



# The transformation towards solution provision

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# From „Quality“ to „Brands“: Customer value redefined

Deutschland  

Kontakte Hilfe Sixt Konzern Karriere Vorteils-Shop news&more

HOME PKW MIETEN LKW MIETEN URLAUBSWELT LIMO SERVICE AUTO-LEASING AUTOKAUF

### Sixt. Weltweit First Class fahren.

Deutschland  Kategorie - PKW / Kombi

Abholung [ ▶ Station suchen ] Rückgabe [ ▶ Station suchen ]

am 3.9.2007 um 1 00 am 4.9.2007 um 1 00

Versicherung:  exklusiv  inklusiv **PREISE & RESERVIERUNG**

SixtExpress Kunden Login

Nachname  Karten-Nr.

Komfort-Login [ info ]  Deutschland

Topangebote... 1




Sonne, Meer, Sonne  
Reservieren.  
[ z.B. Audi TT Coupé für nur €9,- / Tag ]

» Hier buchen » Alle Topangebote



**Holiday Cars.**  
[Die Ferienmietwagen von Sixt]



**Auto-Leasing.**  
[Supergünstige Neuwagen]



**Autoland.**  
[Der Gebrauchtwagenmarkt]



# From „Service Delivery“ to „Customer Integration“

## ■ Design Services

- Design Concept
- Color Scheme
- 3D-Rederin
- Model
- ...

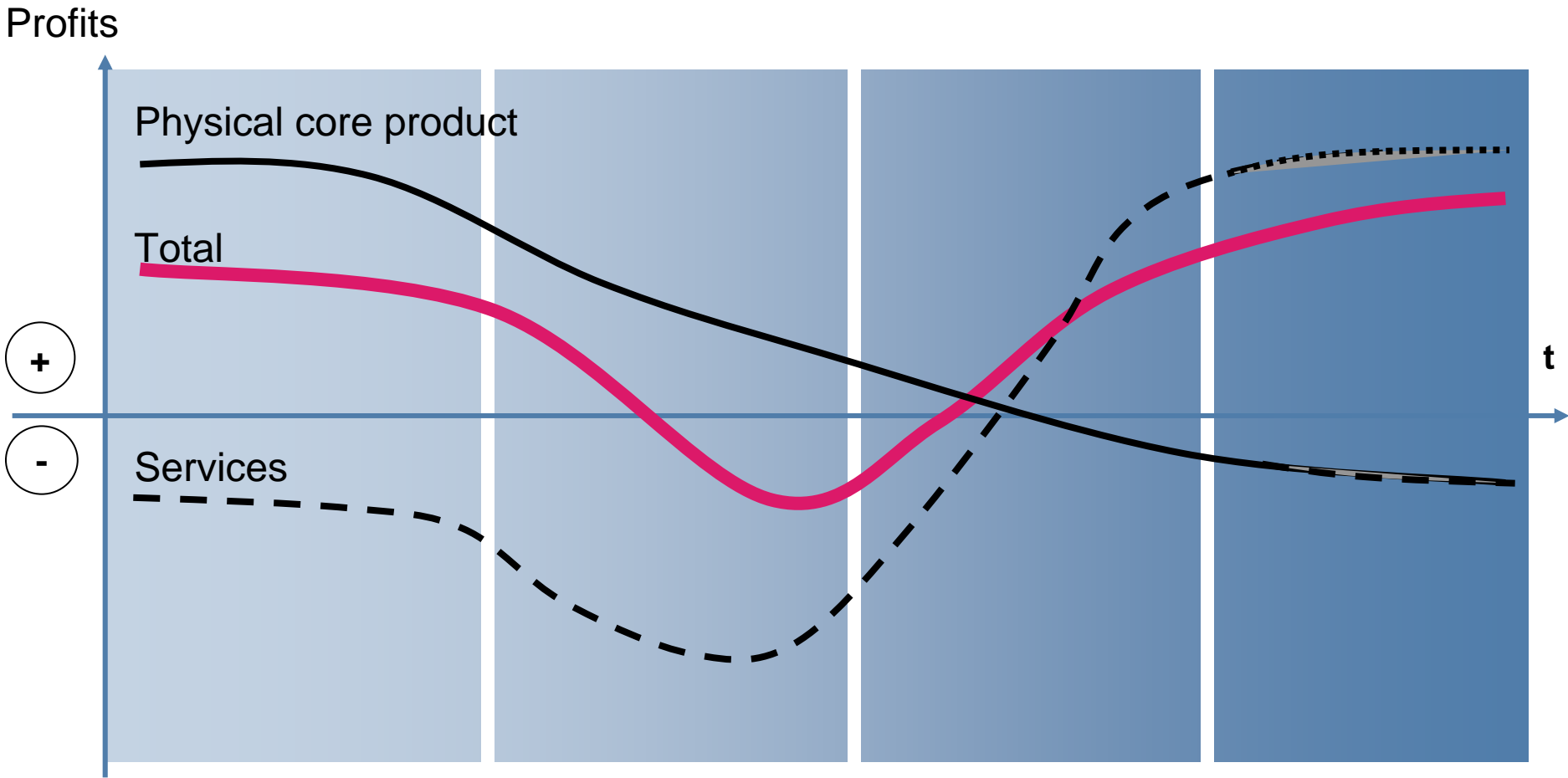


## ■ Generated Value

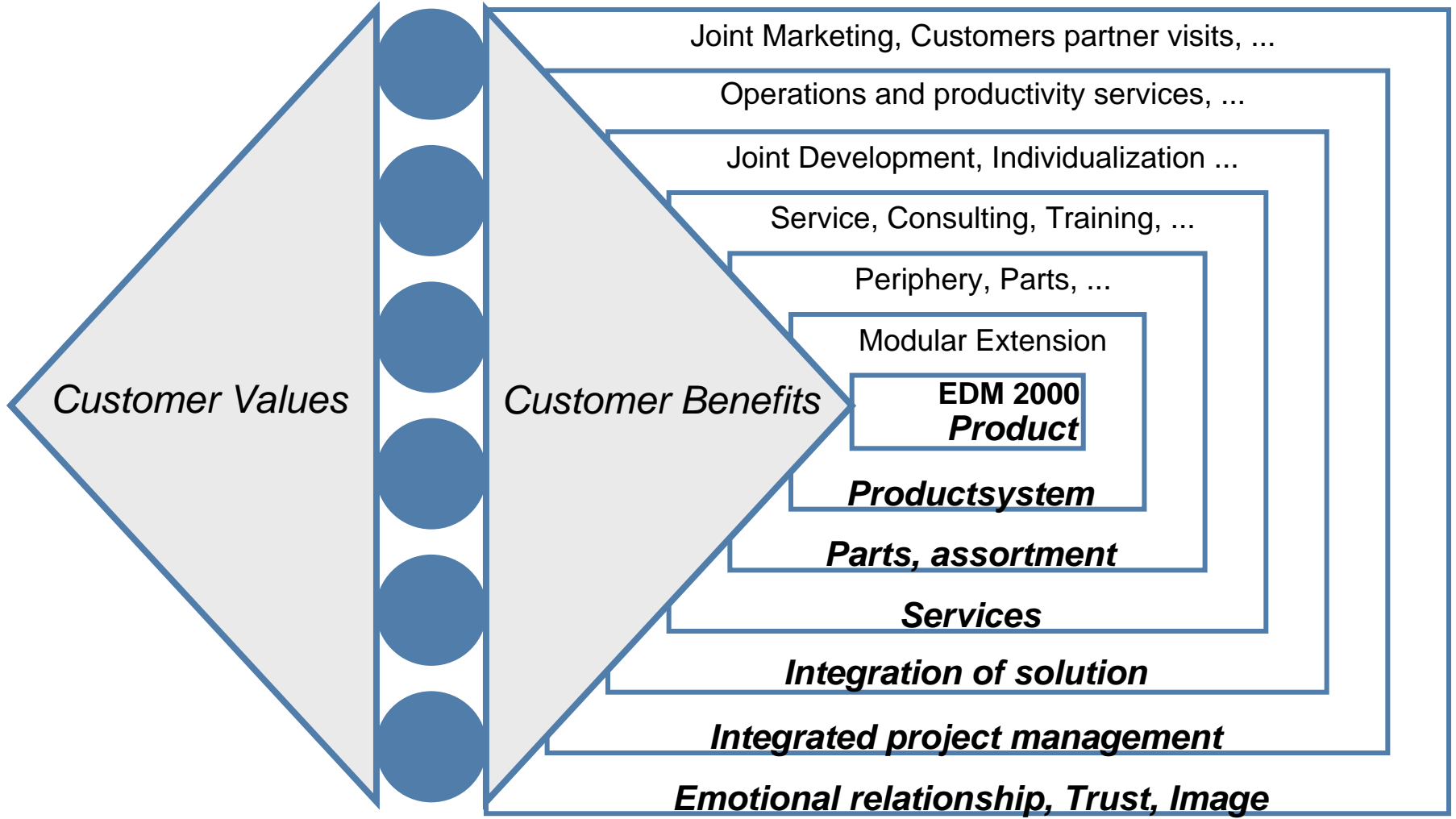
- Brand identification in market
- Homogeneous corporate identity at the customer
- Addressing emotional aspects: “Customer identification”



# Challenge: Do not enter the „Service Trap“



# Challenge: "Design organisations that deliver the customer-integrated solution"

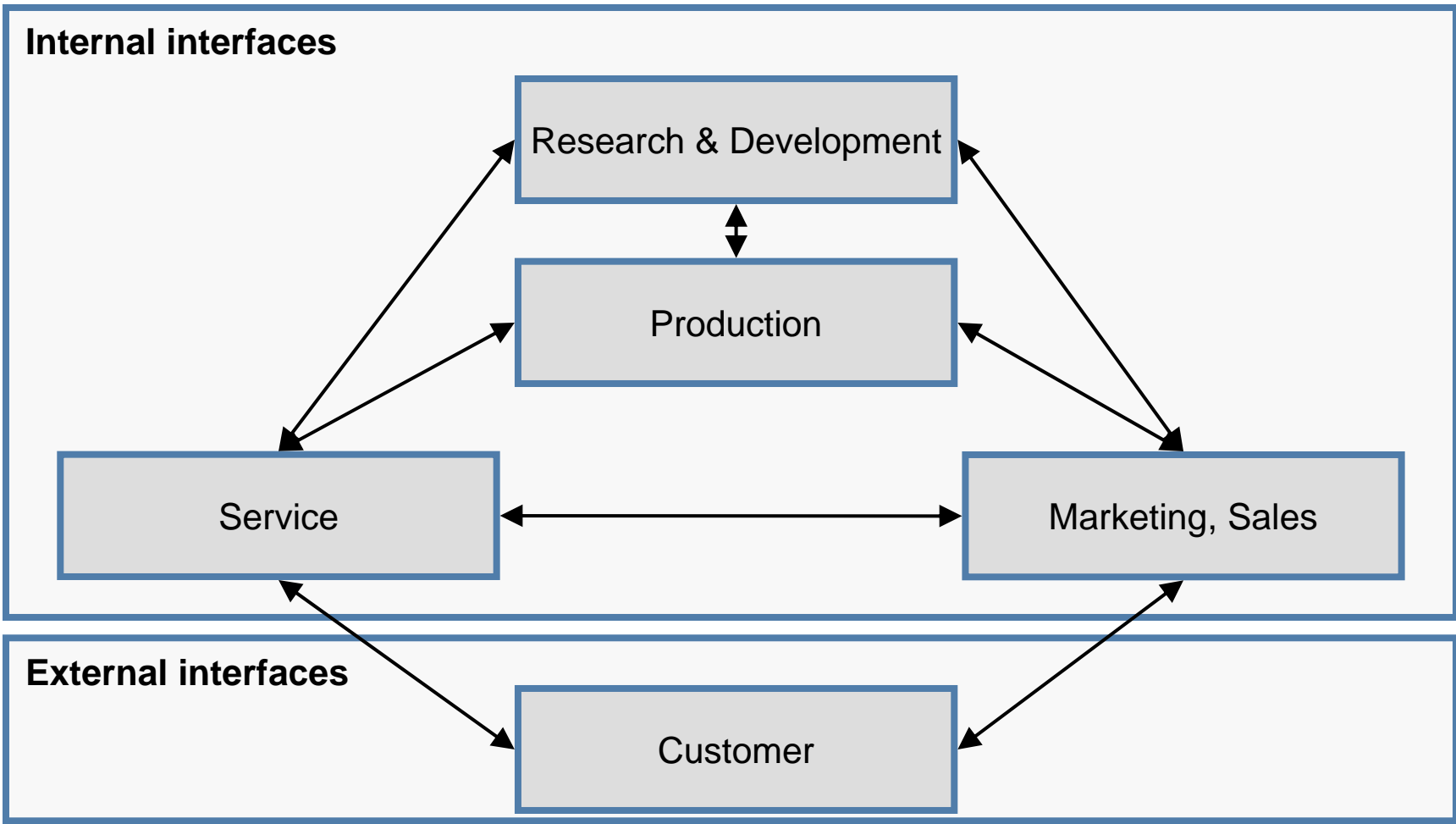


Source: Gudergan 2007





# Reserach question: How to achieve *coordination* towards integrative behavior across fuctional boundaries?

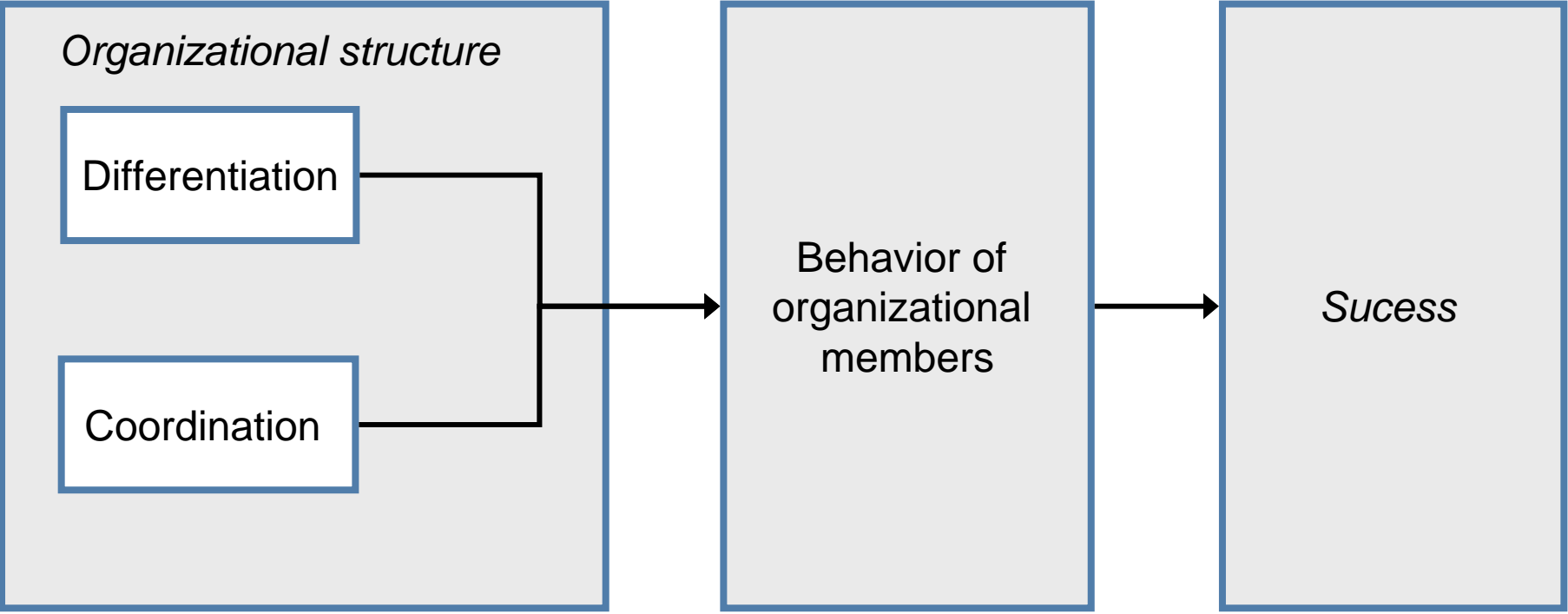


# Study – General approach

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- Scale development for coordination mechanisms, behavioral variables and success variables
  - Literature survey and expert interviews for scale development, most scales not available or applicable
  
- Hypotheses generation: Expert interviews and theory analyses
  
- Conceptual Framework
  - Contingency theory
  - Classical organizational design theory
  - Resource based view: both static and dynamic perspectives
  - Strategy theory and customer value perception theory
  
- Structural equation modeling (PLS)
- Empirical survey in the production industries

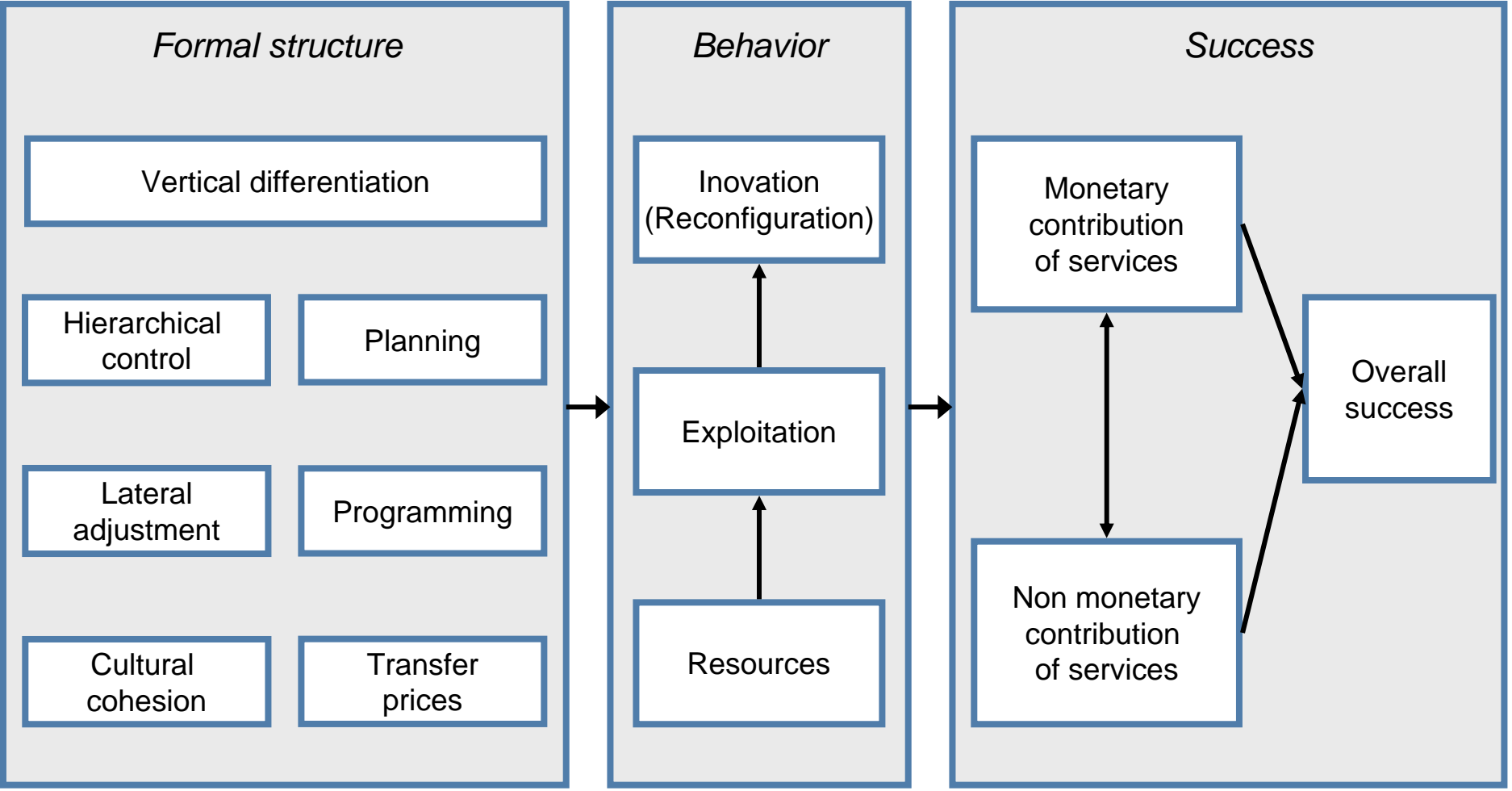
# Conceptual Model – Structure determines organisational behavior



Source: Gudergan 2008



# Model – Ressource based exploration / exploitation and organizational theory framework



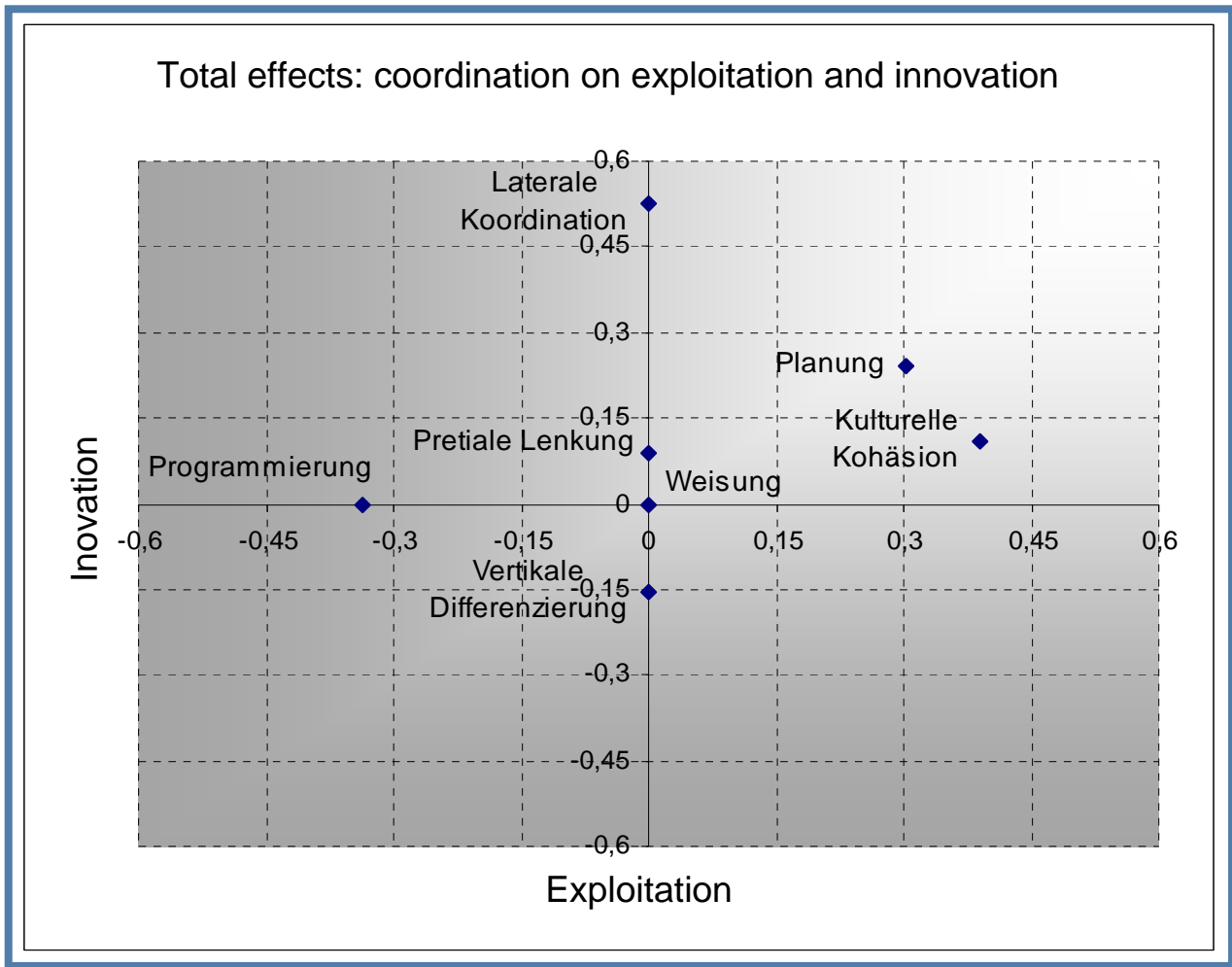
Source: Gudergan 2008





- Scale reliability testet, Chronbach's Alpha for reflective scales
  - Coordination instruments
  - Ressources, exploitation and innovation
  - Monetary, non-monetary and overall success
- Main component analyses to demonstrate discriminate validity for all the coordination, behavior and success variables
- Predictive Power of overall model could be empirically demonstrated
- Analyses of overall effects of coordination variables on success

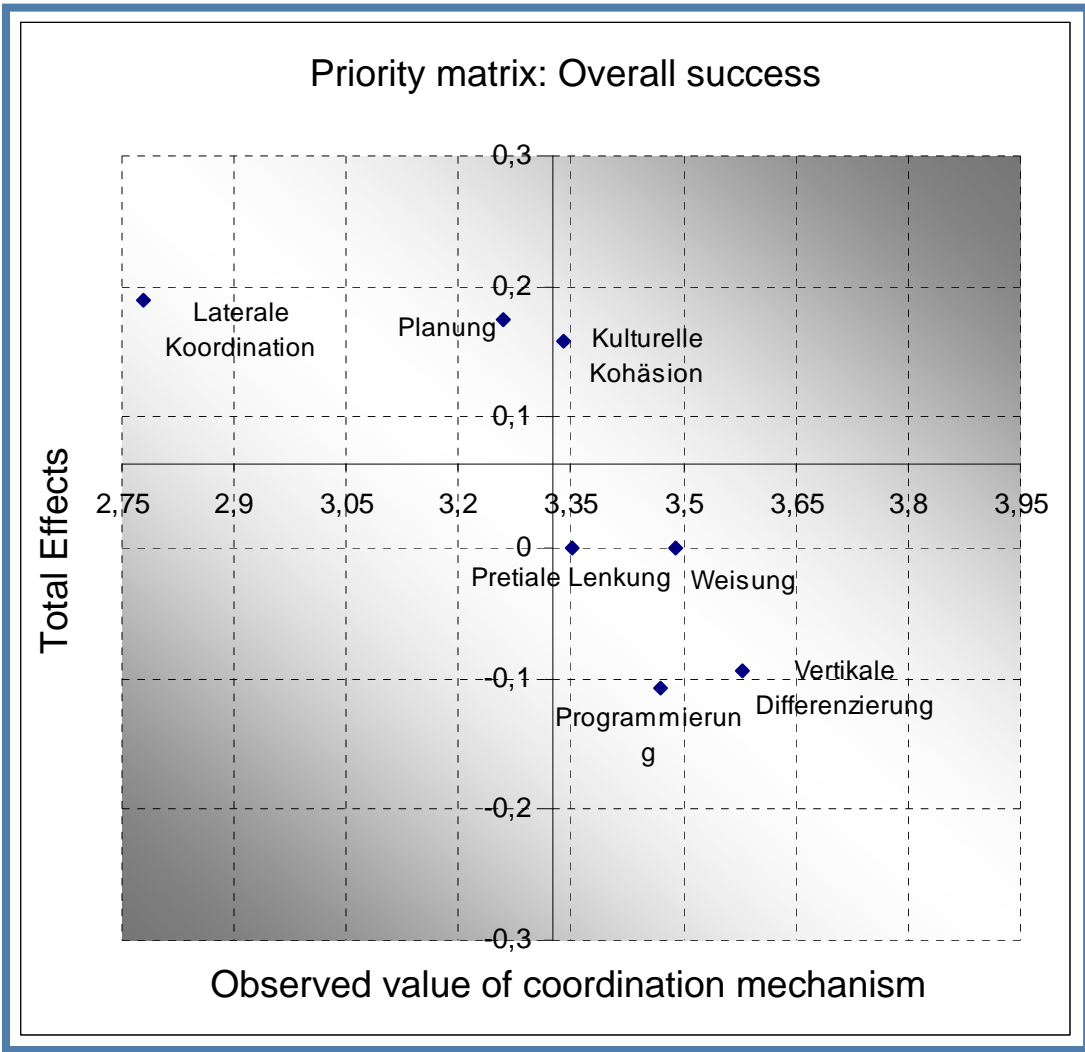
# Empirical results (example) – total effects on exploitation and innovation: Planning and culture (and teams) main driver



Source: Gudergan 2008



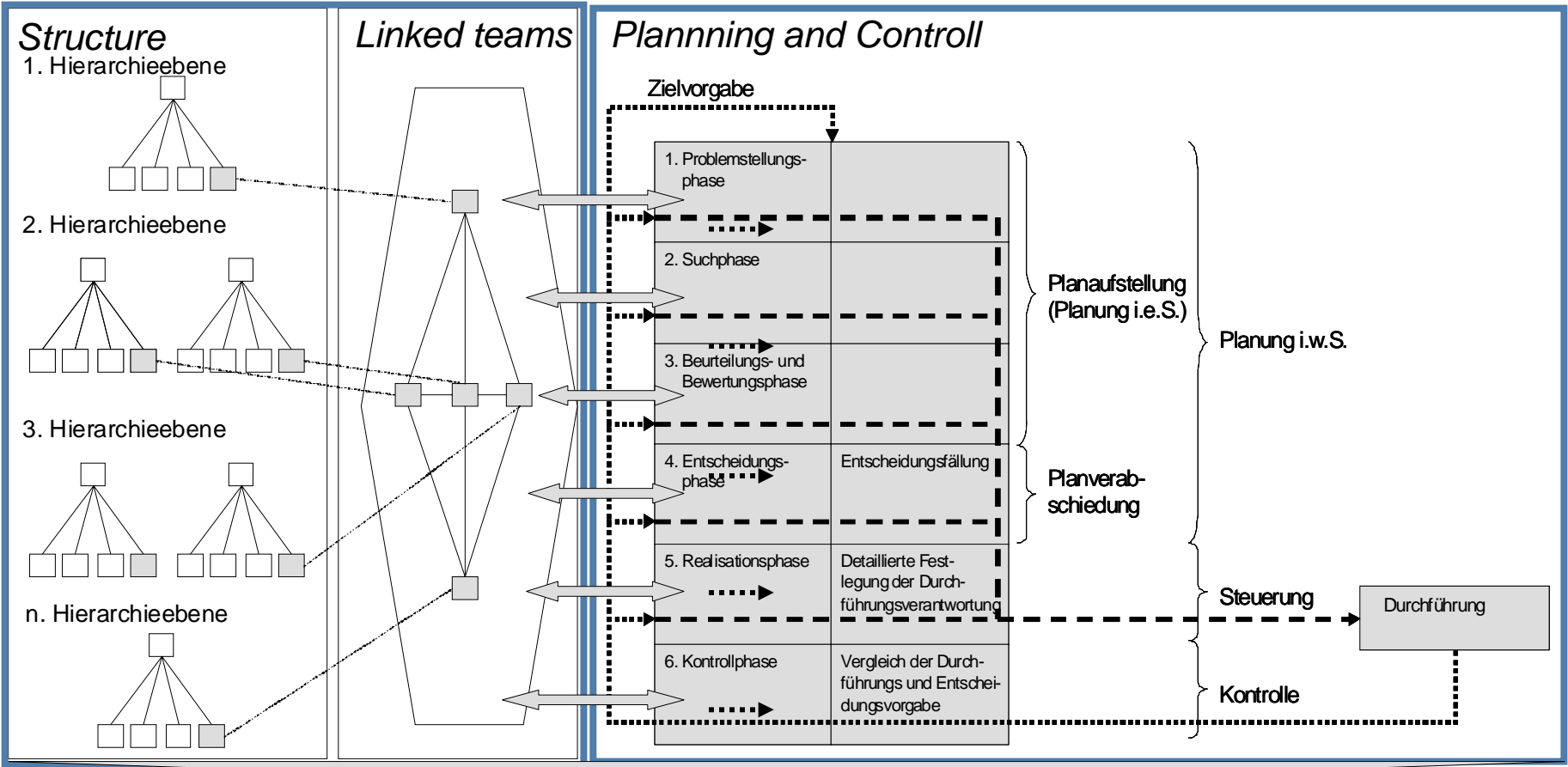
# Empirical results (example) – impact matrix: Planning, teams (and culture) have biggest potential



Source: Gudergan 2008



# The evolution in Service Development: The integrating organization SERDUCT



## Service culture

Source: Gudergan 2008





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