

Index

- 4Ps of marketing innovation 134–5
7-Eleven franchising model 137
- Abelia 151
ability
 as basis of trustworthiness 22, 23,
 24, 25, 27
 and consumer-switching behaviour
 364–5, 366
 and Customer Journey Analysis
 183
 and crowdsourcing 264, 284, 285,
 286
 and experience-centric business
 models 116, 125–6, 127
 and innovation resistance 344, 345,
 346, 348–9, 350
 and self-service technologies (SSTs)
 33, 38–9, 49, 50, 55–6
- ABS Academic Journal Quality Guide
 34–5
- absent ties 264
- absorptive capacity 262, 263
- Academy of Management Review* 15
- Accenture 164, 230
- access (in co-creation) 252, 256
- acquisition-based business models 391
- active innovation resistance 340–41,
 345, 347–50
- activity level (pyramid of prototyping
 perspectives) 218, 219, 221, 225–6
- adaptability 12, 198, 322
 and futures thinking 65, 69, 75–6,
 78–80, 81, 82–3, 84–5, 90
 and innovative organization culture
 development 297–8, 300–302,
 303, 304, 305, 307
- Adaptive Path 231
- affect-based risk 56, 57
- affect-based trust 24, 56
- affective customer responses 117
- AI (artificial intelligence) 325, 326–7,
 331
- Aim for a Greater Good principle 255,
 257, 258
- Airbnb 2, 67–8, 72, 231, 314, 375
- Akaka, M. C. 179
- Aldas-Manzano, J. 55
- ‘All about us’ scenario 85, 86
- Amazon 2, 72
- Amazon Mechanical Turk 277, 328
- amenability barriers 341, 342, 349
- American Customer Satisfaction Index
 (ACSI) 390
- Analysis of Actual Journeys phase (in
 CJA) 187, 189, 191, 193, 194
- Anderson, R. 147–8
- Andreassen, T. W. 400–401
- ANOVA (analysis of variance) 329
- Antikainen, M. 277
- Apple 2–3, 230, 314, 338, 343, 376,
 378, 393
- Ardichvili, A. 278
- Argyris, C. 302–3
- Arts, J. W. C. 36
- ATMs 31, 32, 36
- audience (pyramid of prototyping
 perspectives) 218, 221
- author (pyramid of prototyping
 perspectives) 218, 221
- Avolio, B. J. 312
- B2B (business to business)
 relationships 17, 36–7
- B2C (business to consumer)
 relationships 17, 36–7
- Bagozzi, R. P. 353
- bait-and-hook* business models 121–2
- Balogun, J. 302
- Balter, D. 378
- Barczak, G. 337, 383
- bargaining costs 358

- BAS (behavioural activation system) 359
- Bass, Bernard 312
- BCG (Boston Consulting Group) 383, 388, 389
- Beiersdorf 275
- Belliveau, P. 168
- Ben Zur, H. 326
- benevolence
 as basis of trustworthiness 22–3, 24–5, 27
 and consumer-switching behaviour 364–5, 366
 and Customer Journey Analysis 183
 and crowdsourcing 264, 268, 284, 285, 287
 and design thinking 172
 and experience-centric business models 116, 126, 127
 and innovation resistance 344, 345–9, 350
 and self-service technologies (SSTs) 33, 38–9, 49, 50, 55–6, 57
- Berliner, C. 168
- Bessant, J. 4
- between-gamble transition 331
- between-option search patterns 325–6
- Bezou, J. 372
- Bhappu, A. D. 36
- BIDs (Business Improvement Districts) 139–40
- Bing 377
- BIS (behavioural inhibition system) 359
- Bitcoin 68
- Björgvinsson, E. 254
- Blockbuster 61
- Blockchain 68
- Bloomberg Innovation Index 388–9
- BMW 165
- Bolton, R. N. 354–5
- Brakus, J. 117
- Brand and Business Strategy (Brandtranslation process) 208, 209
- brand equity 202–3, 213, 391, 394–5
- brand experience 115, 116, 117, 205–14
- Brand Experience Manual 206, 207, 208, 211–12
- Brand Experience Proposition 205–7, 209–13, 214
- Brand Image (Brandtranslation process) 208, 209
- brand loyalty 202, 357
- brand megaphone 173
- brand proposition 204–5, 207
- brand trust 11, 201–5
 and brand equity 202–3, 213
 and Brand Experience Manual 206, 207, 208, 211–12
 and Brand Experience Proposition 205–7, 209–13, 214
 and brand loyalty 202
- Brandtranslation process 205–6, 207–11, 214
- and business models 116, 127
- Designing for Brand Experience framework 202, 205–13
- and self-service technologies (SSTs) 43
- and semantic transformation process 204, 205–6, 211, 212, 214
- and service branding 203–5, 206, 211, 213
- and service-dominant logic 201–2, 204, 205, 206–7, 212
- and service interactions 203, 204–6, 210, 212–13
- stakeholder perceptions and expectations 204, 207, 209
- and value co-creation 201, 206, 212, 214
- Brandtranslation process 180, 205–6, 207–11, 214
- Brandstätter, E. 328
- Braungart, M. 149
- Breznitz, S. J. 326
- Brimson, J. 168
- Brown, T. 167, 170, 231, 232
- bundling 343
- Burnham, T. A. 358
- Burns, J. M. 312
- ‘business case’ logic 159
- business model innovation 9, 10–11, 111–13, 131–2
- acquisition-based business models 391
- experience-centric models *see* experience-centric business models

- and futures thinking 61, 66, 72, 80, 82 103, 109
- integrating trust 112
- literature review 132–3
- in retailing *see* retail industry BMI
- retention-based business models 391–2, 393–4
- sustainable business models *see* sustainable business models
- and trustworthiness 111
- and value propositions 112, 119–20, 122, 124–7, 132, 133, 135, 137–40
- Byun, S. 52
- C2C (consumer to consumer) relationships 17, 36–7
- 'can-do' component of trustworthiness 23
- capacity to innovate 3
- Capital One 231
- Carroll, M. 220
- catchphrases 261
- celebrity endorsers 379
- Cell Zone 372
- Cha, S. A. 303
- Chan, K. W. 37
- Chandler, J. D. 138
- Chandrasekharan, S. 219
- character 22–3, 24–5
- Chatman, J. A. 297, 298, 299, 300, 303
- Chiu, C. -M. 54, 365
- Choice (hotel) 68
- Christensen, C. M. 6–7
- 'churn journeys' 196
- circular economy 146
- CIS (Community Innovation Survey) 134, 387, 388
- CJA (Customer Journey Analysis)
 - Analysis of Actual Journeys phase 187, 189, 191, 193, 194
 - case study examples 188, 190, 191, 193, 195
 - Customer Journey Framework 184–6, 195, 196–8, 199
 - customer journey maturity model 198–9
 - Customer Recruitment and Data Collection phase 187, 189, 191, 192
 - Identification of Planned Journeys phase 187, 189, 190
 - impact and transformation of 196–8
 - journey perspective 184
 - Overview, Scope and Delimitation phase 187, 188, 189, 190
 - phases of 186–95
 - Reporting and Handover phase 187, 189, 193, 195
 - touch points 185–6, 189–91, 193–5, 196–7, 199
 - and trust 195–6
- CJF (Customer Journey Framework) 184–6, 195, 196–8, 199
- Clatworthy, Simon 175, 178, 401–3
- CLV (customer lifetime value) 379–80, 387, 392
- CO₂ (carbon dioxide) emissions 147
- co-creation 3, 4, 9, 11–12, 245–6, 247–50
 - and access 252, 256
 - Aim for a Greater Good principle 255, 257, 258
 - co-creating experience 119, 123, 124
 - crowdsourcing *see* crowdsourcing
 - customer-centric approaches 245, 249
 - and dialogue 249, 251, 252, 254, 255, 256–7
 - Encourage Skill-based Participation principle 255, 256
 - Establish Common Ground principle 254, 256
 - Leverage Multiple Stakeholders and Interests principle 254, 256
 - Observe Practice principle 254–5, 256
 - and participatory design 247, 253–8
 - and risk-benefits 252–3, 256
 - and transparency 252, 256
 - and trust 247, 248, 250–54, 255–6, 257–8
 - of value *see* value co-creation
 - see also* collaboration
- Code Name Ginger* 372
- co-dependence barriers 341, 342, 348
- cognition-based trust 24
- cognitive customer responses 117
- cognitive rigidity 345–6
- Cohen, D. A. 263

- collaboration 18, 139–40, 170, 174, 207, 209–10
 and crowdsourcing 262–4, 265, 266, 269–70
 and Customer Journey Analysis 188, 198–9
 and futures thinking 68, 69, 75, 76
 and prototyping 219, 225, 227
 and service design leadership 232, 233, 236, 238–9, 241
 and sustainable business models 146, 147, 151
see also co-creation
- Colquitt, J. A. 23, 25
- commercializing innovations 9, 12–13, 337–8
- communicability barriers 341, 342, 348–9
- communication strategy 343, 344
- company-centric approaches 3, 11, 174, 245, 249
- compatibility barriers 341, 342, 343, 348
- competence (as basis of trustworthiness) 22, 23, 24
- competence exploitation 6, 7–8, 80–81
- competence exploration 6, 80–81
- ‘Competency Trap’ 80, 299
- competitive advantage 78, 91, 112, 155, 159, 233, 293–5, 297, 298–300, 405
- complexity barriers 341, 347–8
- concept tests 104–5, 106, 108–9
- Confederation of Norwegian Enterprise 151
- conformance (key performance indicator) 193
- Conger, J. A. 313
- construal-level theory 376, 377–8
- ‘consumer experience’ 117, 123, 175, 310–11
- consumer-switching behaviour 337, 353–4, 367
 affective factors 354, 356–7, 363, 365, 367
 barriers for 354–61, 363, 364–5, 367
 and customer satisfaction 354, 355–6, 358, 362, 363, 364–5, 367
 and equity 354–7, 363, 364, 367
 heuristics 360–61, 363, 365, 367
 inertia 357, 358–9, 360
 psychological determinants 354, 360–61, 365, 367
 switching costs 354, 357–60, 363, 365, 367, 372, 376–7, 405
 triggers 361–3, 364, 365–6, 367
 and trust 363–6, 367
- ‘consumption experience’ 117
- Cooper, R. 179
- Crane, F. 178–9
- credibility (as basis of trustworthiness) 24–5
- Crossan, M. 232–3
- cross-national indices 387–9
- crowdsourcing 261–2, 272–3, 275–6
 accessing and integrating external knowledge 262–3
 benefits and challenges of weak ties 263–5
 customer motivation 276–8, 281–4, 288–90
 evaluation of ideas 267–8
 experience and expectations of platform users 280–81, 288–9
 extrinsic motivation 276, 277, 281, 282, 284, 289–90
 feedback 267–8, 270, 279, 280–81, 282, 285, 288–90
 financial sector case study 278–89, 290
 heterogeneous networks 264, 265, 266–8, 270, 272
 ideation phase 262, 263–4, 265, 266–8, 269–70, 271, 272
 integrating and assimilating phase 262–4, 265, 269–70, 272
 intrinsic motivation 276, 277, 281–3, 289, 290
 service company experiences 265–71, 272–3
 stakeholder involvement 262–3, 265, 267, 270, 271–2
 and trust 264–5, 267, 268, 269, 270–72, 275, 277–8, 284–9
- Csikszentmihalyi, M. 314–15
- CSR (corporate social responsibility) 152, 298
- cultural traits 302, 304, 307
- cultural transformation 78, 79, 81–5, 90–91, 293, 297, 302, 304
- Cunningham, W. A. 327

- Curran, J. M. 36, 52
- customer benefits 42, 49–50, 53–4, 57
- customer diaries 191, 192, 193, 194
- customer dissatisfaction 183–4, 196
- customer equity 386, 387, 391, 394–5
- ‘customer first’ doctrine 385
- customer foresight (futures project step) 95, 96, 103–4, 105, 107
- customer journey coordinators 188
- customer journey maturity model 198–9
- customer orientation 3, 6, 66, 71, 124, 400–401, 403
- Customer Recruitment and Data Collection phase (in CJA) 187, 189, 191, 192
- customer satisfaction 8, 122–3, 127, 374
- and co-creation 276, 280, 282, 290
 - and consumer-switching behaviour 354, 355–6, 358, 362, 363, 364–5, 367
 - and Customer Journey Analysis 183–4, 186, 195, 196
 - and innovation economics 386, 390–91, 392, 394
 - and innovation resistance 340, 341, 346–7
 - and self-service technologies (SSTs) 37, 48, 54, 55
- customer value added (CVA) 7, 386–7, 392, 394, 395, 401
- customer-centric approaches 3, 11–12
- and co-creation 245, 249
 - futures thinking 65, 67, 71, 73–4, 79, 81–3, 85, 86
 - and innovative organization 293, 294, 295
 - regulatory focus theory 326–7
 - and transformational leadership 310, 312–17, 320
- ‘customers for life’ 111
- Customers’ Experiences (Brandtranslation process) 208, 209
- Customers’ Perspective (Brandtranslation process) 208, 210
- Dabscheck, D. 304
- daily use SSTs 32, 35
- DAMVAD index 388, 389
- databases 316
- ‘Day of the Financial Industry’ 69–70
- decision calculus models 391–2
- defining ‘innovation’ 1–3, 383, 386, 396
- defining ‘trust’ 8, 66, 116, 141, 202, 264, 305, 344
- and distrust 16, 18, 19, 25–7, 289–90, 324
 - and self-service technologies (SSTs) 31, 39, 41
 - and service innovation 17, 20–22, 24, 25–6, 27
- ‘degree of innovativeness’ 133, 134, 135
- Dell 147, 250, 261
- den Hertog, P. 4–5
- design-centric culture 124–5, 298, 300, 301–2, 402
- Design Principles (Brandtranslation process) 208, 210, 211
- design thinking
- actors in value ecologies 174–5
 - core competences of design thinkers 170
 - and customer experience journey 175–7, 180
 - design as synthesis 167–8
 - history and key terms 167–70
 - importance at front end of projects 168–9
 - prototyping 171, 175, 178, 179–80
 - regulatory focus theory *see* regulatory focus theory
 - service design application 170–80
 - and service design leadership 230–31, 232–6, 237–8, 239, 241
 - touch points 170–71, 172, 173, 175, 177, 178–9, 180
 - and trust 172–3, 180
 - understanding customer needs 177–8
 - ‘value-in-use’ 172, 173, 175, 178–9, 180
 - and value propositions 172–3
- Viability, Feasibility and Desirability 167, 169, 170–71, 180
- Designing for Brand Experience framework 202, 205–13
- designing transformation 171

- Desirability (design thinking aspect)
167, 169, 170–71, 180
- desktop walkthrough 222–3, 224,
225–6
- dialogue 124, 125, 191, 249, 251, 252,
254, 255, 256–7, 263
- digital response devises 102, 105, 107,
109
- dimensions and types of innovation
4–7
- Dimoka, A. 24, 26
- direct product trial 376–7
- ‘discovery-oriented’ behaviour 314–15
- disposition to trust 39, 43, 278
- disruptive innovations 5, 6–7, 10, 61,
66, 67–8, 72–4, 80, 373, 376
- distrust 16, 18, 19, 25–7, 289–90, 324
- DNB 234, 236–7, 239–40
- ‘Do it for me’ service concept 86, 88
- ‘Do it yourself’ service concept 86–7,
89
- Doerr, J. 372
- ‘Don’t make me think’ scenario 85, 86
- ‘Downstream’ interventions 359
- dreaded chores* business models
120–21
- Drucker, P. 1, 62
- DVI (Design Value Index) 164
- Eataly 136–7, 139
- e-commerce 295, 323, 325, 326, 331
- economic development scenario 97–8
- economic risk barriers 341, 350
- Economist, The* 68
- Edman, W. 171
- Edvardsson, B. 85, 251
- efficiency-oriented business models 121
- effort 117–18, 120–23, 125–7
- Ehrenberg, A. 356–7
- empathic customer insight 240
- Employees’ Experiences (Brandslation
process) 208, 209
- ‘enacting environments’ 71
- Encourage Skill-based Participation
principle 255, 256
- ‘endowment effect’ 360
- ‘Engage me’ scenario 85, 86
- enhancing tangibility 343
- entrepreneurship 1, 113, 133, 137, 139,
140, 141, 231, 234–5, 383–4
- equity 354–7, 363, 364, 367
- ESIC (European Service Innovation
Centre) 387
- ESIS (European Service Innovation
Scoreboard) index 387, 388
- Establish Common Ground principle
254, 256
- Estellés-Arolas, E. 275–6, 290
- European Commission 387
- Eurostat 387
- Evanschitzky, H. 363
- evidence (futures project step) 95, 96,
99–101, 106
- ‘experience economy’ 117, 230, 249
- experience journey 175–7, 180
- experience prototyping 179–80, 221,
225
- experience-centric approaches 3, 12,
293, 294, 295, 299
see also experience-centric business
models
- experience-centric business models
115–16, 122, 127
and ability 116, 125–6, 127
affective customer responses 117
bait-and-hook models 121–2
and benevolence 116, 126, 127
brand experience 115, 116, 117
brand trust 116, 127
cognitive customer responses 117
coordination of business model
dimensions 124–5
customer experience 117–119
designing 122–5
dreaded chores models 120–21
efficiency-oriented business models
121
and effort 117–18, 120–23, 125–7
influences on customer experience
120–22
and integrity 116, 127
organization-wide approach 115,
119
target segments 119–20, 122–3, 126
touch points 117, 118–19, 127
value capture 119–20, 122, 124, 126
value delivery 119–20, 122, 123–4,
126, 127
value propositions 119–20, 122,
124–7

- experimentation (futures project step)
 95, 96, 104–5, 107–8
 ‘external pressure’ factor 155, 156, 158
 externalization 217, 222
 extra economic rent 384
 extrinsic motivation 276, 277, 281, 282,
 284, 289–90
 ‘extrovert Tekna’ strategy 108
- Facebook 72, 248, 258, 266
 Facit 61
 factor analysis 155, 156, 158–9
 ‘Failure of Success’ 299
 ‘fast thinking’ 319
 FB (fixed broadband) subscription
 188, 190, 191, 193, 194, 195
 Feasibility (design thinking aspect)
 167, 169, 170–71, 180
 feedback 210, 219, 220, 225, 248, 343
 and crowdsourcing 267–8, 270, 279,
 280–81, 282, 285, 288–90
 Fennis, B. M. 359
 fidelity (pyramid of prototyping
 perspectives) 218, 221–2, 226
 Filippa K 136
 Final Adjustments (Brandtranslation
 process) 208, 210
 financial risk 32, 42, 50, 51, 52
 financial switching costs 358
Financial Times 70, 72
 firm-level indices 387, 388–9, 396
 firm value 112, 383, 384, 385–7, 391,
 394–5
 five cases of development
 (Schumpeter) 4
 Fjord 164, 230
 Flavián, C. 51
 Flextronics 164
 ‘flipped pyramids’ 311
 Forbes 388, 389
 format innovations 132, 133, 134, 139
 formative trust models 25
 Fornell, C. 386
 Forsythe, S. 42
 Fortini-Cambell, L. 175
 four P’s of innovation (Francis and
 Bessant) 4
 four-dimensional service innovation
 model (den Hertog) 4–5
 framing/re-framing 71–3
- Francis, D. 4
 Frattini, F. 344, 375
 Freeman, J. 300
 Freire, K. 257
 Frog Design 164
 ‘front-end’ (of business models) 111,
 115
 Frow, P. 140
 functional barriers 341–2, 347–9
 functional neuroimaging 24, 26
 functional risk barriers 341, 350
 future narratives 94
 actionable 94, 95
 case examples 105–9
 combining innovative and analytical
 approaches 96
 concept testing 104–5, 106, 108–9
 customer foresight step 95, 96, 103–
 4, 105, 107
 digital response devises 102, 105,
 107, 109
 evidence step 95, 96, 99–101, 106
 experimentation step 95, 96, 104–5,
 107–8
 limited amount of well-defined
 questions 97–8
 matrix approach 96, 97–100, 102,
 103
 myriad of trends 97, 98–9
 prioritizing step 95, 96, 101–3, 107
 ‘scenarios’ 94, 96, 97–8, 102–3
 scoping step 95, 96, 97–9, 106
 trend analysis 95, 99–101, 102–4, 106
 trend evaluation 101–3, 104
 trusting futures studies 94, 96, 100,
 109
 uncovering strategic blind spots 95,
 96, 98–9, 100, 102–3, 104, 106,
 107
 visualization 103–5, 108–9
 futures thinking 9, 10, 61–2, 65–6
 and adaptability 65, 69, 75–6, 78–80,
 81, 82–3, 84–5, 90
 and business models 61, 66, 72, 80,
 82 103, 109
 and collaboration 68, 69, 75, 76
 and cultural transformation 78, 79,
 81–5, 90–91
 customer-centric approaches 65, 67,
 71, 73–4, 79, 81–3, 85, 86

- and disruptive innovations 61, 66, 67–8, 72–3, 74, 80
- exploration and exploitation 80–81
- framing and re-framing 71–3
- further research 74–6
- future narratives *see* future narratives
- futures thinking capabilities 74, 75
- and imagination 70, 71, 96, 107, 109
- and incremental innovations 80–81, 82–3
- innovation and transformation challenges 81–5
- managing uncertainty 65, 66, 72, 73, 74, 81, 84, 104–5
- ‘memories of the future’ 66, 71, 74, 75
- plausibility 65–6, 70–71, 73, 79, 81, 96, 97
- and radical innovations 78, 79, 80–84, 91
- and rapid decision-making 65, 69–70, 73, 76
- and risk willingness 69, 74–6
- ‘scenarios’ 62, 65, 70–71, 73–4, 78, 79, 81, 83–7, 90–91
- and service concepts 71, 73, 78, 79, 85, 86–90, 91
- and service design leadership 232
- service-dominant logic 66–7, 74, 81
- service ecosystem capabilities 74, 75
- and service innovation 61–2, 65, 66–8, 69, 70–71, 73–6
- strategic effect of customized scenarios 87, 90
- strategic foresight 310, 315, 317–20
- turbulent environments 68–9, 72, 73, 78–9
- value co-creation 66–7, 74, 84
- ‘what if?’ questions 73, 74, 75
- ‘fuzzy’ front end 168, 219, 250
- Gabarro, J. J. 22
- gamblers 326, 327, 328–32
- gamification 277, 290
- Ganesan, S. 19
- Gathering Insights phase (Brandtranslation process) 207, 208, 209
- GE (General Electric) 301–2
- Gelato 375
- Gerber, E. 220
- Getzels, J. W. 314–15
- Geyskens, I. 356, 365
- GII (Global Innovation Index) 387–8
- Gilmore, J. H. 117
- Glassman, Oliver 70, 72
- Global Commission on the Economy and Climate (2014) 145
- Global Reporting Initiatives (2013) 153
- global sourcing 140
- globalization 72
- Gloppen, Judith 212
- goal-pursuit orientation 326
- González-Ladrón-de-Guevara, E. 275–6, 290
- GoodBusiness 151
- goods-dominant logic 4, 66–7, 68
- Google 2, 377
- Gourville, J. T. 337
- ‘governance and control’ factor 155, 156, 158
- graded probabilities 333
- Greenhouse Gas Protocol 156
- Grewal, D. 133
- Grønhaug, K. 40–41, 52
- Guinalú, M. 51
- Gulbrandsen, E. A. 155
- Gummesson, E. 201
- Gupta, S. 392
- Gustafsson, A. 362–3
- habitual thinking 95, 100, 101, 106, 109
- Haenlein, M. 379–80
- Hailey, V. H. 302
- Halvorsrud, R. 185
- Hannan, M. T. 300
- Hansen, M. T. 264–5
- Hanssens, D. 391
- Harvard Business Review* 164
- Hawken, Paul 147
- hedonic benefits 49, 50, 53–4, 57
- Hee Jung, L. 127
- Heidenreich, S. 340–41, 343–4, 345, 350
- Helmig, B. 145
- Henard, D. H. 355–6
- Hess, R. 19

- heterogeneous networks 264, 265, 266–8, 270, 272
- heuristics 360–61, 363, 365, 367
- Hierarchy of Needs 276
- ‘hi-fi’ prototyping 221, 222, 226
- Higgins, E. T. 325, 326, 327, 333
- Hillestad, Tore 403–5
- Hilton (hotel) 68
- holistic approach 5, 43, 123, 132, 138, 222, 226, 231–2, 386–7, 396, 401–2
- Holmlid, Stefan 175
- horizon scanning 100
- How*-dimensions (of service concepts) 85, 87, 90
- Hristov, L. 135–6
- Hsu, C. -L. 281
- human-centred approach 170, 171, 231–2
- Human-Computer Interaction 18, 186
- Hunt, S. D. 365
- Hvass, K. K. 136
- IBM 164, 231, 301–2
- IdeaStorm 250, 261
- ideation 250, 262, 263–4, 265, 266–8, 269–70, 271, 272
- Identification of Planned Journeys phase (in CJA) 187, 189, 190
- ‘identity and reputation’ factor 155, 156, 158
- IDEO 167, 231
- IFTF (Institute for the Future) 69–70
- image barriers 341, 342, 349
- imagination 70, 71, 96, 107, 109, 227
- implicit assumptions 100, 106
- inclination to resist 340–41, 345
- incremental innovations 5–6, 7
 - and futures thinking 80–81, 82–3
 - and innovation economics 384–5
 - launching innovations 372, 373–4, 375, 376, 378
 - and retail industry BMI 134–6, 137
- industry structure scenario 97–8
- inertia 72, 80–81, 83, 100, 141, 299, 357, 358–9, 360
- influential triggers 362, 363, 366
- information barriers 341, 342, 350
- Innocentive.com 262
- innovation economics 337–8, 383–5, 395–6
- customer equity 386, 387, 391, 394–5
- and customer satisfaction 386, 390–91, 392, 394
- and customer value added 386–7, 392, 394, 395
- defining ‘innovation’ 383, 386, 396
- firm value 383, 384, 385–7, 391, 394–5
- innovation outcomes 385–7
- measurement of innovation 387–92, 396
- retaining customers 391–2, 393–5
- return on innovativeness 391–2
- innovation resistance 337, 339
 - and ability 344, 345, 346, 348–9, 350
 - active resistance 340–41, 345, 347–50
 - and benevolence 344, 345–9, 350
 - functional barriers 341–2, 347–9
 - individual factors 340–41, 345–6
 - innovation-specific factors 340, 341, 343–4, 347, 350
 - and integrity 344, 345, 346, 347–50
 - and launching innovations 372–3, 374–5, 376–7, 380
 - passive resistance 340–41, 345–7
 - psychological barriers 341, 342–3, 347, 349–50
 - and risk 341, 342–3, 350
 - situational factors 340–41, 346–7
 - sources of 340–43
 - strategies for overcoming 343–51
 - and trust 339, 344–50
- innovation-specific barriers 340, 341, 343–4, 347, 350
- innovative organization 9, 12, 293–6
 - developing innovative culture 297–8
 - adaptability 297–8, 300–302, 303, 304, 305, 307
 - characteristics of adaptable and innovative cultures 300–302
 - competitive advantage 297, 298–300
 - cultural challenges 302–5
 - cultural traits 302, 304, 307
 - design-centric culture 298, 300, 301–2
 - norms 298, 300, 303, 304
 - and risk 297, 300, 302–4, 305, 306

- strategically relevant cultures
298–300, 304
and trust 305–7
- institution-based trust 278
- integrity
as basis of trustworthiness 23, 24,
25, 27
and consumer-switching behaviour
364–5, 366
and Customer Journey Analysis 183
and crowdsourcing 264, 268, 284,
285, 286–7
and experience-centric business
models 116, 127
and innovation resistance 344, 345,
346, 347–50
and self-service technologies (SSTs)
33, 38–9, 49, 50, 55–6
- Interface 147–8, 150
- interface design (four-dimensional
innovation model) 4–5
- Internet SSTs 32, 35
- interorganizational trust 17, 18, 19, 69,
140–41, 406
- interpersonal trust 19, 141
- interview guides 191
- intraorganizational trust 17, 18, 19, 69,
140, 406
- intrinsic motivation 276, 277, 281–3,
289, 290, 312
- iPhone 376, 378
- iPod 393
- IUS (Innovation Union Scoreboard)
index 387, 388
- Jain, D. 392
- Jambulingam, T. 364
- Jensen, M. C. 385
- Jobs, S. 2–3, 62, 372
- Journal of Marketing* 394
- Journal of Retailing* 133
- ‘journey to a destination’ 140
- Kahneman, D. 304–5, 319–20, 360
- Kanungo, R. 313
- Karjalainen, T. -M. 204, 205, 206
- Kaufmann, N. 277
- Kaushik, A. 238
- Kavaliova, M. 277
- Keaveney, S. M. 353, 354, 362
- Kemper, S. 372
- Khan, M. 157
- Kimbell, L. 70, 171
- Kleijnen, M. 342
- Klemperer, P. 357–8
- Kluger, A. N. 327
- knowledge-based trust 278
- knowledge management 124
- knowledge transfer 199, 255, 263–5
- Kodak 61, 72, 299
- Kolko, J. 124–5, 298, 301
- KPIs (knowledge performance
indicators) 151, 152, 193, 237–40
- Kreutzer, I. 70
- Kristensen, I.H. 108
- Lam, S. Y. 358
- launching innovations 337, 372–3, 380
barriers to adoption 372–3, 374–5,
376–7, 380
distribution and value networks
374–5
incremental innovations 372, 373–4,
375, 376, 378
new product preannouncements
377–8
radical innovations 372–4, 375, 376
and risk 372, 373, 374–5, 379
and switching costs 376–7
targeting opinion leaders and
revenue leaders 378–80
- Lawrence, Paul 66
- ‘learning-by-doing’ approach 198, 232,
236
- Lee, A. Y. 326
- Lee, K. H. 353
- Lee, Y. 175
- LEGO 222, 224, 225–6, 275
- ‘LEGO Ideas’ platform 275
- Lehman, D. 392
- Leimeister, J. M. 277
- Lemon, K. N. 354–5
- ‘less bad’ measures 149–50, 153, 154,
156–7
- Leverage Multiple Stakeholders and
Interests principle 254, 256
- Levinthal, W. M. 263
- Li, S. Y. 37
- Liao, C. 365
- Libai, B. 379–80

- Lichtenstein, S. 326
 Likert scale measurement 153, 281, 285
 limited use SSTs 32, 35
 linking value 37
 Little, J. D. C. 391
 'lo-fi' prototyping 221, 222, 226
 losing control, fear of 345
 loss aversion 360
 Lovelock, C. 201
 Lu, H. -P. 281
 Lüders, Marika 405–7
 Lunar 230
 Lusch, R. 178, 179, 233
 Lynch, Robert 66
- McAllister, D. J. 20
 McDonough, W. 149
 McKinsey 72, 230
 manipulation fit 330–31
 Marriott (hotel) 68
 Martin, Roger 233, 385
 Maslow, A. H. 276
 Massa, S. 136
 matrix approach 96, 97–100, 102, 103
 Mattelmäki, T. 175
 Mayer, R.C. 8, 19, 20, 21, 22–3, 24, 25, 33, 36, 38–40, 41, 43, 55, 116, 183, 264, 284, 305
 Meckling, W. H. 385
 Meijijia 137
 'memories of the future' 66, 71, 74, 75
 Meuter, M. 32, 35, 36, 37, 52
 Microsoft 377
 Millett, S. M. 96
 Mittal, V. 386
 modification strategy 343
 Molina, A. 251, 252, 256
 Molitor, Graham 94, 96
 Moorman, C. 20, 141
 moral premise 255
 'more good' measures 149–50, 153, 154
 Morgan, R. M. 365
 Morita, Akio 2, 3
 Morrison, S. 178–9
 Motorola 61
 MouselabWeb 328, 329
 Mukherjee, A. 288
 mutual dependency 251
 MyStarbucksIdea 261, 262
 Myung, S. K. 127
- Nath, P. 288
 needs-based theories 276
 Nersessian, N. J. 219
 Nespresso 121–2
 Netflix 61, 72, 376
 'network assortativity' 379–80
 new-genre leadership 312
 Newlight Technologies 147, 148, 150
 new service development (NSD) 15, 165, 211, 250–51
 NGOs (non-governmental organizations) 17–18
 Nokia 61, 299, 338
 non-designers 232, 235
 norm barriers 341, 342, 349
 normal economic rent 384–5
 Normann, Richard 67
 Norwegian Customer Satisfaction Barometer 390
 NPAs (new product preannouncements) 377–8
 NPD (New Product Design) 168
 NSD (New Service Development) 211, 212–13
- objects of trust 38
 Observe Practice principle 254–5, 256
 OCP (Organizational Culture Profile) 300
 OECD (Organisation for Economic Co-operation and Development) 387
 OFF (Oxford Futures Forum) 70
 Ojasalo, K. 232
 Olsson, J. 85
 'One Tekna' strategy 108
 online banking 8, 33, 36, 51, 55, 278, 279, 282
 open innovation 11–12, 18, 19, 245–6, 258, 262, 263, 265–71, 275, 277
 open source software 140, 277
 opinion leaders 378–80
 opportunity-driven sustainable business models 146, 149–50, 151, 155, 156, 157, 159
 Oreg, S. 340, 345
 organizational culture change management 124
 'organizational defensive routines' 303
 organizational trust 15, 19, 140

- Oslo Manual 387
 overall completion (key performance indicator) 193
 Overview, Scope and Delimitation phase (in CJA) 187, 188, 189, 190
- pain-points 188, 193, 209
 Palmatier, R. W. 357
 paradigms (four P's of innovation) 4
 Park, J. 39
 Parmenter, David 238
 participatory design 247, 253–8
 passive innovation resistance 340–41, 345–7
 Patricio, L. 85
 'Pearlfinder' platform 275
 peer-to-peer redistribution 247, 248, 257–8
 perceived enjoyment (motivational factor) 281, 282, 283, 288, 289
 perceived risk 16, 106, 150, 350
 and defining 'trust' 21–2
 and launching innovations 372, 374–5, 379
 and self-service technologies (SSTs) 32, 36, 38, 40, 48, 49, 51–2, 53–4, 55, 57
 performance/product risk 32, 42, 50, 51
 personal risk barriers 341, 350
 personality 21
 Peter, J. P. 31
 Philips 275
 physical risk 32, 50, 51
 Pine, J. B. 117
 place innovations 134
 planned behaviour 360
 plausibility 65–6, 70–71, 73, 79, 81, 96, 97
 pleasure 53, 54, 117–18, 120–22, 125–6, 127, 281–2, 285,
 Polaroid 61
 policing and enforcement costs 358
 position in process (pyramid of prototyping perspectives) 218, 219, 224
 positioning (four P's of innovation) 4
 Posten (Norway Post) 234, 235–6, 238–9, 240
 Prahalad, C. K. 123, 249, 251, 252, 256
 PRES (personal recommender system) 326
 Press, M. 179
 prevention focus 12, 295–6, 323–5, 326, 327, 329, 330, 331, 332–5
 pricing innovations 132, 133, 134
 prioritizing (futures project step) 95, 96, 101–3, 107
 privacy risk 33, 50, 51, 52
 procedural switching costs 358
 process mapping 190
 process perspective 1–2
 processes (four P's of innovation) 4
 'product experience' 117
 product risk *see* performance/product risk
 product-centric approaches 81, 122, 124, 233
 production competence 293
 products (four P's of innovation) 4
 promotion focus 12, 295, 323–6, 327, 329, 330, 331, 332–5
 propensity to trust 21, 33, 39, 43
 prospect theory 53, 341
 prototype level (pyramid of prototyping perspectives) 218, 219, 221–2, 226–7
 prototyping 11, 85, 87, 91, 165, 217–18, 227, 301–2, 322
 activity level 218, 219, 221, 225–6
 and co-creation 250, 254, 257
 and design thinking 171, 175, 178, 179–80
 desktop walkthrough 222–3, 224, 225–6
 and externalization 217, 222
 position in process 218, 219, 224
 prototype level 218, 219, 221–2, 226–7
 purpose 218, 219–20, 224–5
 pyramid representation of perspectives 218–22, 224–7
 and service design leadership 235, 239–40
 service prototyping examples 222–7
 service walkthrough 222, 223, 224–5, 226–7
 stakeholder level 218–19, 220–21, 225
 PSS (product-service system) 148

- psychological barriers 341, 342–3, 347, 349–50
- psychological newness 373–4
- psychological resilience 341, 346
- psychological risk 32–3, 50–51, 52, 57
- Pujari, D. 36–7
- pulling determinant 362
- purpose (pyramid of prototyping perspectives) 218, 219–20, 224–5
- pushing determinant 362
- pyramid of prototyping perspectives 218–22, 224–7
- quality control 310–11
- R&D (research and development) 263, 389
- radical innovations 5–6, 7
and futures thinking 78, 79, 80–84, 91
and innovation economics 384–5
launching innovations 372–4, 375, 376
and retail industry BMI 134, 135, 136–8, 140
- Ram, S. 340, 343, 349
- Ramaswamy, V. 123, 249, 251, 252, 256
- Ramirez, Rafael 67, 72
- Randall, W. S. 251
- rapid decision-making 65, 69–70, 73, 76
- reactional triggers 362, 363, 366
- realization barriers 341, 342, 349
- recognition (motivational factor) 281, 282, 283–4, 289, 290
- reflective trust models 25
- regulatory focus theory 12, 296
and cognitive processing 323–4, 325–7, 329–32
experiment design 327–9
experiment results 329–32
experiment targets and predictions 325–7
and gambles 326, 327, 328–32
prevention focus 323–5, 326, 327, 329, 330, 331, 332–5
promotion focus 323–6, 327, 329, 330, 331, 332–5
and risk 323, 324, 326, 331, 332, 334
self-regulation 323–4, 325–7, 332–5
and trust 322–3, 324, 332–5
- regulatory-fit orientation 326
- Reinertsen, Donald G. 168
- relational switching costs 358
- relationship competence 293–4
- Relationship Metaphor (Brandstlation process) 208, 209–10, 211
- Reporting and Handover phase (in CJA) 187, 189, 193, 195
- representation (pyramid of prototyping perspectives) 218, 221–2, 227
- resistance to innovation adoption *see* innovation resistance
- responsibility-driven sustainable business models 146, 148, 149–50, 151, 157, 159
- retail industry BMI 131–2
incremental innovations 134–6, 137
literature review 133–7
micro, meso and macro levels 131–2, 135, 136–7, 138–9, 140–41
radical innovations 134, 135, 136–8, 140
service-dominant logic 138
systemic approaches 137–8, 139, 140–41
trust mechanisms 138–41
and value capture 134–7
and value creation 132, 134–5, 136, 137–8
- retention-based business models 391–2, 393–4
- retention equity 394–5
- return on innovativeness, measuring 391–2
- ‘Return on Quality (ROQ): making service quality financially accountable’ 394
- revenue leaders 379–80
- reverse engineering 2
- revolutionary change 305–6, 405
- rewards-based theories 276
- Reynolds, J. 135–6
- Rheingold, H. 69
- Ridings, C. M. 278
- risk 7–8
and defining ‘trust’ 17, 20–22
and futures thinking 69, 74–6

- and innovation economics 384–5
- and innovation resistance 341, 342–3, 350
- and innovative organization culture development 297, 300, 302–4, 305, 306
- and launching innovations 372, 373, 374–5, 379
- perceived risk *see* perceived risk
- and regulatory focus theory 323, 324, 326, 331, 332, 334
- and self-service technologies (SSTs) 31, 32–3, 34, 36, 37–8, 40–43, 48–53, 54, 56–7
- risk-benefits 252–3, 256
- Rogers, E. M. 347, 359
- Romero, D. 251, 252, 256
- Roos, I. 362–3
- Rose, S. 127
- Rousseau, D. M. 141
- Rust, R. T. 353, 355, 394
- Ryan, M. J. 31

- S&P 500 index 164, 300, 385
- Samsung 230
- Samuelson, W. 360
- Sanders, E. B. N. 250
- Sandström, S. 178
- Sangiorgi, D. 171–2, 257
- Sarkar, A. 53–4
- Satisfaction Profit Chain 393
- Saveri, Andrea 69
- ‘scenarios’ 62, 65, 70–71, 73–4, 78, 79, 81, 83–7, 90–91, 94, 96, 97–8, 102–3
- Schein, E. H. 298
- Schoorman, F. D. 26
- Schultze, U. 36
- Schumpeter, J. A. 2, 4, 383
- ‘scope 3’ emissions 156
- scoping (futures project step) 95, 96, 97–9, 106
- SDA (Service Design Academy) 198
- search and information costs 358
- security risk 50–51
- Segway 372–3, 374, 376
- self-regulation 12, 295, 323–4, 325–7, 332–5, 359
- semantic attribution sub-process 206, 212, 214
- semantic transformation process 204, 205–6, 211, 212, 214
- ‘sense/spirit of community’ 333–4
- ‘Sensing’ type (strategic signal) 316, 317
- ‘service blueprinting’ 175
- service branding 203–5, 206, 211, 213
- service concept (four-dimensional innovation model) 4
- service concepts 4, 212–13, 248, 269, 361
 - and futures thinking 71, 73, 78, 79, 85, 86–90, 91
 - and prototyping 217, 221, 224, 227
- service delivery system (four-dimensional innovation model) 5
- service design 9, 11, 163–5, 167, 170, 180
 - Customer Journey Analysis *see* CJA
 - design thinking *see* design thinking
 - and innovative organization culture development 300–301, 307
 - prototyping *see* prototyping
- service design leadership 230–33, 241
 - case studies 230, 234–7
 - customer journey approach 235, 236, 238–9, 241
 - and design thinking 230–31, 232–6, 237–8, 239, 241
 - empathic customer insight 240
 - encourage the use of visualization 239–40
 - human-centred approach 231–2
 - institutionalizing a new way of thinking 239
 - KPI development 237–40
 - orchestrating collaboration in the ecosystem 238–9
 - resource allocation for cross-functional alignment 240
 - and service-dominant logic 230, 233, 237
 - value co-creation 233, 235, 240, 241
 - and value proposition 233, 236, 237, 241
- service-dominant logic 4, 10–11
 - and brand trust 201–2, 204, 205, 206–7, 212
 - and competitive advantage 293, 294
 - and service design 171–2, 178–9

- and service design leadership 230, 233, 237
- and service innovation 18, 19
- retail industry BMI 138
- service ecologies 174
- service ecosystem capabilities 74, 75
- 'service experience' 4, 11, 117, 164, 178, 184, 196, 199, 202, 205, 225, 227, 245–6, 311, 401
- service innovation
 - defining 'trust' 17, 20–22, 24, 25–6, 27
 - and distrust 25–7
 - and futures thinking 61–2, 65, 66–8, 69, 70–71, 73–6
 - inter- and intraorganizational trust 17, 18, 19
 - multidisciplinary trust perspectives 18–20
 - and service-dominant logic 18, 19
 - and trustworthiness 20, 21, 22–5, 27
 - service interactions 172, 179, 203, 204–6, 210, 212–13
- Service Profit Chain 353, 393
- service-specific barriers 340
- service walkthrough 222, 223, 224–5, 226–7
- 'servicification' 67
- 'shadow side' 148–9
- Shah, D. 124
- Shah, J. 333
- Shankar, V. 133
- 'shareholders first' doctrine 385
- sharing economy 146, 183, 375
- Sheff, David 3
- 'shopping experience' 117, 120
- Shostack, L. 175
- SI (strategic issues) 315, 318
- 'silent designers' 232
- 'Simply Innovate' platform 275
- Singh, S. S. 392
- situational triggers 362, 363, 366
- 'skill variety' 277
- 'skilled incompetence' 302–3
- Slovic, P. 326
- Smith, Preston G. 168
- Snapsale 247–8, 257–8
- Snelders, D. 206
- social capital 305, 307
- social identity theory 277
- social media 248, 255, 261, 279, 377, 378, 379
- social presence (motivational factor) 281, 282, 283–4, 288, 289
- social risk 32, 50, 51, 52, 56, 57, 341, 350
- Sony 2
- Sorescu, A. 133, 134, 135, 384
- Sosna, M. 136
- Southwest 299
- Spanjol, J. 384
- Spieth, P. 340, 343
- Spotify 72, 376
- SS (strategic signals) 315–17, 318–19, 320
- SSTs (self-service technologies) 5, 8, 9, 10, 15–16, 32
 - acceptance of 48, 49, 51, 52–3, 55, 56–7
 - adoption stages 36
 - B2B, B2C and C2C relationships 36–7
 - conceptual risk/benefits model 49–56
 - corporate trustworthiness 50, 53, 55–6, 57
 - customer benefits 42, 49–50, 53–4, 57
 - and customer satisfaction 37, 48, 54, 55
 - dimensions of trustworthiness 33, 38–9, 49, 50, 55–6, 57
 - experience-centric business models 123
 - future studies 36, 37, 38, 39, 40, 41, 42–3, 57
 - growth of 31
 - literature review 31, 34–42
 - measures of success 37–8
 - purpose and interface
 - categorizations 35–6
 - relationships between trust and risk 41–2, 55
 - and risk 31, 32–3, 34, 36, 37–8, 40–43, 48–53, 54, 56–7
 - and trust 20–21, 31, 33, 34, 36–40, 41–3, 48–9, 50, 53, 55–6, 57
- stakeholder level (pyramid of prototyping perspectives) 218–19, 220–21, 225
- Stappers, P. J. 250

- Starbucks 250, 261, 262
 start-ups 1, 168, 231, 247–8
 status quo bias 360
 status quo satisfaction 340–41, 346–7
 Steenkamp, J. B. E. 356
 Stone, R. N. 40–41, 52
 strategic blind spots, uncovering 95,
 96, 98–9, 100, 102–3, 104, 106, 107
 strategic foresight 310, 315, 317–20
 strategic launch decisions 373
 strategically relevant cultures 298–300,
 304
 strong cultures 298–9
 strong ties 264–5
 ‘success trap’ 80
 ‘sunny side’ 149
 super profit 384
 sustainability value 135–6, 140
 sustainable business models
 current sustainability measures
 151–7, 158–9
 factor analysis 155, 156, 158–9
 future research 158, 159
 goal of design 147–50
 knowledge gap in design of 157–8,
 159
 ‘less bad’ measures 149–50, 153, 154,
 156–7
 ‘more good’ measures 149–50, 153,
 154
 opportunity-driven 146, 149–50,
 151, 155, 156, 157, 159
 responsibility-driven 146, 148,
 149–50, 151, 157, 159
 role of trust in 159
 stakeholder influence 145–6, 150,
 155, 157, 159
 sustainability-related challenges 151,
 153
 sustaining innovations 5, 6–7
 swayer determinant 362
 Swedish Customer Satisfaction
 Barometer 390
 switching costs 3, 304, 354, 357–60,
 363, 365, 367, 372, 376–7, 405
 symbols 179
 Synthesis phase (Brandslation process)
 208, 209–11
 ‘System one’ thinking 319
 systematic walk-throughs 190
 systemic approaches 137–8, 139,
 140–41, 232
 Szymanski, D. M. 355–6
 tactical launch decisions 373, 380
 Talke, K. 340–41, 343–4, 345, 350
 target segments 119–20, 122–3, 126
 ‘task autonomy’ 277
 Tatikonda, Mohan V. 212
 TBM (TINE Business Management)
 108–9
 TCM (Town Center Management)
 schemes 139
 technique (pyramid of prototyping
 perspectives) 218, 221
 technological options (four-
 dimensional innovation model) 5
 Teece, D. J. 112
 Tekna 106–8
 Telenor 73, 79, 85–7, 88–90, 91, 184,
 188–96, 197–8, 222, 223–7, 234–5,
 239, 240
 telephone banking 31, 36
 Tesco 138
 Tesla 2, 376–7
 Testa, S. 136
The Ecology of Commerce 147
 Thompson, James D. 301
 time-framing 73
 time pressure 326
 time risk 32, 42, 50, 51
 timing and duration (key performance
 indicator) 193
 TINE 108–9
 Tongal.com 379
 touch points 5
 and brand trust 207, 209, 213
 and Customer Journey Analysis
 185–6, 189–91, 193–5, 196–7,
 199
 and design thinking 170–71, 172,
 173, 175, 177, 178–9, 180
 and experience-centric business
 models 117, 118–19, 127
 and service design leadership 236,
 239
 transactional leadership 312–313
 transaction costs 17, 120, 357–8, 375
 transformational leadership 3, 12, 230,
 232, 293, 294, 295, 311–13

- customer-centrism 310, 312–17, 320
- handling cognitive heuristics 319–20
- ‘leadership’ terminology 313
- service organization characteristics 310–11
- strategic foresight 310, 315, 317–20
- strategic signals 315–17, 318–19, 320
- transformation gain 84
- transparency 252, 256
- travel/business SSTs 32, 35
- trend analysis 95, 99–101, 102–4, 106
- trialability barriers 341–2, 348
- triggers 361–3, 364, 365–6, 367
- trustworthiness 20, 21, 22–5, 27, 50, 53, 55–6, 57, 111, 264, 265, 268, 270–71
- Tsai, S. P. 123
- turbulent environments 68–9, 72, 73, 78–9, 299, 306
- Tversky, Amos 304–5, 319, 360
- two-option gambles 327, 328–9

- Uber 2, 72, 231, 314, 375
- UN Global Compact 151
- up-framing 73
- ‘Upstream’ interventions 359–60
- usage barriers 341, 342, 349–50
- utilitarian benefits 49, 50, 53–4, 57

- value barriers 341, 347
- value capture 112, 119–20, 122, 124, 126, 134–7, 146
- value chain 67, 112, 119, 136, 147, 156, 234, 235–6
- value co-creation 4, 248, 249, 250–51, 254, 393
 - and brand trust 201, 206, 212, 214
 - and business model innovation 136, 138
 - futures thinking 66–7, 74, 84
 - and service design leadership 233, 235, 240, 241
- ‘value constellation’ 67, 85
- value creation 19, 42, 84, 294, 300, 326, 393
 - and business model innovation 111, 119, 123
 - co-creation *see* value co-creation
- futures thinking 62, 67, 69
- and retail industry BMI 132, 134–5, 136, 137–8
- and service design 171, 174, 178–9, 231–2, 236, 240
- and sustainable business models 146
- value delivery 119–20, 122, 123–4, 126, 127, 146
- value ecologies 172, 174–5
- value equity 394, 395
- value orientation 134–5
- value propositions 7, 85, 294
 - and business models 112, 119–20, 122, 124–7, 132, 133, 135, 137–40
 - and design thinking 172–3, 178
 - and service design leadership 233, 236, 237, 241
- ‘value-in-use’ 172, 173, 175, 178–9, 180, 246
- Vargo, S. L. 138, 178, 179
- variability and deviation (key performance indicator) 193
- Vera, D. 232–3
- Verhoef, P. C. 124, 356–7
- Verplanken, B. 359–60
- vertical integration 135, 136, 141
- Viability (design thinking aspect) 167, 169, 170–71, 180
- Villanueva, J. 391
- visibility barriers 341, 342, 343, 348
- Vision 2050: The New Agenda for Business* 69–70
- visualization 103–5, 108–9, 239–40
- Volden, H. 109
- Volvo 165
- Voss, C. A. 125
- vulnerability 8, 17, 20–21, 25, 27, 31, 33, 39, 41, 116, 141, 172, 264, 271, 293–4, 305, 359, 344, 364

- Waisberg, D. 238
- Wang, J. 326
- WBCSD (World Business Council for Sustainable Development) 69–70
- weak ties 263–5
- Wetter-Edman, K. 171, 18
- What*-dimensions (of service concepts) 85, 87, 90

- 'what if?' questions 2, 73, 74, 75, 318
'why not?' questions 2
Wiedmann, K. -P. 343
'will-do' component of trustworthiness 23, 24
Williamson, O. E. 358
within-gamble transition 331
within-option search patterns 325-6
Wood, W. 359-60
word-of-mouth 377, 378-80
Wunderlich, N. 363
Xia, L. 364
Zahorik, A. J. 353
Zeckhauser, R. 360
Zeithaml, Valarie A. 212
Zimmer, J. C. 39
Zomerdiijk, L. G. 125

