





Challenges in Service driven economies

- **Digitalization**
- **Automation (Robots)**
- **Individualisation**
- **Experience focus**
- **Innovation and service ecosystems**



The Service Concept

Service as market offerings with specific characteristics such as being intangible, relational and interactive in nature or **service as a perspective on value creation.**

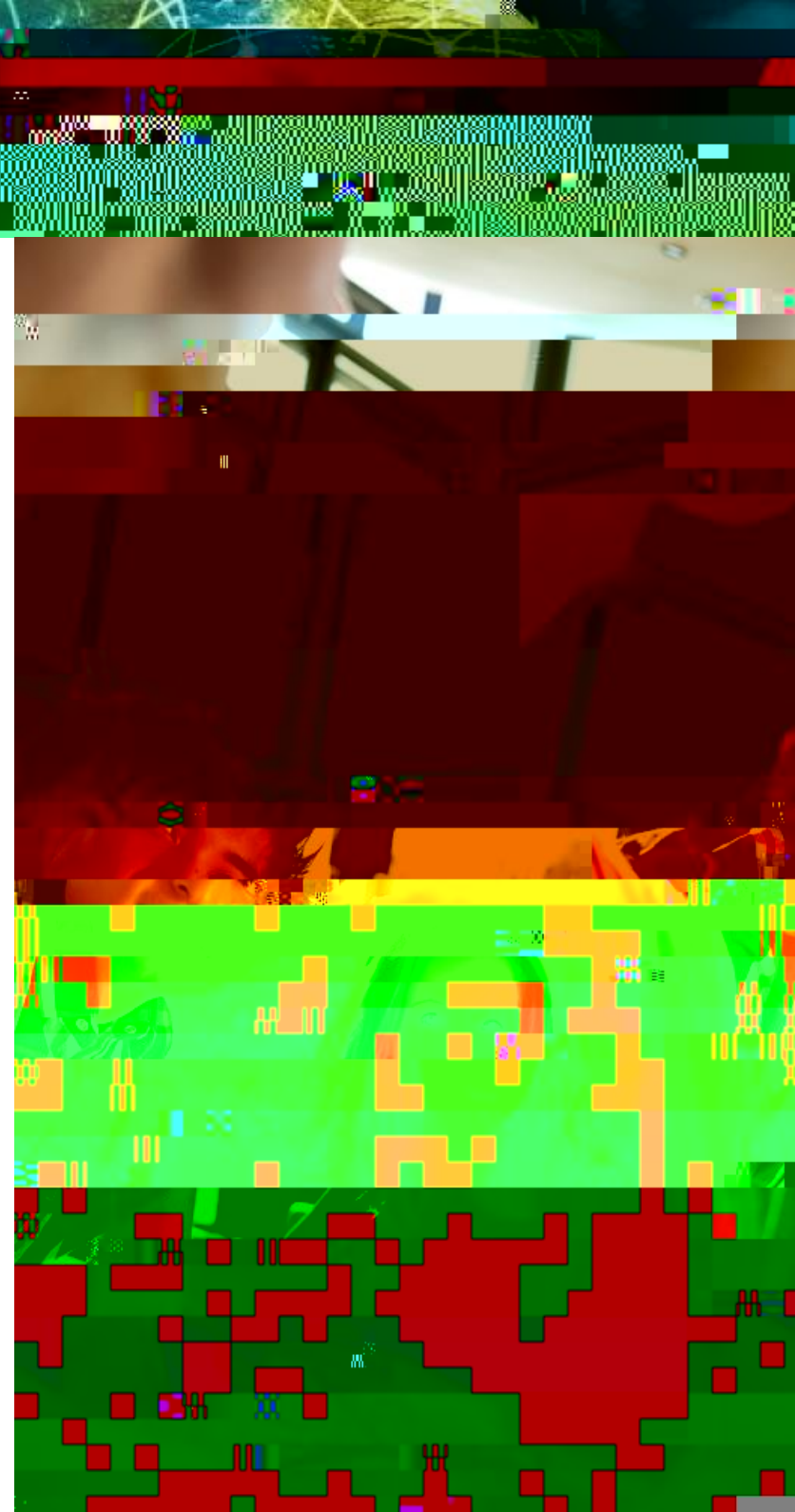
The latter is referred to as service logic or service-dominant logic (S-D logic).

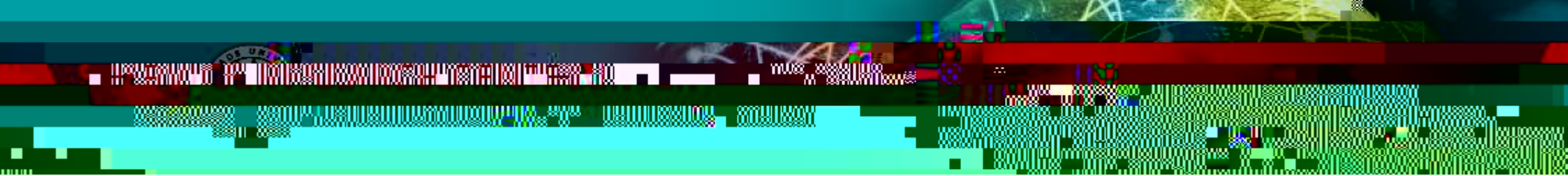
a service logic is becoming dominant!

Focus on understanding, and providing opportunities for, value creation!

Value is always co-created

Value is contextual and experiential





**Zooming out from a
narrow focus on
offerings**

**Zooming in on dynamic
service ecosystems**



Edvardsson and Tronvoll (2015)

define service innovation **as institutionalized change in service systems** due to a new configuration of actors, resources and schemas, resulting in new practices that are valuable enough for the involved actors to make it sustainable.

Through the lens of service-dominant logic (SDL),
companies' innovation efforts focus on creating

(Vargo and Lusch 2008).

Skålén et al (2014) have developed a model describing
the anatomy of VPs built on three aggregates of
practices; Provision, Representational and
Management & organizational practices.

One actor's value proposition must resonate with
other involved actors' intentions.



- and can serve as a source of power for actors when co-creating value

- Institutional arrangements provide rules of the game such as norms, rules, conventions, practices that enable social coordination
- Vargo, Wieland and Akaka (2014) argue that institutionalization and the disruption and change of institutions is a central process of service innovation.
- Institutions influence actors' behavior and actors behaviors also can change institutionalized norms, rules and habits.

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Vision:

everywhere by empowering them to make the world a

Visitors: 2015: 15.8 miljon

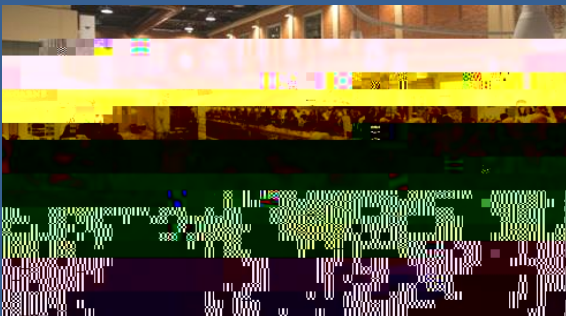
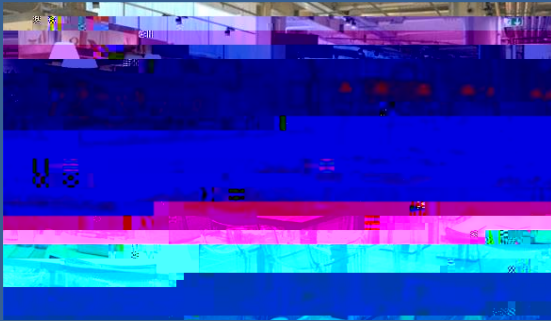
Focus: Learning through experiences and Social
Responsibility

Own currency: kidZo

kidZos



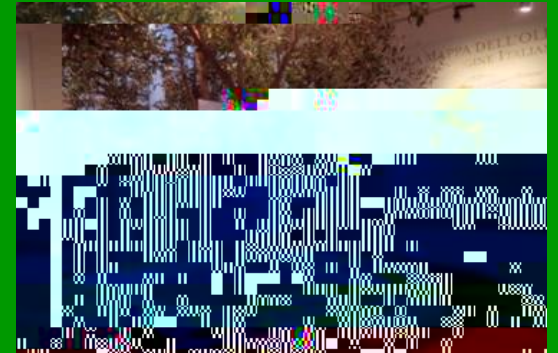
EAT



BUY



LEARN





Referencies

Skálén Per, Edvardsson, Bo., 2016 Transforming from the Goods to the Service-Dominant Logic, *Marketing Theory*. Forthcoming. Available on line.