CONTENTS

List of exhibits *page* xiii
Foreword xv
Preface xxi
Acknowledgments xxv

PART I
PREMISES 1

1 The service-dominant mindset
Introduction 3
Specialization and exchange 4
Goods-dominant logic centricities 5
Toward transcendence 9
The four "axioms" of S-D logic 14
Market-ing with S-D logic: the counterintuitive nature of S-D logic 17
The contextual nature of value creation: the structurated world of S-D logic 23
Outline of the book 27

2 Roots and heritage
Introduction 31
Foundations of economics 33
The impact of a goods-dominant paradigm 39
The shift toward consumer orientation 41
The rise and evolution of service(s) thought 43
Divergence from the goods-dominant paradigm 45
Convergence toward service-dominant logic 47
Moving forward 48

3 Axioms and foundational premises
Introduction 53
The lexicon of service-dominant logic 55
Axiom 1 and foundational premise 1: service is the fundamental basis of exchange 57

Foundational premise 2: indirect exchange masks the fundamental basis of exchange 58
Foundational premise 3: goods are distribution mechanisms for service provision 62
Foundational premise 4: operant resources are the fundamental source of competitive advantage 64
Foundational premise 5: all economies are service economies 66
Axiom 2 and foundational premise 6: the customer is always a cocreator of value 68
Foundational premise 7: the enterprise cannot deliver value, but can only offer value propositions 71
Foundational premise 8: a service-centered view is inherently customer oriented and relational 72
Axiom 3 and foundational premise 9: all economic and social actors are resource integrators 74
Axiom 4 and foundational premise 10: value is always uniquely and phenomenologically determined by the beneficiary 78
Contrasting logics 78
Concluding comments 80

4 **Service as a *guiding* framework**
Introduction 83
Prior views of services misled 84
A more comprehensive view of service 87
Implications of "service" thinking 89
Concluding comments 96

PART II
PERSPECTIVES 99

5 **It's all actor-to-actor (A2A)**
Introduction 101
Overthrowing divisions 104
Generic actor-to-actor exchange 105
Actor-centric exchange systems 112
Concluding comments 116

6 **The nature, scope, and integration of resources**
Introduction 119
Resources explained 120

Resources are operand and operant 123
Actors as resource integrators 128
Concluding comments 134

7 Collaboration
Introduction 136
Actor-to-actor collaboration 137
Collaboration and information technology 141
Coproduction and cocreation 143
Enterprise boundaries 147
Toward collaborative advantage 149
Implications for system viability 152
Concluding comments 153

8 Service ecosystems
Introduction 158
Networks 159
Ecosystems 161
Micro, meso, and macro systems 169
The service ecosystem as a system of processes 170
From service ecosystems to ecosystems services 173
Concluding comments 174

PART III
POSSIBILITIES 177

9 Strategic thinking
Introduction 179
Zooming out versus zooming in: seeing the bigger picture 180
Service ecosystems: developing a systems view of exchange 182
Collaboration: designing for density and relationships 184
Value proposing: cocreating value with multiple stakeholders 186
Designing: developing value-creating ecosystems 189
Configuring: taking advantage of unstable environments 191
Toward an S-D logic strategy appraisal 195
Concluding comments 198

10 Conclusions and considerations
Introduction 201
Convergence 202
A meta-idea 202

The bigger picture 204
More inversions 205
Next steps 209
Concluding comments 211

Appendix: Reflection and dialogue 213
Index 222