A Service-Dominant Logic Reorientation to (Service) Innovation

Presentation for VTT Technical Research of Finland
Helsinki, Finland
April 29, 2013

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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
FOUNDATIONS: GOODS-DOMINANT
Goods-Dominant Logic Model: Goods, Value Production and Consumption

The Source: Smith’s Bifurcation (*The Wealth of Nations*)

- Model of Economic Exchange
  - Division of labor (specialized knowledge & skills)
- National Wealth Creation in Context or 1776
  - Export of knowledge/information embedded in people/things
  - “Productive” = “labor” contributing to surplus exportable, tangible goods
Wrong Thinking about Service(s): The G-D Logic Perspective

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
Transitioning Perspectives on Innovation

**Goods Innovation**
- Making better output (goods)
- New technology
- Efficient processes
  - Decreasing returns to scale
- Purpose: increase market share

**“Services” Innovation**
- Making better output ("services")
- Apply goods innovation principles, adjusted for service deficiencies ("IHIP" characteristics)

**Service Innovation**
- Providing better input into customers'/actors' value-creation processes
- Link firm-available resources to peoples purposes
- Increasing returns to scale
- Purpose: Designing/Defining/"Owning" the market
- Deinstitutionalization and reinstitutionalization
- **APPLIES TO ALL INNOVATION**

The Central Message
FOUNDATIONS: SERVICE-DOMNANT LOGIC
A Partial Pedigree For S-D Logic

- Core Competency Theory
- Resource-Advantage Theory
- Network Theory
- Consumer Culture theory
- Experience marketing
- Services Marketing
- Relationship Marketing
- Theory of the firm
An Extended Pedigree for S-D Logic

S-D Logic

- Human Ecology
- Business Ecosystems
- Stakeholder Theory
- Service Science
- New Institutional Economics
- Market Practices and Performances
- Social Network Theory

Service-Dominant Logic
Marketing Theory
http://mtq.sagepub.com/

The nature and processes of market co-creation in triple innovation: leveraging insights from consumer culture theory and service economy
Linda Peralta and Jenny Milis
Marketing Theory 2011; 11: 9
DOI: 10.1177/1470593110393710
The online version of this article can be found at
http://mtq.sagepub.com/content/

Towards a service-dominant professional identity
An organisational socialisation perspective
Maria Åkesson and Per Skålen
Service Research Center, Karlstad University, Karlstad, Sweden

Abstract
The service-dominant logic of market co-creation (S-D Logic) suggests that service is a true basis for understanding value creation. Service-dominant logic (SDL) poses a new paradigm for understanding exchange and argues that service is a true basis for understanding value creation. SDL offers a new way of thinking about the role of service and the nature of the service-dominant perspective as opposed to a goods-centered perspective. This perspective focuses on the process of service providers using their specialized and contextual knowledge for customer benefit and value creation. SDL also emphasizes the importance of the provider’s perspective in understanding the nature and processes of market co-creation in the service-dominant perspective.

SD Professional Identity
23
Received 19 September 2010
Revised 29 January 2011
Accepted 4 February 2011

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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 concluded that the present tourism marketing research could be broadened 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.”

Concurrent with the growth of tourism marketing, the flourishing development of general marketing has brought about a variety of theoretical and practical issues. It is important to reemphasize the need to reaffirm the importance and role of marketing in the tourism sector. This might lead to the development of a more comprehensive and integrated approach to tourism marketing research and practice.

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

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University of Tennessee, USA

Introduction

Value is created by customers within and related to the participating in customers marketing activities, hence, a specific value to customers in a service-dominant logic of marketing.

Typeology of Service Innovation from a Service Logic Perspective

Kitchin, Neil
Essex University, United Kingdom

Neu How Lin
National University of Singapore, Singapore

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

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CIT, Center for Service Research, Karlstad University, Karlstad, Sweden, and

Håkan Trolln
Halmahera University College, Eksom, Norway

and

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

Abstract

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

Keywords: Service Innovation, Service-Dominant Logic, Service Systems

Introduction

Today's service environment is more competitive and dynamic than ever. Service providers need to be innovative to stay ahead of their competitors. This paper aims to explore the concept of service innovation from a service-dominant logic perspective.
<table>
<thead>
<tr>
<th>Premise</th>
<th>Explanation/Justification</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FP1</strong></td>
<td><strong>Service</strong> is the fundamental basis of exchange.</td>
</tr>
<tr>
<td></td>
<td>The application of operant resources (knowledge and skills), “service,” is the basis for all exchange. <strong>Service</strong> is exchanged for service.</td>
</tr>
<tr>
<td><strong>FP6</strong></td>
<td>The customer is always a co-creator of value</td>
</tr>
<tr>
<td></td>
<td>Implies value creation is interactional.</td>
</tr>
<tr>
<td><strong>FP9</strong></td>
<td>All economic and social actors are resource integrators</td>
</tr>
<tr>
<td></td>
<td>Implies the context of value creation is networks of networks (resource-integrators).</td>
</tr>
<tr>
<td><strong>FP10</strong></td>
<td><strong>Value</strong> is always uniquely and phenomenological determined by the beneficiary</td>
</tr>
<tr>
<td></td>
<td>Value is idiosyncratic, experiential, contextual, and meaning laden.</td>
</tr>
</tbody>
</table>
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’”

There are No “Services” in Service-Dominant Logic
The S-D Logic Actor: Co-Creating through Resource Integration & Service Exchange

- Market-facing Resource Integrators
- Private Resource Integrators
- Public Resource Integrators

Actor: Resource Integrator (individual, family, firm, etc.)

Economic Currency:
- New Resources
- Value

Social Currency:
- Service
Micro Exchange Embedded in Complex (Eco)Systems of Exchange

- Supplier
- Supply/Value Chain
- Producer
- Consumer
Resource Integration & Service-for-Service Exchange within Service-Ecosystems

Resource Integrators

Institutions

Resource Integrator/Beneficiary ("Firm")

Resource Integrator/Beneficiary ("Customer")
The Structure and Venue of Value Creation: Institutions & Service Ecosystems

**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)
- Both a resource and a restriction

**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.
Innovation Becomes…

Developing more effective **value propositions** for participating in beneficiaries’ resource-integrating, value-creating practices, through service

- Systemic, emergent,
- Co-created and co-evolutionary
- Function of (de)institutionalization
Rethinking, Reframing, and Reconciling from an S-D Logic Perspective

- **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
<table>
<thead>
<tr>
<th>Item</th>
</tr>
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<tbody>
<tr>
<td>Where was the Market...?</td>
</tr>
<tr>
<td>“Why would anyone want...”</td>
</tr>
<tr>
<td>A horseless carriage (Model T)</td>
</tr>
<tr>
<td>Talking movies</td>
</tr>
<tr>
<td>A Television</td>
</tr>
<tr>
<td>A Personal computer</td>
</tr>
<tr>
<td>A Microwave oven</td>
</tr>
<tr>
<td>The Internet</td>
</tr>
<tr>
<td>An iPod</td>
</tr>
</tbody>
</table>
Implications for Understanding the Market

- There are no (a priori) markets
  - There are just micro-level, service exchanges
    - gifts, generalized reciprocity, service-for-service
- There is a market system:
  - transitory, contextual configurations of resources and exchanges, sometimes linked by institutions
- ...and hence markets can “exist”
  - They can:
    - Be envisioned -- images of service potential
    - become institutionalized -- Intersubjective realities
- Thus, markets become performed within the Market
  - They exist because we act like they do
  - “Markets are functions of marketing” (and other business practices)
A Market as an Institutionalized Solutions

Resource Application (service)

Inter-subjective Agreement

Human Problem

Institutionalized Solution = A Market

De-institutionalization
Re-institutionalization

Market performativity

Quasi-predictability
PERSPECTIVES ON INNOVATION
The Predictive Logic of Traditional Innovation Models

- Idea generation
- Idea screening
- Development and Testing
- Marketing Strategy
- Business analysis
- Product Development
- Test marketing
- Commercialization
- New Product
Managerial vs. Entrepreneurial Approaches to the Market

Managerial Thinking (Causal)
Distinguishing Characteristic
Selecting between given means to achieve a pre-determined goal

Entrepreneurial Thinking (Effectual)
Distinguishing Characteristic
Imagining a possible new end using a given set of means

CAUSAL vs. EFFECTUAL REASONING

Given Means
M1
M2
M3
M4
M5

Given Goal

Imagine Ends
M1
M2
M3
M4
M5
Red and Blue Ocean Strategies
Based on Chan Kim and Mauborgne (2009)

**Compete in existing market space**
**Make the competition irrelevant**

**Beat the competition**
**Create and capture new demand**

**Exploit existing demand**
**Break the value-cost trade-off**

**Make the value-cost trade-off**
**Align the whole system of a firm’s activities with it’s strategic choice of differentiation or low cost**

**“Defend Current Position” Perspective**
**“Innovate & Pursue New Opportunities” Perspective**
Marketing Process Inversion

Process of Effectuation Used by Expert Entrepreneurs

Classic Causation Model from Marketing Textbooks

Market Definition
Segmentation
Targeting
Positioning

SINGLE CUSTOMER

Understand Customers
Who am I?
What I know? Whom do I know?

Segment Definition
Developing gut feeling through strategic partnership & selling

Adding Segments/Partners
Definition of one many possible markets
The Effectual Process of Innovation

Actual Mean: Who We are, What We know, Whom We know

Actual courses of Action possible:
- What can We do?
- Interactions with other people
- Effectual stakeholder commitments

Converging cycle of constraints:

New means:
- New goals

Expanding cycle of resources:

NEW MARKETS AND NEW FIRMS
Sustaining and Disruptive Innovation

Incumbents nearly always win

Entrants nearly always win

Pace of Technological Progress

Pace of Performance that customers can utilize, absorb

Sustaining innovations

Disruptive technologies

New Market Technologies

Non-market participants

(Different measures of Performance)

Performance

Time

Adapted from Christensen (various)
The Disruptive Innovation Cycle
Invention vs. Design (thinking): (Product vs. Experience)
Internal vs User-Led Innovation
Crowdsourcing & New Jobs to be Done

S-D Logic
The Innovation Inversion: The General and Special Case

**General Case**
- Managerial
- Predictive
- Sustainable/Incremental
- Institutionalized
- R&D

**Special Case**
- Entrepreneurial
- Effectual
- Disruptive/Radical
- Abductive
- Open Source

“It ain’t what you don’t know that gets you into trouble. It’s what you know for sure that just ain’t so.”
-Mark Twain-
Some Venues for Innovation

- Meso/Macro Ecosystem
- Co-Production/Service Encounter Space
- Resource Integrator/Beneficiary ("Firm")
- Resource Integrator/Beneficiary ("Customer")
- Actor Space

Actor Ecosystem

Actor Ecosystem

Resource Integrators
Strategic Business Model Considerations

Societal Context:
Societal structures that need to be (de)institutionalized

Market-Level Context:
Market-, industry-, and brand-related structures that need to be (de)institutionalized

Provider-centered Processes:
Service provision practices
- Resource acquisition
- Resource integration
- Culture

Provider-centered Ecosystem:
Owned/accessible resources that can be applied to benefit some actor(s)?

Value Propositions:
Expected improvement in actors’ viability through other actor’s service?
- Service to be offered
- Co-production
- Value to be effected
  - JTBD
  - Experience desired
- Monetization
- Other provider benefits (brand development, WOM, etc.)

Value realization:
What is actor trying to achieve
- Jobs to be done
- Overall experience desired

Beneficiary-centered Ecosystem:
What personal/public/privat e resources must be available for service to be realized
## S-D Logic-compatible Innovation Approaches

<table>
<thead>
<tr>
<th>S-D Logic</th>
<th>Market (re)creation</th>
<th>Ecosystem development/enhancement</th>
<th>Reframing firm role/objective</th>
<th>Reframing beneficiary desires/value</th>
<th>Value creation/realization (for firm)</th>
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<tr>
<td></td>
<td>Disruption</td>
<td>Provider</td>
<td>Service-flow provision (vs product selling)</td>
<td>“Jobs to be done” (vs. product need)</td>
<td>Co-production/Open-source innovation/crowdsourcing</td>
</tr>
<tr>
<td></td>
<td>Effectuation</td>
<td>Beneficiary</td>
<td>Value-based/performance-based pricing (vs unit based)</td>
<td>Experiences (vs. product evaluation)</td>
<td>Self service</td>
</tr>
<tr>
<td></td>
<td>(Re)Institutionalization</td>
<td>Solution centered</td>
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<td></td>
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*Notes:*
- Service-oriented firms focus on service-flow provision (vs product selling).
- Value-oriented firms focus on value-based/performance-based pricing (vs unit based).
- Provider-oriented firms focus on provider-centric services.
- Beneficiary-oriented firms focus on beneficiary-centric experiences.
- Solution-oriented firms focus on solution-centered outcomes.
- Value-oriented firms focus on value creation/realization.
- Self service refers to self-service options for beneficiaries.
EXAMPLES
Ecosystem Development: Facilitation of Resource Integration
Ecosystem Development/Architecture
Selling the Service: Outcome-Based Pricing/Performance Contracting:

- S-D Logic
- BAE SYSTEMS
- Panera Bread
- A Loaf of Bread in Every Arm
- Rolls Royce
- Power By The Hour
Reframing Firm Purpose: “Fabless” (Contract Manufacturing) Firms

**TOP 10 FABLESS SEMICONDUCTOR FIRMS: $27.3 (2008)**

<table>
<thead>
<tr>
<th>Company</th>
<th>Sales (2008)</th>
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<tbody>
<tr>
<td>Qualcomm (QCT Division)</td>
<td>$1.8B</td>
</tr>
<tr>
<td>Broadcom</td>
<td>$1.2B</td>
</tr>
<tr>
<td>NVIDIA</td>
<td>$892.7M</td>
</tr>
<tr>
<td>Marvell Technology Group</td>
<td>$842.6M</td>
</tr>
<tr>
<td>SanDisk</td>
<td>$816.0M</td>
</tr>
<tr>
<td>LSI</td>
<td>$692.1M</td>
</tr>
<tr>
<td>MediaTek</td>
<td>$543.6M</td>
</tr>
<tr>
<td>Xilinx</td>
<td>$488.2M</td>
</tr>
<tr>
<td>Avago Technologies</td>
<td>$439.0M</td>
</tr>
<tr>
<td>Altera</td>
<td>$359.9M</td>
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</table>
Open Innovation

Transiting from Do-It-All-Yourself" Innovation to "Open" collaborative Innovation

The Ambassador program gives voice to Adult Fans of Lego (AFOL)

The Hobbit games—a collaboration of Lego and AFOLs
Disruptive Innovation

High Efficiency General Imaging Ultrasound Systems

might get disruptive by

USB based systems the works with any Windows based computer...

...as they reach the performance that medical professional can absorb
The iEcosystem—an Effectual Development

- Computer Company
- Electronic Suppliers
- Recording Industry
- Phone Companies
- Application Developers

Who We are?
What We know?
Whom We know?

Expanding cycle of resources

What can I/we do?
(Affordable Loss

Effectual stakeholder commitments

Interactions with other people

2010 iPad
Innovation-Solutions for Jobs to be Done

This new resource integration platform drastically changed video consumption practices

Job to be Done
- Provide exactly what the customer wants...
- ...where it's wanted (TV, Smartphone, Tablet)...
- ...and when it's wanted.

By allowing viewers to:
- create their own television channels based on favorite themes
- watch what they want when they want without being bound by network schedules
- skip through commercial and pause live TV
SUPPORTING LITERATURES