



Cambridge Service Alliance Newsletter

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September 2017 Newsletter

Welcome to the September 2017 edition of the Cambridge Service Alliance newsletter. In this edition we are pleased to highlight this year's Industry Day Conference on 10 October, with our keynote speakers from Emirates, IBM, Alibaba, and Thales. More details of the day are below. We hope you enjoy this edition of the newsletter. Please forward this to any colleagues who may be interested using the link above. If you would like to hear more about the Alliance or find out how you can get involved please contact us.

Andy Neely, Director, Cambridge Service Alliance

BOOK NOW! Service Week 2017 - Bridging to new service technology

This year's industry day conference is on 10 October 2017. The theme is **'Bridging to "new" service technology'**. The **Programme** for the 8th Industry Day Conference is now available, and we are delighted to announce that our Keynote Speakers, from Emirates Airline, Alibaba, IBM and Thales will be joining us to discuss:



1. How their companies are experimenting with digital technologies. We will learn from real examples and recent success stories.
2. How this strategy will enhance their competitive positioning which does not solely depend on the technologies they adopt, but more importantly builds on the strategy they deploy.
3. How their companies dealt with digital transformation challenges and obstacles (e.g. leadership, culture, institutional, etc.) that might stand in the way of a successful digital transformation.
4. How their firms designed the right experience for their customers.

Introducing our Keynote Speakers:

Perspective on Business Model Evolution

- Classification of Business Ecosystems Webinar
- Talking to Mohamed about Services
- Keynote at Human Side of Service Engineering Conference
- Community of Interest Meeting
- EurOMA Conference - Chara Makri
- EurOMA Conference - Katharina Greve
- Interview with Mohamed on the Fallacy of the Net Promoter Score
- Alliance Visitor - Kerem Kayabay
- Alliance Visitor - Mert Onuralp Gökalp
- BAE Site Visits for Chara
- 19th IEEE Conference on Business Informatics
- New MSI Grant for AI Research
- Keynote on Data-Driven Business Models
- Barriers and Facilitators to Incident Reporting in Servitized Manufacturers
- Annual Frontiers Conference
- Service Engineering in the Era of Industry 4.0
- Theme update: Ecosystems value mapping and analysis

OUTPUTS/PRESENTATIONS AND EVENTS

Events



Christoph Mueller
EVP, Chief Digital & Innovation Officer
The Emirates Group

'The Digital Transformation of the Emirates Group'

Christoph Mueller will speak about the vision of Emirates Airline, which aims to re-invent its processes using digital technology to enable a delightful travel experience. They are examining new technologies such as Artificial Intelligence and Real-time Analytics and ideas to identify the opportunities they represent for both incremental improvement and disruptive change in their business model.



Dr Mohamed Zaki,
Deputy Director
Cambridge Service Alliance



Dr Ye Meng
Senior Expert,
Alibaba

'The Dynamics of Digital Transformation Enabled by Alibaba and its Ecosystem Partners'

Dr Ye Meng will speak on China's dynamics of digital transformation enabled by Alibaba and its ecosystem partners. He will also give an analytical framework and examples of digital transformation from the perspectives of new information infrastructure, new factors of production and new division of labour.



Sean Perry-Evans,
UK Services Development Director
Thales

'Digital Transformation Strategy within Thales'



2017 Making and Sustaining the Shift to Services Workshop

21 September,
IfM, Cambridge

Cambridge Service Week 2017

5-6 October: Academic Conference
10 October: Industry Day
11 October: Partners Day

Shift to Services 2-day programme

15-16 November 2017

Ecosystems 1-day programme

22 November 2017

Community Of Interest

28-29 November 2017

Webinars

10 July 2017 - **Business Ecosystems: Towards a Classification Model** - Florian Urmetzer

12 June 2017 - **Exploring the Journey to Services** - Veronica Martinez

Presentations and Papers

Papers

'The Role of Big Data to Facilitate Redistributed Manufacturing Using a Co-creation Lens: Patterns from Consumer Goods' by Mohamed Zaki, Babis Theodoulidis, Philip Shapira, Andy Neely, and

'Customer Experience Analytics'

Dr Mohamed Zaki will speak about his recent research on how machine learning can be applied to customer experience analytics. This enables organisations to design and manage unique experiences for its customers and analyse feedback in a timely manner. The toolkit introduced allows utilization of existing qualitative and quantitative data and can result into specific actions being taken to increase customer satisfaction and reduce friction in doing business.



IBM

'Emerging Challenges and Digital Technologies'

IBM will speak about the emerging challenges of digital transformation for organizations and how IBM customers take advantage of the new emerging digital technologies such the Internet of Things and cognitive platforms, with artificial intelligence and cognitive learning.

Sean Perry-Evans will speak about the Thales' digital transformation vision, which they believe will transform the markets they serve (aerospace, transport, defence and security) and improve the digital future for their customers, by solving the challenges they face. Sean will speak about the newly established digital factory in a company guided by product policy, and will illustrate with cases from the business portfolio.



Book now to guarantee your place at Service Week 2017 Industry Conference, 10 October, at the Moller Centre, Cambridge, UK. We look forward to welcoming you.

[\[book\]](#) [\[more\]](#)

Service Week - Academic Conference



This year's academic conference is being led by Dr Veronica Martinez. The two-day conference is following the 'Bridging to New Service Technology' theme of Service Week, and will revolve around five main themes. Each theme is being tasked with developing a potential journal publication for the Journal of Service Science, around the

Efe Surekli, in Procedia
CIRP 63 (2017) 680 – 685

'Barriers and Facilitators to Incident Reporting in Servitized Manufacturers', by Chara Makri and Andy Neely

'A Systems Perspective on Business Model Evolution: The Case of an Agricultural Information Service Provider in India' by Chander Velu

Exploring the Journey to Services, Martinez V., Neely A., Velu C, Leinster-Evans S. and Bisessar D. (2017). International Journal of Production Economics. (In Press)

'The interplay of customer experience and commitment', by Timothy Keiningham, Joan Ball, Sabine Benoit (née Moeller), Helen L. Bruce, Alexander Buoye, Julija Dzenkovska, Linda Nasr, Yi-Chun Oh, and Mohamed Zaki, (2017), Journal of Services Marketing, Vol. 31 Iss: 2.

'Digital Redistributed Manufacturing (RdM) Studio: A Data-Driven Approach to Business Model Development', by Christopher Turner, Ashutosh Tiwari¹, Jose Luis Rivas Pizarroso¹, Mariale Morenol, Doroteya Vladimirova, Mohamed Zaki, and Martin Geißdörfer (2017), in Sustainable Design and Manufacturing 2017, Smart Innovation, Systems and Technologies 68, Springer International Publishing

'Dynamics of innovation made in LATAM', by David Diaz and Mohamed Zaki "Lo 'Big' y lo no tanto", (2017), "Dinámicas de la

current state of the art and future research agenda of services from that theme's perspective.

Webinar - Exploring the Journey to Services

In this webinar Veronica discusses her recent paper on **'Exploring the Journey to Services'**. Listen to find out more about why the fourth year in the transition to services is crucial, why the pace of service development is important, and when the coexistence of basic, intermediate and complex services occurs. [\[more\]](#)



2 day executive programme - Making the shift to services



Don't forget to book for the 15-16 November Executive Programme on **'Making the Shift to Services'**, which will be held at the IfM, Cambridge. Delegates will be introduced to the idea of servitization in the manufacturing context, looking particularly at the role of technology and big data. [\[Watch a webinar introduction\]](#) [\[book\]](#)

10 Myths about Co-Creation



Katharina Greve wrote an Insight article for the Institute for Manufacturing on the top 10 Myths about Co-Creation. She argues that co-creation is here to stay. For companies that understand the concept and execute it well, the rewards can be far greater than even the most efficient internal R&D system can deliver. By embracing co-creation, companies are able to outperform the market, develop better

products and get them onto shelves faster, provide superior service, and build deeper, more loyal relationships with their customers. This article discusses ten common co-creation myths that prevent companies from seeing the potential to innovate better. [\[more\]](#)

From Big Data Analytics to Big Tool Stack



In today's competitive business environment, Internet of Things devices and Information Services increasingly produce large amounts of data in disparate structures. Open source and commercial tools continue to pop up to deal with many characteristics of Big Data. As a result, there is an abundance of tools and platforms to analyze Big Data or act as building blocks of such. Just by reviewing open source tools, we have come across 300 tools. We are not talking about Big Data anymore, we are talking about Big Tools. [\[more\]](#)

Theme update - Data analytics for services

The Data Analytics for Services Theme is focusing on Service Consumer's Experience Analytics. The project is developing a methodology using big data and cognitive computing for understanding the service consumer's experience through the consumer journey. We developed a review app and a text mining methodology for understanding the service consumer's experience in real time and use the generated insights to improve and design better service delivery. [\[more\]](#)

Ecosystems Strategy Executive Programme



Our new Ecosystems Strategy executive programme will be held in Cambridge on 22 November 2017. This programme builds on expertise developed in the Ecosystems, Value Mapping and Analysis Research Stream, and provides an opportunity for executives to learn first hand some of the techniques developed by the Alliance. This course will show you how, through understanding your business' ecosystem and leveraging partnerships, you can deliver services quickly and effectively. [\[more\]](#)

Theme update - Making the shift to services

This month, the shift to service team has been working on the analysis of data, early findings and the preparation of our Digital Twins Workshop. The Digital Twin's Workshop is focused to present early finding of our research and further explore the factors influencing the disruption of digital twins to existing business models. This workshop will take place on the 21 September 2017 in the Institute for Manufacturing at University of Cambridge. Save the day and reserve your place with Veronica Martinez. [\[more\]](#)

Come meet us at The Manufacturer Leaders Conference

We are pleased to announce that we will be at this years

[The Digital Manufacturing Show](#)

15-16 November 2017 Exhibition Centre Liverpool

'Manufacturer Smart

Factory Expo' and will be hosting a workshop at **'The Manufacturer Leaders Conference'** which is taking place on the 15 – 16 November 2017 at the Exhibition Centre Liverpool, co—located with the Leaders Conference, Top100 and The Manufacturer MX Awards. We would be delighted to meet you at this event, so please do come and see us at stand D12 and [register for the event](#). Don't forget to look out for more information on our Services Workshop, which will be announced soon.

EU SME Reserach Underway

Dorothee Schulz-Budick and Glen Chua are working with Dr Florian Urmeter on a study of the potential of servitisation and other forms of product-service provision for EU SMEs. The study is a research cooperation between the Cambridge Service Alliance (UK), Technopolis (Netherlands) and Dialogic (Belgium), and is funded by the European Commission. The two have been chosen to work at the University of Cambridge as visiting students to support the team. Dorothee is focusing on qualitative data analysis and literature research, where Glen is focusing on economic and market analysis using data from economic databases and custom writing the programme for the analysis.



Digital Twins and Future Digital Strategies

Forthcoming Workshop: Dr Veronica Martinez is organising the '2017 Making and Sustaining the Shift to Services Workshop' on the 21st Sept. The Service Alliance Industrialists and other invited organisations will join Veronica on this research workshop to debate and analyse the effect of digital twins in services and future digital strategies.

Marketing Week Article on Customer

Satisfaction Scores



In a recent article '**Customer satisfaction scores cover all manner of sins**', published by Marketing Week, Dr Mohamed Zaki discussed the issue around using customer

satisfaction scores, such as NPS. He discussed how current customer satisfaction scores hide problems. [\[more\]](#)

Paper Award for Ornella and Andy at EurOMA



Ornella Benedettini and Andy Neely received a 'Chris Voss Highly Commended Paper Award' from the European Operations Management Association (EurOMA) and the International Journal of Operations & Production Management (JOPM). The

award was for the paper "Does buyers' dependence translate into financial performance? An empirical analysis of manufacturer-service provider relationships" that Ornella and Andy presented at the 2017 EurOMA Conference (1-5 July 2017, Edinburgh).

A Systems Perspective on Business Model Evolution

This paper examines the capabilities needed to enable the evolution of the business model through the lens of systems thinking. The lessons from the paper would be helpful for managers as they create new business models and need to evolve them from their original design. [\[more\]](#)



Classification of Business Ecosystems Webinar

In this Webinar Florian Urmetzer discusses his paper on '**Business Ecosystems: Towards a Classification Model**'. Practitioners will find this research contributes to understanding B2B relationships in business ecosystems by offering a classification model. The model allows the differentiation of B2B intercompany connections. [\[more\]](#)



Talking to Mohamed about Services



Dr Mohamed Zaki, talks about his new role as Deputy Director, of the Cambridge Service Alliance, University of Cambridge. Dr Zaki, explains how the Alliance has grown and, by building upon its collaborations with industry, it has produced some of the most trusted management tools and frameworks in manufacturing today to help firms shift from product based services to offering complete solutions to their customers. [\[more\]](#)

Keynote at Human Side of Service Engineering Conference



Dr. Veronica Martinez gave a keynote speech on the 18th July in the AHFE- The Human Side of Service Engineering Conference at CA, US. Veronica presented 'Scaling Services Up: A Critical Success Factor in Servitization'. The co-authors of this research are Prof. Andy

Neely, Dr. Pavel Albores and Karolis Siksnius from the Cambridge Service Alliance, Rolls-Royce and Aston Business School.

Community of Interest Meeting

July saw our latest Community of Interest Meeting, hosted by Perkins Engines, in Peterborough. The interactive partner day was themed around the research ongoing at the Service Alliance on the topics of technology, digital platforms, digital transformation strategy and



customer experience analytics, as well as discussion sessions and networking opportunities. [\[more\]](#)

EurOMA Conference - Chara Makri

Chara Makri attended the 24th EurOMA Conference in Edinburgh to present her study '[Barriers and Facilitators to Incident Reporting in Servitized Manufacturers](#)', co-authored with Professor Andy Neely. Chara will give a partner Webinar on this research on 2 October 2017, which will be available online shortly afterwards.



EurOMA Conference - Katharina Greve



Katharina Greve presented her study 'Bridging the Co-creation Gap between Co-creators, Companies and Living lab' at the 24th EurOMA conference in Edinburgh, Scotland. The study explores and analyses factors that are critical to the facilitation of co-creation in living labs by integrating findings derived from existing literature with primary data collected with managers and researchers of a living lab as well as companies and

co-creators. [\[more\]](#)

Interview with Mohamed on the Fallacy of the Net Promoter Score

Dr Mohamed Zaki, talks about his paper, 'The Fallacy of the Net Promoter Score: Customer Loyalty Predictive Model'. The research is treading new ground in industry by taking on traditionally held measurement scores for customer loyalty and it is remodelling how in reality, customers stay loyal to a company or product. [\[more\]](#)



Alliance Visitor - Kerem Kayabay

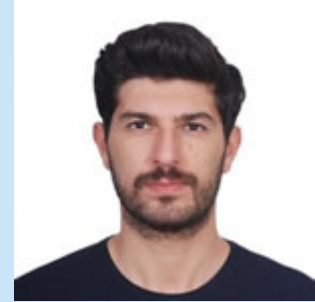
Kerem Kayabay joins us as a visitor and will be working on a joint research project with Mohamed Zaki. Kerem is a PhD Candidate at Informatics Institute in Middle East Technical University, Turkey. His research areas include



Entrepreneurship, Cloud Computing, Big Data, and Industry 4.0. [\[more\]](#)

Alliance Visitor - Mert Onuralp Gökalp

Mert Gökalp joins us as a visitor to work on a joint research project with Mohamed Zaki. Mert is a PhD Candidate at Informatics Institute in Middle East Technical University, Turkey. His research areas include Big Data, IoT and Machine Learning. [\[more\]](#)



BAE Site Visits for Chara

As part of her PhD and the Alliance's ongoing cooperation with the industry, Chara Makri recently visited two BAE sites in order to conduct interviews and collect data for her PhD. Chara spent almost two weeks on different sites, both in Australia and the UK, collecting data and interviewing a range of participants from different levels including managers, technicians and contractors of the company. Chara is in the final year of her PhD and the main objective of her research is to understand how servitized manufacturers can sustain a high level of safety given the large networks involved in service provision. You can find more information about Chara's project on our [website](#) or by simply scanning the QR code. This research is conducted in partnership with BAE Systems and is sponsored by EPSRC



19th IEEE Conference on Business Informatics

Mohamed Zaki was invited to be one of the organizing committee members of '**19th IEEE Conference on Business Informatics**', where he acted as a workshop chair. IEEE CBI is a well-established conference series on Business Informatics that has a long tradition of hosting workshops around topics related to the main themes of the conference. The CBI workshops provide ample room for discussion of recent business informatics developments, as well as new and emerging ideas. Four workshops were hosted at this conference:



1. Developing Multi-sided DIGITAL PLATFORMS – a business informatics perspective

2. International Workshop on the Internet of Things and Smart Services
3. Smart, internet-connected objects and applications in dynamically evolving cities and communities
4. International Workshop in Requirements Engineering and Design for Big Data Analytics and Applications

More on these workshopes [\[here\]](#)

New MSI Grant for AI Research



Mohamed Zaki and Benjamin Lucas (Assistant Professor at Maastricht University) have been awarded a research grant by the Marketing Science Institute (MSI) for their project titled '**DeepKeep: Customer Attrition Prevention with Artificial Intelligence**'. The project involves working at the intersection of marketing analytics and machine learning to develop a tool for predicting customer attrition and churn risk from textual data sources such as social media. [\[more\]](#)

Keynote on Data-Driven Business Models

Mohamed Zaki was invited to be a keynote speaker at Analog Devices, San Jose, USA, to stimulate discussion about data-driven business models. Mohamed discussed service innovation in the digital era, what we learnt so far, and examples from new data-driven models from B2C, B2B and startups.

Barriers and Facilitators to Incident Reporting in Servitized Manufacturers



The Cambridge Service Alliance team has been working closely with industry to provide more insights for servitized manufacturers operating in complex service networks, where decisions may be taken by one party and actions carried out by another. While data collection is still underway, this working paper provides some initial insights on the barriers and facilitators of incident reporting within a service environment. [\[more\]](#)

Annual Frontiers Conference

Mohamed Zaki presented his paper with Andy Neely 'Customer Experience Analytics: Dynamic Customer-Centric Model', at the Annual Frontiers

Conference at Fordham University's Gabelli School of Business, from 22-25 June 2017 in New York City. This paper proposes systematic multi-methods using big data and cognitive computing approach to capture and analyze customers' data from a large international B2B service organization. [\[more\]](#)



Service Engineering in the Era of Industry 4.0



Mohamed Zaki was invited to participate in the SIG Round Table held on 1 June 2017 in Bergamo, Italy, to discuss The Service Engineering in the era of Industry 4.0. The SIG in Service Engineering of IFIP WG 5.7 organised a camera Round Table with the main experts in Service Management & Engineering. The aim of the Round Table was to discuss past explorations and future perspectives in the Service Management & Engineering

research area. [\[more\]](#)

Theme update: Ecosystems value mapping and analysis

This research revolves around how to design a firm, or a part of the firm, that allows the delivery of a solution to a customer that has changing needs over time. This is taking into consideration the integration to multiple partners of a business ecosystem. The problems firms are facing is that the orchestration of service delivery across firms, is often based on contracts. However the value delivery often needs to be flexible over time, this has an impact on execution, accountability, capability and capacity of firms as well as their customers. We understand well that customers' needs to service and solution delivery needs change over time. If you are interested in participating in the workstream, in interviews or a case study, please contact Florian Urmetzer. [\[more\]](#)

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