



CRITICAL EVALUATION OF SUCCESSFUL FACTORS IN CREATION OF SERVICE

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Abstract

Aiming to stand out in a competitive environment, business enterprises of services are increasingly focusing on the analysis of success factors, which not only allow to determine the past factors of success but also by effectively utilizing the company's available resources and competencies, to improve the services provided or to create new services and to shape the user-friendly behavior of the organization. Companies that continuously identify success factors create a positive environment for themselves for the creation of a new service that is not only competitive but also involves specific solutions for engagement of employees in all departments of the organization. Based on scientific literature, the article presents the concepts of the development of the services and the service, the analysis of different approaches to the exclusive service characteristics and the factors determining the success of the development of the service are identified. Comparative analysis and synthesis methods were used in the study.

KEY WORDS: service, service characteristics, service creation, service business, success factors, evaluation.

Introduction

In the context of globalization, servicing businesses face a variety of challenges: the change of consumer behaviour, rising living standards, more efficient allocation of resources, the increasing access to information, technology, as well as to more affordable goods and services. In order to become unique in the market of services, organizations are forced to analyse not only the competitive environment or consumers' needs but also to pay greater attention to the identification of success factors. Regular and proper identification of these factors allows the company to achieve the intended results, to adequately allocate resources necessary for the creation of a new service, and also to draw the portrait of a target customer. The identification of success factors may also be associated with the use of the company's expertise and knowledge to improve the existing service or the newly created one, shaping it according to the prevailing market trends, the consumer behaviour or the possibility to apply technological innovations. Although success factors are becoming increasingly important in the context of the creation of services, they are fragmentedly analysed by scholars. It should be noted that the attitude to the role of success factors in the development of new services is changing and transforming, which is why their researches become especially relevant in nowadays post-modern organizations.

Object of the research – success factors in the creation of services.

Relevancy of the research – most of the researches related to success factors in the creation of services focus solely on identifying these factors, while in the context of constantly changing business conditions it is relevant to determine their significance in the creation and development of modern services.

Aim of the research – to analyse and summarize success factors in the creation of services detected in scientific literature and to highlight their importance in the development of new services.

Tasks of the research: 1) to consider the concept of service and to assess its exceptional properties, 2) to reveal the conception of the creation of services, 3) to examine factors determining success in the creation of services, 4) to determine the importance of success factors in terms of service creation. The research is based on the analysis and synthesis of scientific literature.

Variety of definitions of service

Now that we live in highly consumer society, surrounded by the intensifying processes of globalization, the definition of *service* becomes one of the most complex theoretical tasks faced by modern scholars. According to B. Vengrienė (2006), the variety of activities aggravates the definition of service. L. Bagdonienė and R. Hopenienė (2009) state that the evolution of the concept of service is related to the intensive development of service business. C. J. Lovelock *et al.* (2011) believes that the definition of service will always have a number of insights due to its intangible nature.

Defining the service as a benefit or satisfaction that a business entity sells to the consumer, W. J. Regan (1963) distinguished three types of services: services involving intangible assets when the consumer receives satisfaction directly (e. g., insurance); services including tangible assets (e. g., transportation, accommodation); services that are purchased along with goods or other services (e. g., maintenance, delivery).

R. C. Judd (1964) identifies the service as a market transaction between the enterprise and the customer the object of which is the transfer of intangible property. Meanwhile L. Shostack (1977) views the concept of

service from the point of view of the creation of marketing service and defined it as an abstract activity. In the author's opinion, the vision and even the outcome of service may be influenced by what the consumer perceives and expects. The service itself cannot be tangible, therefore, the user must rely on side senses and means to assess it.

By claiming that the service can be viewed as the change in the consumer's state as a result of the performance of a business entity, T. P. Hill (1977) argues that this corresponds to the basic idea inherent in the concept of service, namely, the fact that one entity is engaged in an activity beneficial to another entity. The author notes that regardless of what the service provider is engaged in, he has to directly affect the user.

According to J. B. Quinn and C. Gagnon (1986), services are economic activities where the value is created by means, which cannot be measured, i. e. convenience, security or flexibility. Swedish scholars B. Edvardsson and J. Olsson (1996) presented the concept of service from the user's point of view and defined the service as a process (or a group of processes), during which benefits are being created and transferred to the user. Customers have personal assessment criteria, which is why they differently perceive the same services. According to the authors, the most important indicator in the provision of services is a satisfactory result of customer service or, in other words, the quality, therefore, in order to ensure it, it is necessary to find out the needs of a target group of customers and the ways to properly satisfy them.

A service is an action or a multiphase process of activity without any tangible results, intended to satisfy the needs of another economic entity (Vengrienė, 2006). The author notes that in the provision of services it is the activities different in nature that becomes the means of meeting ever changing needs of customers. C. Grönroos (2007) defines the service as a process consisting of more or less intangible activities taking place in the intersection between the customer and the service provider. In this

case, physical or mental resources become a way of solving customer's issues.

After the analysis of concepts of services, S. Kayastha (2011) claims that services are exchanges that are executed within a specified or zero period of time. According to the author, this type of definition of services is much more efficient than identifying differences between goods and services.

P. Kotler and K. L. Keller (2012) defined the service as a process during which one entity offers something to another, however, due to an intangible nature of service the user does not acquire any property. The authors note that the service may be sold separately or along with goods.

M. S. Rosenbaum (2015), who viewed the concept of service from the perspective of contemporary market players, suggests to define services as a process where servicing staff, volunteers and customers are given an opportunity to improve the individual, common, and global welfare during the provision of services.

A. Vitrenko (2015) identifies services as intangible activity involved in the process of production and turnover, by which a business entity intends to meet the specific needs of consumers. According to the author, services may be analysed in three aspects – the type of actions, direct actions and the result of actions. C. H. Lovelock with co-authors (2011) holds a similar position. By defining the service as an intangible economic activity that generates value and benefits to the customer, the authors also note that during the creation of service it can be associated with a physical product.

After the analysis of services provided by Lithuanian and foreign authors, it can be stated that definitions of the service vary according to four main characteristics: the form of service expression (*process, activity, exchange, benefits*), the relationship between the business entity and the user, the distinction of unique features of the service and the identification of additional factors (see Table 1).

Table 1. Generalized service definitions (Source: compiled by the authors)

Author, year	What it that?	Additional factors	Named characteristic
W. J. Regan (1963)	Satisfaction, benefit	Services may include tangible and intangible assets; Services can normally be associated with goods.	Intangibility
R. C. Judd (1964)	Process	Services can normally be associated with goods.	-
L. Shostack (1977)	Activity	Important what the user is expecting.	Intangibility
T. P. Hill (1977)	Process	The service provider can directly affect the user.	-
J. B. Quinn, C. Gagnon (1986)	Satisfaction, benefit	The value created by the service can not be measured.	-
B. Edvardsson, J. Olsson (1996)	Process	The most important indicator for the provision of services – quality.	-
B. Vengrienė (2006)	Process	Various services are designed to ensure the changing needs of users.	Intangibility
C. Grönroos (2007)	Process	Physical and mental resources become a way of solving customer problems.	Intangibility
C. H. Lovelock <i>et al.</i> (2011)	Activity	Services can normally be associated with goods	Intangibility
S. Kayastha (2011)	Exchanges	The exchange takes place in a fixed or zero time period	-
P. Kotler, K. L. Keller (2012)	Process	Services can normally be associated with goods	Intangibility
M. S. Rosenbaum (2015)	Process	The service provider can directly affect the user	-
A. Vitrenko (2015)	Activity	Service can be considered in three aspects - the kind of action, action directly, the result of action.	Intangibility

After analysing the scientific literature, it can be concluded that the concept of service is rather diversely perceived not only by Lithuanian but also by foreign scholars. Due to continuous improvement, there is no definition of the service commonly acceptable to all scientists and specialists, however, it is obvious that most properties or factors prevailing in definitions are similar. The relationship between the service provider and the user (Shostack 1977; Hill 1977; Vengrienė 2006; Rosenbaum 2015) or a possibility to associate the service with the goods (Regan 1963; Judd 1964, Lovelock 2011; Kotler, Keller 2012) are often highlighted. Besides, in most definitions, immateriality is identified as an exceptional or mandatory feature of a service.

Taking into account the roles of the consumer and the business entity during the creation of service as well as the importance of the unique properties of the service, *the service can be defined as a rapid process dependent on users' needs, technological innovations or competitiveness in the market taking place in the interaction between the customer and the service provider and generating intangible value (benefit), which cannot be acquired as property.*

Exclusive characteristics of services and contributing factors

The rapid development and dynamism of the service sector promotes the formation of characteristics of new services. They are increasingly given sense to not only in the modern concept of services but also in most phases of the creation of services: installation, provision or further development. According to N. Awara and J. Anyadighibe (2014), each of the characteristics of the service poses additional challenges for company's marketing professionals. According to the authors, by applying specific strategies to unique characteristics of services, marketing specialists can more effectively advertise the service to the target audience. Because of the changing consumer beha-

viour, the development of high technology and the growth of competitiveness among business entities, researchers observe new characteristics of services, however, the following four are considered to be the main ones:

1. **Intangibility.** Unlike a material product that a user can judge rather objectively (in terms of its shape, taste, smell, qualitative image), it is much more difficult for the user to evaluate the service due to its intangible nature.
2. **Heterogeneity.** Service combinations, forms of provision, or benefits to the consumer may significantly differ depending on what, when, where and how it is provided. This depends on the economic period (market trends, price differences), different terms of service, the nature of sales (whether the service is sold separately or provided along with the sold production), different consumer expectations, and the target group which the service is designated for.
3. **Inseparability.** Unlike the product, the service is provided and consumed at the same time. Some of the processes related to the service can be performed without the client, however, it is the part where the client participates and controls the development of the service that is the key. According to C. Lovelock and E. Gummesson (2004), the inseparability of production and consumption highly influences the marketing and operations strategy of a business entity.
4. **Perishability.** It is impossible to accumulate service reserves or to offer services upon demand without the participation of the user.

Researches on exceptional characteristics of the service began over fifty years ago aiming to distinguish essential differences between goods and services. In order to define the concepts of service and service creation in more detail, it is necessary to further examine these characteristics of the service (see Table 2).

Table 2. Exclusive service characteristics (Source: compiled by the authors)

Authors, year	Service characteristics								
	1	2	3	4	5	6	7	8	9
	Intangibility	Heterogeneity	Inseparability	Perishability	Customer involvement in the creation of the service	Lack of ownership	Presentation of the service (e-commerce or business entities)	Difficulties in service evaluation	Fluctuating demand
W. J. Regan (1963)	X	X		X					
J. M. Rathmell (1966)	X	X	X	X	X				
V. A. Zeithaml (1981)	X	X	X						
V. A. Zeithaml et.al. (1985)	X	X	X						
C. Grönroos (2007)	X	X	X	X	X	X			
M. Gabbott, G. Hogg (1994)	X	X	X	X					
J. Gadrey (2000)	X			X	X				
C. Lovelock, E. Gummesson (2004)	X	X	X	X					
N. Langvinienė, B. Vengrienė (2005)	X	X	X	X	X	X	X	X	
B. Vengrienė (2006)	X	X	X	X	X	X			
T. Abe (2005)	X		X			X		X	
L. Bagdonienė, R. Hopenienė (2009)	X	X	X	X	X	X			
G. Parry et al. (2011)	X	X	X	X					
S. Kumar, K. Mishra (2014)	X	X	X	X		X			
U. Lehtinen, R. Järvinen (2015)	X		X		X		X		
R. Batley, J. Wales (2015)	X	X	X	X	X		X	X	X
S. Chand (2017)	X	X	X	X				X	X

A comparative analysis of authors' opinions revealed that the key features of services still include intangibility, heterogeneity (promiscuity), integrity of production and consumption and non-accumulativeness, however, in the scientific literature these features of services are more and more often supplemented by other features which allow to distinguish differences between goods and services even more precisely: the customer's involvement in the creation of service, the absence of transferred ownership, etc. It can be assumed that the following factors influence the formation of new service features:

1. **Most features of the service affect one another.** An excellent example is intangibility because of which it is impossible to store and accumulate services and to acquire ownership relating to the process of services. B. Vengrienė (2006) notes that characteristics of services should be treated with caution, since a significant part of supplementary insights found in the scientific literature only repeats and complements the four main characteristics of services.
2. **User's role.** The provision of all services is directed towards the customer and the satisfaction of his/her needs, therefore the main objective of a business entity is to provide a qualitative innovative service that is consistent with today's trends. It is natural that the significance of the customer is also reflected in newly formed characteristics. More and more authors distinguish the role of the customer and his/her relationship with the service provider (e. g.: the customer's involvement in the creation of service, the difficulty in assessing the service before acquisition, the absence of transferred ownership).
3. **Evolution of innovations.** In the development of services, technological and social innovations have a significant impact as they reduce the time needed for the service, improve quality, and promote competitiveness. The emergence of very fast sharing economy, the role of electronic commerce and the importance of social networks create not only the shopping habits of contemporary society, but also stimulate the formation of new service characteristics.

Taking into account the fact that most of the newly formed exclusive features of the service are focused not on a business entity or service but specifically on consumers, it can be assumed that it is the customers that are largely responsible for the success of the service. This implies that during the provision of service or its creation, business entities are forced to take additional measures that would ensure the success of the whole process increasing customer satisfaction, their loyalty, or aiding to draw a portrait of the target customer.

Concept of creation of service

It is rather complicated to present a precise definition of the creation of service because of its vagueness. Foreign literature provides the following derivatives of this concept: new service creation (NSC), value/service co-creation, new service development (NSD), service design or even service innovations. More often than not, the concept of service is hidden under the definition of the product since the service constitutes a product of a specific activity. According to R. Drejeris (2015), a product is a more general concept that allows services to be treated as a subset of products that are distinguished by certain attributes.

S. Holmlid (2010) states that the creation of service is a growing and multidisciplinary field that collects knowledge from disciplines such as anthropology, cognitive science, marketing, or computer-based communication. Service Design Network (2017) provides that the creation of services is crucial for all private and public organizations willing to install innovations and improve their service strategies or offers to consumers. M. Stickdorn and J. Schneider (2011) argue that in the course of creation of services either new services are installed, or the existing ones are improved in order to make them more useful, efficient, and meet other needs of contemporary customers.

Most researchers point out that the development of services allows for a stronger relationship between the organization and the user (see Table 3). It is noted that departments of foreign institutions pay considerably more attention to the creation of service, namely European Commission Business Innovation Observatory (2015), Cambridge Service Alliance (2017).

Table 3. Comparison of service creation considerations (Source: compiled by the authors)

Author	Year	Service creation
A. M. Smith, M. Fischbacher	2005	Authors quoting A. Johne and C. Storey (1998): This process encompasses the development of tangible and intangible elements of a service, not previously offered by the supplier, including "offer development", i.e. the development of "processes by which the product (or service) is evaluated, purchased and consumed"
D. N. P. Murthy <i>et al.</i>	2008	The authors rephrase the definition of the Product Development and Management Association of USA and defines this process as a disciplined and defined set of tasks and steps that describe the normal means by which a company repetitively converts embryonic ideas into saleable products or services.
M. Erlhoff, T. Marshall	2008	It aims to ensure that service interfaces are useful, usable and desirable from the client's point of view and effective, efficient and distinctive from the supplier's point of view.
S. Moritz	2010	The process, which aims not only to strengthen the relationship between the user and the service provider, but also to create more added value for both market players.

J. C. Aurich <i>et al.</i>	2010	Process of planning and organizing people, technology and material components to enhance the quality of interactions between customers and providers.
J. B. Santos, M. Spring	2013	Authors quoting Johnson <i>et al.</i> (2000): Activities executed and decisions made to develop the concept, analyse the opportunity, implement and launch the service
Business Innovation Observatory	2015	It is a creative, viable and user-centred design process that is used by organisations to create value for their customers or users and serves as a competitive advantage for the service provider.
E. Lee	2016	Iterative process which includes four phases: exploration, creation, reflection and implementation.
G. Mayou	2017	A customer-centric process, where creative solutions are applied to eliminate disadvantages in the service business by improving existing services or introducing new ones.
Cambridge Service Alliance	2017	The application of design methods and tools to the creation of new service systems and service activities with special emphasis on perceptions of quality, satisfaction and experience.

A comparative analysis has revealed that the theoretical complexity of the creation of service is determined not only by the broadness of concepts, but also by variations of this concept frequently confronted with in foreign literature. M. Stickdorn and J. Schneider (2011) propose that the approach to the creation of service is still evolving. Theoretical considerations of the creation of service (see Table 3) reflect the relationship between the client and the user, highlight the importance of the objective, and identify the specific stepwiseness or course of the process. The results of the analysis show that the creation of services can be focused on the introduction of new services or the improvement of existing ones, therefore it can be assumed that this process is influenced not only by such factors as consumer behaviour or the development of technological innovations, but also the prevailing competition in the service sector. These factors encourage business entities to make clearly measured and competitive decisions that would allow to created services in a more efficient way.

Taking into account all these mentioned scientific views, it can be claimed that the creation of the service should be considered as a necessary strategic solution and systematically evaluated by this process. Therefore, it is suggested that service creation can be defined as *a multiple, customer-oriented process, during which managerial decisions are applied to the elimination of deficiencies in business, by improving existing ones or by introducing new services.* This definition creates a good environment for the perception of the development of services from the perspective of a user and from the perspective of the organization as well, and let to search for the effective and optimal solutions in their provision.

Significance of identification of success factors in the creation of service

Most of the scholars examining the service sector pay increasingly more attention to success factors, which are reflected in different stages of service creation. Critical success factors are closely related to service quality assurance, customer satisfaction, and increased competitive advantage, and therefore they largely contribute to effective results.

During the study, U. Brentani (1990) interviewed representatives of different companies about internal and external problems that directly or indirectly affected the creation of a new service. After summarizing the results, 17 new factors describing the creation of service were presented. Taking into account the values of reliability ratios derived by the author, the first five places were occupied by the comprehensive process of the creation of a new service, the overall business synergy, the quality of servicing experience, the market competitiveness, and skilled professionals. According to the author, the identification of these factors is an effective way of contributing to the successful implementation of a new service.

After having interviewed representatives of the largest manufacturing companies of Finland, V. Ojanen *et al.* (2008) found that the key factors for creating a new service in this segment are the customer satisfaction, skilled employees, rapid adaptation of the company and its personnel to technological change, security aspects and provision of rental services. According to the authors, the division of success factors into internal and external ones facilitates the elimination of various problems in the enterprise. Success factors are assessed by the authors as a mechanism of self-control which is necessary for the creation of service.

According to D. N. P. Murthy *et al.* (2008), business objectives can be defined as the overall goals of the creation process of a new product or the benefits that a new product is supposed to bring to business. Taking into account the importance of the goal being developed during the product creation, the author distinguished four main factors that could influence its implementation throughout the project: the product strategy; laws, standards and directives; human resources; and competition.

After having assessed the success factors influencing the creation of financial services, M. Nekrep (2009) found that the organizational culture is considered to be the most important factor for success in the creation and development of services. It is followed by the knowledge, presentation of the service to the user, business analysis and marketing planning, as well as idea generation and selection. According to the author, the identification of success factors is necessary for any enterprise in the service sector that wishes to further expand its activities.

After having analysed the role of organizational culture and business ethics in the process of service creation, H. P. Hsu (2017) determines that the creation of new services must be based on the cooperation between the consumer and the business grounded on ethical principles resulting in favourable conditions for ensuring long-term relationships. The author also notes that employee qualification and mutual communication are important success criteria in the development phase of the service, when ideas are exchanged in order to solve the arisen problems.

T. Posselt and K. Förstl (2011) conducted a comparative analysis of scientific publications according to 29 different key-words in *Science Direct* website. Due to the large scope of the study, the success factors identified in the literature were divided into three categories: factors that previously determined success by describing preconditions in the organization contributing to favourable environment for the improvement of services, success factors of the creation of a new service and success factors of a service, i. e. factors describing a successful service (see Table 4).

Table 4. Success factors (Source: compiled based on Posselt, Förstl 2011)

Success factor categories	Succession Factors Priority Layout				
	1	2	3	4	5
Service success factors	Unique / Superior service	Product synergy	Employee expertise	Tangible evidence	Cross-functional collaboration
NSD Process Success Factors	Employee involvement	Appropriate formalisation	Management measures	Customer involvement	Market orientation
Antecedents of NSD success	Market orientation	Technology	Knowledge management	Culture	Strategic HRM

Note: From the perspective of this study, only the success factors of a new service are considered.

The research revealed that most of the scientific publications dealing with success factors of new services are not characterised by freshness, and because of the small volume of quantitative and qualitative researches the aspects discussed in the publications are not disclosed in sufficient detail. According to the authors, in the context of modern business services, the research of success factors needs more attention.

During the study, N. Bhuiyan (2011) attempted to determine the key success factors that occur in each of the five phases of the development of a new product. The key success factors include the clear and well-presented strategy (*the strategy phase*), the concentration on user's needs (*the idea generation phase*), the proper preparation (*the sampling and business analysis phase*), the rapidness and feedback from the client (*the development phase*), the functionality of a product or a service and user's opinion on the created product (*the test phase*). According to the author, the creation of a new product can also be called a success factor as it forms the success of not only the specific product or service but also of the entire company.

After the survey of respondents of high technology companies, K. Ismail *et al.* (2012) sought to identify success factors in the creation of a new product. The survey revealed that leadership plays a key role in determining the success in the creation of a new product; it is followed by the company's commitment to maintaining high-quality of products; constant attention to customers in order to find out their needs; the support and direct involvement of the team leader in all stages of the project's implementation; and the organization of

work on a team principle. According to the author, the process of creating a new product is especially important for the company in the conditions of modern competitiveness, and the identification of success factors is important not only for the project but also for the company as a whole.

Applying the method of comparative analysis, N. Langviniene and I. Daunoravičiūtė (2015) attempted to identify factors determining the success in the sector of health services. They distinguished the six most important ones: innovations, qualified employees, proper management of customer relationships, technologies, marketing and continuous creation of value. According to the authors, these factors have a positive effect on the development of successful companies in the improvement of servicing quality, the reduction of costs, and timely satisfaction of consumer expectations.

H. Floren *et al.* (2017) conducted a theoretical study in which he sought to identify critical success factors in the creation of a new product. The key success factors include the involvement of managers, the early involvement of customers, and the external collaboration with customers. From the authors' point of view, the decision to create or terminate the creation of a product must be grounded on a solid definition. It can more effectively disclose to the business entity whether the product to be created has commercial potential.

The results of the analysis revealed that the authors not only distinguish different success factors of the creation of a service, but also differ in their number or priority (see Table 5).

Table 5. Interpretation of success factors in creating new services (Source: compiled by the authors)

Author, year	Success factors in the creation of new services (priority layout)			The number of success factors	Success factors are divided into external and internal	Identified the importance of success factors in the creation of new services
	1	2	3			
U. de Brentani (1990)	Detailed service development process	Common business synergy	Quality of service experience	17	-	+
V. Ojanen <i>et al.</i> (2008)	Satisfaction of customer needs	Qualified workers	Adaptation to technological changes	17	+	+
D. N. P. Murthy <i>et al.</i> (2008)	Product strategy	Standarts	Laws and Directives	4	-	+
M. Nekrep (2009)	Organizational culture	Knowledge	Presentation of the service to the user	9	+	+
T. Posselt, K. Förstl (2011)	Employee involvement	Proper formalization	Management tools	5	-	-
N. Bhuiyan (2011)	Well-presented strategy	Concentration on user's needs	Proper preparation	8	-	+
K. Ismail <i>et al.</i> (2012)	Leadership	Quality	Constant attention to customers	10	-	+
N. Langvinienė, I. Daunoravičiūtė (2015)	Innovations	Qualified workers	Proper management of customer relationships	6	-	+
H. P. Hsu (2017)	Organizational culture	Qualified workers	Mutual communication	4	-	+
H. Floren <i>et al.</i> (2017)	Involvement of managers	Early involvement of customers	External collaboration with customers	8	-	+

Note: The summed up success factors for creating new services are highlighted in different backgrounds: customer orientation - ; qualification of employees - ; management tools - ; Innovations - .

Taking into account the results of the analysis of success factors in the creation of service, the following key factors may be distinguished: focus on customer's needs (Ojanen *et al.* 2008; Bhuiyan 2011; Ismail *et al.* 2012; Langvinienė, Daunoravičiūtė 2015; Floren *et al.* 2017), high qualification of personnel (Ojanen *et al.* 2008; Langvinienė, Daunoravičiūtė 2015; Hsu 2017), adequate management measures (Posselt, Förstl 2011; Ismail *et al.* 2012; Floren 2017) and innovations (Ojanen 2008; Langvinienė, Daunoravičiūtė 2015). To sum up, it can be concluded that the success factor of the creation of service is *a specific element that, by applying theoretical and practical knowledge accumulated by the company in the past, creates appropriate conditions for the improvement of the existing or newly created service, eliminating some of the problems which arose during the provision or creation thereof.*

The research revealed that, in distinguishing success factors of the creation of service, the authors lack explicit criteria that would allow these factors to be divided according to their intention to solve issues of different nature. In this case, the authors classify the success factors of the creation of service by their importance, however, it is not completely clear whether a particular factor will solve the internal or external problem arisen during the creation of service.

Conclusions

The results of the analysis of scientific literature revealed that researchers dealing with processes in the service sector lack a unified view on the concept of

service, its features and impact on the contemporary society. After analysing the views of different authors, it was determined that the service is usually defined as a process. Rarely, the service is defined as an activity, a benefit or an exchange, and therefore, based on different paradigmatic approaches of scientists, it can be defined as a process during which the business entity creates the user an intangible asset which cannot be owned as property.

The theoretical analysis of the exceptional characteristics of the service revealed that the rapid development of the service sector, its competitiveness and the change of customers' needs encourage researchers to look for new insights of features of services, which would not only focus on the business entity or the service itself but also highlight the role of the consumer. It is noted that, unlike in the past, when service features were used to highlight the essential differences between goods and services, more and more authors are currently examining them in the context of the creation of service.

The results of the theoretical research analysis revealed that success factors of the creation of service could be used more efficiently if a system of specific selection criteria was created. This would help the business entity to select success factors and apply them to solving specific (internal or external) problems.

Although, in the 21st century, success factors are given more and more importance in the creation of service, they are only fragmentedly examined in the scientific literature. Success factors are addressed by many authors only in the context of the overall creation

of services with much less attention to their research at each stage of the creation of service. This implies that in order to create a new service, it is necessary not only to form an effective strategy for achieving the goals but also to identify the key success factors that appear in each of the stages.

After the critical evaluation of success factors, it can be concluded that they play a significant role in the creation of service. It was determined that success factors have a significant impact on the effective development of an enterprise, self-control or even performance results.

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