

Què és un Servei?

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- Objectiu de la presentació
- Visió clàssica dels serveis
 - Característiques
 - Definicions
 - Classificacions
- Visió dels serveis en la SSME

PROPOSTA DE CREACIÓ DEL DEPARTAMENT
D'ENGINYERIA DE **SERVEIS I SISTEMES**
D'INFORMACIÓ (ESSI)

OK

Què és un Servei?

GDLC

Wikipedia

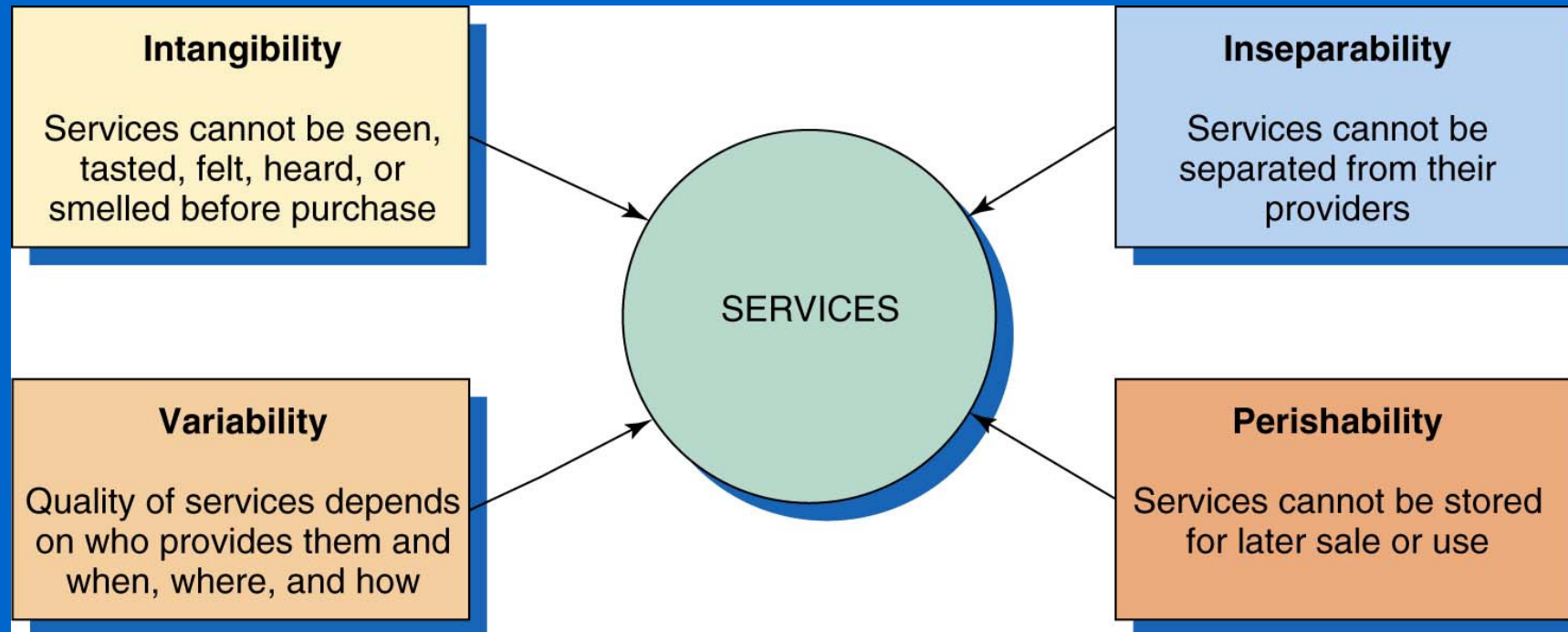
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Característiques dels serveis

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Services cannot be touched, gripped, handled, looked at, smelled, tasted or heard. Thus, there is neither potential nor need for transport, storage or stocking of services.

(Wikipedia)

“**Intangibility**” means that something is
“incapable of being perceived by the senses”

Intangibility is the characteristic that has perhaps been most commonly attributed to services. Despite being frequently cited in texts and research literature, it is unfounded and has been discredited in recent literature.

(Sampson, Froehle)

Services are **perishable** in two regards:

The resources, processes and systems are assigned for service delivery during a definite period in time. If the consumer does not request and consume the service during this period, the service cannot be performed for him. An empty seat on a plane never can be utilized and charged after departure.

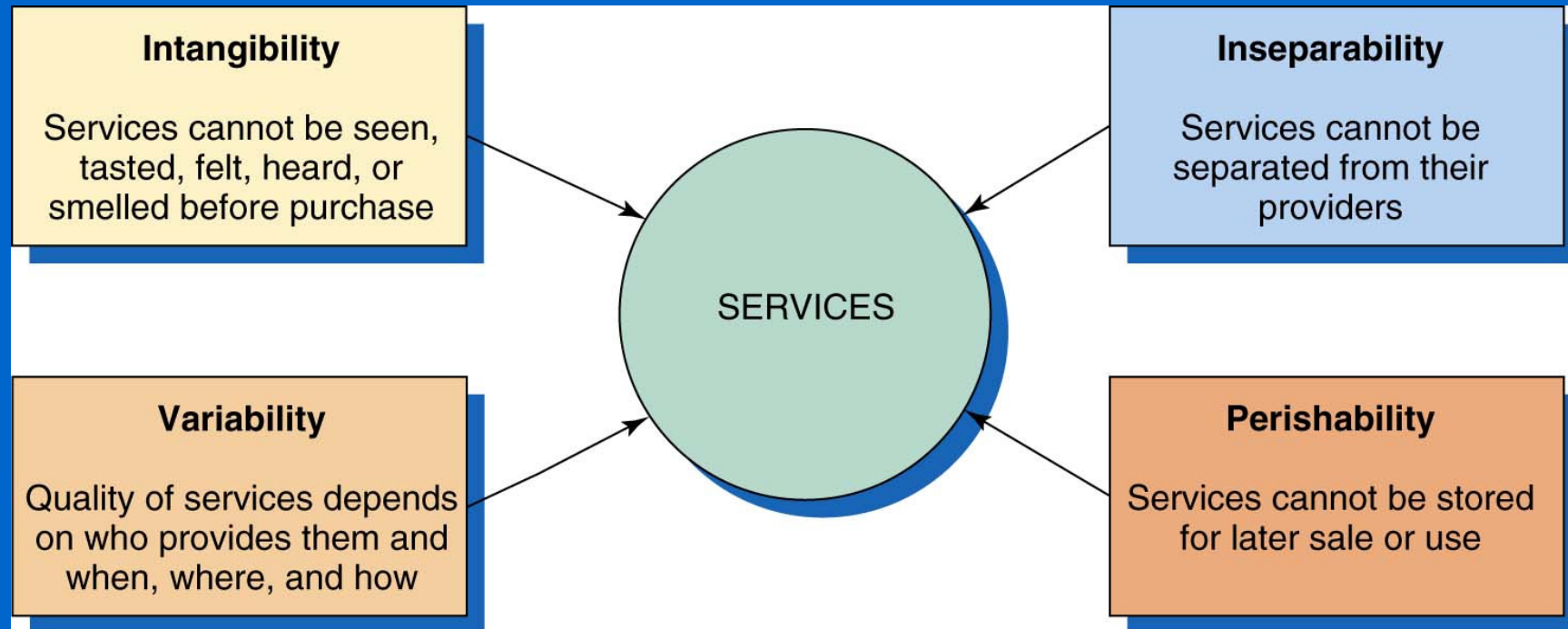
When the service has been completely rendered to the consumer, this particular service irreversibly vanishes as it has been consumed by the service consumer. Example: the passenger has been transported to the destination and cannot be transported again to this location at this point in time.

(Wikipedia)

Perishability alludes to the time-sensitive nature of a service provider's *capacity to produce the service*. It is not the service product itself (e.g., the dental work or the tax return) that is perishable, but rather the capacity (e.g., the empty dentist's chair or the accountant's time) (Sampson, Froehle).

Característiques dels serveis

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The service provider is **indispensable** for service delivery as he must promptly generate and render the service to the requesting service consumer

Additionally, the service consumer is **inseparable** from service delivery because he is involved in it from requesting it up to consuming the rendered benefits.



Example: The consumer must sit in the hair dresser's shop & chair; correspondingly, the hair dresser must be in the same shop for delivering the service.
(Wikipedia)

Inseparability is taken to reflect the simultaneous delivery and consumption of services and it is believed to enable consumers to affect or shape the performance and quality of the service
(Wolak et al)

Simultaneity, also called **inseparability**, refers to the observation that services are generally produced and consumed at the same time (as compared with nonservices' tradition of producing well in advance of demand and consumption).

(Sampson and Froehle)

Each service is unique. It is one-time generated, rendered and consumed and can never be exactly repeated as the point in time, location, circumstances, conditions, current configurations and/or assigned resources are different for the next delivery, even if the same service consumer requests the same service.



Example: The taxi service which transports the service consumer from his home to the opera is different from the taxi service which transports the same service consumer from the opera to his home.

(Wikipedia)

Heterogeneity is the observation that individual units of service production tend to be unique, especially when compared with non-service processes such as mass production.

Accommodating that variability is one of the biggest challenges for service operations.

(Sampson, Froehle)

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Economist.com

Services

Products of economic activity that you can't drop on your foot, ranging from hairdressing to websites.

Definicions clàssiques

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Intangibilitat A service is a time-perishable, Caducitat
intangible experience
performed for a customer acting in
the role of a co-producer. Simultaneïtat

James Fitzsimmons



Definicions clàssiques

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A **service** is the non-material equivalent of a good.

Service provision has been defined as an economic activity that

- does not result in ownership and
- is claimed to be a process that creates benefits by facilitating either:
 - a change in customers,
 - a change in their physical possessions, or
 - a change in their intangible assets.



Definicions clàssiques

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A **service** is a set of singular and perishable benefits

- delivered from the service provider,
- generated by functions of technical systems and/or by distinct activities of individuals,
- commissioned according to the needs of his service consumers by the service customer from the service provider,
- rendered individually to an authorized consumer at his/her dedicated request,
- consumed and utilized by the consumer for executing and/or supporting his/her day-to-day business tasks or private activities.

Definicions clàssiques: Software Engineering Institute

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Service: a product that is intangible and non-storable.

Product: a work product that is intended for delivery to a customer or end user.

Work product: a useful result of a process.

A **service** is an activity or series of activities:

- of more or less intangible nature
- that normally, but not necessarily, take place in interactions between customer and service employees and/or physical resources or goods and/or systems of the service provider,
- which are provided as solutions to customer problems

(Gronroos)

Services are economic activities offered by one party to another, ... to bring about desired results in recipients themselves or in objects or other assets for which purchasers have responsibility.

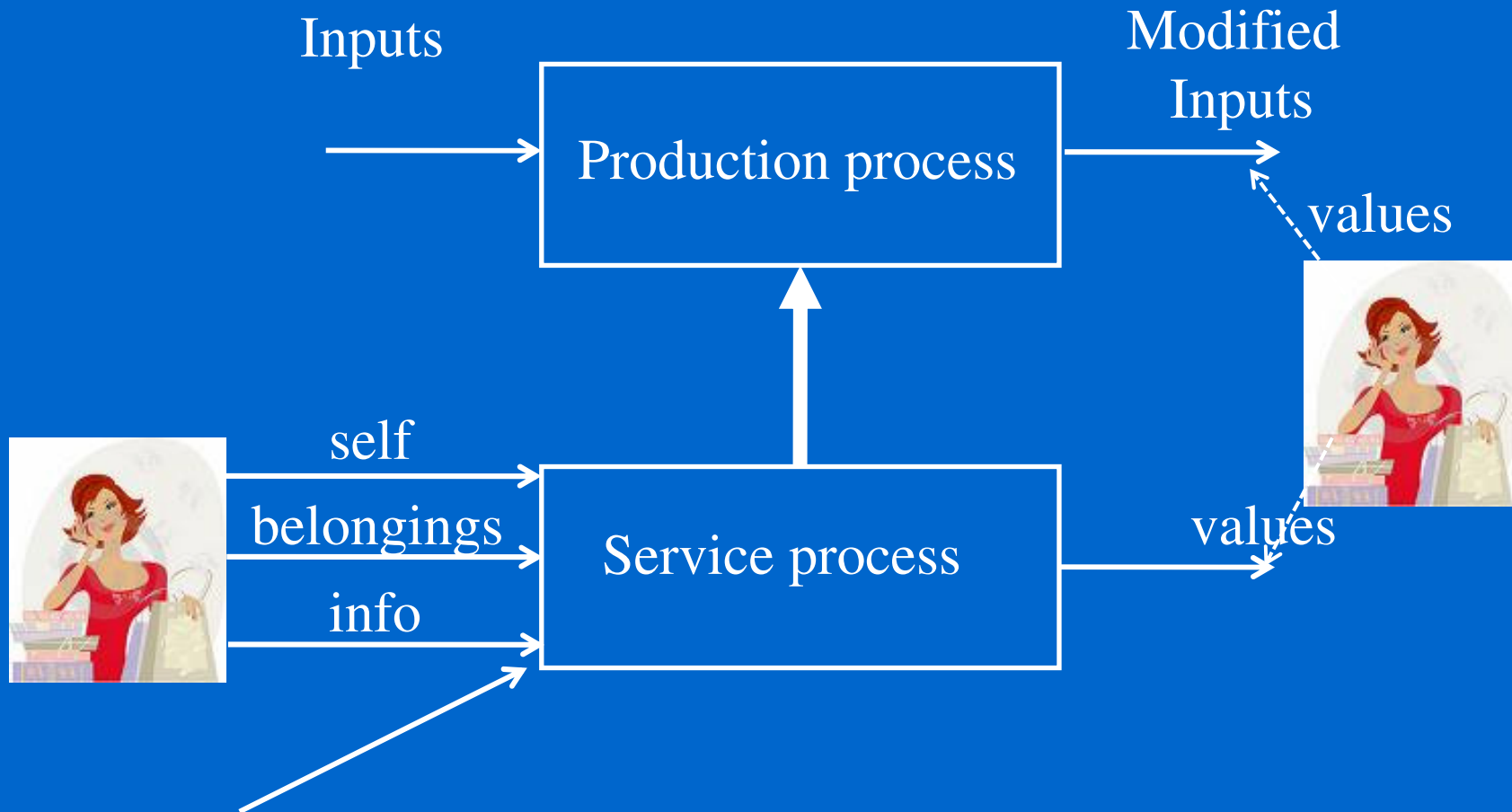
In exchange for their money, time, and effort, service customers expect:

- to obtain value from access to goods, labor, professional skills, facilities, networks, and systems;
- but they do not normally take ownership of any of the physical elements involved.

(Lovelock, Wirtz)

Definicions clàssiques: Unified Services Theory

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Definicions clàssiques: Unified Services Theory

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With *service processes*, the customer provides significant inputs into the production process.

With *manufacturing processes*, groups of customers may contribute ideas to the design of the product, but individual customers' only participation is to select and consume the output.

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FIGURE 1
Understanding the Nature of the Service Act

		Who or What is the Direct Recipient of the Service?	
		People	Things
What is the Nature of the Service Act?	Tangible Actions	<p>Services directed at people's bodies:</p> <ul style="list-style-type: none"> ● health care ● passenger transportation ● beauty salons ● exercise clinics ● restaurants ● haircutting 	<p>Services directed at goods and other physical possessions:</p> <ul style="list-style-type: none"> ● freight transportation ● industrial equipment repair and maintenance ● janitorial services ● laundry and dry cleaning ● landscaping/lawn care ● veterinary care
	Intangible Actions	<p>Services directed at people's minds:</p> <ul style="list-style-type: none"> ● education ● broadcasting ● information services ● theaters ● museums 	<p>Services directed at intangible assets:</p> <ul style="list-style-type: none"> ● banking ● legal services ● accounting ● securities ● insurance

FIGURE 2
Relationships with Customers

Type of Relationship between the Service Organization and Its Customers		
	"Membership" Relationship	No Formal Relationship
Nature of Service Delivery		
Continuous Delivery of Service	insurance telephone subscription college enrollment banking American Automobile Association	radio station police protection lighthouse public highway
Discrete Transactions	long-distance phone calls theater series subscription commuter ticket or transit pass	car rental mail service toll highway pay phone movie theater public transportation restaurant

FIGURE 3
Customization and Judgment in Service Delivery

Extent to Which Customer Contact Personnel Exercise Judgment in Meeting Individual Customer Needs	Extent to Which Service Characteristics Are Customized	
	High	Low
High	legal services health care/surgery architectural design executive search firm real estate agency taxi service beautician plumber education (tutorials)	education (large classes) preventive health programs
Low	telephone service hotel services retail banking (excl. major loans) good restaurant	public transportation routine appliance repair fast food restaurant movie theater spectator sports

FIGURE 4
What is the Nature of Demand for the Service Relative to Supply?

Extent to Which Supply is Constrained	Extent of Demand Fluctuations over Time	
	Wide	Narrow
Peak Demand Can Usually Be Met without a Major Delay	1 electricity natural gas telephone hospital maternity unit police and fire emergencies	2 insurance legal services banking laundry and dry cleaning
Peak Demand Regularly Exceeds Capacity	4 accounting and tax preparation passenger transportation hotels and motels restaurants theaters	3 services similar to those in 2 but which have insufficient capacity for their base level of business

FIGURE 5
Method of Service Delivery

Nature of Interaction between Customer and Service Organization	Availability of Service Outlets	
	Single Site	Multiple Set
Customer Goes to Service Organization	theater barbershop	bus service fast food chain
Service Organization Comes to Customer	lawn care service pest control service taxi	mail delivery AAA emergency repairs
Customer and Service Organization Transact at Arm's Length (mail or electronic communications)	credit card co. local TV station	broadcast network telephone co.

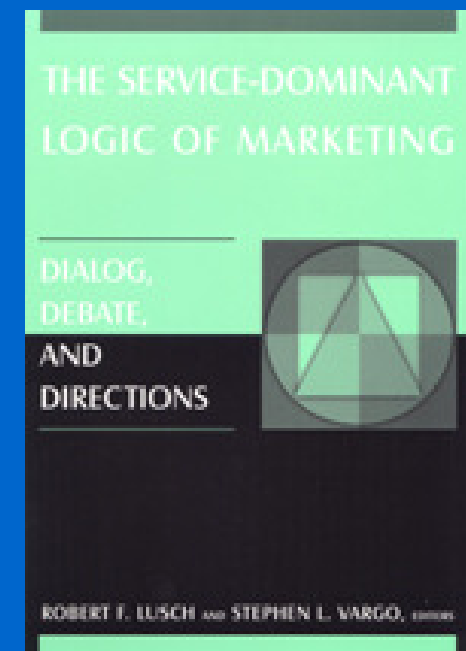
Services Science: A New Field for Today's Economy

Stephen L. Vargo & Robert F. Lusch

Evolving to a New Dominant Logic for Marketing

Journal of Marketing 2004

<http://sdlogic.net/>





S-D
Logic

Goods-dominant (G-D) Logic

- Purpose of economic activity is to make and distribute units of output, preferably tangible (i.e., goods)
- Goods are embedded with utility (value) during manufacturing
- Goal is to maximize profit through the efficient production and distribution of goods
 - goods should be standardized, produced away from the market, and inventoried till demanded

Firms exist to make and sell value-laden goods



Services: 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



S-D
Logic

Service-Dominant Logic Basics

Service, rather than goods, is the basis of economic and social exchange

- i.e., Service is exchanged for service

FP3 Goods are distribution mechanisms for service provision.

Goods (both durable and non-durable) derive their value through use – the service they provide.



The **application** of specialized **competences** (knowledge and skills) through deeds, processes and performances for the **benefit** of another entity or the entity itself.

- The application of resources (including competences, skills and knowledge) to make changes that have **value** for another (system).
- **Value** is an improvement in a system, as judged by the system or by the system's ability to fit an environment.

In SSME, goods are...

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- Goods and services are not alternative forms of products.
- Goods are appliances (tools, distribution mechanisms) which serve as alternatives to direct service provision.



S-D
Logic

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'"**

G-D Logic

Products

Goods

Services

S-D Logic

Service

Direct

Indirect

Goods

Money

There are No "Services" in Service-Dominant Logic



S-D
Logic

Foundational Premises (Revised)

	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.
FP2	Indirect exchange masks the fundamental basis of exchange.	Goods, money, and institutions mask the service-for-service nature of exchange.
FP3	Goods are distribution mechanisms for service provision.	Goods (both durable and non-durable) derive their value through use – the service they provide.
FP4	Operant resources are the fundamental source of competitive advantage	The comparative ability to cause desired change drives competition.
FP5	All economies are service economies.	Service (singular) is only now becoming more apparent with increased specialization and outsourcing.



Foundational Premises (Revised)

S-D
Logic

	Premise	Explanation/Justification
FP6	The customer is always a co-creator of value	Implies value creation is interactional.
FP7	The enterprise can not deliver value, but only offer value propositions	The firm can offer its applied resources and collaboratively (interactively) create value following acceptance, but can not create/deliver value alone.
FP8	A service-centered view is inherently customer oriented and relational.	Service is customer-determined and co-created; thus, it is <i>inherently</i> customer oriented and relational.
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.

- Is an open system:
 - (1) capable of improving the state of another system through sharing or applying its resources, and
 - (2) capable of improving its own state by acquiring external resources (ie the system itself sees value in its interaction with other systems).

(Also) Service system

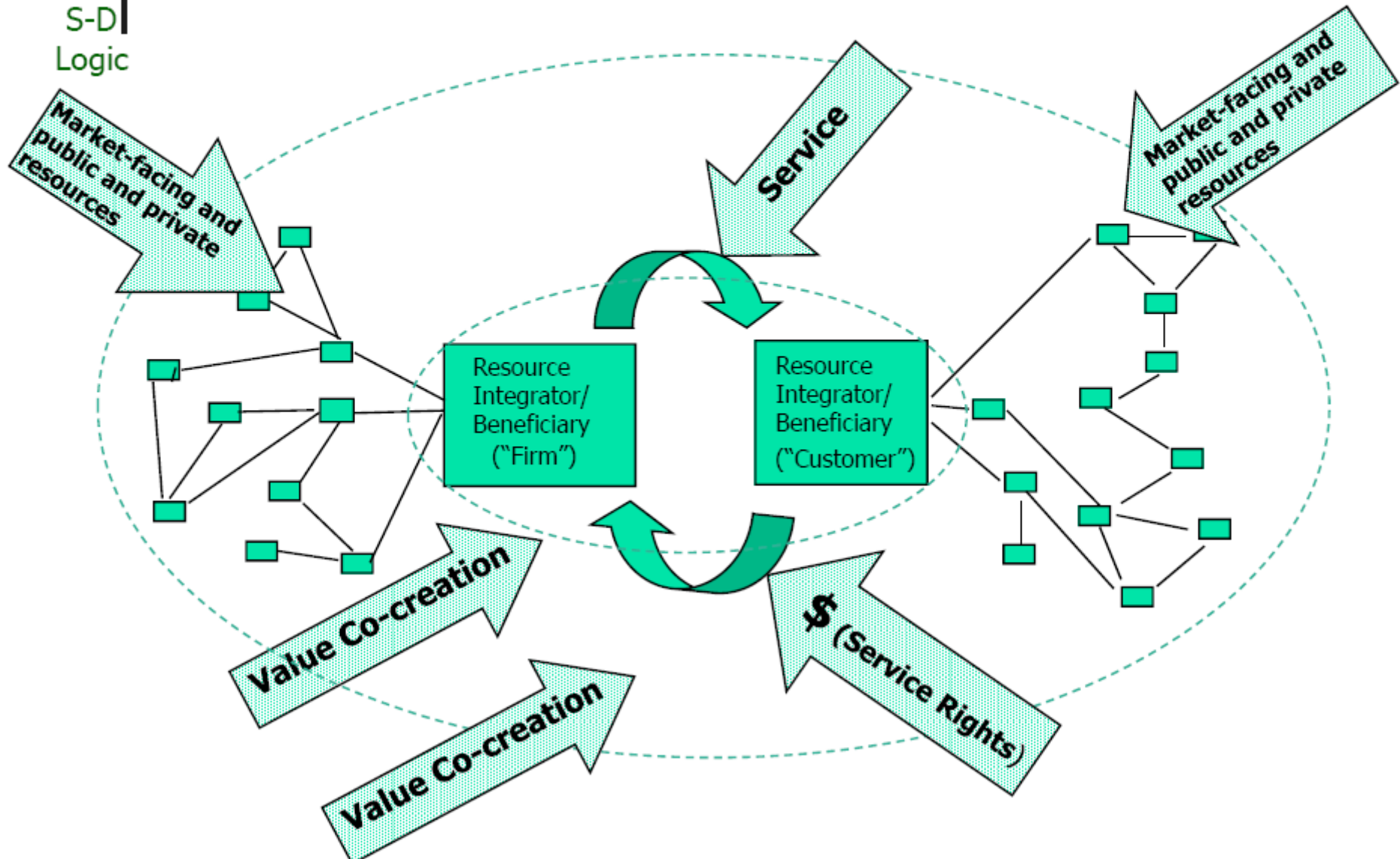
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- Is a dynamic value co-creation configuration of resources,
- including people, organizations, shared information and technology,
- all connected internally and externally to other service systems by value propositions.

Service Exchange through Resource Integration and Value Co-creation



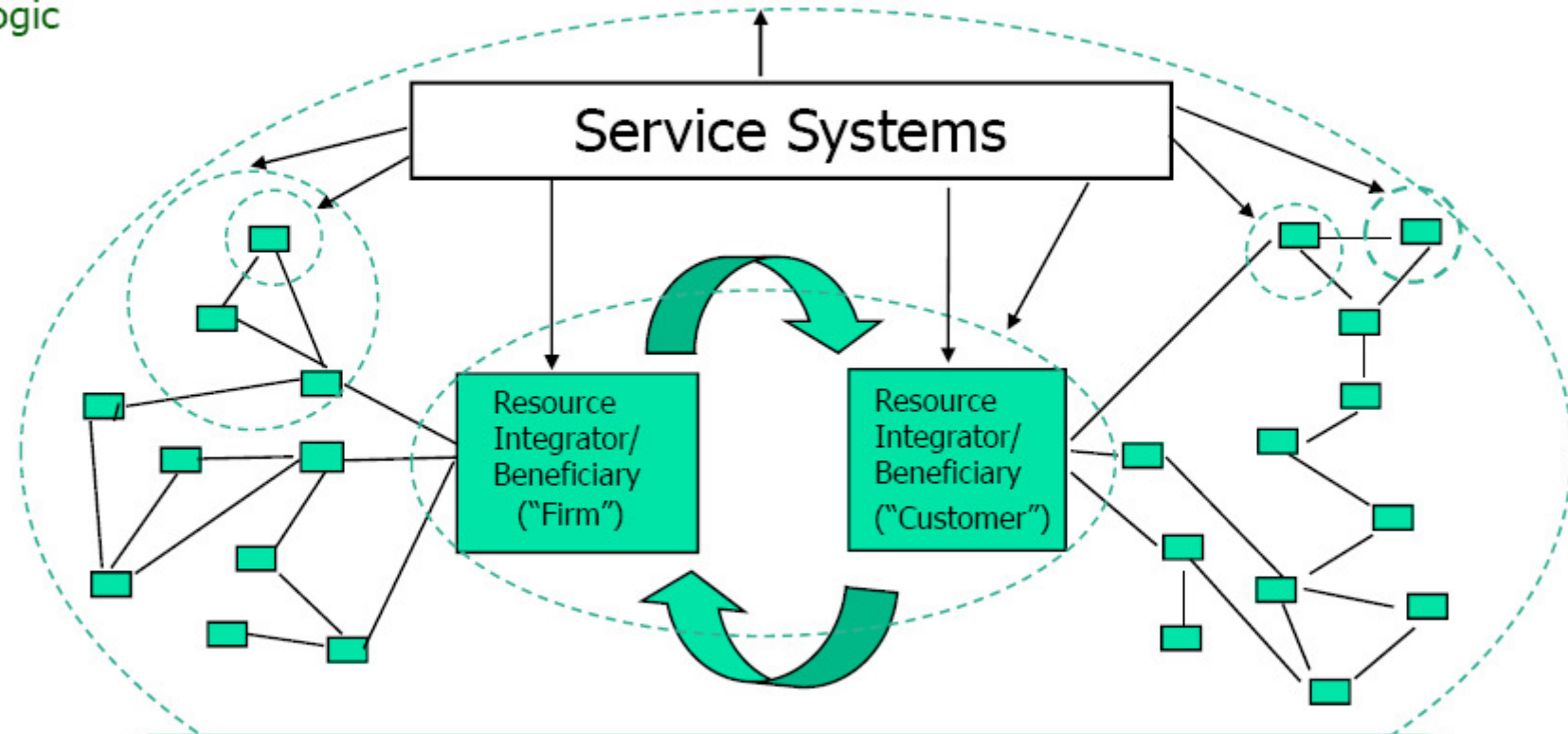
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Markets (and Market Actors) as Service Systems



S-D
Logic



Service science = the study of the creation of value within and among service systems (resource integrators)

- **Servei**: Una paraula (massa?) polisèmica.
- En l'**enfocament clàssic** de l'activitat econòmica, un tipus particular de bé caracteritzat per IHIP (o VICI!).
- En l'**enfocament modern**, el servei és la base fonamental de l'intercanvi econòmic.
- Un servei és, llavors, el **procés d'aplicació de les competències pròpies per al benefici d'altri o d'un mateix**.

- Vargo, Lusch
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Journal of Marketing, 47:3 (1983:Summer)