

## FACILITATING SERVITIZATION PRACTICES AND TOOLS FOR MANAGING SERVICE TRANSITION

Manufacturers have shifted their focus from products to solutions in search of higher returns and additional growth opportunities (Matthyssens & Vandenbempt, 2008; Rabetino, Kohtamäki, Lehtonen, & Kostama, 2015). This shift, described as servitization (Vandermerwe & Rada, 1988), is not a simple process, and positive outcomes cannot be guaranteed (Gebauer, Fleisch, & Friedli, 2005; Oliva & Kallenberg, 2003). Whereas the link between servitization and performance have been demonstrated potentially non-linear and complex (Fang, Palmatier, & Steenkamp, 2008; Kohtamäki, Partanen, Parida, & Wincent, 2013), oftentimes the failures have been argued emerging from poor implementation, lack of required capabilities or poorly executed servitization processes (Fang et al., 2008; Kohtamäki et al., 2013; Visnjic Kastalli & Van Looy, 2013). Servitizing manufacturers must realign their value propositions, processes and resources (Huikkola, Kohtamäki, & Rabetino, 2016; Kindström & Kowalkowski, 2014; Storbacka, Windahl, Nenonen, & Salonen, 2013), which call for different tools and practices at different organizational levels. Although previous studies have discussed the core challenges and subjects in the implementation of servitization (Alghisi & Saccani, 2015; Martinez, Bastl, Kingston, & Evans, 2010), only a few have provided overviews of the key processes and practices needed to execute servitization (Baines & Lightfoot, 2014; Baines & Lightfoot, 2013; Gebauer, 2011; Rabetino, Kohtamäki, & Gebauer, 2017; Storbacka, 2011).

Conceptually, the servitization process can be analyzed and facilitated by variety of practices and micro-foundations. For this purpose, the practice theory provides a useful frame, which can be utilized to generate grounds for presentation of tools and frameworks that enable servitization (Kohtamäki & Rajala, 2016). As such, the practice theory sees strategy from micro-perspective, something that companies do, as compilation of practices (Vaara & Whittington, 2012; Whittington et al., 2003). As such, practices can be broadly defined as “*routinized types of behavior*” (Reckwitz, 2002: 249). Here, we see practices as something that reflects and shapes the servitization of companies. Managers generate and modify practices, such as ways of working, routines, processes and tools to achieve servitization. This edited book and articles intends to describe servitization through the practice lens to demonstrate practices, tools, routines and frameworks that help the practitioners to analyze and facilitate servitization at the micro level. This book also intends to contribute to our understanding by facilitating the ‘practice turn’ in servitization. While covering a large collection of frameworks and tools, this book intends to provide support for servitization and to understand servitization-as-practice. Tools and frameworks are not restricted to any specific theory. Instead, frameworks and tools are invited from different theoretical approaches, such as servitization, product-service systems, service science, services-dominant logic and cocreation, resource-based view, industrial organization, strategy-as-practice, micro-foundations, institutional theory, just to name a few potential theoretical approaches where to draw ideas and frameworks.

Scope: Who will read this book?

This edited book on practices and tools in servitization will contribute to directors, managers, developers responsible of servitization. This book intends to provide knowledge on tools and practices of servitization, to facilitate the formulation and implementation of servitization-based strategies, service infusion, and manufacturing service transition globally. In addition, the book

intends to service researchers, students, and practitioners searching for tools how to facilitate servitization in companies. This book therefore invites practically relevant contributions in the field of servitization. The editors seek submissions with an original perspective and advanced thinking on practices and tools in servitization and related issues (e.g., strategic change, practices, processes, and routines). Managerially oriented topics on practices and tools in servitization with solid empirical grounding should include, but not be limited to, the following

- Practices in servitization
- Servitization in manufacturing, B2B, solution provision, integrated solutions, technology companies
- Organizational transformation and change management towards servitization
- Tools in servitization
- Frameworks to facilitate servitization
- Service/integrated solutions offerings, Life-cycle solutions
- Value co-creation / co-production of value propositions or offerings
- Service/solutions development
- Service/solutions organization
- Service/solutions delivery and operation
- Middle managers' role during servitization.
- Role of digitalization in servitization
- Case studies on how tools are used to support servitization.

When submitting, papers should utilize the following guidelines

- We are searching for short papers presenting a framework, model, tool or method to facilitate servitization
- Managerial focus on presenting of 1 main picture (own elaboration), framework, tool, or method
- Some utilization of theory / 10-20 references
- Altogether 3500 to 5500 words (everything included, also references and pictures)
- Before submitting, the paper should be proofread by professional proofreaders.
- For reference format, use American Psychological Association APA 6th.
- All articles should include main headings (and the same baseline structure), such as:
  - Abstract; 1. Introduction; 2. Theory; 3. Tool OR Framework OR case presentation; 4. Managerial conclusions
    - **FIRST HEADINGS IN CAPS AND BOLD**
    - **Second headings in bold**
    - **No third headings**
- Articles will go through an editorial process and a double blind review, which emphasize managerial contribution
- Line spacing 2; all margins 2,54
- Tables: Reference in the text. Table text before the table. **Table 1** in bold
- Figures: Reference in the text. Figure text after the figure. **Figure 1** in bold
- Direct quotes: *In Italics* Page number after the year (Kohtamäki, 2013: 303)

How to submit your abstract and paper?

- Abstract and final paper should be submitted by sending an email to [servitization@gmail.com](mailto:servitization@gmail.com). One of the editors will confirm by email that they have received your submission and send feedback for your abstract and full paper proposals.
- To gather an optimal collection of abstracts and papers, we provide 2 abstract submission deadlines, and one full paper submission deadline. The submission process is planned as such:
  - Extended abstract (up to 500 words, main idea, perhaps the framework included) should be submitted until 28.3.2017 OR 16.6.2017
  - Feedback (accept/reject) from abstract until 15.4.2017 OR 30.6.2017
  - Full paper should be submitted until 30.9.2017
  - Review feedback (accept/reject) to the authors until 15.11.2017
  - Final revision submitted until 31.1.2018
  - Final book proposal submitted to the publisher 28.2.2018
  - Book published during 2018

The book will be edited by:

Marko Kohtamäki, Tim Baines, Rodrigo Rabetino, and Ali Ziaee Bigdeli

### **Publisher:**

Palgrave Macmillan, part of Springer Nature, has demonstrated an interest in this project and it is being presented to the editorial board for approval to publish. So far the reaction has been very positive and the Commissioning Editor is confident that it will be received well.

If published by Palgrave Macmillan, the book would be published in hardcover and eBook initially, and will also be released as a paperback 2 years after publication at a lower price point. As well as this the book will be part of the SpringerLink Business and Management package which gives free access to academics, researchers and students affiliated with institutions who subscribe. This therefore provides a really fantastic global reach- and is a great help in increasing the number of downloads, citations and impact of the book. Chapter contributors receive no royalties or fee, but they will receive a free hardcover of the book once published and will also gain access to our author discount of 40% which can be applied to all Palgrave titles.

### **References**

- Alghisi, A., & Saccani, N. (2015). Internal and external alignment in the servitization journey – overcoming the challenges. *Production Planning & Control*, (August), 1–14.
- Baines, T., & Lightfoot, H. W. (2014). Servitization of the manufacturing firm: Exploring the operations practices and technologies that deliver advanced services. *International Journal of Operations & Production Management*, 34(1), 2–35.
- Baines, T. S., & Lightfoot, H. W. (2013). *Made to Serve. How manufacturers can compete through servitization and product-service systems*. John Wiley & Sons.
- Fang, E. (Er), Palmatier, R. W., & Steenkamp, J.-B. E. . (2008). Effect of service transition strategies on firm value. *Journal of Marketing*, 72(5), 1–14.
- Gebauer, H. (2011). Exploring the contribution of management innovation to the evolution of dynamic capabilities. *Industrial Marketing Management*, 40(8), 1238–1250.

- Gebauer, H., Fleisch, E., & Friedli, T. (2005). Overcoming the Service Paradox in Manufacturing Companies. *European Management Journal*, 23(1), 14–26.
- Huikkola, T., Kohtamäki, M., & Rabetino, R. (2016). Resource realignment in servitization. *Research-Technology Management*, 59(4), 30–39.
- Kindström, D., & Kowalkowski, C. (2014). Service innovation in product-centric firms: a multidimensional business model perspective. *Journal of Business & Industrial Marketing*, 29(2), 96–111.
- Kohtamäki, M., Partanen, J., Parida, V., & Wincent, J. (2013). Non-linear relationship between industrial service offering and sales growth: The moderating role of network capabilities. *Industrial Marketing Management*, 42(8), 1374–1385.
- Kohtamäki, M., & Rajala, R. (2016). Theory and practice of value co-creation in B2B systems. *Industrial Marketing Management*, 56(7), 4–13.
- Martinez, V., Bastl, M., Kingston, J., & Evans, S. (2010). Challenges in transforming manufacturing organisations into product-service providers. *Journal of Manufacturing Technology Management*, 21(4), 449–469.
- Matthyssens, P., & Vandenbempt, K. (2008). Moving from basic offerings to value-added solutions: Strategies, barriers and alignment. *Industrial Marketing Management*, 37(3), 316–328.
- Oliva, R., & Kallenberg, R. (2003). Managing the transition from products to services. *International Journal of Service Industry Management*, 14(2), 160–172.
- Rabetino, R., Kohtamäki, M., & Gebauer, H. (2017). Strategy map of servitization. *International Journal of Production Economics*, *In press*.
- Rabetino, R., Kohtamäki, M., Lehtonen, H., & Kostama, H. (2015). Developing the concept of life-cycle service offering. *Industrial Marketing Management*, 49(August), 53–66.
- Reckwitz, A. (2002). Toward a theory of social practices: A development in culturalist theorizing. *European Journal of Social Theory*, 5(2), 243–263.
- Storbacka, K. (2011). A solution business model: Capabilities and management practices for integrated solutions. *Industrial Marketing Management*, 40(5), 699–711.
- Storbacka, K., Windahl, C., Nenonen, S., & Salonen, A. (2013). Solution business models: Transformation along four continua. *Industrial Marketing Management*, 42(5), 705–716.
- Vaara, E., & Whittington, R. (2012). Strategy-as-Practice: Taking social practices seriously. *The Academy of Management Annals*, 6(1), 285–336.
- Vandermerwe, S., & Rada, J. (1988). Servitization of business: Adding value by adding services. *European Management Journal*, 6(4), 314–324.
- Visnjic Kastalli, I., & Van Looy, B. (2013). Servitization: Disentangling the impact of service business model innovation on manufacturing firm performance. *Journal of Operations Management*, 31(4), 169–180.
- Whittington, R., Jarzabkowski, P., Mayer, M., Mounoud, E., Nahapiet, J., & Rouleau, L. (2003). Taking Strategy Seriously: Responsibility and Reform for an Important Social Practice. *Journal of Management Inquiry*, 12(4), 396–409.