

Shift to Services

Product Centric

- Customers' demand (Ward et al., 2005)
- Strategic, Economic, Environmental considerations (Vandermerwe & Rada, 1988)

Service Centric

- Multiple partners, Long-term contracts (Neely, 2008)
- Risks: Operational-Performance-Supply Chain-Financial (Baines et al., 2009)

What if the system fails?

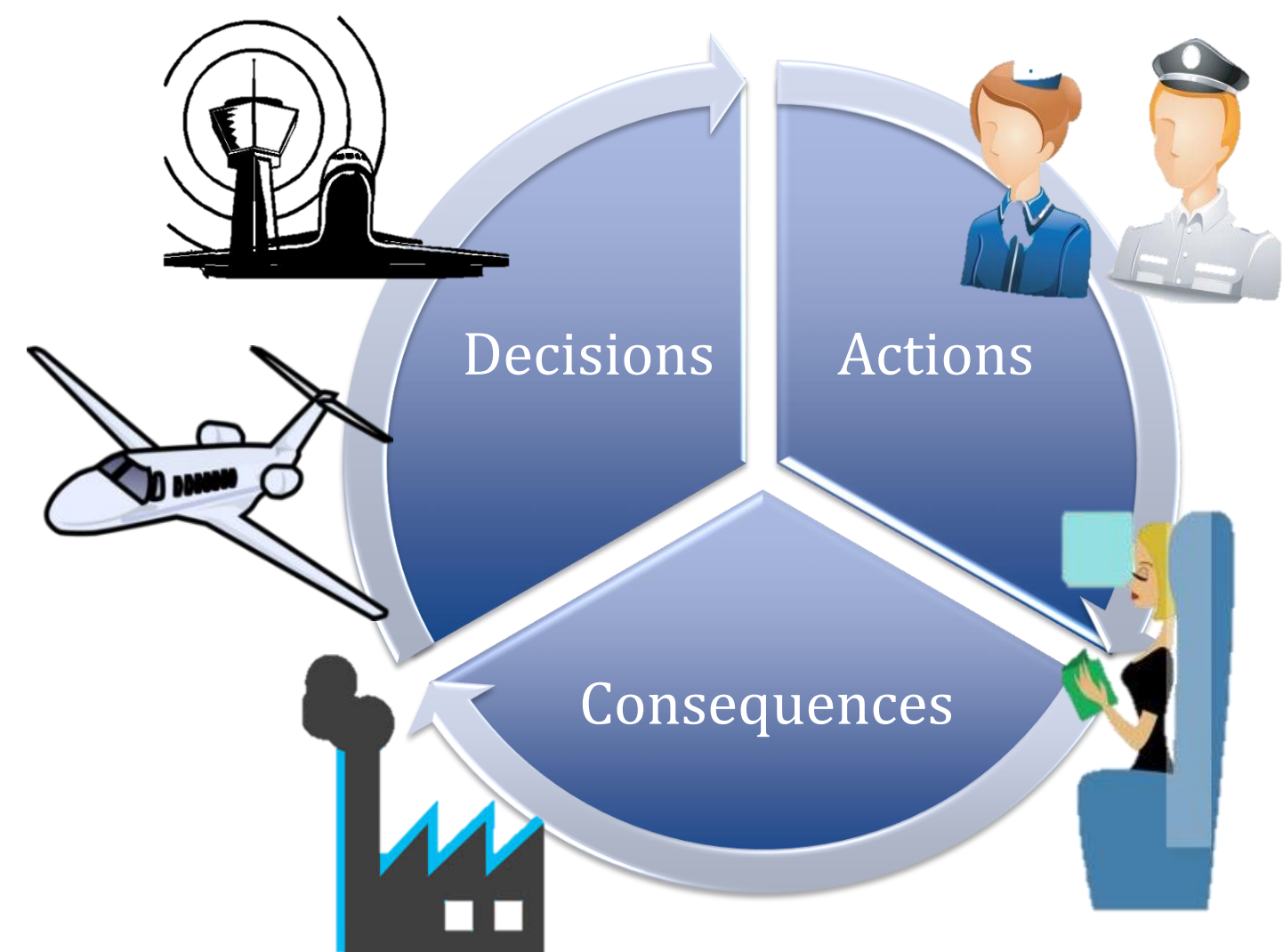


Clearly Define Accountabilities through out the product-service system's life:



Method

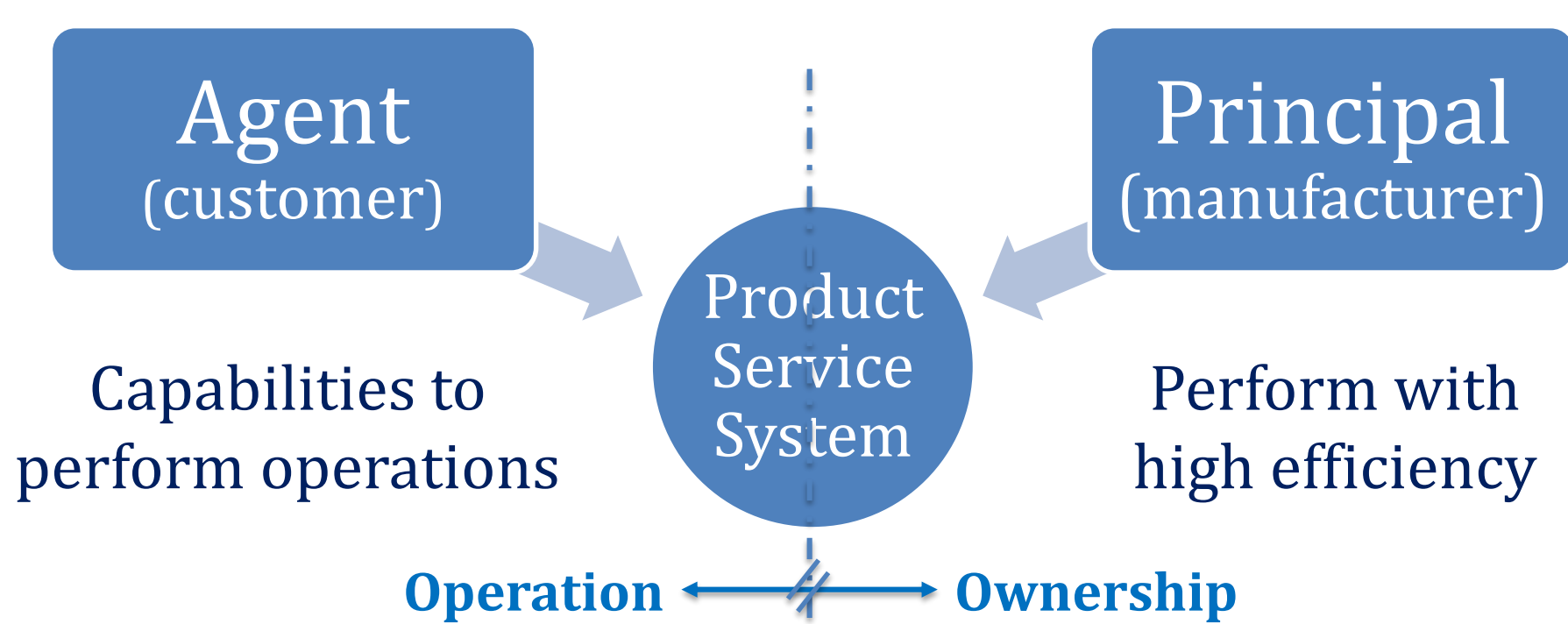
Through-life accountability is '*...the duty to inform, justify and accept the consequences of decisions and actions taken during the entire lifecycle of assets and associated services.*' Fielder et al., (2014)



- **Conventional & Direct content analysis:** Official accident investigation reports for 17 aircraft accidents that occurred globally between 2006 and 2013

Through-Life Accountability

Agency Theory

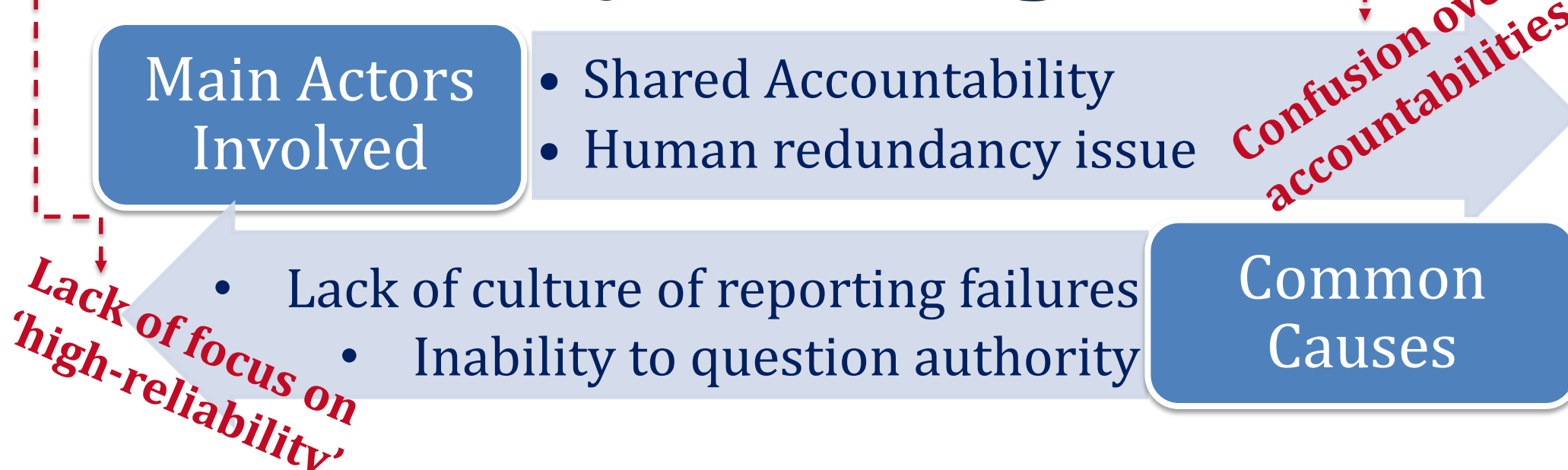


Solution:

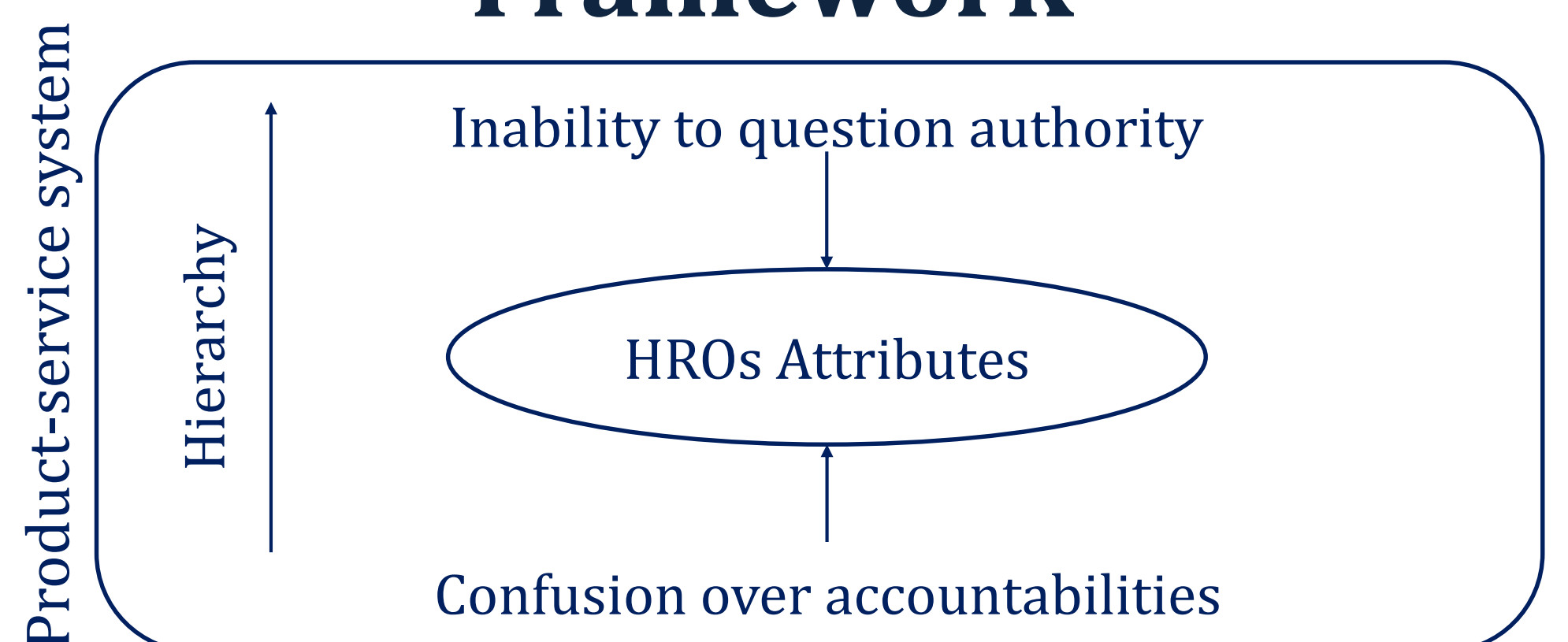
Adopt **attributes of HROs** (High-reliability organisations)

Define **accountabilities/ Share liabilities**

Key Findings



Framework



Future Work

Objective: Adapt/improve the methodology and examine its feed-forward value for risk assessment

Next steps: Work on case studies & analyse service contracts in order to study real incidents where there was lack of clarity in terms of 'accountability'