Service-Dominant Logic

Premises, Perspectives, Possibilities

Robert F. Lusch University of Arizona

Stephen L. Vargo *University of Hawai'i*



Contents

List of exhibits Foreword Preface Acknowledgments

Part I Premises

1 The service-dominant mindset

Introduction

Specialization and exchange

Goods-dominant logic centricities

Toward transcendence

The four "axioms" of S-D logic

Market-ing with S-D logic: the counterintuitive nature of S-D logic

The contextual nature of value creation: the structurated world of S-D

logic

2

Outline of the book

Roots and heritage
Introduction
Foundations of economics
The impact of a goods-dominant paradigm
The shift toward consumer orientation
The rise and evolution of service(s) thought
Divergence from the goods-dominant paradigm
Convergence toward service-dominant logic
Moving forward

3 Axioms and foundational premises Introduction

The lexicon of service-dominant logic

Axiom 1 and foundational premise 1: service is the fundamental basis of exchange

Foundational premise 2: indirect exchange masks the fundamental basis of exchange

Foundational premise 3: goods are distribution mechanisms for service provision

Foundational premise 4: operant resources are the fundamental source of competitive advantage

Foundational premise 5: all economies are service economies

Axiom 2 and foundational premise 6: the customer is always a cocreator of value

Foundational premise 7: the enterprise cannot deliver value, but can only offer value propositions

Foundational premise 8: a service-centered view is inherently customer oriented and relational

Axiom 3 and foundational premise 9: all economic and social actors are resource integrators

Axiom 4 and foundational premise 10: value is always uniquely and phenomenologically determined by the beneficiary

Contrasting logics

Concluding comments

Service as a guiding framework
 Introduction
 Prior views of services misled
 A more comprehensive view of service
 Implications of "service" thinking
 Concluding comments

Part II Perspectives

5 It's all actor-to-actor (A2A)

Introduction

Overthrowing divisions

Generic actor-to-actor exchange

Actor-centric exchange systems

Concluding comments

6 The nature, scope, and integration of resources Introduction Resources explained Resources are operand and operant Actors as resource integrators Concluding comments

7 Collaboration

Introduction

Actor-to-actor collaboration

Collaboration and information technology

Coproduction and cocreation

Enterprise boundaries

Toward collaborative advantage

Implications for system viability

Concluding comments

- Service ecosystems
 - Introduction
 - Networks

8

Ecosystems

Micro, meso, and macro systems

The service ecosystem as a system of processes

From service ecosystems to ecosystems services

Concluding comments

Part III Possibilities

9 Strategic thinking

Introduction

Zooming out versus zooming in: seeing the bigger picture Service ecosystems: developing a systems view of exchange Collaboration: designing for density and relationships Value proposing: cocreating value with multiple stakeholders Designing: developing value-creating ecosystems Configuring: taking advantage of unstable environments Toward an S-D logic strategy appraisal Concluding comments

10 Conclusions and considerations Introduction Convergence A meta-idea The bigger picture More inversions Next steps Concluding comments

Appendix: Reflection and dialogue Index