

CONTENTS

List of exhibits	<i>page</i> 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 structured 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
Coproduct 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