

Essentials of Services Marketing

4th Edition



Jochen Wirtz

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With gratitude and in loving memory of Christopher Lovelock,
One of the guiding lights of services marketing.

Co-author, mentor, and friend.
And above all, an inspiration.

JW

About the Author

Jochen Wirtz is Vice Dean, MBA Programmes, and Professor of Marketing at the National University of Singapore (NUS). He is also an international fellow of the Service Research Center at Karlstad University, Sweden; an Academic Scholar at the Cornell Institute for Healthy Futures (CIHF) at Cornell University, USA; and a Global Faculty of the Center for Services Leadership (CSL) at Arizona State University, USA.

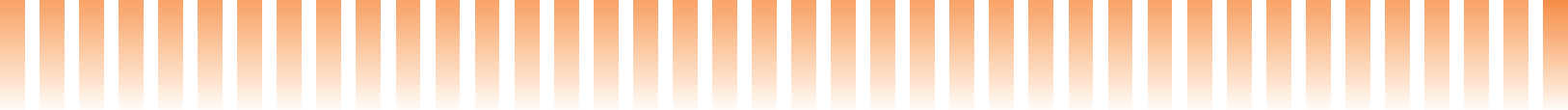
Previously, Professor Wirtz was the founding director of the dual degree UCLA–NUS Executive MBA Program from 2002 to 2014, an Associate Fellow at the Saïd Business School, University of Oxford, from 2008 to 2013, and a founding member of the NUS Teaching Academy (the NUS think-tank on education matters) from 2009 to 2015.

Dr. Wirtz holds a PhD in services marketing from the London Business School and has worked in the field of services for over 25 years. His research focuses on service marketing and has been published in over 300 academic articles, book chapters, and industry reports. He is an author of over 20 books, including *Services Marketing—People, Technology, Strategy* (World Scientific, 9th edition, 2022), and like *Essentials of Services Marketing*, it has become one of the world's leading services-marketing textbooks, translated and adapted for over 26 countries and regions, with combined sales of some 1 million copies. He is also the author of *Intelligent Automation: Learn How to Harness Artificial Intelligence to Boost Business & Make Our World More Human* (2021) and *Winning in Service Markets* (World Scientific, 2017).

In recognition of his excellence in teaching and research, Professor Wirtz has received over 50 awards, including the prestigious Christopher Lovelock Career Contributions to the Services Discipline Award in 2019 (the highest recognition of the American Marketing Association [AMA] service community), the Academy of Marketing Science (AMS) 2012 Outstanding Marketing Teacher Award (the highest recognition of teaching excellence of AMS globally), and the top university-level Outstanding Educator Award at NUS. He was also the winner of the inaugural Outstanding Service Researcher Award 2010 and the Best Practical Implications Award 2009, both by Emerald Group Publications. He serves on the editorial review boards of over 10 academic journals, including the *Journal of Service Management*, *Journal of Service Research*, and *Cornell Hospitality Quarterly*, and is an ad hoc reviewer for the *Journal of the Academy of Marketing Science* and *Journal of Marketing*. Professor Wirtz hosted the American Marketing Association's Frontiers in Services Conference in 2019 and the SERVSIG Conference in 2005.


Professor Wirtz was a banker and took the banking exam at the Chamber of Commerce and Industry in Munich. He has since been an active management consultant, working with international consulting firms, including Accenture,





Arthur D. Little, and KPMG as well as major service firms in the areas of strategy, business development, and customer feedback systems. He has been involved in a number of start-ups, including Dataswift (www.dataswift.io) and TranscribeMe (TranscribeMe.com).

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The following cases are available for free download and class distribution on the Instructor's Resource Website for courses that adopt *Essentials of Services Marketing*, 4th edition.

Case 22	Bouleau & Huntley: Cross-Selling Professional Services
Case 23	Uber: Competing as Market Leader in the United States versus Being a Distant Second in China
Case 24	Jollibee Foods Corporation
Case 25	Hotel Imperial
Case 26	Giordano: Positioning for International Expansion
Case 27	Revenue Management of Gondolas: Maintaining the Balance between Tradition and Revenue
Case 28	Bossard Asia Pacific Can It Make Its CRM Strategy Work?
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Preface

Services dominate the expanding world economy as never before, and technology continues to evolve in dramatic ways. Established industries and old, illustrious companies are declining and may even disappear as new business models and industries emerge. Competitive activity is fierce. This book has been written in response to the global transformation of our economies to services. Clearly, skills in marketing and managing services have never been more important!

As the field of services marketing has evolved, so too has this book. This new edition has been revised significantly since the third edition to capture the reality of today's world, incorporating recent academic and managerial thinking while illustrating cutting-edge service concepts.

This book is based on *Services Marketing: People, Technology, Strategy*, 9th edition (World Scientific). It has been significantly condensed and sharpened to provide a crisp introduction to key topics in services marketing. In addition, the case selection, visuals, and design have been designed to appeal to undergraduate and polytechnic students.

WHAT'S NEW IN THIS EDITION?

The fourth edition represents a significant revision. Its contents reflect ongoing developments in the service economy, dramatic developments in technology, and new research findings.

New Topics, New Research

- ▶ Each of the 15 chapters has been revised. All chapters incorporate **new examples** and the **latest academic research**.
- ▶ New **applications of technology** are integrated throughout the text, ranging from service robots, artificial intelligence (AI), and intelligent automation (IA), to peer-to-peer sharing platforms and digital business models.
- ▶ Chapter 3, “Positioning Services in Competitive Markets,” has a new section on **digital services** and **platform business models**.
- ▶ Chapter 4, “Developing Service Products and Brands,” has now a tighter focus on **productizing services** (i.e., “bundles of output”), an expanded section on branding of services, and a new section on service design thinking.



- ▶ Chapter 8, “Designing Service Processes,” has new in-depth coverage of **service robots** and **AI-powered self-service technologies (SSTs)**.
- ▶ Chapter 14, “Improving Service Quality and Productivity,” features a heavily revised section on **customer feedback systems** and **collection tools** to reflect the rapid development of automated rating systems, user-generated content on review sites, and third-party (social) media, as well as their analysis using natural language processing, image processing, and other technologies.
- ▶ Chapter 15, “Building a World-Class Service Organization,” features new sections on the strategic pathways toward achieving **cost-effective service excellence (CESE)** and the **wallet allocation rule**.

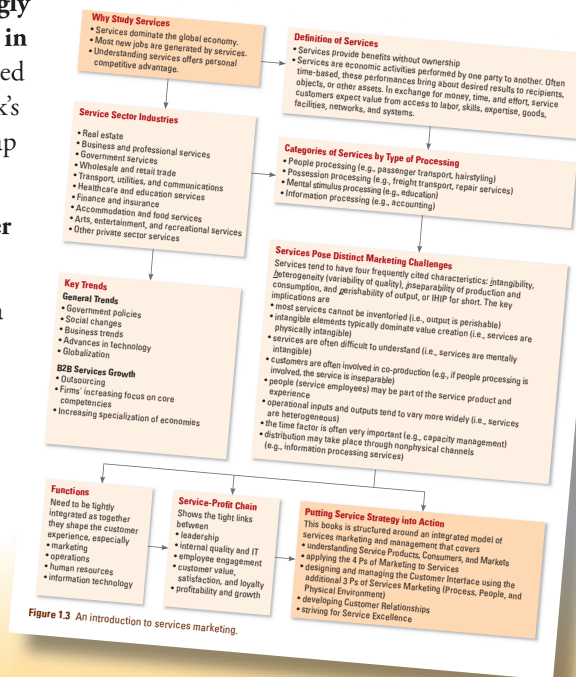
FOR WHAT TYPES OF COURSES CAN THIS BOOK BE USED?

This text is equally suitable for courses directed at undergraduate and polytechnic students. *Essentials in Services Marketing* places marketing issues within a broader general management context. The book will appeal to students heading for a career in the service sector, whether at the executive or the management level.

Whatever their job is in the services industry, a person has to understand the close ties that link the functions of marketing, operations, IT, and human resources in service firms. With that perspective in mind, the book has been designed so that instructors can make selective use of chapters and cases to teach courses of different lengths and formats in either services marketing or services management.

WHAT ARE THE BOOK'S DISTINGUISHING FEATURES?

- ▶ You'll find that this text takes a **strongly managerial perspective** yet is **rooted in solid academic research**, complemented by memorable frameworks. This book's goal is to bridge the all-too-frequent gap between theory and the real world.
- ▶ Each chapter provides a succinct **chapter overview in pictorial form**.
- ▶ Every effort has been made to create a text that is **clear, readable, and focused**.
- ▶ An **easy-to-read text** combines with visuals to make important concepts accessible.
- ▶ A **global perspective** has been cultivated by carefully selecting examples from around the world.



OPENING VIGNETTE

TOO LITTLE, TOO LATE—JETBLUE'S SERVICE RECOVERY¹

A terrible ice storm in the East Coast of the United States caused hundreds of passengers to be trapped for 11 hours on JetBlue planes at the John F. Kennedy International Airport in New York. These passengers were furious because JetBlue personnel did nothing to get them off the planes. In addition, JetBlue cancelled more than 1,000 flights over six days, leaving even more passengers stranded. The incident cancelled out much that JetBlue had done right to become one of the strongest customer service brands in the United States. The company was going to be ranked number four by *Business Week* in a list of top 25 customer service leaders but was pulled from the rankings due to this service failure. What happened?

There was no service recovery plan. No one—not the pilot, the flight attendants, or the station manager—had the authority to get the passengers off the plane. JetBlue's offer of refunds and travel vouchers did not seem to reduce the anger of the passengers who had been stranded for many hours.

David Neelaman, JetBlue's CEO at the time, sent a personal e-mail to all customers in the company's database to explain what caused the problem, apologize profusely, and detail his service recovery efforts. He even appeared on late-night television to apologize, and he admitted that the airline should have had better contingency planning. However, the airline still had a long way to go to repair the damage done.



Figure 13.1 JetBlue's new Customer Bill of Rights and publicity campaigns featuring the Simpsons were two of the measures taken to win customers back.

Gradually, JetBlue rebuilt its reputation, starting with its new Customer Bill of Rights. The bill required the airline to provide vouchers or refunds in certain situations when flights were delayed. Neelaman also changed JetBlue's information systems to keep track of the locations of its crew and trained staff at the headquarters to help out at the airport when needed. All these activities were aimed at helping the company climb its way back up to the heights it fell from. JetBlue always managed to get back on the list of Customer Service Champions maintained by J.D. Power, a market research firm that measures customer satisfaction, and it has stayed on the list for many consecutive years—proof that JetBlue's customers had truly forgiven its service failure and were supporting its efforts to deliver continued service excellence.



Figure 13.2 JetBlue's reputation for customer service excellence was temporarily grounded when an ice storm caught the airline unprepared.

▶ To ensure a **systematic learning approach**, each chapter has clear **learning objectives**, an **organizing framework** that provides a **quick overview** of the chapter's contents and line of argument, and **chapter summaries in bullet form** that condense the core concepts and messages of each chapter.

▶ **Opening vignettes** and **boxed inserts** within the chapters are designed to capture student interest and provide opportunities for in-class discussions.

The following table links the cases to the chapters in the book.

CASES		PRIMARY CHAPTERS
1	Sullivan Ford Auto World	1
2	Susan Munro, Service Consumer	2
3	Dr. Beckett's Dental Office	1, 2
4	Uber's Unintended Burdens	3, 11
5	Kiwi Experience	4, 5, 7
6	The Accra Beach Hotel: Block Booking of Capacity during a Peak Period	6
7	Revenue Management at The View	6, 8, 9
8	Aussie Pooch Mobile	7, 8
9	Service Robots in the Frontline: How Will Aarion Bank's Customers Respond?	8, 11
10	Digital Luxury Services: Tradition versus Innovation in Luxury Fashion	10
11	National Library Board, Singapore: Delivering Cost-Effective Service Excellence through Innovation and People	8, 11, 14
12	Red Lobster	11
13	Banyan Tree: Branding the Intangible	3, 4, 7, 11
14	Singapore Airlines: Managing Human Resources for Cost-Effective Service Excellence	11, 15
15	Menton Bank	11
16	Dr. Mahalee Goes to London: Global Client Management	12
17	Platform versus Pipeline Business Models: Are Airbnb and Marriott Right to Move into Each Other's Turf?	3, 12, 15

**SECONDARY
CHAPTERS****CONTINENT****COUNTRY****INDUSTRY**

2

Americas

United States

Automobile Servicing

Americas

United States

Range of B2C Services

Americas

United States

Medical

4, 5, 7, 12

Americas/Global

United States

Transportation

3, 11

Oceania

New Zealand

Tourism

9

Americas

Barbados

Resort

Australia

Australia

Food & Beverage

5

Australia

Australia

Pet Grooming

11, 14, 15

Global

Banking

2, 8, 11

Global

Luxury Retail

15

Asia

Singapore

Library

Americas

United States

Food & Beverage

5

Asia/Global

Resort

3, 4, 8

Global

Airline

Americas

United States

Banking

8

Europe

United Kingdom

Private Banking

Americas/Global

United States

Hotels

CASES**PRIMARY
CHAPTERS**

18	The Royal Dining Membership Program Dilemma	12
19	The Broadstripe Service Guarantee	13
20	What Drives Share of Streaming for Streaming Video Services? The Launch of HBO Max	15
21	LUX*: Staging a Service Revolution in a Resort Chain	11, 12, 14, 15

Cases Available on the Instructor's Resource Website (IRW)

22	Bouleau & Huntley: Cross-Selling Professional Services	2, 3
23	Uber: Competing as Market Leader in the United States versus Being a Distant Second in China	3
24	Jollibee Foods Corporation	3, 4, 5
25	Hotel Imperial	3, 4
26	Giordano: Positioning for International Expansion	3, 5
27	Revenue Management of Gondolas: Maintaining the Balance between Tradition and Revenue	6
28	Bossard Asia Pacific: Can It Make Its CRM Strategy Work?	12
29	Customer Asset Management at DHL in Asia	12

SECONDARY CHAPTERS	CONTINENT	COUNTRY	INDUSTRY
6	Asia	Hong Kong	Food and Beverage
	Americas	United States	Cable Service
	Americas	United States	Streaming Service
2, 3	Asia/Global	Mauritius	Resort
3	Asia/Americas	Philippines/United States	Management Consulting/ Auditing
4, 5, 7, 12	Asia/Americas	China/United States	Transportation
11	Asia	Philippines	Fast Food
	Europe	Eastern Europe	Hotel/Hospitality
	Asia/Global		Clothing Retailing
	Europe	Italy	Tourism
	Asia	Singapore	Industrial Supplies
	Asia		Logistics

What Aids Are Available for Instructors?

We have developed pedagogical aids to help instructors develop and teach courses built around this book and to create stimulating learning experiences for students both in and out of the classroom.

Teaching Aids within the Text

- ▶ An opening vignette, which highlights key issues discussed in the chapter
- ▶ Learning objectives and milestone markers for these when a section provides material that meet these learning objectives
- ▶ Boxed inserts throughout the chapters, which often lend themselves well to in-class discussion
- ▶ Interesting graphics, photographs, and reproductions of advertisements, which enhance student learning, and provide opportunities for discussion
- ▶ Keywords, which help to reinforce important terms and concepts
- ▶ Chapter summaries, which meet each chapter's learning objectives
- ▶ Review Questions and Application Exercises located at the end of each chapter



Pedagogical Materials Available from the Publisher

Case Bank: A large set of additional cases that can be used in courses that adopt this textbook. Available in both Word and PDF versions as a resource for instructors. A table shown in the textbook will suggest which cases to pair with which chapters.

Instructor's Manual: A repository of detailed course design and teaching hints, including sample course outlines; chapter-by-chapter teaching suggestions, plus discussion of learning objectives and sample responses to study questions and exercises; suggested student exercises and comprehensive projects (designed for either individual or team work); detailed case teaching notes, including teaching objectives, suggested study questions, in-depth analysis of each question, and helpful hints on teaching strategy designed to aid student learning, create stimulating class discussions, and help instructors create end-of-class wrap-ups and “takeaways.”

Test Bank: Multiple choice, true/false, short-answer, and essay questions, with difficulty level provided for each question. Contents are classified into general and application. This is available in TestGen format, a test-generating program that allows instructors to add, edit, or delete questions from the test item file; analyze test results; and organize a database of exams and student results.

PowerPoint Slides: The slides are linked to each chapter and featuring both “word” slides and graphics. All slides have been designed to be clear, comprehensible, and easily readable.

Image Bank: A collection of images in the textbook.

EBook: Electronic version of the text that includes useful features such as highlighting and search. It can be viewed on a variety of browsers and devices.

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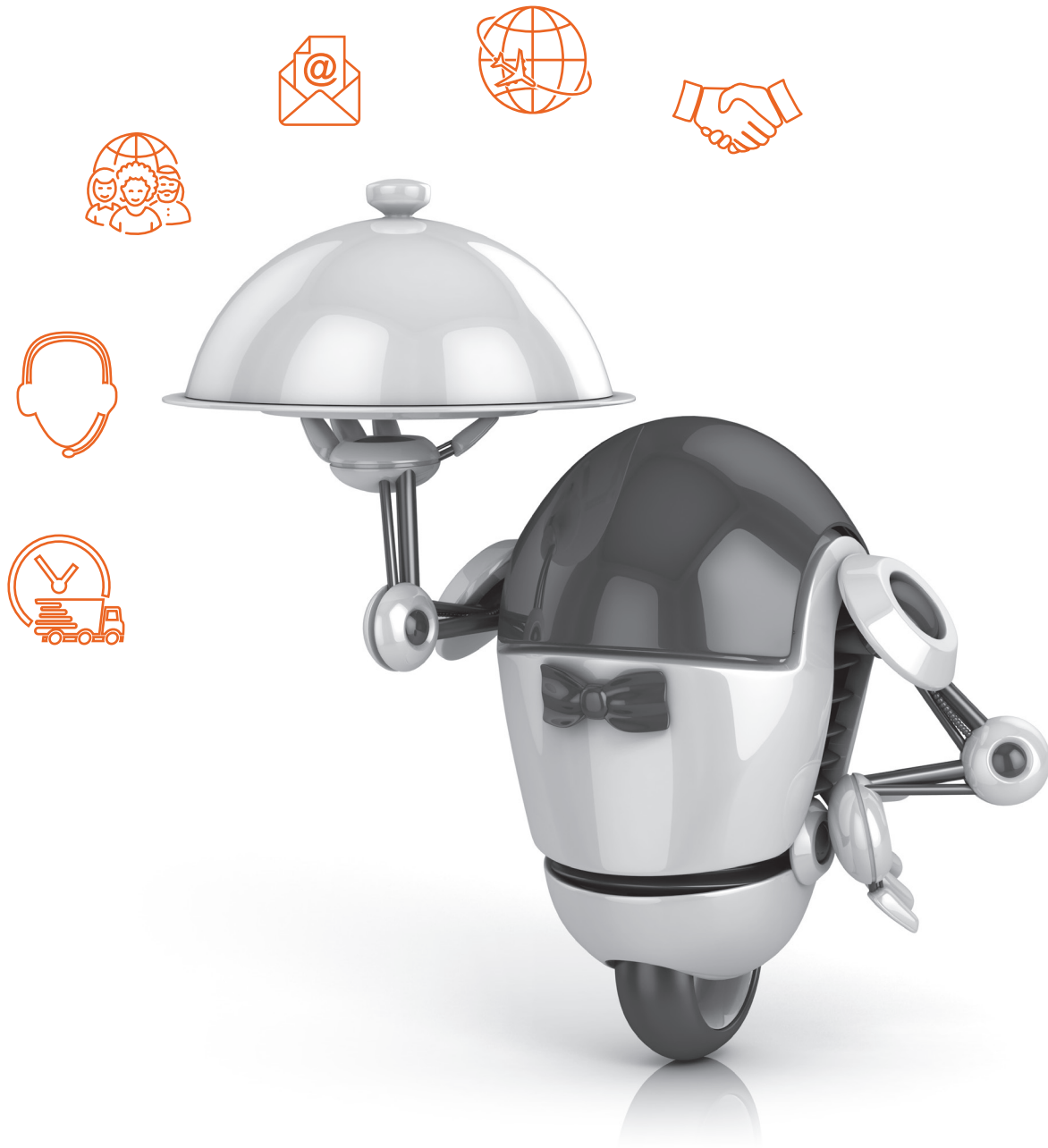
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Finally, if you have interesting research, examples, stories, cases, videos, or any other materials that would look good in the next edition of this book, or any feedback, please do contact me via www.JochenWirtz.com. I'd love to hear from you!

JOCHEN WIRTZ

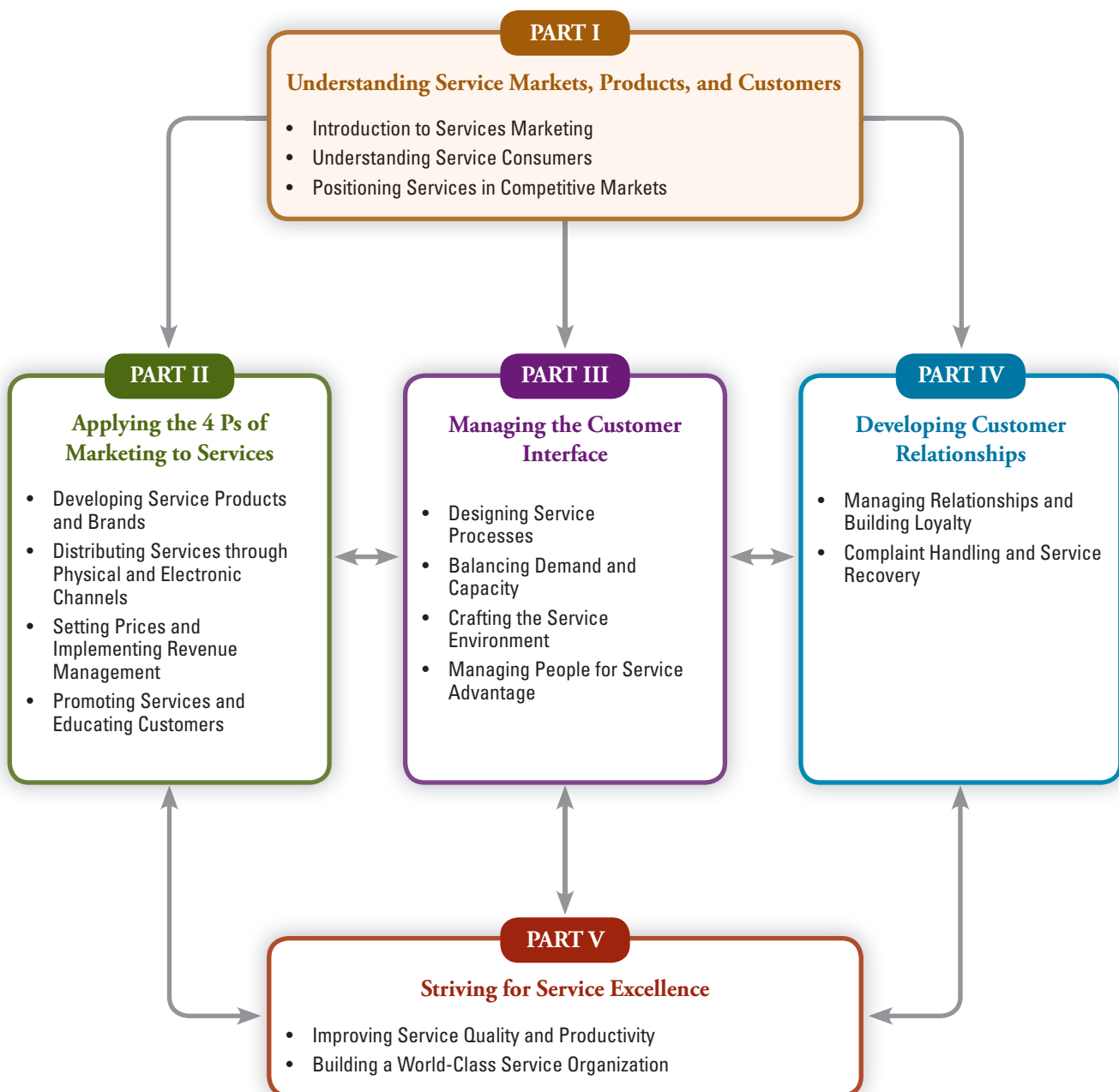
Essentials of Services Marketing

4th Edition





THE *ESM* FRAMEWORK



Understanding Service Markets, Products, and Customers

Part I lays the building blocks for studying services and learning how one can become an effective service marketer. It consists of the following three chapters:



Chapter 1 Introduction to Services Marketing

Chapter 1 highlights the importance of services in our economies. We also define the nature of services and how they create value for customers without transfer of ownership. The chapter highlights some distinctive challenges involved in marketing services and introduces the 7 Ps of services marketing.

The framework shown on the facing page will accompany us throughout as it forms the basis for each of the four parts in this book. It describes in a systematic manner of what is involved in developing marketing strategies for different types of services. The framework is introduced and explained in Chapter 1.

Chapter 2 Understanding Service Consumers

Chapter 2 provides a foundation for understanding consumer needs and behavior related to services. The chapter is organized around the three-stage model of service consumption that explores how customers search for and evaluate alternative services, make purchase decisions, experience and respond to service encounters, evaluate service performance, and finally, develop loyalty.

Chapter 3 Positioning Services in Competitive Markets

Chapter 3 discusses how to develop a customer-driven services marketing strategy and how a value proposition should be positioned in a way that creates competitive advantage for the firm. This chapter first links the customer, competitor, and company (commonly referred to as 3 Cs) to a firm's positioning strategy. The core of the chapter is then organized around the three key elements of positioning—segmentation, targeting, and positioning (commonly referred to as "STP")—and shows how firms can segment a service market, position their value proposition, and finally focus on attracting their target segment.

SERVICES

MARKETING

LEARNING OBJECTIVES (LOs)

By the end of this chapter, the reader should be able to:

- ▶ **LO 1** Understand how services contribute to a country's economy.
- ▶ **LO 2** Know the principal industries of the service sector.
- ▶ **LO 3** Identify the powerful forces that are transforming service markets.
- ▶ **LO 4** Understand how B2B services improve the productivity of individual firms and drive economic development.
- ▶ **LO 5** Define services using the non-ownership framework.
- ▶ **LO 6** Identify the four broad "processing" categories of services.
- ▶ **LO 7** Be familiar with the characteristics of services and the distinctive marketing challenges they pose.
- ▶ **LO 8** Understand the components of the traditional marketing mix applied to services.
- ▶ **LO 9** Describe the components of the extended marketing mix for managing the customer interface.
- ▶ **LO 10** Appreciate that marketing, operations, human resource management, and IT functions need to be closely integrated in service businesses.
- ▶ **LO 11** Understand the implications of the service-profit chain for service management.
- ▶ **LO 12** Know the five-part framework for developing effective services marketing strategies.



rawpixel123rf

Figure 1.1 Tertiary education may be one of the biggest service purchases in life.

OPENING VIGNETTE

INTRODUCTION TO THE WORLD OF SERVICES MARKETING

Like every reader of this book, you're an experienced service consumer. You use an array of services every day, although some—like talking on the phone, using a credit card, riding a bus, streaming music, or withdrawing money from an ATM—may be so routine that you hardly notice them unless something goes wrong. Other service purchases may involve more thought and be more memorable—for instance, booking a cruise vacation, getting financial advice, or having a medical examination.

Enrolling in college may be one of the biggest service purchases you will ever make. The typical university is a complex service organization that offers not only educational services but also libraries, student accommodation, healthcare, athletic facilities, museums, security, counseling, and career services.

Your use of these services is an example of service consumption at the individual or business-to-consumer (B2C) level. Organizations also use many business-to-business (B2B) services, which usually involve purchases on a much larger scale than those made by individuals or households.

Unfortunately, consumers aren't always happy with the quality and value of the services they receive. Both individual and corporate consumers complain about broken promises, poor value for money, incompetent personnel, inconvenient service hours, bureaucratic procedures, wasted time, complicated websites, or a lack of understanding of their needs.

Suppliers of services, who often face stiff competition, appear to have a very different set of concerns. Many complain about how difficult it is to find skilled and motivated employees, to keep costs down and make a profit, or to satisfy customers who, they sometimes grumble, have become unreasonably demanding. Fortunately, there are service

companies that know how to please their customers while also running productive and profitable operations.

You probably have a few favorite firms whose services you like purchasing. Have you ever stopped to think about the way they succeed in delivering services that meet and sometimes even exceed your expectations? This book will show you how service businesses can be managed to satisfy customers and generate profits at the same time. In addition to studying key concepts, organizing frameworks, and tools of services marketing, you will also be introduced to many examples from firms across the United States and around the world. From the experiences of these firms, you can draw important lessons on how to succeed in increasingly competitive service markets.



Figure 1.2 Happy vacationer on a cruise vacation.

Pavel L. Photo and Video/Shutterstock

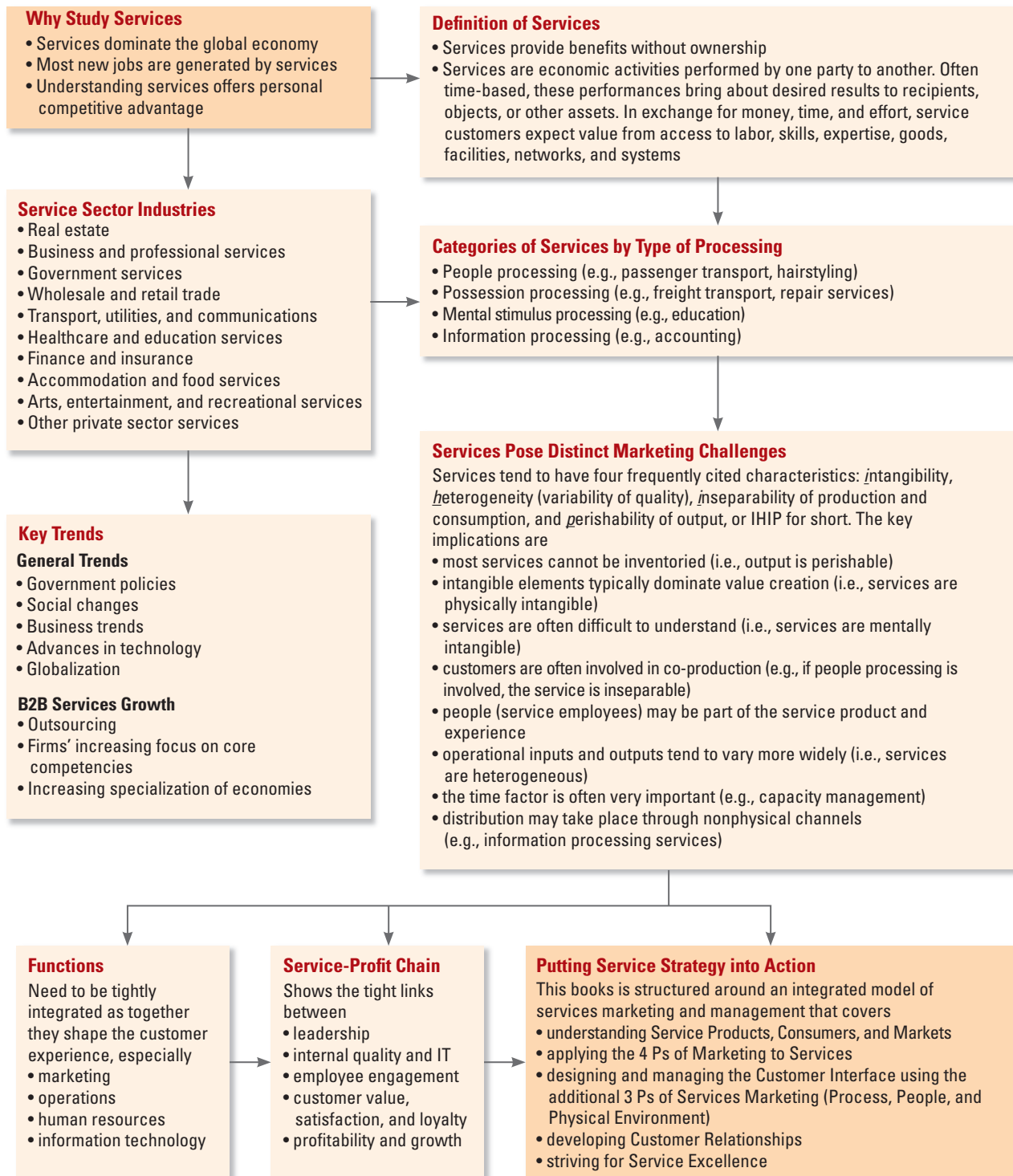


Figure 1.3 An introduction to services marketing.

WHY STUDY SERVICES?

Consider this paradox: we live in a service-driven economy, yet most business schools continue to teach marketing from a manufacturing perspective. If you have already taken a course in marketing, you have probably learned about marketing manufactured products rather than services. Fortunately, a growing and enthusiastic group of scholars, consultants, and educators, including the author of this book, has chosen to focus on services marketing. This book aims to provide you with the knowledge and skills that are necessary and relevant in tomorrow's business environment.

Figure 1.3 provides an overview of Chapter 1. In this chapter, we describe today's ever-changing service economy, define the nature of services, and highlight some challenges involved in marketing services. We conclude the chapter with a framework for developing and implementing service marketing strategies. This framework also establishes the structure for this book.

Services Dominate the Global Economy

The size of the service sector is increasing in almost all countries around the world. As an economy develops, the relative share of employment between agriculture, industry, and services changes dramatically. Even in emerging economies, the service output represents at least half of the gross domestic product (GDP). Figure 1.4 shows how an economy becomes increasingly service-dominated over time as the per capita income rises. In Figure 1.5, we see that the service sector already accounts for almost two-thirds of the value of the global GDP.

Figure 1.6 shows the relative size of the service sector in various large and small economies. Services account for 65% to 80% of the GDP in most developed nations. One exception is South Korea, a manufacturing-oriented country, whose service sector contributes only 58% to the GDP. Jersey, the Bahamas, and Bermuda—all small islands with a similar economic mix—are home to the world's most service-dominated economies. Luxembourg (87%) has the most service-dominated economy in the European Union. Panama's strong showing (82%) reflects not only the operation of the Panama Canal but also related services such as container ports, flagship registry, and a free port zone, in addition to financial services, insurance, and tourism (Figure 1.7).

On the opposite end of the scale is China (52%), a fast-growing economy with a booming manufacturing sector. However, China's economic growth is now leading to an increase in demand for business and consumer services.

LO 1

Understand how services contribute to a country's economy.

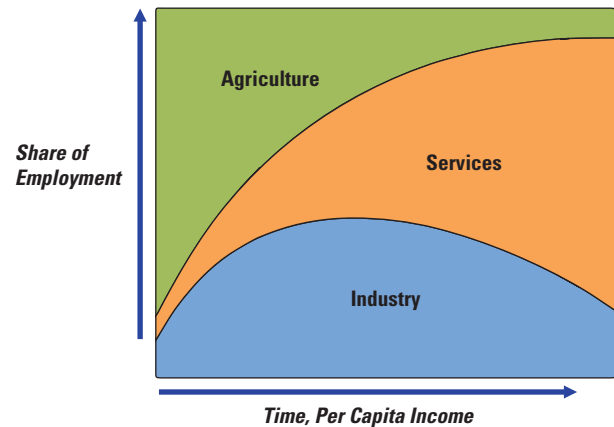


Figure 1.4 Changing structure of employment as an economy develops.

Source: International Monetary Fund, 1997.

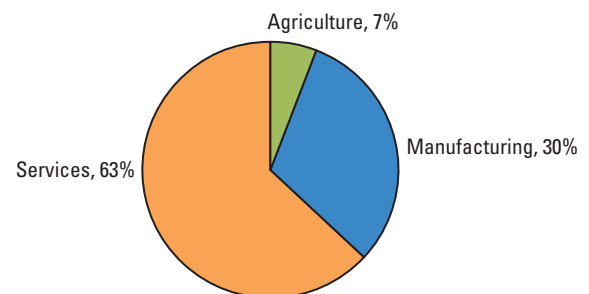


Figure 1.5 Contribution of services industries to GDP globally.

Source: Central Intelligence Agency, *The World Factbook 2020*, www.cia.gov (accessed January 9, 2022).

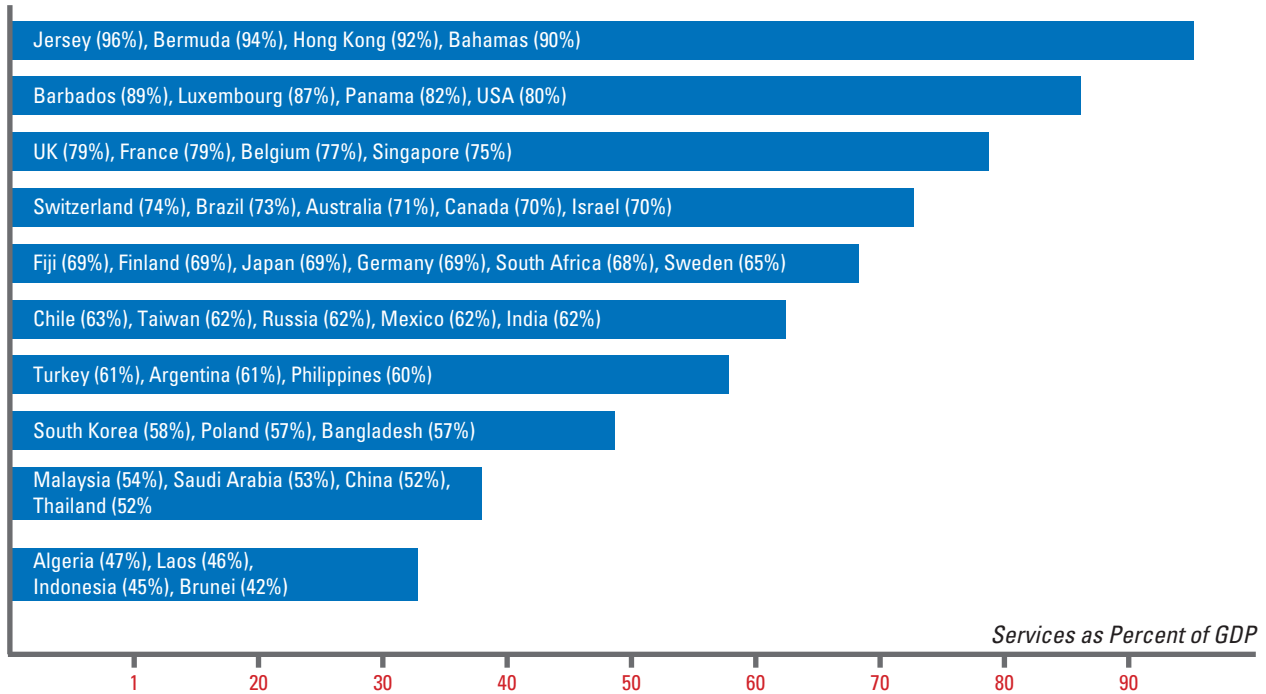


Figure 1.6 Estimated size of service sector in selected countries as a percentage of GDP.

Source: Central Intelligence Agency, *The World Factbook 2020*, www.cia.gov (accessed January 9, 2022).

RIEGER Bertrand/hemis.fr/Hemis/Alamy Stock Photo



Figure 1.7 The Panama Canal forms the backbone of Panama's service economy.

Most New Jobs Are Generated by Services

Due to the rapid growth of the service sector in virtually all countries around the world, new job creation comes mainly from services. Service jobs do not just refer to relatively low-paid front-line jobs. In fact, some of the fastest economic growth is in knowledge-based industries such as professional and business services, education, and healthcare. These well-paid jobs require good educational qualifications and offer attractive careers.

Understanding Services Offers Personal Competitive Advantage

This book is in response to the global transformation of our economies toward services. It discusses the distinctive characteristics of services and the ways in which they affect both customer behavior and marketing strategy. There is a high probability that you will spend most of your working life in service organizations. The knowledge gained from studying this book may create a competitive advantage for your own career, perhaps even encourage you to think about starting your own service business!

WHAT ARE THE PRINCIPAL INDUSTRIES OF THE SERVICE SECTOR?



Know the principal industries of the service sector.

What industries make up the service sector, and which are the biggest? The latter may not be the ones you would imagine at first, because this diverse sector includes many services targeted at business customers. Some of these are not very visible unless you happen to work in that industry.

Contribution to Gross Domestic Product

Look at Figure 1.8 to see how much value each of the major service industry groups contributes to the U.S. GDP. Would you have guessed that real estate, rental, and leasing constitute the largest for-profit service industry sector in the United States, accounting for 13.3% (almost one-eighth) of the GDP in 2018? Over 90% of this figure comes from such activities as renting residential or commercial property; providing realty services to facilitate purchases, sales, and rentals; and appraising property to determine its condition and value. The remaining 10% involves the renting or leasing of a wide variety of other manufactured products, ranging from heavy construction equipment (with or without operators) to office furniture, tents, and party supplies. A fast-growing cluster are professional and business services, which contribute 12.5% to the GDP. Another large cluster of services provides for the distribution of physical products. Wholesale and retail trade accounts for about 11.8% of the GDP.

Other substantial industry sectors or subsectors are transportation, utilities, and communications (10%); healthcare and education (8.7%); and finance and insurance (7.6%). Accommodation and food services constitute 3.1% of the GDP. The arts, entertainment, and recreation subsector—which includes such high-profile consumer services as spectator sports, fitness centers, skiing facilities, museums and zoos, performing arts, casinos, golf courses, marinas, and theme parks—collectively represents a mere 1.1% of the GDP. Nevertheless, in an economy worth over \$20.6 trillion, this last group of services was still valued at an impressive \$227 billion in 2019.

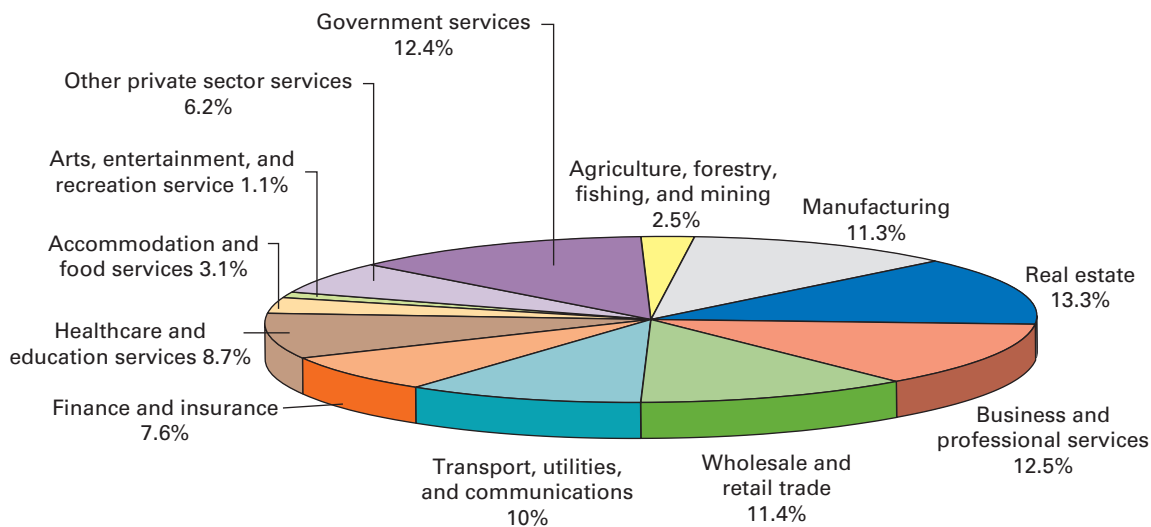


Figure 1.8 Value added by service industry categories to U.S. GDP.

Source: U.S. Department of Commerce, Bureau of Economic Analysis, GDP by Industry Accounts for 2018, www.bea.gov (accessed January 9, 2022).