

Making and sustaining the shift to services

“The fundamental steps in the transition to services”

Veronica Martinez
vm338@cam.ac.uk

Background

Over one-third of large manufacturing firms offer services. Despite the increasingly large adoption of services, many firms struggle to make the transition to services. This is partly due to the lack of structured guidance in understanding this shift, for example, how it affects the relationship between manufacturing firms, partners and customers.

Project objective

The overall project objective is “How could we identify and evaluate the shift to services and solutions? – while creating and sustaining the business case”

The 2014 objective is twofold: to investigate WHY organisations make the shift to services and to understand HOW organisations make the shift to services.

Actions

First phase- Three pilot studies were used to generate and refine the initial version of the service journey model.

Second phase- It will validate the service journey model through its implementation in two organisations

The outcomes from the first phase are the following:

Logic for shifting to services

Our research shows that organisations encounter different rationales for shifting to services.



Logic behind the shift to services

The service journey model

The pilot studies show that organisations struggle to make the shift to services. This has been described as a series of different paths, unstructured and disorganised.

An issue identified is the iterative and non-linear nature of the journey, which in turn, affects the effectiveness of the transition. A possible explanation is the lack of guidance from existing literature, which represents a clear research gap.



The service strategic model

The Shift-to-Service Model is a framework that emerged from the pilot studies. The framework describes the steps to be followed including details on how to “transition” to services.

Next steps

Conclude phase 1 - the refinement of the Service Journey Model. Continue with the second phase of this research- validation of the model in two organisations.