



Servitization: Origins and examples from Sweden and Japan

1. Servitized economy

The field of services research emerged from the marketing field in the 1960s, when the tertiary sector's share of GDP continued to grow to over 70% in developed countries. The



3. Research issues addressed in the Servitization

Against this backdrop, what topics are being addressed in the study of the servitization of manufacturing? First, I would like to illustrate how this new field is organized. According to Raddats et. al (2019)³, there are three major research groups. The first is a group with a management perspective, focusing on services marketing, with themes such as theoretical research, strategy, customer attitudes and behavior, marketing mix 7P, value co-creation, and service ecosystems. The second group, Product Service Systems (PSS), is based on design engineering, and its main theme is service design from an engineering perspective. The last is



structures. In other words, starting out in the dark, thinking of it as an extension of their existing business, will likely end in failure.

Yamaha Motor is a transportation equipment manufacturer headquartered in Japan. Although best known for its motorcycles, its main source of revenue is from marine engines. After the bursting of Japan's bubble economy, the pleasure boat market was in danger of collapsing due to the loss of wealthy and corporate customers. As a leader, Yamaha Motor began the pleasure boat rental business. Involving marinas throughout Japan, which had previously been sales agents, the company switched from the business of renting boat moorings to the rental business. To this end, Yamaha Motor offered substantial discounts and set up a system that allowed marinas to sell used boats after three years of rental use, thereby protecting their profits. The marinas' sense of urgency at the collapse of the market prompted 140 marinas to respond, contributing to the general public's participation in the marine leisure activity of boat cruises, which had once been a pastime for the wealthy.

It is necessary to set new KPIs that take into account the above



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