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OF QUEENSLAND  
AUSTRALIA

CREATE CHANGE

# Marketing your service and service ecosystem

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# What is marketing?

What do **you** think marketing is?

# Traditional view of marketing

**Creating, communicating, and delivering value** to customers and for managing customer relationships in ways that benefit the organization and its stakeholders:

- Value in terms of functional and emotional benefits
- Value in terms of tradeoffs between benefits and costs – economic benefits
- Value in exchange: value is embedded in the product and delivered by the organisation

# Emerging view of marketing

**Collaborating and co-creating value** with customers *and* stakeholders by integrating resources in ways that provide mutual benefit for each beneficiary involved:

- Value can be co-created in various ways because each beneficiary has different resources and can participate in different ways
- Value is always determined by each beneficiary from their unique perspective
- Value is an experiential process outcome, not a property of output
- Value co-creation occurs in service networks/ecosystems: configurations of resources (people, technology, information, organizations) connected through value propositions
- Value co-creation occurs within social systems that inform how activities and interactions happen.



# Developing your marketing strategy

1. Mapping service networks/ecosystems
2. Understanding stakeholder goals, resources and co-creation roles
3. Offering value propositions at a micro, meso, and macro level

# Mapping your service network/ecosystem

Who are the stakeholders in your service network?

How and why are stakeholders connected?

What resources (human, financial, informational, technology, assets) do stakeholders have access to?

What core competencies or distinctive capabilities do stakeholders have?

# Understanding stakeholder goals and roles

What are stakeholders trying to accomplish?

What types of resources are stakeholders able to contribute?

What types of co-creation roles can they play?

# Offering value propositions

The success of what you offer stakeholders is ultimately determined by its ability to optimise value for stakeholders and your service through the co-created interactions and experiences.

Traditionally the value proposition has been a promise about the value embedded in a solution based on its form and features i.e., functional, economic and emotional benefits – value in exchange.

Co-created value is about making promises that acknowledge the stakeholder's service co-creation role based on how stakeholders define success in getting a job done.

It also acknowledges the service co-creation role of each stakeholder in helping each other to get the job done.

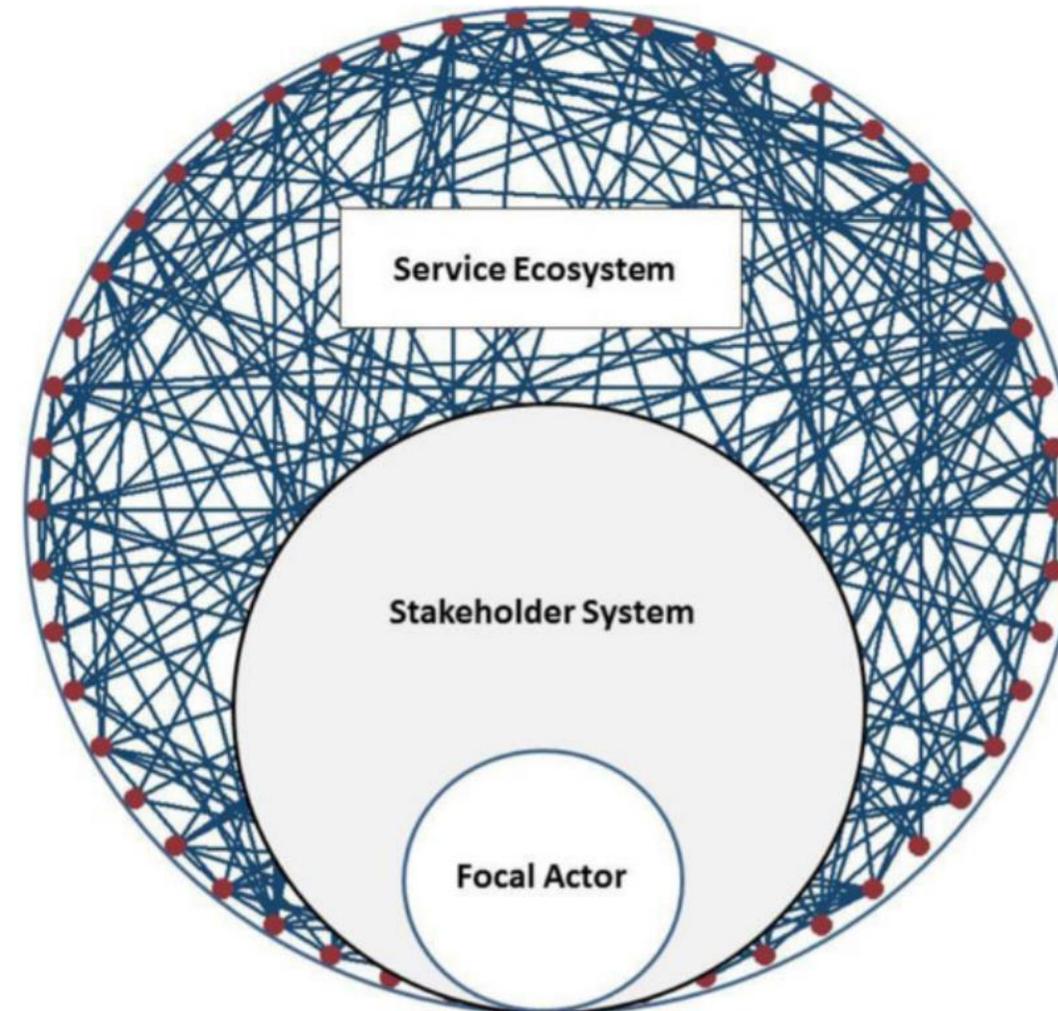
# Offering value propositions

Value propositions operate at different levels:

**Micro level** – individual stakeholder (focal actor): value propositions integrate specific resources of the organisation, key stakeholders and end users to achieve specific benefits

**Meso level** – organisation (stakeholder system): value propositions shape how an organisation adapts and attracts the resources of collaborators (employees, suppliers)

**Macro level** – service ecosystem: value propositions shape the development and potential of the service ecosystem.



# Micro-level value proposition - building blocks

## Stakeholder name:

What are they trying to accomplish?

How do they perceive our service/what we offer?

What benefits do they perceive in collaborating with us?

How can we help them achieve specific outcomes?

How can we involve them in this process?

How can we influence them to gain their commitment and ownership?

# Influencing stakeholders

1. **Influencing is a persuasive process** that includes building relationships, understanding the perspectives of others and having clarity about what you want and what they want.
2. **Influence is an outcome of trust** based on what you promise and what you deliver – it's an ongoing process and not just when you need something.
3. **Stakeholders are more open to be influenced when they feel heard** - when you understand where people are coming from and what information will resonate with them, you can frame your ask in a compelling way because you've taken the time to understand what's important to them.
4. **Influence requires persuasive communication** to help you get your message across to internal and external stakeholders in a clear, credible and compelling way.
5. **Influence is about solving problems** - if you are viewed as a problem-solver and solution provider, you will build your credibility, which will make the next time you want to influence much easier.

# Value proposition statement

For ..... (description of stakeholder)

Who ..... (overall job to be done & context)

We offer ..... (stakeholder perception of our service)

That enables you ..... (stakeholder's service co-creation role)

In order to achieve ..... (stakeholder outcomes/value criteria)

Unlike ..... (other competing stakeholders)

We ..... (unique way barriers are overcome)



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# Thank you

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