



S-D
Logic

Service-Dominant Logic: Premises, Perspectives, Possibilities

Naples Forum on Service

Ischia, Italy

June 19, 2013

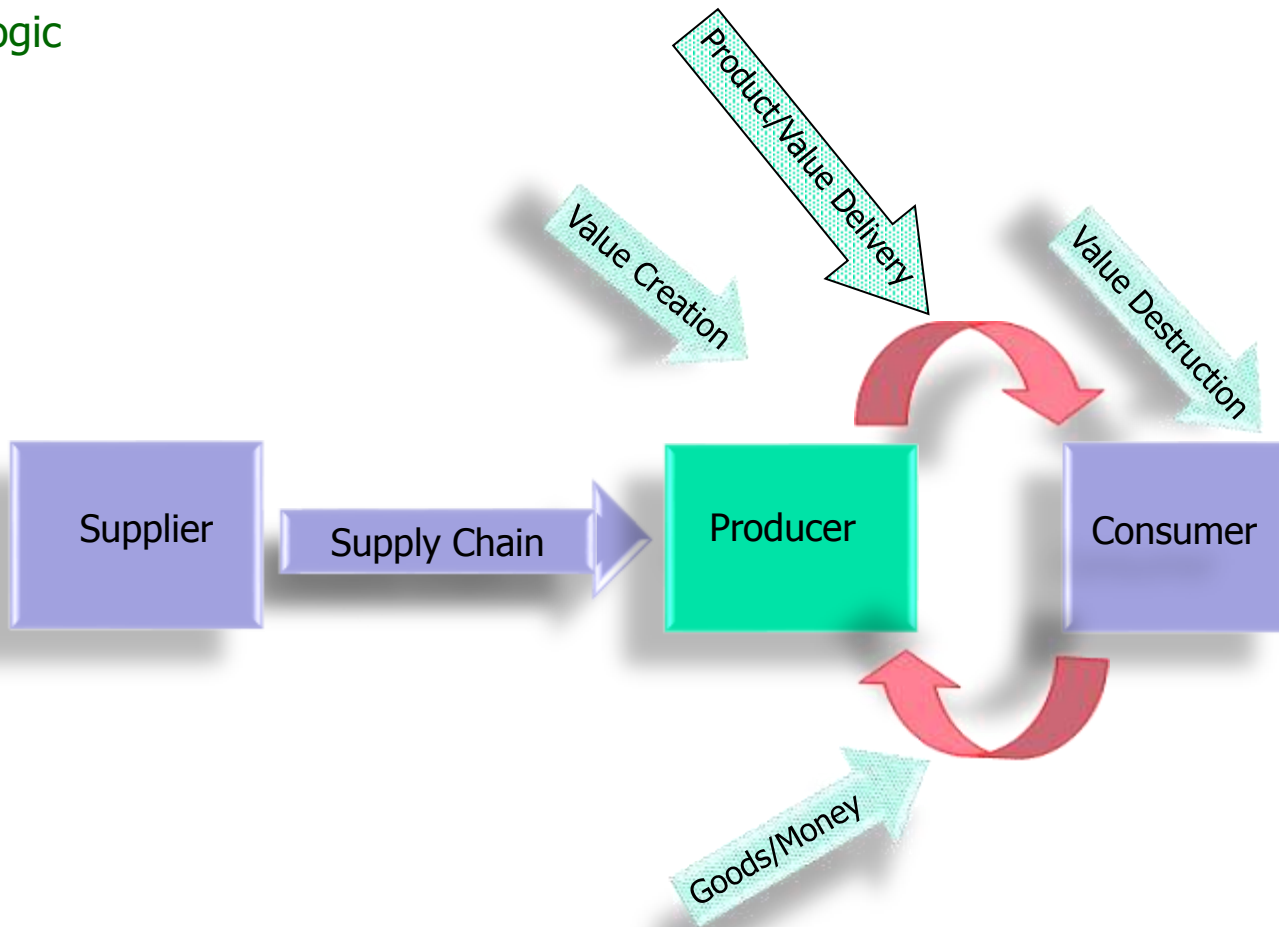
**Stephen L. Vargo, Shidler Distinguished Professor
University of Hawai'i at Manoa**

**Robert F. Lusch, Muzzy Chair in Entrepreneurship
University of Arizona**

Goods-Dominant Logic Model: Value Production and Consumption



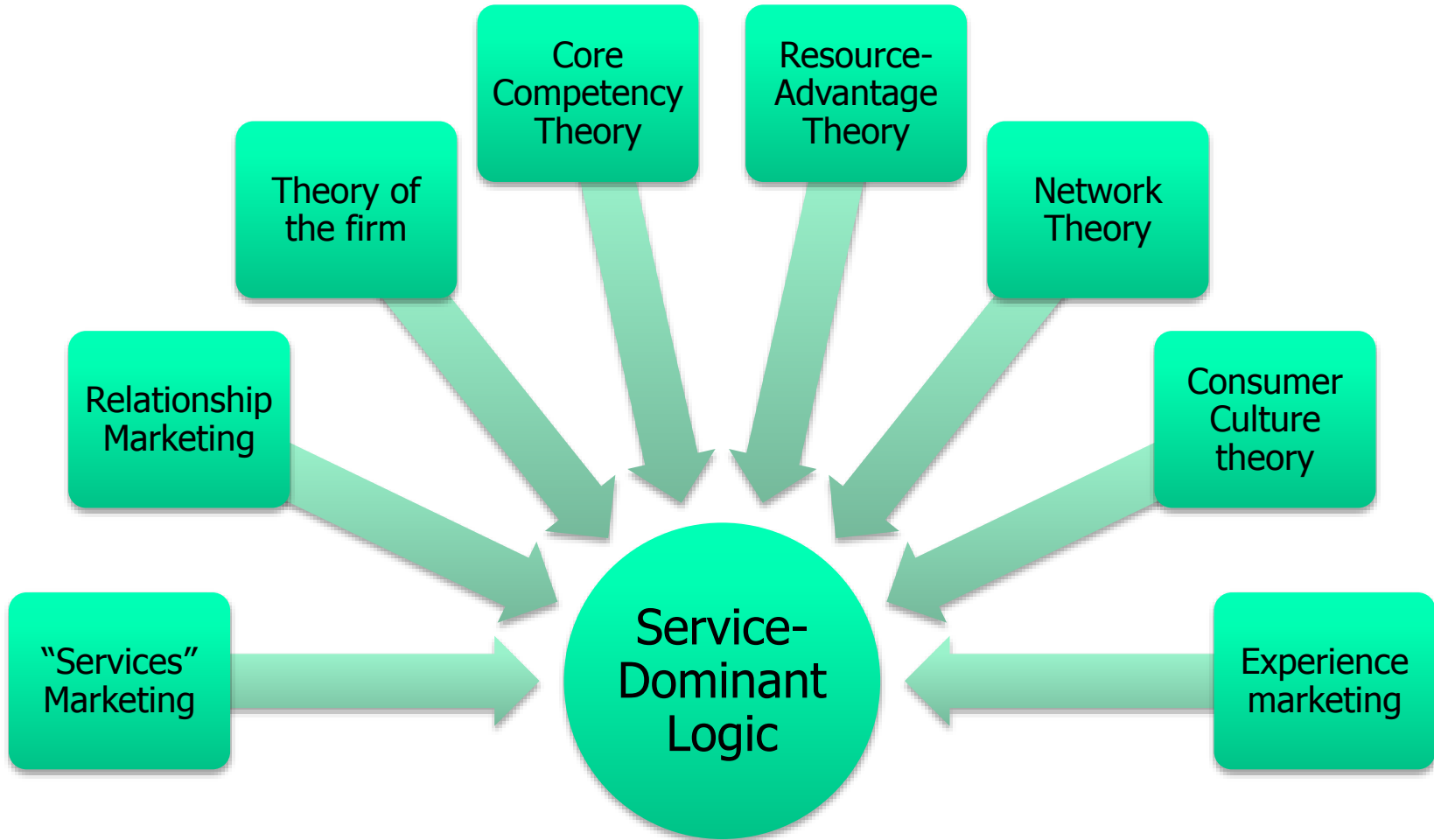
S-D
Logic





S-D
Logic

A Partial Pedigree For S-D Logic



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 are manufactured and sold. The dominant logic focused on tangible resources, embedded value, and it focused on specifications of goods as they are produced and sold. The dominant logic focused on tangible resources, embedded value, and it focused on specifications of goods as they are produced and sold.

The form of distribution factors economics (Marx) marketing, so modifies practices that make (Nystrom 19) to be perform marketing in. By the 8 morph into it characterized the marketing customer (D) McCarthy (19) as a decision maker as a pre-market decisional form model continuum of management text since in original determine the variables that the light of demand vari beginning to Vargo a tipping poi service-con a two-quest the underlying have endur tained and marketing a discipline of service mar tage? If a a fundamen models of i competitive are allocate (1986).

Achieving a tipping poi service-con a two-quest the underlying have endur tained and marketing a discipline of service mar tage? If a a fundamen models of i competitive are allocate (1986).

Ending Many tribu services in ship manag and interact of the mark

Stephen L. Vargo School of Business, University of Arizona

Journal of Marketing, Vol. 68 (January 2004)

Key S-D Logic Publications

Service-dominant logic: reactions, reflections and refinements

Robert F. Lusch
University of Arizona, United States of America

Stephen L. Vargo
University of Hawaii, United States of America

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www.sagepub.com
DOI: 10.1177/1470593106066781



articles

Invited Commentaries on "Evolving to a New Dominant Logic for Marketing"

In the preceding article, Vargo and Lusch (V&L; 2004) argue that an evolution is underway toward a new dominant logic for marketing. This new dominant logic has important implications for marketing theory, practice, and policy.

The Four Service Marketing Myths Remnants of a Goods-Based, Manufacturing Model

Stephen L. Vargo
University of Maryland

Robert F. Lusch
Texas Christian University

Marketing was original manufacturing-based model developed during the Industrial Revolution. The exchange of more than a discipline of service marketing. If a a fundamen models of i competitive are allocate (1986).

J. of the Acad. Mark. Sci. (2009) 36:1-10
DOI: 10.1007/s11747-009-9106-4

CONCEPTUAL/THEORETICAL PAPER

Service-dominant logic: continuing the evolution

Stephen L. Vargo • Robert F. Lusch

Received: 3 July 2007 / Accepted: 6 July 2007
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Abstract Since the introductory article became known as the "service-dominant logic," "Evolving to a New Marketing" was published in the J. of the Acad. Mark. Sci. (2004). This article highlights and clarifies associated with S-D logic and a national premises (PPA) and additional work also discussed.

1. Introduction

In the global, interrelated marketplace, more pervasive and it means more competing. It is (Should) not becoming increasingly clear that we only on one another through the voluntary exchange of applied skills and competencies (Vargo & Lusch, 2004). Consequently, one might think that the above question is a common query. If it, however, from *Harvard Business Review* (2003/2005), published over 2000 years ago.

Despite a global interrelated world, the simple truth is that there is a world other means to be served. One can still, but as being moving each other, through exchange for mutual benefits. Indeed, in our current business environment (Vargo & Lusch, 2004), there is one other (2007) perspective that it is important to develop legal and financial practices and marketing that

Competing through service: Insights from service-dominant logic

Robert F. Lusch^{a*}, Stephen L. Vargo^{b,1}, Matthew O'Brien^{c,2}

Stephen L. Vargo • Robert F. Lusch

Received: 3 July 2007 / Accepted: 6 July 2007 / Published online: 3 August 2007
© Academy of Marketing Science 2007

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

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

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

S. L. Vargo (✉)
Steller College of Business, University of Hawaii,
2024 Muali Way,
Honolulu, HI 96822, USA
e-mail: svargo@hawaii.edu

R. F. Lusch
University of Arizona,
120 McClellan Hall, 1130 E. Helen Street,
Tucson, AZ 85721, USA
e-mail: rlusch@arizona.edu

* Corresponding author. E-mail: rlusch@arizona.edu
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Service-dominant logic: New dominant logic • Service marketing

few years since we published it become known as "service-dominant logic" (Vargo & Lusch 2004a), there has been significant

Vargo (✉)
Dean, Professor and Steller College of Business,
University of Hawaii,
Muali Way,
Honolulu, HI 96822, USA
e-mail: svargo@hawaii.edu

Lusch
Rohlin Payne Professor of Marketing,
University of Arizona,
McClellan Hall, 1130 E. Helen Street,
Tucson, AZ 85721, USA
e-mail: rlusch@arizona.edu

ROBERT F. LUSCH and STEPHEN L. VARGO, eds.



S-D Logic Article Citations

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Logic

Total Citations – Google Scholar (ISI)	4400 (1000) approx	11000 (2800) approx
Citations Google Scholar (ISI) -- 2004 JM Only	1800 (600) approx	4150 (1100) approx
Country of Origin = US	40%	37%

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>

David Ballantyne and Richard J. Varey (2008),
issue on the Service-Dominant Logic of Market
Marketing Science (JAMS), 36:1, pp. 11-14.

The service-dominant logic a
marketing

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

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

Abstract
This paper aims to explore how the service-dominant (S-D) logic of marketing proposed by
Vargo and Lusch (2003) has influenced branding concepts and practices.
The paper examines the relationship between service interaction and branding. It argues that service interaction comes from goods and
services. The key concepts are examined and the branding literature critically compared.
The paper concludes that branding is no longer transaction based. Serviceability (the capability to serve) becomes the essence of a brand.
The paper also discusses the implications of S-D logic for branding. It highlights the need for rigor and clarity in the use
of branding in a variety of previously unexplored contact points in the customer service cycle expanded to
include digital and social media.
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/1757-5806.htm

Towards a service-dominant professional identity

An organisational socialisation perspective

Maria Åkesson and Per Skålen
Service Research Center, Karlstad University, Karlstad, Sweden

S-D professional identity 23

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Revised 29 January 2010,
4 February 2010
Accepted 4 February 2010



WMG Service Systems Research Group
Working Paper Series

Entrepreneurship: Service-Dominant Logic in
Green Design and Healthcare

Stephen K. Callaway, David D. Dobrzykowski
College of Business Administration
University of Toledo
2801 W. Bancroft, Toledo, Ohio, 43606
scallaway@utoledo.edu, David.Dobrzykowski@rockets.utoledo.edu

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
consumer perspective, as opposed to a goods-centered perspective, argues that
the process of parties using their specialized operational knowledge for mutual
benefit and customers interact, in order to co-create value. Using the S-D
logic of service-oriented entrepreneurship, where new business opportunities can be
created using literature on SDL and entrepreneurship. Next, second-order
concepts are offered which support linkages between SDL and: (1) the identification of
new business opportunities, (2) a lifetime view of products/services, (3) redefining the role of the
customer, and (4) the relationship between firms and their customers, and (5) the

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

BRIEF REPORT

Service-dominant logic and resource theory

Eric J. Arnould

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 service dominates the U.S. economy and figures prominently in other
developed economies, principles for the effective provision of service experiences receive
little attention in conventional management education. It is argued that 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
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that would invite further
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to the literature based on
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and Fox's interpretational
some distinctive contribu-
that would invite further

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
Ali, 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 E. PATRICK

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 proved 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, a flourishing development of general beyond technical issues, marketing analyzed traditional marketing permit justification of marketing's existence (Montgomery 1999), and the future of

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

Atefeh Yazdanparast, Ila Manuj and Stephen M. Swaidan
Department of Marketing and Logistics, The University of North Dakota, Grand Forks, USA

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 logistic value jointly by the service provider and the customer.

Journal of the Acad. Mark. Sci. (2008) 36:54–66
DOI 10.1007/s11747-007-4066-9

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

Anna Fyrberg
Stockholm University School of Business, Stockholm, Sweden, and

Rein Jürriado
Department of Business and Entrepreneurship, Södertörn 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 network consisting of in-depth interviews and surveys of respondents (n=100) participating in

Tourism Management 33 (2011) 207–214

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Progress in Tourism Management

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

Gareth Shaw^{a,*}, Adrian Bailey^a, Allan Williams^b

^aDepartment of Management, University of Derby Business School, Deonon D04 402, United Kingdom

^bInstitute for the Study of European Transformations and Working Life Research Institute, London Metropolitan University, United Kingdom

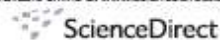
ARTICLE INFO

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 and 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^{a,1}, Maria Holmlund^{b,*}, Tore Strandvik^{b,2}

...in management with research in what management literature remains highly relevant. In some areas this dedication is paired with attempts by tourism new conceptual frameworks as evolutions of knowledge in 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 increasingly close of their relationship. The shift to tourism more on customer experiences has been Ganssens's (1998) notions of the 'experience

Received
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Abstract
Introduction
Literature
Goods-Dominant
Out-Of-Context
Logic
Discourse
Scholarly
Discourse
Out-Of-Context
Discourse
Value
Discourse
General

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 lies in the view of value as an attribute of value and value creation as a process of value creation.

Impact of S-D Logic

INNOVATION

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

Daniel J. Pine
University of Tennessee, USA

Abstract: Innovation in its many forms, for example, products, processes, and relations...

Typology of Service Innovation from S-D Logic Perspective

Kirkham Nove
Göteborg University, Sweden, kirkham@georg.se

Nora Bro-Lew
Göteborg University, Sweden, nora@georg.se

Abstract: This study provides a conceptual framework with specificity from a service-dominant logic (S-D) logic perspective...

1 Introduction

Today the service offers tremendous potential for the global economy. Service industries have expanded rapidly...

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

Bo Edvardsson
CTF-Center for Service Research, Karlstad University, Karlstad, Sweden, and
Bård Tronvoll
Hedmark University College, Elverum, Norway and
CTF-Center for Service Research, Karlstad University, Karlstad, Sweden

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

Service innovation 19

The current issue and full text archive of this journal is available at www.emeraldinsight.com/1756-669X.htm

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 structuralism 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 aims 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

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

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

CONCEPTUAL/THEORETICAL PAPER

Open Innovation Paradigm: Embedded technologies

esaroni, Lola C. Dugas

of Business Administration
University
28003 Getafe, Madrid, Spain
lola@ugma.es, lola@ugma.uc3m.es

Abstract
It has been modifying their innovation management and exploit new technological knowledge. A open model of innovation has been the recurring the new open innovation paradigm, firms have orientation and to adapt their managerial that the perspective suggested by the New an offer a useful guideline to firms in the (OI) model.

through the lenses of S-D Logic by emphasizing the two perspectives, like the customers' complex networks of interaction among actors, proposition and value actualization.

contributions. First, by means of the S-D Logic of the OI paradigm. Second, for each of the OI paradigm. And finally, we provide instantiations of the OI paradigm. And finally, we provide suggestions provided by the S-D Logic context of the OI model.

we different areas of knowledge (marketing and we new relevant perspectives of thought that respond to the current trends of the global innovation, Value creation, Networks

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<http://jssr.sagepub.com>
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S-D logic) provides
ative that neces-
the conventional
-in-built, some a

Keywords: Service-dominant logic / Discontinuous innovation / Growth strategy / Marketing / Customer

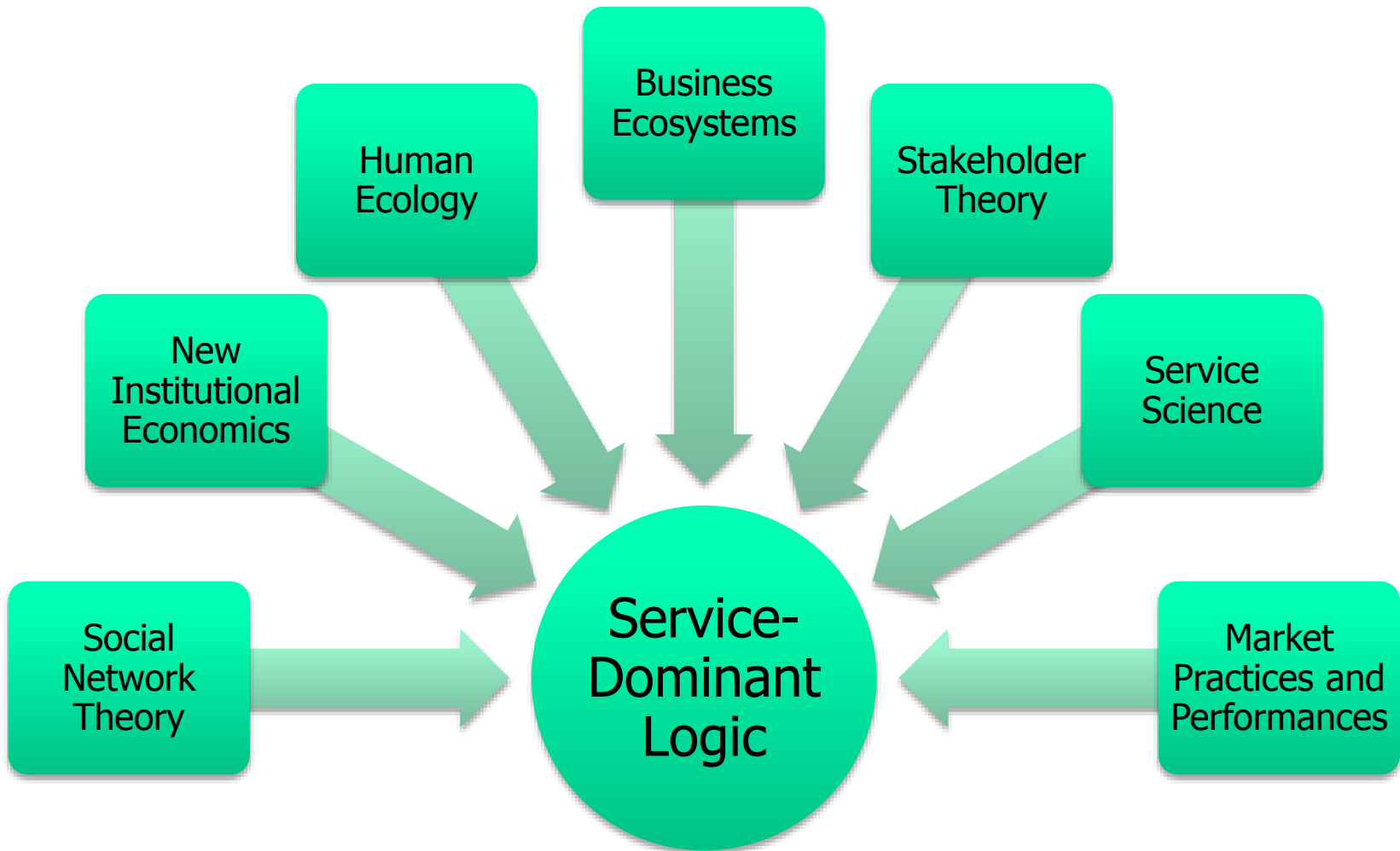


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DOI: 10.1108/IJQSS-01-2013-0020



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Logic

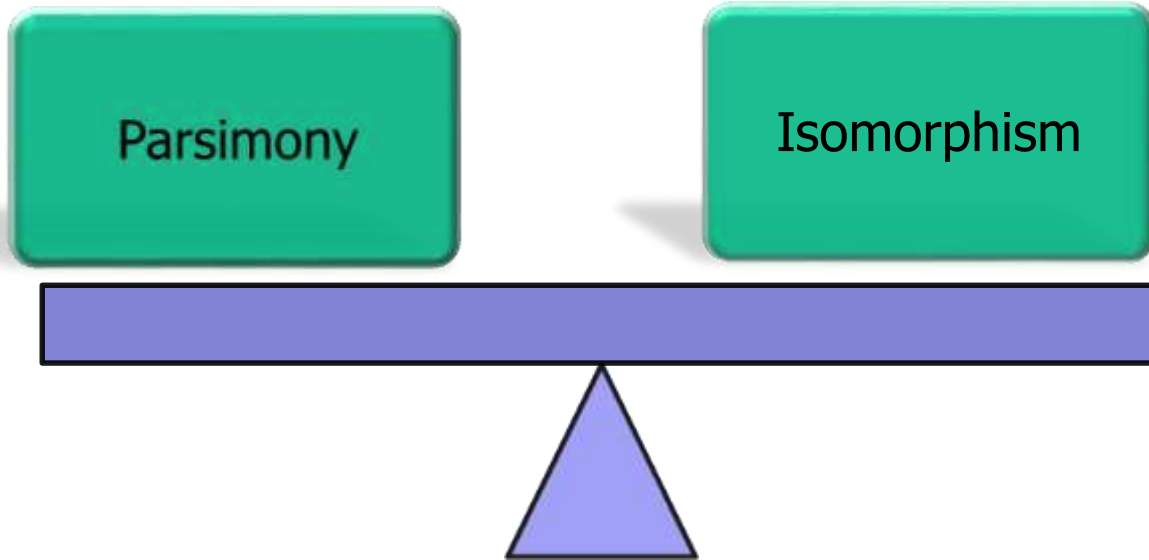
An Extended Pedigree for S-D Logic



Striving to Explain the Complex from a Simple Structure



S-D
Logic



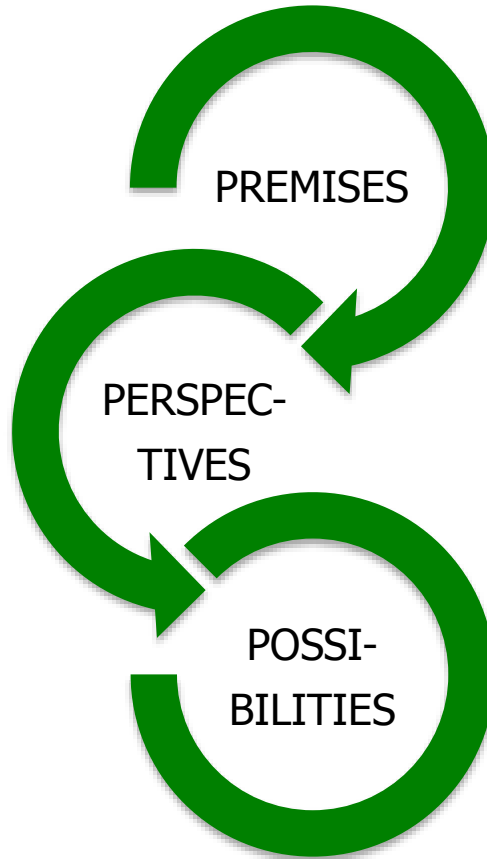
The grand **aim of all science** is to cover the **greatest number of empirical facts** by logical deduction from the **smallest number of hypotheses or axioms.**

Einstein



A Continuing Journey...

S-D
Logic



Core Foundational Premises: The Axioms of Service-Dominant Logic



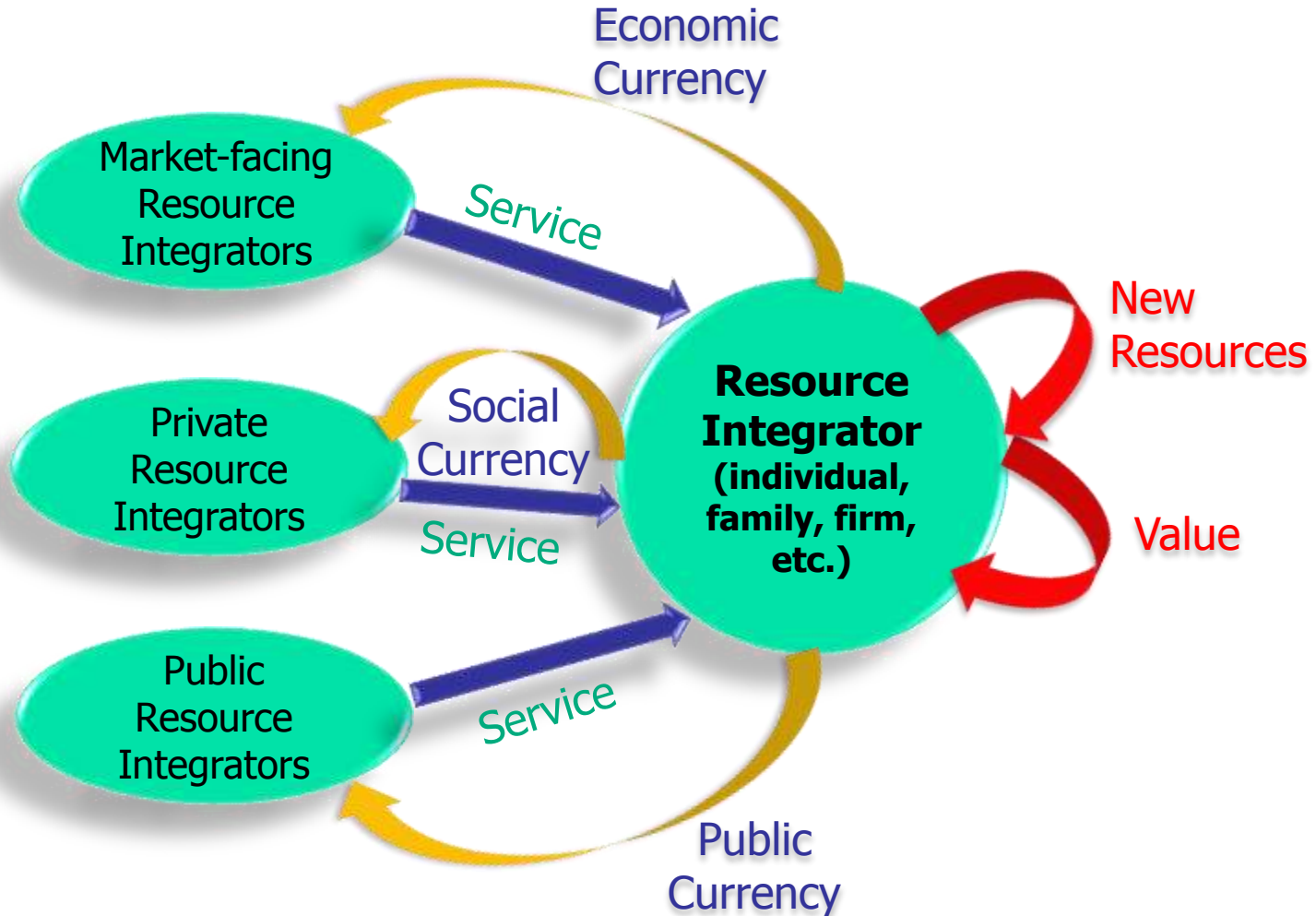
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Logic

Premise		Explanation/Justification
FP1	Service is the fundamental basis of exchange.	The application of operant resources (knowledge and skills), "service," is the basis for all exchange. Service is exchanged for service.
FP6	The customer is always a co-creator of value	Implies value creation is interactional.
FP9	All economic and social actors are resource integrators	Implies the context of value creation is networks of networks (resource-integrators).
FP10	Value is always uniquely and phenomenological determined by the beneficiary	Value is idiosyncratic, experiential, contextual, and meaning laden.

Value Co-creation through Resource Integration & Service Exchange



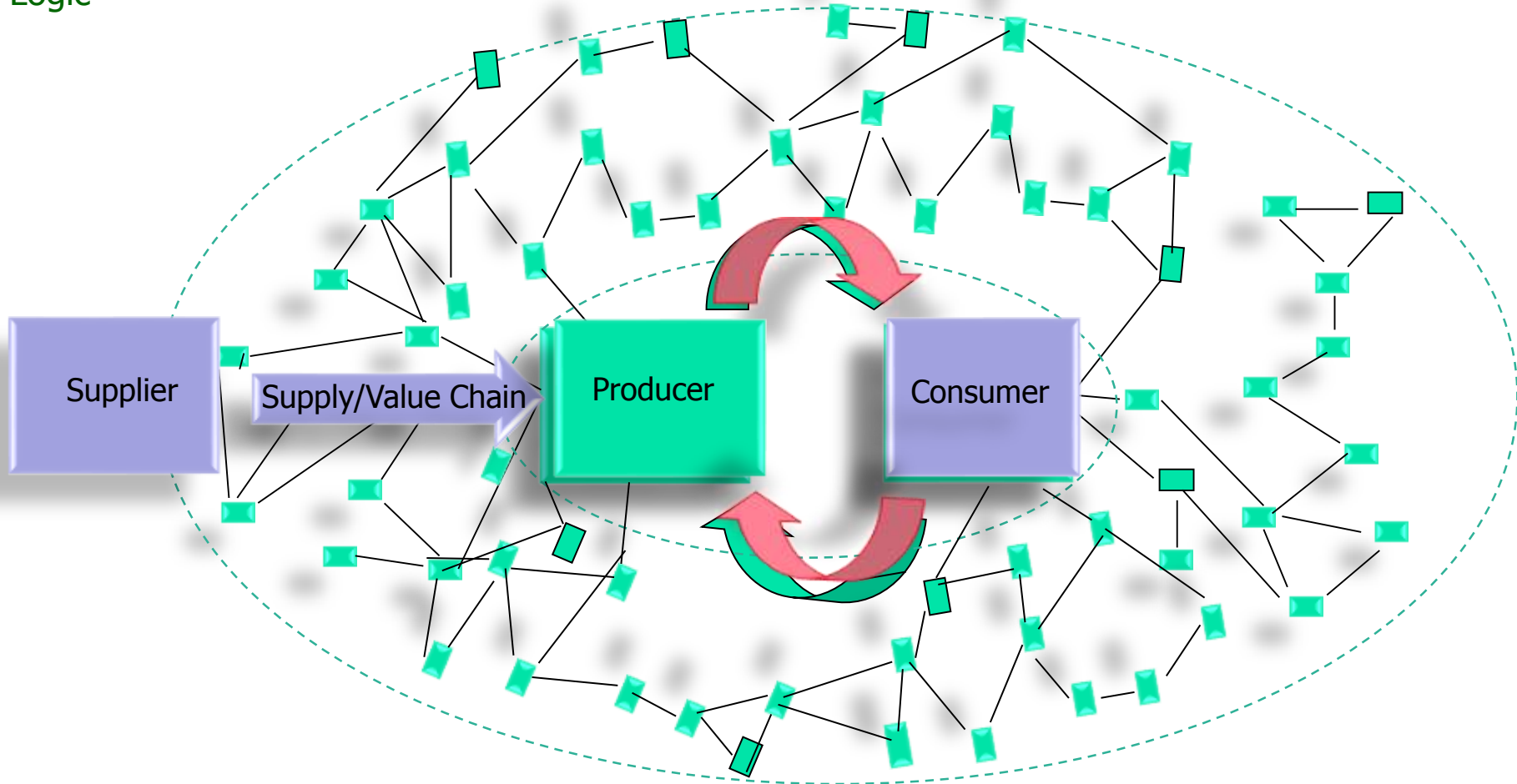
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Micro Exchange Embedded in Complex (Eco)Systems of Exchange



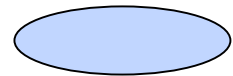
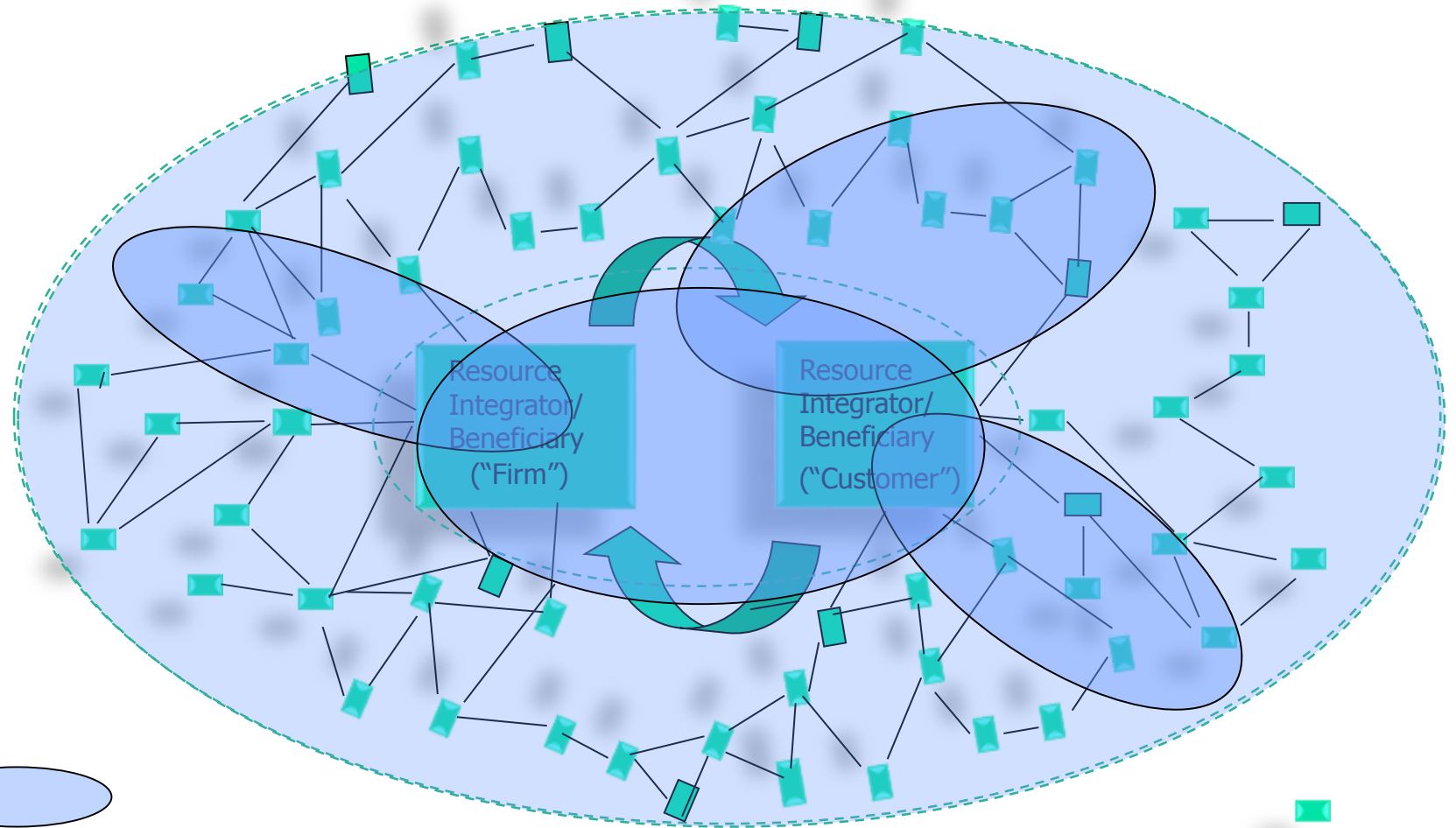
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Resource Integration & Service-for-service Exchange within Service-ecosystems



S-D
Logic



Institutions

Resource Integrators

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



S-D
Logic

Institution

- “any **structure or mechanism** of social order and **cooperation governing the behavior** of a set of individuals within a **given human community**.”
- (Stanford Encyclopedia of Social Institutions)

Service Ecosystem (S-D logic)

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

Resource Integration & and the Structuration of Service Ecosystems

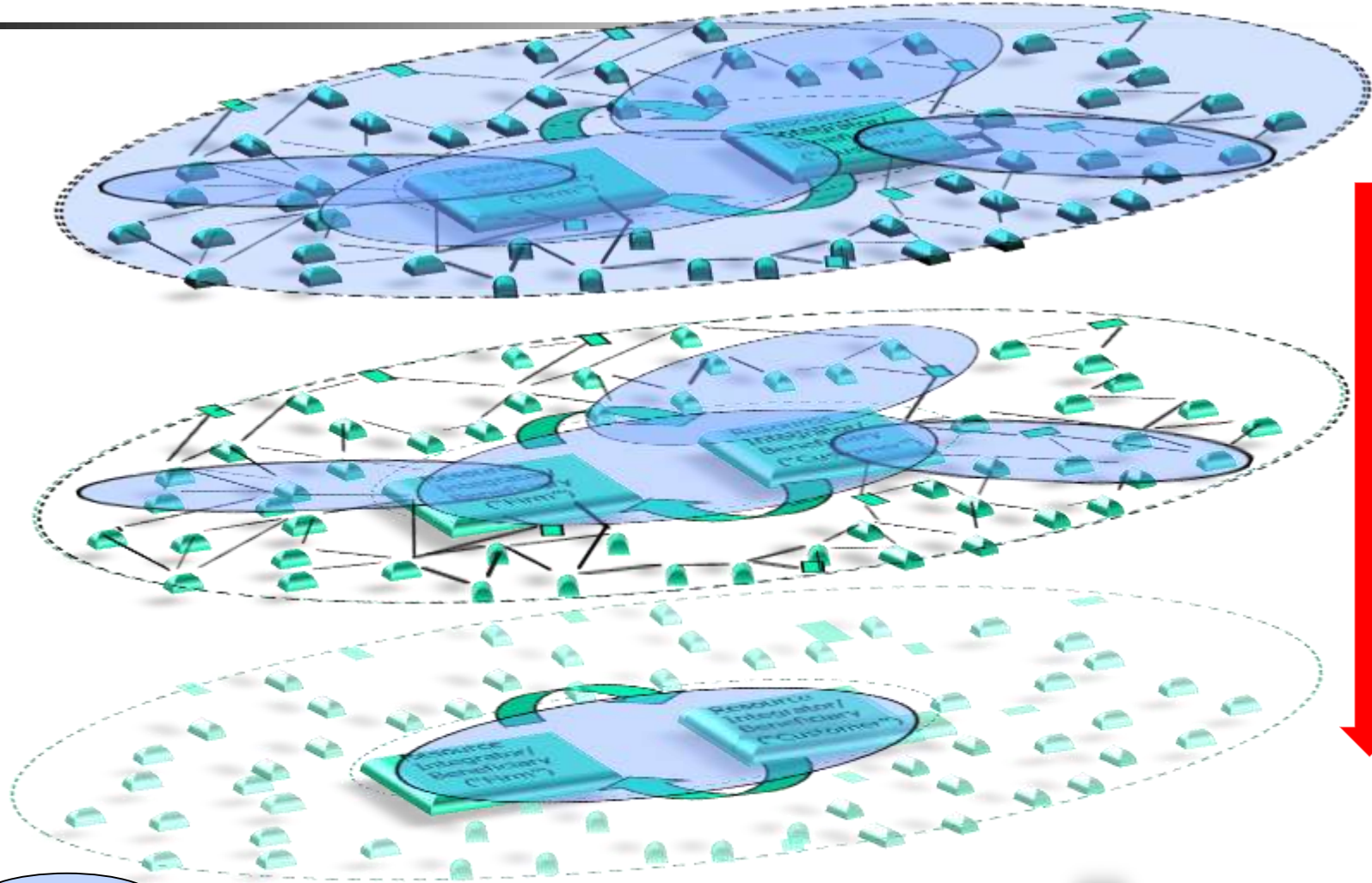


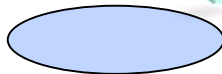
S-D
Logic


Macro

Meso

Micro



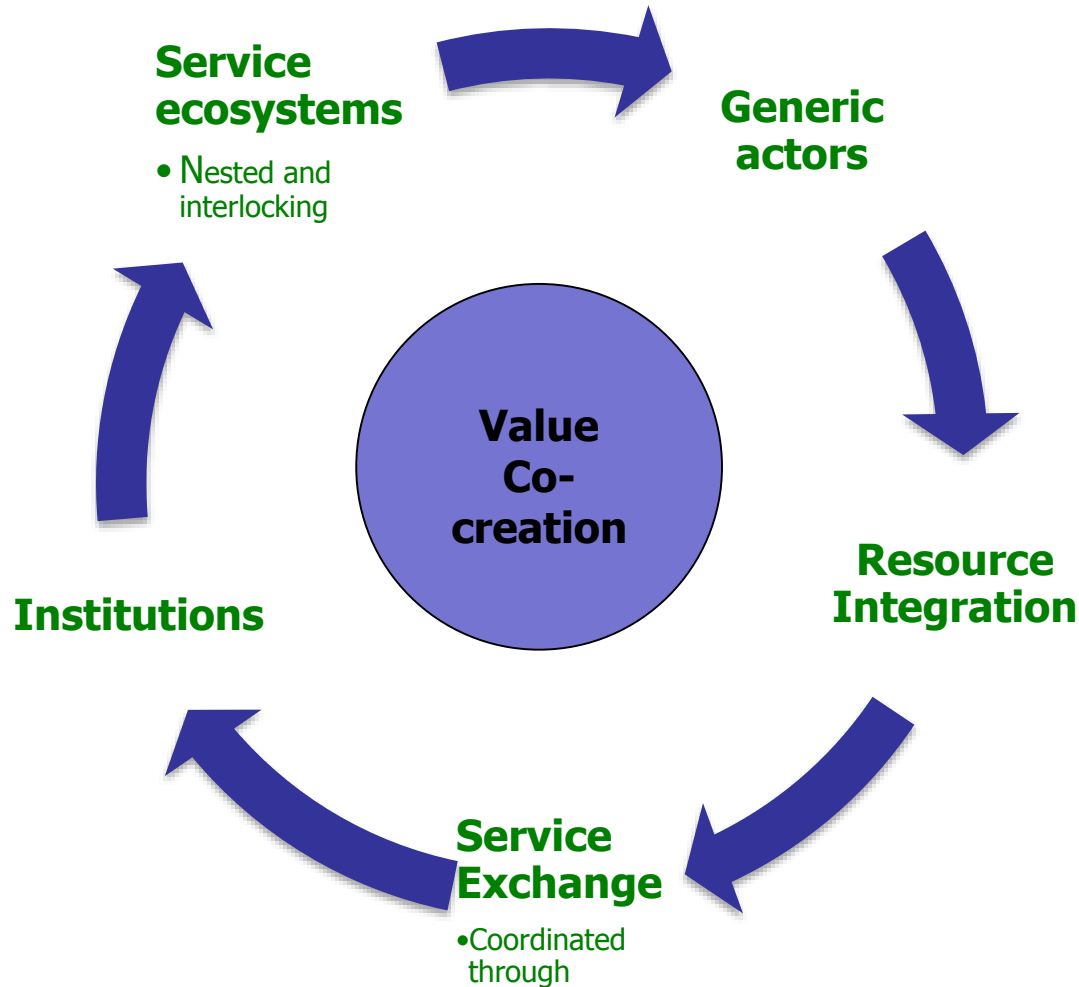

Institutions


Resource Integrators

The Core Moving Parts & Processes of Service-Dominant Logic



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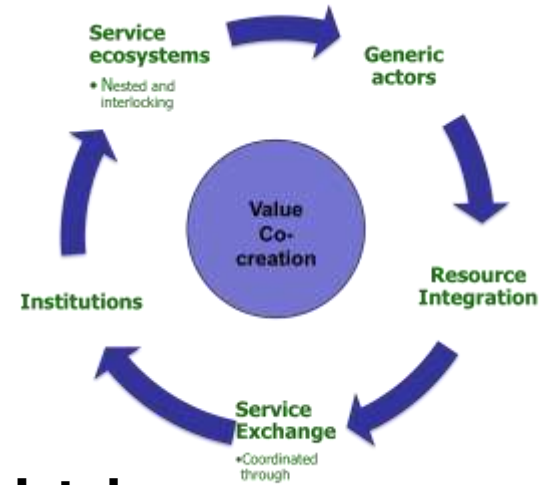
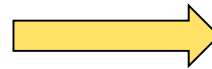


"Hip-Pocket" S-D Logic



S-D
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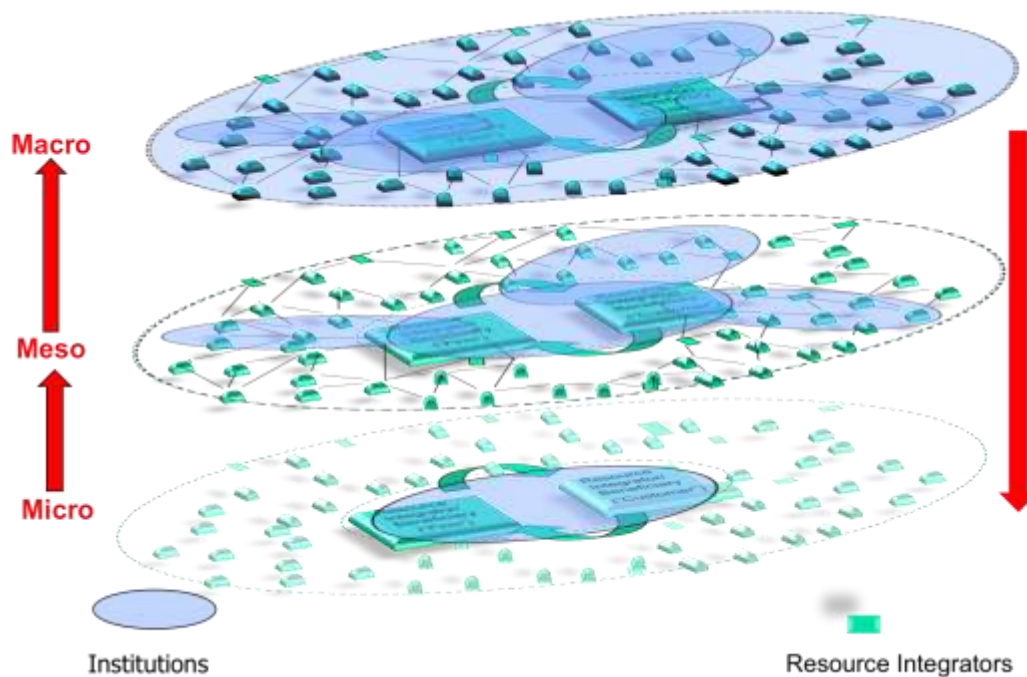
Components
& Perspectives



Societal:
National, Global, etc

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

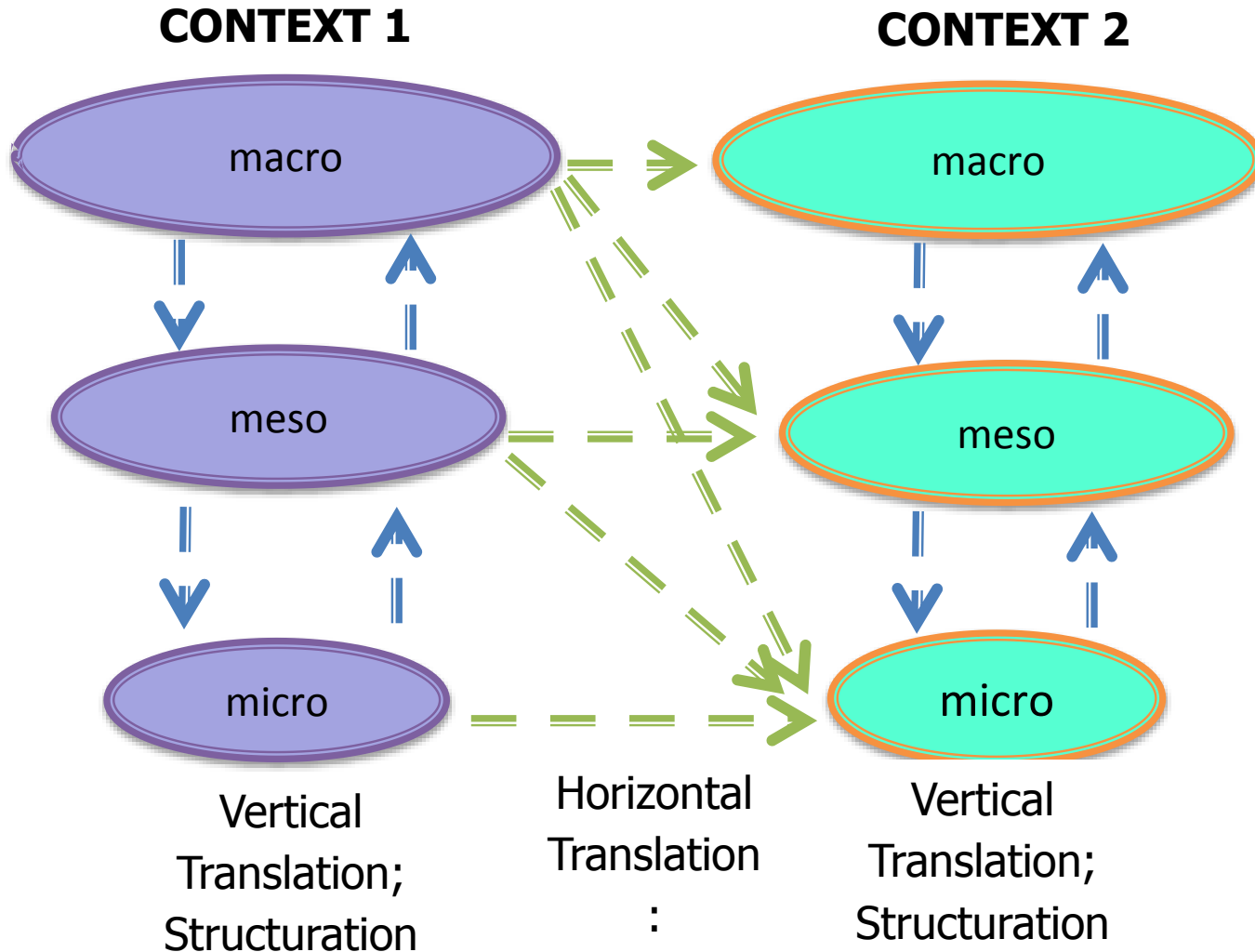
Exchange
B2C, B2B, C2C, etc





Intra- and Intercultural Translation

S-D
Logic





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

S-D
Logic

- Economic (and social) Actors
 - From Bs and Cs to **generic A(ctor)s**
- Markets
 - From a priori to **imagined, created, 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**
- Strategy
 - From prediction and control to **effectuation**
- Technology
 - From exogenous variable to **service-provision mechanism**
- Role of Information Technology
 - From tool to a **transformation in value creation processes**
- Innovation
 - From invention to **designing systems for value co-creation**



S-D
Logic

A MACRO VIEW OF VALUE CO-CREATION

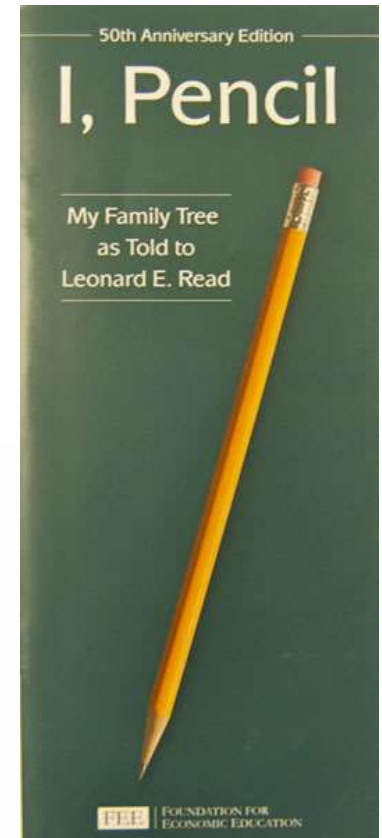
From the Individual to Market-Based Co-Creation



S-D
Logic



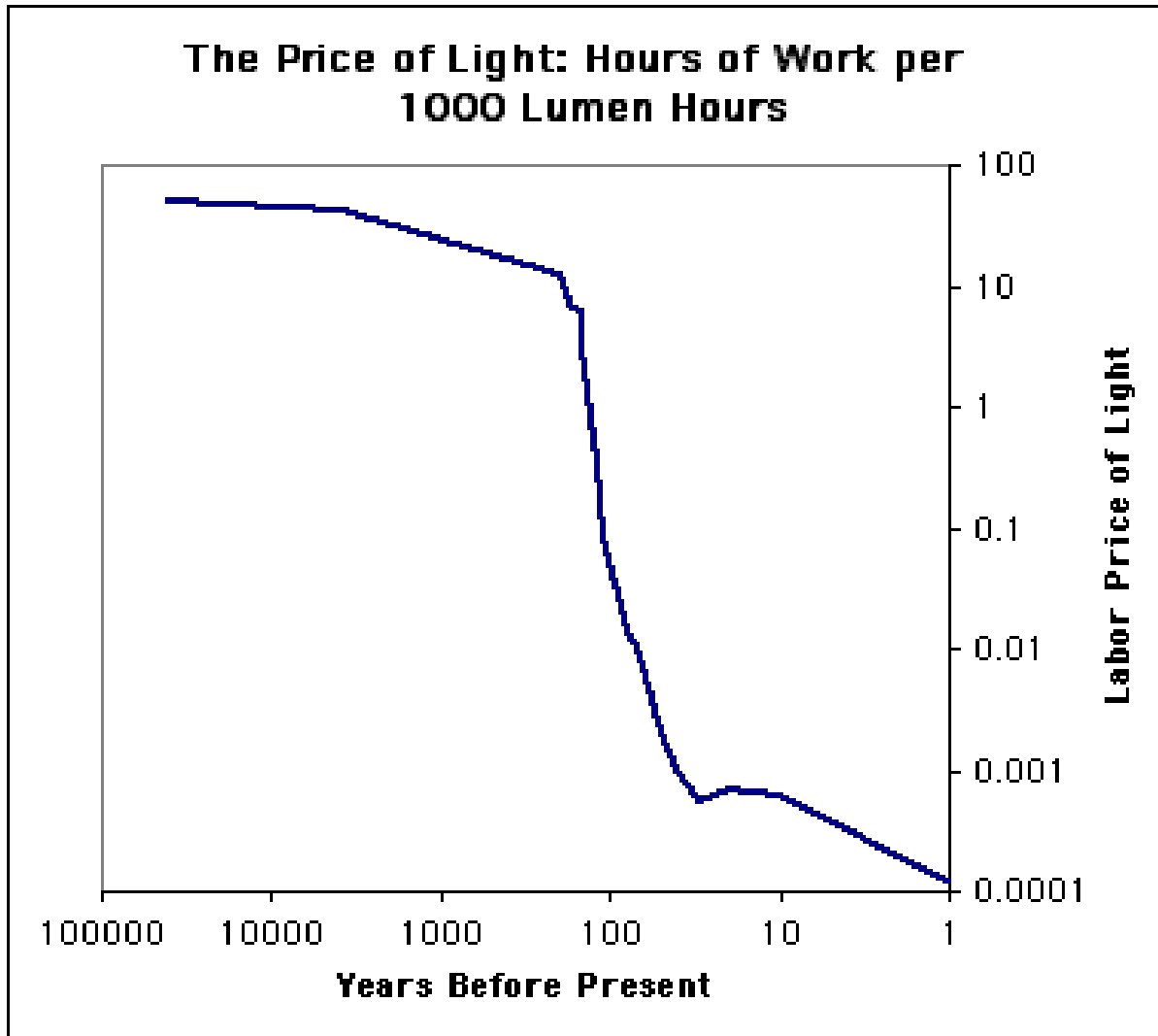
Source: Ridley 2010



Cost of Light in Hours Worked

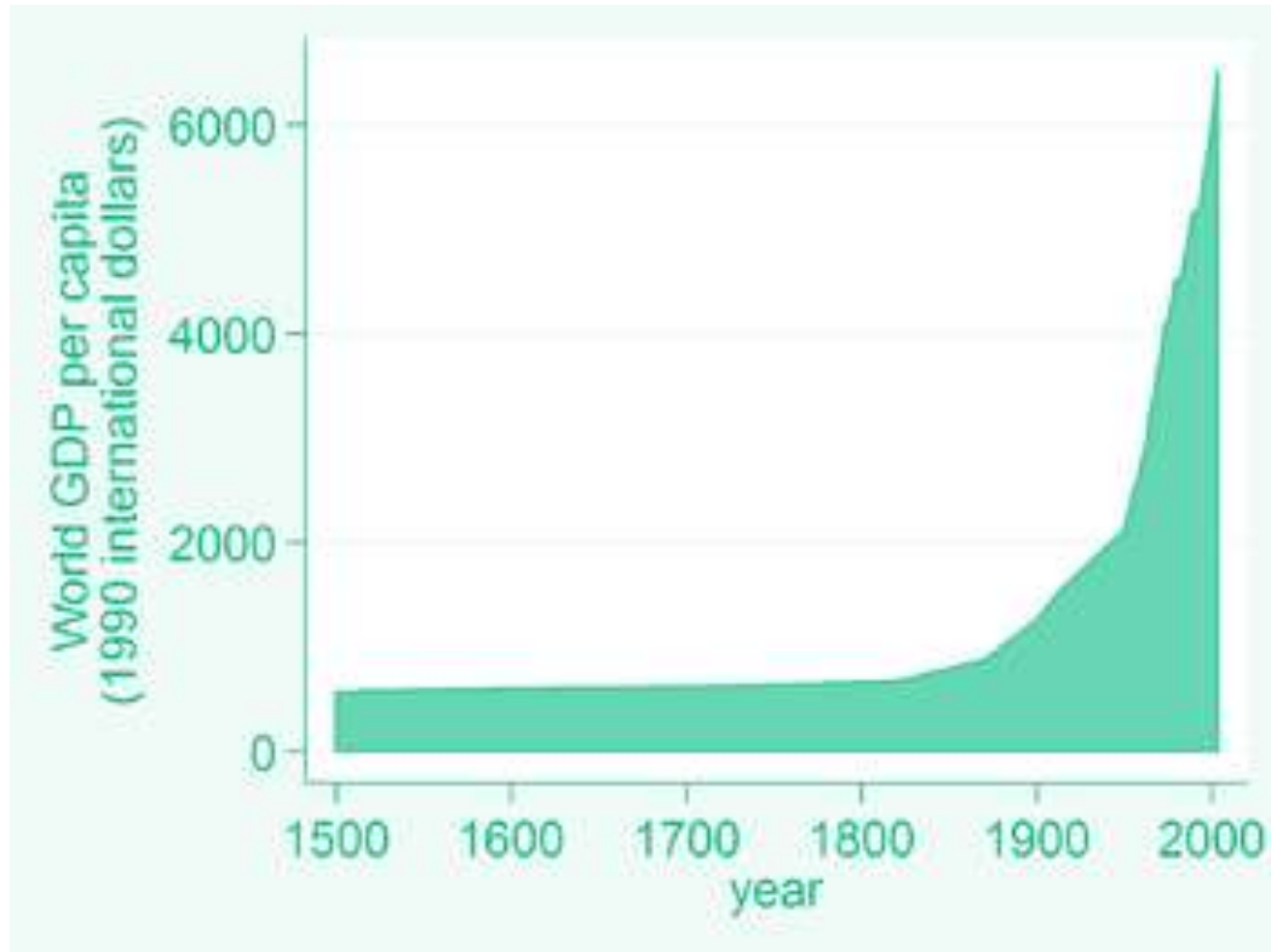


S-D
Logic



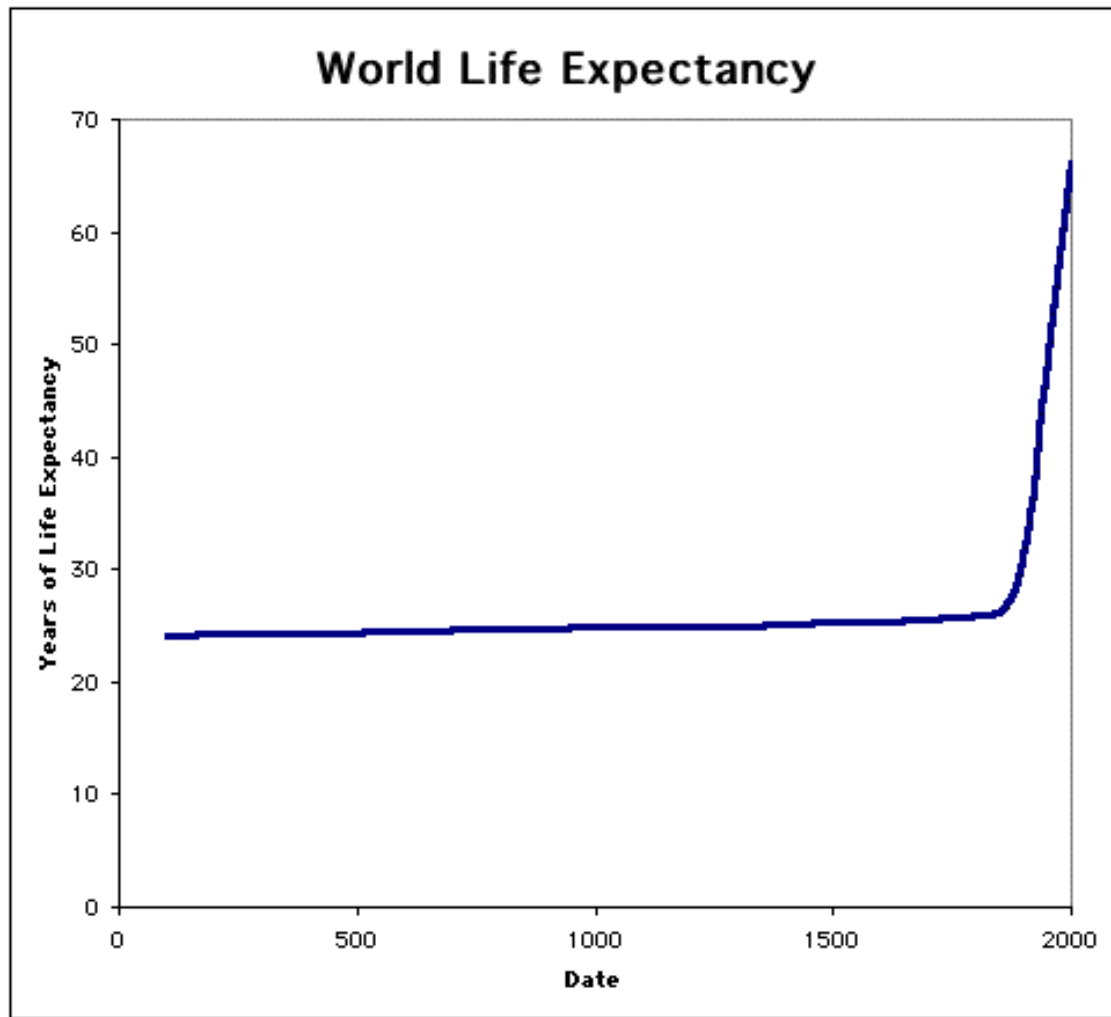


S-D
Logic



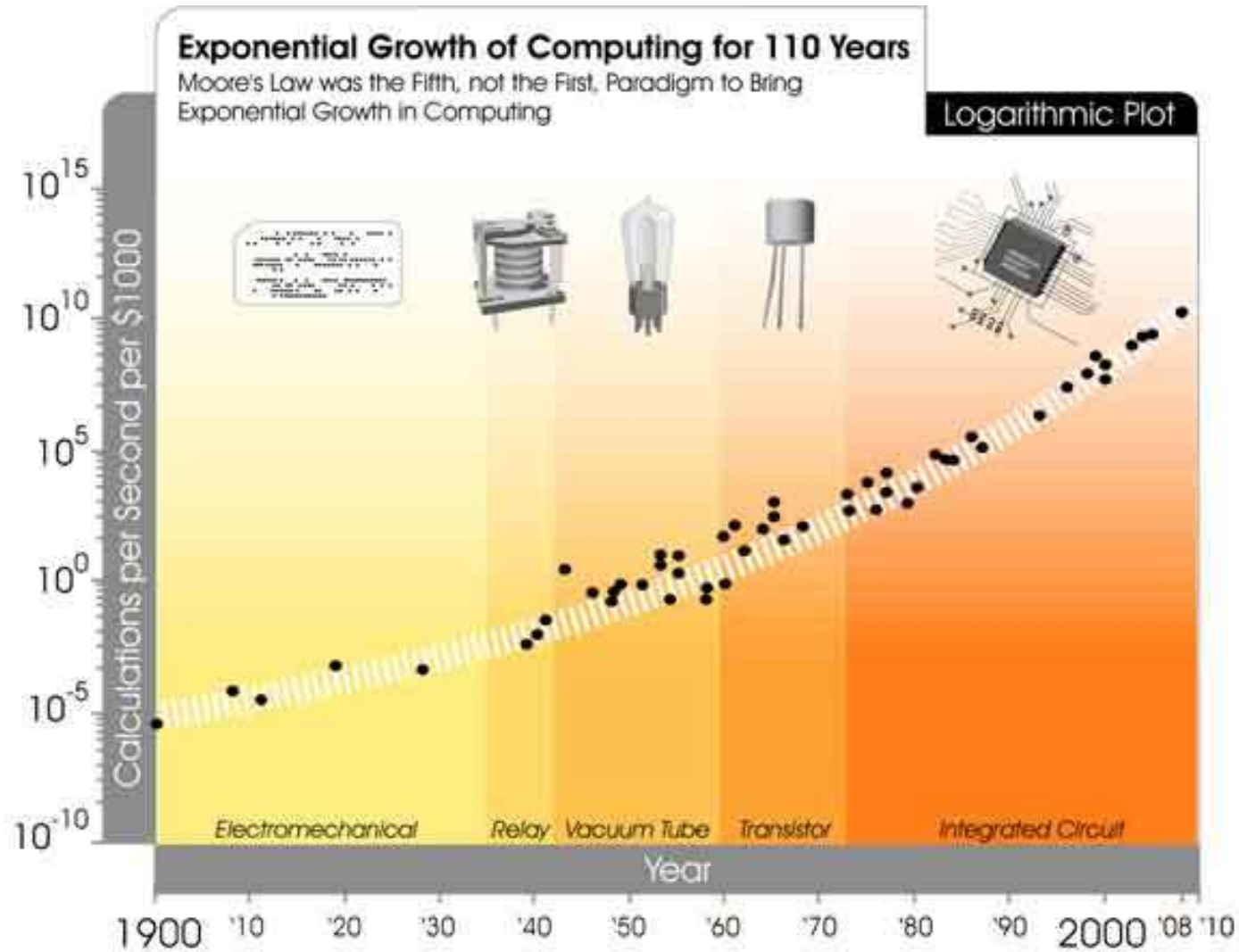


S-D
Logic





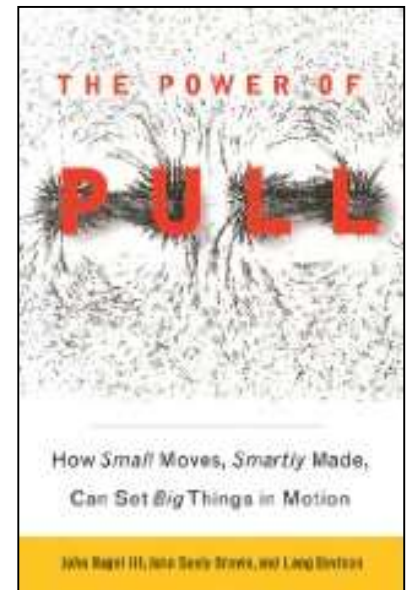
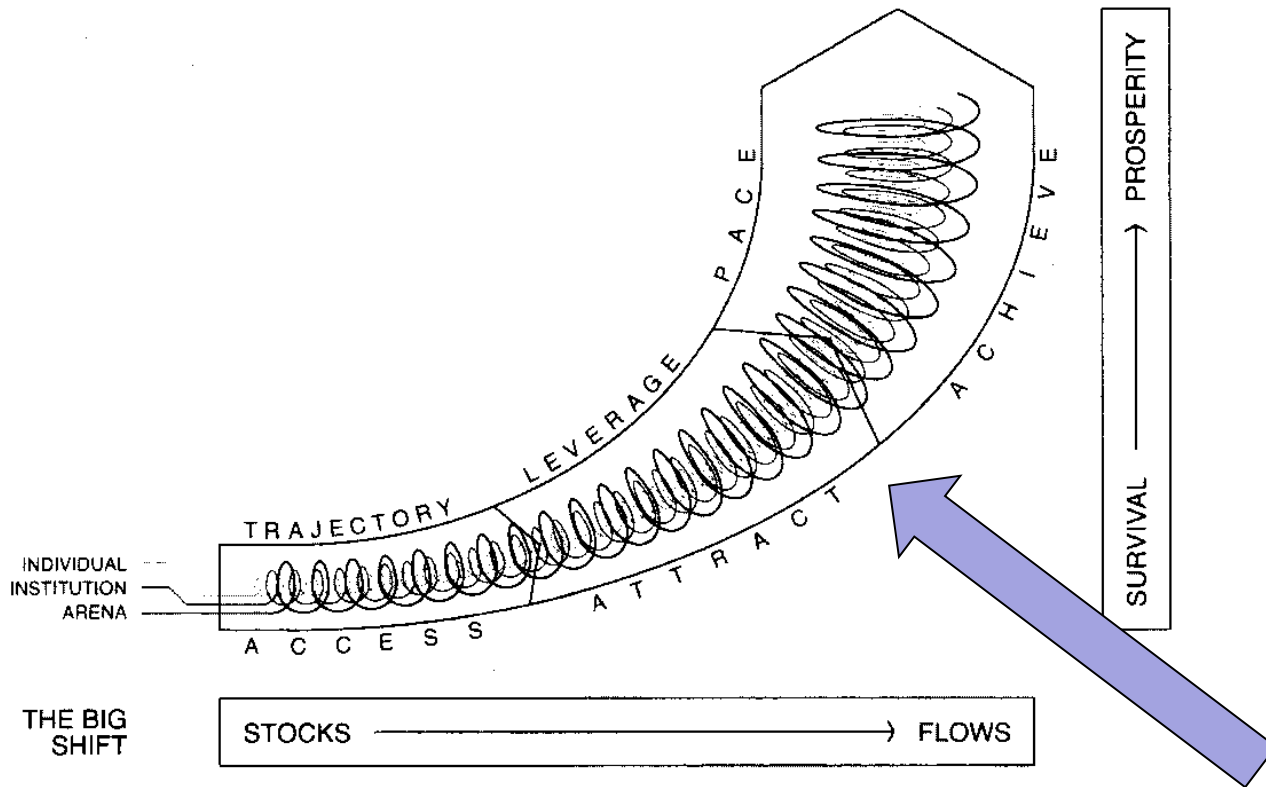
S-D
Logic



Value Co-creation: Growth in Prosperity through Collaboration



S-D
Logic

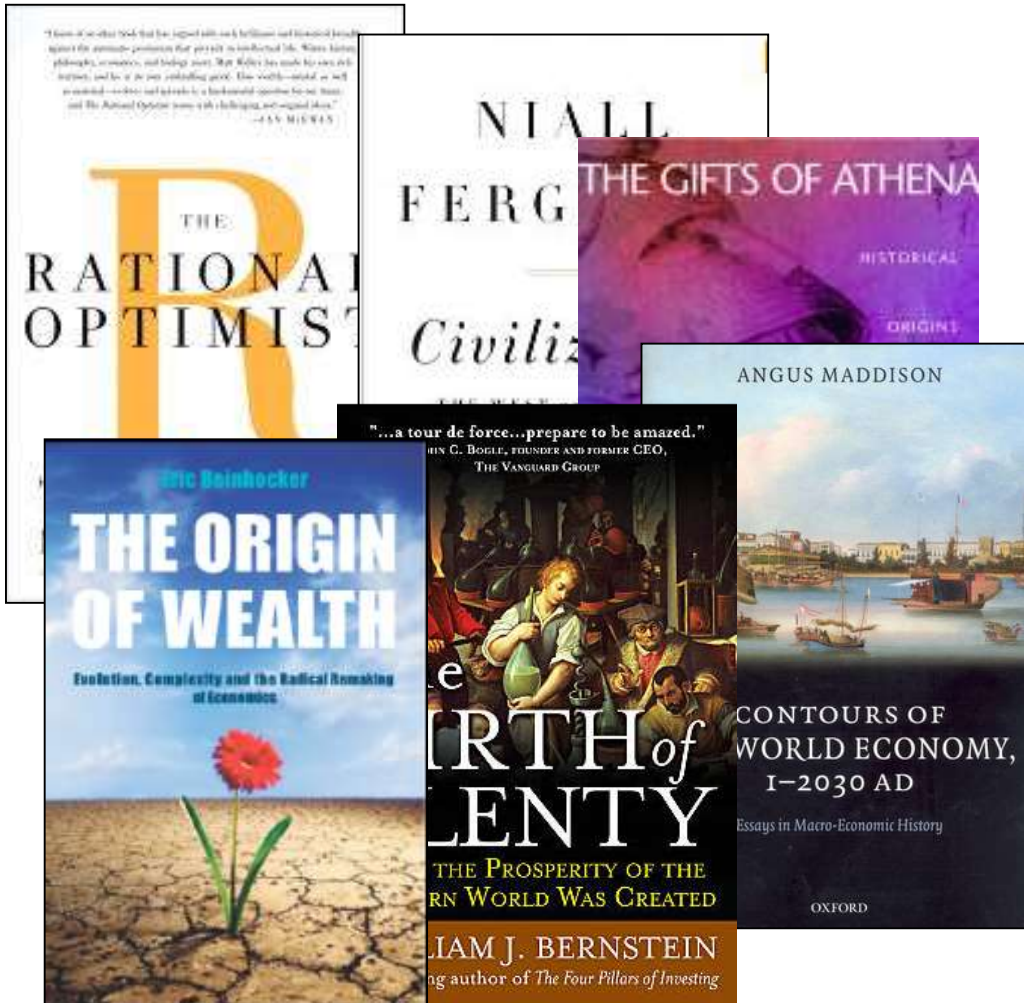


Havilland Studio, Palo Alto, California, and Lahaina, Hawaii

The Drivers of Increasing Returns to Scale



S-D
Logic



- Property rights
- Scientific rationalism
- Capital markets

Specialization
and
exchange

Rules and
Laws

- Com
- Wo
- Hea
- Large-scale production

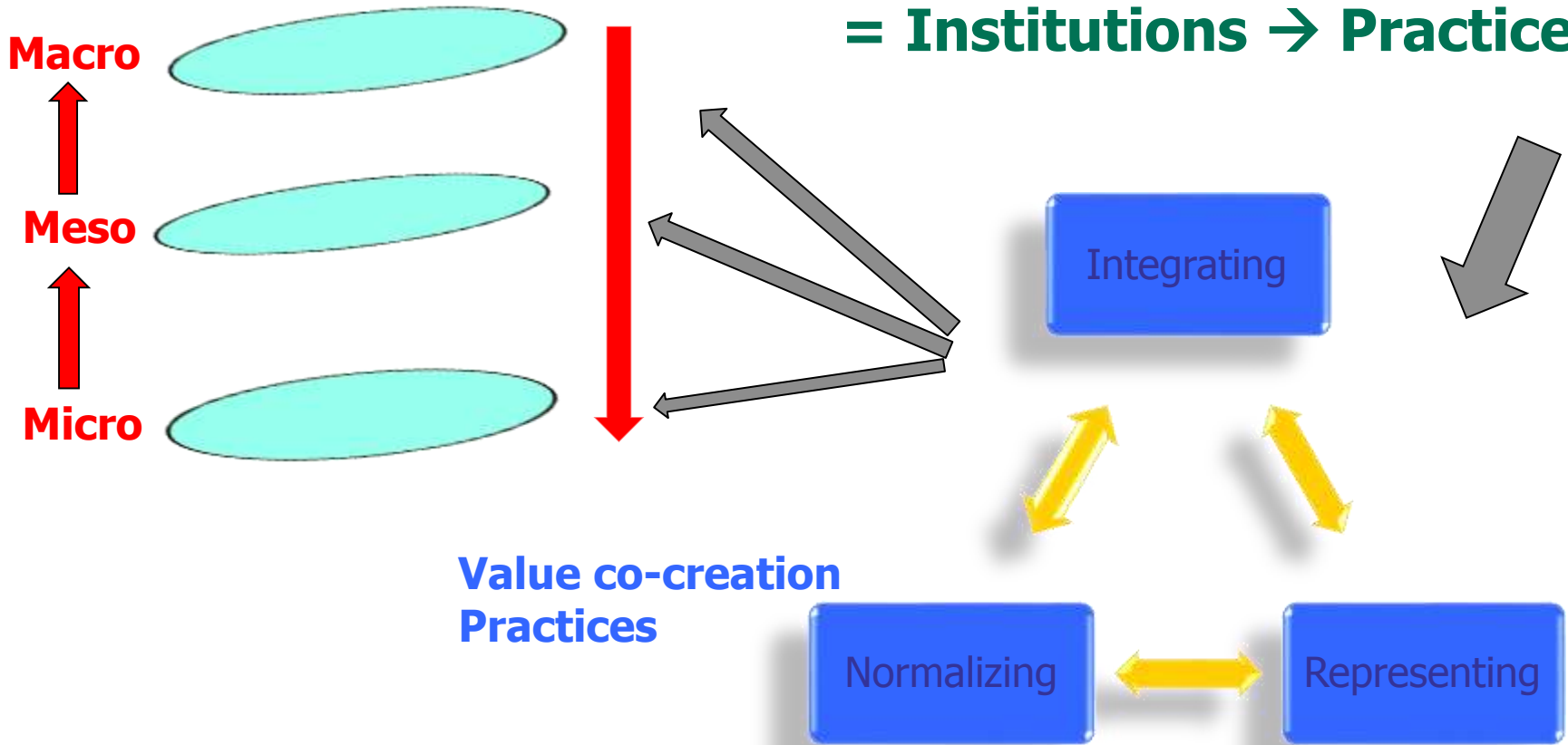
Science and
Language

Specialization
and exchange

Rules and
Laws

Science and
Language

= Institutions → Practices





Some Current Research Issues

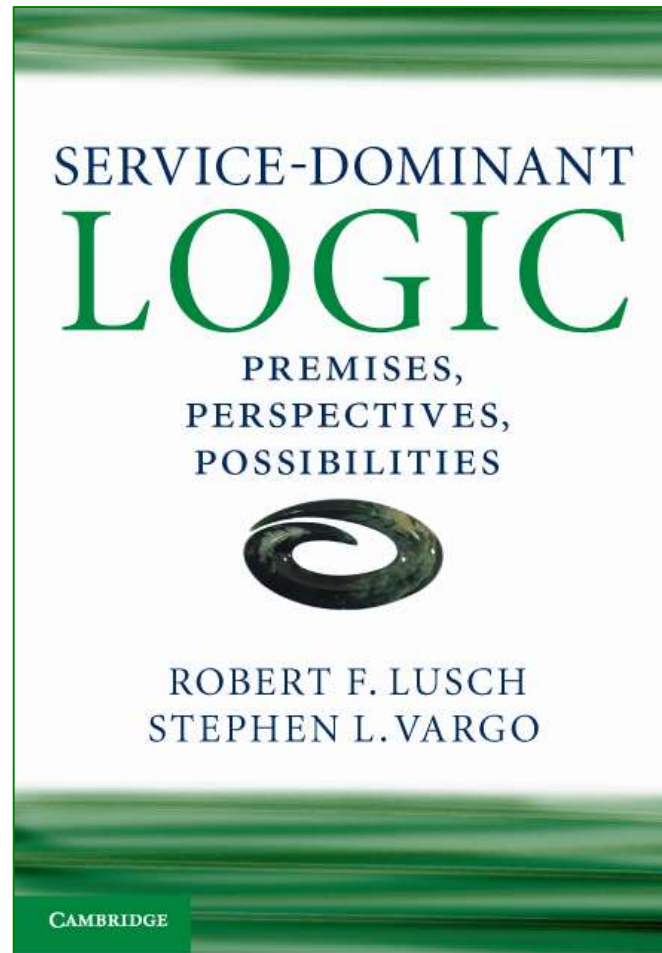
S-D
Logic

- The role of institutions and ecosystems in:
 - Innovation
 - Technology
 - Market making
- Value co-creation in mutli-stakeholder
- Bridging S-D logic and practice:
 - *midrange theory*
- Market-theory development:
 - *grand theory*: 'theory of the market'

The Journey Continues...



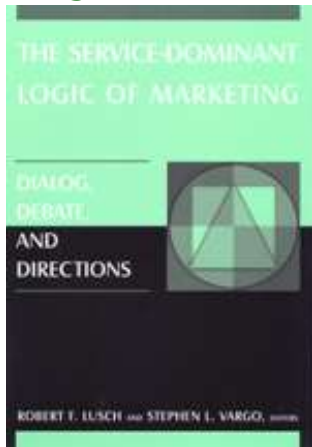
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Logic



Release date: November 2013



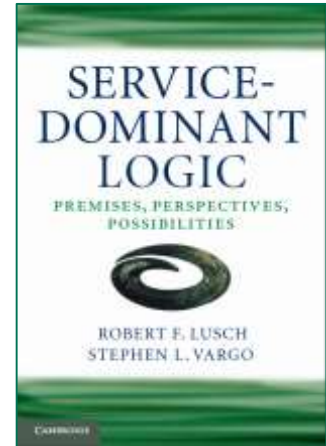
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Thank You!

For More Information on S-D Logic visit:

sdlogic.net



We encourage your comments and input. Will also post:

- Working papers
- Teaching material
- Related Links

Steve Vargo: svargo@sdlogic.net Bob Lusch: rlusch@sdlogic.net