

Tópicos Emergentes de Marketing

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Al final de las próximas 3 clases deberíamos poder...

- ✓ Ver al marketing desde dos ópticas distintas: Goods-Dominant y Service-Dominant Logic.
- ✓ Llevarnos nuevas herramientas para lograr un Marketing más efectivo.
- ✓ Re-pensar nuestro negocio o mercado a través de una óptica diferente.



Tópicos Emergentes de Marketing

Goods-Dominant Logic



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Los cambios en el Marketing

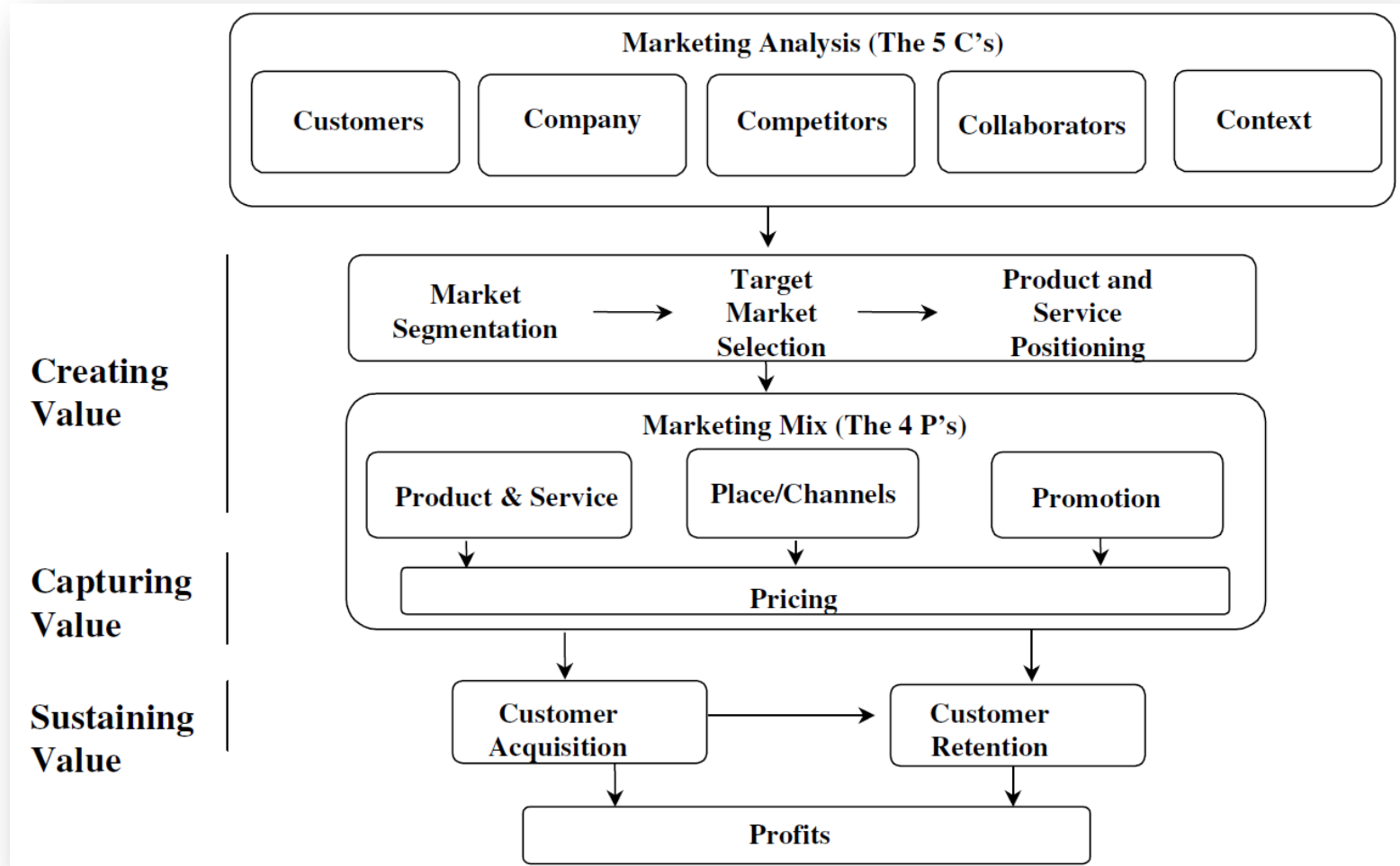


Marketing: el conjunto de las actividades de negocio que dirigen el flujo de bienes y servicios del productor al consumidor (AMA, 1930s).

Se introdujeron la segmentación, el targeting, promoción y distribución para hacer que el consumidor compre más.

Fuente: Vargo & Lusch 2008

El Marketing tal como lo conocemos...



Note on Marketing Strategy, Robert Dolan, Harvard Business School

El Marketing tal como lo conocemos...

- Proviene de una lógica económica que llamaremos **Goods-Dominant Logic (GDL)**

Vamos a cuestionar los supuestos básicos de dicha lógica, lo que dará lugar a una visión alternativa del Marketing

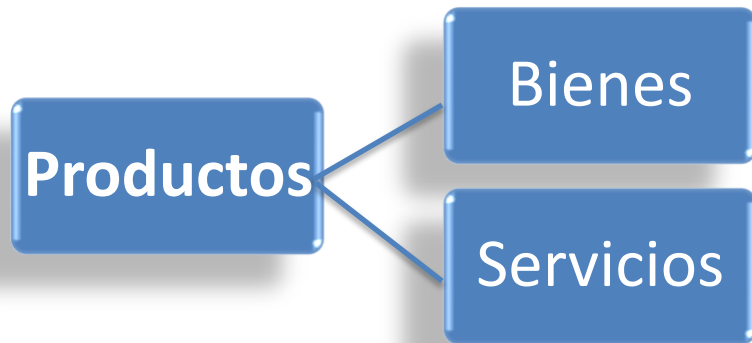


Supuestos que vamos a cuestionar

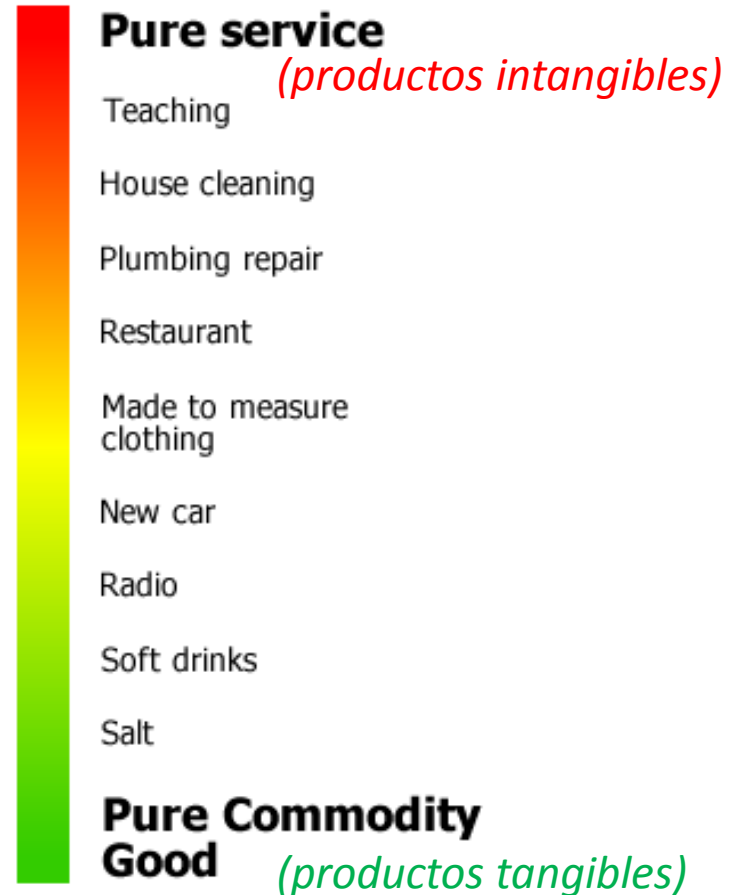
- Unidad primaria de intercambio
- Rol de las empresas
- Rol de los bienes/servicios
- Rol del consumidor
- Definición misma del valor
- Creación de valor



Definición de Productos en GDL



La dicotomía entre bienes físicos y servicios intangibles es más bien teórica. La mayoría de los productos se encuentran entre estos dos extremos.



Goods-dominant logic (GDL)

Desde la lógica del Marketing tradicional,
¿cuál es el rol de las empresas?



Goods-dominant logic (GDL)

Las empresas existen para producir y vender bienes y servicios con valor intrínseco



Goods-dominant logic (GDL)

Las empresas existen para producir y vender bienes y servicios con valor intrínseco

- El propósito de la actividad económica es la producción y distribución de productos (bienes y servicios)
- El valor es agregado a los productos durante el proceso de fabricación
- El objetivo de las empresas es maximizar los beneficios a través de la eficiente producción y distribución de los bienes
 - Los bienes deberían ser estandarizados, producidos fuera del mercado, e inventariados hasta ser demandados

Fuente: Vargo & Lusch (2004)

“The sole purpose of marketing is to get more people to buy more of your product, more often, for more money.”

-Sergio Zyman, ex-CMO de Coca-Cola

Goods-dominant logic (GDL)

Flujo circular de la renta

Salarios (\$)



Consumo (\$)

↔ *flujo de dinero*
↔ *flujo de bienes*

Los bienes y servicios son la unidad primaria de intercambio

¿Qué es Valor y cómo se crea?



“Customers attach value to a product in proportion to its perceived ability to help solve their problems or meet their needs. All else is derivative.”

Theodore Levitt

“Price is what you pay; value is what you get.”

Benjamin Graham, inversionista

“In the factories, we make cosmetics. In the department stores, we sell hope”

Charles Revson, fundador de Revlon

El Valor según Adam Smith

“Se debe observar que la palabra valor tiene dos significados diferentes; algunas veces expresa la utilidad de un objeto en particular, y otras el poder de comprar otros bienes que la posesión de dicho bien nos permite. El primero puede llamarse ‘valor de uso’, el otro ‘valor de cambio’”

Adam Smith, *An Inquiry Into The Nature and Causes of The Wealth of Nations*, Liberty Classics, 1981, p. 44.

Valor de cambio vs. Valor de uso en GDL



*Los libros en una librería poseen **valor de cambio** (los libros son un activo)*



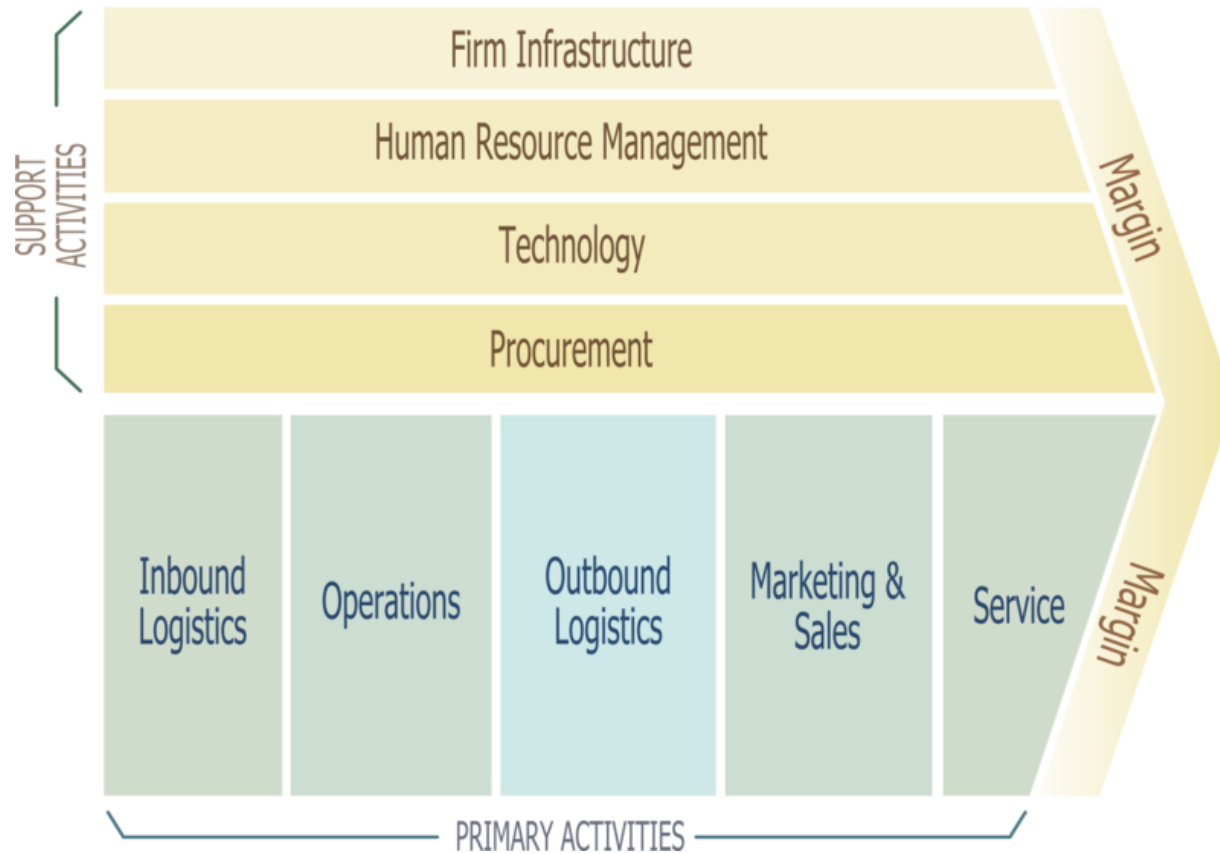
El dinero facilita el intercambia



*La lectura del libro genera **valor de uso** al lector*

Creación de valor en la empresa

Cadena de Valor (Porter)



La lógica de separación en GDL

Productor



Creación de Valor

Es el agente que posee el conocimiento, experimentado e innovador. Posee un rol activo.

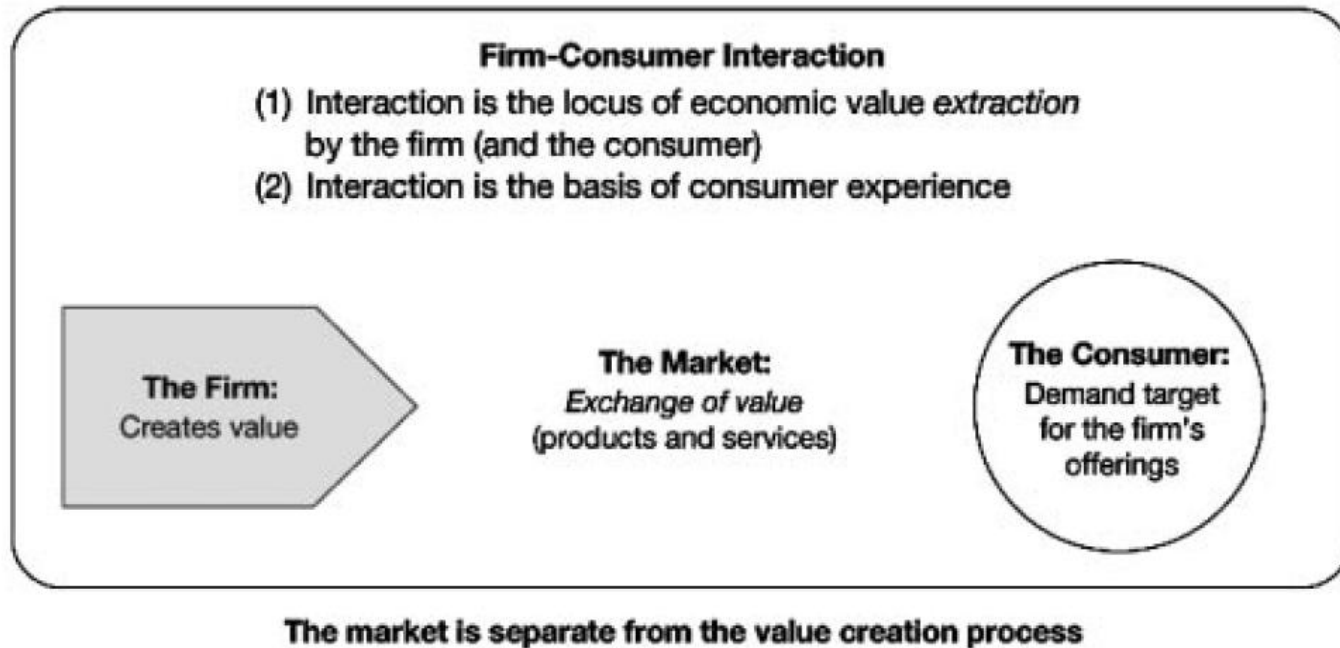
Consumidor



Consumo de Valor

Posee un rol pasivo, no es experto en materia de producción. Al consumir, destruye el valor creado.

El concepto tradicional de un Mercado



The Traditional Concept of a Market

Source: Prahalad and Ramaswamy (2004)

Los supuestos básicos de GDL

Supuesto	Lógica Tradicional (GDL)
Unidad primaria de intercambio	Bienes y servicios
Rol de las empresas	Producir bienes y servicios con valor intrínseco
Rol de los bienes y servicios	Recursos y productos finales para el consumo
Rol del consumidor	Pasivo: consume los bienes y servicios
Creación de valor	Valor creado y determinado por el productor
Definición de valor	Foco en valor de cambio
Fuente del crecimiento económico	La riqueza se obtiene del excedente de recursos tangibles y productos



Goods-Dominant Logic bajo la lupa

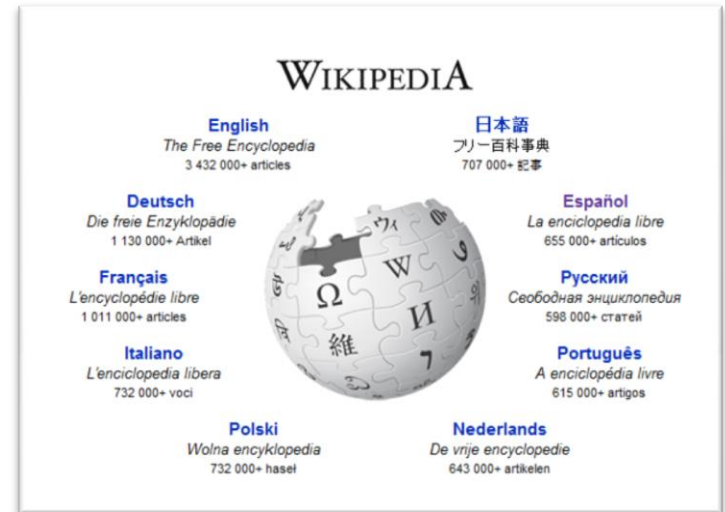
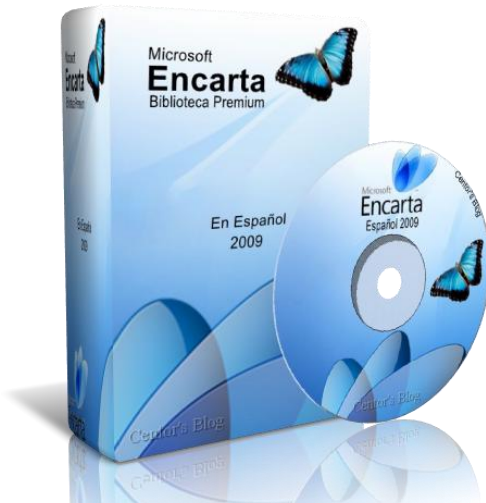
→ ¿Funciona esta lógica económica?

→ ¿El marketing actual nos brinda herramientas para ser exitosos en los negocios?

→ ¿Posee esta lógica un carácter integrador?



¿Cómo explica GDL a Wikipedia?



- El propósito de la actividad económica es la producción y distribución de productos, preferentemente tangibles (bienes)
- El valor es agregado a los bienes y servicios durante el proceso de fabricación
- El objetivo de la empresa es maximizar los beneficios a través de la eficiente producción y distribución de los bienes (los bienes deberían ser estandarizados, producidos fuera del mercado, e inventariados hasta ser demandados)



Disconformidad con GDL

- Ya en 1960, Levitt habla de “Marketing Myopia”
- Se introducen los **servicios/bienes** como agregados a los productos centrales
- El modelo fue agregando conceptos para explicar los avances en la comercialización:
 - Marketing de Servicios
 - Customer-centricity
 - CRM
 - Value Constellation
 - Experience economy
 - Blue Ocean Strategy
 - ...

El Marketing de Servicios en GDL

- Los Servicios son:
 - Agregadores de valor para los bienes, o
 - Una forma particular de los bienes, caracterizados por:
 - Intangibilidad: los servicios no poseen forma física
 - Heterogeneidad (no-estandarización): en la provisión del servicio, no hay dos experiencias iguales
 - Inseparabilidad: producción y consumo al mismo tiempo
 - Carácter perecedero: los servicios no se pueden almacenar



Algunas limitaciones de GDL

1. La tangibilidad no es la razón por la cual compramos bienes; los beneficios son generalmente intangibles (experiencias)
2. La estandarización ignora las preferencias individuales
3. El valor no es determinado únicamente por el productor
4. Los límites entre productor y consumidor no son tan claros



Un café en Starbucks...



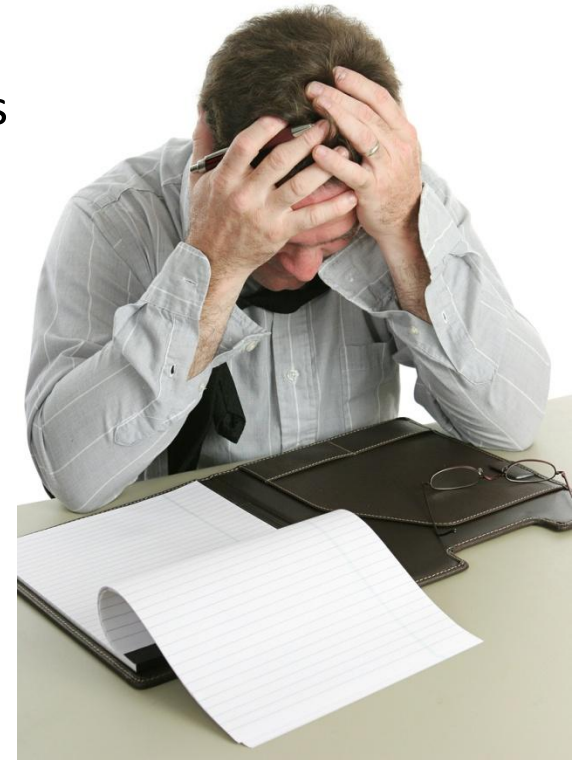
¿Quién es productor y quién consumidor?

Algunas consecuencias no deseadas de GDL

- Pérdida de contacto con el consumidor
- El Marketing (publicidad) visto como Propaganda
- Dependencia de mercados masivos conduce a soluciones tipo “Marcas B” para mercados de bajo poder adquisitivo

¿El Marketing tradicional pierde efectividad?

- La *diferenciación de producto* es cada vez más difícil de lograr
- La *internacionalización* ofrece menos oportunidades porque los mercados ricos están saturados de opciones mientras que los mercados pobres no poseen suficiente dinero
- Los *lanzamientos de nuevos productos* desafortunadamente fallan más veces de las que tienen éxito
- Las *bajas de precios* pierden efectividad porque los competidores las igualan. Las *subas de precios* no funcionan porque no hay suficiente diferenciación para sostenerlas



Fuente: Kotler y Trias de Bes, "Lateral Marketing: A new approach to finding product, market and marketing mix ideas", 2004

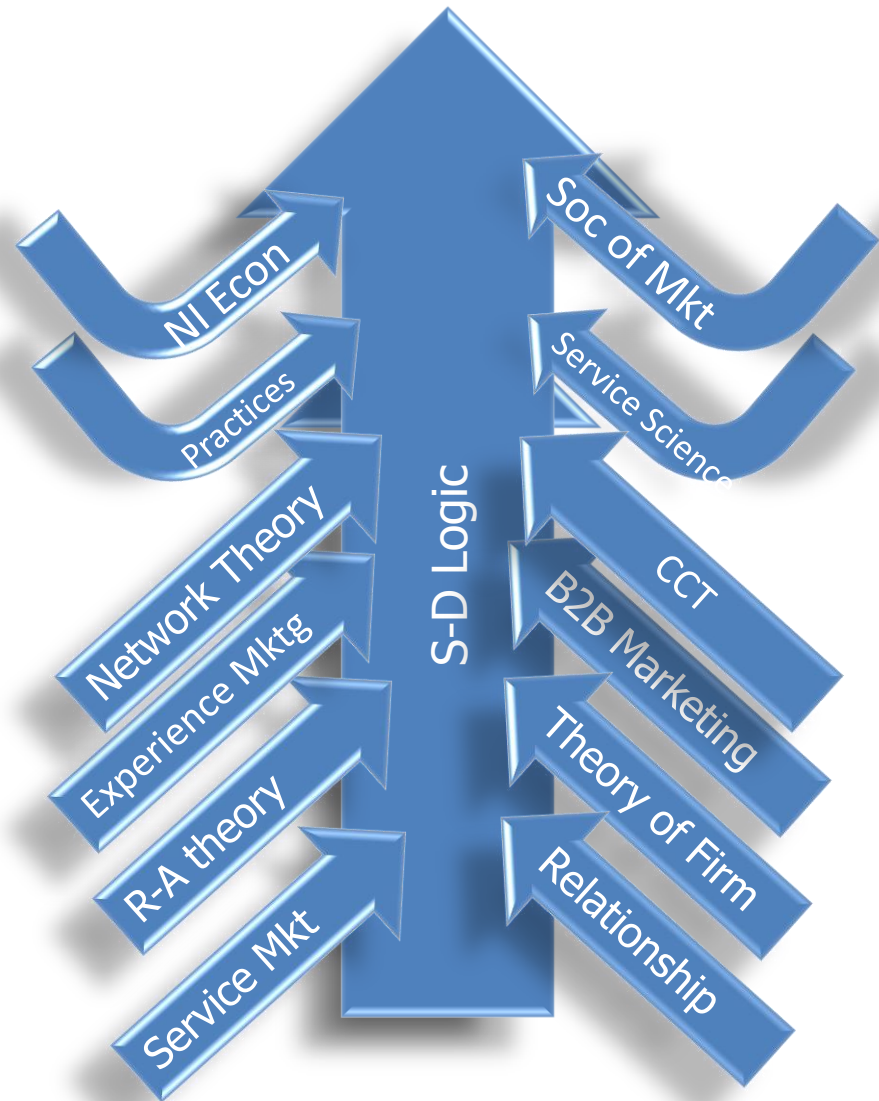
¿Tipping Point?



Una nueva lógica emerge

Service-dominant logic se nutre de diversos enfoques, entre ellos:

- Services and Relationship Marketing
- Theory of the firm
- Core Competency Theory
- Resource-Advantage Theory and Resource-Management Strategies
- Network Theory
- Experience marketing



Una nueva lógica emerge

Los orígenes de *Service-dominant logic* pueden encontrarse en el trabajo de Vargo & Lusch publicado en el Journal of Marketing, en 2004.



Stephen Vargo



Robert Lusch

Stephen L. Vargo & Robert F. Lusch

Evolving to a New Dominant Logic for Marketing

Marketing inherited a model of exchange from economics, which had a dominant logic based on the exchange of "goods," which usually are manufactured output. The dominant logic focused on tangible resources, embedded value, and transactions. Over the past several decades, new perspectives have emerged that have a revised logic focused on intangible resources, the cocreation of value, and relationships. The authors believe that the new perspectives are converging to form a new dominant logic for marketing, one in which service provision rather than goods is fundamental to economic exchange. The authors explore this evolving logic and the corresponding shift in perspective for marketing scholars, marketing practitioners, and marketing educators.

The formal study of marketing focused at first on the distribution and exchange of commodities and manufactured products and featured a foundation in economics (Marshall 1927; Shaw 1912; Smith 1904). The first marketing scholars directed their attention toward commodities exchange (Copeland 1920), the marketing institutions that made goods available and arranged for possession (Nystrom 1915; Weld 1916), and the functions that needed to be performed to facilitate the exchange of goods through marketing institutions (Cherington 1920; Weld 1917).

By the early 1950s, the functional school began to morph into the marketing management school, which was characterized by a decision-making approach to managing the marketing functions and an overarching focus on the customer (Drucker 1954; Levitt 1960; McKitterick 1957). McCarthy (1960) and Kotler (1967) characterized marketing as a decision-making activity directed at satisfying the customer at a profit by targeting a market and then making optimal decisions on the marketing mix, or the "4 P's." The fundamental foundation and the tie to the standard economic model continued to be strong. The leading marketing management textbook in the 1970s (Kotler 1972, p. 42, emphasis in original) stated that "marketing management seeks to determine the settings of the company's *marketing decision variables* that will maximize the company's objective(s) in the light of the expected behavior of noncontrollable *demand variables*."

Beginning in the 1980s, many new frames of reference that were not based on the 4 P's and were largely independent of the standard microeconomic paradigm began to emerge. What appeared to be separate lines of thought sur-

faced in relationship marketing, quality management, market orientation, supply and value chain management, resource management, and networks. Perhaps most notable was the emergence of services marketing as a subdiscipline, following scholars' challenges to "break free" (Shostack 1977) from product marketing and recognize the inadequacies of the dominant logic for dealing with services marketing's subject matter (Dixon 1990). Many scholars believed that marketing thought was becoming more fragmented. On the surface, this appeared to be a reasonable characterization.

In the early 1990s, Webster (1992, p. 1) argued, "The historical marketing management function, based on the microeconomic maximization paradigm, must be critically examined for its relevance to marketing theory and practice." At the end of the twentieth century, Day and Montgomery (1999, p. 3) suggested that "with growing reservation about the validity or usefulness of the Four P's concept and its lack of recognition of marketing as an innovating or adaptive force, the Four P's now are regarded as merely a handy framework." At the same time, advocating a network perspective, Achrol and Kotler (1999, p. 162) stated, "The very nature of network organization, the kinds of theories useful to its understanding, and the potential impact on the organization of consumption all suggest that a paradigm shift for marketing may not be far over the horizon." Sheth and Parvatiyar (2000, p. 140) suggested that "an alternative paradigm of marketing is needed, a paradigm that can account for the continuous nature of relationships among marketing actors." They went as far as stating (p. 140) that the marketing discipline "give up the sacred cow of exchange theory." Other scholars, such as Rust (1998), called for convergence among seemingly divergent views.

Fragmented thought, questions about the future of marketing, calls for a paradigm shift, and controversy over services marketing being a distinct area of study—are these calls for alarm? Perhaps marketing thought is not so much fragmented as it is evolving toward a new dominant logic. Increasingly, marketing has shifted much of its dominant logic away from the exchange of tangible goods (manufactured things) and toward the exchange of intangibles, sep-

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Tópicos Emergentes de Marketing

Service-Dominant Logic



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El surgimiento de una nueva lógica

“The greatest danger in times of turbulence is not the turbulence: it is to act with yesterday’s logic.”

Peter F. Drucker

Definición de Servicio en SDL

El **Servicio** es el uso de competencias aplicadas –conocimiento y aptitudes– para el beneficio de un tercero.

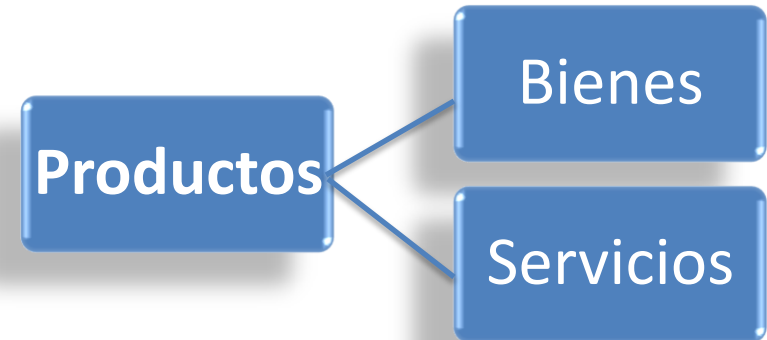
Para mejorar las circunstancias de ambas partes, las personas intercambian sus competencias aplicadas por las competencias aplicadas de otros.

El servicio se intercambia por servicio

Servicio vs. Servicios

G-D Logic

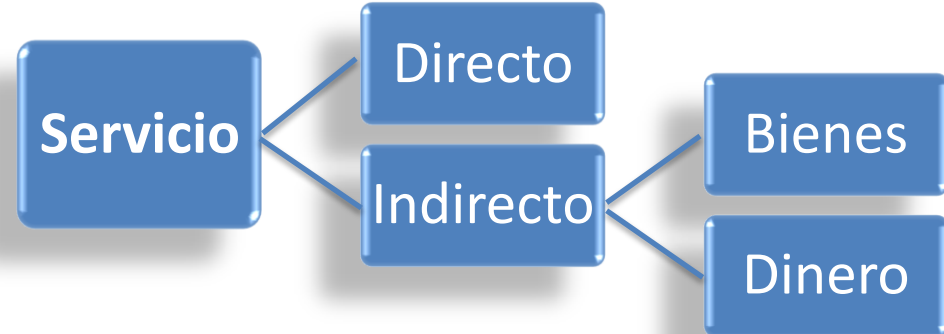
Servicios = productos intangibles



S-D Logic

Servicio = El *proceso* de utilizar las competencias de uno para el beneficio de un tercero

- Aplicación de conocimiento y aptitudes



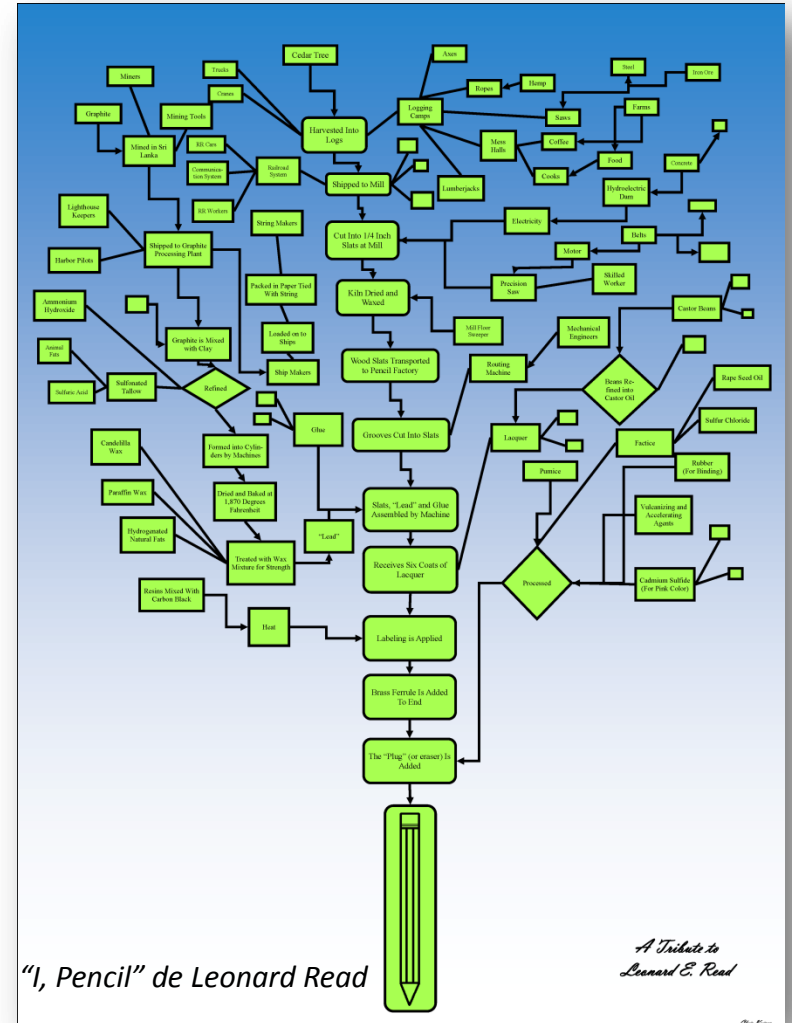
El Servicio *trasciende* “bienes y servicios”

El Servicio detrás de todo producto...

El lápiz visto como una cristalización de un servicio



Aun para la producción de algo tan sencillo como un lápiz se requiere mucho conocimiento aplicado



Las 10 Premisas Fundacionales de SDL

Premise		Explanation/Justification
FP1	Service is the fundamental basis of exchange.	The application of operant resources (knowledge and skills), "service," is the basis for all exchange. Service is exchanged for service.
FP2	Indirect exchange masks the fundamental basis of exchange.	Goods, money, and institutions mask the service-for-service nature of exchange.
FP3	Goods are distribution mechanisms for service provision.	Goods (both durable and non-durable) derive their value through use – the service they provide.
FP4	Operant resources are the fundamental source of competitive advantage	The comparative ability to cause desired change drives competition.
FP5	All economies are service economies.	Service (singular) is only now becoming more apparent with increased specialization and outsourcing.
FP6	The customer is always a co-creator of value	Implies value creation is interactional.
FP7	The enterprise can not deliver value, but only offer value propositions	The firm can offer its applied resources and collaboratively (interactively) create value following acceptance, but can not create/deliver value alone.
FP8	A service-centered view is inherently customer oriented and relational.	Service is customer-determined and co-created; thus, it is <i>inherently</i> customer oriented and relational.
FP9	All economic and social actors are resource integrators	Implies the context of value creation is networks of networks (resource-integrators).
FP10	Value is always uniquely and phenomenological determined by the beneficiary	Value is idiosyncratic, experiential, contextual, and meaning laden.

Fuente: Vargo & Lusch 2008

Premisas Fundacionales de SDL

1. El servicio es la base fundamental del intercambio

Intercambio = servicio x servicio

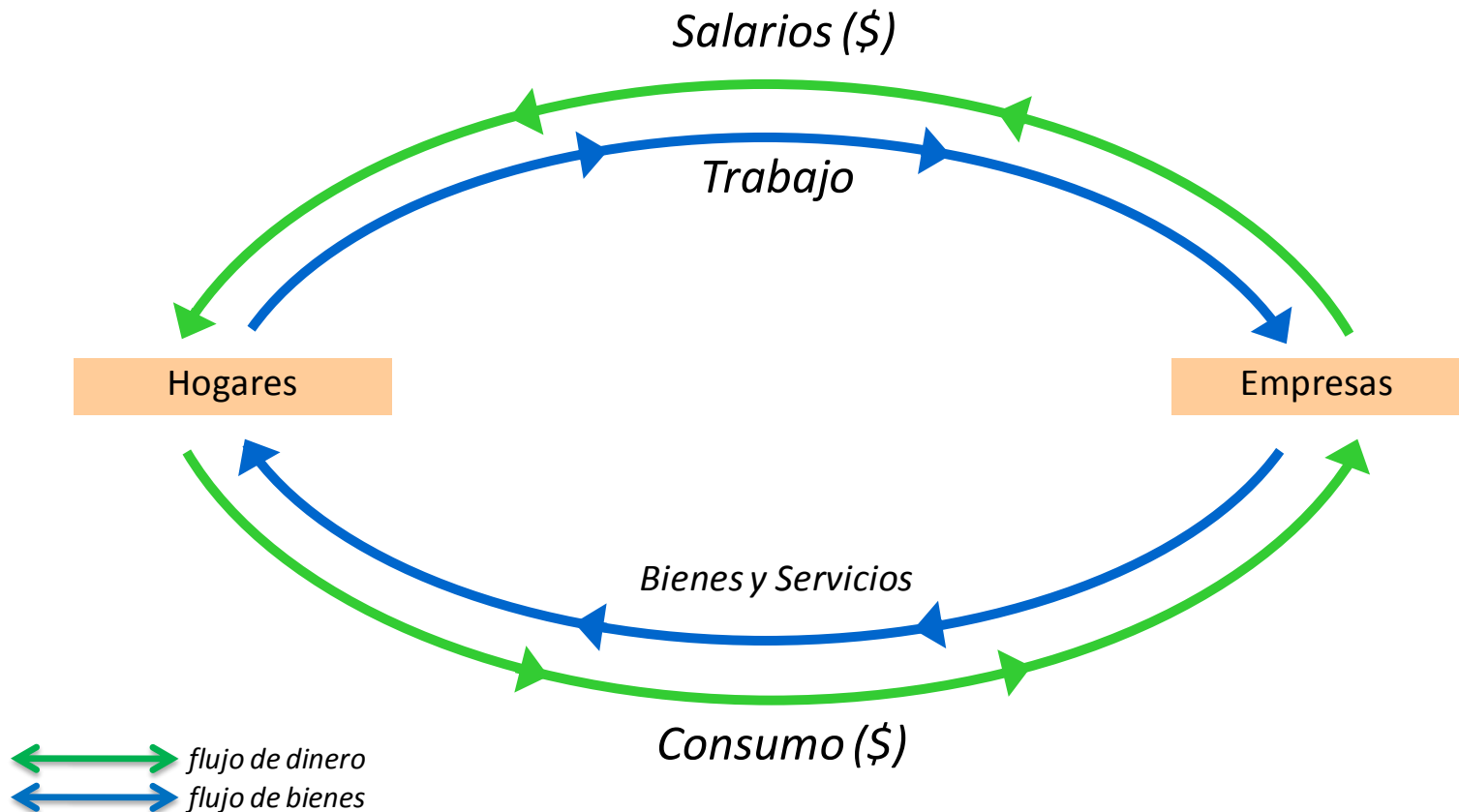
Servicio = competencias aplicadas

Intercambio = competencias x competencias

Premisas Fundacionales de SDL

1. El servicio es la base fundamental del intercambio

Flujo circular de la renta en **GDL**



Premisas Fundacionales de SDL

1. El servicio es la base fundamental del intercambio



Premisas Fundacionales de SDL

2. El consumidor es un co-creador de valor (posee un rol activo)

*La empresa no puede entregar valor, solo puede ofrecer **propuestas de valor**. La empresa puede ofrecer su servicio e interactivamente (colaborativamente) crear valor luego de la aceptación del consumidor, pero no puede crear/entregar valor por su cuenta.*



Co-creación de Valor



El valor no se crea con la producción y entrega de un bien o servicio, sino a través de su uso



Contrastando el Valor según GDL y SDL



GDL

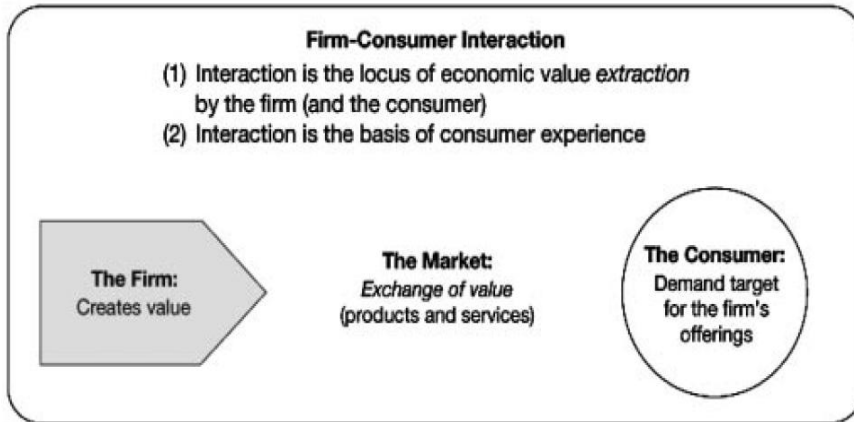
Los libros poseen **valor de cambio** (son un activo de la librería)

El dinero facilita el intercambio de bienes y servicios. Se realiza el **valor de cambio**.

La lectura genera **valor de uso** al lector

Una nueva concepción del Mercado

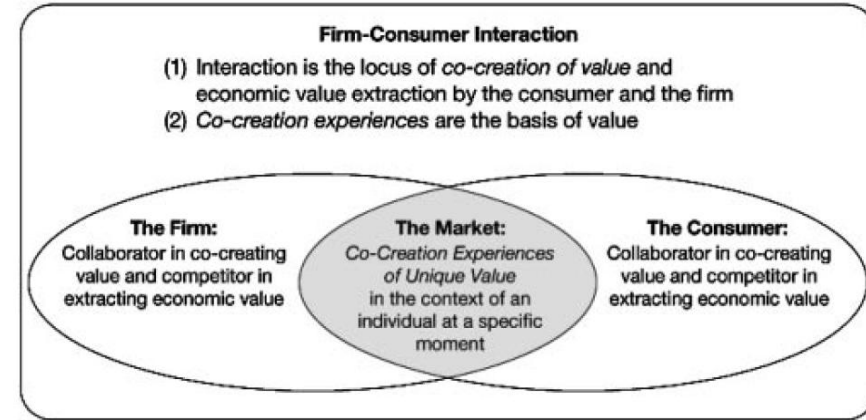
Concepto tradicional de un Mercado



The market is separate from the value creation process

La creación de valor ocurre por fuera del mercado

Concepto emergente de un Mercado

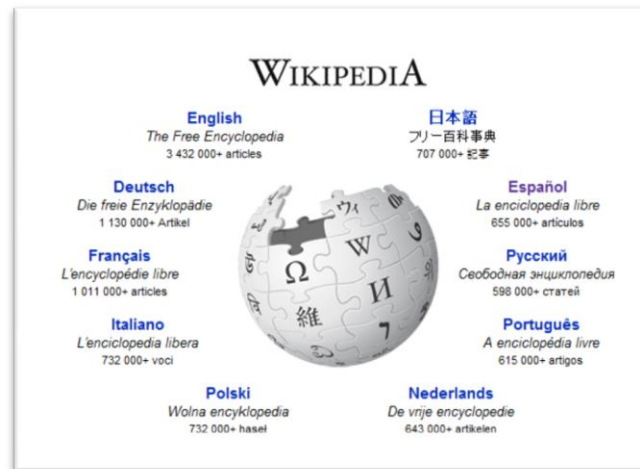


The market is integral to the value creation process

El mercado es funcional al proceso de creación de valor. La co-creación reemplaza al proceso de intercambio

Fuente: "Co-creation experiences: the next practice in value creation" y "Co-creating unique value with customers", Prahalad y Ramaswamy

Sólo bajo esta lógica se pueden inventar
(y entender)...

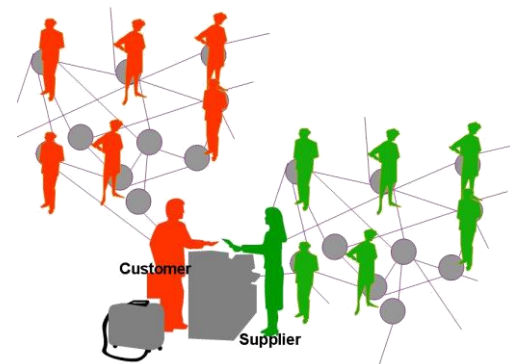


Premisas Fundacionales de SDL

3. Todos los agentes económicos y sociales son integradores de recursos.

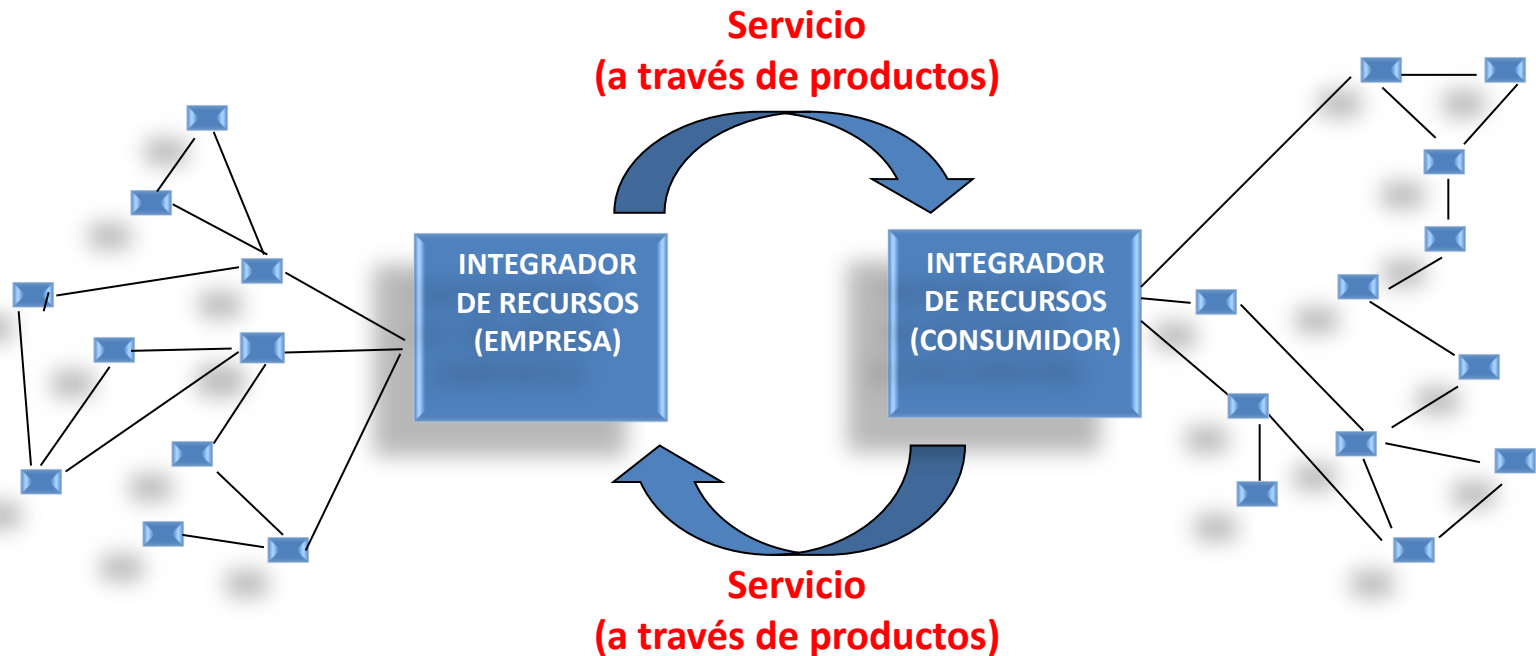
*Ya no se distingue entre Productor y Consumidor.
Todos los agentes (empresas, consumidores, hogares)
fundamentalmente hacen lo mismo: co-crean valor a
través de la integración de recursos y provisión de
servicio.*

*El contexto de la co-creación
de valor está formado por
redes de redes.*

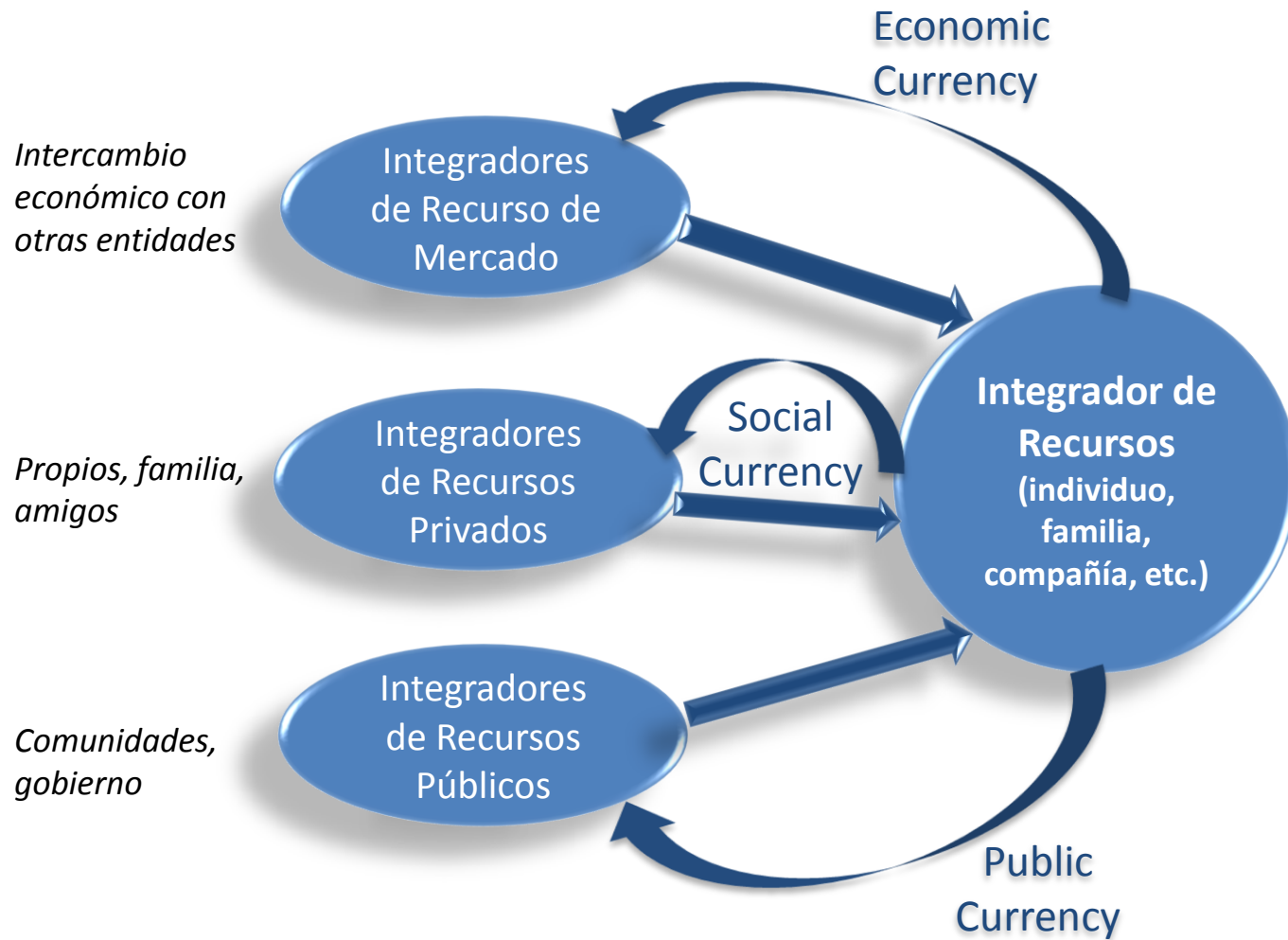


Premisas Fundacionales de SDL

3. Todos los agentes económicos y sociales son integradores de recursos.

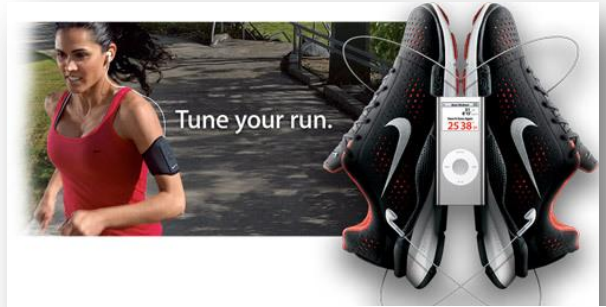


La integración de recursos

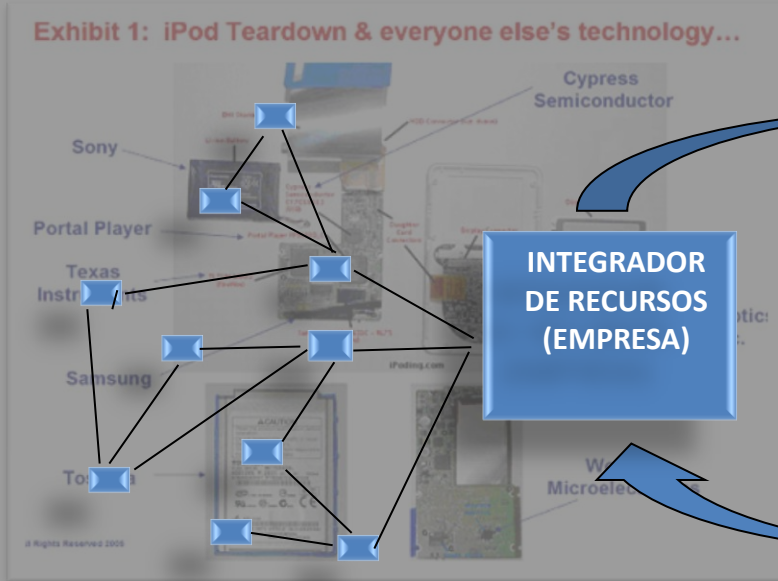


Desaparece la distinción entre productor y consumidor

La integración de recursos en el iPod



La integración de recursos en el Ipod

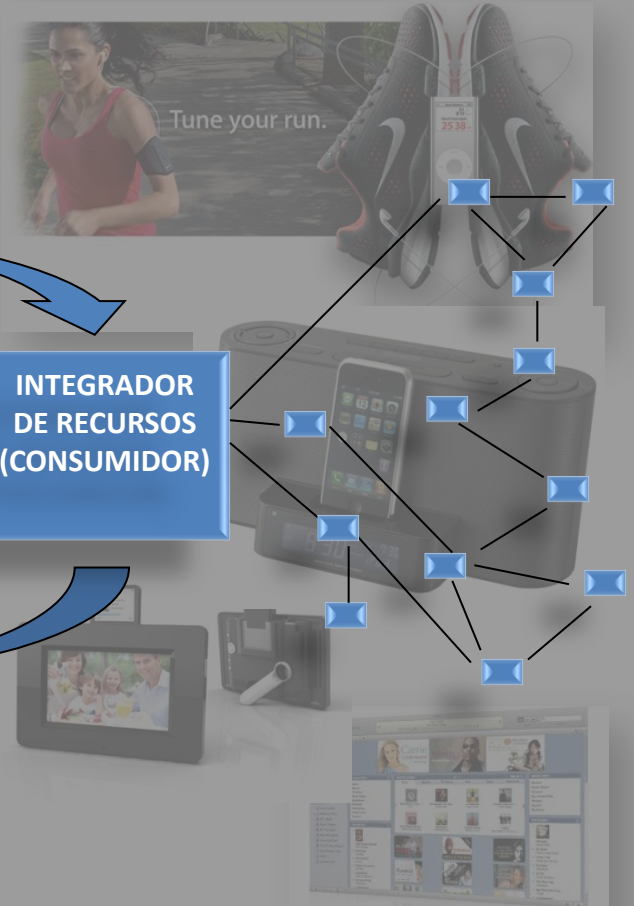


Servicio

INTEGRADOR DE RECURSOS (EMPRESA)

INTEGRADOR DE RECURSOS (CONSUMIDOR)

Servicio



Premisas Fundacionales de SDL

4. El Valor es siempre determinado por el beneficiario (**valor de uso**).

“What the business thinks it produces is not of first importance. [...] What the customer thinks he is buying, what he considers value, is decisive. And what the customer buys and considers value is never a product. It is always utility, that is, what a product does for him.”

-Peter Drucker



Valor determinado por el beneficiario



Los modelos de negocios “On Demand” ofrecen un sinfín de contenido, y es el usuario/beneficiario el que determina qué contenido consumir, cuándo y en qué magnitud

amazon.com
itunes.com
netflix.com



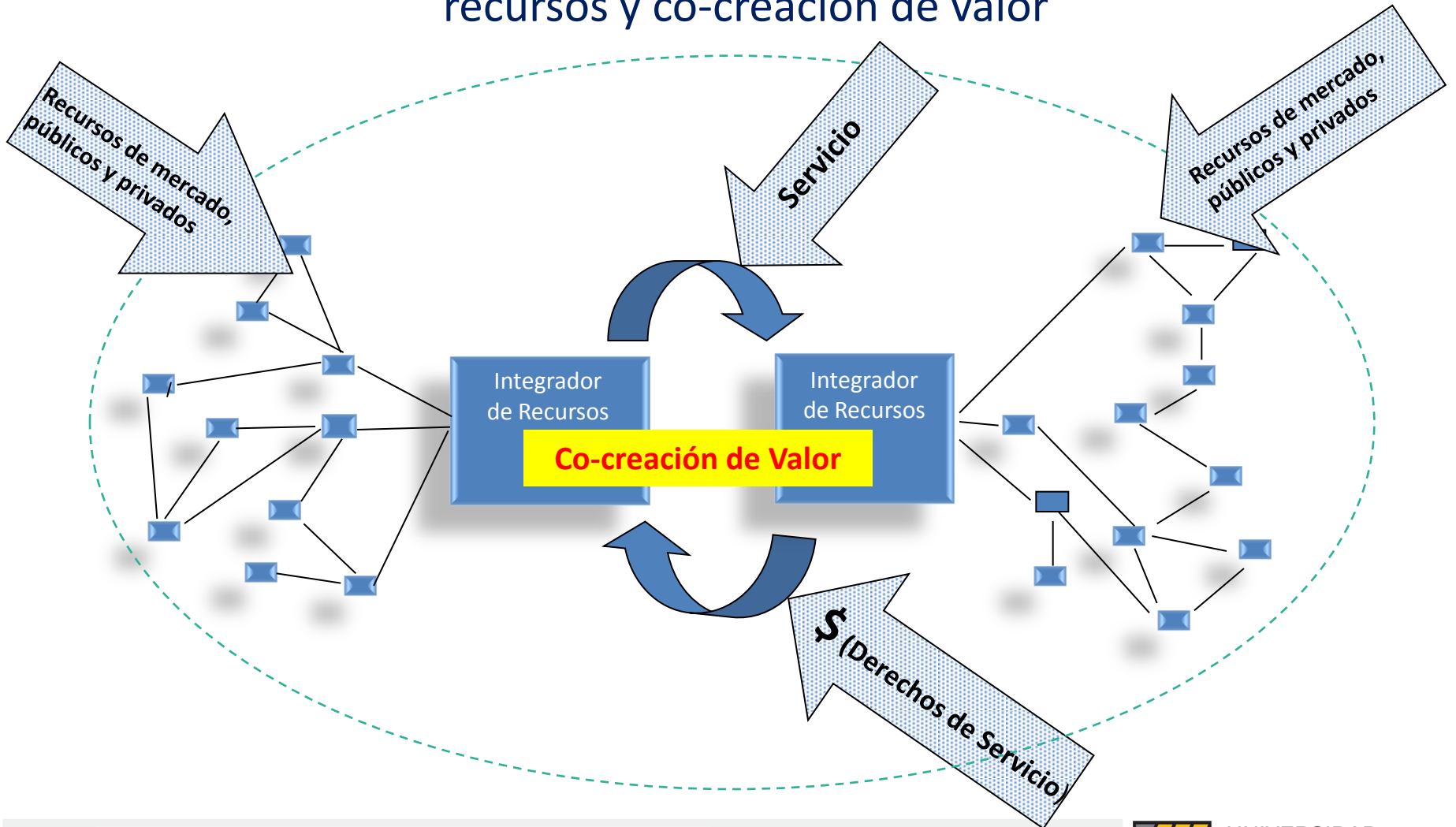
Principales Premisas Fundacionales de SDL

1. El **Servicio** –en vez de los productos– es la base del intercambio económico y social
2. El consumidor es un **co-creador de valor**
3. Los agentes económicos y sociales son **integradores de recursos**
4. El valor es siempre determinado por el **beneficiario**



El Modelo de SDL

Intercambio de servicio mediante integración de recursos y co-creación de valor



Algunos mensajes de SDL

La base del intercambio no son los productos (bienes y servicios)

- **La base del intercambio es el Servicio**

Los bienes son solo un mecanismo de distribución de un Servicio

- **El valor del bien no se crea en una fábrica, sino que se determina a través de su uso**

No hay productores y consumidores

- **Todos los agentes son integradores de recursos**

Las empresas no crean valor por sí solas

- **El valor es siempre co-creado**

Algunos mensajes de SDL

El valor no se co-crea en el momento del intercambio (valor de cambio)

- **El valor se co-crea luego del intercambio (valor de uso)**

La visión centrada en el Servicio da lugar al Marketing Relacional

- **Customer centricity y marketing relacional (vs. transaccional) son inherentes a SDL**

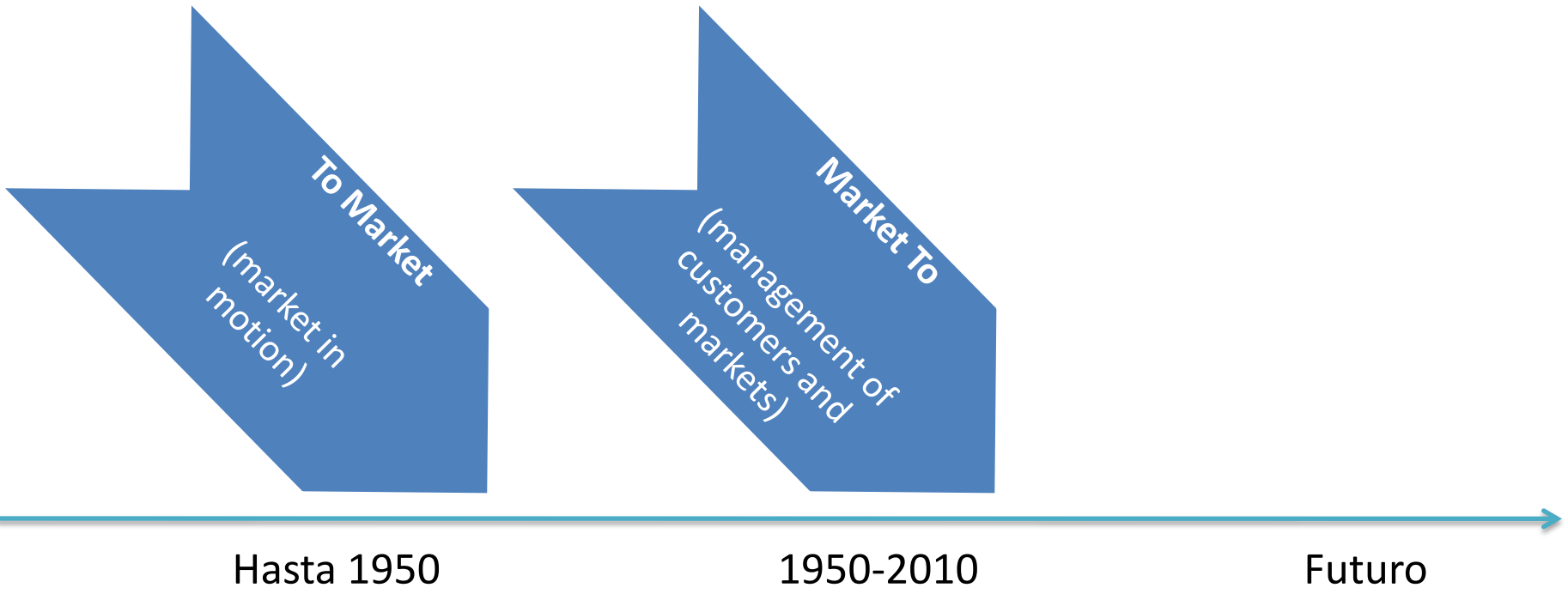
El conocimiento es la fuente fundamental de ventaja competitiva

- **A diferencia de los recursos tradicionales, el conocimiento es un recurso intangible y dinámico que sostiene la ventaja competitiva de las empresas.**

Distintas Lógicas y sus supuestos

Supuesto	Lógica Tradicional (GDL)	Lógica Alternativa (SDL)
Unidad primaria de intercambio	Bienes y servicios	Servicio (conocimiento y aptitudes)
Rol de las empresas	Producir bienes y servicios con valor intrínseco	Producen inputs a los sistemas de servicio
Rol de los bienes y servicios	Recursos y productos finales para el consumo	Cristalizaciones de conocimiento, producto intermedio
Rol del consumidor	Pasivo: consume los bienes y servicios	Activo: co-productor del servicio
Creación de valor	Valor creado y determinado por el productor	Co-creación de valor. El mismo es determinado por el consumidor
Definición de valor	Foco en valor de cambio	Foco en valor de uso
Fuente del crecimiento económico	La riqueza se obtiene del excedente de recursos tangibles y bienes	La riqueza se obtiene a través de la aplicación e intercambio de las competencias

Los cambios en el Marketing



Hasta 1950

Marketing: el conjunto de las actividades de negocio que dirigen el flujo de bienes y servicios del productor al consumidor (AMA, 1930s).

1950-2010

Se introdujeron la segmentación, el targeting, promoción y distribución para hacer que el consumidor compre más.

Futuro

Fuente: Vargo & Lusch 2008



¿La evolución del Marketing?



Ford T, 1908

“Any customer can have a car painted any colour that he wants so long as it is black”

What does the Continental life say about you?

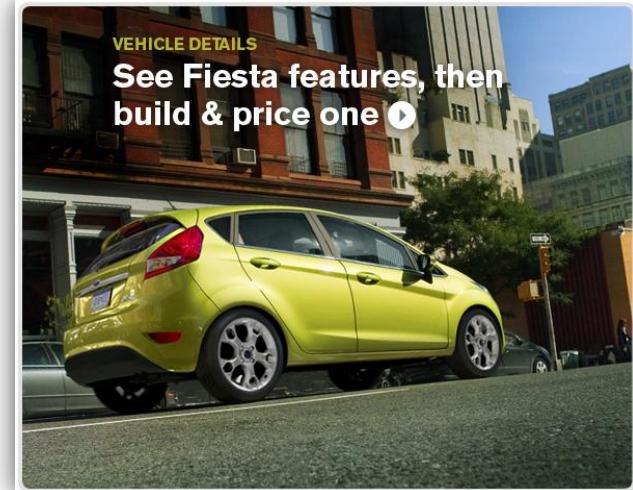
It may say that you like to fly your own plane.
It says that you enjoy today's good life and live it with zest.
It says your choice of a luxury motorcar is Lincoln Continental.
In fact, more and more people—like yourself—are turning to Lincoln Continental.
And it's understandable. Our styling is unique and commanding.
The sleek, clean, uncluttered lines set the standard for the entire industry—
and give you an investment of lasting value. Luxury options? Certainly.
An impressive variety so you may tailor your Continental to your individual taste.
If you have yet to discover the 1967 Continental, do so now.
Come live the Continental life.

LINCOLN Continental
AMERICA'S MOST DISTINGUISHED MOTORCAR

Shown above, the 1967 Continental coupe in Cranberry, with optional black vinyl roof.
Also available, the Continental sedan, America's only four-door convertible, and the executive limousine, the ultimate luxury motorcar.

Lincoln Continental, 1967

“What does the continental life say about you?”



Ford Fiesta, 2011

“See Fiesta features, then build & price one”

 **The Ford Story**
Read it. Help write it. Share it.

Repensando las 4P del Marketing

En SDL, la colaboración entre la empresa y los consumidores permite una visión alternativa a las 4Ps



Los **productos** se ven a través de los flujos de servicio; el servicio es provisto directa o indirectamente a través de un producto

El **precio** es reemplazado por una propuesta de valor creada por ambos lados del intercambio

La **promoción** se re-orienta hacia el diálogo con el consumidor

La **plaza** es reemplazada por redes de valor y procesos.

Adaptado de "Service-Dominant Logic as a Foundation for Building a General Theory", Lusch & Vargo (2006)

Tópicos Emergentes de Marketing

***El Marketing a través de
una nueva óptica***



UNIVERSIDAD
TORCUATO DI TELLA

Repaso: Premisas Fundacionales de SDL

1. El **Servicio** –en vez de los productos– es la base del intercambio económico y social
2. El consumidor es siempre un **co-creador de valor**
3. Los agentes económicos y sociales son **integradores de recursos**
4. El valor es siempre determinado por el **beneficiario**



Aplicaciones en Social Network

facebook



1. El Servicio es la base de intercambio		
2. Hay co-creación de valor		
3. Los agentes son integradores de recursos		
4. El valor es determinado por el beneficiario		

¿Puede SDL explicar algo más que Social Media?

SDL parece explicar muy bien los avances en Social Media.

¿Pero puede además explicar los negocios tradicionales (offline)?

Para Vargo & Lusch, SDL tiene potencial de convertirse en una teoría unificadora de Marketing e intercambio.



El Caso IKEA



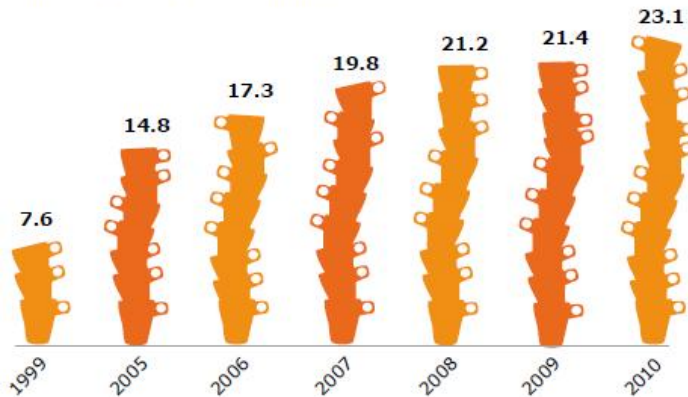
IKEA® at a glance FY10

IKEA GROUP STORES WORLDWIDE

In 2010, the IKEA Group opened 12 new stores, in 7 countries.
On 31st August 2010, the IKEA Group had a total of 280 stores in 26 countries.

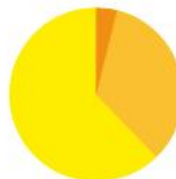
ANNUAL SALES FIGURES, BILLION EURO

Sales of goods, excl. rental income



SALES PER REGION, %

- Asia & Australia: 6%
- North America: 15%
- Europe: 79%



PURCHASING PER REGION, %

- North America: 4%
- Asia: 34%
- Europe: 62%

TOTAL SALES FY10: 23.1 BILLION EURO
Sales increased 7.7% FY10 compared to FY09.

IKEA FOOD SERVICES TURNOVER FY10
Turnover for IKEA Food was 1.1 billion EURO.



El Caso IKEA



OUR VISION

To create a better everyday life for the many people.

OUR BUSINESS IDEA

To offer a wide range of well-designed, functional home furnishing products at prices so low that as many people as possible will be able to afford them.



Una tienda IKEA...

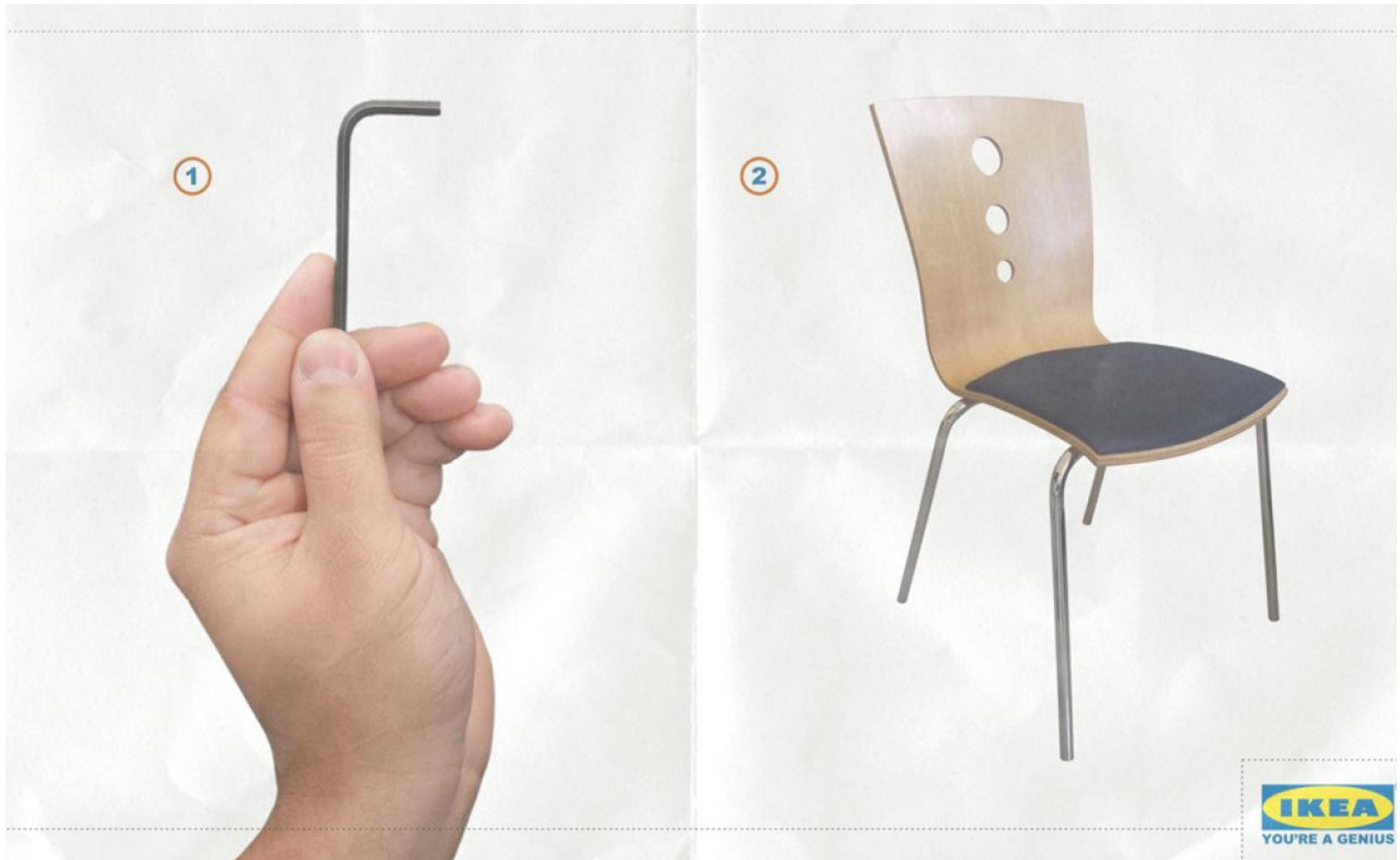




“Ikea keeps its costs and prices low by enlisting its customers—their time, their cars, their ambitions as interior designers, and their inflated ideas of their carpentry skills.”

Tim Harford

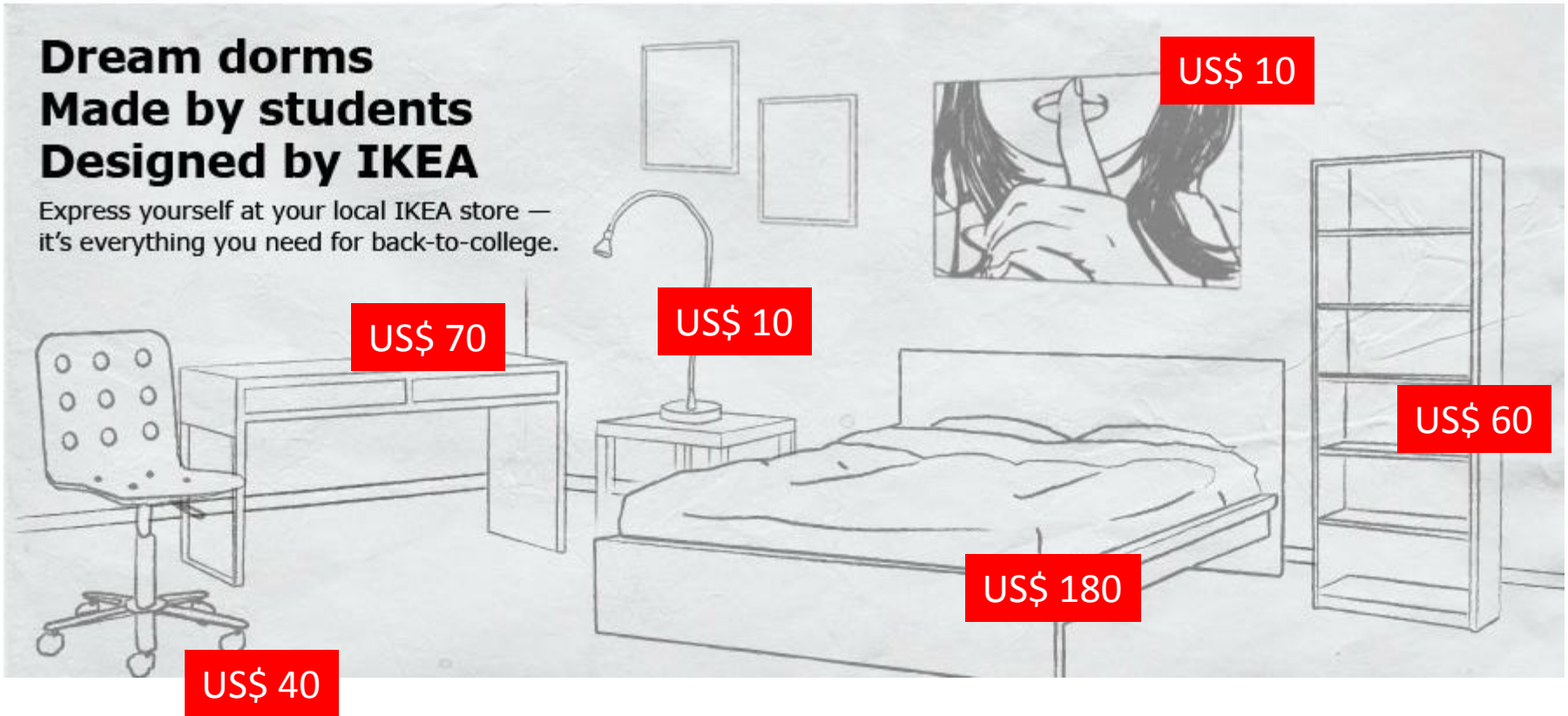
El Caso IKEA – Publicidad Gráfica



El Caso IKEA

Dream dorms Made by students Designed by IKEA

Express yourself at your local IKEA store —
it's everything you need for back-to-college.




Premisas Fundacionales de SDL

			
1. El Servicio es la base de intercambio			
2. Hay co-creación de valor			
3. Los agentes son integradores de recursos			
4. El valor es determinado por el beneficiario			

El Marketing a través de dos ópticas



Perspectivas en Innovación



Innovación en Bienes

- Generar más y mejor producto (bienes)
 - Nuevas tecnologías
 - Mejora de procesos (eficiencia)

Innovación en Servicios

- Generar más y mejor producto (servicios)
 - Aplicar la innovación en bienes ajustada por los principios de los servicios (IHIP)

Service Innovation

- Proveer input a los procesos de creación de valor de los consumidores
 - Pensar en servicio como un flujo
 - Co-creación de valor
 - Integración de recursos (redes)

Cómo pensar la innovación en servicio

1. Conceptos en transición: una nueva forma de pensar
2. Desde una óptica de actividades de co-creación a lo largo de la provisión y consumo del servicio
3. Desde una perspectiva de contribución del usuario

Re-pensando algunos conceptos...

Goods-Dominant Logic	Service-Dominant Logic
Bienes y servicios	Servicio
Tangibles	Intangibles
Recursos tradicionales	Conocimiento y aptitudes
Información asimétrica	Información simétrica
Publicidad (propagandística)	Diálogo
Valor agregado	Propuesta de valor
Transaccional	Relacional
Maximización de beneficios	Feedback financiero

Adaptado de "Marketing as Service-Exchange: Taking a leadership role in global marketing management", Lusch, Vargo & Malter.



De bienes y servicios a Servicio

Goods-Dominant Logic

La empresa, maximizadora de beneficios, se ve a sí misma como un productor con el propósito de vender lo que fabrica



Para ganar más dinero → vender más

Vender aires acondicionados



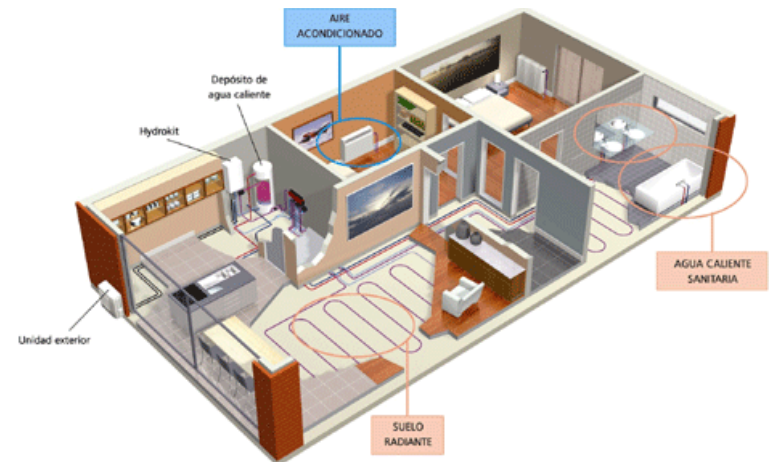
Service-Dominant Logic

Los bienes son solo un mecanismo para la provisión de un servicio. *El consumidor adquiere un flujo de servicio.*



Reconsiderar la naturaleza de la oferta

Ofrecer servicio integral de climatización



De bienes y servicios a Servicio

- Sun Microsystems brinda computadoras sin cargo a clientes corporativos que compran sus servicios
- IBM utiliza su modelo “on-demand” donde soluciones de IT se entregan como un flujo de servicios en vez de ser una transacción de venta de un software.



De tangibles a intangibles

Los consumidores no quieren bienes o servicios...

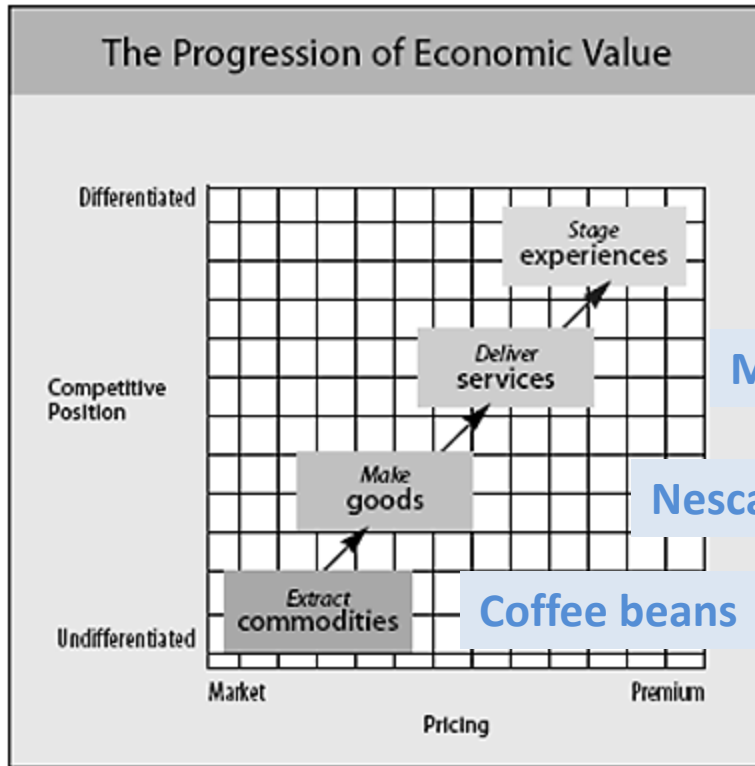


“People don’t want to buy a quarter-inch drill. They want a quarter-inch hole!”

*Theodore Levitt
Harvard Business School*

... quieren resultados

De tangibles a intangibles (*Experiencias*)



- Algunos ejemplos:
- Walt Disney World
 - Hard Rock Café
 - Starbucks
 - Best Buy's Geek Squad
 - El Bulli
 - American Girl Place

Welcome to the Experience Economy
Pine II & Gilmore

Experiencias: American Girl Place

¿Cuánto cuesta una muñeca de American Girl?

¿De dónde proviene la mayor parte de la facturación de la compañía?



De recursos tradicionales a conocimiento y aptitudes

Goods-Dominant Logic

La riqueza está en los recursos tangibles
(dinero, recursos naturales, etc)



International Business Machines comenzó fabricando sistemas de control de empleados, pero se hizo famosa por su computadora.

Service-Dominant Logic

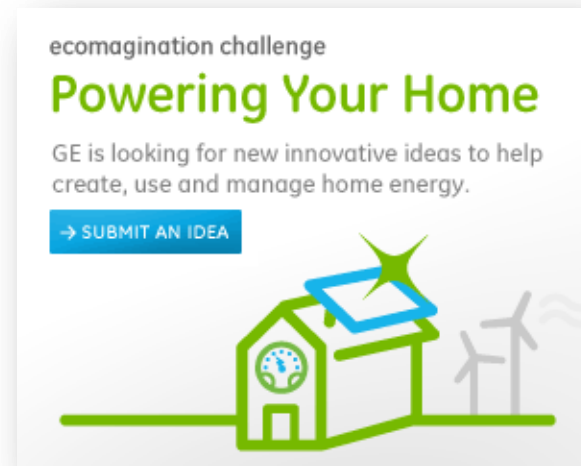
La riqueza está en el conocimiento y las aptitudes



En los últimos 10 años, vendió el área de computación a Lenovo y el de impresión a Ricoh, adquirió la consultoría de PricewaterhouseCoopers y hoy es líder en servicios.

De recursos tradicionales a conocimiento y aptitudes

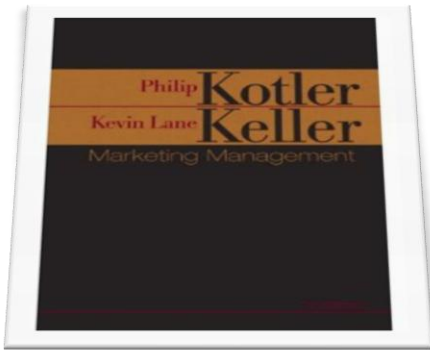
- SDL afirma que el conocimiento es la fuente de riqueza nacional
- A diferencia de los recursos tangibles, el conocimiento puede ser compartido sin que el proveedor pierda dicho conocimiento
- El conocimiento nos permite incrementar la utilidad, efectividad y eficiencia de los recursos escasos.



Proyecto Ecolmagination de GE

De información asimétrica a simétrica

En una economía global en red y abierta, la simetría de la información es esencial porque el sistema filtrará a aquellas organizaciones que no son de confianza o transparentes en el suministro de información.



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Customer Reviews

[Marketing Management \(13th Edition\)](#)

135 Reviews

Average Customer Review
★★★★☆ (133 customer reviews)

Share your thoughts with other customers
[Create your own review](#)

5 star: (67)
4 star: (31)
3 star: (13)
2 star: (4)
1 star: (20)

Search Customer Reviews
 Only search this product's reviews

The most helpful favorable review	The most helpful critical review
<p>28 of 28 people found the following review helpful:</p> <p>★★★★★ Highly distilled marketing text Updated and current, with several hundred mini-case studies, this is the definitive marketing text. Not for casual reading as it challenges you to apply key skills in analyzing "real" marketing examples. Fortunately, learning aids are available online and referenced in the book. I would recommend this edition to anyone in marketing or sales intent on... Read the full review Published on September 20, 1999 by jonwhite@maine.rr.com</p> <p>> See more 5 star, 4 star reviews</p>	<p>16 of 18 people found the following review helpful:</p> <p>★★★★☆ Rip off, no new material since edition 2 Kotler tries to sell college students new books every year, hence the 12th edition he is now marketing. There is no new information, and the information contained is no different from any \$12 marketing book. Students, buy an old edition and save, teachers stop using books like this, more and better information is available for free over the net anyway. Just because they... Read the full review Published on September 25, 2005 by B. Dalk</p> <p>> See more 3 star, 2 star, 1 star reviews</p>

De información asimétrica a simétrica

The screenshot shows the CNET reviews page for the LG Sentio - blue (T-Mobile). The page layout includes a navigation bar with categories like Cell Phones, Camcorders, Digital Cameras, Laptops, TVs, Car Tech, and All Categories. The main content area features a video player (PLAY CNET VIDEO), a CNET Editors' Rating of 'VERY GOOD' (4.5 stars), and an Average User Rating of 4.5 out of 10. The 'WHERE TO BUY' section shows the price at \$19.99 from LetsTalk.com. A comparison section at the bottom lists other phones: Nokia 5230 Nuron (Starting at \$0.04), Samsung Gravity T - black, Samsung Vibrant (Starting at \$129.99), and Samsung Highlight SGH-T749 - ice blue.

Review de especialistas

Review de usuarios

Información simétrica: ¡Transparencia Total!



2011 Audi A4 2.0T
2.0T Premium Sedan (2.0L
4-cyl. Turbo CVT Automatic)

2011 Audi A4 Sedan True Cost to Own

- Pricing
- Reviews & Specs
- Photos
- Inventory
- Quick Quotes



2.0T Premium Sedan
(2.0L 4-cyl. Turbo CVT Automatic)

MSRP from **\$32,300**

PRICE WITH OPTIONS

[Get a Free Price Quote](#)

Select a different A4 model

Summary

[More about TCO](#)

True Cost To Own* **\$51,224**
Total Cash Price **\$37,755**

07656

UPDATE

Results for
Park Ridge, NJ

* Based on a 5-year estimate with 15,000 miles driven per year.

5 Year Details

	Year 1	Year 2	Year 3	Year 4	Year 5	5 Yr Total
Depreciation	\$5,984	\$3,788	\$3,333	\$2,955	\$2,652	\$18,712
Taxes & Fees	\$2,551	\$74	\$61	\$61	\$61	\$2,808
Financing	\$1,885	\$1,512	\$1,118	\$698	\$252	\$5,465
Fuel	\$1,746	\$1,798	\$1,852	\$1,908	\$1,965	\$9,269
Insurance	\$1,683	\$1,742	\$1,803	\$1,866	\$1,931	\$9,025
Maintenance	\$259	\$371	\$587	\$901	\$2,212	\$4,330
Repairs	\$0	\$0	\$0	\$637	\$978	\$1,615
Tax Credit	\$0					\$0
True Cost to Own	\$14,108	\$9,285	\$8,754	\$9,026	\$10,051	\$51,224

1
Choose a Style

2
Colors and Options

3
True Market Value®

4
Get Dealer Quotes

2011 Audi A4 Sedan 2.0T Premium

*Price as configured

True Market Value®

\$34,174

Invoice \$33,418 MSRP \$35,865

The True Market Value® (TMV®) price is our exclusive method for calculating what others are paying for a **2011 Audi A4 Sedan 2.0T Premium** in **Park Ridge, NJ** (based on actual sales data from your region).

True Market Value® Pricing

Description	Invoice	MSRP	True Market Value®
Base Price	\$30,040	\$32,300	\$30,915
Brilliant Red	\$0	\$0	\$0
Black	\$0	\$0	\$0
Dark Walnut Wood Trim	\$325	\$350	\$333
Bluetooth/Homelink Package	\$652	\$700	\$668
Wheel Lock Kit	\$74	\$80	\$76
Cargo Beach Mat	\$103	\$110	\$105
18" Sport Package	\$1,349	\$1,450	\$1,382
Destination Fee	\$875	\$875	\$875
Regional Adjustment			(\$131)
Color Adjustment			(\$49)
Total Price	\$33,418	\$35,865	\$34,174

[A note about advertising fees](#)

Next Step [GET DEALER QUOTE](#)



De publicidad (propagandística) a diálogo



De publicidad (propagandística) a diálogo

- SDL argumenta que la comunicación debería caracterizarse por la conversación y el diálogo
 - El Marketing debe focalizarse en escuchar la voz del mercado y de los stakeholders.

Todos los stakeholders deben ser parte del diálogo



De publicidad (propagandística) a diálogo



I am from Louisiana and I know our beaches are our home, our way of life and our livelihood. Protecting the coast and cleaning up the beaches is very personal to me.

- Keith Seilhan, BP Cleanup

Making This Right

- Beaches
- Claims
- Cleanup
- Economic Investment
- Environmental Restoration
- Health and Safety
- Wildlife

At BP, we have taken full responsibility for the cleanup in the Gulf. We are committed to keeping you informed.

Looking For Oil
Crews are cleaning Gulf Coast beaches 24 hours a day, 7 days a week. When oil is spotted, the Response Command Center is notified, a Shore Cleanup Assessment Team (SCAT) is mobilized and cleanup begins immediately. Cleanup efforts are being coordinated from 17 staging areas in Louisiana, Mississippi, Alabama and Florida. Over 33,000 people are involved in the cleanup operation.

If you see oil on the beach, please call 1-866-448-5816 and we'll send a team to clean it up.


Cleaning Up the Beaches
The number of people mobilized to clean up the beaches depends on the size of the affected area. Individual teams can number in the hundreds, and thousands of additional workers remain on-call. Working with the Coast Guard, our teams continue cleaning up until the last bit of oil has been removed. As a result, in most cases when oil reaches a beach, it is even possible to keep it open.

Our Responsibility
Our beach cleanup operations will continue until the last of the oil has been skimmed from the sea, the beaches and estuaries have been cleaned up, and the region has been pronounced oil-free. And none of the costs of our efforts will be paid by taxpayers.


Our commitment is that we'll be here for as long as it takes. We may not always be perfect, but we will make this right.

For information visit: [bp.com](http://bp.com/deepwaterhorizonresponse.com)
[facebook.com/bpamerica](https://www.facebook.com/bpamerica)
twitter.com/bp_america
[youtube.com/bp](https://www.youtube.com/bp)

For assistance, please call:
To report oil on the shoreline: (866) 448-5816
To report impacted wildlife: (866) 557-1401
To make spill-related claims: (800) 440-0858



© 2010 BP. E&P



We changed our logo.
We can change the world.
(for real this time)

When we greened our identity, we felt confident that cosmetic changes would be enough.

But the people have spoken. And we now know that that tweaks to our logo will not be enough.

The massive civil disobedience that has rocked our world for the last several months has made us add a second bottom line.

From now on we want you to think of of BP as... **beholden to the people.**




Thank you for giving us a new leader to follow: **you.**

De publicidad (propagandística) a diálogo

“Consumers want a conversation, to dialogue, to participate, to be more in control...We’re going from one-dimensional, product-myopic marketing to three-dimensional marketing – that offers better solutions...more delightful experiences... and the opportunity for on-going relationships.”

Alan Lafley, CEO, P&G



Open to ideas

P&G’s Connect + Develop open innovation strategy has established more than 1,000 active agreements with innovation partners. Connect + Develop enables us to share our R&D, commercialization and brand strength with partners worldwide, bringing great ideas to market—and into the lives of consumers—faster.

HOW SWIFFER DUSTERS GOT THEIR START

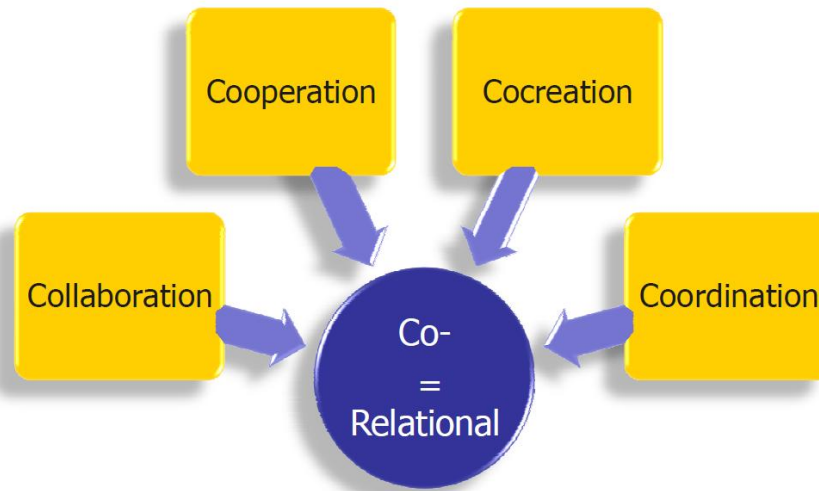
HOW SWIFFER DUSTERS GOT THEIR START

OF COLLABORATION—FAST

De transaccional a relacional

En GDL la relación en el tiempo entre consumidor y productor se da cuando hay intercambio repetido (y esto es una opción). En SDL las relaciones en el tiempo entre integradores de recursos están inmersas en el intercambio mismo de servicio.

La co-creación implica pasar a un dominio relacional del Marketing



De beneficios a feedback financiero

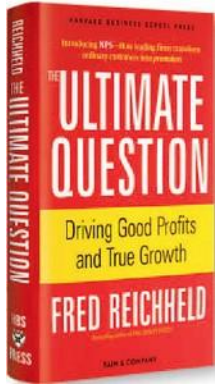
Las empresas aprenden de los resultados financieros, en la medida en que intentan mejorar la atención a sus clientes y consiguientemente obtienen cash-flow.

El éxito financiero puede ser visto como una forma importante de feedback del mercado sobre el cumplimiento de las propuestas de valor de los clientes.

Los precios y la rentabilidad son indicadores de qué tan bien la empresa satisface las necesidades de sus consumidores



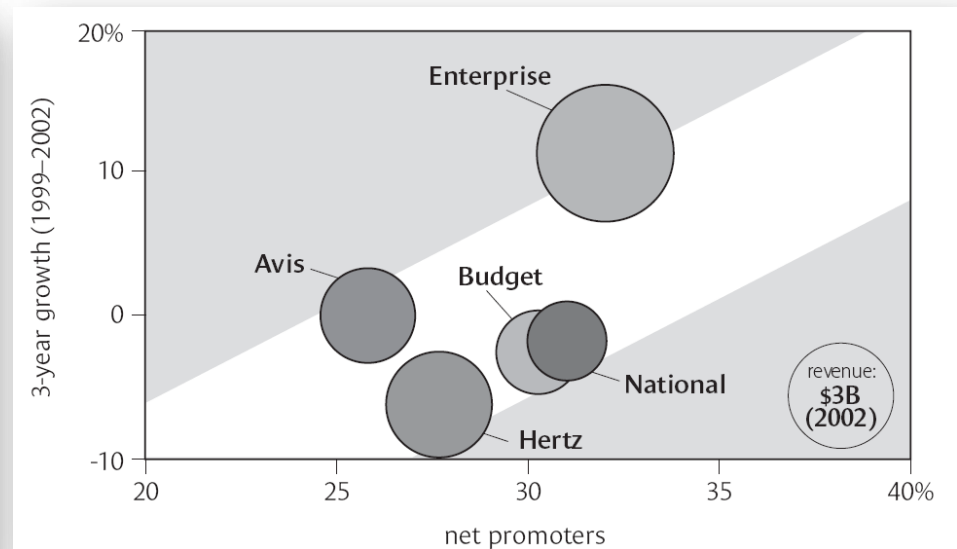
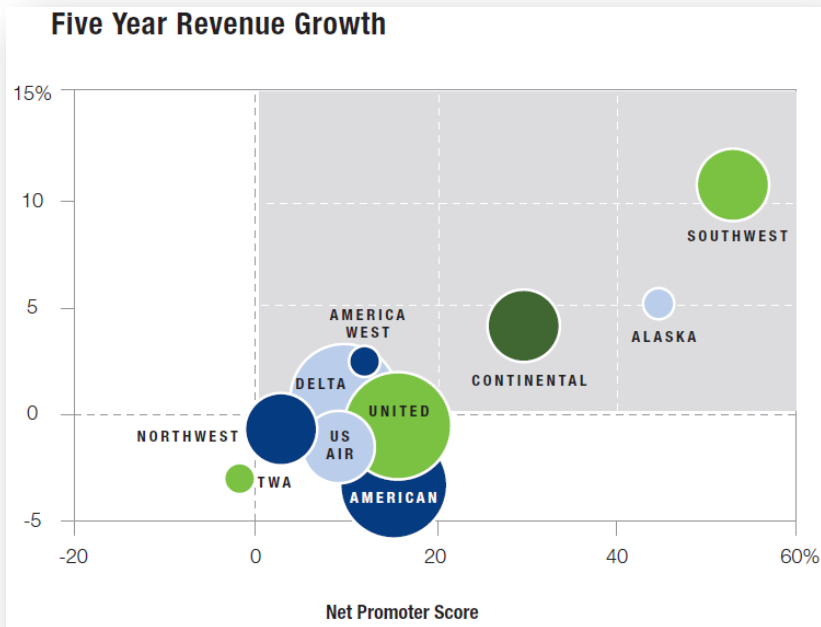
De beneficios a feedback financiero



Una posible métrica de feedback del mercado:
Net Promoter Score.

La pregunta clave es: *“Nos recomendaría a un amigo?”*

Diversos estudios muestran que a mayor NPS mayor el crecimiento de la empresa



Cómo pensar la innovación en servicio

1. Conceptos en transición: una nueva forma de pensar
2. Desde una óptica de actividades de co-creación a lo largo de la provisión y consumo del servicio
3. Desde una perspectiva de contribución del usuario

Innovación a partir de la co-creación

Modelo conceptual para el diseño de la co-creación de valor
(Adaptado de Frow, Payne, Storbacka)

Actividades de Co-Creación



Mass Customization: NikeiD

Co-
concepción

Co-
diseño

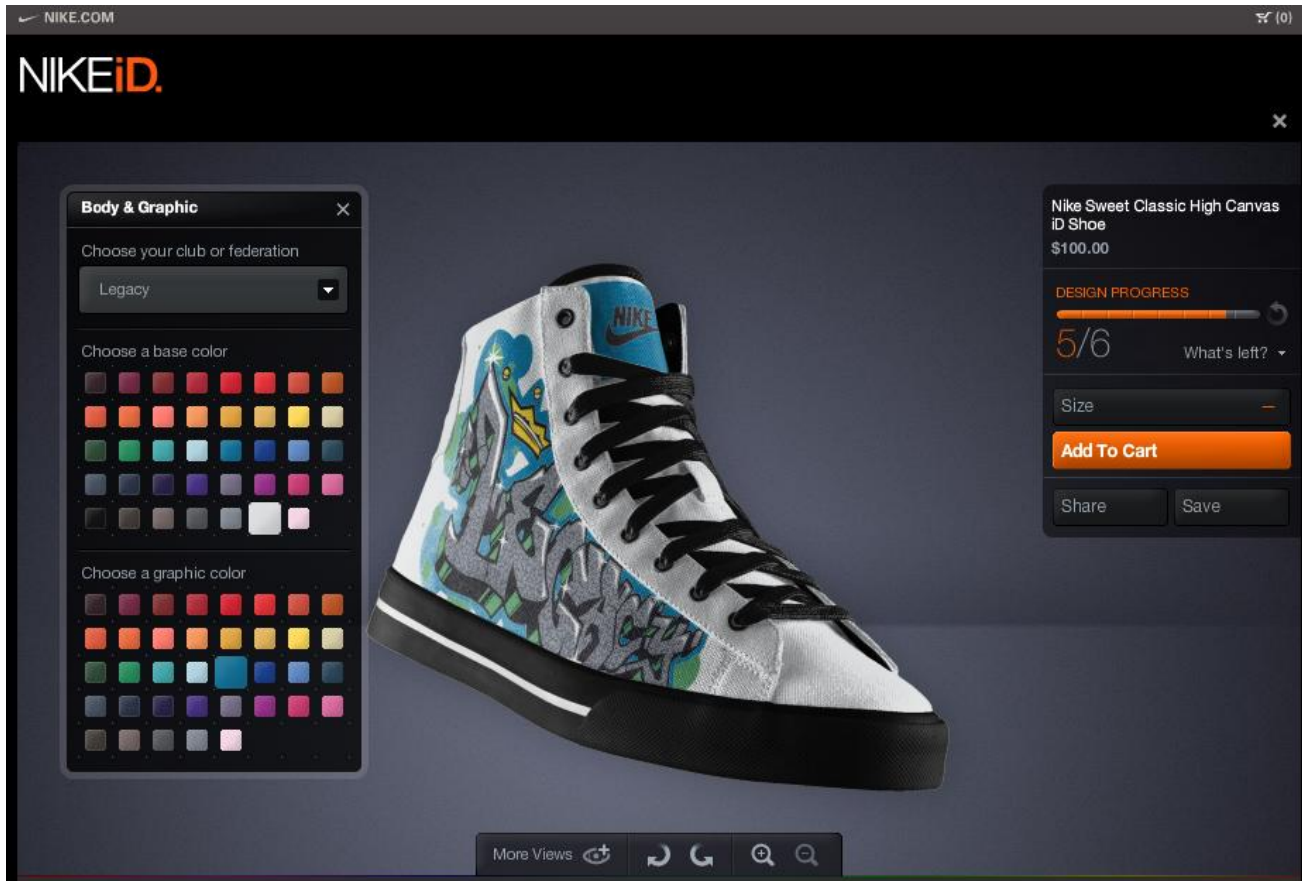
Co-
producción

Co-
promoción

Co-
pricing

Co-
distribución

Co-
experiencia



Mass Customization: Lego

Co-concepción

Co-diseño

Co-producción

Co-promoción

Co-pricing

Co-distribución

Co-experiencia

The screenshot shows the LEGO Design by Me website. At the top, there's a navigation bar with 'HOME', 'PRODUCTS', 'PLAY', and 'SHOP' buttons, along with a search bar and 'LEGO ID' options. Below this is a green banner with the 'LEGO DESIGN by ME' logo. The main content area features three columns: 'DREAM by ME' with a photo of a boy thinking, 'BUILT by ME' with a computer monitor showing a robot design, and 'DESIGN by ME' with a physical LEGO robot. A 'Get Started' box offers free digital designer software for MAC and PC, with a 'Download Now!' button. Below the main content are three smaller promotional boxes: 'Join the HALLOWEEN Building-Contest!', 'Shipping: Times & Destinations.' (mentioning 23 countries), and 'More ATLANTIS elements!!!' (mentioning 16 new deep-sea elements).

Is there something special missing in your LEGO collection? Would you like to add a professional touch to your personal gifts? Now you can make, shape & even order the toy you wish in a box you design yourself. Your ideas. Your creation.

Your box - LEGO Design by me

designbyme.lego.com

Open Source: Mozilla

Co-
concepción

Co-
diseño

Co-
producción

Co-
promoción

Co-
pricing

Co-
distribución

Co-
experiencia

mozilla

About Us Community Map Our Projects Get Involved

We Believe in an Open Web

And we're dedicated to keeping it free, open and accessible to all. [Learn more >>](#)

Firefox

Meet the world's best browser, made just the way you like it.

[Get Firefox >>](#)

[Get Firefox on your phone >>](#)

Donate and get a Mozilla dino shirt

Donate now >>

Summer of Code

Submit a proposal for a student project for this year's Google Summer of Code. [Learn more >>](#)

Design jam London

Get together with other designers to solve user experience challenges on February 26. [Learn more >>](#)

Make Bugzilla Pretty

Change the world for developers who

Firefox Thunderbird Drumbeat More Projects

Get Involved

You can [build a better Internet](#) by getting involved with Mozilla. You don't have to be a C++ guru (or even know what that means!) and you don't need to spend lots of time. Take a look at the opportunities below and feel free to ask if you have any questions.

Area of Interest

Browse contribution opportunities by area of interest.



Helping Users

Interested in helping others get the most out of using Firefox and other Mozilla projects? Our support process relies on enthusiastic contributors like you. Find out more about [supporting Firefox, Thunderbird and other Mozilla projects](#). You can also join our [Army of Awesome](#) by helping users on Twitter.



Localization

Get involved with Mozilla by making Firefox, Thunderbird and other projects [available in your language](#). Also help us tell the world about how Mozilla is building a better Internet by [translating content](#) on our web sites.



Testing and Quality Assurance

QA is one of the easiest ways to get started with Mozilla and is a great way to get familiar with our code and tools. Help us [hunt down bugs](#) in Firefox, [test Mozilla web sites](#) or learn more about [other testing opportunities](#).



Coding

[Developers can help](#) Mozilla by adding new features, making our technology smaller and faster and making development easier for others. You can find many developers on [IRC](#) so stop by and ask questions to learn more. Our web sites are [open for web ninjas](#) to hack on too.



Marketing and Evangelism

Help us spread the word about how Firefox and other Mozilla projects are building a better Internet. There are opportunities to promote Mozilla to [users, developers and students](#).



Drumbeat

Mozilla Drumbeat is a global community of everyday Internet users working together to build a better web and more open world. Help start the drumbeat by contributing your [project ideas](#). Developers, designers and writers are also invited to help us [improve the Drumbeat website](#).



Add-ons

Firefox and other Mozilla-based applications have a powerful extension system that allow you to make small tweaks or make major additions to your programs. If you're new to this technology, learn how to [build an add-on](#). For experienced developers, find out how to [become an AMO editor](#).

The BMW Co-Creation Lab

Co-
concepción

Co-
diseño

Co-
producción

Co-
promoción

Co-
pricing

Co-
distribución

Co-
experiencia



<https://www.bmwgroup-cocreationlab.com>

Ponoko: Personal Manufacturing Platform

Co-concepción

Co-diseño

Co-producción

Co-promoción

Co-pricing

Co-distribución

Co-experiencia

World's first personal manufacturing platform



Join the personal factory movement



With your **Personal Factory** you can make almost anything — like electronics, homeware, fashion & furniture. Here's how:



- 1 Design it
- 2 Upload it
- 3 Choose it
- 4 Make it
- 5 Ship it

For creators:
Design it yourself »

Add your 2D and/or 3D designs. You retain copyright control.

Add your 2D and/or 3D materials & hardware. 1,600+ options.

Get an instant price & order. We'll help you fix any problems.

In as little as 4 days your parts arrive, ready to assemble.

For buyers:
Customize a design »
Crowdfund a design »

Upload your design »

Browse our catalog »



El Caso Threadless

Co-
concepción

Co-
diseño

Co-
producción

Co-
promoción

Co-
pricing

Co-
distribución

Co-
experiencia

Submit an idea for a chance at fame, friends & **TWENTY-FIVE HUNDRED DOLLARS!***

Design



a. Get your idea ready to be submitted...

Take some time to come up with the best original idea you can think of. We're not talking your fraternity's logo or a photo of your new puppy. We're talking an idea so amazing that your eyeballs may explode if you stare too long!

Use our submission kit for templates and to learn about all the various incredibly awesome specialty ink and print methods we offer.

The Submission Kit
\$ (11.99 MSRP)

- Tee Templates
- Placement Platte
- Specialty inks and FDE
- Decalix, reusable FDE

b. Submit your idea to Threadless...

Use the templates provided in the submission kit to prepare your design files. Click the "Submit a design" button below, follow the instructions and fill out the form to submit your design for presentation to the Threadless community.

c. The community rates & comments on your idea...

Over a period of 7 days, the Threadless community will score and comment on your submission. These scores and comments will help us decide which designs should become the next Threadless tees!

d. If your idea is selected for print, you'll receive:

- \$2,000 in cash
- \$300 Threadless Gift Certificate (can be redeemed for \$200 cash)
- \$500 in cash each time your design is reprinted
- Up to \$20,500 more if you win a "Bestee" in the Threadless Awards
- Alumni Club membership including a Medal of Honor and other goodies

[Submit a design](#)

Critique



Not sure if your design is ready? Why don't you submit it for a critique! You can get community feedback on your idea to help you finalize your design before submitting it for scoring!

[Submit a critique](#)

**TYPE
tees**

Submit a slogan!
If we print it, you get

\$500

Did you know that every Type Tee began as a slogan submission? Think you got one?

[Click here to submit!](#)


El Caso Threadless: Dell y Havaianas



"We wanted to bring the voice of the consumer in, so teaming with Threadless was an obvious fit. This is art that resonates with Dell customers."

Rachna Bhasin, general manager of strategic partnerships at Dell

Y Gap...



1/2 >

GAP + *threadless*[®]

Threadless is an online community that makes T-shirts designed by people like you.

SHOP NOW >

MAKE & PICK THE TEES GAP SELLS NEXT >

MAKE GREAT TOGETHER™

SWING HIGH
Design by Inner-Monster
Montreal, Québec, Canada

On-Demand: Netflix

Co-
concepción

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NETFLIX

Start Your 1 Month Free Trial How It Works Browse S

Instantly watch as many movies as you want!
For only \$7⁹⁹ a month.

- ✓ Streaming instantly over the Internet to your PC, Mac & TV
- ✓ Watch as often as you want, anytime you want
- ✓ Cancel anytime

Questions? 1-866-636-3076
24 hours a day

Do-It-Yourself (DIY): IKEA

Co-concepción

Co-diseño

Co-producción

Co-promoción

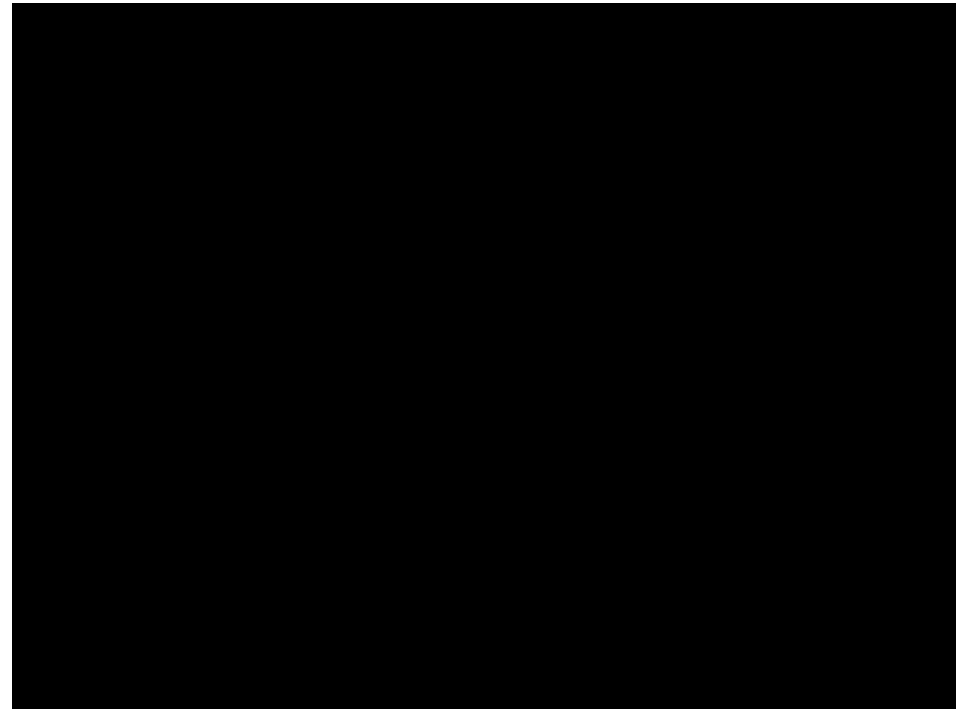
Co-pricing

Co-distribución

Co-experiencia

Ejemplo de co-promoción en IKEA

The screenshot shows the homepage of the IKEA FANS website. At the top, there's a navigation bar with links for Home, Marketplace, Forums, Galleries, Blogs, IKEApedia, Articles, Guides, and Director. Below this, there are three main sections: 'Do It Yourself' (Start with a plan, Get help now...), 'Share Progress' (Friends and Family, Blog it here...), and 'Show it off' (Visually Document, Upload your photos...). A large banner for 'FREE Comfort Profile' is visible, along with an advertisement for 'SLEEPYS Perfect Mattress'. The main content area features a 'DIY Guide' section with a tip: 'Look for the orange icon throughout the site for DIY information.' Below this, there's a section titled 'Everything you need to Do It Yourself' with an image of a person working on a project. To the right, there are several promotional articles: 'Invention Idea-Start Here', 'How To Patent Your Idea', 'Stock Cabinets - 50% Off', and 'Can I DIY?'. The website also includes a search bar and a 'Shop Now' button.



Co-experiencia: American Girl

Co-
concepción

Co-
diseño

Co-
producción

Co-
promoción

Co-
pricing

Co-
distribución

Co-
experiencia

American Girl® follow your inner star®

Shop · Fun for Girls · Magazine · Movies · Stores

Featured highlights
Celebrate the season at our in-store special events.
◀ 1 of 2 ▶

We love spending time together

Enter our shop

Shop Play Visit

Gifts she'll love always
Download a printable list to fill out with favorites!

Watch our new TV commercial featuring My American Girl™ dolls



Subasta online: Priceline

Co-
concepción

Co-
diseño

Co-
producción

Co-
promoción

Co-
pricing

Co-
distribución

Co-
experiencia

The screenshot shows the priceline.com website. At the top, there are navigation links: '+ sign in', '+ my profile', '+ my trips', 'check your request', and '+ help'. Below this, there are promotional banners: 'SAVE last minute deals' and 'NEW priceline Visa card - get a free night'. A horizontal menu lists various travel categories: flights, hotels, cars, vacation packages, cruises, activities, pricebreaker deals, city guides, rewards, and groups.

The main content area is divided into two sections:

- shop for discount travel**: This section has tabs for flights, hotels, cars, vacations, and cruises. It features a search form with fields for 'from (city or airport)', 'to (city or airport)', 'departing' (mm/dd/yy), and 'returning' (mm/dd/yy). There are also dropdown menus for 'passengers' (1 Adult, 0 Child) and a 'search now!' button. A promotional banner for American Airlines (AA) says 'SAVE MORE! We shop the major airlines, including American Airlines.' A quote from a man in a suit says 'NO ONE DEALS LIKE WE DO!'. A link at the bottom says 'click here for multi-destination trips and other options'.
- freshly negotiated travel deals**: This section features a banner for 'fly american airlines from \$29 one way*' with an image of an AA airplane. Below this, there are three categories: 'walt disne', 'rental car', and 'flight deals', each with a 'bid now' button.

At the bottom right, there is a 'name your own price® - backed by our Big Deal Guarantee' section with three categories: 'save up to 40% on flights*', 'save up to 60% on hotels*', and 'save up to 40% on cars*', each with a 'bid now' button.

Crowdsourcing: Doritos & Pepsi Max Challenge

The screenshot shows the 'Crash the Super Bowl' website interface. At the top, there are navigation links: 'LOG-IN', 'REGISTER', and 'TURN MUSIC ON'. Below these are menu items: 'FINALISTS', 'GALLERY', 'TIPS & TRICKS', 'TOOLKIT', 'FORUM', and 'CONTEST INFO'. The central focus is a large dark box with the following text:

THE CHALLENGE

THIS YEAR, WE'RE CHANGING THE GAME

You choose which brand you want to make a commercial for: Doritos® or Pepsi MAX® Or, if you're feeling really confident, make one for each.

Get your best idea together for a Doritos® or Pepsi MAX® brand Super Bowl XLV commercial. Make it action-packed. Make it funny. Make it all or none of the above. It's your call. Just make it awesome. Then write it, shoot it and submit it.

Be one of the five finalists for Doritos® and/or one of the five finalists for Pepsi MAX® and win \$25,000.

Then, if your submission is voted in as one of the top six—three from each brand—we'll air your commercial during Super Bowl XLV.

But that's not it. If you get first place on the USA Today Ad Meter, we'll give you \$1,000,000. Second wins \$600,000 and third wins \$400,000. If we sweep the top three, all three winners get another \$1,000,000. And to top it all off, the finalist with the highest scoring ad wins a contract gig to work with the pros and create a future commercial for Doritos® and Pepsi MAX®. Sound good? We thought so.

[VIEW F.A.Q >](#) [OFFICIAL RULES >](#)

*The criteria for the USA Today Ad Meter is determined solely by USA Today, which is not affiliated with this program in any way.

Crowdsourcing: Quirky



Help us choose the next great Quirky product

We need you to help us identify the best ideas up for evaluation.

Our products come from people just like you. Come influence us!

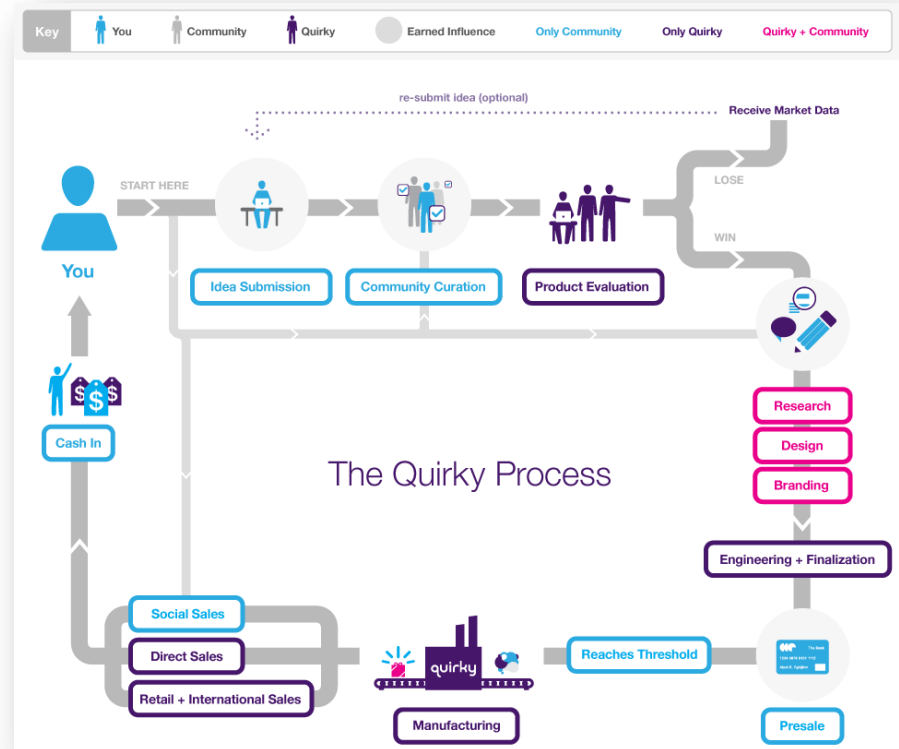
Featured Product: [see all products >](#)

Shoes
The "A" foldaway shoe rack, easy, light, compact and TRENDY! You are not

Submit your genius idea to Quirky

Have a great idea bouncing around in your head? Send it our way!

[Submit Your Idea](#)



Algunos productos Quirky



“The product is, obviously, a power-strip. It is also from Quirky, the community-driven product makers that seem to hit almost as many product home-runs as Apple.” --Wired



SONY PlayStation Network



PlayStation®Plus ▶

Start getting even more from your PlayStation 3 with exclusive gaming features and lots of special offers on PlayStation Store.



Online Play ▶

Take part in regular tournaments and post your scores on game-specific leaderboards - how will you compare with the world's best?



PlayStation®Store ▶

Access PlayStation Store to download a range of fantastic games, demos, themes, wallpapers and more - many of which are free.

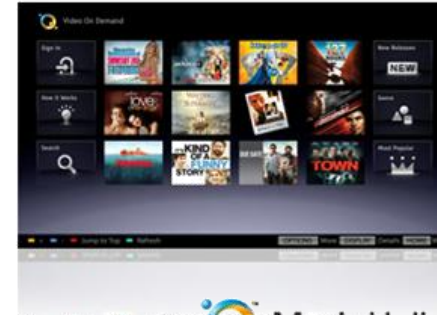


Friends And Messaging ▶

Whether it's via text, voice or video chat using a PlayStation Eye camera, keeping in touch is free, easy and fun.



Video On Demand



Music Unlimited



Folding@home™
distributed computing | on PLAYSTATION®3

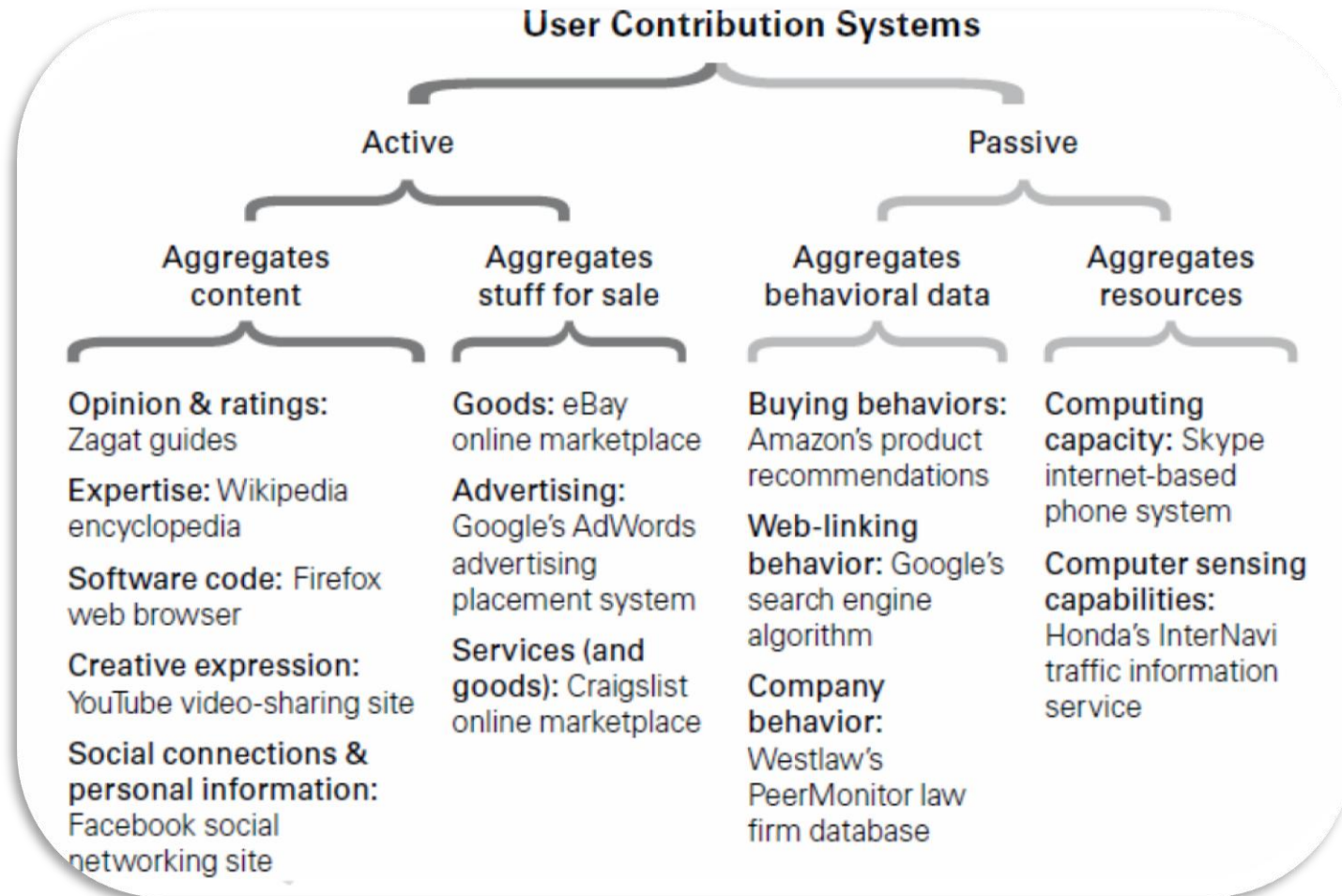


Cómo pensar la innovación en servicio

1. Conceptos en transición: una nueva forma de pensar
2. Desde una óptica de actividades de co-creación a lo largo de la provisión y consumo del servicio
3. Desde una perspectiva de contribución del usuario

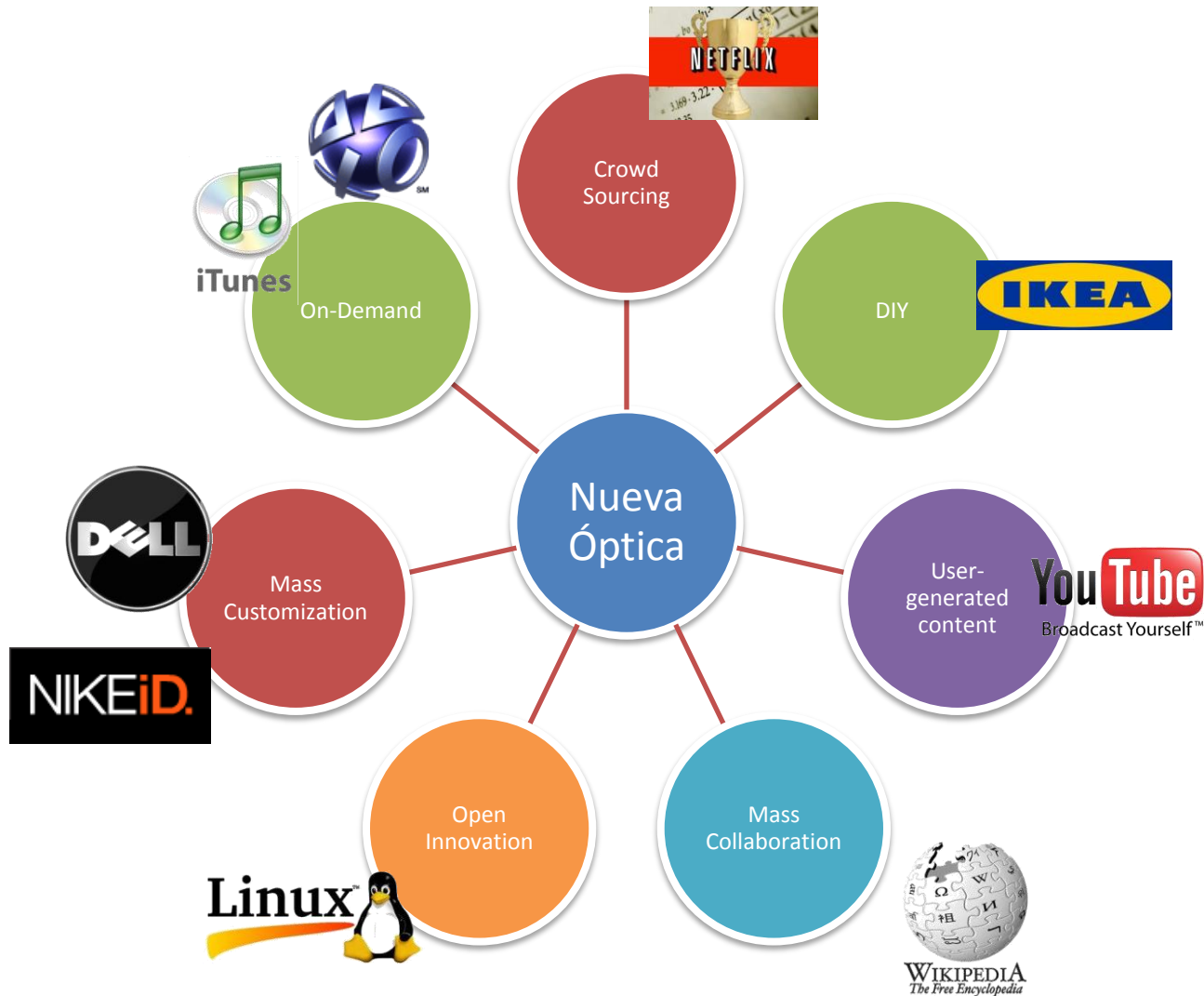


Innovación a partir de contribución de usuarios



The Contribution Revolution: Letting Volunteers Build Your Business, Scott Cook, Harvard Business Review

Algunas tendencias...



Una tendencia emergente: Crowdfunding

?! What is Kickstarter? We're the largest funding platform for creative projects in the world.

KICKSTARTER Discover great projects Start your project

like you!

We help people fund creative projects.

Co-financiación Co-concepción Co-diseño Co-producción Co-promoción Co-pricing Co-distribución Co-experiencia

Each and every Kickstarter project is the independent creation of someone like you! Have an idea that you think might work on Kickstarter? Tell us about it!

SHARE YOUR PROJECT

Already have a creator account?
[Log in to start your project](#)



INDIEGOGO KICKSTARTER
FundBreako SELLABAND
cameesa TenPages.com*
*where books are born

RocketHub catwalk genius own fashion

SUZATORIA
microcréditos de persona a persona



¿Por qué co-creamos valor?

- Todos los integradores de recursos que participan del intercambio se benefician con la co-creación de valor.



- Para SDL, la co-creación de valor no es una opción, sino que ocurre por la misma acción de uso de un servicio y su integración con otros recursos

¿Por qué co-creamos valor?

- Más allá de la co-creación natural que emerge por el uso de un servicio, existe muchas veces una participación activa –deliberada– de usuarios en diversos sistemas de contribución.



En estos casos ¿por qué contribuir en la creación de valor?

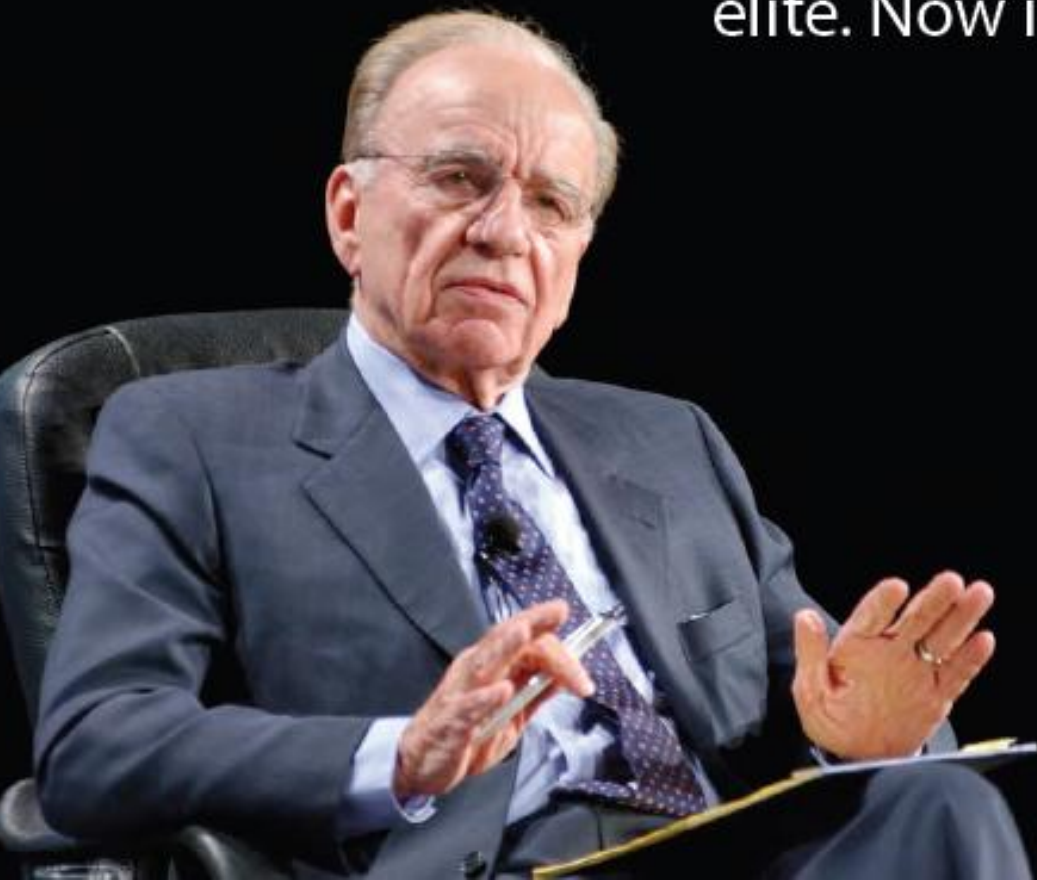
Co-creación en sistemas de contribución

- Recompensa material: obtener una compensación o un bien/servicio determinado (Ikea)
- Recompensa social: formar parte de una comunidad (facebook, linkedin)
- Reputación: reconocimiento de pares (wikipedia)
- Auto-expresión: compartir opiniones, pensamientos o expresarse creativamente (youtube, threadless)
- Altruismo: ayudar a otros (kickstarter)
- Porque es divertido!



“To find something comparable you have to go back 500 years to the printing press, the birth of mass media. Technology is shifting power away from the editors, the publishers, the establishment, the media elite. Now it’s the people who are taking control.”

Rupert Murdoch



“It's the democratization of industry... we are seeing the emergence of an economy of the people, by the people, for the people.”

Prahalad, C.K., y Venkat Ramaswamy.
“The Future of Competition: Co-Creating Unique Value with Customers” 2004.



Algunas lecciones de SDL para Marketing

- Los recursos clave no son los bienes o materias primas tradicionales sino el conocimiento y las aptitudes
- El valor para el consumidor es creado en el uso del servicio, y el mismo es único para cada consumidor
- Las empresas (integradores de recursos) obtienen ventaja competitiva en la medida en que hacen participar a consumidores y a otros integradores en actividades de co-creación.
- Para ello, es fundamental comprender el proceso de co-creación de valor
 - Podemos preguntarnos por qué clientes potenciales no co-crean valor con la empresa



SDL provee un nuevo kit de herramientas para el Marketing

Algunas lecciones de SDL para Marketing

- Las experiencias (lo intangible) cobra cada vez más relevancia.
- El marketing es relacional y debe orientarse hacia el diálogo
- Las empresas deben ser transparentes a la hora de compartir información



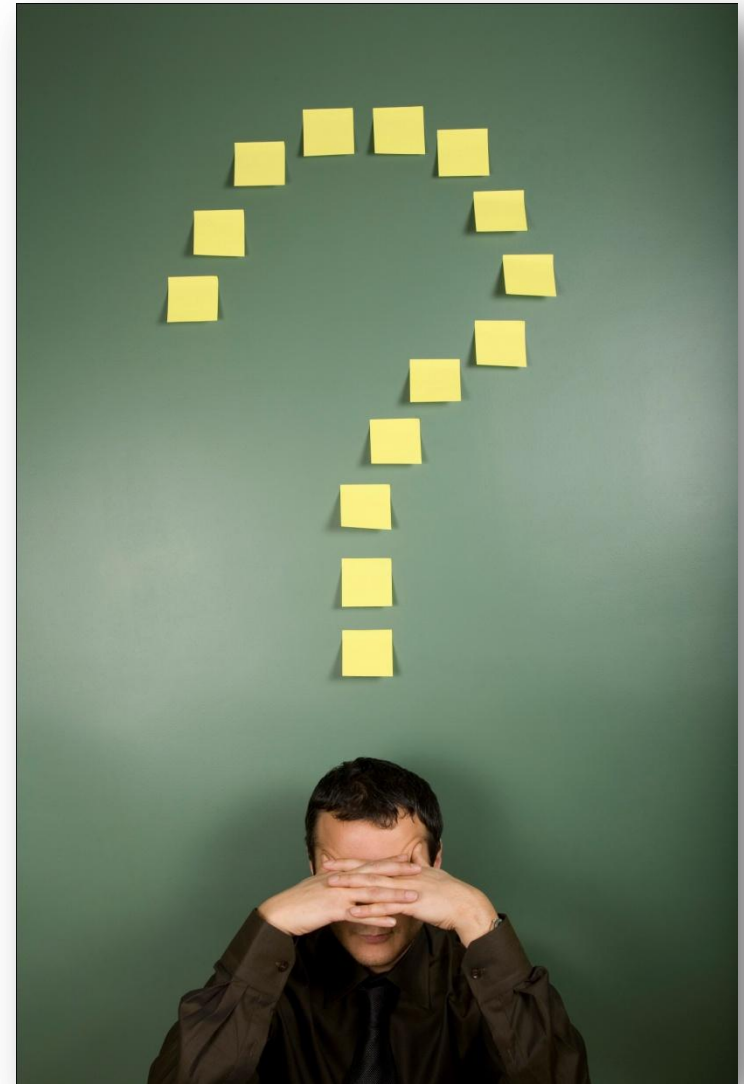
SDL provee un nuevo kit de herramientas para el Marketing

El “nuevo” objetivo del Marketing es apoyar y mejorar el proceso de co-creación de valor de uso de los consumidores.

Para concluir...

“Service-dominant logic is a work-in-progress; in fact, it is more incomplete than it is complete”

Vargo, S., R. F. Lusch. M. A. Akaka, Y. He. 2009.
The Service-Dominant Logic: A Review and Assessment,
Review of Marketing Research.



Al final de las próximas 3 clase deberíamos poder...

- ✓ Ver al marketing desde dos ópticas distintas: Goods-Dominant y Service-Dominant Logic.
- ✓ Llevarnos nuevas herramientas para lograr un Marketing más efectivo.
- ✓ Re-pensar nuestro negocio o mercado a través de una óptica diferente.