Ministero dell'Istruzione, dell'Università e Ricerca

Universidad Torcuato di Tella

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Cooper-Link Conference

International Inter-University Research Cooperation Project

"The emerging perspective of Service Science for management and marketing studies"

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SDL, VSA and SS: highlighting convergence

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Agenda

SDL, the shift from:

- **goods** *to* **service**
- **operan*d*** *to* **operan*t* resources**

Agenda

SDL, the shift from:

- **goods** *to* **service**
- **…**

The relationship between goods and service

- Do goods and service represent a *dichotomy*?
- Is there a *paradigm shift* from "goods *towards* service" (Goods Dominant Logic, GDL to Service Dominant Logic, SDL, Lush and Vargo, 2006; Vargo and Lush, 2007, 2008)?
- Do "goods *and* service" configure a *pluralistic marketing approach*?

  (Brodie, Pels and Saren, 2006)

Do goods and service represent a *dichotomy*?

SDL

"*is concerned with the vertical relationship between service and goods,*

rather than the horizontal difference

between services and goods"

(Vargo and Lush, 2008:29)

Goods and service represent

neither a *dichotomy* nor a *continuum*.

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Paradigm shift?

In a Service System,

if the focus is on **goods** (or **service*s***),

then the emphasis is on *single elements* (parts) of a service process (whole).

In other words, the focus is on the ***static*** elements of the service system.

But a system emerges

dynamically.

Paradigm shift or change in perspective?

This means that the shift

from "goods to service"

implies a shift from a ***static*** *view*

based on single elements and/or relations

to a ***dynamic*** *view*

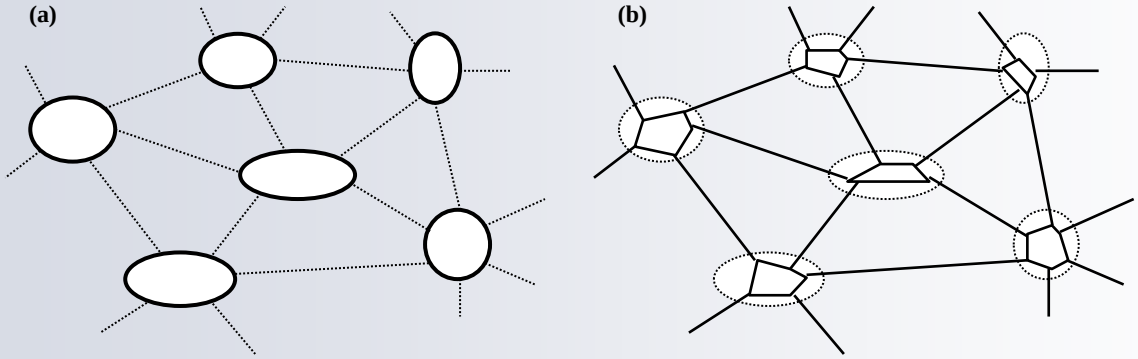
based on the service interaction process.

This is clearly a ***change in perspective.***

The shift in perspective from goods to service

- The shift in perspective from GDL *to* SDL is the expression of a more general shift from a **traditional *dominant* view** focused on *goods, parts, components, objects, and so forth* (the **analytical reductionist approach,** adequate for a "given" environment)

  to a currently more appropriate **perspective** that **extends the view**
  from the **parts (a)** to the **relations (b)** (*structure view*)
  and
  from the **relations** (*static*) to the whole **interaction** (*dynamic*) **process** (*systems view*).



Source: Capra, F. (1996). *The web of life*. Doubleday-Anchir Book, New York, p.50.

VSA perspectives: from *static to dynamic* from *structure to system*

- The shift from a *static* to a *dynamic* view is formalized in the **Viable Systems Approach** (***VSA***) **(Golinelli, 2000, 2005, 2010; Barile, 2000, 2008, 2009)**, devising a **general interpretation scheme** – ***structure-system*** – with reference to the universal ***static-dynamic*** **paradigm**.

According to the ***structure-system*** **approach,** the phenomenon can be observed from a dual perspective focusing on:

1. **how it is made** (*Structure Based View – StBV*)
2. **how it functions** (*Systems Based View – SyBV*).

In other words, any phenomenon can be *described* by focusing on its static components (*parts*) and *relations (structure).*

But, to understand how it functions, its contextual internal/external interactions need to be interpreted (*system*).

Service
Structure, System, Process

In (***vSA***) terms:

- A *service system* (dynamic) emerges from a *service structure* (static).

  (N.B.: several systems can emerge from the same structure in the same way that a system can emerge from several structures.)

- A static goods structure expresses its *potential* of value co-creation only *through* a dynamic *service interaction process*.

The relationship between GDL and SDL

- *Static* → *Dynamic*
- *Objective* → *Subjective*
- *Structure* → *System*

GDL : SDL

=

StBV : SyBV

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Agenda

SDL, the shift from:

- ….
- **operan*d*** to **operan*t* resources**

The relationship between operand and operant resources

Given that resources can be

operan*t* or operan*d*,

is there a risk of another potentially "dangerous dichotomy"?

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Operand and operant resources: *"dangerous dichotomy"?*

If we try to

define, classify, distinguish, etc. resources by analytically focusing on

their nature, characteristics or features,

don't we risk falling into a "GDL" trap?

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The relationship between operand and operant resources

According to
the VSA ***structure-system*** perspective, we can envisage resources
as *both* operan*t* and operan*d*
depending not so much on *how they are made*, but specifically on the
dynamic ***role*** they play in the service system, i.e. *how they function*.

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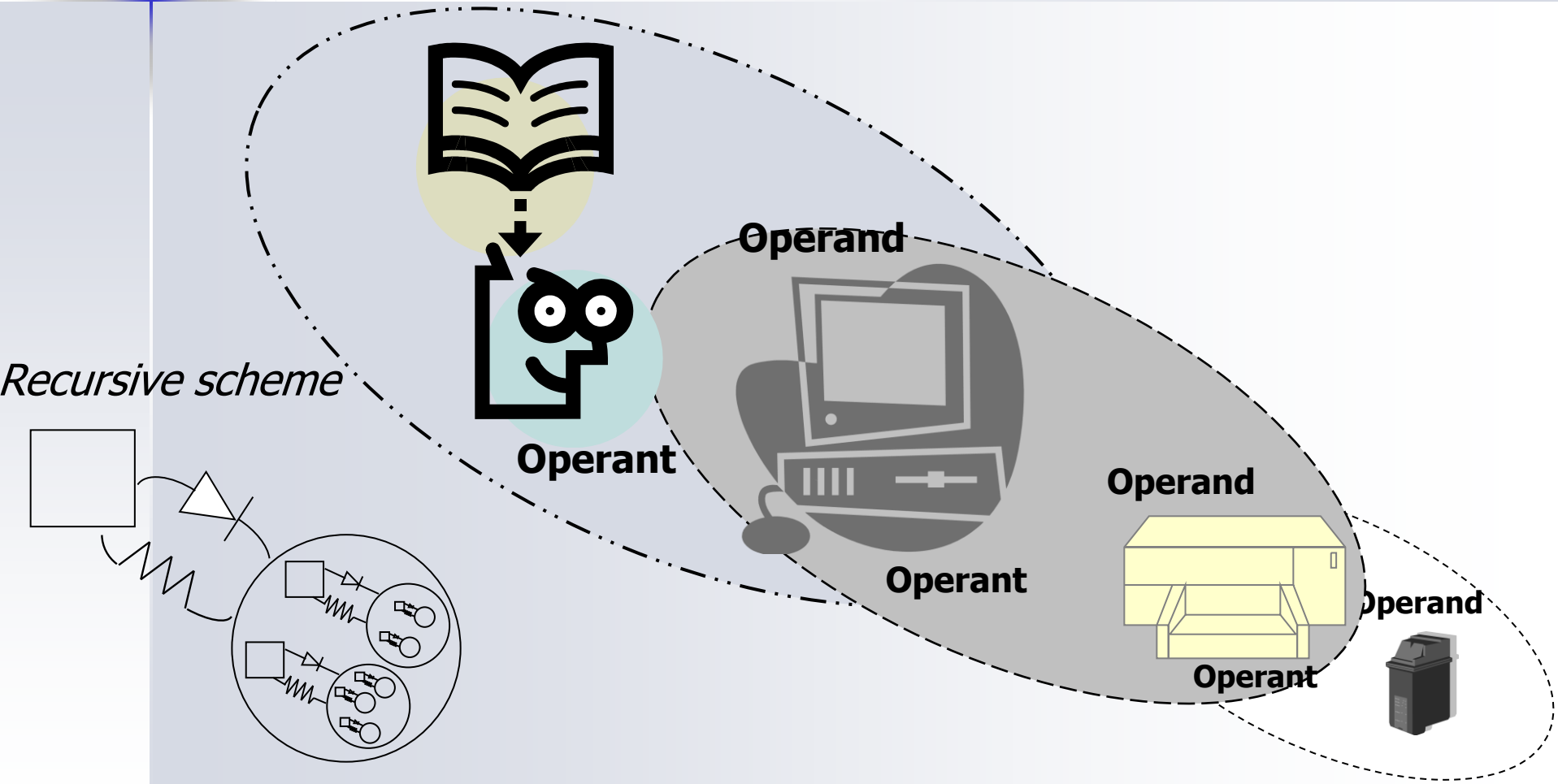
Operand vs operant roles

Examples:

- **People**: even if, as viable systems, always express an *operant* potential, they can also be "operated" upon as *operand* resources by an *operant* subject.

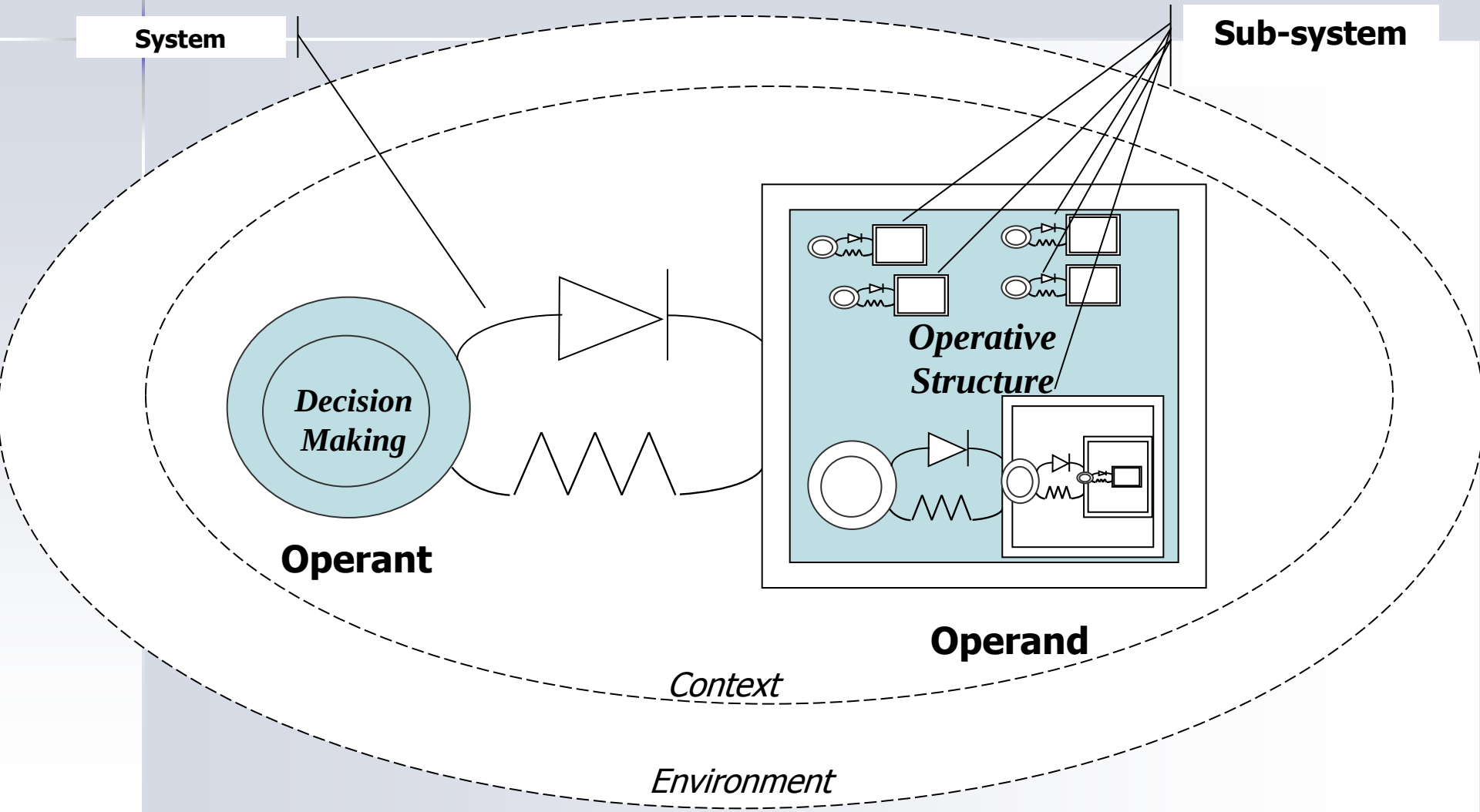
- **Technology**: in the same way, a technological tool (e.g. PC) is generally an *operand resource, operated* by an *operant* user, but at the same time, it has an *operant role* (Windows XP) in relation to all its components/sub-systems (software, hardware, energy, etc.).

Operand *vs* operant roles

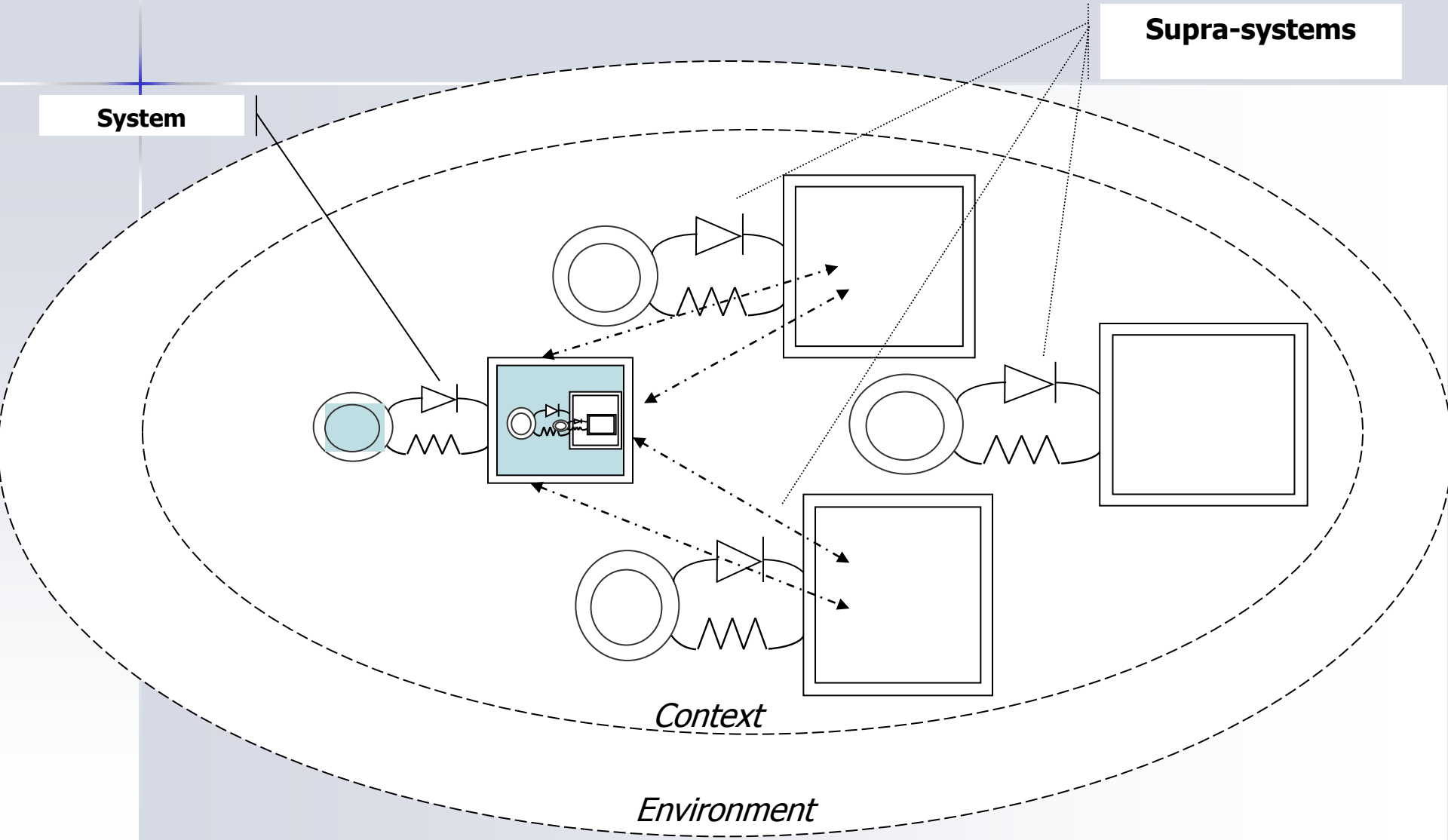


Source: Beer, S., 1972

The Viable System internal recursive scheme (*VSA*)



The Viable System external recursive scheme (*VSA*)



SDL, VSA, SS: highlighting convergence

- On the basis of the

  Viable Systems conceptual framework and the related ***structure-system*** perspective,

we can try to identify the convergence between **SDL**, **VSA** and **SS.**

SDL, VSA, SS: highlighting convergence

- If we agree that

  SD***Logic,*** VS***Approach*** and S***Science***

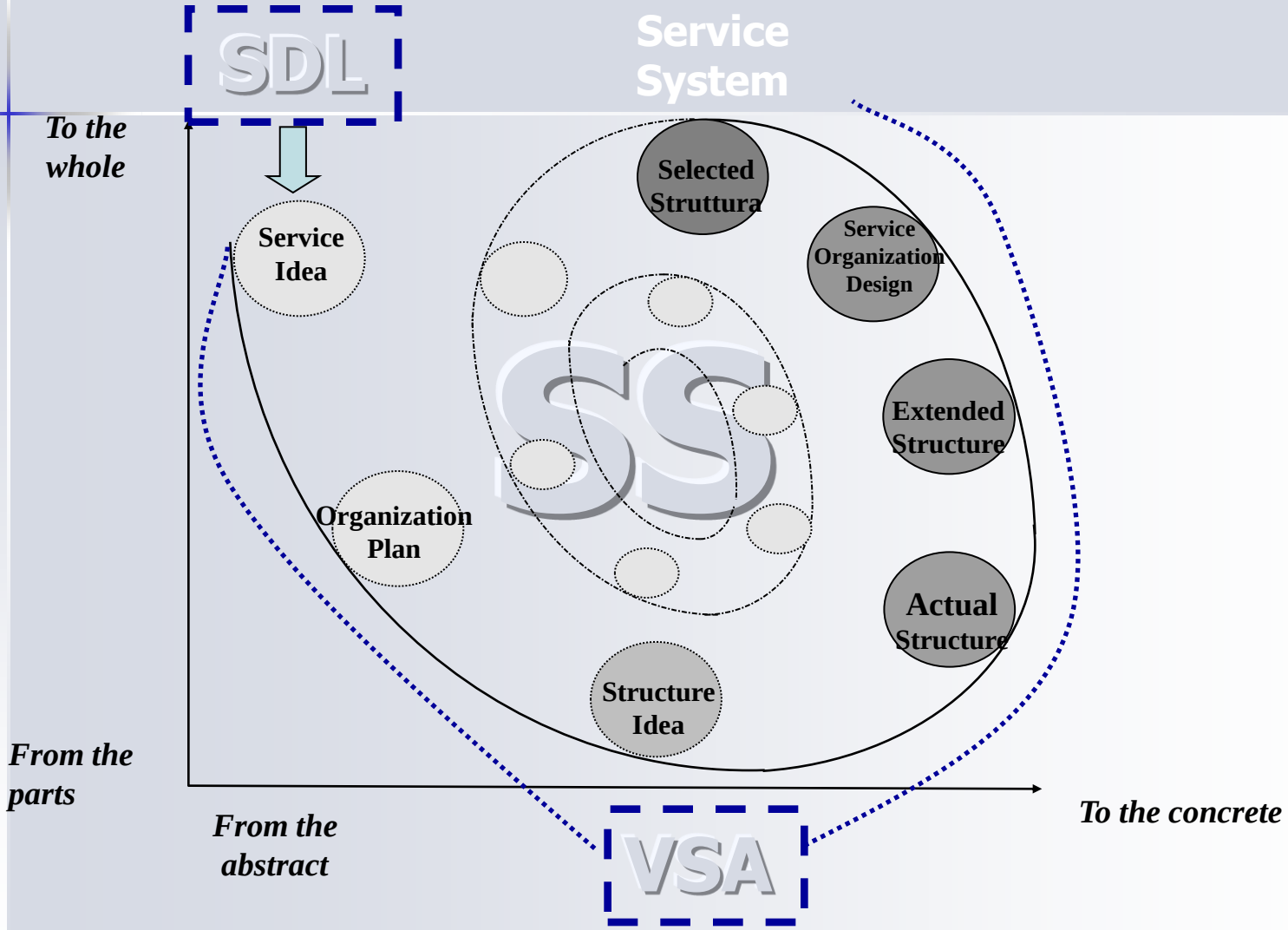
  can converge

  in a **knowledge co-creating system**, then we can try to address the challenge the SS community has launched:

"*to discover the underlying principles of complex service systems (and the value propositions that interlink them)* […] *for building a widely accepted and coherent body of knowledge to support ongoing innovation in service systems*"

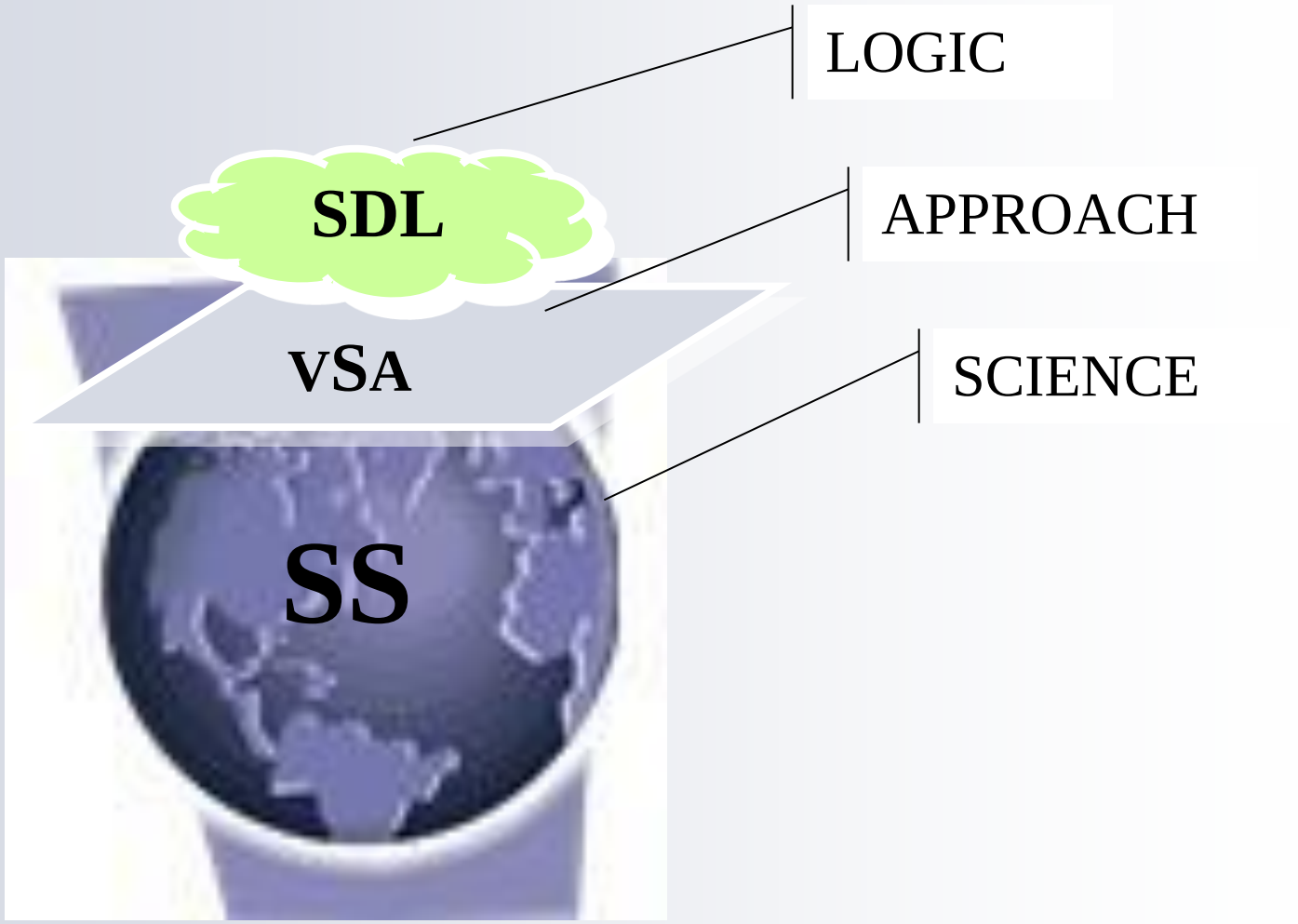
(IfM and IBM, 2008, 7)

SDL- VSA -SS convergence framework



Source: Adapted from Golinelli, G.M. (2010). *Viable Systems Approach (VSA). Governing Business Dynamics*. Cedam, Padova, p. 75

SDL- VSA -SS:
a Logic - an Approach - a Science



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SDL- VSA -SS:
to co-operate for value co-creation

Here is our….

value proposition!

Thanks

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