

Title	IT技術が進化する中でのマネジメントシステム認証サービスの顧客価値向上に対する研究
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Improvement of customer value in management system certification service considering information technology evolution

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In recent years, IT (information technology) has been rapidly developed. Especially the change in the information technology environment during these 10 years is so big that most of companies have to follow this change to keep their competitive advantages in business.

On the other hand, there is a management system established by ISO, which provides a mechanism checking that corporate management is effectively performed. This management system requires companies to establish the management mechanism, ensure PDCA of undertaking activities, and attempt the spiral improvement through checking the effectiveness of undertaking activities. The mechanism of ISO assumes that about five years is suitable for the standard revision work according to changes in the society and evolutions for matching to the progress of the world.

The author belongs to a certification company and is checking various companies' "ISMS (Information Security Management System)" that is the management system related to the information security. Through certification activities every day, the author feels that companies should try to change their information technology environment due to the progress

of IT.

When checking the company's management system from the viewpoint of such situation, the certification service should consider both its past management system and the current advanced IT technology environment and propose the best management system for the company through "try and error" considering the past view, the present hopes of the company. It is important to identify gaps between what were customer needs in view of a past time axis, and their hopes in a future time axis, and to bury these gaps and propose the best solution. For supporting this certification service process, I developed "YAEZAKURA Model :Eightfold cherry blossoms model".

"YAEZAKURA Model" is a kind of service flower model which consists of a core service and supplementary services. For the service industry to keep providing the same service for a long term by the same price, it is important to show the new service more attractive by combining effective new supplementary services. "YAEZAKURA Model" prepares new supplementary services considering current advanced IT environment which always exceeds the customer's prior expectation. The customers can adapt their management system considering their situations and the provided supplementary services. By using "YAEZAKURA Model", the service provider of certification service and the customers can do value co-creation in the certification service.

Thus, "YAEZAKURA Model" is a new model, in which supplementary services can be prepared from the social changes etc. and the uncertainty of the customer needs can be identified.