Dr. Liana Victorino’s research explores scripting and the impact of different levels of scripting on customer perceptions of service quality in hospitality settings. In a recent publication, Victorino and her co-authors Dr. Rohit Verma (Cornell University) and Dr. Don G. Wardell (University of Utah) utilized video experiments to introduce an innovative method of testing consumer perceptions that had rarely been used in the service operations arena. The researchers developed video scenarios that displayed different levels of scripting for two types of service encounters. The first was a standardized encounter at check-in and the second a more customized encounter at the concierge desk. The researchers analyzed the resulting customer perceptions of the encounters and found that the level of scripting for the relatively standardized encounter did not impact customer perceptions of quality. The more rigid form of scripting, however, had an adverse impact on customer perceptions of quality in the more customized concierge scenario.

These findings inform the service design process and suggest that service providers wishing to maximize the customer’s experience should employ varying script levels for different types of encounters. Less scripting should be utilized where customized solutions are required and more rigid scripting could be used for more routine encounters such as at the check-in desk.

Victorino’s future research avenues continue to develop these ideas further still. She is currently studying the service design strategy of improvisation and is also examining the impact of scripting across a sequence of encounters. She also recently published a methodology paper with co-author Dr. Michael Dixon (Naval Postgraduate School) that reviews the use of video experiments when studying service design and innovation issues.

As co-chair of the service operations expert research panel for the Journal of Service Management’s editorial board, Victorino is well placed to anticipate and respond to new and emerging themes within service operations management. She was also appointed an academic scholar at the Cornell Institute for Healthy Futures, one of the first centres to research and innovate around hospitality, health policy/management, and design.

HIGHLIGHTED RESEARCH:
