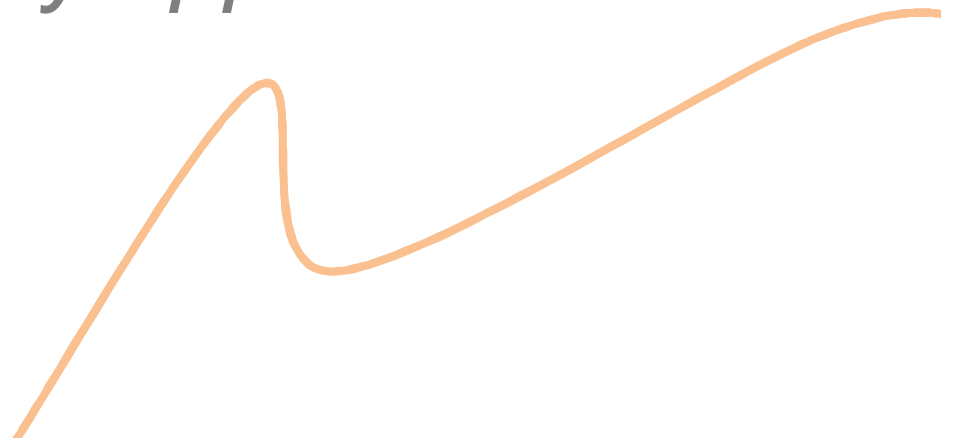


Positioning services in markets,
a “service” logic really applied



Quality and Innovation in Service Economy

All different forms of innovation (about products, processes, markets, organizations, strategies, etc.) and quality performances, thanks to the commonly agreed importance conferred in service economy, play a key role in every organization today, constantly searching new and more competitive management systems, finalized to quality and innovation promotion, communication and diffusion.

Technological innovation, quality concept and evolutions in business management have now assumed importance in many socio-economic disciplines in both theoretical and empirical studies, all focused on technological progress and quality performances related in business development quantification.

MAIN REFERENCES ABOUT THE THEME:

NAHAPIET, J., GHOSHAL, S. (1997) - SCHILLING, M.A. (2008)

PAYNE A., STORBACKA, K., FROW, P. (2008) - ROGERS, E.M. (1995)

Focusing on...

Service Innovation

Organizations develop, through innovation processes, their knowledge and competences, necessary to compete in new service economy, fostering the analysis of technological issues as well as organizational, relational, managerial one (e.g. KIBS), and searching correlations between continuous external changes and business performances inside new offerings service systems.

Among concepts such as intangibility, interactivity, co-existence, *co-terminality* and information intensity, it is possible to detect: i) strategic processes; ii) knowledge intensity; iii) strategic market and supplier relations.

MAIN REFERENCES ABOUT THE THEME:

MAGLIO, P.P., SRINIVASAN, S., KREULEN, J.T., SPOHRER, J. (2006)
LAY, G. (2002) - MIOZZO, M., MILES, I. (2002)

Service Innovation

Innovation may result as an experimental process fostering continuous learning obtainable *by doing, by using, by failing, by interacting* which, in service science logics, may be addressed to significant innovation dimensions such as: service definitions and related value propositions; client interfaces; service delivery systems; technologies.

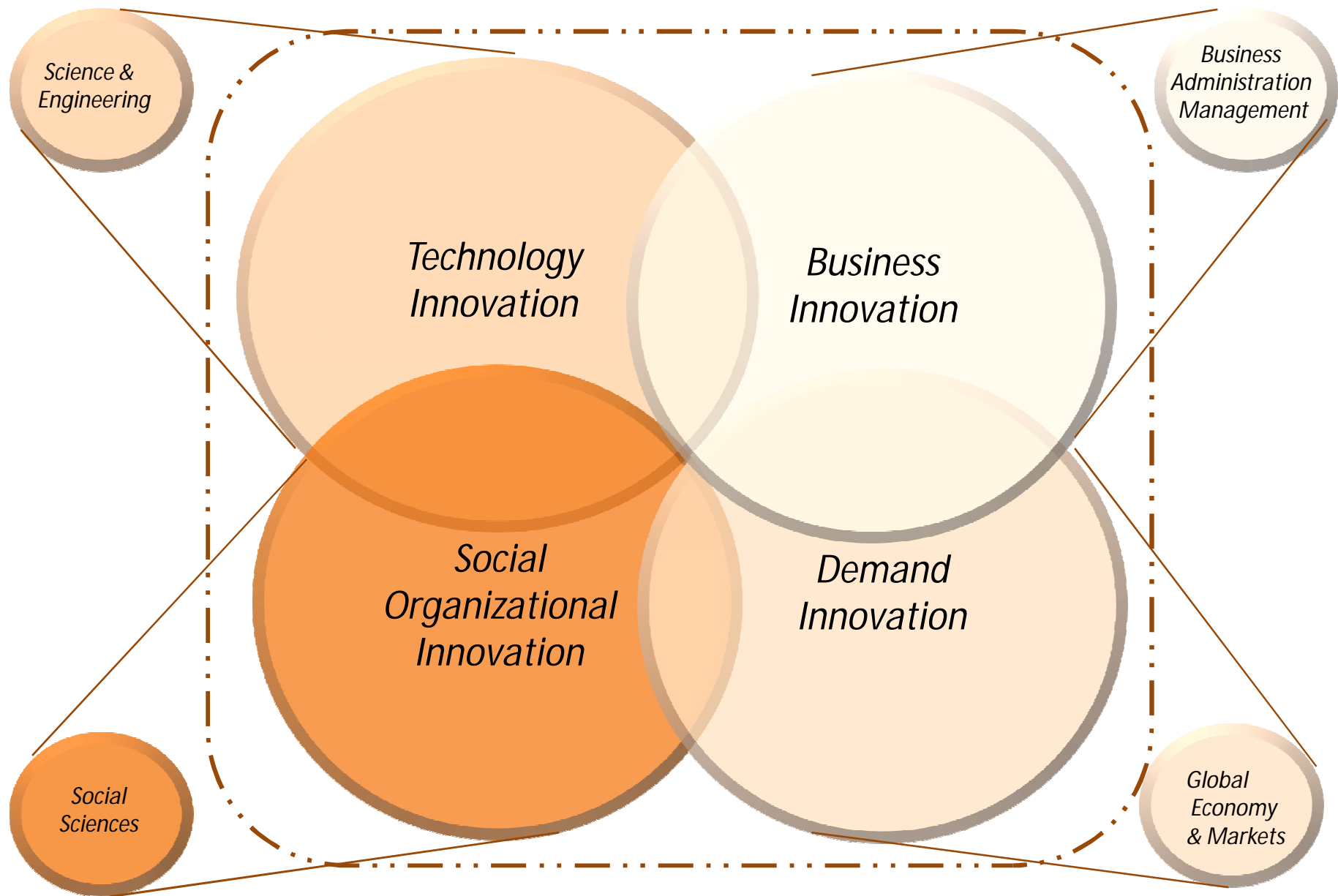
Innovation thus, if well designed and managed, can enable costs reductions, quality improvements, technical performances advances through a wise management of innovation source, both internal (R&D, production, engineering, marketing proposals, etc.) and external (deriving from the relationships with all actors, etc.)

MAIN REFERENCES ABOUT THE THEME:

GRONHAUG, K., KAUFMANN, G. (1988)

MÖLLER, K. (2006)

Service innovation is inherently multidisciplinary



Knowledge sources driving service innovations...

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Focusing on...

Quality Management

In last decades, quality concept has changed. Starting from compliance and quality in products, it has shifted to quality of the process and quality assurance, rapidly going towards Total Quality Management and CRM.

Hence every product may be seen as a set of resources, knowledge, and procedures, organized and coordinated by a specific structure (Quality Management) in order to avoid general mistakes and “non quality” costs, first of all related to customer “non satisfaction”.

MAIN REFERENCES ABOUT THE THEME:

TIEN, J.M., BERG, D. (2003)

GLUSHKO, R.J. (2008)

Quality Management

According to SSME, *quality management* may be observed in several perspectives, being it a multidimensional topic as well, therefore quality research can discuss about:

- i) proposed quality offerings (related to production);
- ii) customers' quality perceptions (product/services delivery, co-production);
- iii) quality certification (formal quality levels exposure);
- iv) organizational quality.

MAIN REFERENCES ABOUT THE THEME:

PADMORE, T., SCHUETZE H., GIBSON, H. (1998)

ZEITHAML, V.A. (1988)

The Quality-Service-Innovation **evolution**

There was a sort of evolution in interpretative approach to service quality and service innovation in international literature.

At first:

A technologist approach supposed that innovation concept, as well as of service quality, were fundamentally similar to manufacturing firms dynamics, therefore suggesting that technological development represented the only key factor of innovation and quality improvement processes.

MAIN REFERENCES ABOUT THE THEME:

BRYSON, J.R., MONNOYER C. (2004)

COOMBS, R., MILES, I. (2000)

The Quality-Service-Innovation **evolution**

Later:

A *service-oriented approach* observes how Innovation and Quality in services differ substantially from manufacturing archetype, due to the specific nature of services and to the related implications.

Today:

An *integrative approach* which, in line with the growing relevance of services in nowadays economy, tends to abandon the manufacture and service dichotomy in order to conceptualize a new approach to quality and innovation, basically independent from the production context in which they are observed.

MAIN REFERENCES ABOUT THE THEME:

RULLANI E. (2006)

SHEEHAN, J. (2005)

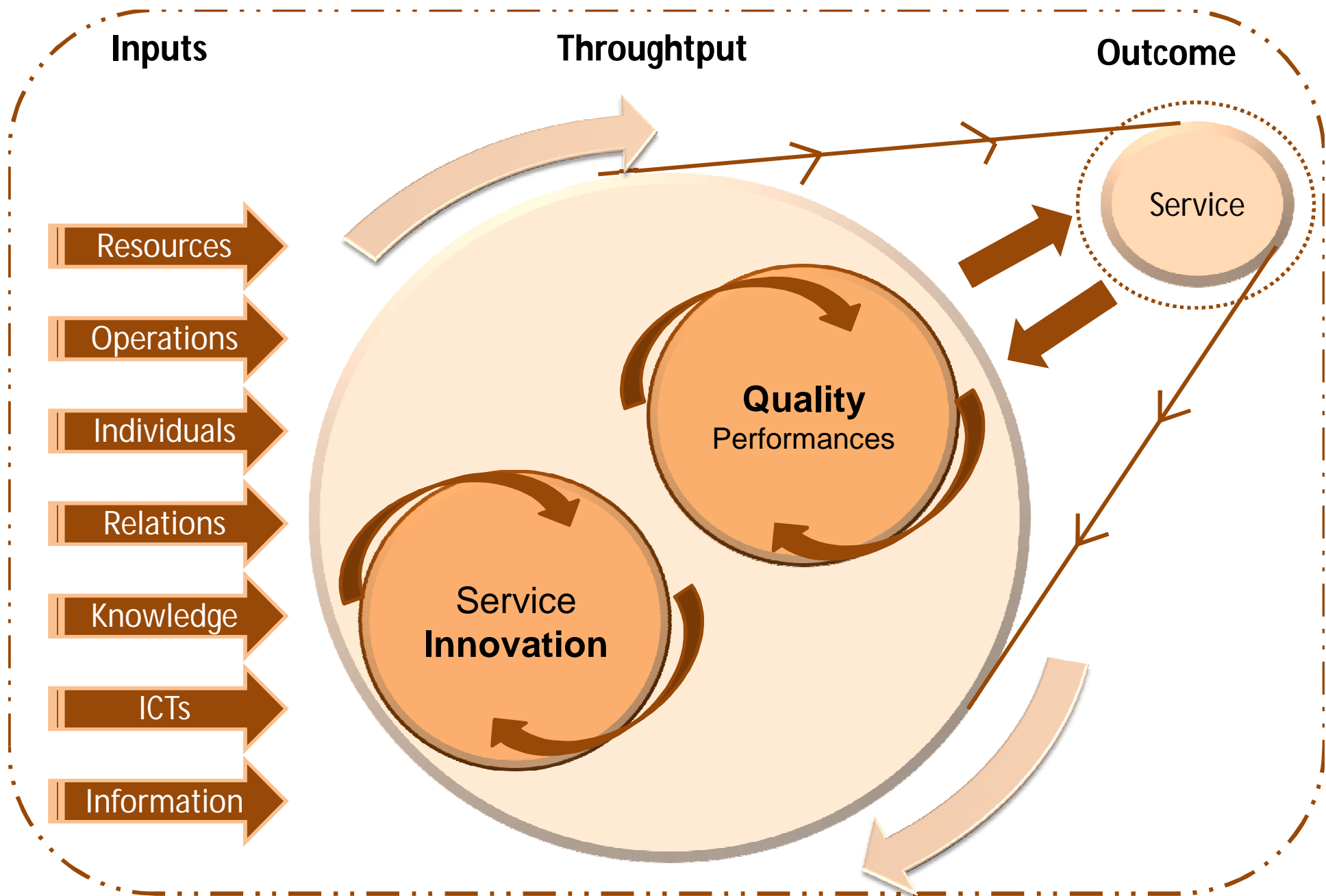
SUNDBO, J., GALLOUJ, F. (2000)

The New Quality-Service-Innovation

Networked Service Throughput

In such scenario, activities targeted to service innovation fulfillment and to process of quality improvement can be seen as fundamental *throughput* for business success within a reticular, embedded and relational business behavior inspired by service logics.

Therefore, receiving from service systems several inputs (resources, information, knowledge, ICTs) and improving productive relations with network's entities (partners, individuals, enablers, stakeholders), firms can reinforce business mechanism for service provision (considered as final business outcome). With appropriate Quality Management and Service Innovation actions, as real dynamic operations throughputs, it is possible to favor a positive process allowing sustainable competitive advantage in Service Age.



Service Provision System **definition**

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Sustainable service provisions

In the attempt to reinforce our considerations about Quality and Innovation studies in Service Age, we found interesting the integration between den Hertog propositions about four dimensions of Service Innovation and Gadrey and Gallouj reflections about service relationships (referred to service quality management).

This integration could nourish the definition of most critical variables for researching upon nowadays concepts of competitive advantage.

and business competitive advantages

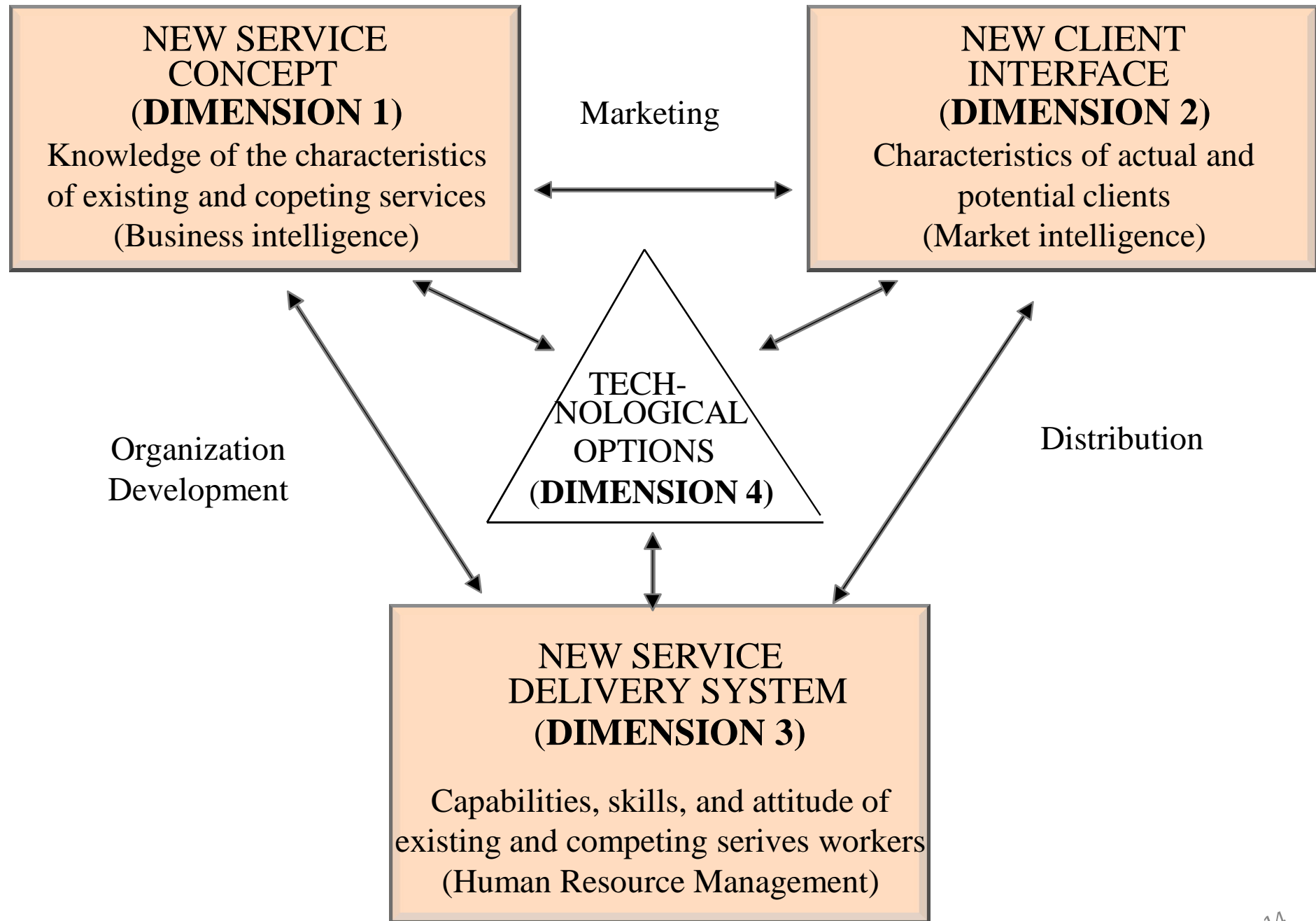
Den Hertog (2000)

Innovation dimensions:

- first dimension is related to intangibles characteristics of several service provisions, contributing to identify new service concepts and a consequent new marketing logic;
- other two dimensions are linked to actors interactions in exchange processes involving new interface form (for targets) and deliver systems (for providers), allowing more appropriate distribution thinking.
- last dimension is referred to new technological solutions enabling the organizations development and re-engineering processes.

MAIN REFERENCES ABOUT THE THEME:

DEN HERTOOG, P. (2000)



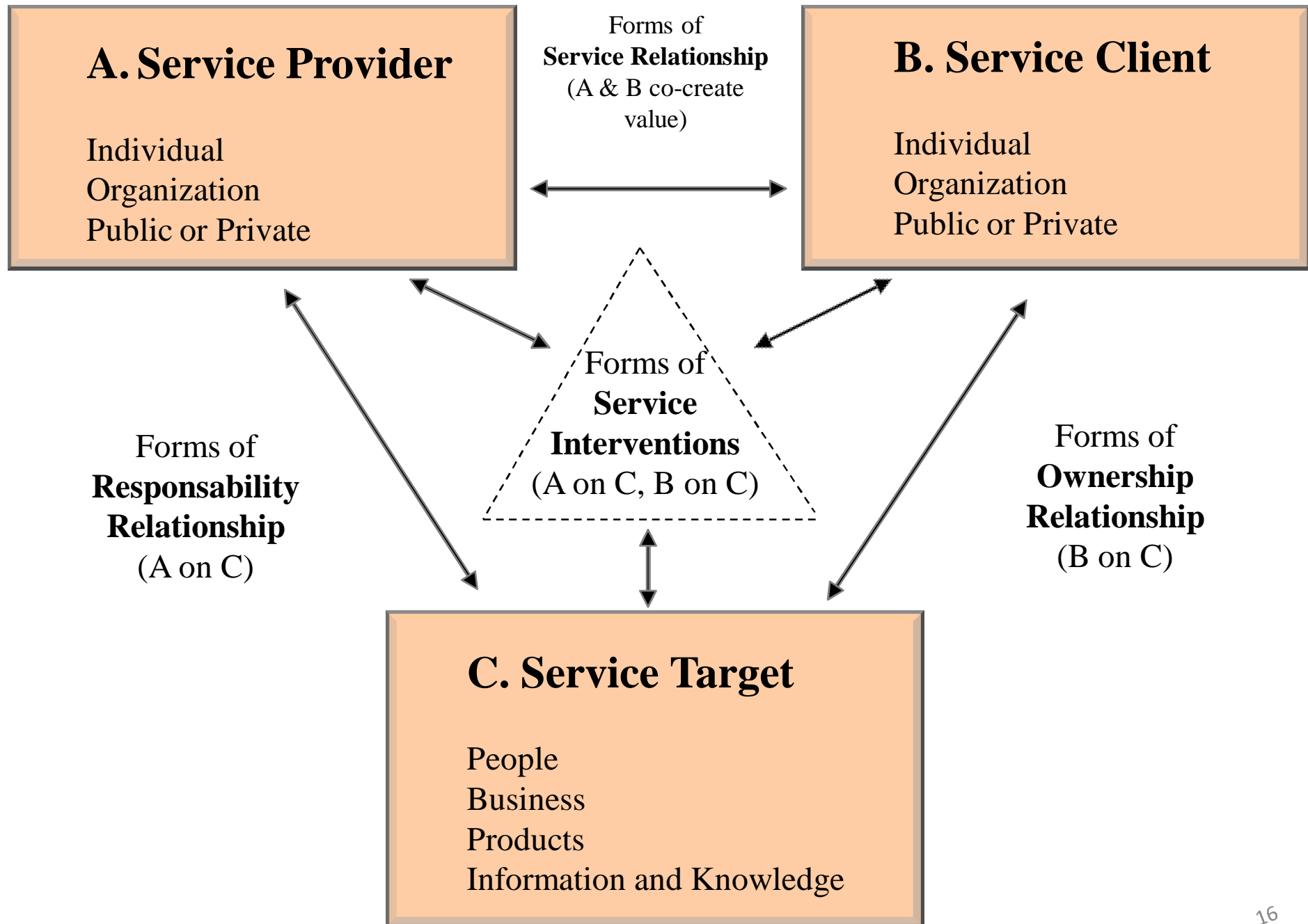
Service Innovation provides distinctive resources uses, as knowledge, creativity and a significant mix of their possible combinations, in order to catch profitable and useful business configurations and maximize qualitative results.

About **service relationships**:

- service providers and service targets are linked to a sort of responsibility relation, strategic for business competitiveness;
- service provider and service operations (the so called *interventions*) must be related to a new relation concept, of service-oriented nature;
- the relationship between final targets and service clients can be explained by a kind of ownership relations.

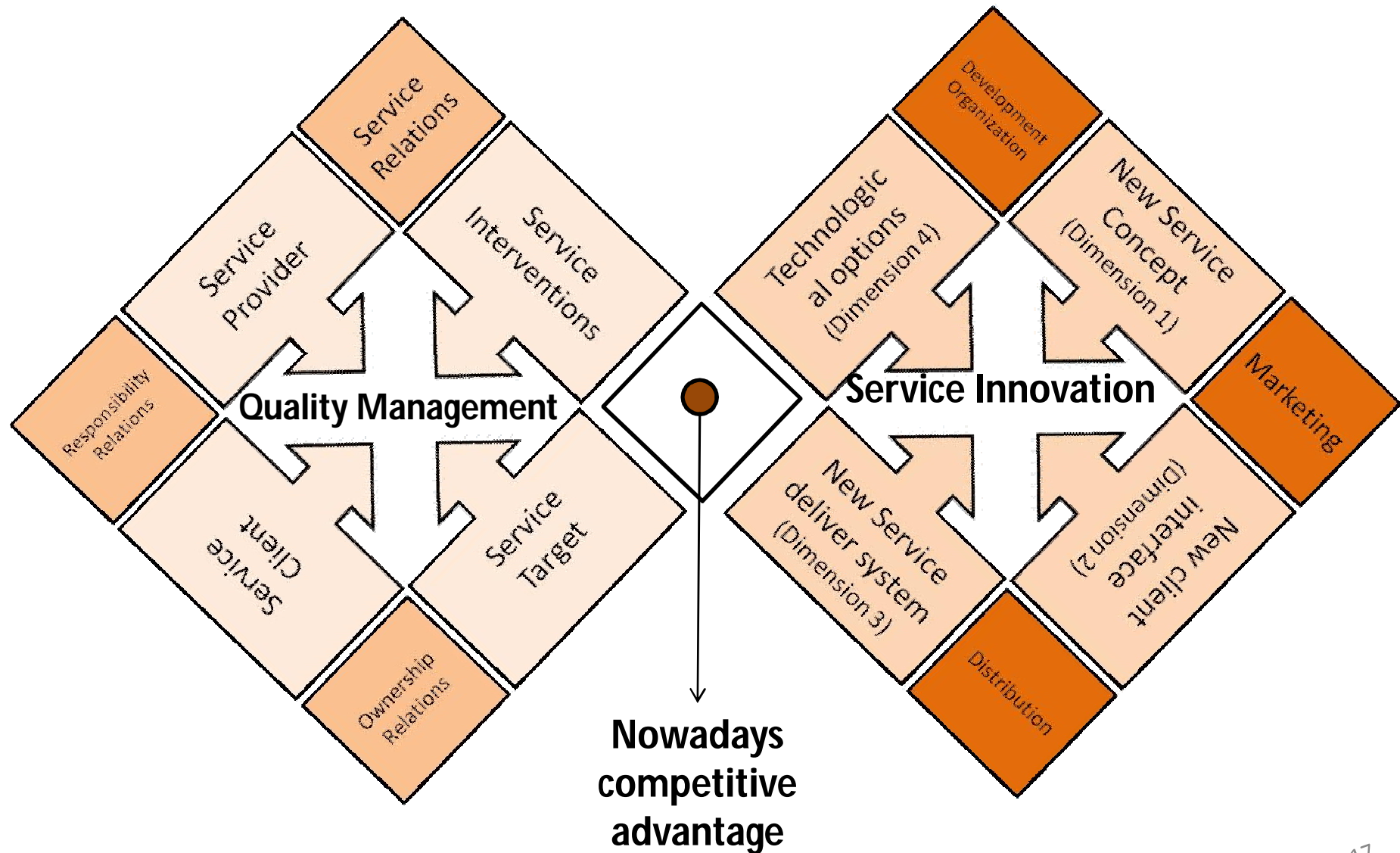
MAIN REFERENCES ABOUT THE THEME:

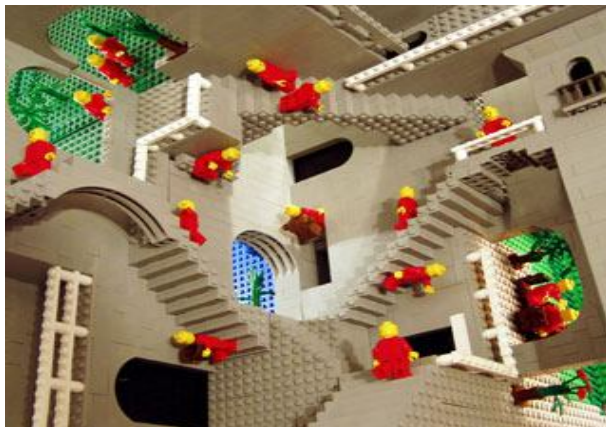
GADREY, J., GALLOUJ, F. (2002)



Nowadays foundations for competitive advantages

Unifying Quality Management and Service Innovation foundations





LEGO "Customization"

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