



SERVICE SCIENCE & SERVICE MARKETING

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PROF. LUCA CARRUBBO

INTRODUCING MYSELF

MINOR CONCERNS:

- Type-B researcher in Business Sciences at Dept. of Business, Management & Innovation Systems, University of Salerno since 2020
- Previously Type-A researcher in Business Sciences at Dept. of Medicine, University of Salerno since 2017.
- Visiting professor at MUNI of Brno (CZ) since 2012.
- Ph.D. in Business Administration at Cassino University in 2011.
- Graduated with honors in Economics at University of Naples in 2004 and 2006.
- Member Board of Directors of UNISA's SIMAS interdepartmental research center since 2019
- Member of AIDEA, SIM and SIMA since 2017
- Founding member of the ASVSA Association since 2011
- Sole Director of ICUBE Digital Ventures (Spin off and innovative start up)

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PROF. LUCA CARRUBBO

MAIN CONCERNS:

- I have co-authored a text on Neuro-Marketing, ed. CEDAM and contributed to several other books on Marketing
- I am an avid scholar of Service, Systems, Value and related declensions.
- I have been a project manager of major project initiatives (more on that later).
- I constantly collaborate with businesses and entrepreneurs
- I am convinced that teaching should be interaction, dissemination, exchange, direct experience (hence, the idea of the exercise in Groups and the related contest).
- I like practical, real, competitive things
- I hate notionalism, I detest rote learning, I prefer dialogue with students to one-man-shows (I believe in elevator-speech and circular teaching).
- I am one of the faculty members with the highest number of thesis writers in my department (currently 41).
- I leave the slides and all teaching materials to my Classes (no copyrights), so I do not tolerate the black market of recordings and unwinds of my lectures.
- I teach in 5 Departments at UNISA. I prefer TEAMS, WA and LinkedIN to email.
- Married, 2 children, 2 cars, 1 house and a turtle (non-believer, values are other).
- I am an 'experienced' traveler (source of contamination), curious about everything and everyone.
- I play a lot of sports (team-building fan), use social media in moderation (no-spam).

PS: my name-surname is unique in the World (tested).

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Service Science & Service Marketing





Introduction to Service Science



Service Marketing



Laboratory of Service Systems

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Chapter 1

Introduction of Service Science

AGENDA

- S-D logic FP & Axioms
- The Service Systems
- Value in Service

S-D logic FP & Axioms



Dr. Gummesson receiving the S-D Logic Award at the 2011 Naples Forum on Service. (left to right: Dr. Robert F. Lusch, Dr. Evert Gummesson, Dr. Stephen L. Vargo)

The Story of S-D Logic

The Story and Back Story:

- Vargo, Stephen L. and Robert F. Lusch, (2004) "Evolving to a New Dominant" Logic for Marketing," Journal of Marketing.
 - Submitted: 1999
 - Published: 2004

The Back-Back Story (1994-99):

- The dilemmas
- The idea of a "new service economy."
- The idea of two marketing approaches.
 - Goods and "services"
- The approach:
 - Read "everything" in the "service(s)" literature
 - Across time
 - Across disciplines
- The insight: The goods/service(s) model is inverted
 - Goods are a the special case; service is the general case

lighan L. Wargo is Visiling Professor of Markaring, Robart H. Smith deel of Business, University of Maryland (a mait swerge@ntamith.umd. da) Robart F. Lunch is Dava and Daingsaladd University Professor, M. J. adalog Schord of Business, Tasas Christian University, and Protector of tarketing (in karea), Eller College of Business and Public Administration, minerally of Ancora (je and Cubarta) Schort Control and gally to this manuscript. The authors frank the amorgenous All reviewwavey or no manuscrps, the autors mank the prorymous JM raviae-ers and Shaby Hurt, Gane Laczniak, Alan Mahar, Fred Morgan, and Mathew O'Brian for comments on various drafts of this manuscrpt.

Journal of Markaling Vol. 68 (January 2004), 1–17

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 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 tocused 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 occreation of value, and relationships. The authors believe that the new per-spectives 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.

e formal study of marketing focused at first on the distribution and exchange of commodities and manudistribution and exchange of commodities and manu-factured products and futured a forustrad is forustradient in eco-nomics (Marshall 1927; Shaw 1912; Smith 1904). The first marketing scholars directed their attention toward com-modities exchange (Copeland 1920), the marketing initia-tions that made goods available and arranged for prosession (Nystrom 1915; Weld 1916), and the functions that needed to be performed to facilitate the exchange of goods through marketing initiations (Cherington 1920; Weld 1917). By the acute 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; Lewist 1960; McKitterick 1957). McCarthy (1960) and Kotler (1967) characterized marketing micrathy (1960) and noter (1977) characterized marketing as a decision-making activity directed at satisfying the cur-tomer at a profit by targeting a market and then making opti-mal 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 man-agement textbook in the 1970s (Kotler 1972, p. 42, empha-sis 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

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 sur-

faced in relationship marketing, quality management, mar ket orientation, surely 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" (Shostaek 1977) from product marketing and recognize the inadequa-cies of the dominant logic for dealing with services believed that marketing though was believed that marketing though was becoming more frag-mented. On the surface, this appeared to be a reasonable characterization.

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 prac-tice." At the end of the twentieth century, Day and Mont tice. At the end of the twenterin century, buy and moni-genery (1999, p. 3) suggested that "while prowing reserva-tion 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 meetiy a handy framework." At the same time, advocating a network perspective, Achrol and Kotler (1999, p. 162) stated, "Th very nature of network organization, the kinds of theorie useful to its understanding, and the potential impact on the organization of communition all suggest that a paradigm shift for marketing may not be far over the horizon." Sheh 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 amon marketing actors." They went as far as stating (p. 140) that the marketing discipline "give up the sacred cow of eschange theory." Other scholars, such as Rust (1998), called for convergence among seemingly divergent views. Fragmented thought, questions about the future of mar

regnering tought, questions about the rulate of mar-keting, calls for a parafigm shift, and controveny over ser-vices marketing being a distinct area of study—are these calls for alarm? Perhaps marketing thought is not so much fragmented at it is evolving toward a new dominant logic. Increasingly, marketing has shifted much of its dominant logic away from the exchange of tangible goods (manufac-tured things) and toward the exchange of intangibles, spe-

A New Dominant Logic / 1



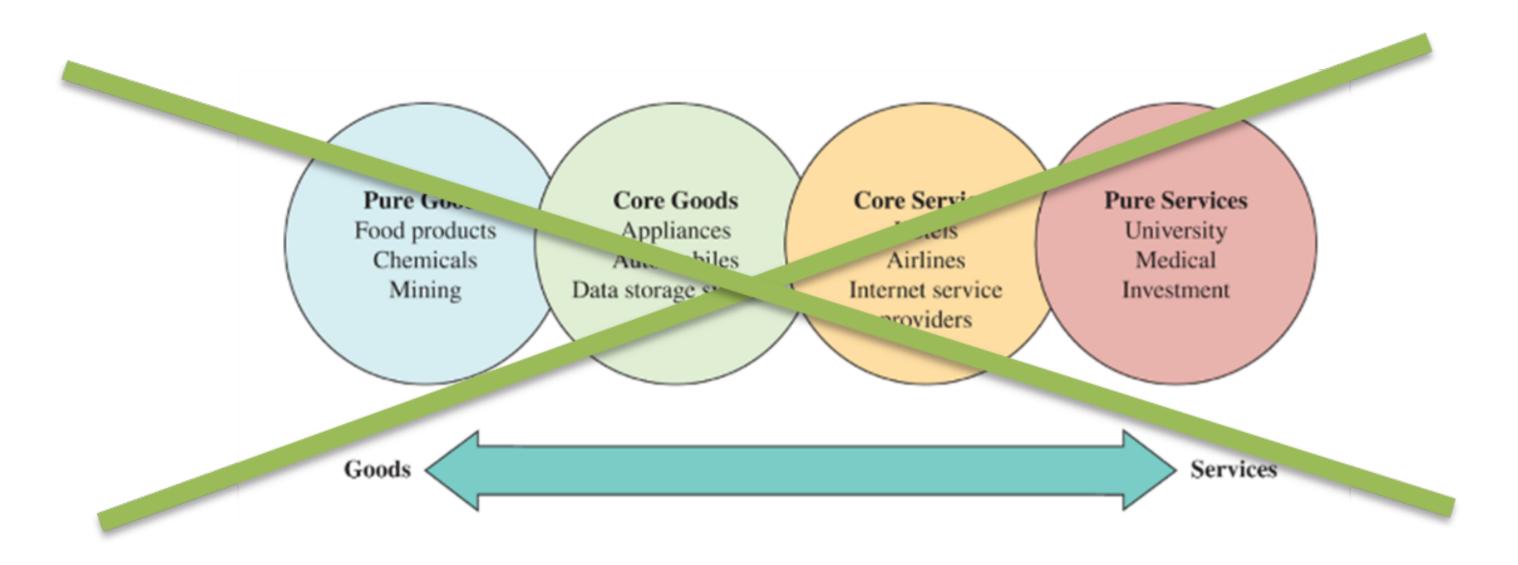
The Story of S-D Logic

La 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



S-D logic mindset

- 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.



It's all about service!

Barter is direct service-for-service exchange, in which each actor provides a reciprocal service provision for another actor. The producer-consumer distinction is trivial, if not non-existent, since each party is clearly and directly providing a service for the other party.



Everything is Service





















Innovative contributions: Purpose of Exchange

Authors use the singular term «Service» to explain the aim to produce a benefit for a recipient and not as a simple unit of services (G-D logic).

Evenwhen a customer buyes a physical product, he is buying the service directly connected to it.

Axioms, Foundational Premises and Concepts of S-D Logic

- Service-dominant logic is captured in eleven foundational premises (FPs), which were intended to establish a framework for the service-centered mindset. Since the first introduction of the foundational premises, Vargo and Lusch have realized that some of the original FPs could be derived from others and, thus, have identified five FPs from this expanded set of eleven as particularly foundational, essentially the axioms of S-D logic.
- Many of the concepts (e.g. value co-production/co-creation, value propositions) and experiences) underlying this mindset, and thus the FPs, are neither exclusive to nor invented by S-D logic itself. Rather, S-D logic captures shifting contemporary marketing thought, in which marketing is seen as a facilitator of ongoing processes of voluntary exchange through collaborative, value-creating relationships among actors (individuals and organizations for example).

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

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.

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beneficiary.

ation and offering of value propositions.

and relational.

ined by the beneficiary.

institutions and institutional arrangements.

S-D Logic Axiom n.1

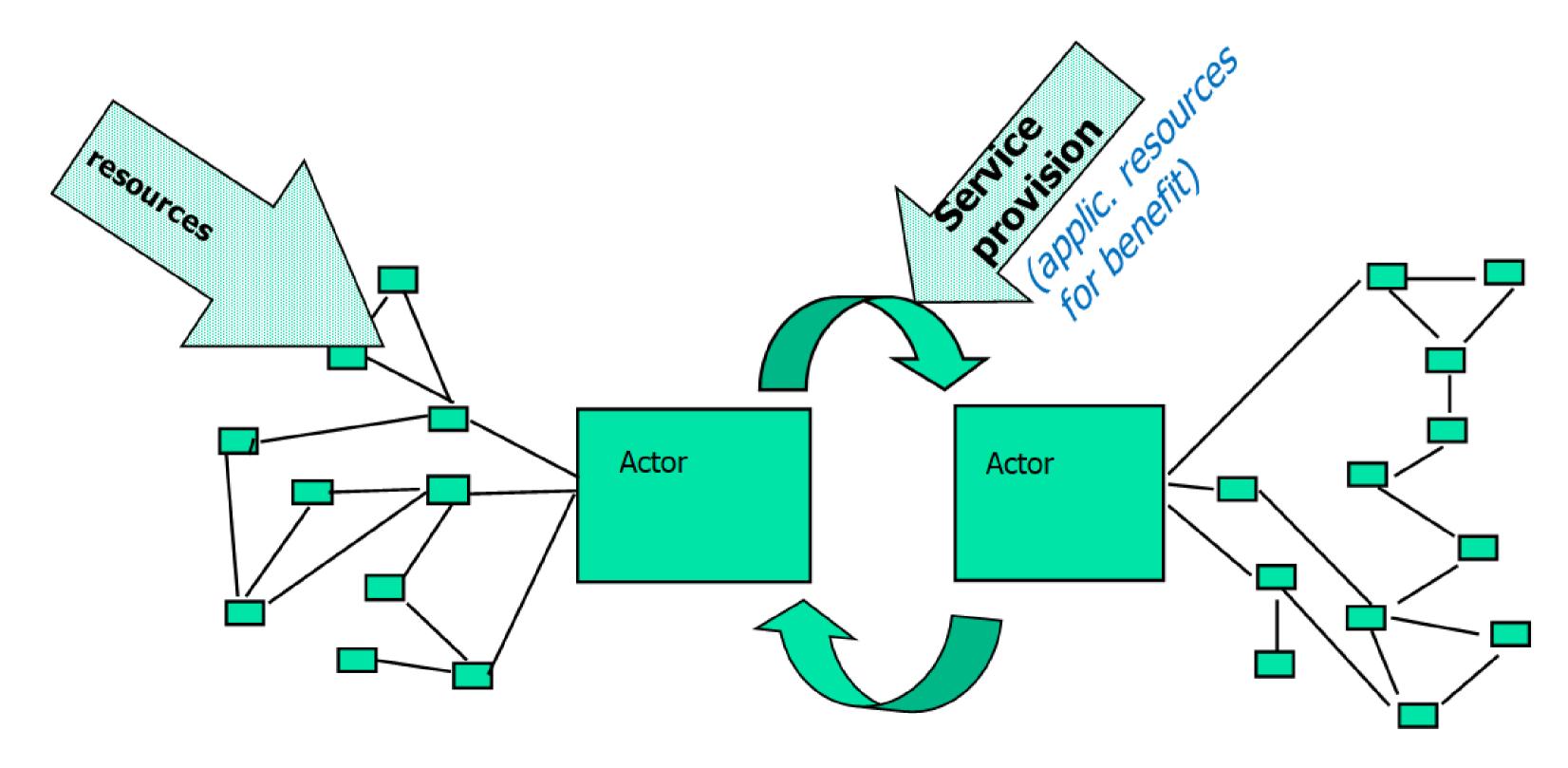
	Premise	Explanation/Justification	
A1	Service is the fundamental basis of exchange.	The application of operant resources (knowledge and skills), "service," is the basis for all exchange. Service is exchanged for service.	
A2	Value is always cocreated by multiple actors, including the beneficiary	Implies value creation is interactional and combinatorial.	
A 3	All economic and social actors are resource integrators	Implies the context of value creation is networks of networks (resource- integrators).	
A4	Value is always uniquely and phenomenological determined by the beneficiary	Value is idiosyncratic, experiential, contextual, and meaning laden.	
A5	Value cocreation is coordinated through actor- generated institutions and institutional arrangements	Institutions provide the glue for value cocreation through service-for- service exchange	

1. Goods are devices to provide a service, 2. All companies are service companies, 3. All economies are service economies.

Innovative contributions: Knowledge and Resources

S-D Logic isfocused on the importance of the intangible resources, in particular of the knowledge as a strategicresource- not just a competitive factor (FP4). According to this view, the tangible resources, often inert (operand resources) need intangible and more dynamic activities (operant resources), relevant to them, in order to be made usable and more useful.

"A1 (FP1) Service is the fundamental basis of exchange."



S-D Logic Axiom n.2

Premise		Explan
A1	Service is the fundamental basis of exchange.	The application (knowledge the basis for exchanged
A2	Value is always cocreated by multiple actors, including the beneficiary	Implies valu and combin
A3	All economic and social actors are resource integrators	Implies the is networks integrators)
A4	Value is always uniquely and phenomenological determined by the beneficiary	Value is idio contextual,
A5	Value cocreation is coordinated through actor- generated institutions and institutional arrangements	Institutions value cocrea service excl

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ation of operant resources e and skills), "service," is for all exchange. Service is for service.

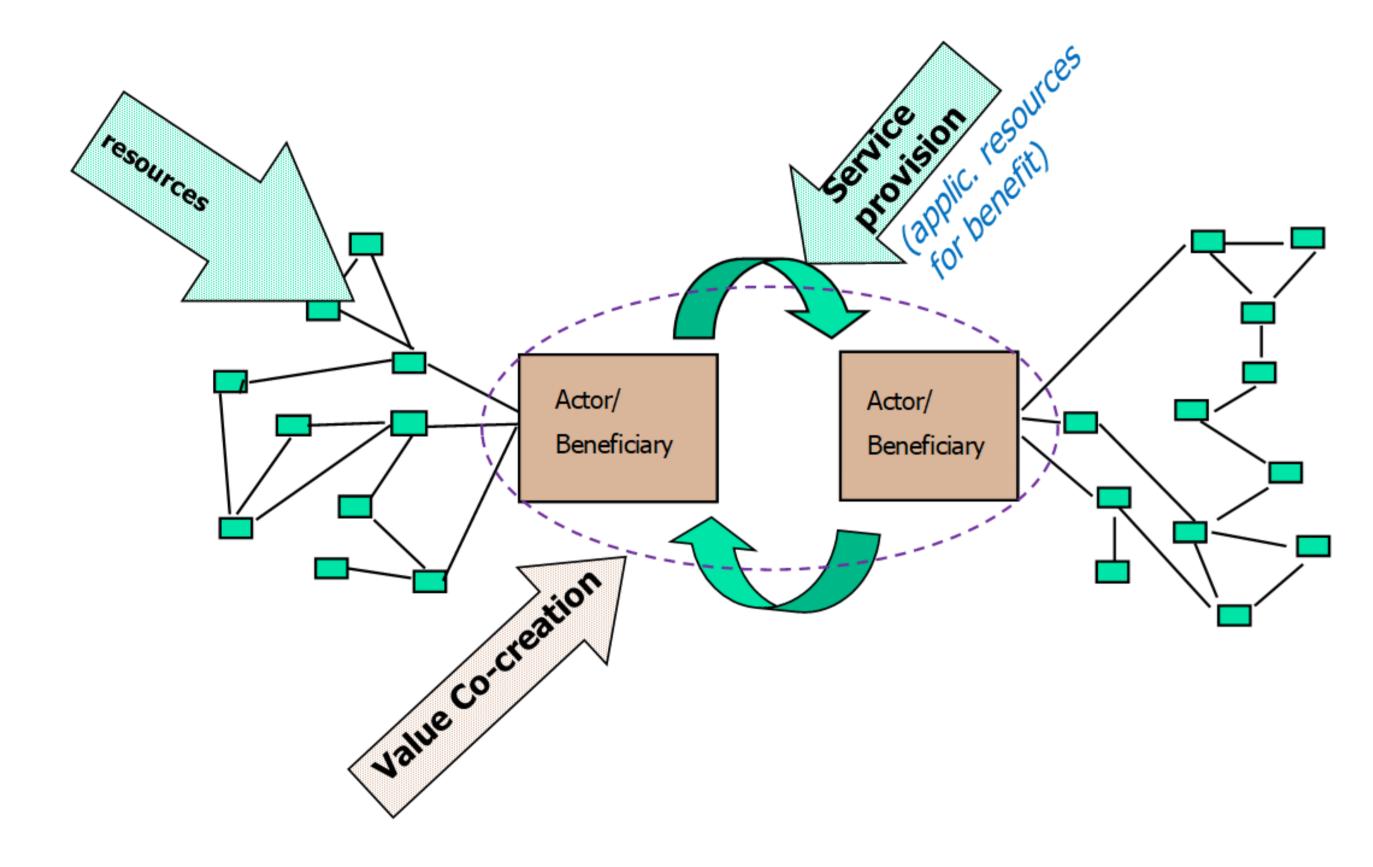
lue creation is interactional natorial.

e context of value creation s of networks (resources).

iosyncratic, experiential, , and meaning laden.

s provide the glue for eation through service-forchange

"A2 (FP6) Value is always cocreated by multiple actors, including the beneficiary."



S-D Logic Axiom n.3

Premise		Explana
A1	Service is the fundamental basis of exchange.	The application (knowledge the basis for exchanged to be a section of the section of the basis for exchanged to be a section of the basis for exchanged to be a section of the section of the basis for exchanged to be a section of the basis for exchanged to be a section of the section of the basis for exchanged to be a section of the basis for exchanged to be a section of the section of the basis for exchanged to be a section of the basis for exchanged to be a section of the section of the basis for exchanged to be a section of the basis
A2	Value is always cocreated by multiple actors, including the beneficiary	Implies valu and combin
A 3	All economic and social actors are resource integrators	Implies the is networks integrators)
A4	Value is always uniquely and phenomenological determined by the beneficiary	Value is idio contextual,
A5	Value cocreation is coordinated through actor- generated institutions and institutional arrangements	Institutions value cocrea service exch

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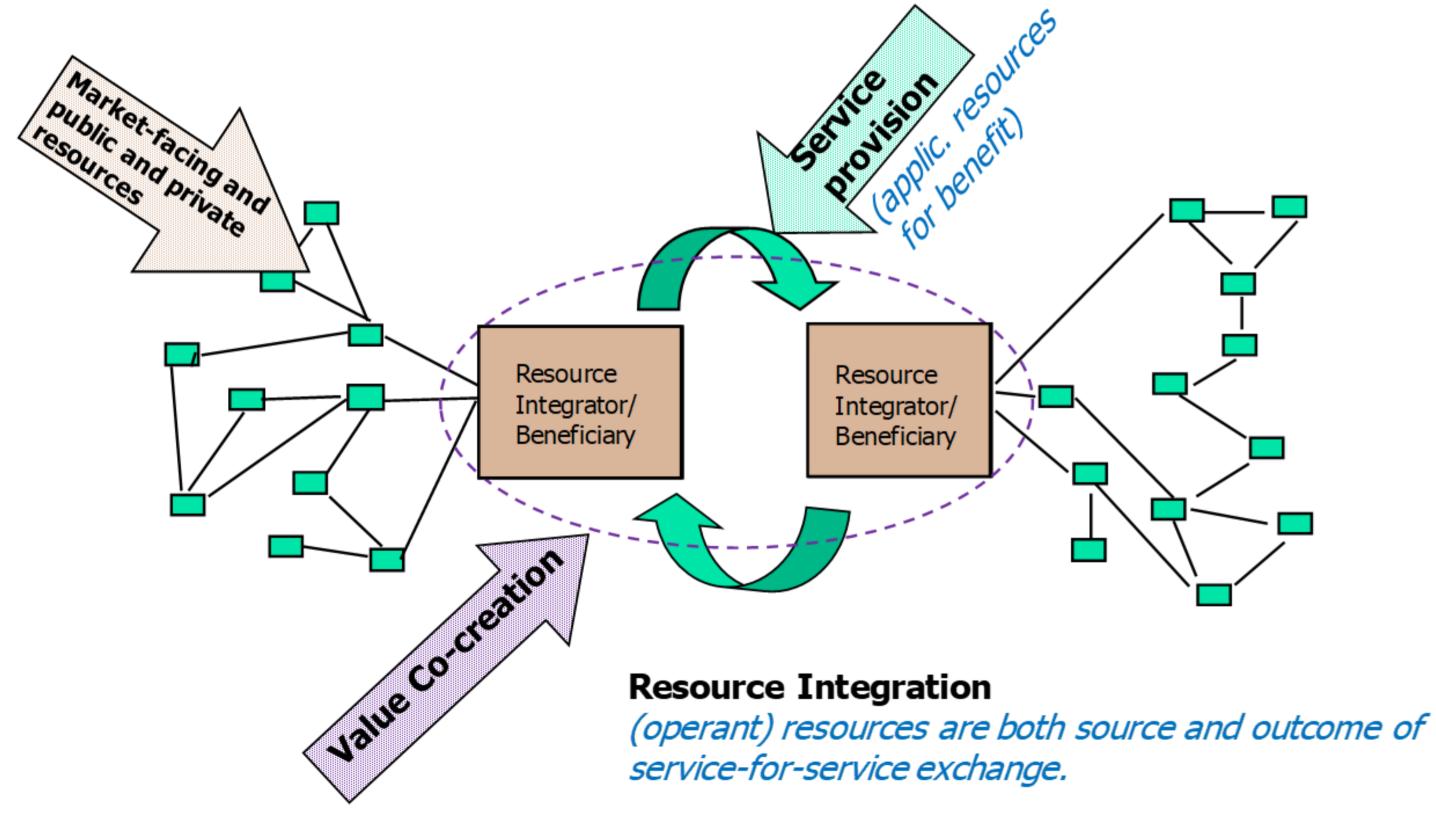
ue creation is interactional natorial.

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osyncratic, experiential, and meaning laden.

provide the glue for ation through service-forhange

"A3 (FP9) All social and economic actors are resource integrators."



S-D Logic Axiom n.4

Premise		Explana
A1	Service is the fundamental basis of exchange.	The application of the basis for exchanged to th
A2	Value is always cocreated by multiple actors, including the beneficiary	Implies valu and combin
A3	All economic and social actors are resource integrators	Implies the is networks integrators)
A4	Value is always uniquely and phenomenological determined by the beneficiary	Value is idio contextual,
A5	Value cocreation is coordinated through actor- generated institutions and institutional arrangements	Institutions value cocrea service exch

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Service Systems



Service Systems

Within Service Science, with the term Service Systems we refer to a configuration of people, technologies, organizations and shared information, able to create and deliver value to providers, users and other interested entities, through service.

They are coherent with Service-Dominant logic and are based upon relational approaches to business (RBV) and marketing, fostering a many-to-many logics to business behaviour. Due to this participated process of value co-creation it well fits with the Viable System Approach (vSa) and with other network value creation models.

Main References about the theme:

Spohrer, J., Anderson, L., Pass, N., Ager, T. (2008) Spohrer, J. Maglio, P.P., Bailey, J., Gruhl, D. (2007) Vargo, S.L., Lusch, R.F., Wessels, G. (2008)



Service Systems

Today, service systems represent an emerging issue in economic research, rapidly comprising many specific topics and even innovation and quality, traditionally related to technologies and processes, now consequently declined, designed, observed.

Service Systems can be considered articulated models of service supply and fruition, in which multiple active actors synergically participate in the value cocreation process, which is characterized by resource-sharing and common finality.

Main References about the theme:

Alter, S. (2008) Spohrer, J., Vargo, S.L., Maglio, P.P., Caswell, N. (2008)

From Systems Theory

- "a system as a complex of interacting elements" (Von Bertalaffy, 1956);
- "a system as an entity that is adaptable for the purpose of surviving in its changing environment" (Beer, 1975);
- "system elements are rationally connected" (Luhmann, 1990);
- concepts of many part compositions (Parsons, 1965), boundaries, connections and different relationship levels show certain signs of system relevance and allow an interpretation of its own capabilities as being critical and influential and its relations with correspondent supra-systems and sub-systems.
- "sub-systems focus on the analysis of relationships among its own internal components while supra-systems focus on the connections between the analysis unit and other influencing systemic entities in their context" (Golinelli, 2005);
- "a structure can be studied (what it is? How it is made?), a system should only be interpreted (how does it works? What logics does it follow?)" (Barile, 2008);
- "a system can be defined as an entity which is a coherent whole" (Ng, Maull, Yip, 2009).

Service Systems def.

"value-co-creation configurations"

"resources integrators"

"knowledge-based"

"capable of enabling connections and interaction"

"with the aim of reaching desired outcomes"

"simply, always, an operative application"

"any number of elements, interconnections, attributes, and stakeholders interacting in a co-productive relationship".



Service Systems def.

"A Service System is basically composed of heterogeneous entities, interacting with each other with a specific shared ".



SSMED Foundations

Resources: Everything that has a name and is useful can be viewed as a reso

Entities: Some complex resource configurations can initiate actions, and the called service system entities (or just entities, or sometimes just service system)

Access rights: dealing with the social norms and legal regulations associate resource access and usage.

Value Co-creation Interactions: Also known as value-proposition-based inte mechanisms

Governance Interactions: Intuitively, governance mechanisms are a type of proposition between an authority service system entity and a popula governed service system entities

Outcomes: When service system entities interact, value-co-creation is only the possible outcomes.

Stakeholders: The four primary types of stakeholders are customer, pa authority, and competitor

Measures: The four primary types of measures are quality, prodecompliance, and sustainable innovation

Networks: Also known as service system networks, service systems entities with other service system entities (normatively) via value-propositions

Ecology: Also known as service system ecology, the macro-scale interactions populations of different types of service system entities

	Main Focus
ource	<i>Useful</i> instruments for activities
nese are ems)	Openness of evolving systems
ted with	Supra-Systems relevance
eraction	Joint process within Service Systems
of value- ation of	Common finality, internal and external equilibrium
one of	Value intended in an extended way
provider,	Contextual influences and self-regulation
luctivity,	Up to now only qualitative
interact	Networked embeddedness
ns of the	Service Ecosystems

Service System definitions

Service systems represent value co-creation configuration of people, technology, value propositions con and external service systems, and shared information (e.g., language, laws, measures, and methods), like of unites entities by some form of regular interaction or interdependence.

Service Systems can simply be a software application, or a business unit with an organization, from a business department, a global division; it can be a firm, institution, government agency, town, city or natio a composition of numerous collaboratively connected service systems within and/or across organizations.

Service Systems act as resource integrators, understandable in terms of elements of a work syst organization and through the network enduring resource specialization, those operand and operant, such skills, know-how, relationship, competences, people, products, money, etc.

Every service systems is both a provider and client of service that is connected by value propositions in value-oreating systems.

A service system is any number of elements, inteconnections, attributes, and stakeholders interacting in relationship that create value, in which principal interactions take place at the interface between the p customer.

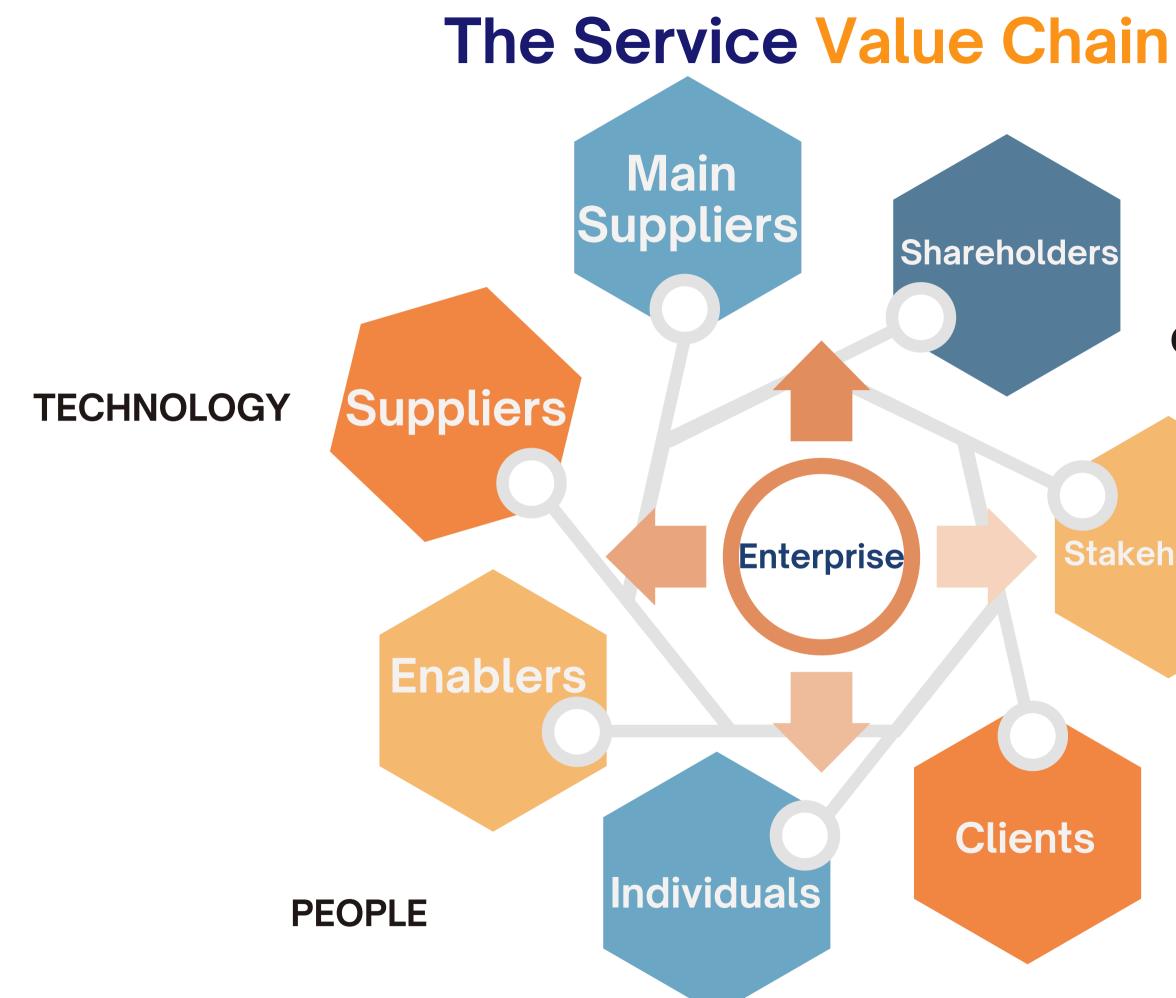
A service system primarly relates to customer-provider interactions as well as open system with it b improving its own state and the one of another system though acquiring, sharing, or applying resources, creating a basis for systematic service innovation.

Service systems are a complex interplay betwwen form and customer that form an open system whi designed using the techniques of viable systems and systems dynamics, in which both parties are focus outcomes.

Service systems can be divided into "front stage" (about provider/customer interactions) and "back stage" operational efficiency) and service performance relies on both of them, putting people (customers and em rather than physical goods, in the centre of its organizational structure and operations. The smallest service single person; the largest one is represented by the global economy. A service system essentially is a social system, focusing on engineering and delivering services using all available means to realize respective value provider and customer.

Service systems can be represented as real networks, in which the same entities combine their streights and indircet connectivity, as they are oriented toward enduring competitiveness and daily intercations with interdependent service systems.

	Authors	Year
nnecting internal æ an assemblage	Spohrer, Maglio, Bailey and Gruhl	2007
project team, a on; it can also be	Qiu, Fang, Shen and Yu	2007
stem, within the ch as knowledge,	Spohrer, Anderson, Pass and Ager	2008
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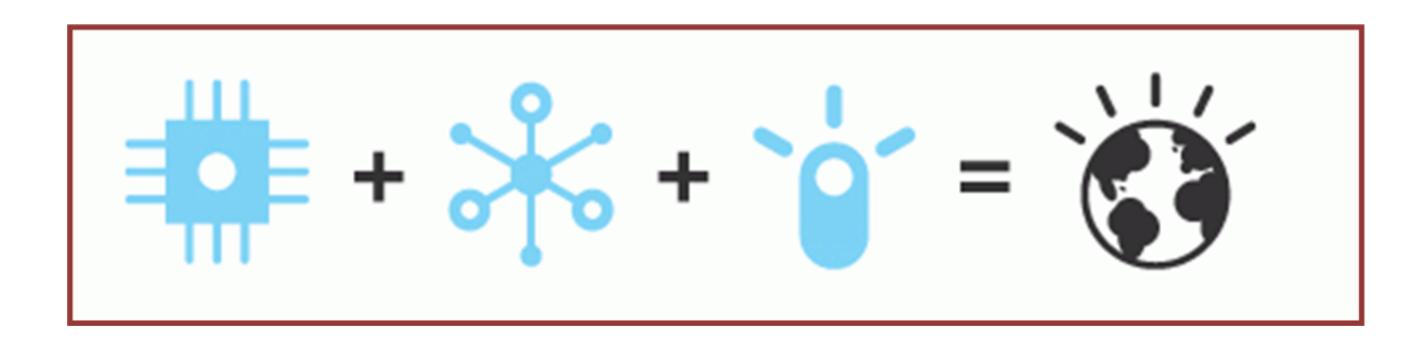
ORGANIZATIONS

Stakeholders

SHARED INFORMATION

Complex Service Systems as the base of a Smarter Planet

Complex Service Systems, as smarter systems improve quality of life, creating more opportunities for win-win interactions: resulting in measurable resource access & value-cocreation for multiple stakeholders.



S.M.A.R.T. = Specific, Measurable, Agreed, Realistic and Timely

Information and analytics for Informed Decisions How we're making better decisions through smarter use of data

Smarter money. Money rarely changes hands anymore

Ones and zeroes can help the world be smarter about dollars and cents

Green buildings are smart buildings Given their environmental impact, it's time we designed from the earth up

Smarter Cities Safe neighborhods. Quality schools. Affordable housing. Traffic that flows.It's all possible

Cloud computing. Workstations used to be tied to a mainframe. Now they're conversing with a cloud

Smarter Oilfields Get to the "first" oil faster. Increase recovery rates. Sense and solveproblems before they start

Making retail smarter for known shoppers Accelerate supply chains. Strengthen loyalty. Improve margins

Smarter Water Management Whether too much or not enough, the world needs a smarter way to think about water



A smarter grid is transparent, accessible, resilient. And optimized from the user on up



Smarter Food from Food technology with a healthy appetite for innovation Technology is shaping how it grows, how it tastes and how it gets to your plate

Smarter Government. "Citizen-centric"the evolution to e-government continues From the local town council to international collaborations, new ways of working are underway

A prescription of intelligence for Smarter Healthcare

To build a smarter system, healthcare solutions need to be instrumented, interconnected and intelligent

Smarter IT systems The foundation for a smarter planet

Smarter Products. The era of the one-size-fi product comes to an end The goods we use are getting smarter. Now manufacturing has to as well

Smarter Traffic How we get from point A today to point B tomorrow

Smarter Telecom for nowadays Communication Technology Demand is skyrocketing for more and smarter ways to communicate. Can we keep up?















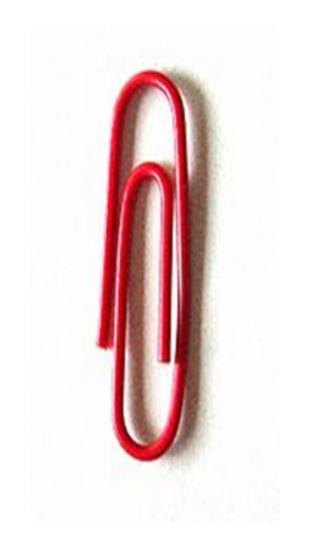




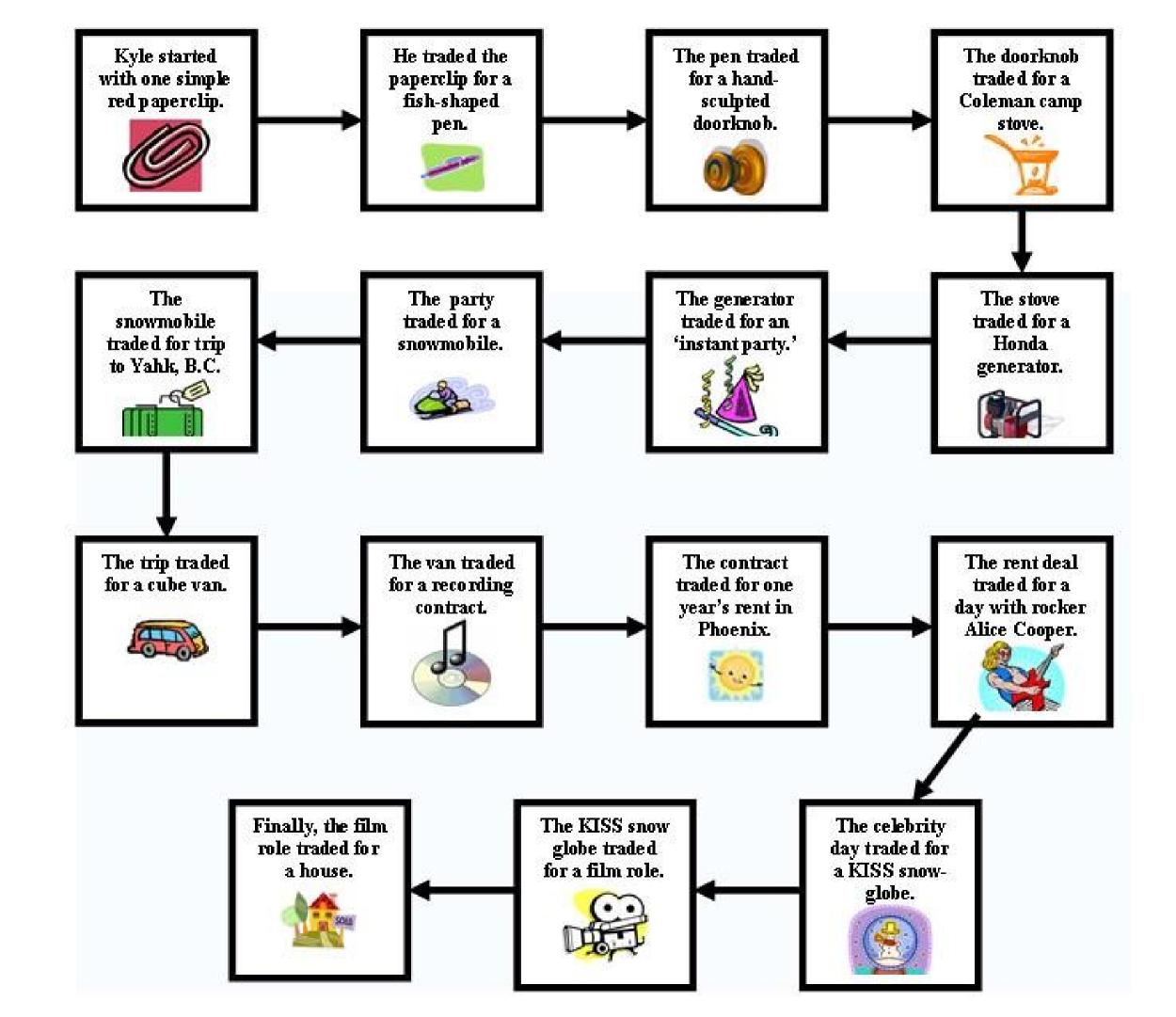


Value in Service









Producer vs. Consumer

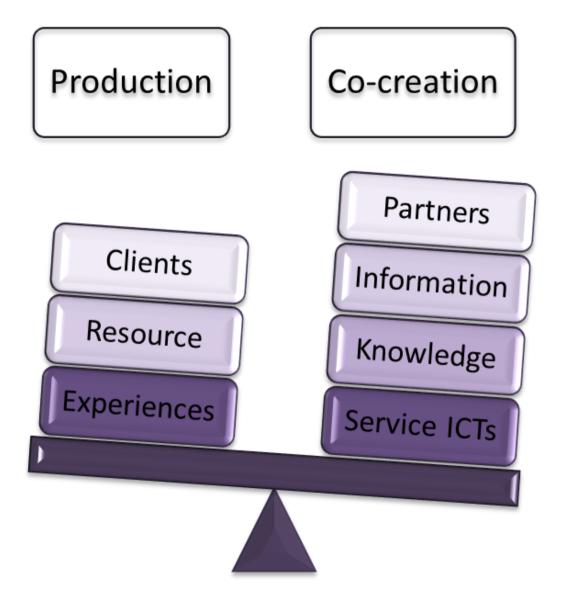
Probably one of the mostdeleterious conceptualization of G-D logicis the contrast between "producer-consumer", with thisimplication: some actors (ex. companies) "produce" (create) value (value-added), while others (es. consumers) "consume" (destroy) that value (value-destroyers); once consumed any product will no longer have the initial value .

About Value Creation

The continuous tension regarding value creation represents the basilar activity of government, influencing the decisions as well as behavior of all the systems (value culture). The focus of value creation and the new interpretation on value co-creation have to be both internal (resources improvement) and external (collaborative relationships).

Co-creation advantages

Customers are hence crucial for product enrichments and are thus addressed as prosumers; they are considered fundamental for competitive supplies. 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.

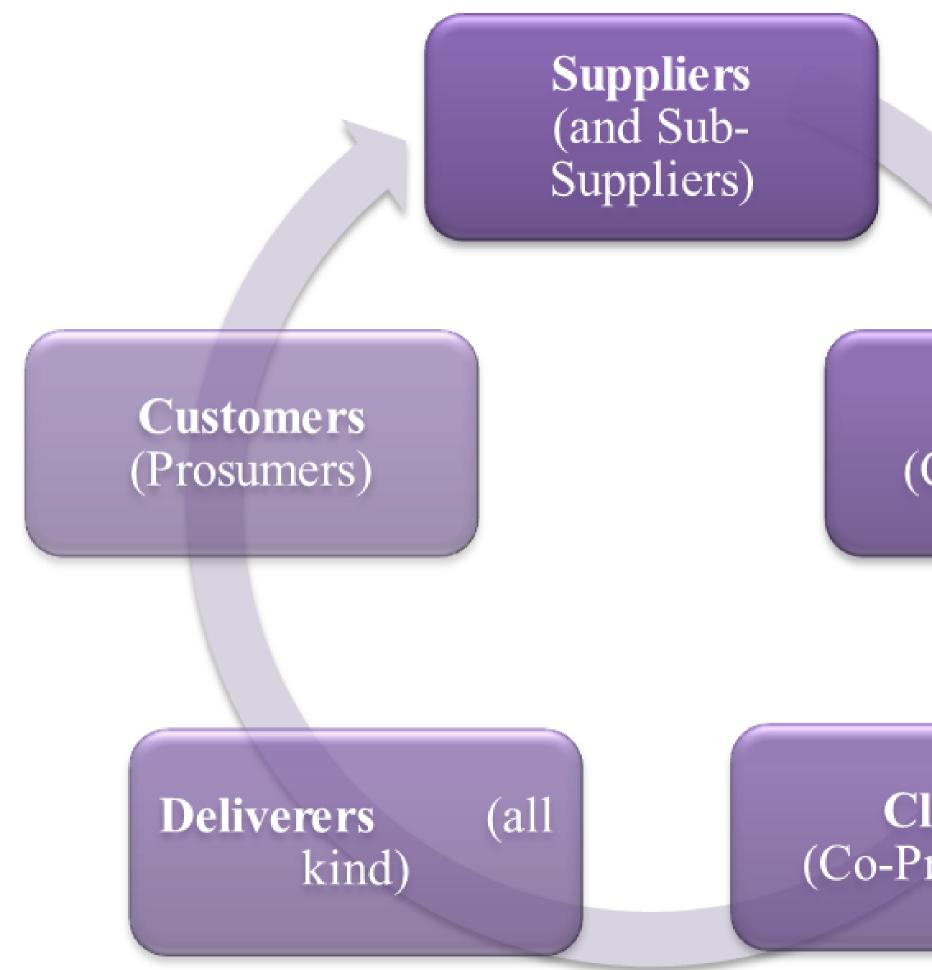


Why Value?

Value creation processes suggest a change of roles and relevance dimensions; today, an important part of the process is played by customers, who are not viewed just as value destroyers (or value receivers) but are instead considered key actors, present in the early stages of the production process and not only in the final consumption stage. Clients do not acquire value directly from product purchases but 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.

Effects on value creation & competitiveness

- the consumer is no longer seen exclusively as a target (value destroyer); • companies have a right only to make its own proposal (value proposition); • consumers are considered real factors of production (value co-creator) within a complex
- system of service delivery (service system);
- consumers are able to benefit not only from the products purchase, but also for processing, use and consumption of the same (value in use), revealing their role as active (participant) in the value generation process;
- The business competition is very influenced by that because, as you are able to create value more competitive you are, as you are able to engage in co-creative purposes, greater sustainable will be your value proposition.



Producers (Co-Suppliers)

Clients (Co-Producers)

S-D Logic and centrality of Marketing

In S-D logic the mainpurpose of enterprise is to serve itself by serving others, integrating its internal and other resources available from public and market sources sources, 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. To provide a service, he company that benefits from it offers another service in return, often through money rather than directly. In S-D logic marketing, instead of being a responsability of a single department, it's a major function of the enterprise: connect with other businesses and offer them a service in a constantly changing market. This is «market-ing».

Chapter 1





PROF. LUCA CARRUBBO

Thank You!

Any questions?

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