The service process matrix: two dimensions:

		Degree of interaction and customization	
		Low	High
Degree of labor intensity	Low	**Service factory:** - Airlines - Trucking - Hotels - Resorts and recreation	**Service shop:** - Hospitals - Auto repairs - Other repair services
	High	**Mass services:** - Retailing - Wholesaling - Schools - Commercial banking	**Professional services:** - Physicians - Lawyers - Accountants - Architects

Relationship with customers

		Degree of relationship between the organization and customers	
		"Membership" relationships	No formal relationships
Nature of the service delivery	Continuous delivery service	- Insurance - Telephone subscription - College enrollment - Bank account	- Radio station - Police protection - Public highway
	Discrete transactions	- Long-distance services - Car rental - Price Mart subscription	- Mail service - Toll highway - Pay phone

The nature of the service act

		Direct recipient of the service	
		People	Things
Nature of the service act	Tangible actions	*Services directed at people's bodies:* Health care Passenger transportation Beauty salons Restaurants Gymnasiums	*Services directed at goods and other physical possessions:* Freight transportation Repair and maintenance Laundry and dry cleaning Landscaping Veterinary care
	Intangible actions	*Services directed at people's minds* Education Broadcasting Information services Theatres Museums	*Services directed at intangible assets* Banking Legal services Accounting Securities Insurance

Customization and judgment in the service act

		Extent to which service characteristics are customized	
		High	Low
Extent to which personnel exercise judgment in meeting individual needs	High	Professional services Surgery Taxi services Beauty saloon Plumber Personal tutor Gourmet restaurant	Education Preventive health care College cafeteria
	Low	Telephone service Hotel service Retail banking Family restaurant	Public transportation Routine appliance repair Movie theater Spectator sports Fast food restaurant