

E-Services: An Experience Centric Perspective

Full Paper

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Abstract

We propose conceptualization of experience centric e-service that is different from earlier view point of e-service. From an e-service provider standpoint, we describe three dimension of product/service and business models (Value Networker, Fantasy Fulfiller, and Solutionist) that are unique to experience centric e-service. We also provide real-world examples to describe how businesses make experience centric e-service possible. As a paradigm shift, our experience centric e-service is compared with earlier view of e-service in Value creation, Characteristics, Provider, and User to increase the depth of our conceptualization. Constraints of creating effective experience centric e-service are also elaborated to help businesses to overcome the managerial and technological issues. Furthermore, designing and delivering aggregated online services are also discussed in details. Implication for information systems research is also discussed.

Keywords

IS Research, IT Artifact, IS Practice, experience centric e-service

Introduction

Service is a sector of economy that accounts for most of the world's developed economy. Therefore, it is generally agreed that we are in the service economy. The Institute for Supply Management (ISM) reported that its non-manufacturing index held high at 57.2 in 2015. The median forecast in a Bloomberg survey called for 56.8. Readings above 50 signal growth in the service industries that make up nearly 90 percent of the economy in 2016 (Laya, 2017).

Many industrial manufacturers that traditionally produce only physical products also derive their revenues from service. For example, Internet pure play companies use service strategy to achieve similar competitive advantage by bundling related service components to solve problems of their clients. Take Amazon, the biggest e-retailing website, is facing competition with other strong competitors such as Taboo/Alabama in China; they are actively developing service platforms to make them different from other retail services and Internet service providers. They are increasingly focusing on offering digital services such as streaming music, movies, and digital books, magazines, etc. Amazon is also looking at growing this service to other providers in addition to Comcast, Frontier, and Time Warner (Bouma, 2016). Amazon is the world's largest cloud infrastructure provider. Amazon Web Services (AWS) continues to lead the IaaS and PaaS pack, maintaining its leadership in public cloud services (Panettieri, 2017).

Two service based companies E*trade and Redfin can be examples of describing the emerging trend of reassembling of economy value of businesses. E-trade's Intelligent Cash Optimizer is an intelligent application that allows customers to compare the investment of their cash in different products of E*Trade. To better utilize customer's cash, they can use this application decide how they want to deploy that cash in a real time efficient manner. Since its mobile application is available to customers, the services move for web-based service to mobile service. Currently, E*trade and Scottrade are major players in online financial services and they are tie in overall service provision (Latham, 2016). Redfin is a real estate broker which provides online/offline solutions. They provide real estate brokerage services to its clients with discount rates and use customer satisfaction to reward its brokers. They focused on being a "discount brokerage". Their selling point was that they would provide rebates or discounts on the agents' commission back to buyers in return for using a Redfin agent to buy their home. Their website is user friendly and easy to use, so consumers could use to search for their next home, and then by providing a 1%-2% rebate/discount that potentially resulted in thousands of dollars in savings. As the result, Redfin was able to entice buyers to go with them over more traditional brokerages (Thomas, 2015).

Both E*trade and Redfin's service provide values to customers with Internet enabled technologies and they remain to be very competitive, even though their competitors: Scottrade, Zillow, and Trulia are also creating success (Estimize, 2014; Scottrade, 2016; Inman 2015). These E-service providers are parts of a larger trend in which the "progression of economic value" of today's society is at the point where stand alone service is not enough. The present economy is called "experience economy" by some and "attention economy" by some others (Davenport and Beck, 2001). The "experience economy" is supported by smart devices such as iPhone, iPad, and android smart phones. The mobile applications carry over by these smart devices enable customer experience to be staged electronically wherever the customers are. For instance, Hawaiian airlines seek to provide memorable experience for customers who buy ticket online in a simple way. By using desktop widget, small downloadable software that the customers can download at the end of online ticket transaction, Hawaiian airlines engages the customer in an anticipated experience. The desktop widget includes a countdown clock, local temperature and other events that the customer can enjoy when he arrives at Hawaii. Government agencies and society at large are not left behind; they have already embraced the concepts of the experience economy. For example, the government of Korea provided the eKSP, e-government application, which contains initially 11 major tasks of e-government since its introduction in 2001. The 2010 UN Global E-Government Survey shows that Korea ranked first among all the member countries, given the highest possible scores in the categories of Online Service Index and the eParticipation Index (NIA, 2010). Video games, for instance, is used by U.S. Army for military training. By improving the performance of army and navy officials and personnel, video gaming is used as a strategic tool for bolstering national security (Ivanov, 2015).

The goal of this paper is to introduce conceptual frameworks to explain that experience centric e-service is a phenomenon that deserves the attention of IS practice and research. We describe a three dimension of product/service, outline three business models, and provide design guidelines that inform successful software design. The value of experience centric e-service is promising to customers and economically significant. To better achieve the experience centric e-service, businesses shall develop guidelines and involve with the design and delivery of effective information system artifact. In the following sections we define experience centric e-service, business model along with the experience centric e-service, and constraints. We intend to provide information that helps to create promising e-services that enable businesses to continuously deliver values to customers.

The Core Concept of Experience Centric E-Service

In this section, we describe the three dimensions of products and services: product complexity, the level of digitalization, and number of providers involved in the use of the products/services. We also discuss in a greater detail in how Redfin (the for-mentioned business case) works and we compare the business model to its competitor Zillow's model. We further explain how our framework can be applied and the uniqueness of Redfin's value delivery. We also elaborate the business models that connect the idea of our experience centric e-service. Uncovering the types of business models, we will be able to explain effectively how business model plays a role in value creation. Lastly, we describe constraints that businesses shall be aware in managing a better experience centric e-service.

Product/Service: Three Dimension

Three dimensions are defined traditionally for products and services delivered by companies; *product complexity*, *the level of digitization*, and *number of providers involved in the use of the products/services*. We depict the three dimensions visually for conceptual clarity (see Figure 1). As shown in Figure 1, first dimension is product complexity; it refers to the level of technological sophistication, number of parts that form the product, duration of life cycle, and the need for maintenance. A digital device has lately spanned both organizational realm and individual realm blurring the line between professional and private lives (Yoo, 2010). Its nature can be complex. Other products/services such as pure digital form Second Life and other virtual world are also very complex because the delivery of the services involves virtual 3-D display software, instruction on how to use the web site, and credit card transaction. Online purchase of tour package; likewise, is also delivered electronically by combining the services from a multitude of partners from airlines, hotel and other tour agencies. Secondly, the level of digitization is the degree to which a product can be digitized and/or delivered via digital communication like the Internet or wireless communications. Take movie as example, it is a digital product that can be delivered by service providers such Netflix; it is at the same time physical product when it is reproduced and recorded in CD ROMs, and hard-drives. ITune music, for instance, also has the same properties like digital movies. Thirdly, the number of providers involved is the third dimension in our conceptual framework in Figure 1; a product or service can be delivered entirely by one provider or by a couple of providers. Let's put this concept in e-shopping. One

wants to use a computer to access the Internet to purchase a book, at least three providers is involved, the computer distributor, the Internet service provider, and the book publisher/bookstore. We mention about the concept of multiple providers is to highlight the importance that experience can be co-created by multiple entities in the process of transaction or services is provided. Each entity contributes the success of customer experience.

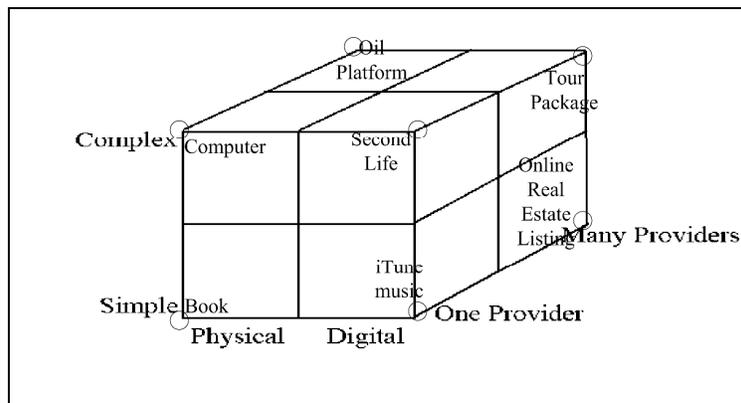


Figure 1. Three Dimensions of Products and Services

Applying the Three Dimension to a Real World Case: Redfin

The three dimension of product/service can be further explained by the approach that Redfin is taking. Redfin is an online real estate company, launching its services in 2006. Though Redfin and Zillow have some commonalities, they have very different business models. Both companies have developed online search portals to view real estate information such as homes for sale and recently sold homes. The biggest difference between Redfin and Zillow lies in their value propositions and strategies. Redfin operates as an online brokerage; in contrast, Zillow employee licensed real estate agents and make money when homes are purchased or sold. Zillow is a media company that generates revenue via ad placements and other lead generation techniques on their website (Lang, 2013). One thing makes Redfin so unique from other online brokerage is that they try to maximize customer experience in every customer's touch-point. The actions taken by Redfin include a simple and comprehensive web site that pulls data from multiple sources of information, listing information from MLS (Multiple Listing Service) and other listing like Sell-by-owner are combined with past sales information from the counties, neighborhood information, and home price estimation from Zellow.com called Zestimate. Other thing that is cutting edge: it built around open-source software, increasing the flexibility of its IT applications. The regular 6 percent real estate agent commission fees were waived via Redfin transaction. On top of that, two third of the commission is returned to the customers.

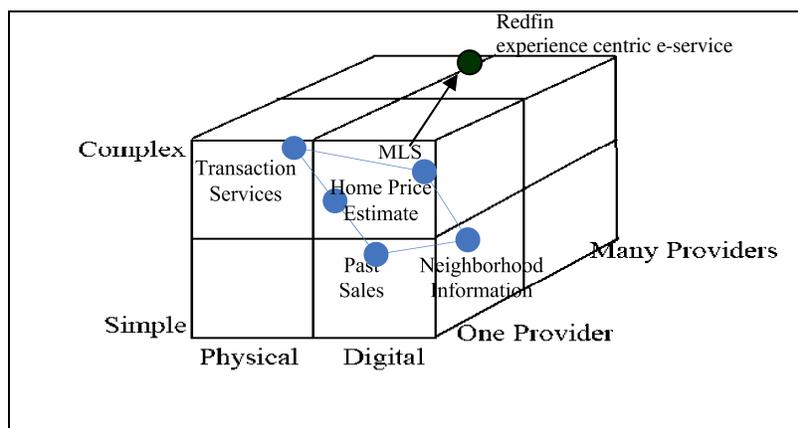


Figure 2. Redfin's Service in Three Dimensions

Redfin promises 100 percent satisfaction money back guarantee, and agents are given bonus for satisfying customers. This really shakes the industry and makes the rule of real estate market different. When Redfin initially tried to bank on the pure play concept of real estate brokerage, they suffer from a fact: personal touch

does matter in the high stake business of real estate. To manage the problem, they added another touch-point which is the real human real estate agent. One thing they insist of is that they still base the business proposition on experience-based differentiation by rewarding the agent that deliver 100 percent satisfaction to clients. As a result, Redfin customers enjoy the average saving of 1 percent for customer from home price negotiation, thanks to Redfin's unique policy. Since Redfin have done all these, we believe that they exemplified our three dimension product/service framework where the configuration of value components that Redfin pulls together to form better customer experience. Figure 2 presents Redfin's e-services that can be examined under the framework of our conceptualization.

Experience Centric E-Services: The Business Models

From Redfin business case we can see that each value capability in itself is not significant; instead, after joining them together it becomes significant. This can be explained from the value networks perspectives. Value network or value net is defined as "a business design that uses digital supply chain concepts to achieve both superior customer satisfaction and company profitability; it is a fast, flexible system that is aligned with and driven by new customer choice mechanism" (Bovet and Martha, 2000). Based on definition of value networks, we can infer that in order to achieve competitive advantage, a business should get involved with the integration where several value chains combine together to form value networks between business partners. Value constellation was also proposed as a new logic of value creation. Value is created not in sequential chains but in complex constellations. Some scholars believe that businesses should focus on the role of institutions and institutional arrangements in systems of value co-creation: service ecosystems where businesses are able to foster cooperative and coordinated behavior among actors in an evolving service ecosystem to achieve business goals (Vargo and Lusch, 2016). That is to say, businesses are in value-creating systems. They should continuously get involved with the dialogue between firm's competencies and customers' needs. The business goals do not solely create value for customers; instead, to allow customers use company's offerings to create their own value. We believe that such value creation ideally cannot be achieved by a single firm alone (unless right experience proposition is identified); however, the value can be effectively created by co-produce with business partners in the value constellation and a company's strategic task is the reconfiguration of its relationships and business systems (Normann and Ramirez, 1993). The value in each offering will be dense in information, knowledge, and resources. Here we describe three business models to further explain how our idea of experience centric e-service can be created by businesses. These three business models are: Value Networker, Fantasy Fulfiller and Solutionist:

- 1) ***Value Networker.*** Redfin creates a unique experience proposition for customers by combining a few products and services together. With the Redfin web site or Mobile app, customers can search online for the home themselves instead of relying on the agent which the traditional brokerage business model operates. Both home buyer and seller who use the systems of Redfin contribute to the value creation while searching information. Once the transaction is done, customers will be able to save cost (Redfin charge only 3 percent, compare to 6 percent of regular agents) and get cash rewards (less 1 percent is a rebate to customers) with the support of IT artifacts. It is a conjunction of value creation among two parties of transaction (home buyers and sellers), IT artifacts, and agents. Likewise, the biggest e-retailing business Taobao.com, also use the value networker business model to creates value with the co-operation of customers, supplier, web site functionalities, logistics, and customer care to provide customers optimal experiences that is customer centric.
- 2) ***Fantasy Fulfiller.*** Redfin is an example of value networks model. In contrast, single firm with the right experience proposition can also deliver experience centric e-service alone. Take Second Life as an example; it can deliver experience centric e-service by itself with right proposition on the fantasies of many people that wish to live in alternatives identities. This business model is called Fantasy Fulfiller. Same experience proposition is also appear in gaming. For instance, mobile game is changing the industry by its expansive freedom to explore and fantasize that drives people to justify paying for things in a game. We consider this is a fantasy fulfiller because the gaming experiences are absolutely not real. The revenues evident the success of this business model: mobile gaming revenue surpasses console game revenue in 2015 to the tune of \$30.3 billion versus \$26.4 billion (Murphy, 2015).
- 3) ***Solutionist.*** Solutionist is one service provider who combines online and offline value capabilities to delivers experience centric e-service. Tesco.com, the British giant e-groceries is an example of solutionist. Tesco.com's success was reported by BBC who recorded its story of being a grocery store who dominants the market. Tesco is one of the top three retailers in the work with 2013 annual turnover of £70.9 billion pounds. It launched its dotcom business in 1996 and in 2000 Tesco.com was formally registered as a separate business. Tesco's

experience centric service model is based on providing solution to the current brick and mortar customers who need to save time and effort in going to the store, selecting the groceries, paying and taking them back home (Seybold 2001). In 2013, Tesco launched the fourth generation depot which creates a significant advancement in automation in the form of goods to person (GTP) order picking. The improvement in labor productive is 82 percent compared to first generation depot. The high level of automation is an enabler for Tesco to move forwards same day delivery, overcome the same day delivery business model as many of retailer business can do. With 6 dotcom depots, Tesco successfully integrates the online and offline experience (handling system such as mini-load ASRS system and goods to person picking systems) into a single system to offer customer exceptional groceries shopping experience (Wulfraat, 2014).

What Does Experience Centric E-Service Mean?

After Redfin and three business models, we describe in greater details about experience centric e-service. We define experience centric e-service as electronically-enhanced offering of products and services to fulfill individual needs, desire, or fantasies by engaging multiple senses through appropriate touch-points. We would like to note that experience is not static. The level of extent resides in the mind of individual; thus, none of two experiences will be the same. Experience can also be recognized as the state of flow (Csikszentmihalyi 1990), certain level of playfulness, the feeling of being in control of the situation, and also the balance between the challenge and one's own capabilities (Boswijk, Thijssen and Peelen, 2005). We assert that when information systems carefully planned, they may easily deliver experience centric e-service. For instance, video game fits well with the experience centric experience because it has characteristics that are intangible, consumed to experience, and personal. Nevertheless, experience centric e-services are not limited to gaming.

Some other definitions can be found and that shows the diverse views of e-service. According to Stafford (2003), "Marketers see e-services as a natural outgrowth of e-commerce, but they also view services through a product-oriented lens; this is only natural. Technologists naturally view e-services as Web-delivered software functionality, often characterized under the rubric of 'Web services'." In IT industry, an e-service is defined as any asset that is made available via the Internet to drive new revenue streams or create new efficiencies (Piccinelli and Mokrushin, 2001). E-services are modular and are intended to combine and recombine to solve problems, complete transactions, and make life easier. Some will be available on web sites, but others will be delivered via TV, phone, PDA, email in-box, or virtually anything with a microchip in it and interconnected via a networked system (Piccinelli and Mokrushin, 2001). e-CRM is also closely related to e-service. The goal of both experience centric e-service and e-CRM is to create positive experience and to manage relationships with customer. The big difference is: experience centric e-service achieve the goal by engaging all human senses and make them emotionally touched. Additionally, e-CRM is more technology-centric whereas experience centric e-service is more consumer-centric.

From above discussion, we present differences between e-service and experience centric e-service (See Table 1). By making the comparison, we express the thoughts from the perspectives of value creation, characteristics, provider, and user. As can be seen, experience centric e-service extends the concepts in e-service. It is more meaningful experience because customers are emotionally involved; it is personalized and reconfigurable that can be achieved by IT artifacts; it involves with multiple services providers (often to be value networkers); and its users are situated individuals that is being called by Pine and Gilmore (1998) as "guest".

Table 1. E-Service vs. Experience Centric Perspective

| | e-Service | Experience Centric E-Service |
|-----------------|-------------------------------------|--|
| Value creation | Convenience | Meaningful experience |
| Characteristics | Standardized & Modular Supply chain | Personalized & Reconfigurable Demand chain |
| Provider | Mostly stand-alone | Mostly value network |
| User | Client | Situated individual |

In next subsection, we further describe the constraints. We stress on how IT's role and the constraints along with its applications. We also describe the managerial constraints. The purpose of identifying the constraints is to provide a direction to minimize the constraints and expand the benefits of right proposition of three business models that described earlier.

Constraints in Delivering Experience Centric E-Services

Staging and delivering experience centric e-service can be a challenge, though at conceptual level the idea is elegant and promising. Constraints in practice can be both technological and managerial. There are at least four constraints to the configuration of experience centric e-service; *mobility issue*, *coordination complexity*, *personalized experience*, and *sampling of e-experience* (See Figure 3). In this subsection, each of the constraints is discussed and we also describe how IT enables us to overcome those constraints.

- 1) **Mobility Constraint:** Both online and offline services are confined to certain locations of touch point. To experience the service, customers have to be on site to have access to either web site or kiosk provided by service providers. To overcome this constraint, Coldwell Banker uses mapping e-service from Google in combination with its internal sales data to provide information about real estate pricing in various locations. Thus, they are able to provide experience centric e-service without constraint. New IT apps in mobile computing and Global Positioning Systems help to overcome constraints and to meet the context-aware requirement of experience centric e-service. For instance, a client, who ordered a tour package, is on the way to the airport but the plane delays. The clients should be notified about the delay and the airport lounge must be ready for him. The notification can be sent through the taxi that the client takes or a text message should be sent to his cell. If the message reaches him before he left the hotel, the system can inform the taxi not to pick him up and notify him so he can allocate the time to do something else.
- 2) **Coordination Complexity Constraint:** Experience centric e-service offerings often combine the value capabilities of a variety of providers. The offer of a tour package involves the airline companies, the hotel, the taxi, and the destination management companies. Coordination complexities present in such a case where multiple entities get involved. Each party will experience a great hassle when any change or delay presents. All parties are integrated seamlessly enabling by the web services technologies, Service Oriented Architecture, and industry data standardization standards like XML. Web service is a self-describing, self-contained, and modular application accessible over the Web. Technology is promising for solving coordination complexity because of the use of standard protocol and standard definition. However, managerial coordination and resource planning are still the issues for experience centric e-service partners that need to be solved.

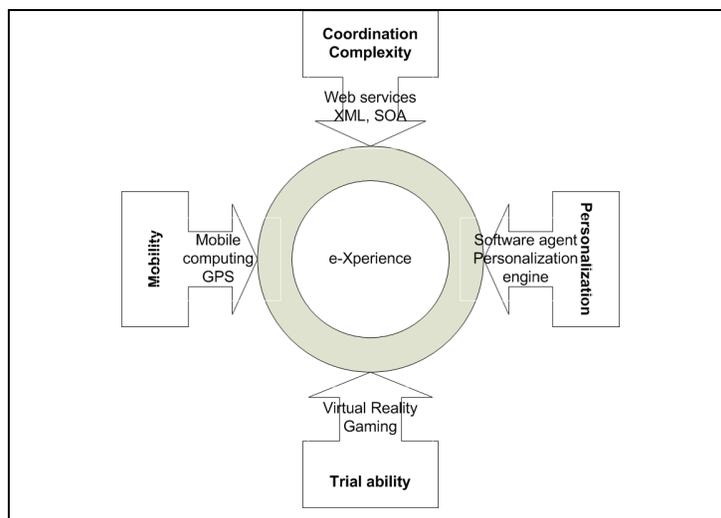


Figure 3. Experience Centric E-Service Configuration: The Constraints

- 3) **Personalization Constraint:** Experience centric e-service offer must be personalized for individual customer. The issue raised is trust. Experience centric e-service providers have to collect, store, and manipulate data on customer preference. It turns out to be a big constraint whether customers will trust business to collect the information to make personalized service possible. Asking too much information may spoil the experience while not knowing the customer at all might make personalization fail. From managerial aspect, customer is also a part of experience; they carry the experience in mind. From technological aspect, state-aware software agent can help provide feedback on the state of customer during experience consumption; dynamic Web services can take care of compositing and negotiating the e-services that serve customer experience in real time (Piccinelli and Mokrushin, 2001). This helps to overcome the constraint.

- 4) **Sampling Constraint:** It is also called “trialability”. Recall that experience centric e-service is personalized; thus, each customer experiences the same thing differently. It is therefore challenging to provide samples to the customer effectively. Technologies such as 3-D computing, gigapixel imaging, virtual reality, biometrics, and social computing/gaming enable the sampling deliverable. For instance, Amazon.com provides sampling by providing accessible contents to partners over the web. With the support of IT, most sampling can be delivered in digital form and artificially situating individual in the context of experience.

In summary, e-CRM, inter-organizational system, Web service and agent-based context-aware technologies can help experience providers to overcome managerial and technological constraints. Businesses may optimize the experience by utilizing IT. Challenges can be opportunities as well. By overcoming constraints, businesses should take the constraints into consideration and develop best practice to make good use of IT. In next subsection, we discuss the design guidelines to create an experience centric e-service.

Implications for IS Practice: Designing Experience Centric E-service

Innovation in experience centric e-services normally starts with studying user base. Their needs, wants, desire, and fantasies are important information for designing successful experience centric e-services. The ultimate platform of experience centric e-service is the one that allows an individual to initiate his/her model of experience. From firm perspective, we propose the use of scenario planning for innovation in experience centric e-service. Multiple scenarios are formulated based on customers’ needs, wants, desire, and fantasies. For each probable scenario a value components portfolio analysis is conducted to see how to best deliver the experience to the customers. Based on the analysis, a value network is formulated for each possible scenario. The process is presented in Figure 4. Note that the process is iterative.

Step 1 – Understanding customer base: The first step to successful experience centric e-service design is to understand customer base. Firm should be able to find information about the demographics, economics, and life style of the target market. For instance, the target market for Redfin are Internet savvy individuals who want to save on agent commission, and who also know the area where they want to buy their home.

Step 2 – Customer Experience Scenarios: This step is crucial for designing experience centric e-service. It involves developing scenarios to solve customers’ problems, to simplify the ways they do things, to fulfill their desires and fantasies. It is helpful to ask questions like what are the perfect scenarios that would delight the customer given their present situations. Brainstorming with frontline staffs and talking to customers can help a great deal. Scenarios need not to be something that is totally different from the existing service use; they can be as simple as the online provision of the current services. So their adoption can help ease the constraints on temporal, cyclical, and spatial availability of the existing services thus lead to better customer experience for online and offline touch-points. Scenario can also be something that is breakthrough like doing something that is impossible to do offline. For instance, Second Life’s scenarios are based on the fantasies of many people that want to have alternative identities to break away from boring everyday life (Weinberger, 2015). Another way to find the experience centric e-service scenario is to look into the product and service that customer used in parallel with the product and service that the company provides. For instance, a scenario emerged for eBay before it acquired PayPal in October 2002. Most of its customers used PayPal and the two web sites did not fully integrate. By buying PayPal and integrate the two systems, eBay created a better customer scenario and thus delivered better experience.

For diversified e-groceries like Tesco, it helps to accompany the big scenario with many mini-scenarios. Tesco defines these mini-scenarios based on special events like Christmas, Halloween, and mother’s day. Special offers for those events are delivered through “micro-sites” that are independent of the main site, but it uses the same product and customers databases for consistency and the traffic is drawn from the main site (Wulfraat, 2014). This step is ended when we can comfortably walk in the shoe of the target customer and define each and every step of the scenarios.

Step 3 – Value capabilities portfolio analysis: After deciding on some winning scenarios this step requires firm to look inside to find out whether the firm has all the capabilities required to realize those scenarios. The concept of value capabilities is based on value network model. Based on value networks model “the value creation opportunities in virtual markets may result from new combinations of information, physical products and services, innovative configurations of transactions, and the reconfiguration and integration of resources, capabilities, roles and relationships among suppliers, partners and customers” (Amit and Zott, 2001). Thus, to apply the value networks model of experience centric e-service creation, firm must keep track of a portfolio of

capabilities that it has and those of the partners. For other models like the Fantasy Fulfiler and Solutionist firm also need to know its capabilities and those of potential outsourcing partner.

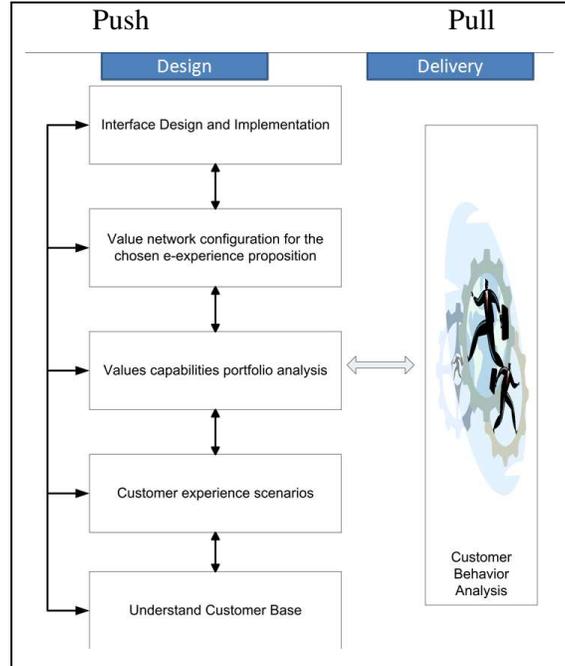


Figure 4. Processes of Experience Centric E-service Design

Step 4 – Value network configuration: Based on information from the previous step, firm now know that whether it need partners in making the scenario possible. Based on firm’s overall strategies and past relationships the partnership formation or outsourcing is decided. Then firm aggregates the capabilities that they have and those of their partners to implement the systems that enable the scenarios.

Step 5 – Interface design, implementation and testing: This step involves the designing, implementing and testing of the interfaces for every customer touch-points. To deliver memorable encounter for each touch-point, the design must be consistent, pleasant, and desirable. Some rooms for customer customization should be incorporated into the design. Furthermore the interface should connect to customer emotionally (Chea and Luo, 2007) and also convey the sense of warmth and friendliness (Tomiuk and Pinsonneault, 2006). Rigorous testing during the implementation phase is also important.

After testing the interface and implementing the systems integration to bring those scenarios to lives, e-service proposition is ready to be delivered to the customer/user. Ongoing modification and personalization for individual are important to humanize the experience. To achieve this Customer Behavior Analysis should be conducted in the background using agent technologies, intelligent process engines, and other context-aware technologies. The key is to know the state of each customer on every step of the scenario. The customer behavior analysis is to mimic the one-to-one dialogue (Kalyanam and Zweben, 2005) with the customer in the real world. Successful implementation of the experience centric systems is to keep up with customer behavior and try to adjust the design accordingly. For instance, Tesco implement significant change in its systems every eight weeks by adding new functionalities and small changes are adjusted on a daily basis (Wulfraat, 2014).

Implications for IS Research

As scholars we hope to seek answer to problems that have longevity. What should be the research foci of our field today? Weber (2003) put it: “choosing the phenomena we wish to explain or predict—is the most important decision we make as a researcher.” Is experience centric e-service worth the attention of IS researchers?

We believe experience centric design is not only a promising phenomenon for the new economy it indeed is an IS phenomenon. Because it is strictly related to IT artifact of CRM, inter-organizational system, Web service and agent-based context aware Decision Support Systems that were the foci of IS research since the dawn of our field 30 year ago. Furthermore, e-service is interdisciplinary in nature, thus understand it demands a collaborative efforts of scientists from different disciplines; behavioral scientist, computer scientist, and systems scientists. IS

researchers are rightly positioned to explore experience centric e-service because of our multi-disciplinary origins. In respond to the IS phenomenon, software engineering has moved toward a tighter fit between human experience and design practice. Through software reengineering, developers and providers can offer interfaces that provide access to the service from everywhere, anytime and for everyone. The user experience/context-aware services are compositions of generic and platform independent services (Karaseva and Seffah, 2015).

In information systems when new IT artifact is popularized, research follow, intending to solve problems related to that IT artifact. For example supply chain management systems, Enterprise Resource Planning, and Customer Relationship Management. The problems arise from this practice is the research foci being on technology and other components of information systems like people, procedure, and organization are understudied. Adopting experience paradigm leads to the research that put individual and task in the center. Plus, technology artifacts come and go. As scholars we hope to seek answer to problems that have longevity.

Conclusion

In this paper, we describe the concept that advances the e-service defined by marketing and IS researchers and industry experts. We first present the framework of three dimension of product/service, and then support this framework by Redfin's business case, explaining how its success to do with the unique experience delivered to customers. We further describe three business models and give examples of each to explain how emotionally engagement is related to experience centric e-services. Throughout the paper, we mention many businesses such as Amazon, Korean E-government (eKSP), US Army, Tesco, Taobao.com, and E*trade, Hawaiian airlines, Scottrade, Zillow, ITune, Second Life, mobile games, and Paypal to enrich our conceptualization with real world examples. This paper also aims to provide solutions. Other than providing three business models for experience centric e-service, we also address in greater details in technological and managerial constraints and how IT can overcome these constraints. Using the marketing concept of push and pull, we further present the idea of effective e-service design. While online experience is interdisciplinary in nature, thus understand it demands collaborative efforts of scientists from different disciplines. Following the trend of "experience economy" or "attention economy", we stress the importance of delivered experience centric e-service to customers to survive in competitive business environment. Adopting online experience paradigm that we proposed in this paper leads to the research that put individual and task in the center instead of product and technologies.

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