished service scholars – David Bowen, Ray Fisk, Christian Grönroos, and Jochen Wirtz comment upon these research streams and provide future directions for accelerating employee-related research in service management. All four research-streams yield insights that have the potential to advance service management research. Commentaries from the distinguished scholars further integrate this work with key concerns within service management including technology-enablement, transformative services, and service strategy. (Emerald)


2. **Are service marketing models really used in modern practice?**

Kauppinen-Räisänen, Hannele; Grönroos, Christian


The purpose of the paper is to explore how service marketing knowledge is applied in practice. It introduces some ideas about how to bridge the gap between scholarly knowledge and business practices, and thereby opens up the conversation between service marketing scholars and management practitioners. This qualitative study focusses on four concepts of service marketing (service quality, servicescape, internal marketing and augmented service offering). Knowledge use is studied according to...
the degree service marketing knowledge is applied at symbolic, conceptual and instrumental levels. Four firms are involved. Service marketing knowledge was acknowledged within the firms. However, the application of the knowledge in practice was limited, resulting in shortcomings and negative consequences in terms of marketing outcomes. Hence, the knowledge was used mainly symbolically and conceptually, and the instrumental use of the knowledge was limited. By comparing the current use of knowledge to the levels of knowledge, the findings contribute to the understanding of why shortcomings of knowledge use develop and the study introduces ideas about how to bridge the gap between service marketing knowledge and business practices. Using this approach, the study contributes to the debate on knowledge “translation,” transfer, exchange and sharing between scholars and practitioners. (Emerald) https://www.emeraldinsight.com/doi/full/10.1108/JOSM-06-2014-0164

3. Can Agile, Lean and ITIL Coexist?
Rahman, Nayem; Smith, Aaron
Information Technology Infrastructure Library (ITIL) is frequently perceived as overly wordy and bureaucratic while Agile and Lean methodologies are often positioned as a rejection of heavy handed process and governance. But IT Service Management, Agile, and Lean are all focused on the same thing: How to get valuable work done quickly and efficiently in the complex world of IT in order to enable a business's competitive edge. Delivering IT solutions at the speed-of-business while maintaining quality, performance and availability of the Live Environment is a constant balancing act among simultaneous constraints. ITIL, Agile and Lean all contain best-practices to define and manage these constraints and the contexts in which they exist. The authors will compare and contrast the core of these methodologies to show how they align with the goal of providing a roadmap for successful implementation and coexistence. (Ebsco)

4. Challenges and Directions in Service Management Automation
Keller, Alexander
Journal of Network and Systems Management, October 2017, Vol. 25, No.4, pp.884-901
Research teams and IT service providers are continuously increasing the degree of Automation in Hybrid IT environments spanning multi-provider Clouds as well as traditional IT. Automation and Cognitive Systems are widely regarded as the foundation for improving the productivity as well as the quality of Service Delivery. At the same time, Hybrid IT deployments are being subject to a variety of challenges in large deployments on a global scale. Based on our experience of running a service practice that delivers IT Service Management in Hybrid IT environments to customers worldwide, this paper will review the challenges and directions in implementing Integrated Network, Systems and Service Management technologies and point out gaps encountered in current tools and implementations. This is fueled by the desire of Service Providers to evolve Automation from a development activity to an approach focusing on recording and storing the practices of the best system administrators and further on to a cognitive activity where the management system learns over time which actions need to be undertaken under a given set of circumstances. By means of real-life examples, we identify candidate concepts and technologies that will help us build the next generation of Integrated Network, Systems and Service Management. (Ebsco)

5. Enabling a culture for IT services; the role of the IT infrastructure library
Eikebrokk, Tom Roar; Iden, Jon
Building on process management and service climate theories, this paper investigates the pertinent issues of whether firms that implement ITIL best practices for IT service management will also experience growth in their process management activities and IT service climate. First, ITIL practices imply that processes in the IT department should be managed on a daily basis; without process management, ITIL will fail beyond its initial implementation. Second, two of the main reasons for adopting ITIL are to become a service-oriented organisation and to deliver IT services that meet business needs. Thus, we hypothesise that as
the implementation status of ITIL increases, process management and IT service climate will be enhanced. Using data from 161 Nordic IT functions, we found empirical support for the hypotheses, indicating that ITIL is a management tool for influencing behaviour in service production that strengthens the IT service climate directly and indirectly through process management. As such, ITIL represents both an alternative and a complement to service management initiatives focusing on IT service climate. We discuss implications and suggest avenues for further research. (Ebsco)

6. **Firm self-service technology readiness**  
Ramaseshan, B; Kingshott, Russel Philip; Stein, Alisha  
Technological advances and new business models have contributed to the usage of self-service technology (SST) by firms. As SST continues to create organizational efficiencies, firms have jumped on the bandwagon without considering their own readiness to use SST. To date, there has been no systematic attempt to develop a valid scale of firm SST readiness and assess its influence on firm performance. The purpose of this paper is to present and validate a multidimensional firm SST readiness scale. A series of studies was conducted for the development and validation of the firm SST readiness scale. Study 1 included generating items from semi-structured interviews with managers and an extensive literature review. Study 2 comprised item reduction and identifying the dimensionality of the scale through exploratory factor analysis (n=177 participants from service organizations). The reliability and validity of the scale were tested in Study 3 by performing confirmatory factor analysis using data obtained from managers of service organizations in the USA (n=257). Study 4 measured the predictive validity of the firm SST readiness instrument using several structural models. This paper proposes a new multidimensional construct labelled “firm SST readiness”, consisting of four dimensions: managerial acquiescence, customer alignment, employee engagement, and channel integration. The predictive validity of the new scale on two key firm outcome variables: customer value and firm performance is also demonstrated. (Emerald)  

7. **Forget “Blind Leading the Seeing” – Improving Public Service Management**  
Taponen, Suvituulia; Kauppi, Katri  
The aim of this research is to identify the most effective public service management approaches for outsourced services. Our focus is on the phases of transition and service management post provider selection. To reach this aim, comparative case studies across sectors were conducted. The studied cases indicate that managing an outsourced service should not be a separate area of public management research nor practice, but rather a part of service management. Best practices in (outsourced) public service management are provided. Management focus on transition phase after provider selection, performance measurement, and evaluation will bring efficiency to public sector service production. (Ebsco)

8. **Information technology service management models applied to medium and small organizations: A systematic literature review**  
Melendez, Karin; Dávila, Abraham; Pessoa, Marcelo  
Computer Standards & Interfaces, August 2016, Vol.47, No.1, pp.120-127  
The main responsibility of the Information Technology Service Management (ITSM) as an organization is to provide services in high level quality. That implies that the services will be an appropriate service and it will ensure continuity. In this context, the organization needs to adopt the best practices in service management to be more efficient and competitive. Some ITSM models collect the best practices of recognized organizations. These models are mainly applied by large organizations. (OBJECTIVE) The objective of this study is to gather experiences in the application of ITSM models in small organizations. (METHODS) To achieve this objective a systematic literature review was performed. (RESULTS) We found primary studies applied to IT areas from some large and medium companies but there is a few in small companies’ context. (CONCLUSION) During the SLR we have identified some improvements and
difficulties in many organizations, we have founded when applying ITSM models. The principal difficulty was the lack of knowledge of its personnel and consultants have, for adopting a model. On the other hand, companies who succeeded in the application of an ITSM model, had founded some benefits, such as processes improvement, higher user satisfaction, and service cost and time reduction. (Ebsco) https://www.sciencedirect.com/science/article/abs/pii/S0920548915001166

9. **Innovative decision support for IT service management**
Shrestha, Anup; Cater-Steel, Aileen; Toleman, Mark
The IT Service Management (ITSM) industry has defined processes as best practices in the widely-accepted IT Infrastructure Library (ITIL®) framework. However, there are few tools available to provide decision support to IT Service Managers who wish to improve service management processes. It is essential to assess the current capability of processes before process improvements are planned. Our research addressed the problems of the lack of transparency and the need for efficiency in ITSM process assessment. Using the Design Science Research methodology, we developed an innovative Software-mediated Process Assessment (SMPA) approach that automates assessment of ITSM processes and supports the decision-making of IT Service Managers. The SMPA approach includes process selection, an online survey to collect assessment data, measurement of process capability and specific recommendations for managers to commence process improvement. We implemented a decision support system (DSS) to automate the SMPA approach and evaluated it at two IT service providers. The evaluations indicated that the SMPA approach supports decision-making on process improvements. In the future, data analytics performed on the assessment data can help IT managers to analyse and visualise the ‘big data’ of process knowledge. (Ebsco) https://www.tandfonline.com/doi/full/10.1080/12460125.2016.1187424

10. **Investigating Critical Success Factors in Implementing ITIL Framework: The Case of a Developing Country**
Ravasan, Ahad; Mohammadi, Mohammad; Hamidi, Homa
Nowadays, many organizations adopt Information Technology Service Management (ITSM) best practices to enhance their IT service related processes. Although many organizations have adopted ITSM frameworks such as Information Technology Infrastructure Library (ITIL), not all have been successful. Keeping this in mind, this paper seeks to identify Critical Success Factors (CSFs) that impact on successful implementation of ITSM frameworks with a focus on ITIL in Iranian organizations as a case of a developing country. Hence, based on a mixed method, at first, with the semi-structured interviews and literature review, 22 success factors were identified. Following that, a questionnaire was developed and sent out to domain experts. Next, robust Exploratory Factor Analysis (EFA) was run for analyzing data and establishing construct validity which finally classified critical success factors into five groups named as “organizational”, “human resources”, “project management”, “managerial” and “process”. The findings of this study have provided a very useful reference for IT standardization scholars and practitioners to identify the important issues of ITSM frameworks implementation projects in their research and practice. (Ebsco) https://www.igi-global.com/article/investigating-critical-success-factors-in-implementing-itil-framework/148743

11. **Knowledge management and business strategy: Communities of practice can give you that competitive edge**
Hinton, Brad
Strategic Direction, 2015, Vol. 31, No.9, pp.25-28
To investigate attitudes towards knowledge management (KM) in creative professional service firms (PSFs) and explore the role of communities of practice as a way to leverage expertise within the firm. Presents a single-firm case study of a medium-sized architectural practice in New Zealand. There is an old
country saying along the lines that “muck and money should be spread around if they are to do any good” – and the same could very well be said about knowledge. Knowledge is an essential tool for PSFs. In areas like architecture, software development or media, being able to bring together expert creative knowledge is what gives PSFs their competitive edge. Suggests opportunities for further research to extend the generalizability of findings by extending the study to a greater number of creative PSFs in a range of countries. Proposes a framework linking KM strategies based on codification and personalization with the overall business strategy of the organization through the use of communities of practice (CoPs). (Emerald)

https://pdfs.semanticscholar.org/acaf/c6ee28969351ab81d6f0f69f3d33d1f8b2cf.pdf

12. Lesson Learned and Best Practice Management: A Tool to Support the Enterprise

Latino, Maria Elena; Corallo, Angelo; Capone, Ilaria; Martino, Danilo; Trifoglio, Antonella
Knowledge and Process Management (formerly Business Change and Re-engineering), July 2016, Vol.2, No.3, pp.230-244
This paper describes SKILLS—Sharing Knowledge in Lesson Learned System, a solution composed by a web-based tool and a business process that supports the enterprise in managing and sharing Lessons Learned and Best Practices. SKILLS follows a community based approach, increasing the percentage of explicit knowledge. The solution deals with real issues in Aerospace Company domain, following a methodology composed by three main phases: Analysis of operative contest; analysis of Processes and needs and Solution Development. Starting from a context analysis, conducted using interviews, we identify the company needs. Then, we propose a new Lesson Learned and Best Practice management process, and we explain the functionalities of SKILLS, a tool useful to solve the issues identified and satisfies the company needs. Several users can access to two types of services: the first one oriented to contents (discussion, lesson, lesson learned, best practice) creation and validation, the second one more oriented to horizontal functionality (advanced search, tagging and categorization, user profiling, user page, instant communication). SKILLS covers all activities of Lesson Learned and Best Practice management process, following a collaborative approach, where a community of knowledge workers share knowledge and know-how and solve operative issue, enabling the externalization process of SECI model. (Ebsco)

13. Showcasing the diversity of service research: Theories, methods, and success of service articles

Benoit, Sabine; Scherschel, Katrin; Ates, Zelal; Nasr, Linda; Kandampully, Jay
The purpose of this paper is to make two main contributions: first, showcase the diversity of service research in terms of the variety of used theories and methods, and second, explain (post-publication) success of articles operationalized as interest in an article (downloads), usage (citations), and awards (best paper nomination). From there, three sub-contributions are derived: stimulate a dialogue about existing norms and practices in the service field, enable and encourage openness amongst service scholars, and motivate scholars to join the field. A mixed method approach is used in combining quantitative and qualitative research methods while analyzing 158 Journal of Service Management(JOSM) articles on several criteria such as their theory, methodology, and main descriptive elements (e.g. number of authors or references) and then using automated text analysis (e.g. investigating the readability of articles, etc.). The results show that the JOSMpublishes a large variety of articles with regard to theories, methods of data collection, and types of data analysis. For example, JOSMhas published a mixture of qualitative and quantitative articles and papers containing firm-level and customer-level data. Further, the results show that even though conceptual articles create the same amount of interest (downloads), they are used more (citations). (Ebsco)

14. The rhetoric of “knowledge hoarding”: a research-based critique

Trusson, Clive; Hislop, Donald; Doherty, Neil F
Journal of Knowledge Management; October 2017, Vol.21, No.6, pp.1540-1558
Purpose: This paper responds to a recent trend towards reifying “knowledge hoarding” for purposes of quantitative/deductive research, via a study of information technology (IT) service professionals. A "rhetorical theory" lens is applied to reconsider “knowledge hoarding” as a value-laden rhetoric that directs managers towards addressing assumed worker dysfunctionality. A qualitative study of practicing IT service professionals (assumed within IT service management "best practice" to be inclined to hoard knowledge) was conducted over a 34-day period. Twenty workers were closely observed processing IT service incidents, and 26 workers were interviewed about knowledge-sharing practices. The study found that IT service practice is characterized more by pro-social collegiality in sharing knowledge/know-how than by self-interested strategic knowledge concealment. The study concerns a single occupational context. The study indicates that deductive research that reifies "knowledge hoarding" as a naturally occurring phenomenon is flawed, with clear implications for future research. Practical implications: The study suggests that management concern for productivity might be redirected away from addressing assumed knowledge-hoarding behaviour and towards encouraging knowledge sharing via social interaction in the workplace. Originality/value: Previous studies have not directly examined the concept of knowledge hoarding using qualitative methods, nor have they considered it as a rhetorical device. (Ebsco)  

15. Toward an Agile IT Service Management Framework  
Verlaine, Bertrand  
Service Science: A journal for the Worldwide Service Science Community, December 2017, Vol.9, No.4, pp.263-274  
For a couple of decades, information technology (IT) as well as its management have been evolving toward more agility. Cloud computing and service-oriented computing have enabled increases in the agility of, respectively, the hardware and the software components of IT services. Similarly, companies more and more often use agile methods for managing their IT projects. This means that many IT organizations can follow the values and principles of the Agile theory, which shares many similarities with service science. However, regarding the management of IT operations, existing solutions are largely process oriented and focus on the control and respect of the initial commitments. Therefore, these solutions, called IT service management (ITSM) methods, are not aligned with the agile values and principles. In response, we propose the basics of a future agile IT service management framework. To do so, we revisit the agile values and principles applied in the software development to best suit the ITSM context. We also identify some practices applied in the current ITSM methods that (partially) block the evolution toward more agility in ITSM. These practices are discussed and rewritten accordingly. (Ebsco)  

16. Virtualising Process Assessments to Facilitate Continual Service Improvement in IT Service Management  
Shrestha, Anup; Cater-Steel, Aileen; Toleman, Mark  
Australasian Conference on Information Systems , 2015, South Australia  
The IT Service Management (ITSM) industry has defined processes as best practices in the widely-accepted IT Infrastructure Library (ITIL) framework. However, studies on the measurement of ITSM process improvement are scant. Our research addressed the dual problems of the lack of transparency and the need for efficiency in ITSM process assessment. Using the Design Science Research methodology, we developed a Software-mediated Process Assessment (SMPA) approach that enables assessment of ITSM processes. The SMPA approach includes process selection; an online survey to collect assessment data; measurement of process capability; and reporting of process improvement recommendations. We implemented a decision support system (DSS) to automate the SMPA approach and evaluated it at two IT service providers. The evaluations indicated that the SMPA approach supports decision-making on process improvements. The findings provided design knowledge of virtualisation in ITSM process assessment and how this may facilitate continual service improvement. (Google scholar)  