

Title	ビジネスイノベーションのための知識志向のサービス 化マネジメントの研究
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Citation	
Issue Date	2015-03
Type	Thesis or Dissertation
Text version	ETD
URL	http://hdl.handle.net/10119/12756
Rights	
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Abstract

During the last two decades, there have been remarkable changes in the world business environment. Firms have realized the importance of service to sustain as well as to innovate their business. Consumers desire service-based value through a knowledge co-creation process rather than the manufactured goods itself. This has instigated a big task of traditional manufacturers to create knowledge, and adapt to such trends and create new business line-ups. It is suggested that, manufacturing companies need to have value chain perspective and should adapt in its business the opportunity of servitization. While there are several definitions of servitization, we put emphasis on a servitization is *as the transition process of adding service concepts into product-based business in manufacturing companies*.

Servitization is a new way of thinking for traditional product-based business and managing it successfully into creating a new business is a difficult challenge. The servitization needs to develop new service in-terms of knowledge co-creation process, which includes organizational knowledge management, human resources education, and inter-organizational relationships. Therefore, a system to manage innovative knowledge and create customers desire service as value is also necessary for firm.

However, there are not enough research above can offer a verified way related to knowledge focused servitization management, which facilitates the dealings of knowledge management, skill development and corporate collaboration to create new knowledge for service as paths of business innovation.

In this research, a knowledge focused servitization management model is proposed based on the interaction of knowledge space (KS) management, service oriented human resources (HR) skill development and corporate collaboration. Here, KS management contains a set of knowledge co-creation process, service oriented HR skill development covers the concepts of service idea generation and the service centric mindset, and corporate collaboration is centered on service value system. Our exploration analyses an action research with Japanese monitor maker by applying approach of service innovation chart (SIC) and business model (BM) thinking. The results reveal that, the proposed approach is workable to recognize organizational knowledge and knowledge gap for service-based value creation. This approach influence to develop technical personnel's service idea generation skills and service mindset as well. In addition, we examine four case studies and the case studies results show that, the KS management, services oriented HR skill development, and corporate collaboration with different industries is a way to knowledge co-creation, thereby building 'service value system' towards a servitized firm.

Keywords: Servitization, services value system, services-based value, knowledge space management, service oriented skill development, corporate collaboration, business innovation.