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4th International Business Servitization Conference

November 19-20, 2015

Rey Juan Carlos University

Book of Abstracts
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Foreword

4th International Business Servitization Conference

The 4\textsuperscript{th} International Conference on Business Servitization (ICBS) celebrated on 19-20 November 2015 at Rey Juan Carlos University (Madrid, Spain).

In this fourth edition of the conference, following the success of previous editions, we have been happy to provide the scientific community related to the topic of servitization, with a meeting place to share advances in research. The 4\textsuperscript{th} edition had as overarching theme: “\textit{Servitization: strategy, innovation and impact}”, and the day-and-a-half programme attracted different participants. It was presented 35 papers by 78 authors from 9 different countries.

As keynotes, the conference counted with the presence of, Professor Gebauer, who is a recognized author in the field of servitization; Leopoldo Maestu (from ALSTOM group), with broad experience in processes of servitization, and Elisa Martin (from IBM), as example of a company which has developed servitization and provides services to other companies.

We also counted with the presence of a number of managers, who I’m sure found the subject very interesting and useful for their organizations. It is very positive to share our research with them.

There were two special issues linked to the conference, in the form of open call in recognized journals, International Journal of Production Economics and Universia Business Review. The guest
editors of the special issues were present in the conference, and the authors could discuss with them and seek guidance to improve their papers.

We are confident this book of abstract will be very interesting for all researchers interested in the topic of servitization. The conference inherits the current research of international academic community on the emerging field of servitization, which not only focus on the theoretic developments, but also pay attention to practical applications of the methods and techniques. Through this conference, participants shared the latest research findings and practical experiences and exchanged their innovative ideas.

The 4th edition of the International Conference on Business Servitization has allowed to bring together the scientific community of servitization and has provided important contributions that will be published in soon in prestigious journals.

I would like to thank the excellent work of the organizing committee to helping make the 4th ICBS such a success.

María Luz Martín Peña

Conference Chair
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ABSTRACTS OF PAPERS

PRESENTED AT

4TH INTERNATIONAL BUSINESS SERVITIZATION CONFERENCE
Mapping the intangible: Service design tools for understanding customer value in business model innovation for servitization

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Abstract

In business model innovation (BMI) for servitization, it is essential for manufacturer to identify a set of specific (non) monetary and (in)tangible value attributes (Prior, 2013), that specify the valuable features of product, service, parts of delivery process and even business relationship. Such understanding of customer value serves as the basis for further design of the new product-service system and how it can be created and delivered (Frankenberger et al., 2013). However, developing understanding about customer value becomes one of the main challenges for manufacturers trying to servitize (Martinez et al., 2010; Mathieu, 2001) due to several reasons. Firstly, manufacturers and their customers perceive what is valuable differently (Lindgreen et al., 2012). Secondly, intangible nature of servitized value propositions makes it difficult for manufacturers to change their traditionally product-focused transactional models into the ones providing long-term relationship-based product-service offerings (Vladimirova et al., 2011). Finally, there is lack of tools and procedure guidance on how manufacturers can approach customer value identification in B2B context in practice, especially its intangible part (Keränen & Jalkala, 2013) that goes beyond straightforward financial value.
Service design has already been suggested as a potential enabler to support manufactures in “how” to practically approach servitization transformation (e.g., Sangiorgi et al., 2012; Thurston & Cawood, 2011) due to its human-centred, creative, iterative approach to the creation of new services (Blomkvist, Holmlid, & Segelström 2010). In this paper we study how service design tools can facilitate understanding customer value in BMI for servitization. We use several empirical cases with manufacturers that are in the initial phase of BMI for servitization (Simonchik et al., 2015; Val et al., 2013). In these cases, we study how the use of selected service design visualization tools (Maps, Narratives, Images & Flows) through co-creation workshops helps manufacturers to (i) identify tangible and intangible value attributes (e.g. product quality, service flexibility etc. and (ii) use them further in designing new product-service systems.

Preliminary case analysis shows that service design tools help participants think beyond their products, providing a broader perspective of the complete value proposition throughout the whole customer experience including products, services, processes of delivery and relationships. The understanding of how the customer will potentially interact with the future value proposition lays the groundwork for the design of new product-service systems. The cases also show that service design visualization tools provide the ability to experiment with how to create and deliver specific tangible and intangible value attributes in a quick and easy way through mapping and prototyping. With this paper we hope to contribute to manufacturer’s efforts in increasing their service orientation in BMI for servitization. Results of this study have implications for managers at manufacturer’s side putting effort to overcome among others such challenges of servitization as changing the product-centred perspective of own employees (Löfberg, 2014).

**Keywords:** Service Design Tools, Customer Value, Business Model Innovation, Servitization.
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