

Designing, Deploying and Enhancing Services Research

“How can feedback and analytics be used to better design, deploy and enhance services and solutions?”

Mohamed Zaki
mehyz2@cam.ac.uk

Background

‘Big data’ is one of the most hyped technology terms of the moment. The investment numbers across industries between 2012 and 2013 continue to rise, with 64 per cent of organisations investing or planning to invest in big data technology, compared to 58 per cent in 2012 (Kart et al. 2013). However, a recent study by Gartner (2013) stated that adopting ‘big data’ is a challenge for companies as they are struggling to obtain value from ‘big data’. It is not about technology, but rather (most probably) about ‘where’ and ‘how’ big data is creating value.

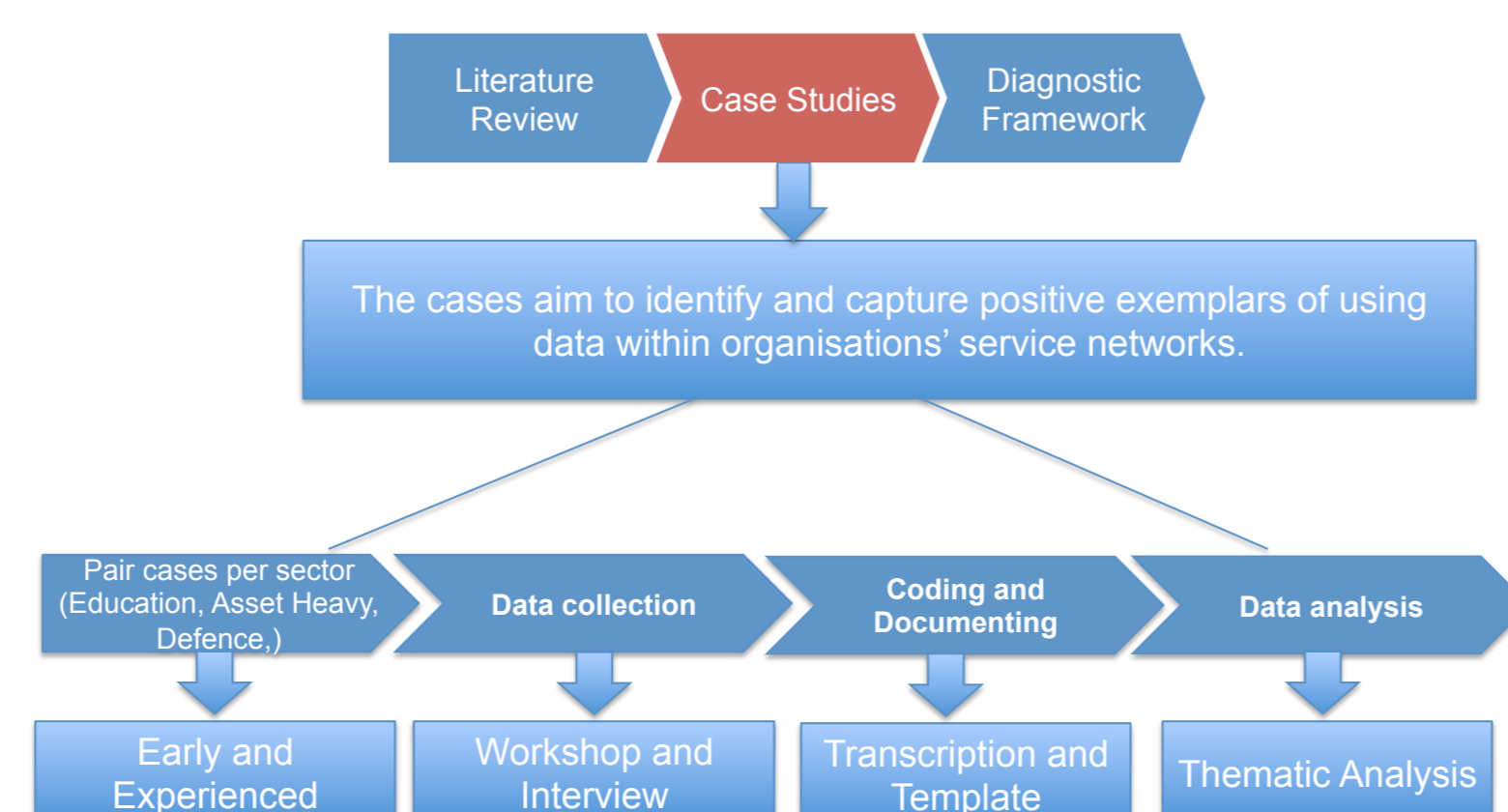
Research Objectives

This research aims to propose a data diagnostic framework that contributes to answering the overarching research question:

‘How can data be used to optimise service delivery in complex service organisations?’

More specifically, the purpose of the proposed framework is to help organisations understand the key factors, enablers, barriers, competencies, value and benefits, and key dimensions of data necessary to optimise the delivery of their complex services.

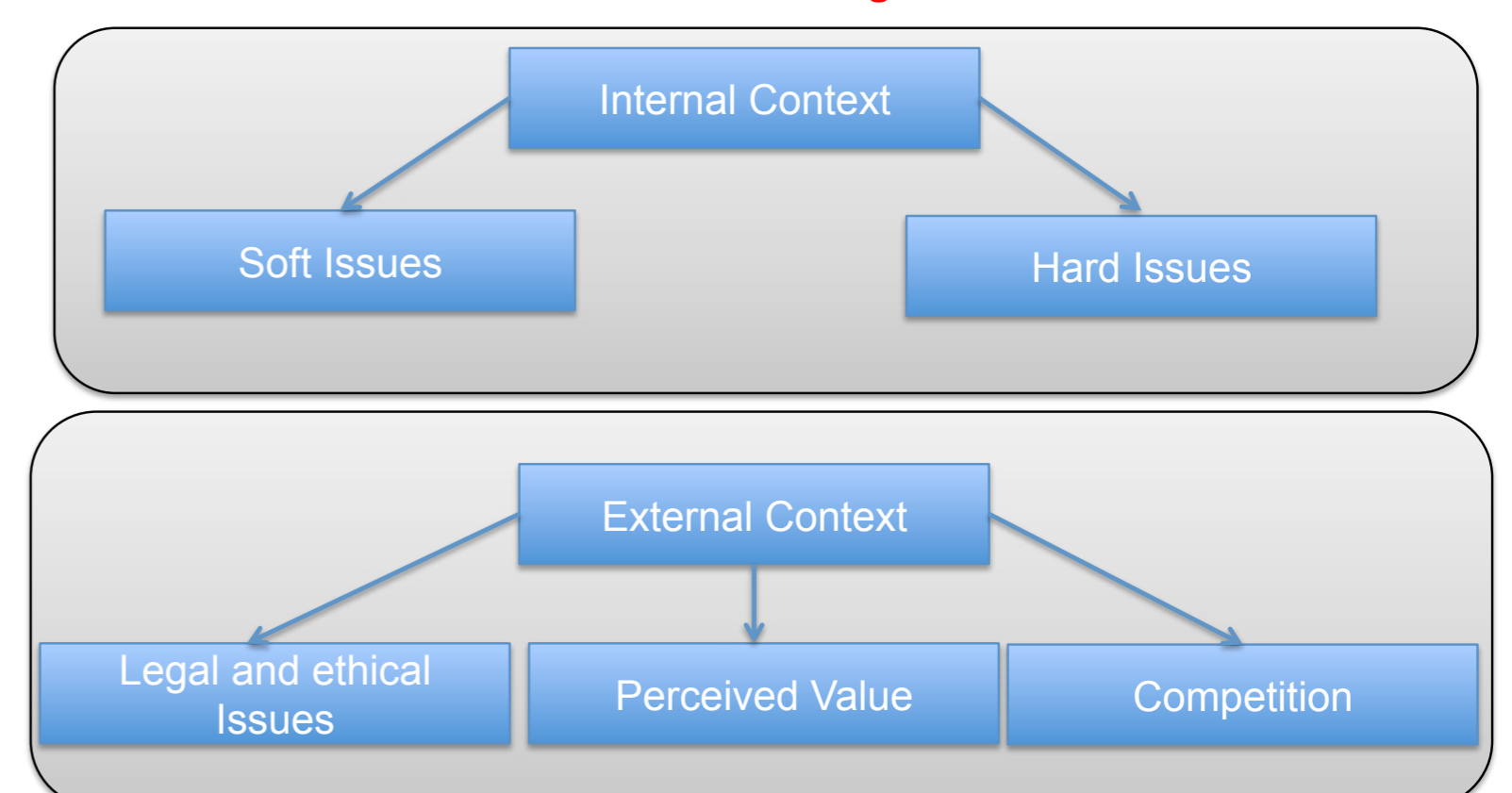
Design/methodology/ approach



Data Diagnostic Framework

The proposed framework suggests that organizations face contextual barriers to using data.

Contextual Barriers to using data with CSNs



Internal context

- Soft issues include data culture, lack of skilled data scientists and collaboration issues leads sometimes to adversarial relationships with customers.
- Hard issues involve lack of data interoperability (data transmission accessibility, managing data volume, data compatibility, timeliness, data integration, data ownership, performance measurement of data analytics), technical issues include legacy and integration issues and practical issues such as territorial moving assets sometimes challenging to send telemetry data

External context

- Legal and ethical issues including intellectual property.
- Perceived value in terms how to demonstrate the value of the services to customers, Cost of ownership and viewing analytics as cost rather than investments are other key challenges in these sectors.
- Competition: Alternative providers will enter the market, resulting in a lost opportunity.