UNIVERSITÀ DEGLI STUDI DI SALERNO

DIPARTIMENTO DI SCIENZE AZIENDALI MANAGEMENT & INNOVATION SYSTEMS

ASVSA

SIMAS
SISTEMI PER L'INNOVAZIONE E MANAGEMENT SOSTENIBILE

Marketing Strategy in Service Business

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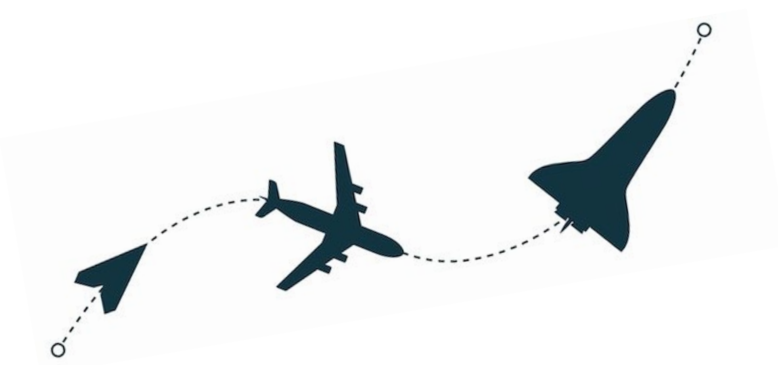
Programme

- Marketing and Service Marketing: an overview
- Marketing plan
- New marketing strategies approaches: Relationship Marketing and Many-to-Many network; Experiential marketing; Non-conventional marketing
- New marketing vision: Service Research - from S-D logic & Service Science to service ecosystems & service systems

Case studies
Examples
Project work

Agenda: Lesson 4

- New marketing vision (I part): Service Research - from S-D logic & Service Science to service ecosystems & service systems
  - Value co-creation
  - S-D logic & service ecosystems



Examples

4.1

Value co-creation

G-D logic, the past

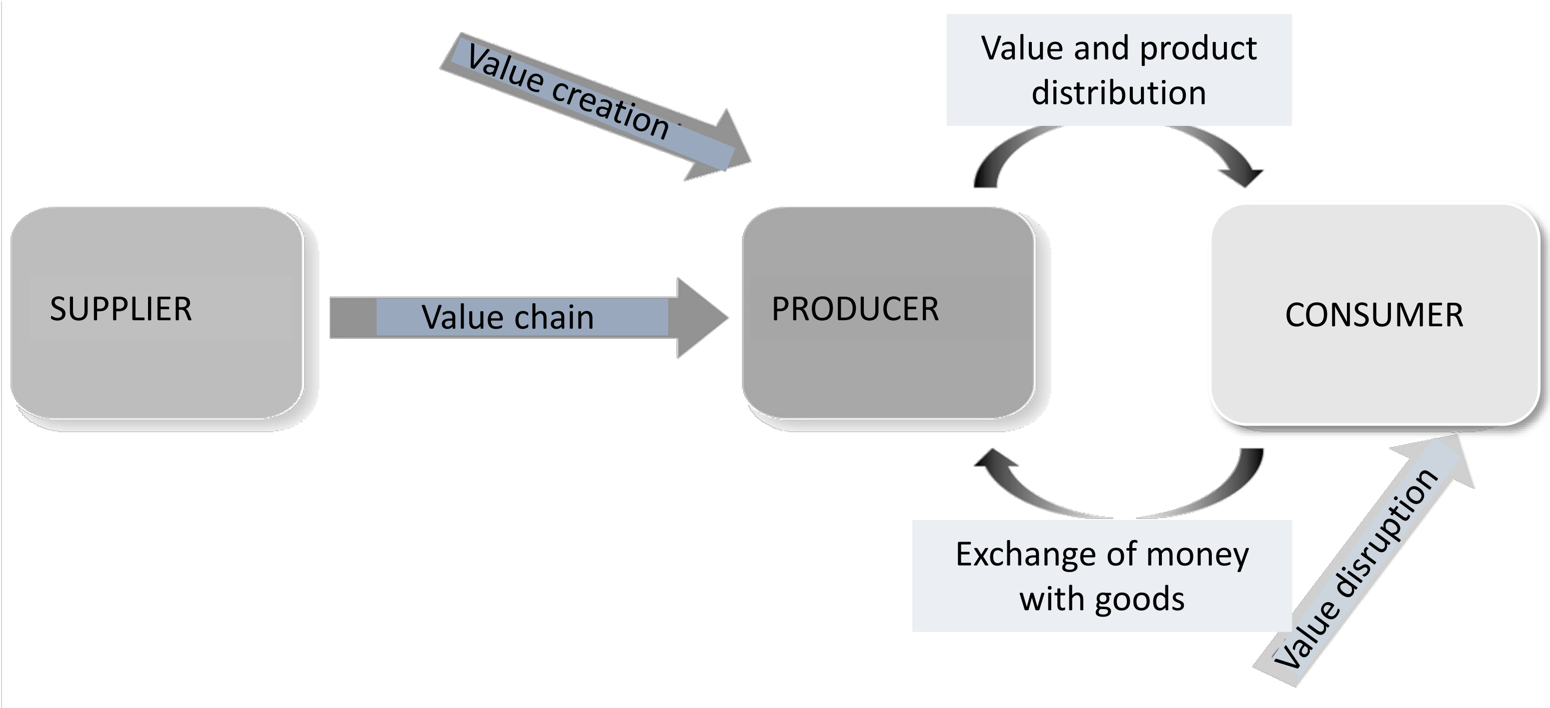
G-D logic describes production and exchange phases as essential elements of business and economy; it substains that production and distribution of tangible goods are the main purposes of an organization.

G-D logic is closely linked to the neoclassical economy, for which actors are **rational**, companies are aiming at maximizing profit and customers at maximizing utility.

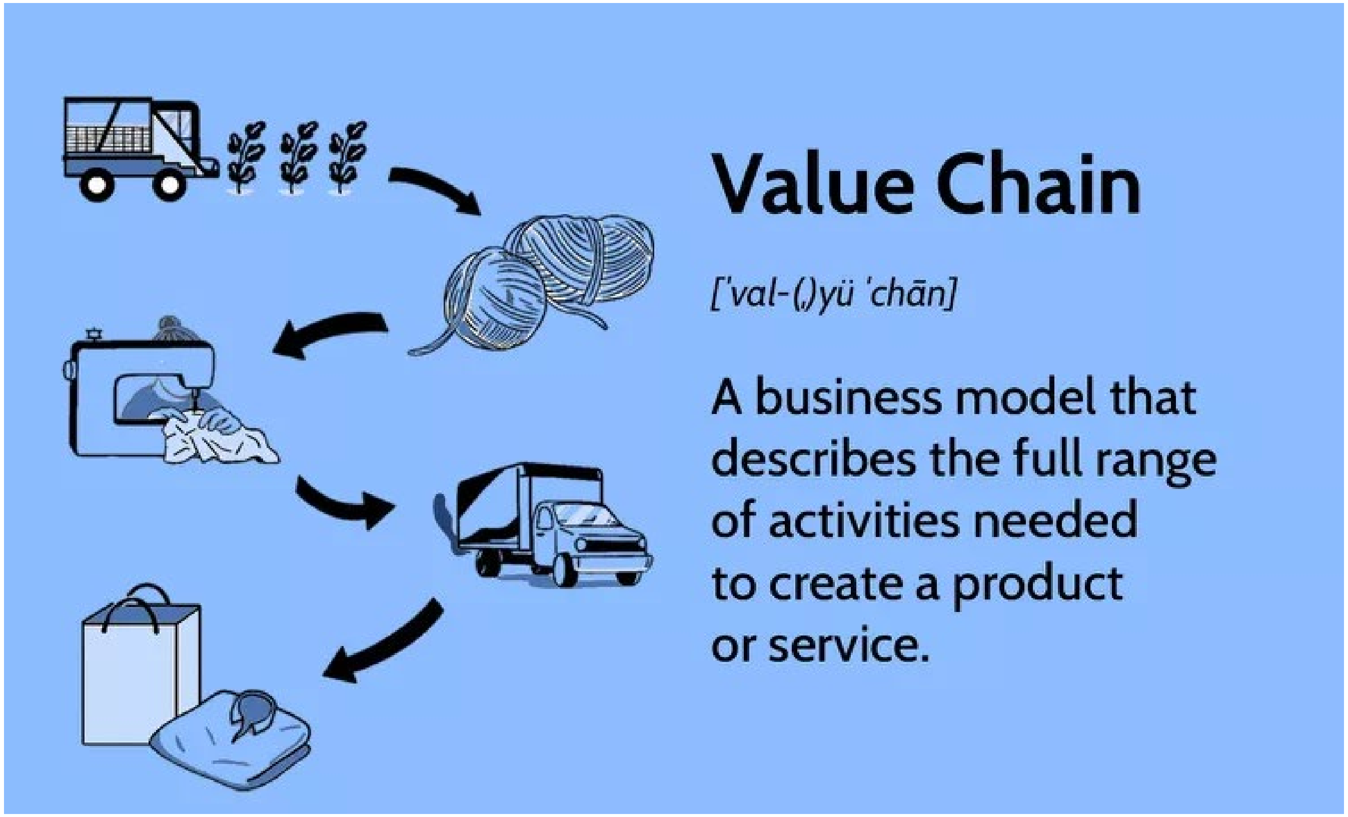
G-D logic, the past – «producer vs. consumer»

Probably one of the most harmful conceptualization of G-D logic is the contrast between “producer-consumer”, with this implication: some actors (ex. companies) “produce” (create) value (value-added), while others (es. consumers) “consume” (destroy) that value (value-destroyers).

G-D vision of producers and consumers



G-D logic, the past – «producer vs. consumer»



https://www.youtube.com/watch?v=Nc-2dhw6ZsI

What about value?

- What is value?
- When can we say that something (a product, a process, a relationship) has elements of value?
- And for whom?

Nothing can be attributed in a completely objective way unless confirmed by a personal evaluation.

What about value?

- Value is something that cannot be standardized, imposed, duplicated.

- Anything that has value for an actor (a person, a customer, a supplier, a company, the community) may not have it for a different actor.

- Value is something subjective, variable in time, influenced by the values possessed by each one, by external contingencies, by trends of the moment, by changing needs over time.

What about value?

Value represents what you are willing to give “in return”.

In order to obtain something valuable for someone, one can be willing to give up a large number of resources (time, money, work done, or other elements), even important ones.

This trade-off is related to value.

What about value?

The production and supply of any product and/or service therefore represents only a first phase of the value generation process

↓

Value proposition (potential value)

What about value?

This process must be completed downstream of a simple proposition by an equally important process of “confirmation”, which can be realized through the purchase, collaboration, mutual satisfaction of a need by the recipient of the offer

Value-in-use (actual value)

What about value?

The consumer, historically seen as a destroyer of value (because after the process of consumption and use, the product no longer presents value), is more than a simple actor of value creation: the consumer is a fundamental figure for the very definition of value of products he decides to buy.

Value co-creation

About value creation

Specifically, value is given by consumers' choices/preferences, by customer use of the purchased product (**value-in-use**) and benefits from the connected service.

Value is function of the specific context in which the consumer is (**value-in-context**) and for this reason it may change in the time and in the space.

The focus of decision making and a new interpretation of value **co-creation** have to be both **internal** (<u>resources improvement</u>) and **external** (<u>collaborative relationships</u>).

The centrality of human factors

Individuals are the key players in the co-creation process, combining resources coming from different market sources (organizations and other actors), private sources (themselves, friends, family, etc.) and public (governmental and community institutions , etc.).

Value co-creation

- **Prahalad and Ramaswamy**, 2003, 2004a, 2004b: value co-creation improves the experience of consumption and use by stimulating innovation on the service side and on the product side;

- **Vargo and Lusch**, 2008: value co-creation is a general concept that embraces every event in the theoretical and practical dynamics in *the relationship between companies and customers, contributing to the emergence of value through interaction* (interaction between the actors).

Value co-creation

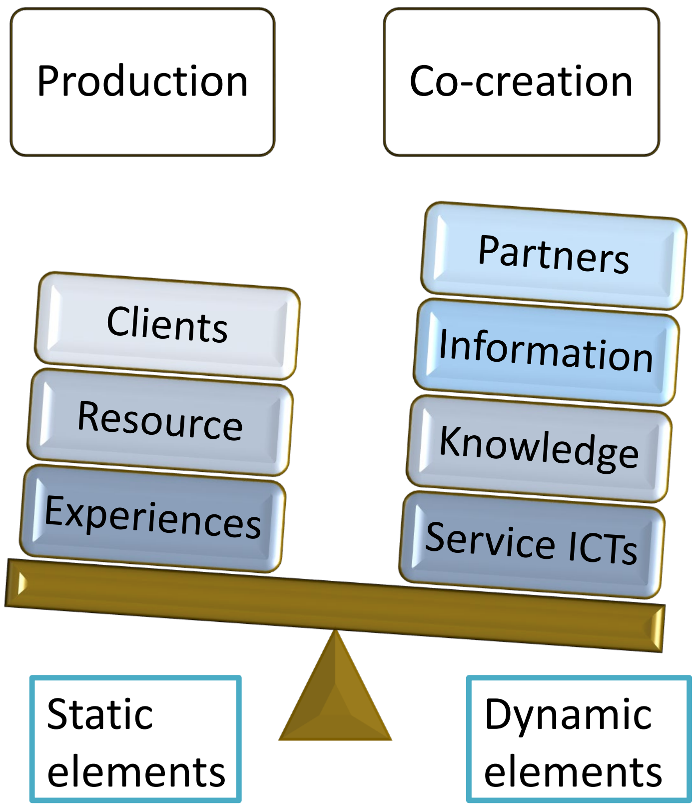
For most organisations value is created by producing products and services which customers want to buy.

value is created when the customer uses or consumes a product or service.

Value co-creation

Value co-creation is the phenomenon through which value is now thought to be realized, disseminated and enjoyed among the actors involved in its generation process, meaning **value** above all **as a common benefit** (sometimes also collectively), obtained only thanks to the intense collaboration between the parties.

Co-creation advantages – viewed by observers



Customers are hence crucial for product enrichments and are thus addressed as *prosumers*; they are considered fundamental for competitive advantages. The value creation process involves clients in a personal consumption process, considering them as real strategic value co-creators, thus suggesting that firms may be the integrators and managers of necessary resources for the benefit of competitive behaviour.

Co-creation advantages – viewed by observers

FROM

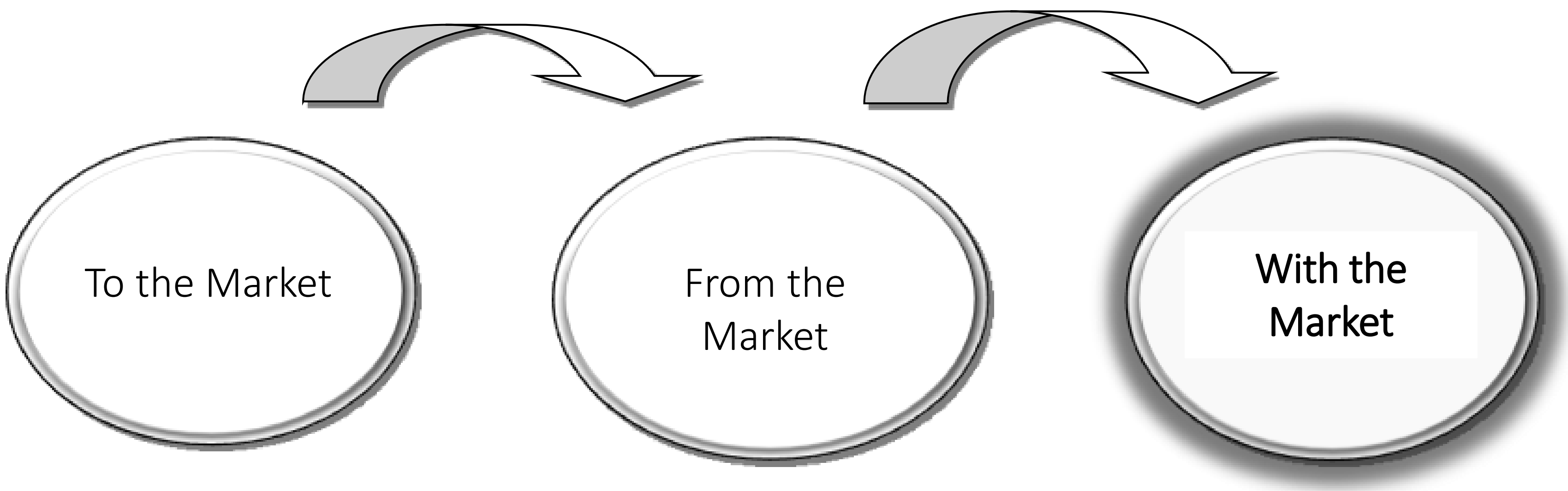
TO

"*business-to-business*" (B2B)
"*business-to-consumer*" (B2C)
"*consumer-to-consumer*" (C2C)

→

"*Actor-to-actor*" (A2A)

Evolution of the relationship with the market



"Matter in Motion"

Management of Customers and Market

Collaboration with Customers and Partners to create and to substain value

Why value?

Value creation processes suggest a change of roles and relevance dimensions.

Clients do not acquire value directly from product purchases but they derive it from products' use, transformation and consumption; a firm doesn't autonomously create value for clients, but can only offer value propositions that clients may choose, experiencing them and transforming them into value through use.

Value co-creation insights

- the consumer is no longer seen exclusively as a target (value destroyer);
- companies may only make their own proposal (value proposition);
- consumers are considered active players of production (value co-creators and prosumers) within a complex system of service delivery (service system);
- consumers may benefit not only from the products purchase, but also from the process, use and consumption of the products (value in use), because they are active (participant) in the value generation process;
- decision making is heavily influenced by value co-creation process, in fact the co-creative purpose, shared with customers, supports the sustainability of their value proposition.

Value co-creation insights

Co-creation fundamentals:

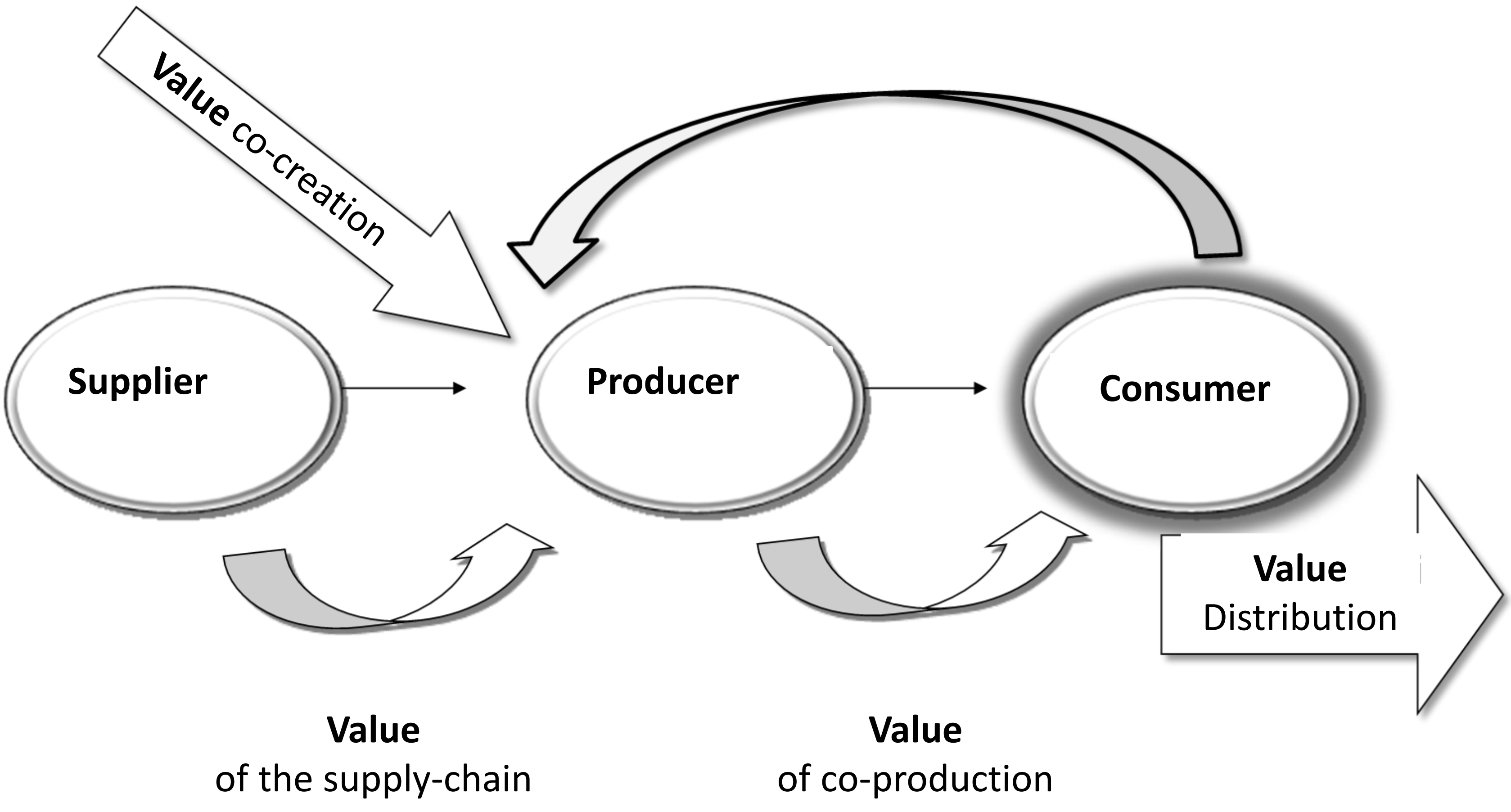
- An active role for all the actors (decision makers) involved, including end-users (final customers);
- a constant collaboration, multi-directional, multi-forms, multi-part;
- a development of reticular relationships;
- a continuous release of resources by everyone;
- strategic sharing of information and objectives.

Value co-creation insights

Co-creation involves:

- A growing mutual satisfaction;
- a better result than that achieved by working independently;
- greater sustainability of the offer, given the convergence of purposes.

Value co-creation insights



Value co-creation for competitiveness

Value co-creation takes place when a potential resource becomes an effective specific benefit, it implies the active multi-actor contribution, so it may be considered as a dynamic flow of interactions among different actors possessing critical resources and the desire to reach collective mutual satisfaction

‘Harmony’ between actors can be understood as a fusion of listening skills, considerations, dialogues qualify competitiveness in business by value co-creation phenomena.

4.2

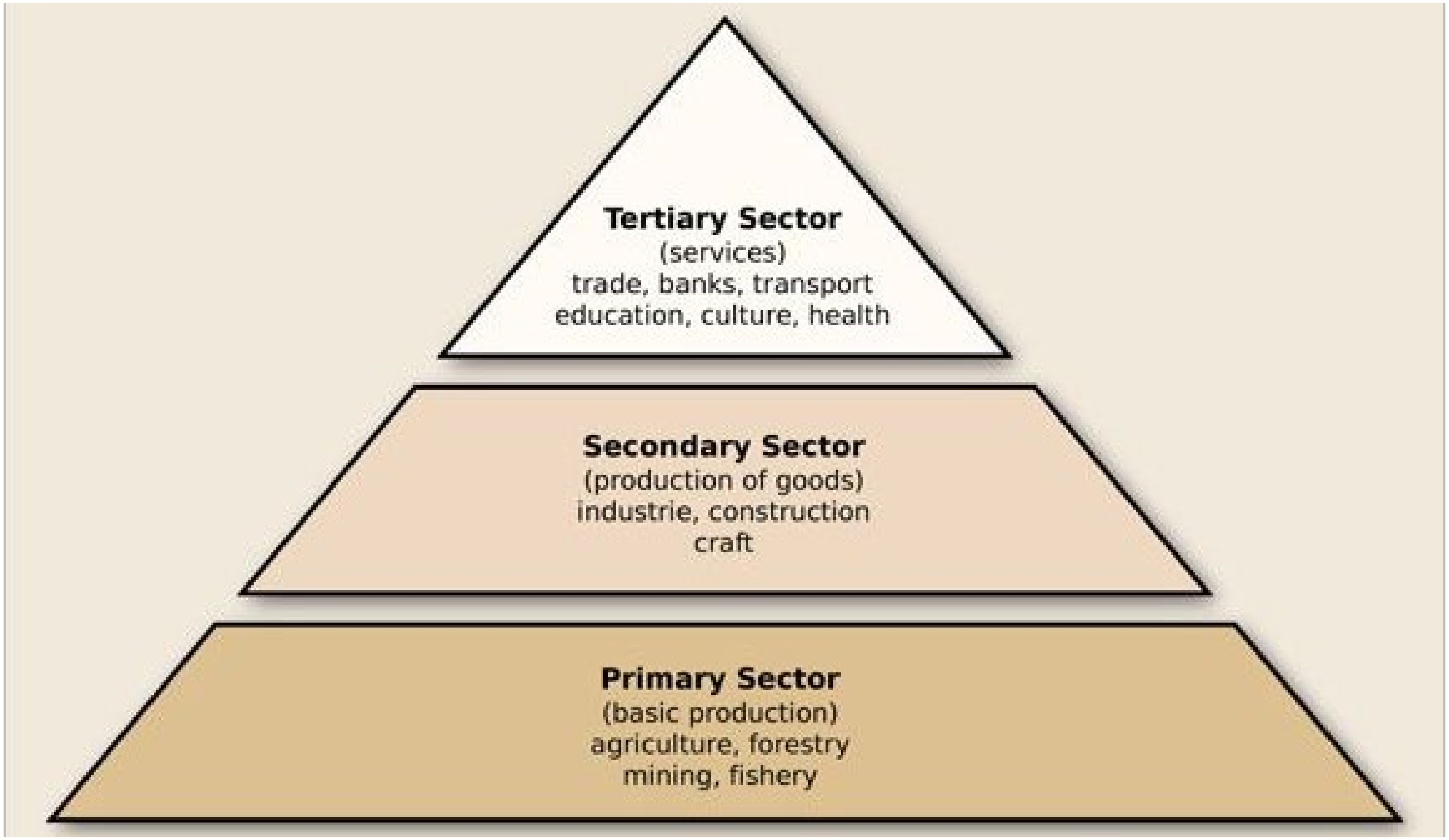
Service-Dominant Logic

Service Research

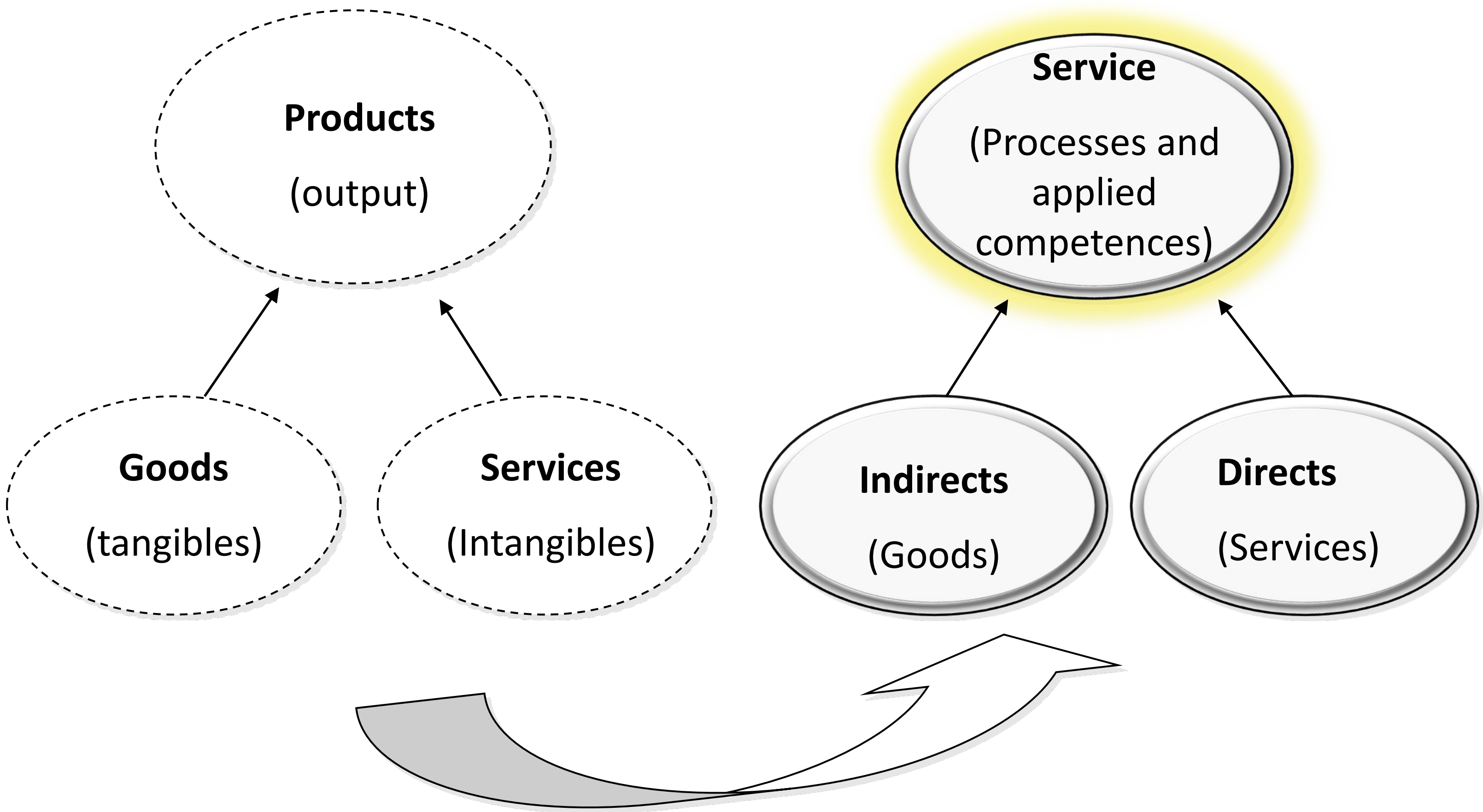
G-D logic, the past – «services=service industry»

In the past, according to classical perspective, «extractive» sector was considered primary, «manufacturing» sector as secondary and what remains was usually considered as «services», named «tertiary», because it can not be classified in the previous categories (i.e. consulting context, transportation, waste management, other utilities).

G-D logic, the past – «services=service industry»



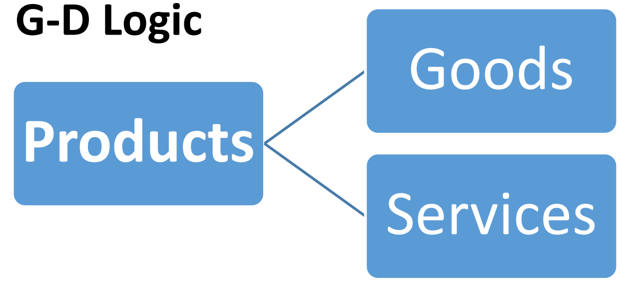
Service-oriented new economy paradigm (change in perspective)



Clarifications: Service vs. Services

Services = intangible products

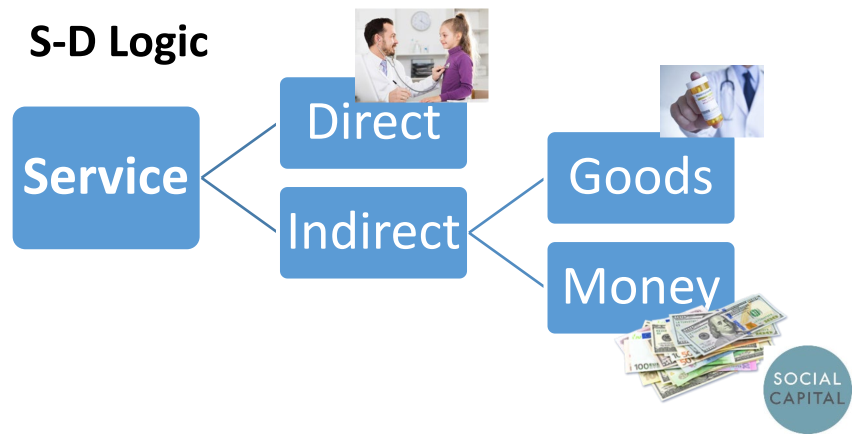
G-D Logic



Service = *process* of using one's competences for the benefit of some parties (The application of knowledge and skills)

Service *transcends* "goods and 'services'"

S-D Logic



There are No "Services" in S-D Logic

S-D logic

- Service-Dominant (S-D) Logic is a **mindset** for a unified understanding of the **purpose and nature of organizations, markets and society**.

- The foundational proposition of S-D logic is that **organizations, markets, and society** are fundamentally concerned with **exchange of service** **-** *the applications of competences (knowledge and skills) for the benefit of a party.*

S-D logic and centrality of «Market-ing»

In S-D logic the main purpose of an enterprise is to serve itself by serving others, integrating its internal resources with others available from public and market sources and to create additional resources to be applied for the benefit of other actors (individuals, family, companies, etc.).
Service opportunities change because the available resources continuously change.

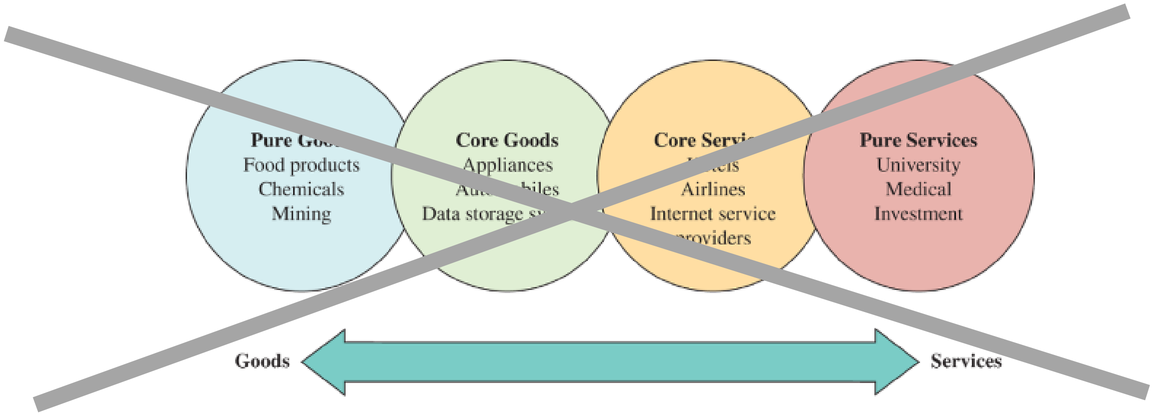
S-D logic

S-D logic is inspired by the fundamentals of **network theories** and is focused on:

- new **value** «generation» processes,
- modern (entrepreneurial) **interactions**,
- new forms of network **integration of resources**,

in the attempt to set a closer approach to current marketer specifications and more adhering to reality, and developed around a new service idea.

Goods-services Continuum



Goods and service represent
neither a **dichotomy nor a continuum**

Change of Perspective

SDL
"is concerned with the vertical relationship between service and goods,
rather than the horizontal difference
between services and goods"
(Vargo and Lush, 2008:29)

Products

Goods (tangibles)

Services (intangibles)

Service

Indirect (goods)

Direct

S-D logic - Definitions

The Service Dominant Logic (SD logic) represents a theoretical proposal mainly related to marketing studies that highlights the change of perspective compared to traditional interpretative models (defined as a whole Good Dominant Logic - GD logic), more focused on the importance of goods and characterized by the historical difference between goods and services.

Innovative contributions: Service

The S-D logic defines the service as:

«Application of skills through actions, processes and performance aimed at producing a benefit for themselves and for third parties, directly or indirectly connected».

Ref. (Vargo and Lusch, 2004; Vargo and Lusch, 2008)

Innovative contributions: Service

Stephen L. Vargo & Robert F. Lusch

Evolving to a New Dominant Logic for Marketing

Marketing inherited a model of exchange from economics, which had a dominant logic based on the exchange of "goods," which usually are manufactured output. The dominant logic focused on tangible resources, embedded value, and transactions. Over the past several decades, new perspectives have emerged that have a revised logic focused on intangible resources, the cocreation of value, and relationships. The authors believe that the new perspectives are converging to form a new dominant logic for marketing, one in which service provision rather than goods is fundamental to economic exchange. The authors explore this evolving logic and the corresponding shift in perspective for marketing scholars, marketing practitioners, and marketing educators.

The formal study of marketing focused at first on the distribution and exchange of commodities and manufactured products and featured a foundation in economics (Marshall 1927; Shaw 1912; Smith 1904). The first marketing scholars directed their attention toward commodities exchange (Copeland 1920), the marketing institutions that made goods available and arranged for possession (Nystrom 1915; Weld 1916), and the functions that needed to be performed to facilitate the exchange of goods through marketing institutions (Cherington 1920; Weld 1917).

By the early 1950s, the functional school began to morph into the marketing management school, which was characterized by a decision-making approach to managing the marketing functions and an overarching focus on the customer (Drucker 1954; Levitt 1960; McKitterick 1957). McCarthy (1960) and Kotler (1967) characterized marketing as a decision-making activity directed at satisfying the customer at a profit by targeting a market and then making optimal decisions on the marketing mix, or the "4 P's." The fundamental foundation and the tie to the standard economic model continued to be strong. The leading marketing management textbook in the 1970s (Kotler 1972, p. 42, emphasis in original) stated that "marketing management seeks to determine the settings of the company's *marketing decision variables* that will maximize the company's objective(s) in the light of the expected behavior of noncontrollable *demand variables*."

Beginning in the 1980s, many new frames of reference that were not based on the 4 P's and were largely independent of the standard microeconomic paradigm began to emerge. What appeared to be separate lines of thought surfaced in relationship marketing, quality management, market orientation, supply and value chain management, resource management, and networks. Perhaps most notable was the emergence of services marketing as a subdiscipline, following scholars' challenges to "break free" (Shostack 1977) from product marketing and recognize the inadequacies of the dominant logic for dealing with services marketing's subject matter (Dixon 1990). Many scholars believed that marketing thought was becoming more fragmented. On the surface, this appeared to be a reasonable characterization.

In the early 1990s, Webster (1992, p. 1) argued, "The historical marketing management function, based on the microeconomic maximization paradigm, must be critically examined for its relevance to marketing theory and practice." At the end of the twentieth century, Day and Montgomery (1999, p. 3) suggested that "with growing reservation about the validity or usefulness of the Four P's concept and its lack of recognition of marketing as an innovating or adaptive force, the Four P's now are regarded as merely a handy framework." At the same time, advocating a network perspective, Achrol and Kotler (1999, p. 162) stated, "The very nature of network organization, the kinds of theories useful to its understanding, and the potential impact on the organization of consumption all suggest that a paradigm shift for marketing may not be far over the horizon." Sheth and Parvatiyar (2000, p. 140) suggested that "an alternative paradigm of marketing is needed, a paradigm that can account for the continuous nature of relationships among marketing actors." They went as far as stating (p. 140) that the marketing discipline "give up the sacred cow of exchange theory." Other scholars, such as Rust (1998), called for convergence among seemingly divergent views.

Fragmented thought, questions about the future of marketing, calls for a paradigm shift, and controversy over services marketing being a distinct area of study—are these calls for alarm? Perhaps marketing thought is not so much fragmented as it is evolving toward a new dominant logic. Increasingly, marketing has shifted much of its dominant logic away from the exchange of tangible goods (manufactured things) and toward the exchange of intangibles, spe-

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CONCEPTUAL/THEORETICAL PAPER

Why "service"?

Stephen L. Vargo · Robert F. Lusch

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Abstract "Service-dominant logic" appears to have found resonance in the marketing community since its introduction as the evolving, "new dominant logic" in the Journal of Marketing (Vargo and Lusch 2004a, Journal of Marketing, 68, 1–17 (January)). But, on occasion, so has the question of whether the concept "service" captures the essence of the new logic. This article addresses the role of "service" as the heart of value-creation, exchange, markets, and marketing, as well as its considerable implications for research, practice, societal well-being, and public policy. The purposes are both to clarify the issues and to foster the continuing dialog around the service-dominant logic for marketing, as well as for other disciplines.

Keywords Service-dominant logic · S-D logic · New dominant logic · Service marketing

Since identification of an emerging new dominant logic for marketing in "Evolving to a New Dominant Logic for Marketing"—which has subsequently become known as the "service-dominant (S-D) logic" of marketing—in the *Journal of Marketing* (Vargo and Lusch 2004a, see also b; Vargo and Morgan 2005), there has been considerable discussion, elaboration, and debate. On balance, the responses have been supportive of the need for a reformulation of marketing logic and supportive of the specifics of S-D logic.

Even though we have not previously fully elaborated our rationale for making "service" the central organizing concept for this "new dominant logic," there appears to be general support for its selection also. However, there have also been a few skeptics, most of whom agree with the logic but feel that the term "service" might have "baggage," resulting from inappropriate and/or unfortunate connotations associated with traditional, goods thinking, and occasionally from some who appear to be motivated by alternative logics and/or designators. This skepticism is understandable and welcome. It is also to be anticipated; as Levy (2006, p. 61) notes, S-D logic "will continue to be met with interest...and mixed support." In either case, a fuller elaboration of the appropriateness and importance of the role of "service" in S-D logic is a potentially critical issue, one that addresses the fundamental subject matter of markets and marketing.

What has become known as S-D logic, grew out of the identification within marketing thought of what could be characterized by fragmented logics (Vargo and Lusch 2004a), all sharing a common thesis of responding to the inadequacies of the more conventional logic. We have identified this conventional logic as "goods-dominant (G-D) logic." Others have referred to it as the "neoclassical economics research tradition" (e.g., Hunt 2000), "manufacturing logic" (e.g., Normann 2001), "old enterprise logic" (Zuboff and Maxmin 2002) or, more specific to marketing, "product orientation" (Keith 1960), "marketing myopia" (Levitt 1960), "product marketing" (Shostack 1977), and more recently, "marketing management" (Webster 1992). Regardless of the designation, the logic is centered on units of output, historically considered to be goods—and more

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Service-for-service exchange

Not only the barter may clarify the “service-for-service exchange”: even exchanging something for money means that each actor is providing other actor with a service. Goods appear as instrumental tools (appliance) for the supply (provision) of service.

FPs and Axioms

The authors have produced different representations of their theory and synthesized in 10 fundamental points (foundational premises - FPs), then became 11. From these fundamental premises, thought has recently evolved towards the definition of 4 Axioms, from which numerous other authors have been inspired for a new interpretation of the commercial, managerial and strategic logics of our economy.

The Axioms of the S-D logic

A1
- Service is the fundamental basis of the exchange.

A2
- Customer is always value co-creator.

A3
- All the economic and social actors are resources integrators.

A4
- Value is always uniquely and phenomenologically determined by the beneficiary.

Axioms & Foundational Premises (FPs) of S-D Logic

Axiom1	FP1	Service is the fundamental basis of exchange.
	FP2	Indirect exchange masks the fundamental basis of exchange.
	FP3	Goods are a distribution mechanism for service provision.
	FP4	Operant resources are the fundamental source of strategic benefit.
	FP5	All economies are service economies.
Axiom2	FP6	Value is cocreated by multiple actors,always including the beneficiary.
	FP7	Actors cannot deliver value but can participate in the creation and offering of value propositions.
	FP8	A service-centered view is inherently beneficiary oriented and relational.
Axiom3	FP9	All social and economic actors are resource integrators.
Axiom4	FP10	Value is always uniquely and phenomenologically determined by the beneficiary.
Axiom5	FP11	Value cocreation is coordinated through actor-generated institutions and institutional arrangements.

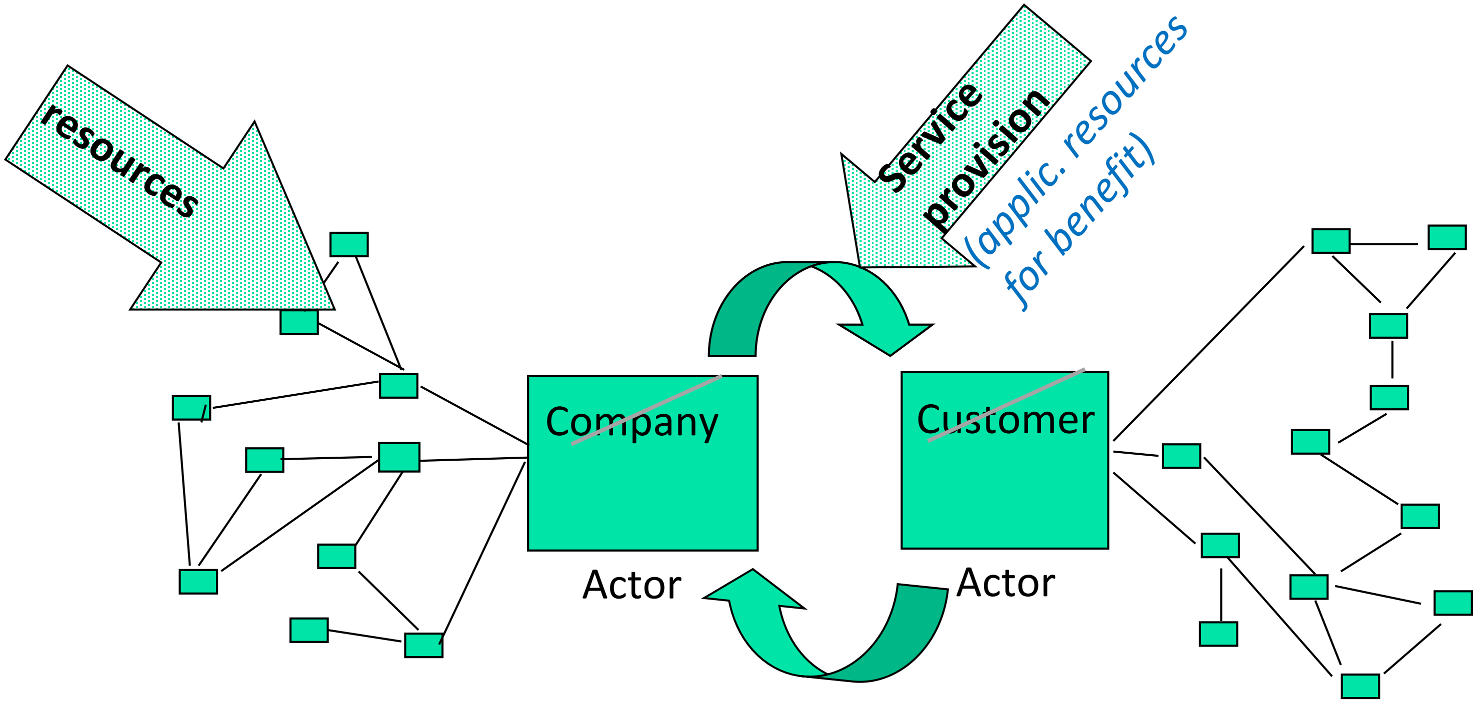
Source: Vargo and Lusch (2004), "Evolving to a New Dominant Logic for Marketing" *Journal of Marketing* 68(January), 1-17. Vargo and Lusch (2008), "Service-Dominant Logic: Continuing the Evolution" *Journal of the Academy of Marketing Science* 36(Spring), 1-10, Vargo and Lusch (2016), "Institutions and axioms: an extension and update of service-dominant logic" Journal of the Academy of Marketing Science, 1-19.

S-D logic: today – «Axiom n.1»

The first axiom is based on the application of operant resources for the benefit of another actor.
The service is always exchanged with another service, which implies that:

1. Goods are devices to provide a service
2. Operant resources are fundamental for service provision
3. All economies are service economies

“A1 (FP1) ***Service*** *is the fundamental basis of* ***exchange.”***



Innovative contributions: the goods-service relationship

The set of resources available to a company, consisting of specialized skills and adequate knowledge are key elements for success and survival (FP1).

In practice, the service represents the general case of which the good can be considered a particularity, "it is the service that is always exchanged".

Innovative contributions: service exchange

The S-D logic interprets the condition of exchange differently (FP2), asserting that its intrinsic nature is exclusively linked to service, no longer understood as a marginal or functional element. The goods do not represent the only object of transaction, rather they appear as an instrumental element (appliance) for the supply (provision) of the service themselves (FP3), observed as the real protagonist of the interactions and agreements between the parties of an exchange.

Innovative contributions: exchange purpose

The authors use the term "service" always singular to better reflect the purpose of producing a benefit to a recipient and differentiate this indication from the concept of simple unit of output implicit in the expression in the plural (services), proper to the G-D logic.

Ultimately, even when a customer purchases a physical product, he essentially buys (and above all benefits) the service directly connected to it.

For this reason all the economies have to be considered as service economies (FP5).

Innovative contributions: Knowledge and Resources

The SD Logic privileges the importance of intangible resources, and in particular of knowledge, as a competitive factor (FP4), considering that physical resources and often inert (defined as *operand*) imperatively require certain intangible and much more dynamic activities (defined *operant*), related to them, in order to be made usable and really useful.

Operand and operant resources

OPERAND RESOURCES

Natural or economic resources usually tangible and static which require some alterations to assume value.
They represent the **distrIbution mechanisms** of service.

OPERANT RESOURCES

Human knowledge and skills, cultural and social resources usually intangible and dynamic which act on operand resources to create value and **competitive advantage**.

The sinergy deriving from user’s, provider’s (and each member’s) personal resources gives birth to a **unique** result, superior to the simple sum of the single individual contributions.

Operand and operant resources

Operand resources are static resources on which an action is necessary for achieving value. Goods (devices) are operand resources.

A natural resource, such as gold, is an example (*operand resource*). The gold must be found, extracted, refined, shaped and used (*operant resources*).

Operand and operant resources

Operant resources are resources capable of acting on other resources to create value (under suitable circumstances).

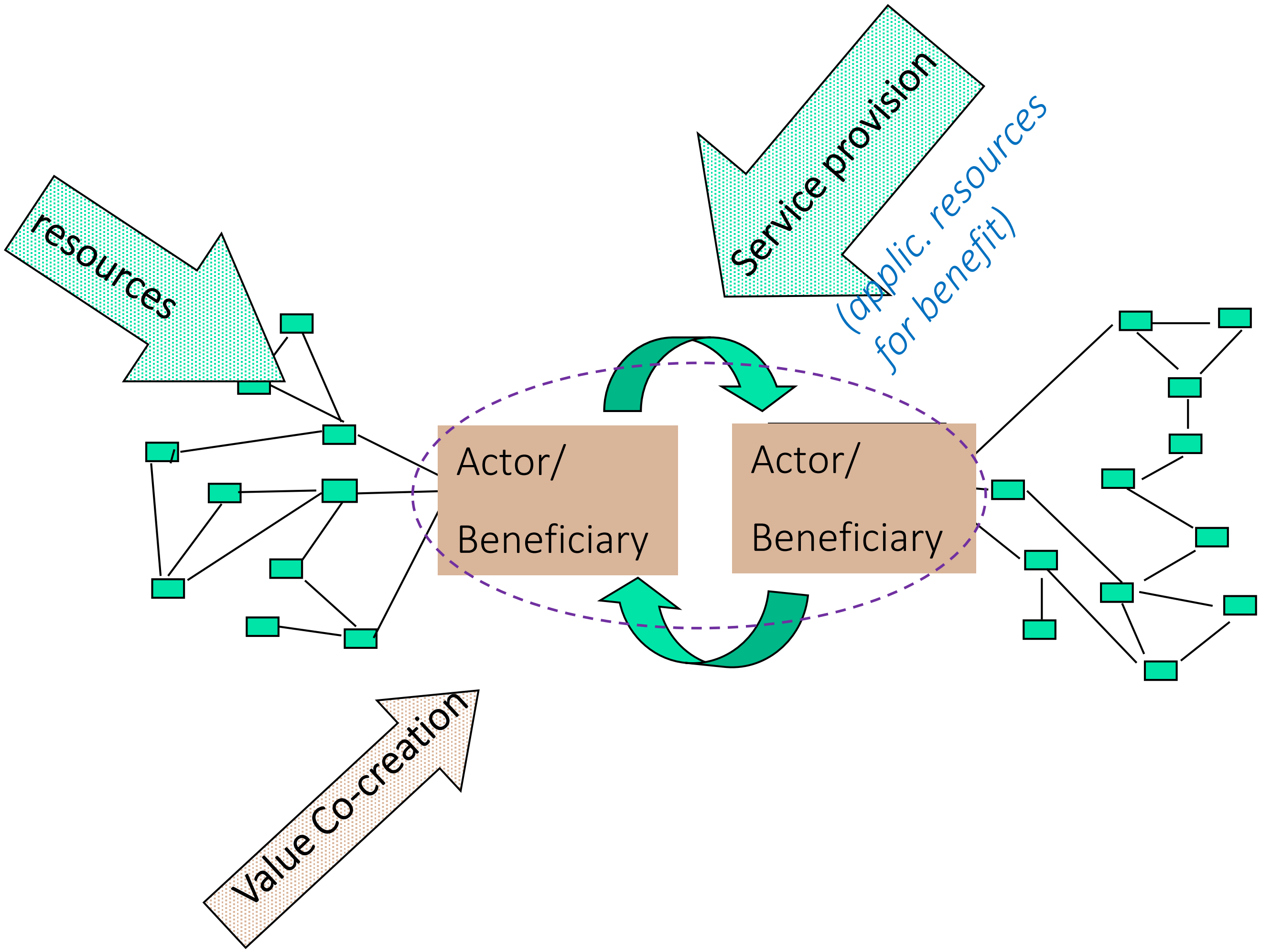
Knowledge and skills which can be used in action to create value, such as the ability to find, extract, refine, shape and use gold.

S-D logic: today – «Axiom n.2»

The second axiom is opposed to the G-D logic, which sees the company as the only creator of value; the value is always co-created through the interaction of the actors, both directly and through the goods.

[E.g. A doctor who provides patient with a service co-creates value with him, never independently, and the drug (a good) given by the doctor is seen as a device to facilitate the provision of the service and the co-creation of value.]

*“A2 (FP6) **Value** is always **co-created by multiple actors,** including the **beneficiary.”***



Innovative contributions: Value

The value is determined by the final consumer (FP6), by his / her choices / preferences, by the way in which he / she makes use of the purchased product (*value-in-use*) and benefits from the connected service.
Value is also a function of the specific context in which the consumer is located (*value-in-context*) and this can also vary in time and space.

Innovative contributions: the indispensability of the Service

The S-D logic explains that the price of all products (*value-in-exchange*) only represents the provision of a "priceless" experience linked to the interconnected service; even the first (the product) could not even exist without the second (the service). Companies only have the opportunity to make their own value proposition to offer in the market (*value proposition*) (FP7).

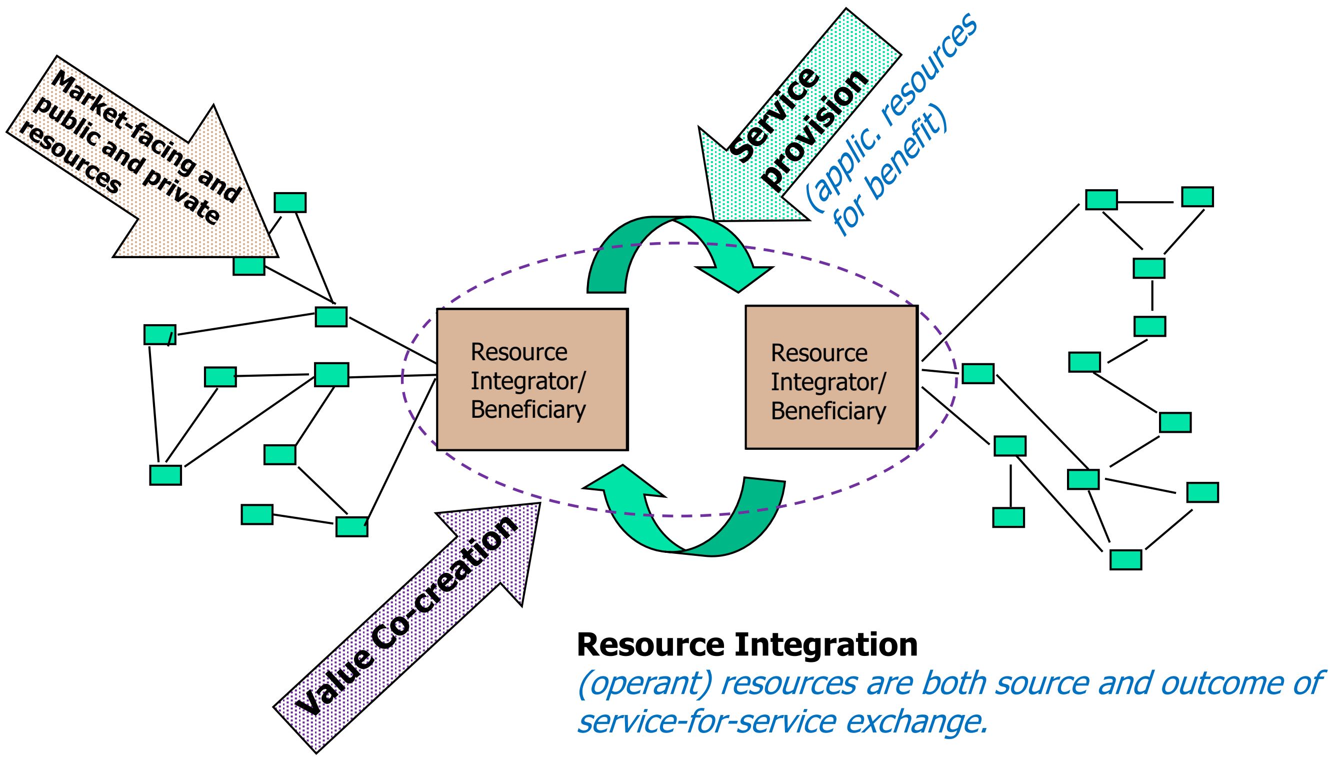
International Accreditation

The authors Steve Vargo and Bob Lusch has shared a new vision on the "service", according to which an innate sense/need always emerges for all organizations to "do something" (provide a service) "for" and above all together "with" other parts, completely modifying the supplier (supplier)/customer (user) relationship (FP8).

S-D logic: today – «Axiom n.3»

The third axiom shows how the integrable resources come from a multiplicity of sources: private sources (eg oneself, friends, family), market sources (ie from other actors, through barter or economic exchange) or from public sources (ie access collective from community and government sources) or, more likely, through the provision of services from different sources, often at the same time.

*“A3 (FP9) All social and economic **actors** are **resource integrators.**”*



Resource integration

3. All social and economic **actors** are **resource integrators.**

→ The context of co-creation is a **network of networks**

→ What we really do as individuals, organizations, families etc. is **getting resources** through service exchange and **integrate** them in a **unique way**.

S-D logic: today – «Axiom n.4»

The fourth axiom of the S-D logic reflects the generic nature of the actors and reinforces the idea that the value is phenomenological (FP10). Particular attention was paid to the choice of the phenomenological word, rather than "empirical", because the second term often evokes something similar to a Disneyworld event - always positive, pleasant and so on.

S-D Logic Axiom n.5

A5

Value cocreation is coordinated through **actor-generated institutions and institutional arrangements**

Institutions provide the **glue** for value cocreation through **service-for-service** exchange

- **Institutions**: humanly devised rules, norms, and beliefs that enable and constrain action and make social life predictable and meaningful
- **Institutional arrangements**: higher-order sets of interrelated institutions

FP11: Institutions and institutional arrangements

Two main enablers and coordination mechanisms of value co-creation (strictly interconnected):

INSTITUTIONS	INSTITUTIONAL ARRANGEMENTS
rules, norms, meanings, symbols, practices and *agreement* that govern actor's collaboration	interdependent assemblages of institutions: essential facilitators for value co-creation in markets and society

The two enablers permit to perform activities and exchange in a «natural» and «coordinated» way in line with the rules determined a priori.

"Humans create institutions to coordinate their behaviours " (Barile et al., 2016).

Service Ecosystems

Starting from the «social shift» of SDL (11 FP), Vargo and Lusch proposes a new conceptualization of networks based on the transcending and systems perspective of service

Value co-creation involves complex networks of actors and supply chains (rather than dyads)

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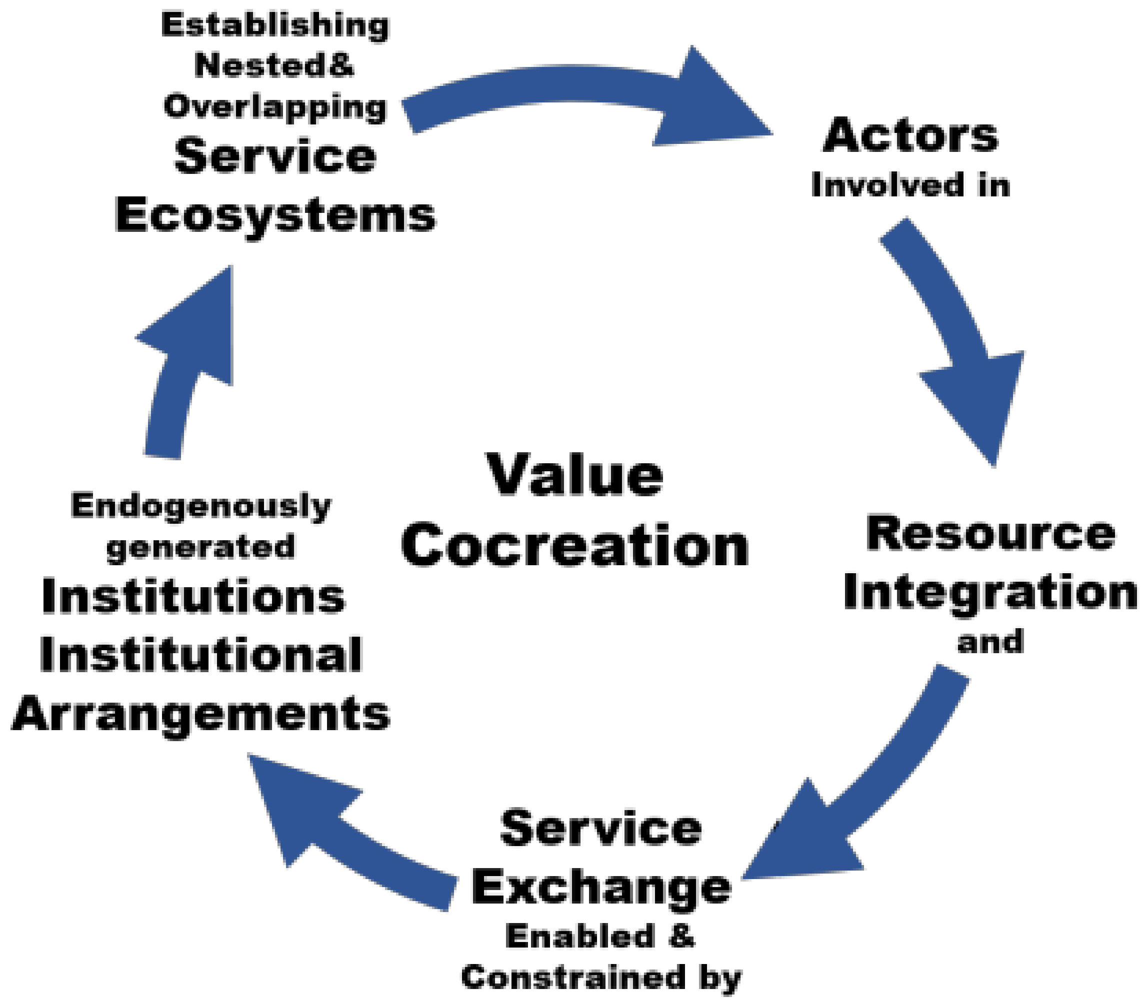
THEN, new multi-actor models are required to reread the mechanisms for competitive advantage

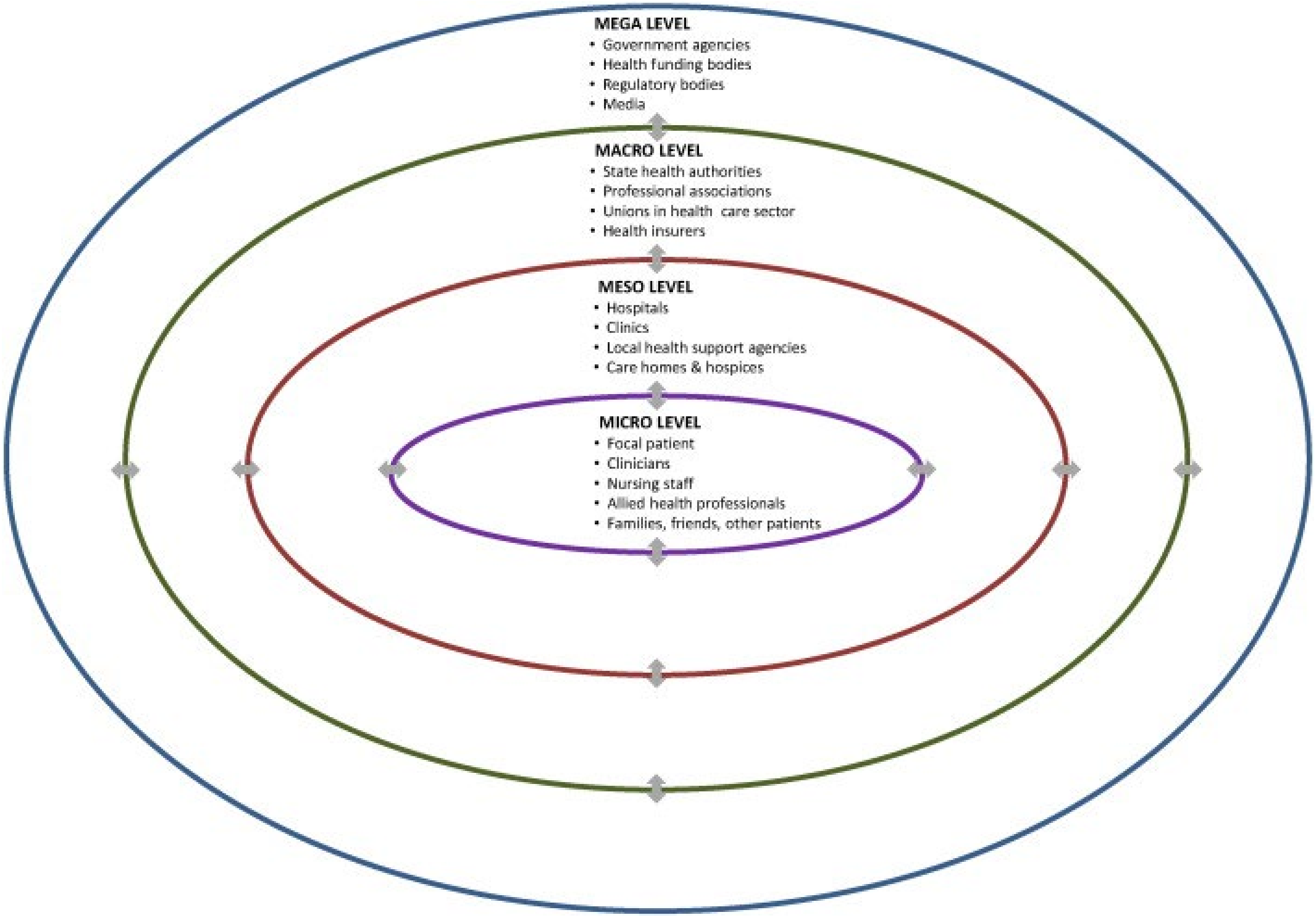
"relatively **self-contained**, **self-adjusting** system[s] of resource-integrating **actors** connected by shared **institutional logics** and **mutual value creation** through service exchange"

Lusch and Vargo (2014, p. 161)

Service Ecosystems



Service Ecosystems: an example



Service Ecosystems: main dimensions

INSTITUTIONS

Coordination mechanisms for exchanges based on preexisting shared rules (socially and commonly accepted) that act as enablers of resource integration

RESOURCE INTEGRATION

Exchange of resources occurring in the multiple interactions between actors (*from pre-delivery, design to post-delivery*)

TECHNOLOGY

IT and ICTs based platforms that make exchanges more efficient and accelerate innovation

VALUE PROPOSITION

The actors, nested within the different service ecosystem levels, are related by value propositions (shared purpose).

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THANK YOU.

Questions? Comments?

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