

'Kibsification' of Industrial Services

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INTRO: The phenomenon of knowledge-intensification – 'Kibsification'

- The pattern of knowledge-intensification
 - New KIBS offerings/firms emerge
 - Traditional offerings become more knowledge-intensive
 - RESULT: Increasing amount of KIBS in the contemporary economy
- Has been recognized a trend of the whole economy accross all economic sectors



MOTIVATION: A gap in the KIBS and IS research areas

- The majority of KIBS-focused research has focused on such services in the professional service sectors
- Despite the vast amount of research on both industrial services and KIBS (as separate lines of services study), **there is a lack of explicit attention on the phenomenon of 'kibsification' in the context of industrial services**



LOGIC AND PROCEEDING OF THE PAPER

1. Topicality of the kibsification phenomenon
2. Identification of the gap
3. Reviewing IS and KIBS literature to establish understanding and to ground argument of the gap
4. Deriving KIBS characteristics from literature
5. Empirical case study: Tracing KIBS characteristics in an industrial service offering
 - a) to find out whether KIBS features can be found in the industrial context;
 - b) to explore the ways in which kibsification might take place in the industrial firm



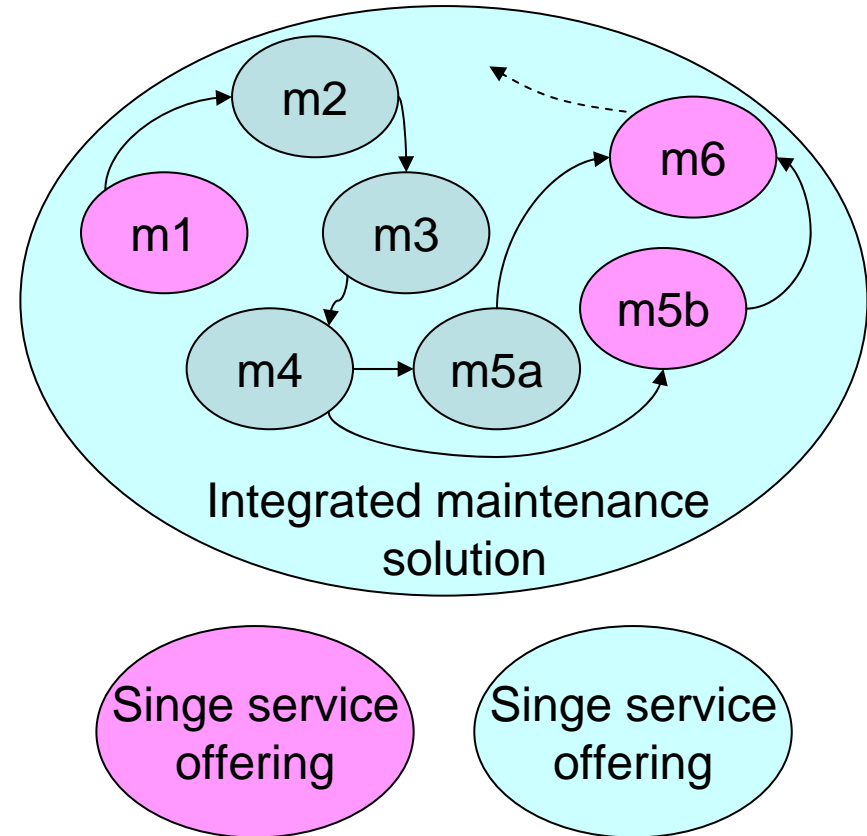
Typical KIBS characteristics

- Important role of knowledge as both input and output
- Organizations as main clientele
- Problem-solving or –clarification as typical objective/task
 - Responsiveness to customer-specificity of problems and needs
- Client-provider co-productive process generates *mutual* learning and facilitates the emergence of innovations



Kibsification manifested in the warehouse truck manufacturer case

- Kibsification was found in two levels:
 1. KIBS characteristics present in some modules of the integrated solution offerings
 2. Individual services with a more specific scope conformed to KIBS characteristics



Signs of kibsification in the industrial service firm's offering

- Diagnostic phases, design phases and continuous improvement tasks included in the service process
 - Emphasized especially in initial stages of a relationship
- High level of client-provider co-production as the basis of the services
- Improvement as part of the value proposition
 - Continuous improvement (cost, safety, efficiency, quality) in the integrated solution offering
 - Re-engineering and optimization in the logistics audit service offering



Conclusions in brief

- Evidence of knowledge-intensification can be found in services provided in the context of manufacturing
- Kibsification in manufacturing firms can proceed in parallel in the offering level and the modular level



Suggestions for future research

- 'kibsification' should be studied further in the context of industrial services and manufacturing firms;
 - possible impacts from the manufacturing context to these 'industrial KIBS' should be investigated;
- research streams on integrated solutions/industrial services and KIBS should seek influence from each other;
 - currently both areas have similarities in subject content but very little cross-fertilization
- research on manufacturer transformation should investigate whether the shift to knowledge-intensive services differs from the shift to more traditional industrial services.



Thank you! Questions?

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