Service transfer as a closing link between Service Science and Practice

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For the past ten years significant steps have been taken in the area of service principles to advance an academic Service Science[3] and a broad Management Education[4]. At the same time more and more enterprises have developed successful services. Both of these developments are a solid basis for additional service innovations in the future. In the domain of technology oriented services AFSMI has constantly supported this process through multiple initiatives such as introducing a certification program for a course of study of Service Management with a Curriculum Balanced Score Card, providing university lectures, and supporting publicly funded service research programs in Germany directly[5] and as transfer partner[6] [7]. Much more has to be done to reach the targeted level of effectiveness and efficiency in the industrial, economic practice. This is especially the case for small and medium sized enterprises (SMEs) where existing concepts are rather unknown and not yet fully applicable. AFSMI understands transfer as the reciprocal exchange of Good Service Practice (GSP) between science and practice. Transfer work has to be adapted and enlarged to close existing gaps.

Situation

The Technology Services Industry often offers services for, or in combination with, complex technology systems for external or internal customers. External customers typically belong to the B2B and B2C markets with the majority in B2B. The Technology Industry consists, for example, of the following **sectors**: engine building, electrical and electronic engineering, information and communication and other industries as logistics, medical technology, business services. The Technology Services Industry is part of the Service Industry.

During a recent AFSMI-Workshop with relevant participants of Technology Services Industry and Universities the following main gaps were identified, see picture:

- Gap between market and education system,
- Key performance indicators,
- Business models for growth and productivity, e.g. for Value Added Services,
- Internal and external Service Image,

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[1] See AFSMI Overview at the end of this article.

[2] see www.reser2011.de for details. RESER - European Association for **RE**search on **SER**vices - is a network of research groups and individuals active in services research and policy formulation, mainly located in European countries http://www.reser.net/.

[3] Satzger, G.; 2010: Auf dem Weg zu einer Service Science; Taskforce

[4] Taurel, W.; 2011: List of education programs; www.afsmi.de\ausbildung_links.html.

[5] Böhmann, T.; Bremerich, N.; Taurel, W.; 2009: Future Service Management; ISS-Hamburg & AFSMI.

[6] www.service-engineering.info/maris/; www.HyPriCo.de; http:KoProServ.uni-leipzig.de; ProSet; ProDuse.

[7] www.service-productivity.de

- Terminology and Standardization.
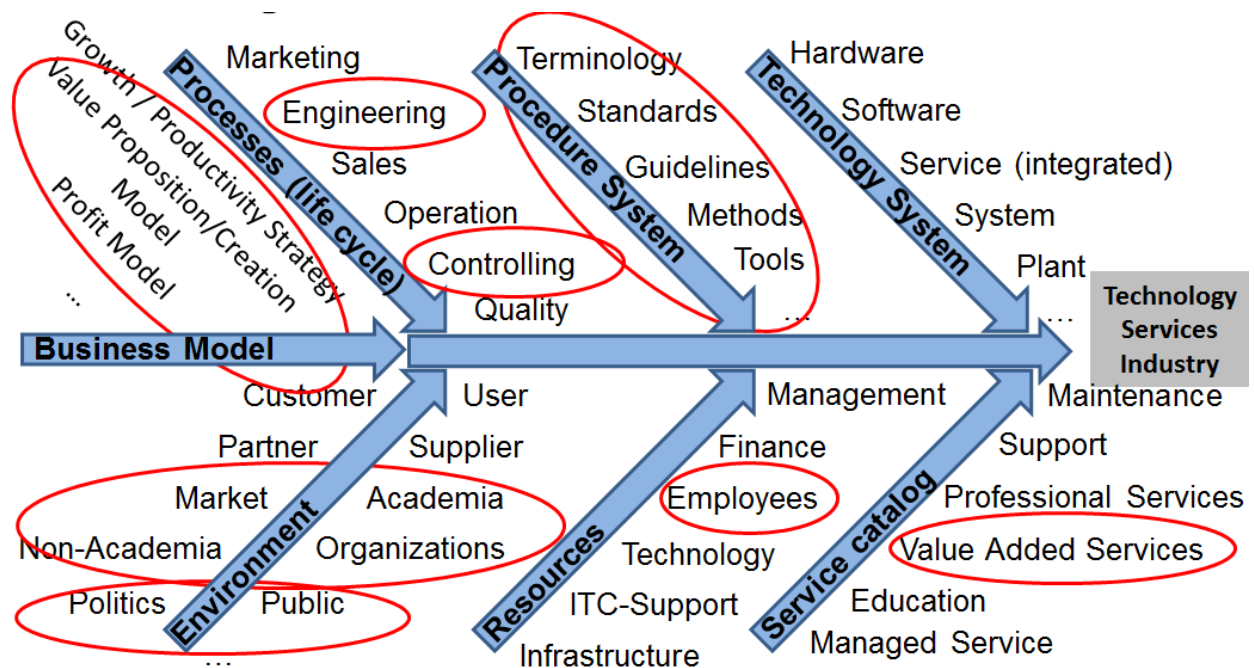
Picture: Technology Services Industry - Body of knowledge – with GAPs - AFSMI Expert Workshop

Additional symptoms of gaps between Service Science and practice were described as follows[8]:

- Integrated Service Systems have not been implemented,
- Service business maturity level compared to the hardware and software product business still lagging behind,
- There is still a big gap of Service Know-How on all levels of qualification,
- Actual focus is on bigger enterprises, small and medium sized enterprises (SMEs) lacking,
- Basic service models, standards methods are still missing or are not integrated.

Solutions in the past have concentrated mostly on Best Service Practices of larger businesses which could not be implemented easily into SMEs. Therefore, it is time to collect a Good Service Practice and to distribute it broadly.

Measures

A systematic aggregation of General Areas of Service Knowledge is needed for the Technology Services Industry to support Good Service Practice (GSP). AFSMI sees the following areas and measures for the coming years.

Technology System area (a mix of embedded hardware, software, service and other product types).

Measure: Rules for Intellectual property for Service Innovation have to be developed.

Business Model area (explaining the basic growth & productivity strategy, value proposition & creation and the profit model).

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[8] Meiren, T.; 2011: F&E-Management für Dienstleistungen in Am Puls wirtschaftlicher Entwicklung; Spath/Ganz; Hanser; Page 17ff.

Measure: Value added services and the export of services[9] must be pushed forward.

Procedure System area (a set of service terminology, standards, guidelines, methods and tools).

Measure: An actual situation analysis[10], evaluation and development of architecture of harmonized integrated service standards which are compatible with existing technology standards are needed.

Services areas (disciplines are amongst others maintenance, support, professional services and education).

Measure: More Service Market data has to be provided.

Processes areas (e.g. marketing, engineering, sales, operation and controlling).

Measure: Generic and specific Service Life Cycle Models compatible to Life Cycles of other product types have to be developed and implemented.

Resources areas (e.g. people (HR), information technology & communication (ITC), infrastructure and finances).

Measure: Identification of service qualification profiles for the manpower and ITC requirements for service process enablement.

Environmental areas (e.g. customer, user, supplier, partner, market, academia, non-academia, organizations, politics and public).

Measure: A general image campaign for service professionals in different service sectors to raise awareness with younger people is necessary.

Measure: Service aspects must become part of every education, starting with the school!

Measure: Existing service transfer associations with competent transfer experts have to work together.

Conclusion

The transfer of service and service management knowledge should be the significant focus for the next years. As in other areas of the technology Industry, it is necessary to have specialized transfer organizations in place which help to transfer the knowledge into enterprises and to the public[11]. The following criteria are important to identify Good Service Practice: Systematic, complete, integrated, pragmatic, understandable, scalable, flexible, compatible and public available. A scientific program can support and evaluate the results of a professional transfer process. The results can help all service sectors which use technology as a significant resource.

Association for Services Management International German Chapter (AFSMI)

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[9] Berchthold, W.; 2008: Promotorenbeitrag für das Innovationsfeld Dienstleistungen; BITKOM e.V.; Page 8
[10] Willingmyre, George P.E.; 2002: International Services Standards in your Future? www.gtwassociates.com/alerts/submitted.doc with AFSMI for DIN e.V.

[11] Harms, D.J.; Heinen, E.; 2009: Dienstleistungen systematisch entwickeln, itb; www.service-engineering-kmu.de

AFSMI[12] is an international community of executives and professionals since 1975 which ensures members leading position in the technology services industry as a nonprofit organization with

- First hand information and exchange on trends and best practices
- Personal peer networking
- International cooperation and partnerships

The Center of Education and Research (CER) of AFSMI is concentrating on Education, Training, Research and Transfer aspects.

AFSMI is a member of the Confederation for Services Management International - CFSMI[13] and partner of the Technology Services Industry Association - TSIA[14].

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[12] www.afsmi.de
[13] www.cfsmi.eu
[14] Lah, Thomas E.; 2011: TSIA Research Agenda; www.tsia.com