



# Service-Dominant Logic: Foundations and Futures

S-D  
Logic

## Research Seminar

CTF Service Research Center  
Karlstad University  
Oct 17, 2018

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**Professor of Marketing,**  
University of Hawai'i at Manoa

## **Ander Foundation Visiting Professor**

CTF Service Research Center  
Karlstad University



# The Importance of the Right Logic

- Without changing our pattern of thought, we will not be able to solve the problems we created with our current pattern of thought
  - Albert Einstein
- The greatest danger in times of turbulence is not the turbulence: it is to act with yesterday's logic.
  - Peter F. Drucker
- The main power base of paradigms may be in the fact that they are taken for granted and not explicitly questioned
  - Johan Arndt
- What is needed is not an interpretation of the utility created by marketing, but a marketing interpretation of the whole process creating utility.
  - Wroe Alderson



S-D  
Logic

# **BACKGROUND AND NEED FOR AN ALTERNATIVE LOGIC**



# S-D Logic: The Story

## 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

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 co-creation 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 (Nyström 1915; Weid 1916), and the functions that needed to be performed to facilitate the exchange of goods through marketing institutions (Cherignes 1920; Weid 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 sur-

facted 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" (Shoemaker 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." Shesh 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-

# The SD-Logic Publication Process

## Timeline

- Initial Draft: 1994/5
- Refinement: 1996-1999
- Initial Submission: 1999
- Invited, "Major, Risky Revisions"
  - 2000
  - 2001
  - 2002
  - 2003
- Paper Accepted: 2003
  - Commentaries invited
- Published: January 2004

## Summary

- Four major, risky revisions
- Two editors
- Six reviewers
- One strong reviewer advocated from beginning
  - One against
  - One neutral
- Sixth reviewer suggested publishing, with commentaries



Marketing

Management

Entrepreneurship

# Impact of S-D Logic



Marketing Theory  
<http://mtq.sagepub.com/>

The nature and processes of market co-creation in triple  
averaging insights from consumer culture theory and ser  
Lisa Peñaloza and Jenny Mish  
*Marketing Theory* 2011 11: 9  
DOI: 10.1177/1470593110393710

The online version of this article can be found at  
<http://mtq.sagepub.com/content/11/1/9>

David Ballantyne and Richard J. Varey (2008),  
issue on the Service-Dominant Logic of Market  
*Marketing Science (JAMS)*, 38:1, pp. 11-14.

The service-dominant logic a  
marketing

Branding in B2B markets: insight  
service-dominant logic of m

David Ballantyne and Robert Ailken  
University of Otago, Dunedin, New Zealand

Abstract  
This paper aims to explore how the service-dominant (SD) logic of marketing proposed by  
Vargo and Lusch (2003) has influenced branding concepts and practices.  
The paper examines the SD logic of marketing and its implications for branding. It argues that  
the SD logic of marketing is a paradigm shift that has led to a new way of thinking about  
branding. It highlights the need for a new branding strategy that is based on the SD logic  
of marketing. The paper concludes by discussing the implications of the SD logic of marketing  
for branding. Some of the issues raised are not new but currently deserve attention in the  
branding field. Keywords: Brand image, Value added, Value-in-use pricing, Marketing, Knowledge management, Brand

The current issue and full text archive of this journal is available at  
[www.emeraldinsight.com/1757-5818.htm](http://www.emeraldinsight.com/1757-5818.htm)

**Towards a service-dominant professional identity**  
An organisational socialisation perspective

Maria Åkesson and Per Skälén  
*Service Research Center, Karlstad University, Karlstad, Sweden*

SD professional identity 23

Received 19 September 2009  
Revised 29 January 2010,  
4 February 2010  
Accepted 4 February 2010

Abstract  
The purpose of this research is to investigate the process of professional identity development in service-dominant organizations. The study is based on a case study of a service-dominant organization. The findings indicate that the process of professional identity development is a socialization process that is influenced by organizational culture and structure. The study also identifies the role of service-dominant logic in the development of professional identity.

Callaway and Dobrzykowski: Service-Oriented Entrepreneurship: Service-Dominant Logic in green design and healthcare  
*Service Science* 1(4), pp. 225-240, © 2010

Entrepreneurship: Service-Dominant Logic in  
Green Design and Healthcare

Stephen K. Callaway, David D. Dobrzykowski  
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Transitioning from manufacturing to service may have implications for the  
value creation. Service-dominant logic (SDL) poses a new paradigm for  
economic exchange and argues that service is a true basis for understanding  
customer-centered perspective, as opposed to a goods-centered perspective, argues that  
the process of parties using their specialized operant knowledge for mutual  
providers and customers interact, in order to co-create value. Using the SD  
service-oriented entrepreneurship, where new business opportunities can be  
creation perspective that may have been otherwise unnoticed by the goods-  
development developed using literature on SDL and entrepreneurship. Next, secondarily  
are offered which support linkages between SDL and: (1) the identification of  
of information and goals between firms and their customers, and (2) the



WMG Service Systems Research Group  
Working Paper Series

J. of the Acad. Mark. Sci. (2008) 36:21-24  
DOI 10.1007/s11747-007-0072-y

BRIEF REPORT

Service-dominant logic and resource the

Eric J. Arnould

Academy of Management Learning & Education, 2007, Vol. 6, No. 3, 201-240

## A Service-Dominant Logic for Management Education: It's Time

ROBERT C. FORD  
University of Central Florida

DAVID E. BOWEN  
Thunderbird School of Global Management

Even though services dominate the U.S. economy and figure prominently in other developed economies, principles for the effective provision of service experiences receive little attention in conventional management education. We provide an argument for what is termed a service-dominant logic for management education. It is organized into three parts. The first reviews the current status of the management discipline's coverage in our research and teaching of the unique challenges and opportunities in managing services. The second details seven key differences in managing services that are either minimally covered or ignored in traditional management courses. The third offers some suggestions

Transitioning  
a Service-D  
Value Propo

Irene Ng  
Glenn Parry  
Laura Smith  
Roger Mauli  
Gerard Briscoe

July 2007 / Published online: 3 August 2007  
© 2007

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and Fox's interorganizational  
some distinctive contribu-  
that would invite further

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to firm value

# Impact of S-D Logic

# INNOVATION & DESIGN

## Innovation, symbolic interaction and customer valuing: thoughts stemming from service-dominant logic of marketing

Daniel J. Flint  
University of Tennessee

Volume 6(2): 349-362  
Copyright © 2006 SAGE  
www.sagepub.com  
DOI: 10.1177/147059310626796



## TOWARDS A RECONCILIATION OF RESOURCE-ADVANTAGE (R-A) AND SERVICE - DOMINANT LOGIC (S-D) THEORIES: A STUDY OF SERVICE INNOVATION IN SOCIAL MARKETING PROGRAMME

## Service Innovation Viewed Through a Service-Dominant Logic Lens: A Conceptual Framework and Empirical Analysis

Andrea Ordanini<sup>1</sup> and A. Parasuraman<sup>2</sup>

J. of the Acad. Mark. Sci. (2008) 36:54-66  
DOI: 10.1007/s11747-007-0066-9

CONCEPTUAL/THEORETICAL PAPER

## An expanded and strategic view of discontinuous innovations: deploying a service-dominant logic

Andrew S. Gallan

Journal of Service Research  
4(4) 312  
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sagepub.com/journalsPermissions.nav  
DOI: 10.1177/1094963108323232  
http://jssr.sage.com



Journal of Universal Computer Science, vol. 16, no. 13 (2010), 1761-1775  
submitted: 18/2/10, accepted: 6/5/10, appeared: 1/7/10 © J.U.C.S.

## Typology of Service Innovation from Service-Dominant Logic Perspective

Abstract. Innovation, symbolic interaction, is critical

The current issue and full text archive of this journal is available at  
[www.emeraldinsight.com/1756-669X.htm](http://www.emeraldinsight.com/1756-669X.htm)

## A new conceptualization of service innovation grounded in S-D logic and service systems

Bo Edvardsson

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Bård Tronvoll

Hedmark University College, Elverum, Norway and

CTF-Center for Service Research, Karlstad University, Karlstad, Sweden

### Abstract

**Purpose** – The aim of this paper is to conceptualize service innovation through a service-dominant logic (S-D logic) lens and a service system foundation.

**Design/methodology/approach** – This conceptual paper offers a service dominant logic lens and a structuralist on theory approach emphasizing an actor perspective on service innovation. Since the value of innovation unfolds in practice, this paper will use customer to denote the key actor in co-creating value in context.

**Findings** – The paper shows how a resource constellation in a service system is reconfigured and thus explains service innovation from the lens of S-D logic, emphasizing customers' value co-creation of value in practice. The focus is on the interdependencies between the configuration of resources in a service system and schemas that shape customers and other actors when integrating resources and co-creating value.

**Research limitations/implications** – There is a need to discuss service innovation in a social constructivist view to better understand the guiding principles or schemas that enable actors to co-create value.

**Originality/value** – Service innovation is understood as sourced by changes in either resources or schemas (norms and rules) or a combination, resulting in structural changes in a service system. The conceptualization provides a new definition of service innovation; a new framework describing the interdependency between changes in resources and schemas as a basis for an innovative configuration or reconfiguration of a service system; and three propositions illustrating the relevance of this new framework.

**Keywords** Service Innovation, Service system, Resources, Schemas, Service-dominant logic, Value co-creation, Customers

**Paper type** Conceptual paper

### Introduction

Competition allows to create superior value for the involved actors. To gain competitive advantages, firms can facilitate service innovation by enabling actors to improve their own use value. That is, innovations often stem from a novel or improved way to use existing resources to co-create value, though in some cases, innovations also are based on new resources or new technologies in systems that are capable of creating service. These service systems constitute the basic context and enabler of value co-creation and thus the foundation for service innovation. The customer co-creates and determines the value of service innovation, while the company usually is responsible for the value proposition and facilitating the value creation process (Lusch *et al.*, 2007). Yet to understand the role of the service system in service innovation, we also must look at how structures, such as

ORIGINAL ARTICLE

## Designing for Service as One Way of Designing Services

Lucy Kimbell

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This paper considers different ways of approaching service design, exploring what professional designers who say they design services are doing. The review literature in the design and management fields, including marketing and operations. The paper proposes a framework that clarifies key tensions shaping the understanding of service design. It then presents an ethnographic study of three firms of professional service designers and details their work in three case studies. The paper reports four findings. The designers approached services as entities that are both social and material. The designers in the study saw service as relational and temporal and thought of value as created in practice. They approached designing a service through a constructivist enquiry in which they sought to understand the experiences of stakeholders and they tried to involve managers in this activity. The paper proposes describing designing for service as a particular kind of service design. Designing for service is seen as an exploratory process that aims to create new kinds of value relation between diverse actors within a socio-material configuration. This has implications for existing ways of understanding design and for research, practice and teaching.

**Keywords** - Designing for Service, Service Design, Service Management.

**Relevance to Design Practice** - Helps designers identify which concepts of design and service are mobilized in projects. Describes designing for service as an exploratory process in which distinctions between products and services are not important. Instead, services are understood as socio-material configurations involving people, processes, technologies and many different kinds of object.

**Citation:** Lucy Kimbell (2011). Designing for service as one way of designing services. *International Journal of Design, 5*(2), 41-52.

### Introduction

Over the past decade, a profession of service designers has begun to take shape. Accounts of service design vary from those that see it as a new field of design to those that stress its origins in other disciplines and make references to existing approaches within design, management and the social sciences. Although these studies provide useful insights, they do not offer a systematic analysis of what is involved in designing services that draws extensively on both design and service literatures (Meroni & Sangiorgi, 2011). Similarly, although the services marketing and operations management fields have discussed service design, there has been little effort to engage with different theories of design (Meno, Takikoda & Sampson, 2002; Tax & Stuart, 1997). This reflects a deep-rooted lack of attention to design within management and organization studies resulting in part from a gulf between the research and education traditions in the social sciences and design disciplines (Boland & Collopy, 2004; Jelenc, Romme & Bolland, 2008; Simon, 1969).

There is relatively little literature analyzing the work of professional service designers. Two decades ago, services researcher Evert Gunnerson declared "We have yet to hear of service designers" (Gunnerson, 1990, p. 57). Now, a profession of service designers exists. Many service designers are educated within the art-school design tradition within fields such as product or interaction design, rather than within the paradigm of engineering design. Although the field of service design is small and fragmented, without strong professional bodies or a developed research literature, it is visible through conferences

within universities (such as the 2006 conference in Northumbria University, see <http://www.cfdrc.org.uk/isdn/>), a professional Service Design Network (Mager, 2004) with annual conferences, books (Holins & Shinkins, 2006; Meroni & Sangiorgi, 2011), and through the work its practitioners publish in reports and on websites. There has been description of the methods and tools these designers use, but relatively little theory-building (Sangiorgi, 2009). Meanwhile, there is little published about these designers within the management literature. Exceptions include Bate and Robert's (2007) study of what they call "experience-based" design, based on UK design consultancy ThinkPublic's work with a cancer treatment service; Zomerdiik and Voss's (2010) work on the design of cruises and entertainment services; and qualitative research on the material practices of service designers by Stiglmair and Fayard (2010).

This paper uses an interdisciplinary approach to explore different ways of thinking about service design. It investigates whether professionals who take service design as their specialism bring something new to existing understandings of design. First, I review the literature on design and services drawing on design,

Received November 29, 2010; Accepted April 30, 2011; Published August 15, 2011.

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## Katarina Wetter-Edman

# DESIGN FOR SERVICE

A framework for articulating designers' contribution as interpreter of users' experience

Received November 29, 2010; Accepted April 30, 2011; Published August 15, 2011.

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UNIVERSITY OF GOTHENBURG



Systems and Networks

Tourism

Other Topics



# Impact of S-D Logic

Marketing Theory  
<http://mtq.sagepub.com/>

Research Directions and Opportunities: The Perspective of Complexity and Engineering  
...lli, Francesco Polese, Primiano Di Nauta, Helge Löbler, Sue Halliday  
*Marketing Theory* published online 3 April 2012  
DOI: 10.1177/1470593111429519

## Tourism Marketing in an Era of Paradigm Shift

XIANG (ROBERT) LI AND JAMES F. PETRICK

*The present article synthesizes the latest discussion on the future paradigm of marketing. Three alternative marketing perspectives are discussed: relationship marketing, the network approach, and the service-dominant logic. Additionally, their relevance to the field of tourism marketing is highlighted. It is revealed that tourism marketing researchers have started to echo the new marketing thoughts, although in-depth conceptual exploration is still lacking. Finally, the implications of these new marketing conceptualizations on tourism research, practices, and teaching are discussed, and it is contended that the present tourism marketing research could be improved by putting more emphasis on strategy research and*

*we prefer not to acknowledge, or which we ignore on a fairly regular basis," and part of the "reflect gaps in our theoretical understanding." ical gap could be a result of a lag between our real world practices. It may also be possible that previous marketing beliefs need to be reevaluated. Concurrent with the growth of tourism marketing, the flourishing development of general management beyond technical issues, general management analyzed traditional marketing premises, justification of marketing's existence (Montgomery 1999), and the future of*

## Co-creating logistics value: a service-dominant logic perspective

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**Abstract**  
Purpose – The purpose of this study is to explore logistics service value through the lens of service-dominant (S-D) logic, with a focus on the creation of logistics value jointly by the provider and the customer.

*J. of the Acad. Mark. Sci.* (2008) 36:54–66  
DOI 10.1007/s11747-007-0066-9

CONCEPTUAL/THEORETICAL PAPER

## An expanded and strategic view of discontinuous innovations: deploying a service-dominant logic

Stefan Michel · Stephen W. Brown · Andrew S. Gallan

## What about interaction?

Networks and brands as integrators with service-dominant logic

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Rein Jürjado  
*Department of Business and Entrepreneurship, Sodertorn University, Stockholm, Sweden*

### Abstract

**Purpose** – This paper aims to increase the understanding of networks within the service-dominant logic (S-D logic) and to demonstrate the importance of interaction between network actors as a force behind the co-creation process.

**Design/methodology/approach** – The paper uses rich empirical data from a travel industry network.

*Tourism Management* 22 (2011) 207–214

Contents lists available at ScienceDirect



Tourism Management

Journal homepage: [www.elsevier.com/locate/tourman](http://www.elsevier.com/locate/tourman)

Progress in Tourism Management

## Aspects of service-dominant logic and its implications for tourism: Examples from the hotel industry

Gareth Shaw<sup>a,\*</sup>, Adrian Bailey<sup>a</sup>, Allan Williams<sup>b</sup>

<sup>a</sup>Department of Management, University of Exeter Business School, Devon EX4 4RF, United Kingdom  
<sup>b</sup>Institute for the Study of European Transformation and Working Life Research Institute, London Metropolitan University, United Kingdom

### ARTICLE INFO

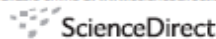
### ABSTRACT

This paper introduces the concept of service-dominant logic as a research management. It does so in the context of tourism management's need to engage within the mainstream management literature. Moreover, it demonstrates the dominant logic in uncovering the role played by co-production and co-creation. These ideas are developed in detail through a case study of the UK hotel industry. Empirical research undertaken by the authors.

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*Industrial Marketing Management* 37 (2008) 339–350

## Initiation of business relationships in service-dominant settings

Bo Edvardsson<sup>a,1</sup>, Maria Holmlund<sup>b,\*</sup>, Tore Strandvik<sup>b,2</sup>

...an management with research in what management literature remains highly relevant. In some areas this discussion is enriched with attempts by tourism researchers to develop new conceptual frameworks as evolutions of knowledge management and

...creator of value (Payne, Storbacka, & Frow, 2006). The approach highlights the customer ship through interaction and dialog. This increasingly based around the customer as suppliers and consumers in a continuous chain of their relationship. The shift to tourism more on consumer experiences has been Gilmore's (1998) notions of the 'experience

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Abstract

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HOME ABOUT

## Service-Dominant Logic – Exposing CPA Australia's K-Strategy

14 July 2008

Service-Dominant (S-D) Logic is an important new mindset in business. The fundamental premise of S-D Logic is that organizations, markets, and society are fundamentally concerned with exchange of service where a service is the application of competencies (knowledge and skills) for the benefit of a party. Thus, service is exchanged for service and all firms, markets and societies are service-based.

The fundamental difference between the more traditional Goods-Dominant logic and S-D logic is that S-D logic views value as being created through interactions between the customer and the provider, rather than value being created by the provider alone.

# Impact of S-D Logic

JOURNALISM

Original Article

## Exploring interaction: Print and online news media synergies

Journal of Business and Economics, ISSN 2155-7950, USA  
December 2010, Volume 1, No. 1  
© Academic Star Publishing Company, 2010  
<http://www.academicstar.us>



### The Social and Economic Influence of Regional Newspapers in Troubled Times

(Manchester Business School)

142

**Abstract:** Newspapers are open to advertising revenues. Web 2.0/social business functions and struggles for 2.0/social media is impacting on this question we conducted a focus group conceptual media/cultural economist to develop a theoretical model. The firm is firmly embedded in newspaper industry resource and working proactively with role of consumers in the creation of a platform of distribution (including suggesting that Web 2.0 requires their protection. Our theoretical model in within their local community then look as service experiences supplied through community radio, online community communities of Web 2.0 driven content news supply.

**Key words:** newspaper industry; JEL Codes: L8

#### 1. Introduction

Local news is essential for dem...

## Chapter 9 The Role of the Internet in the Decline and Future of Regional Newspapers

Gary Graham  
University of Manchester, UK

#### ABSTRACT

Digital technology has had a significant impact on the newspaper industry in many different parts of the world. The Internet and digital content technologies enable online newspapers to reach a wide audience and to reduce many of the costs associated with print newspapers, but there have also been some negative impacts including a loss of readers and advertising revenue for traditional printed newspapers. In this chapter, focus groups and interviews are used to investigate the following issues: (1) the role of the Internet in the decline of the social/business influence of regional newspapers, and (2) the impact of developments such as Web 2.0 on the future of regional news supply. The chapter concludes with a discussion of managerial implications for the future.

#### INTRODUCTION

The Internet is contributing to a loss in newspaper readership and advertising revenue. Doom laden warnings about the future of the industry and public service journalism are prevalent (Meyer, 2008; Pincus, 2009). Beam et al. (2009) notes

model of newspapers is under grave threat from: (1) an ever shrinking audience for local/regional news products,<sup>2</sup> (2) a reduction in staff and public service journalism, and (3) the increased trivialization (sensationalizing) of editorial content. In an interview<sup>3</sup> with the editor/publisher of the Spring Hope newspaper in North Carolina, the business/

## Service possibilities in the value chain of printed magazines

Anu Seisto, Anna Viljakainen, Pertti Mollanen & Ulf Lindqvist

VTT Technical Research Centre of Finland  
Vuorimiehentie 3, Espoo, P.O. Box 1000, FI-02044 VTT

Futures 64 (2014) 19–28



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### The futures of magazine publishing: Servitization and co-creation of customer value

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#### ARTICLE INFO

Article history:  
Available online 23 October 2014

Keywords:  
Foresight  
Trend analysis  
Service-dominant logic  
Value co-creation  
Magazine publishing

#### ABSTRACT

This study incorporates the futures studies and foresight perspectives in analysing an industrial change towards service business, with the magazine markets as the case context. It illustrates how the industry is adopting a new competitive strategy via services that are added to the total offering, and how it is simultaneously developing a deeper understanding of the service relationship as value co-creation. The work identifies seven trends in this context and analyses their impacts and discontinuities. Three trends are linked primarily to the business environment: a dispersing customer base, changes in media use habits, and erosion of product business. Four trends describe the behaviour of companies: the shifts from products to value-adding brands, from R&D to innovation, from autonomy to partnering and sharing in an ecosystem, and the changing resource and capability needs. The contributions of this work are twofold. First, studying media as service has been rare in scholarly literature. Second, applying the service perspective to the trend analysis in the media sector is topical due to the increasing competition and unpredictability of the business environment.

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#### 1. Introduction

A central challenge in today's business strategy is the unpredictability of the operational environment. However, in order to recognize successful ways of doing business, market actors need anticipatory information on the development of their surroundings and on the consequences of their current actions. This paper aims to contribute to the accumulation of this information by analysing one topical phenomenon: an industrial change towards service business. It aims to reveal trends that reflect this development—with the magazine markets as the case context.

The perspective of value is becoming increasingly prominent in both research and practice (Vargo & Lusch, 2004). An influential new approach is service-dominant logic (SDL), which sees co-creation of value between the provider and the customer as the core phenomenon of service (Vargo & Lusch, 2008). SDL posits that using one's competencies for the benefit of another party is the primary purpose of economic exchange, and thus knowledge is the main source of competitive advantage. From the viewpoint of concrete offerings, servitization (Vandermerwe & Rada, 1988) is a topical phenomenon; an



# S-D logic: Vectors of Diffusion

## Diffusion within marketing

- Branding
- Customer engagement
- Customer perceived value
- Consumer Culture Theory
- International marketing
- Logistics and supply chain
- Marketing communications
- Marketing strategy
- Social marketing
- Value propositions
- Business models
- Sales and sales management
- Etc.

## Transdisciplinary diffusion

- Arts & philosophy
- Design thinking/service design
- Ecosystem services
- Education
- Engineering
- Healthcare
- Information systems/CIS
- Innovation studies
- Human resources
- Public administration
- Public administration
- Service Science
- Hospitality/Tourism
- Etc.



S-D  
Logic

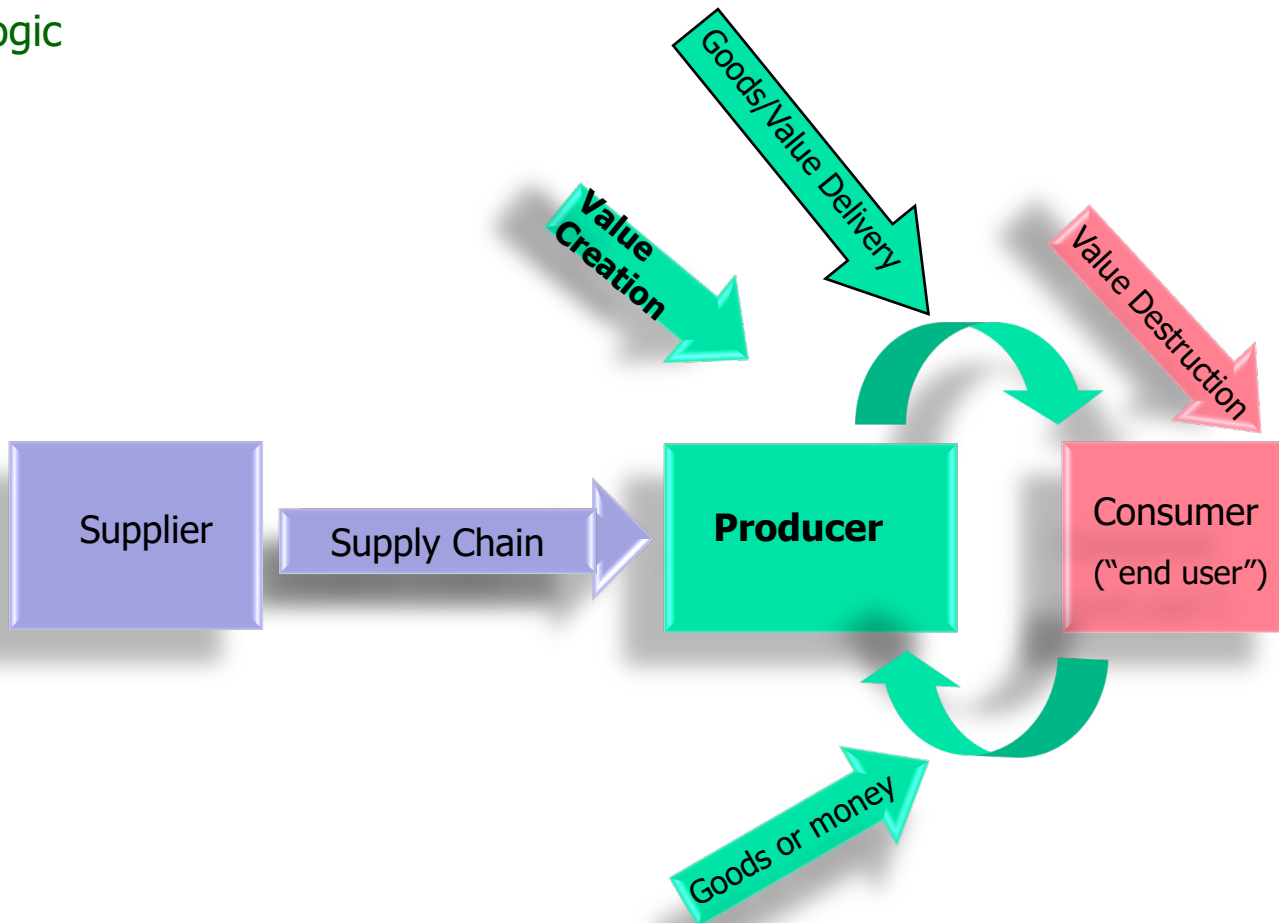
The Traditional Logic of Value Creation in Markets

**GOODS-DOMINANT LOGIC**

# Goods-Dominant Logic Model: Value Creation and Delivery



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Logic



**Firms exist to make and sell/deliver value-laden goods**



# Problems with Goods Logic

Goods are not why we buy goods

- Service (benefits) they render
- Intangibles (brand, self image, social connectedness, meaning)
- Inputs into experiences

Goods are not what we fundamentally “own” to exchange with others

- Applied knowledge and skills (our services)

Customer is secondary and seen as value receiver and destroyer

- “Consumer orientation” is an add-on--does not help

IHIP characteristics do not distinguish services vs. goods

- But they do characterize value and value creation

# Wrong Thinking about Service(s): The G-D Logic Perspective



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Logic

Value-enhancing add-ons for goods, or

A particular (somewhat inferior) type good, characterized by (IHIP):

- Intangibility
- Heterogeneity (non-standardization)
- Inseparability (of production and consumption)
- Perishability

Services Economy = Post Industrial = Less-than-desirable economic activity

# The Inadvertent Route to G-D Logic



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Logic

## Smith's Model of Economic Exchange

- Division of labor (specialized knowledge & skills)
- Value-in-use (real value)

## Smith's Focus on National Wealth Creation

- Value-in-exchange (nominal value)
- Productive = "labor" contributing to surplus exportable, tangible goods

## Economic Science

- Utility as a property (exchange value)
- Newtonian model of science = matter embedded with properties
- Producer-consumer distinction

## Neoclassical economics

- The science of exchange of things (products), embedded with properties ("utiles")
- Foundation for all business disciplines





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Logic

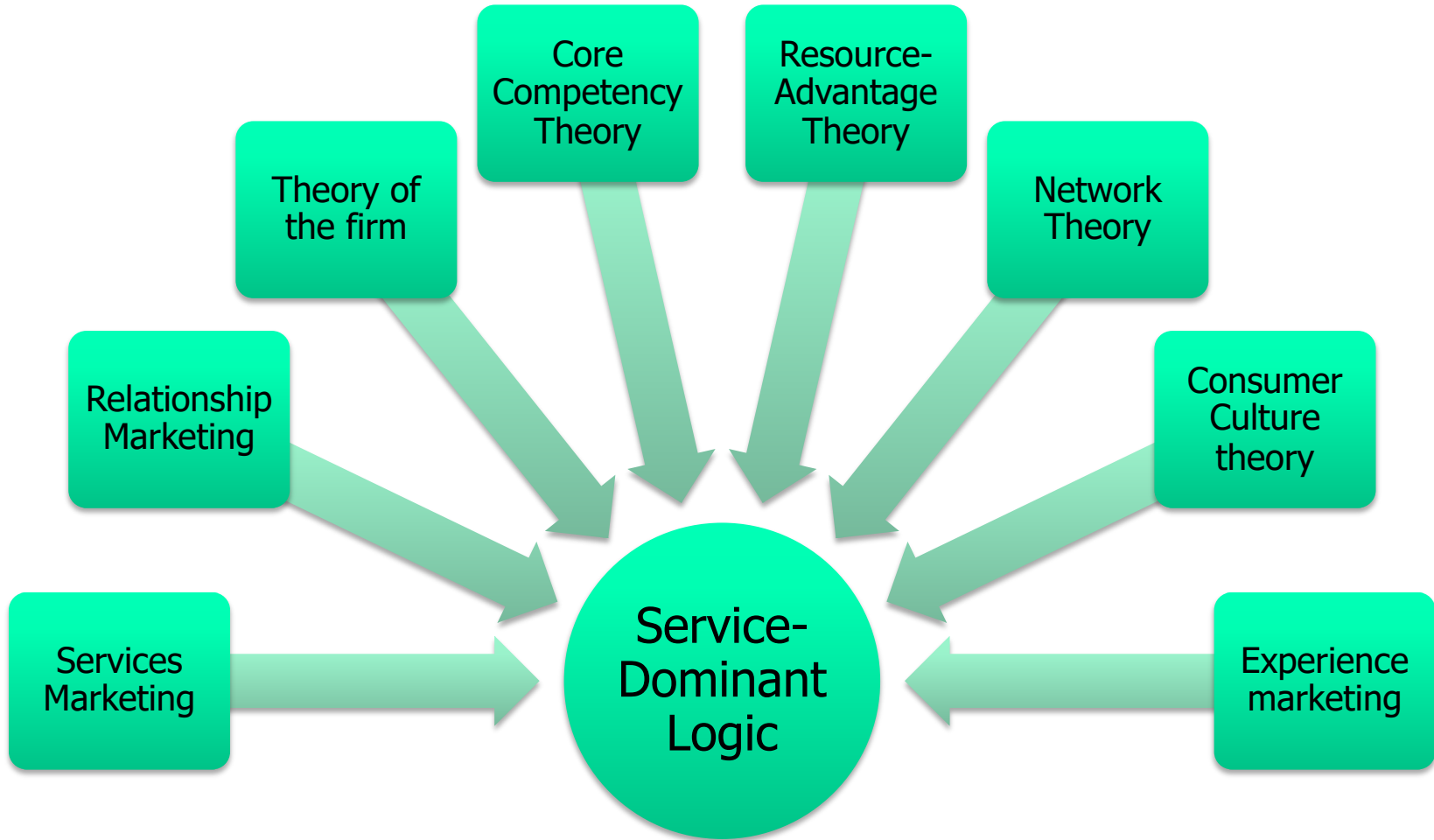
An Alternative Logic of Value Market Cocreation and

**SERVICE-DOMINANT**



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Logic

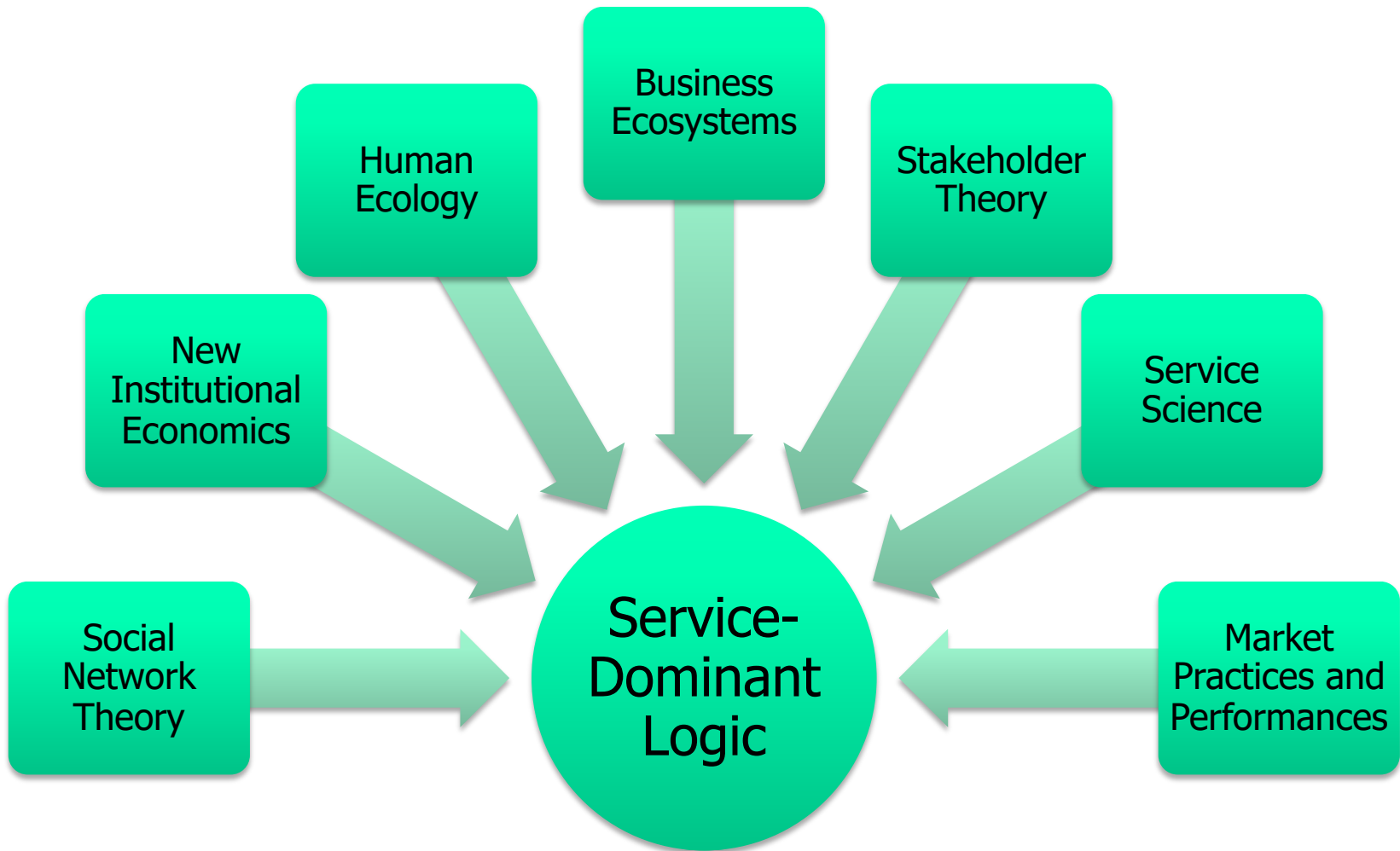
# A Partial Pedigree For S-D Logic





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Logic

# An Extended Pedigree for S-D Logic



# The Service and Cocreation insights of Frederic Bastiat



“The great economic law is this: *Services are exchanged for services*.... It is trivial, very commonplace; it is, nonetheless, the **beginning, the middle, and the end of economic science.**” (1864, pp. 161–62)

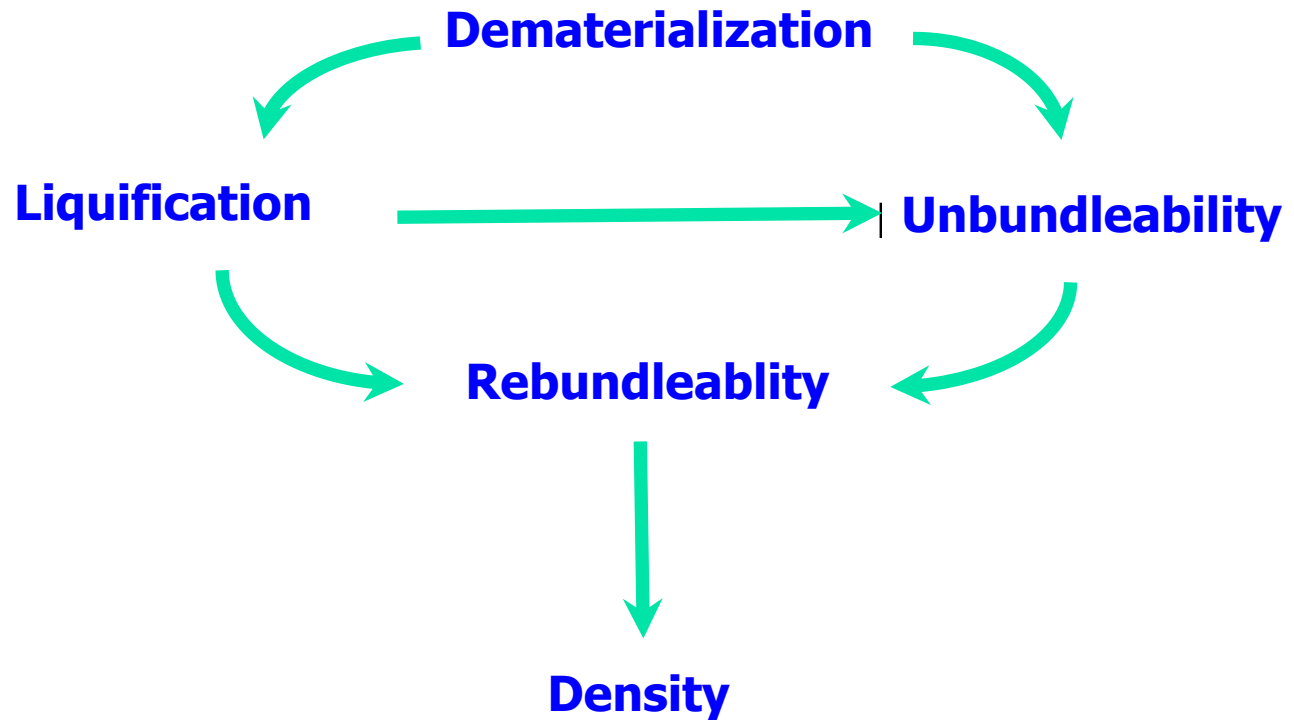
“[I]t is in fact to this faculty ...*to work the one for the other*; it is this *transmission of efforts, this exchange of services*, with all the infinite and involved combinations to which it gives rise ...which **constitutes Economic Science**, points out its origin, and determines its limits.” (1860, p. 43)



# What has Changed: Liquification

S-D

L



The Key = Liquification, through a revolution in IT and ICT.  
Allows new technologies through resource integration and institutionalization



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Logic

# **FOUNDATIONS: THE S-D LOGIC CORE**



# Foundational Premises (2008)

Premise		Explanation/Justification
<b>FP1</b>	<b>Service is the fundamental basis of exchange.</b>	The application of operant resources (knowledge and skills), "service," is the basis for all exchange. Service is exchanged for service.
<b>FP2</b>	<b>Indirect exchange masks the fundamental basis of exchange.</b>	Goods, money, and institutions mask the service-for-service nature of exchange.
<b>FP3</b>	<b>Goods are distribution mechanisms for service provision.</b>	Goods (both durable and non-durable) derive their value through use – the service they provide.
<b>FP4</b>	<b>Operant resources are the fundamental source of competitive advantage</b>	The comparative ability to cause desired change drives competition.
<b>FP5</b>	<b>All economies are service economies.</b>	Service (singular) is only now becoming more apparent with increased specialization and outsourcing.



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# Foundational Premises (2008)

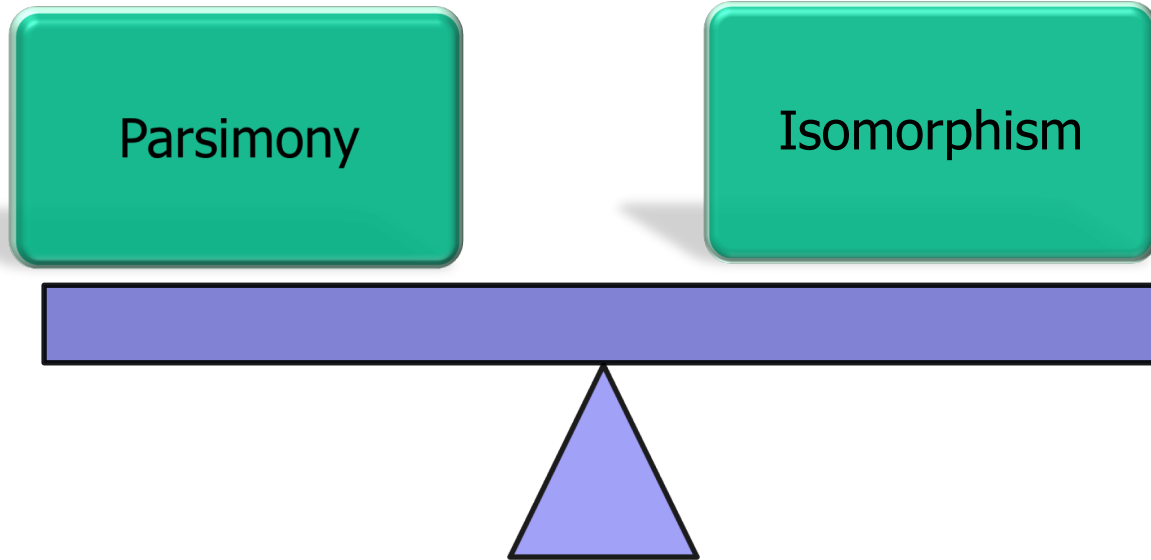
Premise		Explanation/Justification
<b>FP6</b>	<b>The customer is always a co-creator of value</b>	Implies value creation is interactional.
<b>FP7</b>	<b>The enterprise can not deliver value, but only offer value propositions</b>	The firm can offer its applied resources and collaboratively (interactively) create value following acceptance, but can not create/deliver value alone.
<b>FP8</b>	<b>A service-centered view is inherently customer oriented and relational.</b>	Service is customer-determined and co-created; thus, it is <i>inherently</i> customer oriented and relational.
<b>FP9</b>	<b>All economic and social actors are resource integrators</b>	Implies the context of value creation is networks of networks (resource-integrators).
<b>FP10</b>	<b>Value is always uniquely and phenomenological determined by the beneficiary</b>	Value is idiosyncratic, experiential, contextual, and meaning laden.



# Science: Striving to Explain the Complex with a Simple Structure



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'The grand **aim of all science** is to cover the **greatest number of empirical facts** by logical deduction from the **smallest number of hypotheses or axioms**'.

Einstein



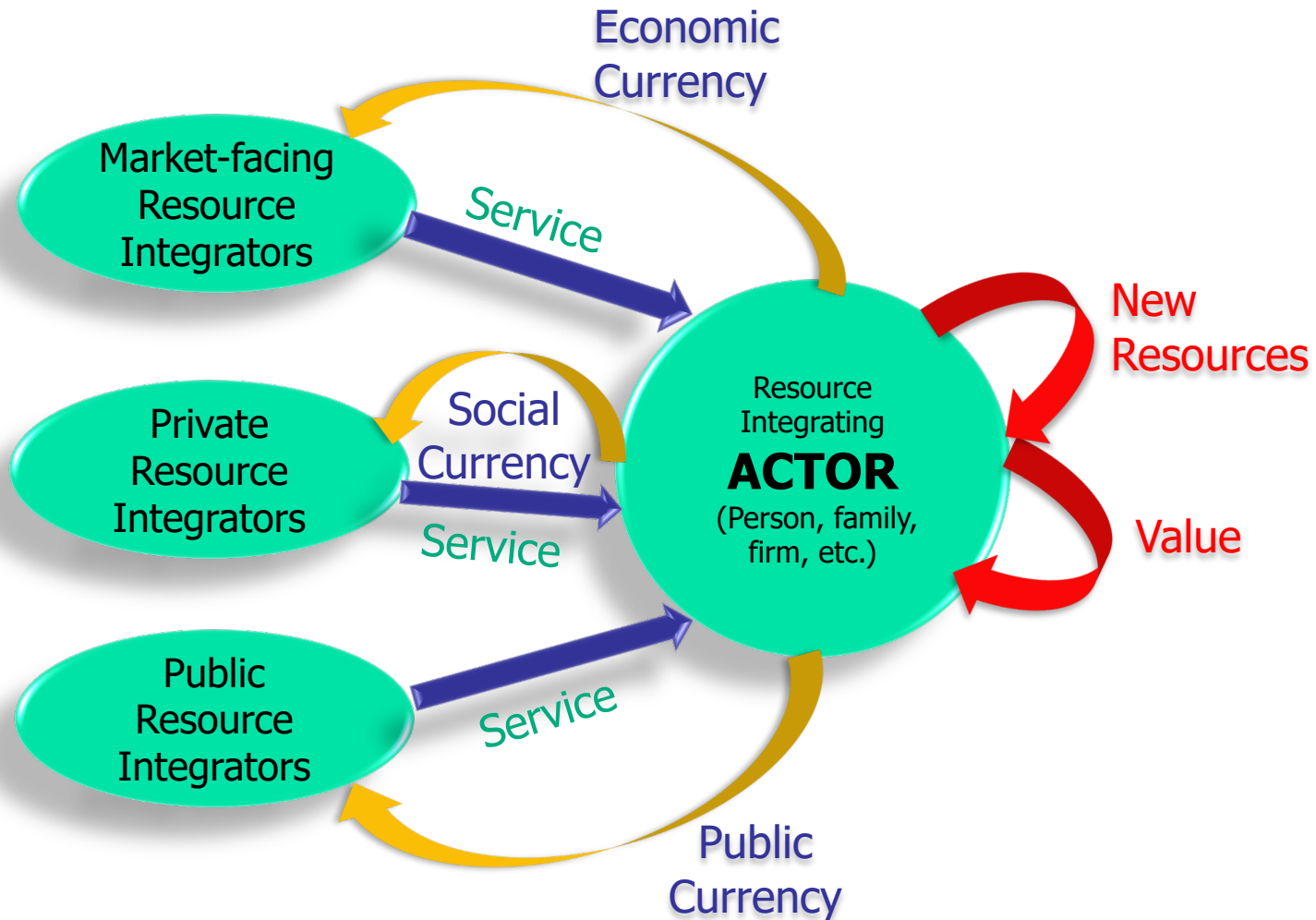
# Axioms of Service-Dominant Logic

Premise		Explanation/Justification
<b>A1</b>	<b>Service</b> is the fundamental basis of exchange.	The application of operant resources (e.g., knowledge and skills), "service," is the basis for all exchange. Service is exchanged for service.
<b>A2</b>	<b>Value is always cocreated</b> by multiple actors, including the beneficiary	Implies value creation is interactional and combinatorial.
<b>A3</b>	All economic and social actors are <b>resource integrators</b>	Implies the context of value creation is <b>networks of networks</b> (resource-integrators).
<b>A4</b>	<b>Value</b> is always uniquely and phenomenological <b>determined by the beneficiary</b>	Value is <b>idiosyncratic, experiential, contextual, and meaning laden.</b>
<b>A5</b>	<b>Value Cocreation is coordinated</b> through actor-generated <b>institutions and institutional arrangements</b>	<b>Institutions</b> provide the <b>glue</b> for value cocreation through <b>service-for service exchange</b>

# Value Co-creation through Resource Integration & Service Exchange



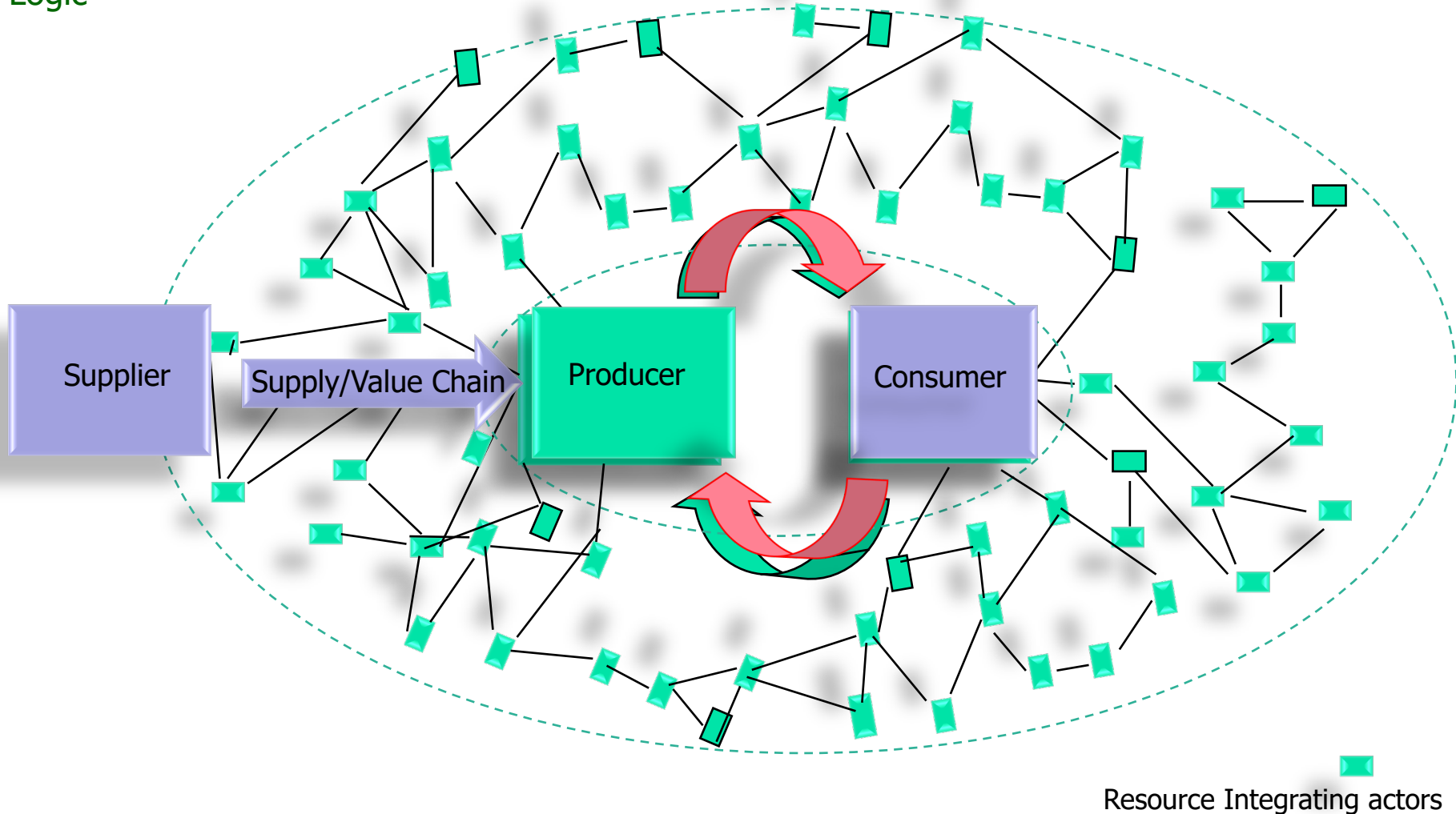
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# Micro Exchange Embedded in Complex (Eco)Systems of Exchange



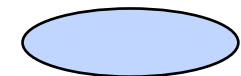
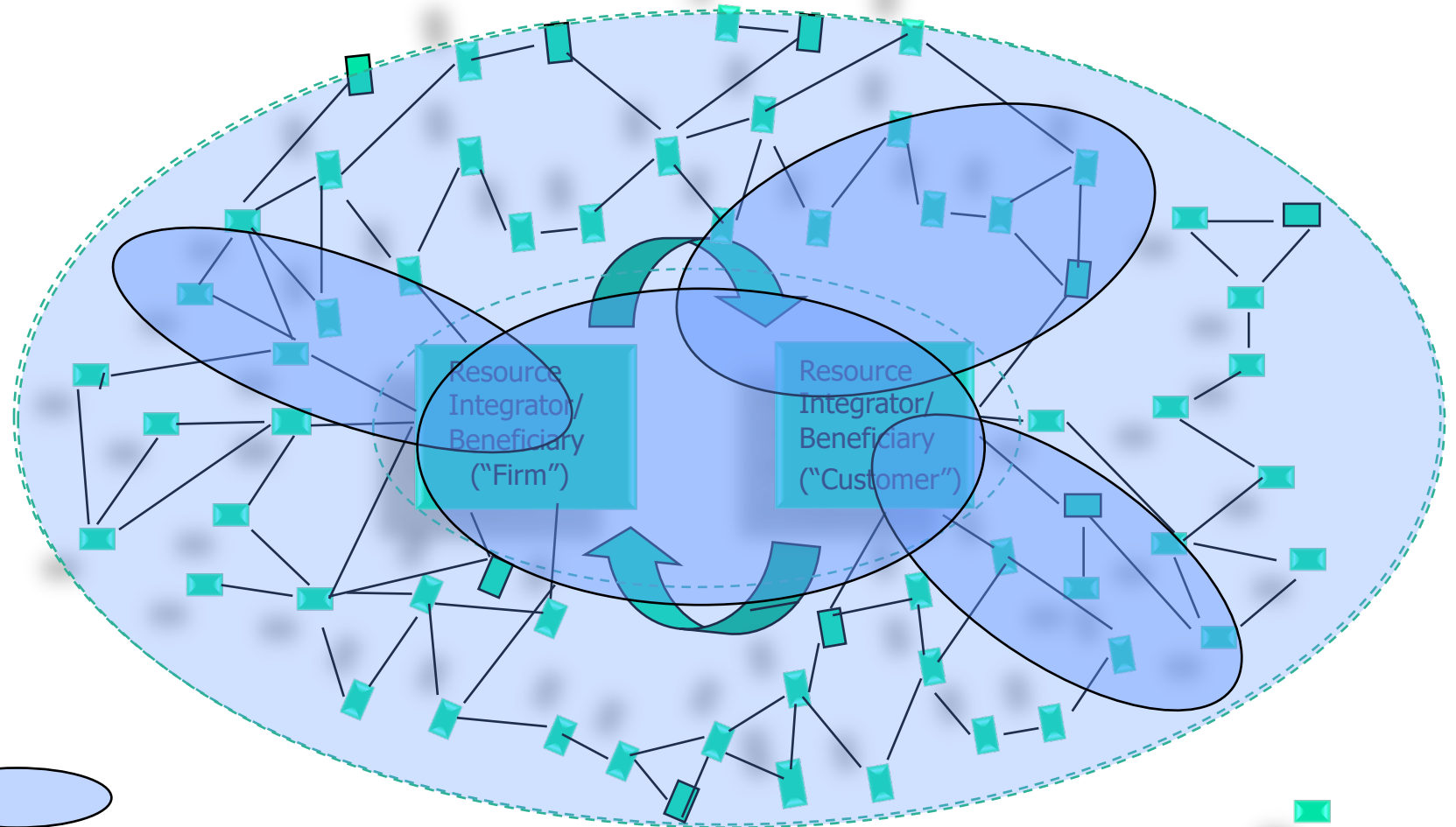
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Logic



# Resource Integration & Service-for-service Exchange within Service-ecosystems



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Institutions & Institutional  
arrangements/logics



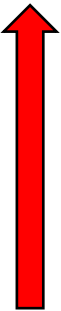
Resource Integrators

# Resource Integration & and the Structuration of Service Ecosystems



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Logic

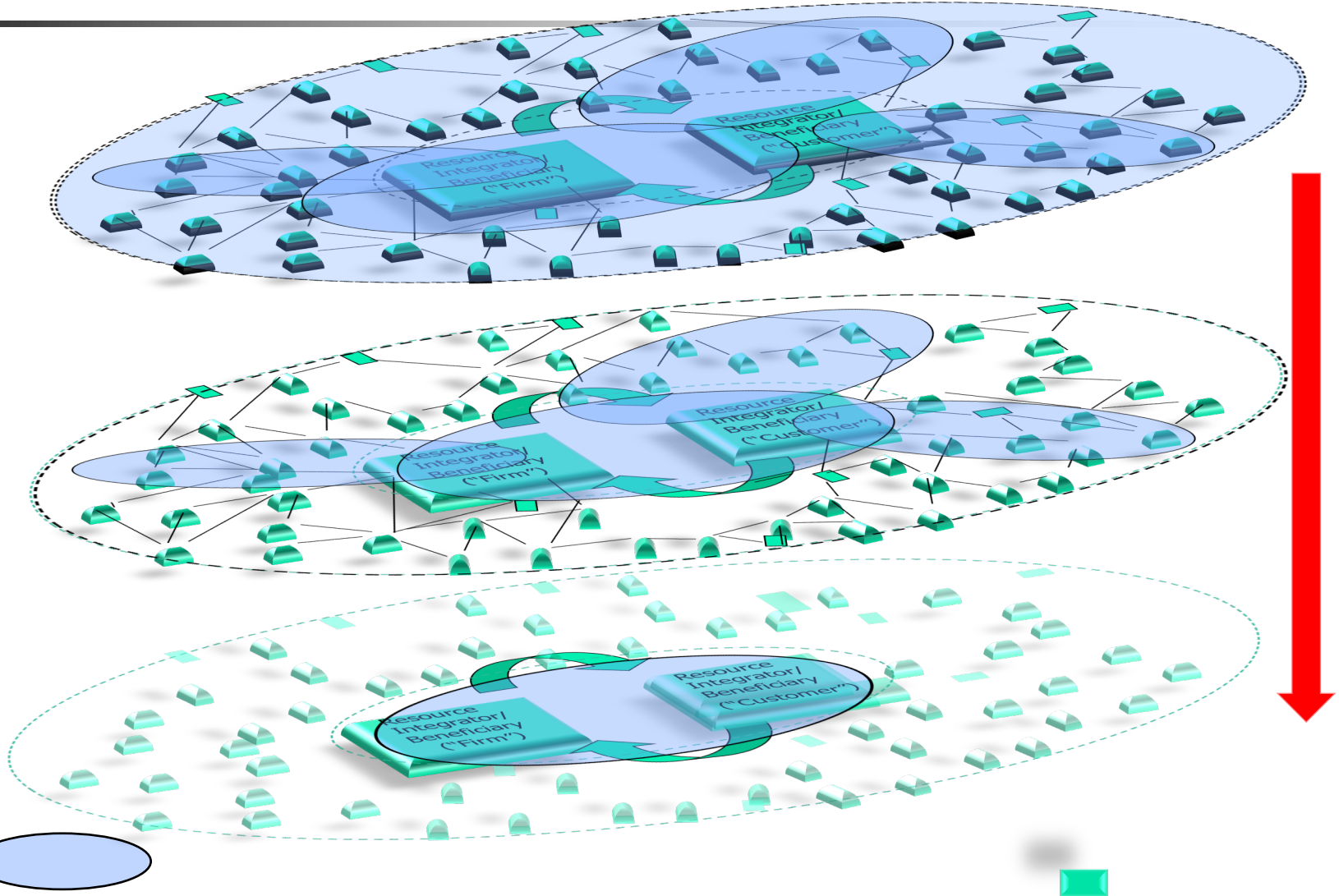
Macro



Meso



Micro



Institutions

Resource Integrators

# The Structure and Venue of Value Creation: Institutions & Service Ecosystems



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Logic

**Institution** (Stanford Encyclopedia of Social Institutions)

- “any **structure or mechanism** of social order and **cooperation governing the behavior** of a set of individuals within a **given human community**
- Institutional Arrangements: **interrelated sets of institutions**

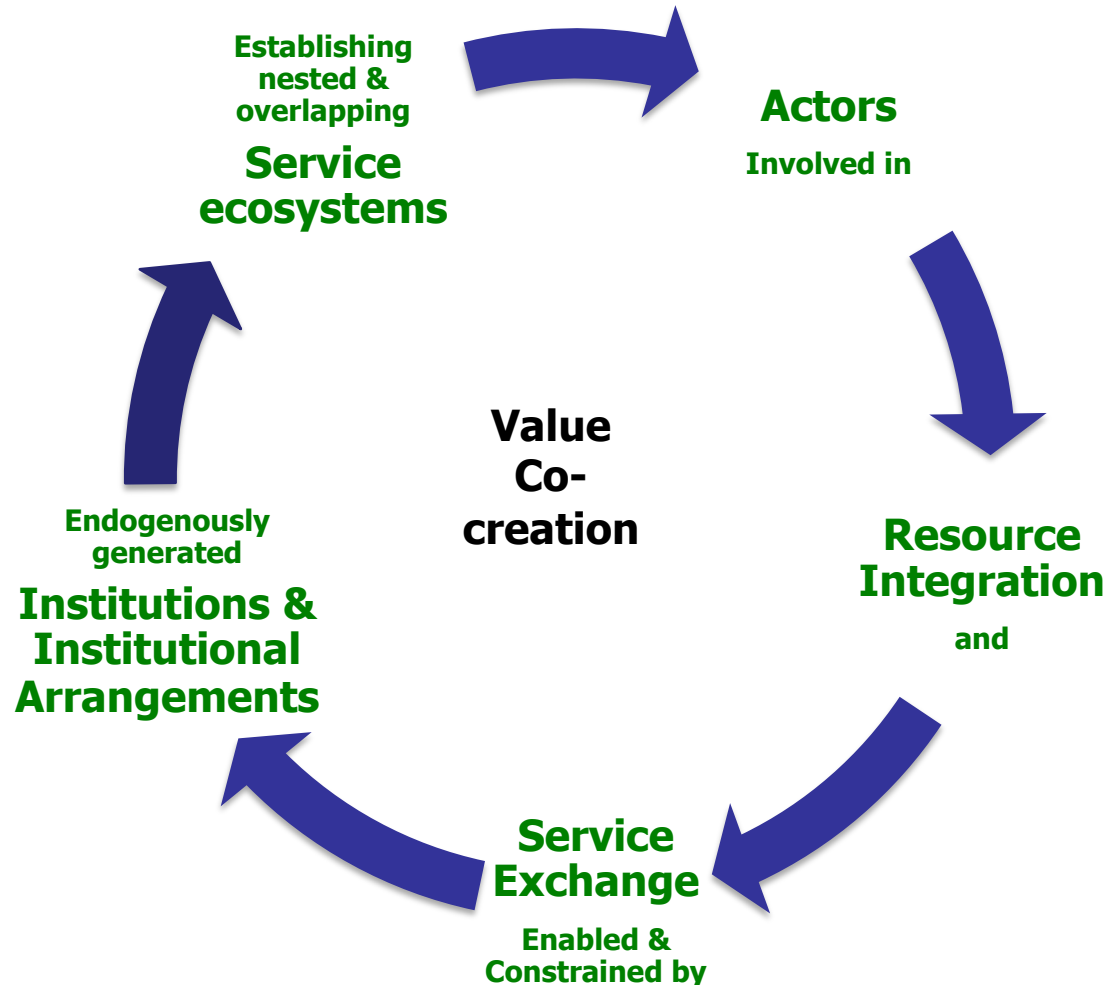
**Service Ecosystem (S-D logic)**

- relatively self-contained, **self-adjusting systems of resource-integrating actors** connected by **shared institutional arrangements and mutual value creation through service exchange.**

# The Core Narrative & Processes of Service-Dominant Logic



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Logic



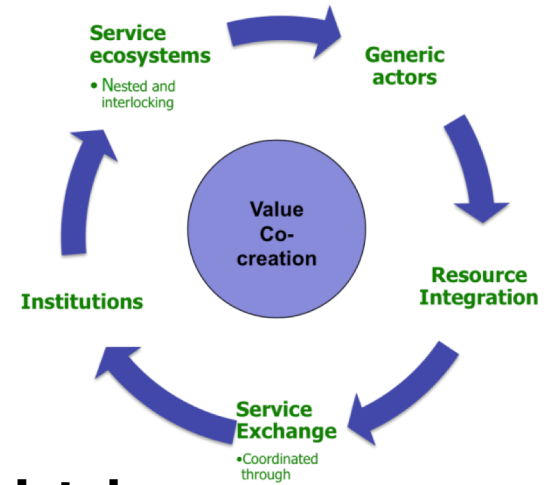


# "Hip-Pocket" S-D Logic



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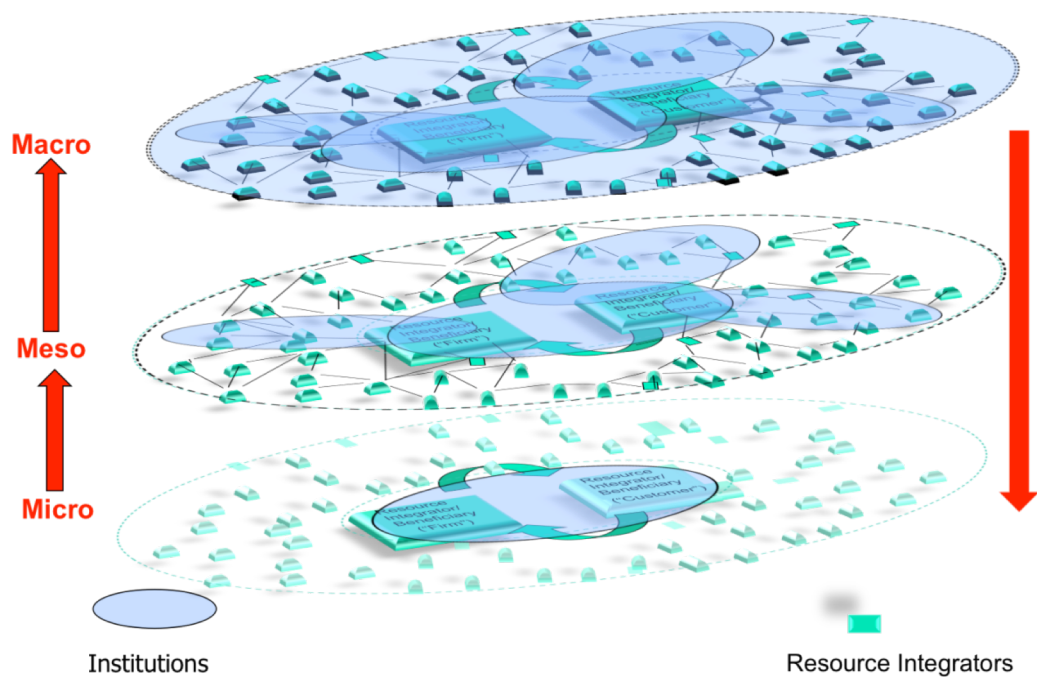
Components  
& Structural Perspectives



**Societal:**  
National, Global, etc

**(Sub)culture:**  
Brand, Market, "industry, etc

**Exchange**  
B2C, B2B, C2C, etc





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Logic

# Reframing, and Reconciling from an S-D Logic Perspective

## Innovation

- From **invention** to **designing** ecosystems for **value co-creation** through **institutional work**

## Economic (and social) Actors

- From **Bs and Cs** to generic **A(ctor)s**

## Markets

- From **a priori** to imagined, codesigned , **institutionalized, and performed**

## Market-ing

- From **functional area** to **essential function of the firm** (actor)
- From **marketing mix** to **value co-creation**

## Value

- From a **property of output** to a **co-created outcome** – viability (wellbeing) & coviability

## Strategy

- From **prediction and control** to **entrepreneurial** practices

## Technology

- From **exogenous variable** to **service-provision mechanism**



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Logic

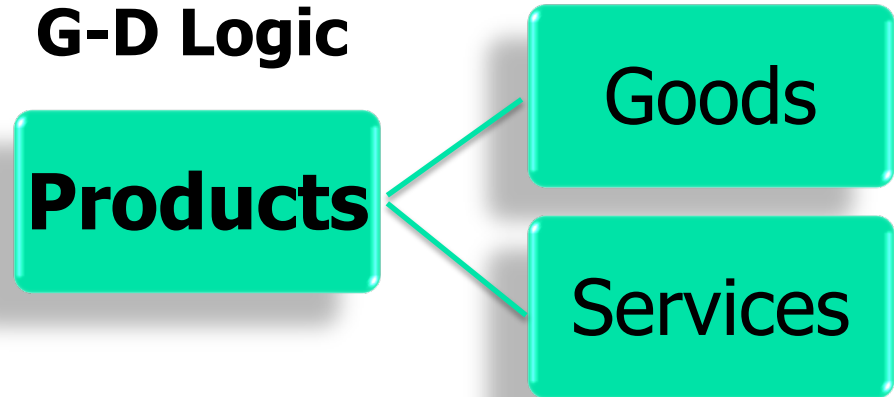
# CLARIFICATIONS



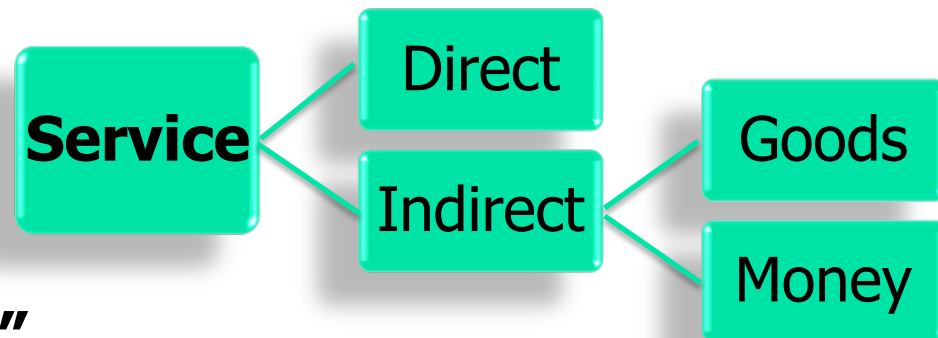
# Clarifications: Service vs. Services

- **Services** = intangible products
- **Service** = The *process* of using one's competences for the benefit of some party
  - The application of knowledge and skills
- **Service transcends** "goods and 'services'"

## G-D Logic



## S-D Logic



**There are No "Services" in Service-Dominant Logic**



# "Its all B2B..." – A2A (Actor to Actor)



Contents lists available at ScienceDirect

Industrial Marketing Management



It's all B2B...and beyond: Toward a systems perspective of the market

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## ARTICLE INFO

**Article history:**  
Received 1 December 2009  
Accepted 10 January 2010  
Available online 10000

**Keywords:**  
Service-dominant logic  
Service systems  
Co-creation  
B2B  
A2A

## ABSTRACT

The delineation of B2B from 'mainstream' marketing reflects the limitations of the traditional, goods-dominant (G-D) model of exchange and a conceptualization of value creation based on the 'producer' versus 'consumer' divide. Service-dominant (S-D) logic broadens the perspective of exchange and value creation and implies that all social and economic actors engaged in exchange (e.g., firms, customers, etc.) are service-providing value-creating enterprises; thus, in this sense, all exchange can be considered B2B. From this perspective, the contributions of B2B marketing (and other sub-disciplines) can be seen as applicable to 'mainstream' marketing. This generic, actor-to-actor (A2A) orientation, in turn, points toward a dynamic, reconfigured and systems orientation to value creation. This article discusses this systems-oriented framework and elaborates the steps necessary for developing it further into a general theory of the market, informed by the marketing sub-disciplines, marketing practices, and disciplines external to marketing.

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## 1. Introduction

A state arises, as I conceive, out of the needs of mankind; no one is self-sufficing, but all of us have many wants.... Then, as we have many wants ... and many persons are needed to supply them, one takes a helper for one purpose and another for another; and when these parties and helpers are gathered together in one habitation, the body of inhabitants is termed a state. And they exchange with one another, and one gives and another receives under the idea that exchange will be for their good.

As the global, networked economy becomes more pervasive and its nature more compelling, it is (should be) becoming increasingly clear that we rely on one another through the voluntary exchange of applied skills and competences (Vargo & Lusch, 2004, 2008a). Consequently, one might think that the above quotation is contemporary; it is, however, from Plato's *The Republic* (360 BCE/1920), published over 2000 years ago.

Despite a globally interdependent world, the simple truth behind Plato's words often seems to be missed: we are all similarly human beings serving each other, through exchange, for mutual wellbeing. Perhaps his statement therefore punctuates our (Vargo & Lusch, 2004, 2008a; see also Vargo, 2007) contention that it is important to develop a logic of and for the market (and society) and marketing that

transcends time, geography, and the sometimes myopic conceptualizations of academic silos. It was in the spirit of this contention that we previously used a 'linguistic telescope' to zoom out to a broader, more transcending view of economic exchange and suggested (Vargo & Lusch, 2008b) 'It's all B2B'.

Since our early collaborative work on what has become known as service-dominant (S-D) logic, we have tried to nudge marketing thought away from fragmentation and toward a more unified theoretical conceptualization and framework. A first step was to suggest transcending the 'goods' versus 'services' divide with it is all about service. More specifically and more recently, we recognized a need to overcome (mis)conceptual problems associated with the notion of a 'producer,' as a creator of value, versus a 'consumer,' as a destroyer of value, and have reflected this in one of the newer central tenets of S-D logic: all social and economic actors are resource integrators (Vargo & Lusch, 2008a) as captured in foundational premise (P1) 9). That is, all parties (e.g., businesses, individual customers, households, etc.) engaged in economic exchange are similarly resource-integrating, service-providing enterprises that have the common purpose of value (co)creation, what we mean by 'It's all B2B'.

We initially picked 'it' because, given the most commonly used designations of 'B' (business) and 'C' (consumer), economic (and social) actors come closest generically to what is captured by 'business,' rather than 'consumer.' Stated alternatively, a business is the right of an enterprising, a characterization that we find also more fully captures the activities of those with whom they exchange, than is implied by 'consumer' which has rather passive, final connotations of a 'target' with a primary activity of using stuff up, rather than creating and contributing. Additionally, B2B scholars have been

From a **G-D logic**, perspective

- (B2C, **producer to consumer**)
- Consumer centricity is **inherently firm (producer) centric**

From a **S-D logic** perspective

- **All actors** are, resource-integrating, service-providing **enterprises (B2B or A2A)**
- Resources & **value creation** must be understood, **contextually, co-creatively**, and (service-eco)**systemically**

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S-D  
Logic

# Clarifications:

## Classical Treatments of Value

### Value in Exchange

- **Worth** of something **in exchange** for something else
- **Price**
- Discussed as early as Aristotle
- **"Nominal Value"** (Smith)

### Value in Use

- **Usefulness** of something
- **Benefit** afforded, **satisfaction** derived
- Discussed as early as Aristotle
- **"True Value"** (Smith)

### Corollaries

- Can be **produced by firm**
- **Product/Goods based**
- **User has some role**
- **Product/Goods based**



# In S-D Logic, Value Is...

S-D  
Logic

**Central**

The **reason** for **social and economic** interaction

- = **Change in viability/wellbeing**
- Created through the **integration and exchange of resources** among **multiple actors**,
- **firms, customers, suppliers, and government agencies.**

**Cocreated**

**Contextual**

Dependent on **presence of other resources** -- "**Value in Context**"

**Multidimensional**

**Individual, social, technological and cultural** components.

- **Relational, meaning laden**

**Emergent**

**Cannot be predetermined**

- **Function of dynamic relationships** between an actor and the system.

# Clarifications: Coproduction vs. Cocreation Value



S-D



**Cocreation of value**

**Coproduction**





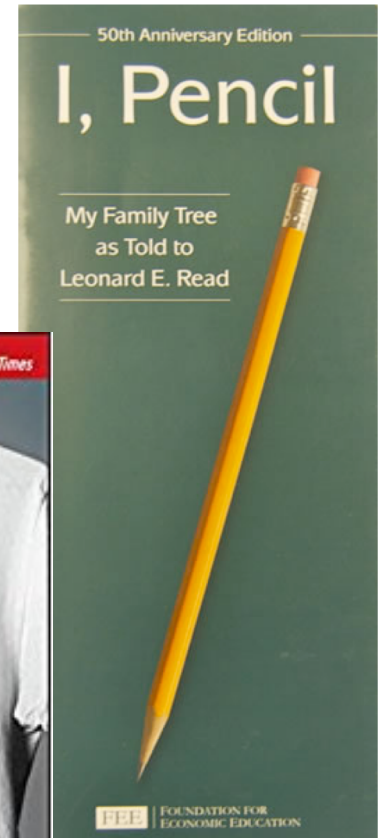
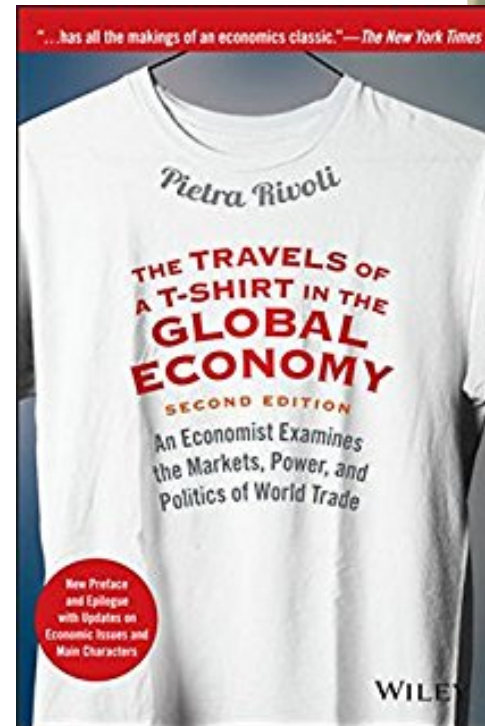
# From the Individual to Market-Based Co-Creation



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Source: Ridley 2010



# The multiple Meanings of Value cocreation



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Logic

Value for any single actor is **always cocreated** by multiple actors

- Often massively

Also implies **reciprocity**

- Direct
- Indirect
  - Money (rights to future service)
  - Word of mouth
  - Peer review systems
  - Gifts

Value as **co-viability**

- Interdependencies **imply coevolution of value**
- **Zooming out** to higher-order systems reveals

# Clarifications: Meanings and Instances of Cocreation



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Logic

## ■ Value

- Value as **created *by* multiple actors**, including the beneficiary
- Value as **created *for* multiple actors**, including the beneficiary and the “provider.”

## ■ Other co-creations

- **brand** (e.g., Merz et al. 2009; Payne et al. 2009, )
- **Experience** (Pahalad 2015)
- **Design** (Frow et al 2015)
- **Innovation** (e.g., T Russo-Spena, C Mele 2012)
- **Technology and Markets** (Vargo et al 2015)

# Value cocreation vs Co-destruction



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Logic

Concept of negative value creation entirely consistent with S-D logic

Problem is term "co-destruction"

- Implies value is present to destroy
- Value is not a thing, but a dynamic, relative condition
  - system viability/wellbeing

Better terms:

- "Negative value creation"
- "Negatively valenced value"

# Clarification:

## What institutions are & are not



S-D  
Logic

- Institutions **are not organizations**
- Institutions **are** :
  - Socially-created schemas **norms, and regulations** (Scott 2014) -- "rules of the game"
    - **Organizations are the teams, players** (North 1990,)
  - routinized **ways of thinking and acting** that
    - are (partially) **shared**
    - **enable and constrain** human behavior (Berger and Luckmann 1966)
- Examples
  - Language, symbols, laws, traditions, culture,



Full Length Article

Service-dominant logic 2025

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ARTICLE INFO

Article history:  
 First received on October 31, 2015 and was under review for 5 1/2 months  
 Available online 18 November 2016

Senior Editor: Christian Homburg

Keywords:  
 Service-dominant logic  
 S-D logic  
 Theory  
 Institutions  
 Ecosystems

ABSTRACT

During the last decade, service-dominant (S-D) logic (1) has taken a series of significant theoretical turns, (2) has had foundational premises modified and added and (3) has been consolidated into a smaller set of core axioms. S-D logic can continue to advance over the next decade by moving toward further development of a general theory of the market and, even more broadly, to a general theory of value cocreation. To support this theory of the market requires developing more midrange theoretical frameworks and concepts of service exchange, resource integration, value cocreation, value determination, and institutions/ecosystems. These midrange theories can be partially informed by theories outside of marketing, including those under the rubrics of practice, evolutionary, complexity, ecological and structuration theories. Evidence-based research is also needed; opportunities exist in areas such as (1) strategy development and implementation (2) application of complexity economics and (3) the study of the service of cognitive mediators (assistants) as heuristic tools in complex service ecosystems. Additionally, opportunities exist for using S-D logic as a broader framework for the study of macromarketing, including ethics, economic, environmental and social sustainability, as well as public policy. For each of these, the further study of institutions and institutional arrangements, which facilitate coordination among actors in service ecosystems, is needed.  
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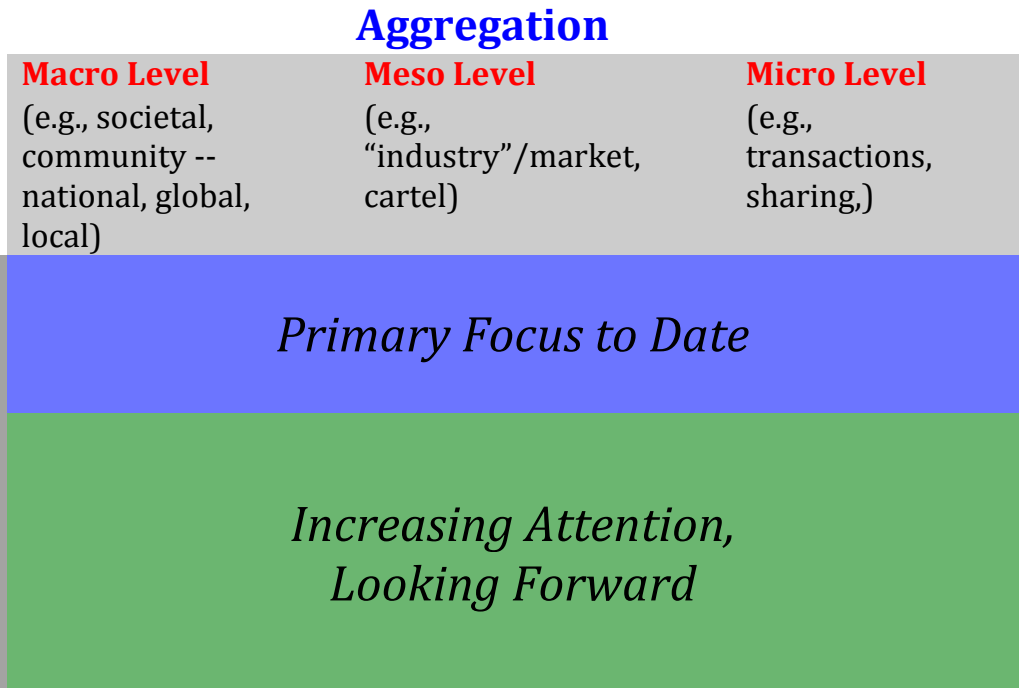
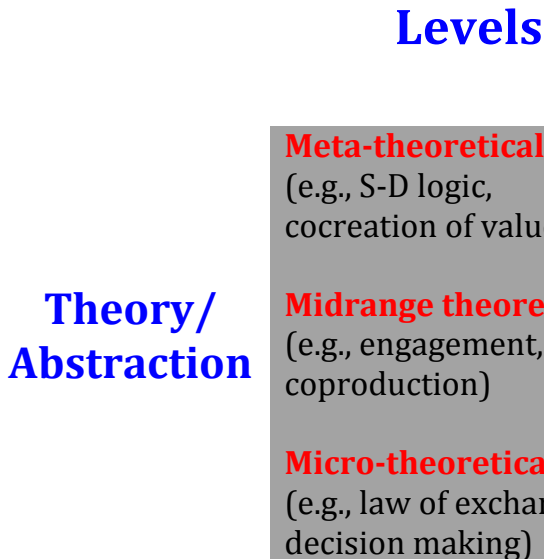
1. Introduction

Service(s) marketing began to emerge in the early 1980s as a distinct area of marketing study and has now become a major focus of marketing scholars worldwide. Initially, probably few scholars, if any, would have envisioned that, several decades later, service marketing might be proclaimed as a transcending perspective for all of marketing, as has been suggested by service-dominant (S-D) logic (Vargo & Lusch, 2004a, 2004b). As Rust and Huang (2014, p. 206) have recently commented, “increasingly, and inevitably, all of marketing will come to resemble to a greater degree the formerly specialized area of service marketing...”

Simultaneous with service(s) marketing achieving a wider impact, an idea was surfacing at IBM that, just as it (and other firms) had to take a role in establishing the discipline of computer science, it could be similarly important for industry to take a major role in the advocacy and development of service science. Given the substantial advancements in service(s) marketing, it was not surprising that this effort drew, internationally, on the research of many service(s) marketing scholars and also participation from a host of other leading firms. In particular, the industry leaders of this effort, at the IBM Almaden Research Center, in

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# The S-D logic Levels Landscape





# One Level (of aggregation), Ontologically Multiple Levels, Epistemologically

- **Levels** (of aggregation) are **perspectives** on the phenomena of interest
  - They **cannot exist separately** (c.f., Giddens 1983, Latour 2005)
  - But they can be **useful epistemologically**
    - e.g., **emergence** (Vargo and Lusch 2017)
    - e.g., **explanation** through **“oscillating foci”** (Chandler and Vargo 2011)
- There is **no “social”** apart from the **“natural”**
  - Corollary: **Things have agency** (Latour 2005)
  - But (careful) distinction might be useful analytically.



S-D  
Logic

# RELATED ORIENTATIONS





# Service Science

- “the study of **service systems**”
  - **dynamic value co-creation configurations of resources** (people, technology, organizations, and shared information)” (Maglio & Spohrer, 2008, p. 18)
- Uses **S-D logic foundationally** (Spohrer and Maglio)
- **Differs** from S-D logic in terms of **emphasis** rather than underlying philosophy
  - **Technology and information** – thus somewhat more restricted than
    - **S-D logic’s ecosystems and institutional** perspective
  - Easily **reconcilable with S-D logic**



# Service Logic

- Sees **value-in-use** as **cocreated** only in **select instances**
  - **direct, personal interaction** between the provider and the beneficiary (Grönroos & Voima, 2013)
- Claims **dyadic** focus, but actually **single-actor centric**
  - **"value is created by the user for the user"** (Grönroos, 2011, p. 288)
- **provider** is a **"value facilitator"** (Grönroos, 2008, p. 307)
- **Difference** between **cocreation** and **facilitation** unclear
  - **Actionable?**



# Customer-dominant logic

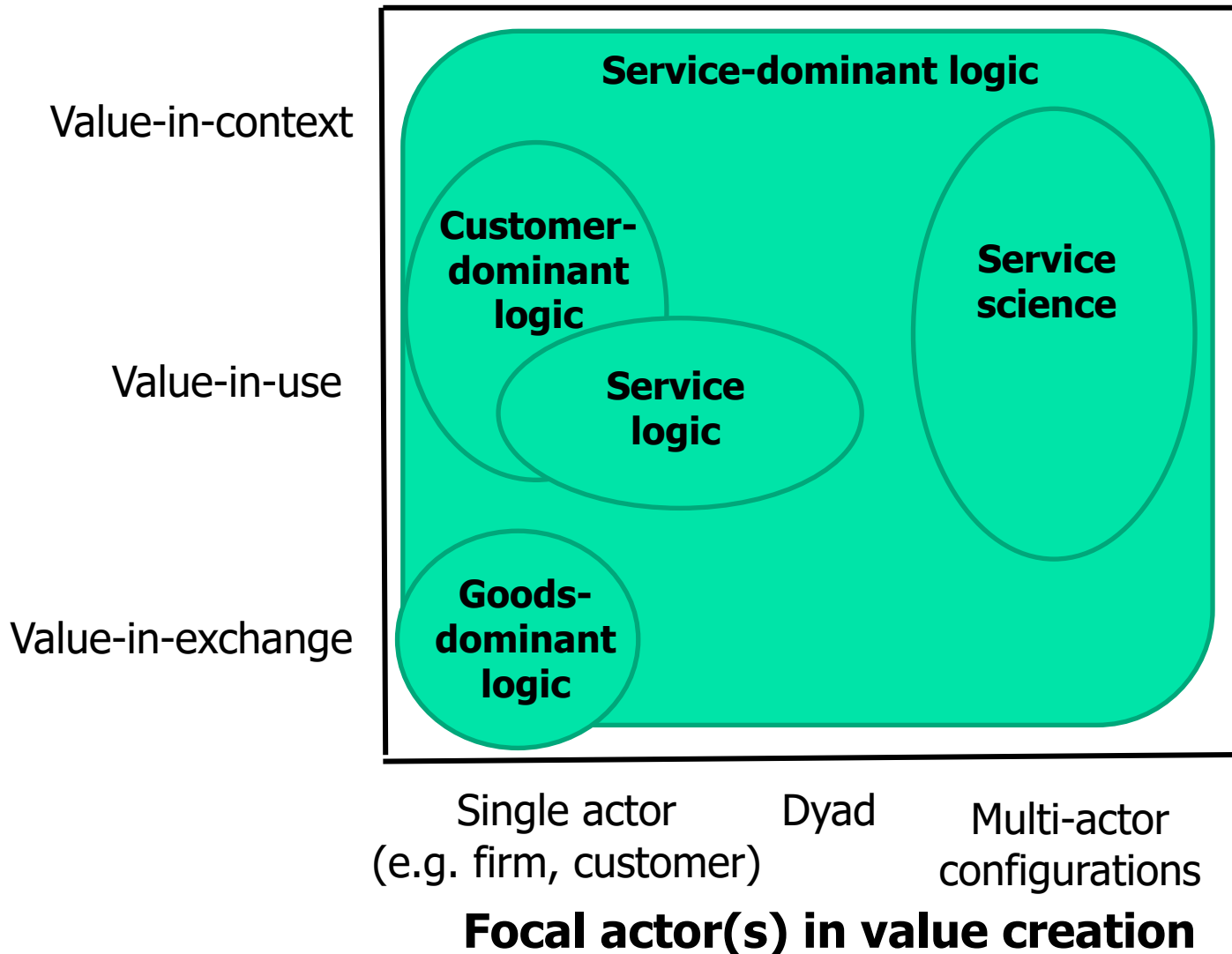
- “a marketing and business perspective dominated by customer-related aspects instead of products, service, systems, costs or growth” (Heinonen & Strandvik, 2015, p. 472)
- Claims S-D logic is production focused and “service provider-dominant” (Heinonen et al. 2010, p. 532)
- Ignores
  - the reciprocal nature of service provision (Vargo & Lusch, 2004)
  - actor-to-actor orientation (Vargo & Lusch, 2011)
  - Value cocreation

# S-D logic and related perspectives



S-D  
Logic

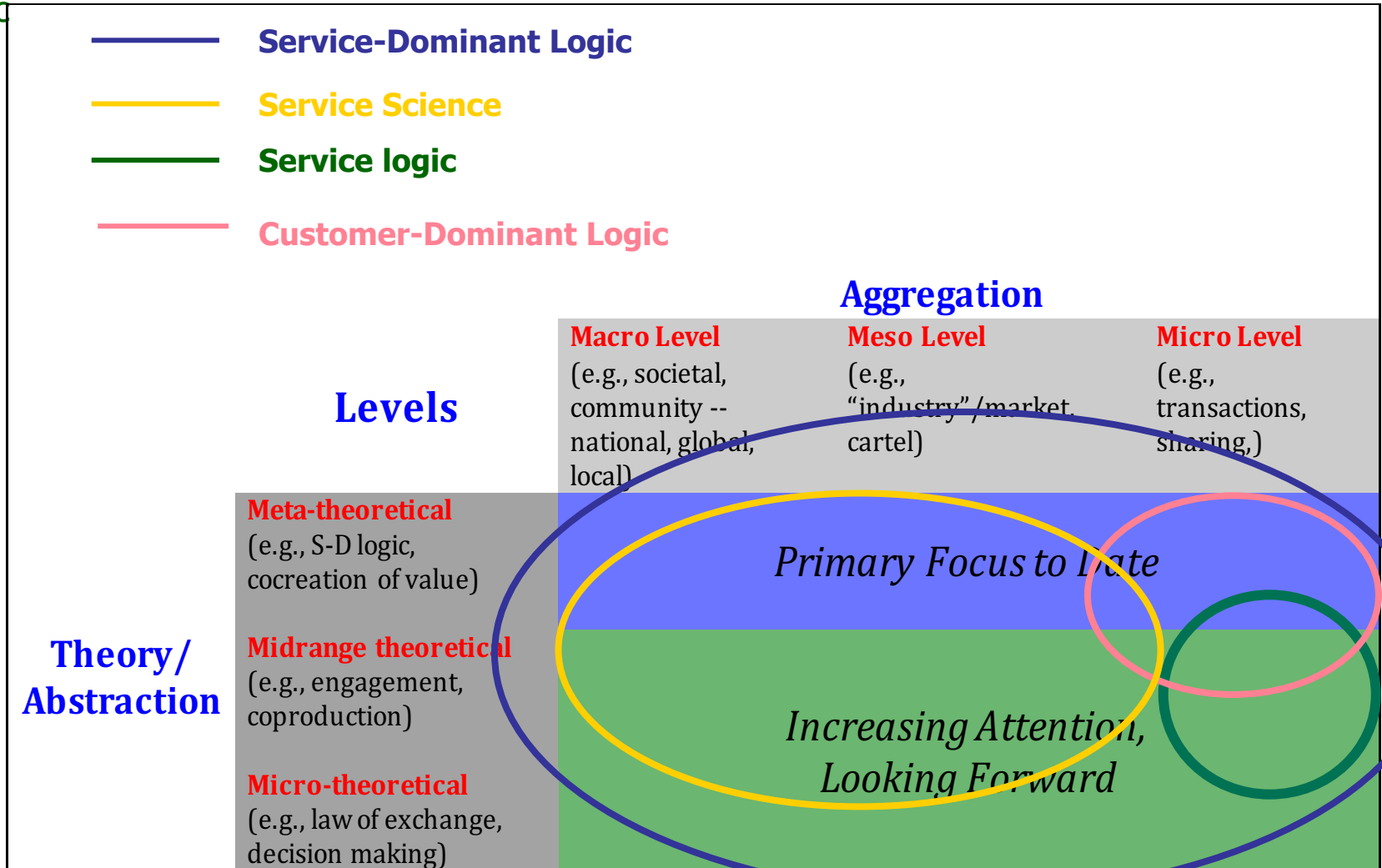
Conceptualization  
of value



# The Comparative Orientation Landscape



S-D  
Logic





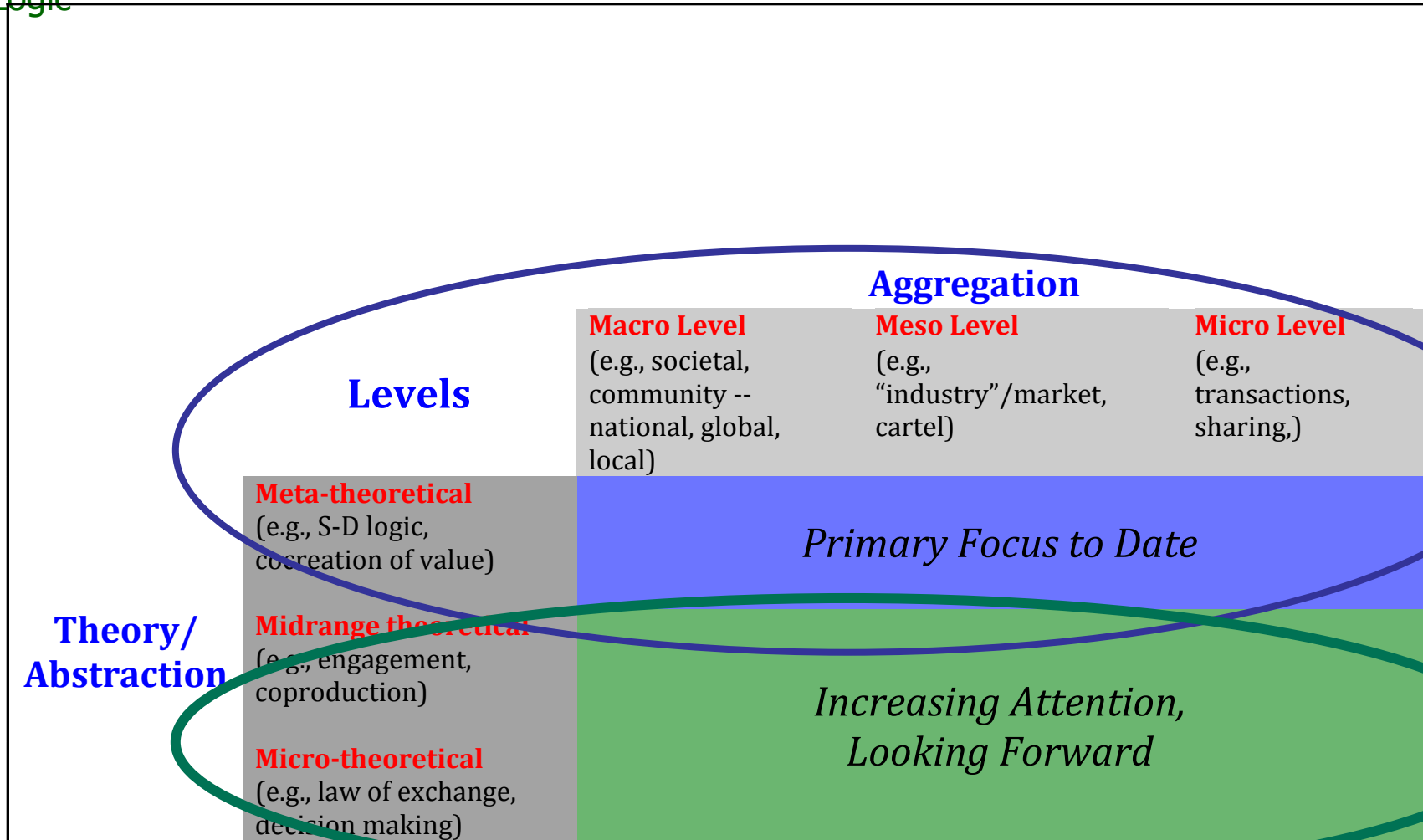
S-D  
Logic

# WHAT NOW?



# The S-D logic Landscape

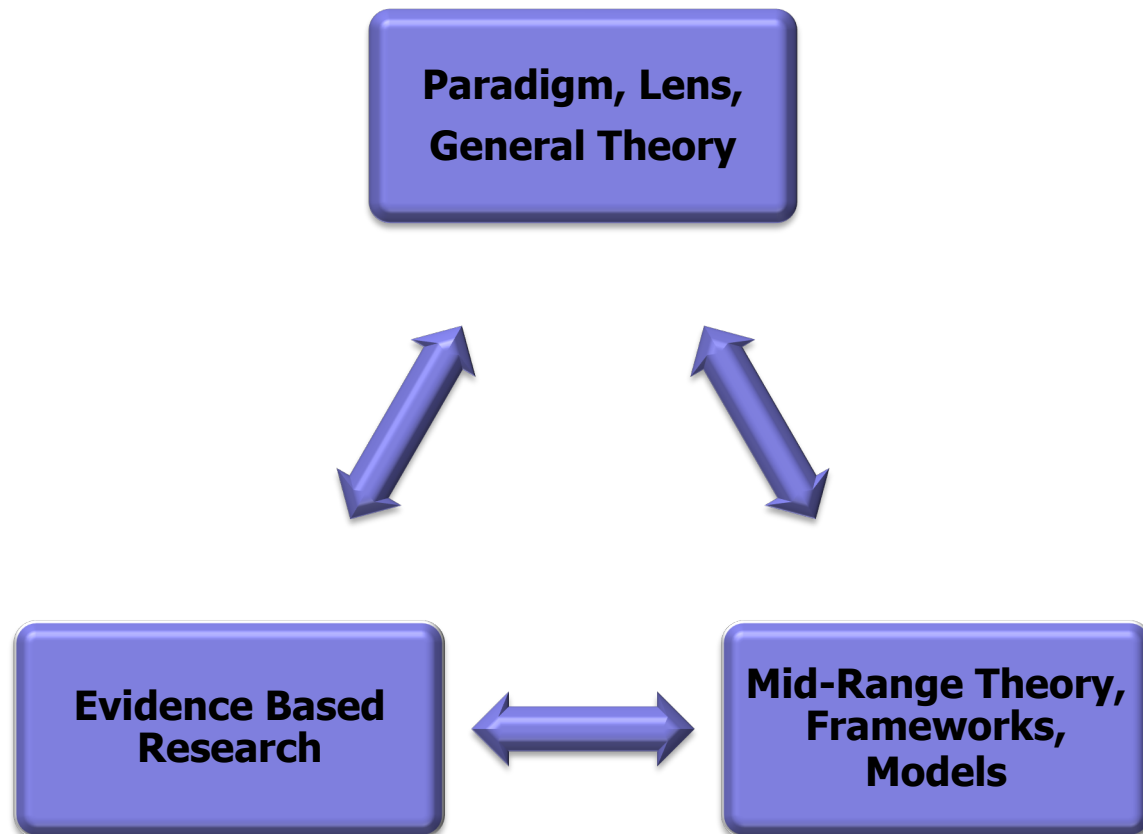
S-D  
Logic



# The Interplay of Theory and Practice



S-D  
Logic

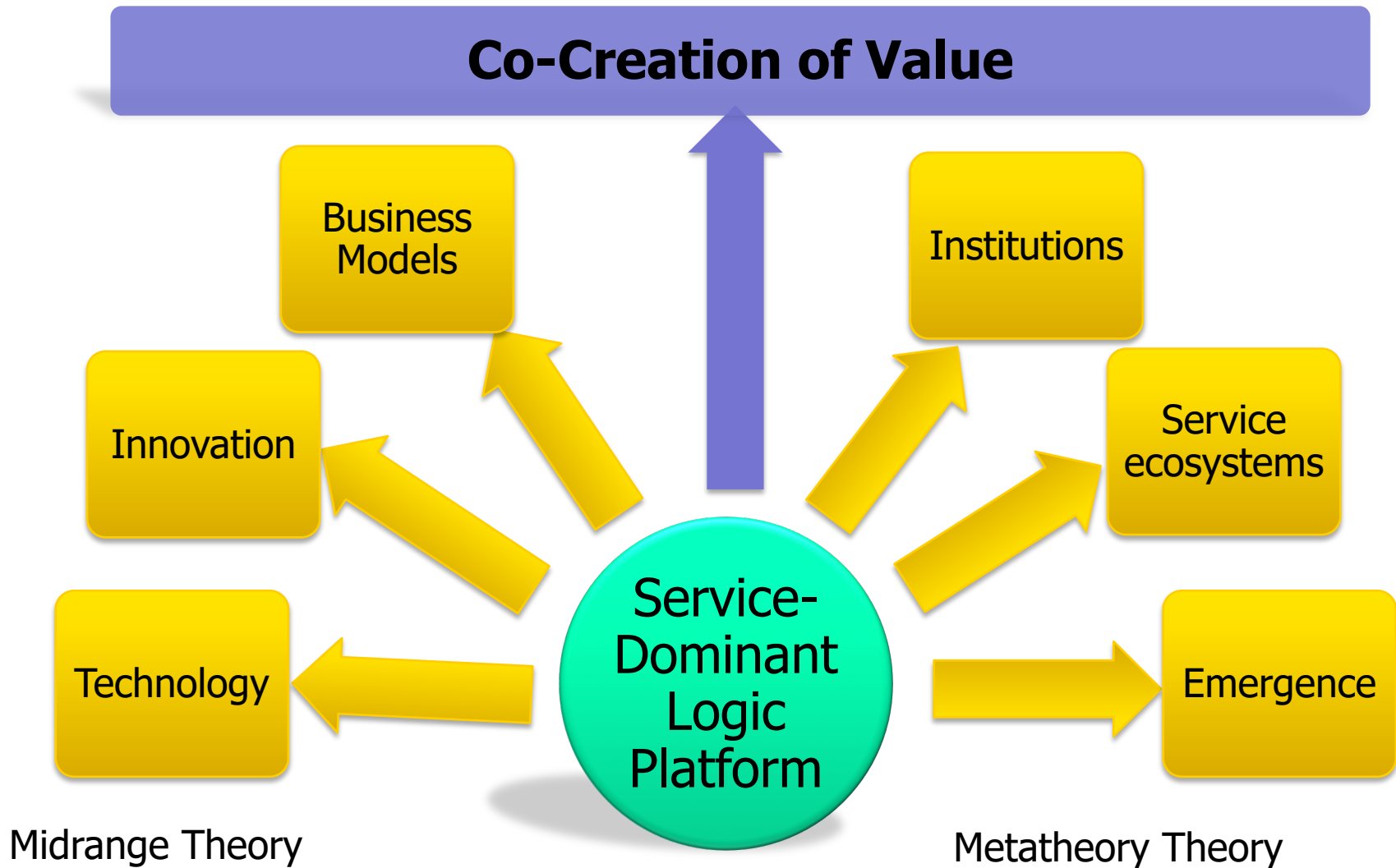




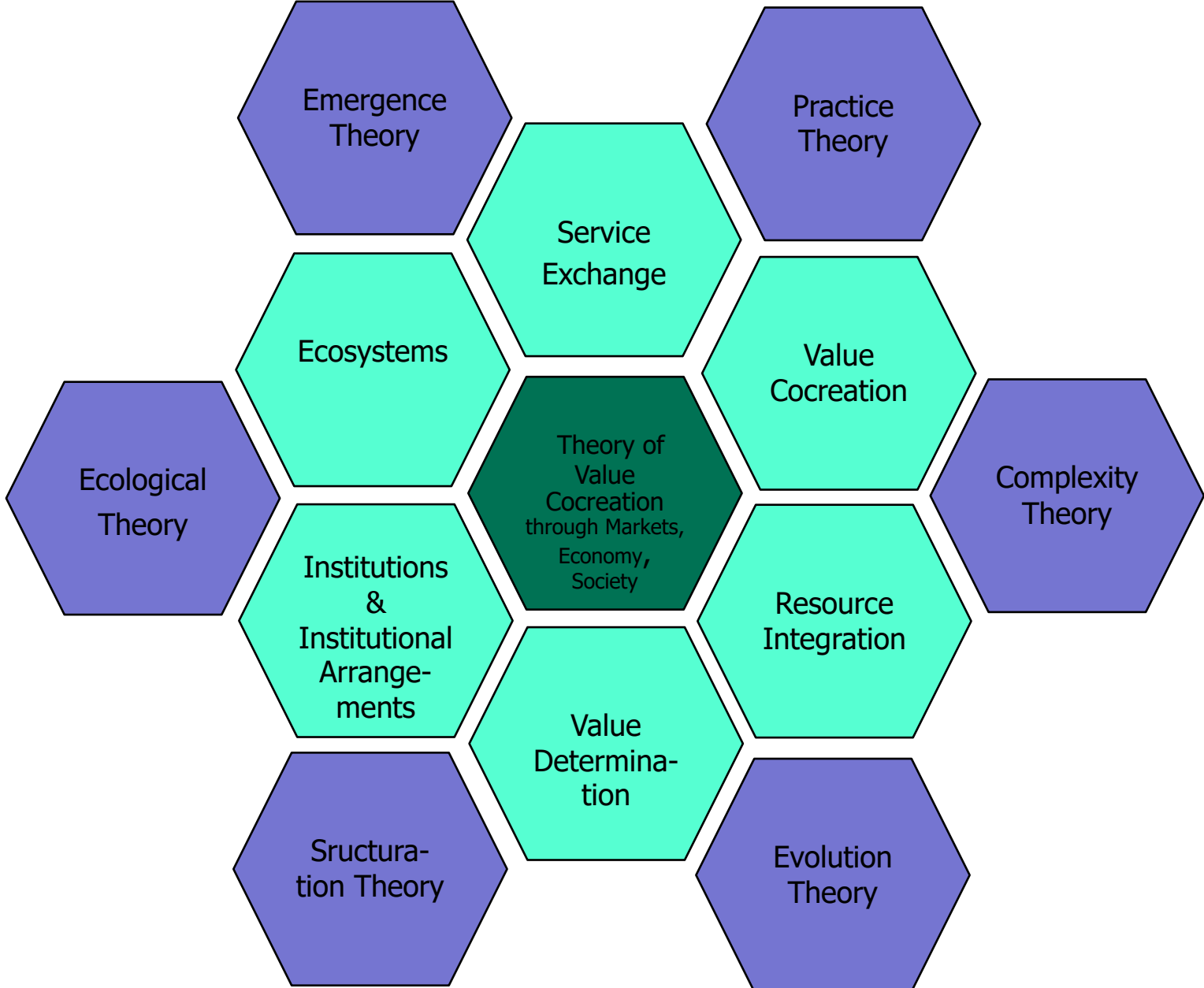


S-D  
Logic

# Building from the S-D Logic Platform



# Broadly Drawing from...





S-D  
Logic

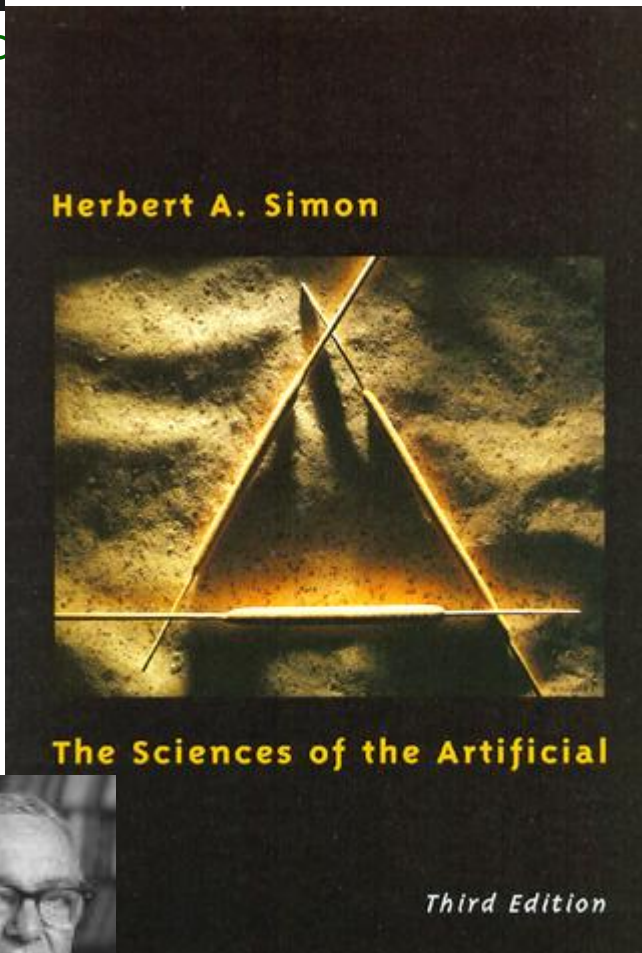
Metatheoretical directions

# **INTUITIONS AND INSTITUTIONAL ARRANGEMENTS**



# The Sciences of the Artificial

S-D  
Logic



- The **world we live in** is much more a man-made, or **artificial** one, than it is a natural one
  - The significant part consists **mostly of artifacts**, called **symbols** (p. 2)
- 'Judgment' is a **heuristic search**
  - The real-world economic actor is a **satisficer**, who accepts good enough, because (optimization) is not a choice.(p. 29)
- **Markets and organizations** are **social schemes** that facilitate coordinated behavior, **conserving** the critical **scarce** resource of **human ability** to handle complexity (p. 49)

# Institutions as the Building Blocks of Social Science



S-D  
Logic

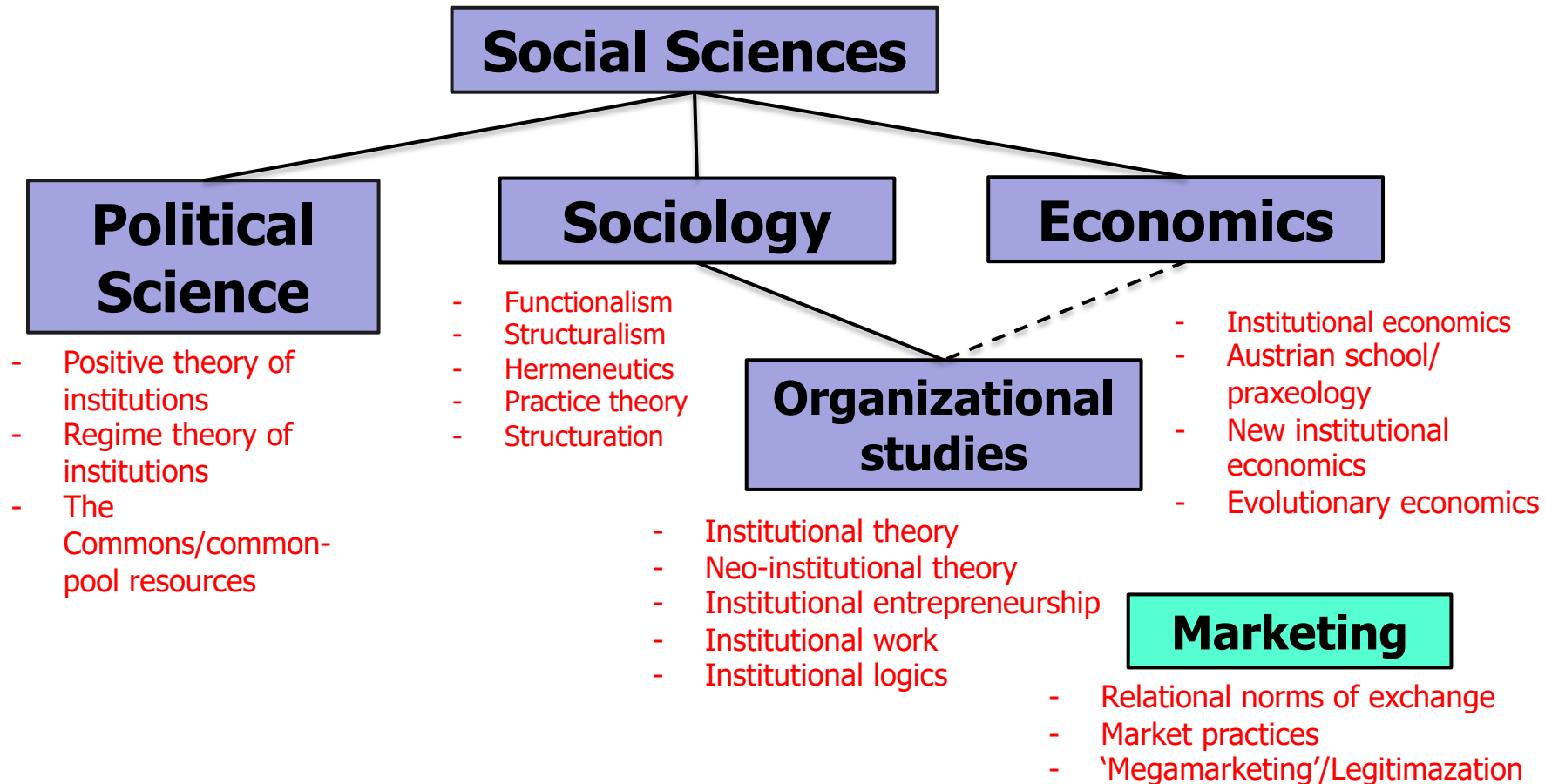
- “The discovery of the **inescapable evidence** of the **interdependence of market phenomena** overthrew [the] opinion that there was in the course of **social events no regularity and invariance** of phenomena [as found in] “**natural phenomena**” ... (von Mises, 1949 p. 2).
- “One must study the **laws of human action** and **social cooperation** as the physicist studies the **laws of nature**” (von Mises, 1949 p. 3).
- Can we **dig below** the immense **diversity of regularized social interactions** in markets, hierarchies, families, sports, legislatures, elections, and other situations to **identify universal building blocks** used in crafting all such structured situations?  
**Yes.** (Ostrom 2005)
- The **diversity** of regularized social behavior that we observe at multiple scales is **constructed from universal component** organized in many layers. (Ostrom 2005)
- **Institutions** are both the “**recursive organizers**” of practices and the “**practices** with the greatest time-space extension.” (Giddens 1984, p. 17)

# Formal Institutional Theory Across Disciplines



S-D  
Logic

- "Greater divisions exist within than between disciplinary camps."  
(Scott 2000, p. 2)



# Toward A Systems and Institutional Orientation

Industrial Marketing Management 40 (2011) 181–187

Contents lists available at ScienceDirect

Industrial Marketing Management



It's all B2B...and beyond: Toward a systems perspective of the market

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ARTICLE INFO

Article history:  
Received 1 December 2010  
Accepted 10 January 2011  
Available online 21 July 2011

Keywords:  
Service-dominant logic  
Service systems  
Cooperation  
B2B  
AMA

## 1. Introduction

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As the global, ne its nature more clear that we rely on applied skills and consequently, one r porary. It is, however published over 2000

Despite a global Plato's words often betags serving each Perhaps his statement 2008); see also Va develop a logic of an

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0019-8501/\$ – see front  
doi:10.1016/j.indmar.2011.02.028



Journal of Business Research xxx (2016) xxx–xxx

Contents lists available at ScienceDirect

Journal of Business Research



Fostering a trans-disciplinary perspectives of service ecosystems

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ARTICLE INFO

Article history:  
Received 1 December 2015  
Received in revised form 1 February 2016  
Accepted 1 February 2016  
Available online xxxx

Keywords:  
Cooperation  
Service-dominant logic  
Transdiscipline  
Ecosystems theory

## 1. Introduction

Rapid growth and dissemination of service-dominant (S-D) logic within marketing and service science has provided a new lens for examining business, economy and society. The expansion spans many disciplines including: computer science, information systems, marketing, management, operations management, service science, and supply chain management, as well as specialized applications such as arts, design, education, health, sports, tourism and others. The development of S-D logic (Vargo & Lusch, 2004) began with the identification of a convergence of ideas and trends occurring for over a century. The underlying purpose was to understand how markets work and what marketing is and how it should be conducted. From the outset, some of this conceptualization was, by necessity, transdisciplinary and drew on work in anthropology, economics, law, management, marketing and philosophy. However, most of it reflected writings in marketing, especially the evolution to marketing through around “services” (e.g., Shostack, 1977) and relationships (e.g., Berry, 1983), both with a considerable heritage from Northern Europe and the so-called Nordic School (e.g., Gronroos, 1994; Gunnemsson, 1994, 1995).

The initial effort (Vargo & Lusch, 2004) culminated in eight foundational premises that offered the potential for an explanatory foundation

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<http://dx.doi.org/10.1016/j.jbusres.2016.02.028>  
0148-2963/© 2016 Elsevier Inc. All rights reserved.

Please cite this article as: Lusch, R.F., et al., Fostering a trans-disciplinary perspectives of service ecosystems, *Journal of Business Research*, <http://dx.doi.org/10.1016/j.jbusres.2016.02.028>

Journal of Business Research xxx (2017) xxx–xxx

Contents lists available at ScienceDirect

Journal of Business Research



A systems perspective on markets – Toward a research agenda

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The current issue and full text archive of this journal is available on Emerald Insight  
[www.emeraldinsight.com/2053-6225.htm](http://www.emeraldinsight.com/2053-6225.htm)

## Institutions as resource context

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VTT Technical Research Centre of Finland, Oulu, Finland, and  
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Hawaii, USA

### Abstract

**Purpose** – The purpose of this paper is to examine the role of institutions and institutional complexity in the process through which resources-in-context get their “resourcefulness.”

**Design/methodology/approach** – To shed light on the process of potential resources gaining their “resourcefulness,” the authors draw from two streams of literature: the service ecosystems perspective and institutional theory.

**Findings** – The authors combine the process of resources “becoming” with the concept of institutions and conceptualize institutional arrangements, and the unique sets of practices, symbols and organizing principles they carry, as the sense-making frames of the “resourcefulness” of potential resources. In service ecosystems, numerous partially conflicting institutional arrangements co-exist and provide actors with alternative frames of sense-making and action, enabling the emergence of new instances of “resourcefulness.”

**Research limitations/implications** – The paper suggests that “resourcefulness” is inseparable from the complex institutional context in which it arises. This conceptualization reveals the need for more holistic, systemic and multidisciplinary perspectives on understanding the implications of the process of resources “becoming” in value co-creation, innovation and market formation.

**Practical implications** – As the “resourcefulness” of potential resources arises due to the influence of institutions, managers need a more profound understanding of the complementary and inhibiting institutional arrangements and the related practices, symbols and organizing principles that comprise the multidimensional context in which they operate.

**Originality/value** – This paper is one of the first to focus specifically on the process of resources “becoming,” using a systemic and institutional perspective to grasp the complexity of the phenomenon.

**Keywords** Institutional complexity, Institutions, Resources-in-context, Service ecosystems, Value co-creation

**Paper type** Conceptual paper

### Introduction

Since the publication of the initial work focusing on the collaborative, customer-centric nature of value creation at the turn of the millennium (Normann, 2001; Prahalad and Ramaswamy, 2002, 2004; Vargo and Lusch, 2004), the phenomenological and contextual view on value has received increasing attention (see, e.g., Helkkula et al., 2012; Ng and Smith, 2012; Schau et al., 2009; Vargo et al., 2008). Service-dominant (S-D) logic (Vargo and Lusch, 2004) and its service ecosystems perspective (Lusch and Vargo, 2014; Vargo and Lusch, 2011) build on and extend this collaborative and contextual view of value creation by highlighting the systemic nature of value: value is co-created by multiple actors connected through the exchange, integration, and application of resources (Lusch and Vargo, 2014). The collaborative, contextual and systemic nature of value creation implies that resources are always integrated in the

This research has been partially carried out in Digile Net for Speed program and funded by Tekes – the Finnish Funding Agency for Technology and Innovation.

J. of the Acad. Mark. Sci. (2016) 44:5–23  
DOI 10.1007/s11747-015-0456-3

CONCEPTUAL/THEORETICAL PAPER

## Institutions and axioms: an extension and update of service-dominant logic

Stephen L. Vargo <sup>1</sup> · Robert F. Lusch <sup>2</sup>

Received: 8 April 2015 / Accepted: 10 June 2015 / Published online: 16 July 2015  
© Academy of Marketing Science 2015

**Abstract** Service-dominant logic continues its evolution, facilitated by an active community of scholars throughout the world. Along its evolutionary path, there has been increased recognition of the need for a crispier and more precise delineation of the foundational premises and specification of the axioms of S-D logic. It also has become apparent that a limitation of the current foundational premises/axioms is the absence of a clearly articulated specification of the mechanisms of (often massive-scale) coordination and cooperation involved in the cocreation of value through markets and, more broadly, in society. This is especially important because markets are even more about cooperation than about the competition that is more frequently discussed. To alleviate this limitation and facilitate a better understanding of cooperation (and coordination), an eleventh foundational premise (fifth axiom) is introduced, focusing on the role of institutions and institutional arrangements in systems of value cocreation: service ecosystems. Literature on institutions across multiple social disciplines, including marketing, is briefly reviewed and offered as further support for this fifth axiom.

### Introduction

It has been a little more than a decade since our initial collaboration offered a perspective on how marketing thought and practice was evolving to a new dominant logic (Vargo and Lusch 2004)—now widely known as “service-dominant (S-D) logic”—and over half that time since we further documented the evolution of the core framework (Vargo and Lusch 2008). During that period, through the participation of countless contributing scholars from around the world and from an ever-growing array of disciplines, S-D logic has been, and continues to be, further consolidated, extended, and elaborated. An example of this consolidation is the reduction of the ten foundational premises (FPs) (Vargo and Lusch 2004, 2008) to four axioms (Lusch and Vargo 2014), from which the remaining six FPs could be derived, providing a more parsimonious framework. Elaborations have been extensive and have ranged from the modification of “value-in-use” to “value-in-context” (Chandler and Vargo 2011) and its amplification, in turn, to include “value-in-social-context” (Edvardsson et al. 2011), to the exploration and further explication of the cocreation of value (e.g., Payne et al. 2008), value propositions (Chandler and Lusch 2015), and brands (e.g., Merz et al. 2009; Payne et al. 2009), to exploring the implications of a broader ecosystems perspective (Vargo and Lusch 2011), to the use of S-D logic as a foundation for service science (e.g., Spohrer and Maglio 2008), and its application in logistics (e.g., Randall et al. 2010), information technology (e.g., Yan et al. 2010), and hospitality management (e.g., Shaw et al. 2011), among endless other elaborations, applications, and amplifications.

Most important among the extensions has been a general zooming out to allow a more holistic, dynamic, and realistic perspective of value creation, through exchange, among a wider, more comprehensive (than firm and customer)

Keywords S-D logic · Theory · Institutions · Service-dominant logic · Ecosystems

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Journal of Service Theory and Practice  
Vol. 35, No. 2, 2015  
© Emerald Group Publishing Limited  
ISSN 2043-9200  
DOI 10.1108/JSTP-09-2015-0050

Springer



S-D  
Logic

Metatheoretical Directions

# **SERVICE ECOSYSTEMS**



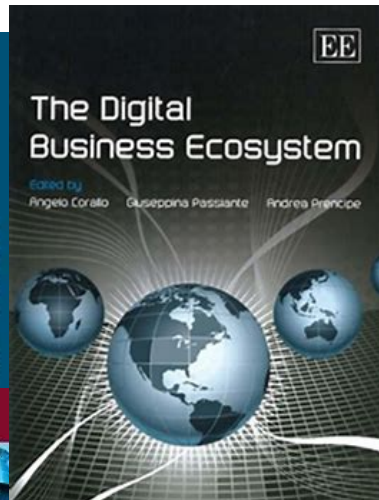
# Ecosystem Literature



S-D  
Logic

## BUSINESS ECOSYSTEMS

Constructs, Configurations, and the Nurturing Process



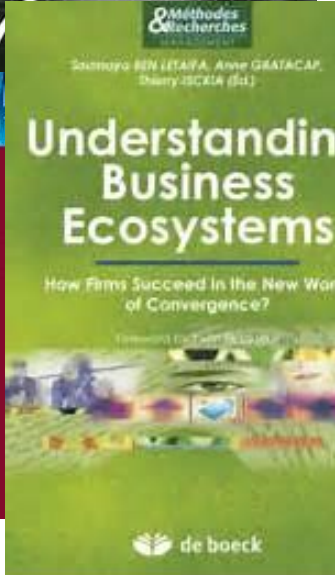
### The Digital Business Ecosystem

EDITED BY  
Angelo Corallo Giuseppina Passiante Andrea Prencipe



## Innovation Ecosystems

Unika Mercier-Laurent



### Understanding Business Ecosystems

How Firms Succeed in the New War of Convergence?

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SERVICE SCIENCE

Vol. 4, No. 3, September 2012, pp. 207-217  
ISSN 2168-3962 (print) ISSN 2168-3979 (online)

informa

http://dx.doi.org/10.1287/serv.1120.0019  
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## Value Cocreation and Service Systems (Re)Formation: A Service Ecosystems View

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Service ecosystem (SE) logic, service ecosystems approach to studying value cocreation and the role of service systems. We outline the central premises of SE logic and elaborate the concept of a service ecosystem that focuses on resource integration as a central means of achieving growth and achieving service systems. This ecosystems view emphasizes the social factors that influence, and are influenced by, the exchange. We use a systems theory and a structuralist model of technology to address the roles of actors, as well as institutions—e.g., rules, social norms—as critical components of service systems. Service-ecosystems framework provides a robust and dynamic approach for studying resource integration, the (re)formation of service systems, and to derive important insights for operationally integrating



### Innovation through institutionalization: A service ecosystems perspective

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**ABSTRACT**  
This article explores the role of institutions in innovation and why changing views on innovation and external environmental theories. This approach broadens the scope of innovation research, and emphasizes the social process specifically, innovation—the combinatorial evolution view we argue for institutionalization—the maintenance view of innovation for both technology and markets. In this view, innovation is a social process, which is both a social market innovation, one, is driven by the combinatorial institutionalization of new solutions.

**1. Introduction**  
The greatest analysis of innovation is driven by a need to understand

Industrial Marketing Management 44 (2015) 63-70  
Contents lists available at ScienceDirect  
Industrial Marketing Management  
ELSEVIER

Service Management Journal  
Sept. 2012, 21, 207-217 (2012)  
DOI: 10.1002/smg.121  
Received 5 May 2008; Final revision received 12 October 2009

Published online EarlyView in Wiley InterScience (www.interscience.wiley.com) DOI: 10.1002/smg.121  
Received 5 May 2008; Final revision received 12 October 2009

Value creation in innovation ecosystems: how the structure of technological interdependence affects firm performance  
Business Horizons (2012) 55, 219-229



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Business Horizons (2012) 55, 219-229  
Available online at www.sciencedirect.com  
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### Entrepreneurship and strategic thinking business ecosystems

Shaker A. Zahra<sup>a,\*</sup>, Satish Nambisan<sup>b</sup>

<sup>a</sup>Gary S. Holmes Center for Entrepreneurial Studies, Carlson School of Management, University of Minnesota, 321 Nineteenth Avenue South, Minneapolis, MN 55455  
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**INTRODUCTION**  
A firm's capability to create value is increasingly determined by the quality of strategic thinking about the firm's opportunities, challenges, core competencies, capabilities, and competitive area. Executives have to navigate a constantly changing competitive arena that is no longer defined by physical or even digital dimensions; it encompasses the global networks and ecosystems within which the firm competes (Zahra & Nambisan, 2011). These networks provide the firm

**KEYWORDS**  
Business ecosystem; Entrepreneurship; Strategic thinking; Innovation

**Abstract** Success in business ecosystems that are new ventures requires collaboration and co-creation. This article examines the structure of technological interdependence in an ecosystem that perpetuates and even sparks innovation. The article examines four types of business ecosystems—Darwin and MOD Station—and determine the success an established company. The nature and effect of business ecosystem can have profound implications. © 2011 Kelley School of Business, Indiana University

**1. Competing in business ecosystems**  
Once defined by time, space, and resource bundles, competition is increasingly determined by the quality of strategic thinking about the firm's opportunities, challenges, core competencies, capabilities, and competitive area. Executives have to navigate a constantly changing competitive arena that is no longer defined by physical or even digital dimensions; it encompasses the global networks and ecosystems within which the firm competes (Zahra & Nambisan, 2011). These networks provide the firm

with resources, all information about the business ecosystem product of a long and defines relationships. Creating, shaping, and success ecosystems re-coupled with strategy comes evident in the actors, as well as the ment and use. It is also a of a new organization adopting and a competition change. S of simultaneously creates while creative opportunities. Compet

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E-mail addresses: zahra@carlson.umn.edu (S.A. Zahra), nambisan@uwm.edu (S. Nambisan).

0007-6113/\$ – see front matter © 2011 Kelley School of Business, Indiana University. All rights reserved.  
doi:10.1016/j.bushor.2011.12.004



### The Complexity of Context: A Service Ecosystems Approach for International Marketing

Melissa Archpru Akaka, Stephen L. Vargo, and Robert F. Lusch

**ABSTRACT**  
To strengthen the theoretical foundations of international marketing (IM), the authors propose a framework for conceptualizing the complexity of the context that frames international and global exchange systems. In particular, they apply a service ecosystems approach, which is grounded in service-dominant logic and its foundational premise that service is the basis of all exchange. The proposed framework provides insight into the nature of context, a distinguishing feature of IM. The authors argue that the embeddedness of social networks and the multiplicity of institutions within a service ecosystem influence the complexity of context. They articulate the way the (co)creation of value influences and is influenced by the enactment of practices and the integration of resources through various levels (micro, meso, and macro) of interaction and institutions. They introduce the concept of “value in cultural context” to emphasize the influence of the symbolic and social components of context. The article concludes with a discussion of the implications for how a service ecosystems view can aid in the advancement of IM theory and practice.

Service-dominant logic, service ecosystems, value cocreation, marketing theory, institutions

Technology Innovation Management Review  
August 2015 (Volume 5, Issue 8)

### Business, Innovation, and Knowledge Ecosystems: How They Differ and How to Survive and Thrive within Them

Katri Valkokari

“How dreadful... to be caught up in a game and have no idea” of the rules.  
Caroline Stevermer  
In Sorcery & Coclecia or The Enchanted Chocolate Pot

In management studies, the ecosystem metaphor is often utilized without clear definition and, thereby, several partially overlapping concepts such as industrial, business, service, innovation, and knowledge ecosystems have been introduced. The purpose of this conceptual article is to go beyond the confusion to define what is meant by different concepts regarding an ecosystem and especially describe the relationships between the three different ecosystem types: business, innovation, and knowledge ecosystems. The article contributes to the literature by describing how the ecosystem types differ in terms of their outcomes, interactions, logic of action, and actor roles. The results show that the three ecosystem types are interconnected from the viewpoint of the ecosystem actor. For practitioners, the article sheds more light on how the rules of the game (i.e., the logic of action) differ in the different types of ecosystems and demonstrates that different models are needed in order to operate in different ecosystems.

**Introduction**  
The scope of service science extends from bounded systems such as watersheds to spatially complex landscapes, even to the Earth itself. Furthermore, research into biological ecosystems crosses temporal scales from seconds to millennia and links together several disciplines of biology. The ecosystem concept dates back to 1930 and, at various times, ecology researchers have focused on different aspects of its meaning (Willis, 1997). Social science has approached the economy as an ecosystem (Rothschild, 1990), viewing the global economy concept has also been actively discussed in management studies, bridging, for instance, system thinking and evolutionary economics. In management studies, a primary motivation for utilizing ecosystem concepts has been the desire to exploit self-organizing properties of natural ecosystems (Brace & Suckling, 2007). Still, there are at least two drawbacks constraining the ap-

plication of biological metaphors to research on economic activities: the intentionality of human activities and the possibility for actors in economic ecosystems to interbreed (Corallo & Propata, 2007). Both drawbacks are characteristic of man-made ecosystems and can, therefore, be utilized to describe the differences between ecosystem types. In management studies, meta-organizations such as ecosystems have been approached with different concepts (Galati et al., 2012) and, previously, research has typically focused on one of the ecosystems only, when in the real-world systems the interest of actors (i.e., organizations) who are the ecosystem inhabitants and come bundled together with multiple parts (Mazzeo, 2013). Furthermore, institutional factors—the set of both formal and informal constraints, and enforcement characteristics that structure interactions—associated with participation is scarcely researched (Mazzeo, 2011; Smith, 2013). Thus, relationships and interactions between ecosystems types need to be analyzed at several levels in order to understand how connections flow between different ecosystems in the real business world.

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17

# Value-creating Ecosystems Conceptualizations



S-D  
Logic

- **Business-Specific orientations** (Adner 2017)
  - Ecosystem-**as-affiliation**
    - communities of associated actors **defined by their networks and platform affiliations**
    - e.g., Business ecosystems: keystone firms and “interconnected participants” (Inasiti & Levien (204)
  - Ecosystem-**as-structure**:
    - configurations of activity **defined by a value proposition.**
- **Metatheoretical orientation** (Vargo and Lusch 2016)
  - Ecosystem-**as-shared-institutional arrangement**
  - An **actor/system** and its **environment**

# From Dyads to Triads: The Basic Unit of Analysis of Systems



Article



Marketing Theory  
1-20

## Triads: A review and analytical framework

**Jaakko Siltalo**  
Aalto University School of Science, Finland  
**Stephen L. Vargo**  
University of Hawai'i at Manoa, USA

### Abstract

Triads examine the associations among three actors, involving dyadic ties among three interrelated actors. By making apparent the triad is the smallest unit of analysis for a network. Despite work, little systematic attention is given to the triad in the marketing literature spanning multiple academic disciplines and makes an overview of the triad concept combining sociological insights in operations management and marketing. Second, the article reviews triadic relationships in existing literature: (1) brokerage, focusing on two others; (2) mediation, describing different mechanisms and is affected by a relationship with a third party; and (3) coalition, evolution of ties in the three-actor system as a whole. Future research agenda for triadic marketing research.

### Keywords

Brokerage, exchange, mediation, network, system, third party

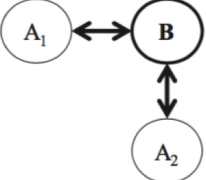
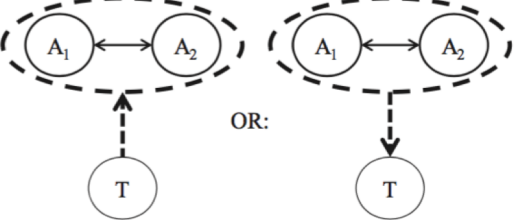
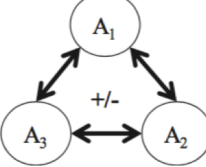
### Introduction

Literature characterizes triads as systems of three actors in which each actor is reciprocally with another actor and also operates as an actor (Simmel, 1950). Hence, triads do not merely concern the exchange but involve, at minimum, an analysis of the simultaneity of relationships among related actors (Chandler and Vargo, 2011; Choi and Wu, 2011).

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**Table I.** Three forms of triadic relationships.

Triadic relationship	Focus of analysis (bolded)	Examines	Illustration
Brokerage	How one actor (B) brokers between two others (A)	The behavior by which an actor influences, manages, or facilitates interactions between other actors	
Mediation	The embeddedness of dyads (A-A) within triads	The mechanisms by which relationships (dashed line) with third parties (T) affect, and are affected by, focal dyadic relationships (between As)	
Coalition	The configuration and evolution of ties in the three-actor system as a whole	The logic and process by which actors (As) form and balance relationships in a triad, including the characteristics of relationships among them (+/-)	



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Metatheoretical directions

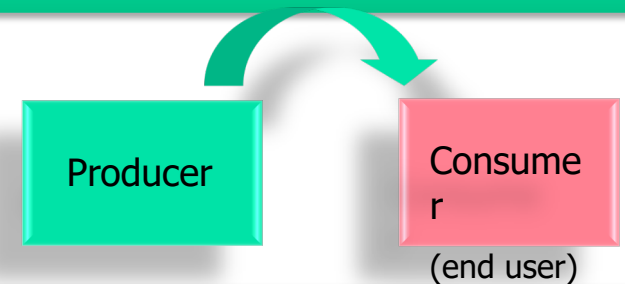
**EMERGENCE**



# The Problem and the Need

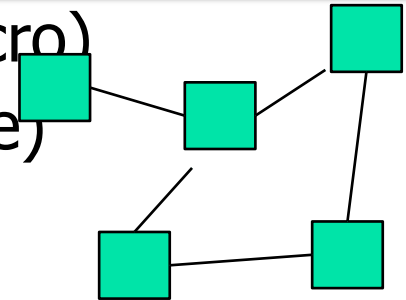
## Current foundational model

- **Micro** level
- **Firm** centric
- **Mechanistic/linear**



## Value-creation processes are:

- **Multi level** (e.g., micro, meso, macro)
- **Relational** (reciprocal, collaborative)
- **Systemic**
  - **Dynamic & Emergent**

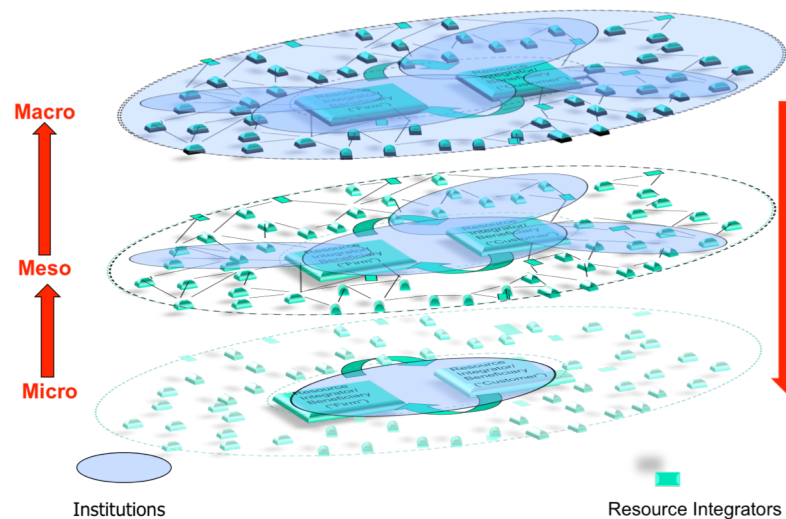




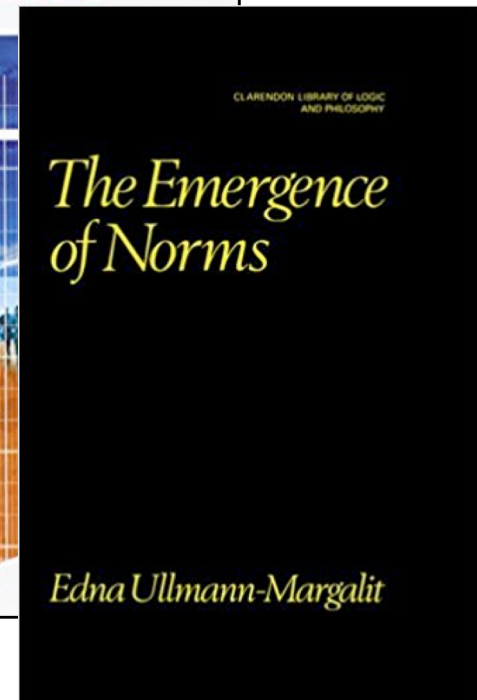
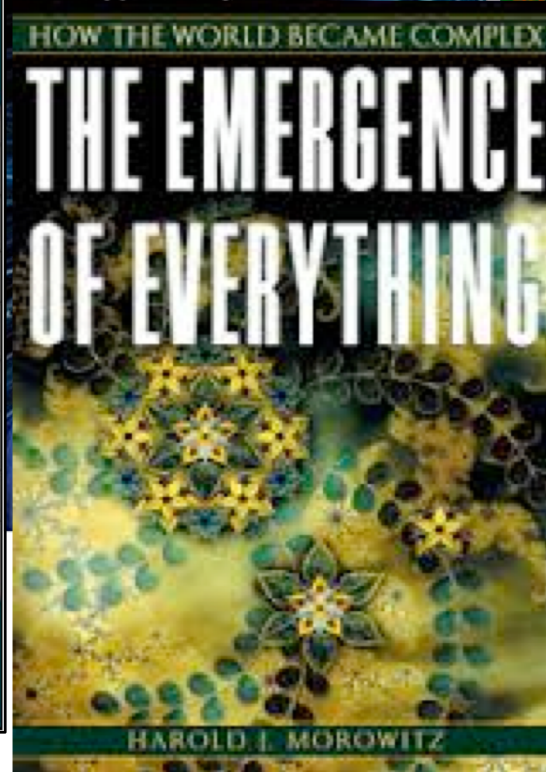
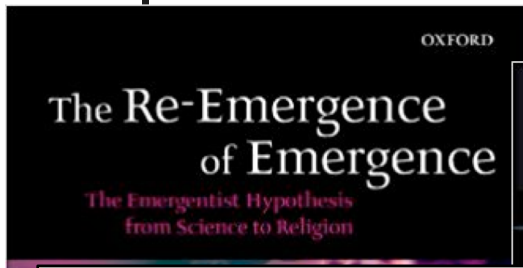
# Emergence

- ... a property of a system that is **not present in its parts**, but that **arises** from their **interaction** (serendipity, unexpected consequences, etc.)

“...a subset of the vast (and still expanding) universe of **cooperative interactions** that produce **synergistic effects** of various kinds.” (Corning 2002, p.10)



# The Emergence of Emergence





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# Characteristics of Emergence

Radical novelty

- At each level of complexity, **entirely new phenomena appear**

Upward emergence

- **Stemming from micro-level interactions**

Wholeness

- **Not just the sum of the parts but different and from its parts and irreducible**

Coherence

- A stable, **self-organizing** system of interactions

Dynamic

- Always in process, **continuing to evolve**

Downward causation

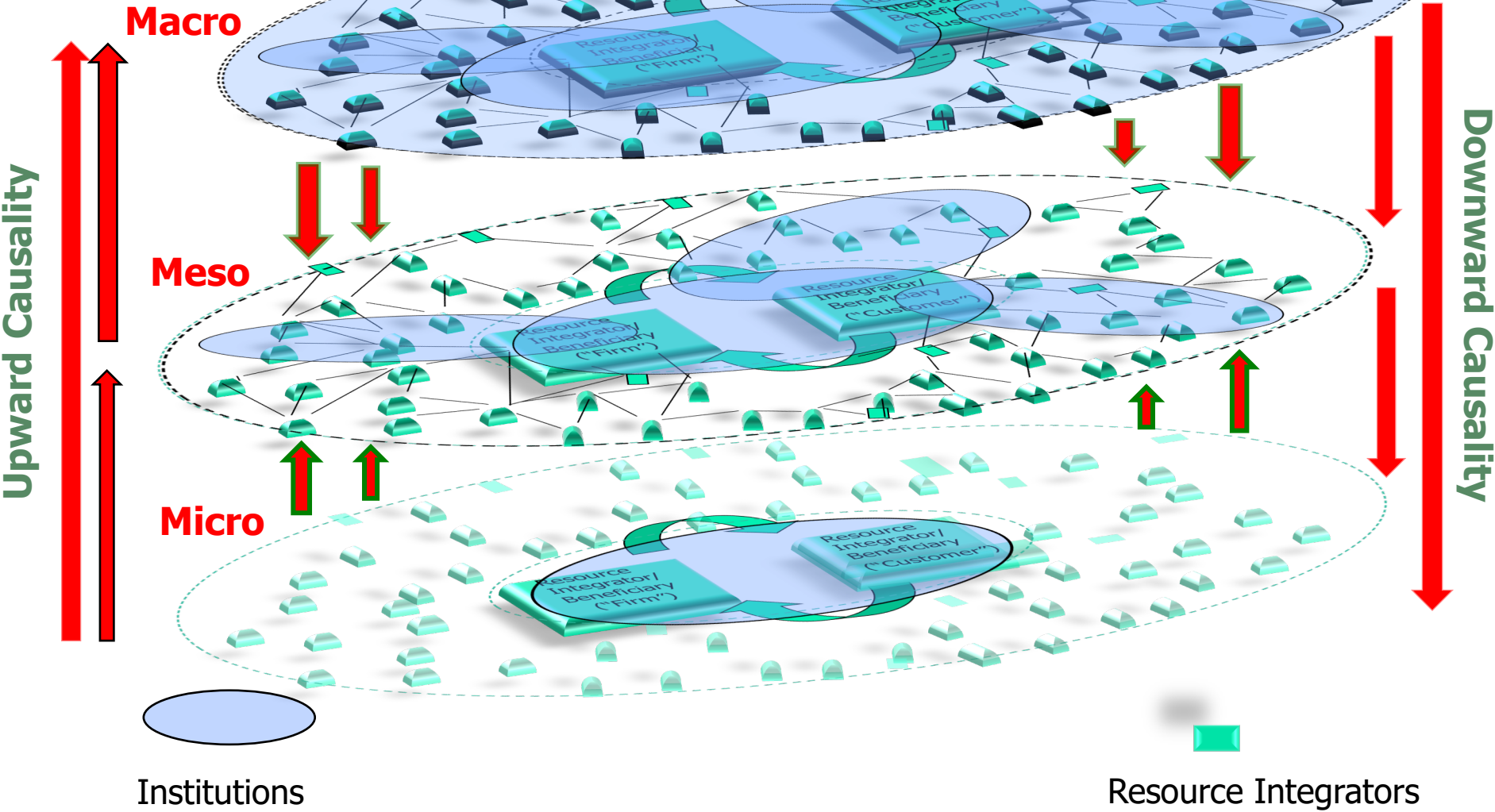
- The **system shapes the behavior of the parts**



# Emergence through Upward and Downward Causality



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# Methodological Issues and Approaches



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**Issue:** Emergent phenomena are multi-level, process oriented and temporal

**Traditional Approach:** Predominantly investigated indirectly, i.e. retrospective/inferred)

- **Examples:** **1. Quantitative indirect:** micro-meso multilevel research, emphasis is on emergence as a construct; **2. Qualitative indirect:** interpretation of emergence after its occurrence through interviews, case studies
- **Exception: qualitative direct** approaches (e.g. ethnography, participant observation, action research, disadvantage: lack of precision, verification and replication)

**Challenges** to studying emergent phenomena:

- Scarce theoretical foundations on emergence as a process
- Time intensive (preference for longitudinal research designs)
- Capture the phenomenon when it first comes into being

**Possible solution:** direct quantitative approaches (e.g., agent-based simulation/ABM), advantages:

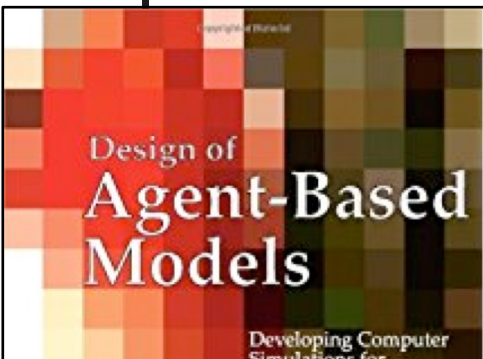
- Focus is on emergence as a process (specify the dynamic mechanisms driving emergence)
- General theoretical assumptions become explicit
- Of interest are the dynamic interactions among entities (actors)

Partially adopted from Kozlowski, Chao, Grand, Brown & Kuljanin (2013)

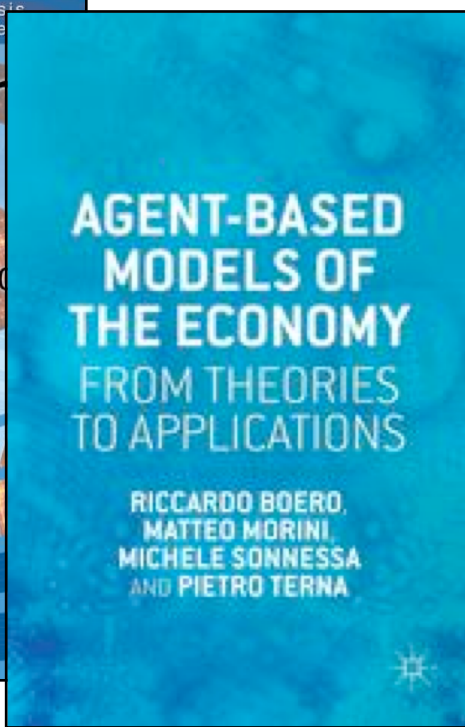
# Agent Based Modeling



...a **computational** method enabling the analysis of **emergent structures** resulting from the interaction of **virtual actors** according to **simple rules**, within an environment



GORAN TRAJKOVSKI & SAMUEL G. COLLINS

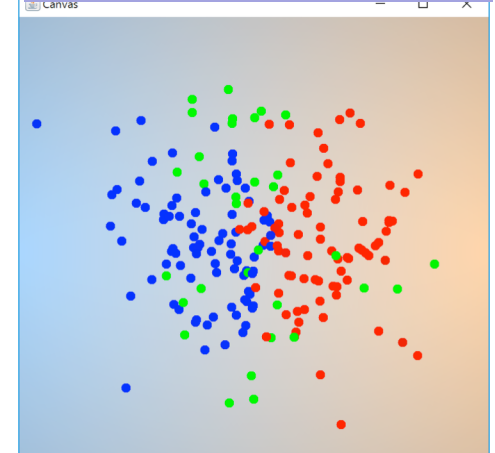
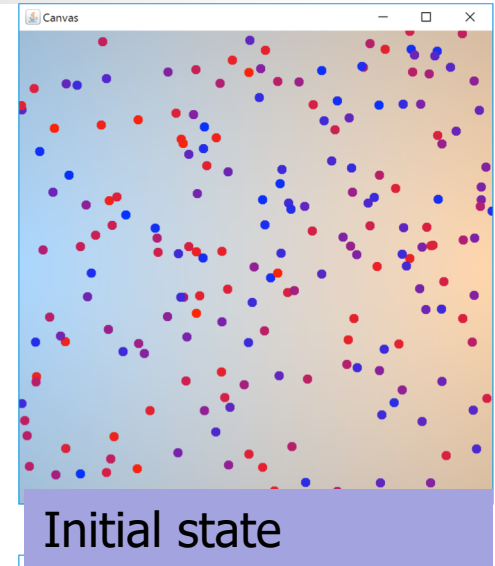
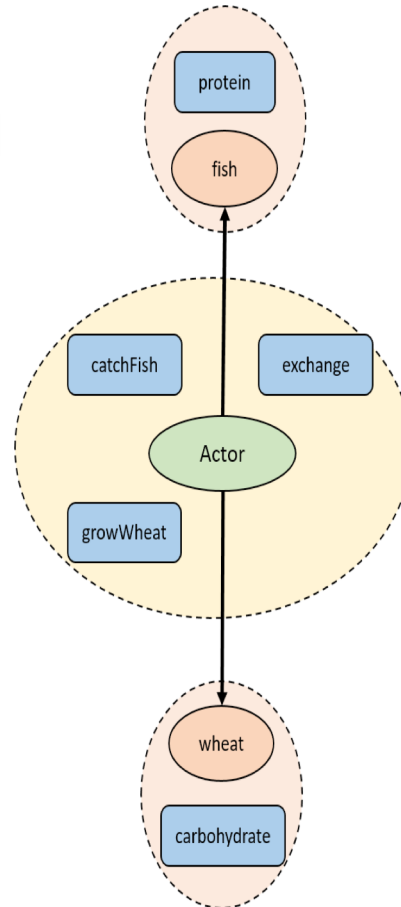
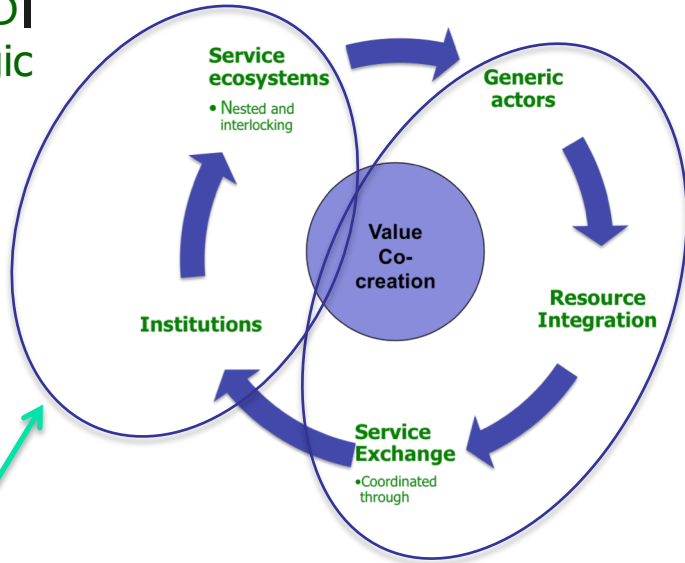


An agent in an agent-based model has its own properties and behaviors; it is a researcher writes a description for the agent's behaviors, properties, and other agents and the environment. Instead, the researcher encodes then measures the emergent macro-...  
 widespread acceptance and publication level journals has been slow. This is due to a number of reasons: requirements for the approach to be rigorously addressed this need by proposing a set of development and analysis of agent-based publish these guidelines now because some increasingly powerful and easier...  
 the spirit of the other methodological marketing literature that attempts to for a particular method. For instance, proposed guidelines for developing a testing method to ensure that possible. Similarly, Churchhill (1979) and developed guidelines for the proper use...

# An S-D Logic, Agent-based Model of Emergence



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Time + Exchange = Specialization + Markets



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Midrange Theory

# **INNOVATION AS INSTITUTIONALIZATION IN ECOSYSTEMS**

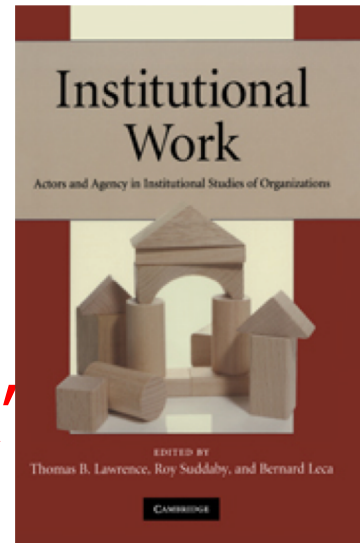
# Innovation: The S-D Logic Perspective



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Continual **creation of new markets** by:

- **Leveraging** existing service institutions/ecosystems
- Dynamically **reconfiguring** service ecosystems
- **Creating** new ecosystems
- In short: doing “**institutional work**”





# Institutional Work

Interplay of Actors, Agency, & Institutions

Development

- **Isomorphism** – institutional dominance
- **Agency** – Individual intention
  - Especially specialized: “**intuitional entrepreneurs**”
- **Structuration**: Duality of agency and structure

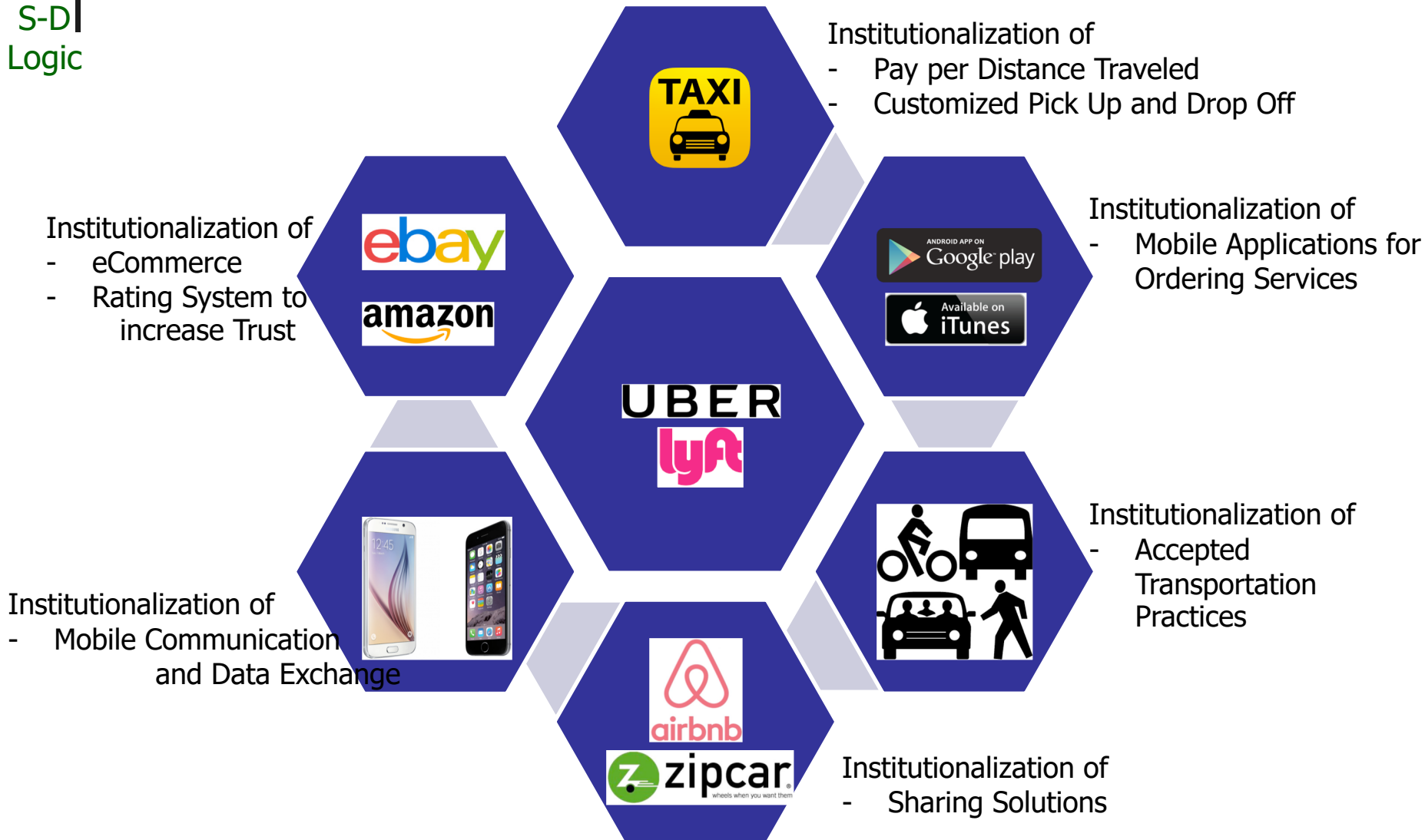
Institutional work = intentional form of structuration

- **Maintenance** of institutions
- **Disruption** of institutions
- **Creation** of institutions



# Complimentary Institutionalizations and Upstream Adoptions Processes for UBER and Lyft

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# Select Institutional Work by Uber/Lyft: Maintenance, Disruption and Change



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## **Institutions maintained:**

- Pay for Distance Traveled
- Customized Pick Up and Drop Off
- Use of traditional Cars
- Etc.



**UBER**  
**lyft**

## **Institutions disrupted :**

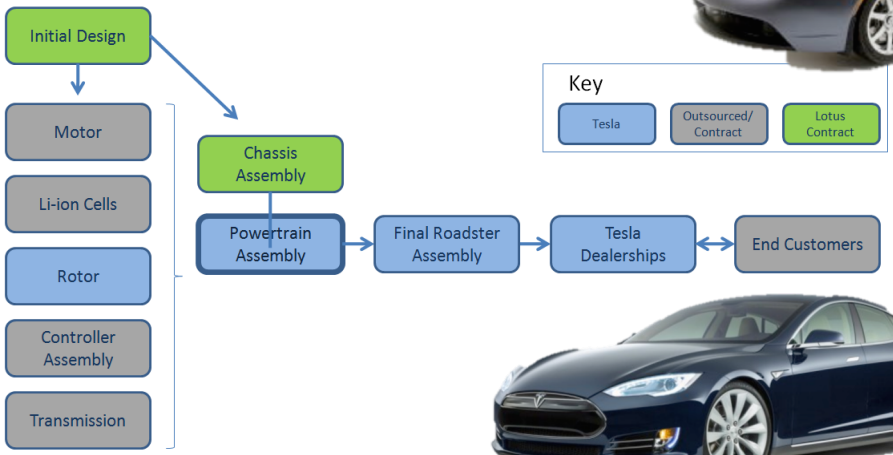
- Professional Drivers
- Cash Payments
- Flagging Down
- Regulated Industry
- Etc.

## **Institutions changed :**

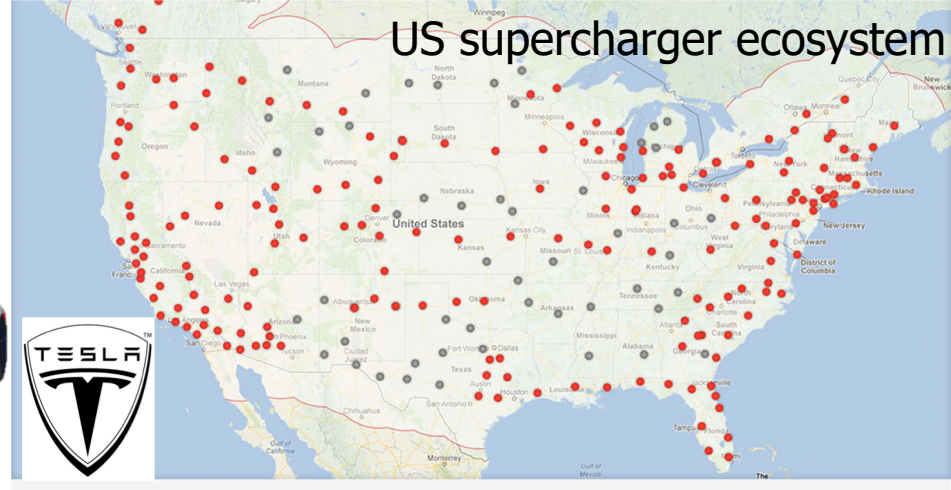
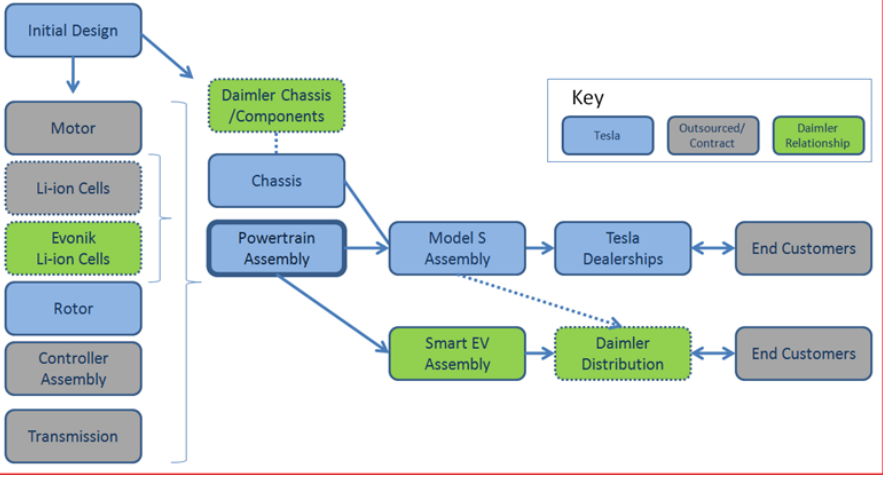
- Rating System of Driver and Passenger
- Payment in Cloud
- Etc.

# The Tesla Ecosystem Innovations

## Roadster Ecosystem

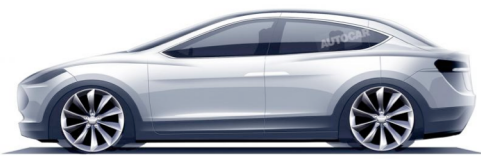


## Model S/Powertrain Ecosystem



## Other institutional Design Elements

- Laws (e.g., non-dealer sales)
- Habits (e.g., "fueling": more often, while parking)
- Regulations (e.g., preferred parking spots)
- Business model: Open patents to cocreation



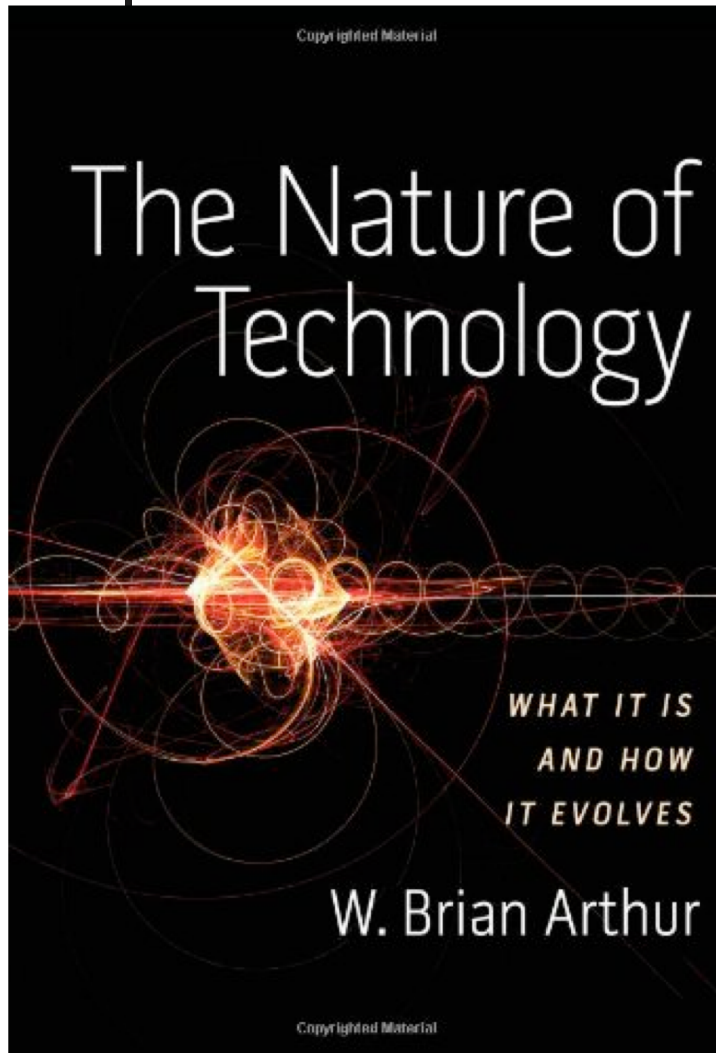


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Midrange theory

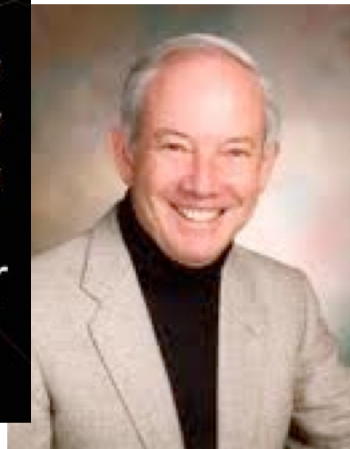
# **TECHNOLOGICAL, MARKET & BUSINESS MODEL INNOVATION**

# Arthur on New Technologies: Resource Integration



## **Combinatorial Evolution**

"A novel technology emerges always from accumulation of previous components and functionalities already in place." (p. 124)



**More generally,**  
**society progresses,**  
**through the**  
**combinatorial**  
**evolution of**  
**institutions**

# INNOVATION IN TECHNOLOGY, MARKETS AND BUSINESS MODELS



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Industrial Marketing Management 44 (2015) 63–72

Contents lists available at ScienceDirect



Industrial Marketing Management



## Innovation through institutionalization: A service ecosystems perspective<sup>☆</sup>

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### ARTICLE INFO

#### Article history:

Received 15 January 2013

Received in revised form 16 March 2014

Accepted 30 March 2014

Available online 4 November 2014

#### Keywords:

Market innovation  
Technological innovation  
Institutions  
Ecosystems  
Service-dominant logic

### ABSTRACT

This article explores the role of institutions in innovation from a service-ecosystems perspective, which helps to unify diverging views on innovation and extend the research regarding innovation systems. Drawing on institutional theories, this approach broadens the scope of innovation beyond firm-centered production activities and collaboration networks, and emphasizes the social practices and processes that drive value creation and, more specifically, *innovation* – the combinatorial evolution of new, useful knowledge. Based on this ecosystems view, we argue for *institutionalization* – the maintenance, disruption and change of institutions – as a central process of innovation for both technology and markets. In this view, *technology* is conceptualized as potentially useful knowledge, or a value proposition, which is both an outcome and a medium of value co-creation and innovation. *Market innovation*, then, is driven by the combinatorial evolution of value propositions and the emergence and institutionalization of new solutions.

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### 1. Introduction

The ongoing study of innovation is driven by a need to develop more compelling value propositions (Lusch & Vargo, 2006) in an increasingly interconnected and dynamic world. However, the diversity of disciplines within which innovation is studied, and the fragmented nature of this body of literature (Hauser, Teisler, & Griffin, 2006), make it difficult to understand the central processes by which innovation occurs and, more specifically, how new markets form (Bower & Christensen, 1995; Kim & Mauborgne, 2005). Furthermore, the study of innovation in general has been developed from a view of value creation that separates firms as producers (e.g., innovators) and customers as consumers (e.g., adopters) of market offerings (Vargo & Lusch, 2011). This conventional view has limited the understanding of how multiple participants (e.g., firms, customers and other stakeholders) contribute to value creation, as well as innovation.

Recent research regarding networked (e.g., Corsaro, Cantu, & Tunisini, 2012) and systemic (e.g., Geels, 2004; Sundbo & Gallouj, 2000) views on innovation, provide a more dynamic view of market interactions, which has helped to bring together different components of innovation (e.g., product development and customer adoption) and broaden the scope of innovation from a focus on technology to an

emphasis on market relationships (Coombs & Miles, 2000). In particular, the study of innovation has begun to extend beyond firm-centric development activities and provides evidence of multiple participants in innovation (Corsaro et al., 2012; Dhanaraj & Parkhe, 2006). This expanded view has drawn attention toward the interrelated processes and interconnected relationships through which innovation occurs.

While much of this literature remains “production”-centric, and maintains a distinction between those who “develop” and those who “adopt” innovations, the realization that users have the capacity to drive innovative efforts (Oudshoorn & Pinch, 2003; von Hippel, 2007) points to a more interactive and systemic view of innovation. This movement toward a more dynamic approach raises issues with innovation models that center on unidirectional processes, such as the linear model of innovation,<sup>3</sup> and emphasize firms as innovators and customers as adopters. It underscores the need for a more unified and comprehensive framework that can provide a deeper understanding of the various participants and underlying processes from which new technologies and, ultimately, markets emerge.

In this paper, we propose an ecosystems approach for considering different “types” of innovation (i.e., technological and market innovation) as driven by a common process – i.e., *institutionalization* (e.g., Barley & Tolbert, 1997). In particular, we apply service-dominant logic (Vargo & Lusch, 2004, 2008), and its institutional, service ecosystems

<sup>☆</sup> We thank the two anonymous reviewers and the editors of this special issue for their contribution to improving this article.

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J. of the Acad. Mark. Sci.  
DOI 10.1007/s11747-017-0531-z



CONCEPTUAL/THEORETICAL PAPER

## Business models as service strategy

Heiko Wieland<sup>1</sup> · Nathaniel N. Hartmann<sup>2</sup> · Stephen L. Vargo<sup>3</sup>

Received: 3 June 2016 / Accepted: 29 March 2017  
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**Abstract** It is widely recognized that business models can serve as important strategic tools in innovation and market formation processes. Consequently, business models should have a prominent position in the marketing literature. However, marketing scholars have, so far, paid little attention to the business model concept, perhaps because it lacks an established definition and clear theoretical foundation. This article offers a definition for the business model concept that, using a fractal approach, connects business models to technological and market innovation. Furthermore, the article questions several cornerstone strategic concepts by reconceptualizing business model development from a firm-centric activity that promotes owning key resources and altering sets of decision variables to one that highlights the facilitation of broad institutional change processes. As such, it takes the potentially controversial position of advocating a service-strategy-based understanding of business models for all of marketing strategy.

**Keywords** Business models · Institutions · Ecosystems · Service-dominant logic · Value Cocreation

### Introduction

Despite increased scholarly attention and consensus regarding the importance of business models, the literature has yet to arrive at a clear conceptualization of what business models are (Chesbrough and Rosenbloom 2002; Zott et al. 2011) and, perhaps more importantly, what business models do (Doganova and Eyquem-Renault 2009). Somewhat surprisingly, marketing researchers, with some notable exceptions, have not participated in developing the theoretical foundation needed to advance an understanding of business models. We believe that this participation is important though, since, as we show, understanding business models has important implications for marketing strategy.

Our emphasis on service strategy is partially motivated by the appearance of a *service revolution*. Clearly, there is a re-orientation toward service in individual companies, economies, and research; however, there are two ways of understanding this reorientation. The first is based on a traditional perspective, which categorizes “services” by contrast to goods—i.e., “what goods are not” (Vargo and Lusch 2004b). Most classifications of economic activity reflect this divide, in which processes directly involved in the production of goods (e.g., manufacturing) are seen as primary, and all other processes are categorized as service(s). From this perspective, the marketing strategy for services is usually based on adjusting a marketing strategy for goods. That is, such service marketing strategies are often grounded on some variation of the IHIP characteristics (intangibility, heterogeneity, inseparability of production and consumption, and perishability; Zeithaml et al. 1985)—generally, problems

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# Defining and Exploring Business Models



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J. of the Acad. Mark. Sci.  
DOI 10.1007/s11747-017-0531-z



CONCEPTUAL/THEORETICAL PAPER

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“Dynamic **assemblages of institutions** that, through the performative practices of actors, reciprocally **link and influence technological and market innovation** and contribute to the viability of these actors and the **viability of the service ecosystems** of which they are a part.”

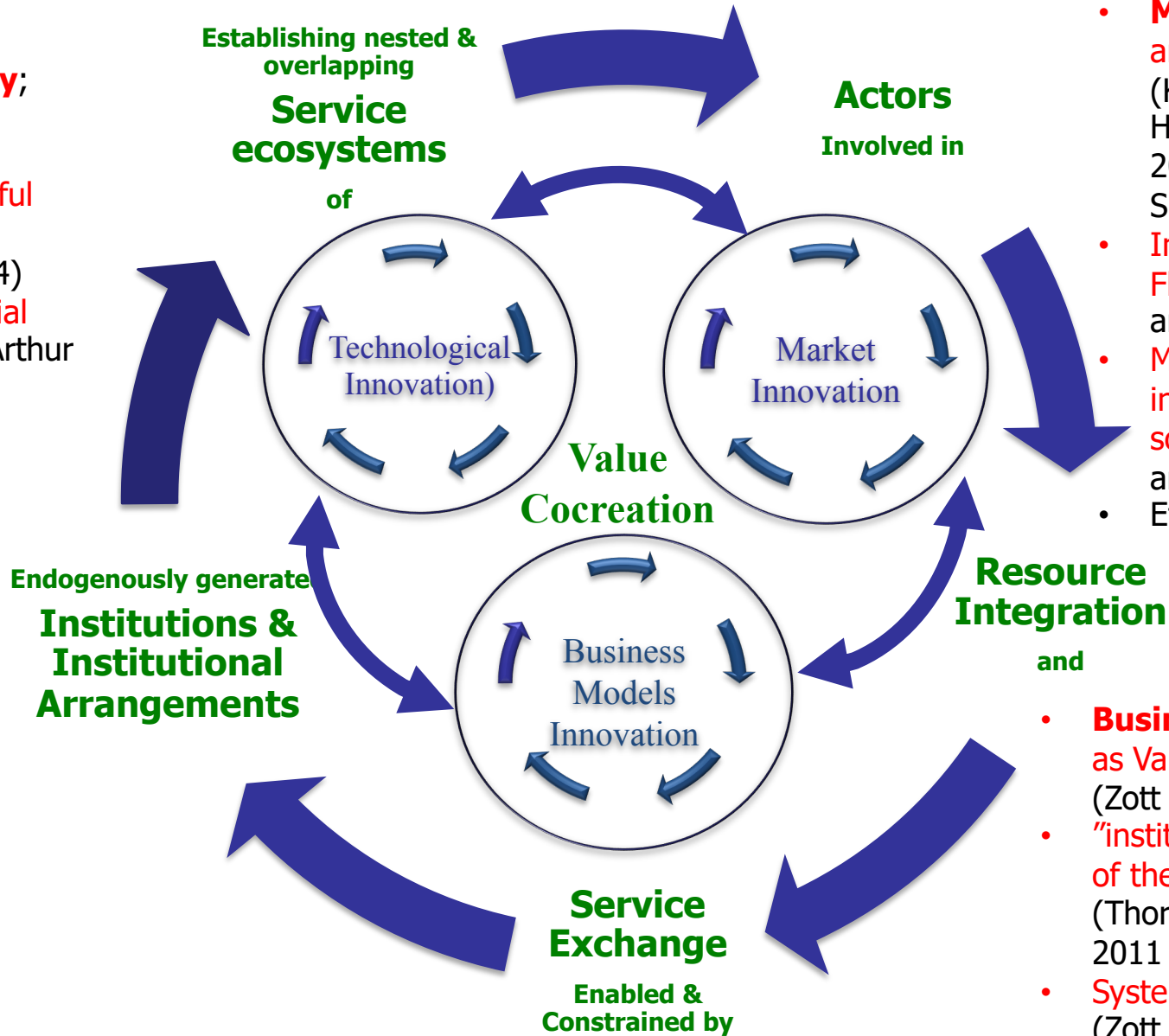
All actors have **business modes**

# Technology, Market Innovation & Business Models: A Partial Reconciliation

Technological Innovation	Market Innovation	Business Models Innovation	S-D Logic
Tech as useful knowledge; (Mokyer 2002)	Market practices and performativity (Kjellberg and Helgesson 2006; 2007; Araujo and Spring 2006)	seek to explain how value is created (not just how captured) (Zott et al. 2011)	Service Exchange
Duality of Technology; (Orlikowsky 1992) Social Construction of technology (Pinch & Bijker 1984)	Markets as institutionalized solutions (Vargo and Lusch 2014)	The "institutional logic" of the firm (e.g., Thornton et al. 2012)	Institutionalization
Combinatorial Evolution (Arthur 2011)	Interpretive Flexibility; (Pinch and Bijker 1984)	Business model innovation (Chesbrough 2007) Emphasize a system-level, holistic approach (Zott et al. 2011)	Resource Integration/eco-systems
Enables increased density within value constellations (Normann, 2001)	Facilitation of exchange through "institutional arrangements" (Loasby, 2000)	Cocreation through firm and partner(s) activities (Zott et al. 2011)	Value cocreation

# A Fractal Model of Value Creation

- **Duality of Technology;** (Orlikowsky 1992)
- **Tech as useful knowledge;** (Mokyer 204)
- **Combinatorial Evolution** (Arthur 2011)
- Etc.



- **Market practices and performativity** (Kjellberg and Helgesson 2006; 2007; Araujo and Spring 2006)
- **Interpretive Flexibility;** (Pinch and Bijker 1984)
- **Markets as institutionalized solutions** (Vargo and Lusch 2014)
- Etc.

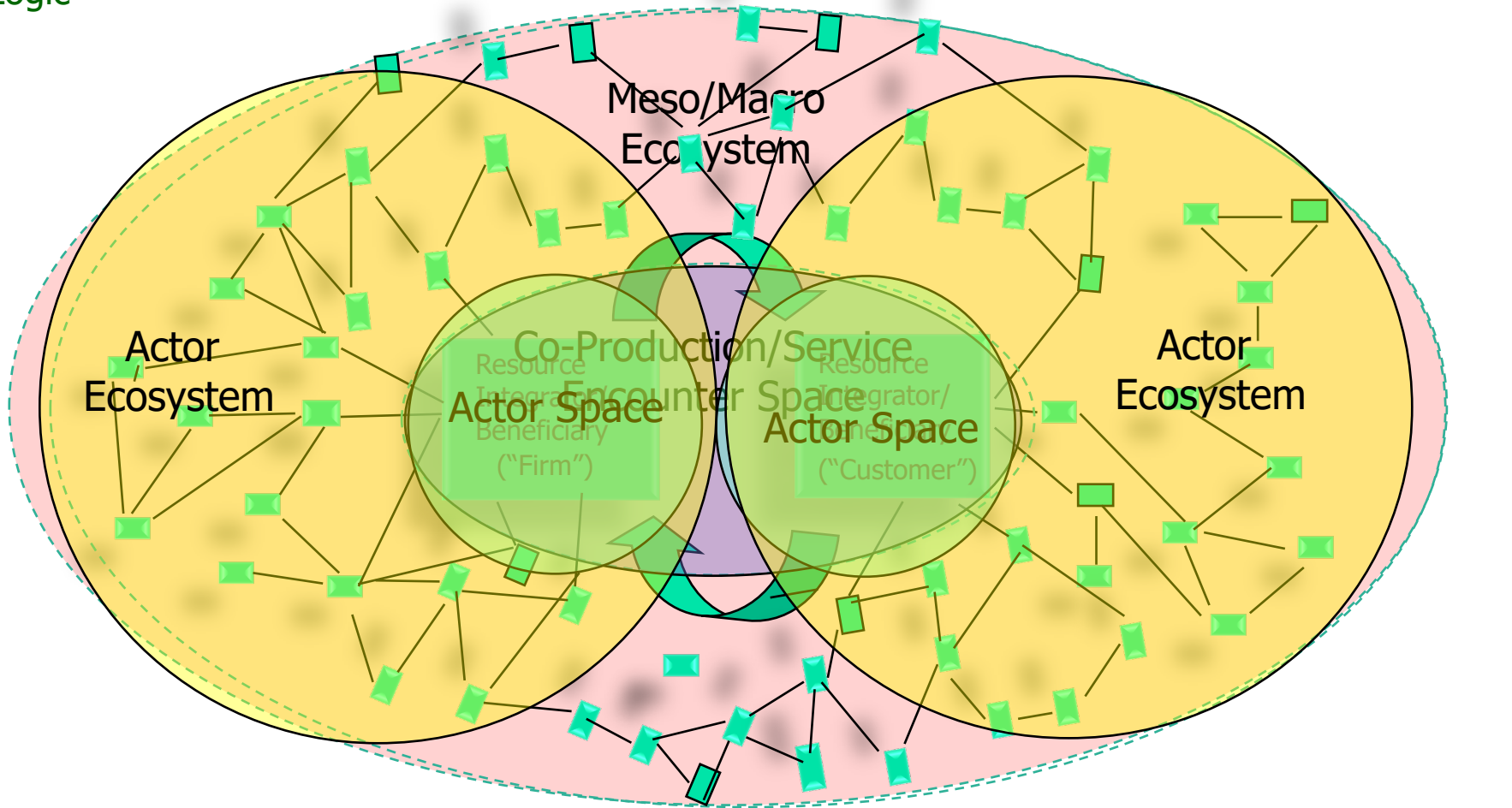
- **Business Models as Value cocreation** (Zott et al. 2011)
- **"institutional logics" of the firm** (Thornton et al. 2011)
- **Systemic approach** (Zott et al. 2011)



# Some Venues for Innovation



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Resource Integrators



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# OTHER CONTENT AREAS

# Some Major Areas of Study and Applications



S-D  
Logic

- **Metatheory**
  - Theory of value **cocreation**
  - Theory of the **market**
- **Macromarketing**
  - **Sustainability**
    - Environmental
      - Ecosystem services
    - Actor/enterprise-based
    - Social
  - **CSR and ethics**
  - **Public Policy** and role of government
- **Midrange theories**
- **Micro-level theories**
  - **S-D logic – CB links –CCT links**
- **Artificial Intelligence, IoT, and Robotics**

# S-D Logic as a Foundation for a Sustainability Framework



S-D  
Logic

## (Eco)systemic

- Dynamic, interactive, co-evolving

## Actor-to-actor orientation

- No privileged actor

## One-world orientation

- Implies interdependent, holistic value cocreation

## Value Orientation

- Value as increase/decrease in viability (wellbeing) of the (focal) system
- Nested nature of ecosystems implies co-viability

## Things have agency

- Importance of material world
- Implies ecosystem services



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# **SOME STRATEGIC IMPLICATIONS**

# Some Practical, Counter-intuitive Implications of S-D Logic



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A competitive focus is inherently non-competitive

- Competition is a motivator, not a goal

If you are not losing market share, you are not being innovative

- "Market share" is the most meaningless metric in business.

The customer does not want to own your "product"

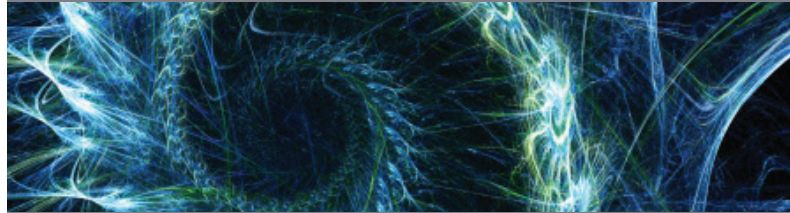
- Seeking service flows
- Seeking inputs to life experience

Innovation is not a managerial process but an effectual, entrepreneurial process

- Design for "interpretive flexibility" – platforms – with feedback

"Best practices" can be a sure road to failure

The SAGE Handbook of  
Service-Dominant Logic



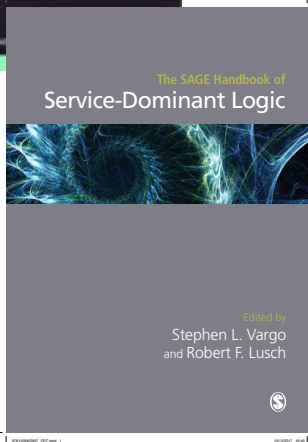
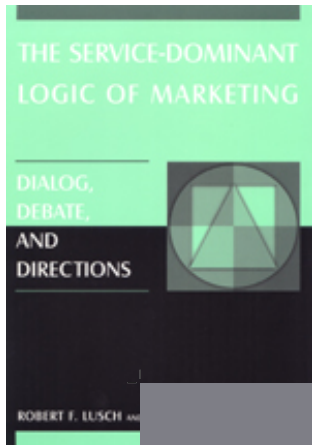
Edited by  
Stephen L. Vargo  
and Robert F. Lusch



**Late 2018 or early 2019**



S-D  
Logic



# Thank You!

For More Information on S-D Logic visit:

[sdlogic.net](http://sdlogic.net)

We encourage your comments and input.  
Will post:

- Working papers
- Teaching material
- Related Links

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