Stratification of Collaborative Network Ecosystems – a Consequence of Service-Dominant Business?

Prof.dr.ir. Paul Grefen
School of Industrial Engineering
Eindhoven University of Technology
Part One: Service-Dominant Business
Everything from one supplier. Everything from Jungheinrich.

- Planning and designing
- System implementation
- Maintenance and service

From initial discussions to service. A total concept for the whole warehouse.
Markets are refocusing from assets to services.

The value is in the functionality of an asset.
The effort is in the ownership of an asset.
Companies are organizing into agile networks.

Global competition requires business leadership. Excel where you lead, have others do the rest.
Servitization & networking require dealing with complexity & agility.

Part Two: Collaborative Business Eco-Systems
Part Three:
Towards stratification?
Orchestrating Solution Providers

• Solution providers
  – Solution delivers value-in-use to customer

• Reason for existence:
  – Customer intimacy
  – Mass customization

• High agility, high accessibility

• Asset-light
Basic Service Providers

• Component providers
  – Component delivers actor value proposition
  – May be visible to customer, may be encapsulated
• Reasons for existence:
  – Low price (economy of scale)
  – High quality (specialization)
• High availability
• Asset-heavy
Stratification of eco-systems
Stratification of eco-systems

CUS

Customer Experiences

Domain Solutions

Composed Services

Products / Basic Services

BSP

OSP

BSP
Part Four: Conclusion and outlook
Conclusion

• Service-dominant business may lead to a stratification of business eco-systems:
  – Orchestrating solution providers (OSP)
    • B2C have customer intimacy with end customers
    • B2B have customer intimacy with business parties
  – Basic service providers (BSP, always B2B)
    • with OSP connection (provide parts of solutions)
    • without OSP connection (are ‘invisible’ to customers)

• What is the effect on collaborative network setup and operation?
Outlook

• We are performing field studies and workshops to understand the application of service-dominant business in practice using the BASE/X business engineering framework

• Application in several domains with many business parties: financial services, logistics (GET Service, BESTFACT), healthcare, document management, mobility services

• Mapping business networks to operational collaboration (business processes, information system architectures)